



**Oregon State**  
University

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October 6, 2017

**To:** Academic Strategies Committee  
**From:** Paul Kelly, Chair  
**Re:** 2018 Academic Strategies Committee Work Plan and 2017 Board Assessment Result

At our October 19 committee meeting, we will discuss the topics and focus areas for our work plan for the next calendar year. As we think about our 2018 work, it is important to remind ourselves of our charter responsibilities (Attachment 1), the work we accomplished over the past year (Attachment 2), and the feedback we received in the latest Board self-assessment survey (Attachment 3).

With all of this in mind, we have created a draft 2018 work plan for the committee. To help us visualize the work in the context of our charter, we have created a graphic showing proposed topics grouped by the overarching “themes” of the charter (Attachment 4) and then provided detail about each topic and a timeline for accomplishing the work (Attachment 5).

In particular, as you look at the **visual in Attachment 4**, please consider the following in preparation for our discussion:

- Are these the “right” items for the committee to focus on based on the committee’s charter responsibilities?
- Is the plan “do-able” over the course of the meetings and at the level of engagement desired by the committee?
- Is it crafted in a way that will help maximize the engagement of committee members? Is it responsive to trustee feedback?

At our October meeting, we will be hearing a presentation by Provost Feser on the academic agenda for Academic Year 2017-18. In drafting the committee’s work plan, we worked with the Provost to align our work with the focus areas and priorities for his office over the next year. After hearing his presentation, we will be interested in your thoughts on whether there is good alignment between the work of the committee and university priorities for next year.

Thank you all for your thoughtful participation and continued diligence to our committee’s work. I look forward to this discussion in October.



## Oregon State University Academic Strategies Committee Charter

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The Academic Strategies Committee is established to assist the Board in its oversight of the teaching, research, and public service missions of the University. The committee consists of the trustees appointed by the Board Chair. The Provost and Executive Vice President and the Vice President for Research are ex officio, non-voting members of the committee.

The Committee's areas of responsibilities are: (1) assisting the Board to ensure and protect, within the context of faculty shared governance, the educational quality of the University and its academic programs; (2) monitoring progress towards the University's academic performance goals; (3) reviewing and recommending to the Board the creation, merger, or closure of schools, colleges or major university research centers or institutes within the University; (4) reviewing and approving major changes to the academic programs of the University, such as the creation, merger, or closure of degree programs; (5) overseeing the University's athletic programs; (6) overseeing University policies regarding student life and conduct, faculty, and academic affairs; (7) overseeing the University's research enterprise; (8) overseeing the University's outreach and extension programs; and (9) overseeing engagement with accrediting bodies. The committee is responsible for such other matters as may be referred to it by the Board.

The Office of the Provost and Executive Vice President is responsible for providing staff support to the Committee.

### **Document History:**

- Adopted by the Board of Trustees January 9, 2014
- Amended March 13, 2014
- Amended October 21, 2016

**Board Assessment Survey:  
Academic Strategies Committee**

**Average Response**

(rating scale ranged from 1-strongly disagree to 5-strongly agree)

<b>Criteria</b>	<b>Question</b>	<b>2015 Average Response</b>	<b>2016 Average Response</b>	<b>2017 Average Response</b>
Responsibilities/ Performance	As a committee member, I have a clear understanding of the committee's role and responsibilities.	<b>3.3</b>	<b>3.7</b>	<b>4.5</b>
Responsibilities/ Performance	Committee work is guided by a strategic and clearly articulated work plan.	<b>3.5</b>	<b>4.0</b>	<b>4.3</b>
Engagement	Committee members actively participate in discussions.	<b>4.3</b>	<b>5.0</b>	<b>4.5</b>
Culture/ Relationships	Committee members listen to and value each other's comments.	<b>4.3</b>	<b>5.0</b>	<b>5.0</b>
Leadership	The leadership of the committee is effective.	<b>3.8</b>	<b>4.7</b>	<b>4.5</b>
Support	Committee meetings...Have agendas and materials that are distributed far enough in advance to give them adequate consideration.	<b>3.5</b>	<b>4.3</b>	<b>4.8</b>
Support	Committee meetings...Rely on written and presentation materials that provide the right type and amount of information and are clearly written.	<b>4.0</b>	<b>4.3</b>	<b>4.8</b>
Support	Committee meetings...Are a good balance of information-sharing, discussion, decision-making, and committee education.	<b>3.0</b>	<b>4.0</b>	<b>4.3</b>
Support	Committee meetings...Allow enough time for the exchange of ideas and thoughtful deliberation.	<b>3.0</b>	<b>4.0</b>	<b>4.3</b>

## **Summary of 2017 Written Survey Comments**

There were a number of written comments in response to open-ended questions in the survey. Committee members want to continue to work on the right balance of time, topics and materials with more emphasis on discussion time, rather than presentations. It was noted that the interim telephonic meetings were helpful in accomplishing the work of the committee, but one trustee emphasized the need to allot sufficient time for committee work at the meetings held in conjunction with the Board meetings. Committee members also expressed their appreciation of Provost Feser's leadership.

In addition to these committee-specific comments, there were other comments of potential interest to the committee. Trustees expressed the desire to be more broadly engaged in the topic of student success and requested regular interim assessments of the university's progress toward increasing graduation rates.

**Academic Strategies Committee  
2017 Work Plan**

Annotated to Reflect Work Completed,  
Adjustments, and Additions (shown in red)

Link to Charter	Meeting Date	Discussion Items	Source
Research	Jan 19, 2017	<b>Research Enterprise ✓</b> Cynthia Sagers, Panel of Center Directors <ul style="list-style-type: none"> <li>• Research Office Strategic Plan</li> <li>• Centers and institutes as catalysts for research</li> </ul>	Follow up Requested
Educational Quality  Engagement with Accrediting Bodies	Jan 19, 2017	<b>Institutional Accreditation Review ✓ (moved to Jul 12, 2017)</b> Susan Capalbo <ul style="list-style-type: none"> <li>• Overview of the seven-year accreditation cycle and standards of the Northwest Commission on Colleges and Universities (NWCCU)</li> <li>• Process anticipated for OSU institutional accreditation review in 2019 and role of committee</li> </ul>	Advance Planning
Student Life & Conduct	Jan 19, 2017	<b>Students and Corvallis Community Livability ✓</b> Susie Brubaker-Cole, Steve Clark <ul style="list-style-type: none"> <li>• Creating a culture of shared responsibility, safety and civic engagement</li> <li>• Collaborating with the City of Corvallis and others for education, accountability and enforcement</li> </ul>	Follow Up
Student Life & Conduct	Jan 19, 2017	<b>OSU Freedom of Expression and Purpose, Priorities &amp; Philosophy of Campus Response to Student Protest ✓</b> Susie Brubaker-Cole <ul style="list-style-type: none"> <li>• OSU's division of student affairs has developed a set of procedures that university officials will enact when responding to student demonstration in alignment with the overarching philosophy and priorities.</li> </ul>	
Educational Quality  Academic Performance Measures	Mar 16, 2017	<b>Undergraduate Learning &amp; Educational Experience ✓</b> Susana Rivera-Mills, Panel of College Deans <ul style="list-style-type: none"> <li>• The role of data in monitoring and achieving student success</li> </ul>	Follow Up
Student Life and Conduct  Faculty	Mar 16, 2017	<b>Critical Employee Training ✓</b> Ron Adams, Mike Green <ul style="list-style-type: none"> <li>• Risk management report: Managing risk through comprehensive training</li> </ul>	Risk Assignment

Link to Charter	Meeting Date	Discussion Items	Source
Student Life and Conduct	May 2, 2017	<b>Strategies to Address High-Risk Behaviors ✓</b> Susie Brubaker-Cole, Steve Clark, Scott Barnes	Requested
Educational Quality Academic Affairs Student Life	Jun 1, 2017	<b>Internationalization (postponed)</b> <ul style="list-style-type: none"> <li>• Overview of the Division of International Programs</li> <li>• General approaches to comprehensive internationalization</li> <li>• Development of OSU's internationalization plan</li> <li>• Highlights of current international activities</li> <li>• Key initiatives in the Division of International Programs</li> </ul>	Requested
Educational Quality Academic Affairs Student Life	Jun 1, 2017	<b>Title IX Gender-Based Violence Prevention, Support &amp; Response (moved to Oct 19, 2017)</b> Dan Larson, Kim Kirkland <ul style="list-style-type: none"> <li>• Risk management report: Managing risk through effective violence prevention, outreach, and training programs; effective support and remedy services for survivors of sexual violence; and response to gender-based violence through a timely and effective Title IX program</li> </ul>	Risk Assignment
Research Student Life & Conduct Faculty	Jun 1, 2017	<b>Lab Safety ✓</b> Mike Green, Cindy Sagers <ul style="list-style-type: none"> <li>• Risk management report: Managing risk through effective training and compliance</li> </ul>	Risk Assignment
Athletic Programs	Jun 1, 2017	<b>Athletics Update ✓</b> Scott Barnes <ul style="list-style-type: none"> <li>• Everyday Champions Academic Achievement program</li> <li>• Engaging student athletes in service and mentoring</li> <li>• Organizational assessment and strategic planning</li> </ul>	Follow Up
Educational Quality Academic Affairs Research	Jun 1, 2017	<b>Spotlight: College of Earth, Ocean, and Atmospheric Sciences ✓</b> Roberta Marinelli	Requested

Link to Charter	Meeting Date	Discussion Items	Source
Educational Quality	July 12, 2017	<b>Student Affairs Division: Mission, Programmatic Areas, Key Metrics ✓</b> Susie Brubaker-Cole	Requested
Educational Quality Student Life Academic Performance Measures Academic Affairs	Oct 19, 2017	<b>Student Preparedness, Success, and Inclusion</b> Ed Feser, Susana Rivera-Mills <ul style="list-style-type: none"> <li>Risk management report: Managing risk by providing transformative educational experiences, monitoring academic success, enhancing campus community belonging and inclusivity, and providing financial aid</li> </ul>	Risk Assignment Follow Up
Athletic Programs	Oct 19, 2017	<b>Student Athletes</b> Scott Barnes <ul style="list-style-type: none"> <li>Academic progress rates and graduation rates</li> <li>NCAA compliance, including 20 hour rule</li> </ul>	Follow Up Requested
Faculty	Oct 19, 2017	<b>Supporting Faculty Excellence</b> Ed Feser, Susan Capalbo, Faculty Senate President <ul style="list-style-type: none"> <li>Overview of OSU-wide initiative to understand and enhance faculty excellence and promote greater diversity</li> <li>Measuring faculty success and connecting to student success and campus inclusivity</li> </ul>	Committee Discussion
Major Changes to Academic Programs	Ongoing	<b>Review of New Academic Programs ✓</b> <ul style="list-style-type: none"> <li>BS in Geography and Geospatial Science: Jan 19, 2017</li> <li>Master of Adapted Physical Education: Jun 1, 2017</li> </ul>	As Requested

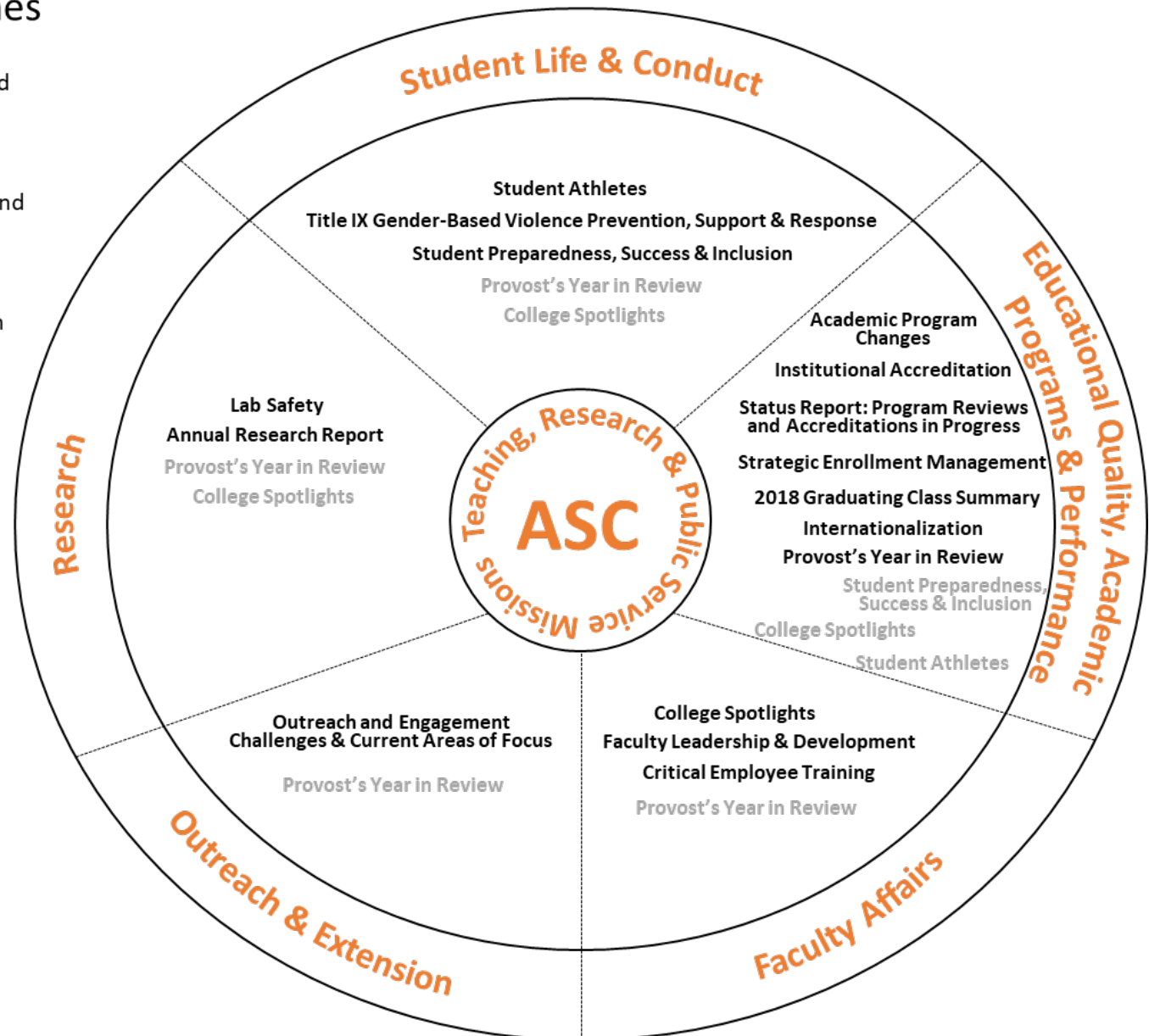
**Reports & Other Actions**

Link	Report	Schedule
<b>Academic Performance Measures</b>	Annual Update: HECC Evaluation Framework for Governing Bodies ( <b>not required</b> )	Jan 19, 2017
<b>Major Changes to Academic Programs &amp; Existing Program Reviews</b>	New and Existing Academic Program Reviews in Progress ✓	Each meeting
<b>Educational Quality Academic Performance Measures</b>	Registrar Annual Report: 2017 Graduating Class ✓	Jun 1, 2017
<b>Academic Performance Measures</b>	<b>Academic Year 2017-18 Academic Agenda</b> Annual Report: Year in Review <ul style="list-style-type: none"> <li>• Goals, Objectives and Plans</li> </ul>	Oct 19, 2017
<b>Research</b>	Research Annual Report <ul style="list-style-type: none"> <li>• Research activity</li> <li>• Annual highlights from university research centers and institutes</li> </ul>	Oct 19, 2017
<b>Board Officers Policy</b>	Acceptance of Annual Committee Work Plan	Oct 19, 2017



## 2018 Proposed ASC Work Plan Topics Grouped by Charter Themes

- Each topic on the proposed work plan is mapped to a charter theme and described in more detail in the work plan.
- Topics that cover more than one charter theme are assigned to a primary theme and then shown in gray text under additional themes.
- Topics are generally shown in the order in which they would be presented over the year.



**Academic Strategies Committee  
2018 Work Plan**

The Academic Strategies Committee work plan provides a general road map to ensure the committee meets its charter obligations and responsibilities as described in Board policies.

Charter Themes	Meeting Date	Discussion Items
<b>Outreach and Extension</b>	<b>Jan 18, 2018</b>	<p><b>Outreach and Engagement: Challenges &amp; Current Areas of Focus</b> Vice Provost for Outreach and Engagement</p> <ul style="list-style-type: none"> <li>• Plans for the coming year such as renewal of Carnegie credential for community engagement, buildout of Outdoor School, and refine the administration of regional administration</li> <li>• Challenges and opportunities</li> </ul>
<b>Faculty Affairs</b>	<b>Jan 18, 2018</b>	<p><b>Faculty Leadership &amp; Development</b> Senior Vice Provost for Academic Affairs</p> <ul style="list-style-type: none"> <li>• Efforts to build and sustain a distinctive faculty through professional development, mentoring, leadership programs, and recognition</li> <li>• Goals, challenges and opportunities</li> </ul>
<b>Faculty Affairs</b>	<b>Mid-period Telephonic Meeting</b>	<p><b>Critical Employee Training</b> Vice President for Finance and Administration (VPF&amp;A)</p> <ul style="list-style-type: none"> <li>• Development of comprehensive training courses and a learning management system to support the safety and competence of staff working in complex organization</li> <li>• Risk management report on key efforts</li> </ul>
<b>Educational Quality, Academic Programs &amp; Performance</b>	<b>Mid-period Telephonic Meeting</b>	<p><b>Institutional Accreditation</b> Senior Vice Provost for Academic Affairs</p> <ul style="list-style-type: none"> <li>• Accreditation review with the Northwest Commission on Colleges and Universities (NWCCU)</li> </ul>
<b>Student Life &amp; Conduct</b>	<b>Apr 5, 2018</b>	<p><b>Student Athletes</b> Vice President of Intercollegiate Athletics</p> <ul style="list-style-type: none"> <li>• Student athlete welfare and academic success</li> <li>• Intercollegiate athletics compliance and policy requirements</li> <li>• Issues, trends, and challenges facing intercollegiate athletics</li> </ul>
<b>Educational Quality, Academic Programs &amp; Performance</b>	<b>Apr 5, 2018</b>	<p><b>Strategic Enrollment Management</b> Vice Provost for Academic Programs &amp; Learning Innovation</p> <ul style="list-style-type: none"> <li>• Demand analysis and forecasting</li> <li>• Support for transfer students</li> </ul>

Charter Themes	Meeting Date	Discussion Items
Educational Quality, Academic Programs & Performance	May 31, 2018	<b>Internationalization</b> Vice Provost for International Affairs <ul style="list-style-type: none"> <li>• INTO OSU 10 year anniversary and celebration</li> <li>• Development of OSU's internationalization strategies</li> </ul>
Student Life & Conduct	May 31, 2018	<b>Title IX Gender-Based Violence Prevention, Support &amp; Response</b> Vice Provost for Student Affairs, Title IX Coordinator <ul style="list-style-type: none"> <li>• Violence prevention, outreach, and training programs</li> <li>• Support and remedy services for survivors of sexual violence</li> <li>• Response to gender-based violence through a timely and effective Title IX program</li> <li>• Risk management report on key efforts</li> </ul>
Educational Quality, Academic Programs & Performance	May 31, 2018	<b>2018 Graduating Class Summary Report</b> Registrar <ul style="list-style-type: none"> <li>• Estimates of degrees awarded, geographic and demographic representation of graduates, and academic distinctions earned by the year's graduating class</li> </ul>
Educational Quality, Academic Programs & Performance	Mid-period Telephonic Meeting	<b>Institutional Accreditation</b> Senior Vice Provost for Academic Affairs <ul style="list-style-type: none"> <li>• Accreditation review with the Northwest Commission on Colleges and Universities (NWCCU)</li> </ul>
Research	Mid-period Telephonic Meeting	<b>Lab Safety</b> Provost, VPF&A, Vice President for Research (VPR) <ul style="list-style-type: none"> <li>• Efforts to ensure a safe laboratory learning and research environment</li> <li>• Risk management report on key efforts</li> </ul>
Board Officers Policy  Bylaws	Mid-period Telephonic Meeting	<b>Annual Committee Work Plan</b> Committee Chair, Board Secretary <ul style="list-style-type: none"> <li>• Annual review of Board Self-Assessment results</li> <li>• Identification of priority areas for coming year in alignment with committee charter and university efforts</li> </ul>
Educational Quality, Academic Programs & Performance	Oct 11, 2018	<b>Annual Report: Academic Year in Review</b> Provost <ul style="list-style-type: none"> <li>• Performance toward goals and objectives identified for the year</li> <li>• Progress on related metrics identified in the Strategic Plan and Educator Equity Plan</li> <li>• Plans for the coming year</li> </ul>

Charter Themes	Meeting Date	Discussion Items
Student Life & Conduct	Oct 11, 2018	<p><b>Student Preparedness, Success, and Inclusion (including risk management report)</b> Provost (Academic Deans and Vice-Provosts included, as needed)</p> <ul style="list-style-type: none"> <li>• Monitoring academic success including student enrollment, retention and completion, enhancing campus community belonging and inclusivity, and providing financial aid</li> <li>• Risk management report on key efforts</li> </ul>
Research	Oct 11, 2018	<p><b>Research Annual Report</b> VPR</p> <ul style="list-style-type: none"> <li>• Annual research activity, including highlights from university research centers and institutes</li> <li>• Progress on related metrics identified in the Strategic Plan</li> <li>• Future challenges and opportunities</li> <li>• Plans for the coming year</li> </ul>

**Each meeting**

Link	Report
Faculty Affairs	<p><b>College Spotlights</b> Academic Deans</p> <ul style="list-style-type: none"> <li>• Overview of college and related strategic plans and efforts</li> <li>• Challenges &amp; opportunities</li> </ul>
Educational Quality, Academic Programs & Performance	<p><b>Status Report: New and Existing Academic Program Reviews and Accreditations in Progress</b> Senior Vice Provost</p> <ul style="list-style-type: none"> <li>• New academic programs in progress</li> <li>• Existing academic programs under review</li> <li>• Professional accreditations in progress</li> </ul>