

September 5, 2019

Committee Membership

Connie Ballmer	Present	Michael Schill	Present
Allyn Ford	Present	Mary Wilcox, Chair	Present
Laura Lee McIntyre	Present	Katharine Wishnia	Present

The Academic and Student Affairs Committee (ASAC) of the Board of Trustees of the University of Oregon (Board) met at LCB’s Portland Location (the Naito Building) on September 5, 2019. Below is a summary of committee discussions and actions. An audio recording is maintained on file.

Convening and Approval of Minutes. ASAC Chair Mary Wilcox called the meeting to order at 10:00 AM. Roll was taken and a quorum verified. Wilcox welcomed Katharine Wishnia, the new student trustee, to the committee; she also welcomed Elisa Hornecker, who has been nominated by the governor and is awaiting senate confirmation. The committee approved the minutes from the March 2019 meeting without amendment.

Provost’s Report. Wilcox introduced Patrick Phillips, provost and senior vice president, and Phillips’ new chief of staff, Tim Inman. Phillips provided some background as to why he was interested in the role of provost. He discussed his vision for the UO’s role in service to the state, plans to engage with faculty and students, and early engagement during his first two months in the role. He provided trustees with an overview of the retreat he held last week for academic leaders across campus, including a look at his early vision paper on 2019-2020 academic initiatives, many of which he hopes to come back and discuss in more detail with trustees.

Student Success. President Schill offered a few opening remarks about the overarching topic of student success, focusing on the progress made in the last few months in particular. Schill noted the complexities within the web of “student success” as an initiative, the importance of this issue particularly given the costs facing students today, and the excitement of where we are with the opening of Tykeson Hall. Vice Provost for Undergraduate Education and Student Success Doneka Scott introduced the panel’s presentation by recapping the overarching principles guiding their work. Sarah Nutter, dean of the Lundquist College of Business, shared the collective definition of student success (“Our students will graduate from the University of Oregon having had a positive experience and will be well educated, socially responsible, and career ready.”) She also provided an overview of a Venn diagram/flower chart that further explains the four component parts and demonstrates linkages between them. Nutter emphasized that these four component parts can, importantly, be measured. Julia Pomerenk, assistant vice president and university registrar, discussed one of the areas of focus for 2019-2020 student success work: ensuring transfer student success. She noted that this work will focus on advising, building a sense of community (particularly given the differences between community college and a university setting), and ensuring transfer students have access to the resources they need to effectively integrate. Scott then spoke about three other student populations this year’s student success work intends to focus on: underrepresented minorities (URM), first-generation students, and Pell-eligible students. The goals here relate specifically to closing the achievement gap that exists for these student populations in particular. Scott then spoke about two of four programming areas of focus: expanded advising and first-year experience (FYE). She reiterated the need to identify a sustainable funding source for the expanded number of advisors, who are starting this fall. With regard to FYE, she talked about the need to integrate this work with all other activities (e.g., advising, curriculum development and reform, experiential

learning). Nutter then spoke about the third of four initiatives: curricular matters. She reiterated much of the work that has been done (sequencing improvements, math requirement adjustments, use of online opportunities, etc.). Kevin Marbury, vice president for student life, then spoke about the fourth area of focus highlighted in the presentation: career readiness. He talked about how the work with respect to career readiness is rooted in national best practices and research, bringing the UO up to speed with leading national trends. A major part of the work here has been in integrating career advising with academic advising to provide students with a more holistic approach to navigating their time at the UO. He expressed enthusiasm for the new Career Center Director who is highly regarded across the country for his work, particularly his work in career support for arts and sciences / Liberal Arts majors. Scott then turned to the overarching topic of measuring success, noting that the next major step in the team's work is to identify and assign specific metrics to each of the targeted priorities. Trustees engaged in Q&A with the panel on a variety of topics, including: how the UO goes about prioritizing work relative to resources (i.e., Which of the effective tools are most important?); time-to-degree for non-traditional students relative to national trends; are there unique or specific issues for the UO experience that play into the elements of a student success intuitive at this institution; how the advising process works from the get-go when a student starts at the UO, whether the UO is aligned with the State of Oregon on how to assess success and whether that alignment results in funding decisions; how students who might be at-risk are identified and supported; the use of modern data analytics tools; engagement with the alumni network; and the integration between the student success office's work with the orientation/IntroDUCKtion office's work.

Learning Outcomes and Assessment. Chuck Triplett, associate vice president for academic infrastructure, provided trustees with an update on the UO's accreditation cycle and upcoming mid-cycle evaluation (April 2020). He also provided a quick refresher on the UO's accrediting body, the Northwest Commission on Colleges and Universities (NWCCU). Ron Bramhall, associate vice provost for academic affairs, and Triplett discussed how the accreditation focus seems to be moving away from a compliance-based environment (e.g., do you have the right policies and procedures in place) to an outcomes-based approach. Bramhall then provided an update on work done over the last few years (and continuing this year) with respect to the establishment of learning outcomes. Bramhall noted that four years ago, the institution did not have such outcomes articulated, and we are now in a place where we can start assessing them. The mission-based outcomes are: question critically, think logically, reason effectively, communicate clearly, act creatively, and live ethically. Bramhall highlighted the hire of a new assessment director and noted that this position will live in the Teaching Engagement Program as the work of these outcomes and their assessment is to be rooted in teaching development and effectiveness – the highest point of impact for students. Trustees engaged in Q&A with Triplett and Bramhall on a number of subjects, such as: whether the institution could lead the development of new core education requirements, how attrition of long-standing courses might work, what might lead to a course *not* being approved in the first place or re-approved under new learning outcomes.

Leadership and Faculty Development. Sierra Dawson, associate vice provost for academic affairs, provided an update for trustees on the provost's office work related to professional and leadership development as well as training and management programs for academic unit heads. She acknowledged that the Board of Trustees expressed an interest in this space early on in its tenure as the governing body, noting that the UO has made tremendous progress in this space in the last three years. She focused on a few of the initiatives underway: new faculty orientation, academic unit heads (e.g., department heads, program directors), and the UO leadership academy, which serves both faculty and Officers of Administration. She noted that this new approach has improved the flow of information from the administration to members of the campus community, particularly those in academic and faculty leadership roles. Trustees engaged in questions and discussion on topics such as: how individuals are

selected for programs, the role of these development and training efforts as ways to build a pipeline for advancement, how best to measure success, incentives for faculty to take on advanced leadership roles, the relationship between the training efforts and the recent work on teaching evaluations, and the overall culture of supporting and fostering management and leadership roles.

Chair Wilcox recessed the meeting at 12:16 PM. The meeting was reconvened at 1:35 PM.

Research Annual Report. David Conover, vice president for research and innovation, provided an annual report to the Board on research activity at the UO during the prior fiscal year (fiscal year 2019 or FY19). In addition to providing the overall data about awards, sources of funds, expenditures, applications and other key research metrics, Conover highlighted the major awards received. Conover also provided a status report on the Clusters of Excellence and talked about some of the policy-based trends in federal funding, such as, but not limited to, intense federal scrutiny on federal collaborations, intellectual property theft, and enhanced disclosure requirements. Conover then turned to a prospective view of the research enterprise, emphasizing areas of focus for the coming years. In particular, he talked about expanding and diversifying research through the Knight Campus, presidential science initiatives, continued work by the Clusters of Excellence, new partnerships with industry and other institutions, and continued investment through seed funding programs, most of which are new in the last few year. Conover, Phillips and Schill discussed the importance in changing the UO's culture about recognizing, celebrating, and encouraging research activity through greater communication, public facing events, and a new data tool that allows leaders across campus to access individual-level research data. Trustees engaged in Q&A and discussion on a variety of topics, including: breaking down traditional northwest humility, how best to identify and leverage opportunities for federal funding, national trends in research universities and activity, and the broader recognition of different types of research (i.e., not just focusing on externally sponsored scientific research).

Academic Area in Focus: Urbanism Next. Nico Larco, professor of architecture and urban design, provided trustees with an overview of the Urbanism Next Center, an interdisciplinary program with activity in both Portland and Eugene. The Center focuses on the potential impacts of emerging technologies on equity, health, the economy, the government and the environment. Examples of such technologies are autonomous vehicles (AVs), e-commerce, new mobility options, and a growing "shared" economy. The Center's work engages campus partners from the College of Design (architecture, PPPM), the School of Journalism and Communication (strategic communications, civic engagement, journalism), Law, the Labor Education and Research Center, and elsewhere. Larco discussed the Center's work in the context of helping communities (cities, suburban areas, and others) thinking about policy implications given these changes. Considerations about land availability relative to property values and property taxes, the subsequent issues of a loss in tax revenue on local services, the increase in affordability if more land is available for housing instead of parking, the loss of public safety revenue as parking revenues decline when people shift more to AVs, etc. Larco talked about initial investment in the Center and how they have been able to leverage those investments in to additional sponsored research and programming funding. He highlighted key partnerships with civic entities (e.g., Portland, Seattle, Oakland), other institutions (e.g., Georgia Tech, San Jose State, University of Minnesota), industry (e.g., WAYMO, Lyft, Uber), and policy institutes and think tanks (e.g., Knight Foundation, Lincoln Institute of Land Policy). Larco highlighted the Center's work to establish the first ever (and now annual) National Urbanism Next Conference, which is now set to expand to an Urbanism Next Conference in Amsterdam and Australia. He also highlighted "The Nexus," a new website UNC will own that will curate research and guides for policy-makers as they think through the impacts of the future economy; a bill pending in Congress that would provide federal funding for such an effort; and the various communications tools and opportunities the Center has had to highlight this cutting edge and first-to-the-table research effort. Trustees engaged in Q&A and discussion with Larco and Becky Steckler, program manager, on issues such as: how to think ahead to technologies or

innovations that are not yet in existence, how to help policymakers truly understand and think through impacts (as opposed to just reacting to technologies), the notion of taking risks to address prospective impacts, workforce and employment issues related to these technologies, and engaging in creative strategies for regulatory schemes such as parking or building codes.

Adjournment. The meeting was adjourned at 2:50 PM.