

Standard 6



Governance and
Administration

Standard 6: Governance and Administration

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Governance and Administration



OSU is one of the seven institutions that make up the Oregon University System (OUS), whose policies and practices characterize a structure of open and shared governance. A process of decentralization has begun, involving a comprehensive review of OSU policies that define governance and management links between OUS and individual universities.

OSU's system of governance is tied to that of the Oregon University System (OUS). The OUS operates under State of Oregon statutes, with responsibilities, policies, and procedures that guide and direct its member institutions. OSU leadership manages its operations and functions within OUS guidelines, facilitating the successful accomplishment of the University's mission and goals by involving administrators, faculty, staff, and students in the process.

This part of the self study describes the OUS governance system and takes a close look at the OUS governing board, the Oregon State Board of Higher Education. Leadership and management at OSU are examined, including administrative leadership positions, administrative groups, and administrative rules and policies. Faculty and student roles in OSU governance are highlighted, and future directions related to governance issues are identified.

The Governance System

OSU is one of the seven institutions that make up the Oregon University System (OUS), which is authorized and described in the Oregon Revised Statutes (Chapter 351, Exhibit 6.1). The state's community colleges and private and proprietary two-year, four-year, and post-graduate institutions are not within the governance purview of the OUS. Oregon Health Sciences University, formerly a component of the OUS but now quasi-private, maintains close ties to the OUS through the provost's attendance at OUS governance meetings (Appendix 6.1).

The State of Oregon Office of Degree Authorization (ODA) maintains limited statutory authority to influence degree offerings by all post-secondary institutions in Oregon. Though that office operates independently of OUS governance, coordination between the ODA and the OUS is achieved via structured communication between respective administrations and through the legisla-

tive process. The specific authority to offer degree programs is contained in the Oregon Revised Statutes (Exhibit 6.1) and the Oregon Administrative Regulations (Exhibit 6.2).

Historically, the Chancellor's Office has acted as the central staff functionary to the OUS governance board, performing management and operations activities on behalf of its member institutions. Over the last four years, however, responsibility for some of these functions has been systematically decentralized and distributed to individual university administrations. This is a multi-year process and still has far to go until completion. An important component, set to begin during FY 2001, involves a comprehensive review and revision of the body of OSU policy that defines the responsibilities, governance, and management linkages between the OUS and individual universities. This review and revision process will include staff work spearheaded by the Chancellor's Office, with participation (and leadership of some portions) by University staff. Though the revision is primarily being undertaken to reflect the decentralization philosophy, it also offers an opportunity to examine the relevance of long-standing policy directives, some of which may be obsolete and dispensable.

The documents that describe the relationships and responsibilities of faculty, students, staff, and administrators are given in the *OSU Administrative Policies and Procedures Manual*, the *OUS Internal Management Directives*, *FASOM* (the financial policy book for the system), and the OSU Academic Regulations published quarterly in the *Schedule of Classes*. These are described in detail in Standard 9, where they are included as exhibits.

Ongoing efforts by the University encourage and incorporate input from faculty, students, and staff. Some of the methods used are Fireside Chats by the President, Faculty Senate Committees, internal committees appointed by the Vice Provost for Research, Faculty Forum papers, and

the Faculty Consultative Group (composed of the Faculty Senate Executive Committee and the chairs of the Faculty Senate Curriculum Council, Budgets and Fiscal Planning Committee, and Faculty Status Committee), which consults with the administration on any proposed academic reorganization. Faculty, students, and staff are encouraged to serve on a number of committees, commissions, and special task forces (see later sections on faculty and student roles in governance). Proposed budgets are shared with the University community and key committees for their input before final implementation.



The Oregon State Board of Higher Education is empowered by statute to make rules and policies for governance of Oregon University System institutions.

The Governing Board

The policies and practices of the OUS characterize a structure of open and shared governance. The OUS is governed by an eleven-member public board of directors, the Oregon State Board of Higher Education (Appendix 6.2). Its members are referred to as “directors” and include two students from different universities who are nominated by their respective student governments and one faculty member. Board members are appointed by the Governor and confirmed by the Oregon Senate. Student members serve two-year terms, while other members serve four-year terms with the possibility of a single reappointment for up to eight consecutive years of service. Additional terms may be served after a hiatus. The Board meets more or less monthly for ten months of the year, including a strategic planning retreat held each summer. Board members receive token monetary compensation of \$50 per day for participation in governance activities, plus reimbursement of expenses.

The Board is empowered by statute to make rules and policies for the guidance of OUS employees and for governance of the OUS institutions. Board committees include the Executive Committee, the

System Strategic Planning Committee, the Investment Committee, and the Budget and Finance Committee. Formal decisions may be made only by the full Board. Though the Executive Committee may tentatively approve matters for later ratification by the full Board, this option is seldom exercised. The Board may meet as a “committee of the whole” to discuss unusual or complex issues in advance of Board action.

The Board establishes System-wide policies; reviews and approves university mission statements; sets institutional operations parameters; approves curricula; approves budgets, investments, and other financial commitments; reviews audits; provides for the management of real property within the OUS; and exercises broad-based oversight to ensure compliance with institutional policies. The Bylaws of the OUS Board (Exhibit 6.3) delineate the responsibilities, organizational structure, and operating procedures of the Board, while the Internal Management Directives define the policies and procedures of the Oregon University System (Exhibit 6.4). Board members are bound by the same ethical conduct requirements as other state employees.

The Board appoints a Chancellor, who acts as chief executive officer of the OUS and is an ex officio board member. The Chancellor’s duties are prescribed by statute and include assisting the Board in appointing university presidents for the member institutions. The presidents do not serve in any official governance capacity. The Board annually reviews the performance of the university presidents, which includes an examination of the institution’s vision, academic program, and financial goals; progress toward the achievement of those goals; and specific performance indicators. The Board also regularly reviews and approves the mission, major academic programs, degrees, certificates, and diplomas of each member institution. OSU’s Mission Statement was recently approved in a review process completed in December 1999.

The President of OSU has informed the OUS Board of the current accreditation process. Representative members of the Board will be available to meet with the evaluation committee during its site visit.

The OUS Chancellor's Office maintains a comprehensive Website that contains detailed information about specific governance authorization, biographies of Board members and senior OUS staff, and links to Internet sites for each of the member universities. Board meeting agendas and minutes of Board and committee meetings are also available at the site (Exhibit 6.5 and www.ous.edu/state_board_home.html).

Policy-making functions, at both the Board level and the university level, ensure that all constituencies, including faculty, students, staff, and members of the public, have the opportunity to participate in matters of interest and are encouraged to do so. Oregon's open meeting statute further enables interested parties to observe an array of official meetings and activities. In conjunction with Board meetings, the Chancellor's Office and university staff councils meet to discuss and decide policy directions for OUS operations. These System-level councils also serve as forums to channel advice to the Chancellor's staff on policy issues and to communicate Board and Chancellor decisions and their implications to the university administrations. The list of councils includes the Council of Presidents, the Academic Affairs Council, the Administrative Affairs Council, and the Student Affairs Council.

Leadership and Management

OSU administration is organized to effectively sustain the functions of the University, including the teaching and learning environment that supports the institution's mission. Administrative leadership directs University management and institutional decision making while encouraging open communication and goal attainment. Administra-

tive groups provide input to senior administrators, and administrative rules and policies guide and define management practices (Figure 6.1).

Administrative Leadership Positions

The President, as the chief executive officer of OSU, is responsible for the overall leadership and direction of the University. The Provost and Executive Vice President is the chief academic and operating officer and is responsible for the daily operations of the University. Day-to-day management of administrative units is the responsibility of the Vice President for Finance and Administration, the Vice President for University Advancement, the Vice Provost for Research, the Vice Provost for Student Affairs, the Vice Provost for Academic Affairs, and the Vice Provost for Information Services. OSU administrative organizational charts and names of incumbents are presented as Appendix 6.3.

The President, the Provost and Executive Vice President, two Vice Presidents, and four Vice Provosts were appointed to their positions sometime during the period of 1996 to the present. All but two of these positions were filled through a national search process. The search for the Vice Provost for Information Services was conducted on a regional basis, while the Vice Provost for Academic Affairs position was filled through an internal search (Exhibit 6.6).

The academic programs are divided among twelve colleges and two schools, each with a dean or director responsible for all faculty, staff, students, and academic programs. Colleges are divided into departments administered by a department head or chair, who is responsible for academic programs leading to degrees, certificates, options, or

Policy-making functions at both the Board level and the university level ensure that all constituencies—faculty, students, staff, and the public—have the opportunity to participate in matters of interest and are encouraged to do so.

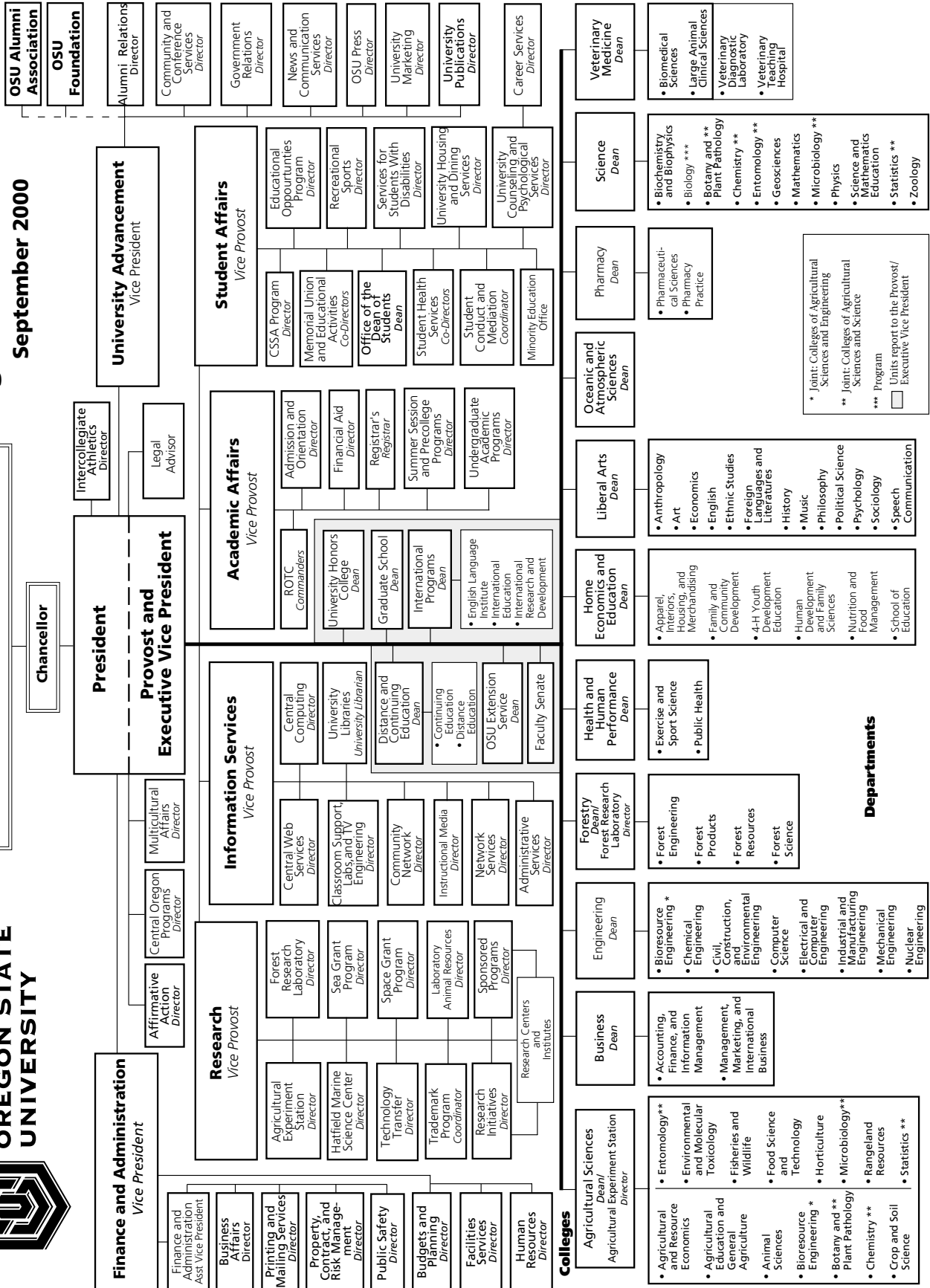
Figure 6.1 OSU Organizational Chart



OREGON STATE UNIVERSITY

OREGON STATE BOARD OF HIGHER EDUCATION

**Organizational Chart
September 2000**



minors requiring a specific group of courses for completion. (Colleges, schools, departments, and programs are described in Standard 2.) All but one of OSU's colleges has changed academic deans since the 1990 accreditation, with most of the positions filled as a result of a national search. The University Honors College was established, and a dean appointed, in 1995. The Graduate School changed deans in 1999 with an internally identified interim appointment, and an interim dean of the School of Education was appointed in 2000.

Because of the number of administrative changes over the past ten years, the duties and responsibilities of all administrators have recently been reviewed and adjusted to reflect the University's mission, goals, and values statement developed in 1999. While turnover at the administrative level has been particularly active within the past five or six years, salaries and benefits have been adequate to attract and retain competent personnel consistent with the mission and goals of the institution. A fair amount of turnover has occurred in administrative and staff personnel, and there were cases where financial compensation was inadequate to attract some administrators. Continued searches, however, met with successful results.

Procedures are in place to evaluate administrators on a regular basis to ensure effective educational leadership and management. The President is regularly evaluated by OUS and was last evaluated in 2000. The OSU Faculty Senate debated and approved a policy on Post-Tenure Review in 1998 that clarified faculty review processes and updated procedures for reviews of administrators to parallel those for faculty. (These processes are described in the Faculty Evaluation and Reviews section of Standard 4.) The President has responsibility for the performance evaluation of the senior administrators. The President conducts a comprehensive evaluation of the Provost and Executive Vice President, the Vice President for Finance and Administration, and the Vice President for University

Advancement. Others are evaluated by their direct supervisor, head, or relevant administrator.

Restructuring at OSU since the last accreditation affected the OSU Foundation, Inc., a non-profit organization for all University fundraising activities and for investment management of private gifts. Coordination with the OSU Foundation, Inc., is maintained through the Vice President for University Advancement, who has leadership, administrative, and budgetary responsibilities for communications, marketing, alumni relations, development activities, publications, and community and government relations. (For more information on the OSU Foundation, Inc., see Fundraising and Development in Standard 7.)

Administrative Groups

Three administrative groups—the President's Cabinet, the Dean's Council, and the Provost's Council—ensure that institutional decision making is both timely and effective. These groups and their responsibilities are described below.

The **President's Cabinet** regularly counsels the President on the direction of the University and the development and implementation of the University's mission, plans, and strategies. The Cabinet is composed of the President, Provost and Executive Vice President, the President of the OSU Foundation, Inc., the Director of Alumni Relations, the Vice President for University Advancement, the Vice Provost for Academic Affairs, the Vice Provost for Research, the Legal Advisor, the President of the Faculty Senate, the Director of Government Relations, the Vice Provost for Information Services, the Vice Provost for Student Affairs, the Director of Marketing, the Vice President for Finance and Administration, the President of Associated Students of OSU (ASOSU) and the Director of Intercollegiate Athletics (Exhibit 6.7).

The **Academic Dean's Council** advises the Provost and Executive Vice President on academic and budgetary issues. The Provost serves as

chair, and members include Deans from the Colleges of Agricultural Sciences, Business, Engineering, Forestry, Health and Human Performance, Home Economics, Liberal Arts, Oceanic and Atmospheric Sciences, Pharmacy, Science, and Veterinary Medicine, and Deans from the University Honors College, School of Education, Graduate School, International Programs, Distance and Continuing Education, and the OSU Extension Service (Exhibit 6.8).

The **Provost's Council** is an expanded advisory body to the Provost and Executive Vice President. Its purpose is to ensure coordination within and among organizational units in the decision-

making process. The Provost's Council includes members of the Dean's Council plus the Vice Provost for Research, the Director of Continuing Higher Education, the Director of Multicultural Affairs, the Director of Intercollegiate Athletics, the University Librarian, the Senior ROTC Commander, the Vice Provost for Student Affairs, the Director of Affirmative

Action and Equal Opportunity, the Director of Admission and Orientation, the Vice Provost for Academic Affairs, the Vice Provost for Information Services, the Director of Undergraduate Academic Programs, the President-Elect of the Faculty Senate, and the Director of the OSU Central Oregon Programs (Exhibit 6.9).

In addition to ensuring timely institutional decision-making processes, these groups encourage and support open communication and goal attainment. They also set the tone for cooperative working relationships that provide coordination within and among the University's various organizational units. Since 1997, administrative leadership, coordi-

ination, and decision making throughout the University have been supported by OSU's InterACTION! project, funded by the W.K. Kellogg Foundation. As part of a Kellogg initiative to support organizational change in the land-grant university system, InterACTION! has been designed to stimulate institutional change by convening groups of people around capacity-building activities that invite participation, engage participants in development, and extend learning to the campus community and beyond (Exhibit 6.10).

InterACTION! has nurtured and encouraged the building of new capacities within the President's Cabinet and the Dean's Council, and over time this training and support has created more effective collaborative leadership for timely decision making. Two practices in particular—issue groups and senior administration coordination—are utilized by the President's Cabinet and the academic deans to identify and address strategic issues and make decisions and recommendations.

Specifically, these practices are intended to:

- Increase institutional responsiveness to stakeholders and to the opportunities and challenges facing the University.
- Streamline issue identification and decision making at senior administrative levels.
- Include relevant stakeholders.
- Respect faculty roles and responsibilities.

The continuing impact of this project has enhanced the decision-making processes, the cooperative working relationships, and the collaborative work of administrative units.

Administrators from these groups and individual units use the annually published *OSU Fact Book*, *OSU Graduation Summary*, and *OSU Enrollment Summary* (Exhibits 6.11-13 and osu.orst.edu/dept/budgets/IR/info_resource.html) as the sources for detailed information about OSU academic programs, research activities, student and faculty characteristics, campus facilities, enroll-

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ment, degrees awarded, and other related topics. This information is widely distributed to inform planning and decision-making administrators who contribute to the improvement of the teaching-learning process and other aspects of the University. Institutional Research at OSU is relatively insubstantial due to current understaffing. This function of the University is in transition and is being reorganized. More appointments will be made to expand its efforts and improve its effectiveness. (Also see the Assessment and Evaluation section of Standard 1 for more information.)

Administrative Rules and Policies

Policies, procedures, and criteria for administrative and staff appointments, evaluation, retention, promotion, and/or termination are published on the Website (osu.orst.edu/dept/budgets/app/webapp.htm). The *Faculty Handbook* provides complete details of policies and procedures that govern the University. The *Handbook* is no longer provided in print form, but it is kept current online to ensure its availability and to facilitate timely reviews and updates. (Exhibit 6.14 provides a copy of this online document.) Policies and procedures that apply to professional faculty are the same for regular faculty. However, professional faculty have a fixed-term contract, usually for one year. To review these and related policies, a task force of faculty and administrators is being formed to make recommendations. Faculty salaries and benefits are addressed in the Standard 4 text, tables, and exhibits.

OSU is in compliance with state and federal laws and regulations relating to affirmative action and does not discriminate on the basis of race, color, national origin, religion, sex, sexual orientation, marital status, age, disability, or veteran's status in any of its policies or procedures. This policy (Exhibit 6.15) covers admission, access, treatment, and employment within University programs and activities. All applicants receive fair consideration for employment, and all employees are treated

equally. (Also see the Recruitment and Appointment of Faculty section of Standard 4.) In addition to its Office of Affirmative Action and Equal Opportunity, OSU has an Office of Multicultural Affairs that assists the University in promoting cultural diversity. Multicultural Affairs works with administration, faculty, staff, and students in recruitment and retention initiatives, curriculum development, faculty and staff development, cross-cultural issues and concerns, and liaisons with ethnic/racial communities and related groups.

The OUS-wide rules on appointment, evaluation, retention, promotion, and termination reside within the Oregon Administrative Rules, Chapter 580, Oregon State Board of Higher Education (Exhibit 9.2). Those rules specific to, and written by, OSU are addressed in OAR, Chapter 576 (Exhibit 6.20). Governance for bargaining unit employees, i.e., classified staff, are part of a collective bargaining contract (Exhibit 9.18).

The Board's staff reviews OUS-wide rules within the OAR every three years. The last review took place in 1996. The next OAR review will likely take place in 2001, following official approval by the Legislature of the name change from the Oregon State System of Higher Education to the Oregon University System. Rules and policies created by OSU for its specific use are reviewed regularly by the President's Cabinet to ensure they address University needs. The bargaining rules are re-negotiated every two years as proposed by either the union or management.

Copies of the OAR and OSU policies are available at all times to the campus community via the Web. Hard copies are provided to all administrative department heads, academic department chairs, the Faculty Senate, Vice Presidents, Vice Provosts, Deans, the Provost, the President, and the ASOSU President. Copies are also available for general use in the OSU Valley Library.



OSU's Office of Multicultural Affairs assists the University in promoting cultural diversity through recruitment and retention initiatives, curriculum and staff development, and programs on cross-cultural issues and concerns.

Faculty Role in Governance

The Faculty Senate is an indispensable partner as the University administration develops policy and curricula. Within the framework of legislation providing for land-grant institutions and the OUS, the Faculty Senate is the governing body representing



Through Faculty Senate links with administrative groups, the faculty has a high level of input in planning, budgeting, and policy development.

faculty in all academic and administrative units (see Bylaws in Exhibit 6.16). The Faculty Senate has legislative responsibility regarding academic policies, educational standards, curricula, academic regulations; it also makes recommendations to the

University administration concerning faculty welfare and other issues of interest to the faculty.

An elected president leads the 132-member Faculty Senate with the assistance of an Executive Committee, consisting of the President, President-Elect, Past-President, and six other elected members. The Faculty Senate President is a regular member of the President's Cabinet, and the Faculty Senate President-Elect is a regular member of the Provost's Council. The Provost regularly meets with the Faculty Senate Executive Committee to assure communication and collaboration between faculty and administration. Through these opportunities, the faculty has a high level of input in regard to institutional governance, planning, budgeting, and policy development. Further information about the Faculty Senate can be found at osu.orst.edu/dept/senate.

In addition, twenty-six standing committees and councils (see Table 6.1 and Exhibit 6.17) involve faculty from throughout the University in a variety of governance and planning activities. Details of committee charges, members, agendas, and minutes can be reviewed at osu.orst.edu/dept/senate/comm.htm.

Ad hoc task forces are also identified to study specific issues as needed. For the 1999–2000 and

2000–2001 academic years, task forces actively deliberated on information services; post-tenure review; electronic voting; budget allocations; athletics; faculty compensation; intellectual property policy and distance education; and the Difference, Power, and Discrimination category of the Baccalaureate Core.

The Faculty Senate meets on the first Thursday of each month from October through June. Regular reports from the Faculty Senate President and the Provost involve the faculty in current institutional issues concerning governance, planning, budgeting, and policy development. The Vice President for Finance and Administration and the President provide special reports to the Faculty Senate. Various other members of the senior administration also interact with the Senate as issues arise. Examples are reported below for the first five meetings of the 1999–2000 academic year:

- **October 1999 meeting.** OSU's Vice President for Finance and Administration provides a special report on the OSU budget allocation.
- **November 1999 meeting.** OSU's Vice President for Finance and Administration engages the Senate in discussion of the OSU budget.
- **December 1999 meeting.** OSU's President responds to Senate concerns regarding changes in the post-tenure review document that had been forwarded to him with a recommendation for approval.
- **January 2000 meeting.** The Vice Provost for Information Services initiates a Senate discussion of telecommunication issues impacting the ability of Information Services to repay its deficit.
- **February 2000 meeting.** The Vice Provost for Research discusses progress related to the University goals, with respect to the top-tier initiative.

Detailed agendas of the Senate meetings for the 1999–2000 academic year and fall term 2000 are presented in Exhibit 6.18. More information about faculty involvement in governance at OSU is reported in the Faculty Participation in Academic Planning, Governance, Curriculum Development, and Advising section of Standard 4. A partial list of other committees active across campus involving faculty participation and governance is provided in Exhibit 6.19.

Student Role in Governance

The Student Involvement office is the headquarters for student activities, student organizations, and the Associated Students of Oregon State University (ASOSU). Student Involvement is a place where students can find general campus information, learn leadership skills, and explore opportunities to get involved in institutional governance, planning, budgeting, and policy development. (Student Involvement activities are further discussed in the Memorial Union Buildings and Program section of Standard 3.)

ASOSU promotes self-government and leadership within the student body and works to enhance

the educational, social, and cultural experiences of the students. The constitution and statutes of ASOSU are presented in Exhibit 6.20. The group has an elected representation of a president, three vice presidents, and two groups of student senators. The legislative and fiscal power of ASOSU is vested in the Undergraduate and Graduate Senates. The fiscal power of ASOSU includes, but is not limited to, final action on incidental fee allocations and amendments, as well as recommendations regarding the incidental fee guidelines. The Undergraduate and Graduate Senates each support six committees that address appropriations and budgets, elections, student academic activities, education activities, committee structures, and student government. In addition, the Graduate Senate has a Student Health Insurance Committee.

The ASOSU president is the newest member of the President’s Cabinet and an ex officio member of the Faculty Senate and has voting privileges. In addition, most of the Faculty Senate committees have student members. Students are encouraged to be involved in as many ASOSU activities as personal schedules permit.

Table 6.1 Faculty Senate Councils and Committees

Academic Advising Council	Faculty Economic Welfare and Retirement Committee
Academic Regulations Committee	Faculty Grievance Committee
Academic Requirements Committee	Faculty Mediation Committee
Academic Standing Committee	Faculty Recognition and Awards Committee
Administrative Appointments Committee	Faculty Status Committee
Advancement of Teaching Committee	Graduate Admissions Committee
Baccalaureate Core Committee	Graduate Council
Budgets and Fiscal Planning Committee	Library Committee
Bylaws and Nominations Committee	Promotion and Tenure Committee
Committee on Committees	Research Council
Computing Resources Committee	Student Recognition and Awards Committee
Curriculum Council	Undergraduate Admissions Committee
Diversity Council	University Honors College Council

Source: OSU Faculty Senate Office.



ASOSU—Associated Students of OSU—promotes self-government and leadership within the student body and works to enhance educational, social, and cultural experiences for all students.

Each spring, a Graduate Conference is held to provide graduate students with an opportunity to share their research efforts in a professional arena. During the 1998–1999 academic year, the graduate students clearly demonstrated an active voice through a vote to unionize. Since that time negotiations have been underway to determine a specific union contract. (Contract details are available in Exhibit 6.21.)

More information on student involvement in governance is available in the Student Participation in University Governance section of Standard 3.

Future Directions

During the past decade, OSU has been engaged in a continuing process of self-examination and reorganization to better address the needs of its constituencies. Since the last accreditation self study, the College of Education was eliminated, and a School of Education was initiated in the College of Home Economics and Education in 1991. As directions have continued to change in education, the University has been involved in much discussion to review the possibility of returning the school to a college to better meet the demands for highly trained teachers in the state. At the same time, the future of the College of Home Economics and its departments is in the process of further internal and external examination.

OSU has also been fully engaged in developing a proposal to establish a branch campus in Central Oregon in response to a call from OUS and the Legislature. A competing proposal was developed by the University of Oregon. In mid-February, the State Board of

Higher Education voted to award the branch campus to OSU. Although funding for the project was in the Governor's budget submitted to the Legislature in January and was left intact in the original spending proposal crafted by the Ways and Means Committee, legislative approval is still pending. In the meantime, the University is forging ahead with the development of an implementation plan and an initiation of academic programs on the Central Oregon Community College campus beginning fall term 2001.

In addition, OSU investigated and presented several other proposals to further the institution, although they were not approved. These have included the development of a proposal to consolidate the Engineering programs of Portland State University and OSU and the consolidation of Manufacturing Engineering with the Oregon Graduate Institute (a private high-technology institution that has master's programs in technology, www.ogi.edu). After intense study and debate, neither of these proposals was put forth for action and implementation.

Category I proposals to establish, modify, or terminate academic programs or related administrative initiatives are also currently in various stages of consideration (see Exhibits 6.22 and 6.23).

Category I proposals are those that require OUS Academic Council and Board approval. The planning, review, and implementation action related to academic programs is discussed fully in Standard 2.

Summary

OSU is one of seven institutions making up the Oregon University System. The OUS is governed by the Oregon State Board of Higher Education, with members appointed by the Governor and confirmed by the Oregon Senate. The division of authority and responsibility between the OUS

and its member institutions is clearly delineated and documented.

The Chancellor's Office historically performs management and operational activities on behalf of OUS member institutions. Over the past four years, responsibilities for some of these functions have been systematically decentralized and distributed to individual university administrations, a process that is ongoing. A significant component, set for implementation in FY 2001, involves a comprehensive review and revision of OSU policy defining governance and management linkages between the OUS and individual universities.

OSU's President provides administrative leadership and vision for the University and is at the forefront of institutional decision making. Senior administrators are organized to effectively support and facilitate functions related to the University's mission, goals, and strategic initiatives. They are well-qualified for their positions, and their responsibilities are clearly defined. Administrative groups in the form of the President's Cabinet, the Dean's Council, and the Provost's Council ensure that institutional decision making is timely and effective. Senior administrators and the administrative groups model cooperative working relationships, promote coordination within and among organizational units, and encourage open communication and goal attainment. Through their participation in OSU's InterACTION! program, members of the President's Cabinet and the Dean's Council have enhanced their skills and abilities in collaborative leadership.

Administrators in institutional research are responsible for ensuring that available information about the University is widely distributed. Overall, however, the institutional research functions at OSU have been inadequate. The functions are in the process of being reorganized, and it is expected that more resources will be allocated to expand efforts in this important area. Among the

administrative rules, policies, and procedures posted online for easy access are those related to affirmative action and discrimination; the appointment, evaluation, retention, promotion, and termination of faculty and staff; relationships and responsibilities of faculty, staff, and students; fiscal issues; and academic regulations.

The OSU Faculty Senate is an important partner in OSU administrative decision making and figures prominently in institutional governance, planning, budgeting, and policy development. The Faculty Senate has responsibility for academic policies, educational standards, curricula, academic regulations, and faculty welfare and makes recommendations to University administration.

Communication and collaboration between the Faculty Senate and senior administrators is ensured through representation on major administrative groups.

The Faculty Senate has twenty-eight standing committees and councils that involve faculty and students from throughout the University in a variety of governance and planning activities. The ASOSU promotes self-government and leadership within the student body, and the ASOSU President is a member of President's Cabinet and an ex officio member of the Faculty Senate.

Endeavors for the immediate future include (a) continuing involvement in the OUS decentralization process, (b) determining the directions of the School of Education and the departments in the College of Home Economics, and (c) preparing for the implementation of OSU's proposed branch campus in Central Oregon.



The University is forging ahead with development of an implementation plan for the first branch campus in the Oregon University System. While legislative funding is pending, the University will begin expanding academic programs on the Central Oregon Community College Campus.

Resources

Figure

- 6.1 *OSU Organizational Chart*. Oregon State University, Office of Academic Affairs, September 2000.

Table

- 6.1 *Faculty Senate Councils and Committees*. Oregon State University, Office of the Faculty Senate.

Appendices

- 6.1 *OUS Organizational Chart and OUS Campuses and Centers*. Oregon University System, Office of the Chancellor.
- 6.2 *Oregon State Board of Higher Education: Board Roster, Board's Office, Board Committees, and Schedule*. Oregon State Board of Higher Education.
- 6.3 *OSU Unit Organizational Charts*. Oregon State University, Office of Academic Affairs, January 2000.

Exhibits

- 6.1 *Oregon Revised Statutes, Chapter 351 – 1999 Edition*. State of Oregon, Oregon Legislative Administration.
- 6.2 *Oregon Administrative Rules: OAR Chapter 576, Oregon State System of Higher Education, Oregon State University*. State of Oregon, Secretary of State.
- 6.3 *Bylaws of the Oregon State Board of Higher Education*. Oregon University System, Oregon State Board of Higher Education.
- 6.4 *Internal Management Directives*. Oregon University System, Oregon State Board of Higher Education.
- 6.5 *OUS Administration, Chancellor's Office, Board Dockets, and Board Minutes*. Oregon University System.
- 6.6 *OSU President's Cabinet Members*. Oregon State University, Office of the President.
- 6.7 *OSU President's Cabinet*. Oregon State University, Office of the President.
- 6.8 *OSU Dean's Council*. Oregon State University, Office of the Provost and Executive Vice President.

- 6.9 *OSU Provost's Council*. Oregon State University, Office of the Provost and Executive Vice President.
- 6.10 *OSU InterACTION! Program*. Oregon State University, College of Agricultural Sciences.
- 6.11 *OSU Fact Book 2000*. Oregon State University, Office of Budgets and Planning.
- 6.12 *OSU Graduation Summary: 1999–2000*. Oregon State University, Office of Budgets and Planning.
- 6.13 *OSU Enrollment Summary: Fall Term 2000*. Oregon State University, Office of Budgets and Planning.
- 6.14 *OSU Faculty Handbook*. Oregon State University, Office of Academic Affairs.
- 6.15 *OSU Institutional Policy on Equal Opportunity and Affirmative Action*. Oregon State University, Office of Affirmative Action and Equal Opportunity.
- 6.16 *OSU Bylaws of the Faculty Senate*. Oregon State University, Office of the Faculty Senate.
- 6.17 *OSU Faculty Senate Committees/Councils*. Oregon State University, Office of the Faculty Senate.
- 6.18 *OSU Faculty Senate Agendas: 1999–2000 and 2000–2001*. Oregon State University, Office of the Faculty Senate.
- 6.19 *OSU Selected Committees*. Oregon State University.
- 6.20 *ASOSU Constitution and Statutes*. Oregon State University, Associated Students of Oregon State University.
- 6.21 *OSU Collective Bargaining Agreement with OSU Graduate Students*. Oregon State University, 2000.
- 6.22 *OSU Category I Proposal for 2000–2001*. Oregon State University, Office of Academic Affairs.
- 6.23 *OSU–Central Oregon: Proposed Academic Programs*. Oregon State University, Office of Academic Affairs.

