



The Board of Trustees of Oregon State University

Regular Meeting of the Board of Trustees

June 1, 2018

Horizon Room, Memorial Union
Corvallis, Oregon

MINUTES

Committee Members Present: Mike Bailey, Mark Baldwin, Patty Bedient, Rani Borkar (*chair*), Julia Brim-Edwards, Darry Callahan (*vice chair*), Michele Longo Eder, Angel Mandujano-Guevara, Julie Manning, Laura Naumes, Preston Pulliams, Ed Ray (*ex officio*), Kirk Schueler, and Mike Thorne

University Staff Present: Ron Adams, Jennifer Almquist, Sherm Bloomer, Susan Capalbo, Steve Clark, Debbie Colbert, Jon Dorbolo, Ed Feser, Becca Gose, Mike Green, Jock Mills, Cindy Sagers, Patti Snopkowski, and Lauren Skousen

Guests: Justin Bennett (*incoming president, Associated Students of Oregon State University*), Simon Brundage (*outgoing president, Associated Students of Oregon State University*), Ben Cannon (*executive director, Higher Education Coordinating Commission, by phone*), Jon DeVaan (*immediate past chair, OSU Foundation Board of Trustees, by phone*), Arnie Roblan (*senator, Oregon State Senate*)

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

Board Chair Rani Borkar called the meeting to order at 9:21 a.m., asked the assistant board secretary to call the role, and noted a quorum.

2. Opening Comments and Reports

a. Chair's Comments

Chair Rani Borkar commented on the previous evening's student-trustee roundtable discussion, which she said was a valuable opportunity to build relationships through informal interactions. She said she felt inspired by the discussion and encouraged by the willingness of participants to have open, honest conversations on a range of complex issues. Borkar also remarked on the thoughtful engagement by students as demonstrated during that morning's breakfast with members of the 2019 graduating class.

b. President's Report

President Ed Ray echoed Borkar's remarks regarding the positive interactions with students at the previous evening's roundtable discussion and the morning's breakfast with students. He reported that in May, the President's Commission on the Status of Women and the Office of Institutional Diversity celebrated the accomplishments of women at OSU. The university recently honored three faculty with Distinguished Professor awards—OSU's highest honor granted to academic faculty. Ray said that on Saturday, June 16, in Corvallis, Oregon State will celebrate its 149th Commencement and graduate yet another record number of students. On Sunday, June 17, the university will hold Commencement exercises in Bend for more than 300 students graduating from OSU-Cascades.

Ray reported that he delivered his annual State of the University address in Bend on May 7 to nearly 400 Central Oregon community leaders, university stakeholders, students and OSU friends. He thanked Senator Arnie Roblan for attending the Board meeting and for his advocacy for higher education and his ongoing support for Oregon State University. Ray spoke about the work underway to improve the fan experience at football games, including enhanced safety and possibly changes in alcohol sales in Reser Stadium. Ray provided an update on OSU150 activities, including the celebration of the grand opening of the Madison Avenue Gateway Project and the screening of Oregon Public Broadcasting's *Oregon Experience* documentary that explores the history of OSU. Lastly, Ray reported on the university's efforts to address sexual harassment and sexual violence. He noted that Executive Director for Equal Opportunity and Access Kim Kirkland and Interim Vice Provost for Student Affairs Dan Larson presented to the Academic Strategies Committee an update on the university's reporting, investigation, and support practices. They also provided an update on an ongoing third-party external review of the university's policies and procedures that was launched earlier in the academic year. Ray said a full report on improvements made by the university as a result of the external review would be presented at a future meeting.

c. OSU Foundation Report

Jon DeVaan, immediate past chair of the OSU Foundation Board of Trustees, spoke by phone to the Board. He reported that Fiscal Year (FY) 2018 was on track to be another historic year of fundraising for Oregon State University, and he expressed his thanks to the Board and university leadership for their support of the OSU Foundation's fundraising and engagement efforts. DeVaan noted that the OSU Foundation Board of Trustees had recently held their fourth quarter meeting, which included approving the FY2019 budget, electing a new class of trustees, and celebrating the 30th anniversary of Trysting Tree Golf Club. He said Vice President for Research Cindy Sagers and staff of the Research Office joined the business meeting to discuss the university's innovation and entrepreneurship efforts. The annual executive committee retreat will be held in July, with a continued focus on integrating and collaborating with the OSU Alumni Association and on engaging in discussions about the value proposition of higher education. DeVaan also reported that efforts were underway to plan for the next capital campaign, including setting priorities that will align with the next iteration of the university's strategic plan. He concluded by stating that endowment performance continues to be strong.

Following the report, Borkar said the Executive & Audit Committee had discussed short- and long-term planning for Board members, and she asked DeVaan about strategies used by the OSU Foundation Board in its succession planning for new trustees. DeVaan provided an overview of the work their board does to identify potential trustees, with a particular focus on the experiences and perspectives needed to support the OSU Foundation's short- and long-term goals.

d. Faculty Senate Report

Faculty Senate Job Dorbolo started his report by saying that he and the Faculty Senate Executive Committee looked forward to meeting with Borkar later in the day. He then spoke about the importance of general education as the foundation of undergraduate learning and the need to regularly examine and evolve the

university's baccalaureate core curriculum. He said a work group had been charged to look at the curriculum and make recommendations for possible changes. Dorbolo also reported that he had met recently with faculty at OSU-Cascades, which led to the creation of an ad hoc position on the Executive Committee to be filled by a faculty member from the Bend campus. He said the Faculty Senate in May passed a joint resolution with the Associated Students of Oregon State University to affirm the findings of an article written by an international team led by William Ripple, distinguished professor in the College of Forestry, warning about negative global environmental trends. He added that the Faculty Senate looked forward to other opportunities to collaborate with student government in the future. Next, Dorbolo reported that the Faculty Senate convened in May a faculty forum to facilitate information and discussion on unionizing at OSU and would be convening a second forum later in June. He also spoke about efforts underway to plan conversations about the importance of academic speech and the need for thoughtful engagement on complex topics. Dorbolo said the Faculty Senate had started conversations about the value and cost of conversion from terms to semesters. Lastly, Dorbolo reported that at the June meeting faculty senators would vote on the proposed list of degree candidates. Following the report, Trustee Kirk Schueler said he looked forward to hearing more about the outcomes of the efforts described by Dorbolo. Borkar echoed Schueler's interest and added her gratitude for Dorbolo's leadership.

e. Higher Education Coordinating Commission Report

Higher Education Coordinating Commission (HECC) Executive Director Ben Cannon spoke by phone to the Board. He began with an update on the Oregon Opportunity Grant, Oregon's largest state-funded need-based grant program for students attending college, saying that in 2018-19 the award amount per student will increase across the board, and increase even more for students with higher college costs. However, he noted that the state's overall investment in financial aid is low compared to other states, and investment in need-based aid will be a focus of the budget the HECC submits to the Governor. He added that the legislature over the past decade has supported significant increases to the Oregon Opportunity Grant, but Oregon still lags national counterparts. Cannon said the HECC is currently focused on budget development and will meet later in June to consider budget requests, including the consolidated operating funding request submitted by the seven public universities. This information will be used to develop the Agency Request Budget, due to the Governor at the end of August, which informs the Governor's Recommended Budget. Cannon reported that the HECC is also engaged in its capital prioritization process and will use a scoring rubric to develop a rank-ordered list of university capital requests. He added that the HECC would be working to develop a ten-year strategic capital development plan, which will result in a high-level summary of the state's university capital needs over the next decade. Cannon also reported that the HECC is in the process of advancing changes to the way Engineering and Technology Sustaining Funds are distributed in order to better leverage the state's investment to increase the degrees awarded across Oregon's seven public universities in engineering, computer science, and related fields. He said the HECC and the Oregon Workforce Talent Development Board hosted a talent summit that brought together Oregon's leaders from business, workforce and talent development, higher education, K-12, and other key stakeholders to discuss industry talent needs and inform the Governor's Future Ready Oregon

initiative. Lastly, Cannon shared that he had visited Oregon State University earlier in the week and enjoyed learning more about a number of programs and initiatives. Following Cannon's report, Vice Chair Darry Callahan spoke about the consolidated funding request, noting that the current service level budget is barely adequate for maintaining current services and largely precludes greater investments that would increase access, affordability, and success. Cannon said the HECC agrees that it is not sufficient to maintain the status quo and continues to work with Oregon State and the other public universities to recommend a funding level that permits new investment in student success, research, and other higher education priorities. Ray thanked Cannon for the HECC's support of efforts to secure funding for the second academic building at OSU-Cascades and endorsement of a separate funding line for OSU-Cascades in the capital prioritization process. Borkar also added her appreciation.

f. Associated Students of Oregon State University Report

Borkar noted that the official transition of the Associated Students of Oregon State University (ASOSU) presidency was scheduled for later in the day, and she welcomed outgoing president Simon Brundage and incoming president Justin Bennett to jointly present the report. Brundage began by thanking trustees for the opportunity to work with them over the past year. He then reflected on the year, including both the challenges and the opportunities to advance important work in partnership with his fellow student leaders. He concluded by saying that there is a strong group of incoming leaders that will continue to foster a commitment to shared governance. Borkar congratulated Brundage on his upcoming graduation and thanked him for his thoughtful leadership and for his integrity and transparency. She then welcomed Bennett, congratulated him on his election as ASOSU President, and asked him to introduce himself. Bennett started by thanking Brundage for his leadership. He then spoke about ASOSU's plans for the coming year. He concluded by thanking trustees for the opportunity to join them in the previous evening's student-trustee roundtable discussion. Borkar thanked Bennett and said she looked forward to working with him during his presidency.

g. Associated Students of Cascades Campus

Borkar said that Associated Students of Cascades Campus President Jordyn Langeliers was unable to join the meeting but noted that she had provided a written report to the Board.

3. Education/Discussion Item

a. Special Legislative Guest: Senator Arnie Roblan

Borkar introduced Senator Arnie Roblan, noting his advocacy for education in Oregon and specifically for OSU's federal wave energy grant. She thanked him for attending the meeting and invited him to provide remarks. Roblan began by thanking trustees for their service and commitment to not just the university but to the State of Oregon. He shared what he anticipates will be areas of focus in the next legislative session, including the priorities of a joint committee on student success and a joint committee on carbon reduction. Roblan also spoke about the ease of working with Oregon State, adding his appreciation of the values, commitment, and expertise the university brings to its relationships with partners throughout the state. Roblan described his work with legislative leaders

across the five western states in the United States and the five western provinces in Canada to address common issues and interests. One component of the group's annual summit is a roundtable with university presidents to discuss cooperative partnerships in higher education. He also shared that he will be participating in the Oregon Coastal Caucus Economic Summit, which brings together leaders from academic, government, and industry to discuss strategies for economic revitalization in the region. Lastly, Roblan noted the need to continue to work with the legislature to ensure educational institutions throughout the state have the resources they need to support student success.

During the discussion that followed, Trustee Julia Brim-Edwards thanked Roblan for his support of OSU and his work on behalf of K-12 education. Schueler asked about the unfunded liability of the Oregon Public Employees Retirement System (PERS), noting in particular the burden shouldered by students via rising tuition costs. Roblan said that it is important to continue conversations and explore all available options to address the issue, adding that the Governor charged a PERS task force to consider a range of possible strategies. In response to a question by Trustee Mike Bailey about educational attainment and early preparation of students for postsecondary education, Roblan described efforts toward Oregon's 40-40-20 education goal and the importance of addressing educational attainment disparities. Trustee Michele Longo Eder asked what the Board could do to communicate to legislators the need to prioritize access and affordability, and Roblan noted the importance of sharing the results of investments in student success and the contributions that graduates make to Oregon and beyond. In conclusion, Borkar thanked Roblan for his steadfast and continuing support of Oregon State University.

3. Public Comments

No public comments were made.

4. Consent Agenda

a. Minutes of the May 24, 2018 Board Meeting

A motion was made and seconded to approve the minutes of the May 24, 2018, Board Meeting. The motion carried.

5. Reports of Standing Committees of the Board

a. Executive & Audit Committee

Executive & Audit Committee Chair Borkar reported that the committee heard an update from the Office of Audit Services, including a progress report on the audit plan. The committee also discussed a proposed amendment to the Presidential Employment Agreement, and Borkar thanked Callahan for leading the discussion. The committee also had discussions on IT security, all hazard planning, and trustee succession planning.

b. Academic Strategies Committee

Academic Strategies Committee Vice Chair Eder reported that the Academic Strategies Committee in March held a telephonic meeting that included an update on critical training modules that have recently rolled out to employees covering topics such as ethics, IT security, protected leave, and mandatory reporting of child abuse. The meeting also included an update on the university's accreditation, which is currently underway. Eder reported that the university is

expected to complete its Year Seven Self-Evaluation Report in early 2019, which will be followed by a site visit in spring 2019. During the site visit, Board members may be asked to participate in an interview. Staff will continue to provide updates on accreditation efforts. Eder said that in the previous day's meeting the committee approved termination of two Professional Science Masters and the creation of two Bachelor of Science and one Master of Science programs. The committee also heard an update on the university's efforts related to sexual harassment and violence education, prevention, and response and had a discussion of the university's long-term strategies around financial aid. Eder said committee members expressed interest in exploring strategies for increasing private contributions and maintaining the integrity of existing student success initiatives. The committee also asked for more information to understand better the composition of merit-based and need-based awards. Eder said she and committee chair Paul Kelly will be working to develop a framework to guide future discussions.

c. Finance & Administration Committee

Finance & Administration Committee Chair Schueler reported that the committee approved via the consent agenda the FY 2018 third quarter operating management and investment reports. The committee heard from Vice President for Finance and Administration Mike Green an update on personnel within the division. Green also reported on possible capital project amendments that will require Board approval. Schueler said the committee took action on several matters, referring them to the full Board for action. These included the fiscal year 2019 operating budget, the 2019-2021 biennial funding request to HECC, and amendments to the Board's tuition and fee process. The committee also previewed potential updates to the timing and process by which the university brings capital projects to the Board for approval. Schueler said this is part of a larger effort staff has undertaken to improve the university's capital project development process. Trustees offered input into the proposed updates, particularly around appropriate approval points by the Board, how to reconcile the Board's approval of projects with the timing of state-level capital project requests and revenue bond issuance, and how fundraising goals should be considered within this project lifecycle-based approach. Schueler noted that staff will incorporate trustees' input and additional research into a developed proposal for the Finance & Administration committee's consideration at a future meeting.

6. Action Items

a. FY2016-2020 Presidential Employment Agreement Amendment

Borkar asked Callahan to introduce this item. Callahan reminded trustees that in May 2015, the Board approved a five-year employment agreement with President Ed Ray covering fiscal years 2016 through 2020. He then provided an overview of the amendment to the Employment Agreement and Notice of Appointment included as TAB C, Attachment 1 and the recommendation from the Executive & Audit Committee to approve the amendment with a minor edit. Following Callahan's summary, Board Secretary Debbie Colbert noted that a question arose during the Executive & Audit Committee meeting regarding the conditions for termination of the appointment as president and the conditions for termination applicable to faculty with academic rank. General Counsel Becca Gose reported that she had researched the question and confirmed no additional clarification was needed in the employment agreement. A motion was made and

seconded to approve the amendment to the Employment Agreement and Notice of Appointment as provided in Attachment 1 and inserting "During sabbatical and upon retirement" in section 5.4. The motion carried.

b. FY2019 Operating Budget

Borkar asked Schueler to present this item and the recommendation from the Finance & Administration Committee to approve the budget. Schueler said that staff presented to the Finance & Administration Committee the details of the operating budget plan for the 2018-19 fiscal year. He said the proposed budget includes three principal components—Education & General (E&G) Funds, Self-Support Funds, and Restricted Funds—which total \$1.306 billion in revenues and \$1.285 billion in expenditures, with \$39.3 million in net transfers out and fund deductions. Schueler noted that strategic investments in the budget include ongoing budgeting for the capital renewal and repair fund, investments that allow for programmatic growth at Bend and in Portland, and funding for improvements in research infrastructure. The budget also provides some bridge funding to colleges as they transition to the new productivity-informed budget allocation model.

Schueler reported that staff also presented the uncertainties, issues, and opportunities that were considered in the development of the budget. For the E&G Funds, these include recruitment and enrollment concerns for different programs and locations, state funding increases that were short inflationary cost increases for the Statewide Public Service Programs, and a volatile federal funding environment that could affect research funding, financial aid, and the costs of compliance to federal requirements. Schueler said that Self-Support Funds, for areas like University Housing and Dining Services (UHDS) and Athletics, are sensitive to enrollment levels. He said staff reported that transfers out are high as UHDS spends down money reserved for dorm renewal. Staff also reported that Athletics has been making progress on its sustainability plan, though its financial progress is behind schedule due to costs associated with coaching changes and a change in federal tax law that affected ticket sales.

Lastly, Schueler summarized the discussion, noting that some trustees expressed concern about the decline of ending fund balances. He shared that staff said this is expected in the Ten-Year Business Forecast; however, it is important to monitor to ensure returns on investment are consistent with the assumptions in the forecast. The committee also discussed the university's strategic investments, such as in Portland and Bend, which are intended to increase enrollment and revenue in the future. Trustees asked for reports on indicators and progress toward success in these areas at future meetings. This will help ensure that the business plans being developed by colleges can be tracked and adjusted, as needed. Schueler reported that staff would provide enrollment and other relevant updates at a future meeting, adding that trustees asked for regular updates with the major metrics for the strategic investments. Following Schueler's summary, a motion was made and seconded to approve the proposed operating budget for FY2018-19, as presented in Tables 1 through 4 of TAB T. The motion carried.

c. 2019-21 Biennial Funding Request to HECC: Operating

Borkar asked Schueler to present this item. Schueler said the university, together with the six other Oregon public universities, in May submitted a consolidated funding request for operations to the HECC. He said staff explained the

justification behind the combined \$130 million request for E&G operations, in which universities started with the costs to continue current service levels considering inflation and the updated benefits costs, and also factored in the need to keep tuition increases below 5% at most institutions. The HECC uses this consolidated request to inform its Agency Request Budget, which will be presented to the Governor to develop the Governor's Recommended Budget as part of the broader budget allocation process.

Schueler noted that, unique among Oregon's public universities, Oregon State has responsibility for statewide public service programs, such as extension and agricultural and forestry experiment stations, and that these programs are not being funded at continuing service levels. He said the Finance & Administration Committee also heard from a panel of statewide program directors and administrators who provided an overview of their work and its impact. They also highlighted new high-impact programs that could be instituted with additional funding, with the caveat that the first budget priority is restoring baseline service levels. As part of the panel discussion, Director of Government Relations Jock Mills explained the process by which the university may pursue these possible increases for the statewide programs directly with the legislature during the 2019 session.

Schueler reported that much of the discussion among trustees centered on details about continuing service levels and the state's pattern of funding universities below that level. There was also discussion about the state allocation process with the legislature. He concluded by saying that members of the Finance & Administration Committee voted to recommend that the Board endorse the public universities' fiscal year 2019-21 Consolidated Funding Request to the Higher Education Coordinating Commission, which includes an additional \$130 million for the Public University Support Fund and other increases for the statewide and other programs administered by OSU and the other universities, recognizing that OSU will be pursuing possible programmatic increases for the statewide programs.

Following Schueler's summary, a motion was made and seconded to endorse the public universities' FY2019-21 Consolidated Funding Request to the Higher Education Coordinating Commission. The motion carried.

d. Tuition and Fee Process Amendments

Borkar asked Schueler to present this item and the recommendation of the Finance & Administration Committee. Schueler reminded trustees that they had expressed during the January meeting interest in making a longer-term statement about tuition and fee rates, so that students and families could have more certainty around college costs for a multiple-year period. He said it was also necessary to update the Board's Tuition and Fee process to incorporate certain amendments related to recently passed House Bill 4141 requiring intuitions to have an advisory body to the university president on recommendations to the governing board around tuition and fee setting. Schueler reported that at the previous day's meeting staff presented proposed amendments to the Board's Tuition and Fee Process. This includes a statement that the Board expects that annual tuition rate increases will be between two and five percent, though changes outside this range will be considered when necessitated by outside factors. It also includes language that formalizes a tuition advisory council as a

part of the University Budget Committee and its role in advising the president in matters related to tuition and fee rates. Schueler said the committee discussed the rationale for the 2-5% range. Some members also discussed the word “affordable” in the existing language of the tuition and fee process and whether it implied a specific definition of affordability when paired with the proposed amendments. Following Schueler’s summary, Colbert noted a typo in the resolution that omitted the word “process” from the second sentence in the resolution. A motion was made and seconded to adopt the amendments to the Tuition and Fee Process, as provided in TAB V, Attachment 1, with the additional change to remove the word “affordable” from the first full paragraph of the process document and add “process” to the second sentence in the resolution. The motion carried.

7. Education/Discussion Item

a. Strategic Plan 4.0

Borkar asked Provost Ed Feser and Senior Vice Provost Susan Capalbo to present the draft strategic plan provided in TAB Y. Feser began with an overview of the engagement and planning process, which assessed what has been accomplished since the first strategic plan, refined areas of strategic focus, identified or modified campus-level goals, and considered current opportunities and challenges. He said the resulting draft of the university’s fourth strategic plan, referred to as SP4.0, presents the mission, vision, and strategic goals and actions for the university. Feser then summarized the overall framing of the plan, with a particular focus on inclusive excellence, before moving to a summary of the goals and actions. While many university strategic plans map goals to the missions of teaching, research, and outreach and engagement, SP4.0 defines more targeted goals: delivery of transformative education that is affordable and accessible to qualified learners with diverse backgrounds and needs; a research enterprise focused on quality, depth in signature areas, global impact and a collaborative, transdisciplinary approach; and a university-wide culture of belonging, collaboration, professional development, entrepreneurship and innovation. Feser presented strategic actions related to each goal, noting that the actions will continue to be refined and prioritized. Capalbo added that it was clear through the engagement process that many people have a deep commitment to the university and are invested in its success.

During the discussion that followed, trustees noted the need to balance continued refinement of the wording of the plan with the imperative to begin prioritizing and pursuing strategic actions. Trustees expressed an interest in seeing in the final version more about the specific ways these actions will advance the mission, vision, and goals. They also discussed a desire to see SP4.0 more clearly connected to the broader vision statement about the university in 2030, particularly as external pressures are anticipated to continue to grow and change over the next decade and beyond. In particular, Borkar asked about the role of technology, and Feser described some of the ways the university is exploring technology both in the delivery mode and in pedagogical strategies. Trustees considered what student success will look like throughout the implementation of SP4.0, noting the importance of core support and engagement within the classroom as well as the need to make investments in support structures outside of the classroom in a range of areas from advising to recreational sports. They also discussed the need to define a strategic enrollment strategy. Bailey added the

importance of also maintaining a focus on faculty excellence. In response to a question by Trustee Mike Thorne about metrics, Feser said that the final version of SP4.0 will identify specific metrics and will also map to the university's Ten-Year Business Forecast to ensure alignment between goals and investments. He added that units were asked to submit financial plans that mapped budget requests to strategic goals to help with this alignment. Trustee Mark Baldwin expressed concern that the phrase "environmental progress" no longer appeared in the proposed mission statement, and Feser said that it was likely an oversight that he would look into. Following the discussion, Colbert encouraged trustees to contact her with any additional specific feedback. Borkar concluded by saying that she looks forward to seeing the final plan in October.

8. Other Business

Ray reported that he had just learned that OSU-Cascades exceeded the \$10 million philanthropy goal required for state bonding for the next academic building on the Bend campus. He thanked Vice President for OSU-Cascades Becky Johnson for her leadership.

Borkar reminded trustees that it was Callahan's last meeting as Vice Chair with his term ending on July 1, 2018. She noted that he had served in the role since the Board's inception and thanked Callahan, along with former chair Pat Reser, for serving as a steady guiding voice for the Board in establishing a governance structure and for setting the highest level of accountability, ethics, and transparency for current and future trustees. Borkar said that although Callahan would remain on the Board, she wanted to recognize his leadership as Vice Chair. Ray also thanked Callahan for his leadership. Callahan said it had been his privilege to serve in the role.

9. Closing Thoughts

In their closing thoughts, trustees expressed their appreciation of the opportunity to participate in the student-trustee roundtable discussion, and they shared their enjoyment at hearing from students who are part of the 2018 graduating class. Trustees also said it was beneficial to engage in conversations about development of the university's fourth strategic plan, noting the need to continue talking about topics such as faculty excellence, financial aid, and strategic investments. They remarked on the ways in which the Board had matured and expanded its ability to engage in topics more broadly and deeply. They thanked outgoing Vice Chair Callahan for his leadership and expressed their support for incoming Vice Chair Schueler. Eder shared that she had recently attended the Latinx Summit, which the university organized as an introduction to conversations about race, which she said was an impactful experience. Lastly, Borkar congratulated Trustee Angel Mandujano-Guevara on his graduation and thanked her fellow trustees for their service.

10. Adjournment

With no further business proposed, Chair Borkar adjourned the meeting at 2:09 p.m.

Respectfully submitted,



Jennifer M. Almquist
Assistant Board Secretary