



The Board of Trustees of Oregon State University

Regular Meeting of the Board of Trustees

March 31, 2016

Horizon Room, Memorial Union, OSU
Corvallis, Oregon

MINUTES

Trustees Present: Mark Baldwin (*by phone*), Patty Bedient, Rani Borkar, Darry Callahan (*vice chair*), Michele Longo Eder, Paul Kelly, Brenda McComb, Brett Morgan, Preston Pulliams, Ed Ray (*ex officio*), Pat Reser (*chair*), Kirk Schueler, and Mike Thorne

University Staff: Ron Adams, Angela Batista, Sherm Bloomer, Susie Brubaker-Cole, Steve Clark, Debbie Colbert, Becca Gose, Mike Green, Mark Huey, Jock Mills, Cindy Sagers, Clay Simmons, Patti Snopkowski, and Marcia Stuart

Guests: Scott Ashford (*dean, College of Engineering*), Jack Barth (*professor, Oceanography, College of Earth, Ocean, and Atmospheric Sciences*), Neil Bryant (*chair, Higher Education Coordinating Commission*), Dan Cox (*professor, Civil and Construction Engineering, College of Engineering*), Chris Goldfinger (*professor, Geology and Geophysics, College of Earth, Ocean, and Atmospheric Sciences*), David Gomberg (*representative, Oregon State Legislature*), Kate Halischak (*president, Faculty Senate*), and Cassie Huber (*president, Associated Students of Oregon State University*)

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

Board Chair Pat Reser called the meeting to order at 9:31 a.m., asked the assistant board secretary to call the roll, and noted a quorum.

2. Opening Comments and Reports

a. Chair's Comments

Chair Reser highlighted the success of the women's basketball team, who had reached the Final Four of the NCAA Championship for the first time in Oregon State history. She next noted the civil behavior of students and faculty who held a silent demonstration during the Finance & Administration Committee meeting the day before. She shared how much she enjoyed breakfast with several of the College of Education faculty members. She also thanked Dean of the College of Agricultural Sciences Dan Arp for the Board's educational tour of the recently renovated Strand Agricultural Hall and Vice President for Research Cindy Sagers and the students who shared educational posters from their research. Reser informed the Board of her meeting with OSU Foundation Board Chair Jon DeVaan and their discussion of ways to integrate more activities between the boards. She also welcomed Faculty Senate President Kate Halischak, Higher Education Coordinating Commission (HECC) Chair Neil Bryant, and Associated Students of Oregon State University (ASOSU) President Cassie Huber.

b. President's Report

Oregon State University President Ed Ray highlighted the morning's breakfast and Thursday evening's tour, reception and dinner for the opportunities they provided trustees to meet and talk to students and faculty. He reported that OSU employees had contributed the equivalent of more than 523,000 pounds of food to the Governor's State Employees Food Drive. He also reported on the Corvallis campus' first quarterly town hall meeting that was held in late February and which provided a forum to discuss issues of equity, inclusion and social justice. Ray said the meeting was an important next step in the University's shared commitment to ensure a safer, more just, caring and inclusive community. The next town hall meeting is scheduled in May. Interim Chief Diversity Officer Angela Batista will make a presentation at the June Board meeting on her office and its efforts. Ray said that Government Relations Director Jock Mills would report to the Board on the University's legislative priorities for the 2017 session and the results of efforts during the 2016 session. He noted that, if the seven public universities are successful with the joint budget request being sought, tuition increases at Oregon State can be below 5%. Ray reported that more than 700 people attended the State of the University address held in Portland on February 12 in which he highlighted the University's most notable achievements from 2015 and announced a Student Success Initiative to make an OSU degree an affordable reality for every qualified Oregonian regardless of their economic status, ethnicity, or family background and to raise retention and graduation rates for all students. Ray said that work on the OSU-Cascades campus is moving ahead, and that the new academic building is expected to open in fall 2016, with the student residence and dining building opening in early 2017. Approximately 80 members of the Bend community are engaged in a long-range development planning process for the campus. Ray highlighted OSU rankings in the QS Annual World Rankings: Oregon State forestry and agricultural sciences programs were ranked 14th in the world, and programs in environmental studies and earth sciences were also ranked highly. In concluding his report, Ray noted the many recent successes of OSU student-athletes: the women's basketball team reached the Final Four of the NCAA national title championships; for the sixth consecutive year, the OSU wrestling team won the Pac-12 title; the gymnastics team was rated 13th in the country; the baseball team was ranked 5th in a preseason poll; and the OSU softball team was ranked 24th.

c. Faculty Senate Report

Faculty Senate President Kate Halischak highlighted the athletic success of several of the University's sports teams. She then spoke about their academic achievements, noting that football Coach Gary Andersen's team goal is 3.0 GPA while the team currently has a 2.99. The overall GPA for student-athletes is 3.11, Halischak said, which is comparable to the campus average. Halischak spoke about the Faculty Senate's executive committee, explaining how the committee works and how items are placed on the Faculty Senate's monthly meeting agenda. In addition, she summarized some of the executive committee's recent activities and reported on its making a recommendation to Governor Kate Brown for the Board's faculty trustee, replacing Trustee Brenda McComb, who was appointed Senior Vice Provost for Academic Affairs in January.

d. Associated Students of Oregon State University Report

ASOSU President Cassie Huber provided highlights of student activities, including preparations for Mom and Family Weekend and Dam Jam, the Beaver Block Party, and the cultural resource centers' educational and cultural events nights. She reported on several issues that ASOSU is working on: credit requirements for graduate students who

are graduate teaching assistants; developing a knowledge base of organizations that students can join and publicizing the database broadly; developing a list of affordable student housing options; transitioning to a new student incidental fee committee; providing funding for professional development opportunities for students; and holding ASOSU elections, whose results are expected on April 8.

e. Higher Education Coordinating Commission Report

Recently appointed HECC Chair Neil Bryant provided an overview of HECC's mission and summarized its first two years of operations. He noted that Oregon State student Claire McMorris serves as a non-voting member of HECC. He said that completing its strategic plan is HECC's top priority and that the agency sees its responsibilities as being "more cheering and less steering." He reported that another HECC priority is to seek more funding for Oregon Opportunity Grants (OOG). President Ray called Bryant's attention to the unintended consequences of changing the eligibility criteria for receiving an OOG: Oregon State estimates that as many as 2,500 students, who currently receive OOG support, will no longer be eligible under the bill's new eligibility criteria. Ray asked whether the eligibility criteria will be reviewed and whether early appropriations would be made available to restore support to those students. In addition, Ray thanked Bryant for his longstanding service to Oregon, noting Bryant's service as a state senator from 1993 to 2001, as Government Affairs Director for the Oregon University System and the Chancellor's Office from 2004 to 2009, and as a member of the HECC.

3. Consent Agenda

a. Minutes of the January 29, 2016 Board Meeting

A motion was made and seconded to approve the minutes of the January 29, 2016 Board Meeting. The motion carried.

4. Reports of Standing Committees of the Board

a. Academic Strategies Committee

Committee Chair Paul Kelly reported that the Academic Strategies Committee heard a report from Provost Randhawa, who said that HECC had approved the University's 2015 annual evaluation and forwarded it to the legislature. Randhawa also said that the international degree program was undergoing a review as part of an external review of international programs at Oregon State. Kelly reported that Dean of the College of Education Larry Flick had provided an overview of the college to provide a context for the Committee's discussion of the Educator Equity Plan that the Board would be considering later in the day. Vice President for Research Cindy Sagers gave a presentation on research at OSU, and Assistant Dean of the Graduate School Jennifer Dennis gave a presentation on the graduate learning and educational experience at Oregon State.

b. Finance & Administration Committee

Committee Chair Kirk Schueler reported on the February 23, 2016, and the March 30, 2016, Finance & Administration Committee meetings. He said that at the February 23 meeting, the Committee accepted the FY2016 second quarter operating management report and the FY2016 second quarter investment reports, which included the FY2016 second quarter OSU Foundation-managed endowment report. He reported that at the March 30 meeting, the Committee heard a presentation on the University's operating

budget and the financial outlook for FY2017, which provided context for staff's presentations on the proposed FY2017 tuition rates and mandatory fees and the proposed 2017-19 biennial operating funding request. He also reported that the Committee heard a presentation on the capital budget, including long-range plan development and the FY2017 preliminary capital plan, which provided context for staff's presentations on the proposed 2017-19 biennial capital funding request and the proposed issuance of OSU revenue bonds.

c. Executive & Audit Committee

Committee Chair Pat Reser reported that the Executive & Audit Committee heard a presentation on the 2016 priorities for University risk management and discussed the Board committees that would have responsibility for oversight of the Oregon State's strategies for mitigating risks, developing plans and timelines for implementing risk-mitigation plans, and developing and implementing plans to verify that the risk-mitigation plans are being implemented according to their timelines. Reser also reported that due to time constraints, the Committee postponed its discussion about a presidential recruitment policy until its June meeting.

5. Action Item

a. FY2017 Tuition Rates and Mandatory Fees

Chair Reser called upon Schueler to introduce the item. Schueler said that at its meeting on March 30, the Finance & Administration Committee approved recommending the proposed FY2017 tuition rates and mandatory fees to the Board. He asked Interim Vice President for Administration Ron Adams and Director of Budget and Fiscal Planning Sherm Bloomer to summarize the presentation they made at the March 30 committee meeting, noting that all Board members had attended that meeting.

Bloomer presented the FY2017 proposed tuition rates and mandatory fees to set the context for the Board's discussion. He said that his March 30 presentation included a summary of the processes and considerations in developing the proposal, including the student input received. Bloomer said the Committee discussed the process used to engage students in the tuition-setting process, noting the need for more engagement of students during the coming year. Bloomer shared a number of ideas he said he would pursue during the coming year to improve awareness and engagement by students. President Ray noted that although the proposed rate increases are the smallest in the past 10 years, any increase affects students' lives and, because it does, business as usual is not acceptable. He said that the public higher education environment continues to change and that universities in Oregon continue to look to the legislature for more support, rather than to students and their families. Bloomer said that to address the effect of the proposed increases on students, the proposal continues and increases the amount of financial assistance the University provides.

Following Bloomer's presentation, Chair Reser invited comments from the public. The following members of the public provided comments on the item:

- Second-year student Jason Philips requested that the Board meeting schedule be more broadly publicized in order to increase student engagement with the issues under discussion. He advised that the rising costs of higher education may subvert attempts to improve diversity at public institutions.

- Graduate student Alex Riccio, a co-founder of Allied Students for an Alternative Politics (ASAP), said that because he has worked so long while a student, he had no debt, but said he is exceptionally tired in a way that impacts his success as a student, and thought that many other students were in situations similar to his.
- Samantha Christensen, student and ASAP member, said that rising tuition costs are jeopardizing her ability to afford Oregon State. In addition, she asked that efforts be made to provide more timely public meeting information.
- Third-year student Antonio Saavedra spoke about the rising cost of tuition.
- Associate Professor of Philosophy Joseph Orosco, president of the OSU chapter of the American Association of University Professors, asked that the Board reject the proposed tuition and fee increases because, he said, higher costs affect his ability to teach students, who are burdened by the demands of outside work to pay their expenses. He also said that higher tuition costs affect the ability of students to participate in experiential learning.
- Student and ASAP member David DeHart said that the University's infrastructure needs to keep up with the growth in student enrollment, but treating the University as a business distorts the true nature of the University.
- Corvallis resident Michele Charette said that she was upset to see police officers outside the Board meeting and advised the Board not to ignore the needs of the Corvallis community.
- Associate Professor of Computer Science Glencora Borradaile said that she considered the rising cost of tuition as an issue of social justice. In wide-ranging comments regarding the need for lower tuition, she spoke about students from community colleges and about the University conducting a financial audit.
- Graduate student Luciana Lieti spoke about the effects of financial pressure on student well-being and urged the University to cut expenses.

Trustee Kelly said that he appreciated the civility with which the speakers addressed their concerns to the Board. He said he recognized that the rising cost of a college education is a social justice issue and that trustees and staff need to continue to look at the issue closely and involve more students earlier in the conversation when setting the next year's tuition rates. Trustee Baldwin said that he was moved by a number of the comments and, in particular, empathized with those students holding more than one part-time job. He said that, going forward, the challenge will be to become more creative with how revenue is generated and how it is spent. Chair Reser noted the importance of viewing the budget as a document aligned with and supporting OSU's mission. Trustee Morgan acknowledged his privileged status as a trustee, while at the same time identifying with the students who addressed the Board, and found making a decision to support the proposed tuition rates and fees very difficult but necessary.

Following the comments and discussion, a motion was made and seconded to approve the academic year 2016-17 and summer 2017 tuition and mandatory fees as provided in Tab O, Attachment 1. The motion carried.

6. Education/Discussion Item

a. Marine Studies Building Site Selection – Panel Discussion

Chair Reser asked Interim Vice President for Administration Ron Adams to introduce the members of the panel who would be presenting on the site selection for the University's

proposed Marine Studies building in Newport. Adams presented an overview of the issue to provide trustees with a context for the presentation. He summarized the process that had taken place to date. He noted the five principles that have guided the process: (1) locate student housing above the inundation zone, (2) collaborate with tsunami evacuation plan partners, (3) serve as a coastal and global model of earthquake readiness and tsunami preparedness, (4) exceed current seismic design codes using state-of-the-art criteria and options, and (5) design buildings for seismic resiliency and to allow evacuation. Adams introduced Dean of the College of Engineering Scott Ashford who moderated the panel. Ashford introduced each of the panelists: Professor of Oceanography and Co-Director of the Hatfield Marine Science Institute Jack Barth, Professor of Geology and Geophysics Chris Goldfinger, Professor of Civil and Construction Engineering Dan Cox, and State Legislator David Gomberg. Each panelist made a brief presentation, sharing their support or concerns about siting the new Marine Studies building.

Barth thanked the Board for the opportunity to participate on the panel. He spoke about the Marine Studies Initiative's programmatic goals and requirements and emphasized that one goal of MSI is to demonstrate how to build safety in a seismically active region. He noted that the decision on the site will attempt to balance anticipated and known risks with expected benefits. He also said that the process epitomized what the Marine Studies Initiative will do particularly well: bring all parties together to discuss challenging issues and bring the best research to bear on addressing them. Goldfinger also thanked the Board and provided an explanation of the Cascadia subduction zone and the expected effect of an earthquake along the Oregon Coast, and presented a brief history of known earthquakes that had occurred in the zone over the past 10,000 years. He spoke strongly against locating the new Marine Studies building on the same site as the Hatfield Marine Science Center, which, he said, sits near the mouth of Yaquina Bay, a tsunami inundation area with soils prone to liquefaction. Cox discussed the life safety issues involved in a tsunami occurring within the area of HMSC. He described the time needed to evacuate a threatened area and the kind of building structure needed to reduce the risk of life safety in the event of the need for a vertical evacuation. State Representative Gomberg said that residents of the Oregon Coast were looking to the MSI project as an example of how to do things right and urged that the area's economy be kept in mind when making a decision about where the structure would be sited. Trustees engaged the panel with several questions on topics such as the likelihood of liquefaction occurring at the Hatfield site, the condition of evacuation routes, particularly for the disabled, and where Hatfield currently stores the data from its research efforts. Following the question and answer period, Ashford summarized the panel's presentations and thanked them for their participation.

Trustee Kelly asked whether responsibility for deciding on the site fell to President Ray or to the Board. General Counsel Becca Gose replied that the president has this responsibility, which is among the authorities the Board has delegated to him. President Ray said that he planned to share with the Board the site evaluation reports on locations considered for the new MSI building.

7. Action Items

a. 2017-19 Biennial Funding Request – Operating

Reser asked Finance & Administration Committee Chair Kirk Schueler to present the item, which seeks the Board's endorsement of Scenario 1 (Tab P, Table 2) as the

minimum funding needed for the 2017-19 biennium to maintain efforts for student success and services to Oregonians. Schueler said that Scenario 1 represents a funding level that will ensure that universities can provide at least the same level of service as is being provided during the current biennium, while keeping tuition increases below a 5% increase for each of the two years of the 2017-19 biennium. Schueler noted that all trustees attended the Committee meeting on March 30 at which they heard Adams and Jan Lewis, director of Administrative Services, provide the context for the funding request and discussed the expected effects of some of the scenarios. There were no public comments. With no further discussion, a motion was made and seconded to endorse Scenario 1 (as illustrated in Tab P, Table 2, "2017-19 Draft Funding Request") as the minimum funding needed for the 2017-19 biennium. The motion carried.

b. 2017-19 Biennial Funding Request – Capital

Schueler asked Adams to present the item, which seeks Board approval of the 2017-19 Biennium Integrative Capital Plan. Adams provided a brief overview, noting that Oregon State will propose that the University forward separate proposals for investments in the Corvallis and Cascades campuses so as to continue the needed investments in Corvallis, while providing for the major capital investment needed by OSU-Cascades over the next five years. There were no public comments. A motion was made and seconded to approve the 2017-19 Biennium Integrative Capital Plan, as provided in Tab R, Table 1. The motion carried.

c. Issuance of OSU Revenue Bonds

Schueler asked Interim Vice President for Finance Mike Green to present the item proposing authorization to issue University revenue bonds to fund two projects: the \$42 million OSU-Cascades residence hall and dining/academic center and the \$10 million IT systems infrastructure project, which the Board approved in May as part of OSU's 2015-17 Biennium Capital Plan. Green reminded the Board that, as part of its approval of the biennium capital plan, it required the Finance & Administration Committee to review a financial pro forma for each of the projects and that the Committee had reviewed the pro formas at its October meeting. There were no public comments. Following a brief discussion, a motion was made and seconded to adopt the resolution provided in Tab S, Attachment 1. The motion carried.

d. House Bill 3375 Educator Equity Plan

Trustee Kelly summarized House Bill 3375, the Educator Equity Act, and the Academic Strategies Committee's discussion of the OSU Educator Equity Plan 2016-18 that Dean of the College of Education Larry Flick presented at the Committee's March 30 meeting. Kelly reported that the Committee asked to be informed when the HECC approved the plan and to receive an annual update on the metrics included in the plan. Kelly also reported that the Committee voted to recommend the plan to the Board for approval. There were no public comments. Following a brief discussion, a motion was made and seconded to approve the OSU Educator Equity Plan for 2016-18, as provided in Tab G, Attachment 1. The motion carried.

8. Education/Discussion Item

a. Status Report: New and Existing Academic Program Reviews in Progress

Committee Chair Kelly asked Trustee and Senior Vice Provost for Academic Affairs Brenda McComb to make a brief presentation on new and existing academic programs

that are under review. Due to a lack of time at the March 30 meeting of the Academic Strategies Committee, McComb had been unable to make the presentation. Chair Reser asked about what was included in academic program reviews. McComb responded that academic program reviews are subject to a set of guidelines that all reviews follow. The materials submitted for existing programs include the results of annual assessments and follow-up reviews to assess whether the program is meeting university, course, and program learning outcomes within the context of the strategic plan and unit plans. McComb said that in addition to the annual assessments, existing programs undergo 10-year external reviews. For proposed academic programs, the program is first reviewed at the unit and college level and then goes through the University's internal review and approval process, which includes approval by the Board. Following Board approval, new programs are submitted to the HECC for approval, and, following HECC approval, the Northwest Commission on Colleges and Universities is notified of the new program. Trustee Eder thanked McComb and her staff for providing the document and requested examples of program self-studies and resulting recommendations be provided to the Committee.

9. Action Items

a. New Academic Program: MEng, MS, PhD in Bioengineering

Kelly introduced a proposal for a new academic program in Bioengineering. He commented on the form in which the proposal was presented to trustees, noting that what was presented was readily understood because of its summary nature and also noting that the full document was available on the meeting webpage for anyone wishing to read the document in its entirety. Kelly then asked Provost Randhawa to summarize the proposal. Following the summary, Kelly said that the Academic Strategies Committee had voted to recommend the program to the Board for its approval. There were no public comments. A motion was made and seconded to approve the establishment of an instructional program leading to M.S., M.Eng., and Ph.D. degrees in Bioengineering, effective fall 2016, pending the approval of the HECC and the Northwest Commission on Colleges and Universities. The motion carried.

b. New Academic Program: MS, Graduate Certificate in Data Analytics

Kelly asked Randhawa to provide an overview of a proposed new academic program in Data Analytics. In his overview, Randhawa said that both programs would be offered online and would reach a national audience. Following the overview, Kelly said that the Academic Strategies Committee had voted to recommend the program to the Board for its approval. There were no public comments. A motion was made and seconded to approve the establishment of an instructional program leading to an M.S. degree in Data Analytics and a Graduate Certificate in Data Analytics, effective fall 2016, pending the approval of the HECC and the Northwest Commission on Colleges and Universities. The motion carried.

10. Education/Discussion Item

a. Legislative Update

Government Relations Director Jock Mills summarized the major higher education-related outcomes of the 2016 legislative session. As was the case during the 2015 legislative session, Mills said Oregon's seven public universities worked together on a unified agenda for the 2016 session. The universities approached the 2016

session with hopes of additional funding targeted to address immediate and near-term factors that impede student completion, but by the conclusion of the session, the legislature did not provide any additional funding for university operating budgets. Mills noted, however, that the legislature did support renewal of the University Venture Development Fund Tax Credit, which had expired at the end of 2015. The legislature also supported a constitutional ballot that will appear on the November ballot to enable universities to invest in equities, which would provide universities with more investment options that could result in both higher yields and greater stability.

The seven public universities also worked together on seeking an equitable approach for developing the 2017-19 budget, focusing on seeking a more accurate calculation in future state budgets for the universities' Continuing Service Level (CSL) calculation of the costs of Public Employees Retirement System (PERS) and Public Employee Benefit Board (PEBB) health insurance. This approach would enable the universities, which are required by the state to cover these costs, to use state funds, and not tuition, to cover the actual costs of PERS and PEBB. Mills noted that addressing continuing increases in PERS costs and an anticipated flattening of state revenues in the next biennium will continue to challenge public universities in the state.

11. Other Business

There was no other business for the Board.

12. Public Comments

The following is a list of individuals who spoke and the topic addressed in their remarks during the Public Comments period of the meeting:

- Sami Al-Abdrabbuh, instructor, College of Engineering, announced that he was a candidate for the state legislature and asked for the Board's support.
- Samantha Christensen, student and ASAP member, spoke briefly on the issue of affordable housing in Corvallis, noted the findings of a recent financial report of OSU by Professor Howard Bunsis and asked that Board meetings be made more accessible.
- Chris Goldfinger, professor, Department of Geology and Geophysics, College of Earth, Ocean and Atmospheric Sciences, clarified his earlier comments during the panel discussion that, although the evacuation time following a tsunami warning can be estimated with some confidence, the actual arrival time of the eastern edge of a tsunami is unknown.
- Jeff Hess, Corvallis resident, noted his past negative comments about President Ray's performance and asked the Board why they made no mention of his comments when they discussed the president's performance at the January Board meeting.
- Adam Marion, first-year student, spoke about his feeling of frustration in not having the tuition-setting process and the revenue-spending process more transparent.
- Kay Mattson, Corvallis resident, spoke about her experience in the aftermath of the tsunami in Aceh Province, Indonesia, and about the consequences of a tsunami striking the Oregon coast.
- Linda Richards, instructor, College of Liberal Arts, spoke about tuition on behalf of Oregon State students. She asked that a committee be established to work with students on ways to reduce the cost of tuition.

13. Closing Thoughts

Chair Reser asked each of the trustees to share some closing thought.

Trustee McComb noted the conflict she felt when she voted to support the tuition and fee increase. She said that she is usually a private figure in her role as a faculty member and can make decisions that usually have less significant public consequences. In her role as faculty trustee, however, she is a public figure with public responsibilities to do what she believes is best for the people of Oregon. Trustee Pulliams spoke about the challenges faced by higher education in general and by Oregon State in particular. He said that OSU needs to be even more creative going forward so that no one is denied access to an OSU education. Trustee Borkar thanked the students who spoke during the public comment periods, emphasized that the Board does listen to what they have to say, and noted its responsibility to address the problem of rising tuition. Trustee Eder said that she was impressed by the caliber of students, faculty, and staff she met while she was on campus. She noted the importance of working with the legislature to help them understand the effects of their decisions on education in general in Oregon and on higher education in particular. Trustee Morgan spoke about the conflict he felt that McComb had described. He spoke about the difficulty of making that decision on raising tuition fees, thanked the students who had commented to the Board, and asked that dialogues like the one that had occurred earlier in the day continue despite their difficulty. Trustee Bedient described herself as “a glass half-full individual.” She said that despite the personal struggles the trustees underwent, she was hopeful for a positive outcome in the future with the decision that had been made today. She also noted that, in such struggles between heart and head, the heart galvanizes the head to think creatively.

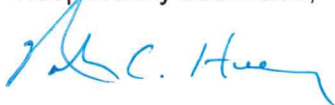
President Ray commented on the amazing people who make up the special community that is Oregon State. He reiterated his commitment to focusing on student success and urged his fellow trustees to stay the course in that effort. Trustee Callahan highlighted the quality of the interactions trustees had with students and faculty at the poster presentation Thursday evening and at breakfast Friday morning.

Chair Reser drew the session to a close by noting that it had been an emotional meeting because the decisions considered by the Board had been particularly difficult and, for many, had brought about a tension between their hearts and their heads. She also noted that in other ways the meetings had been inspiring, highlighting the transformational renovation of Strand Agricultural Hall and time spent with student and faculty researchers. She urged all the University community – trustees, administrators, faculty, students and staff – to continue to be open to and to look for creative ways to address the University’s financial challenges.

14. Adjournment

There being no further business, the meeting was adjourned at 4:17 p.m.

Respectfully submitted,



Mark C. Huey
Assistant Board Secretary