



## MINUTES

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

**University Staff Present:** Charlene Alexander, Jennifer Almquist, Susan Capalbo, Steve Clark, Debbie Colbert, Jon Dorbolo, Ed Feser, Becca Gose, Mike Green, Steve Hoelscher, Jock Mills, Lauren Skousen, and Patti Snopkowski

**Guests:** Justin Bennett (*president, Associated Students of Oregon State University*), Jon DeVaun (*immediate past chair, OSU Foundation Board of Trustees*), Taylor Graham (*vice president, Associated Students of Cascades Campus, by phone*)

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

Board Chair Rani Borkar called the meeting to order at 9:17 a.m., asked the assistant board secretary to call the roll, and noted a quorum.

### 2. Public Comments

No public comments were made; however, Board Secretary Debbie Colbert noted that a written comment had been submitted and would be shared with trustees.

### 3. Opening Comments and Reports

#### a. Chair's Comments

Chair Rani Borkar said she was pleased with the conversations at the Board's retreat and in committee meetings. She reflected on the different locations trustees had visited over the past several days and said it had been inspiring to see both the long standing and new ways that OSU is present in the Portland region. Borkar said a highlight had been the meetings with students, faculty, alumni, and community partners. She concluded by expressing her excitement that, for the first time, the Board would consider adoption of the university's strategic plan.

#### b. President's Report

President Ed Ray echoed Borkar's appreciation for the discussion at the Board's retreat and her enthusiasm for considering the university's next strategic plan. Ray thanked trustees for attending the previous evening's President's Dinner hosted by the OSU Foundation. He said the engagement of the Foundation is essential in helping support the university's mission of excellence in service of others. Ray summarized the university's priorities in the 2019 legislative session, including an endorsement by the Oregon Council of Presidents of a minimum

request for an additional \$130M in state support for Oregon's seven public universities. He added that this increase would only maintain current operations and the universities would seek an operating budget of \$1B to help achieve targets for student success, research, and service. He also discussed the university's primary requests for capital funding. Ray reported that the 15-month OSU150 celebration closed earlier in the week with a symposium focused on the university's next 150 years. Ray introduced Irem Tumer, the newly appointed interim vice president for research, noting that trustees will have an opportunity to interact more fully with Tumer at the next meeting. Ray concluded by saying he hoped trustees enjoyed the new OSU Portland Center.

**c. OSU Foundation Report**

Borkar introduced Jon DeVaan, immediate past chair of the OSU Foundation Board of Trustees, and said she enjoyed attending the previous evening's President's Dinner and celebrating the remarkable impact of philanthropy in furthering the university's mission. DeVann began by speaking about the OSU Foundation's vision, mission, core values, and work on behalf of OSU. He said the key to the Foundation's success has been the close, collaborative partnership with the university, and he cited examples of some of the ways in which leaders from both organizations have worked together to advance the mission of the university. DeVaan also spoke about the important partnership between OSU's Board of Trustees and the board of the OSU Foundation. He provided an update on FY2018, noting that the Foundation closed the year with a record for total gifts to the university. The Foundation is now working toward FY2019 goals, including a fundraising goal of \$116M. He summarized the business conducted by the board of the OSU Foundation during their meeting earlier in the month. DeVaan said planning efforts continue for the next capital campaign, including setting priorities that align with the next iteration of the university's strategic plan. He reported that the endowment performance continues to be strong. DeVaan concluded by saying the Foundation has been focused on enterprise risk management practices, has developed a framework and dashboards for identifying and tracking top risks, and is working with the university to synchronize risk management plans. Ray asked about the integration of the OSU Alumni Association, and DeVaan said it continues to go well under the leadership of John Valva, the new executive director. Colbert said that OSU Foundation leadership would be joining the January meeting for a full briefing on the campaign planning and fundraising efforts, adding that Valva was also scheduled to talk about alumni engagement.

**d. Faculty Senate Report**

Faculty Senate President Jon Dorbolo started his report by talking 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. Recommendations include making explicit the authority of the Baccalaureate Core Committee to develop and approve policy, planning, and strategy for the program overall; revising the category review cycle; and instituting a director of the baccalaureate core to work with the committee on matters such as developing assessments of the program. Dorbolo described the steps that will be taken to advance these recommendations. He described an executive summary of the baccalaureate core

implementation and leadership workgroup proposal and a report of an analysis of general education programs at OSU's strategic peers. Next, Dorbolo spoke about an ad hoc committee on OSU's carbon commitment, which was initiated following Ray's signing of the American College and University Presidents' Climate Commitment, now known as the Carbon Commitment. Efforts are underway to support implementation of a plan to reduce overall greenhouse gas emissions and achieve carbon net neutrality by 2025. Lastly, Dorbolo reported that the Faculty Senate continued to focus on ways to make explicit the nature and processes of shared governance at OSU. Following the report, Borkar thanked Dorbolo for his leadership and partnership with the Board.

**e. Higher Education Coordinating Commission Report**

Borkar said that Higher Education Coordinating Commission (HECC) Executive Director Ben Cannon was unable to join the meeting.

**f. Associated Students of Oregon State University Report**

Associated Students of Oregon State University (ASOSU) President Justin Bennett began by talking about voter registration efforts. He said ASOSU had exceeded its initial goal of registering 3,000 students. Bennett provided additional information about all three prongs of ASOSU's voter registration initiative, including voter registration, voter education, and voter outreach. Next, Bennett provided an update on ASOSU's diversity and inclusion initiatives. He described a pilot program that places a student liaison in the Ettihad Cultural Center. The position is funded by ASOSU and is intended to help make connections between ASOSU and the cultural resource centers. Bennett described ASOSU's mental health and wellness initiative, which includes adding contact information for support resources on the back of student identification cards. He said ASOSU is also working to clarify reporting amnesty protections to ensure that students understand their rights and resources. In response to a question by Trustee Julia Brim-Edwards, he clarified that there is both a clause in the Student Code of Conduct related to reporting amnesty and a state survivor amnesty law. Bennett reported that ASOSU has adjusted the timing of its annual budget setting process to provide more time for students to provide input in the student fee setting process. Lastly, Bennett said ASOSU is in the process of identifying students to recommend to the Governor's Office for the student trustee position on the Board. Trustee Mark Baldwin asked about the status of the free textbooks initiative. Bennett said that it had not been carried through to the current administration, but ASOSU is looking at legislative advocacy on the topic of open education resources.

**g. Associated Students of Cascades Campus Report**

Associated Students of Cascades Campus (ASCC) Vice President Taylor Graham reported that ASCC continued to work on several initiatives, including their childcare subsidy program and their food pantry program. ASCC has also been working on voter registration and on planning a lobby day scheduled for December. Graham spoke about the work of the OSU-Cascades Student Fee Committee, including responding to an increase in the number of student clubs and growth in enrollment at the Bend campus. Lastly, Graham reported that ASCC was working on a series of fall celebration events.

#### 4. Consent Agenda

##### a. Minutes of the July 30, 2018 Board Meeting

A motion was made and seconded to approve the minutes of the July 30, 2018, Board meeting the motion carried.

#### 5. Reports of Standing Committees of the Board

##### a. Academic Strategies Committee

##### b. Finance & Administration Committee

##### c. Executive & Audit Committee

Borkar said that committee chairs agreed to forego their standing reports in order to hear from staff a continuation of the previous day's conversation in the Finance & Administration Committee meeting regarding an amendment to the capital project budget for the Upper Division and Graduate Student Housing project.

#### 6. Action Items

##### a. 2019-21 Biennial Funding Request: Statewide Public Service Programs

Borkar asked Trustee Mike Thorne to present this item. Thorne reminded trustees that the Board had endorsed at the June meeting the Oregon public universities' FY2019-21 Consolidated Funding Request to the Higher Education Coordinating Commission. At that time, the university described efforts to build support for additional investments in the Statewide Public Service Programs (SWPS). After seeking input from stakeholders and others, leaders of the SWPS are seeking an increase of \$30M in 2019-21, or 25% above the current funding level. This level is equivalent to the increase recommended by the HECC for the Public University Support Fund. Thorne said staff provided details about the legislative process and programs that would be funded, including new research and initiatives that help to address some of Oregon's most critical needs that were identified by diverse stakeholders across the State. Over the next several months, staff will continue to work with stakeholders and legislators to refine and further specify the elements to be included in the funding package. Staff also described the effects of the legislative funding cuts to the SWPS in the 2011-2013 biennium, and the efforts made to recover lost positions and services. Thorne reported that \$14.4M of the request is intended to rebuild the three programs, and the remaining \$15.6M is intended to respond to requests for new programs in response to the challenges that Oregon's citizens and industries face today. He said committee discussion included clarification about how the SWPS are funded and focused on the relationship between the legislative process, industry needs, and the university's non-partisan efforts to form a broad coalition to advance common goals. Thorne shared that, following their discussion, the Finance & Administration Committee voted to recommend to the Board that it endorse the 2019-21 biennial funding request for a \$30 million increase over the 2017-19 funding level for the Statewide Public Service Programs.

Borkar invited those signed up for public comment on this topic to address the Board.

#### **Public Comments**

The following individuals provided public comments:

- Katie Fast: Spoke in support of increased funding for the OSU Statewide Public Service Programs.
- Karen Lewotsky: spoke in support of increased funding for the OSU Statewide Public Service Programs.

Following the comments, a motion was made and seconded to endorse the biennial funding request for a \$30M increase for the Statewide Public Service Programs. The motion carried.

**b. Capital Project Amendment: Upper Division and Graduate Student Housing**

Borkar asked Thorne to present this item. Thorne said staff presented a request to increase the budget for the Upper Division and Graduate Housing capital project by \$20M, for a total project cost of \$50M, which would be financed with OSU-paid revenue bonds. The original project was approved for \$30M in June 2017. It became apparent as the project moved through programming and schematic design that there was a need to adjust the room-type to be all studio units, rather than a mix of types, in response to market demand. This required an increase in overall square footage. Additionally, construction cost escalations were not adequately projected in the initial budget. Thorne said committee members raised a number of questions during the discussion and asked staff to return with responses.

Thorne introduced Vice President for Finance and Administration Mike Green and Interim Associate Provost of Operations for University Housing & Dining Services (UHDS) Steve Hoelscher to provide additional information. Green began by stating that the operating pro-forma shows that the project is financially solid and fully self-supporting, it addresses requests by the city and community for OSU to provide more on-campus student housing, and it meets a demonstrated need for housing for upper division students. Hoelscher described key project metrics, noting that the proposed project is a 120,000 square foot housing development to be constructed at \$417 per square foot, which yields the \$50M total project budget. He presented images of the housing development, noting that staff contemplated adding an additional story; however, the costs associated with that addition would mean the project would likely not be financially viable. Adding an additional story would also create visual barrier that might not be supported by Corvallis community residents. In response to questions about scope reduction and value engineering, Hoelscher said that adjustments had already been made to reduce the cost from \$452 per square foot. While further reduction might be possible, staff are managing costs while also trying to maintain the scope needed to meet the project's goals. Hoelscher said the project is anticipated to yield \$13.8M in 30-year cumulative positive cash flows, the net present value of which is \$960K, indicating a financially strong and self-sustaining project. He added that these project metrics rely on a project with 288 revenue-producing beds on a 12-month contract with an anticipated fall 2020 opening.

Next, Hoelscher summarized the market study supporting this project type and estimated rental rates. He said the third market study was completed in October 2017, which he noted was after the June 2017 meeting at which the project was approved for \$30M. Hoelscher said all three studies have shown consistent demand for additional housing for upper division and graduate students on campus. The most recent study shows demand for an additional 1,246 beds for fall 2020. The study shows that the demand for single occupancy studios at an at-market rate remains high and is estimated to be over 400 units. The proposed housing project will provide 286 single occupancy studios.

Trustee Kirk Schueler asked what the analysis concluded about demand for residence hall-style housing, and Hoelscher said the university is underbuilt in that category as well. With that in mind, the decision to build single occupancy studios was driven by several factors, including minimizing competition with private construction and addressing anticipated growth among student populations more likely to desire single occupancy housing. Hoelscher said the market study also assessed rental rates and concluded that rent, not inclusive of utilities, fees, and deposits, was at \$854 per month. He said the proposed rent of \$1,250 was inclusive of furnishing, laundry services, utilities, fees, and deposits valued at \$300. With an escalation of 10% year, the studio rents will be at or under market when the residence opens in fall 2020. Brim-Edwards acknowledged the market demand but expressed concern about whether students will be able to afford the cost of the housing. Hoelscher said it is likely that a number of the units will be shared. He added that while the proposed project was targeted at a certain demographic, the inventory across UHDS included a range of options to meet the needs of students. In response to a question by Trustee Mark Baldwin, Hoelscher said the attributed space to each unit would be 270 square feet, and there would be additional hallway and open space for a total of 400 gross square feet. In response to a question by Trustee Paul Kelly, Hoelscher said a decision had been made to not include central air conditioning.

Hoelscher spoke about scope reduction and value engineering options. He said that to achieve the desired studio program and to meet the market demand for the targeted student demographic, staff changed the nature of the construction from the typical university standards of concrete and steel construction to wood stick-frame construction to match typical construction in the market and maintain price competitiveness. Scope reductions and value engineering have already reduced direct construction costs by \$3.14M while serving the same number of students and maintaining base standards for student engagement and community living. He then described possible impacts of additional scope reduction, including decreasing the ability to meet OSU accessibility best practices and security standards and increasing building lifecycle maintenance costs. Hoelscher also addressed the feasibility and costs associated with phasing the project, including increased costs and lost efficiencies. He also noted the escalation costs bearing on the project since the initial project approval date in June 2017. In response to a question by Schueler, Hoelscher said the incremental cost impact of paying prevailing wages was approximately \$1.5M to \$2.2M.

Following discussion, a motion was made and seconded to approve the capital project budget of \$50M for the Upper Division and Graduate Student Housing project. Kelly said he was satisfied with the conversations about the project and the additional information provided by staff in response and expressed his support for the motion. Ray added his appreciation for the additional discussion about the project and expressed his support for the motion. Brim-Edwards said she was assured the project is financially sound but urged the university to continue to consider ways to address generally the issue of housing affordability. Trustee Michele Longo Eder noted that it would be important to consider the cost of housing in the Board's discussions about student success. A vote was held, and the motion carried.

**c. Capital Projects Approval Policy**

Borkar asked Thorne to present this item. Thorne said that the Finance & Administration Committee had discussed in May the way capital projects are

brought to the Board for approval. The approach of bringing projects based on the calendar, rather than based on the readiness of an individual project, has resulted in the need for the Board to approve budget amendments in some cases, as the project scope and budgets were more fully refined. The committee asked staff to present a draft policy recommending a new capital project approval approach that includes specific approval "stage gates" that occur during a project life cycle. Thorne said that under the proposed policy, the first gate is at or near the completion of schematic design, when the committee will be asked to approve a project to advance to the design development phase. The second approval gate is at or near a project's design development phase. At this point, the committee will be provided with total project cost, funding, and timeline based on a final pro forma. At that point, the committee would review and recommend to the Board that the project advance and set the capital project budget. Thorne reported that the committee discussed the approval threshold for changes to the approved budget for a capital project and proposed that capital project budget increases that total either \$5 million or 10% over the Board approved budget must come before the Board for additional approval. Brim-Edwards asked where this would be noted, and Colbert said the changes would occur in the resolution and in sections I and V of the policy. A motion was made and seconded to approve adoption of the resolution and policy establishing the process for approving capital projects as provided in Attachment 1, and with modifications to reflect that approval is required for capital project budget increases that total either \$5M or 10% over the approved budget. The motion carried.

**d. President Emeritus Policy**

Borkar said the Executive & Audit Committee recommends that the Board approve the resolution and policy provided in TAB D, Attachment 1. Colbert noted that this recommendation included an edit to clarify that the title of President Emeritus may be held upon retirement or at or prior to the time of retirement. Borkar said this policy would replace the more generic president emeritus policy transferred during the governance transition. With no further discussion, a motion was made and seconded to approve the adoption of the resolution and policy in Attachment 1, as amended. The motion carried.

**e. Delegation of Authority**

Borkar said that the Executive & Audit Committee recommends that the Board approve proposed amendments to the delegation of authority in TAB E. She said the amendments organize the items the Board retains into clear categories; adds the reference to the Board's authority to grant the title of president emeritus, consistent with the policy just discussed; and updates references to the capital approval policy that was forwarded by the Finance & Administration Committee. Colbert added that the Executive & Audit Committee met prior to the meeting of the Finance & Administration Committee, and the Board would need to discuss and make further amendments to item 3.h. to make it consistent with the Capital Projects Approval Policy approved earlier in the meeting.

Brim-Edwards expressed support for the proposed amendments and said she would also propose discussion at a future meeting on the complexity and breadth of risks facing the university to better understand how the university is managing risk and when matters are elevated to the Board. Trustees expressed their

support for such a conversation, and Borkar said she would work with Colbert to schedule it for a future meeting. Following discussion, a motion was made and seconded to approve the resolution amending the delegation of authority, with the amendment forwarded by the committee and the additional amendment to 3.h. to reflect a threshold of either \$5M or 10% over the approved budget. The motion carried.

**f. Board Chair's Report: FY2018 Presidential Assessment**

Borkar introduced this item by saying the Executive & Audit Committee had a good discussion about the president's performance over the past year and his proposed goals for next year. She said a number of trustees remarked on the complexity of the job of university president and congratulated President Ray on his many accomplishments over the past year. Borkar said that as Ray notes in his self-report, it is important to continue to work on implementation of strategic plan goals, especially those related to graduation, retention, and achievement gaps. She said the committee supports Ray's agenda for next year in these areas as well as his goals to build community, pursue revenue growth and financial sustainability, and finalize and transition to the next strategic plan. Borkar said the committee recommends that the Board accept the Board Chair's report on the president's annual assessment. Trustees added their appreciation for Ray's leadership. A motion was made and seconded to accept the Board Chair's report on the president's annual assessment. The motion carried. Following the vote, Borkar congratulated Ray for another successful year and for his continued outstanding leadership of the university. She added that Ray was recently awarded the Oregon History Makers Medal—one of Oregon's most prestigious honors—for his transformational higher education leadership.

**g. Board Policy Review**

Borkar said the Executive & Audit Committee recommends that the Board adopt the resolution in TAB G, Attachment 1, which repeals a number of policies transferred to the university when the transition in governance occurred in 2014. She said the policies proposed for repeal had been superseded by OSU Board of Trustees policies, were outdated, or were no longer applicable. With no further discussion, a motion was made and seconded to adopt the resolution repealing policies provided in Attachment 1. The motion carried.

**h. 2019 Board Work Plan and 2018 Board Assessment Results**

Borkar introduced this item by referencing TAB X, which includes the results of this year's Board self-assessment survey and the proposed work plan for next year. She noted that the Board did not get to the academic quality work that was anticipated as a result of a number of other items being added. Borkar said she was pleased with the Board's accomplishments and with the feedback on all of the committees and the Board. Discussion first focused on the 2018 Board Assessment results, with Kelly observing that the results suggest trustees remain interested in ensuring that the Board has diversity of representation. Borkar affirmed this as a priority and encouraged trustees to continue to be proactive in identifying a diverse pool of potential trustees. Ray suggested connecting with partners such as the OSU Foundation, the OSU Alumni Association, and the colleges, all of which are involved in identifying and cultivating people for board leadership positions. Trustees also discussed ways to pursue greater



generational diversity, engage in succession planning, and prepare to integrate new trustees as they join the Board. Kelly said the results also indicate that trustees want to allow sufficient time for the exchange of ideas and thoughtful deliberation. Borkar noted a deliberate effort to work with presenters on making brief presentations and allowing more time for discussion. Trustees said they had seen and appreciated that change in emphasis and agreed on the importance of continuing to allocate sufficient time for discussion.

Trustees also discussed their 2019 Work Plan and identified several areas for continued focus, including discussion of the implementation of the strategic plan, attention to access and affordability, and engagement with national conversations about the value proposition for higher education. Borkar thanked trustees and said she would work with Colbert to integrate their suggestions. A motion was made and seconded to approve the 2019 Board Work Plan. The motion carried.

**i. Strategic Plan 4.0**

Borkar asked Provost and Executive Vice President Ed Feser and Senior Vice Provost Susan Capalbo to lead the discussion of the university's fourth strategic plan, referred to as SP 4.0. Feser began by referencing the previous conversation about the importance of integrating continued conversations about the strategic plan with the work of the Board and committees. In particular, he said revisions to the work plan for the Academic Strategies Committee incorporate systematic monitoring of progress on SP4.0. Feser then spoke about the development of SP4.0 and thanked Capalbo for leading that effort, which included extensive engagement with stakeholders. He provided an overview of the plan, which he said generally continued the direction set in Strategic Plan 3.0. He noted that themes emerging during the development process included continuing to emphasize inclusive excellence, remaining focused on systematically addressing research infrastructure, continuing to refine strategies related to graduate education, and fostering a healthy organizational culture. Feser described the vision articulated in SP4.0 and spoke about the four goals that had been identified. He said SP4.0 includes a description for each goal of the aim and the ways in which the university will be distinctive as well as a set of actions and selected tactics that span multiple goals. Feser also described the strategic metrics for SP4.0, many of which were carried forward from the previous strategic plan. He said progress on actions, tactics, and metrics will be regularly shared with the Board for ongoing conversation and monitoring. Feser concluded by saying that if the Board endorses the plan, staff will incorporate input and work to prepare a final, public version of SP4.0.

Following the presentation, Trustee Mike Bailey asked about a tactic listed for Open Campus. Feser said that OSU Open Campus is a community-based education partnership convened by OSU that is an important part of outreach and engagement efforts but has never had a deliberate strategic plan. In a response to a question by Pulliams about leadership development and talent management, Capalbo spoke about a focus in SP4.0 on a comprehensive talent management system. Feser added that there would be an emphasis on developing and implementing stronger onboarding and leadership training programs. Trustees discussed the importance of focusing not on the plan as an end in itself but as a guide to enacting the mission and realizing the vision for

OSU. Doing so requires clear plans of action, solid metrics, assigned ownership and accountability, and regular monitoring, all of which must be aligned with the university's commitments and core values. Trustees also discussed their responsibility for approving the strategic plan and monitoring its effectiveness, which requires ongoing engagement and oversight for implementation. To do so effectively, trustees said it would be important to align more clearly metrics with goals, and they asked staff to return with this information at a future meeting. Following the discussion, a motion was made and seconded to approve Strategic Plan 4.0 with respect to vision, mission, and goals and accept the actions as proposed understanding that the university will return with proposed metrics linked to the goals. The motion carried.

## 7. Discussion Items

### a. Advancing Equity, Inclusion, and Social Justice: Annual Report

Borkar asked Vice President and Chief Diversity Officer Charlene Alexander to present this item. She began by reviewing the accomplishments of the Office of Institutional Diversity (OID) over the year, including developing an institutional diversity strategic plan, completing an employee climate survey, and strengthening existing and building new partnerships. She shared that OSU received the 2018 Higher Education Excellence in Diversity Award from INSIGHT Into Diversity magazine. Alexander described the areas of focus for the coming year, including assisting units in developing their own diversity strategic plans and implementing a university-wide campaign designed to recognize the strides OSU has made to advance diversity as a community, while acknowledging that there is still much more work to be done. Alexander concluded by acknowledging that OID's accomplishments were due to an incredible team and myriad partners across the university. During the discussion, trustees thanked Alexander for her leadership and expressed their appreciation for the work of OID. They also discussed trends in bias incidents, and Alexander noted that the most frequent basis for complaints was race and ethnicity followed by national origin and citizenship status. Alexander said that OID would continue to offer training on how to confront bias as an important component of the university-wide campaign.

### b. Fundamentals of Board Governance

Borkar asked Vice Chair Schueler to set the context for the presentation on fundamentals of board governance. Schueler said that an annual review of board governance was good practice. He began by reviewing the fiduciary duties of trustees: care, loyalty, and obedience. He then spoke to the responsibilities of individual trustees, which include safeguarding the university's assets and fostering its capacity to serve others; speaking candidly; fostering openness and trust; avoiding personal agendas; and avoiding even the perception of conflict of interest. Schueler reminded trustees that the Board Chair speaks for the Board and the president speaks for the university. Pulliams asked how trustees should respond if contacted directly, and Colbert encouraged trustees to coordinate with the Board Office. Next, Colbert spoke about the delegation of authority, which the Board reviews annually. General Counsel Becca Gose continued the presentation, focusing on ethics and conflict of interest policies and laws. In response to a question by Thorne about engagement with the Oregon Government Ethics Commission (OGEC), Gose said there have been occasions when staff have proactively asked for guidance on a potential matter since, unlike most other areas, advice of counsel is not a defense, but OGEC advice is. Gose reminded trustees that they may not, in their OSU capacity, engage in supporting or opposing ballot measures

or candidates. Kelly asked about the potential for change to the annual process of filing a statement of economic interest, and Gose said the Office of Government Relations, along with their counterparts at other universities, had pursued this matter, but had yet to secure changes to the process, which is defined in the Oregon Revised Statutes. She said staff would continue to pursue potential changes to the process as feasible.

**8. Other Business**

**9. Closing Thoughts**

In closing, Borkar invited trustees to share their thoughts about the retreat and meetings. Trustees expressed their appreciation for the opportunity to see and learn more about the university's presence in the Portland region. Trustees also said it was beneficial to engage in deeper conversations at the retreat. Lastly, Borkar thanked her fellow trustees for their engagement.

**10. Adjournment**

With no further business proposed, Chair Borkar adjourned the meeting at 3:42 p.m.

Respectfully submitted,



Jennifer M. Almquist  
Assistant Board Secretary

