



MINUTES

Trustees Present: F. King Alexander (*ex officio*), Mike Bailey, Patty Bedient, Rani Borkar (*chair*), Julia Brim-Edwards, Darry Callahan, Michele Longo Eder, Lamar Hurd, Khawater Hussein, Paul Kelly, Julie Manning, Preston Pulliams, Kirk Schueler (*vice chair*), Stephanie Smith, and Mike Thorne

University Staff Present: Charlene Alexander, Jennifer Almquist, Sherm Bloomer, Debbie Colbert, Katie Fast, Ed Feser, Becca Gose, Mike Green, Dan Larson, Paul Odenthal, Dwaine Plaza, Lauren Skousen, Patti Snopkowski, and Irem Tumer

Guests: Jon DeVaen (*liaison, OSU Foundation Board of Trustees*), Isabel Nuñez Pérez (*president, Associated Students of Oregon State University*), and Jade Warner (*president, Associated Students of Cascades Campus*)

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

Board Chair Rani Borkar called the meeting to order at 9:01 a.m., asked the board secretary to call the roll, and noted a quorum. Borkar then made a land acknowledgement statement.

2. Public Comments

The following individuals provided public comments:

Aurora Sherman: spoke to encourage demonstrable action by university leaders and the inclusion of faculty with relevant disciplinary expertise in advancing social justice at Oregon State.

Tali Ilkovitch: spoke in opposition to the formation of an armed police force on the Corvallis campus and encouraged transparency, communication, and community engagement in discussions about campus public safety.

Colin Cole: spoke in opposition to the formation of an armed police force on the Corvallis campus and encouraged demonstrable action by university leaders in advancing diversity, equity, and inclusion.

Emmet Ritter: spoke in opposition to the engagement of armed law enforcement officers when responding to situations involving a mental health crisis.

Nat Young: spoke in opposition to the formation of an armed police force on the Corvallis campus.

Fiona Smith: spoke in favor of investments in non-police alternatives to providing support, prevention, and intervention for students in crisis.

Andrea Haverkamp: spoke in opposition to the formation of an armed police force on the Corvallis campus and called for investments to support safe working conditions during the COVID-19 pandemic.

Kenny Maes: spoke about negotiations between the university and United Academics of Oregon State University regarding the impact of COVID-19.

3. Opening Comments and Reports

a. Chair's Comments

Borkar thanked Vice Chair Kirk Schueler and the staff involved in designing and facilitating the previous day's work session. She expressed appreciation for engagement by trustees on the important topics discussed.

b. President's Report

President F. King Alexander acknowledged the continued impact of the pandemic on the lives of students, staff, and faculty. He provided an overview of enrollment projections, noting that enrollment overall is up slightly from the previous year. Alexander said that state revenue estimates are improving with the anticipated reduction for the next biennium now smaller than initially projected. He reported that faculty research productivity continues to grow and shared that the university had received for the third consecutive year a national award for advancing a culture committed to diversity and inclusion. Alexander said that trustees would hear an update on the university's COVID-19 response and expressed a continued commitment to prioritizing health and safety. He noted as well that the Board would consider the university's revised FY2021 operating budget, which estimates a budget loss of nearly \$200M resulting from the pandemic. Alexander concluded by reflecting on the previous day's work session and stating that Oregon State University is well positioned to move forward from the COVID-19 era.

c. COVID-19 Response and Planning

Borkar asked Provost and Executive Vice President Ed Feser and Vice Provost for Student Affairs and OSU Coronavirus Response Coordinator Dan Larson to provide an update. Feser began by acknowledging the flexibility and adaptability of students, staff, and faculty in navigating the pandemic. He said that health and safety remained the focus of the university's response, and he recognized the disproportionate impact of COVID-19 for particular groups. Feser spoke about the university's COVID-19 operational plan, which relies on the framework provided by Oregon's governor and Oregon Health Authority standards to support the development by units of plans appropriate to their local context. He described plans for the Corvallis campus to remain principally remote through winter term with a greater mix of remote and in-person course delivery anticipated at OSU-Cascades. Feser acknowledged the work of the Continuity Management Team and the many individuals involved in associated workgroups.

Larson summarized results of a recent student survey, spoke about support for students in isolation and quarantine within residence halls, and provided an update on the university's safety policies. He remarked on the high levels of adherence to public safety measures by students and employees, adding that any policy violations are being addressed. Larson spoke about the placement of

Benton County on Oregon's coronavirus watch list, noting that the designation prioritizes the county for additional support and resources. He described the four components of the university's testing strategy, which include routine testing to estimate prevalence of the virus, surveillance testing, rapid response testing as a need arises, and diagnostic testing. Borkar thanked staff for their thoughtful and flexible approach in leading the university's pandemic response.

d. OSU Foundation Report

Jon DeVaan, with the OSU Foundation Board of Trustees, provided an update on fundraising and engagement efforts. He reported that in June 2020 the endowment closed with a fiscal year-end record high and a fundraising total that exceeded the annual goal. DeVaan spoke about giving during the first quarter of FY2021 and provided an update on engagement efforts, noting some of the strategies being used to engage alumni and donors through digital platforms. He concluded by thanking President Alexander for his engagement with alumni and donors.

e. Faculty Senate Report

Faculty Senate President Dwaine Plaza began by acknowledging the impact of the pandemic on students, staff, and faculty. He reported on a number of Faculty Senate initiatives, including participating in efforts to guide the university's coronavirus response, continuing to reconsider the Baccalaureate Core, considering guidelines on the professor of practice rank, and exploring ways to support professional faculty. Plaza described a summer seminar focused on confronting systemic whiteness in American society, which was developed by the Faculty Senate Executive Committee. He spoke about the newly formed Racism and Antiracism Curriculum Task Force, noting that the co-chairs would be providing periodic reports to the Faculty Senate Executive Committee and Provost Feser. Plaza reported that the process was underway to identify candidates to recommend to Governor Brown for appointment to the faculty position on the OSU Board of Trustees. He concluded with a summary of the results of a survey designed to learn about the experiences of faculty as they navigate the pandemic.

f. Higher Education Coordinating Commission Report

Borkar shared that Higher Education Coordinating Commission Executive Director Ben Cannon was unable to join the meeting.

g. Associated Students of Oregon State University Report

Associated Students of Oregon State University (ASOSU) President Isabel Nuñez Pérez began by reporting that the ASOSU Congress was in session. She described efforts to engage in antiracism work, spoke about legislative advocacy, and summarized voter registration and education initiatives. Nuñez Pérez described ASOSU's participation in the search for the associate vice president for public safety and chief of police and spoke about efforts to ensure that ASOSU is an inclusive organization and representative of the entire student body. She provided an update on continued efforts to support students with Deferred Action for Childhood Arrivals, undocumented students, and students from mixed-immigration status families. Nuñez Pérez spoke about the impact of the pandemic on the health, wellbeing, and academic success of students and

emphasized the importance of efforts to provide support, flexibility, and access to resources. She concluded by noting the importance of demonstrated action by university leaders to support student success and advance a commitment to equity, inclusion, and diversity.

h. Associated Students of Cascades Campus Report

Associated Students of Cascades Campus (ASCC) President Jade Warner began by describing efforts by ASCC student leaders to develop fall term incidental fee reduction recommendations consistent with reduced service levels. She described efforts by ASCC to continue providing support to students, including addressing food insecurity and basic living needs, and she spoke about ASCC's engagement with the OSU-Cascades Department of Public Safety. Warner reported that ASCC had solicited feedback from students regarding their experiences during fall term and was engaged in efforts to support voter registration.

i. President Transition Committee Report

Trustee Julie Manning reported that the transition goals and engagement strategy developed by the Transition Committee to help guide President Alexander's first year had been working well. She said the committee continued to seek opportunities for Alexander to engage broadly while remaining flexible in how engagements are developed, consistent with university and state health and safety guidelines. Manning reflected on Alexander's first 100 days, noting that he had engaged broadly with a wide variety of stakeholders. She provided an overview of the priorities for engagement identified by the committee for the remainder of fall term and said the committee would meet again in November to assess its efforts to date. Following the report, Borkar thanked Manning and Schueler for their leadership and acknowledged the work of the Transition Committee in supporting a smooth presidential transition.

4. Consent Agenda

a. Minutes of the September 17, 2020 Board Meeting

A motion was made and seconded to approve the minutes of the September 17, 2020, Board meeting. The motion carried.

5. Reports of Standing Committees of the Board

a. Academic Strategies Committee

Academic Strategies Committee Chair Preston Pulliams reported that the committee heard an update from Provost Feser who spoke about the university's move to test-optional admissions and efforts to implement a new university-wide scholarship management system. Pulliams said Feser provided updates related to the research enterprise and spoke about several initiatives currently in the Impact Studio portfolio. The committee heard a briefing on faculty affairs, which included a discussion of continued efforts to diversify the faculty across all ranks and disciplines. Pulliams reported that the committee also heard a briefing on internationalization and global engagement. He concluded by noting that the committee approved its work plan for the year.

b. Finance & Administration Committee

Finance & Administration Committee Chair Patty Bedient said the committee heard a report from Vice President for Finance and Administration Mike Green who spoke about the recent revenue bond sale and affirmation of the university's Aa3 stable rating by Moody's Investors Services. The committee also heard an update from OSU Foundation President and Chief Executive Officer Shawn Scoville. Bedient reported that the committee approved the FY2020 year-end operating management and investment reports, heard an update on advancements on major capital projects, and approved the committee's work plan for the year. She noted that the committee reviewed and recommended to the Board two items for consideration.

c. Executive & Audit Committee

Executive & Audit Committee Chair Rani Borkar reported that the committee reviewed and recommended to the Board one item for consideration. The committee approved the most recent progress report from the Office of Audit, Risk and Compliance and heard the Office of General Counsel annual report and a report on the university's compliance and ethics program. Borkar said the committee completed a needs assessment for identifying potential candidates to recommend to the Governor for a vacancy anticipated in July 2021. Borkar shared that she had connected with committee chairs over the summer to discuss succession planning, particularly with turnover anticipated in 2023. She said Trustee Mike Thorne would not be seeking reappointment in order to create an opportunity for a new appointment in 2021. Borkar noted that the committee would meet again in November to discuss potential candidates. She reported that the committee heard an update on public safety, which focused on development of a new wellness, education, and safety network to support students in crisis. Borkar remarked on the effort, noting that it was developed in response to the needs of students and based on the feedback the Board has heard, and she expressed appreciation for the thoughtful integration of the network into broader goals around public safety.

6. Action Items

a. Adjustment of Fall 2020 Incidental Fees

Borkar asked Bedient to introduce this item. Bedient said the Finance & Administration Committee considered an adjustment to the student incidental fees for fall term. Student leaders at Corvallis and Bend had been engaged with their respective campuses to develop recommendations for a reduction in their fall term incidental fees, in light of several factors related to the pandemic. Bedient noted that the adjusted fees represent an 8.33% reduction in incidental fees for OSU-Cascades and a 6.06% reduction for Corvallis. She said the committee voted to recommend that the Board approve the resolution in Attachment 1 adjusting certain incidental fees for fall term.

Public Comments

The following individual provided public comments:

- Taha Elwefati: spoke about the process the student fee committee at OSU-Cascades used to consider the adjustments.

During discussion, Trustee Stephanie Smith asked whether similar adjustments were being considered for winter term. Associate Vice President for Budget and Fiscal Planning Sherm Bloomer said students were holding initial conversations and would present any recommended adjustments to the Board for consideration. Borkar thanked student leaders for their work in developing the recommended adjustments.

A motion was made and seconded to approve the resolution in Attachment 1 adjusting certain incidental fees for the fall 2020 term. The motion carried.

b. FY2021 Revised Operating Budget

Borkar asked Bedient to introduce this item. Bedient said the Finance & Administration Committee voted to recommend to the Board approval of the revised operating budget for FY2021. She reminded trustees that a preliminary budget had been approved in May with the understanding that uncertainties with regard to state funding and enrollment made it difficult to present a final FY2021 budget at that time. She then asked Green and Bloomer to summarize changes since May and describe plans to manage continued fiscal uncertainties in the coming year. Green described some of the major changes since spring that have impacted budget planning, including the university's decision to deliver most courses remotely in the fall, a decision made in a special session of the Legislature to hold constant funding for the Public University Support Fund, stronger than expected credit hour enrollment, stabilization in University Housing and Dining Services contract numbers, and greater clarity on the planned resumption of fall sports. Bloomer offered additional information about changes since May and provided an update on the projections since spring, noting across fund types some of the remaining uncertainties and the proposed balancing strategy and multiple actions to address shortfalls. Bloomer added that the self-support funds present the largest challenge for FY2021, as many units do not have adequate fund balance to cover the expected budget shortfall. He said a multi-pronged budget strategy to manage projected gaps between expenses and revenues would be required. Bloomer concluded by summarizing some of the uncertainties that remain and highlighting key dates and next steps.

Following the report, Trustee Mike Bailey asked about potential variance in the estimates. Bloomer said the total for the Education & General Fund for Corvallis would likely be within several million dollars of projections. Green noted that there might be greater variance for self-support funds given continued uncertainties; however, he added that a conservative approach was used to develop estimates. Trustee Paul Kelly asked what was known about winter term enrollment, and Bloomer noted that recent surveys of undergraduate and graduate students pointed to dissatisfaction with their learning experience during the pandemic, but he said it was not yet clear what that finding might mean for winter term enrollment. Schueler added that the committee expressed an interest in discussing at its next meeting both short and long-term recovery plans, and Bedient added that the discussion in January of the Ten-Year Forecast would include a conversation about the near-term financial challenges stemming from the pandemic. President Alexander spoke about the potential for additional federal relief funds. Bedient and Borkar recognized staff for efforts to manage the budget through the challenges and uncertainties presented by the pandemic.

With no further discussion, a motion was made and seconded to approve the revised FY2021 operating budget, as presented in Tables 3 through 7. The motion carried.

c. Board Chair's Report: Consideration of President's FY2021 Goals

Borkar introduced this item, noting that the Executive & Audit Committee voted to recommend to the Board acceptance of President Alexander's proposed FY2021 goals. She said that the initial focus was on developing goals for his first year, and progress toward those goals would be part of his assessment the following year. Borkar said she met over the summer with Alexander to share how the Board conducts the annual assessment process and to begin his efforts to develop goals. She said that Alexander then provided his proposed goals, which were shared with trustees for feedback. Borkar said feedback from trustees was supportive of the president's goals, and she invited Alexander to provide additional information about what he proposed. Alexander noted that his proposed goals for FY2021 were informed by the COVID-19 pandemic and the need to navigate through the pandemic and position the university for future success. Kelly expressed support for the goals and recognized that each one would include subgoals and a range of tactics to ensure progress was made. Alexander agreed and offered several examples of subgoals and measures of success. Trustee Julia Brim-Edwards noted the importance of continuing to monitor both progress toward the president's FY2021 goals and progress on a number of areas articulated in the Board's Presidential Assessment Policy. Board Secretary Debbie Colbert said that Alexander's self-assessment report to be completed by fall 2021 would include all of the components noted by Brim-Edwards. Trustee Darry Callahan added that once the president's goals are set, it would be important for him to develop with his leadership team the strategies and tactics to make progress toward those goals. Borkar reflected on the feedback from trustees in the initial review of the president's goals, which recognized that while the goals were broad, they also were concise and would help advance the university's strategic plan.

A motion was made and seconded to accept the Board chair's report and set the president's goals for FY2021. The motion carried.

d. 2021 Board Work Plan and 2020 Board Assessment Results

Borkar began by saying she was encouraged by the survey results, and she thanked trustees for their feedback. She added that thanks to strong committee leadership and participation by trustees, there continued to be high levels of engagement and follow through on all areas of responsibility and commitment as a Board. Borkar said the work completed in 2020 demonstrates that the Board has actively engaged with university leaders in important areas, including navigating the impacts of the pandemic and implementing new elements of the public safety program. She noted that the proposed work plan for 2021 included continued engagement on both the university's pandemic response and development of the public safety program. She concluded by adding that the work plan would serve as a road map for the year ahead.

With no further discussion, a motion was made and seconded to approve the 2021 Board work plan. 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. Vice President Alexander began by thanking trustees for their engagement on the topic of antiracism during the Board's work session. She highlighted a number of accomplishments during the year, including supporting the president's Moving Forward Together initiative; establishing a Tribal Ecampus initiative; collaborating with community organizations and business leaders to leverage collective talents toward a stronger university community; and developing an inclusive leadership training program, which will be included as a component of the Academic Leadership Academy led by the Office of Faculty Affairs. She also recognized the Board's adoption of a land acknowledgement practice. Alexander spoke about the continued impact of the Black Student Access and Success Initiative, the establishment of two new Living-Learning Communities for students wishing to learn more about Indigenous and Black communities, and the development of alumni diversity and affinity groups. She also noted highlights from the 2019 student inclusivity survey and spoke about plans for the survey to be distributed to faculty and staff. Alexander provided an update on the work of the President and Provost's Leadership Council for Equity, Inclusion and Social Justice (PPLC), including development of faculty recruitment and retention toolkits and development of a student exist survey. She also summarized data collected by the university's bias response team. Alexander spoke about the work planned for the PPLC in 2020-21, which will include a focus on guiding the implementation of Moving Forward Together action items. The PPLC also will engage with university community stakeholders representing diverse constituencies and develop a university engagement strategy for ongoing implementation of a number of strategic action items. She concluded with an overview of goals for the year, which include improving retention of students and employees, increasing support for diversity research, and continuing to support units in their diversity efforts.

Following the report, Borkar remarked on the breadth and depth of the university's efforts. Pulliams thanked Alexander for her leadership and said he was pleased to see the engagement of many people across the university in advancing equity, inclusion, and social justice. Pulliams noted the importance of continuing to focus on student access and success, and Alexander said that would remain a priority. In response to a question by Trustee Lamar Hurd about the student inclusivity survey, Alexander said that students responding to the survey who indicated that they did not feel a sense of belonging pointed to experiences in the classroom. She added that fostering a sense of belonging for all students in the classroom would continue to be a focus. In a follow on question, Borkar asked what was known about students' sense of belonging given the shift during the pandemic to an online learning environment. Alexander said that virtual learning poses challenges for some students and that it would be important to continue providing support to students. Kelly asked about the engagement of Ethnic Studies faculty, and Alexander described conversations with faculty in the College of Liberal Arts and the inclusion of faculty with relevant

disciplinary expertise in a number of efforts, including those that informed development of the Moving Forward Together initiative, and on committees such as the PPLC and the newly formed Racism and Antiracism Curriculum Task Force. President Alexander added that it was important to engage faculty with disciplinary expertise in advancing university-wide initiatives, but, where there may be academic, curricular, or unit-level concerns, it was important to start first with school and college-level leadership and to ensure that the Office of the Provost was engaged. Feser noted that, consistent with the university's commitment to shared governance, conversations about the curriculum need to include the Faculty Senate. In response to a question by Callahan, Vice President Alexander spoke about the work of the cultural resources centers, including partnerships among the centers on a number of initiatives. Schueler asked about measuring impact, and Alexander spoke about the development of metrics and strategies for tracking progress. Brim-Edwards acknowledged the long-term benefits of the efforts currently underway and thanked the many individuals involved. Pulliams asked about faculty recruitment efforts, and Alexander spoke about work both centrally and within colleges to revise recruitment strategies. She added that it would be important to consider innovative approaches, such as building pipelines through outreach to doctoral students and pursuing opportunities to build cohorts through cluster hiring. Trustee Michele Longo Eder asked about efforts to diversify networks and expand relationships with community and business leaders to help increase access to experiential learning opportunities for all students. Alexander described efforts to build networks and said diversification would continue to be a priority. Smith remarked on the achievements across the university to advance diversity, equity, and inclusion, adding that she was pleased to see that previous conversations with the Board continued to inform the institution's work.

b. Legislative Update

Borkar asked Executive Director for Government Relations Katie Fast to provide a legislative update. Fast reported that the legislature had recently received the September forecast in which the state's economist estimated a \$1.71B reduction in general fund revenue, an improvement from the May estimate of \$1.9B. Fast said the next forecast would be released in November. She summarized trends in the Oregon unemployment rate and in personal income tax collections, and she shared projections of general fund revenue over the next several biennia. Fast said the economy remains volatile and unpredictable, noting that while the federal economic stimulus package accomplished the intended goals, additional federal relief would be important to recovery efforts. She spoke about the November election and summarized measures on the Oregon ballot. Fast concluded by noting that the Oregon State Legislature is scheduled to convene in January 2021 and providing an overview of likely areas of focus for legislators during the session. She said she and other university leaders had started planning engagement strategies in anticipation of a need for virtual advocacy.

Following the report, Bailey asked about the status of efforts by the Higher Education Coordinating Commission (HECC). Fast said that areas of focus for the HECC included developing an Agency Request Budget to submit to Governor Brown, developing recommendations on state-funded financial aid programs, and reviewing the Student Success and Completion funding model.

c. Fundamentals of Board Governance

Borkar asked Schueler to set the context for the presentation on fundamentals of board governance. Schueler began by reviewing the fiduciary duties of trustees: care, loyalty, and obedience. He then spoke to the responsibilities of individual trustees and the culture of the Board of speaking candidly and fostering openness and trust. Schueler said the Board's practices and culture helped to support strong working relationships between trustees and the president and university staff. Schueler noted the importance of remaining mindful of the difference between governance and management and of focusing the Board's efforts at a strategic level. He reminded trustees that the Board Chair speaks for the Board. Next, Colbert spoke about the delegation of authority, which the Board reviews annually. General Counsel Becca Gose summarized ethics and conflict of interest policies and laws. She reminded trustees that they may not, in their OSU capacity, engage in supporting or opposing ballot measures or candidates. Schueler concluded by noting that an annual review of board governance was good practice.

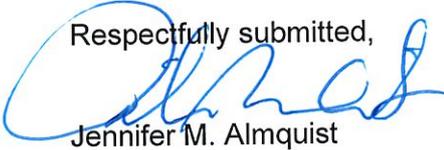
8. Other Business

Borkar remarked on the transition in July to new committee leadership. She expressed her appreciation for the leadership of the outgoing committee leaders, Trustees Kelly, Eder, and Thorne. Feser added his appreciation to Kelly and Eder for their leadership of the Academic Strategies Committee. Green thanked Thorne for his service as vice chair of the Finance and Administration Committee.

9. Adjournment

With no further business proposed, Chair Rani Borkar adjourned the meeting at 2:11 p.m.

Respectfully submitted,



Jennifer M. Almquist
Assistant Board Secretary