



**Meeting of the Board of Trustees**

April 14, 2023

9:15 a.m. – 3:00 p.m.

Memorial Union, Horizon Room  
Corvallis, OR

**MINUTES**

**Trustees Present:** Kirk Schueler (*chair*), Patty Bedient (*vice chair*), Rani Borkar (*via Zoom*), Darry Callahan, Susan Clark, Román Hernández, Lamar Hurd (*via Zoom*), Julie Manning, Jayathi Murthy (*ex officio*), Preston Pulliams, Jax Richards, Inara Scott

**Trustees Absent:** Julia Brim-Edwards, Maria Chávez-Haroldson

**University Staff Present:** Jackie Bangs, Sherm Bloomer, Steve Clark, Kevin Dougherty, Katie Fast, Ed Feser, Alix Gitelman, Becca Gose, Mike Green, Jen Humphreys, Stacy Jeffries, Deb Mott, Paul Odenthal, Shalece Rains, Melanie Rose, Patti Snopkowski, Irem Tumer, Scott Vignos

**Invited Guests:** Ben Cannon (HECC, *via Zoom*), Dakota Canzano (ASOSU), Taha Elwefati (ASCC), Kate MacTavish (OSU Faculty Senate), Carissa O'Donnell (ASOSU), Joe Page, Matteo Paola (ASOSU), Jim Pinkard (HECC), John Stirek (OSU Foundation, *via Zoom*)

**1. Call to Order / Roll Call / Declaration of a Quorum / Land Acknowledgement**

Board Chair Kirk Schueler called the meeting to order at 9:16 a.m. Board Secretary Jackie Bangs called the roll and verified a quorum.

Chair Schueler spoke in remembrance of [Trustee Michele Longo Eder](#), who was an inaugural member of the OSU Board of Trustees, serving from 2013 until her passing in March.

Chair Schueler read the university's land acknowledgement statement.

**2. Public Comments**

There was no public comment.

**3. Opening Comments and Reports**

**a. Chair's Comments**

Chair Schueler gave an update on trustee appointments. He reported that OSU's slate of nine candidates for at-large positions on the board was submitted to Gov. Kotek and is currently under consideration; the ASOSU submitted candidates for the student trustee position; and the faculty and staff trustee positions were submitted for reappointment. The governor's nominations must be confirmed by the Senate, with Senate confirmation hearings are scheduled for May 9.

Schueler announced that the orientation and onboarding process for new trustees is under review by Vice Chair Patty Bedient and Board Secretary Jackie Bangs, who will also engage with Vice Chairs-elect Julie Manning and Román Hernández.

The chair said he had sought feedback on available programs for the president's professional

development, and there was general consensus in favor of the Harvard Seminar for New Presidents, which President Murthy will attend this summer.

#### **b. President's Report**

OSU President Jayathi Murthy delivered the report.

She gave an update on strategic planning, citing student success, strengthening OSU's Research 1 mission and ongoing discussions about the university's land grant mission as key components.

The president spoke about legislative engagement and efforts to advance the funding priorities of OSU and Oregon's public universities, including \$75M in state funding to support the Jen-Hsun and Lori Huang Collaborative Innovation Complex and funding for faculty hiring initiatives that will support the expansion of R&D. She mentioned extensive conversations focused on support of the semiconductor industry and, correspondingly, support for workforce development.

Murthy spoke about ongoing international engagements, including her trip to India after the January board meeting to meet with university leaders and prospective OSU students.

She mentioned new higher ed leadership in Oregon, including Karl Scholz, the new president of the University of Oregon starting in July, and Ann Cudd, the new president of Portland State University.

The president recognized student leaders in attendance and provided updates on open searches for senior leadership positions, including the executive director for the Office of Equal Opportunity and Access, the university ombuds and the vice president for University Relations and Marketing.

#### **c. Oregon State University Foundation Report**

John Stirek, immediate past chair of the OSU Foundation Board of Trustees, joined the meeting virtually by Zoom to deliver his report, which focused on progress made in three areas from July 1 – March 30: inspiring investment, stewarding resources and engaging the OSU community.

He reported that donors had given approx. \$11M from July through March, representing 82% of the baseline funding goal of \$134M. He said the next priority is to organize fundraising to support the university's student success goals. He noted that the endowment was valued at \$797M.

Stirek announced that 12 alumni were recently recognized as 2023 Alumni Fellows. He also announced Dam Proud Day on April 26 and noted over \$900,000 in challenge gifts to help incentivize giving.

He announced that the Foundation is celebrating its 75<sup>th</sup> anniversary and closed with news that fundraising for the Believe It campaign is ahead of pace.

#### **d. Associated Students of Oregon State University Report**

Associated Students of Oregon State University President Matteo Paola and President-elect Carissa O'Donnell delivered the report.

Paola announced that the disabled student lounge is hosting its grand opening today in Snell 150. Events are being hosted in the international student lounge, and the goal is to fully staff both spaces.

He spoke about lobbying efforts and reported that groups of students have been going to Salem every Monday and Wednesday to advocate for an increase to the Public University Support Fund and ways to reduce the financial burden on students by increasing state support.

Paola announced a 4.75% cost of living increase for student employees in the student fee-funded units and updates to ASOSU's shared governance agreement to include Cascades student government.

He spoke about OSU student engagement at the federal level and announced that students will travel to Washington, D.C. the week of April 24 to meet with federal legislators to discuss housing affordability, health care, climate change and higher education.

Paola introduced ASOSU's new president-elect Carissa O'Donnell; she shared details about her background and signaled her enthusiasm for the coming year.

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

The report was delivered by Taha Elwefati, president of the Associated Students of Cascades Campus.

Elwefati thanked OSU-Cascades Interim President Andrew Ketsdever for his leadership, his role in the success of student government and his work influencing the positive trajectory of OSU-Cascades. He acknowledged the work of the student government team, staff and faculty, and student employees.

He noted the focus on addressing students' essential needs during his tenure, citing child care, emergency housing and disability testing subsidies and the food pantry as examples. He mentioned the creation of the first annual student-led mini golf tournament and silent auction benefitting student clubs and emergency funds.

Elwefati announced that the student success center is in its final design phase after six years of legislative advocacy and \$5M in student fee contributions. He said the ASCC would make a federal legislative trip to Washington, D.C. in May.

**f. Faculty Senate Report**

Faculty Senate President Kate MacTavish delivered the report.

MacTavish announced the approval of the Learning Outcome, Criteria and Rationale (LOCR) proposal for general education reform at yesterday's faculty senate meeting, ahead of schedule. She recognized the work of 89 faculty who served on the LOCR committees and noted that the new general education curriculum would be in place by AY 2025.

MacTavish said an investment of \$4M by OSU administration will support faculty in developing/redeveloping courses that will become part of the new general education curriculum.

She spoke about the synergy between the new curriculum and the proposed pillars of the next strategic plan, noting that course development would be informed by goals like inclusive academic excellence and becoming a solution-focused institution.

MacTavish said the May and June meetings of the faculty senate would focus on approving clear promotional criteria tied to rank for all OSU faculty.

She said the senate is also in conversation with Associate Vice President for Public Safety and Chief of Police Shanon Anderson about how to engage faculty in preventive efforts addressing the threat of a mass shooting.

**g. Higher Education Coordinating Commission Report**

Ben Cannon, executive director of the Oregon Higher Education Coordinating Commission (HECC), delivered the report, which focused on the current legislative session.

He noted that HECC has been presenting on the governor's recommended budget to the Joint Ways and Means Committee for several weeks and that presentations from university and community college leaders would follow. The HECC's legislative presentations can be viewed through this [link to](#)

[his written](#) report.

Cannon said he had modest expectations for the Public University Support Fund, citing the governor's clear priorities in other areas tangentially connected to higher education, including housing, behavioral and mental health and early education. He said there is little capacity for new investment in public universities.

He stated that continued funding the Oregon Tribal Grant – a \$40M request – is a priority for both HECC and the governor. He acknowledged that not all funds appropriated for the first year of the program were used.

Vice Chair Bedient said she was troubled by the state's funding levels for higher education, noting that Oregon is 45<sup>th</sup> in the nation for funding 4-year institutions.

#### **h. Presidential Transition Committee Report**

Trustee Darry Callahan delivered the report.

He commended President Murthy for energizing the university community with her enthusiasm, vision and leadership. He mentioned the president's multiple tours and engagements, including the Hinsdale Wave Research Lab, the Driving and Bicycling Simulator Lab and ATAMI. He noted that President Murthy had also hosted the Portland Business Alliance after hours networking event at the Portland Center and spoken at HP's International Women's Day event.

Callahan said Vice President for University Relations and Marketing Steve Clark had shared a long-term strategy for engaging the president and other university leadership across Oregon, nationally and globally at the committee's last meeting.

He reported that the committee would meet once more in May and he would deliver the final update at the June board meeting.

Callahan expressed appreciation of President Murthy's outreach and engagement.

#### **4. Consent Agenda**

##### **a. Minutes of the March 7, 2023 Special Meeting of the Board of Trustees**

A motion to approve the consent agenda was made by Vice Chair Bedient and seconded by Trustee Richards. The consent agenda was approved by all board members in attendance.

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

##### **a. Academic Strategies Committee**

ASC Vice Chair Julie Manning delivered the report, which provided a summary of the previous day's meeting of the Academic Strategies Committee.

She opened by recognizing Committee Chair Pulliams' heartfelt comments the previous day on the passing of Trustee Michele Longo Eder.

She noted that the committee received a report from OSU Provost and Executive Vice President Ed Feser. Vice President for Academic Affairs Alix Gitelman and Vice Provost and Dean for the Graduate School Philip Mote gave a briefing on undergraduate and graduate academic programs, and Vice Provost for Enrollment Management Jon Boeckenstedt delivered his annual briefing on enrollment management and financial aid.

## **b. Finance and Administration Committee**

FAC Chair Darry Callahan provided a summary of the previous day's meeting of the Finance and Administration Committee.

He noted that the report delivered by Vice President for Finance and Administration Mike Green focused on the OSU-Cascades Innovation District. Green was joined by Belinda Batten, the provost's senior advisor for strategic initiatives, and Brian Wall, associate vice president for research, innovation and economic impact. Callahan added that the board could expect to see a capital project request related to the innovation district later this year.

He noted that the committee approved three action items that would come before the full board later in today's meeting.

He reported that the committee received information about the university's approach to mitigating risk from Paul Odenthal, senior associate vice president for administration and Christina McKnight, director of Insurance and Risk Management Services.

## **c. Executive, Audit and Governance Committee**

Chair Schueler delivered a summary of the previous day's meeting of the Executive, Audit and Governance Committee.

He noted that the committee received and approved two reports: the Office of Audit, Risk and Compliance Progress Report, presented by Deputy Chief Audit, Risk and Compliance Executive Julee Otter and Senior Auditor Lynn Gonzalez, and a report on information technology ecosystem and security, delivered by OSU's Chief Information Officer and Vice Provost for Information and Technology Andrea Ballinger.

Schueler reported that Associate General Counsel Jessica Brubaker and Chief Human Resources Officer and Associate Vice President Heather Horn joined the committee to discuss payments of stipends to certain qualifying trustees to encourage participation and remove a potential barrier to board service. The committee voted to recommend that the board adopt a resolution amending the board bylaws to allow for payments of stipends for qualifying trustees, which will be considered later in today's meeting.

## **6. Action Items**

### **a. Ten-Year Business Forecast**

Trustee Callahan introduced Vice President for Finance and Administration Mike Green, Associate Vice President for Budget and Resource Planning Sherm Bloomer and Senior Associate Vice President for Administration Paul Odenthal, who presented the ten-year business forecast.

Green explained that this forecast considers scenarios for generating new revenues to avoid overuse of fund balances. He noted that the university's new strategic plan will likely require some specific investments.

Bloomer presented the ten-year business forecast, which is informed by the strategic plan and university-wide priorities for investments in capital projects, academic programs and research infrastructure.

Odenthal gave an overview of the ten-year capital forecast and a summary of major projects. He explained the need for both expansion of student housing assets and renewal of existing housing stock,

noting that \$750M has been earmarked for housing in the capital plan.

Bloomer provided information on the enrollment forecast for the academic year starting this fall, which includes continuation of the financial aid strategy begun in 2020. He said the university is projecting \$95M in institutional financial aid next year, up from \$45M in FY20. He also noted that expenses will grow faster in proportion to revenues once Corvallis enrollments reach a steady state.

Callahan noted that the E&G reserve ratio exceeds the board's upper limit for about eight years of the forecast. He said Finance and Administration staff will follow up on this situation when they present next year's ten-year forecast and recommend appropriate action if needed. Callahan urged the committee and staff to consider the pace of the university's capital investment plan in relation to enrollment projections.

There was no public comment on this action item. Chair Schueler sought a motion to approve the ten-year business forecast, including the ten-year capital forecast. The motion was made, seconded and approved by all board members in attendance.

**b. FY2024 Tuition Rates, Mandatory Fees & Student Incidental Fees, including FY2024 Operating Budget Outlook**

Trustee Callahan asked Vice President for Finance and Administration Mike Green and Associate Vice President for Budget and Resource Planning Sherm Bloomer to present the information on tuition and fees, including a preview of the 2024 budget.

Green said that the university continues to follow the guidance of limiting tuition increases to between 2% and 5%, as established by the board several years ago.

Bloomer gave an overview of the process for setting tuition and fees. He noted that the budget forecast for the next year assumes implementation of the current tuition recommendations, which include a 3.9% tuition increase for continuing undergraduate students and a 4.4% increase for new incoming undergrads.

He said staff will bring a university operating budget to the board in June based on their decision on the proposed tuition and fee rates.

Trustee Bedient commended staff for finding ways to address long-deferred capital maintenance to help maintain the university's overall financial health.

Trustee Richards expressed concern about how the state of Oregon prioritizes higher education funding, noting that in 1990, the state funding covered 61% of university operating costs and today it covers 25.3% of operations. He said fiscal responsibility compelled him to vote in favor of the proposed tuition increases, but he would do so reluctantly and is troubled that the state has put OSU in this position.

There was no public comment on this action item. Chair Schueler sought a motion to approve the resolution establishing the academic year 2023-2024 and summer 2023 tuition and mandatory fees. Trustee Richards made a motion, which was seconded by Vice Chair Bedient and approved by all board members in attendance.

**c. Stipends for Members of Public Boards**

Chair Schueler announced that a two-thirds majority of the board's voting trustees (eight affirmative votes) was required to approve the proposed resolution, since it amended the board bylaws to

authorize payment of stipends for qualifying trustees.

Schueler further noted that OSU would be the first board of higher education in Oregon to pay a stipend to eligible members.

Trustee Hernández spoke about the importance of community service and about growing up socioeconomically disadvantaged. He said the board should proceed if a stipend would allow increased participation from a more diverse pool of potential trustees.

Trustees Pulliams, Bedient and Borkar indicated they could not support the resolution as proposed. Concerns included the possibility of a fully compensated board and doubt that a stipend of \$160/day would enable broader participation from people whose economic circumstances would prevent them from serving. However, all agreed that the stipend would make a difference to students and were in favor of amending the resolution to apply only to student trustees.

Trustee Scott urged the board to recognize that service doesn't impact everyone the same way and said that the goal of creating a more diverse, equitable structure would suffer if the stipend was limited to students.

Chair Schueler asked Associate General Counsel Jessica Brubaker and Chief Human Resources Officer and Associate Vice President Heather Horn to edit the proposed resolution to limit the stipend to student trustees and tabled discussion while they made the requested revisions.

The text was edited as follows:

Stipend for Eligible Trustees. Effective beginning Academic Year 2023-2024, and with the exception of any Student Trustee that is employed full-time by the University or another Oregon public agency and receives compensated release time for the performance of Board duties, Student Trustees with an annual income of \$50,000 or less are eligible for a stipend payment of \$160 for each day or portion of a day in which the Student Trustee attends an official Board meeting.

There was no public comment on this action item. Chair Schueler sought a motion to adopt the resolution amending the board bylaws as presented in the amended text above. Trustee Pulliams made a motion, which was seconded by Trustee Hernández and approved by all board members in attendance.

#### **d. Capital Project Stage Gate II – OSU-Cascades Student Success Center**

Trustee Callahan gave an overview of the OSU-Cascades Student Success Center, with a recommendation from the Finance and Administration Committee that the board advance the project to the construction phase with a total project budget of \$21.6M.

He noted that the project provides a combination of flexible use spaces for study, tutoring, advising and counseling; a coffee bar and informal gathering spaces; and program offices for student clubs, health and wellness, and career and internship support.

Callahan added that the construction contract for the project includes \$3.5 million in scope to expand the Campus Energy Transfer Station and associated utilities, which will enhance the campus-wide geothermal heating and cooling system.

He noted that including this work in the Student Success Center contract is the most effective means of execution, though it will be funded from the Innovation District project. This work can be postponed

or eliminated should the Innovation District project not proceed.

There was no public comment on this action item. Chair Schueler sought a motion to approve a capital project budget of \$21.6M for the OSU-Cascades Student Success Center and advance the project the construction phase. A motion was made, seconded and approved by all board members in attendance.

## **7. Discussion Items**

### **a. 2023 Legislative Session Update**

Executive Director of Government Relations Katie Fast provided an update on the 2023 legislative session.

She acknowledged that the board was in the difficult position of having to set tuition without knowing what the Public University Support Fund would be. She said that universities were asking for \$1.05B collectively this year, but expressed doubt about receiving that level of funding.

Fast said the capital request for the Jen-Hsun and Lori Huang Collaborative Innovation Complex had a higher funding priority due to its significant contribution to the state and the work done to secure matching funds.

She mentioned two policy bills of potential interest to the board: (1) HB 3254, which would establish a fund at HECC for engineering programming across institutions focused on semiconductors and (2) SB 273, which relates to university governance. SB 273 would expand the board to include two additional student trustees if it passes as-is. Fast noted that additional amendments are likely.

She informed the board that the governor's nominations for at-large trustees had just been announced, and that the following would move forward for Senate confirmation: Elise McClure, Grant Kitamura, Greg Macpherson, Karla Chambers, Stephanie Bulger and Kasaundra Bonanno (student trustee position).

### **b. Strategic Planning Update**

Provost and Executive Vice President Ed Feser and Vice Provost for Academic Affairs and Senior Vice Provost Alix Gitelman provided an update on the new strategic plan.

Feser noted that the board would not see the detailed draft plan until October.

Gitelman reported that the university community is excited to see bold moves in the next strategic plan.

She gave an overview of three priorities in the emerging framework, which focus on (1) academics and student success; (2) the university's research mission; and (3) the outreach and engagement component of OSU's mission.

Feser said the associate deans for research are leading an effort to determine where OSU can be distinctive in the research domain. He listed two major decision points emerging for the strategic plan: (1) putting "stakes in the ground" from a research, discovery and scholarship standpoint and (2) determining how OSU can be distinctive in its academic mission and reach, especially in the teaching domain.

There was conversation about the prominence of research (including student research) and how the emergence of artificial intelligence (AI) would figure into the strategic plan. Feser and Gitelman mentioned the university's investment in robotics and AI and stressed that the Jen-Hsun and Lori



Huang Collaborative Innovation Complex would be the university's most significant point of distinction involving AI.

**c. University Communications Principles and Protocols – Communicating on Social and Political Matters, and Local, National and Global Tragedies**

University communications principles and protocols were presented by Steve Clark, vice president for University Relations and Marketing, Dan Larson, vice provost for Student Affairs and Scott Vignos, vice president and chief diversity officer.

Clark said the principles and protocols provide a guide for both communication and principal-based decisions that university leadership could utilize moving forward.

Vignos said the goal was to create a balance between advocacy (the university acting on behalf of the community) and empowerment (the university supporting a community to act on its own behalf). He cautioned against rushing to the communication phase and stressed the importance of first tending to the community immediately impacted.

Larson gave an overview of the university communications process, which outlines how the university would respond to a request to communicate about a social matter, political matter or tragedy.

He explained that requests are funneled to the vice president for University Relations and Marketing, who puts together a team to make decisions on what type of communication, if any, will go out, what audience the communication should reach, and who will author it.

Clark cautioned against relying on email as the sole source of university communication and said that alternatives could include texts, web posts and other tools. He stressed the need to reach affected groups in outcome-based ways.

**8. Action Item**

**a. Resolution Honoring the Life, Work and Legacy of Michele Longo Eder**

Vice Chair Patty Bedient read a resolution of appreciation for [Trustee Michele Longo Eder](#), who served Oregon State University as an inaugural member of the OSU Board of Trustees and a long-standing vice chair of the Academic Strategies Committee.

A motion was made and seconded, and the resolution was approved by all trustees in attendance.

**Adjournment**

With no other discussion or business, Chair Schueler adjourned the meeting at 4:07 p.m.

Respectfully submitted,



Stacy Jeffries  
Executive Assistant, Office of the Board of Trustees