



Meeting of the Board of Trustees

June 2, 2023
9:15 a.m. – 3:15 p.m.
Memorial Union, Horizon Room
Corvallis, OR

MINUTES

Trustees Present: Kirk Schueler (*chair*), Patty Bedient (*vice chair*), Rani Borkar, Julia Brim-Edwards, Darry Callahan, Maria Chávez-Haroldson, Susan Clark, Román Hernández, Julie Manning, Jayathi Murthy (*ex officio*), Jax Richards, Inara Scott

Trustees Absent: Lamar Hurd, Preston Pulliams

University Staff Present: Andrea Ballinger, Jackie Bangs, Belinda Batten, Steve Clark, Bruce Cowen, Jennifer Creighton, Bruce Daley, Nicci Dolan, Kevin Dougherty, Katie Fast, Alix Gitelman, Becca Gose, Mike Green, Jen Humphreys, Stacy Jeffries, Deb Mott, Paul Odenthal, Shalece Rains, Libby Ramirez, Melanie Rose, Gabrielle Serra, Patti Snopkowski, Irem Tumer

Invited Guests: Ben Cannon (HECC), Taha Elwefati (ASCC), Kate MacTavish (OSU Faculty Senate), Carissa O'Donnell (ASOSU), Keera Puett (ASCC), 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 9:15 a.m. Board Secretary Jackie Bangs called the roll and verified a quorum.

Chair Schueler delivered the university's land acknowledgement statement.

2. Public Comments

Quentin Comus expressed appreciation for the leadership at OSU-Cascades, where he is a graduating senior.

3. Opening Comments and Reports

a. Chair's Comments

Board Chair Kirk Schueler announced that the six new appointees to the board had not yet been confirmed by the Senate due to quorum issues in the Legislature. He reported that trustees whose terms are set to end on June 30, 2023 had confirmed their willingness to serve as needed until the new appointees are confirmed.

He announced there would likely be a special meeting of the board held by Zoom in August to consider a capital project.

Schueler recognized Patty Bedient's last meeting in the role of board vice chair and thanked her for her contributions to the board and the university.

He informed trustees that he would share updated committee assignments after the new appointees

were confirmed by the Senate.

b. President's Report

OSU President Jayathi Murthy reflected on nine months as president in her report to the board.

She recognized outgoing Trustees Darry Callahan, Jax Richards, Preston Pulliams, Rani Borkar and Lamar Hurd, as well as late Trustee Michele Longo Eder.

She noted ongoing work on the university's next strategic plan and said that securing increased state support for Oregon's public universities and OSU's priority initiatives was a key focus for her and her leadership team.

Murthy noted OSU's upcoming 154th commencement on June 17 – her first commencement as president – with degrees being awarded to 7,338 graduates. She also noted OSU-Cascades would hold its commencement ceremony on June 18, the second to be held on the campus itself.

Murthy gave an update on the Patricia Valian Reser Center for the Creative Arts, which will celebrate its grand opening on April 6, 2024, and be known by the shortened name "PRAx."

The president gave a summary of ongoing executive searches, announcing that Becky Bangs (*no relation to Jackie Bangs, board secretary*) would serve as the new executive director for the Office of Equal Opportunity and Access and OSU's Title IX officer. She added that the search for a new university ombuds was ongoing and a decision on the new vice president for University Relations and Marketing was expected in the coming weeks.

President Murthy said she expected to see the findings of the ongoing assessment of OSU's marketing, communication and public affairs by the end of July, adding that the assessment was one of her presidential goals.

c. Associated Students of Oregon State University Report

Newly-inaugurated Associated Students of Oregon State University President Carissa O'Donnell delivered the report.

O'Donnell introduced Vice President Dakota Canzano and shared excerpts from her inauguration speech, in which she detailed commitments to improve the student experience, exhibit transparency in operations, provide accessibility to resources, and advocate for student employees and mental health care facilities on campus.

Vice President Canzano introduced herself and announced that ASOSU was hiring, with 15 job postings for executive branch positions.

d. Associated Students of Cascades Campus Report

Taha Elwefati, outgoing president of the Associated Students of Cascades Campus and Keera Puett, the president-elect, delivered the report.

Elwefati reported on an advocacy trip to Washington, D.C. – also attended by Trustee Jax Richards and Assistant Director of Government Relations Joe Erickson – and the joint advocacy day in Salem with ASOSU and the government relations team, where they were able to connect with state legislators about the future of OSU.

He announced that the design process for the Student Success Center was nearing completion, a

project over six years in the making. He reported increased utilization of the ASCC food pantry, a donor-funded program that gave out 40 bags of groceries in the last month.

President Murthy and Trustees Chávez-Haroldson and Borkar commended Elwefati on his leadership.

President-elect Keera Puett introduced herself and gave an overview of her platform, noting that she would continue the current student government's advocacy for increased funding for OSU-Cascades.

e. Faculty Senate Report

Faculty Senate President Kate MacTavish delivered the report.

MacTavish reflected on the ratification of the new General Education Framework in October 2022 and progress made since then. She noted curricular changes and the adoption of promotional criteria for new ranks established during the collective bargaining agreement with UAOSU. She also mentioned that over 350 faculty had volunteered to serve on 32 committees in the coming year.

MacTavish announced two items on the faculty senate agenda for the last meeting of the academic year:

- Scheduling a vote to endorse OSU's newly-developed academic freedom policy. MacTavish stressed the importance of the policy considering laws in states like Texas and Florida that threaten basic principles of academic freedom; and
- Voting on the expansion of promotion and tenure guidelines to recognize the work of faculty involved in the innovation and entrepreneurship space. MacTavish added that Professor Rich Carter and Dean Tuba Özkan-Haller have received national recognition for this work, with an article published in *Science*, funding from the National Science Foundation and creation of the Promotion & Tenure – Innovation & Entrepreneurship (PTIE) network, which includes over 70 universities.

f. Oregon State University Foundation Report

John Stirek, immediate past chair of the OSU Foundation Board of Trustees, joined the meeting by Zoom to deliver his report. He announced that Eric Schoenstein, the current Foundation board chair, will take over the foundation report in the fall.

Stirek focused on progress made in three areas between July 1 – May 31: inspiring investment, stewarding resources and engaging the OSU community.

He reported that donors had given approximately \$157M between July and May, well above the goal of \$134M and about 96% of the stretch goal of \$164M.

He announced that the foundation celebrated its 75th anniversary in May and surpassed \$3B in philanthropic commitments, further noting that the Harris Society (which recognizes lifetime donors of \$1M or more) had crossed the 500-member milestone.

Stirek reported that the most recent endowment market value was over \$812M and announced another successful Dam Proud Day in April, with more than 7,700 donor gifts totaling \$2.1M.

Stirek noted the foundation's partnership with the Office of the Provost to celebrate faculty excellence at an event that drew more than 200 guests to celebrate, among other faculty honors, 27 recipients of endowed faculty positions, noting 121 endowed positions overall.

President Murthy and Trustees Bedient and Borkar expressed personal thanks to Stirek for his service and partnership.

g. Higher Education Coordinating Commission Report

Ben Cannon, executive director of the Oregon Higher Education Coordinating Commission (HECC), delivered the report.

He announced that the Ways and Means subcommittee adopted a substantial budget for the HECC and Oregon. Highlights include a \$1B state investment in the Public University Support Fund; continuation of funding for the Oregon Tribal Student Grant; and a substantial \$100M increase to the need-based Oregon Opportunity Grant.

Cannon listed emerging themes in the state higher education landscape, which include workforce development; the deep need for more K-12 educators; the semiconductor industry; and a focus on nursing and behavioral health, outdoor recreation and the maritime industry.

He gave an overview of opportunities and challenges faced by the state of Oregon. He identified policymakers' recognition of the importance of post-secondary education and training for career success as a key opportunity. Challenges included the erosion of public opinion on the value of higher education and a demographic shift in the traditional college-age population.

Trustee Callahan noted that the lack of an economic plan for the state made workforce preparation exceedingly difficult. Cannon agreed, but offered that HECC was not the ideal champion for developing that plan.

Trustee Hernández questioned the role of state demographics – particularly the growth of the Hispanic population – in HECC policies. Canon said he would follow up on what HECC is doing specifically for Latinx students.

Trustee Chávez-Haroldson suggested convening the economics departments of OSU and the University of Oregon regarding a statewide economic plan. Cannon said that he was happy to take that idea to his group, but he feels the root of the problem is insufficient engagement and buy-in from leadership at the highest levels.

h. Presidential Transition Committee Report

Trustee Darry Callahan delivered the final report of the Presidential Transition Committee.

Callahan noted a wonderful historic year for President Murthy and the entire OSU community, with the president participating in more than 225 engagements connected to her transition.

He gave some background on the committee, which began its work in March 2022 – well before President Murthy's start date of Sept. 9, 2022. He thanked Trustee Chávez-Haroldson for her co-leadership and expressed sincere appreciation to all members of the transition committee.

Trustee Chávez-Haroldson thanked the committee for putting their hearts and minds together to ensure the president's transition would highlight who she is and what she brings to OSU. She expressed thanks to everyone who contributed and to the president's office staff.

Callahan noted that Steve Clark, vice president for University Relations and Marketing, had developed a longer-term strategy for engagement of the president and other university leaders across Oregon, nationally and globally.

4. Consent Agenda

a. Minutes of the April 14, 2023 Meeting of the Board of Trustees

A motion to approve the consent agenda was made by Trustee Callahan and seconded by Vice Chair Bedient. 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 highlighted key updates from the report given by OSU Provost and Executive Vice President Ed Feser, including strong enrollments and the creation of a task force charged with developing recommendations for university leaders to consider regarding OSU's potential pursuit of Hispanic-Serving Institution (HSI) status.

Vice Chair Manning provided brief notes on two discussion items from the ASC meeting. She gave an informational review of the student life and success initiatives on campus, highlighting the launch of the Anytime, Anywhere app- which provides 24/7 access to a menu of options including counselors in response to student requests for greater access to mental health support. She also noted key points from the previous day's student-athlete briefing, including the good news that nearly 95% of OSU's student-athletes are in good academic standing and almost 200 are currently on the honor roll.

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 gave an update of leadership changes in the Division of Finance and Administration, most notably the appointment of Toni Doolen as Interim Associate Vice President for Budget and Resource Planning due to the appointment of Sherm Bloomer – who led OSU's budget office for 12 years – as chancellor and dean of OSU-Cascades.

Callahan noted that the committee approved several action items that would come before the full board for consideration later in the day's meeting.

He closed with an overview of the risk management report on Human Resources Administration presented by Chief Human Resources Officer Heather Horn and Director of Benefits and HR Services Bonny Ray.

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 reported that the committee received and approved a progress report from the Office of Audit, Risk and Compliance, presented by Chief Audit, Risk and Compliance Executive Patti Snopkowski. The committee also heard a risk management report on campus safety from Senior Associate Vice President for Administration Paul Odenthal and Associate Vice President for Public Safety and Chief of Police Shanon Anderson.

Schueler recapped a presentation on trustee orientation and onboarding and the trustee mentorship program, which was delivered by Vice Chair Patty Bedient, Vice Chair-elect Julie Manning and Board Secretary Jackie Bangs.

6. Action Items

a. FY2024 Operating Budget

Trustee Callahan noted that the Finance and Administration Committee recommended at the previous day's meeting that the board approve the proposed operating budget for FY2024. He introduced Vice President for Finance and Administration Mike Green and Executive Director of Budget Development and Strategic Planning Nicci Dolan to present the details of the FY2024 operating budget.

Green said that the budget was based on conservative estimates of enrollment, state funding, and costs like contractual commitments and deferred maintenance. He added that estimated revenues and expenses were conservative as well and said that OSU was in a strong position financially going into the next year.

Dolan reported that OSU would receive more state funding than was originally anticipated when the budget was developed in May and that advance tuition deposits indicated another strong fall term. She noted that OSU-Cascades is building its academic program portfolio and will need to invest in faculty before increased enrollment is realized.

She said total revenues for FY2024 would be projected at \$1.6B, up 5.2% from current projections.

Dolan reported that the Outdoor School would be resuming with a \$34M fund balance remaining from the pandemic, explaining that the university had received the funds but not distributed them into the program.

Dolan said that the university was seeing an increase in students from India, though international enrollment had not fully rebounded. She said that self-support fund expenditures had been impacted by inflation and high demand for student workers more than other fund types and cited travel costs as an expense issue in athletics, along with questions about how revenue reductions due to contractual issues with media companies would be distributed through the Pac-12 conference.

Green emphasized the need to consider the issue of student housing, citing large incoming classes and strong demand for on-campus housing from both lower- and upper-division students. He acknowledged the significant expense of building housing, but also relayed concerns from parents whose children were accepted at OSU but couldn't find housing.

There was no public comment on this action item. Chair Schueler sought a motion to approve the FY2024 operating budget. A motion was made, seconded and approved by all board members in attendance.

b. Administrative Modernization Program

Trustee Callahan noted that the Finance and Administration Committee recommended at the previous day's meeting that the board approve the option to use up to \$50M in university revenue bond proceeds for the Administrative Modernization Program (AMP).

Callahan asked Andrea Ballinger, vice provost for Information and Technology to join Mike Green to present and discuss AMP.

Green explained that AMP would undertake a digital transformation of the university's IT and business systems and processes, directly addressing strategic action #20 of the current strategic plan. He acknowledged that AMP represented a significant investment of time and money and said he anticipated the project costs in FY24 – FY28 would be financed with annual internal bank loans at 3.5% that would fully amortize by the end of FY37.

Green estimated annual cost savings from AMP would reach \$10.8M annually by FY27 and added that cost and effort reductions would allow the university to reinvest those resources in mission-centric activities in support of the next strategic plan.

Ballinger cited failure rates of over 50% for major business and digital transformations in higher ed, outlining the steps OSU would take to ensure success. She said the university would make sure course correction was possible throughout the three- to five-year implementation of the project and mentioned two “boot camps” already held with university leadership to discuss shared vision and organization change management. She noted future plans to engage the OSU community.

Ballinger stressed the importance of shared governance to the success of this project and announced the pending creation of a steering committee led by a dean and reporting to Provost and Executive Vice President Ed Feser and Vice President for Finance and Administration Mike Green, with the goal of keeping focus on the university's academic mission.

She emphasized the importance of employing consultants to help with both organizational change management and redesigning business processes, citing the difficulty of rethinking something that has been done the same way for over 30 years.

Trustee Callahan reiterated the Finance and Administration Committee's support of AMP, but urged caution about numerous things that could go wrong, like the project taking longer or costing more. He suggested progress be monitored closely, with semi-annual reports to the board.

Trustee Chávez-Haroldson asked about navigating a low-risk appetite for major change. Ballinger mentioned a test run project that created a new onboarding system for HR, and how that system eliminated significant work for staff. Green stressed the importance of communication and the role of change management consultants.

In response to a question from Trustee Manning regarding the anticipated life span of the new system, Ballinger explained that AMP – a cloud-based solution – would have a much longer shelf life than a solution relying on software. Green emphasized the need to instill a culture of constant change moving forward, stressing that the implementation of AMP wasn't a one-and-done solution.

Trustee Scott voiced her appreciation to presenters for citing the risks of *not* taking action, stressing the need to repeat that message.

There was no public comment on this action item. Chair Schueler sought a motion to approve the Administrative Modernization Program at a total estimated one-time cost of \$50M. A motion was made and seconded and approved by all board members in attendance.

c. Capital Project Stage Gate II: Jen-Hsun and Lori Huang Collaborative Innovation Complex

Trustee Callahan noted that the Finance and Administration Committee recommended at the previous day's meeting that the board approve a capital project of \$213M for the Jen-Hsun and Lori Huang

Collaborative Innovation Complex and advance the project to the construction phase.

Callahan introduced Bruce Daley, associate vice president for university facilities, infrastructure and operations; Belinda Batten, senior advisor for strategic initiatives; and Libby Ramirez, university architect and director of capital resources to present further details of the project.

Daley provided an overview of the project timeline, with design completion expected toward the end of September 2023, substantial completion planned for early 2026 and final completion anticipated that spring. He noted that the project has \$75M in gift funding and that OSU is actively pursuing match funding from the Legislature, with an announcement expected later this month.

Batten said that Weniger Hall would be removed and replaced by a green quad and mobility hub as part of the project. She showed renderings of the building and the supercomputer, noting the mass timber construction and other sustainability features.

Ramirez announced that the Louis Stokes Alliance for Minority Participation (LSAMP) would be located on the first floor of the Huang Collaborative Innovation Complex, directly off the main lobby. LSAMP is dedicated to increasing the number of traditionally underrepresented students successfully completing STEM degrees.

Ramirez highlighted some of the project's sustainability features, noting that heat recovered from the supercomputer will provide heating for both the complex and up to half a million square feet in that area of campus, while a chilled water loop will provide cooling for the complex and other buildings. She pledged transparency in the wood procurement process.

There was no public comment on this action item. Chair Schueler sought a motion to approve a capital project budget of \$213M for the Jen-Hsun and Lori Huang Collaborative Innovation Complex and advance the project to the construction phase. A motion was made by Trustee Borkar, seconded by Trustee Chávez-Haroldson and approved by all board members in attendance.

d. Capital Project Stage Gate II – Newport Housing

Trustee Callahan reported that the Finance and Administration Committee recommended at the previous day's its meeting that the board approve a capital project budget of \$16.5M for the Newport housing project and advance the project to the construction phase.

Bob Cowen, associate vice president for research and operations at the Hatfield Marine Science Center and Jenn Creighton, associate vice president for research, finance and operations joined Bruce Daley for an overview of the project.

Daley said the project was in the design development phase, with utility and underground work scheduled to start this summer, construction estimated to start this winter and project completion estimated in winter 2025.

Cowen highlighted the benefits of university investment in the Hatfield Marine Science Center (HMSC) over the last eight years. From 2015 – present, he cited an increase in student enrollment from 100 to 450; an increase in course offerings from eight to 48; and an increase in research faculty of over 33%.

He emphasized the increased need for housing and said the project would serve students, visiting scholars, post-docs and agency partners with 77 fully furnished units. He noted that the project was located outside of the tsunami zone, about a 15-minute walk or 5-minute bike ride to the HMSC, with the possibility of future bus service.

Creighton said that \$6.5M for the project had been received directly from the state. She said revenue estimates were based on conservative occupancy levels and that a subsidy of about \$300,000/year for the first one to five years would likely be needed.

Trustee Manning asked about the market for this type of housing, and Creighton explained that the building combined aspects of a hotel, resident housing and a weekend stay. She said the team used existing housing at Hatfield as a model and examined the market for hotel stays and the cost of renting an apartment. Creighton said students would likely be charged a monthly rate, with a nightly rate for others.

In response to a question from Trustee Chávez-Haroldson, Cowen reported that the consulting design company for the housing project is a minority-owned business.

Trustee Callahan asked if there was financial help for students who have to pay for a room at Hatfield in addition to their permanent housing. Cowen said there were fellowship and housing subsidy funds and cited ongoing collaboration with Jack Barth in the Marine Studies Initiative to raise additional funds. He also mentioned the possibility of raising rates for professionals to reduce rates for students.

There was no public comment on this action item. Chair Schueler sought a motion to approve a capital project budget of \$16.5M for the Newport housing project and advance the project the construction phase. A motion was made by Trustee Chávez-Haroldson, seconded by Trustee Manning and approved by all board members in attendance.

Mike Green added that this was an important project for late Trustee Michele Longo Eder, and that she would have been pleased to vote for the project.

7. Discussion Items

a. 2023 Legislative Session Update

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

After noting the current volatile environment in Salem, she reported the good news that the Ways and Means subcommittee approved the Higher Education Coordinating Commission's budget of \$1B, and the Oregon Opportunity Grant was funded at \$308M. She also noted an allocation of \$5M for grants to college pathway programs.

Fast said that House leadership was working on three legislative packages with targeted funding to OSU, with policies focused on rural economic development, drought and water policy, and climate.

She also touched on three policy bills: SB 161, which extends the timeline for the Elliott State Research Forest; SB 273, which has implications for university governance; and SB 424, which prohibits the practice of withholding transcripts for non-payment.

President Murthy asked about bonding for the Jen-Hsun and Lori Huang Collaborative Innovation Complex. Fast said she expects to see both a capital construction bill and a bonding bill in the next couple of weeks.

b. Federal Legislative Update

Gabrielle Serra, director of federal relations, gave an overview of three major topics: the federal budget landscape; annual funding and OSU objectives; and other federal legislation or issues.

She mentioned the recent federal debt ceiling agreement and said the focus moving forward was on the content of the agreement and what it means for OSU. She noted that non-defense discretionary spending for FY2024 – which includes funding for education and the science agencies – would be similar to current levels.

Serra reported that senior staff in Washington expressed concern for how the debt ceiling agreement will impact appropriations going forward. Serra said a slight reduction in annual funds for non-defense accounts that impact education and science – paired with similar challenges at the state level – could lead to difficult funding decisions. She also noted that the debt agreement includes language to codify the administration’s intent for student loan payments to resume in September. She emphasized the good news that new investments made through the Bipartisan Infrastructure Law, the Inflation Reduction Act and the CHIPS and Science Act will move forward.

Serra gave an overview of investment objectives from FY2023, including accounts for National Science Foundation research; student financial aid accounts; and federal funding to advance research in areas that would create opportunities for OSU. She reported that OSU was able to secure all three of the earmarks requested last year: \$3.5M to purchase equipment for the Elliott State Research Forest; \$850K for the Hatfield to develop a new blue economy workforce training program; and \$1.3M to support childcare facilities at OSU-Cascades.

She said the focus for FY2024 was to protect the baseline of FY2023 investments.

She added that the Farm Bill – which is of direct interest to OSU – is due for reauthorization, and OSU leadership from the College of Agriculture, College of Forestry and the Division of Extension and Engagement will engage with leaders in D.C.

In response to a question from Trustee Manning about opportunities for OSU to collaborate with its higher ed partners in Oregon on student financial aid, given the influence of the state’s senators, Serra reported that broad efforts were underway in the community to double the Pell Grant, ideally within five years.

Trustee Richards asked about the upcoming Supreme Court decision on affirmative action and how universities could act. General Counsel Becca Gose reported that OSU does not anticipate a significant impact to its practices if the court overturns affirmative action policies at Harvard and UNC.

Trustees Hernández and Schueler asked for clarification on the blue economy workforce training program mentioned in connection with FY2023 funding objectives. Serra explained that “blue economy” was the current catchall term this administration and NOAA are using for ocean and coastal economies. She further clarified that OSU led an effort specific to coastal and blue economic development as part of the Build Back Better Grants. While that grant wasn’t funded, there is a new proposal for one-time startup funds for a blue economy training program.

c. Strategic Planning Update

Vice Provost for Academic Affairs and Senior Vice Provost Alix Gitelman and Head of the School of Mechanical, Industrial and Manufacturing Engineering Andy Dong gave an update on OSU’s next strategic plan.

Dong gave an overview of efforts to gather input from the OSU community. He noted meetings with focus groups; one-on-one interviews conducted with senior OSU leadership by AKA Strategies; and

town hall meetings online, in Bend and in Corvallis. He reported a desire on behalf of the OSU community for the next strategic plan to be aspirational and outward-oriented.

Dong spoke about opportunities in the areas of research and education. He stressed the importance of federal appropriations for research and noted that federal agencies are looking for universities to employ a solutions-focused approach. He said OSU should be prepared to go after funding opportunities if the university is going to be a serious player that other partners want to work with. Dong cited an educational focus on growth opportunities, noting that the enrollment growth potential for Ecampus currently outstrips growth potential for Corvallis campus enrollment. He also mentioned growth potential for OSU-Cascades and stressed the growing demand for alternative credentials like postgraduate certificates.

Gitelman said the campus community had expressed a desire for the university to take bold action with the next strategic plan and do more to stake a claim as an R1 institution. She said that input received from the OSU community at town halls had landed on a vision that sees the university as advancing widely-shared, sustainable prosperity.

Trustees voiced opinions on that vision and the term “prosperity.” Trustee Chávez-Haroldson expressed concern that “prosperity” could be divisive, pitting haves against have-nots. She voiced a preference for terms like “inclusive.” Trustee Schueler added that “prosperity” makes people think of the economic aspect of the word and was in favor of expanding the definition through qualifiers like “inclusive” or “equitable.” Trustee Borkar voiced strong approval for the term prosperity, stressing the need to be positive and create a narrative that the future can be bright.

Gitelman gave an overview of the new strategic plan’s three goals: advancing OSU’s role as a solutions-focused research institution; delivering academic excellence to ensure every student graduates; and establishing OSU’s role as Oregon’s trusted leader for workforce development.

There was extensive conversation about the goal that “every student graduates.” Trustee Scott liked the idea of an aspirational goal but noted a discrepancy between that goal and the stated target of a six-year graduation rate of 80%, saying it felt off to set a goal the university was not trying to meet. Trustee Bedient asked if every student *should* graduate, and Gitelman recognized that a successful outcome for a particular student might be to transfer out of OSU to another institution in good standing. President Murthy said the goal of “every student graduates” was a rhetorical device that communicates what is important to the institution. Trustee Brim-Edwards approved of the goal, which she considered more inclusive, and Trustee Richards said that the statement “every student graduates” was inspiring.

Dong said that a list of actions in support of the plan’s three main goals was still in draft form. He asked (1) if the actions made sense, and (2) if partners across the institution would see themselves represented.

President Murthy asked where the arts fit in to the list of actions and if there was an expectation that the university would fund the stated actions. Regarding the arts, Dong said the list was not yet exhaustive and topics would naturally draw in the arts and humanities. The president voiced a preference for having the role of the arts and humanities clarified in the language. To the funding question, Dong cited large funding opportunities at the federal level and said current thinking was for the actions to be primarily externally-funded.

Trustee Callahan said the university would need to commit to investing in faculty before it starts getting research dollars, and Gitelman replied that expanding enrollment would be the revenue driver for those hires.

Trustees Callahan and Hernández expressed concern about placing too much emphasis on Ecampus and online learning. President Murthy said there was no future in which online learning does not play a big role and stressed the potential for OSU to move into an “open lane” where the university could be more competitive.

Dong reported that a draft of the strategic plan would be ready to workshop with faculty in early August and ready to present to the board at its October meeting.

d. Elliott State Research Forest Update

Senior Associate Vice President for Administration Paul Odenthal, Dean of the College of Forestry Tom DeLuca and Program Director for the Elliott State Research Forest Shannon Murray presented the update.

DeLuca gave an overview of the vision for the Elliott State Research Forest (ESRF), which was based on significant challenges related to climate change, species extinction rate, population growth and demand for wood products. DeLuca reported that the 10-year Forest Management Plan (FMP) was nearing completion and that the Habitat Conservation Plan (HCP) would be submitted to the U.S. Fish and Wildlife Service and the National Marine Fisheries Service for guidance on creating minimal impact on endangered species.

Murray gave an update on proposed adjustments to the Habitat Conservation Plan stemming from both public comment and conversations with the U.S. Fish and Wildlife Service after the draft was submitted in November. Murray said adjustments to the HCP could affect the financial viability and revenue generation detailed in the Forest Management Plan, adding that updated budget scenarios would depend on future information.

Odenthal noted that the July 1, 2023 deadline in the SB 1546 sunset clause would most likely not be met, requiring additional legislative action for the ESRF to become operational. He reported that SB 161-3 (the 3rd amendment currently under consideration) moves the deadline to Dec. 31, 2023. He gave an overview of financial viability for the ESRF, citing the need for supplemental funds for three to four years before the forest generates revenue. Odenthal said the state had committed to provide approx. \$40M, in addition to a federal earmark of \$3.5M and \$4.1M in general funds from the Department of State Lands. He said the state was also looking at several additional funding sources.

Murray gave a timeline for moving forward, noting there would be another update to the board in October; a final Forest Management Plan ready to share with the public and the State Land Board in November; and a decision from the OSU Board of Trustees in December about OSU’s participation in the management of the forest (which would require a special board meeting).

If the board approves, the Elliott State Research Forest and the new public agency would become operational on Jan. 1, 2024. A record of decision on the Habitat Conservation Plan from the U.S. Fish and Wildlife Service and the National Marine Fisheries Service would not come until spring 2024, at which point the forest would move forward under the conditions of the HCP.

Trustee Callahan asked how the board could make a decision in December without knowing how changes to the HCP might affect financial viability. Murray said the chance was low that the content of the HCP would be changed between November 2023 and spring 2024 when the U.S. Fish and Wildlife Service and National Marine Fisheries Service are expected to issue a record of decision.

8. Action Item

a. Resolutions of Appreciation

The board recognized the exceptional leadership of outgoing trustees and the vice president for University Relations and Marketing.

Trustee Julie Manning read the board's resolution of appreciation for Steve Clark, who joined the university as vice president for University Relations and Marketing in 2012 and is retiring at the end of June.

Chair Kirk Schueler read the board's resolution of appreciation for Rani Borkar, an inaugural member of the OSU Board of Trustees who served from November 2013 – June 2023.

Vice Chair Patty Bedient read the board's resolution of appreciation for Darry Callahan, another inaugural member of the board of trustees who served from November 2013 – June 2023.

Chair Kirk Schueler read a resolution of appreciation for Trustee Lamar Hurd, who joined the meeting by Zoom. Trustee Hurd served on the board from July 2019 – June 2023.

Trustee Julie Manning read a resolution of appreciation for Trustee Preston Pulliams, who served on the board from July 2015 – June 2023.

Vice Chair Patty Bedient read a resolution of appreciation for Trustee Jax Richards. Trustee Richards served as the student trustee from November 2021 – June 2023.

A motion to approve the resolutions of appreciation was made by Vice Chair Bedient, seconded by Trustee Chávez-Haroldson and approved by all trustees in attendance.

9. Adjournment

With no other discussion or business, Chair Schueler adjourned the meeting at 3:15 p.m.

Respectfully submitted,



Stacy Jeffries
Executive Assistant, Office of the Board of Trustees