



## MINUTES

**Trustees Present:** Mike Bailey, Patty Bedient, Rani Borkar (*chair*), Julia Brim-Edwards, Darry Callahan, Michele Longo Eder, Lamar Hurd, Becky Johnson (*ex officio*), Paul Kelly, Julie Manning, Kirk Schueler (*vice chair*), Stephanie Smith, and Mike Thorne

**University Staff Present:** Charlene Alexander, Teresita Alvarez-Cortez, Vrushali Bokil, Steve Clark, Debbie Colbert, Ed Feser, Becca Gose, Mike Green, Selina Heppell, Heather Hesano, Charissa Jones, Dan Larson, Erika McCalpine, Heidi Sann, Patti Snopkowski, Irem Tumer, and Scott Vignos

**Guests:** Ben Cannon (*executive director, Higher Education Coordinating Commission*), Taha Elwefati (*president, Associated Students of Cascades Campus*), and Dhru Patel (*president, Associated Students of Oregon State University*), John Stirek (*liaison, OSU Foundation Board of Trustees*)

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

Board Chair Rani Borkar called the meeting to order at 9:34 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 comment:

- Kathleen Stanley provided comment related to the Board's relationship with UAOSU.
- Chris Beatty provided comment related to land management on OSU properties.
- Noah Vaughan provided comment related to the Board's relationship with UAOSU.

### 3. Opening Comments and Reports

#### a. Chair's Comments

Borkar began by noting that Board Secretary, Debbie Colbert, will be taking a new position with Oregon Department of Fish & Wildlife. She noted that both short- and long-term staffing plans were underway. Borkar also noted that Jen Humphreys will begin in her new role as chief assistant to the president and assistant board secretary later in October.

Borkar also shared that she, Trustee Kirk Schueler, President Becky Johnson and other leaders met with Ben Cannon, Higher Education Coordinating Commission (HECC) Executive Director, and incoming and current head chairs

to discuss the recently released HECC strategic road map for post-secondary education and work force training. She noted the alignment of the HECC roadmap with OSU's strategic plan.

b. **President's Report**

Borkar welcomed Interim President Becky Johnson and invited her to provide her report. Johnson shared her appreciation for the many faculty members and staff who help make sure students continue to progress and contributed to a record number of graduates this past year. She commented on the state and worldwide impact of research at OSU and receipt of over \$380M in grants and contracts. Johnson shared that faculty members have been tapped nationally to lead through advising the White House, leading national agencies and guiding initiatives within National Science Foundation (NSF), and that Extension and Engagement efforts continued throughout the pandemic, providing healthcare information and services across the state. Johnson commented that the OSU Foundation helped OSU achieve a record-breaking fundraising year. Johnson expressed that looking ahead, OSU is in a position of strength and shared that enrollment is up overall by three percent, with enrollment of students of color up by five percent. She affirmed that OSU will follow all public health guidelines as the university returns to on-site operations and that the goal is to help people feel safe and welcome as they return on-site. Johnson reported that review of services to prevent interpersonal violence and support survivors has occurred and that staff will continue to assess. Johnson shared that staffing of police and public safety teams that share the values of OSU is a priority. She shared that interim vice president and chief diversity officer Scott Vignos will reach out across the university to ensure the many diversity efforts that are occurring in multiple areas are as aligned as possible. Further, she noted that work will continue on the 45 actions of the Moving Forward Together initiative over the next year. Johnson shared that students are engaging in the many activities available to them as they return to on-site. Johnson mentioned that there will be many changes to Athletics on the national level noting that the Pac-12 conference cares first and foremost about the welfare of student athletes. Johnson provided an Elliott State Forest update noting current discussions about creating a public entity in which the state would retain ownership of the forest, but OSU would manage and conduct research. Johnson ended by expressing her appreciation to the Board of Trustees, Debbie Colbert and the senior leadership team.

c. **COVID-19 Response and Planning**

Borkar welcomed Provost Ed Feser Vice Provost for Student Affairs and OSU COVID Response Coordinator Dan Larson.

Feser began by noting that the last update included a reference to the Pathway to Fall Update. He shared that the Delta surge caused the university to pivot in response. Feser said that the university is seeing strong adherence to requirements, such as mask use. Larson acknowledged the Pathway Steering Team, which included much of the same members as the former Continuity Management Team. He shared that the original objective was to track progress of the Pathway to Fall, but in August, plans adjusted in areas such as testing. Larson acknowledged Jenny Haubenreiser, associate vice provost and executive director of Student Health Services, for standing up the testing operation. Larson

wanted to additionally acknowledge some specific people who worked intensively the last couple of months - Alix Gitelman, Rebecca Mathern, Cathy Hasenpflug, Heather Horn, Kevin Dougherty, Jen Humphreys, Kelly Hower, Becca Gose and the entire Office of General Counsel (OGC) team.

Larson stated that the primary public health measure is the vaccine. He noted that the university had a compliance rate of 99.6% as of the previous evening. Of those in compliance, 93% are fully vaccinated. He shared that 40 students would be receiving a message indicating action must be taken if they want to continue at OSU. He further shared that employee compliance is going well, noting 95% of employees are reporting being fully vaccinated with only about 100 employees being worked with to get into compliance. Larson informed the board that unvaccinated individuals working on-site on the Bend and Corvallis campuses are required to test weekly for COVID-19, with two testing locations in Corvallis and one in Bend. Larson said that attendees at certain events and activities are required to show proof of vaccine or a recent negative test. He shared that masks still are required indoors, as well as outdoors where physical distancing cannot be maintained. He further shared that OSU will monitor state requirements and will adjust as appropriate. Larson finished by discussing the operational toolkit for higher education created by Johns Hopkins School of Public Health that helps institutions assess risk and readiness as they consider return to in-person activity. He said that OSU completed the self-assessment and that the university scores show very low risk and high preparedness. OSU continues to work with local partners such as Benton County Health and Samaritan Health Services.

Schueler asked about the number of exemptions and Larson reported that OSU has about 2,000 exemptions for students for medical and non-medical reasons.

Trustee Hurd asked about mask adherence at football games and students storming the field at a recent game. He wondered whether the Pac-12 might penalize OSU for storming the field in light of COVID-19. Larson responded that the mask requirement is exclusive to OSU and UO, not division wide. Neither Larson nor Feser knew whether the Pac-12 might impose a penalty for storming the field but Mike Green will be looking into this.

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

Borkar invited Associated Students of Oregon State University (ASOSU) President Dhru Patel to provide his report. Patel shared his appreciation for spending time with the Board over the previous two days. He also acknowledged ASOSU Vice President, Dylan Perfect, and the ASOSU executive team. He provided an update on what he and Dylan accomplished in the first 100 days of their term. He noted they worked with Office of Advocacy in addressing challenges affecting students at OSU. He shared their emphasis on making sure that, as the recognized student government, communication is clear and they are bringing stakeholders in. Patel said they worked with ASOSU congress to establish a joint budgets committee, noting that the committee will review ASOSU's budget and also give auxiliary oversight to review all spending across the university in the interest of seeking transparency. Patel reported that they have engaged with OGC and Division of Student Affairs to evaluate rules that

ASOSU uses to govern. He said they have adopted a broader theme to work more on shared governance and have been working with both President Johnson and Faculty Senate President Selina Heppell. Further, Patel shared that they look to continue to facilitate positive relationships with city council, state legislature and occasionally federal representatives. He said they are working on instituting a living wage (\$15/hour) request to student advisory boards in all Student Fee Committee funded units.

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

Borkar welcome Associated Students of Cascades Campus (ASCC) President Taha Elwefati and invited him to provide his report. Elwefati said ASCC has reopened the food pantry and continues to offer a childcare subsidy. He noted the ASCC team is working on the next round of housing subsidy applications and is hoping to see more utilization of professional development funding given reduced travel restrictions. He noted they are also hoping to create a disability testing subsidy. Elwefati shared that the ASCC director of legislative affairs position will be open at end of fall term so they are holding a special election. He also noted that this fall the on-campus equity lounge and student greenhouse will be opening. Elwefati said they are looking to move budget hearings to the fall, from spring, to align with the Corvallis campus and university budget timelines. He shared that ASCC will be working on updating a shared governance framework and providing new opportunities for student feedback.

Johnson thanked Elwefati and the other student leaders for securing funding for the Student Success Center at OSU-Cascades and asked how students will be involved in the programming for the space. Elwefati said they are holding weekly feedback forums and have two working committees – one with himself, the contractors and other stakeholders, and another with three other student positions.

g. **OSU Foundation Report**

Borkar then asked that the Board move next to item 3.g. on the agenda and welcomed John Stirek, noting this was his first time participating as the liaison from the OSU Foundation Board of Trustees. He provided the OSU Foundation report, sharing that as of June 30 donors gave over \$170M, a fundraising record. He shared that \$35M was for scholarships and student success efforts, which exceeded the goal by 131%. He noted that three cause-related fundraising initiatives were launched – Diversity, Equity and Inclusion; Beavers Fight Hunger; and Veteran and Military Student Success. Stirek said that endowment was doing well noting that at end of August the market value was at the highest in history at \$847M. He shared that during FY2021 the Foundation significantly advanced strategy to move engaged individuals into volunteer roles.

Trustee Thorne asked about the average dollar amount per donor. Stirek shared that he did not have the average amount but noted that OSU has a great base of donors, both in volume and overall percentage of donors, and that OSU ranks above many others in that comparison. Trustee Callahan reflected that based on having 200K alumni, that is about \$1K/alum. Thorne appreciated this note and suggested continuing to tap into the large base.

Trustee Manning asked Stirek for more information about the diversity, equity and inclusion (DEI) initiative. Stirek shared that the DEI initiative is highlighted on Beavers Care Day and has been very successful. He noted that people care about DEI efforts and are specifically targeting funding for those programs that support DEI.

Trustee Bedient acknowledged the success of Beavers Care Day and the variety of ways and causes to support. She shared her appreciation of the DEI and student success emphasis and that she was inspired by the breadth of giving, including by the OSU leadership teams.

f. **Faculty Senate Report**

Borkar invited Faculty Senate President Selina Heppell to provide her report. Heppell provided an overview of the recent Faculty Pulse Survey. Heppell thanked the Board for their review of the ad hoc report on the presidential search and the current processes under consideration. Heppell noted that work is being done to create a shared governance website, which will be a resource for faculty and others on campus to learn about shared governance efforts on campus. She shared that the Faculty Senate is working with the Office of Faculty Affairs on a number of things, including exploration of a professor of teaching rank, promotion ladders for selected professional faculty roles, and piloting changes to student evaluations of teaching. She reported that Faculty Senate is also working on updates to the faculty handbook. Heppell also noted that the Faculty Senate is working with the Office of Academic Affairs on curriculum consistency and the transfer council. Regarding the baccalaureate core, Heppell said the university is needing to streamline these requirements and consider what a 21<sup>st</sup> century person needs to have in their educational toolbox. Lastly, Heppell noted that the Faculty Senate will be looking at anti-racism and the Difference Power and Discrimination program.

h. **Higher Education Coordinating Commission Report**

Borkar welcomed Higher Education Coordinating Commission (HECC) Executive Director Ben Cannon and invited him to provide his report. Cannon shared about the adoption by HECC of the Strategic Roadmap. He shared that the document describes the types of changes the HECC hopes to see in post-secondary education and training in Oregon. Cannon noted that there are five categories; transform and innovate; center higher education training capacity on current and future state needs; ensure learners can meet basic needs; create and support continuum of pathways from education to career; and increase public investment. He shared that the HECC will develop specific action items, some of which will be brought to the 2023 legislature, and some will be actions that can be acted upon sooner. Cannon noted anticipated decline in high school graduates' matriculation to post-secondary education. He also shared that last year saw a very large decrease in adults, nontraditional-aged enrollment in post-secondary education. He said affluent demand for post-secondary education is strong, but not for students from lower income backgrounds. He shared that he finds it concerning that the benefit of higher education will be conferred on those who are already privileged and said this should be worrisome for all.

Trustee Kelly noted that although Cannon mentioned decreasing enrollment, he heard in President Johnson's report that OSU's enrollment increased. He wonders if those who graduated high school during the pandemic may have put off enrolling. Also, Kelly spoke regarding the concern about differences in attendance between those with higher income from those with lower income, noting that part of the problem is that universities have limited capacity to address the issue without additional financial aid. Cannon said that HECC will be putting forward a recommendation for significant state investment. On enrollment, Cannon shared that the report from OSU about record enrollment is similar to Lewis & Clark and Reed College, which suggests that selective institutions are doing well. Trustees discussed with Cannon different aspects of giving and receiving tuition support and other aid.

## 6. Action Items

### c. Delegation of Authority Amendments

To accommodate schedule conflicts, Borkar asked the Board if they were comfortable moving next to agenda item 6.c. With consensus of the Board, Borkar moved to the review of amendments to the Board's policy on Delegating Authority to the University. She shared that the Executive & Audit Committee discussed the delegation in terms of how settlements are handled and recommended Option A in the revised Attachment 1 of the supporting materials. She opened it up for further discussion.

Trustee Brim Edwards expressed appreciation for the previous work by OSU staff and yesterday's discussion. She shared that she believes OGC engages in best practices and has a high level of transparency and accountability with sharing information with the Board and that this delegation codifies this practice. It also provides a mechanism by which the Chair and the Executive and Audit Committee would have visibility to large settlements or settlement trends that may represent higher risk to the university.

With no further discussion, a motion was made by Trustee Manning and seconded to move to adopt the resolution amending the delegation of authority, as provided in revised option A of the attachment. The motion carried.

## 4. Consent Agenda

### a. Minutes of the August 3, 2021 Board Meeting

### b. Minutes of the August 3, 2021 Executive Session

### c. Capital Project Stage Gate II: Valley Library Roof Replacement

Borkar noted the inclusion of the consideration of the stage gate approval of Valley Library Roof Replacement, recommended for approval from the Finance & Administration Committee, on the consent agenda. A motion was made and seconded to approve all items on the consent agenda. The motion carried.

## 5. Reports of Standing Committees of the Board

### a. Executive & Audit Committee

Executive & Audit Committee Chair Rani Borkar shared that she would skip the committee update as the topics are to be covered later in the full Board agenda.

**b. Academic Strategies Committee**

Academic Strategies Committee Vice Chair Julie Manning reported that Provost Feser provided a summary of new executive appointments and introduced Ivory Lyles, new vice provost for extension and engagement. She shared that Feser mentioned there are a number of executive searches underway, including dean of libraries and dean of public health and human sciences. Feser noted the recent review concerning interpersonal violence and prevention review completed in August. Manning shared that the findings were that although the university is not significantly under resourced in providing survivor advocacy counseling, there is more that can be done, and that work is taking place now. Manning said that the provost provided an overview of the budget model review process which will take place in December.

Manning said the committee had panel presentations on three topics: (1) faculty affairs; (2) talent management; and (3) name, image, and likeness implementation and its impact on student athletes.

Manning also shared that the committee adopted the work plan for coming year which continues the current briefing approach.

Trustee Eder asked Feser about the ratio of in-state and out-of-state admissions noting that the university has previously strived for 2/3 overall in-state enrollment on the Corvallis and Cascades campuses (excluding Ecampus). Feser responded that although the university dropped below 2/3 Oregon residents among new Corvallis campus enrollees this year, it was not by design, but rather a result of higher-than-expected out-of-state applications and yield and lower-than-expected in-state applications and yield. The overall share of in-state students on the Corvallis campus remains above 2/3rds. Feser also noted that OSU remains committed to admitting every qualified in-state resident applicant. Feser shared while enrollment uncertainties around COVID are a factor, in-state student enrollment has been softening since 2016. If the first-year admissions patterns observed this year continue, the only way to hold 2/3-1/3 ratio for the total Corvallis student body would be to restrict admission of out-of-state students, which would lead to an overall decrease in enrollment and under-utilization of current capacity. Eder noted that the 2/3-1/3 ratio was a goal previously endorsed by the Board and encouraged the Board to discuss whether it is still a goal. Eder said the Board needs information about the financial implications of a change in the ratio, as well as the K-12 context that may explain the decline in Oregon resident applications and enrollees. Trustee Callahan suggested that the topic be discussed with the full board at a future date.

**c. Finance & Administration Committee**

Finance & Administration Committee Chair Patty Bedient said Vice President for Finance and Administration Mike Green shared that OSU continues to recruit and train police and public safety officers for the Corvallis campus. She shared that Public Safety and the Dean of Students Office are working closely on the OSU Assist crisis response, which will help identify the most appropriate response in emergency situations. Bedient shared that the university is developing a stakeholder committee that will support transparency and accountability and that

OSU is engaging in different ways to introduce public safety and police officers to the OSU community.

Bedient reported that Green discussed the operating management report and several variances, which were mostly positive. She shared that reserve fund balances were higher than anticipated, yet some are earmarked for specific programs and that some planned investments were paused during the pandemic. Bedient said Green reported that OSU completed the transaction to assume the lease and management of the GEM Student Housing building. Bedient noted a number of approved action items including the adoption of four new financial metrics and operating ranges to replace certain existing financial measures and metrics. She noted that the new metrics are more useful and relevant in light of changing national accounting standards, peer analysis and an updated credit analysis methodology used by Moody's investors rating service. Bedient also shared that the committee reviewed the committee's assessment results and adopted a work plan for the upcoming year. Lastly, Bedient shared that the committee received a status update on active major capital projects approved by the Board since 2015 and noted that many are coming in on-time and on-budget. Bedient shared that staff will be considering contingency plans and strategies given challenges in the construction environment, such as supply chain issues and escalating costs.

## 6. Action Items

### a. **Debt Policy and Liquidity Management Policy Amendments**

Borkar asked Bedient to introduce this item. Bedient said the Finance & Administration Committee approved the adjustment of the university's financial metrics and operating ranges, which impacted the language of the Debt Policy and the Liquidity Management Policy. The committee reviewed amendments to these policies and recommended them to the Board for approval. She then asked Heather Hesano to provide an overview. Hesano provided the Board with an overview of the proposed amendments. Bedient noted that work with bond counsel was conducted to complete this process.

With no further discussion, a motion was made and seconded to adopt the amended debt policy and liquidity management policy as provided in Attachment 1. The motion carried.

### b. **Board Chair's Report: Consideration of President's FY2022 Goals**

Borkar then introduced the consideration of the president's 2022 goals. She shared that the Executive & Audit Committee discussed President Johnson's proposed goals and that the committee voted unanimously to recommend acceptance of the chair's report and set the president's goals for the year. She noted that the committee agreed that the goals were the right mix of short- and long-term focuses, and that the goals would help build a strong foundation in advance of the next president's arrival. Borkar then invited Johnson to speak to her goals. Johnson stated that although the goals are ambitious and numerous, she has worked with leaders across the university to confirm progress is achievable this year and many are already underway.



With no further discussion, a motion was made and seconded to accept Chair Borkar's report and set the president's goals for FY2022. The motion carried.

## 7. Discussion Items

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

Next, Borkar invited former Vice President and Chief Diversity Officer Charlene Alexander and Interim Vice President and Chief Diversity Officer Scott Vignos to provide an annual report on the university's efforts to advance diversity, equity and social justice. Chair Borkar began the introduction by acknowledging that OSU has been recognized nationally with the Higher Education Excellence in Diversity Award for the last four years. Alexander began by sharing that OSU's diversity strategic plan is in its third year of implementation. She shared that significant process has been made even in the midst of a pandemic, and that in several respects, the university is ahead of schedule. Additionally, university-wide efforts to advance the diversity strategic plan are underway within every college, division and unit. She noted that some were highlighted in this year's State of Diversity address. Alexander shared that the Office of Institutional Diversity (OID) has collaborated with Institutional Analytics and Reporting to develop equity data dashboards to help advance goals, and all OID's education and outreach programs were moved to hybrid or remote delivery, which expanded reach.

Alexander shared that the Moving Forward Together initiative was started in response to the Black Lives Matter movement. She noted it was collaboratively developed with students, faculty, staff and university leaders, and launched in summer 2020. Alexander said it aims to strategically create rapid change towards anti-racist outcomes and that each action identified in the initiative has either been completed or is in progress. Alexander said that Leading Change for Diversity Equity and Inclusion is a seminar designed to increase capacity to lead equity initiatives among OSU's leaders. It was launched in summer 2020 and so far, there have been 74 participants from 25 units. She noted that OID has provided consultation and guidance support for unit level diversity strategic planning to colleges and divisions across the institution. Additionally, she shared that OID has continued to build relationships through community diversity relations with external stakeholders, such as Oregon's nine federally recognized Tribes. Alexander reported on the launch of the Pre-doctoral Scholars program through a partnership with the Office of Faculty Affairs. She shared that the program pairs OSU faculty mentors with pre-doctoral scholars from around the country who are committed to DEI for a week-long immersive experience to introduce promising scholars to the OSU community.

Alexander then asked Vignos to share upcoming goals. Vignos shared some office staff transitions within OID and then began sharing goals which include: convening consortium of equity leaders from across the university to increase alignment and connection of efforts; generating expert recommendations for university leaders to consider regarding OSU's potential to be a minority-serving institution (MSI); developing focused recruitment and retention strategy to bring the best and most talented faculty to OSU; making progress on Moving Forward Together; collecting data to understand various evolving needs of communities; and building and strengthening relationships with university stakeholders. Vignos

said this will be done by consistently interrogating systems and structures to think creatively about how to address some of the challenges the university faces.

Manning asked about whether OSU may want to try to transition graduate students into faculty to keep them at OSU as opposed to them leaving to find employment elsewhere. Vignos said that part of the interrogating process will be evaluating these types of norms in terms of whether we are creating pipelines for graduate students.

With no further questions, Borkar transitioned to the panel discussion.

**b. Panel Discussion: Equity, Inclusion, and Social Justice**

In conjunction with the annual report, Borkar shared that Vignos invited a group of panelists for a conversation about efforts happening across the university to advance diversity, equity, and inclusion. Vignos then introduced the following panelists: Vrushali Bokil, Associate Dean for Research and Graduate Studies, Professor of Mathematics, College of Science; Charissa Jones, Equity Coordinator, Outdoor School, Extension and Engagement; Teresita Alvarez-Cortez, Director of Diversity Initiatives and Programs, University Housing and Dining Services; and Erika McCalpine, Executive Director of Strategic Diversity Initiatives, Program Lead, OSU-Cascades and College of Business.

The panel discussion began with Vignos asking panel members to share what they have done within their organization to advance equity and inclusion. Panel members shared: launching diversity action planning; hiring staff dedicated to equity and inclusion; inclusivity within housing and dining; grassroots efforts; and educational outreach within the local community, both businesses and K-12. The panel also spoke with the Board about the need for behavioral change beyond simply creating plans. Panelists noted behavioral change takes time because people need to unlearn and relearn behaviors and it is important to allow for growth within a proper timeline. Challenges were discussed, including how to demonstrate evidence of success in the work and identifying what success looks like. Panelists noted that data to show impact is not always available. Panel members reiterated the importance of a deliberate process to create change that also recognizes when a sense of urgency can be effective. They shared that success will be evident when equity and inclusion is felt at the “cellular level,” not simply an equity filter that people put on and take off and that it should be embedded in everything we’re doing. The panelists recognized that progress has been made and highlighted the importance of looking back to see how far the university has come, while knowing there is still more work to do.

**8. Action Items**

**a. Presidential Search Preliminary Timeline and Process**

Borkar introduced the next action item by sharing that the Board discussed principles and overarching approaches to be used in the next search at the October 6 retreat. She shared that this discussion was intended to focus on the preliminary timeline and process. Board Secretary Colbert led the discussion and referenced that the process this time is in part informed by outside investigator feedback of the last presidential search process.

Trustee Callahan expressed that the search committee chair should be part of the process of selecting the search firm. There was general agreement amongst the trustees on this point. Colbert went on to describe the process and related matters. Colbert recommended that in addition to the search firm due diligence efforts, the Board should obtain the services of a separate entity that will do background and due diligence checks. Callahan sought clarity on what the search firm will do in terms of background if an outside entity is hired. Colbert responded that the search firm will do some of the work and the outside entity would be a next level of due diligence at the semi-finalist stage. Callahan stated that this is going to add to the cost though he agrees with the recommendation. He also suggests that more reference checks should be done than what was done with the last search.

Questions about the current timeline were posed. Colbert explained that the timeline was based on research of other similarly situated universities that have conducted presidential searches in the last five years, 11 of which did public searches. She noted that once the search firm is in place, they can weigh in on whether the timeline is realistic.

Colbert next moved to a discussion on selection of the search committee, noting it will likely be a bit bigger than the last time. Manning suggested that the process for engagement with stakeholder groups be very strategic and suggested there may be other ways to utilize stakeholders throughout the process. She shared that expectations and visibility on this search process will be very high. Colbert suggested that more resources may need to be brought to bear with this in mind. Borkar suggested that search committee members need to be clear on the time commitment and the expectations. She shared that those who are not selected to serve on the search committee may still be incorporated in other ways with the overall process.

Colbert next spoke about communication and engagement. She acknowledged that the Board's search retrospective and the Faculty Senate ad hoc committee feedback suggests that the Board should find creative ways to engage and also circle back to let groups know they have been heard and how their feedback was incorporated. Colbert suggested that a formalized communication plan should be created.

Discussion occurred about Colbert leaving the board secretary role and the importance of making sure the search is adequately staffed. Colbert assured the Board that there is expertise within the Provost's Office and that Gigi Bruce, who is extremely capable, will be supporting the search efforts. Colbert noted that Bruce's contributions combined with an interim board secretary who is prepared to hit the ground running, will ensure that the search will be in good shape.

A motion was made to accept the preliminary timeline and process recognizing that the process will be defined based on discussion and once the search firm is in place. The motion was seconded. There was no further discussion, and the motion was carried.

Borkar emphasized that the entire Board will need to engage with the process, not just those trustees who are serving on the search committee. Borkar shared that Manning has agreed to serve as the chair of the search committee. Additionally, she noted that Brim-Edwards agreed to serve on the search committee.

**b. 2022 Board Work Plan and 2021 Board Assessment Results**

Borkar began by thanking 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 shared key takeaways from the annual trustee surveys. She recognized the need for flexibility and appreciated the ability to adapt. Borkar shared that many trustee surveys noted the desire to reconnect with the university community and the importance of getting back to in-person engagements. She noted that in the feedback many emphasized importance of communication in all directions, including helping others understand the role of the Board and the role of the president.

Borkar then discussed the year ahead. She stated that the presidential search will be the top priority. As well, Borkar noted she will work with the Board Office staff and the president to bring forward more formal guidelines on when and how information is communicated, and guidance for senior leaders on what to do when there are concerns about the president. Borkar shared she has asked staff to consider what resources are needed to pursue new ways to communicate what the Board does and how it is done.

Borkar raised the question of Board officers and timing. When she accepted a second term as chair, her focus was on continuity of leadership on the Board as the university transitioned to new president, which worked well given the timing of the 2019 selection. But she shared that now that the university is pursuing a new presidential search, her term will be ending at the same time that the arrival of the next president is anticipated. With this in mind, Borkar suggested that the next chair and vice chair be installed via special election that would take place at the fall meeting. There was general agreement with this suggestion.

With no further discussion, a motion was made and seconded to approve the 2022 Board work plan. The motion carried.

**c. Resolutions of Appreciation**

Borkar noted that five trustees would soon be transitioning off the Board. There were resolutions of appreciation for Mike Bailey, Stephanie Smith, Mike Thorne, Paul Kelly, and Khawater Hussein.

A motion was raised and seconded to approve the resolutions of appreciation of the transitioning trustees. The motion was carried.

A resolution of appreciation was put forth for outgoing Board Secretary Debbie Colbert. A motion was raised and seconded to approve the resolution of appreciation. The motion carried.

Outgoing board members shared their reflections of their time serving in their role as trustees. As well, Colbert shared her appreciation for the Board and her time working with them.

**9. Other Business**

**10. Adjournment**

With no further business proposed, Chair Rani Borkar adjourned the meeting at 3:14 p.m.

Respectfully submitted,



Jen Humphreys  
Assistant Board Secretary