



**Oregon State**  
University

## The Board of Trustees of Oregon State University

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### Regular Meeting of the Board of Trustees

January 28, 2022

10:30 am – 4:30 pm

Horizon Room, Memorial Union Room 049

Corvallis, Oregon

### MINUTES

**Trustees present:** Chair Schueler, Patty Bedient, Rani Borkar, Darry Callahan, Maria Chávez-Haroldson, Susan Clark, Michele Longo Eder, Katie Fast, Román Hernández, Becky Johnson (*ex officio*), Julie Manning, Preston Pulliams, Jax Richards and Inara Scott.

**University Staff Present:** Jackie Bangs, Steve Clark, Tom DeLuca, Kevin Dougherty, Katie Fast, Ed Feser, Becca Gose, Mike Green, Jen Humphreys, Dan Larson, Erika McCalpine, Terry Meehan, Deb Mott, Paul Odenthal, Rick Settersten, Lauren Skousen, Patti Snopkowski and Irem Tumer.

**Guests:** Taha Elwefati (*president, Associated Students of Cascades Campus*), Dhru Patel (*president, Associated Students of Oregon State University*) and Eric Schoenstein (*liaison, OSU Foundation Board of Trustees*).

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

Chair Schueler called the meeting to order at 10:31 a.m. and asked Board Secretary, Jackie Bangs, to call the roll. A quorum was noted.

Chair Schueler then conducted a land acknowledgement statement.

#### 2. **Public Comments**

The following individual provided public comments:

Ron Marek spoke with concerns about the previously approved student housing project planned at the 9<sup>th</sup> St. and Madison Ave. location.

#### 3. **Opening Comments and Reports**

##### a. **Chair's Comments**

Chair Kirk Schueler began by providing an update on the Association of Governing Board's (AGB) study, which is a status assessment of Oregon's statewide university governance. Schueler explained that AGB conducted small group discussions as well as virtual office hours. Schueler said the final report of the results will be presented to the Higher Education Coordinating Commission and the Senate Education Committee in February. Schueler described a Corvallis CitySpeaks interview that he and President Johnson participated in recently that covered a variety of topics including interpersonal violence, the presidential search, public safety and other topics.

**b. President's Report**

Interim President Rebecca Johnson began by sharing that U.S. News & World Report ranked OSU 5th in the nation in online bachelor degree programs and that this is the fourth consecutive year that OSU has been in the top five, as well as the eighth consecutive year of being in the top ten. Johnson acknowledged the 1,000 faculty who are teaching and developing classes for OSU's 12,000+ online students. As well, Johnson noted that OSU is ranked 2nd for online Psychology programs, 4th for online Business programs, 13th for online Veterans programs and 24th for online master's in engineering programs. Johnson acknowledged Lisa Templeton, vice provost for Ecampus for her leadership of Ecampus and contribution to these successes.

Johnson went on to discuss recent diversity, equity and inclusion activities including the Jan. 17 Martin Luther King Jr. Day Peace Breakfast and March. Johnson said Jan. 17 was designated as a Day of Service at OSU-Cascades. Johnson noted that the planned speaker for the day, LaTasha Brown, was called to Washington, D.C. to lobby on behalf of voting rights but instead will come to OSU on Feb. 17. Johnson shared that numerous activities across OSU are planned for Black History Month in February, including the grand opening of the Dr. Lawrence Giggs Center for Black and Indigenous Student Success. Johnson added that the vice president and chief diversity officer search will launch soon.

Johnson then said that preliminary enrollment numbers for winter are up 2.2% and credit hours are up 3%. Johnson then thanked Provost Ed Feser, Vice Provost Dan Larson and all others across the university for adopting a culture of care and response to the pandemic, and reiterated that a return to in-person learning and engagement is important. Johnson acknowledged that there are extra burdens placed on students, faculty and staff both at work and home and that a culture of care helps to lessen the impacts of those challenges. Johnson said that OSU is trying to provide for as much flexibility as possible and the president's office will continue to provide updates throughout the year.

Johnson referenced a panel that presented on sexual misconduct and interpersonal gender-based violence prevention the previous day at the Academic Strategies Committee meeting. Johnson expressed assurance that preventing gender-based interpersonal violence, responding to it and supporting survivors is a top priority for her and for Oregon State University. Johnson said Larson and his team have been listening to stakeholders and more resources have been invested across OSU's network of services. Johnson recognized that there are differences in opinions about where resources should be located in the university and expressed commitment to continuing discussions with survivors and others on how best to organize those services. Johnson said the goal is to eliminate violence and harassment and that it's going to take all of us working together to do so.

Johnson then provided a research and scholarship update, including success in research grants and expenditures. Johnson said that OSU faculty are working to address some of the most important issues facing our world today, such as climate science and the impact on fires and droughts, food safety and security,

energy production and conservation, the polarizations across the country, conflicting values on income inequality, and public health disparities. As well, Johnson noted that OSU faculty are working in areas of art, music and theater that enriches lives and lifts the spirits of so many.

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

Schueler invited Provost Ed Feser and Vice Provost for Student Affairs Dan Larson to provide a COVID-19 update. Feser said that in-person operation has been prioritized and the omicron variant surge has been the most significant test of OSU's approach. Feser said the framework and clear guidance has been provided for all units and locations, but that flexibility is built in to accommodate unique circumstances. Feser noted that university leaders discussed moving to remote operations during the surge due to disruption, but opted against the need for that as a blanket approach. Additionally, they believed in the safety measures in place and that the classrooms had not proved to be a significant source of spread. Feser expressed appreciation for Larson and all units and leaders who are making decisions in complicated circumstances.

Larson went on to share that OSU's response to the pandemic is in a steady state and that measures are in place to allow operations to generally continue in-person. Larson said that OSU's approach to operations has stayed in alignment with other peer universities. Larson shared that increased caseloads are expected to have some operational impacts, but that does not mean all classes, programs and activities need to go to remote operations.

Larson said the challenges are primarily operational at this point, rather than severe public health concerns, given the decreased severity of the omicron virus. Larson said they continue to encourage flexibility and care and expect to see case counts to stop increasing soon. Larson said the Pathway Steering Team will continue to respond to changing conditions and any new guidance that comes from county, state, or federal health authorities.

Schueler asked whether case counts on campus are being tracked, knowing that many may be doing home tests and are not recorded. Larson responded that all students who live in residence halls were tested upon return at the beginning of winter term, as well as those who are not vaccinated. Larson said that OSU moved to tracking case counts daily and are now seeing the numbers stabilize, and that the numbers of students in isolation is significantly decreasing.

Trustee Rani Borkar expressed appreciation for all that Larson and team are doing to support the safety of the community. Borkar then asked about disruption in the classroom setting due to high number of cases. Larson said it can be a challenge for instructors to teach in a hybrid manner. Larson shared that instructors are working with students to help them progress as much as feasible within the limits and unique circumstances of the class. Feser said we do not have a university-wide tracking system in place to know how many students are missing from class and how attendance fluctuation is occurring. Larson and Feser further discussed the merits and challenges of remote and hybrid learning modalities and how students are experiencing them.

Larson responded to questions about at-home testing and its impact on OSU's ability to track cases, operational impacts related to absenteeism and shared that testing would continue to be available on campus for the time being. Larson said that OSU is learning how to normalize living with the pandemic.

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

Chair Schueler welcomed ASOSU President Dhru Patel. Patel began by sharing that the work of ASOSU this past several months has focused on the Student incidental fee for FY23. He said ASOSU decided on three pillars to guide decisions – student employment and living wage, basic needs and sustainability. Patel shared that the ASOSU voted for a \$15/hour starting wage for all students working in student fee-funded units beginning January 2022. Patel said they are working with OSU administration to ensure that there is a tiered pay structure for student employees and that ASOSU is encouraging the university to pay \$15/hour in all student employment positions. Patel shared that an expanded budget to the Human Services Resource Center (HSRC) and Family Resource Center (FRC) was approved to help students experiencing challenges meet basic needs throughout the pandemic. Patel said they are working to add another basic needs navigator position funded by student fees. Patel shared that his administration is hoping to use ASOSU contingency funds to work on environmental projects at OSU. As well, Patel said there is interest in creating an International Student Cultural center and a Disability Student Center. Patel encourages OSU to develop a standardized process for students when they want to add a center.

Patel then shared that ASOSU is working on encouraging OSU to move from a student government advising model to a student advocate model and said that this approach ensures the autonomy of ASOSU and promotes the spirit of what shared governance ought to be. Patel said they are creating a task force that looks at best practices at other institutions using the advocate model. Patel said they would like to create a student government advocate position that would reside in a different department than Student Affairs.

Patel described ASOSU's perspective on how the Survivor Advocacy Resource Center (SARC) is staffed. Patel said ASOSU is working on a resolution that calls for increased funding and staffing for SARC and described the proposed positions. As well, Patel said the resolution calls for data about SARC's intake and utilization rates to be tracked, and that at least two student positions are on every search committee for hiring within Student Health Services and Counseling & Psychological Services. Patel said that ASOSU holds that SARC should be an all-encompassing resource center that provides for advocacy, referral, response, and care.

Patel discussed upcoming Feb. 14 elections and that ASOSU has struggled to get voter turnout. Patel would like OSU to provide more support on this effort. Patel asked that the university provide a Canvas Banner page that displays voting message to students before they can register for classes. Patel said OSU should allow ASOSU to send out three emails per term, rather than one.

Trustee Jax Richards expressed appreciation for Patel's report. Richards stated that the stronger ASOSU is, the stronger the university is. Trustee Michelle

Longo-Eder commented that voter turnout is important and that she hopes that can be improved.

Longo-Eder then asked about the desire to shift from advising to advocate model. Patel said the problem lies with the concentration of oversight. He explained ASOSU's stance that oversight and advocacy should be separated because when ASOSU takes a position opposite to that of the administration, advisors could act in ways that favor student affairs/administration. Patel said an advocate could take adversarial stances against the university and oversight would be left to the university, which is currently the Vice Provost for Student Affairs. Patel explained that ASOSU believes an advocate model would remove a potential conflict of interest. Since the advisor positions are currently vacant, Patel suggested that now is a good time to make the change.

Trustee Maria Chávez-Haroldson asked about what Patel hears that are the top basic needs of students. Patel replied the top needs are food insecurity, housing insecurity, financial access to higher education and challenges with the pandemic. Patel also reported hearing that HSRC is wonderful resource for students.

e. **Associated Students of Cascades Campus (ASCC) Report**

Schueler introduced President of the Associated Students of the Cascades Campus Taha Elwefati, who shared updates about the student fee committee, which has been reorganized. Elwefati said that an updated budget hearing process is to come. Elwefati said ASCC has been working with administration on adding a new fee for health and wellness operations. Elwefati said that ASCC has been working on many initiatives including food pantry, menstrual health support, campus and community outreach projects, and recruiting for a director of sustainable initiatives position. Elwefati shared that he concurs with the advocate model approach being pursued by ASOSU at Corvallis.

Elwefati said ASCC has begun to focus on creating more campus and community outreach and engagement project projects. Elwefati shared that the new director of graduate student affairs is creating programming that is particular for OSU-Cascades' growing graduate student population. Elwefati said that ASCC recently funded a director of sustainable initiatives position and plans to hire that position this term. Elwefati acknowledged that the assistant director of student life, who also served as the advisor for both the Student Fee Committee (SFC) and ASCC recently resigned. Elwefati said that while the position is being recruited, both professional staff and student employees have worked extremely hard to support students during this transition. Elwefati said ASCC is dedicated to advocating for the resources students need and hope that the Student Success Center is a step in that direction. Elwefati finished by thanking the board for the honor of serving on the presidential search committee

Chávez-Haroldson asked about partnerships related to the menstrual health. He said that products are now placed in all women and gender-neutral restrooms.

Schueler expressed his appreciation to Elwefati for his participation on the presidential search advisory committee.

f. **Faculty Senate Report**

Schueler welcomed Erika McCalpine as the new Faculty Senate president and acknowledged Selina Heppell's service as the outgoing Faculty Senate president. Schueler thanked Selina for her unifying spirit and all she did last year as a liaison between the Board and the Faculty Senate.

McCalpine, an instructor in the College of Business, shared that she is the first Faculty Senate president from OSU-Cascades and is the first woman of color to be the Faculty Senate president. McCalpine said that representation matters so that people of color can see that success is possible for them at OSU. Erika said she is from Alabama and has two children, one is a graduate student at OSU-Cascades and the other is a junior in high school. McCalpine shared why she ran for Faculty Senate president, noting that she was a nontraditional student with a broad wealth of experience and knowledge prior to her career in academia.

McCalpine discussed the Faculty Senate initiatives for the coming year. McCalpine said she would like to get to know all faculty who are represented within Faculty Senate. McCalpine said she is hearing that faculty are stressed and are worried, particularly those with children under five who are not able to be vaccinated; OSU needs to be attuned to the needs of faculty's full lives and family concerns. McCalpine believes communication with faculty encouraging them to talk with unit leaders about flexibility is very important. McCalpine said they are going to work to help the Faculty Senate understand what shared governance means to senators, so people can advocate without being adversarial.

McCalpine said the Faculty Senate continues to work on baccalaureate core reform and thanked John Edwards and Lori Case as chairs. McCalpine said a large committee is working to determine how best to conduct listening sessions. McCalpine said Selina Heppell is serving as executive committee liaison.

McCalpine addressed faculty concern over the presidential search and appreciation to Trustee Julie Manning, Chair of the Presidential Search Advisory Committee, for coming to meet with the Faculty Senate each month.

McCalpine shared that she is looking to build strong relationships between the members of Faculty Senate, Administration, ASOSU and ASCC in order to move forward in a more positive way.

Schueler expressed appreciation for hearing about the initiatives. Johnson asked about whether OSU can do more to support McCalpine's navigation of differences between OSU-Cascades and Corvallis, and she said the support has been excellent from the Provost's Office.

g. **OSU Foundation (OSUF) Report**

Schueler invited Eric Schoenstein, Chair of the OSU Foundation Board of Trustees, to provide the report, on behalf of John Stirek, chair of the OSU Foundation investment committee. Schoenstein said there is a strong partnership between OSUF, OSU Alumni Association, the Foundation board and the OSU Board of Trustees. Schoenstein reported donors had given \$99.4M in gifts and pledges in the first six months of the year, towards the OSUF baseline goal of

\$128 million for the fiscal year, representing their best first-half of a fiscal year in Foundation history. Schoenstein reported that Provost Ed Feser announced last week the successful completion of the Provost Faculty Match, a partnership between the OSU Foundation and the Office of the Provost. Schoenstein said donors established 15 new endowed faculty positions in just six months across seven colleges in response to this program. Schoenstein expressed gratitude to Provost Feser and to the donors who recognize the excellent faculty at OSU.

Schoenstein then went on to discuss the OSUF cause-related fundraising initiatives, including food insecurity; Veterans; diversity, equity and inclusion; and students facing emergency funding needs. Schoenstein said the next cause-related initiative will be climate science, an area of excellence at OSU.

Schoenstein said the endowment is highest in history at \$877M and they were able to increase allocations to the university by \$1.4M.

Schoenstein then spoke about public engagement and expressed excitement about

OSU Connections, an online community engagement platform for career and community networking. Schoenstein shared that the OSUF tailgate party for Beaver football fans at year's Jimmy Kimmel LA Bowl had 1,000 participants.

Trustee Darry Callahan expressed appreciation for partnership with OSUF and OSU Board of Trustees and referenced the increased cost of Reser being largely covered by donations managed by the OSUF. Trustee Patty Bedient expressed appreciation for the thoughtful remarks and insights provided by the OSUF leadership team at last week's presidential search listening session. Conversation continued with extra detail about the earlier reported items.

**h. Higher Education Coordinating Commission Report**

Ben Cannon, Executive Director of the Oregon Higher Education Coordinating Commission, was unavailable to provide a report.

**i. Presidential Search Advisory Committee Report**

Schueler invited Presidential Search Advisory Committee (SAC) Chair Julie Manning to provide an update. Manning shared that the search began in earnest in January with first meeting of SAC and 15 listening sessions. Manning said profiles of each SAC member is available online and commented that the committee is larger than the previous one, and represents a comprehensive group with broad university representation. Isaacson Miller (IM) is the executive search firm assisting the committee. The SAC looked at a proposed work plan and timeline and heard from Interim Chief Diversity Officer Scott Vignos, who described his role as Search Advocate and committee member. Manning said SAC members discussed confidentiality and transparency and methods for achieving a diverse applicant pool. The SAC meeting included one hour for discussion about qualities and characteristics that are most important for the next president to possess, which are key elements in the final presidential profile. Manning said that OSU also utilized an online survey open to all faculty, staff, students and broader community members to inform the presidential search profile

Manning noted that trustees Bedient, Chávez-Haroldson and Julia Brim-Edwards are also on the SAC and that Scott Ashford, Dean of the College of Engineering, has been added due to Alan Sams' departure.

Manning shared the status of the timeline and said recruiting will occur over the next three months. Manning reminded trustees of the winnowing process that would culminate in visits by finalists to OSU in Corvallis in late May, followed by a special board meeting to consider community feedback and deliberate on finalists. Manning anticipates that the president will be announced in early June.

Callahan encouraged Manning to reach out and talk to community members over the next few months to share what is happening with the search. Borkar concurred with Callahan's suggestion and asked that Manning provide ongoing updates to trustees. Borkar commented on the Presidential Profile and encouraged the consideration of what a 21st century leader looks like. Manning thanked Borkar and noted that there will be an opportunity for trustees to discuss the profile later in the meeting.

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

- a. **Minutes of the January 13, 2022 Board Meeting**
- b. **Capital Project Change to Approved Budget: Graf Hall**
- c. **Capital Project Stage Gate II: The LaSells Stewart Center Mechanical and Roof Renewal**

Schueler reviewed the list of items in the consent agenda and asked whether any items should be moved to discussion. Hearing no questions or request for discussion, a motion was made and seconded to approve the consent agenda. The motion carried.

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

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

Schueler invited Manning to provide the ASC report for Chair Preston Pulliams, who was unavailable. Manning began by sharing that the ASC approved five new academic programs and briefly described each of them. Manning shared that the ASC heard three briefings on key areas including, Interpersonal Violence Prevention and risk management, a Research Innovation briefing and an Internationalization briefing.

##### **b. Finance & Administration Committee**

Callahan provided an update on the Finance & Administration committee meeting. Callahan spoke about Vice President for Finance & Administration Mike Green's update, which included information on how the university provides for diversity, equity and inclusion goals when hiring sub-contractors and other suppliers. Callahan shared that Green has convened a work group to develop a diversity, equity and inclusion action plan for the Division of Finance & Administration.

Callahan then spoke to some of the capital projects that were discussed, including the Whyte Track & Field project and the Gilkey Hall renovation of \$7.3M, noting that other projects discussed during the Finance and Administration Committee would be covered later in the meeting.



Callahan shared that the quarterly Operating Management Report, the quarterly Investment Reports and the annual report on the OSU Internal Bank were discussed. Callahan said these would normally be on the consent agenda but were approved as action items for the benefit of new trustees and as a reminder to everyone.

Callahan said the committee received an update on the Upper Division and Graduate Student Housing project, which received final land use approval from the city following a pause in construction planning due to the pandemic. Callahan noted that the scope of the project had changed but not so large that it needs to be reapproved by the Board. However, Callahan noted that current capital projects approval policy does not address criteria regarding scope changes and that is something staff will review for Board consideration.

Callahan explained that the university undertook a review of the Corvallis budget model, and Associate Vice President of Budget and Resource Planning Sherm Bloomer spoke about how the model makes colleges more aware of the ways their programs impact enrollment and OSU's mission. Callahan noted the relatively high level of reserves in the E&G budget (\$187.7M) which is above the board-established range. However, Callahan said that \$29M is funding for Outdoor School that went unspent during the pandemic; it will be used in that program and cannot be used for anything else. Callahan said that with the Outdoor School reserves excluded, the number falls within the Board's approved range.

Callahan shared that the committee received preliminary information on fiscal year 2023 tuition rates, noting that continuing students will see a smaller increase and new students will see a slightly higher increase. Callahan said the committee discussed the guidance that OSU should prioritize admitting qualified Oregon residents, and if there is capacity, all students regardless of resident status. Callahan said that is what is being done currently and OSU has not yet reached capacity. Callahan said that if OSU does get to capacity, trustees will need to discuss what should be done to maintain the Oregon-centric focus of OSU's land-grant mission.

**c. Executive & Audit Committee**

Schueler provided a brief update on the Executive & Audit Committee meeting which included approval of the Office of Audit & Risk & Compliance 2021 Final Progress Report, the annual plan and the Enterprise Risk Management Report. Schueler said the committee received a Public Safety status update from Chief Shanon Anderson. As well, Schueler noted that the Executive & Audit Committee and the Finance and Administration Committee met together to accept the FY2021 Annual External Auditor Report, which included an unmodified opinion and no deficiencies in internal controls that would be considered an internal weakness.

**6. Action Items\*\***

**a. Presidential Leadership Profile**

Schueler introduced the topic, providing information about the presidential profile, and then asked Manning to share more details. Manning said profile provides a basis for the criteria that will be used by the Board as well as well as the OSU

community in assessing candidates for the position. Manning suggested that trustees focus discussion on whether the profile addresses the opportunities and expectations for leadership, if it is expressed clearly and whether it is compelling. Callahan said it was really well done and noted that there are many things that that trustees and the community want to see in a president, and there will be a need to prioritize. Scott noted that in listening sessions, diversity, equity and inclusion was called out as an important priority and that is represented in the profile. Chávez-Haroldson commented that OSU needs a creative leader who is able to navigate highly complex issues within complex institutions. Borkar said the Board and the community need to hone in on what are the top, non-negotiable characteristics. Schueler commented that the document is also a recruiting vehicle. President Johnson noted that the profile highlights research but that we could highlight more what we are doing in the arts. The Board agreed that Manning will take feedback and make minor edits, but the profile would not need to come back for the Board's review.

A motion was made that any of the suggestions heard today from trustees will be taken under consideration by trustee Julie Manning, Chair of the Presidential Search Advisory Committee to make those edits to the presidential profile on the Board's behalf and then it will be finalized. It was seconded and was carried.

**b. Capital Project Stage Gate II: West Greenhouses**

Schueler invited Callahan to discuss a series of capital projects. Callahan started with the \$6.2M West Greenhouses expansion and advancement of the project to the construction phase. Callahan shared that the current greenhouse, built in 1929, is no longer repairable. New greenhouses will improve energy efficiency. Callahan said that this project is an interim step toward the Plant Science Innovation Center, which is in the ten-year capital forecast.

Hearing no further questions or discussion, motion was made, seconded and carried to approve the Capital Project Stage Gate II: West Greenhouses project.

**c. Capital Project Change to Approved Budget: Cordley Hall**

Callahan shared that this is a budget increase for Cordley Hall to a total of \$176M. Callahan shared information about building residents, uses, and benefits. Callahan explained the reasons for the budget increase, which includes cost escalations and supply disruptions. Callahan said the Oregon legislature is considering additional funding for some higher education capital projects to help address construction cost escalations, but if state plans are not approved, the university would utilize existing money from OSU-paid bonds. That approach would require schedule adjustments and possible delays to other building and renovation projects currently in the ten-year forecast.

Hearing no other discussion or questions, a motion was made to approve the Capital Project Change to Approved Budget: Cordley Hall. The motion was seconded and carried.

**d. Capital Project Change to Approved Budget: Reser Stadium West Grandstands**

Callahan said that there has been a budget increase on the Reser Stadium West Grandstands project, which includes the Welcome Center and the Wellness

Clinic. Callahan said the original budget approved was \$150M in May 2021 and that supply chain disruptions and cost escalations have caused the project estimates to increase by \$7.5M. Callahan said additional donor gifts and health facility reserve funds will be used to cover the increase.

Hearing no discussion or comments, a motion was made to approve the Capital Project Change to Approved Budget: Reser Stadium West Grandstands. The motion was seconded and carried.

## 7. Discussion Items

### a. Strategic Plan 4.0 Implementation Update

Schueler began by introducing Provost and Executive Vice President Ed Feser, and Vice Provost for Faculty Affairs Rick Settersten to discuss the Strategic Plan 4.0 Implementation update. Feser reviewed the current five-year plan (2019-2023), which was developed to advance the university on its path to achieve the commitments and distinctions described in Vision 2030. Adopted in 2017, Vision 2030 articulates OSU's promise, focus, and distinction among premier research institutions and describes our commitment to provide access to a high quality and affordable education for all learners. Feser spoke about the discoveries of the visioning effort, which resulted in the aspiration articulated in SP4.0 that envisions OSU as a leader among land grant universities in the integrated creation, sharing, and application of knowledge. As well, Feser spoke about inclusive excellence, which runs throughout SP4.0. Feser said this refers to how many students we are able to include and support rather than being elite and exclusive. Feser spoke about the plans, goals, actions and tactics and suggested a cluster of the actions center around developing innovative pathways to degrees and other forms of credentials. Feser said another category within the plan is to renew OSU's infrastructure, especially around research. Feser said an underlying assumption is that the university's strategic plan is a framework and provides general direction for all other unit strategic plans across the university.

Settersten said that as chair of SP4.0, he is tasked with leading the implementation steering committee. Settersten said that the committee has 15 different action leaders and meets quarterly to review status and share updates. Settersten spoke to the shift of team culture towards shared problem solving. Settersten said the group is convening stakeholders across the university to bring diverse perspectives to further develop and refine some of the strategic actions. Settersten said that it's a living plan; adjustments have been needed along the way, particularly in the context of the pandemic challenges.

Settersten feels that the implementation is on track, and that the committee will continue to advance actions and see that impacts are visible across the university. Settersten said the pandemic led to systematic introspection bringing clarity around the work that OSU is doing.

Settersten finished by saying that it is time to begin thinking about the development of the next strategic plan iteration (SP5.0). Settersten said this is ideal timing for OSU to move into a new era and that the October Board retreat would be a good time to have a deep discussion around SP5.0.

Manning said it is reassuring to have the strategic plan as an ongoing North Star and is supportive of the suggestion to have this as a topic at the October retreat.

Callahan commented on the apparent progress and noted how embedded the plan is in the university. Feser said that the plan is widely embraced, and the progress has been good. Feser suggested that leadership may want to consider whether the next strategic plan should be more directive, which creates an opportunity for the incoming president. Bedient agreed, adding that there is a framework around strategic planning already in place that presents an opportunity. Bedient also agreed that a deep discussion in the fall is welcome, particularly considering the opportunity to incorporate the voices of new trustees and a new president.

**b. Elliott State Research Forest Briefing**

Schueler began by providing background on the Elliott State Research forest. Feser shared that the Elliott is Oregon's first state-owned forest; it comprises 91,000 acres on the coastal range. Feser said that the Elliott State Research Forest would be an 82,000-acre subset of the forest. Feser said the earnings from the forest were designated to support the Common School Fund, but no harvesting has occurred since 2013. Feser said that in 2017 the state land board sought to decouple forest revenues from the Common School Fund but keep it in public ownership. Feser said this led the state to consider conversion to a university-managed research forest. Feser said that, at that time, President Ray signaled OSU's interest but said certain contingencies would need to be addressed. Feser said this update covers the three years of work that has occurred to date. Feser said that after the 2018 meeting, OSU signed a memorandum of understanding with the Department of State Lands (DSL) agreeing to develop a proposal for a university-managed forest. Feser said that proposal was provided to the State Land Board at its December 2020 meeting and that the State Land Board voted unanimously to affirm its intention to decouple the forest from the Common School Fund and to transfer ownership to OSU. Feser said the State Land Board then directed DSL to continue working with OSU and the advisory committee that DSL had set up to develop a more detailed proposal. Feser said the January 2021 update to OSU's Board related to the research proposal and governance model to deliver on the public objectives. Feser said at that point, OSU wanted to assure that the right balance could be achieved to manage the forest according to the research vision and to assure accountability to the public interest in the management of the forest, while mitigating risk of potential financial loss associated with the forest. Feser said many conversations occurred in summer 2021 about governance, and it was determined that a model where OSU owns the forest was not conducive to mitigating financial risk. Feser said that a mutual agreement was reached to create an independent state entity that would assume ownership and overall fiscal responsibility.

Feser introduced Dean of the College of Forestry Tom DeLuca to explain the budget and planning considerations for the forest. DeLuca explained that OSU's proposal sought to be consistent with the State Land Board's vision, which meant converting to a research forest but retaining full public access. DeLuca spoke about the advancement of OSU's climate action capacity through carbon storage. DeLuca said that the Elliott creates the largest forest reserve on the Oregon

coast, and that it will increase the acreage of forest over 100 years old by 50% by 2070; it also supports local economies. DeLuca then went on to speak about the financial sustainability of the forest that included income projections and analysis. DeLuca spoke about a Forest Management Plan that details how OSU will meet the objectives of the research proposal, educational objectives and support of the local economy. DeLuca displayed a map and described some of the areas and intended uses and activity for various areas. DeLuca said OSU is going to be working closely with DSL to make sure that the Forest Management Plan aligns with the Habitat Conservation Plan, which is intended to ensure that OSU does not violate the Endangered Species Act. DeLuca finished by saying that the Governor has expressed interest in OSU demonstrating that there was a large array of input on the research activities that are being proposed by the College of Forestry. DeLuca said there will be a Research Exploratory Committee with 30 different members from across campus and the college for screening. DeLuca said that the provost also set up an internal guidance group for the college made up of multiple deans across campus. DeLuca said that a DSL advisory committee is made up of individuals from non-governmental organizations and from the regional tribes, K-12 representatives, recreational interests and many others. DeLuca also spoke of several university-based partners involved in the planning process.

Scott asked whether the Habitat Conservation Plan alleviated remaining litigation possibilities. DeLuca said the Habitat Conservation Plan was submitted late last summer to federal agencies and had gone through some public input, and would provide some protection from environmental litigation. Federal agencies are now evaluating the submitted Plan.

Chávez-Haroldson asked about on-the-ground inventory and how long an inventory process will take to complete. DeLuca says by next summer and that they are moving away from a traditional inventory method that has been done in the past, in favor of state-of-the-art approaches using lidar technology.

Chávez-Haroldson asked how resident researchers be chosen in terms of diversity, equity and inclusion (DEI). DeLuca said all hires are OSU hires and will follow all DEI best practices. DeLuca's intent is to seek as diverse representation as possible from across the state and the hiring committee will utilize search advocates and the college's own DEI practices.

Schueler asked who controls the reserve funds generated in the fourth year. Senior Associate Vice President for Administration Paul Odenthal said the Elliott State Research Authority will set the budget and manage the finances.

Odenthal explained that there will be an independent board of directors appointed by the state land board, rotating 4-year cycles, and the dean is a standing and non-voting member

Director of OSU Government Relations Katie Fast said that the legislative session begins next week with numerous work groups and that the chief sponsor of Senate Bill 1546 relating to Elliott State Research Forest is Senator Lee Beyer. Fast said that the Governor is requesting to decouple the Elliott from the Common School Fund.

Fast said there are very diverse stakeholders who are largely in support of the Elliott Research Forest moving forward.

Richards asked if a contingency plan is in place in the event that external factors delay the senate bill going to a vote. Fast said there is a lot of momentum right now with the various stakeholders but if it does not happen this February, we are well-positioned to come back during the next legislative session.

Bedient suggests that it would make sense for OSU to have a voting member of the Elliott advisory board and that the dean should be the chair. Scott asked about OSU's contractual obligation to the Elliott board if the university does not have any control. Senior Associate General Counsel Terry Meehan said contracting would be subordinate to the foundational pieces already in place and that the Elliott board must contract with OSU if the law is to become effective.

**c. Legislative Update**

Schueler invited Director of Government Relations Katie Fast to provide a legislative update. Fast said that with changes in legislative committee leadership, the working dynamics and priorities of both chambers will be different. Fast said that Dan Rayfield, representing Corvallis in District 16, has been designated as Speaker of the House elect. Fast said that several legislators are vying for higher public office, including three who are running for governor. Fast said that there is an unprecedented number of pandemic relief resources—\$1.5 billion more than projected and the state still has additional federal funds. Fast said that the COVID-19 pandemic will continue to impact how the state legislature works and that advocacy needs to adjust, as no legislators are taking in-person meetings.

Fast said that the short legislative session will begin Feb. 1 for 35 days with an adjournment deadline of Mar. 7. Fast said that 259 bills have been dropped, with a few more coming, and that campaign season will begin after the session ends.

Fast shared that the 2022 legislative agenda includes reinstatement of the Harvest Tax, \$2.2 million funding for OSU statewide programs (several entities did not receive the full amount to remain at full-service levels), assistance to address escalating construction costs, \$7.5M for Strong Start Oregon (a program to help students access higher education with less debt), establishment of the Oregon Cybersecurity Center of Excellence, creation of a statewide broadband strategic plan, NIL (“name, image and likeness”) legislation to direct royalty payments to student athletes on jerseys, video games and trading cards, and make important updates to the 2021 NIL legislation.

**8. Other Business**

Chair Schueler formally expressed appreciation to Rani Borkar for her leadership as the past Board Chair. Schueler commented that her inquisitiveness and curiosity about issues related to OSU has helped everyone learn. Borkar shared that it has been an honor to serve the university and to work with all the people at OSU and on the Board. Borkar thanked Schueler for his strong partnership as well as Bedient for taking the vice-chair role.

Schueler then recognized Executive Assistant to the Board Secretary Lauren Skousen, who is departing the office after 3 ½ years supporting the Board, and said her positive and helpful attitude has been appreciated.

**9. Adjournment**

Chair Schueler adjourned the meeting at 3:50 p.m.

Respectfully Submitted,



Jen Humphreys  
Assistant Board Secretary