



Oregon State
University

The Board of Trustees of Oregon State University

Regular Meeting of the Board of Trustees

April 8, 2022

9:15 am – 3:15 pm

Horizon Room, Memorial Union Room 049

Corvallis, Oregon

MINUTES

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

University Staff Present: Jackie Bangs, Sherm Bloomer, Penny Burgess, Steve Clark, Katie Fast, Ed Feser, Becca Gose, Mike Green, Heather Hesano, Jen Humphreys, Erika McCalpine, Paul Odenthal, Shelly Signs

Other Guests Present: Matt Dernoga (*Edelman Data and Intelligence*)

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

Board Co-chair Patty Bedient called the meeting to order at 9:15 a.m., noting that Chair Schueler is not feeling well so is attending remotely. Bedient asked the Board Secretary Jackie Bangs to call the roll. A quorum was noted. Bedient then made a land acknowledgement statement.

2. Public Comments* (9:19 a.m.)

The following individuals gave public comment:

Brandon Gelvin spoke in support of Coalition of Graduate Employees (CGE) and the coalition's bargaining team and their bargaining efforts with the university.

Gabriel Kulp spoke in support of Coalition of Graduate Employees (CGE) and the coalition's bargaining team and their bargaining efforts with the university.

Noah Vaughan spoke in support of Coalition of Graduate Employees (CGE) and the coalition's bargaining team and their bargaining efforts with the university.

Felicity Ratway spoke in support of Coalition of Graduate Employees (CGE) and the coalition's bargaining team and their bargaining efforts with the university.

3. Opening Comments and Reports (9:33 a.m.)

a. Chair's Comments

Chair Schueler noted that April is Sexual Assault Awareness month and said that public safety and police officers are wearing teal wristbands to promote awareness. Schueler said that in the afternoon an update on OSU's interpersonal violence prevention efforts will be provided to the Board as a follow-up to January's panel discussion. Schueler said that the Presidential Transition Committee (PTC) has been charged, with Trustee Callahan serving as chair and Trustee Chávez-Haroldson serving as vice-

chair. Callahan will provide regular updates to the Board on the work of the PTC. Schueler then noted that as fiduciaries of the university the Board will evaluate 2022-23 tuition recommendations to be presented later in the day.

b. President's Report (9:35 a.m.)

Interim President Johnson began by noting improvements in the state of the pandemic and the positive signs of seeing OSU community members coming back to in person engagement. Johnson briefly touched on anticipated enrollment and the importance of making sure that those who have applied actually enroll. Johnson spoke briefly about winter and spring sports, noting the potential for the baseball team to compete for the national championship later in the season. Johnson said that the Research Office has continued its facilitation of large interdisciplinary research and that research faculty have 13 proposals under preparation right now with budgets over \$5M. Johnson added that the Research Office will soon launch a Research Advancement Academy that will continue helping faculty, especially junior faculty. Johnson spoke about the annual Food Drive conducted at OSU in collaboration with Linn Benton Food Share as part of the Governor's State Employee Food Drive. Johnson shared that OSU's total contributions more than doubled those from any other participating state agency or university. Johnson said that later in the meeting the Board will consider setting tuition for the next academic year. Johnson shared that her recommendations seek to advance student success and degree completion, take stock of state funding and anticipated inflation costs driven largely by personnel costs and enable prudent investments in the university's mission. Johnson said she sees the impact that tuition and fees have on many students and their families, and she is mindful and sympathetic of that burden. Johnson shared that the tuition recommendation comes with some relief as OSU plans to provide an additional \$11 million in institutional financial aid for Pell-eligible Oregon resident students, which will increase OSU's commitment to institutional financial aid to \$84 million in the coming year double of what was offered in 2018-19. Johnson said that ongoing discussions continue among ASOSU and university leaders, as student leaders focus on clarifying roles and authorities. Johnson expressed the importance of ensuring that student voices are incorporated into management decisions about student fee funded programs and spaces. Johnson said that plans are underway in both Athletics and across the university to recognize and celebrate the 50th anniversary of the adoption of Title IX and the progress it has enabled. Johnson said that student success will be celebrated at commencement in Corvallis on June 11 and at OSU Cascades on June 12 and that Trustee Hurd will be the commencement speaker in Corvallis.

c. COVID-19 Response and Planning (9:41 a.m.)

Provost Feser began by referring to January when there was an increase in the number of cases, noting that the OSU community was well prepared with high vaccination rates and good general compliance with masking. Feser mentioned that it appears that we have reached a transition point in the pandemic, yet circumstances could change, so OSU will maintain an advisory group to regularly think about and watch the public health guidance and the hospitalization rates. Feser said the advisory group will be led by Dan Larson, vice provost for student affairs and OSU coronavirus response coordinator. Larson began by affirming and reiterating Feser's appreciation for the OSU community for all that was done to get through the last two years and optimism about improving conditions. Larson noted that public health authorities are no longer using case counts alone as it is not as instructive, though still a good indicator. Larson said the CDC's new metric is a combination of hospitalization rates and case counts and that currently Linn and Benton counties' risk levels are rated as 'low'. Larson said that OSU earlier in the term followed the public health authorities' discontinuance of a mask mandate, but that did not mean

discontinuance of mask use as a public health measure. Larson said masks remain welcome at OSU, but not required. Larson said testing will be available throughout spring term at OSU Cascades and the Corvallis Campus, but it will no longer be required of those without vaccination. Larson said they will continue to evaluate the merit of a vaccination requirement. Larson said a review process will take place later in the term by the leaders who assisted with the coronavirus response over the last two years to capture what was learned.

- d. ~~Associated Students of Cascades Campus Report (Elwafati)~~ [speaker not available](#)
- e. Faculty Senate Report (9:48 a.m.)
Faculty Senate President, Erika McCalpine shared about the Faculty Senate's major work over the last year including Baccalaureate Core reform with a focus on students, Faculty Handbook revisions and shared governance education and how it can work well to solve problems. McCalpine expressed appreciation for the hard work of faculty during the pandemic and their dedication to the mission of the land grant university. McCalpine also thanked Trustee Manning for providing monthly updates on the presidential search process underway. Trustee Longo Eder asked McCalpine to speak further about the Baccalaureate Core reform, which was enacted in 1992. McCalpine provided further context and said that the reform is meant to support the needs of 21st century learners.
- f. OSU Foundation Report (9:55 a.m.)
OSU Foundation (OSUF) President and CEO, Shawn Scoville, standing in for OSU Foundation Board Trustee, John Stirek began by noting that the OSUF will celebrate its 75th anniversary next year. Scoville then shared information about the OSUF vision, mission and core values, expressed appreciation for university partnerships and underscored that the only reason that the OSUF exists is to support the university. Scoville shared about the performance of the OSUF goals during FY22 which included raising \$128-\$157M, engagement goals, campaign planning, technology optimization, and post-pandemic operational needs. Scoville provided information about the endowment, which was \$874M as of 12/31/21, noting a \$281M increase since 2018. Scoville spoke about engagement with the OSU Community and related events. Scoville ended by speaking about the upcoming Provost Lecture Series event, which is co-funded by the OSUF and the Provost's Office.
- g. ~~Higher Education Coordinating Commission Report (Cannon)~~ [speaker not available](#)
- h. Presidential Search Advisory Committee Report (10:09 a.m.)
Manning began by sharing what has transpired since the end of January (Manning's last report), which included work with the executive search firm, Isaacson Miller, to advertise the role within professional publications, recruitment, outreach and follow-up on all nominations received through the Presidential Search website. Manning shared that interim updates have been provided via the website, as well as to the Faculty Senate at their monthly meetings. Manning said that IM has engaged with hundreds of individuals and noted that IM is hearing positive feedback about OSU through those contacts. Manning shared that the Presidential Profile has served as a guide for the Search Advisory Committee (SAC) to create a criteria matrix to use when evaluating candidates which will enable through the interview process to determine how candidates are meeting the qualifications for OSU's next president. Manning then spoke about steps in the process that have occurred thus far, planned next steps and that finalists will visit the Corvallis Campus the week of May 23, 2022. Manning said that May will be very busy and that the goal is to name OSU's next president before the end of the academic year.

Manning then shared due diligence is being undertaken by IM, OSU and the Board. Borkar and others on the Board expressed appreciation to Manning for her leadership in the search. Schueler added that he, along with General Counsel and outside counsel, will be working on contracting pre-work to accelerate negotiations. Manning said that the finalist names will be made public at a date yet to be determined after the Board conducts interviews May 7-9.

i. Presidential Transition Committee (10:34 a.m.)

Callahan shared that the Presidential Transition Committee (PTC) is made up of some previous transition members as well as new members. The PTC will not recreate what was done in the previous transition, rather will supplement based on current conditions and needs. Callahan said that the transition process is broken into two chunks; written material consisting of briefing and reference materials for the president and the other piece of the work is what takes place just prior to arrival and post-arrival. Callahan said prioritizing the meetings and engagements for the new president will be very important. Callahan said that there will be a tracking mechanism so that the PTC can consider what was supposed to happen compared with what actually happened. Callahan proposed that the Board may do an informal performance review after the first quarter or so where they might be able to suggest onboarding modifications or other support or guidance for the incoming President. Borkar shared support of this idea.

j. Associated Students of Oregon State University Report (10:42) a.m.

ASOSU President Dhru Patel discussed ASOSU's work in the incidental student fee process. Patel said one component of the work was instituting a \$15/hour starting wage for student employees in incidental fee spaces and that they have encouraged leadership to increase the starting wage for student employees outside of incidental fee spaces. Patel shared that ASOSU has expanded the SafeRide program to include the ability to request a walking escort. Patel said that ASOSU has introduced funding for an international student cultural center and a disability student resource center and have asked administrative leadership to adopt the creation of the two centers as a priority. Patel expressed that he is against any proposal to require students to have health insurance. Patel said that professional faculty positions have been added to the Family Resource Center, Human Services Resource Center and Memorial Union, and a graduate assistant position has been added within Performing Arts. Patel then shared information about the recent ASOSU election that took place since his last report and provided appreciation to leaders for their support in increasing its visibility to students, which had a historically high 17.93% turnout rate. Patel said that a measure was passed to amend the ASOSU Constitution switching from a bi-cameral to a unicameral legislature which will go into effect during AY2023. Patel said that Mateo Paolo and Sierra Young were elected as ASOSU President and Vice-president. Patel then spoke about ASOSU's desire to transition from the current student government advising model towards a student government advocate model. Patel said that he appreciates that students have a seat at the table to share their concerns, but he does not believe it is taken into consideration. Patel asked that the Presidential Transition Committee include a student from OSU Cascades to ensure representation of the different experiences at those campuses.

4. Consent Agenda (10:53 a.m.)

a. Minutes of the January 28, 2022 Board Meeting

b. Capital Project Stage Gate II Approval: Milam Hall Roof, Seismic and Rooftop Unit Renewal

c. Capital Project Change to Approved Budget: HMSC Seawater System Renewal

Bedient asked if there were questions or comments on the consent agenda. Hearing none, a motion was raised, seconded and carried to approve the Consent Agenda.

5. Reports of Standing Committees of the Board (10:53 a.m.)

a. Academic Strategies Committee

Committee Chair Pulliams said that Provost Feser's report included updates on several strategic initiatives related to Academic Affairs, including the creation of a task force regarding enrollment management. Pulliams shared that reports were heard from Vice Provost for Academic Affairs and Senior Vice Provost, Alix Gitelman and Vice Provost and Dean of the Graduate School, Phil Mote on undergraduate and graduate academic programs. Pulliams shared that the committee heard about baccalaureate core reform and heard an annual briefing and engaged in robust conversation on enrollment from Vice Provost for Enrollment Management, Jon Boeckenstedt.

b. Finance & Administration Committee

Committee Chair Callahan said a report from Mike Green was heard about Division of Finance and Administration matters, including legislative matters, biennial funding request to the Higher Education Coordinating Commission, and the Corvallis Campus Vision. Callahan said the committee approved items on the consent agenda including the Second Quarter Operating Management and Investment Report, which was fairly routine. Callahan said the committee engaged in discussion about the university's investment policies and how OSU might maintain a conservative approach on short-term funds but yield higher return. Callahan said the action items will be shared with the Board later today.

c. Executive & Audit Committee

Committee Vice-chair Bedient provided the report on Chair Schueler's behalf. Bedient said that the committee approved the Office of Audit Risk and Compliance's (OARC) progress report and then heard the Information Technology Ecosystem Security, including a Risk Management Report from Vice Provost for Information Technology, Andrea Ballinger. Bedient noted that OSU achieved a 90% reduction in critical and high exposure vulnerabilities compared to last year. Bedient said that vigilance is needed to respond to cybersecurity threats, which continue to ramp up.

6. Action Items (11:16 a.m.)

a. Public University Fund Investment Policy Amendments

Finance and Administration Committee Chair Callahan began by saying that the Finance and Administration Committee recommends approval and invited Executive Director and Treasury Management Services Director, USSE, Penny Burgess to provide information about the amendment. Burgess said two updates are proposed; one is to expand the universe of allowable credit rating agencies used by the investment officers for due diligence to include all nationally recognized statistical rating organizations and the second amendment is to explicitly describe OSU's communication expectations when the Oregon State Treasury is considering material investment strategy or organizations changes associated with the Public University Fund (PUF) investments.

Hearing no questions or public comment requests, a motion was made and seconded to approve the Public University Fund Investment Policy amendments as provided in Attachment 1. The motion carried.

b. Ten-Year Business Forecast

Callahan shared that the Board regularly reviews the Ten-Year Operating Forecast and this year the Ten-Year Capital Forecast was added. Callahan said this review allows the Board to look into the future and consider any possible pitfalls. Vice President for Finance and Administration, Mike Green provided an overview of the Ten-Year Business Forecast which was described in detail during the April 7 Finance and Administration Committee meeting, where most of the full Board were present. Green shared that FY2021 is the base year for the Forecast. Green said that the EBITDA ratio for FY2021 continues to be a challenge. Associate Vice President for Finance and Administration, Paul Odenthal then shared about the annual process engaged in to develop the Capital Forecast and briefly spoke about the capital planning related to the Collaborative Innovation Complex and related projects and the OSU Cascades Health Sciences and Recreation Center. Conversation then occurred about carbon reduction and OSU's efforts and investments, with the goal of carbon neutrality. OSU Budget Director, Sherm Bloomer then discussed the Ten-Year Business Forecast which builds from the areas that Green and Odenthal just discussed and is a high-level institutional view. Bloomer said that it incorporates anticipated costs and revenues and uses a software platform called Scenario. Callahan said that financial long-term impacts of decisions made now are considered and the Ten-Year Business Forecast is updated every year. Bloomer then spoke about how enrollment, expense management, capital spending and state allocations and federal funding impact fund balances and reserves. Callahan asked about Outdoor School monies and how the excess funds will be spent down given the state will continue to allocate annually. Bloomer said that has not yet been determined by the state but conversations continue.

Hearing no further questions or public comment requests, a motion was made and seconded to approve the FY22 through FY30 Ten-Year Business Forecast. The motion carried.

c. FY2023 Tuition Rates, Mandatory Fees & Student Incidental Fees, including FY2023 Operating Budget Outlook

Callahan began by stating that decisions relating to tuition and fees has a great impact on students and families and that the Board does not take these decisions lightly, but that the university needs to continue running. Green then stated that the proposal being put forth aligns with the Board's priority of providing consistency in terms of what students can anticipate in paying for their education. Green said there is also a desire to provide support for students with limited financial means. Green shared that the budget focus for next year, beyond inflation and funding contractual commitments, will be on investments that fall into three areas; continue to invest in enrollment management and student success programs, modernize academic and research spaces, and modernize business processes. Bloomer then provided an overview of the tuition recommendation process by the Tuition Advisory Council and the data and information considered by the Council to create the specific tuition recommendations to the President. Bloomer described the tuition recommendations which are to apply a tuition increase for continuing undergraduate students at 3.5% and 4.5% for new undergraduate students. Bloomer also updated the board regarding a new tuition calculator that will be available on our web site to help students understand what their cost of attendance will be. Trustee Manning expressed appreciation for the additional financial aid that is being factored in with the proposed increase. Trustee Brim-Edwards commented that the tuition calculator will be very

helpful to students and families and suggested making sure it is very prominent and accessible. As well, Brim-Edwards suggests including information about the financial support that may be available to students very near in proximity to the calculator.

Prior to the vote, public comment was provided by the following students.

Adriana Marlin spoke about the need for community-based solutions to be provided to students who are underrepresented in addition to the tuition calculator that OSU is implementing and said that she has created a mechanism to do so in her graduate work.

Mak Khan spoke about the student fee setting process and students' ability to charge for certain areas. Khan asked the Board to provide safeguards to ensure that whatever the students allocate money towards is actually used. Khan also spoke about his views on shared governance and the importance of the student voice being integrated.

A motion was made and seconded to approve the Interim President's recommendation to approve the resolution in Attachment 1 establishing the academic year 2022-23 and summer 2022 tuition and mandatory fees, at the rates documented in Attachment 1, Exhibit A. The motion carried.

d. Biennial Funding Request to HECC: Capital

Callahan explained that the Higher Education Coordinating Commission (HECC) takes submissions from all seven of the public universities and this item is related to OSU's submission. Odenthal provided information regarding the biennial funding request to the Higher Education Coordinating Commission (HECC), stating that that the Collaborative Innovation Complex (CIC) for \$75M and the Health Sciences and Recreation Center at OSU Cascades for \$45M will be submitted for a combined total of \$120M in state funds request. Odenthal notes that while it is a large request, OSU is contributing \$106M in matching funds.

Hearing no public comment, questions from the Board or additional discussion, a motion was made and seconded to approve the Biennial Funding Request to HECC. The motion carried.

7. Discussion Items (1:20 p.m.)

a. 2022 Legislative Session Update and Look Ahead to 2023

Fast provided an update on the 2022 legislative session and noted that the legislature had an unprecedented amount of funds to allocate which were invested in mostly one-time projects. Fast said that was because it is not anticipated that the state will have the same level of revenue in the next biennium. Fast then provided a list of investments allocated to OSU as well as an overview of policy bills that were passed. Fast also provided an overview of considerations and plans for the 2023 session, which is in an election season and high legislative turnover is anticipated. Fast noted the challenges over the last two years during the pandemic and the virtual nature of all interactions with legislators. Trustees had follow-up questions regarding Fast's presentation and support of underrepresented students.

b. Update on Interpersonal and Gender-based Violence Prevention and Support

Trustee Bedient began by sharing that this discussion item is related to a January

discussion about the efforts at OSU in Interpersonal and Gender-based Violence Prevention and Support. Vice Provost for Student Affairs, Dan Larson began by sharing that Allison Williams is now the permanent director of survivor advocacy and Elizabeth Kennedy is the interim director of prevention. Kennedy began by stating that the framing for the work is that interpersonal and gender-based violence is preventable and that we all play a role in that prevention. Kennedy said prevention is possible when rooted in community engagement and situated in the larger context of a liberatory practice and when it centers the voices of marginalized survivors. Kennedy shared the types of prevention which include response, awareness, and primary prevention. Williams then spoke about trauma informed care and the ways in which violence and trauma may impact survivors. Williams shared that survivors will choose to disclose their trauma at varying places and within varying timeframes. Williams said that OSU wants to make sure that wherever survivors choose to disclose, they are received with compassionate care, understanding support and that they are connected to resources to help them heal from the trauma. Kennedy provided an overview about prevention efforts and where OSU is focusing these efforts moving forward. Williams spoke about survivor advocacy, which is staffed deeper than it ever has been, and where efforts are being focused, including reporting options, wellness and resilience, medical, safety, emotional support, financial assistance, housing accommodations and academic assistance. The presenters shared that the survivor advocacy and prevention units will be joining together into one unit. The department name is to be determined and community input will be sought. At the presenters' request, the Trustees provided input about what they would like to know more about in order to be informed and engaged.

c. Report on OSU Public and Alumni Opinion Research Findings (2:08 p.m.)

Vice President for University Relations and Marketing, Steve Clark invited Vice President of Edelman Data and Intelligence, Matt Dernoga to join him in providing an overview of the findings and responding to questions from the Trustees. Clark shared that the research findings, which inform about the perceptions of the general public and OSU alumni about OSU in a number of areas such as affordability, reputation and career readiness. Clark said the study was built on research conducted in the past, allowing us to measure change in attitudes and opinions. Dernoga then reviewed in detail the findings, delineating between the general population's perceptions compared to alumni. Clark and Dernoga engaged in conversation with the trustees, discussing how to utilize the results in terms of guiding leaders and marketing and communication strategies.

8. Other Business

9. Adjournment

The meeting was adjourned at 3:37 p.m.

Respectfully submitted,

Jen Humphreys
Assistant Board Secretary