



The Board of Trustees of Oregon State University

Meeting of the OSU Board of Trustees

May 17, 2024

9:15 a.m. – 3:30 p.m.

Memorial Union Horizon Room

MINUTES

- Trustees present: Patty Bedient, Kasaundra (Kassy) Bonanno, Karla Chambers, Maria Chávez-Haroldson, Susan Clark, Román Hernández (*vice chair*), Grant Kitamura, Greg Macpherson, Julie Manning, Elise McClure, Jayathi Murthy (*ex officio*), Kirk Schueler (*chair*), Inara Scott
- Trustees absent: Julia Brim-Edwards, Stephanie Bulger
- University staff: Jackie Bangs, Sherm Bloomer, Kevin Dougherty, Katie Fast, Ed Feser, Susan Gardner, Alix Gitelman, Becca Gose, Mike Green, Brent Gustafson, Heather Hesano, Jen Humphreys, Stacy Jeffries, Deb Mott, Paul Odenthal, Rob Odom, Julee Otter, Shalece Rains, Rebecca Robinson, Melanie Rose, Gabrielle Serra, Rob Stone, Irem Tumer, Scott Vignos
- Invited guests: Kemal Atkins, Ben Cannon, Carissa O'Donnell, Keera Puett, Audrey Schlotter, Eric Schoenstein, Yvette Spitz, Thomas Toepfer

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

Board Chair Kirk Schueler called the meeting to order. Board Secretary Jackie Bangs called the roll and verified a quorum.

Chair Schueler delivered the university's land acknowledgment statement.

2. Public comments

Sam Sachs provided comments on OSU's hiring practices.

Doug Pollock provided comments on management of OSU's research forests.

Noah Vanaman provided comments on divestment.

Matthew Lynch provided comments on faculty compensation and housing.

Amanda Granrud provided comments on OSU finances.

Aurora Sherman provided comments on recent equity raises and collective bargaining.

3. Opening comments and reports

a. Chair's comments

Chair Kirk Schueler began his report by noting the previous day's joint meeting between the OSU Board of Trustees and the OSU Foundation Board of Trustees, which included an overview of the Foundation's strategic plan and its support for *Prosperity Widely Shared*, the university's strategic plan.

Schueler thanked the provost and the OSU Foundation for inviting the board to the University Distinguished Professors event, which celebrated the outstanding teaching and research achievements of OSU faculty and honored fellows of prestigious scholarly academies and 22 new endowed faculty positions.

The chair extended special thanks to President Murthy for hosting a dinner honoring trustees completing their terms of service, including Patty Bedient, Inara Scott and Schueler himself, along with outgoing Vice President for Finance and Administration Mike Green. Schueler noted Green's years of dedicated service to higher education in Oregon and especially to OSU, Green's alma mater.

b. President's report

President Murthy began her report by acknowledging the upcoming commencement celebrations for OSU students. She highlighted achievements from an extraordinary year, with records broken in athletics, enrollment, research awards and national rankings. She added that the university had also broken ground on new landmark facilities and launched a new strategic plan, *Prosperity Widely Shared*.

Murthy acknowledged the OSU community for their advocacy and peaceful protests, particularly in response to the events of October 7th and the violence in Gaza. She emphasized the university's role in providing space for intellectual inquiry, dialogue and peaceful protest while ensuring access to education and research.

The president noted a record-breaking "Dam Proud Day," with over 9,130 gifts totaling \$2.73 million – the university's fourth record-breaking giving day in a row. She reported that she and her husband Sanjay were delighted that their two \$20,000 challenge gifts were matched and exceeded in support of "Finish in Four" scholarships for Oregon students.

Murthy reported the accomplishments of OSU athletics, including: baseball finishing its season with a sweep of UCLA; Jade Carey finishing second on floor, second in the all-around and third on beam at the NCAA gymnastics championship; women's golf advancing to the NCAA national championships for the second year; and track and field hosting home meets this spring for the first time with the completed grandstand in the Whyte Track and Field Center.

She mentioned the communications infrastructure build-out and Vice President of University Relations and Marketing Rob Odom's role in heightening the university's visibility and modernizing its storytelling to national and international audiences.

The president announced that the university had welcomed approximately 3,000 community members to open house events for the Patricia Valian Reser Center for the Creative Arts (PRAX), which opened its doors on April 6, 2024. She added that 850 OSU students had attended performances and that, by the end of May, more than 800 local K-12 students will have attended field trip events.

Murthy mentioned her participation in a roundtable with Food Innovation Center Director Marsha Walker and guests, noting that the center is celebrating 25 years in partnership with the Oregon Department of Agriculture. The president also provided testimony to the Oregon Legislative Commission on Indian Services, highlighting efforts to support Indigenous student success and build strong relationships with tribal communities throughout the state.

In closing, President Murthy acknowledged the upcoming retirement of Vice President for Finance and Administration and Chief Financial Officer Mike Green, thanking him for his contributions to OSU and three decades of public service. Murthy said the university was a more strategic, responsive and resilient organization due to Green's leadership.

c. Associated Students of Oregon State University Report

Outgoing ASOSU President Carissa O'Donnell and President-Elect Audrey Schlotter delivered their reports.

O'Donnell highlighted the importance of collaboration with university administrators and leadership, emphasizing that change is a team effort. She emphasized the value of student representation in decision-making and noted her role in appointing students to positions on various university boards and outside organizations.

She discussed ASOSU's involvement with the Oregon Legislature, including University Lobby Day, the Oregon Students Association Lobby Day and advocacy efforts during the short session. She added that ASOSU also sponsored a lobbying campaign in Washington, D.C., connecting 12 OSU students with members of the Oregon delegation.

O'Donnell addressed the protests and encampments in response to the situation in Gaza, stressing the importance of diverse perspectives and the need for the university administration and future ASOSU leadership to create a space where everyone feels empowered to share their experiences.

President-elect Schlotter recognized the board's support in the shared governance process and thanked O'Donnell for inspiring her to run for ASOSU president. She outlined a 12-month plan for "Project Healthy Campus," focusing on mental and physical health in and out of the classroom by providing increased mental health resources, readily accessible Narcan and substance testing strips, extended physical health opportunities and free at-home STI testing.

Chair Schueler expressed appreciation for O'Donnell's service and congratulated her on receiving the College of Agricultural Sciences' Outstanding Senior Award.

Trustee Bedient commended O'Donnell for her contributions and predicted she would go on to do great things. Bedient also welcomed Schlotter and expressed confidence in her readiness to take on the role of president.

Trustee Bonanno expressed interest in hearing more in the future about Project Healthy Campus from President-elect Schlotter. She thanked O'Donnell for an amazing job over the past year.

Trustee Chambers offered congratulations to both O'Donnell and Schlotter, noting O'Donnell's role in bringing a shared micro-mobility program to campus.

President Murthy commended O'Donnell on her empathy for the students she represents and her extraordinary management ability and leadership skills. She expressed interest in hearing about O'Donnell's future achievements.

Trustee Manning voiced appreciation for O'Donnell's compassionate leadership and commended her ability to advance campus initiatives and excel academically.

Chair Schueler added that trustees look forward to working with Schlotter over the next year and wished O'Donnell good luck for her thesis defense.

d. Associated Students of Cascades Campus report

Outgoing ASCC President Keera Puett and President-elect Whitney McFarlane presented their reports to the board.

Puett began her final standing report to the board by reflecting on her mission to improve student engagement and increase student awareness of the ASCC and the Student Fee Committee (SFC). She highlighted the success of ASCC events like trivia nights and study night events during dead week. She also mentioned the second annual putting golf tournament, which raised more funds than the previous year for the Student Success Fund.

She noted the success of the ASCC open resource fair, which provided students with access to the food pantry, clothing collection catalog and safe sex and hygiene products. She expressed confidence in ASCC President-elect Whitney McFarlane and thanked advisor Nathan Moses and Dr. Katie Wilson, the new associate dean of student life.

Puett provided an update on food pantry usage, noting a consistent need for resources. She said the ASCC would continue to collect responses to the food pantry usage survey to shed light on causes of food insecurity on campus.

In closing, Puett announced that she would participate in a UCLA internship studying computational biology and bioinformatics after graduation in June.

President-elect Whitney McFarlane expressed enthusiasm for serving the institution and collaborating with the board to address pressing issues and foster growth on campus. She extended an invitation to the board to engage with student government and highlighted the success of a recent event at the OSU-Cascades campus, "Cookies and Conversation with President Murthy."

Chair Schueler thanked Puett for her work over the past year and her commitment to traveling from Bend to Corvallis to attend board meetings and events.

Trustee Bonanno offered congratulations to McFarlane and thanked Puett for her service. She thanked them both for their involvement in the Beaver Caucus and encouraged trustees to visit the OSU-Cascades campus in Bend.

Trustee Manning thanked Puett for her leadership and advocacy and said she was looking forward to working with McFarlane.

President Murthy thanked Puett for representing OSU-Cascades and building community on that campus. She wished Puett the best and congratulated her on graduation, her summer internship and an amazing future.

e. Faculty Senate Report

Faculty Senate President Yvette Spitz began her report by acknowledging the impressive work of ASOSU and ASCC student leadership. She thanked the board and President Murthy for their leadership and engagement with the Faculty Senate and the larger campus community throughout the academic year.

Spitz gave an overview of a challenging but exciting year, noting initiatives like the new core education program, *Prosperity Widely Shared* and the Administrative Modernization Program (AMP). She expressed gratitude to outgoing faculty trustee Inara Scott for her service on the board and looked forward to working with Scott's successor.

Spitz reported on the Faculty Senate's progress in defining promotional criteria for various positions, including clinical professors, professors of practice and the new position of professor of teaching. She added that the criteria would be submitted for a vote at the June Faculty Senate meeting and then forwarded to UAOSU for consideration and implementation.

She noted priorities for the next academic year, including continued focus on core education and the research enterprise. She thanked the active Faculty Senate Executive Committee, committee chairs, faculty senators and all faculty for their work, adding that new chairs and committee members would be appointed for the coming academic year.

In closing, Spitz announced that the Faculty Senate Executive Committee plans to hold two retreats during the summer to focus on shared governance, revisit its bylaws, consider the need for modernization of the faculty senate office and possibly retire some committees to make way for new ones.

f. OSU Foundation report

Eric Schoenstein, immediate past chair of the OSU Foundation Board of Trustees, addressed the board via Zoom to provide an update of foundation activities.

He provided an update on fundraising, expressing gratitude to donors for their generous contributions of \$110.27M through March 31, which is nearly 78% of the baseline fundraising goal of \$142M and over 63% of the stretch goal of \$174M for the fiscal year.

Schoenstein announced a \$50M grant from the Wayne and Gladys Valley Foundation for the Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex, adding that it was the fourth \$50M gift in the \$1.75B "Believe It" fundraising and engagement campaign. He noted that those four gifts represent the four largest in the institution's history and demonstrate significant momentum.

He gave an update on the endowment, which ended the third quarter at \$893M, the largest month-end balance ever. He expressed optimism for soon passing the \$1B mark and thanked the proactive management of the foundation's partners at Agility and the policies established by the Foundation Board of Trustees Investment Committee.

Schoenstein reported on the "Big 3" facilities in the "Believe It" campaign: the dedication and opening of the completed Reser Stadium; dedication and opening of the Patricia Valian Reser Center for the Creative Arts (PRAX); and the groundbreaking for the Huang Collaborative Innovation Complex.

He highlighted the success of the fifth "Dam Proud Day," which set records for the fourth year in a row with over 9,100 gifts totaling more than \$2.7M from donors across all 50 states and 18 countries. He noted the day's focus on student-centered funds, with the "Finish in Four" fund raising the most during the 24-hour event.

Schoenstein concluded his report by highlighting the spirit of collaboration between the OSU Board of Trustees and the OSU Foundation Board of Trustees and their shared goals of supporting strategic initiatives to help the university create prosperity widely shared.

g. Higher Education Coordinating Commission report

Executive Director of the Higher Education Coordinating Commission (HECC) Ben Cannon addressed the board via Zoom. Chair Schueler thanked Cannon for his written report, and Cannon said he would focus on several updates not included in that report.

He started with a statewide FAFSA update, noting improvements in processing and the narrowing gap between last year's submission rates and this year's. He reported a 13% decrease from this time last year, which he acknowledged was cause for concern.

Cannon mentioned that approximately 73% of students eligible for the Oregon Opportunity Grant, the state's need-based grant, would receive the largest possible award. He also noted that about 37,000 Oregon Opportunity Grants had been authorized statewide this spring. He observed a spike in applications for the Oregon Promise, a community college-focused state grant, which suggests a rising interest among high school students in pursuing post-secondary education.

Cannon discussed the biannual Oregon Talent Summit hosted by the HECC, which focuses on aligning education and training with the skills required for high-growth, high-wage careers. He expressed appreciation to President Murthy for her keynote and participation on a panel discussing the talent needs of the semiconductor industry.

He noted that public universities had presented their consolidated financial funding request for the 2025 legislative session to the HECC and that the request would inform the budget recommendation the commission makes to the governor in late August. He further noted the challenge of presenting a budget request within the governor's established cap of \$37M over current service level costs.

Cannon emphasized the need to produce a balanced budget and noted the governor's priority focus areas, including housing, early literacy, K-12 education and mental behavioral health. He confirmed the HECC's commitment to advocating for investments in higher education, especially when aligned with these priority areas and significant workforce needs.

4. Consent agenda

- a. Minutes of the April 5, 2024 Meeting of the Board of Trustees**
- b. Minutes of the April 5, 2024 Executive Session of the Board**
- ~~c. Change to Approved Budget: Administrative Modernization Program~~**
- d. Debt Resolution: Long-Term Refinancing Amendment**

Chair Schueler noted that the change to the approved budget for the Administrative Modernization Program (AMP) would be removed from the consent agenda and added to the action items. He cited the importance of having conversation among trustees and allowing time for public comment, given the scope of the project.

Chair Schueler sought a motion to approve the consent agenda. A motion was made, seconded and approved by all board members in attendance. The motion carried.

5. Reports of standing committees of the board

a. Academic Strategies Committee

Committee Chair Manning provided a brief overview of the previous day's Academic Strategies Committee meeting.

(See minutes of the May 16, 2024, Academic Strategies Committee meeting for further details.)

b. Finance and Administration Committee

Committee Chair Elise McClure provided a summary of the previous day's meeting of the Finance and Administration Committee.

(See minutes of the May 16, 2024, Finance and Administration Committee meeting for further details.)

c. Executive, Audit and Governance Committee

Board Chair Kirk Schueler summarized the previous day's meeting of the Executive, Audit and Governance Committee (EAGC).

(See minutes of the May 16, 2024, Executive, Audit and Governance Committee meeting for further details).

6. Action items

a. FY2025 Operating Budget

Finance and Administration Committee Chair Elise McClure welcomed Vice President for Finance and Administration Mike Green, Associate Vice President for Budget and Resource Planning Brent Gustafson, and Senior Associate Vice President for Administration Paul Odenthal to present the information delivered to the Finance and Administration Committee at the previous day's meeting.

It was noted that the budget includes high-level estimates of major revenue streams, with tuition and fees being somewhat unknown at this time and adjustments to state funding possible.

Gustafson noted expected revenue of \$1.84B against \$1.98B in spending, explaining that the difference was almost entirely attributable to the expected spend-down of an accumulated fund balance for the Outdoor School.

Presenters highlighted the upward trajectory of revenue trends but emphasized unknowns including the impact of FAFSA issues on enrollment; pressures around housing; the implementation of *Prosperity Widely Shared*; and growth assumptions for Ecampus and the future of athletics.

Trustee Chambers expressed concern about budget risks due to inflation and the FAFSA issues and asked if there were possibilities for bridge funding to help students enroll. Green expressed optimism that the FAFSA gap would close and added that the university was already making financial aid offers.

Chair Schueler asked about the university's response to any unfavorable outcomes related to enrollment uncertainties and FAFSA issues. Green said the university would have a better picture of where it stands within a couple of months and would analyze where to adjust budgets and monitor expenses. He said the board would receive an update at its October meeting.

Schueler asked if OSU received the full Outdoor School budget for the state and acted as the designated pass-through. Green and Gustafson confirmed that was the case, adding that OSU then distributes funds to school districts through grants.

With no further discussion and no public comment on this action item, Chair Schueler sought a motion to approve the proposed operating budget for fiscal year 2025. A motion was made, seconded and approved by all trustees in attendance. The motion carried.

b. OSU Educator Equity Plan

Susan Gardner, Dean of the College of Education, presented the fourth iteration of the Educator Equity Plan.

Gardner explained that the plan – which originated from House Bill 3375 in 2015 – is a state mandate for all public education institutions in Oregon and aims to improve the diversity of teachers in the state. She said the goal is to help move the needle toward greater diversity, with the current focus on 2024 – 2026.

She provided background on the key goal of enhancing retention by improving the learning environment for racially, ethnically and linguistically diverse students. She said this includes rethinking assessments, noting that teacher performance assessments (TPAs) cause stress for some populations.

Gardner gave an overview of other elements of the plan, including course and program redevelopment, faculty professional development, training for mentor teachers in K-12 schools and university supervisors who observe student teachers. She noted that changes would be centered around the framework of culturally responsive teaching to leverage the diverse knowledge students bring to their learning.

In closing, Gardner mentioned the ongoing redesign of teacher education program pathways in collaboration with the Cascades campus and Ecampus, including plans for a large national elementary education program online to reach learners where they are.

Trustee Chávez-Haroldson recognized the importance of the Educator Equity Plan and highlighted the need for teachers to receive training to implement culturally responsive teaching adding that a sense of belonging is crucial for overcoming educational barriers.

Trustee Chambers thanked Gardner for her leadership and emphasized the importance of support even for students with well-funded scholarships. She commended the program for being on target and requested updates on its success.

With no further discussion and no public comment on this action item, Chair Schueler sought a motion to approve the OSU Educator Equity Plan. A motion was made by Trustee Bedient, seconded by Vice Chair Hernández and approved by all trustees in attendance. The motion carried.

c. Change to Approved Budget: Administrative Modernization Program

Finance and Administration Committee Chair Elise McClure welcomed Vice President for Finance and Administration Mike Green, Vice Provost and Chief Information and Technology Officer Andrea Ballinger, Provost and Executive Vice President Ed Feser and Dean of the College of Business and Chair

of the AMP Steering Committee Tim Carroll to present the proposed change in budget for the AMP from \$50M in university revenue bond proceeds to \$81.3M.

Feser provided an overview of the AMP, mentioning the need to replace the university's outdated digital administrative backbone, which is over 30 years old, rigid and increasingly patched. He cited three big-picture trends driving the importance of AMP to the university's IT strategy: the changing nature of work and teaching in higher education at research universities; evolving expectations of students and employees for modern tools and technology; and the necessity for the university to innovate faster, maximize resources, reduce cost and improve cybersecurity.

Ballinger stressed the involvement of university leadership and the importance of shared governance in implementing the AMP. She emphasized the importance of transforming business processes and focusing on human interactions with technology and organizational change management.

Carroll explained that the increase in the proposed budget for the AMP was driven by three primary factors: (1) an expanded project scope, adding \$5.3M; (2) escalation in the cost of vendor contracts, due in part to increased demand for talent, adding \$16.8M; and (3) the addition of contingency reserves and incentive funding, adding \$9.2M.

Green mentioned significant cost savings going forward, anticipating a solid return on investment financially. However, he stressed that the AMP was about more than cost reduction, emphasizing the need to modernize the university's digital systems and implement more secure data systems.

Trustee Bedient emphasized the risk of *not* modernizing the university's systems and expressed confidence in university leadership and the AMP team. She appreciated the upfront communication about potential budget increases and the importance of learning from others' experiences.

Trustee Macpherson sought further clarification on actionable deliverables from outside vendors. Ballinger mentioned the addition of incentive pay, adding that legal counsel was reviewing those contracts to make sure the university has recourse if vendors don't deliver.

Trustee Chávez-Haroldson asked how the communication plan for the AMP would be shared with the university community. Ballinger explained the organizational change management group from Deloitte is creating an engagement plan, with a large group of employees trained as change agents and reporting back to the provost and project leads.

Trustee Chambers expressed confidence in the AMP team and discussed the importance of meeting the expectations of students who are accustomed to modern technology, tools and services. She highlighted the strategic plan's reliance on technology for growing enrollment and supporting research.

Chair Schueler asked if there would be any reallocation of funds or impacts on other projects due to the increased investment in the AMP, or if the cost increase was coming from available capital. Green clarified that OSU is adjusting internal allocations to help address the cost impacts.

With no further discussion and no public comment on this action item, Chair Schueler sought a motion to approve a change to the approved budget for the Administrative Modernization Program from \$50M to \$81.3M. A motion was made, seconded and approved by all board members in attendance. The motion carried.

7. Discussion items

a. Federal Legislative Update

Gabrielle Serra, director of federal government relations, provided an overview of the federal budget landscape and its impacts on the university's interests.

Serra noted that the federal budget agreement capped discretionary spending for fiscal years 2024 and 2025, resulting in budget cuts in FY24 and a modest 1% increase in FY25. She explained this would result in a \$5B reduction in research and development investment across the government compared to FY23 and increased competition for research funding.

She added that federal financial aid programs have been protected, though there has been no progress on doubling the Pell Grant, a priority for OSU and the higher education community.

Serra reported that the president's budget for FY25 proposes a 1% increase in spending overall, with attempts to recover ground for education and certain research programs like the National Science Foundation. However, it also suggests cuts to other programs important to OSU, such as NOAA and the USDA Agricultural Research Service.

She provided updates on OSU's interests in the FY24 bill, noting that funding to complete construction of the PacWave project was OSU's top priority. She reported that the university was able to protect its federal partnerships with the USDA, Forest Service, NOAA and others that support targeted work on campus and across the state.

Serra said that PacWave would continue to be the university's main programmatic interest going into the FY25 process. Additional requests include funding from NIST for next-generation semiconductor research that would provide OSU with a competitive advantage and position the university for new federal and industry partnerships, as well as funding to develop a tool to improve forecasting of the strength of the Oregon coho salmon fishery.

In response to a request from Trustee Macpherson, Serra explained the difference between earmarks and directed funding requests, with earmarked funds including the university in the legislation and funds coming directly to OSU and directed funding (also called programmatic requests) aiming to influence the direction of funds to a federal agency willing to work with OSU.

Trustee Chambers asked about funding for wildfire research. Serra explained that OSU secures \$4M each year through a directed funding objective with the Forest Service for the Pacific Northwest Research Station to work with OSU and other university partners in the region on wildfire and water-related research, particularly fires that begin on national forest land and have a downstream impact on municipal water systems.

Trustee Manning asked how OSU's strategic plan and its major priority areas position the university for future opportunities. Serra expressed optimism about the health innovation space and mentioned collaborating with the Division of Research and Innovation to develop specific strategic plans for federal relations positioning in support of these efforts.

Trustee Bonanno questioned how faculty and the research community are adapting to cuts at the federal level. Serra said the university was able to protect a significant amount of ongoing activity and

that spending plans were still being put in place. She added it was still early to see the impact on competitive requests for proposal (RFPs).

b. OSU-Cascades Campus Overview and Update

Dean and Chancellor of OSU-Cascades Sherm Bloomer gave an update and overview of the OSU-Cascades campus.

He stressed the concept of “one OSU,” with OSU-Cascades offering a distinctive small university experience with the same learning outcomes as the main campus. He mentioned the 40-year quest for the region to have a four-year university serving Central Oregon, noting that the campus now has 25 undergraduate majors, three master’s programs and one doctoral program. He added that the doctor of physical therapy program and the outdoor products program are unique to OSU-Cascades.

Bloomer reported that, as of last fall, there were 1,313 students enrolled at OSU-Cascades, adding that 55% of resident Oregonians are from Central Oregon and 23% of students on the Cascades campus are international or out-of-state students. He said the strategic plan focuses on reaching 2,200 students by 2030, with efforts to improve the transfer experience and retention rates and introduce new programs in response to community and workforce needs.

Bloomer gave an update on the physical development of the campus, which is centered on sustainability with a net-zero energy master plan and a sustainable water use plan. He noted that the campus is being developed on a remediated site, which includes a decommissioned pumice mine and a county demolition landfill.

He gave an overview of major campus projects including the Innovation District – a key initiative aimed at bringing private industry and innovation resources together to support business growth in Central Oregon. He added that the university also plans to build a health and recreation center for students and further address student wellness and equity through the construction of a new health and recreation center supported by student fees.

Bloomer added that the engagement and research mission of OSU-Cascades includes community projects like training school counselors for rural districts; training teachers and providers in the region to help children who have been through childhood trauma; promoting clean water technology; and establishing the Snowplanks Academy, where 24 students outsource the manufacture of snowboards.

Trustee Scott said there was confusion from the faculty perspective in the College of Business about the extent to which they are all one faculty and how workloads differ between the Corvallis and Cascades campuses. Bloomer cited ongoing collaborative efforts to align workloads and promotion and tenure processes.

Trustee Chávez-Haroldson asked about the demographic breakdown at Cascades and if the counselors mentioned in Bloomer’s overview of Cascades’ community projects were engaging in culturally responsive curriculums. Bloomer suspects Cascades may have a slightly higher percentage of Pell recipients and first-generation students, but otherwise its demographic breakdown is similar to the Corvallis campus. He confirmed that the counseling program is intentional about cultural competency.

Vice Chair Hernández questioned whether students choose the Cascades campus for the benefits of a large university but with smaller class sizes. Bloomer confirmed that this is a common reason for

students choosing Cascades, adding that some students who had initially planned to transfer to Corvallis have a positive experience and end up staying at Cascades.

c. Economic Development and Industry Relations

Irem Tumer, vice president for research and innovation; Rebecca Robinson, associate vice president for Economic Development and Industry Relations (EDIR); and Rob Stone, professor of mechanical engineering and executive director of the Impact Studio outlined the establishment and goals of the newly formed EDIR office at Oregon State University,

Tumer introduced the EDIR office, emphasizing its connection to research and innovation and its role in partnering with other units to address workforce development. She said the goal of the office is to elevate OSU's engagement with stakeholders, become a strategic partner of choice to industry and make OSU more competitive for federal grant opportunities – particularly those with a workforce and economic development component.

Robinson shared her background and experience in economic development and industry relations. She touched on strategies to increase economic prosperity and increase university competitiveness. She provided an example of a case study that included university subject-matter experts and the impact on workforce pipelines.

Stone discussed the changing landscape of federal grant opportunities, emphasizing the importance of engagement with industry. He mentioned the support provided by EDIR for tech hub designations in microfluidic technology for semiconductors and mass timber design and manufacturing, emphasizing the coordination required among various entities to secure these opportunities. He also outlined the near-term and current activities supported by EDIR, including proposals for the National Science Foundation regional innovation engines.

Trustee Chambers mentioned the timeliness of these initiatives, citing the expansion of Intel into Hillsboro, where Oregon is in competition with New York for manufacturing jobs.

Trustee Chávez-Haroldson asked Stone about microfluidics, and he explained how it aligns with the semiconductor regional innovation engine and has significant applications for healthcare in areas like portable kidney dialysis.

Chair Schueler asked how the pursuit of economic development and industry relations was handled prior to establishment of the new office, and Tumer said it was previously decentralized and discipline-specific.

Trustee Scott asked about the range of projects EDIR might pursue, from those with clear returns to the university to those beneficial for workforce development in Oregon but with less direct impact on the university itself. Robinson emphasized the importance of choosing projects with sustainable business models that are in alignment with *Prosperity Widely Shared*.

c. Refresher on the Fundamentals of Board Governance

Board Chair Kirk Schueler, Board Secretary Jackie Bangs and Vice President and General Counsel Becca Gose were joined by Senior AGB Consultant Dr. Kemal Atkins via Zoom for a refresher on the fundamentals of board governance.

Bangs emphasized the importance of the board's role in governance and highlighted the key policies relevant to the day's discussion. She pointed to the board charter, bylaws, and policies that guide the board's work and decisions, emphasizing the value of being familiar with these documents and explaining how members of the public can also access this information.

Gose reiterated the board's commitment to high standards of ethics and integrity and outlined the six categories of government ethics law that trustees should be mindful of: use of office, gifts, conflicts of interest, nepotism, campaigning and the annual statement of economic interest. She stressed the personal responsibility of trustees under these laws.

Trustee Macpherson asked about identifying himself as a trustee while lobbying in Salem on behalf of OSU with the Beaver Caucus. Gose clarified that there is no prohibition against doing so, but that Macpherson was advised to coordinate with Government Relations to ensure tracking of time spent on lobbying activities and to distinguish between roles when engaging with legislators.

Dr. Atkins joined via Zoom to provide an overview of important characteristics of high-performing boards and offer additional insights on enhancing board effectiveness and improving governance. He discussed the legal duties of fiduciaries, including the duty of care, the duty of loyalty and the duty of obedience. He added that high-performing boards are strategic, mindful of risk, focused on assessment and supportive of the president and leadership team, adding that selection of the president is one of the board's most important roles.

He urged trustees to focus on important questions like where the institution was going; who would take it there; and if it was progressing toward its goals, emphasizing that the board should be relentless in assessment of those questions. He commended OSU on including the current refresher on the fundamentals of board governance and stressed the need to have difficult conversations, which requires trust and confidence that all voices will be heard. He further emphasized the need for the board to be an ambassador, cheerleader and supportive critic of the institution.

Trustee Chávez-Haroldson asked about the appropriate time and setting for critical and courageous conversations when there may be differences of opinion, given the structured nature of board meetings. Atkins suggested that committee meetings are an excellent venue for impactful discussions aligning with strategic priorities. He also recommended making space in full board meetings for important discussions, noting that some board form task forces for recurring agenda items to allow for in-depth exploration and decision-making.

8. Action Item

a. Resolutions of Appreciation

The board recognized the exceptional leadership of outgoing trustees and the outgoing vice president for Finance and Administration.

Vice Chair Hernández read the board's resolution of appreciation for Vice President for Finance and Administration and Chief Financial Officer Mike Green, who is retiring after ten years of service to the university and more than 35 years of service to higher education in Oregon.

Trustee Chávez-Haroldson read the board's resolution of appreciation for Trustee Inara Scott, who served as the faculty trustee from November 2021 – June 2024.

Trustee Manning read the board’s resolution of appreciation for Patricia M. “Patty” Bedient, an inaugural member of the OSU Board of Trustees who served from November 2013 – June 2024.

Vice Chair Hernández read the board’s resolution of appreciation for Kirk Schueler, who is also an inaugural member of the OSU Board of Trustees and served from November 2013 – June 2024.

With no further discussion and no public comment on this action item, Vice Chair Hernández sought a motion to approve the resolutions of appreciation. A motion was made, seconded and approved by all trustees in attendance.

9. Adjournment

With no further discussion or business before the board, Chair Schueler adjourned the meeting.

Respectfully submitted,

A handwritten signature in cursive script that reads "Stacy Jeffries".

Stacy Jeffries
Executive Assistant, Office of the Board of Trustees