



The Board of Trustees of Oregon State University

Meeting of the OSU Board of Trustees

October 23, 2025

9:15 am – 2:10 pm

Memorial Union Horizon Rm.

MINUTES

- Trustees present: Kate Carter-Cram, Karla Chambers, Maria Chávez-Haroldson, Eric J. Gleske, Nikki Gold (*nonvoting member*), Lisa Hale, Román Hernández (*chair*), Grant Kitamura, Toby Luther, Greg Macpherson, Julie Manning, Elise McClure, Jayathi Murthy (*ex officio*), Camille Palmer
- Trustees absent: Stephanie Bulger, Lauren Camou
- University staff: Maxine Agather, Jackie Bangs, Penny Burgess, Jenny Chambers-Taube, Kevin Dougherty, Katie Fast, Alix Gitelman, Becca Gose, Roy Haggerty, Carla Ho‘ā, Jen Humphreys, Stacy Jeffries, Dan Larson, Deb Mott, Rob Odom, Julee Otter, Melanie Rose, Gabrielle Serra, Irem Tumer, Scott Vignos, Chance White Eyes, Katheryn Yetter
- Invited guests: Ben Cannon (HECC), Jake Hamblin (Faculty Senate), Whitney McFarlane (ASCC), Masha Mogylevsky (ASOSU), Dave Underriner (OSUF), Andrew Valls (Faculty Senate)

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

Board Chair Román Hernández called the meeting to order at 9:15 a.m. Board Secretary Jackie Bangs called the roll and verified a quorum.

Chair Hernández delivered the university's land acknowledgment statement.

2. Opening comments and reports

a. Chair's comments

Chair Hernández thanked Senior Associate Vice President and Dean of Students Kevin Dougherty for facilitating breakfast with student leaders and highlighted the importance of trustee engagement with students. He welcomed new trustees Lauren Camou, Eric Gleske, Nikki Gold and Julia Phillips.

The chair acknowledged current challenges to higher education and emphasized that OSU's core values remain constant, with student success at the center.

He announced that the Executive Audit and Governance Committee had voted to recommend a new five-year employment agreement for President Murthy that the board will vote on later in the day. He emphasized the president's steady leadership during unprecedented challenges and successful rollout of strategic initiatives.

On a personal note, Chair Hernández reported that this will be his final year of service as board chair and trustee. He expressed gratitude for the honor of serving and emphasized the importance of smooth leadership transition.

b. President's report

President Murthy welcomed new trustees and expressed appreciation for their engagement and service.

She provided updates on enrollment and student success, reporting that 9,000 new students joined OSU this fall, bringing total enrollment to 38,400. She noted this milestone marked the 12th consecutive year that OSU has been Oregon's largest university and its 29th year of continuous enrollment growth. The president reported that nearly 2,200 international students were enrolled despite visa challenges. She noted a decline in new international students consistent with national trends but an increase in returning international students over last year.

Murthy provided information on the budget and financial outlook, announcing that a Strategic Resource Renewal project was being led by Vice President for Finance and Administration and CFO Carla Ho'ā and Provost and Executive Vice President Roy Haggerty. She emphasized a focus on student-first budgeting and aligning resources with *Prosperity Widely Shared* and acknowledged challenges ahead, including anticipated impacts from tightened federal budgets and state revenue constraints.

The president reported that the second *Prosperity Widely Shared* summit drew over 400 participants with a focus on research, innovation and impact. She announced that research expenditures for FY2025 exceeded \$400M for the second consecutive year and noted the first plateau after four years of growth due to federal funding shifts.

She highlighted major initiatives including the Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex, which will position OSU as a global leader in AI-powered solutions. She announced that OSU has been selected to lead the Center for Advancing Radiation Resilience of Electronics, with the aim of boosting U.S. competitiveness in space and defense technologies. Distinguished Professor in the School of Nuclear Science and Engineering Todd Palmer is the director of the center, which is backed by a \$17M award from the National Nuclear Security Administration.

President Murthy announced that OSU's FAST (Frontiers of Advanced Semiconductor Technology) proposal is a finalist in the NSF regional Innovation Engines competition, adding that if the proposal is successful, Oregon could gain as much as \$160M in federal investment, paired with more than \$340M in co-investment from partners and could generate more than \$500M in economic activity.

She added that many of OSU's partners on the FAST proposal are also collaborating on the Corvallis microfluidics Tech Hub, noting that a proposal for \$65M in federal, state and matching funds is underway. She also mentioned a \$30M proposal underway to further build out the Pacific Northwest Mass Timber Tech Hub, which advances regional innovation.

The president reported that OSU was designated as an Innovation and Economic Prosperity University (IEPU) by the APLU (Association of Public and Land-grant Universities) and highlighted collaboration with the University of Oregon and business leaders on the Southern Willamette Valley Regional Innovation Corridor.

She provided an update on Athletics, noting careful planning for next year's launch of the revitalized Pac-12 conference and announcing that the search for a new head football coach is underway.

President Murthy reported that the Believe It! Fundraising campaign had raised \$1.538B toward its \$1.75B goal in FY2025 and noted that OSU's endowment had surpassed \$1B, placing it among only seven land-grant universities without medical schools to surpass that threshold.

She shared highlights from the Pendleton Roundup visit and Extension activities and noted an upcoming trip to Southern Oregon to meet industry leaders and visit Extension offices.

c. Associated Students of Oregon State University Report

Masha Mogylevsky delivered her inaugural report as president of the Associated Students of Oregon State University (ASOSU).

Mogylevsky outlined core values for her administration, including social justice and elevating marginalized voices; providing basic needs, community care and mental health support; focusing on democratic governance and students' and workers' rights; and addressing gender-based violence. Specific initiatives include development of an off-campus housing portal for first-time renters; distribution of Narcan on campus for harm reduction; and expanded legal services for international and immigrant students.

The ASOSU president noted the removal of the previous ASOSU president under employment requirements – and expressed concern about the possibility of diminished oversight by student government of the university's \$36M in student fees.

Mogylevsky outlined broader student challenges and systemic issues affecting students. She called for OSU to uphold its reputation as a defender of free speech, equity and student voices.

Trustee Gold asked Mogylevsky if she could see any solutions to the concerns she raised moving forward. Mogylevsky suggested more student involvement in fee restructuring decisions and protections for elected ASOSU officers to prevent employment conflicts.

Chair Hernández reminded trustees of state and federal confidentiality laws regarding personnel matters.

d. Associated Students of Cascades Campus report

ASCC President Whitney McFarlane shared her experiences as a fourth-year participant in student government beginning her second term as ASCC president. She expressed excitement for continued collaboration with trustees and university leadership.

McFarlane outlined strategic priorities for the year, which include lobbying for a land remediation project on the Cascades campus essential for building the student health and recreation center and a second residence hall; expanding the food pantry; and collaborating with the Corvallis campus to leverage basic needs grant funding.

McFarlane mentioned resources and services available to students such as the housing and childcare subsidy, food pantry, and the expansion of the composting initiative from residence halls to the student success center.

She reported record engagement during Connect Week, with 70% attendance among first year freshman and transfer students. She gave an overview of strategic planning and advocacy for the ASCC, which will prepare students for short legislative session advocacy in partnership with OSU's government relations team.

Trustee Manning asked about differences in governance structure between Cascades and Corvallis. McFarlane explained that OSU-Cascades operates under separate governing documents, with a new Judicial Affairs Committee introduced to strengthen governance and prepare for a future Senate.

Trustee Gleske noted impressive campus growth at OSU-Cascades and asked if the new student success center supported Connect Week. McFarlane confirmed and said the new building fosters community and engagement.

e. Faculty Senate Report

Andrew Valls delivered his final report as faculty senate president, reflecting on accomplishments, challenges and priorities for shared governance. He expressed appreciation for the opportunity to serve during a challenging and eventful year.

Valls welcomed President Murthy's anticipated five-year contract renewal as great news for OSU. He introduced faculty senate president-elect Jake Hamblin, who will assume the presidency in January.

He announced the official launch of the Core Education Curriculum (Core Ed), which replaces OSU's previous general education framework. He described the effort as a Herculean multi-year task involving close collaboration between faculty and administration and provided an overview of key features, including enhanced student onboarding and transition support; greater emphasis on career readiness; and streamlined categories and curated course offerings. He expressed confidence that Core Ed will better serve today's students and advance OSU's strategic goals for student success.

Valls highlighted successful collaboration on Core Ed as a model for shared governance but added that faculty and administration sometimes hold different interpretations of the concept. He cited two special meetings of the faculty senate over perceived lack of consultation on administrative decisions and called for robust campus-wide dialogue on governance principles, commending Provost Haggerty's willingness to engage in those discussions.

Valls thanked OSU faculty for their dedication to student success and research excellence and administrators for their commitment to the university during turbulent times. In closing, he expressed gratitude for the experience of serving as faculty senate president and reaffirmed shared devotion to OSU's mission.

Vice Chair Chávez-Haroldson thanked Valls and expressed interest in future updates on Core Ed implementation, particularly student engagement and perspectives.

Trustee Chambers requested faculty perspectives on diversifying university revenue streams.

Chair Hernández thanked Valls for his service and requested an opportunity to address the faculty senate before his term ends.

f. OSU Foundation report

Dave Underriner, chair of the OSU Foundation Board, joined the meeting by Zoom to provide an update on foundation activities.

He began with an overview of the mission of the OSU Foundation, which includes engaging the community, inspiring investment in Oregon State and stewarding resources to support the university's activities.

Underriner emphasized alignment with *Prosperity Widely Shared*, including fundraising for the "Finish in Four" initiative to achieve an 80% graduation rate and support for initiatives that advance student success, research and innovation.

He gave an overview of fundraising achievements, emphasizing that the last five years have been the most successful fundraising period in OSU history. He reported that fiscal year 2025 was the second-best fundraising year ever, surpassing the \$200M annual milestone for the third time. He reported \$202.87M in gifts and pledges, including 30 gifts in the \$1M–\$4.99M range, totaling \$62M. He added it was a record year for cash contributions, providing immediate support for students, faculty and programs.

He reported that the endowment had surpassed \$1B for the first time, placing OSU among only 143 U.S. universities with endowments over \$1B and among seven land-grant universities without medical schools to achieve this milestone.

Underriner thanked trustees for their volunteer service and expressed gratitude for President Murthy's leadership, affirming the foundation board's full support for the president.

Chair Hernández acknowledged the foundation's critical role in OSU's success and expressed appreciation for their support for the presidential compensation agreement.

Trustee Macpherson noted his role as liaison to the foundation board and invited trustees to share feedback for him to convey during foundation meetings.

g. Higher Education Coordinating Commission report

Ben Cannon, executive director of the Higher Education Coordinating Commission (HECC), joined the meeting by Zoom to deliver his standing report.

He highlighted HECC's commitment to improving student access and affordability; strengthening workforce development initiatives; and advancing inclusive excellence and leadership across Oregon's higher education system.

Cannon provided an overview of the fiscal landscape and budget challenges. He reported that Oregon faces a fiscal deficit due to federal actions and economic conditions and that HECC is working with the Governor and Legislature to adjust recently adopted budgets to address emerging shortfalls.

He added that the fiscal situation is unlikely to improve soon and that budget reductions are a possibility in the February Legislative session. He noted that current budgets were already insufficient to meet higher education needs and urged trustees to help shape the narrative that Oregon has underinvested – not disinvested – in higher education, with state funding growing modestly over the past decade.

Cannon reported on funding trends, noting that the Public University Support Fund has grown ~7% annually since 2014 (6.9% average) and that growth aligns with overall state budget increases despite competing priorities like housing, healthcare and public safety.

He said state debt service for university capital projects has quadrupled in the past decade from ~\$90M for the 2013 – 2015 biennium to almost \$350M for the current biennium, adding that Oregon’s funding remains below national averages, requiring substantial increases to close the gap.

Cannon said HECC will continue to advocate strongly for increased state investment in higher education and called for collaboration with OSU leadership and trustees to advance this message in Salem.

Chair Hernández thanked Cannon for his advocacy and emphasized OSU’s commitment to work with HECC.

Trustee Gleske noted improvement in Oregon’s ranking for state funding but emphasized there was still work to be done.

3. Consent agenda

a. Minutes of the July 8, 2025, Special Meeting of the Board of Trustees

A motion to approve the consent agenda was made, seconded and approved by all voting board members in attendance: Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee Gleske, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure, Trustee Palmer and Trustee Phillips. The motion carried.

4. Reports of standing committees of the board

a. Executive, Audit and Governance Committee

Board Chair Román Hernández summarized the previous day’s meeting of the Executive, Audit and Governance Committee (EAGC).

(See minutes of the October 22, 2025, Executive, Audit and Governance Committee meeting for full details.)

b. Academic Strategies Committee

Committee Chair Julie Manning provided a brief overview of the October 22, 2025, meeting of the Academic Strategies Committee.

(See minutes of the October 22, 2025, Academic Strategies Committee meeting for full details.)

c. Finance and Administration Committee

Committee Chair Elise McClure provided a summary of the Finance and Administration Committee meeting held October 22, 2025.

(See minutes of the October 22, 2025, Finance and Administration Committee meeting for full details.)

5. Action Items

a. Board Chair's Report: FY2025 Presidential Assessment and Employment Agreement

Chair Hernández presented his report on the president's annual assessment and proposed five-year employment agreement, which the Executive, Audit and Governance Committee voted to recommend to the board.

He highlighted feedback commending President Murthy's outstanding leadership, accomplishments across the university and deep commitment to the wellbeing and success of students at OSU, voicing strong support for her agenda for the coming year.

Trustee Chambers emphasized OSU's growth in student enrollment and revenue under President Murthy's leadership despite national trends. She also highlighted a strong research environment and the president's vision for future growth.

Vice Chair Chávez-Haroldson commended the president's inclusive leadership style, ability to engage diverse perspectives and willingness to make difficult decisions.

Trustee Manning expressed appreciation for the president's forward-thinking approach and ability to focus on priorities despite resource constraints.

Trustee Macpherson highlighted OSU's brand strength and alumni loyalty under Murthy's leadership, noting its importance for fundraising and institutional reputation.

Trustee Gleske expressed gratitude for Murthy's leadership during challenging times and voiced support for competitive compensation, thanking the OSU Foundation for their support. He emphasized the need to improve compensation across the board, including for unclassified staff positions.

Chair Hernández reiterated the extraordinary circumstances the president has faced during her tenure – collapse and rebuild of the Pac-12 conference and reduced state and federal funding during the rollout of OSU's ambitious strategic plan – noting that the university could not have foreseen these challenges three years ago. He said President Murthy's leadership has been indispensable.

There being no further discussion and no public comment on this agenda item, the chair sought a motion to accept the board chair's report on the president's annual assessment and approve President Murthy's five-year employment agreement. A motion was made by Trustee Chambers, seconded by Trustee Macpherson and approved by all voting board members in attendance: Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee Gleske, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure, Trustee Palmer and Trustee Phillips. The motion carried.

President Murthy expressed gratitude for the board's confidence and support, acknowledged OSU's leadership team and reaffirmed her commitment to OSU's mission and values.

b. 2026 Board Work Plan

Chair Hernández and Board Secretary Jackie Bangs presented the board's proposed 2026 work plan.

Board Vice Chair Chávez-Haroldson suggested additional engagement between the board and students, stating that anything that amplifies student perspectives would help guide board decisions.

There being no further discussion and no public comment on this agenda item, the chair sought a motion to approve the 2026 board work plan. A motion was made by Trustee Manning, seconded by Trustee McClure and approved by all voting board members in attendance: Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee Gleske, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure, Trustee Palmer and Trustee Phillips. The motion carried.

c. Amendments to OSU Investment Policy

d. Tribal Consultation Policy

Director of Tribal Relations Chance White Eyes and Vice President for Mission and Impact Scott Vignos presented this agenda item, with University Policy and Standards Specialist Katheryn Yetter and Director of NAGPRA (Native American Graves Protection and Repatriation Act) Dawn Marie Alapisco available for questions.

White Eyes explained that OSU's land-grant status creates a special relationship with Tribal communities statewide, not just those near OSU campuses. He noted that the proposed policy establishes a framework for meaningful consultation, honoring Tribal sovereignty and local protocols to build trust and long-term partnerships.

He provided an overview of the purpose of the policy, which is meant to support accountability and transparency; support shared stewardship of cultural and natural resources; and enhance OSU's reputation as a national leader in Tribal engagement.

White Eyes said the policy applies to all OSU units and projects involving Tribal interests and requires early and ongoing consultation before research design or project implementation. He added that the policy builds on OSU's strong foundation of trust through NAGPRA compliance and repatriation efforts.

Vignos added that a robust consultation policy saves time and resources by preventing missteps in research and engagement, emphasizing that meaningful consultation must be defined by Tribal governments themselves and not the university. He also noted that OSU would be a model for other institutions as the first university in Oregon to adopt such a comprehensive policy.

Trustee Manning praised the policy as a best practice and asked for future updates on how implementation impacts OSU processes and what lessons were learned from Tribal feedback. White Eyes explained that the policy will evolve and stressed the importance of flexibility as Tribal priorities and leadership change.

Vice Chair Chávez-Haroldson voiced strong support, calling the policy long overdue. She applauded the work and said she looks forward to learning how OSU defers to Tribal ways of knowing.

Chair Hernández requested information on NAGPRA. Alapisco explained that NAGPRA is a federal law ensuring repatriation of ancestral remains and cultural items and highlighted OSU's Tribally-led approach, which has transformed relationships and set a national example.

There being no further discussion and no public comment on this agenda item, the chair sought a motion to approve the Tribal Consultation Policy. A motion was made by Trustee Luther, seconded by Trustee Chambers and approved by all voting board members in attendance: Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee Gleske, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure, Trustee Palmer and Trustee Phillips. The motion carried.

6. Public comments

Sam Sachs provided comments on the Rooney Rule and expressed concerns about the use of search firms. He requested a diverse search committee to recruit the next football coach.

Jaron Rosenau requested enforcement of a car-free campus core.

7. Discussion items

a. Advancing Mission and Impact

Vice President for Mission and Impact Scott Vignos presented this agenda item.

Vignos introduced himself in his new role as vice president for mission and impact and provided an overview of his portfolio, which integrates the Office of Institutional Diversity; Office of Equal Opportunity and Access; mission initiatives; and the NAGPRA Office.

He emphasized OSU's unique statewide footprint and land-grant mission, noting that the university is among the most trusted civic institutions even amid declining public confidence in higher education. He stressed a core commitment to inclusive excellence, with OSU serving all Oregonians and fostering diverse perspectives.

Vignos gave an overview of mission and impact initiatives, which are designed to accelerate complex, university-wide priorities aligned with *Prosperity Widely Shared* and the Diversity Action Plan. Cited goals include building organizational capacity through leadership development; fostering external partnerships to deepen trust and engagement; and supporting compliance with civil rights laws (Title IX, Americans with Disabilities Act, Violence Against Women Act).

Vignos highlighted signature programs and initiatives, including AccessOSU, currently a Portland-based project to engage Title I middle school students and their families early; the Inclusive Excellence in Research Forum to showcase faculty projects; and the Democracy in Action series to promote dialogue.

Vignos provided examples of future focus areas, including strategic enrollment management to strengthen access for all learners; national collaboration to elevate the role of land-grant institutions; and expansion of the AccessOSU program.

Chair Hernández asked for more details on AccessOSU given the importance of helping students visualize college as attainable. Vignos credited the Division of Student Affairs for creating opportunities for students, highlighting partnerships with Portland Public Schools and the Latino Network for campus visits and summer programs.

Trustee Luther questioned whether similar outreach occurs in rural Oregon, noting disparities in college attendance rates. Vignos cited programs like Juntos and 4-H as key for creating pathways to college, also noting the work of Extension offices statewide.

Trustee Chambers shared her personal experience as a first-generation student and stressed the importance of cross-college collaboration. Vignos agreed, noting transdisciplinary research showcased at OSU's recent research forum.

Trustee Phillips asked how OSU has adjusted its approach to inclusive excellence given recent federal executive orders and policy changes. Vignos explained that no major structural changes are required, since OSU's approach aligns with legal requirements and its core mission is to keep initiatives open to all and encourage dialogue across viewpoints.

Vice Chair Chávez-Haroldson requested updates on VAWA (Violence Against Women Act) grants; collaboration between the Equity Leaders Consortium and diversity champions; and outcomes of the AMP stress tests. Vignos explained that VAWA updates will be provided by Associate Vice President and Chief Civil Rights Officer Becky Bangs. He noted that the Equity Leaders Consortium collaborates with diversity champions to share best practices and align strategies and added that updates from the AMP stress tests would be shared in January.

Trustee Gold asked about engagement strategies for non-traditional students and veterans. Vignos highlighted collaboration with Ecampus and Educational Ventures to expand flexible learning pathways.

Trustee Manning asked about the scope of initiatives and how priorities are set. Vignos said the focus is on high-impact, complex projects requiring coordination across units.

b. Legislative Update

Executive Director of Government Relations Katie Fast and Director of Federal Relations Gabrielle Serra (joining via Zoom) provided legislative updates to the board.

Serra announced she was joining remotely from Washington, D.C., where she was promoting OSU proposals for grants in mass timber innovation and semiconductors. She commented on the ongoing federal shutdown and increasing operational pinch points for higher education.

She reported that FY2026 spending legislation remains stalled and that the previous fiscal year operated under a full year continuing resolution, creating uncertainty for research funding.

Serra spoke about policy developments, including the SCORE Act (college athletics legislation currently stalled in the House) intended to regulate NIL (Name, Image, Likeness) rights for student athletes and player employee status. She mentioned anticipated rulemaking on F and A (Facilities and Administration) rates for federal grants and regulatory changes expected under H.R. 1 affecting financial aid and institutional accountability.

She noted that the USDA (United States Department of Agriculture) plans to consolidate offices into five hubs, which will affect OSU's land-grant partnerships, and added that potential

reductions in force at the USDA, Department of the Interior and EPA (Environmental Protection Agency) are being monitored.

Fast began her state legislative update with a budget overview. She reported that the Legislature had approved a \$37B general fund budget for 2025-2027, with higher education receiving a 7% increase, noting that OSU's operating costs are projected to rise to 9.6%. She listed rising employee benefits (retirement and health care) as major cost drivers and reported that Oregon currently ranks 46th nationally in higher education funding.

Fast gave an overview of capital investments, reporting that \$120M had been allocated for the Capital Improvement and Renewal Fund, with OSU receiving ~33-35% of the total. She said no new capital projects were funded and that OSU may seek funding for the land remediation project at the Cascades campus in the February session.

She addressed revenue challenges and potential actions, emphasizing the impact of H.R. 1 tax provisions reducing state revenue by ~\$900M. She reported a projected budget shortfall of \$373M by biennium end. Agencies have been asked to prepare 5% reduction lists, but Fast said OSU estimates cuts closer to 6%. She reported that the Legislature is considering disconnecting from certain federal tax provisions and tapping rainy day funds, though access requires the vote of a supermajority.

Chair Hernández thanked Fast and Serra for transparency and acknowledged the gravity of fiscal challenges.

Trustee Chambers said Oregon's jobless rate now exceeds levels during the 2008-09 recession and expressed concern over the state's heavy reliance on income tax (81% of revenue).

8. Adjournment

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

Respectfully submitted,



Stacy Jeffries
Executive Assistant, Office of the Board of Trustees