



Oregon State
University

The Board of Trustees of Oregon State University

Regular Meeting of the Board of Trustees

April 3, 2020

Telephonic Meeting

MINUTES

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

University Staff Present: Charlene Alexander, Jennifer Almquist, Randy Bell, Sherm Bloomer, Susan Capalbo, Steve Clark, Jim Coakley, Debbie Colbert, Toni Doolen, Katie Fast, Ed Feser, Becca Gose, Mike Green, Dan Larson, Nell O'Malley, Paul Odenthal, Heidi Sann, Lauren Skousen, Patti Snopkowski, and Irem Tumer

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

Board Chair Rani Borkar called the meeting to order at 10:06 a.m., asked the board secretary to call the call, and noted a quorum. Borkar then made a land acknowledgement statement.

2. Written Reports Submitted to Committees

Borkar introduced the written reports submitted to committees, noting that they were originally scheduled for discussion at the April committee meetings. She said discussion of these items would be scheduled at a future meeting at the discretion of the respective committee chairs.

3. Consent Agenda

- a. Minutes of the January 24, 2020 Board Meeting
- b. Minutes of the January 24, 2020 Executive Session
- c. 2021 and 2022 Board Calendars

A motion was made and seconded to approve the items on the consent agenda. The motion carried.

4. Public Comments

The following individuals provided public comments:

Josiah Blaisdell: spoke about graduate student fees.

Graham Trainor: spoke about the importance of supporting students, staff, and faculty during the pandemic.

Tyson Wepprich: spoke about the cost of living in Corvallis and the importance of engaging with the bargaining team of United Academics of Oregon State University (UAOSU) to reach a collective bargaining agreement.

Kelly McElroy: spoke about the importance of compensation for academic faculty.

Cari Maes: spoke about the importance of support for working families.

Louisa Hooven: spoke about the importance of reaching a collective bargaining agreement with UAOSU.

Linda Richards: spoke about the importance of including family leave in the new collective bargaining agreement with UAOSU.

Christine Mouzong: spoke about the challenges of finding and paying for childcare while a student and employee at OSU.

Houssam Abbas: spoke about the importance of support for research programs to increase faculty retention and productivity.

Jan Medlock: shared remarks on behalf of Bill Thomas describing the importance of job stability for faculty conducting research and the unique challenges of relying on funding from external grants.

Michael Dreiling: spoke to higher education's role in innovation and imagination and the need to support faculty in that effort in the collective bargaining process.

5. Reports

a. President Transition Committee Report

Borkar began by sharing that Trustee Kirk Schueler had agreed to serve as vice chair of the committee as Trustee Michele Longo Eder steps back to attend to a personal matter. She then asked Trustee Julie Manning to proceed with her report. Manning began by sharing that the Transition Committee was moving into the second phase of its work with a focus on planning for the first year of Dr. Alexander's presidency. In addition to identifying transition milestones, the committee has developed a framework and provided strategic direction on priorities for engagement and events. Manning said the committee is seeking to ensure a thoughtful approach that balances many interests and priorities and looks to ensure the purposeful and strategic use of Dr. Alexander's time. While the committee had hoped to have Dr. Alexander visit Oregon during spring term for select engagements, the visits were cancelled following Governor Brown's "Stay Home, Save Lives" executive order and guidance from health officials. Manning noted that the committee would instead look for opportunities to engage important stakeholders over the summer and into fall. Manning shared that the committee continued to work with Dr. Alexander to help ensure that he is prepared as he steps into the presidency on July 1.

b. COVID-19 Response

Borkar asked Provost and Executive Vice President Ed Feser, Vice President for Finance and Administration Mike Green, and Vice Provost for Student Affairs Dan Larson to provide an update on the university's response to COVID-19. Feser began by summarizing the university's approach, including the establishment in early February of a steering committee and development of a response plan. He shared that Larson had been named OSU's COVID-19 response coordinator and was providing leadership for the university's response efforts. Feser reported that the steering committee had evolved into a continuity management team that includes leaders from across the university. He commended the tremendous work by many faculty and staff in transitioning

immediately and effectively the university to comply with direction from the governor and guidance from health officials. Feser concluded by noting that in addition to focusing on the near-term response, leaders were working to develop longer-term plans to position the university to continue fulfilling its mission post-pandemic.

Larson next described how the university had adapted its operations, including transitioning to remote delivery of functions with only limited critical functions occurring across the university's physical locations. He shared that in response to a recently conducted survey, approximately two-thirds of students indicated that they intended to return to the Corvallis area during spring term. University Housing and Dining Services (UHDS) continues to operate as a critical function, with modified operations consistent with orders and guidelines. Larson reported that student services remain operational, with many transitioning to remote delivery. He shared that while some student employment continued, work for a number of students has been reduced or eliminated, and the university has continued to look for ways to support effected students. Larson spoke about the Oregon State University Pledge, which helps students stay on track to graduate by offering a scholarship to cover the additional tuition needed to complete remaining credits in a subsequent term if a student on an approved pathway to graduate this spring is unable to do so because of changes to instructional delivery. Larson concluded by providing an overview of mid- to long-range planning that is underway.

Green spoke first about the immediate effects of the pandemic, noting that spring term enrollments are tracking consistent with previous years; however, the deadline had been extended to drop classes and receive a full refund, thus enrollments would continue to be monitored. Green reported that revenues for UHDS would be impacted by the reduction in the number of students living on campus and revenues for athletics would be reduced due to the decision by the National Collegiate Athletic Association to cancel winter and spring sports. Green said the recently passed federal stimulus package would provide some relief to higher education both to support students directly and to address the effects experienced by the university. He reported that the university maintained solid cash flow levels, and he described efforts to reduce expenditures. Green also discussed early projections of the continued impact during fall, noting that many uncertainties remain.

Following the report, Trustee Khawater Hussein asked about tuition costs for international students, and Feser noted that the tuition structure remains consistent in spring as in previous terms, both for on-campus courses delivered remotely during the COVID-19 outbreak and for the online educational services offered through Ecampus. He added that remote delivery of on-campus courses does not change the cost structure of the university, and he described the need to maintain remote delivery of on-campus courses given the limited capacity within Ecampus to accommodate significant increases in enrollment. In response to a question by Trustee Paul Kelly, Green clarified that UHDS anticipated an approximate decline of \$20M in revenues due to reduced occupancy in residence halls. Trustee Julia Brim-Edwards asked whether the university might be able to leverage the expertise of Ecampus in the delivery of online education to support the transition of high school students to post-secondary education. Feser shared that a work group is engaged in the exploration of accelerated learning options,

and he added that another group is exploring ways to expand the online delivery of professional education to K-12 teachers wanting to develop skills in remote teaching. Feser also noted that OSU was exploring with the University of Oregon and Portland State University the possibility of offering students at each institution the flexibility to enroll in online courses across institutions.

c. Legislative Update

Borkar asked Executive Director for Government Relations Katie Fast to provide a legislative update. Fast began with a review of the 2020 legislative session, noting that because of quorum issues only three bills made it through both chambers and to the governor. She provided updates on OSU's legislative priorities, beginning with the two capital projects that OSU had proposed for funding: the Arts and Education Complex and the OSU-Cascades Student Success Center. Fast reported that a bill that would have prohibited the Lottery from offering college sports betting died in committee. A bill that would have given student athletes the ability to receive compensation for use of their name, image, and likeness passed the Senate and House Rules but did not have a floor vote in the House. Fast shared that two bills related to supporting Oregon's hemp industry and research did not receive votes. She also noted discussions related to creation a transfer portal.

Fast reported that following the abrupt end of the 2020 session it was anticipated that a special session might be convened to address some of the work that remained uncompleted; however, the landscape changed following the issuance of Governor Brown's first coronavirus related executive order on March 8. Fast noted that since the declaration, the Legislature's Emergency Board has allocated \$5M toward the crisis and a special joint legislative committee on coronavirus response has been assembled by legislative leadership. Fast provided an update on the passage of the CARES Act Higher Education Emergency Relief fund and efforts to understand what support might be anticipated for the state and OSU. She said the state's next quarterly economic and revenue forecast is scheduled for May, and it would likely indicate a significant budget shortfall. Fast concluded by stating that the university's government relations strategies and priorities would continue to evolve in response to the pandemic. Following the report, President Ed Ray recognized the advocacy efforts of Oregon's United States Senators Ron Wyden and Jeff Merkley on behalf of higher education.

6. Action Items

a. FY2021 Tuition Rates, Mandatory Fees and Student Incidental Fees and Operating Budget Outlook

Borkar asked Patty Bedient, chair of the Finance & Administration Committee, to introduce this item. Bedient said three scenarios and the president's recommendation were included in TAB N, and she invited Green and Associate Vice President for Budget and Fiscal Planning Sherm Bloomer to provide a summary. Green acknowledged the significant change in conditions since staff presented in January the preliminary tuition rate scenarios, adding that the tuition and fee recommendations are informed by consideration of the emerging social, organizational, and financial impacts of the global COVID-19 pandemic.

Bloomer began with a summary of the president's recommendation for tuition and mandatory fees, as well as two other budget and tuition scenarios

considered by the University Budget Committee. He noted that the president recommended no increase for continuing resident and non-resident undergraduate students with the acknowledgement that continuing students are adjusting to disruptions during spring term. The recommended rates also recognize the commitment these students have already made to OSU and align with the university's commitment to ensuring that as many continuing students as possible reach graduation. Bloomer said new students are exploring their options, and the recommended changes in tuition and fees for FY2021 maintains OSU as a competitive option in terms of quality and affordability. Bloomer then provided an overview of the process, which started the previous fall and involved multiple meetings of the University Budget Committee and Student Budget Advisory Committee. The Office of Budget and Fiscal Planning prepared projections of costs and budget projections with different assumptions, and the groups considered scenarios and then made recommendations to the president in February. Bloomer added that throughout the process there were a number of conversations with stakeholders to gather questions and comments. Bloomer noted that, as a result of the pandemic, leaders began in March rethinking the recommendations to adjust to changing circumstances. He summarized the budget outlook that had been considered prior to COVID-19, noting the inflationary pressures faced by the university and the effect on tuition and, in particular, the extent to which inflation is driven by employee benefits expenses. Bloomer described revenue assumptions, including modest growth in enrollment, state funding, and other revenues, and he stated that revenue growth lagged expense projections prior to COVID-19 by approximately \$7M. He then summarized spring term revenue changes, noting that the largest revenue impact is in self-support units. Bloomer said there is significantly increased uncertainty in revenue projections for fall 2020, and he summarized the cases the university is modeling. He also shared the themes from university stakeholder conversations and committee discussions. He said these considerations informed the president's recommendation for tuition and mandatory fees. Bloomer concluded with an overview of the strategies staff are considering to address the gap between currently projected revenues and expenses.

Following the presentation, trustees focused their conversation on the recommended scenario, and they also considered a scenario that contemplated no increases for continuing and new resident undergraduate students and a 3.2% increase for continuing and new non-resident undergraduate students. In response to a question by Trustee Stephanie Smith about what led to the recommended scenario, Feser said staff considered the investment that had already been made by continuing students and the importance of the university signaling its interest in students returning to OSU in the following year. Kelly and Smith also encouraged exploration of a new scenario that would include no increases for resident undergraduates, continuing and new, and only modest increases for new non-resident undergraduates. Trustees discussed the uncertainty and unprecedented financial challenges faced by many students and families as well as the need to continue providing a high quality education. Trustee Mike Bailey asked about any changes to the university's contributions to the Public Employees Retirement System (PERS), and Green said no changes are anticipated as the rates for the biennium are already set. Bedient asked about the administrative implications of bifurcated tuition rates for continuing and new students, and Bloomer said it would require the addition of a mechanism to bill by entering class. Hussein encouraged staff to consider strategies that

including reducing management and administrative costs at all levels. Trustee Mike Thorne spoke to the importance of also considering possible reductions in state support, either in current or future biennia. Bedient asked about the university's fund balance. Bloomer said the university projects a \$90M fund balance in Education & General (E&G) funds, and Green added that the university's unrestricted net position is negative with the inclusion of the PERS net pension liability. Ray noted that fund balance is distributed across the university, and most of the funds are encumbered.

Public Comments

The following individual provided public comments:

- Taha Hussain: spoke about the additional pressures and challenges the COVID-19 pandemic presents for international students.

Following comments, Schueler remarked on the need to consider potential shifts in enrollment patterns resulting from the pandemic and the implications such changes might have for the Board's approach to setting tuition. Bedient noted the compounding effect in future years that would result from deciding not to increase tuition in FY2021. Kelly, Schueler, Eder, and Smith expressed support for consideration of a modification to the recommended scenario that would also consider no increases for new resident undergraduate students. Other trustees expressed support for the scenario recommended by the president. Trustees discussed the importance of revisiting the subject of tuition at a later meeting — as the impacts of COVID-19 and the university's financial position become more evident — to determine whether further tuition increase relief might be possible for new students, graduate students, and Ecampus students.

A motion was made and seconded that the Board approve the resolution establishing the academic year 2020-21 and summer 2020 tuition and mandatory fees as provided in Exhibit A, at the rates in Scenario B in Table 1 for continuing undergraduates (0%), 3.2% for new resident undergraduates, and 3.06% for new non-resident undergraduate students. The motion carried.

b. Spring 2020 Incidental Fees

Borkar asked Bedient to introduce this item. Bedient said the proposal to consider revised incidental fees for spring term reflected the reduced service levels due to COVID-19 restrictions. Green said that, given reductions in some services, staff began coordinating with the Associated Students of OSU (ASOSU) and the Associated Students of Cascades Campus (ASCC) to consider proposing to the Board revised incidental fees for spring term. He summarized the recommended changes in student incidental fees, which had been affirmed through formal votes of the student governing body on each campus.

Public Comments

The following individual provided public comments:

- Rachel Josephson: spoke about the process followed by ASOSU to develop the fee reduction recommendation for the Corvallis campus.

- Jade Warner: spoke about the process followed by ASCC to develop the fee reduction recommendation for the Bend campus.
- Safi Ahmad: spoke in support of the proposed fee reduction.
- Kylie Boenisch: spoke in support of the proposed fee reduction.

Following public comments, Trustee Darry Callahan commended ASOSU and ASCC student leaders for their efforts. A motion was made and seconded to approve the resolution in Attachment 1 adjusting incidental fees for the spring 2020 term. The motion carried.

c. 2021-23 Biennial Funding Request to HECC: Capital

Borkar asked Bedient to introduce this item. Bedient said the material in TAB O provided a summary of the university's proposed capital requests for the 2021-23 biennium for Board consideration. She then invited Green and Senior Associate Vice President for Administration Paul Odenthal to provide an overview. Green said the university's requests for capital project funding for the 2021-23 biennia are due to the Higher Education Coordinating Commission (HECC) by the end of April. He noted that the list of proposed projects provided in the docket is consistent with the Ten-Year Business Forecast. Green acknowledged the uncertainty of the university's capital requests for the next biennium given the outstanding requests for project funding from the current biennium.

Odenthal summarized each project, beginning with the Collaborative Innovation Complex (CIC). He said the CIC is a key component in realizing OSU's research, education, and campus renewal goals. The project will be developed in two phases. Odenthal described the third and final project phase to renovate Cordley Hall. He noted that the request to the HECC includes a revision to the distribution of funds across the \$78M project with the university now seeking \$58M in state-paid bonds. Odenthal spoke about the Reser Stadium West Grandstand project, adding that OSU is studying opportunities to partner with private or non-profit entities that could provide for full-year utilization of Reser Stadium. Odenthal also noted that the seven public universities are collectively asking the HECC to continue the pooled Capital Improvement and Renewal funding. Green noted that the university may need to adjust this request should further HECC guidance or legislative action warrant. Any adjustments would be reported back to the Board. Green concluded by stating that approval of the capital funding request would not commit the university to any of the projects.

A motion was made and seconded to approve the 2021-23 Capital Funding Request as presented in Table 1 to guide the development of the capital request for HECC submittal. Projects included in the previously Board-approved 2019-21 biennium request will remain under consideration by the legislature.

d. Public Safety and Enforcement Programming at OSU Corvallis Campus

Borkar invited Green, Odenthal, and Vice President and Chief Diversity Officer Charlene Alexander to present this item. Green reported that President Ray in October 2019 reconvened the Public Safety Advisory Committee (PSAC) to make recommendations to the vice president for finance and administration to address both the short-term and long-term safety and law enforcement needs for

the Corvallis campus and community. Alexander said the PSAC included students, faculty, and senior leaders. To meet its charge, the PSAC conducted four community listening sessions in mid-March and created an online feedback form. Alexander summarized themes from participants, including input related to program outcomes; community integration; conceptualizations of safety; organizational authority and visibility; and officer engagement, discretion, and disposition. Odenthal provided an overview of the options considered and said that, after reviewing options, it was determined that OSU should have more control of the conduct and culture of the law enforcement program at OSU's Corvallis campus. If approved by the Board, OSU would commence recruitment, hiring, training, and equipping of licensed law enforcement employees using expedited procedures to field well-trained professional licensed law enforcement officers embedded within the public safety department by July 1. The university will also seek mutual aid agreements with other agencies for specialty capabilities. Odenthal said a first step would be to identify a chief of police to lead OSU's process to establish a law enforcement department that aligns with the university's culture and educational mission.

In response to questions by Callahan, Odenthal confirmed that the scope of the university's officers would be limited to the Corvallis campus and Green confirmed that new sworn officers would be armed. Bailey asked about the anticipated size of the university's police force, and Odenthal said it would be similar in size to the current number provided by Oregon State Police with approximately 15 officers. Kelly asked about the ability to realize full staffing levels by July 1, and Green said that the university has been in conversations with the City of Corvallis about a mutual aid agreement to assist with the transition. Schueler asked about the cost associated with moving from contract to in-house, and Green said the university anticipates some upfront costs associated with the transition followed by a leveling of costs over time to be at or below the cost of the contract with Oregon State Police. Ray noted the alignment with OSU values that can be achieved through bringing the provision of law enforcement services in-house, and Eder expressed her support for the university's efforts to realize this goal. Hussein asked about the plan to train officers, particularly with the goal of achieving alignment with the university's culture and values. Odenthal said training would be offered both as officers were hired and as part of a continuous training model. Green expressed the university's commitment to establishing and maintaining a law enforcement program with values that align with the university.

Public Comments

The following individual provided public comments:

- Sienna Kaske: inquired about the establishment of a police department within the Department of Public Safety and about how the additional officers fit with existing campus safety staff.

Following public comments, Odenthal confirmed that the Department of Public Safety would continue to include unarmed, non-sworn officers and would add, if authorized by the Board, armed, sworn officers.

A motion was made and seconded to authorize the establishment of a police

department within the Department of Public Safety and the commissioning of employees as police officers in the manner consistent with state statutes and with all of the privileges, immunities, and authorities set forth in state statutes. The motion carried.

e. House Bill 3375 Educator Equity Plan

Borkar asked Kelly to introduce this item. Kelly said the Oregon Educator Equity Act passed by the Oregon Legislature in 2015 requires that each public teacher education program in the state prepare a plan for the recruitment, admission, retention, and graduation of diverse educators. He then asked Toni Doolen, dean of the College of Education, Randy Bell, associate dean of academic affairs, and Nell O'Malley, director of education licensure, to present the college's 2020-2022 plan. Doolen began by stating that the goals of the plan are fully aligned with college and university values and strategic goals. She added that the 2020-22 plan maintains the same set of goals established in the 2018-2020 plan. Doolen then summarized progress made under the current plan. She described some of the persistent barriers to increasing and retaining the diversity of the teacher candidate pool, and the college's efforts to address those barriers.

Following the presentation, Hussein noted some omissions from the definition of "diverse" used in the plan. Doolen acknowledged the limitations and said that the definition is set forth in the statute that requires development of the plan.

A motion was made and seconded to approve OSU's Educator Equity Plan for 2020-22. The motion carried.

f. Creation of Schools in the College of Business

Borkar asked Kelly to introduce this item. Kelly said the proposal is to reorganize the College of Business into a school structure, with professorial and professional instructional faculty merged together within related disciplines. He then asked Jim Coakley, interim dean of the College of Business, to provide an overview. Coakley began by stating that in 2008, the college had a flat administrative structure; however, the recent growth in faculty, student credit hours, and the number of business majors has made that structure untenable. He said the proposal is to reorganize the college into a school structure, which is used within most other colleges at OSU.

A proposal was made and seconded to approve the establishment of three schools in the College of Business. The motion carried.

g. Credit Facility Resolution

Borkar asked Bedient to introduce this item. Bedient said the proposed resolution would authorize the university to use a number of credit facilities. She asked Associate Vice President for Finance and Controller Heidi Sann to provide an overview. Sann explained that the line of credit that has been used to provide funds to the Internal Bank would expire in July 2020, and the university is recommending issuance of a new resolution authorizing the university to establish one or more credit facilities to be drawn on from time to time. She said the proposed credit facility resolution is similar to the short-term financing resolution approved by the Board in July 2017, and she highlighted the differences in the new proposed resolution, which would authorize the use of short-term financing products through June 2025. In response to a question by

Smith, Sann confirmed that the proposed resolution does not change the maximum borrowing point; rather, it provides staff the ability to utilize multiple products beyond a simple line of credit.

A motion was made and seconded to adopt the credit facility resolution in Attachment 1, authorizing the university to enter one or more facility agreements and issue notes such that the aggregate principal amount not to exceed \$50M, for the purpose of providing interim financing consistent with the Liquidity Management Policy. The motion carried.

h. Office of Audit, Risk and Compliance Progress Report

Borkar said the report was provided in TAB T. Since trustees had an opportunity to read the docket and associated reports there would not be a formal presentation; however, Chief Audit, Risk and Compliance Executive Patti Snopkowski was available to answer questions.

With no further discussion, a motion was made and seconded to approve the April 2020 Office of Audit, Risk and Compliance progress report. The motion carried.

7. Executive Session

At 3:00 p.m. Borkar announced that the Board was moving to an executive session pursuant to ORS 192.660(2)(d) to conduct deliberations with persons designated by the governing body to carry on labor negotiations. Borkar stated that designated staff would be allowed to attend the executive session. Other members of the audience were not allowed to attend the session. Borkar noted that no decisions would be made in executive session.

Borkar closed the executive session at 4:01 p.m. and trustees returned to the public session of the meeting.

8. Adjournment

With no further business proposed, Chair Rani Borkar adjourned the meeting at 4:04 p.m.

Respectfully submitted,

Jennifer M. Almquist
Assistant Board Secretary