



Oregon State
University

The Board of Trustees of Oregon State University

Regular Meeting of the Board of Trustees
August 14, 2020
Remote Meeting

MINUTES

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

University Staff Present: Charlene Alexander, Jennifer Almquist, Scott Barnes, Sherm Bloomer, Susan Capalbo, Steve Clark, Debbie Colbert, Bruce Daley, Ed Feser, Alix Gitelman, Becca Gose, Mike Green, Greg Herman, Adam Higgins, Dan Larson, Prem Mathew, Paul Odenthal, Larry Rodgers, Lauren Skousen, Patti Snopkowski, Prasad Tadepalli, and Irem Tumer

Guests: Isabel Nuñez Pérez (*president, Associated Students of Oregon State University*) and Jade Warner (*president, Associated Students of Cascades Campus*)

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

Board Chair Rani Borkar called the meeting to order at 8:01 a.m., asked the board secretary to call the call, and noted a quorum.

2. Public Comments

The following individuals provided public comments:

Colin Cole: spoke **in opposition to an armed police force about public safety services** on the Corvallis campus and the need for budget transparency and expanded funding for mental health, student support, and other services.

Tali Ilkovitch: spoke **in opposition to an armed police force about public safety services** on the Corvallis campus and the need for budget transparency and expanded funding for mental health, student support, and other services.

Nat Young: spoke **in opposition to an armed police force about having an armed force** within the Corvallis campus police department, expanding public health and student support services to improve how campus underserved community needs are addressed, and the CAHOOTS program in the Eugene-Springfield metro area.

José-Antonio Orosco: spoke about the need to ensure that the approach to public safety on the Corvallis campus aligns with the university's mission and values.

Elizabeth Sheehan: spoke about public safety services on the Corvallis campus and the need to expand public health and student support services to address campus underserved community needs.

Adrian Cerny: spoke ~~in opposition to an armed police force within the about the creation of a~~ Corvallis campus police department and expressed support for development of mandatory antiracism training for all students.

Claire Meints: spoke ~~in opposition to an armed police force about having an armed force~~ within the Corvallis campus police department and expanding public health and student support services to improve campus underserved community needs are addressed.

3. Opening Comments and Reports

b. President's Report

Vice Chair Kirk Schueler asked that the Board move next to item 3.b. on the agenda and invited President F. King Alexander to deliver his report. Alexander began by thanking trustees for welcoming him to Oregon State University and leading a thoughtful transition process. He said he was focused on building on Oregon State's momentum and its impact as an internationally recognized public land grant university. Alexander acknowledged the extraordinary times the university, state, and country are facing, adding that the meeting would provide an opportunity for the Board to consider how to guide the university in navigating these challenges. He noted his commitment to ensuring that public safety services on the Corvallis campus reflect the university's values and educational commitment, to creating an inclusive community, and to making strategic financial decisions that preserve the ability to advance the university's mission and goals. He concluded by thanking Governor Kate Brown and the special legislative session of the Oregon Legislature for prioritizing higher education by preserving the Public University Support Fund (PUSF), providing funding for varied research projects, and providing bonding for Oregon State's Arts and Education Complex.

a. Chair's Comments

Chair Rani Borkar began by welcoming President Alexander to Oregon State University and expressing her appreciation for his seamless transition to the presidency. She also recognized the efforts of the President Transition Committee in facilitating a smooth start, adding that supporting the president's transition would remain a priority for the Board throughout the academic year. Borkar noted that the standing reports included in the meeting focused on hearing from the new presidents of the university and student bodies in Bend and Corvallis.

c. Associated Students of Oregon State University Report

Borkar welcomed Associated Students of Oregon State University (ASOSU) President Isabel Nuñez Pérez and invited her to deliver her report. Nuñez Pérez described a number of actions she and Vice President Metzin Rodriguez had led since assuming office in June. She noted efforts to elevate student voices and advance an equity focus, including issuing a statement by ASOSU committing to action in support of Black Lives Matter, serving on multiple university committees, and cultivating relationships with a broad range of partners. Nuñez Pérez summarized concerns ASOSU is hearing from students about uncertainty and instability and emphasized the importance of strengthening university resources and support services.

d. **Associated Students of Cascades Campus Report**

Borkar welcomed Associated Students of Cascades Campus (ASCC) President Jade Warner and invited her to deliver her report. Warner reported on efforts to fill positions in the ASCC executive branch, plans to develop a hybrid welcome week featuring a combination of in-person and online activities, and strategies to continue to provide necessary resources to students during the pandemic. She added that the Student Fee Committee would be meeting to consider adjustments to student incidental fees. Warner also expressed ASCC's continued commitment to creating a welcoming and inclusive environment, including for undocumented students and students from mixed status families.

e. **President Transition Committee Report**

Trustee Julie Manning reflected on the work of the Transition Committee over the past year, which included developing a framework for the transition, establishing year-one transition milestones and priorities, and deliberately sequencing engagements with stakeholders. She said that with President Alexander's start on July 1, the committee had moved into Phase III and would now focus on providing guidance and support through the year-one transition milestones. Manning said the year-one milestones were based on an engagement strategy that seeks to engage the broad OSU community and its partners and help the president to build relationships. She provided an update on the first 30-days and highlighted some areas of focus for the fall. Manning said the committee's work would continue through the academic year and she would continue to provide updates to the Board at future meetings.

4. **Consent Agenda**

- a. **Minutes of the May 29, 2020 Board Meeting**
- b. **Minutes of the May 29, 2020 Executive Session**
- c. **FY2020 Q3 OSU Operating Management Report**
- d. **FY2020 Q3 Investment Reports**

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

5. **Action Items**

a. **New Academic Program: BS in Supply Chain and Logistics Management**

Borkar asked Academic Strategies Committee Chair Preston Pulliams to introduce this item. Pulliams introduced the new degree program proposed by the College of Business and asked Alix Gitelman, vice provost for undergraduate education, and Prem Mathew, associate dean for undergraduate student development and associate professor of finance, to provide additional information. Gitelman introduced Mathew, who said the new degree program would provide a focused exploration of the analytics of supply chain management. He added that graduates would be able to provide insight and analysis into governance and institutional analysis of global value chain and supply chain modeling. Mathew highlighted the need for the program, described the program requirements, and spoke about its relationship to the university mission and strategic plan. He noted that the bachelor's degree is an extension of the existing supply chain and logistics management option within the business administration major.

Pulliams asked about marketing efforts, and Mathew described plans to communicate with prospective and current students about the new program. Trustee Paul Kelly asked whether efforts to introduce new programs were affected by the decision to deliver the majority of courses remotely in the fall. Provost Ed Feser said the university continued to develop new academic programs that would strengthen degree offerings and create opportunities to grow revenue. He added that the university was undertaking a new approach to marketing that emphasizes digital platforms in order to better reach prospective students. Gitelman said the programs being presented for consideration by the Board each helped position the university to attract students while meeting the university's mission and goals. Following discussion, a motion was made and seconded to approve the establishment of a BS in Supply Chain and Logistics Management, effective winter 2021, pending the support of the Statewide Provosts Council and the approval of the Higher Education Coordinating Commission. The motion carried.

b. New Academic Program: MS/MEngr/PhD in Artificial Intelligence

Borkar asked Pulliams to introduce this item. Pulliams introduced the new degree program proposed by the College of Engineering and asked Gitelman and Prasad Tadepalli, professor of computer science, to provide additional information. Gitelman said the new graduate program was interdisciplinary, and she invited Tadepalli to provide additional information. Tadepalli noted the School of Electrical Engineering and Computer Science (EECS) and the College of Education would jointly administer the new graduate program. He said there currently are several artificial intelligence (AI) courses taught through EECS as well as a number of faculty across disciplines who conduct AI-related research. Tadepalli added that the College of Engineering has identified AI as one of its strategic priority areas, which is reflected in its hiring plans for the next five to six years. He highlighted the need for the program, described the program requirements, and spoke about anticipated demand.

In response to a question by Pulliams, Tadepalli spoke about how the new AI program would strive to diversify the pool of students in the program. Trustee Darry Callahan asked about interest among industry partners, and Tadepalli shared that members of the college's industrial advisory board expressed excitement for the program. Following discussion, a motion was made and seconded to approve the establishment of an Interdisciplinary Graduate Program in Artificial Intelligence offering MS, MEng, and PhD degrees and graduate minors effective winter 20201, pending the support of the Statewide Provosts Council and the approval of the Higher Education Coordinating Commission. The motion carried.

c. New Academic Program: MS/PhD in Bioengineering

Borkar asked Pulliams to introduce this item. Pulliams introduced the new degree program proposed by the College of Education, noting that it was unique in that it sought to establish a single joint graduate program in bioengineering between Oregon State University and the University of Oregon. Pulliams asked Gitelman and Adam Higgins, associate professor of bioengineering, to provide additional information. Gitelman said the proposal extends OSU's existing bioengineering graduate programs to include the University of Oregon, and she invited Higgins to provide additional information. Higgins described the benefits of creating a joint program with the University of Oregon, including enhancing student education by tapping broader and deeper faculty expertise and elevating the joint

program's national profile. He spoke about the proposed joint program curriculum and provided examples of successful collaborative efforts between the two institutions.

Trustee Mike Bailey asked about the logistics of taking courses on each campus, and Higgins said the program was looking to other multi-campus programs for best practices, including offering a mix of remote and in-person options. In response to a question by Kelly, Higgins clarified that a single degree would be jointly issued by the two institutions. In response to a question by Callahan, Higgins noted that the joint program would include both a process and clinical orientation. In response to a question by Trustee Lamar Hurd, Higgins described benefits to each university resulting from the collaboration. Following discussion, a motion was made and seconded to approve establishment of the OSU/UO joint graduate program in Bioengineering, effective fall 2020, pending the support of the Statewide Provosts Council and the approval of the Higher Education Coordinating Commission. The motion carried.

d. Capital Project Stage Gate I: Fairbanks Hall Renovation

Borkar asked Finance & Administration Committee Chair Patty Bedient to introduce this item. Bedient said the Fairbanks Hall Renovation has completed the schematic design phase and was being presented for consideration to advance the project to the next phase of design development. She asked Larry Rodgers, dean of the College of Liberal Arts, and Bruce Daley, associate vice president of University Facilities, Infrastructure and Operations, to provide additional information. Rodgers noted that Fairbanks Hall is one of the university's most historic and iconic buildings, and it is in need of renewal. He said goals of the renovation include improved student access to faculty and innovative learning technologies, enhanced showcase and gallery spaces for arts students and their activities, and broadened arts experiences for all students. Daley spoke about the improved safety and health by upgrading building seismic, access, and HVAC systems to meet current code requirements.

Bedient expressed her support for the project and noted the deferred maintenance that would be removed. In response to a question by Trustee Khawater Hussein, Daley spoke about the expected energy savings associated with renewing building systems. In response to a question by Schueler, Daley clarified that the estimated life cycle ownership costs represented the continuation of operating and maintenance costs. Trustee Stephanie Smith asked about the relationship between Fairbanks Hall and the new Arts and Education Complex (AEC). Rodgers said the AEC included three venues that would be both student-centric and public facing, while Fairbanks Hall would be primarily a building for instruction and faculty offices. Following discussion, a motion was made and seconded to advance the Fairbanks Hall Renovation project to the next phase of design development. The motion carried.

e. OSU COVID-19 Safety and Success Operational Plan

Borkar introduced this item, noting that Governor Kate Brown's Executive Order No. 20-28 requires the Board's review and approval of the university's plan for complying with state standards for in-person instruction, research, and residential activities. She asked Feser, Vice President and Director of Intercollegiate Athletics Scott Barnes, and Vice Provost for Student Affairs and OSU

Coronavirus Response Coordinator Dan Larson to present the plan. Feser described the university-wide planning process, noting that the plan continued to evolve over the course of the pandemic. He said that the university in February established the Continuity Management Team (CMT) and asked Larson to serve as response coordinator. Feser described the work of the CMT, including efforts to provide mechanisms for engagement by different stakeholder groups. Larson reviewed Executive Order 20-28 and summarized current Oregon Health Authority guidelines. He spoke about planning and operational requirements detailed in the university's plan and described prevention and response efforts. Barnes provided additional information about the prevention and response efforts within Athletics. Larson described how the university is evaluating public health conditions to determine operations level, and he spoke about plans for fall term. He said that based on careful monitoring of the status of COVID-19 locally, throughout Oregon, and nationally, OSU's Corvallis campus will deliver most courses remotely in the fall. Larson added that onsite operations at other locations would vary depending on local public health conditions.

Larson next provided additional information about the university's plan for fall term. He described the different modes of instruction, which include in-person, remote, blended, and through Ecampus. Larson said that residence halls would be open to students for whom living on campus is the best option, and he described testing and response protocols that will be in place. Barnes provided an overview of the resumption of physical activity by student-athletes. He also spoke about the decision by the Pac-12 to postpone all fall competition and described efforts to develop plans for winter term.

Following the report, trustees asked about the response protocol for student-athletes confirmed to have COVID-19 and about the possibility of building on any capacity available through the Samaritan Sports Medicine Center. Barnes said following confirmed cases, student-athletes self-quarantined and contact tracing occurred. He added that it would be important to pool collective resources to benefit from any extra capacity that may exist through such facilities as the sports medicine center. Bailey asked about the composition of the CMT and its engagement with stakeholders beyond its membership, including with community leaders. Larson noted that each member of the team represented or engaged with a number of other groups, ensuring a broader reach beyond the core team. Feser added that the CMT was purposefully developed as a high-level group that would engage broadly with stakeholder groups and use that information to both advise the university's leadership as well as help them manage their various domains. Sub-groups of CMT members actively reach out to additional stakeholders and feed information back to the CMT.

Kelly remarked on the thoroughness of the resumption plan and asked about any sanctions for people who violate policies and guidelines. Larson described how OSU is communicating expectations and policies, including updates to the university's face covering and physical distancing policies. He added that students will be held accountable through the student code of conduct for violations of the physical distancing policy. In response to a question by Trustee Mike Thorne, Barnes said that Pac-12 student-athletes impacted by the postponement of fall sports would continue to have their scholarships guaranteed, and the conference is encouraging the NCAA to allow fall sport

student-athletes to recover their lost eligibility. Manning asked about child care, and Larson said that OSU's centers would utilize Oregon Health Authority's sector guidance, where relevant to the university setting, and begin opening at reduced capacity later in summer and into fall. He added that OSU's drop-in child care centers would expand to also be available for faculty and staff. In response to a question by Smith, Larson noted that OSU would test continuously for the prevalence of the virus that causes COVID-19 on the Corvallis and OSU-Cascades campuses and at the Hatfield Marine Science Center. He said the university is also exploring providing an initial test to students who choose to live on campus in Corvallis. In response to a question by Trustee Julia Brim-Edwards about on-site density, Feser said that the current plan was to offer fewer than 10% of courses on the Corvallis campus in person with sections capped at 50 students. He added that the schedule of classes had been updated to note modality for fall term, and more would be known about how students will choose to structure their fall term in the coming weeks. Brim-Edwards also asked about liability waivers, and General Counsel Becca Gose noted that the university had opted not to use blanket waivers of liability. Trustees discussed concerns staff were hearing from students and families, the need to provide as much support and flexibility as possible, the importance of considering the implications of a primarily remote fall term on students' plans for future terms, and the necessity of continuing to work in collaboration with county and city leaders and business owners. Trustees also discussed how to remain engaged in continued review of the plan and any amendments. Borkar noted that the full Board was scheduled to meet in September and October and that the Board Officers would also continue to provide oversight via regularly scheduled meetings with the president.

The following individuals provided public comments:

Sara Gelser: spoke about the importance of attending to the safety of all members of the community and ensuring that students living in Corvallis comply with health and safety policies and guidelines.

Charlyn Ellis: spoke about the importance of attending to the safety of all members of the community and working with Corvallis city, county, and community leaders in jointly promoting and enforcing the Governor's public safety health guidelines.

Laurel Kincl: spoke about the importance of considering the health, safety, and other needs of faculty in determining the modality of courses offered in the fall.

Vasiliki Touhouliotis: spoke about the structural inequities evident in the coronavirus impacts and the need to consider faculty health and safety in determining the modality of classes offered in the fall.

Nat Young: spoke about the reduced density planned for the Corvallis campus in the fall and encouraged that the resources planned for investment in public safety be adjusted accordingly.

Following public comments, Borkar invited Feser to provide any additional comments. Feser said the plan serves as a framework, and he added that university leaders would continue to evaluate how best to implement the plan. A

motion was made and seconded to approve the university's plan specified in Executive Order No. 20-28 as provided in Attachment 1. During discussion, Kelly reflected on the challenge of operating the university during a pandemic and the need to continue to work with stakeholders in the broader Corvallis community. Trustees also discussed the importance of being both deliberate and adaptable in implementation of the plan and communicating with stakeholders that the university would continue to assess conditions and evolve implementation as needed. Feser said the plan provided a framework consistent with the standards adopted by the Oregon Health Authority and the guidance issued by health experts, noting that while the plan itself remains largely unchanged, decisions about OSU's daily response to the pandemic continue to be made in the context of current conditions as they evolve. Alexander added the importance of continuing to monitor conditions and communicating to stakeholders any necessary adjustments in the university's response. Borkar summarized the discussion, noting agreement among trustees about the plan as a framework with the recognition that implementation will continue to evolve as conditions change. A vote was held, and the motion carried.

6. Discussion Items

a. Budget Update

Borkar asked Bedient to introduce this item. Bedient acknowledged the complexity of budget planning in the face of significant uncertainty. She then asked Feser, Vice President for Finance and Administration Mike Green, and Associate Vice President for Budget and Fiscal Planning Sherm Bloomer to provide an update. Green noted particular uncertainty around tuition, self-support revenues, and further federal assistance. He said the university fared well in the Oregon Legislature's recent special session, noting that the legislature preserved the PUSF at the same level anticipated for 2020 and minimized reductions to the Statewide Public Service Programs. However, it was still necessary to reduce further the revenue estimates for the year. Green said staff in October would bring the final budget to the Board.

Bloomer began with an overview of what has changed since May. He noted that the tuition mix is different from what was included in the May budget, particularly as the delivery mode for fall has shifted to a higher proportion of remote or asynchronous delivery. Bloomer provided an overview of revised projections across fund types and planning scenarios, adding that the best estimate at this time is a \$217.2M gap between projected expenses and revenue. Bloomer described a number of uncertainties that continue to present challenges to budget planning and he summarized management strategies to be implemented across all funds. Green added that staff are considering the possibility of a bond sale in the fall to take advantage of low interest rates and provide liquidity through the pandemic. Bloomer noted strategic investments that will remain priorities, including maintaining progress on the strategic plan, preserving as much faculty and staff capacity as possible, and considering long-term cash management and liquidity issues. He concluded by providing an overview of key dates and next steps.

Following the report, Borkar thanked staff for their thoughtful approach to budget planning in the face of significant challenges and continued uncertainty. She added that budget updates would be on the agenda at each of the Board's

upcoming meetings for the near future. Bedient shared that she and the vice chair had been meeting weekly with staff to hear updates and provide input.

b. Public Safety Update

Borkar asked Green, Vice President and Chief Diversity Officer Charlene Alexander, and Vice President for Administration Paul Odenthal to provide an update. Green provided an update on efforts since the Board authorized in the spring establishment of a police department on the Corvallis campus within the Department of Public Safety. He noted that OSU's top priority is the safety of students, staff, faculty, and visitors to the university's campuses and facilities, and he described the importance of having in-house law enforcement services to support that commitment. Green shared that Edgar Rodriguez, who had been serving as interim associate vice president and chief of police, would be leaving the role at the end of the month. Green said the university would continue to work with a nationally recognized consulting group to help ensure that Corvallis campus law enforcement services emphasize oversight, accountability, and transparency. Vice President Alexander summarized efforts to facilitate community engagement while considering campus safety through a series of listening and input sessions. She said these sessions helped to clarify important values, principles, and expectations to guide decision making. Vice President Alexander added that the university also held a series of group discussions with affinity groups to share plans for the transition of public safety on OSU's Corvallis campus. Odenthal described the principles for the public safety transition, which include building a culture of trust, accountability, transparency, and engagement; hiring quality officers and developing a plan for training and evaluation; providing accountability and transparency; and establishing community involvement groups. Odenthal also provided an update on the transition timeline.

Following the report, Trustees Khawater Hussein expressed support for the exploration of models that increase collaboration with public health and support services. Kelly concurred and added support for consideration of the optimal distribution of resources across support services and law enforcement functions. Odenthal noted ways in which collaboration among support services and police and public safety programs can benefit communities. Green added that an evaluation of campus mental health, wellness, and other support programs is underway, and, once completed, the university will move to expand services as needed. Thorne emphasized the need not simply to redirect existing resources, adding that an investment of additional resources may be needed to meet the goals of public safety and enhanced community support programs. Brim-Edwards asked about the nature of the incidents that licensed law enforcement responds to on the Corvallis campus and spoke about the importance of balancing armed and non-armed response consistent with demonstrated need and remaining mindful of differences in the experience of policing across communities. Callahan reflected on the importance of making decisions about the distribution of licensed law enforcement and public safety officers in response to demonstrated need in the context of national data. Brim-Edwards also asked about input from the community, and Vice President Alexander shared that participants in the initial set of listening and input sessions reflected a wide range of viewpoints about the provision of public safety on OSU's Corvallis campus. She said more recent sessions have focused on how OSU public safety

programs can serve the university's mission and values and the safety of the OSU community. Vice President Alexander reflected on her experience at her previous institution with a model of law enforcement that emphasized strong community partnerships and the difference that approach makes in the experience of a university's public safety program. Green emphasized that the law enforcement transition plan principles will continue to guide implementation. Borkar thanked staff for the update and asked them to return for further discussion at the September Board meeting.

c. Update on Efforts to Advance Support for Black Students, Staff, and Faculty

Borkar asked Vice President Alexander to introduce this item. Vice President Alexander began by reflecting on the heightened anger and grief that Black students, staff, and faculty have been experiencing as a result of recent events across the country. She spoke about a number of engagement efforts aimed specifically at advancing support for Black students, staff, and faculty. This has included responding to specific concerns that have been shared with university leaders as well as providing both informal and formal support to Black students, staff, and faculty. Vice President Alexander described efforts in response to calls to action, including work by the Office of Institutional Diversity to collect information about areas where work is needed, convene stakeholders, and communicate commitments on next actions. She described proposed actions across a number of focus areas, including increasing recruitment, addressing bias in the classroom, and increasing support. In response to a question by Brim-Edwards, Vice President Alexander noted that addressing bias incidents that occur in classrooms was identified as an area of particular focus based on a review of bias incident reports received. President Alexander added that while classroom incidents may be a particular focus, the university remained committed to building an inclusive and welcoming community across all locations.

7. Adjournment

With no further business proposed, Chair Rani Borkar adjourned the meeting at 12:56 p.m.

Respectfully submitted,

Jennifer M. Almquist
Assistant Board Secretary