



## The Board of Trustees of Oregon State University

---

### Regular Meeting of the Board of Trustees

January 20, 2017

Horizon Room, Memorial Union  
Corvallis, Oregon

### MINUTES

**Committee Members Present:** Mike Bailey, Mark Baldwin, Patty Bedient, Rani Borkar, Julia Brim-Edwards, Darry Callahan (*vice chair*), Michele Longo Eder, Paul Kelly, Brett Morgan, Laura Naumes (*by phone*), Pat Reser (*chair*), Preston Pulliams, Ed Ray and Kirk Schueler

**University Staff Present:** Ron Adams, Jennifer Almquist, Angela Batista, Sherm Bloomer, Susie Brubaker-Cole, Susan Capalbo, Steve Clark, Debbie Colbert, Becca Gose, Mike Green, Mark Huey, Becky Johnson, Bob Mason (*president, Faculty Senate*), Terry Meehan, Jock Mills, Nicole Neuschwander, Susana Rivera-Mills, Cindy Sagers, Clay Simmons, Patti Snopkowski, Kelly Sparks, Marcia Stuart, and Scott Vignos

**Guests:** Ben Cannon (*executive director, Higher Education Coordinating Commission*), Rachel Grisham (*president, Associated Students of Oregon State University*), Melody Hammett (*secretary, Associated Students of Cascades Campus, by phone*)

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

Board Chair Pat Reser called the meeting to order at 9:30 a.m., asked Assistant Board Secretary Mark Huey to call the roll, and noted a quorum.

#### 2. Opening Comments and Reports

##### a. Chair's Comments

In her Chair's Comments, Reser remarked on the previous evening's tour of the Robotics Lab. She praised the OSU Robotics Program as an outstanding example of cutting edge research and entrepreneurship happening at OSU. Reser also said trustees enjoyed that morning's breakfast with student interns from OSU's Advantage Accelerator. She thanked the students for sharing the impact their entrepreneurial experiences have meant to their education.

##### b. President's Report

Oregon State University President Ed Ray noted the contributions of several university leaders who had recently moved to new opportunities, thanked the staff who served in interim positions, and welcomed the new leaders to OSU. In particular, he welcomed Ed Feser to the role of provost and executive vice president and thanked Ron Adams for stepping into the interim role; Scott Barnes to the role of vice president and director of intercollegiate athletics, thanking Marianne Vydra for her leadership in the interim; and Kim Kirkland as the new executive director for equal opportunity and access, following Clay Simmons' role as interim. He also thanked Chief Assistant to the President and Assistant Board Secretary Mark Huey for his service and wished him well in retirement.

In his report, Ray provided an update on progress toward constructing the Marine Studies Initiative (MSI) Newport building at OSU's Hatfield Marine Science Center. He said that Scott Ashford, dean of the College of Engineering, is chairing an oversight committee charged with ensuring that the design, engineering, and construction meets or exceeds the highest level of safety procedures and earthquake and tsunami performance commitments.

Ray also reported on his November 2016 announcement to the Oregon State community that OSU will be a sanctuary university. He said that, in an effort to issue a prompt statement, some information about OSU's role with regard to state and federal laws was not as clear as it could have been. OSU has since clarified that it complies with all state and federal laws that apply to the university and intends to continue to comply with those laws. He added that there is no federal law that requires OSU to play the role of enforcing federal immigration law, including assistant (absent court order) in detainments and deportations, or in volunteering information. OSU (as a state entity) has the choice to play this enforcer role, and OSU has chosen not to do so. Ray added that questions remain regarding the future federal treatment of Deferred Action for Childhood Arrivals (DACA) students and other undocumented students and families. He affirmed that OSU remains committed to diversity, inclusivity, and safety, and that it will continue to be in communication with the Oregon governor and federal legislators in order to protect and respect the interests and the rights of OSU students, faculty, staff, and their families while also remaining in compliance with state and federal laws.

Ray concluded his report by encouraging everyone to attend his annual State of the University address and to join him in celebrating the achievements of OSU and in calling on the state to increase funding for Oregon's four-year universities, to approve state bonding for OSU-Cascades, and to support OSU's statewide public services.

**c. Faculty Senate Report**

Reser welcomed recently elected Faculty Senate President Bob Mason and asked him to give his first report to the Board. Mason thanked trustees for their service and noted that he had been elected following the president-elect's move to an administrative position in which she was ineligible for leadership within the Faculty Senate. Mason said the Faculty Senate is forming an *ad hoc* committee to review and recommend changes to the Baccalaureate Core Curriculum. He said that he is looking forward to working with the new Provost and Executive Vice President Ed Feser. Among the topics he hopes to address is strategies to reverse declining senate participation, particularly among tenure-track faculty, in order to ensure that OSU continues to realize its commitment to shared governance.

**d. Higher Education Coordinating Commission Report**

Reser welcomed Higher Education Coordinating Commission Executive Director Ben Cannon and asked him to give the HECC report. Cannon expressed gratitude for the opportunity to interact with OSU's Board. He spoke about the HECC's recently completed second annual evaluation of the public universities in the state, noting that the subsequent reports are intended to provide formative feedback on the topics identified by the Legislature and in alignment with the HECC Strategic Plan. Cannon also reported on Oregon Promise, which attracted nearly 20,000 applications in 2016 and is expected to produce high retention rate among awardees. He stated that the HECC recently held a summit focused on equity issues in higher education and thanked President Ray and the team from OSU for participating in a day-long conversation with counterparts across the

state focused on improving the cultural competency of faculty and staff. Cannon noted that OSU shared numerous examples of existing initiatives, adding that the university benefits from Ray's deep commitment to equity and student success.

Next, Cannon reported on the anticipated impact on higher education as a result of the governor's proposed budget. He said the underinvestment on the part of the state will result in difficult decisions around undesirable tuition increases and program cuts and that the HECC will work with OSU on presenting these challenges to legislators to minimize impact. He added that if the Board determines a tuition increase of greater than 5% is necessary, the HECC will work with OSU to bring that recommendation to legislators. Cannon acknowledged that there had been questions about the HECC's process for ranking capital requests, adding that the commission is willing to work in consultation with OSU to address the unique considerations associated with expanding the OSU-Cascades campus. Cannon concluded his report by emphasizing the increasingly important issue of transfer student success, stating that the HECC is interested in a smooth transfer process between community colleges and four-year universities. He noted that the work between Linn-Benton Community College and OSU serves as a positive example.

**e. Associated Students of Oregon State University Report**

Rachel Grisham, president of the Associated Students of Oregon State University (ASOSU), reported on efforts to address tuition affordability. She thanked the Finance & Administration Committee for providing students an opportunity to make public comments about the impact of proposed tuition increases at their January 18, 2017 meeting, adding that she looks forward to increasing collaborations between ASOSU and the Board. Grisham also spoke about ASOSU's partnership with OSU's Government Relations Office to advocate for increased state support for higher education. She said that the presidents of OSU and ASOSU had recently joined as signers on a letter to legislative leadership about the importance of investing in Oregon's colleges and universities beyond the amount included in the Governor's Recommended Budget. She said that ASOSU will continue lobbying efforts both in Salem and in Washington, DC.

Grisham also reported on the process underway to conduct a budget review of student fee funded units. Although final budget decisions are pending, ASOSU is leading by example and has already adjusted their programming budget by nearly \$100,000 in order to prevent budget increases while maintaining support services. In particular, Grisham noted the importance of maintaining efforts to advocate for resources for survivors of sexual violence and said she had attended the January 2017 "It's on Us" Summit to address campus sexual assault hosted by Vice President Joe Biden.

Grisham reminded the Board that ASOSU elections had been moved from spring term to winter term to allow more time for the transition of new student leaders into their roles. She said that ASOSU was also involved in the process of identifying student trustee candidates to recommend to the Governor's Office.

Grisham concluded her report by stating that, while ASOSU is a non-partisan organization, it operates in alignment with the university's commitment to equity, inclusion, and diversity. She said that ASOSU supports President Ray's position on Oregon State as a sanctuary university and continues to work for the benefit of all students.

**f. Associated Students of Cascades Campus**

On behalf of Associated Students of Cascades Campus (ASCC), Melody Hammett, ASCC secretary, spoke by phone to the Board. She started her report by expressing appreciation for the newly opened Tykeson Hall. Hammett said that, like ASOSU, ASCC is preparing students to give testimony in Salem on the importance of state support for higher education in general and the expansion of OSU-Cascades in particular. She added that ASCC also applied for grant funding to establish a textbook lending program to help students minimize the cost of higher education. ASCC is also working on elections, with a particular focus on strengthening the foundations for student government at OSU-Cascades. Hammett concluded her report by sharing that ASCC is working to partner with the Beaver Hangouts program to engage OSU-Cascades students in service to the community and to establish a Mortar Board chapter to recognize student achievement.

**3. Public Comments\***

The following individuals spoke during the Public Comments period:

- Douglas Lownsbury, doctoral candidate in science education in the College of Education, said that he had previously opposed the selected location for the new marine studies building in Newport and encouraged the Board to reverse the decision and conduct a long-term cost-benefit analysis.
- Evan Scruton, an instructor in the School of Writing, Literature, and Film, commented on the need to connect discussions about equity and inclusion with those about the affordability of higher education.
- Jon Dorbolo, associate director of Technology Across the Curriculum, encouraged the Board to consider the diverse needs of students, including those with Autism spectrum disorders. He also expressed support for President Ray's statement that Oregon State would remain a sanctuary university.
- Azeem Hussaini, an OSU student and member of Allied Students for Another Politics, commented on the close connection between social justice and economic justice.
- Ben Phalan, research associate, College of Forestry, encouraged the Board to not raise tuition and instead to realign budget priorities.
- Luciana Leite de Araújo, graduate student in the College of Forestry, expressed frustration and questioned the value of engaging with the Board. She spoke about concerns related to proposed tuition increases and also urged trustees to follow resolutions of both the Faculty Senate and the Associated Students of OSU to divest fossil fuel companies from its investment portfolio.
- Tara Dunn, an OSU student, read a statement on behalf of a fellow student associated with the Student Sustainability Initiative, asking the Board to vote in support of divestment.

**4. Consent Agenda**

**a. Minutes of the October 19, 2016 Board Retreat**

**b. Minutes of the October 21, 2016 Board Meeting**

On a motion made and seconded, the Board approved the items on the consent agenda. .

## 5. Reports of Standing Committees of the Board

### a. Executive & Audit Committee

Unscheduled public comments interrupted Executive & Audit Committee Chair Reser's report, and she recessed the meeting.

Reser reconvened the meeting at 11:14 a.m. and reminded participants that during its first two years, the Board only held public comments at the end of the day. In order to better accommodate student schedules, the Board adjusted the agenda to allow for public comments earlier in the day and provide an opportunity for comments prior to every vote. Reser offered the attendees who had spoken outside of the scheduled period an opportunity to provide comments, and hearing none, she proceeded with her report.

Reser stated that the Executive & Audit Committee had a productive meeting, including a joint meeting with the Finance & Administration committee where trustees approved the external audit of the financial statements for fiscal year 2016. She also noted that the committee had an engaging discussion about principles and values that could guide the deliberations of the Board, adding that the discussion will be continued in March.

### b. Finance & Administration Committee

Unscheduled public comments interrupted Finance & Administration Committee Chair Kirk Schueler's report. Reser again offered the attendees who had spoken outside of the scheduled period an opportunity to provide comments, and hearing none, she asked Schueler to proceed with his report.

Schueler reported on the committee's December 1, 2016, telephonic meeting at which they reviewed and discussed a draft framework for the Board to use when considering requests for changes to the investment policy. He said that at Wednesday's meeting, Chief Financial Officer Mike Green and Director of Budget and Fiscal Planning Sherm Bloomer presented 2017-18 Fiscal Year Tuition and Education & General Budget Scenarios. The committee also heard public comments from students about the potential impact of proposed tuition increases, adding that commenters encouraged the Board to maintain the current tuition rate. He concluded by reminding trustees that staff will present a final tuition and budget proposal at the March meeting.

### c. Academic Strategies Committee

Unscheduled public comments interrupted Academic Strategies Committee Chair Paul Kelly's report. He declined to give the committee's report at the scheduled time in the agenda due to disruptions but returned to the report once the Board reconvened following a break for lunch.

Kelly reminded the Board that the committee charter amendments approved in October 2016 give authority to the Academic Strategies Committee to approve the new academic programs without referring the decision to the full Board. He reported that the committee approved the establishment of a BS in Geography and Geospatial Science, effective fall 2017, pending the approval of the statewide Provosts' Council, the Higher Education Coordinating Commission and the Northwest Commission on Colleges and Universities. Kelly reported that the committee heard a presentation by directors of research centers and institutes, a presentation on the university's position on freedom of expression and philosophy of response to student protest, and a status report on academic program reviews and professional accreditations. Kelly said the committee had also learned about

Corvallis community livability, including connections between high-risk student behaviors and livability, noting that the committee would continue more in-depth discussion at a future meeting.

## 6. Education/Discussion Items

### a. Advancing Equity, Inclusion, and Social Justice: Update on Goals and University Climate

Chair Reser invited Interim Provost and Executive Vice President Ron Adams, Interim Chief Diversity Officer Angela Batista, and Director of Strategic Initiatives in the Office of Institutional Diversity (OID) Scott Vignos to present on this item. Batista provided a progress report on the phased development plan introduced to the Board by the OID in June 2016. She said the office is now in the second phase of its plan, which will conclude with the hiring of a vice president and chief diversity officer (VPCDO). Batista noted that a national search is underway, and the position is anticipated to be filled by July 2017. Batista said that throughout the duration of Phase II, the OID will continue to create a detailed inventory of university resources and programs related to equity, inclusion, and social justice and will continue to develop a plan to ensure timely communications with stakeholders. She added that OSU had recently held its 35th annual celebration of the life and legacy of Dr. Martin Luther King, Jr.

Adams provided an update on efforts to improve tracking of key measures related to equity, inclusion, and social justice. He said that the Provost Council Undergraduate Student Success Work Group was working to identify at-risk students, prepare for engagement of faculty and staff, and track progress of OSU's efforts. Adams reported that the Provost Council Graduate Student Success Work Group was in the process of piloting a new University Graduate Learning Outcome related to difference, power, and discrimination. He concluded by stating that the Provost Council Faculty Success Work Group was focused on faculty onboarding and engagement, noting in particular that the two-week seminar offered by OREGON STATE ADVANCE provided a robust professional development experience for faculty.

Next, Batista provided an overview of the Diversity Dashboard Project, which is an effort of a University Climate Assessment Committee recently convened by the OID. She said that the university collects a variety of data related to climate; however, there is a need to better coordinate this information in order to provide broader and more comprehensive reporting on institutional climate. The Diversity Dashboard is intended to collect and report on data in the four thematic areas of institutional composition, student success, inclusivity and engagement, and institutional learning. Batista displayed a sample Diversity Dashboard entry page to demonstrate how data may be gathered and presented to inform the university's efforts in strategic areas, such as advancing student success. Trustee Mike Bailey asked how the university was doing particularly with regard to first generation college students, and Batista said more information would be available to answer that and other population specific questions later in the term.

Trustees commended the OID's comprehensive approach to advancing equity, inclusion, and social justice, particularly with regard to the strategic use of institutional data. Trustee Mark Baldwin asked about efforts underway to improve the accuracy of data collected. Batista said that constructing questions and data collection strategies to improve self-reporting was a national issue, adding that the committee working on the dashboard would continue to explore the issue to inform OSU's efforts. Trustee Preston Pulliams asked

about the status of the search for a VPCDO. Adams said there was a large pool of applicants and that a subset had been selected for airport interviews in February. Ray added that the hiring of a permanent VPCDO was part of the university's commitment to actions that advance equity, inclusion, and social justice, and that efforts also included growing resources for student success, enhancing supports for student and employee families, recruiting and retaining a diverse student body and workforce, and providing opportunities for continued learning and professional development. Trustee Julia Brim-Edwards asked whether efforts also extended into the broader Corvallis community, including partnerships with law enforcement. Batista offered, as an example, the work of Angelo Gomez, special assistant to the president for community diversity relations, and she noted the importance of fostering community partnerships in all areas where the university has a presence. Ray added that OSU had formally connected with the Corvallis mayor and city manager and was also working with the police chief.

**b. Legislative Update**

Chair Reser asked Government Relations Director Jock Mills to provide a brief update on items under consideration by the Oregon legislature. Mills provided a summary of the bills his office will be following this session, noting that OSU tracks more bills than any other institution in the state given its unique statewide footprint. Mills reported that some of the bills being followed include higher education affordability, cultural competency standards for faculty and staff, and the transfer of credits between institutions. He referenced Tab W for the list of OSU's legislative priorities. Mills also reported that the public universities worked together on their budget request for state funding of higher education and for their capital and renewal projects. Following the release of the Governor's Recommended Budget, which provides less funding than requested, the universities now face significant decisions related to program reductions and tuition increases. Trustees expressed concern that the Governor's proposed budget included an increase for the Oregon Promise program – which is not a need-based program – instead of fully funding the need-based Oregon Opportunity Grant Program. Mills said that issue is likely to be at the forefront of advocacy efforts to increase funding, which will be ongoing, and he encouraged trustees to think about the role of the Board in these discussions.

**c. Strategic Plan 4.0 and A Vision Statement for 2030**

Chair Reser noted that she and Vice Chair Callahan had recently heard a briefing from Senior Vice Provost for Academic Affairs Susan Capalbo on the university's effort to develop strategic plan 4.0 and a 2030 vision statement. She then invited Capalbo to share an update with the Board. Capalbo said that she and Associate Vice President for Research Roy Haggerty were co-chairing a Vision 2030 leadership committee to ensure the continuity of strategic planning and visioning for OSU. She said the vision statement would articulate the university's focus and distinction and serve as a preamble to the university's next strategic plan. Capalbo concluded by saying that the committee will be setting up individual and focus group conversations to gather input and will provide a status report to the Board at an upcoming meeting.

**7. Action Items**

**a. Ten-Year Business Forecast for Oregon State University**

Reser asked Schuler to present the item. Schueler said that the joint meeting of the Finance & Administration and Academic Strategies Committees included a discussion of a ten-year business forecast. He said their discussion noted the value of creating a long-range forecast that can serve as a framework for identifying priorities and strategic needs

and reviewing them against projected resources in order to more holistically consider the future of OSU. Schueler said that such a forecast had not been required under the Oregon University System but was now critical to maintaining the financial health of OSU and providing an opportunity to think about maintaining services and responding to emerging needs. He said the forecast would be revised as needed and presented to the board at scheduled intervals. A motion was made and seconded to approve the ten-year business forecast, with the understanding that the forecast will be updated and presented at the January 2018 Board meeting and at two-year intervals thereafter. The motion carried.

**b. Framework to Guide Evaluation of Investment Policy Change Requests**

Reser asked Schueler to present the item. Schueler reminded the Board of their October 2016 request to the Finance & Administration Committee to develop a framework to guide evaluation of investment policy requests. He said the committee provided input to an initial draft during a telephonic meeting in December 2016 and had made a minor correction to the document at their most recent meeting. A motion was made and seconded to adopt the resolution establishing a framework to guide evaluation of requests to change the university's investment policy as amended. The motion carried.

**c. Public University Fund Investment Policy Amendments**

Reser reminded the Board that the item was presented to the Finance & Administration Committee at its October 2016 meeting where, after much discussion, the committee chose to forward the item to the Board without a recommendation. The Board then discussed the item at length, and ultimately decided to postpone action until the January 2017 meeting so that the Finance & Administration Committee could develop a framework for considering these types of requests in the future. Reser noted that the Board just took action on that framework, and, because it will be effective February 1, 2017, the Board would not be bound to that framework for this action item. She said an important issue to note was that the Board did not have official statements from the boards of participating universities of the Public University Fund (PUF), as envisioned by the framework. Instead, this request was vetted at the Vice President level of the universities, rather than at the board level.

Next, Reser asked Schueler to provide an overview of the amendments. Schueler drew the Board's attention to Tab X, Exhibit A of Attachment 1, noting the amendments to the PUF investment policy would divest the fund of current fossil-fuel related securities and restrict future investment of fund assets into fossil fuel-related securities, specifically, the Carbon Underground's list of 200 global oil, gas, and coal companies. Schueler reiterated Reser's statement that the Board is not technically bound by the previous agenda item; however, he added that staff tried to craft the resolution to touch on many of the considerations envisioned in the framework, including the authority of the Board to make these changes given its role as "designated university" for the fund, the core values of the university, stakeholder input in the form of prior resolutions passed by student government and faculty senate, the source of the funds in the PUF, and the impact of the changes on the portfolio.

Reser invited those signed up for public comment on this topic to address the Board.



### Public Comments

The following individuals provided comments:

- Ken Winograd, associate professor emeritus, College of Education, and member of OSU Divest encouraged the Board to approve the resolution to amend the PUF Investment Policy.
- Ben Phalan, research associate, College of Forestry, spoke in support of divestment.

In the discussion that followed, Ray stated that although environmental issues were complex and multifaceted, it is important for individuals to take actions that align with their values when the opportunity arises. Trustees Kelly and Reser also expressed the importance of taking actions and making statements that align with values. Trustee Brett Morgan added that 78% of students who participated in student elections in April 2016 voted in favor of a referendum for the OSU Foundation to divest from fossil fuels. He added that voting in favor of the amendments would serve as an example of moral leadership.

Prior to discussion of the agenda item and before moving to a vote by the Board, Trustees Darry Callahan and Patty Bedient each announced a decision to recuse themselves from voting due to potential conflicts of interest. A motion was made and seconded to approve the resolution and amendments to the Public University Fund Investment Policy as provided in Tab X, Attachment 1, contingent on any necessary actions or approvals by the Oregon Investment Council. The motion carried.

#### d. FY2017 Capital Plan Amendment

Schueler stated that the Finance & Administration Committee heard a presentation to amend the 2015-17 Capital Plan adding the renovation of Hewlett-Packard Building 11. He said it presented an opportunity OSU's College of Engineering to accept a five-year, \$15M grant from the National Network for Manufacturing Initiative, to generate net revenue and contribute to undergraduate and graduate student success, and to generate future revenue through additional private tenant occupancy. A motion was made and seconded to approve the FY2017 Capital Plan Amendment adding the Hewlett-Packard Building 11 renovation to the 2015-17 Capital Plan. The motion carried.

#### e. Presidential Compensation Adjustment

Chair Reser asked Vice Chair Callahan to present the item. Callahan said the item was forwarded from the Executive & Audit Committee with an unanimous recommendation that the Board approve a 6% adjustment in compensation for the President, recognizing that adjustments to compensation provided by the OSU Foundation would be subject to approval by the OSU Foundation Board. He said the review of the President's compensation followed the university's approval of merit raises up to a maximum of 6% for unclassified employees in January 2017. Callahan noted the strong performance of President Ray in the comprehensive assessment completed by the Board in October 2016 and highlighted his 13 years of service to the university. He also reminded the Board that the market for a president of a land-grant university is national in scope. Callahan said the committee discussed the timing of a compensation adjustment in light of discussions on budget planning and tuition recommendations for the 2017-18 fiscal year and concluded that it was important for the Board to send a national message about making a commitment to excellence and valuing strong leadership. He concluded by noting President Ray's personal commitment to supporting student success. Reser thanked Ray

for his service to the university and noted, in particular, the work on the ten-year forecast and progress on student success as credits to his leadership. A motion was made and seconded to approve an adjustment of 6% to the President's compensation, effective January 1, 2017, subject to the Oregon State University Foundation Board of Trustees' approval of the same adjustment in the compensation provided by the Foundation. The motion carried.

**f. Resolution of Appreciation**

Reser introduced a Resolution of Appreciation for Assistant Board Secretary Mark Huey, who would be retiring from Oregon State University. She noted that he had been an important member of the staff from the time the Board was formed. Reser then read a resolution that acknowledged Huey for his service to the Board and to the entire university. Following the reading, a motion was made and seconded to adopt the resolution. The motion carried.

**8. Education/Discussion Item**

**a. Potential Acquisition of Real Property**

Chair Reser asked General Counsel Becca Gose to provide guidance on the presentation of this item and the executive session to follow. Gose stated that trustees would be hearing about the potential expansion of the OSU-Cascades campus. She noted that it would be an information session only and that before the university executed any binding documents the item would come back before the Board for discussion and action. Gose stated that the goals for the session were to provide information on the status of the potential expansion and to obtain a directional sense from the Board regarding potential risks of the acquisition. She then discussed the topics appropriate for each section, noting that the general plans of a 56-acre versus 128-acre campus would be discussed in the public session, while the executive session would cover legal advice on risks of purchasing and maintaining real property and negotiation regarding the purchase of the land.

Next, Reser invited OSU-Cascades Vice President Becky Johnson and Associate Vice President Finance & Strategic Planning Kelly Sparks to present on the two options to expand OSU-Cascade's current 10-acre campus. Johnson said the 56-acre campus option extends the 10-acre campus onto the adjacent 46-acre pumice mine owned by OSU-Cascades. She said OSU-Cascades also had an option to add the 72-acre Deschutes County Demolition Landfill, which would bring the total to 128 acres. Johnson said that both options would serve 5,000 students, but that there would be additional benefits from a larger campus, including education and experiential benefits, development of an innovation district, repurposing landfill in remediating a brownfield site, and additional housing and control over neighboring land issues. Johnson then described the costs of the two options, noting the additional 72 acres is anticipated to cost an additional \$13.4M.

In the discussion that followed, trustees asked about the anticipated community response to the proposed expansion. Sparks stated that, although the acquisition of an additional 72 acres would further extend the campus footprint, the acreage presented some opportunities such as cleaning up the landfill, preserving open spaces, addressing the shortage of affordable housing, and establishing community partnerships. Trustees also asked about factors associated with the 128-acre option, such as securing funding and planning for city zoning requirements. Johnson stated the discussion of the 128-acre option coincided with the process of finalizing OSU-Cascades' master plan, and that

finalizing that plan would help with preparations for whichever option they pursued. Following the discussion, Reser adjourned the public session.

## **9. Executive Session**

At 3:06 p.m. Chair Reser announced that the Board of Trustees was moving into an executive session pursuant to Oregon Revised Statutes 192.660(2)(e) and 192.660(2)(f) to conduct deliberations with persons designated by the governing body to negotiate real property transactions and to consider information or records exempt by law from public inspection. Reser stated that representatives of the news media and designated staff would be allowed to attend the executive session. All other members of the audience were asked to leave the room. She directed representatives of the news media not to report on or otherwise disclose any of the deliberations or anything said about these subjects during the executive session, except to state the general subject of the session as previously announced. Reser also noted that no decisions would be made in executive session.

Chair Reser closed the executive session at 4:08 p.m. and invited members of the public back into the room.

## **10. Closing Thoughts**

Chair Reser invited trustees to provide closing thoughts about the January meetings. Trustee Bedient expressed appreciation for the additional meeting of the Finance & Administration Committee, which provided further opportunity for public comment on proposed tuition and budget scenarios, and she said that she enjoyed learning more about the OSU Robotics Program. Trustee Kelly echoed enjoyment of learning about the OSU Robotics Program, and he added a desire for additional time to fully discuss items presented in committee meetings. Trustee Baldwin remarked on the ability of fellow trustees and OSU staff to face difficult situations with courage and creativity, adding that he was confident in the ability to find solutions that aligned with values. Trustees Eder and Borkar thanked the staff for their work to prepare for a productive meeting. Eder added that she looked forward to continuing the discussions started by the Academic Strategies Committee meeting. Borkar noted the responsibility of the Board to address present concerns while also planning for the university's future success. Trustees Bailey and Reser echoed the importance of maintaining this balance. Bailed also noted the importance of keeping the affordability of higher education in mind while also committing to preserve quality. Trustees Callahan and Ray both expressed appreciation for opportunities to hear about the experiences of students, staff, and faculty. Ray added the interactions with students, in particular, inspire hope for the future and affirm the need to continuing to advance student success. Callahan said that he would like further consideration on how the Board handles disruptions, and he also stated that he was pleased to see the university develop a ten-year business forecast. Trustees Brim-Edwards and Pulliams also acknowledged the importance of this type of long-term planning, noting that the framework will help inform future decision making.

## **11. Adjournment**

With no further business proposed, Chair Reser adjourned the meeting at 4:38 p.m.

Respectfully submitted,

Jennifer M. Almquist  
Assistant Board Secretary