



The Board of Trustees of the University of Oregon met in the Ford Alumni Center on the UO Campus on September 11 and 12, 2014. Below is a summary of Board reports, discussions, and actions.

THURSDAY, SEPTEMBER 11, 2014

Board Chair Chuck Lillis called the meeting to order at 8:32 am. Roll was taken. All members were present at roll except for Allyn Ford, who arrived shortly thereafter. Chair Lillis introduced Interim President Scott Coltrane, now a trustee. Noted that the Governor has not appointed a student to the Board, so ASUO President Beatriz Gutierrez is joining the meeting as a non-voting participant to represent students. Introduced other new people at the table: Acting Provost Frances Bronet, Interim General Counsel Doug Park, and new University Secretary Angela Wilhelms. He then provided an overview of the agenda.

The Board approved minutes from the June meeting, including an amendment to the circulated draft. The Board also approved the minutes from the August meeting. Minutes approved as presented.

Committee Reports. The Board heard reports from the Finance and Facilities Committee (FFC) Chair Ross Kari, Academic and Student Affairs Committee (ASAC) Chair Mary Wilcox, and Executive and Audit Committee (EAC) Chair Chuck Lillis.

Public Comment. The Board heard public comment. Below is a list of those who provided comment and the topic. Specific comments are available via audio recording.

- Jonathan Turbin: Graduate Teaching Fellows (GTF)
- Joseph Henry: GTF bargaining
- Carla McNelly: SEIU membership on presidential search
- Michael Dreiling: Shared governance and presidential search recommendations
- William Harbaugh: Competition between athletics and academics
- Erica Squires: Personal experiences with reporting a professor for harassment and AAEO processes
- John Bonine: Senate executive committee/shared governance; review of student conduct code changes

Additional Reports. The Board heard reports from Interim President Coltrane and Acting Provost Bronet on the state of the university and current initiatives. The Board also heard a report from Interim President Coltrane on policies established by presidential action since the last meeting. Trustee Mary Wilcox provided some additional comments about the current work of the President's Review Panel on Sexual Misconduct Prevention and Response.

Presidential Search and Recruitment. Chair Lillis provided a background on the structure and format of the upcoming presidential search, including the use of the term "recruit" rather than just "search" to

reflect the work we will do to actively find and attract qualified candidates. He explained the two-group structure with a search committee leading the work and the advisory group to help identify how candidates can align with the job. Chair Lillis explained that it will be a private, closed search to attract the best candidates. Trustee Ann Curry raised the issue of having specific groups represented in the search process based on public comment delivered. Chair Lillis explained that various groups are represented on the committee or advisory group. Vice Chair Ginevra Ralph stressed the importance of confidentiality. Gutierrez asked whether GTFF president could be on the committee; Chair Lillis said he would take it under consideration. Trustee Kurt Willcox echoed Curry's sentiment and asked if GTFF could be included in the committee as that is an organized constituency. Willcox also asked for clarification about the two different groups and whether they would be combined. Chair Lillis noted that there is one chairperson for both groups and the distinction is to help manage confidentiality vs. representation. He also noted that there is no timeline or time limit on this search. Trustee Allyn Ford demonstrated support for the plan and structure, noting experience on the past search. Secretary Wilhelms clarified that trustees would not be voting on the names of people, but the structure. Curry made a motion to adopt the resolution with an amendment that specifically includes a GTF specifically on the list of identified constituencies; Gary seconded. Gutierrez asks if it should be the GTFF president and Willcox asks if it should at least require consultation with GTFF. Chair Lillis asks for flexibility on that. Kari asks whether to include confidentiality, but is comfortable with the language as written with regard to the need to sign the code of conduct. Roll call vote was taken and resolution passes 12-1 (Nos: Willcox).

Seconded Motions and Referrals. Secretary Wilhelms notes items in the supplemental packet with changes from materials provided in advance due to amendments in committees.

Presidential Review and Evaluation Policy. Chair Lillis directed individuals to the materials. Item was moved and seconded. Clarification was given on the changes made the day prior by committee. EAC recommends passage. Motion made and seconded; passed by voice vote without dissent.

Amendment to the Policy on Board Committees. Chair Lillis introduces the resolution, which would add a sixth member to the EAC and create a new Presidential Factors Committee (PFC). The PFC would be a new standing committee. Motion made and seconded; passed by voice vote without dissent.

Internal Audit Charter and FY15 Audit Plan. Before the committee as a seconded motion. VPFA/Treasurer Jamie Moffitt explains to trustees the new internal audit office and plans to staff that office to manage internal UO audits. Clarifies how this compares to audit resources before; notes that the internal shop would provide, on a relative scale, more direct support and attention to audits the Board wants to see. Chair Lillis notes that the Committee discussed main issues it would like to see audited and that those are included in the FY15 plan. Before the Board as a seconded motion; passed by voice vote with no dissent.

Certain Board Procedures and Guidelines. Chair Lillis introduced the three procedures and guidelines in the resolution: public comment procedures at board meetings, trustee

reimbursements, and the parameters for executive sessions. Willcox proposed amending public comment time from 20 minutes to 40 minutes and amending language regarding germaneness from prohibitive to priority-based. Trustees discussed these two amendments including the need to manage time, keep items focused on board business, and allow for a pipeline of information on things not necessarily before the board at a particular meeting. Willcox moved the amendment relating to germaneness and Curry seconded; amendment passed by voice vote without dissent. Willcox moved the amendment relating to time of public comment to 30 minutes and Colas seconded; approved by voice vote without dissent. Resolution moved as amended, seconded and passed by voice vote without dissent.

Authorization of Treasury Activities. Kari introduces a resolution that authorizes the UOF as a money manager for the university and transfers approximately \$30mm of endowment funds from the State Treasury to the UOF. Resolution was before the Board as a seconded motion; passed by voice vote with no dissent.

Lease at 1600 Millrace. Kari introduces a resolution which authorizes the UO to enter into a lease with the UOF for property at 1600 Millrace. Following the UOF's recovery of expenses relating to the acquisition of the building, the UOF will transfer ownership the property to the UO. Resolution was before the Board as a seconded motion; passed by voice vote with no dissent.

Portland Lease. Kari introduces a resolution which authorizes the UO to enter to a lease at a to-be-constructed building in Portland adjacent to the White Stag facility. Notes that the lease rate in this new space will be a significant improvement over leases costs for current MBA program space. Moffitt explains other advantages of the new space. Resolution was before the Board as a seconded motion; passed by voice vote with no dissent.

[Chair Lillis suggests moving ahead in the agenda to hear from the Dean of the Honors College before circling back to the resolutions regarding the Student Conduct Code. Additional resolutions are below.]

Clark Honors College. President Coltrane introduces Terry Hunt, Dean of the Clark Honors College (CHC). Hunt explained that the CHC, founded in 1960, is much like a small liberal arts college within a major research university. There are 800 students enrolled; the average among AAU peers is 1900. Average class size is 17 and students are part of every school and college. Students complete an original research thesis to graduate. Many CHC alumni receive graduate degrees from the nation's top universities (e.g. Harvard, Yale, MIT). Median GPA is 3.91 and median SAT is 1320, which boosts the UO's overall rankings. Nearly 75% are Oregon residents. Students carry a number of distinguished scholarships. Receive about 1500 applications for 245 incoming positions. Housed in Chapman Hall (1939) with some operations in Global Scholars. President Coltrane notes that CHC is in the top 10 in the nation. Kari asks if there is a price differential; Hunt notes here is a \$1,200 differential in tuition per term; Coltrane explains that most honors colleges do not charge more. CHC classes are heavily weighted to first two years of college. In Q&A: Hunt noted that breadth of curriculum and the number of distinguished scholarships play a large role in UO's high ranking; notes a need for public image change to reflect STEM and not just liberal arts in order to help recruiting; CHC is a mode of a lot of campus activity – programs and practices are incubated in Honors and try new things; clarified that “liberal arts” does not exclude sciences but

shows a diversity of study. Goal is to increase CHC enrollment by 50%. A full recording of the presentation is available via audio recording.

Additional Seconded Motions and Referrals. The Board returned to seconded motions.

Student Code of Conduct – Recommended Temporary and Permanent Changes. Wilcox outlined the differences between the two resolutions. VP for Student Life Robin Holmes explained that there are two sets of rule changes within this resolution. The first are three permanent changes because they were vetted on campus. The other three are temporary because they need to be in place before the academic year, but have not gone through a campus process. The changes relate to the length of timing for a complaint review, how academic year breaks impact this timing, and removal of panel hearings. Interim General Counsel Doug Park clarified that the Board has the authority per SB270 (2013) to execute temporary changes. The Board approved an amendment to the resolution that clarifies that temporary changes shall not remain in effect past the current academic year. Amendment was moved and seconded; passed by voice vote with no dissent. The amended resolution was then before the Board as a seconded motion from ASAC; the resolution passed by voice vote without dissent.

Student Code of Conduct – Conformity with State Law. Park explained that this resolution is related bringing the Code into compliance with state law (SB270 changes). Wilhelms notes that this also ties the Code to the Policy on the Retention and Delegation of Authority. Gutierrez asks the Board to not take this action and to keep faculty consultation. Wilhelms clarifies that faculty is consulted per language in the resolution, but that this brings the Code into compliance with state law. Resolution was before the Board as a seconded motion; passed by voice vote with no dissent.

Executive Session re Collective Bargaining issues. In accordance with state law, the Board went into an Executive Session for purposes of discussing collective bargaining issues with those authorized by the University to engage in such issues. Before the session began, Willcox expressed disagreement with the exclusion of the faculty and nonfaculty staff member of the Board from any discussions regarding collective bargaining, rather than just those impacting that member's particular bargaining unit.

Recess. 12:48 pm.

FRIDAY, SEPTEMBER 12, 2014

The Board reconvened at 8:33 am on Friday, September 12. Roll call was taken and a quorum was present (13 members). Chair Lillis made a few introductory remarks, noting that Peter Bragdon is added to the EAC, Ginevra Ralph will chair PFC, and Connie Ballmer will chair the presidential search. Trustees enjoyed the campus visits yesterday and would like to meet more faculty to learn what specifically they teach and research. Curry noted that she would like to see tours look at things impacting a greater number of students.

Competitive Excellence. The Board heard a presentation from Coltrane, Bronet, Moffitt and VP for Research and Innovation Brad Shelton regarding the UO's "Competitive Excellence." The presentation looked at the UO's current situation (memberships and affiliations, top 20 or 20% programs, highly competitive faculty, sponsored research (\$110.3m), and faculty in elite national academies (59)). They also discussed strong enrollment demand and increasing student quality over time (entering GPA), along with a slight decrease in graduate studies and increase in non-resident undergraduates. Moffitt discussed that enrollment growth is a planned element. They talked about strong philanthropic giving with 7+ years above \$100M in donations and \$115M in FY14. There are 24,500 active alumni, the UO has strong brand recognition in part due to athletics, and the UO has strong organizational advantages (new Board, UOF, an interdisciplinary culture, talented faculty, and experienced administrators). A key challenge is the financial situation at the UO and the inability to have a flexible investment fund (currently 0.8% of the education and general budget) and the need to identify more recurring money rather than one-time funds. Moffitt noted that the bulk of the UO's spending is on people, but we are lean compared to AAU (76% of AAU peers on faculty per student ratios; and 42-43% of AAU peers regarding administrative costs/staff). Chair Lillis emphasized that this is an important factor for Trustees to understand. They discussed campus facilities needs as the infrastructure hasn't kept up with growth (need 1300 more classroom seats, faculty offices, research labs, science labs) and has significant deferred maintenance issues. The UO also needs to update its IT infrastructure and address its dependency on tuition. Moffitt noted a concerted effort by universities to make up significant ground in state appropriations, which would lead to significant money for the UO. The endowment of the UO now exceeds \$600M, but this is near the bottom of the AAU. Trustee Susan Gary notes that the low funding can lead to burn out because people at UO work beyond expectations to do more with less. Excellence metrics being analyzed are tenure-track faculty per student, R&D expenditures (without a medical or engineering school), the number of students going to top PhD programs, faculty academic awards, and publications and citations. Looking to improve incoming GPA/SAT, diversity, and 4- and 6-year graduation rates. The panel discussed cluster hires and other strategic initiatives, including scholarships for the best and brightest, presidential scholarships, expansion of the honors college, increasing TTF (across schools) by 150 in five years, and increasing graduate fellowships. Other initiatives are expanding Pathway Oregon, improving the physical infrastructure, building a new residence hall, and building a better IT infrastructure. Panelists noted difficult questions facing university leadership, including prioritizing goals, finding the right mix of size and enrollment, and addressing financial streams and stability. The capital campaign being announced in one month is tied to these aspirational goals. UO is working with other Oregon universities and community colleges on higher education reinvestment from the State. The full presentation is available via audio recording.

Recess. The Board recessed for lunch and reconvened at 2:08 pm.

Management of Student Access and Success. VP for Student Life Robin Holmes, VP for Enrollment Management Roger Thompson, and Vice Provost for Undergraduate Studies Lisa Freinkel provided a presentation on the management of student access and success. The panel discussed accomplishments to date including increasing the quality of new students and the diversity of new students, doubling the number of visitors to campus and increasing applications (demand) overall. The panel discussed 6-year graduation rates and the breakout of residents between residents, non-residents and international students.

Undergraduate studies provides academic advising, the Teaching and Learning Center, a successful education center, and first year programs. We know what works to help improve completion rates: Pathway Oregon moves completion rates from 31% to 50%, family and student support services, enrichment programs such as freshman interest groups, freshman seminars, and academic residential communities (ARCs). Thompson also discussed a retention and completion initiative. Questions centered on: when administrators identify potential problems; efforts to help with job placement; staff and costs required to help expand these programs; how to be intentional about goals; and how the Board can help. The full presentation is available via audio recording.

Other. Trustees were directed to their packets for information about future meeting dates.

Meeting Adjourned

Chair Lillis adjourned the meeting at 3:24 pm.