

Attendance.

Marcia Aaron	Present	Elisa Hornecker	Present	Jimmy Murray	Present
Tim Boyle	Present	Ross Kari	Present	Ginevra Ralph	Present
Renee Evans Jackman	Present	Chuck Lillis	Present	Michael Schill	Present
Toya Fick	Present	Julia Lo	Present	Connie Seeley	Present
Steve Holwerda	Present	Ed Madison	Present	Dennis Worden	Present

Convening and Approval of Minutes. The Board of Trustees of the University of Oregon (Board) met on the Eugene campus September 20-21, 2021. Chair Chuck Lillis called the meeting to order at 9:01 a.m. Pacific Time. (All times noted going forward are Pacific Time.) The secretary verified attendance and a quorum. The Board did self-introductions and Chair Lillis introduced Tim Inman, incoming University Secretary.

ASUO Report. ASUO President Isaiah Boyd provided an update to the Board about ASUO’s plans and priorities for the 2021-22 academic year. He noted that the summer has been dedicated to interim planning. Boyd noted some of the priorities from his administration’s work in 2020-21, including, but not limited to, food insecurity and basic needs efforts. He noted that this year’s ASUO hopes to continue that work while also working to ensure that campus feels like a community coming out of the remote terms.

University Senate Report. Senate President Spike Gildea introduced Senate Vice President Dan Tichenor. He then spoke about the senate’s priorities for the 2021-22 academic year, noting that their overarching priority is student success. He also indicated a goal for fully implementing the anti-racism academy launched in 2020-21, moving forward on a new teaching evaluation framework, looking at faculty rights and responsibilities as the campus returns to an in-person experience, and implementing new state requirements regarding common course numbering.

Meeting Minutes. The Board approved the minutes from the May 2021 full board meeting and the August 2021 and September 2021 Executive and Audit Committee meetings without amendment. Below is a summary of the meeting’s proceedings; a full recording is available upon request.

Public Comment. Following is a list of individuals who spoke and the general topic(s) of their remarks. Full remarks are available on the audio recording.

- *Eliza Garcia (student) – Discussed priorities for OSPIRG for the upcoming academic year.*

President’s and Provost’s Reports. President Michael Schill welcomed everyone back to campus and welcomed the new trustees to the Board. He expressed gratitude for how well the board works, and how it is not overly political, like many public boards. He noted how challenging of a time it is for the university as it continues to navigate the pandemic and current variants. He expressed confidence in the institution’s layered approach to prevention and awareness. He noted the high vaccination rates among community members, the testing requirement for individuals who have successfully claimed an exemption, and the consequences to those who do not comply with the requirement. He also reminded trustees about requirements such as masking, vaccination or testing for major events, tracing protocols, and university-

wide plans. He pointed to the Law School, which has been in session for several weeks, and the success they are seeing in enacting protocols reducing risk.

Provost Patrick Phillips then provided an overview of some of the work underway to help gear up for instruction and research activity, noting some statistics relating to student impacts, including increases in self-reported depression rates and barriers to academic success. Phillips discussed some of the efforts underway to improve new faculty training and support for faculty as they, too, return to an in-person environment. He also expressed a good deal of pride and optimism about the work over the last several terms to support students—which he emphasized underpins all of the institution’s efforts—and the resiliency of students.

Schill then shared information on a few other topics. He discussed the success of the recent capital campaign, which raised a record-breaking \$3.25 billion in gifts and pledges. He thanked some of the key leaders and donors who played instrumental roles in advancing the campaign and its goals. He also discussed preliminary enrollment figures, including information about students who deferred or potentially paused during the 2020-21 academic year. He discussed the complexity of welcoming two classes of students who have not been on campus. Schill previewed the financial information presented by Jamie Moffitt, vice president for finance and administration and CFO, later in the day, noting that the university did a good job of stewarding scarce resources and navigating uncertainty during the pandemic. Schill introduced Richie Hunter, vice president for communications, who started at the UO the week prior, and thanked departing University Secretary Angela Wilhelms.

Fall Resumption. Phillips introduced a presentation on fall resumption, which was given in partnership with Kris Winter, senior associate vice president for student life, and Grant Schoonover, senior director for undergraduate academic success. Phillips began with a look at some of the operational details in place for fall term and noted the high vaccination rate on campus. Winter then discussed some of the unique non-academic challenges with fall term 2021, including high levels of pandemic fatigue, increased anxiety levels, staffing and workforce issues, contingency plans for students who might become ill, and communicating to students on campus about changes which may come quickly. She emphasized the non-academic support structures and initiatives available to support students outside of the classroom. A large focus of this work is on engagement and re-engagement, identifying and supporting basic needs, enhanced crisis response and support, and staff training regarding student support issues. Schoonover then discussed some of the academic-specific challenges for fall term. These include, but are not limited to, foundational knowledge gaps, atrophied learning skills, a need for higher enrollment in remedial coursework, higher levels of anxiety which can impact academic performance, and limited student engagement in and out of the classroom because of protocols that are still in place. It was noted that students are incredibly resilient but that does not mean the impacts and challenges are not real. Schoonover then discussed some of the academic support programs and tools put in place or enhanced given the challenges of this academic year. Examples include greater summer bridge programming to ease the transition into college, a new residence hall academic success hub and peer academic coaching program, expanded academic and co-curricular engagement through first-year and residential research programs, orientation (or reorientation) through advising campaigns and wrap-around advising support, implementation of a career assessment, and expanded peer mentorship and undergraduate research mentors. Trustees engaged in questions and discussion about topics such as vaccination compliance, the summer bridge program, impacts of professional schools, coordination between various units and programs, workforce issues in student affairs/student life professions, connectivity built through the incident management structure, undergraduate advising and student connectivity, retention and the

importance of human-to-human connection in those efforts, faculty engagement in and awareness of student support services, communication to students, and sexual assault training.

Retention and Delegation of Authority Policy. Angela Wilhelms, university secretary, provided an overview of the changes proposed to the Retention and Delegation of Authority policy, which included non-substantive updates to align the policy with existing statutes. The proposed redline and a summary of changes are in the meeting materials.

ACTION: The resolution to approve the utility upgrade project and associated expenditure authorization was moved by Trustee Holwerda and seconded by Trustee Aaron. It passed by a voice vote without dissent.

Recess/Reconvening. The board recessed for lunch at 11:30 a.m. and reconvened at 1:34 p.m.

Quarterly Finance and Treasury Reports; Long-Term Financial Projections. Jamie Moffitt, vice president for finance and administration and CFO, began with a look at the quarterly financial report for the UO's Education and General (E&G) fund for the fourth quarter (Q4) of fiscal year 2020-21 (FY21). She reiterated that the pandemic dramatically affected E&G fund finances, largely driven by a reduction in the number of first year undergraduate students who enrolled in fall 2020. She also noted the one-time cost savings realized through things like, but not limited to, the hiring freeze—savings which offset revenue losses in FY21. She noted that the final E&G fund balance was \$59.1 million (up from the Q3 projection of \$52.9 million). She then walked trustees through the quarterly dashboard, looking at key revenue and expense areas and how those figures ended compared to prior quarter projections. Moffitt called out some differences in FY21 figures, as compared to prior fiscal year patterns, regarding the overall makeup of revenue and expense breakdowns (see pie charts on page 23 of the meeting materials). Moffitt then provided a more detailed look at the year-end summary of both revenue and expenses, highlighting key shifts from earlier projections. Moffitt then discussed the quarterly treasury report with trustees, highlighting current cash and investment balances, information regarding the bond issuances completed in early September, and the 30-year debt service and capital lease payment schedule. Trustees engaged in discussion and questions on topics including, but not limited to, Tier 3 fund performance, liquidity, and resident and non-resident tuition.

FY22 Operating Expenditure Authorization. Moffitt then introduced the resolution regarding the FY22 operating expenditure authorization, recapping why a temporary authorization was requested in May 2022 and providing FY20 and FY21 data to support FY22 assumptions and projections. Detailed figures are available in the meeting packet (see supplemental materials beginning on page 153).

ACTION: The resolution to approve the FY22 operating expenditure authorization was moved by Trustee Kari and seconded by Trustee Aaron. It passed by a voice vote without dissent.

Long Term Projections. Moffitt then explained the structure of the long-term projections provided to the board (see supplemental materials). The goal of this analysis and information is to demonstrate various ways that the institution's finances can change based on modifications to inputs such as enrollment, state appropriations, PERS cost increases, possible future compensation increases, cost cutting measures, and federal resources. After discussing the key variables, Moffitt walked trustees through a base case and then a corresponding downside case and upside case, with each of those three cases then applied to three different scenarios (A, B and C). She explained how different inputs can modify various outputs relative to each scenario. Detailed looks at each scenario and case are available in the materials. Trustees engaged

in discussions and questions on topics such as changing demographics, enrollment targets, flexibility with tuition, long-term strategic planning and questions, the changing nature of higher education demand, other revenue opportunities apart from tuition, inflation, strategic planning, ways to improve the balance sheet, and other topics or risks that could impact assumptions in the model.

Knight Campus Annual Report. Bob Guldberg, vice president and executive director of the Knight Campus for Accelerating Scientific Impact (Knight Campus or KCASI) provided an overview of the campus’s growth since inception including, in the last year, the move into the first building and its grand opening, additional faculty hires, and the COVID testing laboratory. Guldberg highlighted examples of research conducted by KCASI faculty, including regenerative medicine and health sensors. Guldberg then discussed recent significant investments, including a second \$500 million gift from Phil and Penny Knight and a gift from the Joe and Clara Tsai Foundation of \$220 million of a human performance partnership with several other prestigious universities. He further highlighted gifts to support undergraduate scholars and biomedical data science, and highlighted partnerships the Knight Campus has developed with PeaceHealth through the Center for Translational Biomedical Research. He then highlighted three start-up companies that have launched from the Knight Campus, discussed the highly-successful Graduate Internship Program, and the UO/OSU joint bioengineering PhD program, which is the first engineering degree offered by the UO. Guldberg emphasized connections within the UO community, such as those with various schools and colleges, intercollegiate athletics, and other research and undergraduate student programs. Guldberg highlighted some of the major goals for the upcoming year. Trustees engaged in discussion and questions on topics such as, but not limited to, early success of the PhD program, and KCASI’s research portfolio and positive impact of KCASI on UO’s overall research activity.

Capital Project Approvals. Mike Harwood, university architect, introduced the capital project request before the board relating to phase II of the Knight Campus. He noted that, while the administration is not yet ready to present the board with a full budget and request approval for the full project, the administration does need approval to spend up to \$15 million in preliminary expenses.

ACTION: The resolution to approve \$15 million in preliminary expenditures for phase II of the Knight Campus was moved by Trustee Aaron and seconded by Trustee Ralph. It passed by a voice vote without dissent.

Harwood then introduced the resolution approving the renovation project for Huestis Hall, which is primarily funded with state-issued bonds and partially funded by a UO match.

ACTION: The resolution to approve the Huestis Hall project was moved by Trustee Kari and seconded by Trustee Worden. It passed by a voice vote without dissent.

Recess/Reconvening. The meeting was recessed at 3:40 p.m. The meeting reconvened at 9:33 a.m. on September 21. Attendance and a quorum were verified.

September 21 Attendance.

Marcia Aaron	Present	Elisa Hornecker	Present	Jimmy Murray	Present
Tim Boyle	Present	Ross Kari	Present	Ginevra Ralph	Present
Renee Evans Jackman	Present	Chuck Lillis	Present	Michael Schill	Present
Toya Fick	Present	Julia Lo	Present	Connie Seeley	Present
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Student Success Initiatives. Kimberly Johnson, vice provost for undergraduate education and student success (UESS), provided trustees with an overview of where the institution's student success initiatives have come in the recent years, including a commitment to increase four-year graduation rates, a focus on on-time degree progress and shortening overall time-to-degree, and a series of investments and initiatives designed to increase access and student support, such as increased advising, targeted advising campaigns, academic policy changes, and four-year degree plan development. Johnson noted the recent increases in four-year graduation rates, which moved from 49.9% in 2014 to 61.3% in 2020. Johnson reiterated the guiding principles for and the institutional definition of student success, and then talked about the key student success metrics used to define and measure progress including, but not limited to, retention rates, graduation rates, indebtedness, participation in engagement programs, core education competencies, and community connections. She noted that trustees can find detailed information in the meeting packet pertaining to the institutional student success metrics. Johnson then discussed the ongoing work related to expanding data utilization and reporting, degree progression strategies and interventions, expansion of mandatory advising, career exploration, first year experience, and transfer student engagement. Johnson discussed the student life cycle, which extends from recruitment to post-graduation plans (e.g., career placement or graduate school). Johnson discussed COVID impacts on students which have been measured through student surveys, long-term challenges for higher education, and some of the specific work regarding data analytics. Trustees engaged in discussion on topics including, but not limited to, graduate rate targets, engaging alumni, improving and communicating the value of a UO degree, the breadth of data and ways the institution approaches student success, career connectivity, financial aid support, requirements for students to meet with advisors and complete certain assessments, the new academic data analytics group, and connectivity with Tykeson Hall and other advising efforts.

Institutional DEI Initiatives. Yvette Alex-Assensoh, vice president for equity and inclusion, opened the discussion with a recap of the institutional framework around diversity, achievement, inclusion/engagement, and transformational leadership. Phillips recapped progress made since a December 2020 presentation, which was focused on strengthening data and analytics. Such updates included, but were not limited to, development of a cross-disciplinary team, gathering and organizing data sources and tools, and building out new reports. The goal is to provide a more robust data visualization tool by March 2022. Mark Schmelz, chief human resources officer, dove into a specific example, which was data about diversity from a human resources and employment perspective and the action items put into place to help address targeted areas of focus within employee diversity. Examples of such actions include the search advocate program, professional development opportunities, active retention initiatives, and employee engagement messaging. Trustees engaged in discussion on topics such as changing demographics, achievement gaps, setting institutional goals, faculty and staff retention, the search advocate program, the institutional hiring plan, funding, continued data development, community sentiment, recruiting pools, and student recruitment.

Internal Audit. Leah Ladley, chief auditor, provided an overview of the Office of Internal Audit and the internal audit function, including some background information on overall objectives as well as the auditor-board relationship. She discussed required reporting, engagement with management, reporting tools, various services provided by internal audit, and the standard quarterly reports she provides to trustees. Trustees also discussed topics such as, but not limited to, how culture is defined, how auditors engage with management with regard to recommendations or findings, building trust during a remote work environment, and the importance of the work Ladley and her team do for the trustees.

Oregon Public Universities Retirement Programs (OPURP) Administration Annual Report. Moffitt provided an overview of the OPURP and the various retirement plans managed by the UO on behalf of all

seven public universities in Oregon. She noted that there are approximately \$2.5 billion in assets across these plans and a total of 18,621 participants across the campuses. She provided an overview of plan management and oversight functions, including the office structure, the investment committee, and key partnerships on campus and with external service providers. Moffitt also discussed some of the continuous improvement activities undertaken within the program, including fee review, an outside audit of plan operations, various plan amendments, a forfeiture project, a beneficiary designation project, e-signatures, and retirement expos for improved education around the benefits of retirement planning. Trustees discussed topics such as whether employees choose the Optional Retirement Plan compared to PERS, shared liability across campuses, and overall retirement plan contribution rates.

Adjournment. The meeting was adjourned at 12:09 p.m.