

Attendance.

Marcia Aaron	Present	Elisa Hornecker	Present	Ginevra Ralph	Present
Peter Bragdon	Present	Ross Kari	Present	Michael Schill	Present
Andrew Colas	Present	Chuck Lillis	Present	Connie Seeley	Present
Allyn Ford	Present	Laura Lee McIntyre	Present	Mary Wilcox	Present
Joe Gonyea III	Present	Jimmy Murray	Present	Katharine Wishnia	Present

Convening and Approval of Minutes. The Board of Trustees of the University of Oregon (Board) met via video conference on May 19-20, 2021. A livestream and a teleconference option were made available to the public for purposes of listening in on the proceedings. Chair Chuck Lillis called the meeting to order at 8:32 a.m. PST. The secretary verified attendance and a quorum. The Board approved the minutes from the March 2021 full board meeting without amendment. Below is a summary of the meeting's proceedings; a full recording is available upon request.

ASUO Report. ASUO President Isaiah Boyd noted that the 2020-2021 administration is working to wrap up initiatives for this year, particularly to implement its basic needs program. He noted that they are focused on transitioning into a second term (Boyd was reelected as ASUO president for the 2021-2022 academic year) and looking forward to that year being in-person. A written report is provided in the meeting packet.

University Senate Report. Senate President Elliot Berkman noted that this is his last presentation as senate president. He recapped some of the work done by the senate this academic year, including the establishment of an anti-racism academy and other work related to the senate's commitment to anti-racist work, such as an asynchronous course developed to help instructors across campus understand how this work can be brought to bear in the classroom through pedagogy and instructional practices. Berkman also noted some new programs that the senate reviewed and approved, academic policies relating to open access and instructor availability (e.g., office hours), and work relating to teaching excellence. He emphasized that this work is ongoing and will continue in future years. Berkman noted success in building relationships across campus, particularly with key administrative offices, ASUO, and state affairs. Berkman noted that the senate looks forward to being able to engage with trustees in person during the next academic year. Trustees engaged in discussion and questions regarding the teaching evaluation work, the longevity of improved relationships, statewide course alignment, and training tied to the anti-racism work.

Provost's Report. Provost Patrick Phillips thanked the departing trustees, particularly Mary Wilcox, who has served as chair of the Academic and Student Affairs Committee for the last several years. Phillips also thanked Berkman for his service as senate president during this difficult year, noting that his leadership has been inclusive and independent. He updated trustees about a few high level efforts in the academic space, including the statewide course alignment work discussed by Berkman, establishment of the new School of Global Studies and Languages within the College of Arts and Sciences, the 2021-22 institutional hiring plan for tenure-track faculty lines, planning for fall 2021 instruction, HECC strategic framework and responsibilities, core education requirements, and state funding model incentives.

President's Report. President Michael Schill reflected on the past year and how challenging it has been, and how challenging it remains, given the constantly changing guidance and regulations. He recapped the

university's vaccination requirement for fall 2021, noting that many details need to be worked out over the coming weeks with respect to that policy. Schill recapped some of the measures taken during the 2020-21 fiscal year (FY21) which helped blunt the financial impact of COVID-19 on the university's education and general (E&G) fund budget, but reiterated that the university is going to experience negative effects from COVID-19 on the E&G budget for multiple years, primarily due to the reduction in first year students that occurred this past year. He also emphasized the impact that COVID-19 has had on the total institutional budget (E&G plus all other funds, including auxiliaries), noting that savings and one-time federal resources do not come close to covering the total lost revenue and incremental COVID-19 related expenses. He provided a brief state affairs update, focusing on the universities' collective budget request for the 2021-2023 biennium and the UO's capital funding request. Schill then provided an update on enrollment for the upcoming academic year, noting that although deposits are very strong, enrollment predictions based on deposits are very difficult to make during this unprecedented year, and reminding trustees that the upcoming year will include unique challenges resulting from so many students having spent more than a year studying in remote-only environments.

COVID-19. Andre Le Duc, chief resilience officer, provided a brief update regarding the UO's COVID-19 response, operations, and evolving practices. He noted that the UO is under several categories of regulatory instruction (e.g., state education sector, OR-OSHA workplace), which can lead to confusion, particularly if those regulations do not align with national or more public guidance. He discussed increasing vaccination rates in the zip codes including and immediately surrounding the university, and noted the UO's work to support vaccination efforts for our students and employees and for the broader Lane County community. Le Duc articulated some key decision points that are coming up as planning for fall term continues, including details around the university's vaccination requirement and evolving state guidance and possible lifting of statewide education executive orders, among others. Trustees engaged in discussion with Le Duc and other members of the Incident Management Team on topics such as: testing for students in residence halls, vaccination rates among students and employees, isolation space for students during the next academic year, and the complexity of managing issues at an institution like the UO.

Finance & Treasury Quarterly Report. Jamie Moffitt, vice president for finance and administration and CFO, provided an update on E&G fund finances for this fiscal year (FY21). She reiterated the point that the reduction in the number of first year students who enrolled this year will have a multi-year impact on the E&G fund because a significant number of those students would otherwise have been at the UO for four or five years. Moffitt noted that one-time cost saving measures (e.g., hiring freeze, travel freeze, workshare program) should mitigate most of the revenue lost in the E&G fund for FY21, leaving a projected deficit for this fiscal year—in the E&G fund specifically—of around \$1.5 million. She then provided more detail on FY21 projections based on third quarter (Q3) figures. Moffitt then provided an update on cash and investment balances and on debt service and capital lease payments. Following this, Moffitt provided an updated look at the UO's auxiliary operation finances, noting a few changes in projected losses for major auxiliary budgets since the trustees' last meeting. In total, current estimated deficits for the five major auxiliary areas (housing/dining, athletics, health center, the EMU, and PE & Rec) is \$65 million for FY21, which is lower than prior projections. Moffitt then provided trustees with an update on total FY21 expenditures relative to the fiscal year's expenditure authorization, noting that the institution is coming in under the comparative run-rate and, thus, no changes are needed for the FY21 expenditure authorization.

FY22 Expenditure Authorizations. Moffitt then turned to the expenditure authorizations for next year (FY22). She reiterated the biennial timing challenge faced when an operational expenditure authorization

is needed prior to the fiscal year starting, but when sufficient information is lacking regarding state appropriations and fall enrollment. Thus, the request before the board at this time includes an operational expenditure authorization that continues funding at FY21 levels, with an adjustment anticipated at the board's September 2021 meeting. This proposal is consistent with how the Board has approved the institution's expenditure authority in the past in the first year of a new biennium of state funding. The capital authorization request before the board is for \$90.5 million, which covers small departmental projects, small deferred maintenance projects funded by the state, and costs anticipated for major projects already approved by the Board. If additional costs are required associated with a future project, an adjustment to this authorization would be sought at that time.

ACTION: The resolution to authorize the FY22 capital expenditure limitation and the temporary FY22 operational expenditure limitation was moved by Trustee Bragdon and seconded by Trustee Ford. It passed by a vote of 13-0.

Bond Issuance. Jeff Schumacher, director of treasury operations, provided an overview of the request before the board relating to bond issuances. He first discussed the new money general revenue bonds, which would be issued in an amount not to exceed par of \$120 million. The primary beneficiary of funds would be the final two phases of the housing transformation project approved by the board in February. The authorization would allow for issuance up until June 30, 2022, which Schumacher noted was an extended period, but which will give the institution the greatest flexibility to react to market opportunities. Schumacher then discussed the refunding bond portion of the authorization, which would be issued in an amount not to exceed par of \$216 million. He noted that market conditions sometimes create opportunity to refund existing bonds (in this case, those issued by the UO in 2015, 2016 and 2018) to reduce the university's overall cost obligations associated with the bonds. He emphasized that such an issuance would not occur if the university cannot reduce its aggregate debt service costs or if there is insufficient market interest in taxable bonds, but that the authorization provides flexibility. Schumacher then walked through the topics of discussion required under the UO's Treasury Management Policy, including cost of capital, how the transaction affects the UO's ability to meet existing obligations, and the impact of these new liabilities on the UO's ability to achieve its mission and strategic objectives. Notes on this analysis are in the meeting materials. Schumacher provided some information on current interest rates for context, noting that it is impossible to accurately predict the all-in costs for a future sale. He also discussed the possibility that the new federal infrastructure bill will permit tax exempt issuers to once again issue tax exempt advance refunding bonds, which would further reduce the aggregate costs of any potential refunding. As with prior bond issuance authorizations, final approval from the chair of the board and chair of the Finance and Facilities Committee would be required before issuance can commence.

ACTION: A motion to amend Section 7 of the resolution to require approval by the Executive and Audit Committee (rather than approval by the chair of the board and chair of the Finance and Facilities Committee) was moved by Trustee Gonyea and seconded by Trustee Wilcox. It passed by voice vote without dissent.

ACTION: The resolution to authorize a bond issuance, as amended, was moved by Trustee Aaron and seconded by Trustee Wilcox. It passed by a vote of 14-0.

Residence Hall Naming. Schill introduced the resolution before the board which names the new residence hall, which is set to open to students for the 2021-22 academic year, after DeNorval Unthank, Jr. Schill reminded trustees about the process which unfolded in the 2016-17 year that led to his recommendation that the board name a wing in Hamilton Hall after Unthank, and then explained that this building will be

decommissioned in two years. As a result, he recommends transferring this honor to the new residence hall so that it can live beyond the life of Hamilton Hall. In his recap, Schill offered some biographical information about Unthank, reminding trustees that he was the first Black alumnus of the Architecture program, was a faculty member for many years, designed a couple of buildings on campus, and was a well-known and highly-respected community member. In response to a question about Hamilton Hall's name, Schill explained that all of the individuals recognized through naming in Hamilton Hall will be honored in the new building.

ACTION: The resolution to name the newest UO residence hall Unthank Hall, and rename the Unthank wing of Hamilton Hall to Cedar Hall, was moved by Trustee Wilcox and seconded by Trustee Hornecker. It passed by a voice vote without dissent.

Oregon22 Event Use Agreement. Moffitt introduced the resolution before the board relating to authorizing the institution to enter into agreements and contracts with Oregon22, the local organizing entity for the World Athletics Championships Oregon22. She noted that the cumulative total of those agreements may reach \$5 million and, thus, the administration is seeking proactive approval to enter into such agreements. Carlyn Schreck, assistant vice president for presidential initiatives, noted that this event will be one of the largest sporting events in the world, based on television viewership, which means the UO has an opportunity to showcase itself globally. She explained that the event will be ten days long with 16 sessions inside Hayward Field and some road race events in the community. She noted that a number of facilities on campus will be utilized during the event, including residence halls, in which athletes will stay, and dining halls, which will provide food service, and a number of other spaces. Schreck reiterated that this event is organized by a local committee, and it is not an event put on by the University of Oregon. However, the UO will provide certain services to Oregon22, with details for those working agreements to be negotiated as planning continues to develop. Schreck noted that a number of university experts will provide advice and engage in the planning process, which is beneficial to the event, but also helps the UO ensure that its primary mission as an academic institution can be maintained. Schreck also noted that there are a number of specific projects under development that will enable the UO to leverage this international event to help broaden academic and experiential learning opportunities for students. Discussion with trustees centered on risk, liability, and indemnification; safety and security; and financial implications for the institution. Regarding the latter, Moffitt reiterated that the institution is not engaging with Oregon22 to make a profit, but it does intend to recoup costs associated with services provided so that involved departments are not financially worse off due to the event.

ACTION: The resolution to authorize the institution to enter into agreements with Oregon22 for certain services was moved by Trustee Gonyea and seconded by Trustee Aaron. It passed by a voice vote without dissent.

Internal Audit. Leah Ladley, chief auditor, provided an overview of the process used to select an external audit firm to perform certain audit functions for the institution including, but not limited to, the annual audit of the institution's financial statements. Trustee Marcia Aaron, who served on the review committee for this selection, indicated confidence in the process and emphasized that, while there were multiple qualified firms, continuing with Moss Adams was in the best interest of the institution.

ACTION: The resolution to authorize an external auditor was moved by Trustee Kari and seconded by Trustee Gonyea. It passed by a voice vote without dissent.

Ladley then provided a review of her quarterly report. She noted staffing changes in the office and the unit's desire to look at flexible, remote work arrangements as they seek to fill internal audit positions. Ladley emphasized the items which are closed and in process, expressing that there are no significant concerns to share. She pointed out the audit plan in the materials, noting that the plan continues to evolve as projects and priorities are identified.

Recess/Reconvening. The meeting was recessed at 11:16 a.m. PST. The meeting reconvened at 8:32 a.m. PST on May 20. Attendance and a quorum were verified.

May 20 Attendance.

Marcia Aaron	Present	Elisa Hornecker	Present	Ginevra Ralph	Present
Peter Bragdon	Present	Ross Kari	Present	Michael Schill	Present
Andrew Colas	Present	Chuck Lillis	Present	Connie Seeley	Present
Allyn Ford	Present	Laura Lee McIntyre	Absent	Mary Wilcox	Present
Joe Gonyea III	Present	Jimmy Murray	Present	Katharine Wishnia	Present

Conflict Declaration. Trustee Ross Kari declared a conflict of interest relating to matters pertaining to the World Athletics Championships Oregon22 due to his role on the board of the local organizing entity, Oregon22, LLC. The voice vote conducted on May 19 does not include Kari.

Program Approvals. Kirby Brown, professor of English and director of Native American Studies, presented the resolution regarding approval of a new Bachelor of Arts degree and Bachelor of Science degree in Native American and Indigenous Studies (NAIS). He described the interdisciplinary nature of the degrees, the importance of Native education—both historical and contemporary—in Oregon, anticipated participation and enrollment, the tracks associated with the NAIS major, resources and support (no new resources requested), and the unique nature of the program within the State of Oregon.

ACTION: The resolution to approve new BA and BS degrees in Native American and Indigenous Studies was moved by Trustee Aaron and seconded by Trustee Wilcox. It passed by a voice vote without dissent.

David Wacks, department head for Romance Languages, presented the resolution regarding a new PhD in Spanish, with a master's degree in passing. Wacks discussed the benefits of the program to existing and future UO students, including, but not limited to alignment with comparator institutions and expansion and diversification of the applicant pool; anticipated enrollment; topics of expertise that could provide interdisciplinary connections with the PhD; benefits to the State of Oregon, particularly as the only PhD in Spanish in the state; employment opportunities for Spanish PhDs; length of time to program completion; how the master's in passing works; resources and support (no new resources requested); the role of economic and socioeconomic instruction as part of graduate degree education; and the relationship of graduate education and career preparation vis a vis the new School of Global Studies and Languages.

ACTION: The resolution to approve a new PhD with a Master's in passing in Spanish was moved by Trustee Hornecker and seconded by Trustee Bragdon. It passed by a voice vote without dissent.

UO Online. Carol Gering, vice provost for UO Online, presented an update to trustees regarding the UO's online education initiative and programming. Gering's focus was more on the overall initiatives, and not about the past year and COVID-related remote and online pivots. She began by noting progress from the report offered in December 2019, including, but not limited to, analysis of student survey data,

prioritization of courses, refreshing the video student, and strengthening faculty support. Gering spoke more specifically about work relating to both undergraduate and graduate program support development, including, as an example, the launch of an online master's degree in Psychology. She discussed the next phase of initiative planning and execution for UO Online. For undergraduate education she noted that this includes opportunities for students to stay on track during the summer and working directly with academic units on innovation, whether that be scheduling patterns or new courses. Gering also indicated that her department works closely with the Division of Undergraduate Education and Student Success to ensure online priorities align with overall student success goals. Regarding graduate education, Gering noted that the next focus is to complete the new online master's in applied behavioral analysis (pending board approval) and to continue working with units to evaluate the potential for additional online programs. Discussion with trustees also covered topics such as enrollment and student recruitment opportunities, particularly as it relates to the residential university nature of the UO; Gering's work to rapidly build the scaffolding required to support online education, expand the number of course offerings, and provide training on and exposure to online education for instructors; the importance of strategically advancing online opportunities in a targeted fashion that helps with student success and recruiting opportunities; the opportunities and challenges with hybrid course offerings; opportunities for non-traditional students; the role online education can play in serving rural communities and other distance-based learners; and feedback received from students about their wishes and expectations.

UO Portland. Jane Gordon, vice provost for UO Portland talked about the evolution of the university's offerings and programming in Portland over the last four years, since the last vision and strategic plan was established. She emphasized a few programs, such as growth in law students studying in Portland, new and expanded research centers, and the services faculty provided—in coordination with their scholarship—to the Portland community, such as family and early childhood interventions, urban planning, and built environment health studies with OHSU. Gordon also discussed the connectivity of UO Portland with the local community through partnerships and events, and the overall effort to think of UO Portland as a campus, not just an unconnected set of disparate programs. Gordon emphasized the increased connectivity of the Portland campus to the Eugene campus, noting that many students study in both locations throughout their UO career, many faculty engage in instruction and research in both locations, and senior leaders spend time in Portland understanding its programs and cultivating relationships. Gordon highlighted a new internship program that would provide students the opportunity to work in Portland over the summer with financial support for housing and living expenses. She noted that the organizations seeking interns were numerous and diverse, and that 350 students applied for 30 planned positions. Gordon discussed the UO's location in Old Town Chinatown, acknowledging the challenges of central city space, particularly during the past year. Mike Andreasen, vice president for University Advancement, provided an update on his portfolio's activities in the Portland region. He thanked Gordon for her leadership and partnership as vice provost. He noted that University Advancement needs to engage in planning and a re-imagining of what it can do and be in Portland, particularly as it relates to development, community affairs, and alumni engagement, and then discussed plans to shift staffing from Eugene to Portland to better engage in these activities in the state's largest metropolitan area. Roger Thompson, vice president for the Division of Student Services and Enrollment Management, shared data regarding applications and enrollment from the Portland region from the past four academic years. He also noted that the Portland region has two team members from the admissions office and is more competitive than it has ever been, and that he appreciates the partnerships developing between his division, Gordon's office, Andreasen's division, and other units across campus. Phillips added some information about connectivity to UO Portland within the academic portfolio. He acknowledged the important conversation about the UO's physical place in Portland, but emphasized that discussions regarding the future in Portland are really focused on what it means to be embedded in that region, how

it translates into instruction and career preparation, and how the UO can best serve its state mission through Portland engagement. Schill thanked Gordon for the positive impact she has had in strengthening the UO's presence in Portland. Trustees and panelists discussed issues such as the national landscape and how it impacts student recruitment in Portland; engaging alumni and prospective students through athletic events and success; engagement in high schools located on the east side of the city; safety and security at the White Stag complex, including coordination with UOPD, partnerships with other entities in the neighborhood, and local government engagement; alumni engagement and membership rates; and the economic value to the region to have the UO engaged there.

OICRC Update. Nicole Commissiong, associate vice president and director of the Office of Investigations and Civil Rights Compliance (OICRC), provided an overview of her background and her interest in taking on this role at the institution after several years working in the School of Law. She noted that her team is responsible for enforcing the university's non-discrimination policies, and that one of the big tasks her office—and other university stakeholders—undertook this academic year was an update to these policies. A draft policy is provided in the meeting materials and is currently online for public comment. She noted two primary reasons for the update and rewrite were to (i) align disparate institutional policies relating to discrimination and reporting processes to eliminate confusion and (ii) update policy language to align with current state and federal law. Commissiong also discussed the office's role in investigating claims of prohibited discrimination and to address concerns of the community when there are policy violations, and even when there are not. Commissiong also noted that a priority of the OICRC is to improve data collection and analysis to better understand trends and potential issues on campus. Commissiong relayed the importance of working with stakeholders on campus, including, but not limited to, the Ombuds Program, the Office of the Dean of Students, Human Resources, General Counsel and many others. She emphasized the importance of working with offices, such as HR, when it comes to effective education and training, particularly regarding reporting obligations and processes and impending changes to the policy. Discussion also focused on whether there are further changes anticipated given a new presidential administration, precedent established by courts, trends on campus over time, and staffing in the office. Commissiong also spoke with trustees about their role as designated reporters on the UO campus, both the premise behind such status as well as the process for reporting obligations. She also discussed what happens once a report is made to the OICRC.

Student Conduct Code. Katy Larkin, director of student conduct and community standards, provided an overview of the proposed changes before the board for approval. Details about the proposed changes were provided in the meeting materials. Commissiong noted that an important component of the proposed changes is to align definitions and expectations across campus—for students, faculty and staff.

ACTION: The resolution to approve certain changes to the Student Conduct Code was moved by Trustee Aaron and seconded by Trustee Ford. It passed by a voice vote without dissent.

Departing Trustee Recognition. Lillis and Schill provided some remarks about the departing trustees, thanking them for their service. Those departing on June 30 are Bragdon, Colas, Ford, Gonyea, McIntyre, Wilcox, and Wishnia.

Adjournment. The meeting was adjourned at 11:12 p.m.