

**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           | Excused | 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 May 19-20, 2022. Chair Chuck Lillis called the meeting to order at 9:04 a.m. Pacific Time. (All times noted going forward are Pacific Time.) The secretary verified attendance and a quorum.

The Board approved the minutes from the March 2022 full board meeting and the April 2022 Executive and Audit Committee meeting without amendment. Below is a summary of the meeting’s proceedings; a full recording is available upon request.

**Public Comment.** Chair Lillis confirmed there were no attendees present from the officers of administration or campus labor organizations, and that no individuals had signed up to provide virtual 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.

*Kurt Wilcox, retired employee and former UO board trustee – spoke to board leadership noting the service of outgoing board Chair Lillis and outgoing Trustee Jimmy Murray. Additionally, Kurt spoke to the need to recognize former trustees.*

*Sam Schwartz, graduate student – discussed his desire to work with policymakers to improve state support for higher education and challenges faced by students, particularly international students.*

*David Igl, community member – spoke about David Dunn.*

**ASUO Report.** ASUO President Isaiah Boyd provided an update to the Board and shared his appreciation for the board’s support during his time with ASUO. Boyd was joined by incoming ASUO President Luda Isakharov. Luda described her background as a student and her engagement with ASUO. She noted her desire to work collaboratively with the board and to help elevate the voices of students.

**University Senate Report.** Senate President Spike Gildea provided an overview of recent senate activities and the prospect of work ahead with the senate task force on service. Gildea then discussed a new task force that he will help lead after he leaves the presidency to streamline the process of course approval to help reduce the workload associated with the process and improve the speed at which courses are approved. Gildea was joined by incoming Senate President Dan Tichenor. Tichenor discussed next year’s senate focus including inclusive classrooms and cleaning up senate committees to make them more effective and focused on issues of diversity, equity, and inclusion. Gildea described his view that shared governance is a process that should be done together, which will allow the university to go farther together. Gildea was thanked for his service and focus on improved shared governance. Trustees emphasized the importance of the service discussion and hope for continued reports to the board.

**President's and Provost's Reports.** President Michael Schill provided comments on the importance of Board Chair Lillis' leadership, first in helping to secure the university's independent governance and then as chair of the board of trustees since its inception. Schill described the challenges the university was facing at the time that Lillis began to assume leadership responsibilities at the university. He noted the degree to which Lillis has focused on pushing the president and the university to be committed to teaching and research excellence.

Provost Patrick Phillips began his remarks noting the degree to which Lillis' leadership has impacted the university. Phillips then provided a series of brief updates, including an update on recent activity related to the hiring of new campus leaders, highlighting the hire of the vice president for research and innovation, the vice provost of strategic planning and budget, chief information officer, the hiring processes for the dean of the college of arts and sciences and the upcoming searches for a new dean of the college of education, as well as the inaugural Director of the Ballmer institute. He then summarized work that has begun to stand up the Ballmer institute, including work on a graduate teaching certificate that will be available in the fall and the development of the curriculum for the undergraduate degree. Phillips provided an update on the academic initiatives, describing faculty engagement and future governance models, including several institutes, the changing orientation of the diversity initiative which will include the hiring of four new faculty hires, the focus on becoming a Hispanic-serving institution, and the hiring of a new position in the provost's office to focus on diversity issues.

**Quarterly Finance and Treasury Reports.** 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 third quarter (Q3) of fiscal year 2021-22 (FY22). She shared that tuition and fee revenue is up due to strong spring enrollment and a rebound of study abroad activity, but noted that the small entering first-year class from Fall 2020 will continue to negatively impact the E&G fund finances for the next three years. Moffitt shared that the projected year end fund balance for FY22, with the inclusion of HEERF federal funds for lost tuition revenue, is \$82.4 million (7.2 weeks of operating expenses). Moffitt noted workforce issues, primarily including a high level of staff vacancies compared to staffing levels prior to the pandemic and a challenging labor market, have led to significant one-time savings in personnel costs. Trustees engaged in questions and discussions on issues including but not limited to faculty hiring, faculty turnover, and retirement.

Jeff Schumacher, director of treasury operations, discussed the quarterly treasury report with trustees, describing that the average Q3 cash balance, excluding bond proceeds and the payroll tax deferral, was approximately \$93 million more than in the same quarter in FY21. He described several factors contributing to the increased balance including reduced spending on compensation, increased balances across auxiliaries, and increases in unrealized investment gains. Schumacher next provided an overview of cash investments by tier, projected debt service and capital lease payments, and cash investment to debt ratios. Since the beginning of FY2016 the UO has added \$162M of cash and investments and \$302M in debt. Trustees engaged in questions and discussions on issues related to reporting timeline of investment returns from Jasper Ridge, trends in total cash balances, the amount of negative revenue related to tuition and fee remissions, and the differences in fee remissions and other forms of financial aid.

**FY23 Operating and Capital Expenditure Authorizations and FY22 Capital Expenditure Authorization Increase.** Moffitt reviewed the FY2023 operating and capital budget expenditure authorization proposals.

The FY23 operating budget authorization request is for \$1,245,712,000 and the FY23 capital expenditure request is for \$224,700,000. Moffitt described each element of the request and the variables influencing costs in each category including increases in staff costs related to recent compensation adjustments, adjustments in construction costs related to market dynamics, and areas of targeted growth including the Knight Campus and Ballmer Institute. Moffitt then walked through projected costs over the last two fiscal years and projected revenue for FY23, noting that the one-time federal HEERF funds received in FY22 would not be available in FY23, affecting the comparison of FY23 projections with FY22 figures. Moffitt described a requested increase in capital authorization for FY22, related to the acquisition of the Concordia campus in Portland. Trustees engaged in questions and discussion on issues including, but not limited to, potential increases in costs associated with a return to pre-covid staffing levels, and the need to reduce the approved FY23 capital expenditure authorization if the Concordia campus transaction closes in FY22.

*ACTION: The resolution to approve the FY23 operating expenditure authorization and FY23 capital expenditure authorization and FY22 capital expenditure authorization increase was moved by Trustee Kari and seconded by Trustee Worden. It passed by a voice vote without dissent.*

**Long Term Projections.** Moffitt then reviewed long-term projection model scenarios to show ranges of E&G fund budget scenarios that the university could face over the next five years given different assumptions about tuition rates, state appropriation levels, enrollment levels, and inflation. She discussed fifteen scenarios that included five different scenarios run with three different sets of tuition rate increase assumptions. The scenarios included: base case of hitting 100% of non-resident enrollment targets, downside case 1 with below-target enrollment, downside case 2 involving a significant reduction in state funding, downside case 3 involving an extended period of inflation that could not be offset with increased tuition rates, and an upside case with above-target enrollment. Basic assumptions in all scenarios included: increases to staffing to build back from current pandemic levels, a return of supplies and service activity to inflation-adjusted pre-pandemic levels and increases in property and liability insurance, a small PERS increase in FY24 and larger PERS increase in FY26, modest growth in state appropriations, and no additional cost cutting measures. Detailed analysis of each scenario is available in the board materials. Trustees engaged in discussion and conversation on how the long-term projections are utilized, the potential impact of a reduction in state funding from an economic slowdown, and the need to continue to focus on building strengths that expand the attractiveness of the university to prospective students.

**University of Oregon Foundation.** Paul Weinhold, president and CEO of the university foundation, provided an overview of Jasper Ridge Partners' management of the university endowment. Weinhold walked through the asset allocation for the fund and the most recent returns for each asset class. Next, he described the UOF performance vs. benchmarks, noting the high performance in relation to benchmarks and concluded with a review of the composition of the UOF endowment, which has increased by a significant amount in the last several years. Trustees engaged in questions and discussion on issues including, but not limited to, changes in asset class allocation since transferring endowment funds to Jasper Ridge Partners and increases to the endowment from recent gifts.

**Recess/Reconvening.** The board recessed for lunch at 11:59 a.m. and reconvened at 1:04 p.m.

**Institutional Goals and Objectives.** President Schill presented to the board the university's strategic priorities for 2021 – 2026, which is an extension of the university's 2016 – 2021 strategic framework. Schill described how three principles are embedded in the priorities described in the document; 1) their focus

on interdisciplinarity, 2) the need to achieve impact on society, and 3) their alignment with the strategic framework. Schill noted the plan has been vetted with faculty and other senior leaders around campus. He then divided the priorities down into four categories: 1) academic and research priorities, 2) student success and experience, 3) school, college, and unit priorities, and 4) University of Oregon - Portland. He then reviewed the specific academic and research priorities, which includes the environment, faculty diversity, data science, applied science bioengineering and scientific impact, sport and wellness, children's behavioral health, innovation and entrepreneurship, and global studies and languages. The entire strategic priorities document can be found in the board materials. Trustees engaged in questions and discussions on issues including but not limited to measures of diversity in faculty, efforts on active retention of diverse faculty, the inclusion of student mental health in university priorities, measures of success for each of the strategic priorities which include timelines, the need for a focus on career readiness, sources of funding for the priorities and the role of the endowment to support university priorities.

**Academic and Research Priorities.** Provost Phillips and Cass Moseley, interim vice president for research and innovation, discussed academic and research priorities. Phillips began by discussing trends in faculty hires describing the reduction in faculty that occurred during the pandemic when university hiring was frozen, moving from a high of 800 tenure track faculty in 2019 to 752 tenure track faculty in fall of 2021. He described how the current reduction in faculty has created an opportunity to align faculty growth with student enrollment, focus on university priorities, and increase faculty diversity. Phillips described how the primary tool for strategic hiring of tenure track faculty is the institutional hiring plan, which was just released and focuses on many of the key priorities the strategic priorities document discussed. Moseley reviewed the universities' research awards and expenditures between FY13 and FY22, noting a significant increase in awards during the pandemic when faculty were able to focus more time on grant applications. Because of the increased awards Moseley anticipates a decline in award level as faculty begin to focus energy on implementation of grants. Moseley reviewed awards by home academic unit and normalized by FTE to demonstrate faculty efficiency in receiving awards. Moseley concluded by reviewing possible growth in sponsored awards through targeted faculty hiring supported by the institutional hiring plan. Trustees engaged in questions and discussions on issues including but not limited to challenges in faculty hiring, changes in federal funding, why some departments may be more likely to be awarded grant funding, increased access to new federal funding agencies because of the faculty hired in the Knight Campus, and opportunities for research funding from the private sector.

**Next Generation Student Success.** Kimberly Johnson, vice provost for undergraduate education and student success reviewed the definition and guiding principles of the university's student success work. Johnson discussed the four priorities of student success: student retention and success, transformative student experience, achieving equitable outcomes, and institutionalizing student success. Johnson discussed the strategic process to focus on improved tools and strategies to enhance the transformative student experience to build career readiness. Trustees engaged in questions and discussions on issues including but not limited to student engagement in the next generation student success process.

**Advancement Update.** Mike Andreasen, vice president for university advancement, reviewed the performance of the recently concluded fundraising campaign which raised \$3.24 billion over an eleven-year period from 147,000 donors, including 86,000 first time donors. Andreasen described how 88% of the total dollars raised came from fewer than 1% of donors. He noted that next phase of fundraising will be aligned with the strategic priorities as described by the President. Andreasen described challenges and opportunities moving forward, which can be viewed in the board materials. Trustees engaged in questions

and discussions on issues including, but not limited to, the time horizon for gifts to be transferred to the university and the use of data to assist in the next phase of fundraising.

**Comprehensive Communications Plan.** Richie Hunter, vice president for university communications provided the board with a review of university communications comprehensive communications plan. Hunter began by describing the role that brand plays in advancing the university's goal and mission. Hunter discussed the need to elevate the university's academic brand to be as known and recognizable as the strong athletic brand that already exists. Next Hunter walked through the goals, strategy, and tactics that University Communications intends to use to continue to develop and advance the institution's brand and reputation. These items can be viewed in the board materials. Next Hunter reviewed the first six months of her tenure and what she has learned about the university and how issues must be addressed. Trustees engaged in questions and discussions on issues including, but not limited to what resources may be needed to execute on the communications plan

**Program Approvals.** Sabrina Madison-Cannon, Dean, School of Music and Dance and Jeffrey Stolet, Professor of Music Technology and Director, Future Music Oregon provided an overview of the proposed degree in data-driven music. Stolet described the resources required for the program, program demand, job prospects for graduates, and the interdisciplinary nature of the program. Trustees engaged in questions and discussion on issues including but not limited to whether this program will attract new students or draw from existing students, the comparable market for demand for this degree, the sources of data for the music

*ACTION: The resolution to approve the PhD in Data-Driven Performance and Composition was moved by Trustee Boyle and seconded by Trustee Evans Jackman. It passed by a voice vote without dissent.*

Juan Carlos Molleda, Dean, School of Journalism and Communications and Donna Davis, Associate Professor and Director, Strategic Communication Master's Program and Director, Oregon Reality (OR) Lab provided an overview of the MS degree in Immersive Media Communication. Molleda noted the program is part of the strategic plan of the university with a focus on being attractive to students and preparing them for careers. Davis described the program's ability to recruit new students, build on faculty expertise, and establish a center of excellence. She then highlighted the positive job opportunities available to graduates with this degree. Trustees engaged in questions and discussion on issues including, but not limited to, the definition of immersive media and how the online nature of the class impacts the program's pedagogy.

*ACTION: The resolution to approve the MS degree in Immersive Media Communication was moved by Trustee Kari and seconded by Trustee Murray. It passed by a voice vote without dissent.*

**Capital Project Approvals.** Mike Harwood, university architect, reviewed factors relating to the cost escalation of the Huestis Hall deferred maintenance project. Harwood described that the project budget was set in 2018 and that state approval was not finalized until 2020. He noted the key factors driving cost increases include covid, supply chain issues, labor shortages, and war, which have resulted in an \$11.4 million increase. Additionally, Harwood described several scope adjustments which added an additional \$4.9 million in cost for a total increase of \$16.3 million. Funding for the increased costs will come from additional state bonds, capital improvement funds, and E&G funds. Trustees engaged in questions and

discussion on issues including, but not limited to the sources of cost escalation, and cost escalation on other projects in planning on campus.

*ACTION: The resolution to approve the Huestis Hall cost escalation 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 4:17 p.m. The meeting reconvened at 9:30 a.m. on May 20. Attendance and a quorum were verified.

**May 20 Attendance.**

|                     |         |                 |         |                |         |
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| 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           | Excused | Julia Lo        | Present | Connie Seeley  | Present |
| Steve Holwerda      | Present | Ed Madison      | Present | Dennis Worden  | Present |

**Presidential Contract.** Chuck Lillis, board chair, began by providing an overview of the past employment contracts with President Schill. Lillis then described several principles the board has prioritized in hiring of the president and establishing compensation which include providing stability, rigorous annual review and goal setting, ensuring the contract is market competitive, and ensuring the contract is focused on academic excellence. Next Lillis reviewed the university’s accomplishments under Schill’s leadership including but not limited to increasing student financial aid, increasing faculty research awards, increasing the hiring of tenure track faculty, securing the university’s place in the AAU as a first tier academic research university, improvements in university information technology, improved university housing, establishment of the Knight Campus and Ballmer Institute, and the successful fundraising to support university activities. Trustees engaged in conversation on the stability built into this contract.

*ACTION: The resolution to approve the updated presidential contract was moved by Trustee Kari and seconded by Trustee Madison. It passed by a roll call vote without dissent.*

**Enterprise Risk Management and Organizational Resilience.** Andre Le Duc, chief resilience officer and associate vice president for safety and risk services reviewed the university’s enterprise risk management profile. Le Duc reviewed risks in the higher education industry including erosion of social dynamics, economic distress reshaping the workforce, the immediacy of need to digitize operations, and the redefining of campus safety. He then discussed the university structure used to help review and assess university risk. Le Duc walked through the risk exposure matrix detailing the various ways in which risks are cataloged, monitored, and managed. Leah Ladley, chief auditor, discussed the ways that internal audit engages with the risk assessment program and structure to audit areas of high risk or priority for the university. Leah noted the collaborative ways in which the Office of Internal Audit works with the Strategic Emergency Risk Management Committee to prioritize items for audit and then help as the university responds to recommendations that result from audits. Trustees engaged in questions and discussions on issues including, but not limited to the inclusion of institutional reputation as a risk to monitor, the inclusion of student mental health and sexual assault, and how data is used to help identify risk.

**World Athletic Championships Oregon 22 Academic Engagement.** Carlyn Schreck, assistant vice president for presidential initiatives reviewed areas of academic engagement with the World Athletic Championships to be hosted in 2022. Schreck noted several objectives including using significant moments to enhance the university's reputation, boosting enrollment, and providing meaningful research and scholarship opportunities for faculty and students. Next, Schreck discussed several academic projects being conducted in conjunction with the trials including wildfire and smoke planning, advancing research on women in sport, and studying alternative modes of transportation during large events. Schreck also reviewed several opportunities created for students including an envoy program, student run consulting groups and internships, and media opportunities for students. Trustees engaged in questions and discussion on issues including, but not limited to the relationship with OR 22, the size and scale of OR 22, the need to increase representation of women in sporting-related activities

**Department of Intercollegiate Athletics Overview:** Rob Mullens, athletic director provided an overview of major issues facing collegiate athletics. Mullens focused his discussion on three areas: the transfer portal; name, image, and likeness (NIL); and the NCAA transformation committee. Mullens shared the number of athletes utilizing the transfer portal nationwide with just under 18,000 student athletes entering the transfer portal in 2021-2022. He discussed how the increase in portal utilization has benefited athletes but has caused some disruption that has resulted in ongoing conversations about whether there are reasonable structures that could be put in place such as limiting the ability to enter the portal to specific windows of time. Next Mullens reviewed the new regulatory and legal environment around NIL for student athletes. He noted the university's focus on ensuring the university's student athletes were appropriately educated and supported within the new regulatory landscape. Mullens then reviewed the timeline for discussions around NCAA transformation. Trustees engaged in questions and conversations on the reasons a student athlete will enter the portal, the role of tampering in the portal, the evaluation of coaches on the use of the portal, the education of students and families of NIL, the role of collectives' in student athlete recruitment, size and number of NIL deals, the types of activities that student athletes provided in return for NIL compensation, and the role that decisions in federal courts are influencing the regulatory landscape in college athletics.

**College of Education's Institutional Plan for Educator Equity in Teacher Preparation:** Laura Lee McIntyre, interim dean of the College of Education and Dianna Carrizales-Engelmann, assistant dean for administration, reviewed the College of Education's plans to diversify the K-12 teacher-education workforce. Carrizales-Engelmann reviewed the requirement by the state Higher Education Coordinating Commission to assist in helping to diversity the state's K-12 teacher workforce. She reviewed the plan activities and budget, and the projected impact of the university's plan. The full details of their proposal can be reviewed in the board materials. Trustees engaged in questions and discussion on issues including but not limited to objectives of the program, tracking of program graduates, the number of Oregon students within the program, the value of having a four-year educator degree rather than requiring a master's degree, and data sharing within the state to understand statewide and other universities in relation to the university.

**Meeting recessed until approximately 1:30 p.m.\***

**Academic Area in Focus – Data Science Initiative.** Bill Cresko, professor of biology and director of the Data Science Initiative, provided an overview of the data science initiative. Cresko described the goals of the initiative to build on the interdisciplinary research of the university, integrate application of data science across schools and colleges, advance new research and educational opportunities, and mitigate historical weaknesses in methodologies of data science. Lauren Ponisio, assistant professor of biology,

discussed her research and scholarship and how data science is utilized to advance her work which focuses on environmental science. Cresko described the domains that currently exist which include but are not limited to accounting analytics, biology, economics, linguistics, and marketing analytics. Next, he described the student demand for data science programs and enrollment projections. Lindsey Uribe, undergraduate student in data science, described her pathway to the university's data science program and how it is helping her to develop the tools for interesting and applicable professional opportunities. Cresko discussed the Catalytic Data Science Research Hub, which is tasked with helping to stimulate new interdisciplinary research across the university. He noted that over the last three years the hub has submitted \$70 million in grant proposals research grants, \$13 million of which have been funded. Cresko then discussed how the data science program allowed the university to quickly develop a covid testing program that helped the university, community, and state respond to the pandemic. Couroush Mehanian, research associate professor, Knight Campus for Accelerated Scientific Impact described his career pathway to a career with artificial intelligence and medical imaging to have impacts in healthcare. He described the attraction to the university being driven by its focus on impact and interdisciplinary and collaborative research. Cresko concluded remarks by outlining strategic planning for the creation of a school of computer and data science. Trustees engaged in questions and discussion on issues including but not limited to the types of domains within the data science program, the opportunity for courses to be offered online, opportunities for masters programs, how the development of a school aligns with the hub and spoke model with multiple domains, the resources needed to build a top 5 data science program, and the inclusion of data literacy as a core competency for students.

The board then recognized the service of Jimmy Murray, departing trustee.

**Board Leadership (Action).** Ross Kari, finance and facilities committee chair, described the process for nominations for new board leadership and discussed the qualities of the trustees nominated for chair and vice chair. Kari noted Ginevra Ralph's long-time and multi-faceted relationship with the university and community, including her long-time service on the board and as the vice-chair. He then described Steve Holwerda's qualifications as a leader, including his experience chairing the board of the University of Oregon Foundation.

*ACTION: The resolution to approve Ginevra Ralph as Board Chair and Steve Holwerda as Vice-Chair was moved by Trustee Kari and seconded by Trustee Madison. It passed by a roll call vote without dissent.*

**Adjournment.** The meeting was adjourned at 3:09 p.m.