

**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 March 14-15, 2022. Chair Chuck Lillis called the meeting to order at 9:30 a.m. Pacific Time. (All times noted going forward are Pacific Time). The secretary verified attendance and a quorum.

**Meeting Minutes.** The Board approved the minutes from the December 2021 full board meeting without amendment, the December 2021 EAC meeting without amendment, and the January 2022 EAC meeting 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.

- *Max Horton – raised concerns about paying the Lutheran Church for the former Concordia Campus*
- *Sam Schwartz – spoke to what he believes are low salaries for GE’s and university staffing, excitement about the Ballmer Institute*
- *Tereza Bottom – speaking against the Ballmer Institute and perceived focus on applied behavior analysis*
- *Chair solicited but received no public comment from officers of administration, campus labor organizations, nor other public comment, particularly comment as it relates to tuition and fees.*

**ASUO Report.** Associated Students of the University of Oregon (ASUO) President Isaiah Boyd provided an update to the Board on ASUO priorities for the 2021-22 academic year and recent actions. Boyd described how much of the ASUO’s recent work has been focused on tuition and fees, and fees related to the EMU. In addition, Boyd described a campus survey that would be taken of students during spring term to better understand student needs. President Schill congratulated President Boyd on successfully managing the ASUO fee process to conclusion.

**Senate President Report.** President Gildea provided an update on UO Senate activities, describing recent efforts to approve a new overall framework for evaluation and improvement of teaching on campus. He then discussed a series of resolutions including a resolution to adjust for non-gendered pronouns for emeritus faculty. Gildea discussed current and upcoming work to adjust committees and bylaws for the university senate. The final item that Gildea highlighted was the senate task force on service. Trustees asked questions and engaged in discussion on issues including and related to the faculty evaluation framework and President Gildea’s time of service.

**President’s and Provost’s Reports.** Provost Patrick Phillips reviewed successful campus operations for winter term. Phillips then described two current searches, for the vice president for research and innovation and the new dean of the college of arts and sciences, both of which will conclude by the end

of spring. Trustees engaged in questions and discussion regarding the data science initiative, competitive marketplace for faculty hiring, the impacts of the equal pay act and its impact on our ability to hire in relation to peers, and the regulatory environment related to diversity in hiring.

President Schill provided an overview of the goals and objectives of the Ballmer Institute. He described the focus to create a new profession of well-trained employees to help students in the school setting. Schill also noted the value of purchasing the Concordia campus, which in addition to housing the Ballmer Institute, will serve as the base of operations for UO Portland . He described how Provost Phillips brought faculty together to develop the concept that evolved into the Ballmer Institute. This was done in partnership with Mike Andreasen, vice president for advancement, who helped develop the vision and strategy for the institute. Schill then described the university's operations during COVID-19, noting that case numbers have dropped significantly leading to adjustments in university mask policy. Starting March 19<sup>th</sup> masks will no longer be required on campus though the campus will remain vigilant and prepared for new variants of COVID-19 by keeping the university testing program in place. Schill discussed three lessons learned over the last two years; 1) the university is resilient and able to adapt to serve students, 2) the university is committed to being an in-person residential university, and 3) the value demonstrated of having a research university in Oregon as seen in the university standing up a covid testing program available to the campus, community, and larger state, and the development of the Ballmer Institute to address issues of behavioral health in children. Schill then discussed student success, one of his top priorities as president. He described past successes, noting specifically, the Pathway Oregon scholarship program for low-income Oregonians and gains made in student graduation rates. He emphasized the need to remain focused on graduation rates and specifically the need for an increased focus on disparities in graduation rates that can be seen between White and Asian students, and students of color. Schill then described how a new focus of the student success initiative will be focused on connecting students to careers. This effort will be part of the next generation of student success led by Kimberly Johnson, vice provost for undergraduate studies and student success. Schill then provided an overview of the university's climate survey that will be launched this spring. Trustees engaged in discussion and questions related to the next generation of student success efforts being launched at the university, the need for long-term data collection on career outcomes of alumni, the president's plans to make a significant investment in career services, similar to what was done to increase the number of advisors on campus, and the demographic changes which are impacting higher education.

**Quarterly Financial Reports.** Jamie Moffitt, vice president for finance and administration and chief financial officer, provided a quarterly financial update for the second quarter (Q2) of fiscal year 2021-22 (FY22). Moffitt identified several key takeaways for Education and General (E&G) fund finances for Q2; 1) projected tuition and fee revenue is up due to strong winter enrollment, 2) small entering class from Fall 2020 will continue to negatively impact E&G funds for the next three years, 3) compensation costs are down due to an unprecedented number of vacant positions though costs are expected to increase throughout the year as vacancies are filled and annual salary increases are implemented, 4) updated Q2 projections show an estimated gain of \$10.6M, which compares to Q1 projected shortfall of \$3.6m, 5) projected year end fund balance for FY22 is \$71.9 M (6.4 weeks of operating expenses). Moffitt reviewed key Q2 E&G projection updates, noting that the projection for state appropriations is unchanged, the tuition and fee projection is increased to 6.5%, the ICC revenue projection is unchanged, the personnel services projection is reduced to 1.3%, the service and supplies projection is unchanged, and the student aid projection is reduced to 6.2%. Trustees engaged in questions and discussion about the relatively low fund balance and whether it can be increased, whether the increase in tuition is due to

more students or increased tuition charges, and the fact that service and supplies costs will be returning to levels closer to pre-pandemic levels (excluding inflation).

Moffitt and Jeff Schumacher, director of treasury operations, provided an updated quarterly treasury report, noting that materials provided to the board in the board packet provide follow-up responses to questions that were raised in the December board meeting. Schumacher began by reviewing cash and investment balances noting that increased balances compared to last year of approximately \$75M are driven by three key factors: 1) increased general fund balances due to changes in payables and receivables and reduced spending on compensation, 2) increased balances in athletics due to the resumption of athletic activities, and 3) increases in unrealized investment gains and refinancing of state-issued debt. Schumacher reviewed cash investments by tier and debt service and capital lease payments. He noted the current principal balance of outstanding debt, including capital leases, is approximately \$897M. Trustees engaged in questions and discussion regarding matters including the university's debt to revenue ratio and an analysis projecting the length of time needed for the university to reach a ratio of 0.7. Moffitt and Schumacher explained a ratio of 0.7 was used in the analysis because it represents Moody's median ratio for Aa2 rated U.S. public colleges and universities.

### **Capital Projects Approval**

**Knight Library Exterior Restoration Project.** Michael Harwood, associate vice president and university architect, provided an overview of the project which aims to comprehensively restore the deteriorated exterior of the Knight Library. The project is divided into three phases, with initial design work already commenced and the final phases of the project to be completed in 2025. It is noted that the project will be funded using state resources. Detailed information on the project can be found on page 11 of the board materials.

*ACTION: The resolution to approve the university to execute contracts, expend resources, and engage in work necessary for the completion of the Knight Campus Restoration Project was moved by Trustee Murray and seconded by Trustee Hornecker. It passed by a voice vote without dissent.*

**Oregon Acoustic Research Lab.** Cass Moseley, interim vice president for research and innovation, reviewed the project and its history, describing the university's effort to create a state-of-the-art acoustics testing facility as a collaborative project with the Mass Timber Coalition, which is a collaborative organization of public universities and Oregon state agencies. Moseley described how the board approved a smaller version of this project in 2019 that was never built after design work revealed significant cost escalation. Moseley shared that the project would be built if the university is successful at securing a major portion of the project funding from a funding opportunity through the federal Economic Development Administration's Build Back Better Regional Challenge. The remaining portion of the facility construction would come from matching funds already awarded from Business Oregon. Trustees engaged in questions and discussion on matters including other universities that will partner with the lab, the breakdown of finances to support the project, including the matching funds provided by Business Oregon, confidence in the current cost estimate given the uncertainty in construction market prices, the project completion timeline, and the projected operating budget for the facility.

*ACTION: The resolution to approve the actions taken toward construction of the Oregon Acoustic Research was moved by Trustee Hornecker and seconded by Trustee Holwerda. It passed by a voice vote without dissent.*

**State Affairs Update.** Hans Bernard, associate vice president for state affairs, provided a review of the 2022 state legislative session, noting several items that impacted the legislative session including the continuation of hybrid operations status with most meetings happening over zoom, and the start of significant turnover in legislative leadership. Bernard described the unprecedented revenue growth which allowed for significant investments by the legislature in a host of programs. Bernard then reviewed several items secured by the UO during the legislation session including \$10M for the Knight Campus phase 2 equipment, \$4.5M for the Oregon Hazard Resource Lab run by Professor Doug Toomey, \$700,000 to support the College of Education's Oregon Child Abuse Prevalence Study expansion, a \$7.6M increase in capital funding to help cover inflation-driven construction cost increases being experienced in the Huestis and Heritage Projects (University, and Villard Hall), and \$7.5M for the Strong Start/Summer Bridge Program to help successfully transition students to college. Bernard then discussed current efforts to prepare for the 2023 legislative session including the development of budget and capital requests. Trustees engaged in questions and discussions on issues including higher education's share of resources allocated from the increased resources to the state, the UO's funding in relation to other Oregon universities, and the university's continued efforts to cover remaining portions of our capital cost escalation request.

**Recess/Reconvening.** The board recessed for lunch at 11:56 a.m. and reconvened at 1:31 p.m.

### **Ballmer Institute for Children's Behavioral Health**

**Institute Overview.** Phillips began by describing how the Ballmer Institute is an exemplar of the university's role as a public research university, utilizing national excellence in psychology and the college of education to help address an area of public need. Phillips discussed the process of bringing faculty together to develop the concept of focusing on children's behavioral health, an issue the surgeon general later declared as a national crisis. Phillips and Mike Andreasen, vice president for advancement, reached out to Connie Ballmer given the Ballmers' focus on breaking the cycle of poverty, recounting how engaged the Ballmers were on helping to refine the proposal to ensure a strong focus on children and career pathways for the program's graduates. Phillips emphasized this initiative is designed to fully engage with the community on addressing the issue of children's behavioral health, noting that the size of the state made it achievable to partner with key leaders and community partners to develop the proposal. Phillips also described that a key goal of the initiative is to create diverse practitioners for diverse communities. He then reviewed how the Institute's focus was combined with the real estate opportunity, which provides a unique opportunity to partner with a local public school. Randy Kamphaus, acting institute director provided an overview of the Ballmer Institute for Children's Behavioral Health, recounted the scale of the behavioral health problem facing society, noting that the existing workforce has not been capable of meeting the need and specifically calling out the fact that 65-80% of children dealing with a mental health problem this year will not be able to access care. Kamphaus then recounted the historical strengths of the university, and how bringing together expertise across campus to work together, including the Prevention Science Institute, the Center for Translational Neuroscience, and the HEDCO Institute for Evidence Based Practices, has amplified the impact any one unit can have on a problem. Kamphaus then described the elements of the proposal, including the creation of a new bachelor's degree in behavioral health, a clinically based program that will be the first of its kind, and similar to the bachelor's level workforce that exists in the physical health care realm. Kamphaus emphasized that these practitioners must be additive to the workforce and extend the

capabilities of those already in the workforce. Kamphaus then discussed the hiring that must occur to support the initiative, including 15 career faculty to serve as clinical teachers to the new workforce and 10 tenure track faculty to support the cycle of innovation. Next, Kamphaus discussed the \$100M commitment to student scholarships which is aimed at diversifying the workforce. Kamphaus reviewed key timeline milestones, which include providing professional development opportunities summer of 2022, certificate program beginning fall of 2022 and the first cohort of undergraduates to start in fall of 2023. He noted that the Institute will focus on partnerships with community colleges to help accelerate the movement of students through the program and diversification of the workforce. Trustees engaged in questions and discussions on topics including, but not limited to providing training to pre-service and in-service needs, the use of the term “behavioral health” for defining the larger field of mental health, the value of the certificate program to help train the existing workforce, partnership with local schools, the connection of early childhood to the institute by connecting early childhood services to grade schools, the limits to what UO can do alone and the need for partnerships, the ways in which the Institute will provide culturally relevant support, and the need as a leading research university to stay at the cutting edge of models to be utilized in the Institute’s approach.

**Real Estate Acquisition.** Kevin Reed, general counsel; Kelly Walsh, shareholder, Schwabe, Williamson & Wyatt; Jane Gordon, vice provost for Portland. Reed provided an overview of the purchase and sale agreement for the former Concordia University campus with a purchase price of \$60.5M, which is in-line with an opinion of the campus’ value the university received from a professional real estate appraiser. Reed emphasized that the university is not purchasing Concordia University, but rather the university is purchasing the land and facilities on which the campus was located from a financial institution affiliated with the Lutheran Church, which acquired the campus through a foreclosure sale. The property to be purchased includes over 395,000 square feet of campus buildings on about 19 acres, 513 beds of student and other housing, an LEED gold rated library, on-site cafeteria, athletic facilities, and approximately 475 parking spaces, which is in the Concordia neighborhood of NE Portland. The campus is located next to an adjacent public school, Faubion school, which had a unique partnership with Concordia University, as a clinical lab school. Reed noted there are deal terms relating to the title that have been communicated to the board under attorney client privilege. Kelly Walsh, shareholder at Schwabe, Williamson, & Wyatt provided an overview of the deal terms, including the agreed to purchase price of \$60.5M, and the fact this is a multiple parcel deal all acquired through a statutory purchase and sale deed. Walsh reviewed two clouds on title, the right of re-entry for the Lutheran Church Missouri Synod, which the seller has agreed to extinguish before the transaction is finalized, and the lis pendens on the property which notices a third-party lawsuit but for which the university negotiated a robust indemnity clause to protect the university’s interests. Walsh noted that the sale is dependent upon board approval, after which the due diligence period will continue which includes survey of the property, in-depth title review, and architectural, mechanical, and physical assessment, with an anticipated transaction closing on or before June 10<sup>th</sup>. Jane Gordon discussed the impacts the Concordia campus purchase has on current UO Portland operations, describing how the university is currently assessing the new campus and plans to eventually transition all operations in the White Stag building of Portland to the Concordia Campus. Gordon described how activation teams are being put together to help manage the transition; this includes how to stand up the full complement of resources like housing and dining to support UO Portland students and activities. Gordon emphasized the positive response from the Portland community, including city leaders and community groups, and the Faubion School. Trustees engaged in questions and discussions on issues including but not limited to the university’s goal to make the athletic fields available to the community, whether there might be anything in the due-diligence process that could cause the board to condition its approval of the transaction (which counsel does not deem necessary), the fact that the Ballmer Institute would continue

to move forward even if the purchase of the property fails, and the timeline on the Hot Chalk lawsuit which is likely to extend for years.

*ACTION: The resolution to approve the acquisition of the Concordia College campus was moved by Trustee Boyle and seconded by Trustee Aaron. It passed by a roll call vote without dissent.*

**Student Basic Needs and Funding.** Marcus Langford, dean of students, described the role of the Dean of Students office, which is trying to center the office's actions on students and to reconceptualize how students experience the Dean of Students office away from a place students go if they are in trouble or things are going wrong, to focus on the role the office can play to engage and support student development and leadership. Jimmy Howard, associate dean of students, reviewed the Basic Needs Program, noting that meeting basic needs is foundational to student success. Howard highlighted data gathered from a recent survey on food and housing security. He then noted the varied sources of funding to support student basic needs, including dean of student office, ASUO funds from the I-fee (approximately \$900K), and other campus initiatives. Howard reviewed the new Basic Needs program which will help students with benefit navigation, emergency and hardship funding navigation, subsidy coordination, temporary and long-term housing support, community access and resource awareness, prevention programming on basic needs, and program and campus basic needs assessment. He noted that the ASUO I-Fee funding will fund two coordinator positions to support the program. Howard updated the board on upcoming initiatives, including a syllabus statement faculty can place on their syllabus to refer students to the office, providing additional temporary housing, rolling out a textbook subsidy program, standing up a food insecurity dashboard, and providing basic need grab-and-go kits. Trustees engaged in questions and discussions about the longitudinal survey done annually to gather data around things like food security, the value of the program to do better assessment, how many students are already receiving assistance prior to accessing additional assistance from the university, the split between those seeking housing assistance living on campus versus off campus, the next survey being run in spring of 2022, the amount of funding from the state to accompany the state mandate, how subsidies are also provided to help students in hard science courses where there are lab and other fees that can be barriers to signing up for the course, and after-impact reporting,

**Board Chair Transition.** Ross Kari, finance & facilities committee chair, reviewed a process for selecting a new board chair when Chair Lillis steps down after the May meeting. Kari described how nominations will be made to the board secretary by May 1<sup>st</sup>, which should include a statement on the nominee's qualifications. If the vice-chair of the board is nominated for chair, the secretary will seek nominations for vice-chair. The secretary will confirm nominees are interested in serving and then circulate the list of nominees to trustees by May 10<sup>th</sup> in advance of the board meeting May 19-20.

**Recess/Reconvening.** The meeting was recessed at 3:20 p.m. The meeting reconvened at 9:32 a.m. on March 15. Attendance and a quorum were verified.

**March 15 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

**Tuition and Mandatory Fees (Action):** Michael Schill, president; Jamie Moffitt, vice president for finance and administration and chief financial officer; Kevin Marbury, vice president for student life (co-chairs of the Tuition and Fee Advisory Board). The President reviewed his 2022/23 AY proposal to the board, which was based on the recommendations of the Tuition and Fee Advisory Board, input through public forums and online feedback options, and consultation with other university leaders. Schill noted that under the existing guaranteed tuition program, current undergraduate students who started after the summer of 2020 will not see changes to their tuition and mandatory fee rates which are locked for five years. Undergraduate students who started at the institution prior to 2020 have their annual tuition rate increase locked at 3 percent a year. The proposed recommendations, therefore would only affect new undergraduate students starting at the university next year. Schill’s proposal would increase incoming undergraduate resident tuition rates 4.5% above the previous cohort, incoming undergraduate non-resident tuition rates 3% above the previous cohort and includes the recommendations of TFAB for graduate tuition rates. Schill noted his support for the School of Law’s recommendation of a 5% increase in tuition. Schill noted that for a period, there was a disagreement among ASUO leadership about whether the funding for the EMU should be transferred from the Incidental fee to the Student Union Fee. For this reason, the President granted the ASUO President an extension of time to discuss the matter further with the ASUO Senate. Ultimately, the proposal to transfer the EMU funding was approved by both the ASUO Student Senate and the ASUO President.

Kevin Marbury, vice president for student life and co-chair of the TFAB reviewed the role and scope of TFAB including the fact the group is advisory to the president on undergraduate tuition and administratively controlled fees, its structure with twenty official members, and its schedule which included 10 meetings and public comment opportunities. Moffitt reviewed university tuition and fees over the period stretching back to AY12-13 and university tuition rates in relation to AAU public peers noting that the University’s tuition rates are sitting in the top half of this cohort. She then reviewed state appropriations in relation to AAU public peers, noting that UO’s state appropriation per resident student is one of the lowest levels of support among the public AAU institutions. Moffitt described in further detail state funding for Oregon public universities and the fact that the UO receives the least amount of funding per student of all the state public universities, while UO’s average level of fee remissions granted per resident student is the highest amongst Oregon universities. Moffitt next reviewed the characteristics of the E&G fund budget, noting the budget is \$570 million, 77% of it is funded with tuition, with 80% invested in staff, and that it funds most of the recurring costs of the schools and colleges and the central administrative units. She reviewed the history of the fund describing fluctuations in funding caused by state investments, pension costs, and the impacts of the pandemic. Moffitt then reviewed the number of UO’s faculty and staff compared to AAU publics, with UO having 84% of AAU average for teaching faculty to students and 66% of AAU average for non-teaching faculty and staff per student. Next Moffitt reviewed projected increases to university cost drivers for FY23 of approximately \$20M representing a 3.56% increase, which include faculty staff and GE salary and OPE increases (\$15M), medical cost increases (\$1.6M), institutional expense increases (\$1.2M), and strategic investments (\$2M). Marbury then reviewed the guaranteed tuition program, describing the five year rate locks for the 2020 tuition cohort and 2021 tuition cohort. Marbury then described the proposed guaranteed tuition rate for the incoming undergraduate cohort, \$12,512.25 for undergraduate residents and \$39,157.65 for non-resident undergraduate students. Moffitt reviewed the structure of fees delineating between the mandatory fee

controlled by students through the I-Fee and other administratively controlled fees. Moffitt highlighted how the ASUO and UO leadership agreed to transition fees collected for the Erb Memorial Union (EMU) from the I-Fee to the Student Union Fee. Administratively controlled mandatory fees for new incoming undergraduate students will increase 3.74% and 3.0% for graduate students, with undergraduates starting before summer 2020 maintaining their guaranteed annual increase of 3%. The I-Fee will experience a 4.74% increase. Marbury reviewed the Clark Honors College differential tuition rate increase of .5% and the specific graduate tuition increase at the School of Law of 5%. Marbury concluded by sharing the university's room and board rate compared to Pac 12 schools, with the UO's rates being near the lowest in the Pac 12. Trustees engaged in questions and discussions on issues including but not limited to the number of years that TFAB has been in place to facilitate campus discussion on tuition and fees, the fact that no other Oregon university has a guaranteed tuition program, the reliability of state reporting data on tuition and fees, targets for faculty to student ratios, next anticipated spike in PERS increases, the cause for low room and board costs, the process for selection of students on TFAB, and the difference in graduate student tuition rates.

*ACTION: The resolution to approve the AY 2022-23 tuition and fee rates was moved by Trustee Boyle and seconded by Trustee Worden. It passed by a roll call vote without dissent.*

**Internal Audit Update and Shared Business Services Report.** Leah Ladley, chief auditor; Jamie Moffitt, vice president for finance and administration and chief financial officer. Ladley provided quarterly highlights for the office of internal audit which included closing five recommendations, two audits being finalized, and continued training of new staff. Ladley noted a formal risk assessment would be coming soon, as well as an audit to assess the residual risk related to export controls. Moffitt then reviewed actions taken by the administration to respond to a 2018 audit memo that identified risks connected to UO's decentralized structures around business transactions. Moffitt provided an overview of the university process to address the 2018 audit findings which included an OIA diagnostic audit map of UO business services, the establishment of a business practices task force to provide recommendations to leadership to address the identified risks, and the implementation of an institution-wide project to plan for changes to the structure of business services across campus. Moffitt then described how leadership engaged over 20 portfolios across campus in a three-phase process to develop regional business hubs that accounted for distinct differences in different units across campus. Moffitt highlighted that the project goal has not been to cut costs but to improve services and reduce the risks identified in the original internal audit memo. She noted that portfolios continue to implement transition plans and staff work to refine hubs and opportunities to collaborate to reduce the risks identified by the 2018 audit. Trustees engaged in question and discussion on issues including but not limited to responsibility for cybersecurity, the process to continue to monitor the outcome of the shared services project, and the level of engaged process that occurred as a part of the shared business services project.

**Academic Area in Focus.** Scott Fisher, astronomy lecturer and outreach director, director of undergraduate studies in the physics department, provided a description of his background as a product of state schools, former staff astronomer at a facility in Hawaii, and former grant officer at the National Science Foundation, and now director of the Pine Mountain Observatory (PMO). Fisher reviewed the PMO including its facilities which sit on 9 acres 25 miles east of Bend on what is part of the patch of dark skies ideal for astronomical work and where undergraduates conduct outreach and research, as well as opportunities open to the public. Fisher highlighted the first telescope was built in 1968, with the fourth built in 2015 and the fifth installed in 2021, with some of the most advanced telescope and equipment on



the planet. Fisher described the ways PMO works to engage with students and members of the public. Fisher described a goal of PMO is to be an excellent training facility to prepare students to work at larger facilities through research and technical programs. Fisher is working to build the University of Oregon Remote Observatory Control Room that would allow campus to connect with PMO from the Eugene campus.

Trustees engaged in questions and discussions on items including but not limited to how forest fires have impacted the observatory, the possibility of establishing an astronomy minor at the university, and the ability to remotely view data from other institutes.

**Recess/Reconvening.** The board recessed for lunch at 11:35 a.m. and reconvened at 1:31 p.m.

**Institutional Diversity Dashboard and University Climate Survey** Phillips described the value of having quality data and the institution's efforts to develop an effective dashboard to bolster institutional decision-making and self-accountability efforts. Yvette Alex-Assensoh, vice president for equity and inclusion, reviewed the dashboard indicators by thematic area which include diversity, achievement, inclusion and engagement, and transformational leadership. Specific indicators include faculty and staff demographics, turnover rates of faculty and staff, average time to promotion, research awards, number of courses taught. Alex-Assensoh emphasized the dashboard currently highlights five of the 32 indicators that will ultimately be incorporated into the dashboard. She then described how the campus climate survey, launched for the first time in spring of 2022, will add further data including in depth information on employee perspectives and experiences. Sung-Woo Cho, associate vice provost for academic data analytics, provided background information on the data dashboard and the intent to make existing data instantly accessible and transparent to the university community. He then walked through a live demonstration of the dashboard and how it can be utilized, highlighting how the data can be layered to answer very specific questions about student data and demographics. Trustees engaged in questions and discussions on issues including but not limited to the ways the climate survey adapts the Gallup model to the UO context, how UO data is able to be benchmarked against other universities, the frequency data in the data dashboard is updated, the ability to include athletic scholarships or other financial aid as a variable to include in the dashboard, and the level of data that can be shared given the need to maintain individual privacy.

**Semi-Annual Report on Student Success:** Kimberly Johnson, vice provost for undergraduate education and student success, previewed an upcoming presentation to the board on next generation student success efforts. Cho reviewed retention and graduation data walking through the visuals now available on the university's data dashboard. Claire Matese, assistant director for institutional research, walked through first year freshmen cohort retention rates, noting that there have been limited adjustments in rates over the last decade but there was a reduction in retention during the pandemic that has seen a return to previous levels in the last year. Matese highlighted retention during the pandemic in 2020 had a decline, which has now flattened in the last year except for the American Indian and native Hawaiian students although it is important to note that they are smaller populations. She then discussed concerns about retention of recent students that have experienced a disproportionate amount of their college time in a remote learning experience. Matese reviewed the recent decline in graduation rates, noting some positive gains for students of color except for a decline for our Hispanic/Latino students which offset the total gain for students of color. Additionally, Matese noted that the decline in recent graduation rates was not seen for first generation students. Johnson reviewed in greater detail when

first time freshmen tend to separate from the university, why students might leave after the first term, noting the often-multi-layered reasons why a student might leave after their first term. Cho reviewed the academic data analytics group's use of predictive analytics and machine learning to use pre-college and early college characteristics to better assess which students are more likely to not persist into the next term or next year, predict on-time completion for students in their junior year, and then to be able to implement targeted advising and microgrant disbursement to intervene and assist students. Johnson emphasized the way predictive analytics can be used to better target interventions and engage the student to understand better the individual issues that might impact their situation. Trustees engaged in questions and discussion on items including but not limited to the definition of retention, differences between schools in retention and graduation rates and how that knowledge is used to affect the response through changing policy and practices, how the dashboard is used to help build accountability amongst academic leaders, the way COVID financial support helped support many students, and ways the response rate might bias the data in the student exit survey.

**Adjournment.** The meeting was adjourned at 2:30 p.m.