



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

**THURSDAY, DECEMBER 11, 2014**

The meeting was called to order at 8:05 AM by Board Chair Chuck Lillis. Roll call was taken and all members were present. Chair Lillis introduced Helena Schlegel, the new student trustee, and Nancy Golden, Oregon's Chief Education Officer.

The Board approved minutes from the September and November meetings, including an amendment to September's minutes noted by the University Secretary.

**Public Comment.** Chair Lillis turned to the public comment portion of the agenda, starting with a commendation of those students who were involved in yesterday's Finance and Facilities Committee meeting. He then reviewed the Board's public comment procedures. The following is a list of individuals who spoke and the topic(s) of their remarks. Specific comments are available via audio recording.

- Carla McNelly, Operations Coordinator, Journalism and Communication, and President of SEIU: Various topics relating to collaboration, graduate students, mistrust, the proposed Policy on University Policies, the Board's business model, and the need for a positive workplace
- Michael Dreiling, Associate Professor of Sociology, and President of United Academics: Proposed Policy on University Policies and principles of shared governance.
- Ron Bramhall, Senior Instructor of Business, Lundquist College of Business: Shared governance; the commitment to doing things better
- John Bonine, Professor, Law School: Policy on University Policies and miscellaneous other topics regarding university leadership
- Mark Alfano, Assistant Professor of Philosophy: Trust between leadership and the broader campus community
- Gordon Sayre, Professor of English: Shared governance (appropriateness of pace and committee work at the university)
- Benedikt Springer, Graduate Student, Political Science: Labor negotiations with GTFF and university governance
- Judith Lechner, Graduate Student, German: Treatment of international students during strike; tuition and fees
- Jennifer Ellis, Senior Instructor of Finance, Business School: Intercollegiate Athletics Committee

**Misc. Reports.** The Board heard a series of reports as outlined below.

- *ASUO State Affairs Commissioner Joaquin Ramos* reported that ASUO is engaged in five major campaigns (STD/SEI testing, food security, housing prices, cultural competency, and counseling services), and that it engaged in a campaign to support GTFF.
- *Rob Kyr, President of the University Senate*, provided a report to the Board that included requests from the Senate on specific action items, and information about two resolutions passed at the recent Senate meeting regarding (1) academic integrity task force investigation on grading during strike; (2) resolution regarding affirmation of the UO Constitution and other matters.
- *Trustee Mary Wilcox* gave a report regarding the President's Review Panel Report, including a discussion of the Panel's charge, the timeline of its work, and its recommendations.
- *Interim President Scott Coltrane and Acting Provost Frances Bronet* provided a joint report. Their report included an update on next steps regarding the implementation of recommendations from the President's Review Panel and the Senate Task Force regarding sexual violence; an update regarding the tentative agreement between the University and the GTFF reached this week; and an update on the campus strategic planning initiative and the campus strategic physical framework plan, both of which are tied together for long-term strategic planning. They congratulated the UO's Architecture program for being named #1 in the nation for Sustainable Design; noted Dr. Geri Richmond's appointment as one of the U.S. State Department's science envoys; noted that there were 13 faculty recognized through this year's Fund for Faculty Excellence; and noted a \$50M gift provided this fall to help provide scholarships, funding for a cluster of excellence, and other services.
- *Trustee Kurt Willcox* took a moment to thank Chair Lillis for the way he handled public comment, that it is important to allow the opportunity for members of the community to be heard.
- *Chair Lillis* took a moment to discuss the overarching issues of how financing and strategic goals of the university tie together, noting the complexity of the situation the university is trying to solve. Trustee Curry noted that strong communication is the foundation to exercising the passion we all share to make the university better.

**Executive and Audit Committee Report and Related Actions.** Chair Lillis gave an update on the Executive and Audit Committee (EAC). The committee met on December 10 with all members present. He noted there was a discussion regarding the delay of the Policy on University Policies. The EAC received annual audited financial statements and the external auditor's report, noting that the audit was conducted at the institutional level. Trustee Ross Kari noted the audit report was unmodified (i.e. clean) and that there are no material weaknesses or significant deficiencies. Chair Lillis noted that in his private session with the external auditors they did not have any additional concerns or issues to share and that the report from Chief Auditor Brenda Muirhead showed progress on internal processes. The EAC also heard an update from Andre LeDuc about the university's integrated risk management approach. Chair Lillis reported that the committee's work concluded with a discussion about the need to create a Board agenda (a list of items the Board should focus on over the next few years).

*(Chair Lillis proceeded to the Academic and Student Affairs Committee report and related Actions before returning to take action on the resolution to repeal certain inapplicable policies.)*

Chair Lillis reported that the committee discussed the resolution to repeal 67 certain inapplicable university policies included in the Board materials.

*ACTION: The Board then took action to adopt the resolution; it was moved by Trustee Ross Kari and seconded by Trustee Mary Wilcox; it passed by voice vote without dissent.*

**Academic and Student Affairs Committee Report and Related Actions.** Academic and Student Affairs Committee (ASAC) Chair Mary Wilcox gave an update on the committee's December 10 meeting. She reported that the committee heard an update from the President and the Provost regarding strategic planning and other university initiatives. She reported that there was a good discussion about the overall processes required for the development of new programs and whether there can be work to streamline such processes. She explained that the committee voted to send the resolution approving the new Master of Science in Sports Product Management to the Board as a seconded motion.

*ACTION: The Board then took action to adopt the resolution; it passed by voice vote without dissent.*

Wilcox then reported that the ASAC had a discussion about the need for confidentiality in the UO's Ombuds Office to provide a place for confidential reporting of prohibited discrimination, but that there were specific changes that needed to be made based on inherited state policies. The committee voted to send the resolution amending university policy to exempt ombudspersons from required disclosure (with limited exceptions) to the Board as a seconded motion.

*ACTION: The Board then took action to adopt the resolution; it passed by a voice vote without dissent.*

Bruce McAllister, the UO's Ombudsperson, explained the environment in which the Office of the Ombuds operates. McAllister explained that while the culture at the UO is different in many ways from other institutions, he is reassured that the UO has a wide array of support services available to students.

**Finance and Facilities Committee and Related Actions.** Finance and Facilities Committee Chair (FFC) Ross Kari gave an update on the December 10 meeting of the FFC. He reported on the work regarding the resolution relating to tuition and fees, including discussion in the committee to accept suggested edits by students. The FFC voted to send the resolution as amended to the Board as a seconded motion. Trustee Susan Gary noted a typo in the last paragraph of the resolution, which the Secretary will change. Trustee Ann Curry asked for clarification about what is changing as a result of this resolution. Chair Lillis and Kari noted that nothing is changing per se, but that this is required as a result of Senate Bill 270's requirements to adopt a process at the Board Level. Schlegel clarified that this resolution does not change the internal process used by the ASUO regarding incidental fees, but comports activities with state law that now requires the ASUO to go before the UO Board rather than the OUS Board.

*ACTION: The Board then took action to adopt the resolution; it passed by a voice vote without dissent.*

Kari then reported on the FFC discussion regarding bonding and the internal bank, including presentations from outside experts who are providing the UO guidance on treasury-related matters as it moves forward. Kari noted that the FFC considered a series of resolutions relating to bonding: (1) directing the Treasurer to work with state treasury to refund bonds as such opportunities arise, (2) requesting the state treasurer to issue \$11.1 million in XI-Q bonds for the benefit of the university (debt service to be paid by the state), (3) requesting the state treasurer to issue \$19.4 million in XI-G bonds for the benefit of the university (debt service to be paid by the state), and (4) approval of the issuance of \$50M in bonds by the university. The FFC approved sending all four of these resolutions to the Board as seconded motions by voice vote without dissent.

*ACTION: The Board then took action to adopt all four resolutions; they all passed by a voice vote without dissent.*

Kari reported that VPFA Jamie Moffitt provided the committee with an update on FY14 and FY15 financials, which are on track with expectations. He noted that the UO will be run-rate even for FY15. Kari updated the board on a contract executed by the administration regarding trademark licensing with Fermata Partners.

Kari then reported that the FFC heard an update from VP for Student Life Robin Holmes and Director of Housing Michael Griffel regarding university housing. The committee voted to approve a resolution relating to the approval of a housing project and send the resolution to the Board as a seconded motion. VPFA Moffitt noted the project was approved by the State Board of Higher Education two years prior, but is brought before this current Board for their awareness and approval. Curry asked an overarching question about the prioritization process and what analysis is done regarding funding decisions and priorities (e.g. between staff, facilities, etc.). Moffitt clarified that this project does not take funds from existing institutional resources because the debt service will be covered from the auxiliary income from the project. She also noted that this facility is cost efficient because it will share existing food service facilities with the neighboring building, and that this project adds the capacity necessary to take other beds offline in order to renovate older facilities. Chair Lillis noted the need to think holistically about budgets and weighing priorities. Trustee Andrew Colas declared a potential conflict of interest and his intent to abstain from a vote on this issue. Chair Lillis noted it would be instructive to have VP for Advancement Mike Andreasen and others report on the work underway to secure funds for top performing and highest priority programs.

*ACTION: The Board then took action to adopt the resolution; it passed by voice vote without dissent.*

**Presidential Factors Committee Report.** Presidential Factors Committee (PFC) Chair Ginevra Ralph gave an update on the charge of the PFC and announced that there will be a meeting on December 12. She noted that the committee will establish an annual iterative review and a less frequent – possibly tri-annual – comprehensive review. She noted the committee would like individuals in the committee to submit written comment regarding the construct of the evaluation

process. She noted that the committee will look at the structure of compensation. Chair Lillis added that the Board is engaged in a search for a new president and the environment in which that president works is of great importance. He noted that the Board needs to think about the philosophy of how to compensate the president and how to evaluate the president, or other structures that should be in place to support, manage, evaluate and compensate the president.

**Presidential Search Committee Report.** Presidential Search Committee (PSC) Chair Connie Ballmer gave a report on the PSC's work, and that of the Presidential Search Advisory Group. Public forums were held on campus and a survey was distributed to the community to gain more information on the skills and characteristics desired of the incoming president. Four search firms were interviewed and Parker Executive Search was selected. The Position Profile is in the process of being updated. The Committee will review the position's compensation level. The search will be closed. The PSC looks forward to guidance from the Advisory Group. The search has no particular timeline. The formal search will begin in January with advertising, contacts, etc. Finalists will be interviewed solely by the Board. Ballmer noted that the firm and committee will be very proactive in reaching out to potential applicants, but stated that it needs to be done in a coordinated manner. She requested that people provide leads to her or the University Secretary. Curry asked whether the Committee is focused on someone from academia. Ballmer noted that the committee is open to all possibilities, but that there are unique issues that would be faced by someone from outside academia. She encouraged the Board to read the document posted online about characteristics; Secretary Wilhelms noted she would distribute it to trustees.

**Oregon Education Investment Board.** The Board heard a report from Nancy Golden, Oregon's Chief Education Officer of the Oregon Education Investment Board (OEIB). Golden described her background and explained the state's approach to "P-20" education funding and investments. She discussed the interplay between early childhood, K-12 and higher education funding, paying particular attention to the investments in early childhood education and the payoffs later in the system. Golden also talked about the recently-released Governors Recommended Budget and his suggested funding levels for higher education. Golden talked about wrap-around type educational systems and programs, and the work being done to improve partnerships and collaboration between higher education institutions and younger students. Golden explained the relationship between the OEIB and the Higher Education Coordinating Commission (HECC). Golden's full presentation is available via audio recording.

**UO's Information Technology Infrastructure.** The Board invited Melissa Woo, Chief Information Officer, to provide an update on the UO's information technology systems, structures and issues. She discussed the current IT governance model as well as the UO's IT systems and needs, including funding necessary to improve existing systems and meet anticipated demand. Woo also reported to the Board about short- and long-term needs in the system. She discussed the UO's existing high performance and research computing systems. Vice President for Research and Innovation Brad Shelton added context regarding the need for computing systems to help attract talented faculty. Questions from the Board included topics relating to fundraising, recruitment, cost requirements, strategic planning, and preparedness for moving forward. Woo's full presentation is available via audio recording.

**Overview of Student Life Offerings.** Vice President for Student Life Robin Holmes, Director of Housing Michael Griffel and EMU Director Laurie Woodward provided an overview of student housing and on-campus student life facilities. The panel discussed the notion of a 24/7 student experience on campus and the notion that a positive on-campus student experience helps improve student success overall. They discussed Academic Residential Communities and campus programming, including late-night programming and club sports. Holmes talked about three key priorities: a live-in requirement for freshmen (target 2017), ensuring access to housing, and renovated facilities. The Panel and the Board discussed current campus housing utilization (demand and supply). Holmes clarified that the current plan increases capacity by 3% in the short term and by 11% once all of the housing projects and renovations are complete (which will be in about twelve years). Questions from the Board and resulting discussion centered on supply, including off campus housing, and whether the UO is concerned about overbuilding. Holmes noted that on-campus housing is generally at-capacity (while off-campus buildings often have significant vacancies) and that the new stock coming online on campus is meant to be flexible to allow for adjustments as enrollment expands or contracts. The full presentation is available via audio recording.

**Recessed.** 1:52 PM.

#### **FRIDAY, DECEMBER 12, 2014**

The meeting reconvened at 8:04 AM by Board Chair Chuck Lillis. Roll call was taken and all members were present.

**University of Oregon Research Funding.** Interim Vice President for Research and Innovation Brad Shelton provided an overview of research funding at the UO. He began with a discussion of federal research funding, including trends, amounts, sources, and various financial considerations related to grants. Shelton discussed the increasing amount of money required for research start-up costs. Shelton highlighted certain research activities at the UO that are taking innovative approaches to their work. Trustees and Shelton discussed various research units and relative levels of funding for them. They also discussed interdisciplinary research and inter-institutional research and the role of the VPRI.

**Federal Affairs.** Associated Vice President for Federal Affairs Betsy Boyd provided trustees with an overview of the UO's federal agenda. She discussed the current status of federal appropriations as related to higher education, including the continuation of higher education funding. Boyd also talked about the UO's approach to advocacy and the partnerships with national groups and other organizations representing higher education. She indicated gratitude for the trustees' interactions with federal lawmakers to help with direct advocacy.

**State and Community Affairs.** Associate Vice President for State and Community Affairs Hans Bernard provided trustees with an overview of the upcoming legislative session, including key dates and likely priorities. He discussed the UO's legislative agenda, and that of higher education institutions in Oregon generally. Bernard discussed the relevant portions of the Governor's Recommended Budget, including recommended capital projects for the UO and recommended

funding levels for higher education. He and VPFA Moffitt pointed out that while the University is very appreciative of the overall investment in higher education represented by the governor's recommended budget, the need to backfill the 13-15 tuition buy-down, as well as other cost increases such as PERS, will likely mean that there will not be any significant funds for new investment in the Universities.. He also discussed the unprecedented collaboration between universities and community colleges and the role of the HECC and OEIB in university funding distributions. Trustees also discussed with Bernard and Moffitt the process used for determining funding requests.

**College of Education.** College of Education, Dean Randy Kamphaus presented to the trustees. Prior to his presentation, Provost Bronet formally announced Dr Kamphaus's receipt of tenure at the rank of full professor at the University of Oregon. Kamphaus then spoke about the size and scope of the COE's programs and its research activities. He also discussed the COE's current competitive position in the national landscape (ranked 13 as a graduate school) and its international research, teaching and training activities. Kamphaus noted the direct services to schools, individuals and families provided by the College. He concluded by talking about several goals for the COE going forward, including initiatives in enhanced training, Autism, endowed professorships, and recruiting the best and brightest for its doctoral programs. Trustees and Kamphaus discussed what the COE needs to help grow and move even further up in the rankings, and discussed notions of innovative initiatives.

**School of Music and Dance.** School of Music and Dance Dean Brad Foley presented to the trustees. He provided an overview of the School and its various offerings, including both official educational programs as well as ensembles and organized activities open to majors and non-majors. Foley informed the trustees that many performances are provided via live-stream, expanding the School's reach to a broader national and international audience, and he highlighted a few of the many awards received by the various choirs and ensembles in recent years. He highlighted a few programs including music education, jazz studies, dance, music technology, and choral and vocal studies. Foley also talked about admissions to the school, including statistics surrounding students who do not choose the UO, often for financial reasons. Foley updated trustees on the SOMD's initiatives and campaign goals, including scholarships, equipment and facilities.

**Executive Session.** The Board of Trustees went into executive session for purposes of deliberating with those authorized to carry out labor negotiations on behalf of the university pursuant to ORS 192.660(4). Chair Lillis read required information alerting the public of this executive session.

**Adjournment.** Following the executive session, the meeting was reopened to the public and adjourned at 1:43pm.