

Attendance.

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

The Board of Trustees of the University of Oregon (Board) met in the Ford Alumni Center on the main campus on December 10, 2019. Below is a summary of Board reports, discussions and actions. An audio recording is maintained on file.

Convening and Approval of Minutes. Chair Chuck Lillis called the meeting to order at 9:31 a.m. A quorum was verified. The Board approved the minutes from two September meetings.

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.

- *Jessica Neafie (graduate student) – Spoke about the guaranteed tuition concept and the need for accountability and fee management*
- *Kurt Willcox (alumnus, retired employee) – Spoke against the proposed bonus for President Schill*
- *Ellen Gillooly-Kress (graduate student) – Spoke about the UO generally and miscellaneous issues and disagreements with activities of the university during the last five years*
- *Jonny Saunders (graduate student) – Spoke against the housing transformation project, specifically the decision to rebuild instead of renovate Hamilton Hall*
- *Hannah Shandelmeier-Lynch (undergraduate student) – Spoke against the proposed bonus for President Schill*
- *Vera Sebulsky (OA, OA Council member) – Spoke on behalf of the Officers of Administration (OA) council and the work of the council and OAs on campus*
- *Thor Mikesell (OA, , OA Council member) – Spoke on behalf of the OA council and about the accomplishments of the OA Council over the last few years*
- *David Igl (alumnus) – Spoke about Frederick Dunn and other historical items related to the Eugene and UO communities*
- *Joe Tyndall (community member) – Spoke about social justice, and trends in education, media and economics*

Senate Report. The Board received a standing report from University Senate President Elizabeth Skowron. The full report is available in the audio recording. ASUO did not attend the meeting nor reply to requests for a written report.

President’s Report and Five-Year Report. President Michael Schill provided trustees with an overview of a report reviewing the last five years at the University of Oregon, specifically since July 2014 when the institutional governing board took effect after implementation of Senate Bill 270 (2013). He began by reflecting on several challenging issues facing the UO at that time. He then spoke about governance and

leadership structures and changes made to strengthen both. He dedicated some time in his presentation to talk about finances at the university, including budget management, long-term financial planning, and strategic investments related to things such as student recruitment. He noted that financial pressures remain among the most significant challenges facing the UO, whether that be high benefit costs (e.g., PERS) or state investment which is relatively low compared to other states and to other institutions within Oregon. He then recapped philanthropic efforts over the last several years, noting the current status of the ongoing fundraising campaign, which has raised \$2.2 billion since its inception. President Schill then focused on academics and research – the core of the institution’s mission – and efforts related thereto in the last five years. Points highlighted included, but were not limited to, the launch of the Phil and Penny Knight Campus, completion of hiring for the clusters of excellence initiatives, increasing the number of tenure-related faculty, and boosting overall research expenditures and awards. He also highlighted work on teaching and curriculum, including revisions to teaching evaluations, new learning outcomes, the launch of UO Online, and a focus on teaching training and engagement. Schill then recapped the institution’s work on student access and success. For the latter he highlighted new advising investments, removal of curricular barriers, and improved support for underrepresented students. He noted that there is much more work remaining in this sphere. President Schill then spoke about the institution’s work on diversity, equity and inclusion, including the development of the IDEAL Framework and diversity action plans. He also discussed the difficulties in this space and the need for ongoing work, particularly with faculty recruitment and retention. Schill then spoke about the importance of a well-rounded student experience, including housing, community spaces, and access to extracurricular activities. He also spoke about the challenges facing the UO and higher education relative to Title IX and the work the UO has done to improve services and resources for Title IX and civil rights-related issues. Schill then spoke about the athletics success of the UO and the unique nature of the UO’s athletics financial model wherein the education and general fund (E&G Fund) does not supplement the Department of Athletics but, instead, Athletics instead contributes approximately \$15 million to the E&G Fund for administrative assessments and, primarily, to cover tuition for student-athlete scholarships. He noted the fragility of athletic financing and the many policy changes that are on the horizon for intercollegiate athletics. President Schill then spoke about some of the key challenges facing the university at this time, including, but not limited to, financial challenges, the need to continue making investments that align the UO with competitive institutions, the general sentiment in Oregon around supporting higher education, and the need to continue to build bridges on campus.

Tuition-Setting Preview and Guaranteed Tuition. Vice President for Finance and Administration and CFO Jamie Moffitt, Vice President for Student Life Kevin Marbury, and Vice President for Student Services and Enrollment Management Roger Thompson provided trustees with an overview of the upcoming tuition and fee setting process with the Tuition and Fee Advisory Board (TFAB), the anticipated cost drivers impacting the Fiscal Year 2021 (FY21) budget, and the concept of guaranteed tuition. Marbury provided a recap of TFAB membership and processes. He also shared screenshots from the updated tuition website (tuition.uoregon.edu) which consolidates all of the information provided to TFAB as well as the TFAB meeting schedule and meeting minutes. Moffitt then went through the summary of anticipated E&G fund cost drivers expected in FY21. These total \$19 million and include, but are not limited to: employee wages (\$11.6 million), medical costs (\$2.5 million), minimum wage increases (\$1.9 million), institutional expenses such as utilities and leases (\$1.5 million), and key strategic investments (\$2 million). Thompson then provided trustees with a conceptual overview for guaranteed tuition, which locks in a rate for tuition and mandatory fees for a set number of years, providing students with certainty about those costs. Thompson highlighted some of the key benefits, including financial predictability, the protection of scholarship values, recruitment, and incentivizing completion and retention. He also talked about some of the key parameters that could be in place with such a program, including a five-year rate lock, treating entering

students the same whether they are incoming freshmen or transfers, and making the program applicable to all students (e.g., not optional) including current students. Moffitt discussed one of the key risks that could result from a guaranteed tuition program—a scenario wherein there is a major recession in the state’s economy and resulting reductions to higher education funding. The risk here is largely due to the reduced flexibility a guaranteed tuition program would give the university in responding to budget cuts in the short-term. Thompson then provided some information about other universities who offer a guaranteed tuition program, including the University of Arizona and the University of Colorado Boulder. Moffitt noted that peer CFOs at institutions with these programs speak very positively about the programs. The discussion was only conceptual at this time, but Moffitt and Marbury, TFAB co-chairs, wanted to ensure the Board was interested in pursuing the option prior to investing TFAB time in this work. Trustees engaged in discussion with the panel regarding topics including the difference between the prior proposal and this year’s concept, the magnitude of the risk possibly associated with this program relative to state funding, personal anecdotes about the appealing nature of the program, how best to educate students and families about the programs, the national marketplace relative to such programs and how peer institutions managed the program in its early years, and what we can learn from best practices. Trustees all expressed support for analyzing the program and asked for additional data on the finances, a focus on reserves for a rainy day, and good information on best practices from other institutions who employ the program.

The meeting was recessed for lunch and reconvened at 1:35 p.m.

Seconded Motions from Committee. Trustee Ross Kari provided an overview of the seconded motion before the Board from the Finance and Facilities Committee, which would authorize the institution to issue up to \$120,000,000 in general obligation revenue bonds.

ACTION: The seconded motion from the Finance and Facilities Committee to authorize the issuance of certain bonds was approved by voice vote without dissent. Trustee Colas declared a potential conflict of interest.

Trustee Peter Bragdon then introduced a seconded motion before the Board from the Executive and Audit Committee, which appoints Chuck Lillis and Ginevra Ralph to another term as chair and vice chair of the board, respectively.

ACTION: The seconded motion from the Executive and Audit Committee to appoint Board officers was approved by voice vote without dissent.

Presidential Bonus and Contract Amendment. Chair Chuck Lillis introduced a resolution before the board that provides President Michael Schill with an annual performance bonus and amends certain language in the president’s employment contract—language pertaining to possible employment on the faculty post-presidency. Chair Lillis provided remarks in support of the action, reminding trustees about the overall contract and compensation structure evaluated for the president, particularly vis-à-vis peer institutions, and reminding them about the goals established for President Schill and evaluation of the progress made toward those goals. Trustee Katharine Wishnia was absent but asked that a statement in opposition to the bonus be read into the record.

ACTION: The resolution regarding the president’s bonus and contract was moved by Kari and seconded by Ford. It was approved by a vote of 12-0.

Media Center for Science and Technology. Juan-Carlos Molleda, dean of the School of Journalism and Communication, introduced Ellen Peters, director of the Media Center for Science and Technology (MCST) and a Professor of Psychology who joined the UO this academic year to run the MCST. Molleda emphasized the interdisciplinary nature of the MCST's work and how Peters' work will elevate the work of the Center and the SOJC. Peters discussed her own research relating to literacy around mathematical and scientific concepts or skills and how innumeracy, for example, impacts individuals and societies. She then drew a connection between research of scientific illiteracy, including innumeracy, and the need for better research and work related to STEM-related communication, story-telling, and knowledge dissemination. Peters provided an overview of the vision and role of the MCST, including collaborative research, external funding, experiential learning, and outreach and engagement. She also discussed the research conducted by the MCST and its affiliate faculty, including partnerships with other institutions such as OHSU. Peters then discussed some of the external funding received by and partnerships with various national organizations such as the Food and Drug Administration, the US Forest Service, the National Science Foundation, the US Geological Survey, and the National Cancer Institute. Peters described some of the MCST's experiential learning opportunities and public engagement initiatives. She then provided an overview of "Give Science Away," a focused effort to help disseminate scientific knowledge through media (e.g., *The Washington Post*, National Public Radio, and *The New York Times*) as well as workshops and training opportunities for faculty and private sector organizations. Trustees engaged in discussion with Peters about a number of topics, such as how to think about the situation where those communicating about scientific information intentionally provide complicated information; how to reconcile the use of numbers and data, balancing innumeracy with the possible benefits of providing those data; the use of gaming, virtual reality, and other technologies; and the use of interventions to help improve innumeracy in children in particular.

Adjournment. The meeting was adjourned at 2:30 PM.