

**Board of Trustees Meeting**  
**Friday, June 18, 2021**  
**12:45 – 5:00 p.m.**

**MINUTES**

**Call to Order/Roll/Declaration of a Quorum**

Committee Members:

Paul Nicholson	Present	Daniel Santos	Present
Shaun Franks	Present	Dylan Loverro	Present
Lyn Hennion	Present	Bill Thorndike	Present
Deborah Rosenberg	Present	Jon Bullock	Present
Steve Vincent	Present	janelle wilson	Present
Barry Thalden	Present	Sheila Clough	Present
Megan Davis Lightman	Absent	Linda Schott	Present

Board Chair Paul Nicholson called the meeting to order at 12:45 p.m.

Other attendees and webinar panelists included: Greg Perkinson, Vice President for Finance and Administration; Jason Catz, General Counsel; Dr. Neil Woolf, Vice President for Enrollment Management and Student Affairs; Dr. Susan Walsh, Provost; Janet Fratella, Vice President for University Advancement; Tom Battaglia, Chief Information Officer; Jeanne Stallman, Associate Vice President for Government & Corporate Relations; Dr. Matt Stillman, University Registrar/Executive Director of Enrollment Management; Josh Lovern, Director of Budget and Planning; Sabrina Prud'homme, Board Secretary; Phoenix Ramirez, ASSOU President; Kemble Yates, Professor of Mathematics; Dr. Melissa Anderson, Campus Engagement and Research Services Librarian; Kylan de Vries, Associate Professor of Gender, Sexuality and Women's Studies; Jonathan Chavez-Baez, Minority Outreach Coordinator; Patricia Syquia-McCarthy, Contracts Administrative Officer/Risk Manager; and Pamela Tomac, Office of the Board Secretary.

Chair Nicholson read the Land Acknowledgement.

Chair Nicholson welcomed Mimi Pieper, the new student trustee who will begin her tenure as of July 1, 2021. He also welcomed the newly elected shared governance leaders: Felix Ramirez, ASSOU President, and Faculty Senate Chair, Dr. Melissa Anderson.

Chair Nicholson shared that Trustee Lightman would miss this last board meeting due to family circumstances, for which the board sends condolences. The board has deeply appreciated Trustee Lightman's wisdom, guidance, friendship, willingness to speak truth. The board wishes her well in all future endeavors; she will be missed.

Chair Nicholson noted a very bittersweet goodbye to the board's extraordinary trustee, Dylann Loverro. Trustee Loverro has graduated from SOU and will be going on to graduate school.

Trustee Loverro thanked the board for welcoming her. She expressed gratitude that her opinion was valued as a full member. She thanked all the VPs, cabinet members, and employees of both the board and the university including her professors and the Honors

College. She feels so indebted to SOU and honored to call everyone on this board not only her colleagues but her friends.

### **Roll and Declaration of a Quorum**

The secretary recorded the roll and a quorum was verified.

### **Public Comment**

No public comments were received.

### **Consent Agenda**

Trustee Rosenberg moved to approve the consent agenda as presented. Trustee Loverro seconded the motion, and it passed unanimously.

### **Reports**

#### *President's Report*

President Schott described various commencement and end-of-year ceremonies that she and others attended. She said commencement had a guest speaker, Erim Gomez, an in-person walk across the stage for 400-500 students, and it included students from both 2020 and 2021.

Reporting several good news items, the president mentioned that the Staff Assembly work has been completed; nominations for assembly members are taking place; and the search for a Vice President for Equity, Diversity, and Inclusion would take place in the summer. She also commended the recipients of the Distinguished Scholarship Awards, Distinguished Service Awards, Distinguished Teaching Awards, and the Outstanding Staff Awards.

She said Dr. Brook Colley did great work to negotiate the SOU Land Acknowledgment with the Siletz and Grand Ronde tribes. She spent a session with SOU's Executive Council talking about the history of these tribes, the land acknowledgment itself, and how it should be used. President Schott had discussions with the Oregon Center for the Arts, athletics, JPR, the OHSU nursing program, and with RVTV about how this land acknowledgment will be used meaningfully and respectfully.

President Schott then turned to some summer plans, mentioning preparations for her retirement; the American Association of State Colleges and Universities summer Council of Presidents meeting she plans to attend; and spending time thinking about the presidential transition.

Lastly, she acknowledged that SOU lost Bill McMillan from the facilities team. A memorial will be held at Emigrant Lake next Saturday. In recognition of Mr. McMillan, a service excellence honor was awarded posthumously; Mr. McMillan contributed 30 years of service to SOU.

#### *Committee Reports*

Trustee Bullock presented the ASAC report, beginning with the meeting's theme, "Adapting to the Changing Environment of Higher Education." There were presentations about how SOU will ensure a student-ready university; the committee approved a new certificate program in documentary production; the transforming general education process; technology

recruitment strategies; expectations for the incoming fall class; and the Strong Start program, which garnered dedicated funding.

Trustee Clough presented the FAC report. She noted that presenters brought clarity to revenue, expenses, enrollment, and the positive impact of federal and state funding on the institution. The committee also discussed the excess properties report, enrollment, the impact of the fires as well as the impact of the funding model on SOU's revenue. Finally, deliberations were held on the recommended budget, which she saved for the agenda item on the topic. She thanked trustees for being thoughtful, diligent, and for sharing their wisdom.

Chair Nicholson said that although Jason Catz was not able to attend the meeting, the committee discussed his audit services efforts to review proposals. There was a very full and extensive discussion of the work of the Governance Work Group (GWG), the president's compensation also was discussed, both of which will be reviewed in more depth later in this meeting. The president's evaluation process was reviewed, and while future goals may not be appropriate under the current circumstances, the evaluation itself will still be thorough.

#### *Student Leadership Report*

Phoenix Ramirez is excited to be the newly elected president of ASSOU for the 2021-22 academic year. One thing that was learned over the last year is how to adapt, and there are some new goals for the next year that will be focused on community. Working with Danielle Mancuso, the goal is to try to make it feel as if the students have never left and building a fun space that is welcoming to the campus in the fall.

#### *Faculty Senate Report*

Dr. Melissa Anderson, incoming chair of the Faculty Senate, delivered the report. The most important work of the Faculty Senate was the approval of the capacities model, which will transform general education by making it more transparent to students to improve affordability and to ensure students graduate with skills that will make them successful in the workplace and beyond. This capacities model implementation is a primary goal for next year. The faculty are committed to continuous improvement, shown by the work clarifying the annual reporting process, fine-tuning the new student learning experience survey, and considering changes to the post-tenure review process. Faculty have appreciated being able to participate in the presidential search process, both in recommending the three candidates directly involved and the informal listening sessions.

#### *Equity, Diversity, and Inclusion (EDI) Report*

Jonathan Chavez-Baez began by stating that along with Dr. Kylan de Vries and Patricia Syquia-McCarthy, the team currently consists of three members. Sabrina Prud'homme recently stepped down from the team and was thanked for the experience and expertise that was passionately shared with the team. The EDI team is excited to move forward with the search for the new Vice President of EDI. Every term two EDI training and education modules will be offered: Module 1 that encompasses Anti-Blackness in Oregon; Reality of Immigrants in the US; Institutionalized Racism; and Healing from Racial Trauma. Module 2 relays information for serving LGBTQ+ persons; Asian American Perspectives; and Indigeneity. Additional required training for all employees was added in the areas of Diversity and Inclusion; Implicit Bias and Microaggression Awareness; and Making the Campus Safe for LGBTQ+ Students.

Additional efforts included meetings of the Committee for Equity and Diversity; HB 2864 – Cultural Competency in Higher Education; website development; EDI policy review; cultural celebrations and holidays; virtual faculty and staff of color gatherings; and the search for the new Vice President of EDI. The Initiatives in the Works are Module 3 (Fall 2021), a Climate Survey (Winter 2022), and the USC Equity Institute (Senior Leadership, Spring 2022).

Vice Chair Santos said in the course of the listening session during the search, some students felt as though conservative views were being challenged or looked down upon by faculty, so additional training may be necessary to help handle this perspective better. Vice Chair Santos was very impressed with the students who showed a lot of respect while concurrently being candid and passionate about the subject matter.

Trustee Vincent brought attention to an issue the Bureau of Labor and Industries had with discriminatory behavior from key employees, and said he was worried that as a large employer, SOU might have the same risks. Mr. Chavez-Baez responded that the university has a great system in place to gather support and guidance from a trained bias response team. The team works alongside HR to verify that equitable practices are implemented for hiring, training, and promotion, and this process will continue evolving.

Trustee Wilson expressed gratitude to the EDI team for the breadth of work which is commendable. Responding to Trustee Wilson, Mr. Baez said that having three members of the team has been great to distribute the work, as the team has other jobs and needs to find balance. Board Chair Nicholson said that if the board can support or help the EDI team, they are welcomed to come back to talk to the board.

#### *University Advancement Report*

Dr. Janet Fratella reported on several areas of university advancement. She noted that the SOU Foundation will conduct an alumni attitudinal survey to review the experience of alumni while on campus, along with engagement and giving opportunity outcomes. She discussed the media reach of SOU as well as ad value equivalents as high as \$27M in 2021.

The prediction for grants for this last fiscal period is \$2.3M for faculty research, with the big number here for the TRIO program at \$1.5M. The giving update is all private philanthropy. The goal was set for \$3M, has already been attained, and should reach more than \$3.5M, as yesterday's notice of two \$100K gifts came through that were not included in this presentation. Ms. Fratella told several giving stories of generous donor gifts totaling more than \$635K to support students. Board giving reached 100 percent for alumni and governing boards, but the foundation will be at 97 percent due to an unexpected resignation.

The foundation board said goodbye to Debra Lee, who will now join SOU's governing board. The foundation welcomed Ted Adams (class '90), Dan Decena, Armando Lopez (class '01), and student trustee Bree Erb. There was a changeover of leadership as Sue Kupillas is now president, Jim Teece becomes vice president, Sheri Loya remains as treasurer, Peg Evans is secretary, and Mark Bayliss becomes the immediate past president. She also recognized Jerry Taylor, former foundation trustee, and friend of SOU.

#### **Action, Information and Discussion Items**

##### *Presidential Search Update*

Vice Chair Santos said that it is an honor to chair the search committee, which reflects the diversity of our campus and community, with representation with members as follows: 5 board, 3 faculty, 3 students, 3 staff, 3 community, and by law 1 public university president and a community college president. The group is not only diverse by constituencies, but also with diversity of gender, ethnicity, age, and orientation.

To begin candidate recruitment, a position profile was developed with various groups contributing input such as the board, faculty, staff, students, community members, as well as the cabinet, foundation, and legislators. All constituencies were very insightful and passionate about support for and what they would like to see from the new president as well as the university in the future. In a listening session, as a trustee, alum, resident, and citizen of Oregon, the students were so impressive, so passionate about what they see, the wonders of SOU, the challenges and opportunities, EDI, and social justice. In a group with vastly differing sets of comments, feelings, and passions being expressed, it could have gotten out of hand; instead, he was proud that the students handled the meeting with great respect, sticking to the various positions but with compassion and passion for the university.

#### *Presidential Search Position Profile (Action)*

Laurie Wilder, president of Parker Search, presented the update on the presidential search position profile. Based on the listening sessions, the profile was developed into four key categories with the following qualities: 1) Leadership – integrity; vision; innovation; strong fiscal acumen; effective communicator; ability to build and motivate teams; commitment to EDI; politically astute; 2) Academic Environment - shared governance; academic excellence in teaching, scholarship, research, and graduate programs; understanding of rapid changes in higher education; liberal arts mission; STEAM; the value of technology; 3) Student Focus - student-centered; approachable; improvement in retention and graduation rates; student outcomes; enrollment and diversification; challenges facing students such as mental health and student debt; and 4) External Mindset - a commitment to the community and state of Oregon; building those relationships; strong fundraising skills; commitment to arts and athletics; builder of collaborative private-public partnerships; understand Oregon dynamics in higher education. Ms. Wilder noted that these are common characteristics sought by other universities as well.

In creating the profile, it was made as inclusive as possible; all the comments were considered and categories were not placed into any particular order, as all areas are important in this process. The candidates will want to know if the board is in line with this position profile. She noted the importance of the word “preferred” as it is strategic; they will be hard-pressed to find someone who meets all of the qualifications. The document itself will not recruit the candidates; that will take aggressive recruiting strategies. The document may get candidates’ attention but will play to the on-campus community more than the candidates themselves, as the candidates want to talk about the skill sets and know more information behind the job descriptions.

Responding to Trustee Clough, Ms. Wilder replied that fundraising will need to be much more on the philanthropy and grant side and that student enrollment will be a key piece of what SOU has identified. Most candidates will say that the president’s role is more external than internal now, and that fundraising is not just the foundation’s role. Deans across the country will say 60-70 percent of their time is spent raising money. Many areas have had to increase the level of expertise in fundraising which can be friend-raising, not just the ask of

a dollar, but it includes all kinds of components. The fundraising aspect is not overrun in this job description, but it is about finding someone with experience, with the interpersonal skills to get out and fundraise.

Board Chair Nicholson observed that the relationship with the board seems light, that it would be important to know that the board is collaborative, sees itself as a partner, and would not just be overseeing the role. Ms. Wilder agreed and said if there is a need to emphasize this in the position description, then it could be added. Board Chair Nicholson said that is encouraged. Ms. Wilder said it would be done.

Responding to Trustee Bullock asked if there is anything that would discourage, disqualify, or be problematic for SOU's recruitment; Ms. Wilder did not think so. The profile was written with this objective in mind: do not rule someone out before the recruitment begins. She said the market is tough and the compensation, respectfully, will not buy anyone. For example, deans alone are making double SOU's offered compensation and are not going to take a 50 percent pay cut to come to SOU. The profile needs to stay open, so the team can work through these issues, find the right person at the right time who has the skill set.

Trustee Hennion liked the descriptors of *bold* and *audacious*, and Ms. Wilder assured her those would stay. Ms. Wilder said the group has done a great job putting this together and making this job description look good.

With such an external focus necessary, Trustee Clough believed that philanthropic mindedness should be featured more clearly in the document. Trustees agreed that more descriptive language should be added to clarify this item.

Ms. Prud'homme suggested that the affirmative action and equal opportunity employment statement be included in the footer of this job description document. It was also noted that one page of the marketing document was removed to avoid redundancy.

Board Chair Nicholson called for a motion to approve the presidential job description as presented with suggested amendments as discussed. With this motion, the search coordinator is directed to ensure these changes are recorded in the final documents with the search chair's approval. Trustee Santos moved that motion; Trustee Loverro seconded the motion, and it passed unanimously.

#### *University President's Compensation (Action)*

Earlier today, the Executive and Audit Committee voted to recommend the board's action on this item, effectively removing the current president's 20 percent furlough. The board previously committed to revisiting this item at intervals. As the president's workload necessarily increases, it is necessary to remove the furlough.

Trustee Rosenberg moved to approve the amendment to the president's compensation as presented. Trustee Santos seconded the motion, and it passed unanimously.

#### *Legislative Updates*

Jeanne Stallman informed the board that the higher education budget was presented for the first time last week. It was for full funding of the PUSF at the continuing service level (CSL) of \$900M, which means full funding for sports lottery with a specification of how to

distribute it amongst the universities, full funding for Oregon Opportunity Grant (OOG), and the strong start program. It is good news, but not great news for multiple reasons. It is not an investment budget, it is CSL and it is well offset with new unfunded mandates such as the menstrual dignity act to the transfer council and common course numbers work. The HECC got 1.75 FTE and \$0.5M for an online portal and relation network, while the Oregon universities received nothing and will take a lot of staff time to make that work. The \$900M is great but enrollment challenges will impact our share. SB 233 passed which is the transfer bill, though it will be a financial drain, it was important to show we were concerned and believed it helped with the funding request.

HB2590 passed which is a small 8-member task force to visit with underrepresented students and faculty and staff who support them to learn more about challenges these students face and become advocates for funding in the legislature.

HB 2835 passed which is an FTE benefits navigator position for each university to help students access available public benefits.

SB551 passed which is healthcare for PT faculty but concerned about the mechanics behind it that will be worked through.

SB854 passed which was done out of concern for the voices of students, faculty, and staff to be heard in some universities, but inserted HECC authority and may expose trustees to a wave of emails, so agree with intent but not the solutions as proposed.

There has been work occurring on board best practices through AGB, as anticipated program termination conversations to come up in the next session. That is when a board decides to terminate a program, will that be the end of it based on all the good input and knowledge the board members have, or should there be an appeal process for that? The hope for that conversation will be for folks to understand why the board is the appropriate decision-maker and should stop there.

The wildfire relief bill is still under consideration, the latest update is that Gene Pelham reached out for discussions as continued efforts are made to get this one through. The other big item is waiting on capital funding, hoping to hear in a week, with the expectation that the cascade demo project will be in it, and possibly the music bill would be in the capital construction bill.

Currently working on a letter from the presidents thanking the legislature, the governor, and HECC for all the support. Overall the session was positive showing a willingness to support higher education. Ended with caution to be prepared with data about what this money has been able to accomplish to have success in the next biennium. SOU needs to tell the success stories, as legislators already know about the financial challenges.

Board Chair Nicholson thanked Ms. Stallman for the great work on coordinating all of this and keeping the pressure on for positive outcomes.

Ms. Prud'homme stated that concerning SB854, the SOU board already fulfills most of these provisions, most are non-issue but one is to publicize the trustee email addresses. Ms.

Prud'homme will work on a plan to accomplish this and come back to the board on how to operationalize that plan as it was an immediate request.

Vice Chair Santos shared that he does not have a problem with posting an email address. This next statement is an observation and frustration that there will be more oversight authority by the HECC who does not post email addresses.

Responding to Trustee Thalden, Ms. Fratella said that thanking the legislators for work on higher education funding should occur after the budget clears the house and senate, which is less than a week away.

#### Board Statement on Managing Fund Reserves

Greg Perkinson said given the positive feedback from FAC so far on the financial reserves, support is needed from the board for operationalizing the statement. It will take about a year to work through all the details of how to manifest this statement. The HECC uses these four ratios called the Primary Reserve Ratio, Viability Ratio, Return on Net Assets Ratio, and Net Operating Revenues Ratio to determine financial health. When SOU started the journey with \$1.7M in ending fund balance, the team did a good job coming out of retrenchment but used a lot of the reserves available at that time.

The following changes suggested by trustees were highlighted: a stronger purpose and rationale; a better tie to equity considerations; a clarified delegation of authority; a word on funding in section five; and the importance of reporting and monitoring.

Mr. Perkinson and Mr. Lovern discussed how reserves will build. Also highlighted were the six reserve accounts that are defined in the draft statement. A new budget committee will operationalize how these reserves relate to the chart of accounts, management thereof, as well as process and procedures.

Mr. Perkinson was please that there was unanimous support yesterday in the committee meeting. Chair Nicholson said this is pretty complex and he was proud to be in the position to have a pool of reserves, which is a big deal for SOU. Trustee Hennion reiterated that the numbers look good and the analysis of the reserve is enlightening. She cautioned that the reserves need to keep building, citing that if another fire or pandemic comes along, the university needs larger reserves to be able to pay people for more than three months. Mr. Lovern replied that the aspirational goal from National Association of College and University Business Officers (NACUBO) is 40 percent. Chair Nicholson thought the board would support changes to take it to a higher percentage in the future.

#### SOU Excess Properties Recommendations (Action)

Mr. Perkinson expressed a deep appreciation to Chair Nicholson, Trustees Thalden and Vincent, Dave Wright, Laz Ayala, Cynthia Ferrendelli, Noah Hurley, and Staci Buchwald, along with the great process that was followed with the properties task force. The two key objectives were to generate funds for strategic purposes or to enhance financial reserves at SOU. Secondly, it would help address Ashland's housing shortage.

A high-level summary is Phase One: 1) Sell single-family homes adjacent to residential zoning; 2) Consider using a portion of the revenue from sales to raze dilapidated houses on Walker St; 3) Study the possibility of developing multifamily housing on the Henry St



properties through a partnership with a private entity. Phase Two: Integrate additional discussion of properties into the revision of the University Master Plan.

Much discussion ensued throughout this agenda item on the following topics: parking lot impact, affordable housing issues, community comments, best land use, revenue generation of the sales, and also positioning SOU for the best student support opportunities.

Mr. Perkinson recommended that the board authorize the university to proceed with the sale of university properties identified in the first section of the April 7, 2021 report presented in the meeting materials, and report periodically to the board on the status of those actions. Additionally, the staff will prepare proposals for the board relating to multifamily and public-private partnerships by some reasonable date.

Trustee Thalden moved to approve the excess properties recommendation as specified. Trustee Rosenberg seconded the motion and it passed unanimously.

Board Chair Nicholson expressed appreciation for the entire process and the work the task force accomplished.

#### Revenue Drivers: Enrollment and State Funding Discussion

This item was skipped since it was covered in both committees the prior day.

#### **Fiscal Year 2021-2022 Budget (Action)**

Trustee Clough said that in the prior day's meeting, the Finance and Administration Committee discussed the budget thoroughly and made a recommendation to adopt this budget. President Schott added that challenges still exist but much of what was unmanageable has been achieved with the vital assistance of the federal and state governments.

Discussing the proposed budget, Mr. Perkinson reminded trustees there was \$7.1M in lost revenue with an offset of \$11.4M in cost-cutting manifested by furloughs, hiring freezes, pay freezes for administration, solutions in academic and student affairs, reorganizing, and other controls. The ending fund balance was \$5M at the end of last year, and it could finish at \$8.6M, which ties to the 14.1 percent Key Performance Indicator (KPI) in the materials.

Josh Lovern highlighted some of the key assumptions underlying each of the fund types in the budget. In Education and General (E&G) labor appears magnified due to furloughs and freezes. There is a 3 percent cost of living adjustment for administration—the first increase for these 250 or so employees in 2.5 years. There is a Supplies and Services (S&S) increase tied to the Consumer Price Index, which has not applied since 2018, and an increase in student labor that is directly related to the minimum wage increase.

In Auxiliaries, assumptions have fee revenues projected down, so some auxiliary fund balance use may be needed. The lottery support may be decreasing less than expected. Labor increases appears magnified due to furloughs and freezes. The S&S increases are due to travel and equipment replacement cycles, a return to normal sports operations for athletics, and cost escalations for increased health and safety. Housing losses are magnified during the pandemic and support from relief acts will be necessary.

In Designated Operations and Service Centers, assumptions have labor increases appearing magnified due to furloughs and freezes. The S&S line is scaling back some as programs have reduced need. This fund type is largely stable, though concerns for revenue generation coming out of pandemic will require careful monitoring. There were expenses offset in FY21 that will not repeat in FY22. Growth in IT expenses is directly tied to the pandemic.

Mr. Perkinson added that on the revenue side the enrollment went from -3 to -5 percent. In the funding model, the Public University Support Funding (PUSF) increased but confidence in the ability to maximize dollars has diminished. Though it is good news from the state, with confidence eroded, SOU has been conservative in creating the budget.

Mr. Perkinson gave a high-level overview of the key data element structure comparing 2020 actuals, FY21 adopted adjustments, FY21 year-end estimated projection, and FY22 proposed budget. The bottom line number is \$70M as the board approves the recommended expense budget. With the federal relief, and cost savings of \$7.3M, the result is a \$62M expense, with a net of \$925K. Mr. Perkinson showed also the remaining federal relief of \$10.3M allocated to bring the expense budgets to a reasonable position. Responding to Trustee Franks, Mr. Lovern later noted that the \$925K would feed and provision some of the reserves.

Additional charts were shared to show different views by fund types. The next year will be critical as the administration continues the work to transform for future sustainability. Mr. Perkinson explained several views of the pro forma, showing the difference with and without federal relief.

Answering Trustee Wilson, Mr. Perkinson assured the board that the \$7.3M is earmarked, and can be considered a restricted grant, but that the funds need to be used by September 2023. Trustee Wilson thanked the team for their work on the budget. Speaking also as a staff member, she shared that although the furloughs are difficult, she was grateful that jobs were preserved during the pandemic.

Trustee Clough moved to adopt the fiscal year budget 2021-2022 as presented. Trustee Wilson seconded the motion, and it passed unanimously.

#### Governance Work Group Recommendations (Action)

Vice Chair Santos reviewed the Knowledge, Skills, and Abilities Matrix, New Trustee Orientation Goals, Annual Board Evaluation, and June 2021-22 Proposed Schedule of Governance Agenda Items. Vice Chair Santos moved to adopt the report of the work group as well as any necessary amendments with follow-up revisions as needed by Sabrina Prud'homme and the work group. Trustee Bullock seconded the motion, and it passed unanimously.

#### Equity, Diversity, and Inclusion Work Group Update

Trustee Wilson, chair of the EDI work group, stated that work begun on how to convert the board statement of support for Black Lives Matter into clear actions the board will take. The team brainstormed possible actions including: the board could more fully utilize the equity lens; ensure board meetings are equitable and accessible to everyone; look at the composition of the board as well as operations and functions of the board; look at the composition of the agenda to think about who the board is not hearing from; financial

decisions; and several others. The team requested that trustees review the Oregon equity lens, and during the fall retreat, participate in training and discuss how best to utilize the lens to in the work of the board including in the review resource allocations and evaluation of strategic investments.

**Future Meetings**

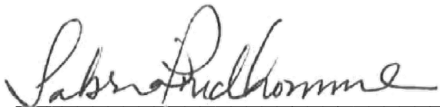
A retreat of the board is scheduled for September 17, 2021. The next regular meeting of the board is October 22, 2021, at 12:30 PM.

**Adjournment**

The meeting adjourned at 5:05 p.m.

Date: January 21, 2022

Respectively submitted by,



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Sabrina Prud'homme  
University Board Secretary