Board of Trustees Meeting
Academic & Student Recreation Center Building
Boardroom, Suite 515
1800 SW 6th Avenue, Portland, OR 97201
Thursday, 10/10/2019
9:00 AM - 12:30 PM PT

1. Call to Order / Roll / Quorum  Presented By: Vice Chair Margaret Kirkpatrick  (9:00am-9:02am)

2. Introduction of Newly Appointed Trustees  Presented By: Vice Chair Margaret Kirkpatrick  (9:02am-9:15am)

3. Opening Comments and Reports  (9:15am-9:45am)
   a. President's Report  Presented By: Interim President Stephen Percy
      Interim President Stephen Percy will provide remarks.
      President's Report to Board, October 10 2019 - Page 2

   b. Comments from the Associated Students of Portland State University  Presented By: ASPSU President Violet Gibson
      ASPSU President Violet Gibson will provide comments to the Board.

   c. Report from Presiding Officer of the Portland State University Faculty Senate
      The Presiding Officer of Faculty Senate Isabel Jaén Portillo will provide comments to the Board.

4. Reports from Board Committees  (9:45am-10:00am)
   a. Report from the Executive & Audit Committee  Presented By: Vice Chair Margaret Kirkpatrick
   b. Report from the Finance & Administration Committee  Presented By: Committee Chair Irving Levin
   c. Report from the Academic & Student Affairs Committee  Presented By: Committee Chair Christine Vernier

5. Consent Agenda  (10:00am-10:10am)
   a. Approval of June 20, 2019 minutes
      Draft Meeting Minutes June 20 2019 - Page 18

   b. Approval of Resolution Approving Issuance of State of Oregon Article XI-Q General Obligation Bonds For Capital Improvement and Renewal
      Cover sheet - Resolution Approving Deferred Maintenance Bonds - Page 22
      Resolution Approving 2019-21 Deferred Maintenance Bonds - Page 23

6. Student Success Presentation & Discussion  Presented By: Michele Toppe, Vice Provost for Student Affairs & Dean of Student Life / Kirk Kelly, Chief Information Officer  (10:10am-11:10am)

7. Break  (11:10am-11:30am)

8. Campus Safety Update  Presented By: Interim President Stephen Percy  (11:30am-12:00pm)

9. Open Comment  (12:00pm-12:30pm)
   To sign up for Open Comment, go to www.pdx.edu/board/sign-up-for-open-comment, or sign up at the meeting prior to the start of the meeting.

10. Adjourn
To: Board of Trustees

From: Acting President Stephen Percy

Date: October 3, 2019

RE: Report to the Board

Below is a summary of significant developments and accomplishments from the last quarter.

Office of Academic Affairs

Student Success Updates

Supplemental Nutrition Assistance Program (SNAP) Employment and Training Program grant - PSU just received word that it has received a grant of $277,000 from the Oregon Department of Human Services/US Department of Agriculture for a one-year pilot to provide additional services for SNAP-Eligible Portland State University students, estimating that we would be providing case management and other support in accessing institutional services for 50 participants. This is the first STEP initiative across the country awarded to a four-year institution! PSU is pursuing institutional and philanthropic support for the 50% that PSU is responsible for in the match for future years.

Frontier Set - PSU has been renewed to participate in the Frontier Set, a national initiative supported by the Bill & Melinda Gates Foundation which supports 31 high performing, high potential campuses as they change to improve student success. PSU will be a continued participant until 2021 and will contribute to existing work and activities that focus on two major outcomes: 1) making progress on near-term KPIs and 2) contribute to the field’s understanding of institutional transformation. As part of the Association of Public & Land-Grant Universities’ (APLU) support, PSU will receive $320,000 that will be gradually distributed over the next several years. In addition, APLU staff will work with PSU’s Frontier Set team to explore the institution’s transformation journey, with a focus on senior leadership and its relationship to accelerating institutional change.

Social mobility ranking - U.S. News & World Report has ranked Portland State University the top school in Oregon for graduating students that receive federal Pell Grants for its Best Colleges Rankings 2020. The ranking is part of a new U.S. News category known as Top Performers on Social Mobility, which measures how well schools graduated students who received Pell Grants during a six-year period. Out of 186 schools that were ranked nationally in this category, PSU ranked No. 26.

Student Success Effort - At Convocation on September 25, 2019, Interim President Percy and Provost Jeffords, joined by other university leaders, announced a new campus-wide effort to support student success. Provost Jeffords outlined a strategic framework for organizing and coordinating a campus-wide focus on our shared Student Success Effort. This framework includes executive support from President Percy for the Leadership Council that will be responsible for steering.
coordinating and assessing PSU’s commitment to improving student success outcomes. The Leadership Council includes key leaders from across campus, including the Presiding Officer of the Faculty Senate, Academic Deans, the offices of Global Diversity and Inclusion, Student Affairs, Information Technology, Enrollment Management, the Budget Office and the PSU Foundation. The Student Success Effort has been organized into 4 pillars or focus areas. These include Persistence, Academic Success, Affordability, and Student Experience, all supported by the strategic use of data. This effort will include deploying early academic advising, sophisticated data analysis and frequent check-ins with struggling students in an all-campus effort to help more people graduate.

**Transfer and Returning Student Resource Center**- Stemming from student feedback and years of engagement by the campus community to bring this concept to fruition, the Center will provide an array of support services for prospective transfer and returning students, as well as administrative services for the University. Initial student services include assisting students with the transition of transferring to PSU; providing transfer advising support for students at Portland Community College campuses; and educating prospective students on strategies to avoid excessive credit prior to enrollment. Goals for Fall 2019 include hiring and training Transfer and Returning Student Advisors.

**Early Alerts Scale-up** - The purpose of the Early Alerts Scale-Up project is for academic advisors and faculty to partner to identify students who might be at risk of not succeeding in selected high impact courses across Portland State University and provide these students with timely support as a means of contributing to student retention. This effort builds off of a successful early alerts pilot in the College of Urban & Public Affairs, which was championed by Interim President Percy when he was Dean. The project kicked-off in mid-August and will launch the early alert outreach to faculty on October 21.

**Proactive Outreach** - This project is working to support the academic advising community with developing enhanced tools and practices to proactively outreach to students who might be likely to leave PSU, including a comprehensive communications strategy for all undergraduates at PSU. We’ve developed an outreach calendar for Fall 2019 (to be replicated and adjusted each subsequent term) that provides varying levels of outreach; finalized email templates to include more supportive language for students; and practices and roles for delivering proactive outreach at scale, i.e. across advising Pathways). The first proactive outreach campaign starts in early October.

**Student Experience survey analysis** - In May 2019, a survey aimed to better understand the student experience was sent to all undergraduate and graduate students. Over 5,000 students responded to the survey, and both quantitative and qualitative feedback have been analyzed. A summary of the results is being shared with the broader campus community with the goal of using student feedback to inform student success efforts.

**Student Success Metrics Framework** - The goal of this work is to convene campus stakeholders to collaboratively develop a set of student success-related key performance indicators (KPIs) that can be used to gauge progress; inform strategies, actions, and resource investments; and support continuous improvement toward institutional goals of improving student success. We have developed a short-list of metrics and have started sharing these with a subset of campus stakeholders, including the Academic Leadership Team and the Academic and Student Affairs Committee of the Board of Trustees. We have also started work to create an interactive dashboard related to the metrics so that we can assess our work.
Advising and Career Services - An upcoming report, “Major Findings from a Study of Undergraduate Student Academic Advising at Portland State University 2003-2018,” by researchers unaffiliated with PSU’s Advising and Career Services division, examines changes in student attitudes toward and experiences with academic advising, focusing on the 2003 to 2018 time period. The findings include that students’ overall satisfaction with the advising they receive at PSU, as well as their satisfaction with the advising they receive on each of the 12 advising functions, increased steadily from 2003 to 2018. In addition to being more satisfied with the advising they receive, students appear to be benefiting more from that advising. The report was written by Janine M. Allen, Ph.D. (PSU), Cathleen L. Smith, Ph.D. (PSU), and Sarah Drummond, Ed.D. (OHSU).

Defining Pre-Health Pathways Task Force - Provost Jeffords has appointed a Defining Pre-Health Pathways Task Force that will support students pursuing Health and Pre-Health educational and career goals. While many students have intentions to go into health care careers/graduate programs after graduation, we have not kept pace with supporting them towards the increasingly complex health care options available to them. The task force will develop a PSU Health & Pre-Health approach that increases recruitment, retention, and graduation of students to Health/Pre-Health opportunities at PSU. The task force will consider focusing on Health/Pre-Health student experience, particularly for non-traditional, first Generation, and underrepresented populations.

Opening of FMH building - The newly renovated FMH building (name announced October 2), redesigned with the student in mind, aggregates many existing student resources, including the Financial Wellness Center, Financial Aid, Student Financial Services, Registrar’s Office, Advising & Career Services and the Transfer and Returning Student Resource Center.

Funding for Student Success - Significantly, in June the University budgeting process resulted in $1.5 million in recurring funding allocated for student success initiatives, including funding to hire two advisors to help transfer and prospective students (part of the Transfer and Returning Student Center), investments in Information Technology related to student success, and student-led investments.

Enrollment Management

Our enrollment numbers as of September 23, 2019 with comparisons to the same day last year:

<table>
<thead>
<tr>
<th>Summer 2019</th>
<th>Number</th>
<th>+/- Difference</th>
<th>% Change</th>
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<tr>
<td>Overall</td>
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<td></td>
<td></td>
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<tr>
<td>Headcount</td>
<td>9,524</td>
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<td>-8.5%</td>
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<tr>
<td>SCH</td>
<td>70,967</td>
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<td>Resident</td>
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<td>-2,007</td>
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<tr>
<td>Undergraduate/Graduate</td>
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<tr>
<td>Undergraduate SCH</td>
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<tr>
<td>Graduate SCH</td>
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<tr>
<td>College SCH</td>
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<tr>
<td>Business</td>
<td>-11.9%</td>
<td></td>
<td>-45.4%</td>
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<tr>
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<td>-12.5%</td>
<td>MCECS</td>
<td>-9.9%</td>
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<tr>
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<td>SOPH</td>
<td>-3.4%</td>
</tr>
<tr>
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<td>SSW</td>
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<tr>
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<td>UNST</td>
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<tr>
<td>Fall 2019</td>
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<td></td>
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</tr>
<tr>
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<td></td>
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<tr>
<td></td>
<td>Number</td>
<td>+/- Difference</td>
<td>% Change</td>
</tr>
<tr>
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<tr>
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<tr>
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<td>Non-Resident SCH</td>
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<td>-4.8 %</td>
<td>SSW</td>
<td>+5.2 %</td>
</tr>
<tr>
<td>Education</td>
<td>-12.0 %</td>
<td>UNST</td>
<td>-8.0 %</td>
</tr>
</tbody>
</table>

- We have significantly ramped up digital and print communications and marketing efforts for the upcoming year. In addition to new digital social media advertising spending, we have updated our visitor guide and responding to requests from the guidance community, printed admission viewbooks. We continue to work closely with University Communications as PSU completes its website re-design and implements the 160/90 marketing plan.

- We have expanded our recruitment base by increasing the number of high school names licensed (purchased) from approximately 80,000 per graduating class to 95,000, including more sophomore and junior names.

- Since January of this year, we have signed agreements with 11 new international third-party agent recruitment partners, bringing our total to 15 agents advocating on behalf of PSU in Japan, India, Thailand, Kenya, Kuwait, Brazil, and Nepal. An exclusive agreement with a Chinese agent that has not been a strong one for PSU expires soon and we will actively pursue new agent relationships in that country upon its completion.

- The financial aid office has joined our colleagues from Student Financial Services, the Registrar’s Office, Financial Wellness, and the OIT Help Desk in their new space in the FMH building. Despite the logistics associated with a move so close to the start of the quarter and the decrease in enrollments, financial aid, scholarship, and remission disbursements to students were on par with the prior year, and the average aid per student increased.

- We have partnered with the Graduate School and OIT to license new Customer Relationship Management software (Slate). Initial work has begun to create a new admission application through the platform, with enhanced recruitment efforts planned for the second implementation phase.
Research & Graduate Studies
Research Development

Program planning for 2019-20 will include:
● Two Grant-writing Workshops
● Title IX Training for PIs
● New PI Workshop
● Effective Student and Early Career Mentoring Workshop
● Data Management Plan Development
● Online Training Development for Sponsored Project Administration Content

Sponsored Projects
PSU has received 52 new awards since the beginning of fiscal year 2020, including 12 new awards from the National Science Foundation and five from the National Institutes of Health. The following are two noteworthy examples of these awards:

Renewal of the BUILD EXITO Program - Anticipated Funding of $20M over 5 years from the National Institutes of Health (NIH): The BUILD EXITO (Enhancing Cross-Disciplinary Infrastructure and Training at Oregon) training model has created a consortium of two-year, four-year, and a research-intensive university within the geographically diverse region of the Pacific Rim. This partnership includes 11 partner institutions in four states (Oregon, Washington, Alaska, and Hawaii) and three Pacific Island territories (American Samoa, Guam, and the Northern Marianas Islands). Over the past five years, EXITO 1.0 successfully developed and delivered a three-year, developmentally sequenced, multi-component research training program for undergraduates from traditionally underrepresented backgrounds aspiring to careers in biomedical science. EXITO 2.0 will focus on evaluating student, faculty, and institutional outcomes; enhancing the model in response to qualitative and quantitative evaluations; creating a sustainable model; and disseminating the model with outcome data to promote diversity in the biomedical research workforce.

Open Knowledge Network for Spatial Decision Support - $1M from National Science Foundation (NSF): This one-year project will advance research critical to the development of open knowledge networks (OKN) through the combination and testing of participatory and automated ontology development processes. OKN development relies heavily on creating ontological structures to enable machine reading and reasoning of networked information, and this project will test the effectiveness of participatory and machine learning approaches to assembling these ontologies. Three case studies will address challenges with managing wildfire and forest fuels; monitoring, cleanup, and recovery of the Puget Sound ecosystem; and biodiversity conservation.

Innovation & Intellectual Property
In Q1, Innovation and Intellectual Property (IIP) filed new patents for:
● Theresa McCormick’s “A system and method using photochemical oxygen storage and release” (US Prov)
● Jonathan Bird’s “Variable stiffness magnetic spring” (US Prov)
● Feng Liu’s “Video frame interpolation via adaptive convolution” (US)
● Mark Weislogel’s “Waste management system” (International)
Two new patents were issued:

- Ken Stedman’s “Immunogenic compositions comprising silicified virus and methods of use” (Europe)
- Thomas Shrimpton’s “Construction and uses of variable-input-length tweakable ciphers” (Europe)

Diatomix, Inc. (PSU Startup founded in 2013 based on PSU Patent “Compositions comprising diatom frustules and applications thereof”) received an SBIR Phase II award in the amount of $727,787) from the National Science Foundation.

IIP also signed five new agreements related to licensing intellectual property, and collected approximately $171,323 in licensing revenue.

Communications & Outreach

Program planning for 2019-20 will include:

- Science communications workshop
- Science communications group with regular meetings to develop faculty sci com skills
- Science Pub talk
- Research Week
- Research video series
- Quarterly research newsletter
- Continue to grow social media presence
- Student research success campaign (videos/print/digital media)

Research Centers of Excellence

Digital City Testbed Center

During this report period (6/4-9/23/19), DCTC Director, support staff and faculty:

- Hosted the 1st meeting of the DCTC Advisory Board (16 of the 17 members attended).
- Convened two sessions on “Regional Smart City Solutions” at GlobalTechJam, held at PSU and sponsored by the National Institute of Standards and Technology (NIST).
- Convened a session on “Smart Cities and Accessibility” at the MetroLab Netowrk’s Annual Summit in Boulder Colorado.
- Presented about DCTC and Cascadia Corridor at NIST’s Global City Teams Challenge Annual Conference in Washington DC.
- Gave keynote address about DCTC at 5th IEEE “International Conference on Smart Computing” held in Washington DC.
- Signed a contract with startup company “Numina,” in partnership with City of Portland, to deploy traffic monitoring equipment on 4th Avenue and Broadway.

Homelessness Research & Action Collaborative

During this report period (6/4 - 9/23/19), HRAC’s Directors, faculty and staff:

- Released the first-ever report on annual homelessness figures in the tri-county area (Multnomah, Washington, Clackamas). The report also included approaches for addressing homelessness and housing insecurity, estimated costs of those approaches, and potential revenue sources. It was covered in more than 24 news articles in the week following the report press conference.
• Hosted a Summer Research Institute with 10 graduate students working on projects related to homelessness and housing insecurity. Students will present to the public on Oct. 10 at a Portland State of Mind Event (4 to 6 PM, Native American Student and Community Center).

• Worked with Commissioner Hardesty’s office to interview people experiencing homelessness and create a report to inform the City of Portland’s proposed Street Response pilot for non-police responders. Received funding in the amount of $8470 from the City of Portland to support this work.

• Advanced to the next round of funding consideration for a Meyer Memorial Trust Housing Opportunities proposal to evaluate tiny home villages for individuals experiencing homelessness (direct costs = $185,000)

• Created a national research advisory board comprised of 22 experts on housing and homelessness

The Graduate School
• Implementation of the new admission platform, Slate, for undergraduate and graduate admissions kicked off on September 10, 2019.

• The Graduate School is currently recruiting for an Associate Dean of the Graduate school position, who will be the point person working with programs on assessment plans and graduate learning outcomes as required by the NWCCU.

Academic Services
• Academic Services is currently in the process of hiring a graduate assistant who will assist with the Graduate School’s program assessment activities this year in order to be in compliance with NWCCU’s mandate on graduate learning outcomes.

• We awarded 1,147 graduate degrees and certificates for spring 2019 graduation, our second highest total on record. We expect the number of degrees and certificates awarded for summer 2019 will be slightly above average.

Finance and Administration
Treasury
In processing the closure of FY2019, Treasury, in concert with Capital Projects Accounting and University Shared Services (USSE), has successfully completed all debt program entries and reconciliations for annual payments, outstanding current and noncurrent liability balances, accreted interest, as well as unspent bond proceeds for capital projects. With the closure of FY2019 finalized, Treasury is assisting the university controller, internal, and external audit on the compilation of the annual audited financial statements. Additionally, Treasury has just finalized the cash flow forecast for the next fifteen months and provided the results the administrators of the Public University Fund as required per the university’s contract with USSE.

A recent point of pride for the Treasury and Capital Project Accounting team is the Department of Administrative Services (DAS) happiness with the process, procedures, controls and documentation created by PSU in seeking reimbursement of expenditures made under active grant and loan agreements associated with capital projects. DAS has decided to duplicate the PSU model across all the Oregon public universities.
University Financial Services
In late July, the Campus Account Services team, with collaboration from multiple Academic and Administrative departments closed the 2018-2019 fiscal year. The team is now reviewing the year-end results and have begun drafting the University’s financial statements. PSU’s external financial auditing firm, CliftonLarsonAllen LLP, is on campus performing final fieldwork for three weeks, beginning September 9th. At the conclusion of these 3 weeks, completion of the audit will occur at their home office, with the goal of meeting the state’s November 15 deadline for issuance.

The Project Accounting team continues to support the Capital Projects and Construction (CPC) team, managing the complex accounting for capital projects. Upon the completion of Neuberger Hall, Fortis Hill Associates will perform a construction audit over the project, reviewing the capitalization of the asset along with signing off on our final retainage payment.

Budget
After a successful year-end close by our accounting team, internally prepared budget to actual financial reports show total university revenue exceeding budget by $14 million mostly due to grants and contracts and higher than expected investment returns, including a non-cash unrealized investment gain of $5 million. Recurring expenditures were $18 million less than budget and management reserve spending was flat compared to FY18. The preliminary estimate, based on non-accrual, internal financial reports, is that the university's Education & General (E&G) fund balance increased by $17.8 million (including the non cash gain). University General Reserves are now $49.9 million or 13.4% of the E&G budget.

For FY20, our annual all funds operating budget of $611 million has been finalized and includes a revised undergraduate tuition increase of 4.9% rather than 11.1% increase that was approved by the Board in May 2019. The reduction of the increase was primarily based on a higher than anticipated allocation of state funds through the Public University Support Fund (PUSF). The first quarter budget to actual report for FY20 will be shared with the Board F&A Committee at the November 13, 2019 meeting.

Planning for FY21 is underway. The Budget Office will be working closely with the President’s Executive Council to model funding and tuition scenarios based on university priorities.

Human Resources
Compensation:
The HR Compensation team is in the process of moving forward with the compensation and classification project for our represented Academic Professionals (AP) employee group which accounts for roughly 350 positions. The university and AAUP are currently in negotiations regarding the implementation of the structure and new salary ranges. In the coming months we will begin to place all AP positions into the new structure. We anticipate that this will look similar to our successful completion of the Unclassified/Unrepresented employee group in 2018.

Payroll & Benefits:
In Payroll & Benefits, this spring and summer we focused on several key new bills that will have a significant impact on our institution over the coming years such as the PERS reform bill (SB1049) and the Oregon Paid Family Leave bill (HB 2005).
In addition, in partnership with our HRIS team, so far this year we automated five additional forms resulting in an entirely electronic retirement process for employees as well as increased accessibility in our leaves and accommodations processes. Also with the HRIS team we are finalizing testing of the new Banner 9 online employee portal.

Finally, with the hiring of our first Post-Doctoral employees through the Employment Team we are now providing pay & benefits for members of our newest employee class.

**Human Resources Information Systems (HRIS):**
Our HRIS team's strategic initiative for CY 2019 is to reduce paper forms used in the HR department and create more paperless and automated business processes, reducing manual data entry, speeding up processes, and reducing errors. Since June, we have launched online (paperless) forms for our Tax-Deferred Investment (403(b)), Retirement Election (PERS/ORP), and Injury Report processes. Over the next month, we also expect to launch a paperless remote work form and a document upload process to give departments on campus an online method for sending PDF documents to HR to improve response time, communication, and to minimize errors (starting with performance evaluations and letters of offer and expanding over time).

**Employment:**
Administrative electronic letters of offer are now live; this group includes full-time unclassified/unrepresented employees as well as Academic Professionals. We have officially completed summer term and thanks to the new summer EPAF system, 242 summer letters were replaced with an EPAF.

**Training & Development:**
HR is working on putting together a leadership series geared to our academic leaders. We are in the process of talking with stakeholders about what they would like to see in such a program. The program may be modeled on our PSU Leadership Academy.

The current PSU Manager Basics Training Series cohort began on 8/7/19. This cohort of approximately 30 completed the new online training module for PSU managers. The online training provides access to basic information including definitions, obligations, and resources. This will allow HR staff to spend valuable in-person training time facilitating discussion, case studies, and skill development.

**Capital Projects and Construction**
Fariborz Maseeh Hall (formerly Neuberger Hall): An occupancy permit was obtained for this $71 million project on August 16 as planned. Over 400 employees moved into the building between that date and mid-September. The building includes the Jordan Schnitzer Museum of Art at PSU, set to open November 2019, and new space for the Fariborz Maseeh Department of Mathematics and Statistics. All building systems were replaced or modernized, new accessible entrances were created on Broadway and at the Park Blocks and a lightwell reaching the basement was added in the center of the building.

Fourth & Montgomery Building: Construction began December 2018 for this 7-story building and remains on schedule and within budget. The building will include the city’s Bureau of
Planning and Sustainability, PCC’s dental programs, the OHSU-PSU School of Public Health, PSU’s College of Education and five or six ground floor retail spaces. The project is a commercial condominium with all four organizations owning space in the building. The building is scheduled to open November 1, 2020.

Science Building One: In anticipation of seeking approval from the state legislature in the 2020 short session for funds to renovate and expand the building, pre-design and programming work is being done.

**Risk Management**  
Environmental Health & Safety continues to enhance its Occupational Health & Safety Programs. Since a 2016 audit identified deficiencies in these programs, EHS has allocated considerable resources to create and/or enhance programs where needed. The 2019 follow-up audit noted “many improvements have been made in regard to program development.” Among the newly-implemented programs are Bloodborne Pathogens, Lead Exposure and a Safe Driver Program.

Contracts and Procurement Services recently filled two full-time positions, increasing capacity for contract generation and review. Workflow changes, including delegation of responsibility for low-risk contracts, will be implemented this Fall.

Risk will undertake a comprehensive analysis of PSU’s property insurance structure to ensure that we are positioned to keep costs as low as possible. We experienced a significant increase in our property insurance premium this year based primarily on two factors: 1) a major market correction after several years of pricing competition and 2) the impact of a $30+ million claim at Oregon State University. We will analyze the best path forward for PSU that balances coverage with costs.

**Student Financial Services**  
The Student Financial Services office has moved back into the newly renovated FMH building and is open to students and staff; including Cashiers, ID Services and the Financial Wellness Center. The Financial Wellness Center launched an email campaign to all incoming students introducing them to the services of the Financial Wellness Center and their Financial Coach. Students can schedule one-on-one confidential meetings on a variety of financial topics ranging from budgeting for college to establishing and maintaining credit to setting financial SMART goals.

**Office of Information Technology**

**START - New Stuff**

- **Preferred name** technology was redesigned and updated so that students can easily specify a preferred name in Banner, which then will populate the first name field in all associated systems, such as D2L, Google Mail, and myPSU.
- A prototype project focused on migrating D2L student data to the University’s data warehouse was completed. This data can now be combined with other university data to provide more comprehensive information on the student’s experience at PSU.
A new **Online Student Demographics** suite of reports was completed, providing university administrators with detailed information on the state of online courses, the faculty who teach them and the students who take them.

Working with the Undergraduate and Graduate Admissions office, OIT kicked off the **Slate Implementation Project**. Slate is a highly regarded recruitment and admissions software solution, designed to enhance the student experience with our campus.

The **Google Voice Campus Opt-In** project kicked off this spring. Google Voice is an enterprise G Suite offering that provides cloud based telephony services. Benefits include making and receiving PSU phone calls on a computer, mobile device, or traditional desk phone. The first phase is now complete, and all OIT Staff have been migrated to the new system.

Brought **FMH/724 Harrison** online with a large technology footprint: OIT Helpdesk, three computer classrooms totaling 80 seats, a 45-seat computer lab, three Video-Streaming classrooms capable of lecture capture and web conferencing for remote students, 12 general pool classrooms, over 40 technology-enhanced spaces, expanded student printing options, 2000 network ports, 450 phones, and 250 wireless access points.

Piloting a dynamic **Chromebook deployment** for student support, flexible assistance stations, and enriched lounge areas within FMH. This could be a model for other buildings on campus as well as possible mobile classrooms.

Supported departments with roaming, ad-hoc technology support throughout the move into FMH to ensure a smooth experience and quick response to any unexpected issues.

Launched new **Digital Learning Environment** tools in collaboration with OAI: **Zoom** enterprise as the new virtual classroom solution, kicked off multiple term **Aula** pilot to evaluate engagement-based learning platforms, and implemented free **Machine Captioning** for video in Kaltura (ADA compliance requires human captioning).

Created efficiencies by integrating **campus software purchasing into ePSU Marketplace**, decreasing turnaround time, complexity for customers, and reliance on outdated technology and manual processing.

Developed a draft **Accessible Procurement Process** to review and improve accessibility in digital environments on campus (in accordance with the requirements of the OCR resolution agreement and university EIT Accessibility Policy).

**STOP - What have we decommissioned?**

With the goal of making more developer time available for student success-related technology, we are in the process of **decommissioning our custom Online Leave and Direct Deposit applications**. The ERP vendor, Ellucian, now provides suitable alternatives as part of our current enterprise software license.

In order to **improve security for campus WiFi** and simplify the logon experience, we have removed the “PSU” WiFi network option. Faculty, staff, and students can still connect to “PSU Secure” or “eduroam”. Eduroam also allows anyone with a PSU computer account to seamlessly connect to WiFi at other schools and colleges that subscribe to the worldwide Eduroam federation.

**Discontinuation license of Blackboard Collaborate for virtual classrooms**; replaced with campus-wide license for Zoom.
CONTINUE - Major updates to existing systems

- Continued enhancements to PSU’s current student communication tracking software, (Talisma) including a revision of the overall events management application.
- Undergraduate Application Enhancements: Working with undergraduate admissions, over 50 questions were eliminated on the Undergraduate Application, and the user interface was modernized and simplified.
- Our enterprise reporting tool, DataMASTER, was updated to use PSU Single Sign-On for logging in. This change simplifies the logon process and provides substantial security benefits by making it possible to protect DataMASTER with Duo Two Factor Authentication.
- PSU Video Services draws to a close with the implementation of new Kaltura features and integration with our Video Streaming Classroom technology providing new lecture capture, remote participant capabilities and a more seamless user experience for our faculty.
- Continuing work with OAI for the campus-wide evaluation of the Learning Management System, now including a comparison of engagement-focused learning platforms.

PSU Foundation

Campaign Giving (as of 6/30/19)
Total raised: $245.8M
% to goal: 82%
No. gifts to date = 59K
No. donors to date = 19K

FY19 Year in Review
Dollars Raised = $43.5M (exceeded $43M goal)
Donors = 7,331
No. gifts = 9,705
Principal gifts ($1M+) = 7

Fiscal Year Analysis
18% increase in # proposals submitted over FY18
5% increase in # proposals funded over FY18
13% increase in face-to face-visits over FY18
Six 8-figure asks made this year; represents 50% of asks at this level in PSU Foundation history

Park Blocks Society Members Honored
On Tuesday, September 17, the PSU Foundation honored more than 150 members of the Parks Blocks Society. This giving society encompasses the university’s most consistent and dedicated supporters who give $1,000 and above annually. In an effort to engage donors around the most important issues on campus, the theme of the event was “Pathways to Student Success.” Provost Susan Jeffords provided an overview of PSU’s student success initiatives, and guests received special guided tours of the new 724 Harrison facility led by PSU student ambassadors.
**Extreme PSU: Simon Benson Awards Dinner 2019**
The 20th annual Simon Benson Awards Dinner will be held on Thursday, October 17. This year’s "extreme" theme allow us to highlight all the ways PSU explores uncharted territories — from world-leading achievements to innovative research projects to first-generation student experiences. The featured keynote speaker is polar explorer and Portland native Colin O’Brady. The alumni honoree is Jim Irvine, '69 and the philanthropic honorees are William and Ann Swindells. More than 1,000 guests are expected to attend.

**Portland Professorships Update**
One of the goals of The Campaign for PSU is to bring the total number of named professorships on campus to 50. To date, 19 Portland Professorships have been established representing a range of academic areas. The Ausplund Tooze Family Foundation, for example, recently created a new professorship in the PSU School of Art + Design held by Prof. Harrell Fletcher. There are currently seven new professorships in the pipeline. This year’s Simon Benson development strategy involves creating meaningful interactions for donors around some of these opportunities.

**Global Diversity & Inclusion**
**Global Diversity and Inclusion (GDI)**
This summer GDI has been focused on beginning the searches for the key vacant positions within GDI, the VP of GDI and the Assistant Vice President of Diversity and Multicultural Services. For the VP of GDI, the search committee and position description are being crafted by the search firm and committee chairs. The search firm will be on campus to have listening sessions with various groups and the position should be posted by the end of October. The search for the Assistant Vice President of Diversity and Multicultural Services in underway and interviews will take place in October and November.

**Dreamer Center**
GDI, in collaboration with other university departments, continues to evaluate providing a Dreamer Center. The desired next step is to meet with Dreamer students to hear who they envisioned the Dreamer Center and to arrange to go to Portland Community Colleges dreamer center. Once the vision of the Dreamer center is solidified the university will need to determine funding source and space.

**Religious Accommodations**
This year the first day of classes starts on the Jewish holiday, Rosh Hashanah. The Academic Calendar Committee met throughout the year and determined that the University will provide an extensive information campaign about how to obtain accommodations for missing classes or work due to the holiday. Emails and other communications were sent to students, faculty members and all employees so they are aware of the ability to take time off work or school or any religious accommodations and inform faculty on how to be proactive with a religious observance falling on the first day of classes.

**Office of Equity and Compliance**
For the start of the academic year, the Office of Equity and Compliance (OEC) has been providing trainings to faculty, staff, mentors, and resident assistants on PSU’s [Prohibited Discrimination and Harassment Policy](#), Title IX of the Education Amendment Act, and reporting obligations.
TRIO - Student Support Services
(SSS) will be in going into its last year of a $1.7 million 5-year grant funded by the U.S. Department of Education to assist 273 undergraduates who are first generation, low income and/or has a documented disability to attain their first bachelor’s degree. PSU will be writing to renew the “classic SSS” grant, as well as, submitting a second SSS grant application to serve between 120-140 STEM students. The request for proposal (RFP) is tentatively scheduled to come out in late October/early November.

TRIO - Upward Bound / Talent Search
Both TRIO pre-college programs received a $40,000 supplemental STEM grant from the U.S. Department of Education---Upward Bound for 2018-2019, and Talent Search for 2019-2020. Students this past summer explored marine biology at the Hatfield Marine Science Center, and learned Python for an Arduino project taught by a graduate student from PSU’s Dept. of Engineering. Another grad student from computer science taught students to create a website from code. This next year, we will be moving STEM activities into our target middle schools and supporting STEM instruction in our high schools with PSU tutors and mentors.

The Cultural Resource Centers
The Centers had a successful 2018-2019 school year, hosting over 120 events and engaging with over 5,000 event attendees. As our five centers, they continue to see high traffic in our spaces - over 109,000 unique visits last year - we continue to grow our Leadership Team to include close to 100 students, staff, faculty, and community members. We have also made progress with the Middle Eastern, North African, South Asian (MENASA) Initiative after securing funding to increase our program’s efforts to create a sixth cultural space. Next year, we plan to request extra funds to increase our administrative team to help meet the complex organizational needs of our team.

Government Relations
Federal Update
In early September, Congresswoman Bonamici convened a listening forum on the PSU campus to hear about the difficulties graduates who use the Public Service Loan Forgiveness plan are experiencing and find potential ways to improve the plan.

Also in September, the Homelessness Research & Action Collaborative (HRAC) Executive Director, Dr. Marisa Zapata, and Associate Vice-President for Government Relations, Kevin Neely, traveled to Washington DC to introduce the center and seek potential federal partnerships and funding.

Additionally, there were two key developments related to food insecurity on campus. First, the Oregon Department of Human Services made critical changes to the eligibility requirements for Supplemental Nutrition Assistance Program (SNAP) which dramatically expands the number of qualified students. Second, HRAC received word that PSU was approved to offer SNAP Education and Training (E&T), which offers qualified students 100% or 50% reduction in educational costs. PSU is the first four-year university to win approval.
State Update
The State Legislature held one set of legislative days since the legislature adjourned, at which Provost Susan Jeffords presented on progress at PSU on transferability of credits. Additionally, Interim President Steve Percy met with legislators and staff members to identify legislator priorities for higher education and share the vision and goals of Portland State University.

As the 2020 Legislative Session approaches the public universities are partnering on a coordinated agenda focused on the basic needs of students and employees and financial transparency and accountability.

Potential Legislation:
1. The hidden cost of a college degree (food and housing insecurity).
2. Academic transfer and dual credit improvements to assess policies that can support a smooth pathway for students.
3. Auto-enrollment for employees to improve retirement security to allow institutions to automatically enroll all new employees into a defined contribution plan such as the 403(b) plan.
4. Capital construction was delayed for the public universities until 2020, the legislature left about $315M in unspent capacity. Portland State’s project for 2020 approval is the expansion and renovation of Science Building One for $73M.

Local Update
Interim President Percy met with Mayor Ted Wheeler to continue discussions on the development of the Innovation Quadrant (Portland IQ), which encompasses a triangle from the SE Industrial District to the South Waterfront, and up to Oregon Health Sciences University.

Athletics
Academic Success
Viking Student-Athletes continue to perform at a high level in the classroom.

50 student-athletes graduating in 2018-19
3.12 GPA across all student-athletes for 18-19
7 student-athletes had a perfect 4.0 across the entire 18-19 year

Top team GPA's for 18-19:
Women's Tennis: 3.61
Women's Volleyball: 3.47
Women's Track: 3.46

The average team GPA for the year was 3.22
Student-athletes made either the President's or Dean's list 108 times during the 18-19 year.
119 Academic All-Big Sky student-athletes
Viking student-athletes completed 1725 hours of community service during the year

Sports Updates
Fall sports (football, volleyball, soccer, and cross country) reported to campus in early August.
**Cross Country**
Hosted 2nd Annual Rust Buster at Blue Lake Park. Men placed second to the University of Portland, and Women placed second to Oregon State University.

The PSU Track & Field and Cross Country team continues to focus efforts in the middle and long distances. We currently have 17 women and 28 men competing for the Vikings.

**Football**
The Fall 2019 season has kicked off to a promising start. The team headed to SEC country to take on the Arkansas Razorbacks. We had a great showing all around, with a tough loss of 20-13. We came home the next week to host Division II Simon Fraser from Canada, with a blow out win of 70-7. The Viks went back on the road the next week to experience the famous Boise State Smurf Turf. With a strong first half, we lost to the #22 ranked team 45-10. We finished out the final non-conference game at home against Eastern Oregon University, with another great win of 59-9. Big Sky Conference play begins on September 27th at Idaho State. The first home conference game of the season will be on Saturday, October 5th at 2:00 pm vs Southern Utah University.

The new home for Viking Football is Hillsboro Stadium. The City of Hillsboro Mayor, Steve Callaway, has attended both home games and is very excited and supportive of having Portland State Football, Soccer, and Softball competing at Hillsboro Stadium.

**Women’s Soccer**
With the non-conference season behind them, the Vikings turn their attention to Big Sky Conference play as the Portland State women's soccer team travels to Idaho State and Weber State to end its six-match road stint. The Vikings are coming off their first win of the season after defeating Pacific (Calif.) 1-0 in the final non-conference match.

Holding a 1-8-0 overall record heading into league play, PSU played up for a majority of the matches so far, taking on two Pac-12 and three Mountain West Conference opponents. Four of the losses have been decided by only one goal as the Vikings have put up a strong fight all season.

**Volleyball**
Volleyball is off to a strong start. Currently holding 4-7 overall record going into conference play this weekend. With eight newcomers making up exactly two-thirds of the Portland State volleyball team's 2019 roster, the buzzword early in fall camp for head coach Michael Seemann has been cohesion.
June 20, 2019
Board Conference Room, Suite 515
ASRC Building
9:00am to 12:30pm

Minutes

**Board Members Present:** Ben Berry, Erica Bestpitch, Gale Castillo, Sho Dozono, Greg Hinckley, Maude Hines, Tom Imeson, Margaret Kirkpatrick, Antonio Leiva, Irving Levin, Pete Nickerson, Lindsay Stewart, Peter Stott (via phone) Christine Vernier, and Acting President Stephen Percy.

**Board Members Not Present:** Christine Vernier

The meeting was webcast.

1. **Call to Order/Roll/ Declaration of Quorum**

Chair Castillo called the meeting to order at 9:01am. Roll was taken, a quorum was present, and the meeting proceeded.

2. **Consent Agenda**
   a. Approval of FY20 Internal Audit Plan
   b. Approval of May 13, 2019 Meeting Minutes
   c. Approval of Resolution Approving Saint Helens Residence Hall Renovation Project

ACTION: Hinckley made a motion to approve the Consent Agenda. Nickerson seconded, and the motion passed unanimously.

3. **Open Comment**

Sarah Chivers made comments regarding tuition rates and the cost of education at PSU.

Ariana Jacob shared information and concerns regarding adjunct faculty’s place in the PSU community.

Angeline Booth shared concerns about campus public safety.

Olivia Pace shared concerns about campus public safety.

Zia Laboff shared concerns about campus public safety.

Ella Weaver shared concerns about camps public safety.
Mack McLellan, Vice President of Research made updates from his campus units.

4. Opening Comments and Reports
   a. Comments from Associate Students of Portland State University President, Violet Gibson

Gibson was unable to attend the meeting.

   b. Comments from Faculty Senate Presiding Officer Thomas Luckett

Thomas Luckett made comments relating to his written report to the Board and an overview of the Faculty Senate’s accomplishments and challenges over the year, as well as current projects they are assessing. He thanked the Academic & Student Affairs Committee for making the faculty senate presiding officer an ex-officio member of the committee.

   c. Report of the President

Acting President Percy reported that the University’s has 4,300 new alumni and that the commencement ceremonies were very successful over the weekend. Chuck Knepflle will be starting in the role of Vice President for Enrollment Management in September.

5. Report of Standing Committees of the Board
   a. Executive & Audit Committee by Chair Gale Castillo

      1) Appointment of Interim President

Chair Castillo reviewed the Board’s process in selecting an interim president. Nominations, feedback, and selection criteria were solicited from the PSU community and local community. Over 340 responses were received and reviewed. The main themes from the feedback included: familiarity with the PSU community, an internal person, integrity, honesty, humility, collaborative, consensus builder, stable leadership, caretaker, diversity and equity commitment, promote healing, financial savvy, commitment to student wellness, political savvy, able to generate donations. The nominations for Stephen Percy far exceeded any other candidate.

ACTION: Dozono made a motion to appoint Stephen Percy as Interim President. Hines seconded, and the motion was approved unanimously.

      2) Appointment of Board Officers

With Chair Castillo’s departure from the Board, a recommendation was made that Hinckley take the role of Chair and Kirkpatrick take the role of Vice Chair.
ACTION: Imeson made a motion to approve the appointments. Stewart seconded, and the motion passed unanimously.

Hinckley thanked the group for the confidence and noted he is pleased to serve in this role.

The group thanked Castillo and Hines for their service.

b. Academic & Student Affairs Committee by Margaret Kirkpatrick

Kirkpatrick reported that the committee met on June 6, 2019. The committee received a briefing on the Northwest Commission on Colleges and Universities (NWCCU) accreditation compliance and the substantial progress made in increasing the assessment of student learning. They also heard updates from several student success areas, as well as, from Michele Toppe’s Student Affairs team. With the new organizational structure, they are in a good position to tackle barriers to student success.

c. Finance and Administration Committee by Irving Levin

Levin noted the committee met on June 12, 2019 to look at tuition and the FY20 Operating budget.

Percy thanked all the university advocates for their hard work in Salem. He also noted that leadership is aware of the financial challenges that our student face.

Kevin Reynolds, Vice President of Finance & Administration, reviewed the materials for the FY19-20 Operating Budget and the revised Tuition Rates for 19-20. He noted that the Public University Support Fund (PUSF) for 2019-21 will now be increased to $100 million over the 2017-19 allocation. The Board approved a resident undergraduate tuition increase of 11.11% based on an increase of $40.5 million to the PUSF. At the current HB5024 funding level, resident undergraduate tuition would increase 6.5%. The University is proposing a change to the tuition proposal that sets the resident undergraduate tuition increase at 4.97% if the PUSF increase by $100 million. The President does not recommend revision to the previously approved tuition rates for graduate or non-resident students or to the previously approved mandatory fees.

Levin noted 4.9% is a very good alternative to the 11%, but there will be a cost.

If tuition were increased over 5%, the University would need approval from the Higher Education Coordinating Commission. It was determined that keeping tuition low and stabilizing the leadership of the University should be a priority at this time. Reynolds noted the University has been trying to build reserves and this will preclude us from doing that this year. There will be no funds available for mitigating an enrollment drop. Castillo commended the finance staff for their tremendous accuracy and projections.

1) Resolution Approving Revised Tuition Rates

ACTION: Berry made a motion to approve the revised tuition rates. Dozono seconded. Levi voted against the motion, Berry, Bestpitch, Castillo, Dozono, Hines, Hinckly, Imeson, Kirkpatrick, Levin, Nickerson, Stweart, and Stott voted in favor.
2) Resolution Approving FY2019-20 Operating Budget

ACTION: Nickerson made a motion to approve the FY19-20 Operation Budget. Stewart seconded and it passed unanimously. Hines abstained from voting.

The Board took a break from 10:17am to 10:30am.

6. Discussion and Presentations
   
a. Dreamers Presentation

Based on the feedback from the May 13, 2019 meeting, Acting President Percy asked Julie Caron, Interim Vice President of Global Diversity & Inclusion to share with the Board what is currently being done on campus to support Dreamers and undocumented students. Caron made a presentation about current services, including the Dreamers webpage. A newly formed committee of key stakeholders will learn about the students’ vision for a Center at PSU and they hope to visit the PCC Dreamers Center, as well. The committee is excited and committed to moving forward.

Oscar Fernandez, faculty in the University Studies Department, is the advisor for the Dreamers Club at PSU. He shared a letter from the students that outlined their requests.

Discussion noted that it is not possible to identify the number of Dreamer students on campus, as PSU does not collect that information and students are not inclined to provide it. Through Student Legal Services, students can connect with an immigration attorney, or other resources. While Latinx represents the largest population of undocumented people in the region, the second highest in Oregon is Chinese, and there are student from other areas of the world as well.

b. Campus Safety Update

Acting President Percy shared that, having been a member of the campus community for five years, he is aware of the depth of concern around campus public safety. Over the summer, he and his executive council will be reviewing the recommendations from committees and reports and will deliberate together. In the Fall Percy will present a plan to the Board. Percy noted that the uncertainty around the plan the additional delay is difficult and, he recognizes the need to move forward. Due to his short tenure in the presidential role, and with the complex and sensitive nature, the additional summer months are necessary for his assessment of the situation.

7. Meeting Review and Action Items

No items at this time.

8. Adjourn

Chair Castillo adjourned the meeting at 11:09am.
DOCKET ITEM: 5b

DATE: October 10, 2019

TITLE: Approval of Resolution Approving Issuance of State of Oregon Article XI-Q General Obligation Bonds for Capital Improvement and Renewal

SUMMARY OF ITEM: The Oregon Legislative Assembly has authorized the issuance of State of Oregon general obligation bonds for the benefit of Portland State University under Article XI-Q of the Oregon Constitution. The 2019-21 Bond Bill authorizes the issuance of over $65 million Article XI-Q bonds for capital improvement and renewal projects and public universities. Portland State is estimated to be allocated over $11 million. To be in compliance with the Board of Trustees Debt Management Policy, the Board must review and approve any debt financing over $5 million. This form of debt is best suited for Capital Improvement Projects.

By approving the resolution, this will allow the President or his delegate to enter into or endorse reimbursement resolutions, authorization resolutions and other such documents necessary for any debt issuance authorized by the Board, including debt authorized by the President or delegate pursuant to the Debt Management Policy.

SUMMARY OF COMMITTEE DISCUSSION: The Finance & Administration discussed the resolution and had no concerns in moving forward with resolution as written.


BACKGROUND READING: None.
RESOLUTION APPROVING ISSUANCE OF
STATE OF OREGON ARTICLE XI-Q GENERAL OBLIGATION BONDS
FOR CAPITAL IMPROVEMENT AND RENEWAL

Approved by the Board of Trustees
October 10, 2019

BACKGROUND

A. The Oregon Legislative Assembly has authorized the issuance of State of Oregon (“State”)
general obligation bonds for the benefit of Portland State University (the “University”) under
Article XI-Q of the Oregon Constitution, applicable provisions of ORS Chapters 286A, 351 and
352 (collectively, the “Act”), and chapter 661 Oregon Laws 2019 (the “2019-2021 Bond Bill”).

B. The 2019-21 Bond Bill authorizes, among other things, the issuance of $65,715,000 Article XI-Q
bonds for capital improvement and renewal projects at public universities. The University’s
allocation of these funds for capital improvement and renewal is estimated to be $11,100,800.
These funds will be used to address capital improvement and renewal needs on the University
campus (the “Capital Improvement Project”).

C. On September 14, 2017, the Board of Trustees (the “Board”) of the University amended and
approved the University’s Debt Management Policy, addressing among other things the issuance
of “State-Paid Debt,” defined as borrowings that are expected to be repaid from state
appropriations, including certain Article XI-Q Bonds.

D. Under Section II.A.2 of the Debt Management Policy, the Board retains authority and
responsibility for reviewing and approving any debt financing in an amount greater than
$5,000,000. Under Section III.B of the Debt Management Policy, no debt financing in an amount
greater than $5,000,000 is to be issued or sought without prior approval of the Board.

E. Consistent with Section III.F of the Debt Management Policy, the University has evaluated the
form of debt that is best suited for the Capital Improvement Project, has considered the cost of
capital, and has determined that it is advisable for the State to issue debt as proposed, taking
into consideration the cost of capital, financial flexibility and the use of debt capacity.

F. This Board desires to approve Article XI-Q bonds for the Capital Improvement Project, consistent
with the authorization of the 2019-2021 Bond Bill, without requiring further action of this Board.

G. Under Section II.B.9 of the Debt Management Policy, the Board has delegated to the President
(who may further delegate to the Vice President for Finance and Administration and University
Treasurer) authority to enter into or endorse reimbursement resolutions, authorization
resolutions, and such other documents as may be necessary for any debt issuance authorized by
the Board, including debt authorized by the President or his delegatee pursuant to the Debt
Management Policy.
RESOLUTION

Now, therefore, be it Resolved by the Board of Trustees, that:

1. **Article XI-Q Bonds.** Article XI-Q Bonds are authorized to be sold under the Act for the benefit of the University. The University hereby approves sale and use of Article XI-Q Bonds for the Capital Improvement Project.

2. **Terms, Sale and Issuance.** The Article XI-Q bonds authorized by this resolution (the “Bonds”), shall be issued in such series and principal amounts as the State Treasurer, after consultation with the applicable related or project agenc(ies), shall determine are required to pay or reimburse costs of the Capital Improvement Project. The Bonds shall mature, bear interest and otherwise be structured, sold and issued as the State Treasurer determines after such consultation.

3. **Maintenance of Tax-Exempt Status.** The President of the University, who may further delegate to the Vice President for Finance and Administration and University Treasurer (each an “Authorized University Representative”) is hereby authorized to covenant, on behalf of the University, to comply with the provisions of the Internal Revenue Code of 1986, as amended, that are required for interest on tax-exempt bonds to be excluded from gross income for federal income taxation purposes, for bonds issued on a tax-exempt basis and to execute and deliver such agreements, documents or certificates required for such bonds to be issued on a tax-exempt basis.

4. **Ratification and Approval of Actions.** The Board hereby ratifies and approves all prior actions taken on behalf of the Board or the University related to the Bonds. The Board hereby authorizes, empowers and directs the Authorized University Representative to take further actions as may be necessary or desirable related to the Bonds and bonds authorized to be approved by the President or his delegatee under the Debt Management Policy, including, without limitation, (i) requesting the issuance of bonds; (ii) covenants to perform on behalf of the University, and performing, any actions necessary to comply with requests from the State Treasurer authorized under ORS chapter 286A to administer the bonds, (iii) the execution and delivery of any agreements, documents or certificates, including any grant or trust agreements with the State Treasurer and any other party, if necessary, as may be necessary or desirable to carry out such actions or arrangements, and (iv) to take such other actions as are necessary or desirable for the purposes and intent of this resolution.

5. **Effective Date.** This resolution shall take effect immediately upon adoption by the Board.

APPROVED BY THE BOARD OF TRUSTEES
OCTOBER 10, 2017

Secretary to the Board