



1. Mission

- The University of Oregon is a comprehensive research university and one of 62 members of the Association of American Universities (AAU). Membership in the AAU is by invitation and is based on the high quality of programs of academic research and scholarship and undergraduate, graduate, and professional education in a number of fields, as well as general recognition that a university is outstanding by reason of the excellence of its research and education programs. The University of Oregon offers nearly 200 comprehensive academic programs and has more than 20 research centers and institutes.
- The University's current mission statement was approved by the State Board of Higher Education in December 1999.

2. Governance

- Since 1929, when the legislature abolished the Board of Regents of the University of Oregon and amended the University's original charter, the University has been governed by the State Board of Higher Education. Currently, the State Board of Higher Education is the governing board for the seven public universities in Oregon. In 2011, the Oregon Legislative Assembly enacted Senate Bill 242, which was an amalgam of higher education reform proposals made by the Legislature's Joint Committee on Higher Education and the higher education governance reform proposals made by the Oregon University System. The bill provided the State Board of Higher Education and the chancellor with additional power and authority and the Oregon University System with relief from certain state regulatory requirements but did not provide additional authority or autonomy to the universities and their presidents.
- Senate Bill 270, passed by the Legislative Assembly in 2013, establishes the University as an independent public body with a strong Board of Trustees based on the model pioneered by Oregon Health and Science University (OHSU) when it was split off from the Oregon University System in 1995. The bill provides for the University of Oregon to have "statewide purposes and missions" and be "without territorial boundaries." Further, the University is "not a state agency, board, commission or institution for purposes of state statutes or constitutional provisions."
- As its name indicates, the Higher Education Coordinating Commission serves a coordinating function relative to significant changes to the academic programs of the community colleges and public universities, the modest portions of operating and capital budgets that are funded by the State of Oregon, and strategies for achieving state post-secondary education goals.

3. Organization

- The president of the University is the "executive and governing officer of the university," the "president of the faculty," and, subject to the Board's supervision, has the authority to "direct the affairs" of the University. The faculty of the University consists of the "president and professors." In American higher education, there is a tradition of shared academic

governance between and among the governing board, president and faculty, although ultimate authority resides with the governing board.

- In addition to the President, there are currently nine officers of the University: Senior Vice President and Provost, Vice President for Finance and Administration and Chief Financial Officer, Vice President for Advancement, General Counsel, and Director of Athletics (who report to the President); and the Vice President for Equity and Inclusion, Vice President for Research and Innovation, Vice President for Student Affairs, and Vice President for Enrollment Management (who report to the President and Senior Vice President and Provost jointly). There are nine schools and colleges, each headed by a dean: College of Arts and Sciences, Charles H. Lundquist College of Business, School of Architecture and Allied Arts, School of Journalism and Communication, School of Law, School of Music and Dance, College of Education, Robert D. Clark Honors College, and Graduate School. There is also a dean of the University Libraries.

University of Oregon Mission Statement

The University of Oregon is a comprehensive research university that serves its students and the people of Oregon, the nation, and the world through the creation and transfer of knowledge in the liberal arts, the natural and social sciences, and the professions. It is the Association of American Universities flagship institution of the Oregon University System.

The University is a community of scholars dedicated to the highest standards of academic inquiry, learning, and service. Recognizing that knowledge is the fundamental wealth of civilization, the University strives to enrich the public that sustains it through

- a commitment to undergraduate education, with a goal of helping the individual learn to question critically, think logically, communicate clearly, act creatively, and live ethically
- a commitment to graduate education to develop creators and innovators who will generate new knowledge and shape experience for the benefit of humanity
- a recognition that research, both basic and applied, is essential to the intellectual health of the University, as well as to the enrichment of the lives of Oregonians, by energizing the state's economic, cultural, and political structure
- the establishment of a framework for lifelong learning that leads to productive careers and to the enduring joy of inquiry
- the integration of teaching, research, and service as mutually enriching enterprises that together accomplish the University's mission and support its spirit of community
- the acceptance of the challenge of an evolving social, political, and technological environment by welcoming and guiding change rather than reacting to it
- a dedication to the principles of equality of opportunity and freedom from unfair discrimination for all members of the University community and an acceptance of true diversity as an affirmation of individual identity within a welcoming community
- a commitment to international awareness and understanding, and to the development of a faculty and student body that are capable of participating effectively in a global society
- the conviction that freedom of thought and expression is the bedrock principle on which University activity is based
- the cultivation of an attitude toward citizenship that fosters a caring, supportive atmosphere on campus and the wise exercise of civic responsibilities and individual judgment throughout life
- a continuing commitment to affordable public higher education

Overview of Senate Bill 270 (2013) and House Bill 3120 (2013)

Effective July 1, 2014, the University is an "independent public body" governed by the Board of Trustees much like Oregon Health and Science University is an independent public corporation governed by a board of directors. Indeed, Senate Bill 270 is largely based on the statutes applicable to OHSU.

Under SB 270, the Board of Trustees has very broad authority to manage and govern the University. Under the Board's supervision, the University may operate inside or outside the State of Oregon, including in foreign countries. While the University will continue to be a governmental entity, it will not be a unit of local or municipal government or a state agency, board, commission or institution for purposes of state statutes or constitutional provisions. This provides the University with a broad exemption from state and local regulation in Oregon. Of course, the University remains subject to a wide-range of federal and some state regulation.

The Board has every authority necessary or appropriate for the operation of a major public research university, including the authority to:

- Appoint and employ a President and other employees.
- Set tuition, mandatory enrollment fees, and charges, fines and fees for services, facilities, operations and programs, except that the authority to increase resident undergraduate tuition and mandatory enrollment fees is capped at five percent per year absent approval of the Higher Education Coordinating Commission or the Legislature.
- Approve the University budget.
- Manage, invest, and spend all available money without approval of the Legislature, the Oregon Department of Administrative Services, or the State Treasurer, except for the portion of the operating budget provided by the state (currently just over 5% of the operating budget) and the proceeds of state bonds.
- Borrow money and issue bonds secured by University revenue.
- Acquire, hold, and dispose of any kind of property, real or personal, tangible or intangible. Real property will be held in the name of the "State of Oregon acting by and through the Board of Trustees of the University of Oregon."
- Authorize the construction, improvement, and operation of any kind of building or structure.
- Acquire by condemnation any private property for public use.
- Establish any and all University policies.
- Establish, supervise and control all academic and other programs, subject to the authority of the Higher Education Coordinating Commission (HECC) to approve "significant changes in academic programs."
- Sue and be sued.
- Establish a police department and regulate traffic and parking on University property.

SB 270 has an "effective date" of August 14, 2013, and an "operative date" of July 1, 2014. This means that between now and July 1st the University (including the Board when confirmed) may take any action that is necessary for the University to exercise on and after July 1st all of the duties, functions and powers granted by SB 270. For example, the University may contract now for a certified public accounting firm to complete a financial audit of the University prior to July 1st so that the University is able to issue bonds on or after July 1st.

House Bill 3120 activated the HECC, which had been created in 2011. Funding for the HECC is through funds that formerly would have been appropriated to the Oregon University System and used by the Chancellor's Office. The HECC's role is limited and carefully circumscribed. The HECC may exercise only powers, duties and functions expressly granted by the Legislature. All other authorities reside with the boards of trustees. This approach contrasts with the powers, duties and functions granted to the boards of trustees, which not only have all of the powers, rights and privileges that are expressly conferred, but all that are implied by law or are incident to such powers, rights and privileges.

The HECC may:

- Advise and assist the Oregon Education Investment Board on state goals and associated achievement compacts for community colleges and public universities; strategic investments in higher education; and coordination of the post-secondary elements of data collection and structure.
- Adopt a strategic plan for achieving state post-secondary education goals.
- Recommend to the Governor and the Oregon Education Investment Board a consolidated higher education budget request for appropriated funds and state bonds.
- Adopt rules governing the distribution of appropriations from the Legislature to community colleges and public universities.
- Approve or disapprove any significant change to the academic program of a community college or a public university.
- Approve the mission statement adopted by an institutional board.

The HECC has a variety of other responsibilities relative to community colleges and private colleges and universities.

HB 3120's effective and operative dates are the same as SB 270.



THE CONSTITUTION OF THE UNIVERSITY OF OREGON

Ratified by the Statutory Faculty

December 7, 2011

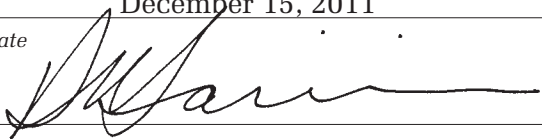
Date

Ratified by the University President

December 15, 2011

Date

President Richard Lariviere

A handwritten signature in black ink, appearing to read 'Richard Lariviere', is written over a horizontal line.

This Constitution replaces the Constitution of the University of Oregon as adopted by the Statutory Faculty on 19 May 2010 and accepted by President Richard Lariviere on 15 August 2010: <http://pages.uoregon.edu/assembly/dirSF/Constitution20100519.pdf>

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Prologue

We, the Professors and President of the University of Oregon, in recognition of the need for effective cooperation among its Constituent Groups, hereby agree that the Constitution of the University of Oregon defines the manner in which the Statutory Faculty shall exercise its governance obligations. This Constitution reflects the original collegial and consultative spirit embodied in the 1876 charter and aligns with subsequent codifications and clarifications of that Charter expressed in Oregon Revised Statutes. Any change to this Constitution shall occur only after approval by the Statutory Faculty and the University President. Any provision of this Constitution which is inconsistent with State Law is void.

Section 1: Governance Principles and Delegation of Governance Authority

- 1.1 The University of Oregon recognizes the scope of faculty governance prescribed by Oregon State Law as stated in ORS Chapters 351 and 352 and does not contradict Oregon State Board of Higher Education Internal Management Directives issued prior to the date of ratification of this Constitution.
- 1.2 The University of Oregon is governed by the President and the Professors in accordance with the 1876 University of Oregon Charter. ORS 352.010.
- 1.3 Sole faculty governance authority at the University of Oregon resides in the Statutory Faculty. This authority extends to all academic matters as commonly understood in higher education. The Statutory Faculty may delegate its authority but must retain oversight responsibility.
- 1.4 The Statutory Faculty exercises its governance authority through the Faculty Assembly.
- 1.5 The Statutory Faculty of the University of Oregon delegates its governance authority to the University Senate in accordance with SECTIONS 4–8. The Statutory Faculty shall carry out its oversight responsibility as described in SECTION 9.
 - 1.5.1 The Statutory Faculty shall employ an Executive Coordinator, who shall report to the University President, and whose responsibilities shall include, but not be limited to, generating and maintaining public records, including a website, of all activities of the Statutory Faculty. In addition, the Executive Coordinator shall organize elections by the Statutory Faculty. This position is ex-officio and non-voting.
 - 1.5.1.1 Should the University Senate President and Vice President so desire, the Executive Coordinator for the Statutory Faculty may also fill the position of Executive Coordinator for the University Senate, which shall include, but not be limited to, the obligation to report to the University Senate President and Vice President. The position of Executive Coordinator for the University Senate is ex-officio and non-voting.

Section 2: Definitions

- 2.1 PROFESSOR. In this document, professor as understood at the founding of the University in 1876, means “One that publicly teaches any science or branch of learning: particularly, an officer in ... a university ... whose business is to read lectures or instruct students in a particular branch of learning” (WEBSTER’S 1828).
- 2.2 CONSTITUENT GROUPS. In this document, Constituent Groups refers to the six groups to whom this document grants representation on the University Senate in accordance with SECTION 4.1.
- 2.3 STATUTORY FACULTY. In this document, Statutory Faculty is defined as the body of professors consisting of the University President, tenure-related officers of instruction, career non-tenure-track officers of instruction, and officers of administration who are tenured in an academic department. Membership in the Statutory Faculty is retained during sabbatical leaves. Retired and emeriti faculty members are not members of the Statutory Faculty, whether or not they have teaching responsibilities. The University President is the President of the Statutory Faculty.
- 2.4 FACULTY ASSEMBLY. In this document, Faculty Assembly refers to the Statutory Faculty when, acting as a body, it officially exercises the governance obligations detailed in SECTION 9.
- 2.5 VOTING UNIT. In this document, Voting Unit refers to a group of constituents with shared privileges and obligations with respect to voting for, and serving as, non-student senators. Membership in any one Voting Unit shall be limited to members of a single Constituent Group, or, if applicable, to a sub-division thereof as detailed in SECTIONS 4.1.2 and 4.1.3.
- 2.6 UNIVERSITY SENATE EXECUTIVE COMMITTEE. In this document, the University Senate Executive Committee refers to a committee, appointed by the University Senate President, whose responsibility it is to direct the practical affairs of the University Senate. The charge and membership of the University Senate Executive Committee shall be determined by the University Senate and stated in the University Senate By-laws.
- 2.7 PRESIDENTIAL VETO. In this document, a presidential veto consists of an email letter from the University President to all Members of the Statutory Faculty explaining the reasons for being unwilling to implement the wish of the Assembly as expressed by its vote (SECTIONS 7 and 9). This email letter shall be issued within 30 days following the Assembly vote.

Section 3: Relevant Statutes and Regulations

3.1 Oregon Revised Statutes (May be altered only by the State Legislature)

- 3.1.1 ORS 352.010 Status of faculty. The president and the professors constitute the faculty of each of the state institutions of higher education and as such have the immediate government and discipline of it and the students therein. The faculty may, subject to the supervision of the State Board of Higher Education under ORS 351.070, prescribe the course of study to be pursued in the institution and the textbooks to be used. [Amended by 1987 c.246 §4; 1989 c.492 §3]
- 3.1.2 ORS 352.004 President of state institutions. The president of each state institution of higher education within the Oregon University System is also president of the faculty. The president is also the executive and governing officer of the institution, except as otherwise provided by statute. Subject to the supervision of the State Board of Higher Education, the president of the institution has authority to control and give general directions to the practical affairs of the institution. [Formerly 352.020; 2005 c.22 §249]

Section 4: Composition of the University Senate

- 4.1 The University Senate shall consist of 51-54 voting members representing a total of six Constituent Groups. The groups (and the number of University Senate seats to be allotted to each group) are as listed below:
- Statutory Faculty (37 core members, plus 0, 1, 2 or 3, as indicated in SECTION 4.1.1)
 - Librarians (2)
 - Officers of Administration (3)
 - Students (5)
 - Classified Staff (3)
 - Career Non-Tenure-Track Research Faculty (1)
- 4.1.1 The University Senate shall elect its President and Vice President from among the Statutory Faculty. The chair of the Academic Council (SECTION 8.5) shall also have a seat in the University Senate. If these officers are not drawn from the 37 core Statutory Faculty members of the University Senate, then they will be members of the Senate with full voting rights and the Statutory Faculty membership of the University Senate may rise to 40, raising the total membership to as high as 54.
- 4.1.2 Thirty-five of the 37 core Statutory Faculty senators shall jointly represent the College of Arts and Sciences and the professional schools and colleges, in such a manner that the fraction of University Senate seats in each category reflects

the fraction of FTE Statutory Faculty appointed in that category. No academic department will be represented by more than two senators.

- 4.1.2.1 Within the College of Arts and Sciences, Statutory Faculty senators shall jointly represent three Voting Units: Humanities, Natural Sciences and Social Sciences. The number of senators representing each Voting Unit shall reflect the fraction of FTE Statutory Faculty appointed in that unit.
 - 4.1.2.2 Within the professional schools and colleges, Statutory Faculty senators shall jointly represent six Voting Units: the School of Architecture and Allied Arts, the College of Business, the College of Education, the School of Journalism and Communication, the School of Law, and the School of Music and Dance. The number of senators representing each Voting Unit shall reflect the fraction of FTE Statutory Faculty appointed in that unit.
 - 4.1.3 Of the remaining two core Statutory Faculty senators, one shall represent the Clark Honors College and one shall represent a collective miscellany of academic units (e.g., research centers, teaching centers, museums) that includes one or more Statutory Faculty members. The number of senators representing each of these Voting Units shall be one, regardless of the size and composition of the unit.
 - 4.1.4 At least once every 10 years hereafter, the University Senate shall adjust the distribution of seats among the 35 seats jointly allotted to the College of Arts and Sciences and the Professional Schools and Colleges, should reapportionment be required for continued compliance with SECTION 4.1.2. The Executive Coordinator of the Statutory Faculty shall notify the University Senate of the need for reapportionment.
 - 4.1.5 The student members of the University Senate shall be drawn from the (student) academic senators as defined in the constitution of the Associated Students of the University of Oregon (ASUO), and chosen by the ASUO University Senate in a manner designed by the latter. The number of seats in the University Senate allotted to students shall remain at five, independent of future changes in the ASUO constitution. If a vacancy arises, the ASUO President shall appoint a replacement. A position may be refilled no more than once per term.
- 4.2 The term of office for elected non-student senators shall be two years, with the term of approximately half of the senators expiring each year.
- 4.3 The term of office for the student members of the University Senate shall be one academic year.
- 4.4 The immediate past University Senate President shall be an ex-officio non-voting member of the University Senate for the academic year following her/his term.

- 4.5 The University President, the Provost and the ASUO President shall be ex-officio non-voting members of the University Senate.

Section 5: Eligibility for Participation in Elections for Non-student Senators

- 5.1 Eligibility for voting for, and serving as, non-student Senators, and for nominating candidates for non-student University Senate positions is limited to members of the non-student Constituent Groups listed in SECTION 4.1. Retired faculty members are not permitted to vote.
- 5.1.1 Members of a Constituent Group may nominate candidates for non-student positions in any Voting Unit within that group. Self-nominations are allowed. Nominees must indicate to the Executive Coordinator of the Statutory Faculty a willingness to serve.
- 5.1.2 Except as indicated below, members of a non-student Constituent Group shall be eligible to vote for, and to represent as senator, members of their own Voting Unit.
- 5.1.2.1 Voting Units for the Constituent Group of Statutory Faculty are as detailed in SECTIONS 4.1.2 and 4.1.3.
- 5.1.2.2 The Constituent Groups of Librarians, Officers of Administration, Classified Staff, and Career Non-Tenure Track Research Faculty are also the Voting Units for those groups.
- 5.1.2.3 Non-student constituents who are appointed at 0.50 FTE in each of two Voting Units shall declare, in a written memo to the Executive Coordinator of the Statutory Faculty, the unit in which they wish to be eligible for the purpose of participating in University Senate nominations and elections.
- 5.1.2.4 Senior Administrators (the president, the provost, vice presidents, vice provosts, associate or assistant vice provosts, associate or assistant vice presidents, deans, and associate deans or their equivalent) shall be ineligible for election to the University Senate.
- 5.2 The Executive Coordinator of the University Senate, a position defined in the University Senate By-laws Section 4.3 (http://senate.uoregon.edu/sites/senate.uoregon.edu/files/BYLAWSenateAdopted11May11_3.pdf) , shall maintain a list of eligible non-student constituents in each Voting Unit.

Section 6: Election Process for Non-student Senators

- 6.1 Elections for non-student senators shall take place each spring term.
- 6.2 The Executive Coordinator of the Statutory Faculty shall arrange for and conduct the election for non-student Senators. Nominating information shall be circulated to the members of each Voting Unit for either self-nomination or for nomination of another member. This process shall be facilitated by the Dean's Advisory Council or by a similar elected body within each Constituent Group, when such a body exists.
- 6.3 Those receiving the most votes shall be elected. If a tie vote results in the election of more senators than available seats for a particular Voting Unit, a run-off election shall be held.
- 6.4 In the event of failure of the procedures of SECTION 6.2, the Executive Coordinator of the Statutory Faculty shall arrange the filling of vacancies by notifying the next eligible candidate, determined in descending order of the number of votes received in the most recent election by the Voting Unit. If there were no other eligible candidates, the following procedures shall be followed:
 - 6.4.1 If the vacancy is for a Statutory Faculty senator, career non-tenure-track research faculty senator, or library system senator, the Executive Coordinator of the Statutory Faculty shall ask the Dean's Advisory Committee or a similar elected body for the appropriate College, School, or Library System to appoint an eligible replacement from the Voting Unit in question. If, following such a request, a suitable replacement is not appointed within 14 calendar days during the fall, winter, or spring quarters, the Executive Coordinator of the Statutory Faculty shall appoint an eligible replacement selected using a random process from the Voting Unit in question.
 - 6.4.2 If the vacancy is for an officer of administration senator or for a classified staff senator, the Executive Coordinator of the Statutory Faculty shall ask the OA Council and/or a similar representative body for the constituency in question to appoint an eligible replacement. If, following such a request, a suitable replacement is not appointed within 14 calendar days during the fall, winter, or spring quarters, the Executive Coordinator of the Statutory Faculty shall appoint an eligible replacement selected using a random process from the constituency in question.
 - 6.4.3 Appointments made by the Executive Coordinator of the Statutory Faculty using a random process pursuant to SECTIONS 6.4.1 and 6.4.2 may be declined; however, if three such appointments are declined for a given position, the position will be declared vacant until the next election. Senators appointed under SECTIONS 6.4.1 and 6.4.2 serve until the end of the academic year and are eligible to stand for election for a full term.

Section 7: Authority of the University Senate

- 7.1 The University Senate shall recognize the responsibilities and limitations of the authority bestowed on it by the Statutory Faculty as described in SECTION 1. The governance authority conferred upon the University Senate may not be delegated in whole or in part to any officer or committee of the University Senate or to any other body.
- 7.2 Effective execution of the authority delegated to it requires that the University Senate express its views on University issues through appropriate Legislation, Policy Proposals and Resolutions.
- 7.2.1 Legislation. Legislation shall be limited to issues that relate to academic matters as commonly understood in higher education.
- 7.2.1.1 Legislation adopted by the University Senate shall become effective in 60 days unless otherwise specified, except for the contingencies in SECTION 7.2.1.2.
- 7.2.1.2 If the University President concludes that it is not in the best interest of the University to implement legislation adopted by the University Senate, s/he shall state so in writing to the Senate President and come to the University Senate, within 60 days of the University Senate action, to suggest withdrawal or amendment of the legislation. If the end of the 60 day period falls outside the academic year, the President shall come to the first Senate meeting in the fall. If the University Senate does not accept the President's suggestion, and if the President and the University Senate fail to create mutually satisfactory legislation within 60 days after the President's appearance in the University Senate, the University Senate President and University President shall then jointly call an Assembly to allow the Statutory Faculty to fulfill its oversight obligation according to the procedures outlined in SECTION 9. The decision of the Faculty Assembly, which supersedes that of the University Senate, shall be either vetoed (SECTION 2.7) or implemented by the President according to SECTION 9.4. Should action by the Faculty Assembly fail under the terms of SECTION 9.3, the President shall either implement or veto (SECTION 2.7) the University Senate legislation within 30 days after termination of the voting procedure.
- 7.2.2 University Policies. University Policies may be proposed by the University Senate and/or the University Administration.
- 7.2.2.1 Every new or revised University Policy proposal generated by the Administration shall be sent to the Senate President and reviewed by

the Senate Executive Committee, which shall determine whether the proposal warrants being brought before the University Senate. Following the determination, the Senate President shall place the proposal on the agenda of the next Senate meeting or inform the University President that the proposal does not need Senate consideration.

7.2.2.2 Policy proposals approved by the University Senate shall be immediately forwarded to the President for his/her action on behalf of the University within 60 days. Proposals approved by the University Senate go into effect only when they are posted in the Policy Library by the University President. (SECTION 10.2)

7.2.2.2.1 If the University needs to comply immediately with Federal, State or local statutes, or in case of an immediate emergency, the University President has the authority to issue a temporary, emergency policy or temporarily suspend an existing policy without following the procedures described in this Constitution. Each action of this type shall if possible be issued only after consultation with the University Senate Executive Committee and the Faculty Advisory Council, shall have a duration of no more than six months, and shall be non-renewable and non-extendable. If the President wishes to make the action permanent, the President shall submit the policy for adoption by the University Senate following the procedures described in SECTION 7.2.2 of this Constitution.

7.2.2.3 If the University President fails within 60 days to adopt and post on the Policy Library a proposal approved by the University Senate, s/he shall come to the University Senate, within 60 days of the University Senate action, to suggest withdrawal or amendment of the policy proposal.

7.2.2.3.1 In cases where a period longer than 60 days is necessary for Presidential action, the President shall inform the University Senate and shall keep the University Senate apprised of steps and progress toward the formal disposition of the matter at each subsequent University Senate meeting.

7.2.2.4 If the University Senate does not accept the President's suggestion, and if the President and the University Senate fail to create a mutually satisfactory policy proposal within 60 days after the President's final appearance in the University Senate, the University Senate President and University President shall then jointly call an Assembly to allow the Statutory Faculty to fulfill its oversight obligation according to the procedures outlined in SECTION 9. The decision of the Faculty Assembly, which supersedes that of the University Senate, shall be either

vetoed (SECTION 2.7) or adopted and implemented by the President within 30 days of the faculty vote (SECTION 9.4). Should action by the Faculty Assembly fail under the terms of SECTION 9.3, the President shall either veto (SECTION 2.7) or adopt and implement the University Senate policy proposal within 30 days after the termination of the voting procedure.

7.2.3 Resolutions. Resolutions shall be unrestricted in scope.

7.2.3.1 If the University President concludes that it is not in the best interests of the University to act as requested by a resolution of the University Senate, s/he shall explain to the University Senate within 60 days the reasons for inaction or for amended action.

Section 8: University Senate Rules and Procedures

The University Senate shall adopt its own internal rules and procedures except for the following:

- 8.1 The seat of any senator shall be considered vacant if the senator is absent two times in one term from regularly scheduled meetings of the University Senate, unless the Executive Coordinator of the Statutory Faculty has been notified of the senator's illness or absence on university business.
- 8.2 The University Senate shall normally meet during the academic year at least once in each month. The schedule, location and agenda of University Senate meetings shall be posted and those meetings shall be open to the public. The University Senate shall keep minutes of the meetings, and such minutes shall be accessible to the public. Valid exceptions shall be restricted to meetings dealing with faculty awards and to those specified by the Oregon Public Meetings law (ORS 192.640, 650 and 660). Upon including in the public record one or more of the above specified justifications for going into executive session, the University Senate President shall be allowed to close a meeting to non-senators.
- 8.3 In addition to current members of the University Senate, Statutory Faculty and Emeritus Faculty shall have the right to introduce motions to the University Senate and to participate in discussions. The President of the University Senate may confer priority to the floor to University Senate members when necessary to facilitate the business of the University Senate.
- 8.4 No motions shall be debated or voted on in the absence of a quorum. The quorum requirement is a simple majority of the prescribed membership (51-54, see SECTION 4.1) even if some University Senate positions are unfilled.

- 8.5 The University Senate shall establish, maintain, and be advised by, an Academic Council charged with bringing to the University Senate issues relating to the academic mission of the University with recommendation(s) for action.

Section 9: Oversight by the Faculty Assembly

- 9.1 A Faculty Assembly may be called by the University President alone, by the University President and University Senate President jointly, by the University Senate, or in response to a valid petition (SECTION 9.5) presented to the Executive Coordinator of the Statutory Faculty. When called for, the Faculty Assembly shall exercise its oversight responsibility in accordance with a three-step process detailed in SECTION 9.2.
- 9.1.1 For a Faculty Assembly called by the University President or by the University Senate, the agenda shall be composed by an Agenda Committee consisting of the President of the University, the President of the University Senate, the Vice President of the University Senate and the Executive Coordinator of the Statutory Faculty (ex-officio, non-voting).
- 9.1.1.1 Members of the Statutory Faculty, Emeritus Faculty, and members of the University Senate may submit motions to the Agenda Committee (SECTION 9.1.4).
- 9.1.1.2 Motions to be included in the agenda of an announced meeting shall normally be submitted not later than two weeks prior to the meeting of the Faculty Assembly.
- 9.1.1.3 The agenda shall normally be published at least 48 hours prior to the meeting of the Faculty Assembly.
- 9.1.2 For a Faculty Assembly called to resolve an issue between the University President and the University Senate, the only substantive agenda item shall be a motion to uphold the contested University Senate action.
- 9.1.3 For a Faculty Assembly called by petition, the only substantive agenda item(s) shall be the motion(s) in support of which the petitioners collected signatures in accordance with SECTION 9.5.
- 9.1.4 The Agenda Committee shall ensure that substantive motions are properly phrased and free of ambiguities. When appropriate, the Committee may ask that an estimate of the financial impact of the motion be included with the motion.

- 9.2 The three-step process leading to action by the Faculty Assembly shall begin with a “Statutory Faculty Meeting” -- an in-person meeting of the Statutory Faculty chaired by the University President, or a designee, in his/her role as President of the Faculty, in order to discuss the motion(s) on the agenda and, if appropriate, take action as detailed below. If the University President fails to call or chair the meeting, the University Senate President shall be responsible for the meeting. The second step is an online exchange of information and opinions regarding the motion(s) on the agenda, in preparation for the third step: an online vote by the Statutory Faculty. The process shall be guided by the following rules:
- 9.2.1 An annually updated, alphabetical list of members of the Statutory Faculty, linked from the “Assembly” web site, shall be maintained by the Executive Coordinator of the Statutory Faculty.
 - 9.2.2 Within 60 days after an Assembly is called, a Statutory Faculty Meeting shall be held in consultation with the University Senate President.
 - 9.2.3 Timely notice of a Statutory Faculty Meeting shall be given to the university community and the public at large, and, separately, to each member of the Statutory Faculty, the Emeritus Faculty, and the University Senate.
 - 9.2.4 Statutory Faculty Meetings have no quorum requirements.
 - 9.2.5 Unless specified otherwise, Statutory Faculty Meetings shall be conducted according to Robert’s Rules of Order.
 - 9.2.6 Voting on substantive issues at a Statutory Faculty Meeting shall be limited to the acceptance or rejection of an amendment to the motion(s) on the agenda, and to requests to return a motion to the Agenda Committee for clarification.
 - 9.2.7 A final vote on the motion on the agenda may not be taken at a Statutory Faculty Meeting.
 - 9.2.8 Statutory Faculty, Senators, and Emeritus Faculty may participate in discussions during a Statutory Faculty Meeting, but, when voting is appropriate, only Statutory Faculty may vote.
 - 9.2.9 A digital recording and minutes of the Statutory Faculty Meeting shall be available for inclusion in the online discussion following the Meeting.
 - 9.2.10 No later than 14 days after the Statutory Faculty Meeting, a website devoted to discussion shall be made available by the Executive Coordinator of the Statutory Faculty. It shall include a summary, by the University Senate President, of the Faculty Meeting, along with the video-tape and the minutes of the Meeting.

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- 9.2.11 The Executive Coordinator of the Statutory Faculty shall use official University email addresses to alert each member of the Statutory Faculty and the University Senate to opportunities for participating in the online discussion.
- 9.2.12 The Executive Coordinator of the Statutory Faculty shall also use conventional media to announce and explain opportunities for members of the university community and the public to take part in the online discussion.
- 9.2.13 Online discussion shall normally close after 14 days.
- 9.2.14 To begin the online voting process, the Executive Coordinator of the Statutory Faculty shall use email to notify members of the Statutory Faculty of the opportunity to vote via Duckweb. The notification shall include a link to Duckweb.
- 9.2.15 Votes shall normally be accepted for seven days.
- 9.2.16 Within seven days after the close of on-line voting, the Executive Coordinator of the Statutory Faculty shall post the results of the ballot on the Assembly web site.
- 9.3 In the online vote, a motion is passed when the number of aye votes exceeds the number of nay votes, except as noted below.
- 9.3.1 The motion to uphold the contested University Senate Legislation shall pass when the number of ayes exceeds one fourth of the Statutory Faculty membership and is greater than the number of nays.
- 9.3.2 A change in the Constitution requires that the number of ayes exceed one third of the Statutory Faculty membership and be greater than the number of nays, and that the University President ratify the change.
- 9.4 Motions passed by the Faculty Assembly shall become effective 30 days after the termination of voting or as specified in the motion, unless vetoed by the President.
- 9.5 The University Senate President shall call a Faculty Assembly to act on one or more motions when the following petition requirements are met.
- 9.5.1 For each motion to be voted on by the Faculty Assembly, the petitioners shall present the Executive Coordinator of the Statutory Faculty with the written text of the motion, together with the signatures of 40 members of the Statutory Faculty endorsing the motion.
- 9.5.2 Upon receipt of the written motion and the 40 signatures, the Executive Coordinator of the Statutory Faculty shall forthwith apprise the Statutory

Faculty of the petition, and provide the petitioners with a printed list of Statutory Faculty members, complete with titles and campus address, organized by departments.

9.5.3 Within 60 days of the petition announcement, the petitioners shall provide the Executive Coordinator of the Statutory Faculty with valid signatures from 20% of the Statutory Faculty endorsing the motion.

9.5.4 The Executive Coordinator of the Statutory Faculty shall make sure that the motion meets the standards of the Agenda Committee.

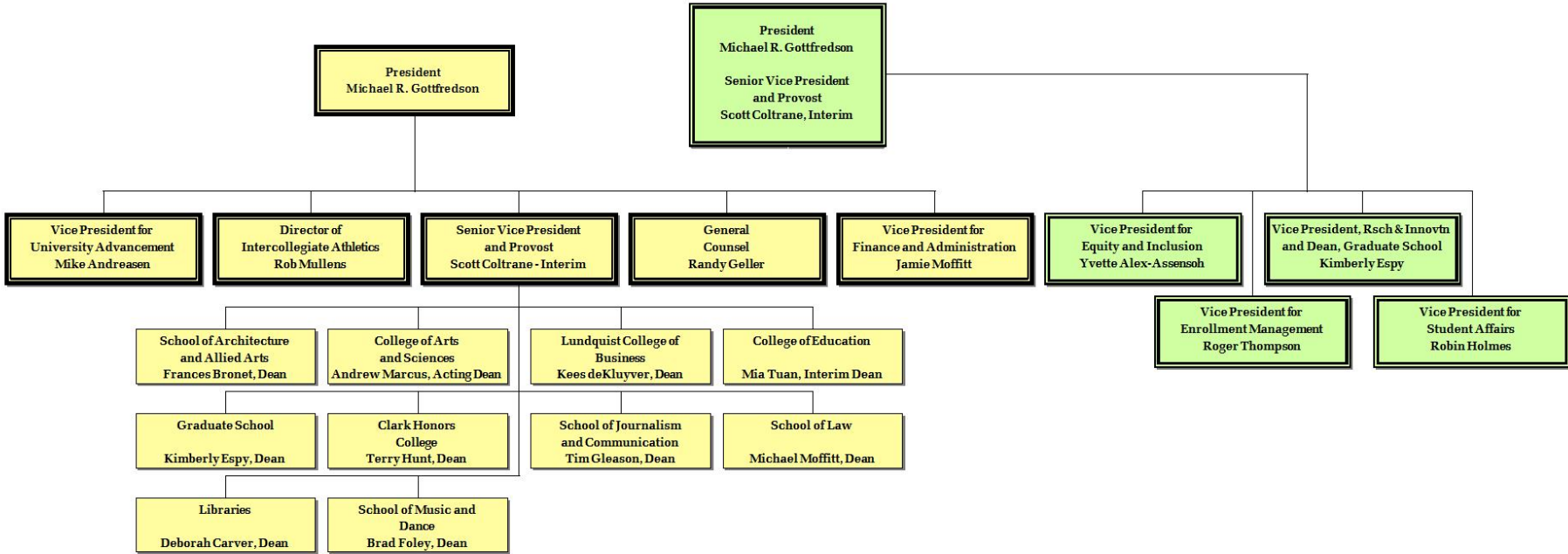
9.6 No issue that has been voted on by the Assembly shall be brought before either the Senate or the Assembly, for any reason, prior to the passage of one calendar year following the vote of the Assembly.

Section 10: Governance Records

10.1 Governance Archive. To facilitate effective participatory governance, the University shall maintain an accurate on-line archive of all resolutions and legislation passed by the University Senate and/or by the Faculty Assembly. The Governance Archive shall be under the management of the University Archivist, who will establish the procedures by which the documents shall be secured and be conveniently available to the public.

10.2 Policy Library. The University shall maintain an on-line Policy Library, *i.e.*, an electronically searchable compilation of current University Policies, verbatim as signed by the University President.

University of Oregon
Leadership Organization
 10/10/13



The vice presidents for Equity and Inclusion, Research and Innovation, Student Affairs, and Enrollment Management report jointly to the President and Provost. The other five executives report to the President only.

Michael R. Gottfredson

President

The State Board of Higher Education voted unanimously on June 15, 2012, to appoint Michael R. Gottfredson as the new president of the University of Oregon, starting Aug. 1, 2012. He has served as executive vice-chancellor and provost and professor of Criminology, Law and Society at the University of California at Irvine since 2000.

President Gottfredson holds a Ph.D. and an M.A. from the State University of New York at Albany; and an A.B. from the University of California at Davis.

Prior to joining UC-Irvine, he served in several positions at the University of Arizona from 1985 to 2000, including interim senior vice president for academic affairs and provost, vice provost and vice president of Undergraduate Education. Other academic positions President Gottfredson has held include associate professor at The Claremont Graduate School, Claremont, California, from 1983-1985; associate professor of Sociology, University of Illinois, Urbana, from 1981 to 1983; assistant professor at the Graduate School of Criminal Justice, State University of New York at Albany from 1977 to 1979; and director of the Criminal Justice Research Center in Albany, New York, from 1976 to 1979. His research specializations include the causes of crime and delinquency and the criminal process. His work on the connection between early childhood experiences and delinquency and crime is widely cited ([A General Theory of Crime](#)).

He is married to Karol Gottfredson, a former fifth-grade teacher who served as the coordinator of the Intern Teacher Credential Program at UC-Irvine. The Gottfredsons have two children and two granddaughters.



Scott Coltrane

Interim Provost and Senior Vice President

As Interim Provost, Scott Coltrane serves as the chief academic officer at the University of Oregon. As an undergraduate student, Coltrane attended Yale University and the University of California, Santa Cruz and earned the PhD degree in Sociology from UCSC in 1988. He was a professor at UC Riverside for twenty years where he won teaching awards and assumed multiple leadership roles.



Coltrane was one of the first social scientists to develop a research agenda focused on the role of fathers in families, borrowing insights from multiple disciplinary perspectives to interrogate how and why men become involved in parenting and assessing how different forms of fathering are related to various aspects of society. Coltrane's first book, *Family Man*, was published by Oxford University Press and won an Outstanding Academic Book Award from the American Library Association. His *Gender and Families* extended his analysis of the ways that parenting and gender are socially constructed, with an added emphasis on the role of popular culture and media. Coltrane's co-authored *Sociology of Marriage and the Family* (with Randall Collins of the University of Pennsylvania), now in its fifth edition, is widely regarded as one of the most theoretical and historical of all family sociology texts, as is his edited collection, *Families and Society*. Coltrane has had over 100 articles, chapters, and related works published, with notable publications in leading academic journals including the *American Journal of Sociology*, *Social Problems*, *Journal of Marriage and the Family*, *Family Relations*, *Sex Roles*, and *Gender and Society*. His research has been supported by the National Institute of Mental Health; the National Institute of Child Health and Development; the Spencer Foundation; the Business and Professional Women's Foundation, the University of California Linguistic Minority Research Institute; the University of California, Riverside; and the University of Oregon.

Coltrane's contributions to scholarship on gender and families have been recognized in his election as a Fellow of the American Association for the Advancement of Science, his membership on the Council on Contemporary Families, various roles in the American Sociological Association and the National Council on Family Relations, and through election to office as President of the Pacific Sociological Association and Vice President of the California Sociological Association. He received the Distinguished Contribution to Teaching Award from the University of California Riverside where he also chaired the Department of Sociology and served as a founder and Associate Director of the Center for Family Studies. He served as Associate Dean for Graduate Studies and Research, and then as Associate Dean for Social Sciences in the College of Humanities, Arts and Social Sciences at UCR before accepting the position of Dean of the College of Arts and Sciences at the University of Oregon in 2008.

Jamie Moffitt

Vice President for Finance & Administration/Chief Financial Officer

Jamie Moffitt is the University's vice president for finance and administration and chief financial officer. As vice president, Moffitt is charged with strengthening and aligning central administrative and financial functions with the university's core missions of teaching, research, and service. In this role, Moffitt oversees a broad range of departments including budget and resource planning, business affairs, purchasing and contracting, printing and mailing, human resources, affirmative action and equal opportunity, institutional research, campus planning and real estate, enterprise risk services, campus operations, parking and transportation, and the UO police department.



Prior to serving as vice president, Moffitt was the executive senior associate athletic director for finance and administration from May 2010 to December 2011. In this role, she managed finances, human resources, contracts, and facilities for the athletic department. She functioned as the primary contact with the PAC-12 conference on all financial issues and served on the bowl committees for the 2011 BCS championship game and the 2012 Rose Bowl game.

From 2003 to 2010, Moffitt was the associate dean for finance and operations at the UO School of Law. In this role, she reorganized the school's financial structure, implemented new systems for annual budgeting, designed new financial reporting practices, and improved human resources practices. While at the Law School, she also taught classes in negotiation and accounting & financial analysis.

Before coming to the UO, Moffitt spent seven years working in the private sector. She began her career working as a consultant with McKinsey & Company, a global management consulting firm. At McKinsey, Moffitt's engagements mainly focused on strategic planning and merger and acquisition projects for Fortune 500 companies. She then moved to the role of vice president of strategy and professional services for Beachfire, a venture capital-backed software company providing negotiation applications to the financial services sector. In 2001, when her family moved to Oregon, Moffitt joined mediate.com, a technology company providing web services and information to professionals in the dispute resolution field.

Moffitt received her Bachelor of Arts degree (economics) from Harvard, her Master of Arts in Law and Diplomacy degree (international business) from The Fletcher School of Law and Diplomacy, and her Juris Doctor degree from Harvard Law School. She was the Training Director for the Harvard Mediation Program and helped teach classes with the Harvard Negotiation Project. She was also a founding member and the Deputy Editor-in-Chief of the Harvard Negotiation Law Review. Moffitt has published multiple articles on negotiation, mediation and mergers & acquisitions.

Yvette Alex-Assensoh

Vice-President for Equity and Inclusion & Professor of Political Science

Yvette Marie Alex-Assensoh currently serves as Vice-President for Equity and Inclusion and professor of Political Science at University of Oregon, a position that she started in August 2012. She earned a B.A. (Summa Cum Laude) from Dillard University, an M.A. and Ph.D. from The Ohio State University and a J.D. (Cum Laude) from the Maurer School of Law at Indiana University. By training and profession, she is a political scientist and a licensed attorney (Indiana and Oregon), who has been registered as a Family Mediator. Currently, she serves as Chair of the American Political Science Association's Professional Ethics Committee.



Alex-Assensoh has worked effectively on a variety of issues related to inclusion, equity and diversity for students, faculty and staff, coupled with duties dealing with admissions, compliance, mentoring, policy design, professional development, recruitment and retention efforts. Prior to serving as Dean at Indiana University for almost six years, Alex-Assensoh worked for five years as Director of Graduate Studies and Admissions and a Political Science Professor in the Department of Political Science at Indiana University.

Alex-Assensoh has authored (or co-authored) several scholarly papers, book chapters and essays as well as five books; her latest co-authored book, published about three years ago by University of Michigan Press, is titled *Immigrants and American Racial Politics in the Early 21st Century*. Her research has been funded by the National Science Foundation (NSF), the Ford Foundation, the Council for the International Exchange of Scholars (CIES/Fulbright), the Spencer Foundation of Chicago, and the National Academy of Education (NAE).

In the 2010-11 academic year, Alex-Assensoh served as a Fellow of the American Council on Education (ACE), with a year-long attachment to the Offices of President Lou Anna K. Simon and ex-Provost Kim Wilcox at Michigan State University in East Lansing, Michigan. A native of Breaux Bridge, Louisiana, Alex-Assensoh and her husband, an Indiana University Professor Emeritus, are the parents of two teenage sons, who are attending high school in Eugene, Oregon. She and her husband have served for several years as Co-Review Editors of *African and Asian Studies Journal*, a refereed Journal published by Brill Academic Press of Europe, which is based in Leiden, The Netherlands. In the Fall of 2013, Alex-Assensoh's co-authored book manuscript on Malcolm X will be published by Praeger/Greenwood Publishers.

Kimberly Andrews Espy

Vice President for Research and Innovation, Dean of the Graduate School

Kimberly Andrews Espy was appointed Vice President for Research and Innovation, Dean of the Graduate School on July 1, 2011. In addition to overseeing over 70 graduate programs, Espy is responsible for 20 interdisciplinary research centers and institutes, ranging from the physical and life sciences (e.g., molecular biology, marine biology, neuroscience, materials science, optics, environmental science, prevention science) to the social sciences and humanities disciplines (e.g., humanities, gender studies, public policy, indigenous cultures, education). As UO's Chief Research Officer, Espy oversees sponsored research, research compliance, technology transfer, and core research facilities. Espy also represents the UO in national organizations such as the AAU (Chief Research Officers, Graduate Deans), APLU (Research Policy and Graduate Education), and the Council of Graduate Schools. She currently serves on the Oregon University System Research Council and on various research and economic development boards such as the Governor's Regional Solutions committee.



Espy, a trained clinical neuroscientist and professor of Psychology, is the Director of the Developmental Cognitive Neuroscience Laboratory. In her federally-funded research, she pioneered the integration of cognitive neuroscience tools and advanced multilevel growth modeling methods to 1) characterize the normative development of emergent self-regulation skills in young children and infants, and 2) identify the antecedents of learning and behavioral disorders in medically at-risk populations. As a co-author of the BRIEF-P®, a standardized rating scale to measure the behavioral manifestations of preschool regulatory skills, Espy is active in technology transfer and clinical translational application. Publications from the laboratory appear routinely in neuroscience, developmental, pediatric, and child psychiatry journals.

Prior to accepting the post at the UO, Espy was a Charles Bessey Professor and served as associate vice chancellor for research at the University of Nebraska-Lincoln (UNL). For six years, she was directly responsible for strategic interdisciplinary initiatives, research compliance and faculty development, and worked closely with the vice chancellor for research and economic development and his staff on matters pertaining to budget, policy and planning, administrative issues, facilities, communications and economic development. From January 1- May 31, 2011, she also served as acting dean of Graduate Studies. Before joining UNL, she was a tenured faculty member at Southern Illinois University School of Medicine, where she taught undergraduates, graduate and first-year medical students, and was founding director of the interdisciplinary Center for Integrative Research in Cognitive and Neural Sciences.

In 2001, Espy received the Rita G. Rudel Award for Pediatric Neuropsychology/Developmental Cognitive Neuroscience and her department's Faculty Educator of the Year Award. In 2005, she received the Early Career Award from Division 40 of the American Psychological Association, and was named a Fellow of the same division. She has served as a chartered or invited member of review panels for the National Institutes of Health, Institute of Educational Sciences, and several private foundations, and chaired the Child Psychopathology and Developmental Disabilities study

section from 2007-2009.

Espy earned her bachelor's degree from Rice University and her master's and doctoral degrees from the University of Houston. After completing a clinical/pediatric psychology internship at University of Louisville School of Medicine/Bingham Child Guidance Center and a post-doctoral fellowship at the University Of Arizona College Of Medicine, she obtained licensure as a clinical psychologist.

Michael Andreasen

Vice President for University Advancement

In April 2013 Michael Andreasen became Vice President for University Advancement, after holding the office of Vice President for Development for two and a half years.

Before coming to the University of Oregon, Mike served as assistant dean and executive director for advancement at the Stephen M. Ross School of Business at the University of Michigan. He previously held development roles in major gifts and campaign leadership at the University of California, Santa Barbara, and the American Film Institute. He began his career in annual giving at the University of California, Irvine.



Mike earned his Bachelor of Arts degree in political science at the University of California, Irvine.

Robin H. Holmes

Vice President for Student Affairs

Robin Holmes became Vice President for Student Affairs on July 15, 2007. As Vice President, Dr. Holmes leads the university's efforts in support of students' academic success, and oversees the Career Center, the Counseling and Testing Center, the Dean of Students office, the Erb Memorial Union, the University Health Center, the Holden Center, University Housing, and the Department of Physical Education and Recreation.

Holmes is a licensed clinical psychologist and has worked at the University of Oregon since 1992. She also maintains a clinical therapy practice and consults on issues of diversity and multicultural organizational development for higher education institutions and private corporations. She served as Dean of Students and director of the University Counseling and Testing Center prior to her appointment as Vice President. She has taught classes and workshops on multiculturalism, multicultural competencies in therapy, multicultural organizational development, cross-cultural dynamics in conflict mediation, as well as identity formation and development.



Holmes was the principal investigator of the Garrett Lee Smith Campus Suicide Grant awarded through the Substance Abuse and Mental Health Services Administration. She has research experience and expertise in working with individuals from a variety of backgrounds including: race, ethnicity, sexual orientation, and gender. She served as the Special Project Leader overseeing the Cultural Competency Project, an effort to enhance awareness, knowledge and skills for cultural competency in higher education at the professional, academic and organizational levels.

Holmes was one of 39 American Council on Education Fellows for 2007, and worked for five-months at the University of California, Berkeley as part of her fellowship.

Holmes holds a master's degree and Ph.D. from the California School of Professional Psychology and received her master's and bachelor's degrees from California State University, Fullerton.

Roger J. Thompson

Vice President for Enrollment Management

Roger J. Thompson is the Vice President for Enrollment Management, serving as the chief enrollment management officer for the University of Oregon, and is responsible for student recruitment and retention. This effort is implemented through the departments that comprise the Division of Enrollment Management (EM): the Office of Admissions, Office of the University Registrar, Enrollment Management Research, Enrollment Management Strategic Communications, Office of Student Financial Aid and Scholarships. These departments provide services to prospective students, currently enrolled students, faculty, staff, alumni, and friends of the UO.



Prior to arriving at the University of Oregon, Thompson served as the Vice Provost for Enrollment Management and Special Advisor to the President at Indiana University in Bloomington. During Thompson's four year tenure at Indiana University, the University not only reached record enrollment, growing from approximately 38,000 students to over 42,000 students, but the quality of the freshman class grew to the highest level in their history, and the average SAT score grew by 100 points from 1103 to 1203. Additionally, new financial aid programs were developed and implemented to help low and middle income families with the cost of attending college, and a new approach to merit-based scholarships was introduced and implemented. The signature institutional aid program, "21st Century Scholars" was recognized by the College Board as a model for effectiveness in addressing college affordability.

Thompson also served at the University of Alabama, prior to beginning at Indiana University, for nearly nine years in a number of roles in Enrollment Management, but culminating as the Associate Vice President for Enrollment Management. In every year he was responsible for enrollment, the institution set records for total enrollment, entering freshmen class size, academic quality and diversity, including African American enrollment growing by nearly 50%. Thompson was also recognized for his contribution to the University by receiving the Robert Vance Award, named in recognition of the leadership provided by federal Judge Vance, who was instrumental in enforcing de-segregation in the south in the 1960's, and he was awarded lifetime membership to the University of Alabama national Alumni Association. Thompson also served in a number of capacities at the University of Southern California for nearly eight years, and prior to his tenure at USC, worked in Student Affairs at other institutions.

Thompson has been a frequent presenter at national and regional conferences throughout the country, and has published in the areas of college choice, student persistence, student success and affordability issues in higher education. He also serves on the Editorial Board for the higher education journal, *College and University*, and on the Advisory Board for the national publication, *Enrollment Management Report*. Thompson is a member of the National Council on Enrollment Policy and Planning and has led the formation of an informal AAU group of Chief Enrollment Management Officers.

A native Oregonian, Thompson earned a B.A. in Broadcasting from California State University, Long Beach; an M.S. from the University of Central Missouri; and a Doctorate in Higher Education Policy and Administration from the University of Southern California.

Rob Mullens

Director of Athletics

After being named the University of Oregon's 12th director of intercollegiate athletics on July 15, 2010, Rob Mullens did not waste any time in putting his own stamp on the continual success of the Ducks' athletics department while presiding over one of the most successful eras in school history.

Mullens arrived at Oregon from the University of Kentucky, where he served as deputy director of athletics and managed day-to-day operations for Kentucky's 22-sport athletics department, with an annual operating budget of \$79 million.

In his three-year tenure in Eugene, he has implemented his philosophy of financial efficiency while overseeing a \$93.8 million budget for the 2013 fiscal year, in addition to enhancing the department's model of self-sufficiency.



He has assisted with the continued success of a football program that has been surpassed by few nationally, with the Ducks claiming three conference championships in four seasons, including the inaugural Pac-12 Championship Game title, while becoming the only school in the country to appear in a fourth consecutive BCS bowl game following the 2012 regular season. Following a Rose Bowl victory in the 2012 *Granddaddy of Them All*, Oregon posted a second straight BCS bowl win by downing Kansas State in the 2013 Fiesta Bowl.

Spurred by a No. 2 final national ranking in football, NCAA championships in women's cross country and indoor track & field, a national runner-up finish in volleyball, a Sweet 16 run by the men's basketball team and postseason national seeds for baseball and softball, the Ducks registered a school-record 929.75 points in the Director's Cup to place 15th overall and rank among the top 25 for a fourth time in five years. Oregon is the only program with 18 or fewer NCAA sports in the history of the Director's Cup - which measures the collective success of college athletic departments - to place among the top 15 nationally, a feat the Ducks have done twice.

Off the field, Mullens saw UO student-athletes earn six Capitol One Academic All-America awards, matching a single-season best for the second year in a row. All told, 95 student-athletes won academic all-conference awards, including a pair of Pac-12 Scholar-Athletes of the Year.

He also was at the helm as the Ducks opened their spectacular Matthew Knight Arena, which plays host to the school's men's and women's basketball teams, women's volleyball and acrobatics and tumbling, in addition to benefitting the entire Eugene-Springfield communities as a state-of-the-art venue for concerts, cultural forums and world-class entertainment.

His background is in accounting and auditing, and he promoted sound fiscal management and self-sufficiency at the University of Kentucky. During his total of eight years at Kentucky, the athletic department's operating budget expanded by nearly 70 percent. Fundraising for the department hit record levels each of the past seven years prior to his departure.

Prior to being named deputy director of athletics at Kentucky in 2006, Mullens began as the university's executive associate director of athletics in 2002. He served at the University of Maryland from 1996 to 2002, starting as assistant director of athletics for business and ultimately as executive senior associate director of athletics and chief of staff.

The West Virginia native was senior athletics business manager at the University of Miami (Fla.) from 1994 to 1996, and prior to that he was an accountant/auditor at Ernst & Young in Raleigh, N.C.

The 44-year-old Mullens earned a bachelor's degree in business administration and a master's in sport management from West Virginia University in 1991 and 1993, respectively. He and his wife, Jane, have two sons – Cooper and Tanner.

Randy Geller

General Counsel

Randy Geller became General Counsel to the University of Oregon on October 15, 2010, after serving as Deputy General Counsel since 2006 and Director of Policy and Legal Affairs between 2003 and 2006. He served the University of Idaho between 1995 and 2003 as Associate University Counsel and then Senior Associate University Counsel. Geller has also been in private practice and was an Assistant Attorney General in Washington State. Prior to attending law school, he was a staff assistant to the late U.S. Senator Brock Adams of Washington.

In his 18 years practicing higher education law, Geller has worked on nearly all of the major legal issues affecting a public research university. These include governance, civil rights and affirmative action, athletics, real estate and construction, research and intellectual property, student affairs, taxation and public finance, and privacy.

Geller is a frequent speaker at national conferences on higher education law on subjects ranging from real estate to student discipline. He is the author of *Criminal Conduct by Students: the Institution's Response* and the co-editor of *Intellectual Property in Academe: A Legal Compendium*, both published by the National Association of College and University Attorneys in 2007 and 2001 respectively. Geller earned his J.D. from the University of Washington.

The General Counsel is the chief legal officer for the university, oversees the Office of the General Counsel, and reports directly to the President.

