

November 22, 2016

TO: The Board of Trustees of the University of Oregon

FR: Angela Wilhelms, Secretary of the University

RE: Notice of Board Meeting

The Board of Trustees of the University of Oregon will hold a meeting on the date and at the location set forth below. Topics at the meeting will include: quarterly reports from ASUO, Senate and senior leadership; AY16-17 scholarships and tuition remissions; an update on the classroom scheduling task force; the UO Portland vision statement; presentations from the Agora Journalism Center and Sports Product Management; seconded motions and referrals from December 1, 2016, committee meetings; long-range facilities and physical infrastructure planning; budget and key cost drivers; state government affairs; and the Knight Campus for Accelerating Scientific Impact.

The meeting will occur as follows:

Thursday, December 1, 2016 at 1:45 pm White Stag Building, Room 142/144

Friday, December 2, 2016 at 9:00 am White Stag Building, Room 142/144

The meeting will be webcast, with a link available at www.trustees.uoregon.edu/meetings.

The White Stag Building is located at 70 NW Couch Street, Portland, Oregon. If special accommodations, including an accommodation for a location to observe the meeting via webcast from the Eugene campus, are required, please contact Amanda Hatch at (541) 346-3013 at least 72 hours in advance.



Board of Trustees Public Meeting December 1-2, 2016 White Stag Building, Room 142/144

THURSDAY, DECEMBER 1 – 1:45 pm (other times approximate) – Convene Public Meeting

- Call to order, roll call, verification of quorum
- Approval of September 2016 minutes (Action)
- Public comment

NOTE: A live teleconference will be available during public comment to accommodate individuals wishing to participate from Eugene (Ford Alumni Center, Room 403)

1. Reports

- -- ASUO President Quinn Haaga
- --Senate President Bill Harbaugh
- -- Provost Scott Coltrane
- -- President Michael Schill
- AY2016-17 Student and UO Scholarship/Waiver Statistics: Roger Thompson, Vice President for Student Services and Enrollment Management; Jim Brooks, Assistant Vice President and Director of Financial Aid and Scholarships
- 3. Classroom Scheduling Task Force Findings and Next Steps: Scott Coltrane, Senior Vice President and Provost; TBD
- 4. UO Portland Vision Statement: Jane Gordon, Vice Provost for UO Portland
- 5. Portland Programs In Focus
 - **5.1** Agora Journalism Center, School of Journalism and Communication: Regina Lawrence, Executive Director, George S. Turnbull Portland Center and Agora Journalism Center; Andrew DeVigal, Chair in Journalism Innovation and Civic Engagement and Professor of Practice
 - **5.2 Sports Product Management, Lundquist College of Business:** Roger Best, Professor Emeritus of Marketing; Damian Vaugh, Assistant Clinical Professor of Product Management

Meeting Recessed for the Day

FRIDAY, DECEMBER 2 - 9:00 am (other times approximate) - Reconvene Public Meeting

- 6. Seconded Motions and Resolutions (Pending December 1 committee action) (Action)
 - --Recommendation from EAC: Selection of Board officers
 - --Seconded Motion from FFC: Authorizing Acquisition of Property Rights
 - --Seconded Motion from FFC: Authorization for Use of Certain Derivatives
- **7. Long-Range Facilities and Physical Infrastructure Planning**: Michael Harwood, Associate Vice President for Campus Planning and Facilities Management
- 8. Budget Overview and Key Cost Drivers: Jamie Moffitt, Vice President and CFO

- **9. State Government Affairs**: Hans Bernard, Assistant Vice President for State Affairs; Libby Batlan, Senior Director for State Affairs
- 10. Knight Campus for Accelerating Scientific Impact: Patrick Phillips, Acting Executive Director

MEETING ADJOURNED



Agenda Item #1

Reports



ASUO STATEMENT

Board of Trustees, December 1, 2016

ASUO STATEMENT



This past term the ASUO has been working on key campus issues such as safety, increasing knowledge of campus resources, tuition education, and increasing student's access to cultural competency trainings.

On November 10th, the ASUO helped co-sponsor the Campus Safety Night Walk with Campus Planning and Facilities Management, the Office of the Dean of Students, the UOPD and Safety and Risk Services. The goal of this event was to allow university community members to identify areas on campus that are poorly lit or inaccessible to students. We had a record breaking number of students participate and were also joined by Mayor-elect Vinis, Trustee Wilcox, Trustee Gary and Trustee Paustian. There were numerous places of concern that were identified during the Night Walk that are currently being mapped out by the University's infographics team, which will then be sent to the correct departments to begin addressing issue areas. Campus Planning and Facilities Management will also be sharing these points of interest with the ASUO so that we can alert students of areas to avoid on campus and pair that information with the Night Map, located on the Oregon App, which informs users of the safest routes to take when walking on campus at night.

In additional efforts to increase campus safety, the ASUO has moved our transportation services, Safe Ride and DDS, to the Departments Finance Committee where they will be housed in the UOPD. This move will help increase student's access to these important transportation services and will improve the overall safety of the services as well.

The ASUO executive has also been working on a campus resource guide. This guide will provide students a comprehensive and detailed list of resources students can engage with to make their experience at the University of Oregon as safe and accessible as possible. The guide will include student organizations, campus partners and community entities that serve students. We are looking to distribute this guide at IntroDucktion and other orientation events. We are also looking to upload this guide to the UOregon app.

ASUO STATEMENT



As we get ready for the tuition setting process to begin this winter, the ASUO will host events that are aimed at educating students on the tuition setting process. During week 10 the ASUO will host Tuition Lingo Bingo where students can come and learn about the tuition setting process and how they can have their voices heard. The idea behind these events is to ensure students feel empowered during the tuition setting process by ensuring they have all the relevant information. The ASUO will help host additional forums for students with TFAB during winter term and will also host an online feedback form where students can post questions that they have about the process or give their personal feedback.

One of our goals coming into office was to increase access to cultural competency trainings for students. This term, the executive has been collaborating with the Office of the Dean of Students to identify campus partners to help us create a cultural competency training program for student leaders. Our hope is that all student leaders of with ASUO recognized programs will have to go through this training in order to receive their I-Fee budget. We will enforce this by putting it in the ASUO Programs Rules and setting mandatory completion dates. We are working with the Office of the Dean of Students to help us gain access to resources and staff that the ASUO does not have access to. We are hoping this can eventually be a peer-education training and will be piloted in the spring.

Looking ahead to winter term, the ASUO will be focusing our efforts again on campus safety, tuition advocacy and education, creating alternative activities for students to engage in on the weekends, and improving relations and student engagement with the Eugene local government.

In February 2017, the ASUO is hoping to host our first ever safety conference. This conference will have a key note speaker who will address issues of campus safety nationwide in regards to active shooter response. The day long event will also include self defense trainings, ally trainings, de-escalation trainings and a panel of community leaders that will discuss safety issues on campus and in the larger community.

ASUO STATEMENT



President Haaga and Vice President Fisher will be sitting on the Tuition Fees Advisory Board as the two ASUO representatives. This year presents a very unique budgetary situation for the University. The ASUO looks forward to creating partnerships with folks in the State legislature and in the University administration in order to better our school and ensure that the University of Oregon is affordable and accessible.

Binge drinking is huge issue for students at the University of Oregon. Many think that because there are so few alternative activities on the weekend, students often resort to dangerous activities like binge drinking. The ASUO hopes to address this problem by providing additional activities for students to engage in on the weekends. We are currently planning a silent disco event for week 5 of the term that will hopefully bring students together in a positive and safe way and will be a fun event for everyone involved.

This year the ASUO introduced the Local Affairs Commissioner position. The hope behind this position is that they can act as a liaison between the City of Eugene and students. This person attends Neighborhood Association meetings and City Council meetings and gives a report back to the ASUO about any relevant City issues that directly affect students. In the coming term we are hoping to utilize this position to facilitate more campus-wide discussion about city issues affecting students. We are also hoping to sponsor more renter education initiatives and events to inform students how to party safely and be a good neighbor once they move off campus.

The ASUO has had a productive term laying the groundwork for some very important campus initiatives. We are excited to continue working hard on students behalf come winter term on issues like campus safety, and tuition advocacy.

Sincerely, 2016-17 ASUO Executive





Board of Trustees Statement



Report from UO Senate President and Professor of Economics Bill Harbaugh to the UO Board of Trustees, for their Dec 2016 meetings:

Dear Trustees:

I know many of your contacts with the UO community are filtered so in my remarks I'll try and give you an accurate summary of recent events at UO from the faculty perspective. While I am the elected President of the UO Senate, the Senate has not vetted my comments, so please do not take them as representing the Senate's views.

\$500M is a lot of money:

Myself, the Senate Executive Committee, and the University that the Senate represents would like to thank Phil and Penny Knight for the gift to build the Knight Campus for Accelerating Scientific Impact. It is generous both in the sense of large, and in the sense of being helpful and needed. My academic research is on charitable giving, particularly on the "warm glow" that charitable giving produces in the brain, and I think this gift has certainly increased the warm-glow among the faculty. Thank you Mr. and Ms Knight.

To quote Stalin - which is not something us faculty do as often as some of our trustees seem to believe - "quantity has a quality of its own". But fortunately this gift will provide quantity and quality, by allowing UO to hire top faculty, give them extraordinary physical space in which to work, connect them to some of UO's strongest academic departments, provide generous funds for post-docs & graduate students, and give our undergraduates valuable research experience.

The Administration and the Senate are now working together on setting up the shared governance institutions that will meet our accreditor's requirements for academic input into governance. I expect that this will mean that the Knight Campus CASI will be initially have existing academic departments vetting hiring and tenure.

Re-accreditation:

This year UO is up for reaccreditation by the federally authorized Northwest Commission on Colleges and Universities. You might think that the UO Senate, given our focus on academic matters, would be heavily involved in UO's reaccreditation. But the truth is that we have generally not been. This is in part because it is difficult to find faculty who want to give up teaching and research time to help write 300 pages of boiler-plate for the draft self-study document, sit through endless meetings preparing for the accreditors site visit, read through their site visit report, revise our report, etc. Therefore the administration typically does this. There have been some years where they did not even tell the Senate that the University was going through accreditation.

This year, however, UO has agreed to participate in a NWCCU pilot program focused on student learning outcomes. The process is being ably led by Ron Bramhall, a former LCB instructor who is now UO's AVP for Academic Excellence. Faculty from the relevant Senate committees and myself have met with our accreditors, and some improvements in UO's academic practices may result. Or at least that's the hope that inspired this effort.

Program and course approvals:

The Senate's Committee on Courses, Undergraduate Council, and Graduate Council meet regularly to recommend new courses, policies, and programs. This work involves heavy time commitments by many faculty and staff, and is proceeding smoothly. As you know the Senate recently approved and sent on to the Provost and you the Geography Department's proposal for an new Bachelor's degree in Spatial Data Science & Technology, and we will vote November 30th on a slate of proposals for new courses.

General Education and Multicultural Requirements:

In addition to the courses required by their department for their major, UO students take a variety of courses designed to ensure they leave UO with a broad general education. In addition to writing, math, and language requirements (for the B.A.) our students typically take eleven courses spread out over the areas of Natural Sciences, Humanities, and Social Sciences, and two courses from the areas of American Cultures, Identity, Pluralism & Tolerance and International Cultures. These are respectively known as our General Education and Multicultural requirements.

The Committee on Courses determines what courses meet the requirements to be included in each list. As time has gone on, the number of approved courses has grown. Recently this growth has been driven by UO's "Responsibility Centered Management" budget model, which directs student tuition money to the colleges and departments teaching the most students. This type of budget model can be quite useful in large businesses, where it incentives managers to vigorously compete for new customers. In a university, however, where the number of students is essentially fixed, a RCM model creates an obvious incentive for departments to race to the bottom, by offering courses that take students from other departments, for example by offering easier grades and by focusing on topics that are popular with our students, but not necessarily most needed for a broad general education. General Education and Multicultural approval for a course increases the number of students willing to take it, and so the RCM incentives end up decreasing the quality of our the General Ed and Multicultural education we provide.

Or that is my opinion. I do not think the Senate or the administration have been fully aware of the process or its extent until recently. The Senate is now beginning to work with the administration on potential reforms to UO's General Education and Multicultural requirements and to the RCM. This will be a long undertaking, but it will be helped the reforms to the RCM model which the administration is now undertaking.

Mandatory reporting of sexual harassment, discrimination, and violence.

One of the results of the 2013 basketball rape allegations was a focus on the question of "mandatory reporting". In brief, many colleges have decided, with some encouragement from the

Department of of Education's Office of Civil Rights, that faculty (and most other employees) should be designated as "mandatory reporters" and should be required to report to the administration if a student tells them that they have been the victim of sexual harassment or violence, even if the student says they just want advice and an understanding ear before deciding what to do, and even if the student specifically asks the professor not to report what has happened to them.

Last year the Senate narrowly rejected a policy that would have clarified UO's de facto rule classifying faculty as mandatory reporters. The administration then imposed the policy as an emergency policy (understandably, given the problematic existing policy we inherited from OUS). I then appointed a working group, in consultation with the administration, to write a new permanent policy. This group, led by Merle Weiner (Law) has now written a new policy which allows faculty and staff to have confidential conversations with students who are victims of sexual harassment and violence - so long as they provide the students with information about UO's counseling and help resources.

This policy was developed with constant feedback from the UO General Counsel's Office and the Title IX Coordinator, who was on the working group. I'm not going to claim that the administration endorses it, but it was repeatedly revised in response to their suggestions, and I hope they do.

The Senate unanimously adopted this policy on November 16th, and we have sent it to President Schill for review. My feeling is that this new policy and the new resources and strong hires that the administration has made for the new Title IX Office and in Student Life, and efforts to provide more confidential support services to the survivors of sexual assaults, will improve the campus climate regarding sexual harassment and violence. That said there is much more to be done.

One thing that still must be done is to adopt similar rules allowing faculty (or staff) to engage in confidential conversations with a faculty colleague who has been the victim of sexual harassment, say by another colleague. Current rules make it impossible to have those conversations without telling the colleague the university requires that you report the situation to the University's Office of Affirmative Action and Equal Opportunity, which, to be blunt, does not have a good track record.

Link: http://senate.uoregon.edu/2016/11/12/us1617-07-student-sexual-and-gender-based-harassment-and-violence-complaint-and-response-policy-proposal/

Mandatory reporting of racial harassment:

As with issues involving gender, the emergency policy that is now in place requires faculty relay reports that they hear of from students of racial harassment or discrimination to the administration, again to the Office of Affirmative Action and Equal Opportunity.

As was convincingly explained during the debate at which the Senate rejected this policy, this reporting requirement makes it difficult to have honest conversations with students or colleagues about race. This chilling effect is a shame, because we all really need to be able to have those conversations.

The Senate is in the first steps of figuring out how we need to revise this aspect of the mandatory reporting policy, and I hope we can do this quickly, with the cooperation of the administration. Speaking for myself, I think an emergency revision of the administration's emergency policy may be needed.

Resolutions on diversity and sanctuary.

At the Senate's November 16th meeting we passed, under a suspension of the normal rules requiring three weeks notice, two resolutions. The first reaffirms the Senate's commitment to the goals of diversity, equity and inclusion. The second declares the UO as a "sanctuary campus" for our undocumented students. These resolutions were prepared on very short notice by UO faculty reacting to what I view as the legitimate concerns of our students after the presidential election. I want to thank these faculty for their work, and thank the Senate for using the rule to waive the rules to get these resolutions passed.

I also want to thank President Schill for speaking at the meeting, supporting these resolutions, and explaining the steps he was already undertaking on the sanctuary issue.

Links: http://senate.uoregon.edu/2016/11/12/proposed-senate-resolution-reaffirming-our-shared-values-of-respect-for-diversity-equity-and-inclusion/

http://senate.uoregon.edu/2016/11/15/notice-of-motion-declaring-uo-a-sanctuary-campus/

IT reorganization:

Over the past year the board has devoted a lot of effort to IT reorganization. I am not going to claim I'm an expert, but many who are have not worried about the goal and the process. The Senate has asked the administration to open up the process, and my perception is that they have done so, with IT town halls and so on. On the other hand I recently learned that two UO IT security employees announced they were leaving UO. I wish I had more information on this situation. Provost Coltrane spoke to the Senate about it last month, but after his series of powerpoint slides there was no time for dialogue.

TPM restrictions on free speech:

In an "Open Mike" statement to campus President Schill announced that his General Counsel's office would be proposing restrictions on the time, place and manner of free speech on campus. The Senate is going to take up this proposal. I don't know what will come of it, but I can promise that, given the central importance of free speech to academic matters, any policy on free speech will be debated publicly by the Senate. UO's current free-speech protections are appropriately strong given our academic mission. For example:

The University of Oregon values and supports free and open inquiry. The commitment to free speech and freedom of inquiry described in this policy extends to all members of the UO community: Faculty, staff, and students. It also extends to all others who visit or participate in activities held on the UO campus.

Free speech is central to the academic mission and is the central tenet of a free and democratic society. The University encourages and supports open, vigorous, and challenging debate across the full spectrum of human issues as they present themselves to this community. Further, as a public institution, the University will sustain a higher and more open standard for freedom of inquiry and free speech than may be expected or preferred in private settings.

Free inquiry and free speech are the cornerstones of an academic institution committed to the creation and transfer of knowledge. (at https://policies.uoregon.edu/policy/by/1/01-administration-and-governance/freedom-inquiry-and-free-speech)

and

The University's responsibility to help students to think critically and independently requires that members of the university community have the right to investigate and discuss matters, including those that are controversial, inside and outside of class, without fear of institutional restraint. (at https://policies.uoregon.edu/content/academic-freedom-0)

I believe that the University has the right and the duty to make sure that campus free speech does not interfere with our academic mission, but given the strong language in existing policy, and UO's long and generally productive history of free debate, of demonstrations, of sit-ins, and signs, any restrictions on free speech will need to be carefully thought out, in public.



Agenda Item #2

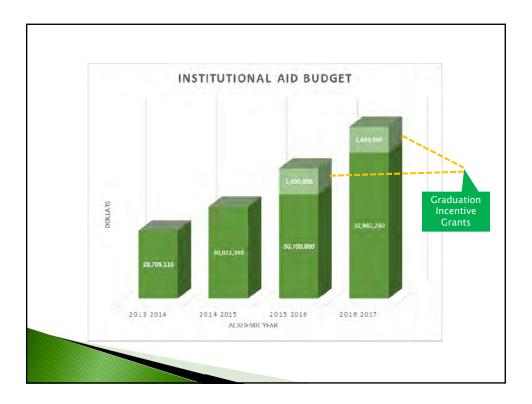
AY2016-17 Scholarship/Waiver Statistics

Institutionally Funded Aid

Board of Trustees Meeting White Stag Center December 1, 2016

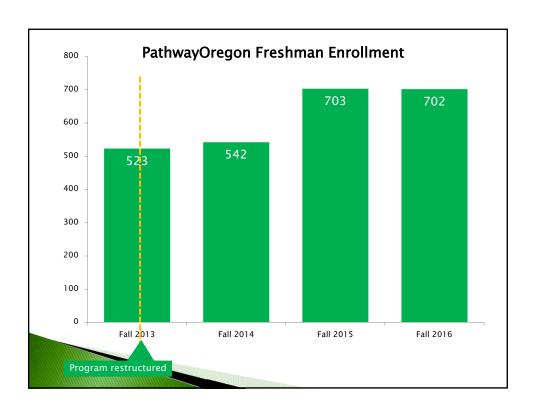
Four Primary Recruitment Goals

- Improve quality of freshman class as defined by GPA & standardized test scores
- Increase diversity of freshman class as defined by ethnicity & social economic status
- Increase international presence of the University of Oregon
- Keep UO affordable



PathwayOregon

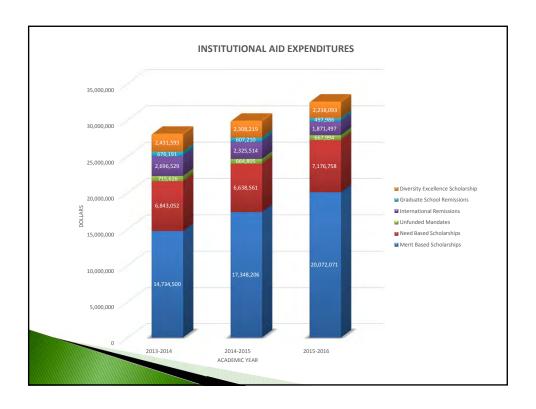
- Eligibility Criteria
 - Must be an Oregon Resident
 - Must graduate from an Oregon HS with a HS GPA of 3.4 or higher
 - Must be Pell Grant eligible
 - Must apply to University of Oregon by January 15th



Summit & Apex Criteria

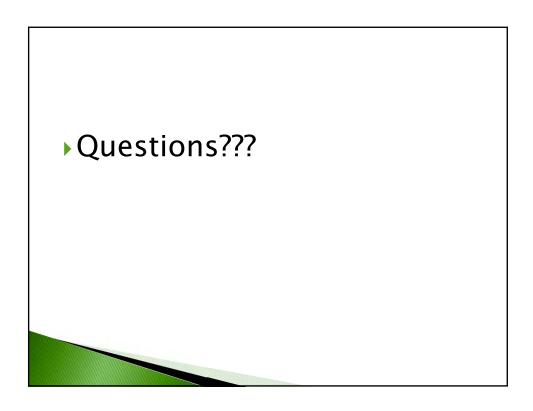
- Summit Scholarship:
 - \$6,000 residents / \$9,000 non-residents
 - Requires 3.80 GPA, 1190 SAT (1260 new SAT)/ 26 ACT
- Apex Scholarship:
 - \$3,000 residents / \$4,000 non-residents
 - Requires 3.60 GPA, 1150 SAT (1220 new SAT)/ 25 ACT

January 15 application deadline



Challenges

- ▶ Costs relative to financial aid
 - $^{\circ}$ Especially non-residents
- Middle Income Students
- ▶ High Need Non-Residents
- Competition discount rates
- Program benchmarking





Agenda Item #3

Classroom Scheduling Task Force – Findings and Next Steps

Classroom Scheduling Task Force: Findings and Next Steps

December 1, 2016



Task Force on Classroom Scheduling

- Appointed Task Force in Fall 2015
- Co-Chaired by faculty from Academic Council
- Charged with examining options to more efficiently manage classrooms and encourage full utilization
- Met in Winter/Spring 2016
- Preliminary Findings, June 2016
- Recommendations, October 2016



Findings

- Classroom utilization statistics at UO are within the norms for public research Universities.
- Classroom utilization is monitored and managed in the Office of the Registrar based on University Policies and Guidelines.
- Classroom utilization can be improved if we take a few low-cost approaches

O

Action Items

- 1. More tightly control monitoring and enforcement of classroom assignment protocols including:
 - Not crossing schedule zones
 - Closer adherence to the department level percentages of courses allowable in each zone (e.g., no department above 40% in the 10:00am-2:00pm zone)
 - Owned by the Office of the Registrar



Action Items

- 2. Require departments to follow the protocols when scheduling department controlled classrooms.
 - Owned by the Office of the Registrar
- 3. Because temporary and department-controlled classrooms have lower utilization statistics: prepare a list of such classrooms that can be moved either joint control or Registrar control, based on utilization statistics and appropriateness for use.
 - Owned by the Office of the Provost



Action Items

- 4. Require departments to set registration limits on courses at a minimum of 80% of room capacity (thereby improving usage of largest classrooms)
 - Owned by the Office of the Registrar
- 5. Purchase and implement the *Courseleaf Section Scheduler* software package leading to both management and classroom usage efficiencies
 - Inexpensive
 - Owned by the Office of the Registrar with the help of Information Services
 - Expected go-live: September 2017



Action Items

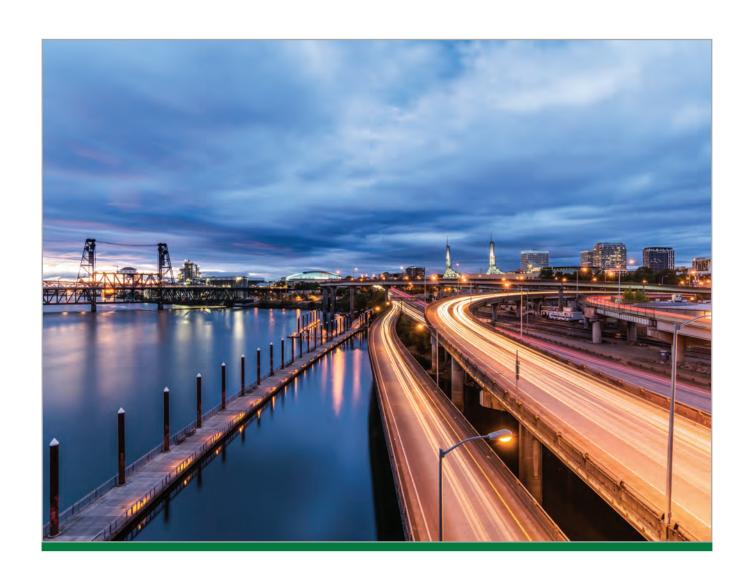
- 6. Develop a reliable course demand predictive tool/report to assist departments in determining which courses to offer each term.
 - Owned by Academic Affairs and the Office of the Registrar, but will be kept on hold until the Courseleaf software package is fully installed and operational





Agenda Item #4

UO Portland Vision Statement



Portland Vision

A Bridge to Excellence



Introduction

The University of Oregon has a long history in the city of Portland, where the law school first opened in the 1880s. From establishing a robust architecture program in the 1970s to creating a Portland-based home when the White Stag Block opened in Old Town in 2008, the university has been tied to the urban core of the state for many years.

The university's academic and research programs have grown significantly in Portland during the last decade, attracting a critical mass of faculty and students. The time has come for UO Portland to create a vision based on principles that inspire our work and guide our decision making.

At its foundation, the Portland vision incorporates the university's three priorities of access, excellence and experience, and also reflects the vision statement for the university as a whole:

We aspire to be a preeminent and innovative public research university encompassing the humanities and the arts, the natural and social sciences, and the professions. We seek to enrich the human condition through collaboration, teaching, mentoring, scholarship, experiential learning, creative inquiry, scientific discovery, outreach, and public service.

What follows is a broad vision created to inspire and guide us as we engage in strategic planning. By developing specific and measurable activities and goals, we will gain a road map that we can follow towards our vision.

UO Portland Vision

Portland is a port that opens all of Oregon to the world. Known as "Bridgetown," twelve iconic bridges span the Willamette River throughout the city. The river serves as a link, unifying the University of Oregon's Portland campus with its main campus in Eugene. UO Portland sits on this river, inhabiting an historic set of buildings, attached to a century-old bridge. Though nestled in history, UO Portland is also anchored in an exceptionally vibrant contemporary metropolis in the heart of the Pacific Northwest.

The bridges of Portland serve as a metaphor for the vision of UO Portland. The focus for UO Portland is on diverse opportunities, interdisciplinary study, and partnerships, as well as innovative and impactful research and teaching that are relevant to our students and our broader communities, both locally and globally.

Below, connections between people, ideas and innovations are described as a series of bridges that promote movement in both directions.

This is written in the present tense to capture UO Portland now as well as what is imagined for the years to come.

Learning — Doing

The White Stag Block, and its neighbor the Naito building, are home to distinctive graduate degree programs and other learning opportunities. Students are taught by talented faculty and distinguished practitioners. The programs in Portland provide students with critical experiential learning through access to cutting-edge industry expertise, mentoring, and networking opportunities in the economic center of our state. Additionally, executive education is offered in non-traditional formats to meet the needs of modern professionals. This includes students from the region and around the country and globe who fly in for short, intensive sessions meshed with distance education components. World-class career development series and academic conferences also bring international experts from both industry and the academy to our urban campus.

Students — Alumni

From high school students to prominent alumni, those who step through the front door of UO Portland enter into a realm of lifelong education. Strong connections with high school counselors and educators and strategic partnerships with community colleges in the region help pave the way for a growing and diverse student body in Eugene. Undergraduate students from Eugene visit and attend UO Portland to enhance their education in an urban setting, joining graduate students in internships, networking, and professional development opportunities. Our alumni are also engaged, attending events, volunteering individually and on UO boards, and sharing their expertise with our students.

Inquiry — Impact

What starts as a simple idea can become something that transforms lives. The research and collaboration at UO Portland make a difference in solving problems throughout the region and beyond. Discovery and creativity drive economic and social progress through faculty research, student engagement, and interdisciplinary collaboration with government and industry leaders. Faculty in both Eugene and Portland utilize the Portland region and our remarkable facilities as an expansive urban laboratory. Faculty and students collaborate across disciplines and geography to explore big-idea initiatives with measurable impacts.

University — Community

A sense of community goes beyond the classroom for UO Portland students and faculty. Business, public, and non-profit neighbors recognize the importance of having UO Portland in Old Town and the benefit of the university being actively engaged in city and regional affairs. Strategic alliances with civic, philanthropic, business, community, cultural, and educational institutions around the region – thanks in part to thousands of alumni – provide ongoing academic opportunities and increase the UO's visibility and contributions to the state.

Portland — The World

As home to some of the world's most innovative companies and NGOs, Portland has become a launching pad and a destination, especially among Pacific Rim countries. These relationships are increasingly mirrored in the UO Portland programs that draw a growing international student population and various enterprises interested in collaborative research and training through a global lens.

EUG — PDX

The bridge between Eugene and Portland is fundamental to facilitating the flow between the cities for students and faculty. This connection is essential for accomplishing everything described in this vision. We work to make the cities closer, more accessible, and appreciative of what each campus has to offer toward the university's overall vision of excellence.



Agenda Item #5

Portland Programs in Focus



Agenda Item #5.1

Agora Journalism Center, School of Journalism and Communication







Regina Lawrence is the Executive Director of the George S. Turnbull Portland Center and Agora Journalism Center. She is a nationally recognized authority on political communication, civic engagement, gender and politics, and the role of media in public discourse about politics and policy. Her two latest books are Hillary Clinton's Race for the White House: Gender Politics and the Media on the Campaign Trail and When the Press Fails: Political Power and the News Media from Iraq to Katrina.

From 2011 to 2015, Lawrence directed the Annette Strauss Institute for Civic Life at the University of Texas-Austin. She has served as chair of the

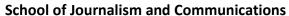
political communication section of the American Political Science Association, book review editor of the journal Political Communication, and a research fellow at the Joan Shorenstein Center on the Press, Politics, and Public Policy at the Kennedy School of Government at Harvard University.

Lawrence studies media coverage of politics and policy and the role of media in civic engagement. Her current projects examine social media strategies of political campaigns, particularly of female candidates, and how newsrooms are incorporating "engagement" strategies into their daily work.

Lawrence has conducted numerous studies analyzing media coverage of politics and policy issues, including the 2008 Democratic primary and its historical predecessors, the so-called "death panels" controversy, the Abu Ghraib prison scandal, shootings in public schools, the obesity epidemic, welfare reform, and other issues. Her work on journalistic norms and routines, including the "game-framing" of political news and media coverage of high-profile news events, has been widely cited. Her research has appeared in *Journal of Communication, Political Communication, Political Research Quarterly, Social Science Quarterly, Journalism, Journalism Studies*, and the *International Journal of Press/Politics*.

Education

- PhD, Political Science, University of Washington, 1996
- MA, Political Science, University of Colorado







Andrew DeVigal is the inaugural Chair in Journalism Innovation and Civic Engagement and the first professor of practice in the School of Journalism and Communication (SOJC). Previously, he served as the multimedia editor at *The New York Times*, where he helped guide the newspaper's print-driven format into the multimedia era and integrated new approaches to interactive storytelling into *The Times'* long tradition of journalistic excellence to help shape the industry with techniques still in use today.

With Laura Lo Forti, DeVigal co-founded A Fourth Act, an interdisciplinary collective of storytellers, facilitators, researchers,

designers, and technologists using stories and technology to empower audiences in becoming agents of change in their communities.

DeVigal is an Emmy-award-winning innovative strategist who builds bridges by connecting ideas and people to produce meaningful and interactive stories. With his exceptional knowledge of possibilities and deeply innovative forward thinking, he has consistently demonstrated his ability to lead teams, engage audiences through purposeful user experiences, and invent creative new approaches to interactive storytelling.

Education

BS, Computer Information Systems, San Francisco State University, 1993

Areas of Expertise

- Innovating and strategizing digital media
- Synthesizing ideas
- Bringing together and leading disparate teams
- Solving problems
- Engaging audiences
- Telling multimedia and interactive stories
- Designing experiences with user-first focus
- Managing projects and fostering a climate of collaboration

AGORA JOURNALISM CENTER

The gathering place for innovation in communication and civic engagement



School of Journalism and Communication



"We inhabit a middle-class world and don't adequately cover the part of America that is struggling and seething. We spend too much time talking to senators, not enough to the jobless."

- Nicholas Kristof of The New York Times, March 26, 2016

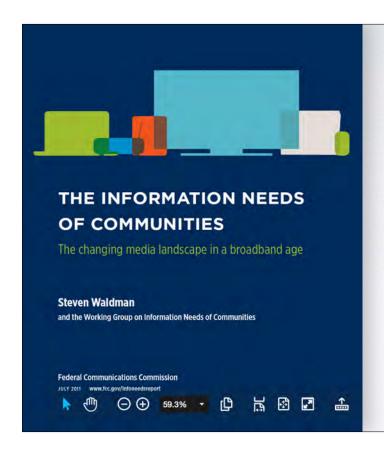


Want to Attract More Readers? Try Listening to Them.

"What The Times and most other newsrooms mostly do now is not so much listen to readers as watch and analyze them, like fish in a bowl."

- Liz Spayd, The Public Editor at The New York Times, July 9, 2016

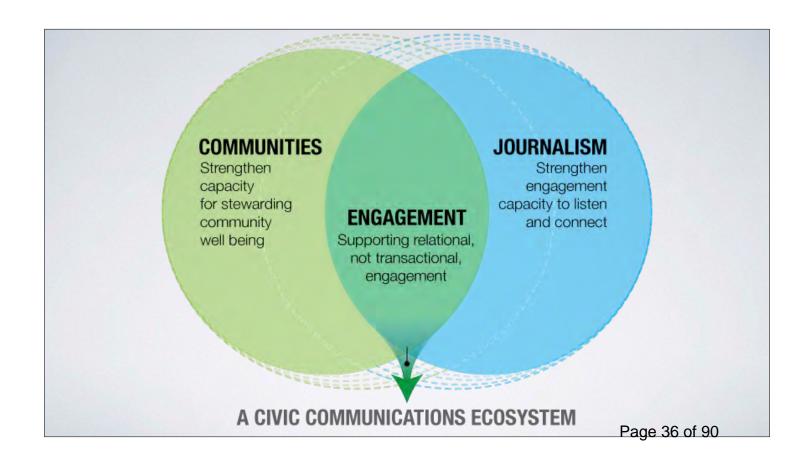


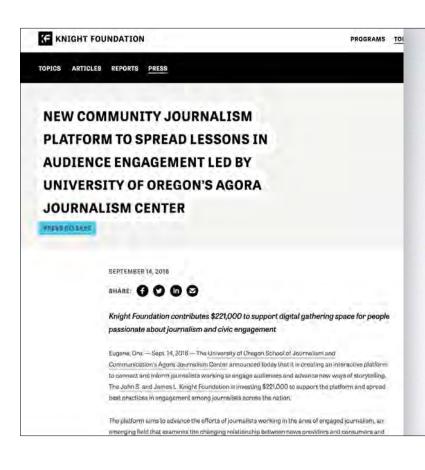


"If the United States does not have healthy media markets, communities will suffer real harm. If citizens, entrepreneurs, nonprofit groups, and businesses work collectively to fill the gaps and continue to benefit from a wave of media innovation, the nation will end up with the best media system it has ever had."



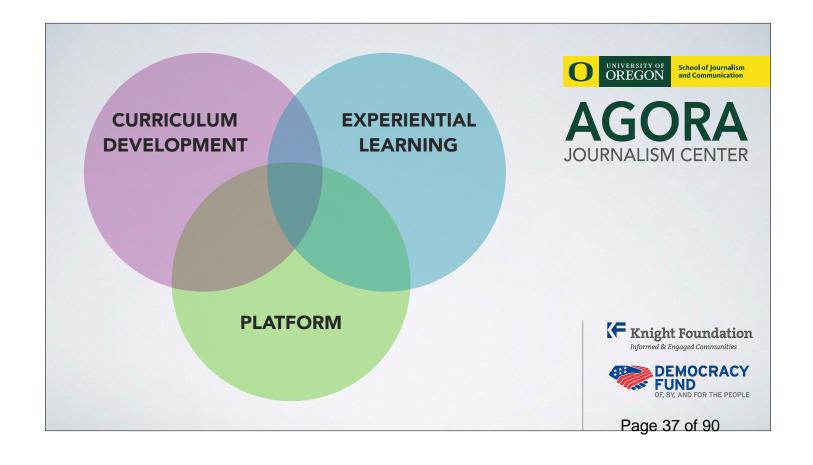




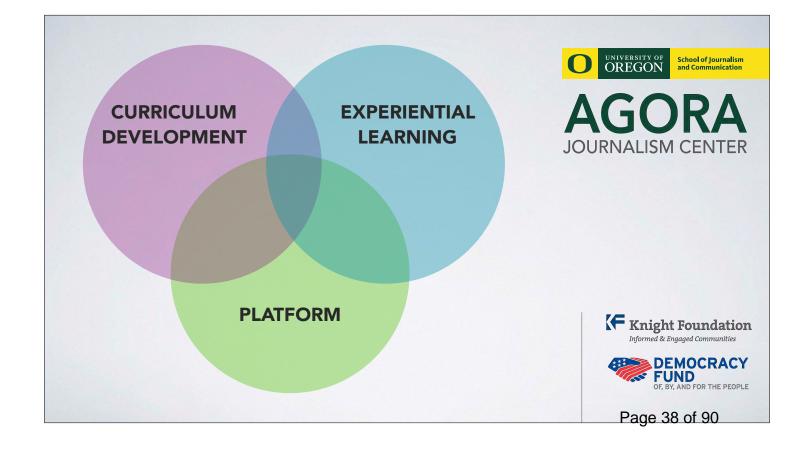


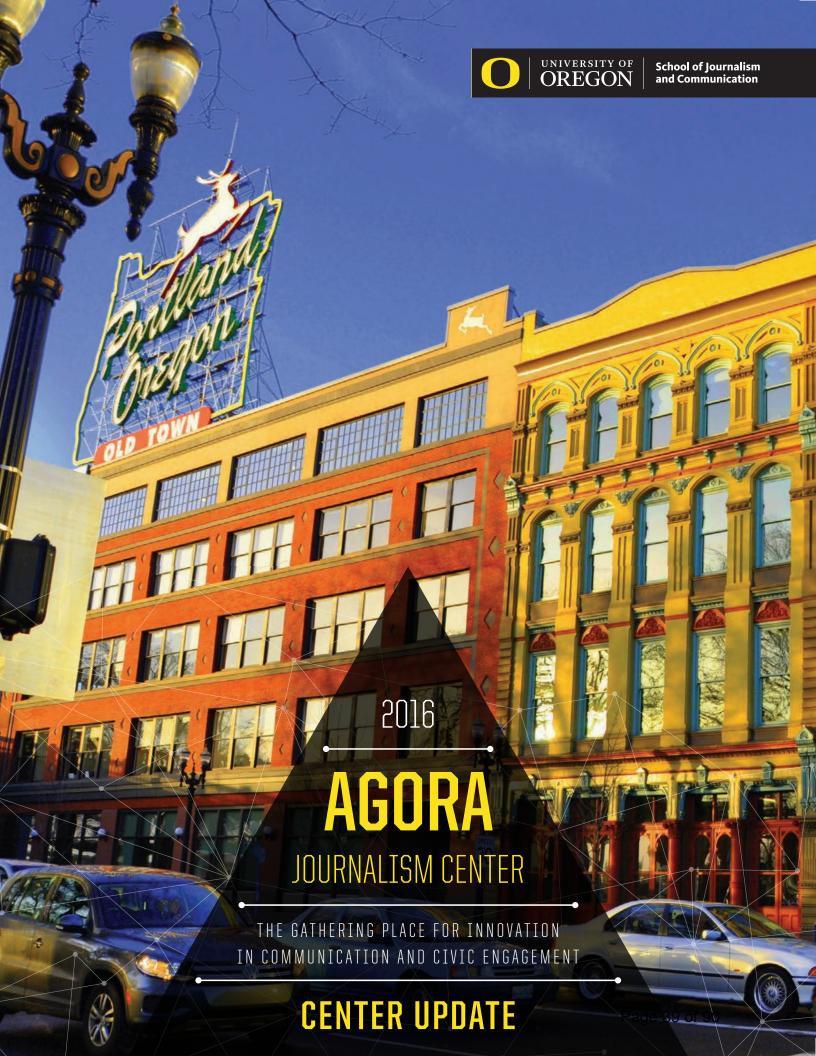
"With trust in journalism at an all-time low, journalists need to improve how they listen and engage with their communities to make journalism stronger and more relevant. With this project, we hope to create a community that will spread best practices."

- Jennifer Preston, Knight Foundation vice president for journalism









REIMAGINING AND REDEFINING THE FUTURE OF JOURNALISM AND COMMUNICATION

The Agora Journalism Center was created to drive innovation within SOJC and beyond. This year, Agora has spearheaded initiatives that bring together SOJC's research and professional faculty to produce innovative projects and learning opportunities. With each project, we've helped SOJC students gain cutting edge skills and create new career paths. We've also generated groundbreaking, collaborative initiatives across Portland's many media and civic organizations to enhance civic life and quality journalism for all.

From the presidential campaign trail to the tragic events in Roseburg, Orlando, and other American cities this past year, to the transformations and conflicts occurring in communities across Oregon, the need for media innovation and community engagement — in the classroom and in the newsroom — has never been clearer. Citizens need robust and thriving media willing to go beyond standard news routines to tell stories that are fresh, deep, inclusive, and truly engaged with the lives of communities.

Securing the future health of journalism requires discovering better ways to meaningfully engage readers, viewers and listeners at every stage of the story, from identifying story ideas to deeply reporting them to gathering feedback that informs future reporting. Participants in our Experience Engagement gathering last October said it best: "Listening is our superpower." Journalists who learn to listen deeply and proactively to their communities will not only produce better journalism, they will also build the relationships of trust that media outlets need to survive. Thriving media mean thriving communities, and vice versa.

Agora exists to catalyze transformational advancements in journalism and communication that enhance public knowledge and enrich civic life. We aim to help SOIC become a recognized leader among journalism schools around the world. With your continued help, we will keep leading the way toward the journalism of the future.



and the Agora Journalism Center

ONE ISSUE, MANY PERSPECTIVES (11MP)

Under the leadership of **Andrew DeVigal** and funded by a gift from the Jackson Foundation, **One Issue, Many Perspectives** aims to engage journalists, community leaders, experts and broad and diverse sections of the public to document, investigate and drive real solutions to pressing public problems. Focusing on Portland's housing and homelessness crisis, the 1IMP platform and accompanying face-to-face gatherings will bring a fragmented public into a common conversation about the crisis; put essential voices, including those most deeply affected by the housing crisis, at the center of the conversation; and encourage a deeper conversation about how to address it, informed by investigative, solutions-oriented journalism. 1IMP will also help journalists make the most of limited time and resources by facilitating connections to new sources and supporting journalistic collaborations. Partners include **Portland Community Media** and **Oregon Humanities** as well as a number of local legacy and community news organizations, including Willamette Week, KGW, and Street Roots. Page 40 of 90

2015-16 YEAR-IN-REVIEW

NEW FUNDING

This past year, Agora has attracted new funding to launch innovative, collaborative journalism and research projects, including:

- Jackson Foundation gift (\$50,000) to create One Issue, Many Perspectives—a collaboration of media outlets and civic organizations to create a more robust and inclusive public conversation around housing and homelessness in the greater Portland region. Partners in this project include Willamette Week, KGW, and Street Roots.
- Kettering Foundation gift (\$30,000) to produce a report, Mapping the Intersection of Journalism Innovation and Civic Engagement, authored by Agora director Regina Lawrence. The report, to be presented at a gathering of academics and journalists at the Kettering Foundation, will identify and connect academic organizations that recognize the mutual dependence between quality journalism and civic engagement.
- American University (\$4,000) to sponsor "Filmmaker and Journalist: Embracing the Genius of the 'And'"—a discussion on the frontiers of documentary storytelling featuring filmmakers Bob Sacha and Tim Matsui.
- Proposal submitted to Knight Foundation (\$221,000) to build a platform to support civic engagement innovations around the country. The project, kicked off by a \$20,000 gift from Knight to fund initial research and analysis, will catalyze the network of people already working on the leading edge of journalism and communication by providing digital resources for engaging with communities to serve the public good.
- Proposal submitted to the Meyer Memorial Trust (\$510,000) to create PDX Pulse, a community journalism initiative to strengthen civic discourse by amplifying diverse community voices and hosting live events that engage new audiences. Partners in this project include Willamette Week, Portland Community Media, and Living Stages.

OTHER AGORA-SPONSORED EVENTS AND PROJECTS

- Our **Data Storytelling Workshop** held April 18th at the Turnbull Center attracted over 180 participants for presentations and project sharing from Steve Duenes, director of graphics for the *New York Times*, Steve Doig of Arizona State University, and a variety of regional outlets and agencies including OPB, the Oregonian, the Seattle Times, Periscopic (a Portland-based data visualization firm) and others—funded in part by a gift from the Mozilla Foundation.
- The latest issue of SOJC's student-produced *Flux* magazine features award-winning reporting that used Agora-led strategies for engaging communities to enrich reporting on race relations on campus and beyond. Under the guidance of Andrew DeVigal and SOJC instructor Todd Milbourn, students were driven by what they learned from deep conversations with Eugene and UO communities. As one of the student writers at Flux described the project, it helped students learn the art of "go[ing] out into the community to find out the stories that they want to hear instead of just deciding ourselves what we think should be told."
- Andrew DeVigal will be receiving SOJC's first IBM Faculty Award (\$10,000) to support a new digital storytelling and social media internship for SOJC students.



Chair in Journalism Innovation and Civic Engagement



2016-2017 Agora Faculty Innovation Fellows

The SOJC selected its third cohort of Agora Journalism Center faculty fellows to pursue fully funded research and creative projects. During summer 2016, the three fellows will conduct research and work on projects that will make major contributions to the conversation around journalism, communications, democracy, and civic engagement in the digital age. The results of their work will be available in 2017.

LORI SHONTZ

Instructor

"Reporting Roseburg and Beyond."

Working with SOJC students, Lori will distill interviews with reporters who covered the 2015 shooting at Umpqua Community College to spark conversation and build curriculum. Her goal is to create materials for working reporters and journalism classrooms on how to report more sensitively on communities in the wake of tragedy.

DAMIAN RADCLIFFE

Carolyn S. Chambers Professor of Journalism

"Understanding Media Innovation and Civic Engagement in Local Journalism."

Damian will investigate how local media organizations in the Pacific Northwest are innovating around civic engagement. His goal is to identify tangible tools that can encourage more media innovation that engages the public.

TORSTEN KJELLSTRAND

Professor of Practice

"Unvanished: Seeing American Indians in the 21st Century."

To dissolve the idea that Native people belong only in the past, Torsten will work with contemporary Native photographers to make portraits that document contemporary Native peoples' lives as they work, raise families, play, and inhabit diverse places in our country. SOJC students will work directly under Torsten's supervision to explore new ways of representing underrepresented communities.

SEED PROJECT

In addition, the Agora Journalism Center awarded \$10,000 to Assistant Professors Donna Davis, Heather Shoenberger and Wes Pope for their proposal, **"Does 360 Video Impact Audience Behavior?** A Study of Virtual Reality in Communication Strategy."



Embargoed until Sept. 14, 2016 at 9 a.m. ET

CONTACTS:

[media contact for U of Oregon]

Anusha Alikhan, Director of Communications, John S. and James L. Knight Foundation, <u>305-</u>908-2646, media@knightfoundation.org

New community journalism platform to spread lessons in audience engagement led by University of Oregon's Agora Journalism Center

Knight Foundation contributes \$221,000 to support digital gathering space for people passionate about journalism and civic engagement

Eugene, Ore. — Sept. 14, 2016 — The <u>University of Oregon School of Journalism and Communication's Agora Journalism Center</u> announced today that it is creating an interactive platform to connect and inform journalists working to engage audiences and advance new ways of storytelling. The <u>John S. and James L. Knight Foundation</u> is investing \$221,000 to support the platform and spread best practices in engagement among journalists across the nation.

The platform aims to advance the efforts of journalists working in the area of engaged journalism, an emerging field that examines the changing relationship between news providers and consumers and explores new ways to attract audience attention. It will also support people who work at the intersection of news, information and civic engagement, providing a digital gathering space and resource repository where they can tap into a growing body of knowledge on these issues. Newsrooms will be able to use the tool to collaborate on special projects and industry-wide problems.

"We want to help journalists purposefully put the public at the center of what they do and bring together people who accurately represent diverse voices, authentically listen, and deliberately connect conversations to tell the whole story," said Andrew DeVigal, the principal investigator and chair in journalism innovation and civic engagement at the School of Journalism and Communication. "Journalism must adapt to this new interconnected reality if it is to be relevant and trustworthy. This project will deepen collaboration among journalists, help establish emerging values and norms for community engagement, and strengthen the civic information ecosystem."

The platform arose from the feedback of journalists, community leaders and technologists who attended the first <u>"Experience Engagement" conference</u> in October, which explored the progress and potential challenges of community engagement in journalism. The goal for the project is to



establish and spread best practices in engaged journalism while creating a model for communities of practice that can be replicated in other areas of journalism.

"With trust in journalism at an all-time low, journalists need to improve how they listen and engage with their communities to make journalism stronger and more relevant," said Jennifer Preston, Knight Foundation vice president for journalism. "With this project, we hope to create a community that will spread best practices."

"With this new interactive platform, the Agora Journalism Center aims to make a major contribution to the journalistic profession by supporting those who are pioneering the engagement of communities to further initiatives that serve the public good," said Juan-Carlos Molleda, Edwin L. Artzt Dean of the School of Journalism and Communication. "At Oregon, we are committed to designing, testing and offering groundbreaking solutions and models to news and media organizations facing an evolving marketspace."

The Agora Journalism Center and Knight Foundation will announce this initiative today at the 2016 Online News Association Conference, which continues through Sept. 17 in Denver. At the conference, DeVigal will engage industry professionals and academics to further explore how the platform can support a community of practice in engaged journalism.

Support for the Agora Journalism Center is part of Knight Foundation's efforts to advance excellence in journalism and help news organizations inform people in communities of all sizes through experimentation, innovation and leadership. Knight has made many investments in this area, including the \$5 million Knight Local Media Initiative, which has supported more than 50 online news sites around the country.

About the Agora Journalism Center

The Agora Journalism Center at the School of Journalism and Communication (SOJC) is the University of Oregon's gathering place for innovation in communication and civic engagement. The center works to create and support transformational media innovations in service to civic engagement, and civic engagement that informs media innovation. Its projects employ collaboration, experimentation and public engagement to transform how journalists inform and relate to their communities. To learn more, visit agoracutoregon.edu.

About the John S. and James L. Knight Foundation

Knight Foundation supports transformational ideas that promote quality journalism, advance media innovation, engage communities and foster the arts. The foundation believes that democracy thrives when people and communities are informed and engaged. For more, visit knightfoundation.org.



Agenda Item #5.2

Sports Product Management, Lundquist College of Business

Dr. Roger Best



Roger@MBM-Best.com

Bachelor of Science Electrical Engineering, California State Polytechnic University, M.B.A., California State University, Ph.D. in Marketing University of Oregon.

General Electric: Engineering & Product Management at GE Vallecitos Nuclear Center.

VP Marketing, Lucas Industries, reporting to CEO of a \$4 billion company with responsibility in leading marketing excellence and strategic marketing.

President and Owner, Roger J. Best, Inc. (1990-2012): Corporate Marketing Consulting and Executive Education in Fortune 500 companies.

Advisory Board, Lundquist College of Business, University of Oregon (2014-Present).

Co-Founder, Almetta Foods Co. (2015-present).

Teaching

- Emeritus Professor of Marketing University of Oregon, Marketing Professor, (1980-2000).
- Co-Founder, University of Oregon Sports Product Management Program (Fall, 2012-present)
- · Also taught marketing at the University of Arizona and INSEAD in Fontainebleau, France
- Awarded 15 UO teaching awards, INSEAD MBA Teacher Award, and AMA Distinguished Teacher of Year.

Author

- Market-Based Management (6th ed.) Published in English, Chinese, Dutch, Spanish and Russian.
- Consumer Behavior (10th ed.). Published in English, Chinese and Spanish
- Marketing Metrics Handbook (2009), Software US Patent Pending.
- More than 40 published articles (1367 citations and 16 H-Index)
- The Academy of Marketing Science Article of the Year (published with C. Lillis and D. Hawkins)
- Recent publications & manuscripts, "Value-Based Pricing ROI, The ROI of Pricing, (Routledge Press, 2014)
 "Pole Vault World Records and Sports Product Innovation", July 24, 2016

Product Creation

- Pop-Top Filer Holder (US Patent 3,658,183) Micron filter holder
- Marketing Excellence Survey, assessment tool used to benchmark a business's marketing knowledge and marketing attitudes.. Sold to Corporate Executive Board, 2007
- MarkPlan, software for building marketing plans. Sold to CEB, 2007
- MarkProf Management tool to assist managers to better measure and manage pricing and profitability.
- BIDSTRAT, an interactive simulation for bidding aerospace contracts. Licensed to StratX Intl. Inc.
- Marketing Performance Tools, (www.MBM-Best.com)
- Marketing Metrics Handbook An interactive-digital handbook www.marketingmetrcishandbook.com
- Almetta Almond Milk Mousse (launch March, 2016).
- Oliver's Christmas List Children's book (in finishing stages)

Executive Education, Consulting & Corporate Speaking

- Thirty years working extensively in marketing education, consulting and keynote speaker with 3M, Agilent Technologies, Airtouch, Blue Cross, Covidien, Dow Chemical, Dow Corning, DuPont, Eastman-Kodak, ESCO, General Electric, Hewlett-Packard, IIR Conferences, James Hardie, Lucas Industries, MediaOne Group, Oregon Dept. of Energy, Seminarium, Sprint, Tektronix, Telstra, Textron, US West, and Univentures.
- Executive education and corporate speaking engagements delivered in USA (>200), Europe (>50), Latin America (10), and Asia(10)



Lundquist College of Business



Damian Vaughn is the Assistant Clinical Professor of Product Management, Sports Product Management Program. Combining his background as an NFL athlete and successful entrepreneur adjoined with his education and research training in positive developmental psychology, he serves as a trusted advisor to senior leaders focused upon organizational change, leadership development, and organizational performance.

After joining the American football team as a walk-on at Miami University of Ohio in 1993, Vaughn was drafted into the National Football League (NFL) in 1998 by the Cincinnati Bengals with the 33rd pick in the seventh round of the draft. He played tight end for the Bengals from 1998 to 2000 and for the Tampa Bay Buccaneers from 2001 to 2002. As a retired American Football tight end and first Brazilian NFL player, Vaughn has made efforts to promote awareness and interest in American football among Brazilians.

Following his career in professional football, Vaughn founded The Vaughn Center, which has served to develop the leadership and positive social impact of the world's elite athletes and business leaders. As a performance and leadership coach, Vaughn has worked with Super Bowl champions, Olympians, and elite athletes with the Green Bay Packers, Tampa Bay Buccaneers, Philadelphia Eagles, Kansas City Chiefs, Arizona Cardinals, Boston Red Sox, New York Yankees, Phoenix Suns, UCLA Bruins, Oklahoma Sooners, Indiana Hoosiers, among others.

As a management consultant and executive coach, Vaughn advises senior business leaders focused on executive learning and development, senior management team assessment and performance feedback, and management assessment for pre-hire decisions.

Vaughn has also established himself as a successful entrepreneur. He began by co-founding a countertop manufacturing venture that quickly grew into a multi-million dollar business. He subsequently founded another company which served as an importer and wholesaler of rare and exotic stone for commercial application in the states of Arizona, Nevada, New Mexico, and California. Vaughn raised millions of dollars in private equity financing for the company, which went on to achieve seven-figure numbers in gross revenues. He also founded a manufacturing company in Brazil, where he holds dual citizenship.

Vaughn believes in the simple philosophy that proper fit leads to high performance with a focus on fostering multiple dimensions of fit in an organization: fit among the executive team, fit between executives and the requirements of their roles, fit between strategy and executive strengths, and fit between the developmental stage of the organization and its executives. By developing and aligning the right talent with the right positions, managers enhance the performance of their teams, functions, and enterprise.

Under the tutelage of Dr. Mihaly Csikszentmihalyi, author of *FLOW: The Psychology of Optimal Experience*, Vaughn conducts research in motivation orientation and the flow state at work and in sport.





Sports Product Management



Roger Best

- Co-Founder SPM Program. Director of Research, SPM
- Education BSEE, M.B.A. and Ph.D. in Marketing
- General Electric Engineering and Product-Market Management
- GE Corporate Marketing Marketing Consulting & Executive Education
- Lucas Industries Marketing VP, reporting to the CEO
- Roger J. Best, Inc. President & Owner, Marketing Productivity Software
- Professor Emeritus Professor of Marketing University of Oregon
- Taught marketing at the University of Arizona & INSEAD in Fontainebleau, France
- Awarded 15 teaching awards including AMA Distinguished Teacher of the Year
- Consultant with 3M, Agilent Technologies, Airtouch, Covidien, General Electric, Hewlett-Packard, Dow Chemical, Dow Corning, DuPont, Kodak, James Hardie, Lucas Industries, MediaOne Group, Tektronix, Textron, US West and others.



Sports Product Management



Damian Vaughn

- PhD Claremont Graduate University
- Former National Football League player turned entrepreneur, management consultant, and media executive
- Founded the Vaughn Center, which serves to develop the leadership and positive impact of the world's elite athletes and business leaders
- Comprehensive sports experience
- Clinical Assistant Professor of Product Management for UO SPM



Sports Product Management

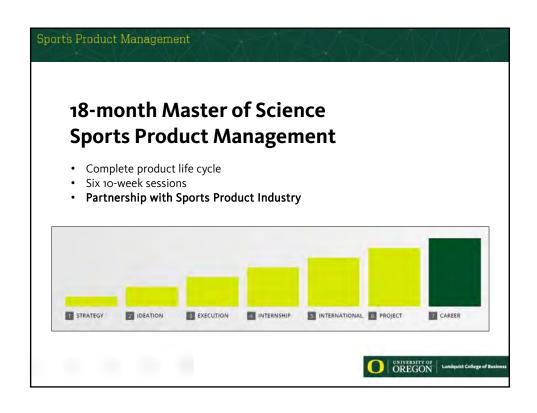


Ellen Schmidt-Devlin

- B.S. and MBA from University of Oregon. PhD candidate at Case Western Reserve University
- Collegiate Women's Track and Field Athlete
- Hired by Bill Bowerman
- 27-year Nike veteran
- Comprehensive sports product creation experience
- Co-Founder SPM Program
- Program Director for UO SPM



Program Overview • Master of Science, Sports Product Management • Industry Engagement • Class of 2017 and Class of 2018 • Future Plans







Sports Product Management **Master of Science in Sports Product Management** Class of 2017 - World Class Diversity • Total Students Average Age 28 • Diverse candidates 35% Domestic/International 81%/19% Male/Female 70%/30% Industry Experience 59% Retail Experience 41% Previous Work Experience Nike Inc., adidas, Quiksilver, the NHL, Portland Trailblazers, Foot Locker, Intel, U.S. Army **Undergraduate Degrees** Industrial Design, Mechanical Engineering, Biomedical Engineering, Business, Exercise & Sport Science, Sport Management, Kinesiology, and more OREGON Lundqu

Sports Product Management

Summer 2016 Corporate Internships

Placed 37 students with 23 partnership companies for paid internships

- 11 International placements (The Philippines, Thailand, Indonesia, Vietnam, Hong Kong)
- 26 Domestic placements (Portland, Baltimore, Denver, Petaluma and Ventura)

Corporate partners include:

- 4 Asian manufacturers (Ching Luh, SportsGear, Dong In, Tong Siang)
- 4 Domestic manufacturers (Bolt Threads, Deviation, Studio 371, DrinkTanks)
- 11 International sport/outdoor brands (Columbia, Adidas, Nike, Eddie Bauer, Mizuno, Danner, Patagonia, New Balance, UA, Saucony, On)
- 3 Equipment brands (CamelBak, Hydroflask, Benchmade)











Sports Product Management

Master of Science in Sports Product Management

Class of 2018 - 54 students

Diversity

 Total Students
 54

 Average Age
 28

 Diverse candidates
 48%

 Domestic/International
 76%/24%

 Male/Female
 63%/37%

 Industry Experience
 92%

 Retail Experience
 68%



Experience

 REI, North Face, Danner, Wolverine, Dick's Sporting Goods, Footlocker, Nike, Nordstrom, adidas, Pou Chen Group, Feng Tay Enterprises, Eclat Textiles

Undergraduate Degrees

 Project Management, Kinesiology, Finance, Product, Fashion and Industrial Design, Informatics, Mechanical & System & Composite Materials Engineering, Marketing, Neuroscience, Accounting, and



Sports Product Management

Industry Engagement

SPM Workshops

- 14 Workshops hosted since 2013
- 400+ attendees from 107 different companies and universities

Industry Advisory Board

- Established 3 years ago
- Quarterly meetings
- 37 Sports Product company executives (Primarily Product and HR)

Workshops

- Oct 17 Craftsmanship: The Art of Footwear Making
- Feb 22 Smart Materials
- · April 21 Art of Sports Apparel Making

Panels

- Sept 23 Outdoor Industry Panel Portland
- April 14 Sports Product Industry HR Round Table Portland
- May 11 Sustainability Panel Bend



Sports Product Management

SPM Future Plans

- · New Building
- Sports Product Summer Executive Program: 28 days (Launch Summer 2017)
- Asia SPM (Target 2018)
- Masters Program: 21 month Low Residency/Online (Target launch: January 2019)









Agenda Item #6

Seconded Motions and Resolutions



The bylaws of the University of Oregon (UO) establish officers for the Board of Trustees (Board), including a chair and vice chair. The bylaws further stipulate that terms for the chair and vice chair shall be three years (approximated based on the Board's meeting schedule).

Current officers are Charles M. Lillis, chair, and Ginevra Ralph, vice chair. Both were elected to their respective positions in January 2014. Thus, reelection or the selection of a new chair or vice chair is timely for the December 2016 meeting.

Chair Lillis and Vice Chair Ralph expressed interest in remaining in their respective positions. No other nominations were received for either position.

The Executive and Audit Committee will discuss this matter during its meeting on December 1 and will make a formal recommendation to the full Board for consideration during the full Board meeting on December 2.

A resolution has not been drafted at this time pending the outcome of that committee meeting.

APPROVAL OF CONDEMNATION ACTION



Knight Campus for Accelerating Scientific Impact

REQUESTED ACTION

The University seeks approval from the Board of Trustees to enter into condemnation proceedings with respect to numerous parcels on Franklin Boulevard at the proposed site of the Phil and Penny Knight Campus for Accelerating Scientific Impact. The parcels impacted belong to several owners, including the University of Oregon Foundation. The property sought to be acquired abuts land currently owned by UO and currently is the site of an office building, a classroom building, and several food service businesses. By passing the proposed resolution, the Board will be authorizing UO to enter into negotiations with each impacted property owner, as well as with each affected tenant, each of which will be entitled to relocation benefits in accordance with state and federal law. UO is obligated to pay no less than fair market value to each property owner unless an owner agrees to a lesser price.

If the Board adopts this resolution of necessity, UO staff will commence negotiations with each impacted owner and tenant. Only in the event that negotiations fail to result in an agreement on the purchase of a parcel will UO initiate court action to acquire possession of the property and to establish the price to be paid. This resolution includes property that belongs to the UO Foundation in order to ensure that we are following the parameters of the law with regard to public entity acquisition of property and to clearly establish the rights of Foundation tenants (other than UO) to the protections of state and federal relocation law.

BACKGROUND

The Phil and Penny Knight Campus for Accelerating Scientific Impact is a \$1 billion initiative to transform research at the UO and to spur economic development in the region and state. It is proposed to be built on a roughly 2.8-acre parcel on the north side of Franklin Boulevard across from the UO's existing science complex. The UO owns much of the land needed for the project, but must take title to land belonging to the UO Foundation as well as acquire two parcels from private parties to move forward with the project. UO cannot enter into negotiations with any of the affected property owner unless and until the Board passes the resolution proposed here and has completed an appraisal of each parcel. Appraisals are currently under way for each property, and UO is obligated to offer each owner no less than fair market value for each of the parcels, as established by the professional opinion of the licensed appraiser. UO has already engaged the services of a relocation specialist to work with each non-UO owner or tenant proposed to be relocated because of the construction of the Knight Campus. The goal of the project team is to be in possession of the property in question in order to commence site preparation by the third quarter of 2017.

CONDEMNATION TIMELINE

The University alerted impacted property owners and key tenants of UO's plans to create the Knight Campus just prior to the public announcement of this initiative. Immediately thereafter, UO contracted with a licensed professional appraiser, a relocation specialist and a professional real estate broker to assist the UO in this effort. UO has given the impacted owners/tenants notice of our intention to acquire the property for a public project, and the broker and the relocation professional have been in regular contact with the impacted owners/tenants and UO has been providing each with appropriate notices about their rights to benefits. Each property owner has been informed that UO cannot enter into formal negotiations unless the Board passes the resolution now before it and obtains an appraisal establishing the fair market value of the property in question.

An outline of the basic steps is set forth below:

- University notifies owners of its right to pursue condemnation. [Completed]
- University obtains a title report and provides it to an appraiser; an appraisal of the property is conducted. [Underway]
- University notifies owners and tenants of relocation services to be provided for removal/relocation of personal property. [Completed]
- Board of Trustees must authorize the university to exercise its power of eminent domain. [Relevant meetings scheduled for December 1-2, 2016]
- University serves a formal offer with appraisal to each owner. Each owner has at least 40 days to accept or reject offer.
- University to also serve 90-day relocation assistance eligibility notice.
- File condemnation proceedings if offer not accepted (no earlier than 40 days after the formal offer is made).
- Deposit estimated just compensation and serve 10-day immediate possession notice.
- Each owner has a 10-day statutory period to file an objection to our condemnation action, including the University's authority to condemn and adherence to statutory procedures. If objected to, then court will hold an emergency hearing.
- Upon receiving possession, University serves 30-day notice to vacate personal property. Once personal property is removed, the University can proceed with clearing the site.
- Condemnation action continues to litigate the value of the takings.
- There is an additional administrative process if any owner or tenant disputes relocation amount.

Board of Trustees of the University of Oregon

Resolution: Authorizing Acquisition of Property Rights

Whereas, the University of Oregon ("University") desires to construct the Phil and Penny Knight Campus for Accelerating Scientific Impact (the "Project") to train new generations of scientists, engage in new interdisciplinary research, forge ties with industry and entrepreneurs, and create new educational opportunities for graduate and undergraduate students;

Whereas, the Project is designed to facilitate the University's goals and mission of carrying out public missions and services as authorized under ORS 352.039;

Whereas, in order to successfully complete the Project, it is necessary that the University take immediate possession of the real property adjacent to Franklin Boulevard that is currently owned or leased by other parties as described in this resolution;

Whereas, prior to commencing condemnation proceedings, the University will attempt to reach an agreement for the acquisition of the necessary real property interests;

Whereas, ORS 352.107(1)(L) authorizes and empowers the University to acquire, by condemnation or otherwise, private property that is necessary or convenient;

Whereas, ORS 35.235 requires the Board of Trustees of the University of Oregon ("Board") to first declare by resolution the necessity to acquire real property and the purpose for which it is required, and to attempt to agree with the owner of the real property regarding compensation for the property, and the damages, if any, for the taking thereof; and

Whereas, the Finance and Facilities Committee has referred this matter to the full Board of Trustees as a seconded motion, recommending passage.

NOW, THEREFORE, the Board of Trustees hereby:

- 1. RESOLVES that acquiring the real property described in the attached Exhibit A ("Property") is necessary and required to complete the Project, which is incorporated herein by reference as if fully set forth herein;
- 2. FURTHER RESOLVES that the Project is necessary for the public interest, and has been planned, designed, located and will be constructed in a manner that will be the most compatible with the greatest public good and the least injury to private parties;
- 3. FURTHER RESOLVES that the immediate possession of the Property is necessary;

Board of Trustees

Resolution: Authorizing Acquisition of Property Rights
December 2, 2016 Page 1

- 4. FURTHER RESOLVES that University staff and legal counsel are authorized and directed to continue their attempts to agree with the owners, and any other parties of interest, as necessary, to compensate them for the acquisition of the Property and for damages. The President of the University or his designee are authorized to make binding offers of compensation. In addition, University staff and legal counsel are authorized and directed to continue their attempts to agree with any other parties of interest with respect to any other benefits such persons may be entitled to under law, including relocation assistance benefits. This authorization includes the University's engagement and payment of fees and costs of a qualified MAI appraiser to meet the requirements of ORS 35.346, and of a qualified relocation specialist to meet the requirements of ORS 35.510;
- 5. RATIFIES AND APPROVES all actions to date by University staff and legal counsel taken in connection with acquiring the Property for the Project;
- 6. FURTHER RESOLVES that, in the event no satisfactory agreement can be reached with the owners, and any other parties of interest, University staff, through its legal counsel, are authorized to commence and complete any legal proceedings that may be necessary to obtain immediate possession of the Property, including exercising the University's power of eminent domain. University staff, through its legal counsel, are authorized to make any stipulations, agreements, or admissions in the course of such legal proceedings as may be in the best interests of the University;
- 7. FURTHER RESOLVES that a fund will be created in the amount estimated to be just compensation for the Property. This amount will be used to obtain possession of the Property and will be deposited with the clerk of the court in which legal proceedings are commenced for the use of the parties in the proceedings;
- 8. FURTHER RESOLVES that the Office of the General Counsel is to draft and implement a fair and equitable process through the crafting of a procedure for affected property owners and tenants to prosecute appeals related to disputes over relocation benefits.
- 9. FURTHER RESOLVES that the President of the University, or his designee(s), is authorized to execute any other documents necessary for the acquisition of the Property.

Trustee	Yes	No
Ballmer		
Bragdon		
Chapa		
Colas		
Curry		
Ford		
Gary		
Gonyea		
Kari		
Lillis		
Paustian		
Ralph		
Wilcox		
Willcox		

Dated:	
Recorded:	

EXHIBIT A

PROPERTY

Site Address: 1399 Franklin Boulevard, Eugene, Oregon 97403

(Map & Taxlot No.: 17-03-32-14-01900)

Beginning at the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56, Township 17 South, Range 3 West of the Willamette Meridian; thence North 00°50′30″ East 2409.61 feet along the East line of said Claim No. 56 to the intersection with the Northerly right of way line of Franklin Boulevard; thence South 74°08′15″ East 663.61 feet to an iron pin and the TRUE POINT OF BEGINNING; thence North 00°05′ East 184.47 feet; thence North 88°30′ East 72.19 feet; thence South 00°05′ West 91.38 feet; thence South 74°22′ East 5.52 feet; thence South 03°08′ West 76.87 feet; thence North 74°06′ West 1.28 feet; thence South 00°05′ West 35.5 feet to the Northerly right of way line of Franklin Boulevard; thence along said Northerly right of way line North 74°08′15″ West 75.0 feet to the true point of beginning, in Lane County, Oregon.

ALSO: Beginning at the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56, Township 17 South, Range 3 West of the Willamette Meridian; thence North 00°50′30″ East 2409.61 feet along the East line of said Claim #56 to a point on the Northerly right of way line of Franklin Boulevard; thence South 74°08′15″ East 738.61 feet along the North margin of Franklin Boulevard to an iron pin marking the TRUE POINT OF BEGINNING and being North 74°08′15″ West 635.00 feet from an iron pipe marking the intersection of the East line of the Fielding McMurray Donation Land Claim No. 66 and the Northerly line of Franklin Boulevard; thence North 00°05′ East 35.58 feet to a point marked by an iron pin; thence South 74°06′ East 1.28 feet to a point marked by an iron pin; thence North 74°22′ West 5.52 feet to a point marked by an iron pin; thence North 00°05′ East 91.38 feet to a point; thence North 88°30′ East 9.81 feet to a point; thence South 02°49′13″ West 205.36 feet to the true point of beginning, in Lane County, Oregon.

Containing more or less 0.34 acres.

Site Address: 1485 Franklin Boulevard, Eugene, Oregon 97403

(Map & Taxlot No.: 17-03-32-14-01701)

Beginning at the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56, Township 17 South, Range 3 West of the Willamette Meridian; thence North 0°50′30″ East 2409.61 feet along the East line of said claim to the intersection of the Northerly line of the North margin of Franklin Boulevard; then South 74°08′15″ East 888.62 feet along the north margin of Franklin Boulevard to a point, said point bearing North 74°08′15″ West 484.79 feet from an iron pipe marking the intersection of the East line of the Fielding McMurray Donation Land Claim No.

Finance and Facilities Committee

EXHIBIT A To the Resolution: Authorizing Acquisition of Property Rights)

Parcel 1: Leasehold Acquisition Page 1

66 and the Northerly line of Franklin Boulevard said point also being the TRUE POINT OF BEGINNING; running thence North 0°05′ East 93.52 feet; thence South 074°08′15 East 174.94 feet; thence South 8°47′55″ West 90.69 feet to the North margin of Franklin Boulevard; thence North 74°08′15″ West 157.67 feet along the North margin of Franklin Boulevard to the true point of beginning, all in the City of Eugene, Lane County, Oregon.

Containing more or less 0.34 acres.

Site Address: 1475 Franklin Boulevard, Eugene, Oregon 97403-1980

(Map & Tax Lot No.: 17-03-32-14-01700)

Beginning at the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56 in Township 17 South, Range 3 West of the Willamette Meridian; and run thence North 0°50′30″ East 2409.61 feet along the East line of said claim to a point on the Northerly right of way line of Franklin Boulevard; thence South 74°08′15″ East 888.62 feet along said right of way line to a point, said point bearing North 74°08′15″ West 484.79 feet from an iron pipe marking the intersection of the East line of the Fielding McMurray Donation Land Claim No. 66 and said Northerly right-of-way line of Franklin Boulevard; thence North 0°05′ East 93.52 feet to the TRUE POINT OF BEGINNING; and run thence South 74°08′15″ East 171.94 feet to a point; thence North 08°47′55″ East 115.00 feet more or less to the center of the Mill Race; thence North 00°05′00″ East following the center of the Mill Race downstream to a point of the True Point of Beginning, thence South 00°05′00″ West 96.50 feet more or less, to the True Point of Beginning, in Lane County, Oregon.

Containing more or less 0.29 acres.

Site Address: 1525 Franklin Boulevard, Eugene, Oregon 97403-1981

(Map & Tax Lot No.: 17-03-32-14-01300)

Beginning at the intersection of the North line of Franklin Boulevard with the East line of the Fielding McMurray Donation Land Claim No. 66, Township 17 South, Range 3 West of the Willamette Meridian, in the City of Eugene, Lane County, Oregon and running thence Westerly 255 feet along said North line to the POINT OF THE BEGINNING of this tract, and running thence North to the center of the Mill Race; thence Westerly 54.0 feet down the center of said Mill Race; thence Southerly on a direct line to a point on the North line of Franklin Boulevard Westerly from the point of beginning; thence Easterly 86 feet along said North line to the point of beginning, in Lane County, Oregon. Except right of way for Mill Race.

Site Address: N/A (located north of 1535 Franklin Boulevard, Eugene, Oregon 97403-1981) (Map & Tax Lot No.: 17-03-32-14-01200)

Beginning at the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56, Township 17 South, Range 3 West of the Willamette Meridian; thence North 00°50′30″ East

Finance and Facilities Committee

EXHIBIT A To the Resolution: Authorizing Acquisition of Property Rights)

Parcel 1: Leasehold Acquisition Page 2

2409.61 feet along the East line of said Claim No. 56, to the North line of Franklin Boulevard; thence South 74°08'15" East 1373.38 feet to a point on the East line of the Fielding McMurray Donation Land Claim No. 66, Township 17 South, Range 3 West of the Willamette Meridian said point being South 00°14' West 910.94 feet from the stone marked C.S. marking the Northwest corner of County Survey No. 380, said point also being the Southwest corner of Lot 1, Block 1, AMENDED PLAT OF FAIRMONT as platted and recorded in Book 2, page 12, Lane County Oregon Plat Records, in Lane County, Oregon; thence North 00°14′ East 311.0 feet along the East line of said Claim No. 66 and the West line of said Lot 1, Block 1, AMENDED PLAT OF FAIRMOUNT, Lane County, Oregon, to an iron pin; thence North 89°46' West 50.00 feet to a point, said point being the TRUE POINT OF BEGINNING of this description; thence North 78°30'20" West 169.89 feet to a point; thence South 00°14' West to a point on the north line of Franklin Boulevard; thence South 74°08'15" East along said North line 175 feet more of less to the Southwest corner of that parcel of land described in Warranty Deed from John G. Foster, et al., to the State of Oregon, acting by and through the State Board of Higher Education, recorded December 19, 1966, Reception No. 69750, Lane County Oregon Records; thence North 00°14' East 212.04 feet to the true point of beginning, all in Lane County, Oregon.

EXCEPT: Any portion in parcel 1201.

EXCEPT: That portion into Riverfront Parkway by Circuit Court No. 16-90-06756 and R1758/9223556 for 1992.

Site Address: 1535 Franklin Boulevard, Eugene, OR 97403-1981 (Map & Tax Lot No.: 17-03-14-01201)

Beginning at a point which is 2409.61 feet North 0°50'30" East and South 74°08'15" East along the north line of Franklin Boulevard 1148.38 feet from the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56 in Township 17 South, Range 3 West, Willamette Meridian, in Lane County, Oregon; said point being North 74°08'15" West 225 feet from the Southwest corner of Lot 1 Block 1 AMENDED PLAT OF FAIRMONT; thence South 74°08'15" East 175 feet along said north line of Franklin Boulevard to a point 50 feet North 74°08'15" West from the Southwest corner of said lot; thence North 0°14' East 150 feet, parallel with the west line of said lot; thence North 74°08'15" West 175 feet, parallel with the north line of Franklin Boulevard; thence South 0°14′ West 150 feet to the place of beginning. EXCEPT: 0.11 acre into Riverfront Parkway by Circuit Court No. 16-90-06756 and R1758/9223556 for 1992.

EXCEPT: Less than 0.01 acre (27 square feet) to Franklin Boulevard by 2004-075868 for 2005 (LTD).

Finance and Facilities Committee

EXHIBIT A To the Resolution: Authorizing Acquisition of Property Rights)

Parcel 1: Leasehold Acquisition Page 3



Summary of Need and Requested Action

Background

The University of Oregon Treasury Management Policy (TMP) divides the university's cash and investment pool into three tiers with different risk/return profiles for each tier. The Tier 3

portfolio, which is invested for the longer term, is balanced by the Tier 1 and Tier 2 portfolios, whose liquidity requirements necessitate investing in shorter term assets with less volatility. UO is working with the UO Foundation to manage the Tier 3 portion as "funds functioning as a quasiendowment" for the benefit of the university and the goal is to have these investments provide stable funding to UO which can be used to carry out its mission.



The Tier 3 investment pool is intended to be maintained in perpetuity and have little, if any, liquidity. Given that risks

change over time fund managers need the ability to use sophisticated techniques that can include derivative contracts to modify risk exposures or mitigate emerging issues.

These contracts are commonly called derivative contracts or synthetic exposure and they can be used to:

- 1. Hedge, mitigate, or offset undesirable exposures for a defined period of time;
- 2. Create desirable exposures for a defined period of time;
- 3. Accomplish some other purpose in a cost-effective manner.

Achieving these objectives through a contract is a very useful tool to fund managers and is particularly attractive when risk exposures can be modified cost-effectively. The following examples are provided to help describe when a derivative contract might be used:

Example A

An investor acquires a tree farm that was planted 60 years ago and decides after five years that the value proposition for one of the types of trees is riskier than originally thought. For our example, assume legislation is introduced that seeks to limit the harvest of "Tree A." The investor does not know when (or if) the legislation will be enacted, but to reduce exposure to "Tree A" the investor would like to sell a portion of these trees that are on the property. Unfortunately, some of the tree plantings are commingled and it is not practical to legally divide and sell each piece of land that is planted with "Tree A." So the investor enters into a contract with a third party that promises to pay a set price for "Tree A" in 15 years. This is an example of a *forward contract*.

Example B

Another type of derivative contract used in investments is related to foreign currency exchange risk. These are commonly used when an ownership interest is taken in a foreign business. For example, an investor has purchased shares of a seafood cannery operating in Newfoundland, Canada. The investor likes the cash flow the cannery produces but all of its sales are in Canadian dollars. To mitigate the risk associated with fluctuations in currency exchange rates, the investor enters into a contract with a third party to provide an 18-month window in which to exchange Canadian dollars at a set price for American dollars. This is an example of a *forward foreign currency contract*.

Example C

An investor buys a municipal bond which pays a fixed interest rate for 30 years. The investor likes the consistent income, however after a few years begins to worry that rates will rise and their purchasing power will suffer due to inflation. So the investor enters into a contract with a third party whereby the investor gives the third party their fixed rate income and the third party gives the investor a variable rate income. This way the investor can reap the benefits of rising rates and the third party benefits from a consistent income stream. This type of derivative is an interest rate swap.

There are many types of derivatives that can be used to manage risk in an investment portfolio, ranging from exchange-traded standardized products to completely customized and unique arrangements. Derivatives require a firm understanding of their function, the underlying asset, and potential outcomes. There is almost always an upfront fee to enter into the contract.

Related UO Policy

The TMP requires Board of Trustee authorization for any derivative activity.

Requested Action

Per the TMP, the administration seeks approval of a resolution to authorize investment managers working for the UO Foundation, who manage the Tier 3 portion of the university's cash and investment pool, to use derivative contracts to hedge or mitigate risk exposures.

Additional Considerations:

- Derivative contracts can be very complex and subject to price volatility
- Public opinion can be negative due to lack of understanding and well publicized cases of misuse

Mitigating Factors:

- Managers selected by UOF will be experienced with these complex investment vehicles
- Chief Investment Officer at UOF is experienced with these complex investment vehicles
- Authority is limited to hedging purposes and will not include speculation

Board of Trustees of the University of Oregon

Resolution: Authorization for Certain Use of Derivative Contracts

Whereas, the University of Oregon (University) is authorized to engage the University of Oregon Foundation (Foundation) for purposes of managing and investing certain University assets, including its "Tier 3" portfolio of cash and investments;

Whereas, the Board wishes to allow the University and its fund managers flexibility to use instruments aimed at maximizing returns while mitigating risk exposure for assets held under management for and in the name of the University;

Whereas, the University's current Treasury Management Policy (IV.03.01) stipulates that Board of Trustees (Board) approval is required for "the University's use of investment hedging instruments and other derivatives;"

Whereas, derivative contracts and other hedge positions are sophisticated techniques used to modify risk exposure or mitigate emerging market issues and requiring Board approval for each individual transaction is inefficient and may cause timing issues that negate possible benefits of the techniques; and,

Whereas, the Finance and Facilities Committee has referred this matter to the full Board as a seconded motion, recommending passage.

Now, THEREFORE The Board of Trustees hereby authorizes the Foundation, and by extension fund managers hired by the Foundation, to enter into derivative contracts on behalf of the University provided such contracts are used to hedge or mitigate existing risk exposure for the assets held under management by the Foundation for and in the name of the University. Notwithstanding the above, speculation is prohibited.

Vote recorded on the following page

Trustee	Yes	No
Ballmer		
Bragdon		
Chapa		
Colas		
Curry		
Ford		
Gary		
Gonyea		
Kari		
Lillis		
Paustian		
Ralph		
Wilcox		
Willcox		

Dated:	
Recorded:	



Agenda Item #7

Long-Range Facilities and Physical Infrastructure Planning



University of Oregon Capital Plan

December 2, 2016

Presentation to the Board of Trustees

Michael Harwood, AIA
AVP for Campus Planning and Facilities Management

UNIVERSITY OF OREGON

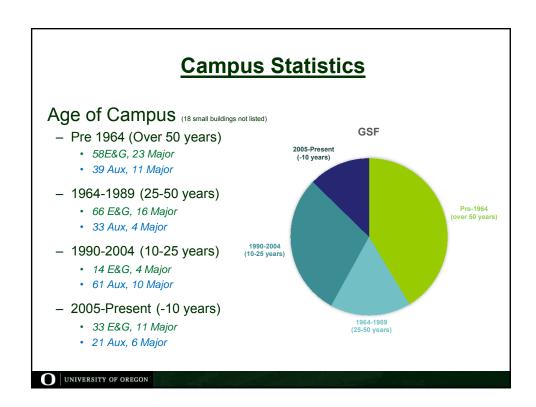
Agenda

- · Campus Statistics
- · Deferred Maintenance Integration
- · Overview of Capital Development Plan
- · Detailed Planning
- · Additional Considerations

Campus Statistics

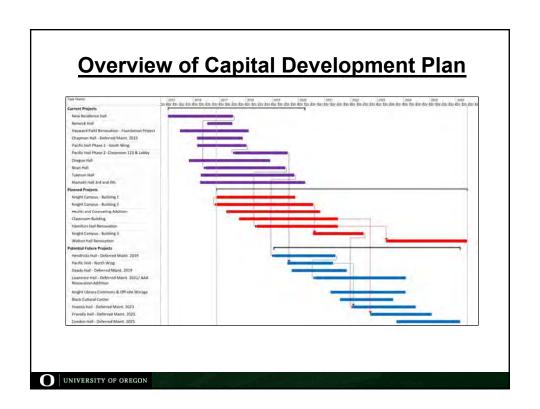
Size of Campus

- Total Acres
 - 295 Main Campus
 - 565 Total
- 171 E&G Buildings
 - \$1,247,537,000 Value
 - · 4.11 Million Gross SF
 - 54 Major Buildings (15k+)
- 154 Auxiliary Buildings
 - \$940,191,000 Value
 - · 3.67Million Gross SF
 - 31 Major Buildings



Deferred Maintenance – Integrating into the Capital Plan

- Current Deferred Maintenance Value 2015
 - \$185.7 Million
- 10 Year Capital Impact
 - Additional \$181 Million in systems reaching the end of life cycle in the next 10 years due to building age.
- Important Element in Developing the Capital Plan

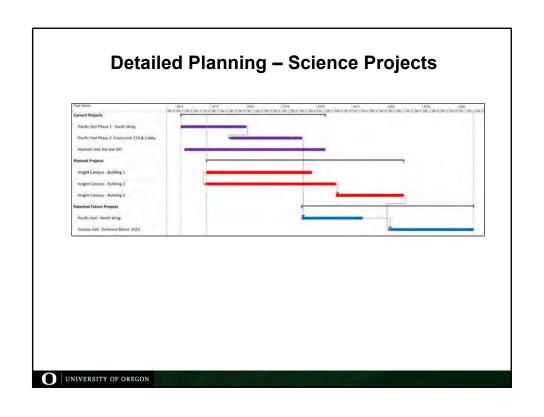


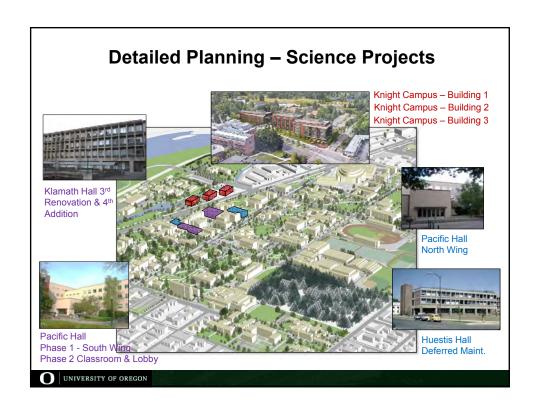


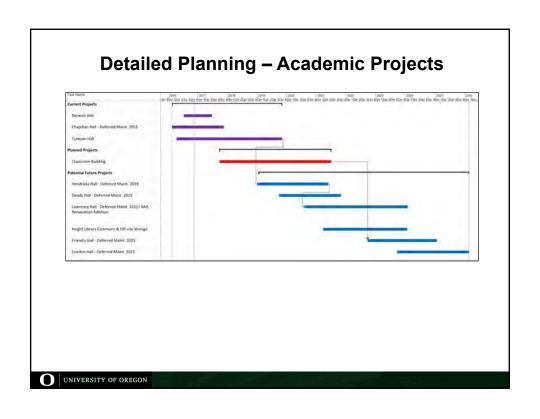
Detailed Planning

Project Types

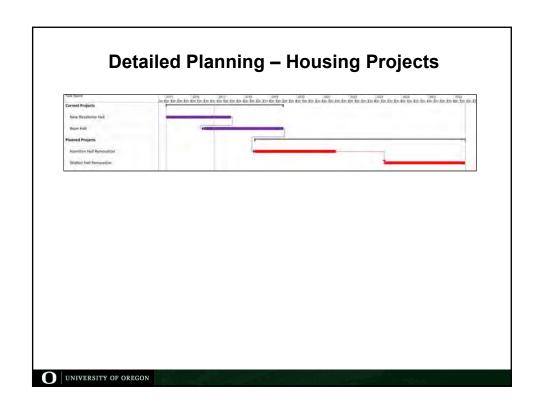
- Science Projects
- Academic Projects
- Housing Projects
- · Student Services and Centers
- Athletics Projects



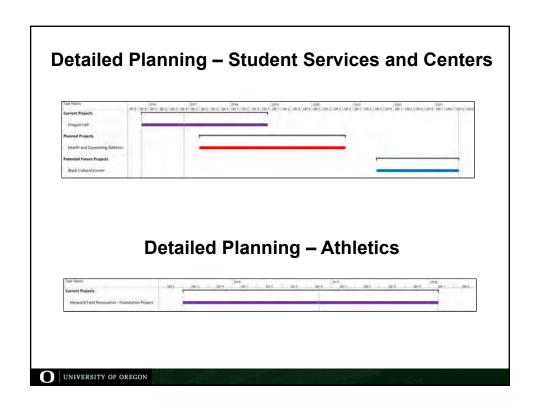


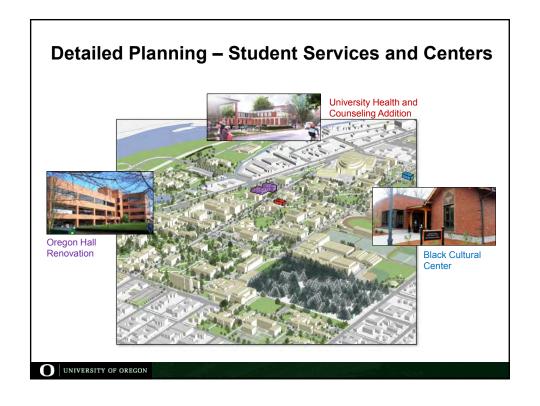




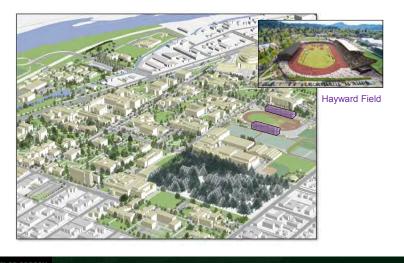








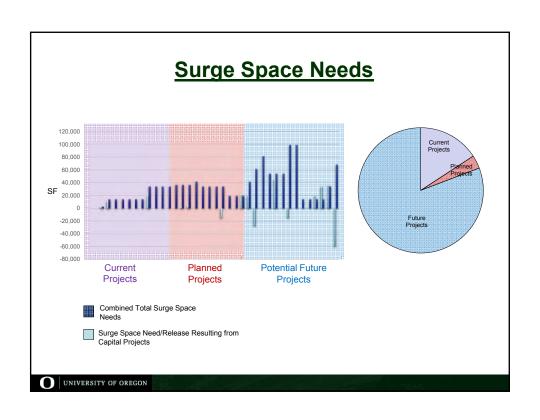
Detailed Planning – Athletics



UNIVERSITY OF OREGON

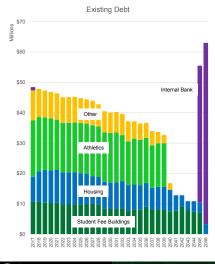
Additional Considerations

- Surge Space Needs
- Funding Sources
- University Debt
- Infrastructure Investments



	Board Approval	Gifts	State-Paid Bonds	Revenue Bonds	Cash
New Residence Hall	Approved			✓	
Berwick Hall	Approved	✓			
Chapman Hall	Approved	✓	✓		✓
Pacific Hall – South	Approved	✓		✓	
Hayward Field	Approved	✓			
Oregon Hall	Approved			✓	
Bean Hall Renovation	Approved			✓	
Tykeson Hall	Approved	✓	✓		
Klamath Hall 3 rd /4 th	Approved		✓	✓	
Hamilton Hall Renovation				✓	
Walton Hall Renovation				✓	
Knight Campus 1 & 2		✓	✓		
Classroom Building		✓	✓	✓	
Health & Counseling				✓	✓
Knight Campus 3		✓			

University Debt



- Current debt burden ratio is 5.9%
- Current expected needs from UO revenue bonds total \$250 million
 - \$70 million already on hand
 - Modeled future debt issuances provide some degree of contingency

2018: \$55 million

2020: \$55 million

2022: \$45 million

2024: \$45 million

Modeled debt burden ratio peaks at 6.1% in 2018

UNIVERSITY OF OREGON

Summary of Projects

Current Projects

\sim	arront rojooto			
	Project Name	New (sf)	Renovated (sf)	Project Budget
•	New Residence Hall	136,650		\$ 45M
•	Berwick Hall	9,550		\$ 8.79M
•	Hayward Field Renovation			
•	Chapman Hall DM		23,400	\$ 10.85M
•	Pacific Hall – 2 phases		35,500	\$ 16.7M
•	Oregon Hall		45,200	\$ 8.7M
•	Bean Hall Renovation		162,630	\$ 48M
•	Tykeson Hall	50,000		\$ 34M
•	Klamath 3rd and 4th Floor	25,000	13,300	\$ 17M
	<u>Totals</u>	221,200	280,030	\$189.04M
P	lanned Projects			

	Project Name	New (sf)	Renovated (sf)	Project Budget
•	Knight Campus Buildings 1&2	150,000		\$200M
•	Health & Counseling Center	20,000	10,000	\$ 17M
•	Classroom Building	106,500		\$ 85M
•	Hamilton Hall Renovation		224,600	\$ 45M
•	Knight Campus Building 3	75,000		\$100M
•	Walton Hall Renovation		185,800	\$ 45M
	<u>Totals</u>	<u>351,500</u>	<u>420,400</u>	<u>\$492M</u>



Agenda Item #8

Budget Overview and Key Cost Drivers

There are no materials for this section



Agenda Item #9

State Government Affairs

There are no materials for this section



Agenda Item #10

Knight Campus for Accelerating Scientific Impact

Knight Campus for Accelerating Scientific Impact

UO Board of Trustees Report December 2, 2016

Patrick Phillips, PhD
Acting Executive Director and Professor of Biology

The Moment is Here...

- On October 18, 2016 the University of Oregon launched a 10-year, \$1 billion investment in translational science.
- Made possible by the passage of SB 270, outstanding board and presidential leadership and a cornerstone gift of \$500 million from Phil and Penny Knight.
- Request of \$100 million in general obligation bonds from the State.
- Additional fundraising over the next decade.

The Knight Campus by the Numbers

- 30 teams of scientists and support staff about 300 people.
- Speed up the "impact cycle," from inquiry to innovation for the greater good.
- **550 students** involved in research activity.
- 30% estimated increase in annual sponsored research activity.
- 3 new buildings in ten years on Franklin Boulevard.

Interdisciplinary

Innovative

Translational

- The Knight Campus will drive collaborations across fields that result in more complete and richer contributions to society.
- A focus on translational science that contributes solutions to key societal issues by fast-tracking discoveries into real-world applications.
- New faculty members recruited to the Knight Campus will be engineers, data scientists, robotics experts, and scientists interested in clinical translation of new discoveries.
- Enable engineering approaches to address complex scientific problems.

Economic Impact

During peak construction, the project will directly contribute:

- \$99.7 million to Oregon's economy, which would support \$177.8 million in total output and 1,304 in jobs.
- This will support \$10.9 million in state and local tax revenues.

Economic Impact

After the project reaches a "steady state," operation will result in:

- \$43.3 million in direct local annual expenditures, which would support \$79.4 million in statewide output and 756 jobs.
- We estimate expenditures will support an additional \$6.7 million in annual tax revenue for state and local governments.
- The Knight Campus will serve as a launch point for incubating new Oregon-based companies and serving as a training ground for a new generation of scientific entrepreneurs.

Priority Activities in Year One

- ☐ Capital Planning and Design
- ☐ External Relations
- ☐ Initial Programming
- □ Internal Organization

Capital Planning and Design

Working groups have been established and are actively addressing major actions, including:

- Financial
- Ownership and use
- Design

Acting Executive Director is visiting relevant research institutes with buildings of interest for functionality and design characteristics in preparation for user group visits in winter term.

External Relations

- Acting Executive Director is visiting major research institutes with similar missions – October through December 2016.
 - o Examples: BioHub, BioX, Broad, Wyss
- Recruitment firm and search committee in place and working on recruiting permanent Executive Director, posting expected soon after New Year.
- Website in place and actively updated.
- Staffing in place for governmental and philanthropic activity needed to raise additional funds.

Initial Programs

Ongoing engagement with faculty groups across campus on initial programs, including:

- ☐ Graduate Internship Program
- ☐ Entrepreneurship Program
- ☐ Innovation Funding Program
- ☐ Symposia and/or Lecture Series

Internal Organization

- Initial internal governance documents in drafting stages and discussions with relevant parties are ongoing.
- Initial staff has been hired and are active.
- Ongoing engagement with faculty groups across campus on programmatic and academic topics.
- Two town hall conversations led by Patrick Phillips, David Conover and Scott Coltrane in fall term engaged broad campus community.