

Board of Trustees of the University of Oregon
Public Meeting
10:00 am – March 4, 2016
Ford Alumni Center, Giustina Ballroom

10:00 am (other times approximate) – Convene Public Meeting

- Call to order, roll call, verification of quorum
- Opening remarks
- Approval of December 2015 and February 2016 meeting minutes (Action)
- Public comment
Those wishing to provide comment must sign up advance and review the public comment guidelines either online (<http://trustees.uoregon.edu/meetings>) or at the check-in table at the meeting.

1. Resolutions from Committee

- Seconded Motion from FFC: 2016-17 Tuition and Fees (pending March 3 committee action)
- Seconded Motion from FFC: Authorization for Bond Issuance (pending March 3 committee action)

Break

- 2. President's Report and Strategic Framework Overview, President Michael Schill**
- 3. Presidential Goals and Evaluation (Action), Chair Chuck Lillis and Vice Chair Ginevra Ralph**
- 4. Capital Campaign and University Advancement Update, Vice President for Advancement Mike Andreassen**
- 5. University of Oregon Foundation Overview, University of Oregon Foundation President and CEO Paul Weinhold**
- 6. Information Technology Strategic Planning, Provost and Senior Vice President Scott Coltrane, Vice President for Finance and Administration/CFO Jamie Moffitt, Interim Vice President for Research Brad Shelton and Assistant Vice President and Chief of Staff to the Provost Melanie Muenzer**

Meeting Adjourned



Agenda Item #1: Seconded Motions from Committee

- FFC: 2016-17 Tuition and Fees
- FFC: Authorization for Bond Issuance



UNIVERSITY OF OREGON

Date: February 24, 2016

To: Board of Trustees

From: Michael H. Schill, President

Re: Academic Year 2016–17 Tuition and Fee Proposal

Enclosed is my proposal for academic year 2016–2017 tuition and fees, which is the same as the recommendation presented to me by chairs of the Tuition and Fee Advisory Board (TFAB). While I have read the public comments on the TFAB recommendation, they do not change the underlying truth that we must raise our tuition to enable the university to meet its future challenges.

Among the recommendations is an increase of \$9 per credit hour—or \$405 per year for full-time students—for in-state undergraduate students. Out-of-state students would see an increase of \$30 per credit hour—or \$1,350 per year for full-time students. This equates to a 4.76 percent increase and a 4.46 percent increase, respectively.

The number one priority for our university is to achieve excellence in teaching and research, and I believe that this tuition plan, as part of our overall strategic budget, is necessary to enable us to achieve those goals. To achieve excellence, we must invest in faculty hiring, research infrastructure, and student access and success. We also must address significant cost drivers including increased labor and medical costs, and IT infrastructure improvements. Due to public divestment in higher education, tuition is the university's primary funding source. The UO receives just 7 percent of its budget from the state of Oregon.

Note that I say this tuition plan is necessary, but it is not sufficient. As I have stated repeatedly over the past seven months, we will need to utilize all of the resources we can muster to achieve excellence, including those obtained through increased advocacy for state funding, philanthropy, and resource realignment.

When paired with our internal effort to realign budgets with strategic priorities and cuts to administration, tuition dollars will help fuel the UO's pursuit of excellence in the classroom, the research lab, and in the experience our students have every day on this campus. I do not make this recommendation lightly, but we owe it to the students of this university and the state of Oregon to do what is necessary to maintain and grow the academic and research stature of this school.

OFFICE OF THE PRESIDENT

1226 University of Oregon, Eugene OR 97403-1226 T (541) 346-3036 F (541) 346-3017 www.uoregon.edu

An equal-opportunity, affirmative-action institution committed to cultural diversity and compliance with the Americans with Disabilities Act

Affordability and accessibility are also objectives of our university that are vital to achieving our public mission. Our tuition rate for resident undergraduates remains below that of peer research institutions that receive much higher state funding per capita. This increase is also below the ten-year average of tuition increases that we have experienced. I believe that the UO remains a remarkable value for students and families.

The budget challenges and cost drivers are not going to abate, which means we are likely looking at a multi-year trend with regard to tuition. For instance, in academic year 2017–2018 we will have an even more challenging situation, with a roughly 20 percent increase in our PERS costs on top of our normal cost drivers.

For that reason, I am committed to doing everything in my power to cushion the impact of this increase and likely future increases on our most economically vulnerable students. We have expanded the PathwayOregon program, which provides full tuition and fees to nearly 2,000 Pell-eligible resident students. This year, we will also expand our financial assistance by \$1.4 million. We will continue the graduation assistance award program that we began this year. Perhaps most importantly, through the Oregon Commitment (my student success initiative announced last fall), we will work to make sure that every student at the university graduates in a timely fashion. That alone will save UO students tens of thousands of dollars that they currently incur in extra tuition and fees.

I appreciate your thoughtful consideration of this proposal.

This summary is the same as that provided to the Finance and Facilities Committee (FFC). Tuition and fee tables are included as an exhibit to the attached resolution. More information is available in the slide presentation from FFC, available in that meeting's packet.

REQUESTED ACTION

Each year, the president presents to the board a recommendation for tuition and mandatory fees for the following academic year. Below is a summary of the president's recommendation for academic year 2016-17 (AY16-17) for tuition and fees. The resolution before FFC also includes authorization of the associated "Tuition and Fee Policy Book", which articulates the purpose of and use(s) for tuition and fees. The Finance and Facilities Committee will review the proposal and vote on a resolution; if passed by the committee, the full board will vote on the resolution as a seconded motion.

PROCESS RECAP

The Tuition and Fee Advisory Board (TFAB) exists to advise the provost on tuition, mandatory fees, course fees, other significant costs of education (e.g., housing fees), as well as issues related to tuition structure (e.g., guaranteed tuition, tuition plateaus). Like other administrative advisory boards, TFAB does not vote on a specific recommendation; its chairs take all advice and feedback into consideration and a generalized TFAB recommendation is submitted to the provost. The provost confers with the president, they put forth a recommendation for public comment, and then the president forwards a final recommendation to the Board of Trustees.

The TFAB is co-chaired by Jamie Moffitt, vice president for finance and administration/CFO, and Brad Shelton, in his role as vice provost for budget and planning. Additional members of the advisory group include four students (three undergraduate and one graduate, including the ASUO president and ASUO finance director), faculty, deans, vice presidents, vice provosts and administrative staff engaged in budgeting, institutional research and financial aid.

TFAB met twelve times during October through January. Fall meetings focused on research, current tuition and fee information, comparative data, the concept of a guaranteed tuition program, and budget pressures (known and anticipated). Winter meetings focused on deeper dives into specific proposals for tuition (graduate and undergraduate), course fees, mandatory fees, housing fees, and tuition and fee policies. TFAB meetings were open to the public and materials were posted on the Institutional Research website ([available here](#)). In addition to TFAB meetings, there were three public forums at which tuition was discussed and student input solicited.

STARTING POINT: 2015-16 E&G FUNDS

Education and general (E&G) expenses for FY 2015-16 are estimated to be approximately \$483 million. For this year, the UO is run-rate even, which means anticipated revenue is expected to just cover

anticipated costs.¹ This is largely due to the state's reinvestment in higher education and the tuition increase adopted for 2015-16. Eighty percent (80%) of the E&G fund comes from tuition.

ANTICIPATED COST INCREASES

The following is a non-exhaustive list of known and anticipated cost increases. These reflect recurring cost drivers that will be added to the \$483 million baseline for AY16-17. There are certainly other cost increases, such as those which might be found in individual schools or colleges; this list focuses on high-level, major increases.

Item	Amount	Note
Salary increases for faculty and staff	\$7.6 million	Per collective bargaining agreements. Includes annualization of FY16 2.0% ATB and FY17 0.75% ATB for faculty; also includes partial year implementation of merit pool. Per SEIU CBA includes annualization of FY16 2.25% ATB and partial year implementation of FY17 2.25% ATB for staff. Estimates also include projected step increases (4.75%) for approx. 73% of SEIU staff. Projections include salary increases for almost 3500 employees (faculty, SEIU staff and OAs). (OA salary packages are assumed to be similar to faculty increases.) GTF salary increases are <i>not yet included in this projection</i> as the contract is under negotiation. <i>Note:</i> Salary increases for 2017-18 will likely be higher due to increases in faculty CBA.
Salary increases for GTFs	TBD	Contract currently being negotiated.
Medical cost increases	\$2.2 million	Projections include annualization of December 2015 increase in PEBB rates (3.3%) and an assumed PEBB rate increase of 5.0% in December 2016. (Annual increases over the last 14 years have averaged 5.7%.)
PERS cost increases	--	No change in rates for FY17, but there is a substantial increase projected in FY18 of \$6-8 million (<i>annual and recurring</i>). A similar recurring increase is also expected in both FYs 20 and 22.
Increased costs for debt, rent, insurance, utilities and assessments	\$1.5 million	
Strategic Investment Fund	\$2 million	This is a standard increase – this fund is allocated by the Provost each year to fund agreed-upon university priorities based on recommendations of a Budget Advisory Group. \$1 million has already been pre-committed to tenure track faculty lines as part of the cluster hire process. \$400K has

¹ In FY 2014-15, the university ran a \$10 million deficit in revenue vs. costs in the E&G fund, \$6.5 million of which was due to recurring costs now included in the 2015-16 budget and beyond.

		already been pre-committed to new graduate student fellowships.
Investments in IT infrastructure	\$2.75 million	Minimum phase one investment. Significant additional investment likely needed in FY18.
Potential increases in minimum wage	TBD	The legislature passed a minimum wage increase, the fiscal effects of which are being analyzed. There is still also discussion of a possible ballot measure. For illustrative purposes, moving current minimum wage of \$9.25/hour to \$13.50/hour would have an impact of \$2 million per year to the E&G budget.
Investments in new Tenure Track Faculty	\$1.5 million	
TOTAL MAJOR COST INCREASES	\$17.5 million	This is not a final number; it will grow as TBDs are determined.

This number could easily reach \$20 million (or more) in total additional costs, which equates to a 4.1% increase in recurring E&G expenses.

REVENUE TO OFFSET INCREASES EXPENSES

Three primary mechanisms can help cover or offset this increase in expenses: cost-cutting measures, increased state appropriation, and tuition.

1. The president intends to find approximately \$3+ million in cost-cutting by FY17.
2. The 2016-17 state appropriation will be \$2.0 - \$2.5 million more than 2015-16.²
3. The TFAB recommends a tuition package resulting in \$13.5 million more.

AY 2016-17 TUITION AND FEE RECOMMENDATION SUMMARY

For a detailed list of the proposed AY16-17 tuition and fee tables, please see Exhibit A to the resolution. Note that 10% (approximately \$1.4 million) of the gross tuition funds generated will be used for fee remissions (scholarships) for students per UO standard practice.

- Resident undergraduate tuition would rise \$9 per credit hour, or 4.76%. For a full-time (45 credit) student this equates to a \$405 annual increase. This puts a full year of tuition at \$8,910.
- Nonresident undergraduate tuition would rise \$30 per credit hour, or 4.46%. For a full-time student, this equates to a \$1,350 annual increase. This puts total nonresident tuition at \$31,590.
- Honors College differential is unchanged.
- Graduate tuition varies by degree level and school/college. The year-over-year changes range from a 0.3% increase (LCB doctorate) to a 9.8% increase (AAA studio).

² When the biennial budget is appropriated, it is done so with a 49-51 split between fiscal years. This \$2.5M represents the differential between the two years within this current biennial budget.

- Mandatory fees would see a 3.83% increase per term (3.91% for law). Four mandatory fees (building fee, rec center bond fee, rec center fee, and EMU fee) would see no change. Student Life recommends a 7.92% increase in the Health Service Fee, which is based on cost of care. The ASUO proposes a 4.47% increase in the student-managed Incidental Fee (aka “I-Fee”).

AY 2016-17 TUITION AND FEE POLICY BOOK

Part of the resolution referenced above is adoption of the 2016-17 version of the University of Oregon Fee Book. This book articulates policies relating to various university fees, tuition discounts (e.g. employee), and the like. A redline version of the Fee Book is attached to the resolution as Exhibit B so that you can review any changes. Please note that all but one of the changes proposed in this Fee Book revision are meant to improve clarity and specificity from the last version. Thus, most are wording changes, the addition of clarifying language in line with current practice, or a reorganization of sections. Other changes are stylistic to confirm the whole document with a master style.

There is one substantive change to the fee book in the language describing the matriculation fee (page XX). The matriculation fee is intended to alleviate the need for many small charges to students for various services such as transcripts and placement exams. Henceforth the Matriculation Fee will no longer include Student Orientation, which will be covered by a separate, non-mandatory fee. In light of the change; the Matriculation fee will not be increased for 2016-17. Normally the Matriculation fee is indexed to increases in resident undergraduate tuition.

NOTE: OTHER FEES, FINES, PENALTIES AND SERVICES CHARGES

The Board has delegated authority to the presidents to set “special fees, fines, penalties and services charges” at the UO, but proposed changes are required to be shared with the Board for informational purposes and review. Those are available at [this link](#) or as a separate PDF upon request.

Board of Trustees of the University of Oregon

Seconded Motion—Resolution: AY16-17 Tuition and Fees

Whereas, the Board of Trustees of the University of Oregon (the “Board”) has the authority to determine tuition and mandatory enrollment fees in accordance with ORS 352.102, ORS 352.105, ORS 352.107, and other applicable law, and policy;

Whereas, the University has established recommended tuition and mandatory enrollment fees for Academic Year 2016-2017 (AY16-17) based on the work of a campus advisory group—representing undergraduate students, graduate students, faculty and staff; a series of public forums; and a public comment period;

Whereas, the Board authorizes the collection of mandatory incidental fees for AY16-17 recommended by the president of the University and the recognized student government (ASUO) and established in accordance with provisions outlined in ORS 352.102, ORS 352.105, ORS 352.107, and other applicable law, and policy;

Whereas, the Board has authority to establish policies for the organization, administration and development of the university which, to the extent set forth in those policies, shall have the force of law and may be enforced through university procedures that include an opportunity for appeal and in any court of competent jurisdiction; and,

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

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby approves the following:

1. RESOLVED, that the AY16-17 tuition and mandatory fee schedule attached hereto as Exhibit A is adopted;
2. FURTHER RESOLVED, that the AY16-17 “Policies on Tuition, Mandatory Enrollment Fees, and Other Charges, Fines and Fees” (“Policies”) attached hereto as Exhibit B are adopted effective July 1, 2016 and shall repeal, supersede and replace all University of Oregon rules and policies related to subject matters addressed in the Policies, except as determined by the President; and
3. FURTHER RESOLVED, that the President, or his designee(s), may take all actions necessary to implement and enforce AY2016-17 tuition and fees and associated Policies.

--Vote recorded on the following page--

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

Dated: _____

Initials: _____

This summary is the same as that provided to the Finance and Facilities Committee. If you are interested, Section 2 of that meeting's materials contains additional information provided by the Director of Treasury Operations.

The Board of Trustees is asked to authorize the issuance of general obligation bonds in an amount not to exceed \$60,000,000. The UO's Treasury Management Policy requires board approval for any financing activity in excess of \$5 million.

Proceeds from these bonds will be used to provide capital to UO's internal bank so that it has long-term funds to lend for authorized capital projects that benefit the university. The largest recipient is expected to be Student Housing as they construct the new residence hall. (The timeline of the residence hall project would not change.) The remainder is planned for various small (less than \$5,000,000) capital projects, to cover costs related to the bond sale, and to cover any capitalized interest costs.

This request was originally anticipated to be before the Board in fiscal year (FY) 2017. However, due to persisting historically low interest rates, the university may be able to benefit from issuing the bonds sooner in order to capture longer-term savings. If rates normalize, the university may need to revert to its original schedule. Thus the purpose of board action at this time is to give the university flexibility to issue the bonds at whichever time is expected to be most beneficial. University staff consults with a professional team of financial advisors and underwriters to understand the ramifications of these timing differences. Staff will keep the board apprised of the timing of the issuance.

These bonds would be issued not later than June 30, 2017 and would mature by October 31, 2047. Treasury Management estimates that the yield of this bond issuance, if issued within the next three months, could range between 3.25% and 3.75% depending on structure and types of bonds issued. The annual interest payment is expected to be approximately \$2,500,000. Depending on the structure of the bond sale and the type of bonds sold, our financial advisors estimate that if long-term interest rates rise by even a small increase between the time we actually sell the bonds (likely Spring 2016) and Spring 2017 (as originally anticipated), that the long-term savings in capital costs will more than offset the negative carrying costs of issuing the bonds a year early.

The resolution authorizes the UO's treasurer, or her designee, to issue the bonds, manage payment of the principal and interest, establish the structure of the bonds, and issue additional bonds to defease or refund other outstanding long-term obligations for the purpose of reducing costs.

The UO's policy relating to liability management states that the Board will consider the following with respect to such authorizations: the impact of the new liability on the institution's ability to achieve its mission, the cost of capital, and how the transaction affects the institution's ability to meet existing obligations.

Board of Trustees of the University of Oregon

Resolution: Authorization of 2016 General Revenue Bonds

WHEREAS, ORS 352.087(1)(b) authorizes the University of Oregon (the “University”) to borrow money for the needs of the University in such amounts, at such times, and upon such terms as may be determined by the University acting through its Board of Trustees (the “Board”); and

WHEREAS, ORS 352.408(1) authorizes the University to issue revenue bonds for any lawful purpose of the University in accordance with ORS chapter 287A, and to issue refunding bonds under ORS 287A.360 to ORS 287A.380 of the same character and tenor as the revenue bonds replaced; and

WHEREAS, Section 3.1 of the University Treasury Management Policy provides that the University may use debt or other financing agreements to meet its strategic objectives and, pursuant to Section 3.2 of the Treasury Management Policy, the Board, or its designated Committee, must authorize debt transactions, financing agreements, hedging instruments, and other derivatives when the par or notional amount is greater than \$5,000,000; and

WHEREAS, Section 3.4.2 of the University Treasury Management Policy authorizes the Treasurer to enter into financing transactions for the purpose of mitigating the risk of existing obligations and/or reducing the overall cost of debt; and

WHEREAS, the University has previously issued and has outstanding its General Revenue Bonds, 2015A in the aggregate principal amount of \$50,000,000 (the “2015 Bonds”), and the University now desires to authorize the issuance of one or more series of general revenue bonds on a parity with or subordinate to the pledge securing the payment of the principal of an interest on the 2015 Bonds in an aggregate principal amount not to exceed \$60,000,000; and

WHEREAS, ORS 352.087(1)(t) authorizes the University to delegate any and all powers and duties, subject to the limitations expressly set forth in law;

WHEREAS, the Board has considered the impact of the general revenue bonds and general revenue refunding bonds authorized by this resolution on the University’s ability to achieve its mission and strategic objectives, the cost of issuing and paying the bonds, and how the bonds will affect the University’s ability to meet its existing obligations, and has determined that it is in the best interests of the University to approve the issuance of the bonds as set forth in this resolution, and to delegate the powers of the Board related to the bonds to the Treasurer of the University, and her designee, to approve the sale of the bonds and certain terms of the bonds; and

WHEREAS, the Finance and Facilities Committee has referred this matter to the full Board as a seconded motion, recommending adoption;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby adopts this resolution as follows:

1. Appointment of Authorized Representative. The Board hereby authorizes the Treasurer of the University, and her designee, each acting individually and on behalf of the University and not in his

or her personal capacity (the "Authorized Representative"), to act as the authorized representative for and on behalf of the University in connection with the issuance and sale of general revenue bonds (the "New Money Revenue Bonds") and general revenue refunding bonds (the "Refunding Revenue Bonds" and, together with the New Money Revenue Bonds, the "Revenue Bonds") to carry out the purposes and intent of this resolution. The signature of the Authorized Representative or his or her designee shall be sufficient to bind the University with respect to any Revenue Bonds, certificate, agreement or instrument related thereto, and shall be sufficient to evidence the Authorized Representative's approval of the terms thereof.

(a) Revenue Bonds Authorized.

(i) New Money Revenue Bonds. The Board hereby authorizes the issuance of not more than Sixty Million Dollars (\$60,000,000) in aggregate principal amount of New Money Revenue Bonds under ORS 352.087(1)(b) and/or ORS 352.408 for University purposes, to fund debt service reserves, if any, and to finance other costs related to issuing a series of New Money Revenue Bonds, including but not limited to capitalizing interest.

(ii) Refunding Revenue Bonds. The Board further hereby authorizes the issuance of Refunding Revenue Bonds under ORS 352.087(1)(b) and/or ORS 351.408 to defease, prepay or refund short-term or interim financing incurred under Section 3.4.1 of the University Treasury Management Policy, to defease, prepay or refund any or all of the payments to be made by the University in connect with bonds issued by the State of Oregon for the benefit of the University, to pay costs of issuance, and to pay defeasance, prepayment and refunding costs.

2. Special Obligations of the University. The Revenue Bonds shall be special obligations of the University that are payable solely from legally available revenues of the University that the University pledges to pay the Revenue Bonds.

3. Bond Sale Authorized. The Authorized Representative is hereby authorized, on behalf of the Board and without further action by the Board, to take any of the following actions that may be required if needed in connection with the issuance and sale of Revenue Bonds authorized herein:

(a) Issue the Revenue Bonds in one or more series and at different times; provided that any series of Revenue Bonds under this resolution shall be issued on or before June 30, 2017.

(b) Pledge all or any portion of the legally available revenues of the University to pay and secure the payment of the principal of and interest on each series of Revenue Bonds, and determine the lien status of each pledge.

(c) Apply the proceeds of any series of New Money Revenue Bonds to pay or reimburse costs of the University, to fund debt service reserves, if any, and to pay other costs related to issuing a series of Revenue Bonds, including but not limited to capitalizing interest.

(d) Determine whether to pay or refinance short-term or interim financing or to defease, refund or prepay University obligations including any or all of the payments to be made by the University in connection with bonds issued by the State of Oregon for the benefit of the University.

(e) Apply the proceeds of any series of Refunding Revenue Bonds to pay or refinance short-term or interim financing, to defease, refund or prepay University obligations including any or all of the payments to be made by the University in connection with bonds issued by the State of Oregon for the benefit of the University, to pay costs of issuance, and to pay defeasance, prepayment and refunding costs.

(f) Participate in the preparation of, authorize the distribution of, and deem final the preliminary and final official statements and any other disclosure documents for any series of Revenue Bonds.

(g) Establish the final principal amount, maturity schedule, interest payment dates, interest rates, denominations and all other terms for each series of Revenue Bonds; provided, that the true interest cost of any New Money Revenue Bonds shall not exceed eight percent per annum, and the final maturity date for any New Money Revenue Bond shall be on or before October 1, 2046.

(h) Select one or more underwriters or lenders and negotiate the sale of that series of Revenue Bonds to those underwriters or lenders, and execute and deliver one or more bond purchase agreements.

(i) Undertake to provide continuing disclosure for any series of Revenue Bonds in accordance with Rule 15c2-12 of the United States Securities and Exchange Commission.

(j) Apply for rating(s) for any series of Revenue Bonds.

(k) Draft and approve the terms of, and execute and deliver, one or more bond declarations which pledge all or a portion of the legally available revenues of the University to particular series of Revenue Bonds, make covenants for the benefit of owners of the Revenue Bonds, describe the terms of the Revenue Bonds that are issued under that bond declaration, and describe the terms under which future obligations may be issued on a parity with those Revenue Bonds.

(l) Appoint and enter into agreements with paying agents, escrow agents, bond trustees, verification agents, and other professionals and service providers.

(m) Issue any series of Revenue Bonds as taxable bonds, including as taxable bonds that are eligible for federal interest subsidies or tax credits.

(n) Issue any series of Revenue Bonds as governmental and/or 501(c)(3) tax-exempt bonds, hold public hearings, take actions and enter into covenants to maintain the tax status of that series of Revenue Bonds under the Internal Revenue Code of 1986, as amended (the "Code").

(o) Provide for the Revenue Bonds to be held in certificated or uncertificated form.

(p) Execute and deliver any agreements or certificates and take any other action in connection with the Revenue Bonds that an Authorized Representative finds will be advantageous to sell and issue the Revenue Bonds and carry out this resolution.

4. Ratification and Approval of Actions. The Board hereby ratifies and approves all prior actions taken on behalf of the Board or University related to such Revenue Bonds. The Board hereby

authorizes, empowers, and directs the Authorized Representative to take further actions as may be necessary or desirable related to such Revenue Bonds, including, without limitation, the execution and delivery of agreements necessary or desirable to carry out such actions or arrangements, and to take such other actions as are necessary or desirable for the purposes and intent of this resolution.

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

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

Date: _____

Recorded: _____



Agenda Item #2

President's Report and Strategic Framework Overview

Enclosed is a copy of the 2016-2021 Strategic Framework, which was finalized by President Schill and Provost Coltrane in mid-February after more than a year of work by faculty, staff and students. This document articulates strategic initiatives to support the president's overarching institutional priorities: excellence in teaching and research, student access and success, and an enriching experience. It also looks at initiatives to support the underlying infrastructure and administration necessary to execute this vision.

President Schill will reference this Strategic Framework during his president's report and thus it is provided as background reading in advance of the meeting.

EXCELLENCE

2016-2021 strategic framework for the University of Oregon





February 29, 2016

We are pleased to share with you the University of Oregon's 2015-2021 strategic framework, simply and appropriately titled, "EXCELLENCE."

This framework is a guiding document, meant to be aspirational. It will provide us all with a set of objectives and principles by which to judge our work as we collectively move forward. We will contemplate priorities, decisions, and actions based on whether they are consistent with this framework.

The document is meant to complement the UO's mission statement (adopted in 2014). Further, the framework is not a "plan"—it does not contain metrics or specific tactics—and to be honest, we may not have the resources to fully execute all of these strategies. That will not, however, preclude us from striving to reach the important overall goals contained in the framework to enhance excellence at the University of Oregon.

Thank you to everyone who participated in the process to develop this framework, and to each and every member of the UO community—excellence is, without question, a team effort.

Sincerely,

Michael H. Schill
President

Scott Coltrane
Provost and Sr. Vice President

Imagine...

a preeminent research university rooted in a liberal arts and sciences education.

an institution that teaches people to think deeply, critically, and creatively.

an incubator where inquiry leads to real impact.

a place where innovation occurs at the intersection of disciplines.

a close-knit, human scale academic community with global reach.

a setting where mountains, forests, rivers, and beaches are part of the everyday learning environment.

a home for students, researchers, teachers, and employees consistently focused on the greater good.

Welcome to the University of Oregon.

The University of Oregon's Mission, Purpose, Vision, and Values

Our Mission	The University of Oregon is a comprehensive public research university committed to exceptional teaching, discovery, and service. We work at a human scale to generate big ideas. As a community of scholars, we help individuals question critically, think logically, reason effectively, communicate clearly, act creatively, and live ethically.
Our Purpose	We strive for excellence in teaching, research, artistic expression, and the generation, dissemination, preservation, and application of knowledge. We are devoted to educating the whole person, and to fostering the next generation of transformational leaders and informed participants in the global community. Through these pursuits, we enhance the social, cultural, physical, and economic wellbeing of our students, Oregon, the nation, and the world.
Our Vision	We aspire to be a preeminent and innovative public research university encompassing the humanities and 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.
Our Values	We value the passions, aspirations, individuality, and success of the students, faculty, and staff who work and learn here. We value academic freedom, creative expression, and intellectual discourse. We value our diversity and seek to foster equity and inclusion in a welcoming, safe, and respectful community. We value the unique geography, history and culture of Oregon that shapes our identity and spirit. We value our shared charge to steward resources sustainably and responsibly.

Strategic Framework 2015

Institutional Priorities

1. Promote and enhance student access, retention, and success.
2. Enhance the impact of research, scholarship, creative inquiry, and graduate education.
3. Attract and retain high quality, diverse students, faculty, and staff.
4. Enhance physical, administrative, and IT infrastructure to ensure academic excellence.

Promote and enhance student access, retention, and success.

The UO will create a cohesive four-year undergraduate experience that propels students on an inspiring and rewarding path by fully integrating a liberal arts and sciences education, a purposeful major, meaningful experiential opportunities, and intentional post-graduation planning. The UO will offer effective support for all students—including programs tailored to those from diverse backgrounds—to ensure a path to timely completion.

STRATEGIES & INITIATIVES

1. Improve, enhance, and establish new programs aimed at increasing student access, retention, and success.
 - Foster institution-wide collaboration among various student-focused services to ensure access and efficacy, and eliminate redundancy.
 - Make better use of data to identify at-risk students as well as adopting the tools needed to support those students in achieving success at the UO.
 - Expand programs that provide students of limited means with access to the UO and enhanced opportunities for successful and timely completion.
 - Expand and coordinate student academic advising and remove unnecessary curricular and administrative barriers to timely completion.
2. Provide an integrated, compelling educational experience that allows students to graduate in four years while accommodating the needs of transfer and nontraditional students.
 - Engage in a comprehensive review of the structure of the four-year educational experience of undergraduate students—including general education requirements—and identify potential pilot projects or models based on best practices.
 - Maximize opportunities for undergraduate students to learn directly from and build relationships with faculty engaged in research and creative discovery.
 - Adopt a learning-outcome approach to mapping education at the UO.
 - Focus on engaged learning that combines service and experiential learning opportunities.
 - Expose all undergraduate students to meaningful research experiences and global perspectives.

- Ensure that all students develop an understanding of the challenges and opportunities created by living in an increasingly diverse society.
 - Leverage the use of technology to achieve educational goals and undergraduate student success.
 - Support undergraduate mentoring and advising by emulating best practices and strengthening student-faculty interaction.
 - Reflect best practices in diversity, equity, and inclusion as part of curricular and programmatic review.
 - Expand Academic Residential Communities and other learning communities.
3. Enhance post-graduation planning and success to help launch students into their futures after the UO.
 - Expand undergraduate research opportunities and internships.
 - Explore ways to use the emerging presence of the university in Portland to connect students with exciting internships and employment opportunities.
 - Enhance pipeline preparation opportunities into graduate and professional programs for students who seek additional education, with special attention to programming for underrepresented students.
 - Develop institutionally-supported opportunities to promote and share integrated learning experiences (e.g. e-portfolios, transition, or capstone projects).
 - Increase the number of students who are prepared to apply for distinguished national and international scholarships.
 - Expand outreach to graduate programs and potential employers (companies, non-profits, and government).
 - Link liberal arts and sciences education to career preparation through advising, curricular, and co-curricular initiatives, including ideas around co-locating or co-operating academic and career advising.
 - Enhance career preparation and networking opportunities for students, especially as they relate to student-alumni connectivity and networking.
 4. More thoroughly analyze and understand strategic opportunities and limitations of online education (including hybrid approaches).
 5. Engage in a more data-driven approach to evaluate and assess the quality of teaching, student engagement, and the overall campus environment.

Enhance the impact of research, scholarship, creative inquiry, and graduate education.

The UO will embrace a culture of excellence, both existing and enhanced. We will focus on hiring more faculty (especially tenure track, post docs, and researchers in strategic areas) and educating more graduate students to enhance UO's reputation as a preeminent comprehensive research university and enhance its standing among national peers. Investments in faculty will align with institutional priorities and be based on appropriate metrics. The UO will increase externally sponsored research, bolstering existing and interdisciplinary research, scholarship, and inquiry as well as enhancing doctoral programs and training.

STRATEGIES & INITIATIVES

1. Encourage a culture that promotes and enhances excellence.
 - Reallocate institutional funds to enhance excellence and align resources with teaching and research priorities.
 - Celebrate and reward excellence among faculty, students, and staff.
2. Increase the size of the tenure-related faculty by 80 to 100 members.
 - Develop hiring practices that emphasize current strengths and emerging areas of basic and applied research excellence.
 - Focus on hiring faculty with potential for making transformative contributions to scholarly research, scientific discovery, and creative practice.
3. Substantially increase externally-sponsored research support.
 - Enhance programmatic tools at the institutional, college, and unit levels to support those seeking externally-sponsored opportunities.
 - Leverage existing strengths and identify the best opportunities for new programs and initiatives to increase external support.
 - Engage in innovative partnerships for non-traditional sources of support.
 - Ensure that faculty obligations and responsibilities, such as teaching and research, align with institutional priorities.
 - Align hiring strategies with the priority of increased success in obtaining externally sponsored research awards and projects.

4. Increase the number of graduate programs ranked in the top 25%.
 - Make targeted investments in programs that can “go from good to great.”
 - Increase graduate student fellowship support, professional development, and post-graduation success.
 - Encourage, facilitate, and support new and transformative courses and programs.
 - Increase the number and diversity of Ph.D. students in areas of academic excellence.
 - Increase the number and diversity of graduate students in areas where prospects for fulfilling professional careers are bright.
 - Strengthen graduate program review processes to enable eventual expansion of successful programs and contraction of less successful programs.
 - Partner with regional research institutions (e.g., Oregon Health and Science University, Oregon State University, Pacific Northwest National Labs) in training graduate students and postdoctoral scholars.
5. Enhance the use of appropriate unit-level and institutional measures of quality, equity, and excellence (metrics) in decision-making and resource allocation.
 - Make assessments and critical discussion of results a routine part of governance at the UO—from units to the institution as a whole.
 - Promote the use of various field-specific metrics and best practices for effective decision-making.
6. Substantially increase support of research, scholarship, and creative inquiry.
 - Find new and effective ways to connect researchers with philanthropic funding opportunities through enhanced collaboration between researchers and development staff.
 - Strengthen existing partnerships, and explore new ones, to promote institutional teaching and research priorities, including the use of public-private partnerships.
 - Seek resources to provide research support for faculty including but not limited to seed and bridge funding, summer support, salary support for research leave, and project completion grants.
 - Strengthen and expand existing internal research award programs which provide support for faculty.

Attract and retain highly qualified, diverse students, faculty, and staff.

The UO will promote a campus culture and infrastructure within which all students, faculty, and employees can flourish. We seek greater diversity among the student body, faculty, and staff in order to ensure a meaningful and successful experience for all. The UO will ensure inclusive recruitment efforts; transparent, equitable, and navigable hiring and admissions processes; a welcoming environment that facilitates scholarship, creativity, collaboration, learning, personal advancement, success and, interdisciplinarity.

STRATEGIES & INITIATIVES

1. Recruit and foster the success of a highly-qualified and diverse student body.
 - Increase numbers of underrepresented students at the UO and engage in new tactics to recruit a diverse student body.
 - Compete for high-achieving and underrepresented students by increasing scholarship resources and by coordinating and strengthening UO pipeline programs.
 - Attract students from diverse backgrounds by increasing faculty and staff diversity.
 - Use the UO's emerging Portland presence to recruit more students from the greater Portland area.
 - Expand programs that provide students of limited means access to the UO and enhanced opportunities for successful and timely completion.
 - Create a stronger, more connected campus community by creating and supporting affinity groups.
 - Enhance diversity and global reach by recruiting top international students.
 - Study the benefits and feasibility of establishing cultural centers and programming for underrepresented students.
 - Effectively communicate the value of a UO experience and education.
2. Strengthen and expand active recruitment and retention of highly qualified and diverse faculty and staff through new strategies and relationships.
 - Instruct and train all search committees about the importance of diversity and how to create diverse pools of candidates.

- Develop strategic recruitment and hiring practices for faculty and staff that indicate a clear commitment to a highly qualified and diverse employee base.
 - Expand faculty hiring programs (e.g. dual-career programs, inter-institutional partnerships, the Initiative for Faculty Diversity, the Underrepresented Minority Program, and Target of Opportunity Program).
 - Establish and track measurable goals for increasing diversity.
 - Improve overall assistance to new faculty and staff, especially as it relates to making a transition to communities in Oregon less diverse than their previous communities.
 - Engage faculty in Eugene with programs and communities in Portland.
3. Create a campus culture that is supportive and responsive to the diverse needs and aspirations of students, faculty, and staff.
- Establish programs and opportunities through which students, faculty, and staff can share information and build networks within and across UO communities, and which foster a better understanding of the history and cultures of diverse populations.
 - Establish mechanisms through which the university can articulate its commitment to highly qualified, diverse students, faculty, and staff, including the use of a general Code of Conduct and through enhanced training.
 - Develop programs and processes that foster academic and professional success as well as opportunities for advancement for faculty and staff throughout the institution.
 - Improve and maintain campus resources and facilities in ways that attract highly qualified, diverse students, faculty, and staff.

Enhance physical, administrative, and IT infrastructure to ensure academic excellence.

The UO will wisely deploy or reallocate resources to maintain, enhance, and expand the infrastructure necessary to recruit, retain, educate, and serve students, faculty, and staff to promote the research mission of the university. Choices will be guided by the need to support intellectual inquiry, creativity, and scholarly communication in its myriad forms. Physical, administrative and IT infrastructure decisions will be based on alignment with the UO's mission and institutional priorities. Such decisions will also consider issues of accessibility, safety, efficiency, security, modernization, and flexibility.

STRATEGIES & INITIATIVES

1. Develop a university-wide resource allocation system that will provide incentives for excellence, promote stability, and ensure that units are aligned with university priorities.
2. Ensure that UO's planning process and vision for its physical infrastructure includes long-term planning and ongoing assessment of needs for classrooms, faculty offices, and areas to house student support services, as well as for preserving the beauty and functionality of the campus.
3. Address immediate infrastructure needs to accommodate current and future enrollment and protect existing assets.
 - Develop and implement planning—and increased funding—to address deferred maintenance needs.
 - Develop and implement an IT strategic plan that will be informed by institutional and unit needs, but that will also conserve resources, reduce waste and redundancy, and ensure security and excellent service.
4. Renovate and repurpose current assets to ensure longer building life, ensure accessibility, and improve space utilization.
 - Complete a housing renovation plan that will provide necessary and desired upgrades to student campus housing.
 - Maintain an accessible physical campus and provide up-to-date adaptive technology and interpretive support.
5. Build assets to support strategic objectives.
 - Develop new, outstanding research and teaching spaces focused on institutional priorities, including new research laboratory buildings.

- Add facilities necessary to meet faculty and student demand, and develop a comprehensive plan to address future growth.
6. Continually assess underlying assumptions and guiding principles regarding infrastructure and administrative services, especially as they relate to a more digital world.
- Support and enhance core research facilities (including the library).
 - Identify opportunities to rationalize facilities, infrastructure, and services by eliminating or condensing units, outsourcing appropriate programming and services, leveraging shared services with other entities, and where appropriate facilitating suitable telework.
 - Devise and implement processes, policies, and resource allocations that will promote economies of scale and more centralized services where appropriate.
 - Ensure that infrastructure plans and priorities are driven from the point of view of end users, especially given the diverse community and needs across campus.

-END-

THANK YOU to the many task force members who helped shape this strategic framework...

Yvette Alex-Assensoh – vice president, Equity and Inclusion; professor, Political Science
Susan Anderson – professor, German Scandinavian Studies
Andy Berglund – interim dean, Graduate School
Deanna Berglund – grants/contracts coordinator, Institute of Molecular Biology
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Ron Bramhall – associate vice provost, Academic Affairs; senior instructor I, Business
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Kayleigh Catron Frater – graduate student, PPPM
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Gretchen Soderlund – associate professor, Media History
Greg Stripp – chief of staff/senior advisor to President, President's Office
Richard Taylor – professor and director, Physics
Roger Thompson – vice president, Enrollment Management
Mark Unno – associate professor and department head, Religious Studies
Dean Walton – science and technology outreach librarian, UO Libraries
Melissa Woo – vice provost and chief information officer, Information Services



Agenda Item #3

Presidential Goals and Evaluation

GOALS FOR YEAR 1

- Finalize a strategic framework for the university, which will dynamically describe the academic vision and its philosophical underpinnings.
- Hire – or make significant progress toward hiring – additional tenure track faculty consistent with the academic plan.
- Hire new leadership team members as required.
- Develop a strategic communications plan for both internal and external communication.
- Develop and begin implementation of a pilot leadership training program for department chairs.
- Reorganize the President's and the Provost's offices.
- Establish a development *philosophy, strategy and plan* for the UO.
- Seek to raise \$120-150 million in gifts and pledges for *academics*.
- Develop a plan for assessing the effectiveness and efficiency of key central administrative services.
- Develop a strategy for the UO's presence, activities and operations in Portland.
- Successfully complete labor negotiations and implement a new CBA with the faculty union. (This goes for classified staff as well, but that is a goal among all seven presidents.)

Permeating all of the president's goals and initiatives should be a focus on diversity, equity and inclusion at the UO. This should include a look at potential statistical improvements (such as the number of underrepresented faculty and students), as well as a look at cultural improvements across campus.

There are, of course, many other objectives that deserve pursuit in year 1. For example, improving faculty and employee morale; continued refinement and focus of our prioritized academic programs as identified in the academic plan; promoting a more stable, respectful and productive relationship between the administration and the University Senate; building personal relationships with key state political and opinion leaders; and developing and maintaining a good working relationship with the board of trustees.

LONG-TERM GOALS

- Improve the graduation rate.
- Improve overall faculty and research excellence.
- Increase financial support for students.
- Engage in planning, decision making and budgeting that continually raises the quality of our academic programs and students.
- Improve UO's performance on AAU metrics.
- Successfully complete a \$2B campaign.
- Create a more sustainable financial model for the university.
- Ensure appropriate athletic accountability to and coordination with the President.
- Develop and execute a plan to address information technology needs.
- Complete the review and revision of all university policies.

Overview

In September 2014, the Board adopted an internal policy regarding presidential review and evaluation. The policy notes that a “well-defined and timely process” are important, as are “objectivity [and] candor.” It is also worth noting that the policy also states that any formal evaluation process does not preclude ongoing informal feedback loops and evaluative efforts.

After executing the policy for the first time in 2015, the Chair and Vice Chair of the Board propose certain changes to the policy to improve the process and its management. The redline version is attached to the resolution as Exhibit A. Below is a summary of proposed changes.

Proposed ChangesSection 2.1: Timeline for Annual Review

Proposed changes remove the specific March 1 thru June 30 timeframe and replaces the specific timeframe with language that allows the chair and vice chair to determine a timeframe each year, taking into consideration of the academic calendar and meetings of the Board. The language notes that this would typically fall between May and September, but it preserves some flexibility. This ensures more appropriate consideration of the academic calendar and the end of year time frame that correlates to the timing of presidential goals and objectives.

Section 2.2: Timeline for Comprehensive Review

For similar reasons as above, proposed changes remove the specific May 1 thru July 31 timeframe. This language is replaced with language allowing the chair and vice chair to determine the appropriate timeframe for the evaluation.

Section 3.0: Responsible Committee

Proposed changes the responsible committee for this work from the Presidential Factors Committee and puts the responsibility of the evaluation within the Executive and Audit Committee.

Section 4.2: Feedback

Proposed changes replace the very prescriptive “survey” with more general “feedback”. The use of “survey” implied a particular response tool or mechanism, which may or may not be appropriate any given year. This section also adds trustees and presidential direct reports to required participants. It removes the term “officers” as all officers are either vice presidents or direct reports.

Amendments to the Policy on Board Committees

The UO has a Policy on Board Committees that governs the structure and scope of work for board committees. If the change to section 3.0 as articulated above (removal of Presidential Factors Committee), it makes sense to also amend the Policy on Board Committees to officially eliminate that committee.

One of the most important responsibilities of the Board is to evaluate and support the president. This document seeks to articulate the plan for the 2016 annual evaluation of President Michael H. Schill. It therefore focuses only on the requirements pertaining to the **annual evaluation**.

POLICY STIPULATIONS – AS PROPOSED

In September 2014, the Board adopted an internal policy regarding presidential review and evaluation.¹ The policy notes that a “well-defined and timely process” are important, as are “objectivity [and] candor.” It is also worth noting that the policy also states that any formal evaluation process does not preclude ongoing informal feedback loops and evaluative efforts.

After executing the policy for the first time in 2015, the Chair and Vice Chair of the Board propose certain changes to the policy to improve the process and its management.² This outline reflects an evaluation plan for 2016 assuming passage of the proposed changes.

TIMING

The policy articulates that there shall be an annual review at a time specified by the Chair and Vice Chair. For 2016, the Chair and Vice Chair suggest that the process begin in early May (while school is still in session) with a final report to the Board due at the September meeting.

MANAGEMENT

The evaluation will be managed and executed by the Executive and Audit Committee, which may in turn designate a member (or members) to facilitate, gather and disseminate information. For 2016, the Chair proposes that the Vice Chair again take the lead in facilitating information flow.

COMPONENTS

1. A **self-assessment** with a retrospective and a prospective component. [Required]
2. **Feedback** from trustees, vice presidents, deans and the President’s direct reports. [Required]
3. Solicitation of other information and material from members of the university community and, where appropriate, external constituencies. [Optional]

REPORTING

A **summary report** shall be presented at the first regular meeting of the Board following completion of the review (anticipated September 2016). Prior to the completion of this report, the Chair and Vice Chair – along with any other appropriate trustee(s) – will meet with the President regarding the evaluation.

PRIVACY

Information collected will be shared with the President, though not necessarily by name or in an identifiable fashion. All materials are considered faculty personnel records and are thusly protected.

¹ http://trustees.uoregon.edu/sites/trustees2.uoregon.edu/files/presidential_review_091114_approved.pdf

² A redline version is available in this packet, attached to the resolution as Exhibit A.

Board of Trustees of the University of Oregon

Resolution: Amendments to Presidential Review Management and Processes

Whereas, evaluating the president of the University of Oregon ("President") is one of the most important responsibilities of the Board of Trustees ("Board") and is non-delegable;

Whereas, certain changes to the Board's policy on Presidential Review and Evaluation are necessary to ensure a better processes and outcomes;

Whereas, the President, the Board and the University as a whole will benefit from a routine an improved evaluation process;

Whereas, the Board believes it is no longer necessary to have a standing committee to address presidential matters and that the Executive and Audit Committee can manage such items (e.g. evaluation, compensation);

Now, therefore, the Board of Trustees of the University of Oregon hereby amends the Presidential Review and Evaluation Policy as articulated in Exhibit A, attached hereto; and approves associated amendments to the Policy on Committees as articulated in Exhibit B, attached hereto.

Moved by _____

Seconded by _____

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

Dated: _____

Initials: _____

Exhibit A

Proposed Presidential Review & Evaluation Policy (Redline)

The Board of Trustees of the University of Oregon (the “Board”) will evaluate the university President on a regular basis to facilitate clear communication, reflect best practices and promote the effective execution of the University’s strategic plans. To accomplish this, the Board, its committees and its members shall adhere to the following Policy on Presidential Review and Evaluation:

1.0 Guiding Principles

- 1.1 Evaluating the President is a non-delegable responsibility of the Board of Trustees. While various viewpoints will be solicited and considered, the Board must take direct responsibility for the evaluation.
- 1.2 A review of the President should be based on the University’s values and the objectives set forth in its mission, goals and strategic plans.
- 1.3 Objectivity and candor, as well as a well-defined and timely process, are critical to an effective evaluation.
- 1.4 Nothing in the establishment of annual or comprehensive review policies and processes should imply that informal, ongoing evaluations cannot, should not or will not occur; ongoing, reciprocal communication between the President and the Trustees is important to effective governance of the University.

2.0 Timelines

- 2.1 Annual Review – The Board shall undertake a performance evaluation of the President on **at least** an annual basis (the “Annual Review”). The Annual Review shall take place ~~between March 1 and June 30.~~ **during a timeframe specified by the Chair and Vice Chair of the Board, with consideration of the academic calendar and meetings of the Board. Typically, this timeframe would fall between May and September.**
- 2.2 Comprehensive Review – The Board shall undertake a comprehensive evaluation and review (the “Comprehensive Review”) at least every five years **of a president’s tenure during a timeframe specified by the Chair and Vice Chair of the Board, with consideration of the academic calendar and meetings of the Board.** ~~The Comprehensive Review shall take place between May 1 and July 31 after every fifth completed year fiscal year, or fraction thereof, of the President’s tenure.~~

3.0 Committee

The Board shall establish a Presidential Factors Committee **Executive and Audit Committee or its designee(s)** (“the Committee”) ~~for purposes of~~ **shall be responsible for** managing and executing this Policy.

Resolution: Amending the presidential review policy and the policy on committees

March 4, 2016

Page 2

4.0 Components of the Annual Review

4.1 President's Annual Self-Assessment – The President shall complete an annual self-evaluation, due to the Board at a date specified by the Chair. The self-evaluation shall include a retrospective component and a prospective component as described below.

4.1.1 The *retrospective* portion will customarily include, but is not limited to: institutional achievements and the President's role(s) therewith; assessment of the President's relationships with the Board, university leadership, and other key stakeholders; a review of goals previously established under Section 6.0 of this policy and progress made toward those goals; and identification of significant institutional or personal challenges faced throughout the preceding year, with particular focus on those likely to persist into the future.

4.1.2 The *prospective* portion will customarily include, but is not limited to: goals the President proposes for him/herself and the University over the course of (i) the next year and (ii) the next five years; professional development plans or objectives; an assessment of the University's primary opportunities, challenges, strengths and needs, especially as those items relate to the University's strategic plan; and areas in which the President seeks the Board's assistance.

4.2 ~~Presidential Review Survey – The following persons will evaluate the President through completion of an annual Presidential Review Survey ("Survey"): Vice Presidents, Academic Deans, and Officers of the University. The committee may, at its discretion, ask other persons to complete the Survey. The survey shall be developed annually by the Committee and shall be administered by the Secretary. The Survey shall be completed and results shared with the Board and the President according to a timeline specified by the Board in accordance with the requirements of Section 2.0.~~

Presidential Review Feedback – The Committee (or designee) shall solicit feedback from trustees, vice presidents, the President's direct reports, and academic deans. The Committee (or designee) may, at its (their) discretion, ask other persons to provide feedback. The feedback shall be shared with the Board and the President in accordance with the requirements of Sections 2.0 and 8.0.

4.3 Solicitation of Other Information and Material – The Committee (or designee) shall solicit information on the President's performance from other members of the university community and, where appropriate, external constituencies. Nothing in this section is meant to imply an obligation by the Board or any committee of the Board to solicit or accept information or material from any particular individual, organization or position. All material collected or obtained shall be provided to the President.

5.0 Components of the Comprehensive Review

Prior to the commencement of each Comprehensive Review, the Committee (or designee) shall establish the components and related processes not otherwise specified in this Policy by which the Comprehensive Review shall be administered. The Comprehensive Review shall supplement, and not replace, the Annual Review.

6.0 Reporting

6.1 Annual Review – Following the completion of each Annual Review, the Committee (or designee) shall prepare a report summarizing its findings and any associated recommendations, goals or action items for the President, the Committee and/or the Board. Such findings and recommendations may include consideration of presidential compensation. This report shall be presented to the Board at the first regular meeting of the Board following completion of the Annual Review.

6.2 Following the completion of each Comprehensive Review, the Committee (or designee) shall prepare a report summarizing its findings and any associated recommendations, goals or action items for President, the Committee and/or the Board. This report shall be presented to the Board at the first regular meeting of the Board following completion of the Comprehensive Review.

7.0 Establishment of Goals and Expectations

Upon completion of the Annual Review, but not later than thirty (30) days following the Board's acceptance of the report required in section 6.1, the Committee, in consultation with the Board Chair and the President, will establish and memorialize in writing the President's performance goals and expectations for the upcoming year.

8.0 Confidentiality

Oregon law governs the confidentiality of the President's review(s) and related materials. Evaluative information shall be received and maintained in a manner that is consistent with the personnel records standards outlined in ORS 351.065 and associated University policies.

Exhibit B

Proposed Amendments to the Policy on Board Committees (Red-Lined Version)

1.0 Executive and Audit Committee

1.1 There shall be a six-member Executive and Audit Committee (EAC) of the Board of Trustees, which shall sit as the Executive Committee of the Board and the Audit Committee of the Board. The Chair and Vice Chair of the Board and the chairs of the Academic and Student Affairs Committee and the Finance and Facilities Committee shall each be an ex officio voting member of the EAC, and the Chair of the Board shall select the fifth voting member. The Chair of the Board shall be the chair of the committee. During the absence or incapacity of the Chair, the Vice Chair shall be the chair. During the absence or incapacity of the Chair and the Vice Chair, the chair of the Finance and Facilities Committee shall be the chair.

1.2 When sitting as the Executive Committee, the EAC shall represent and may act for the Board, except as prohibited by applicable law or policy. The committee should generally endeavor to refer matters to the Board, but it is expected that the committee will act for the Board when the committee determines it to be necessary or appropriate. The committee shall submit reports on its actions to the Board.

1.3 When sitting as the Audit Committee, the EAC may consider matters pertaining to audits, compliance, ~~and~~ risk management, ~~and the presidency~~. Matters that may be brought before the committee include, but are not limited to, the following examples:

1.3.1 Audits and Internal Controls—matters relating to external and internal auditors, audit plans and reports, and internal controls.

1.3.2 Compliance—matters relating to compliance with legal and regulatory requirements.

1.3.3 Risk Management—matters relating to risk management, insurance, and risk transfer devices.

1.3.4 The Presidency—matters relating to the evaluation, compensation or position of the presidency.

All matters considered pursuant to this section 1.3 by the EAC sitting as the Audit Committee that require action by the Board shall be referred to the Board as a seconded motion unless authority to act on behalf of the Board has been delegated expressly to the EAC. Subsequent to the transaction of any business under such express delegated authority, the committee shall render a report on the business to the Board.

Any of the examples of matters brought before the EAC sitting as the Audit Committee pursuant to this section 1.3 may be directed to any other committee or the Board for consideration.

2.0 Academic and Student Affairs Committee

2.1 There shall be a seven-member Academic and Student Affairs Committee (ASAC). At the Board's second regular meeting of each even-numbered calendar year or such other time as determined by the Board, the Board Chair shall appoint the chairperson and other members of the ASAC. The Chair and Vice Chair of the Board shall not be appointed to the ASAC but may act as alternates, including voting, in the event of the absence of any committee member at any regular, special or emergency meeting.

2.2 All matters considered by the ASAC that require action by the Board shall be referred, as appropriate, to the Board or the Executive Committee for action as a seconded motion unless authority to act on behalf of the Board has been delegated expressly to the ASAC. Subsequent to the transaction of any business under express delegated authority, the ASAC shall render a report on the business to the Board.

2.3 The ASAC may consider matters pertaining to the teaching, research, and public service programs of the University and to its faculty, staff, and students. Matters that may be brought before the Committee include, but are not limited to, the following examples:

2.3.1 Faculty and Staff Affairs—matters relating to the faculty and the professional and classified staff, including their status and responsibilities, discipline and welfare.

2.3.2 Educational Policy—matters relating to educational policy, including admissions requirements, instruction, curriculum, degrees, research, educational technology, distance learning, public services activities, and the establishment and disestablishment of educational and research organizational units.

2.3.3 Student Welfare—matters relating to the general welfare of students, including housing and food services, health services and health insurance, safety, extracurricular activities, sports programs, and policies governing student discipline and student organizations.

Any of the above enumerated examples of matters brought before the ASAC may be directed to any other committee or the Board for consideration.

3.0 Finance and Facilities Committee

3.1 There shall be a seven-member Finance and Facilities Committee (FFC). At the Board's second regular meeting of each even-numbered calendar year or such other time as determined by the Board, the Board Chair shall appoint the chairperson and other members of the FFC. The Chair and Vice Chair of the Board shall not be appointed to the FFC but may act as alternates, including voting, in the event of the absence of any committee member at any regular, special or emergency meeting.

3.2 All matters considered by the FFC that require action by the Board shall be referred, as appropriate, to the Board or the Executive Committee for action as a seconded motion unless authority to act on behalf of the Board has been delegated expressly to the FFC. Subsequent to the transaction of any business under express delegated authority, the FFC shall render a report on the business to the Board.

3.3 The FFC may consider matters pertaining to the financial, capital, and other assets of the University. Matters that may be brought before the Committee include, but are not limited to, the following examples:

3.3.1 Budget—matters relating to the University's operating and capital budgets and requests for appropriation of state funds.

3.3.2 Investments and Finances—matters relating to the University's investments, finances, financial accounts, and debt finance.

3.3.3 Tuition and Fees—matters relating to tuition and mandatory enrollment fees.

3.3.4 Real Property—matters related to the acquisition, management, development and disposal of real property.

3.3.5 Personal Property—matters related to the acquisition, management, development and disposal of personal property, tangible and intangible.

Any of the above enumerated examples of matters brought before the FFC may be directed to any other committee or the Board for consideration.

~~4.0 — Presidential Factors Committee~~

~~4.1 — There shall be a five-member Presidential Factors Committee (PFC) of the Board of Trustees. The Chair of the Board (the “Chair”) shall select one member to be the chair of the PFC and four additional members at such a time as determined by the Chair. During the absence or incapacity of the chair of the PFC, the Chair of the Board shall select one of the other committee members to be the interim chair. The President of the University (the “President”) may not be a member of the PFC.~~

~~4.2 — The PFC shall consider matters pertaining to the recruitment, retention, resignation, evaluation and compensation of the President. Matters within the Committee’s purview or that may be brought before the PFC include, but are not limited to the following examples:~~

~~4.2.1 — Presidential Performance & Expectations — matters relating to the evaluation of presidential performance and setting of goals and expectations for the President.~~

~~4.2.2 — Presidential Compensation — matters relating to the President’s salary, benefits, housing or any other compensation-related items.~~

~~4.2.3 — Presidential Contract — matters relating to the formation, amendment, breach, enforcement, or review of the President’s contract with the University.~~

~~4.3 — All matters considered by the PFC that require action by the Board shall be referred, as appropriate, to the Board or the Executive and Audit Committee for action as a seconded motion unless authority to act on Behalf of the Board has been delegated expressly to the PFC. Subsequent to the transaction of any business under express delegated authority, the PFC shall render a report on the business to the Board.~~

~~Any of the above enumerated examples of matters brought before the PFC may be directed to any other committee or the Board for consideration.~~

Resolution: Amending the presidential review policy and the policy on committees

March 4, 2016

Page 7

~~4.05-9~~ Special Committees

Special committees may be established and appointed by the Chair of the Board with the concurrence of the Executive Committee or the Board, and with such membership, powers and duties as the Executive Committee or the Board may determine.

~~5.06-9~~ Notice of Meetings of Committees

Meetings of committees of the Board shall be held at such times and places as may be fixed by each committee or its chairperson. The Secretary of the University shall give each member of the Board notice of committee meetings in sufficient time and manner to allow attendance at the meetings. Notice of meetings that are subject to the Oregon Public Meetings Law shall be given in accordance with the Public Meetings Law. The committee shall provide for the taking of written minutes of all Public Meetings, which minutes shall give a true reflection of the matters discussed and actions taken at the Public Meetings and the comments of the participants. In addition to written minutes, the committee may provide for an audio recording of a Public Meeting.

~~6.07-9~~ Quorums

A majority of the members of a committee shall be necessary to constitute a quorum. The faculty and nonfaculty staff members of a committee may not participate in any discussions or action by the committee or attend any executive session of the committee involving collective bargaining issues that affect faculty or nonfaculty staff at the university.



Agenda Item #4

Capital Campaign and University Advancement Update



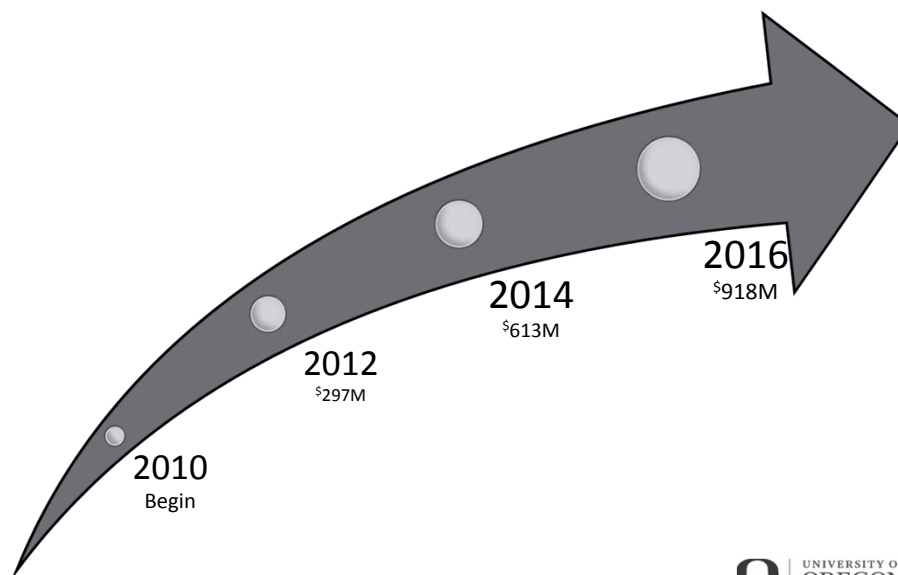
Campaign Update

March 4, 2016

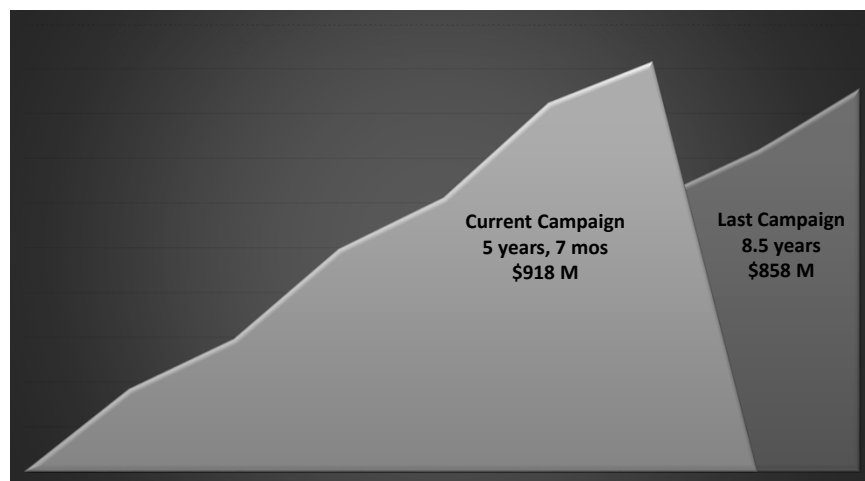
Presenter: Mike Andreasen

Board of Trustees of the University of Oregon

Campaign Growth and Goal

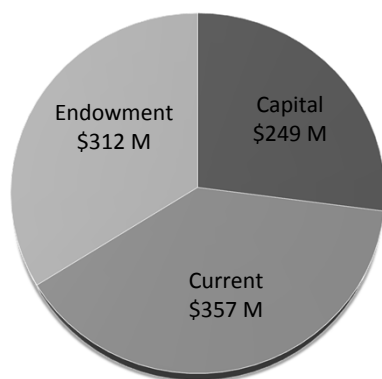


Current vs Last Campaigns Comparison

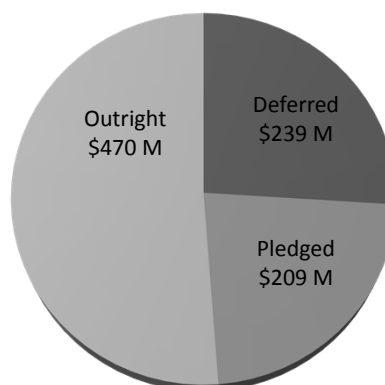


Gift Purpose and Transaction Type

Gift Purpose



Transaction Type



Campaign Donors by Gift Level

7/1/2010 – 1/31/2016

Level	Amt	Pct	Donors	Pct
\$10M+	\$307,355,828	33.48%	8	0.01%
\$1M-\$9.9M	\$336,009,427	36.60%	150	0.20%
\$100K-\$999K	\$147,600,035	16.08%	551	0.74%
\$25K-\$100K	\$53,508,733	5.83%	1,226	1.64%
<\$25K	\$73,549,299	8.01%	72,835	97.41%
Total	\$918,023,322	100.00%	74,770	100.00%



Campaign Update

March 4, 2016

Presenter: Mike Andreasen

Board of Trustees of the University of Oregon



Agenda Item #5

University of Oregon Foundation Overview

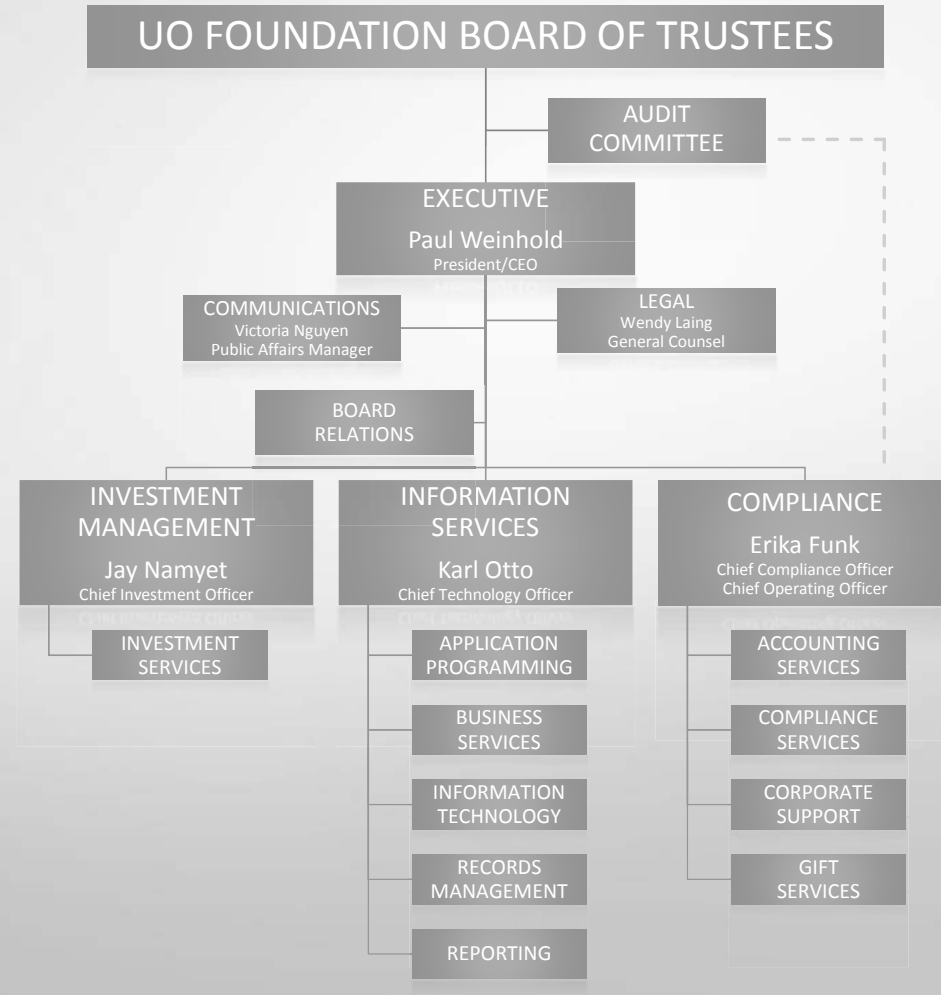
Paul Weinhold

President/CEO

Paul has served as the President and CEO of the University of Oregon Foundation since 2009. He is a 1986 UO graduate and recipient of the Scholar Athlete Award. As a member of the UO golf team, he was named an honorable mention All-American in 1983. The University of Oregon honored him with the Leo Harris Award in 2006. The award is given to an alumnus letterman who has been out of college at least 20 years and has demonstrated continued service and leadership to the university.

A Eugene resident of more than 30 years, Paul has been actively engaged with numerous local nonprofit boards. He is a member of the founding board of Summit Bank, and currently serves as chair.

Organizational Chart





Agenda Item #6

Information Technology Strategic Planning

IT Strategic Planning

March 4, 2016



IT Strategic Planning Process

- Have engaged external consultants to inform our work
 - Baker Tilly: Risk Assessment
 - Moran Technology Consulting: Strategic Plan
- Established a steering committee and 3 work groups to make recommendations on priorities and governance
 - IT Investments
 - Leveraging Resources
 - Governance



Where We Are . . .



3

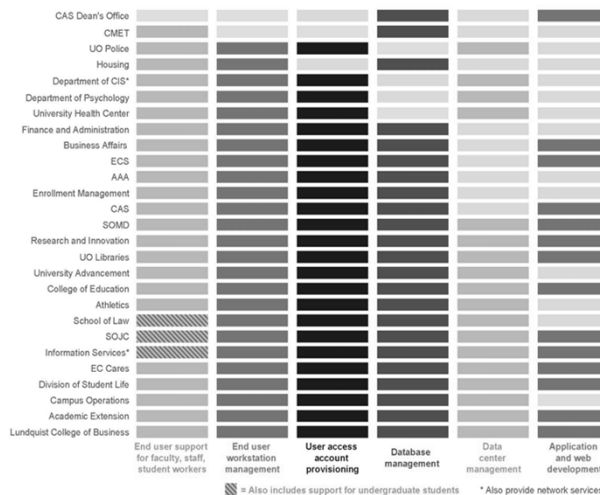
Decentralized Model

IT responsibilities and services are:



- Distributed in over 27 units across campus
- Carried out by more than 250 FTE
- Funded by an annual investment of more than \$34 million
(including costs such as salary, hardware, software, and services)
- Not governed by a central authority

IT UNIT SERVICES LISTING



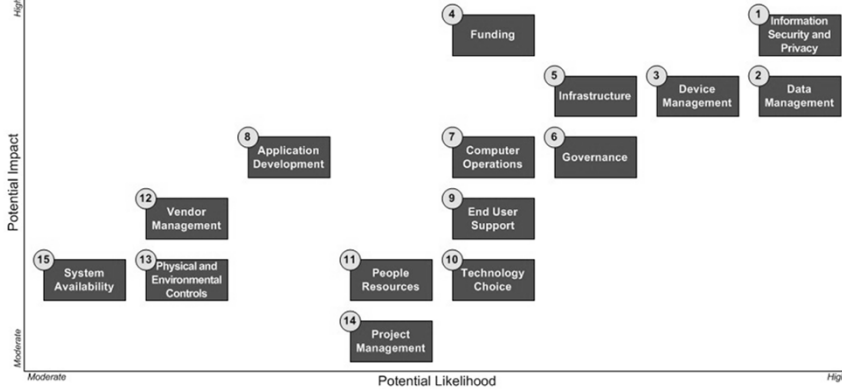
4

Risks Faced by the University



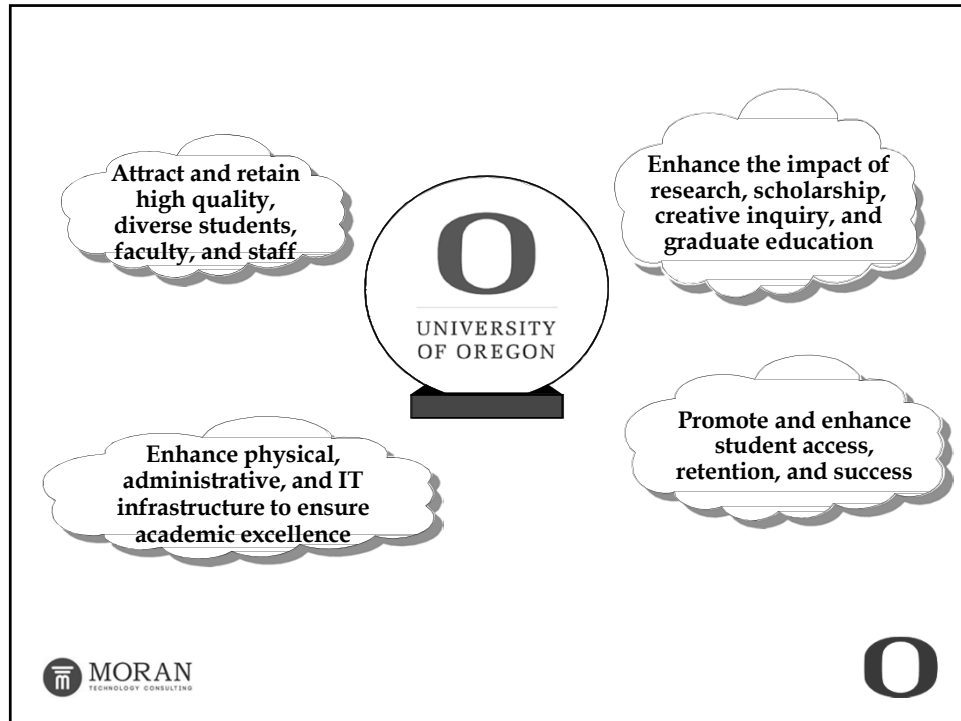
IT Risks

Oregon faces many IT threats as a higher education institution managing multiple networks and systems, and providing IT services to thousands of faculty, staff, students, and other constituents. The risk map below depicts the specific risk areas for Oregon prioritized by the potential impact and likelihood. The placement of the risks on the risk map was based on criteria tailored to Oregon for potential impact and likelihood. The rating of risks was based on judgment, and the criteria were purposely not weighted equally or applied uniformly across the risk areas. Impact was based on reputational, financial, operational, and compliance factors, while likelihood was based on potential timing of occurrence in the short, medium, or long timeframe. The descriptions of each area are listed on the following pages. It is important to note that these areas do not necessarily represent problems, but are risks inherent to Oregon's operations and the environment in which it operates.




Where We Want To Be . . .





How We Get There . . .

8





Information Technology Vision

UO will strive to create a collaborative and secure IT environment that attracts and retains the best students, faculty and staff by providing a common foundation of anytime/anywhere technology access for all UO 'citizens' and that focuses on strategically funding targeted technology capabilities to support its learning and research goals.


To achieve this vision, the University of Oregon must:

- Ensure that a collaborative IT Governance Model is deployed that continually focuses on prioritizing, funding and driving community-valued IT services
- Recognize that having a secure and robust underlying technology infrastructure is critical to providing all other technology services
- Identify cross-campus core IT services that are more cost effectively provided in a centralized approach and use the potential savings to fund strategically targeted projects
- Mobilize collaborative cross-campus constituencies to identify and address common goals
- Streamline our administrative processes and systems to provide more seamless and automated service to all campus stakeholders
- Have consistent and strong executive support to ensure that the IT Strategic Plan is supported
- Excite students and faculty to leverage technology to improve learning and research outcomes

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What We've Accomplished . . .



10

Strategic Planning

Steering Committee: CIO, Vice President for Finance and Administration, Interim Vice President for Research, 4 Deans, 2 IT Directors, Assistant Vice President for Financial Aid, Associate CIO for Customer Experience, Associate Vice President for Research

Work Groups: Membership comprised of steering committee members as well as additional faculty and staff with expertise in management, strategic planning, or IT

	Charge
Technology Investments	Develop recommendation for strategic investments with a funding range of \$2.75-\$4 million
Leveraging Resources	Make recommendations for consolidation & integration of functions & services
IT Governance	Develop an IT governance model that will select, prioritize, and provide oversight on major technology investments & policies

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Central Information Services

New Management Structure

(See Appendix A for bios)

- **Interim CIO: Chris Krabiel**
- **Infrastructure Lead: Joe Sventek**
 - Will lead a full assessment of campus infrastructure and present recommendations for funding based on risks and strategic investments
- **Staff Management Lead: Miriam Bolton**
 - Will provide support for staff during the transition
- **Consolidation Lead: Harvey Blustain**
 - Will lead an assessment of all IT units/functions around campus and make recommendations for appropriate consolidation/coordination

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Governance

The mission of IT:

- Provide services that are critical to the front-line mission of the institution: teaching and research
- Provide important services directly to all students
- Provide services that are critical to all of the other services that are directly or indirectly supporting the mission of the institution (e.g., business operations, academic and student support, research operations, auxiliaries, data security)

Why do we need a robust and formal IT Governance model?

1. IT resource needs will always outstrip available resources, thereby requiring strategic prioritization of how resources are deployed, within the context of the mission of the institution
2. IT security, business continuity and compliance needs require sensible and enforceable policies that support, rather than unduly interfere with, the mission of the institution
3. Appropriately balancing central and local IT activities requires frequent recalibration
4. As remarked above: **every** member of the University community (student, faculty, staff) is a direct stakeholder in the success of our IT enterprises

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Governance

Governance Committee

- Advises the Provost on all matters relating to IT including:
 - Creating, revising, maintaining, and implementing IT policies
 - Prioritizing use of available resources
 - Overseeing campus technology working groups

IT Directors Committee

- Advises the CIO on IT operations and needs including:
 - Coordinating activities to improve efficiency and avoid duplication
 - Sharing best practices
 - Collaborating on innovative ideas
 - Leveraging the use of local and central resources and infrastructure

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Governance

New Governance Committee Membership

Appointed by the Provost

- Two Co-Chairs: CIO + an additional co-chair appointed by the Provost from the membership listed below
- One Vice Chair (to be appointed by the Provost from the membership listed below)
- Five Faculty members
- Two Deans
- One representative of the Library
- One representative from the Office of the Provost
- One representative from the Office of the Vice President for Research & Innovation
- One representative from University Advancement
- One representative from the Office of the Vice President for Enrollment Management
- One representative from the Office of the Vice President for Student Life
- One representatives from the Office of the Vice President for Finance and Administration
- Two members at large (as desired)

All representatives must be at the level of Assistant Vice President/Provost or Associate Dean or higher.



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Governance

Governance Committee Activities

- Evaluate and recommend technology-related policies and procedures
- Recommend IT service and project priorities for the University
- Advise on the implementation of the UO IT Strategic Plan
- Advise on the development of future versions of the UO IT Strategic Plan
- Identify existing campus technology committees and working groups, then develop and maintain a framework that connects them back to this Committee for purposes of information-sharing
- Review proposals, recommendations, and input from other campus technology committees and working groups make recommendations for further action
- Provide recommendations for effective use of campus-wide technology resources



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Governance

Activities *con't*

- Support the CIO (*and appropriate others*) in campus-wide monitoring of and ensuring compliance with best practices, IT policies/processes, and institutional priorities
- Provide input regarding technology project and service proposals into the campus budget process
- Recommend approval of all proposed technology projects and services that meet certain criteria (e.g., affects a certain number of campus users, affects more than one campus unit)
- Make recommendations for aligning IT professional resources to institutional goals with respect to UO's IT organizational structure and standards for compensation and competency
- Recommend approval of procurement of all technology services and products that meet certain criteria (e.g., a large project over a certain dollar threshold)

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Governance

- Many other campus leaders should have **formal** responsibilities within the IT governance framework:
 - Example: GC should provide appropriate staff during policy development/revision
 - Example: VPRI should provide appropriate staff during discussions of research computing needs
- It is critical for **all** members to understand the University's mission, goals, priorities, and strategic plans
- Both models require Central IS to provide appropriate staffing with IT professionals and other support staff (e.g., scheduling meetings, taking notes, ensuring proper liaison with communications)

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Leveraging Resources

Guiding Principles

Important to consolidate functions that:

- Are strategic priorities for UO
- Will result in opportunities for scale economies
- Will result in a more efficient use of resources
- Cut across multiple units and do not require specialized knowledge of a unit
- Will result in faculty/staff/students receiving new or improved services/products
- When consolidated, improve operations and mitigate risks

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Leveraging Resources

Long Term: Run coordinated assessment process

- Establish an inventory of all existing units/functions that need to be assessed
- Provide support and direction to Harvey Blustain as he
 - Prioritizes the review of the units/functions
 - Creates the rubric by which each unit/function is assessed (based on the established guiding principles)
 - Sets the timeline for staged completion
 - Carries out the assessment process

Short Term: Focus on 5 areas for consolidation/coordination

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Leveraging Resources

Short Term

Goal: Identified areas that (1) address risks identified by Baker Tilly, (2) could result in fairly rapid cost savings/efficiencies, (3) have an identified path forward, or (4) are likely to be supported by campus

Five areas have been identified that address the goals above

- Consolidate data centers
- Establish central contracts for hardware procurement
- Handle vendor enterprise software licensing through Central IS
- Move all email/calendaring to a single system in the cloud
- Better coordinate help desk support



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Leveraging Resources

Item	Implementation Next Steps	Concerns Addressed
Data Center Consolidation	As a part of the IT infrastructure assessment we will develop an inventory of all existing data centers; determine how much it would cost to consolidate existing data centers; and set a proposed plan and timeline for how to consolidate each of the data centers knowing there will be a limited budget available every year (e.g., consolidate as servers reach end of life)	<ul style="list-style-type: none"> • Security (<i>better controlled access to network/systems</i>) • Long-term cost savings (<i>less staff time spent maintaining equipment, less equipment/locations to maintain & cool</i>)
Enterprise Software	Determine what software would fall under the consolidation	<ul style="list-style-type: none"> • Immediate cost savings due to economies of scale
Hardware Procurement	Determine the full scope of hardware purchases that should be incorporated; identify known exceptions as well as recommend a process to approve requested exceptions	<ul style="list-style-type: none"> • Immediate cost savings due to economies of scale
Cloud Email/Calendaring	Determine which system meets all legal requirements; engage campus in developing transition plan to ensure all technical and service issues are addressed; complete the IT infrastructure assessment <i>(Start-up funds for this initiative equal approximately \$300,000. These funds will not be expended on email/calendaring until the infrastructure assessment is complete to ensure they are not needed to address other immediate infrastructure issues.)</i>	<ul style="list-style-type: none"> • Security (<i>better controlled access to network/systems</i>) • Immediate and long-term cost savings (<i>less staff time spent maintaining equipment, less equipment/storage to maintain, less time spent coordinating calendars</i>)
Help Desk Support	Purchase the IT Service Management Product (creates a ticketing system that can be shared across units and users can track) <i>(Further assess if additional help desk consolidations/coordination are advisable through the long-term assessment process led by Harvey Blustain)</i>	<ul style="list-style-type: none"> • Long-term savings due to increased staff efficiencies

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IT Investments

Process for Decisions:

- President/Provost asked IT Steering Committee to prioritize necessary investments based on two thresholds: \$2.75 million and \$4 million
- A task force of the Steering Committee vetted the IT project ideas that had been solicited from campus as part of the Moran Technology Consulting engagement
- The IT Steering Committee recommended that the majority of the initial \$2.75 million be invested in infrastructure
- The investments that were recommended beyond the initial \$2.75 million threshold were forwarded to the Budget Advisory Group ("BAG") for discussion and evaluation versus other critical campus investments
- One IT project forwarded to the BAG was ultimately recommended for funding: the Electronic Workflow Project

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IT Investments

Investment Decisions:

Total Additional Investment: \$3.3 million (\$3m recurring)

- Focuses on infrastructure
- Recommends basic security measures
- Includes several first steps on consolidation/coordination

See Appendix B for a chart detailing all funding decisions, including out-year costs.

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IT Investments

Infrastructure

- **\$2 million** (\$300,000 recurring)

Replace current core switches (2) with 4 network core switches to build redundancy into current network and increase network speed (from 10 Gbps to 100 Gbps)

- **\$587,000** (over \$2 million likely available recurring for infrastructure, will be based on assessment)

Hold for spending until infrastructure assessment complete

Could be used for immediate upgrades, data center consolidations, email/calendaring, business continuity assessment, or other identified needs

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IT Investments

Security

- **\$80,000** (\$50,000 recurring)

Implement 2-factor authentication (requires users to utilize both a password and another component such as a token, PIN, or biometric for accessing sensitive systems)

- **\$17,000** recurring

Implement a training program covering topics such as phishing and malware

- **\$50,000** recurring

Implement a security information/event management (SIEM) tool that allows for a quicker, proactive discovery of unauthorized access to systems

(This additional funding is not needed until next year as the first year of funding is already covered by Central IS.)

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IT Investments

Strategic Initiatives

- **\$548,000** (\$271,000 recurring)
Launch a workflow system, a new set of tools that enables the University to redesign business processes and create streamlined, electronic workflows for current time-intensive paper-based processes
- **\$75,000** (recurring costs escalate based on number of users)
Execute an IT Service Management (ITSM) tool that facilitates better cross-campus communications between IT units and increases the quality of customer service (e.g., creates help desk ticket tracking system)
- **\$10,000** recurring
Implement a content delivery network (CDN) that provides a centralized means for storing and delivering static web content (e.g., images, videos) that can be utilized by all campus websites
- **\$15,000** recurring
Deploy web services and data integration technologies to implement a framework and interface (API) that allows secure and consistent access to institutional data by systems and applications
- **\$75,000** to be funded next year (\$4,000 recurring)
Assessment of needed Banner functionalities and migrate to next version (including training)

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Campus Engagement

Continue to engage the campus in an ongoing dialogue

- Develop a website to post details on, for example, the process to-date, Moran's report, Baker Tilly's report, information on the CIO recruitment (when ready), new leadership team
- Work with the new leadership team to create a series of campus forums to get feedback on various issues (e.g., challenges to consider when implementing a single cloud tool for email/calendaring, innovative ideas, infrastructure concerns)
- Maintain ongoing relationships and briefings for the Faculty Senate and OA Council

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What We Need to Do . . .

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Over the Next 12 Months

- Engage the Campus
- Re-envision the CIO position and engage in active recruitment to hire the best candidate to move our work forward
- Implement the new governance model
- Implement short-term consolidation/coordination efforts
- Fully assess the state of our infrastructure and determine how to make strategic investments in critical areas
- Fully assess all of our IT functions/units and determine how to rationalize (i.e., consolidate/coordinate) their distribution across campus

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Chief Information Officer

- Must believe in the mission of the University of Oregon and understand the strategic role IT can play in accomplishing that mission (and, alternatively, how IT can stifle UO's ability to carry out that mission)
- Must be a senior executive who can set a vision for IT and understand how to communicate with and advise senior leaders
- Must gain the trust and respect of faculty, staff and students
- Must have the technical expertise to carry-out the job

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Update: High Performance Computing

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HPC: 2.0 Status Update

Work to date:

- Identified initial seed and recurring funding for a new High Performance Computing facility
- Confirmed that HPC 2.0 will be a core research facility managed by VPRI as a subsidized recharge center, with hardware located in the Allen Hall data center
- Committee of 8 faculty and 2 staff
 - Chair: Joe Sventek (Professor and Department Head, Computer and Information Science)
 - VPRI lead: William Cresko (Associate Vice President for Research)
- Charge to committee:
 - Technical specification for new hardware and software purchases; Oversee purchase of equipment
 - Advise on appropriate staffing levels for facility
 - Advise on appropriate business model for facility and complete initial charge-back costing
 - Work within existing identified funding
 - Complete decision making, in conjunction with VPRI, by March 1, 2016
 - Open facility by July 1, 2016



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HPC: 2.0 Status Update

Work to date: (cont'd)

- Initial technical specifications for computing and storage hardware sent out
- Briefings with vendors: 5 for computing, 4 for storage, 90 minutes each
- Final technical specifications provided to vendors
- Facility Director job position

Upcoming Work:

- Launch Director Search (now)
- March-April: Finalize governance structure, business model, recharge prices/structures
- March-April: Finalize staffing plan, specific space needs, choose vendors, purchase equipment
- June: Installation
- July 1: Begin testing
- August 15: Open for business



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APPENDIX A

35



Bios for Interim IT Leadership

Chris Krabiel: Interim CIO

Staff Director of Finance and Operations (COE)

BS, California Lutheran University

MBA, University of Nevada-Reno

Chris Krabiel has more than 25 years of financial experience, most recently serving in the positions of Senior Vice President, Regional General Manager and Chief Financial Officer and Treasurer with Affinity Gaming, a multistate casino and entertainment company. Prior to Affinity, and since August 2004, he served as Vice President of Operational Finance of Boyd Gaming Corporation. Chris's primary responsibilities have been expanding, restructuring, building, and financing organizations and operations. During that time, he reorganized and reestablished a \$500M post bankrupt company, executed acquisitions and divestures, and implemented key business strategies for companies, including integrating IT, Finance and Marketing systems and organizational structures across large organizations for Las Vegas based gaming companies.

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Bios for Interim IT Leadership

Joe Sventek: Infrastructure Lead

Professor and Department Head, Computer and Information Science

BA, Mathematics, Rochester

PhD, Nuclear Chemistry, Berkeley

Joe Sventek is a Professor and Department Head in the Department of Computer and Information Science at the University of Oregon. He also is currently the lead for the University's efforts around *High Performance Computing*. Prior to joining the University of Oregon, Joe was a member of technical staff, Lawrence Berkeley National Laboratory, Berkeley, CA; deputy chief architect, Advanced Networked Systems Architecture project, Cambridge, England; distinguished engineer, Hewlett-Packard Laboratories, Palo Alto, CA; director, Agilent Labs Scotland, Edinburgh, Scotland; Professor of Communication Systems, Department of Computing Science, University of Glasgow, Glasgow, Scotland; and Head of School of Computing Science, University of Glasgow, Glasgow, Scotland.



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Bios for Interim IT Leadership

Miriam Bolton: Staff Management Lead

BA, Sociology, University of Oregon

Miriam Bolton is Assistant Dean for Administration and Operations for the College of Arts and Sciences at the University of Oregon. Prior to joining CAS, Miriam was the Executive Assistant to the Dean of the Lundquist College of Business after serving as Executive Assistant to Provost Linda Brady. As a member of the CAS Leadership Team, Miriam works closely with the Dean, associate deans and other leadership across campus. Issues include collective bargaining agreements, departmental governance documents, merit and equity increases, faculty grievances as well as officer of administration complaints. She serves as a liaison for 43 department and program heads, working to solve problems, answer questions, and communicate priorities and expectations from the Dean and central administration.

Miriam has been an active participant in campus governance and has extensive and diverse university service including the Campus Planning Committee, four years on the Officers of Administration Council (three as chair), three years on the University Senate Executive Committee, and membership on the 2012 Presidential Search Committee. She was the 2015 recipient of the University Senate's Officer of Administration Award for Distinguished Leadership and Service.



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Bios for Interim IT Leadership

Harvey Blustain: Consolidation Lead (Consultant)

BA, New York University

M.Phil. and Ph.D., Anthropology, Yale

Harvey Blustain has consulted to universities and colleges for 17 years, first as northeast regional Director in the PricewaterhouseCoopers higher education consulting practice and then as founder and president of Act IV Consulting, Inc. He has helped scores of institutions solve problems related to planning and organizational effectiveness, and has had experience consulting in all academic and administrative areas of higher education. Prior clients in IT include:

Thomas Jefferson University. Harvey developed a strategic plan for the IT function. Subsequent follow-on engagements focused on developing an IT governance structure, convening a university group around management of demographic data, and developing staffing and support plans for specific administrative systems.

Tufts University. Harvey advised on roles, structure, and accountabilities for central and departmental units responsible for academic (research, teaching and learning, and computational) technologies. The project looked at resource allocations required for the institution to maintain currency in technology, meet service demands, and ensure fiscal viability.



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APPENDIX B



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IT Investments

Project	Year 1	Year 2	Year 3	Year 4	Year 5
IT Infrastructure: Core Network Switches	\$2,000,000	\$300,000	\$300,000	\$300,000	\$300,000
IT Infrastructure: Hold for spending until assessment complete	\$587,000	\$2,285,000	\$2,285,000	\$2,285,000	\$2,285,000
IT Security: Security Information/event Management (SIEM)	<i>Already funded from Central IS funds</i>	\$50,000	\$50,000	\$50,000	\$50,000
IT Security: Two-Factor Authentication	\$80,000	\$50,000	\$50,000	\$50,000	\$50,000
IT Security: Awareness Training	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000
Strategic Investment: ITSM Product	\$75,000	\$150,000	\$161,250	\$173,344	\$186,345
Strategic Investment: CDN	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Strategic Investment: Web services and data integration	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Strategic Investment: Banner ERP Evaluation & Upgrade	-	\$75,000	\$4,000	\$4,000	\$4,000
Strategic Investment: Enterprise Workflow	\$548,000	\$271,000	\$271,000	\$271,000	\$271,000
Totals	\$3,332,000	\$3,223,000	\$3,163,250	\$3,175,344	\$3,188,345

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Written Reports

MEMORANDUM

February 23rd, 2016

TO: Angela Wilhelms, Secretary of the University

FROM: Randy Sullivan, University Senate President

RE: University Senate Written Report for 3/3/2015 Board Meeting

The Senate has been busy since the last board meeting. We have been meeting every two weeks and I am proud of the effort and engagement of the senators and of their commitment to service to our university. I would also like to thank you for your commitment our university.

In response to initiatives from the president's office, we have been hosting robust discussions during the senate meetings between the senators and the president, provost, and other administrators. We are pleased that the president has attended senate meetings whenever possible, even when he is not speaking. Consistent engagement like this bodes well for the future of effective shared governance. In our December meeting, President Schill addressed us regarding his three-part vision for advancing excellence at the UO and we followed it up with a question and answer session. Almost the entire January 13th meeting was dedicated to a discussion of the president's plan for reallocation of resources. It was a very spirited discussion, as you may well imagine. On January 27th Vice-President Alex-Assensoh and her team reported to the senate on the progress of the IDEAL framework and solicited feedback as this important initiative is being finalized.

The Senate has also deliberated on and approved several important items of business including three new IT security policies, a rewritten code of ethics, a much-needed course repeat policy, and program approval for a BA/BS in Arts Management. I would like to point out that the process used for the development and drafting of the IT policies is a great model of what collaboration should look like. At the time of writing of this report, we will be meeting tomorrow to consider a motion for revised membership of the Graduate Council and a program proposal for an MS in Sports Product Design. The membership revision motion was prompted because it was noted that there was a greater need for coordination between the Graduate Council and the Committee on Courses in the graduate program approval process; therefore, a member from the Committee on Courses will be added to the Graduate Council. This is one example of how we are using the lessons that we have learned from this round of program approval to improve the process. Other examples are: we will be having the various committees report to the Senate when appropriate during the proposal

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approval process so that if there are concerns, they can be addressed earlier in the process; stakeholders will be invited to the Senate Executive Committee to address any questions or concerns when that body considers the proposal for placement on the senate agenda; and, a time line will be developed to help make sure that stakeholders get the program proposal to the senate early enough that we can exercise due diligence in fulfilling our obligation to oversee academic programs on behalf of the statutory faculty.

On January 22nd and 23rd, the Senate had the honor of hosting the winter meeting of the Interinstitutional Faculty Senate (IFS). Guests included Veronica Lujon, HECC Director of Academic Planning and Research; Oregon Senators Michael Denbrow and Arnie Roblan; our Provost, Michael Coltrane; Vice-Provost Kenneth Doxsee; and Assistant Vice-Provost Ron Bramhall. Vice-Provost Doxsee gave a report on developments in accelerated learning at the state level – a subject of great concern to the collective faculty of Oregon public universities as represented in the IFS.

During the proceedings of this IFS meeting someone asked for a show of hands of which senates did not give an oral standing report at meetings of their board. I am sad to say that the UO representatives were the only ones to raise their hands. It is one of the very few times during my fifteen years at the UO that I was actually ashamed of my university. I ask the board to please reconsider their ban on the oral standing report at board meetings by the University Senate President. It is a live connection that is vital to the health of shared governance at our university.

Go Ducks!