

May 25, 2016

TO: The Board of Trustees of the University of Oregon

FR: Angela Wilhelms, Secretary of the University

RE: Notice of Board Meeting

The Board of Trustees of the University of Oregon will hold a meeting on the date and at the location set forth below. Topics at the meeting will include: seconded motions and referrals from June 2, 2016, committee meetings; presidential report; end of year reports from ASUO and the University Senate; the University of Oregon Foundation; and the “Clusters of Excellence” initiative.

The meeting will occur as follows:

Thursday, June 2, 2016 – 12:30 pm
Ford Alumni Center, Giustina Ballroom

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

The Ford Alumni Center is located at 1720 East 13th Avenue, Eugene, Oregon. If special accommodations are required, please contact Amanda Hatch at (541) 346-3013 at least 72 hours in advance.

BOARD OF TRUSTEES

6227 University of Oregon, Eugene OR 97403-1266 T (541) 346-3166 trustees.uoregon.edu

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Board of Trustees of the University of Oregon
Public Meeting
12:30 pm – June 2, 2016
Ford Alumni Center, Giustina Ballroom

12:30 pm (other times approximate) – Convene Public Meeting

- Call to order, roll call, verification of quorum
- Opening remarks
- Approval of March 2016 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. End of Year Reports

- University Senate, 2015-16 President Randy Sullivan
- Associated Students of the University of Oregon, 2015-16 President Helena Schlegel

2. President's Report, President Michael Schill

3. Seconded Motions and Resolutions (Actions)

- Seconded Motion from FFC: AY2016-17 expenditure authorization (pending June 2 committee action)
- Seconded Motion from FFC: Naming of certain facilities (pending June 2 committee action)
- Seconded Motion from FFC: Multimedia license agreement (pending June 2 committee action)

4. University of Oregon Foundation Overview, University of Oregon Foundation President and CEO Paul Weinhold

5. University "Clusters of Excellence" Initiative – Update, Provost and Senior Vice President Scott Coltrane, Vice President for Research Brad Shelton

Meeting Adjourned



Agenda Item #1

End of Year Reports

Written Reports:

Incoming Senate President

Incoming ASUO President (Forthcoming)

MEMORANDUM

May 19th, 2016

TO: Angela Wilhelms, Secretary of the University

FROM: Randy Sullivan, University Senate President

RE: University Senate Written Report for 6/2/2016 Board Meeting

Once again, the Senate has been very busy since the last board meeting. We have still been meeting almost every two weeks when school is in session and I am still so proud of the effort and engagement of the senators and of their commitment to our university. I also remain grateful to you for your continuing service to our university.

The senate has acted on several core academic issues including:

- Revision of the Academic Classification and Rank policy and the Sabbatical Leave policy to more effectively align them with the UAUC Collective Bargaining Agreement. [Senate Employment Matters Work Group and Senate Executive Committee] Kudos to Ron Bramhall of Academic Affairs and Michael Dreiling for helping to develop a new and effective model of faculty/administration collaboration for the development of policy.
- Approval of a new M.S. program in Sports Product Design. [Graduate Council]
- Revision of the membership of the Graduate Council to better coordinate with the Committee on Courses in order to facilitate the program approval process. [Senate Executive Committee]
- Revision of the policy on the conferral of posthumous degrees. [Academic Affairs]
- Approval of an initial policy on undergraduate online and hybrid courses to ensure the quality of student engagement. [Academic Council]
- Approval of policies clarifying and regulating the scheduling of examinations outside of regular class time and major/minor/certificate/program course overlap [Undergraduate Council]
- Approval of a policy on to protect the confidentiality of student health care and survivors' services information. [General Counsel's Office]
- Repeal of six obsolete OUS academic policies as part of our continuing "policy rollover" efforts. Great work by Chuck Triplett. [Senate Curriculum Work Group]

- And of course, approval of the truly Herculean labors of the Committee on Courses, led by Frances White, who vet a huge number of new or revised courses each term and forward them to the senate for approval.

In addition, the senate hosted discussions on topics of interest and concern to the community, including:

- The impact of state initiatives in accelerated learning on academic quality and completion rates.
- Issues concerning the implementation of the mandatory live in policy for all new incoming students.
- An update on the continuing efforts of Divest UO to persuade the UO Foundation to divest from fossil fuels. (The senate voted unanimously in favor of divestment last year, so we have an institutional interest in the outcome of this contention.)
- A report from our Faculty Athletics Representative, Tim Gleason.
- At our last meeting, we hope to hear a report from the Academic Council on academic continuity in the event of an emergency or unexpected interruption of instructional services.

Lastly, there are some issues that remain unresolved at the end of the year that will have to continue into the next academic year:

- The senate and President Schill have moved closer on a code of ethics policy but were unable to agree on the exact wording before other pressing issues forced us to postpone further discussions until the fall.
- The last three meetings have included lengthy discussions and debate concerning a proposed responsible employees policy that mandates the reporting of sexual assault and other civil rights violations by university employees. Many members of the campus community feel very strongly about this issue and are divided as to what is the best way to move forward. The senate deliberations reflected that division and after long and heartfelt discussion, the senate defeated the proposed policy by one vote. We trust that President Schill will continue to work to lead the community in finding a way forward that will both protect our students and other vulnerable members of our community and respect the rights of survivors. The senate is deeply grateful to the efforts of Professors Carol Stabile and Jennifer Freyd for their hard work and for their untiring advocacy on behalf of the UO community.

Go Ducks!

Randy Sullivan

University Senate

University of Oregon, Eugene OR 97403 T (541) 346-4439 senate.uoregon.edu

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Members of the Board,

This year has been an exciting year for the ASUO! We have worked in coordination with the UO administration and other campus entities in order to make significant progress in important areas on campus. We also just recently concluded the process of selecting a new Dean of Students, which brings exciting opportunities for the future!

After hosting a forum last fall and developing a more solid understanding of the campus security issues, we have created a survey which will be conducted across the student population. This research seeks to identify gaps in communication between Enterprise Risk Management, as well as highlight immediate security concerns which should become a part of the planning process of ERM. Though we currently do not feel that our campus is up-to-date neither in emergency response planning, nor in providing classroom environments which are safe by means of cultural competency and inclusion, we hope to identify key factors which can be improved in one realm, while future ASUO officials can continue to work on creating a culturally competent campus community.

Our work with the Tuition Transparency Team has produced the most traction here on campus. With over 1,000 students participating in forums, outreach, petitions, and sharing testimony, we learned that the tuition increase passed this year was not feasible to put on students, and will be damaging for incoming and continuing students alike. This campaign is continuing to work to educate the entire student population on how the tuition setting process works, as well as identify what can be done in the future in order to provide more alternatives for tuition increases, or how to best prepare financially for the fact that, as President Schill always says, tuition will always go up.

This year has also been an exciting one for accessibility on campus. Recently we saw that many folks on campus worked hard to create the disability studies minor, which will be first offered starting this fall term. Additionally, students and faculty have been coordinating in the Education School to promote Project Amplify My Professor in order to provide more accessible classrooms for students who identify as deaf or hard of hearing.

Lisa Weiss, our Accessibility Advocate, has worked hard with the AccessABILITY Student Union to create a prominent role for the ASUO in accessibility allyship and advocacy. A new phone beta app has been developed in which a group of students can identify accessible pathways and building entries on campus, as well as label the locations of gender inclusive restrooms. These updates are sent to the Infographics Lab, who in turn updates the entire map on the website and UO Oregon app. Hopefully, in the future, these features of labeling the map, as well as more

labeling options, will be available to anyone with the UOregon app. Additionally, Lisa coordinated with Nocona and Jene from AASU to bring guest speaker Reveca Tores to campus for a discussion on spinal cord injury and overall inclusion. A new policy was written by this coalition that will go to student referendum next year, which will incorporate Universal Design into the operating procedures of the ASUO. And finally, this group put together a flipbook of accessible resources on campus and worked with the Accessible Education Center to have the flipbook hosted online in a format that is fully accessible for people who identify as being blind or low vision.

Finally, we have coordinated research throughout the year, as well as paired with the ROAR to find a feasible opportunity to host a food pantry on campus in the new EMU. Though this will not address the systemic problems of why students are unable to afford nutritious food (high tuition, book costs, high cost of housing near campus, etc.), we think that this will be an opportunity to mitigate, to a certain extent, the results of this serious issue of student hunger.

There have been many other successes throughout the year. We have shown up and participated in University committees throughout the year and have grown a larger understanding of various policies and procedures throughout this campus. We have been in recent conversations with the administration regarding the funding mechanism for the upcoming health and counseling center renovation project, and many other future endeavors of the University.

It has been an exciting year full of being students, learning, working, and establishing relationships. We are proud of what has been done, and look forward to seeing what Quinn's team accomplishes next year, and what comes even after that.

Helena Schlegel | President | Associated Students of the University of Oregon

Email: asuopres@uoregon.edu | Cell: (520) 548-2576

Candidate statement for UO Senate Vice President and President-Elect.

Bill Harbaugh, Professor of Economics. June 2, 2015.

I was hired by UO 20 years ago. I love this university, I'm not leaving, and so I want to make this a better place. I know many of you very well, and I know that this same desire motivates faculty, staff, and OAs to give their time and effort to shared governance.

Our university has fallen on hard times. We're on our 6th president in 6 years. The Johnson Hall org chart is full of interim and acting deans and VPs. We just lost our provost to another university, and several other good administrators as well. And it's too sad to talk about the many great faculty that have left or are leaving. The administration has made many bad decisions over the years, decisions which have harmed UO's academic reputation and performance.

Our State funding will recover a little, but from a very low level. Our federal research funding is not very good, and it's not increasing at the rate it needs to. Our numbers of graduate students are actually decreasing. We are dependent on out-of-state student tuition, and that's a competitive market that limits our revenue.

I've been involved in faculty governance since 2007. I've served on the FAC, the Senate, the IAC, and many other committees including the ad hoc Senate Committee on Academic Freedom, which created an Academic Freedom Policy for UO that is perhaps the strongest in the country, and which applies to all senate constituencies. I started the Senate Transparency Committee, and I worked with Nathan Tublitz and the administration to create the "Financial Transparency Tool" on Duckweb, to give all UO employees some basic information about where our university's money was being spent.

As you all know I've been "the elephant in the room" for the UO administration since I started the UO Matters blog in 2009, and I know I need to address how I will be able to work effectively with the UO administration if I'm elected Senate President, given that history. For that reason I am explaining why I started the blog and why I will change it if elected.

I started UO Matters in 2009 because I knew that the faculty could not effectively use shared governance to deal with the chaos in our central administration without information. Over the past 6 years I've spent more of my time and money than I want to think about, trying to get that kind of information out of Johnson Hall, and put it out where the faculty could see it, discuss it, and try to use it to make UO better.

I know that not everyone reads UO Matters, but looking at the page view counts more people now get their information from it than from the administration's "Around the O" press releases. I also know that some people believe the blog is divisive, not constructive. The administration has called it "anti-university". I completely disagree with that claim. I focus on the things that are broken at UO because I want to get them fixed, and the blog was the most effective tool I had for helping do that.

I've had a few successes, and the information I've made public has helped many other people take actions to improve UO. I'd mention how the blog became the focal point for the opposition to Pernsteiner and Kitzhaber's secret plan to fire Richard Lariviere - except we lost that one. I used Oregon's public records law and the help of the state DOJ to get documents on a secret change to UO's overhead policy that was saving the athletic department millions of dollars, at the expense of the academic side. When I reported that to the state auditors, the administration eventually backtracked, and made the athletic department pay something more closely related to the costs of the services UO provides them - about \$500K more a year, saved for the academic budget.

I've kept the university informed about the Senate and about the actions of the administration and the Board of Trustees when they have made moves to weaken shared governance without our knowledge, and that information has been used very effectively by others to preserve shared governance.

We now have a new independent Board, which the state has given unprecedented power and responsibility. I've met with about half of the trustees, and I believe them when they say that they want to make UO a better academic university. I'm not going to be a Pollyanna about the board - we've already had some tough times with them, and there will be more tough decisions and disagreements about how to move UO forward. But they are new at this, and they've backed their words with their time and effort and with some generous donations of their money to the academic side.

We've got a new president, whom I have also met with. He's a scholar, he's ambitious for himself and for us, and I think he wants the same things for this university that we want. His first action has been a reorganization of the General Counsel's office - and it's hard to think of a better or more important first step. Obviously there will be other administrative changes coming as the many interim slots are filled with new Deans and VPs.

If I'm elected I will have to work effectively with the Board, the new administration, and those who continue to work in Johnson Hall. This will require some fence-mending on my part, and some changes to UO Matters. I don't yet know how I will work those out, but I know that I won't be able to be as publicly outspoken a critic as I have been if I am going to be able to work

cooperatively with the administration, and the Senate President cannot be effective without working cooperatively.

I've always said that the UO administration could make UO Matters irrelevant any time they wanted to, by being more open and transparent with the faculty, and honestly consulting with the university community before making important decision. I think that day is coming. I certainly hope it is.

If I'm elected, my role will start as Senate VP this year. I know that Randy Sullivan has plans to improve the efficiency of Senate operations, and I'll work to help him do that, and support him in every other way I can. My first job will be to keep the wheels of shared governance turning. The Senate has a plethora of important committees that need committed chairs and members, and the Senate VP is chair of the Committee on Committees. So if you vote for me, expect me to retaliate swiftly, by asking you to serve.

On more specific items, the Senate will of course need to do its basic work on evaluating and approving courses and programs, and running tenure and promotion evaluations. Fortunately we have a strong committee structure set up for this, and many experienced faculty.

The Senate must also become involved with our upcoming reaccreditation, and must identify and address issues with undergraduate, graduate, and professional education at UO. We also need a policy for evaluating and approving on-line courses.

Beyond this, the Senate needs to have the ability to influence budgetary decisions that affect academic matters. From what I can tell we have not had any influence over the budget in years. This is not a healthy or a normal situation. The university administration can't be allowed to change the budget model without consulting with the Senate. And they can't be allowed to break that budget model by reallocating funds in secret. If I'm elected I intend to start working on this problem immediately.

Last I want to say something about the broken relationship between athletics and academics at UO. The university needs to figure out how to make the success of the Duck athletic program and the enormous resources that have been poured into it work for the benefit of the academic side. This has to go beyond branding and window-dressing. The Senate needs to be part of that process. If I'm elected I will work to start a new Athletics Task Force along the lines of the 2000-2004 one, composed of people from all UO constituencies, and including people with a stake in both athletics and academics, with the goal of making this happen.



Agenda Item #2

President's Report

There are no materials for this section



Agenda Item #3

Seconded Motions and Resolutions

This resolution will be before the Board of Trustees pending June 2, 2016 FFC action.



Introduction

University policy stipulates that the Board of Trustees must approve the naming of any university buildings or outdoor areas in recognition of individuals or organizations. (See Policy I.01.01, Section 1.7.1.) Two such requests are now before the Board at the recommendation of President Schill. These requests originated with University Advancement and were presented to the Faculty Advisory Council for its input.

Berwick Hall

Plans are underway for a new state-of-the-art facility that will formally house the Oregon Bach Festival (OBF), one of the UO's most well-known cultural offerings. The facility will provide much needed office, rehearsal and collaborative space for staff and artists. President Schill, in coordination with University Advancement and the Oregon Bach Festival, formally requests that this facility be named **Berwick Hall**, in honor of Phyllis and Andy Berwick.

The Berwicks have been long-time supporters of the OBF and Andy has been involved in this project since its inception. The Berwicks are dedicated to the OBF's mission of classical music outreach and education. In addition to their generous financial contributions, the Berwicks have been lead volunteers in many OBF projects, including the creation of the Conductor's Society giving club, the OBF endowment initiative, and—most recently—the Berwick Academy, which provides orchestral training in period music for graduate students and young professionals. Andy has served on the Friends of the Festival board and is currently a trustee of the UO Foundation. The Berwicks have given more than \$6 million toward the construction of the OBF building.

Name

Construction is set to begin this fall on renovations to the UO's track complex, which houses Historic Hayward Field. The state-of-the-art facility, located near the heart of campus, will honor the storied history of track and field at the university, including contributions of the legendary Bill Bowerman – an alum (class of 1935) and longtime head coach of Oregon Track and Field (24 years). Bowerman's legacy and inspiration as a coach, teacher, leader and inventor still permeates the University of Oregon, the State of Oregon, the NCAA, USA Track and Field, and athletics worldwide.

President Schill, in coordination with University Advancement and Department of Intercollegiate Athletics, formally requests that the overarching facility be named the **Bowerman Track and Field Complex**.

It is important to note that this does not impact the name of Historic Hayward Field. Rather, Historic Hayward Field will live and thrive as part of the Bowerman Track and Field Complex – a destination at which athletes around the world, and in high schools throughout right here in Oregon, dream of competing.

Board of Trustees of the University of Oregon

**Resolution: Naming of Certain University Facilities
(Berwick Hall and the Bowerman Track & Field Complex)**

Whereas, the University of Oregon wishes to recognize Andy and Phyllis Berwick for their longtime support of and generosity toward the University of Oregon, the Oregon Bach Festival (OBF) and the new OBF facility in particular;

Whereas, the University of Oregon wishes to honor the legacy of Bill Bowerman and his contributions the sport of track and field, particularly at the University of Oregon;

Whereas, Section 1.7.1 of the University of Oregon's Policy on the Retention and Delegation of Authority requires approval by the Board of Trustees (the "Board") for the naming of any university building or outdoor area in recognition of individuals;

Whereas, it is the Board's intention to name the certain facilities, for the life of those facilities, in honor of the Berwicks and the late Bowerman; and,

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

Now, therefore, the Board of Trustees of the University of Oregon hereby approves the following:

1. RESOLVED, the Board of Trustees hereby names the new OBF facility **Berwick Hall**; and,
2. RESOLVED, the Board of Trustees hereby names the university's track and field complex **the Bowerman Track and Field Complex**.

--Vote Recorded on Following Page--

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

Dated: _____

Recorded: _____

This resolution will be before the Board of Trustees pending June 2, 2016 FFC action.



The Board of Trustees has the responsibility of approving a budget and related expenditure authorizations for each fiscal year. The 2017 fiscal year (FY17) begins July 1, 2016 and runs through June 30, 2017. Attached is a resolution proposed by President Schill and Vice President for Finance and Administration/CFO Moffitt for capital and operating expenditure limitations for FY17.

Below are key takeaways for the FY17 Expenditure Authorization Report as identified by the CFO:

- Total FY17 operating expenditures are projected to be \$506.0 million for the E&G fund and \$966.1 million for all funds. This represents a 3.8% increase from FY16 for the E&G fund and a 3.1% increase from FY16 for all funds. Projected revenue is expected to fully cover these increased expenditures.
- In the E&G fund, major cost drivers for FY17 include:
 - Salaries and wages up \$8.7 million (3.4%). This is due to labor/salary increase packages for faculty and staff, new positions related to cluster hires, strategic initiative hires, and new tenure-track faculty, offset by cost savings related to non-tenure track faculty and staff reductions.
 - OPE (benefits) up \$5.0 million (3.6%). This is due to the increase in the salary and wage base plus projected \$2.2 million (4.3%) increase in health insurance. Please note that while there is no PERS increase next year (FY17), we expect a significant PERS increase in FY18.
 - Supplies and services (S&S) up \$2.5 million (3.2%). This is due to increases in institutional expenses (debt, leases, assessments, utilities), IS strategic technology investments, and departmental expenses, offset by cost savings related to administrative budget cuts.
 - Capitalized equipment up \$1.7 million (31%). This is due to IS strategic investments.
 - Net transfers Out up \$0.5 million (5%). This is due to transfers associated with building projects.

This resolution will be before the Board of Trustees pending June 2, 2016 FFC action.

- In the E&G fund, major FY17 incremental revenue includes:
 - State appropriation up \$2.3 million (3.5 %). This is due to the normal increase expected in the second year of the biennium. State funds are generally distributed 49% in the first year and 51% in the second year.
 - Tuition and fee revenue up \$15.9 million (4.0%). This is due to the FY17 tuition increase which generated \$13.5 million, as well as increases in graduate tuition revenue due to enrollment projections and AAA grad tuition change, and increases in continuing education and study abroad revenue
 - There are no significant changes projected in any other revenue streams.
- Total FY17 capital expenditures are projected to be \$83.7 million. Please note that the figures on the report represent the expenditures expected during FY17, not the total budget for that project. Projected expenditures for FY17 are lower than the last two years. This is not due to a decrease in capital construction activity, but rather a timing issue related to major projects.



FY17 Projected Operating Budget Expenditures

FY17 Projected Expenditures	E&G Funds	Annual Growth	Other Funds ***	Annual Growth	Total	Annual Growth
Salaries and Wages	\$260,828,000	3.4%	\$134,097,000	2.9%	\$394,925,000	3.3%
OPE (Benefits)	\$143,163,000	3.6%	\$62,391,000	3.7%	\$205,554,000	3.6%
Supplies and Services	\$81,740,000	3.2%	\$198,762,000	3.3%	\$280,502,000	3.2%
Capitalized Equipment	\$7,203,000	31.0%	\$2,200,000	0.0%	\$9,403,000	22.1%
Student Aid	\$2,000,000	0.0%	\$63,700,000	-1.5%	\$65,700,000	-1.4%
Net Transfers	\$11,020,000	5.0%	(\$1,000,000)	64.1%	\$10,020,000	1.3%
Total	\$505,954,000	3.8%	\$460,150,000	2.4%	\$966,104,000	3.1%

FY16 Projected Q3 Expenditures	E&G Funds	Annual Growth	Other Funds ***	Annual Growth	Total	Annual Growth
Salaries and Wages	\$252,167,000	5.1%	\$130,280,000	1.7%	\$382,447,000	3.9%
OPE (Benefits)	\$138,160,000	3.6%	\$60,188,000	3.1%	\$198,348,000	3.5%
Supplies and Services *	\$79,229,000	6.8%	\$192,487,000	-1.1%	\$271,716,000	1.1%
Capitalized Equipment	\$5,500,000	-4.8%	\$2,200,000	-49.4%	\$7,700,000	-23.9%
Student Aid **	\$2,000,000	-55.8%	\$64,645,000	4.2%	\$66,645,000	0.1%
Net Transfers	\$10,500,000	44.0%	(\$609,409)	-112.2%	\$9,890,591	-19.5%
Total	\$487,556,000	4.9%	\$449,190,591	-0.7%	\$936,747,000	2.1%

FY15 Actual Expenditures	E&G Funds	Annual Growth	Other Funds ***	Annual Growth	Total	Annual Growth
Salaries and Wages	\$239,906,266	7.8%	\$128,048,928	6.1%	\$367,955,194	7.2%
OPE (Benefits)	\$133,321,208	7.0%	\$58,366,189	2.4%	\$191,687,397	5.6%
Supplies and Services	\$74,150,169	2.8%	\$194,601,721	-4.9%	\$268,751,890	-2.9%
Capitalized Equipment	\$5,776,409	32.9%	\$4,346,125	75.4%	\$10,122,534	48.4%
Student Aid	\$4,527,042	79.3%	\$62,049,537	-2.0%	\$66,576,579	1.1%
Net Transfers	\$7,290,091	13.6%	\$4,993,342	462.8%	\$12,283,433	68.1%
Total	\$464,971,185	7.5%	\$452,405,842	0.8%	\$917,377,027	4.1%

NOTES

* - Merged UO Study Abroad Programs with AHA International, and moved the AHA funds from DO into E&G (\$3.7M) to consolidate the budgets into a new org, Global Education Oregon

** - Reclass scholarships to remissions

*** - Expenditures Report does not include Depreciation, Plant Funds or Internal Bank



FY17 Projected Operating Revenue

FY17 Projected Revenue	E&G Funds	Annual Growth	Other Funds **	Annual Growth	Total	Annual Growth
State Appropriation	\$67,499,000	3.5%	\$1,716,000	0.0%	\$69,215,000	3.4%
Tuition and Fees	\$408,380,000	4.0%	\$49,554,000	5.3%	\$457,934,000	4.2%
Gifts Grants & Contracts	\$350,000	0.0%	\$171,003,000	0.0%	\$171,353,000	0.0%
ICC Revenue	\$20,000,000	-1.5%	\$0	0.0%	\$20,000,000	-1.5%
Federal Student Aid	\$0	0.0%	\$24,500,000	0.0%	\$24,500,000	0.0%
Interest and Investment	\$5,110,000	0.0%	\$14,526,000	2.0%	\$19,636,000	1.5%
Internal Sales	\$100,000	0.0%	\$47,714,000	0.0%	\$47,814,000	0.0%
Sales & Services	\$2,922,000	0.0%	\$151,528,000	3.1%	\$154,450,000	3.0%
Other Revenues	\$2,029,000	0.0%	\$4,455,000	0.0%	\$6,484,000	0.0%
Transfers From Ore State Agencies	\$0	0.0%	\$7,000,000	-7.9%	\$7,000,000	-7.9%
Total	\$506,390,000	3.7%	\$471,996,000	1.4%	\$978,386,000	2.6%

FY16 Projected Q3 Revenue	E&G Funds	Annual Growth	Other Funds **	Annual Growth	Total	Annual Growth
State Appropriation	\$65,199,000	16.2%	\$1,716,000	0.0%	\$66,915,000	15.7%
Tuition and Fees	\$392,500,000	5.4%	\$47,061,010	-7.8%	\$439,561,010	3.8%
Gifts Grants & Contracts	\$350,000	4.0%	\$171,003,000	0.4%	\$171,353,000	0.4%
ICC Revenue	\$20,300,000	5.8%	\$0	0.0%	\$20,300,000	5.8%
Federal Student Aid	\$0	0.0%	\$24,500,000	0.5%	\$24,500,000	0.5%
Interest and Investment	\$5,110,000	-1.5%	\$14,240,855	1.5%	\$19,350,855	0.7%
Internal Sales	\$100,000	315.4%	\$47,714,000	-0.8%	\$47,814,000	-0.6%
Sales & Services	\$2,922,000	14.1%	\$147,028,000	-0.4%	\$149,950,000	-0.1%
Other Revenues	\$2,029,000	-15.3%	\$4,455,000	-3.4%	\$6,484,000	-7.5%
Transfers From Ore State Agencies	\$0	-100.0%	\$7,600,000	-0.2%	\$7,600,000	-3.5%
Total	\$488,510,000	6.6%	\$465,317,865	-0.9%	\$953,827,865	2.8%

FY15 Actual Revenue	E&G Funds	Annual Growth	Other Funds	Annual Growth	Total	Annual Growth
State Appropriation	\$56,111,454	14.3%	\$1,716,016	2.7%	\$57,827,470	13.8%
Tuition and Fees*	\$372,366,154	0.3%	\$51,027,315	14.3%	\$423,393,469	1.0%
Gifts Grants & Contracts	\$336,508	-6.8%	\$170,380,639	-3.3%	\$170,717,148	-3.1%
ICC Revenue	\$19,185,870	4.5%	\$0	0.0%	\$19,185,870	-5.0%
Federal Student Aid	\$0	0.0%	\$24,381,695	0.0%	\$24,381,695	-1.1%
Interest and Investment	\$5,186,262	22.8%	\$14,026,438	0.0%	\$19,212,700	-14.6%
Internal Sales	\$24,075	-61.1%	\$48,097,528	0.0%	\$48,121,603	6.4%
Sales & Services	\$2,561,521	6.4%	\$147,595,117	3.0%	\$150,156,639	7.3%
Other Revenues	\$2,394,119	102.2%	\$4,612,553	0.0%	\$7,006,672	20.4%
Transfers From Ore State Agencies	\$259,292	5563.9%	\$7,615,280	0.0%	\$7,874,572	5.7%
Total	\$458,425,256	2.6%	\$469,452,582	1.1%	\$927,877,837	1.9%

NOTES

* - Merged UO Study Abroad Programs with AHA International, and moved the AHA funds from DO into E&G (\$4.5M) to consolidate the budgets into a new org, Global Education Oregon

** - Operating Report does not include Plant Funds or Internal Bank



FY17 Capital Project Expenditure Budgets

Project	FY17 Budget	Source of Funds
Bach Festival Addition	\$ 7,200,000	Gifts
Chapman Hall	\$ 3,000,000	Bonds/Gifts
EMU Renovation	\$ 5,000,000	Bonds/Gifts
Gerlinger Hall	\$ 3,000,000	Bonds
Klamath Hall Renovation	\$ 3,000,000	Bonds/Match
McKenzie Hall	\$ 1,200,000	Bonds
Misc Capital Repair Projects	\$ 7,000,000	Bonds
Misc. Departmental Projects	\$ 4,000,000	Department Funds
New Residence Hall	\$ 35,000,000	Bonds
Pacific Hall CMER Labs	\$ 4,000,000	Bonds
Price Science Commons	\$ 2,000,000	Bonds/Gifts
Thompson Center	\$ 2,300,000	Bonds
Tykeson Hall	\$ 5,000,000	Bonds/Gifts
Bean Hall	\$ 1,000,000	Bonds/Departmental Funds
Oregon Hall	\$ 1,000,000	Bonds
Total FY17 Projects	\$ 83,700,000	

Board of Trustees of the University of Oregon

Resolution: FY2017 Budget and Expenditure Authorizations

Whereas, ORS 352.102(1) provides that the Board of Trustees (“Board”) may, subject to limitations set forth in that section, authorize, establish, collect, manage, use in any manner and expend all revenue derived from tuition and mandatory enrollment fees;

Whereas, ORS 352.087(1)(a) provides that the Board may acquire, receive, hold, keep, pledge, control, convey, manage, use, lend, expend and invest all moneys, appropriations, gifts, bequests, stock and revenue from any source;

Whereas, ORS 352.087(1)(i) provides that the Board may, subject to limitations set forth in that section, spend all available moneys without appropriation or expenditure limitation approval from the Legislative Assembly;

Whereas, ORS 352.087(2) requires, and the Board finds, that the budget of the University of Oregon be prepared in accordance with generally accepted accounting principles;

Whereas, 352.039(2) provides that the Board may perform any other acts that are required, necessary or appropriate to accomplish the rights and responsibilities granted to the Board and the University by law;

Whereas, the Board wishes to approve a budget and related expenditure authorizations for fiscal year 2017 (FY17); and,

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

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

1. An operating budget in the sum of \$966,104,000 is adopted for FY17. During FY17, the Treasurer of the University may expend or authorize the expenditure of this sum plus three percent, subject to applicable law. In the event that such expenditure authority is insufficient, the Treasurer may seek additional expenditure authority from the Executive and Audit Committee of the Board of Trustees.
2. A capital budget in the sum of \$83,700,000 is adopted for FY17. During FY16, the Treasurer of the University may expend or authorize the expenditure of this sum plus three percent, subject to applicable law. In the event that such expenditure authority is insufficient, the Treasurer may seek additional expenditure authority from the Executive and Audit Committee of the Board of Trustees.

3. The Treasurer may provide for the further delegation of the authority set forth in paragraphs 1 and 2.

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

Dated: _____

Recorded: _____

In 2008, the Department of Intercollegiate Athletics (Oregon Athletics) entered into a ten-year multimedia license agreement with IMG College, LLC (IMG)¹. Oregon Athletics and IMG entered into negotiations on a contract extension, which would take effect July 1, 2016—superseding the current agreement for two years and extending the overall relationship through June 30, 2022. The revised agreement results in terms for the university more reflective of the current media rights marketplace.

Board approval is required for certain contracts when the anticipated value to the university is in excess of \$5 million. As noted below, the minimum payments from IMG to Oregon Athletics will exceed that threshold, thus board approval is respectfully requested by Oregon Athletics.

The agreement itself is in the final stages of negotiation and will be completed in time for it to be distributed (and posted) prior to the meeting as a supplemental document. It will ultimately be attached to the resolution as Exhibit A. Certain trade secret information will be redacted from the posted agreement in compliance with public records laws.

Key provisions are below.

<i>Duration</i>	Six years (July 1, 2016 – June 30, 2022)
<i>Guaranteed payments</i>	\$57 million over the six-year term
<i>Revenue sharing</i>	60% of revenue earned by IMG each year that is in excess of thresholds established in the agreement
<i>Exclusivity</i>	Exclusive, worldwide right for IMG
<i>Rights</i>	The agreement covers all multimedia facets such as, but not limited to, radio, signage, impacts and opportunities at events, and placement of advertisements/sponsorships on the Ducks' website

¹ IMG College is a subsidiary of IMG. Per the company's website, IMG "is a global leader in sports, events, media and fashion, operating in more than 25 countries. The company represents and manages some of the world's greatest sports figures and fashion icons; stages thousands of live events and branded entertainment experiences annually; and is the world's largest independent producer and distributor of sports media."

Board of Trustees of the University of Oregon

Resolution: Approval of Multimedia Rights Agreement for Oregon Athletics

Whereas, the University of Oregon Department of Intercollegiate Athletics (Oregon Athletics) wishes to enter into a multimedia rights agreement with IMG College (IMG) for purposes of an exclusive arrangement to manage media rights and other specific marketing elements for Oregon Athletics;

Whereas, the proposed agreement (attached hereto as Exhibit A) is for a duration of six (6) years and stipulates certain financial payments from IMG to Oregon Athletics, including minimum guaranteed payments of \$57 million (total) over six years and a schedule for certain revenue sharing payments;

Whereas, such agreements provide revenue to Oregon Athletics to help offset the cost of the institution's intercollegiate athletics program and maintain the department's self-sufficiency;

Whereas ORS 352.087(c) authorizes the Board of Trustees of the University of Oregon (Board) to make any and all contracts and agreements it deems necessary or appropriate;

Whereas, section 1.7.8 of the University's Policy on the Retention and Delegation of Authority requires Board approval of the execution of an instrument where anticipated value to the University of Oregon exceeds \$5,000,000; and,

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

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

RESOLVED, the Board of Trustees hereby authorizes the President, or his designee(s), to enter into the marketing rights agreement between Oregon Athletics and IMG attached hereto as Exhibit A. The Board of Trustees also hereby ratifies all prior actions taken on behalf of the University related to the negotiation and execution of the aforementioned agreement.

--Vote recorded on the following page--

Moved: _____

Seconded: _____

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

Dated: _____

Recorded: _____

(EXHIBIT A FORTHCOMING)



Agenda Item #4

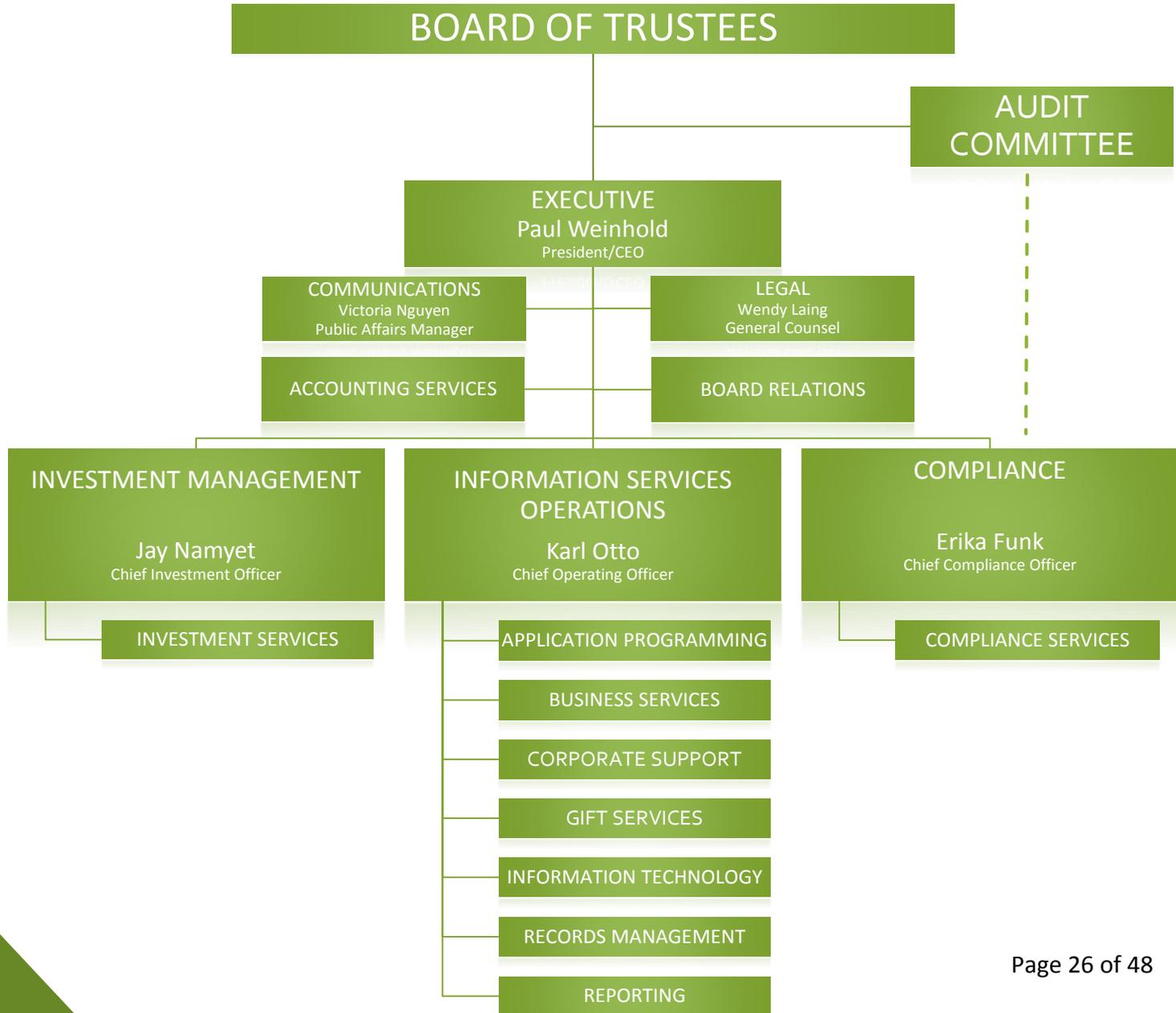
University of Oregon Foundation Overview

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.





Agenda Item #5

University “Clusters of Excellence” Initiative Update

Faculty Excellence Cluster Hiring Initiative

Scott Coltrane, Provost
Brad Shelton, Interim Vice President for Research and Innovation
June 2, 2016

Faculty Excellence Cluster Hiring Initiative

- Why did we initiate cluster hiring?
 - For the UO to maintain its distinctive stature and advance its position we have to grow our faculty who do research and creative activities.
 - Hiring in small clusters allows us to realize significant faculty growth quickly in focused areas

Goals of Cluster Hiring at UO

- Increase the number of outstanding tenure related faculty in high performing areas quickly.
- Enhance institutional metrics where the UO lags relative to peers
- Provide greater opportunities for diversity hires among tenure related faculty
- Expand the UO's footprint in the translational pipeline to address grand challenges

Existing Clusters

A total of 34 proposals were submitted and ten were chosen for initial focus:

- Center for Genome Function
- Cluster to Amplify Excellence in Energy and Sustainable Materials
- Health Promotion, Obesity Prevention and Human Development
- Life at the Nanoscale
- Neurons to Minds
- Prevention and Interventions Sciences in Special Education
- Volcanology, Volcanic Hazards and Geothermal Energy
- Sports Product Initiative
- Sustainable Cities Initiative Research Hub
- Biological Networks

Major sources of financial support

- Philanthropic Support
 - Health Promotion, Obesity Prevention and Human Development
- Institutional Support
 - Center for Genomic Function
 - Faculty Cluster in Chemistry and Physics to Amplify Excellence in Energy and Sustainable Materials
 - Neurons to Minds

Other support for clusters

- Tim and Mary Boyle Gift provides financial support for three essential core research facilities that increase our ability to recruit and retain the world's best life scientist:
 - Aquatic Animal Care Services,
 - Genomics and Cell Characterization Core Facility,
 - Imaging Core (new)
- State funds are being leveraged with philanthropic and institutional funds to renovate portions of Klamath and Onyx research spaces to increase functionality and add laboratory space for new hires

Status of Hires

Amplifying Excellence in Energy and Sustainable Materials (3 positions)

- Two active offers out and in negotiations
- Search activity continues fall 2016

Center for Genome Function (3 positions)

- First hire, start date September 2016
- Search activity continues fall 2016

Health Promotion, Obesity Prevention and Human Development (5 positions)

- Three hires complete, start date September 2016
- Fourth hire in COE joins the cluster, start date September 2016
- Search activity continues fall 2016 for positions in biology and human physiology

Neurons to Minds (5 positions)

- Search activity for 2 positions begins fall 2016

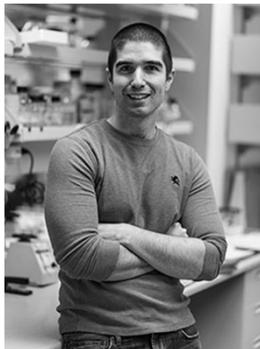
Getting Started

Health Promotion, Obesity Prevention and Human Development cluster leader Professor Beth Stormshak brought new faculty to campus for a mini-conference and get-together May 6.



Getting Started

Renovation of lab space to welcome Dr. Jeffrey McKnight, currently a Leukemia and Lymphoma Society Fellow at the Fred Hutchison Cancer Research Center, is underway and will be ready for him in September.





Proposal Title	Lead Dean	Lead Faculty Department(s)
<u>A Faculty Cluster in Chemistry and Physics to Amplify Excellence in Energy and Sustainable Materials,</u>	CAS	Chemistry & Biochemistry , Physics
<u>Center for Genome Function</u>	CAS	Biology , Chemistry & Biochemistry, Physics
<u>Health promotion, obesity prevention, and human development</u>	CAS, COE	Counseling Psychology & Human Services , Biology, Human Physiology, School Psychology, Special Education & Clinical Services
<u>Integrated Analysis of Biological Networks</u>	CAS	Biology , Anthropology, Chemistry, Computer & Information Sciences, Mathematics
<u>Life at the Nanoscale</u>	CAS	Chemistry & Biochemistry , Biology, Physics
<u>Neurons to Minds (NtoM)</u>	CAS	Psychology , Biology
<u>Prevention and Intervention Sciences in Special Education</u>	COE	Special Education & Clinical Sciences
<u>Sports Product Initiative</u>	AAA, LCB	Marketing, Management, Product Design
<u>Sustainable Cities Initiative Research Hub</u>	AAA, Law	Sustainable Cities Initiative , Architecture, Law, Planning, Public Policy and Management
<u>Securing National Prominence in Volcanology, Volcanic Hazards, and Geothermal Energy</u>	CAS	Geological Sciences



I. Title: **A Faculty Cluster in Chemistry and Physics to Amplify Excellence in Energy and Sustainable Materials**

II. Abstract:

The Center for Sustainable Materials Chemistry (CSMC) is a nationally demonstrated area of excellence housed at the UO. The Center is currently a \$20M project and is slated for Phase III renewal by the National Science Foundation in 2015. The proposed cluster hires will cement the UO as a top-five program in sustainable and energy materials and provide essential institutional match for the renewal proposal. Further, societal needs in energy and sustainability will drive research and funding trends over the foreseeable future. Addressing challenges in these important, high-impact areas requires collaboration between basic and applied scientists spanning disciplines, and strong connections to industry. We propose hiring three faculty members targeted to fill critical capability gaps and thus catalyze significant and sustained research growth. The UO will further establish itself as an international leader in energy and sustainable materials, enabling high-impact research and education that will transform society globally and invigorate regional economic development through CSMC's use-inspired research and student-centered innovation program.

III. Proposing Faculty

Name:

S. Boettcher, DW Johnson, DC Johnson,
J. Hutchison, R. Taylor, M. Deutsch

Departments: Physics and Chemistry & Biochemistry

Cluster Coordinator: Jim Hutchison

Department: Chemistry & Biochemistry

IV. College/Units Involved

Dean(s):

Dana Johnston (CAS Associate Dean for Natural Science) Andrew Marcus (CAS Dean, Lead)

Department(s):

Chemistry & Biochemistry (Lead) Physics
Materials Science Institute

V. Number and Level of each New Position Proposed:

We propose **three** new positions for the cluster, one at *up to* the full professor level, one *at up to* the associate level, and one at the assistant level. Two of the three positions will be joint-appointed between chemistry and physics. We also propose that all positions have a partial appointment (10-40%) in "Interdisciplinary Applied Science" to seed a major effort in applied science. The areas are defined as: (1) thin film devices, (2) computational materials, and (3) inorganic Materials synthesis.

Working with Cluster of Excellence proposers and participating deans, central administration will refine specific hiring plans based on available facilities, funding and institutional support structures.

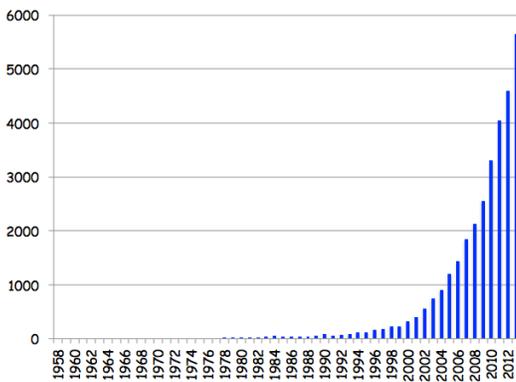


I. Title: Center for Genome Function

II. Abstract:

We propose a "cluster hire" to reestablish Oregon's preeminence in cutting-edge research on fundamental genetic mechanisms. Biological fields once driven primarily by individual investigators have matured to the point that they require interactive groups of experts to solve today's outstanding scientific problems in their more advanced states. We will build on our strengths and reputation to create a world-class center for integrated genetic and epigenetic studies, called the Center for Genome Function, focused on understanding processes that control the *function* of our genetic material (the "genome"). This area is currently of broad interest to scientists, journals, funding agencies and the general public. Moreover, it is widely regarded as both inherently exciting and important for applied sciences and human health (medicine, biotechnology, etc.). Genetic/genome research has benefited from astonishing technical advances, such as the development of "massively parallel DNA sequencing".

Researchers can now cheaply and easily determine the chemical basis of inheritance in any person or other living thing. Another reason the field has exploded is because of important discoveries and advances in understanding that created exciting new areas of research such as RNA biology, chromatin structure/function and "epigenetics",



which refers to semi-heritable processes controlling the function and fate of our genomes. The graph at left illustrates the explosive growth in annual publications in epigenetics. To gain a critical mass in the important and exciting area of genome function, we plan to hire three new faculty members in this area, including one carefully selected senior principal investigator who is already internationally recognized. To complement our current expertise, we will search for scientists with demonstrated abilities to solve cutting-edge problems pertaining to chromosome and nuclear architecture, function and dynamics. Those hired will span the narrowing divides between the disciplines of Genetics, Biochemistry, Cell Biology, and Physics. To

facilitate the research objectives of the Center and to build upon existing resources at Oregon, we suggest that the initiative should also include funding for parts of two supporting (non-tenure track) positions to establish Bioinformatics and Advanced Microscopy services, which will ultimately be largely self-supporting. Overall, we expect that our initiative will invigorate the Institute of Molecular Biology, affiliated Institutes and Departments, the University and the broader community.

III. Proposing Faculty

Prof. Eric Selker, Biology (coordinator); Assoc. Prof. Eric Johnson (Biology); Asst. Prof. Kryn Stankunas (Biology); Prospective Asst. Prof. Diana Libuda (Biology)

IV. College/Units Involved: College of Arts and Sciences/Institute of Molecular Biology (IMB)/Lead Department: Biology; Other Departments involved: Chemistry and Biochemistry; Physics.
Associate Dean of Natural Sciences, Dana Johnston; Dean W. Andrew Marcus.

V. Number and Level of Each New Position Proposed:

Three faculty positions (1-2 Associate or Full Professor; 1-2 Assistant Professor) and two half-time Research Associates to serve Bioinformatics and Microscopy Centers.

Working with Cluster of Excellence proposers and participating deans, central administration will refine specific hiring plans based on available facilities, funding and institutional support structures.



I. Title: **Health Promotion, Obesity Prevention, and Human Development**

II. Abstract:

Health promotion and obesity prevention is a growing field of study that is multi-disciplinary and integrates the fields of psychology, biology, human physiology, and medicine. The United States is leading the way in this epidemic health crisis, with two-thirds of adults and nearly one-third of children classified as obese, and with those living in poverty and ethnic minorities over-represented among obese populations (IOM report, 2012). Statewide, 27% of Oregonians are obese and these rates are comparable to the national average (CDC, 2010). This epidemic has led to a number of federal initiatives, including a “Let’s Move” campaign led by Michelle Obama, aimed at examining the etiology of obesity as well as prevention programs that target children, adolescents, and adults. Federal funding over the past few years is increasing in the area of health promotion and obesity prevention, yet at the University of Oregon, we have very few faculty who are able to take advantage of such funding opportunities, despite our long-standing strengths in prevention, education, human physiology, and biology. A cluster hire in health promotion and obesity prevention that builds on these cross-disciplinary strengths at the UO would create synergy among these programs, enhance collaborations with colleagues across campus, increase federal grant support and research funding, and build on current areas of excellence. Our top ranked graduate and research programs of study at the UO in prevention science, education, human physiology, and biology have partnered together to prepare this proposal.

III. Proposing Faculty

Cluster Coordinator: Beth Stormshak, Ph.D.; Director, Prevention Science Institute, Professor, Counseling Psychology and Human Services (CPHS)

Faculty: Leslie Leve, Ph.D.; Associate Director, Prevention Science Institute, Professor, CPHS
Laura Lee McIntyre; Professor, School Psychology, Special Education and Clinical Services

Christopher Minson, Ph.D.; Professor and Chair, Department of Human Physiology

William Cresko, Ph.D; Professor, Biology and Director of the Institute of Ecology and Evolution, Department of Biology

Benedict McWhirter, Ph.D., Professor and Head, Counseling Psychology and Human Services.

IV. College/Units Involved

Dean(s):

Lead Dean: Mia Tuan, Ph.D. COE; Andrew Marcus, Ph.D., CAS

Department(s):

Lead: College of Education/Counseling Psychology and Human Services (CPHS) College of Education/School Psychology, Special Education and Clinical Services

College of Arts and Sciences/Department of Human Physiology

College of Arts and Sciences/Department of Biology

Prevention Science Institute

V. Number and Level of each New Position Proposed:

5 positions total: 2 Assistant Professor tenure-track faculty (Biology and CPHS), 3 Associate Professor tenure-track faculty (School psychology, Human Physiology, and CPHS).

Working with Cluster of Excellence proposers and participating deans, central administration will refine specific hiring plans based on available facilities, funding and institutional support structures.



I. Title: **Integrated Analysis of Biological Networks**

II. Abstract:

Researchers at the UO helped spur the central scientific revolution of the last half of the 20th century: understanding the molecular basis of inheritance and its central role in development, neurobiology, evolution and ecology. Our current challenge is uniting analysis of thousands of single genes into a comprehensive understanding of how complex organisms are built, from cell to brain. This effort requires innovative integrated approaches that combine molecular biology with genomics, advanced imaging, computational biology and mathematical modeling to address fundamental questions about the nature of living systems, as well as creating novel solutions to improving human health. We propose to create a new overarching structure that unifies many areas of existing strength within the life sciences to address pressing scientific questions using integrative approaches. The overall plan consists of five different synergistic focal research areas (neural circuits, host-microbe systems, cellular dynamics, signaling networks, and functional genomic systems) that serve as hubs for building new and innovative programs built around the functional analysis of biological networks at variety of scales. The program links existing faculty together in new ways *via* crosscutting cluster hires (Figure 1). Although multiple phases of cluster hires will serve to support this new structure, here we propose to concentrate on the first phase of this effort by focusing on hires within a quantitative/ computational cluster. This cluster will be built around stellar senior hires and will leverage ongoing investments in integrative mathematical and “big data” approaches across the sciences. These new hires will help to propel the UO to a leadership position at the front an emerging area of the life sciences, while enhancing programmatic funding, research connections and scholarly excellence across the campus.

III. Proposing Faculty

William Cresko (Coordinator)	Dept. of Biology; Director, Institute of Ecology and Evolution
Karen Guillemin	Dept. of Biology; Director, NIH META Center for Systems Biology
Eric Johnson	Dept. of Biology; Institute of Molecular Biology
Cris Niell	Dept. of Biology; Institute of Neuroscience
Raghuveer Parthasarathy	Dept. of Physics; Material Science Institute
Patrick Phillips	Dept. of Biology; Associate Vice President for Research
Ken Prehoda	Dept. of Chemistry; Director, Institute of Molecular Biology

IV. College/Units Involved

Dean(s): Andrew Marcus, Interim Dean, CAS
Departments: Anthropology, Biology (lead), Chemistry, Computer and Information Sciences, Mathematics, Physics
Institutes: Ecology and Evolution (IE²), Molecular Biology (IMB), Neuroscience (ION)

V. Number and Level of each New Position Proposed:

We propose hiring 2 senior (Full Professor) faculty who are established leaders in the field, and 3 junior (Assistant Professor) faculty. One faculty line would be contributed as a replacement hire from within Biology, with the potential of additional faculty lines being leveraged from within our ongoing Math-Bio hiring initiative.

Working with Cluster of Excellence proposers and participating deans, central administration will refine specific hiring plans based on available facilities, funding and institutional support structures.



I. Title: **Life at the Nanoscale**

II. Abstract:

We propose to hire three new faculty members to understand "Life at the Nanoscale". This cluster hire would be rooted in the field of structural biology, which seeks to understand how the positions of atoms in biological macromolecules such as proteins and DNA dictate how cells move, divide, differentiate, and metabolize, and how dysfunctions in these processes cause disease. The "Life at the Nanoscale" cluster hire will build on our existing strengths in structural biology, creating synergies between existing and new faculty from multiple departments, taking advantage of instrumentation and infrastructure already in place at the UO, and improving our ability to obtain extramural funding. The university has a long-standing strength in the technique of x-ray crystallography (c.f. Brian Matthews, Jim Remington, and now Berglund, Nolen, Prehoda), which is used to determine static pictures of biological molecules at atomic-level resolution. Recently developed technologies complement x-ray crystallography to dramatically improve the imaging of larger subcellular structures and their dynamic movements, and are transforming the foundational understanding of biology. We propose to hire world-class faculty using these new technologies to address problems that complement research programs now at the UO. Doing so would stimulate existing UO research programs, increase our ability to attract stellar new faculty in the biosciences, and enhance our ability to compete for extramural funding.

III. Proposing Faculty

Name, (Department):

Alice Barkan (Biology), Bruce Bowerman (Biology), Victoria DeRose (Chemistry and Biochemistry), Kurt Langworthy (CAMCOR Director), Ben McMorrin (Physics), Brad Nolen (Chemistry and Biochemistry), Ken Prehoda (Chemistry and Biochemistry), Mike Strain (CAMCOR NMR Facility Director).

Cluster co-coordinators, (Department):

Brad Nolen (Chemistry and Biochemistry), Ken Prehoda (Chemistry and Biochemistry)

IV. College/Units Involved

Dean(s): Andrew Marcus, College of Arts and Sciences

Department(s): Chemistry and Biochemistry (lead), Biology, Physics

V. Number and Level of each New Position Proposed:

- (1) Cryo-electron microscopist (junior, phase 1)
- (2) Nuclear magnetic resonance spectroscopist (junior, phase 1)
- (3) Correlative electron/super-resolution microscopist (junior, phase 2)

Although we anticipate hiring junior-level faculty, outstanding senior candidates may be considered.

Working with Cluster of Excellence proposers and participating deans, central administration will refine specific hiring plans based on available facilities, funding and institutional support structures.



I. Title: **Neurons to Minds (NtoM)**

II. Abstract:

The *Neurons to Minds (NtoM)* Cluster focuses on explaining the full cascade of events that lead from neuron-level processes to whole-brain networks and to human behavior. Worldwide, there are only very few institutions positioned to implement such an integrative vision—where neuroscientists on different levels truly work together. However, at the University of Oregon a very strong group of systems and cognitive neuroscientists with a proven track record of external funding are already engaged in collaborative projects. To fully realize the existing potential we propose hiring one senior-level researcher each in the area of systems neuroscience and cognitive neuroscience in Phase 1, with potential junior-level hires in Phase 2. The individuals targeted for these positions all provide critical knowledge and tools to foster cross-level integration, they would bring strong external funding, and they have expressed interest in Oregon. The NtoM cluster is an ideal fit with the vision and the existing infrastructure of the Lewis Integrated Science Building (LISB). It would bring usage of critical shared resources such as the Vivarium and the Lewis Center of Neuroimaging (both housed in LISB) towards full capacity and financial stability. Finally, it would not only move the needle forward in terms of critical performance parameters (publications and grant funding), it would also help fighting off a very real retention threat focused on key members of the proposed cluster.

III. Proposing Faculty

Name: Ulrich Mayr
Cluster Coordinator: Ed Awh

Department: Psychology
Department: Psychology

IV. College/Units Involved

Dean(s): Andrew Marcus
Department(s): Psychology (lead) and Biology

V. Number and Level of each New Position Proposed:

Phase 1: 2 Associate/Full Professor Positions
Phase 2: 2 Assistant Professor Positions

Working with Cluster of Excellence proposers and participating deans, central administration will refine specific hiring plans based on available facilities, funding and institutional support structures.



I. Title: **Prevention and Intervention Sciences in Special Education**

II. Abstract:

The *Prevention and Intervention Sciences in Special Education* cluster hire will enhance and accelerate faculty excellence in the UO special education program. Moreover, it will have an immediate and significant impact on AAU metrics by expanding and stabilizing a collaborating network of scholars who will contribute to a substantive initiative focused on prevention and intervention sciences in special education. The special education program is currently the highest ranking program at the UO. However, this program is in a critical period of transition and requires an “intensive” dose of fiscal support if it is to continue and expand its unprecedented legacy of scholarship, external research funding, nationally recognized intervention, pedagogy development and innovation; high quality graduate programs, and national policy leadership in the field. The current proposal builds upon existing strengths while rapidly elevating our research, demonstration, and instructional efforts to a nationally dominant level. We are proposing a cluster of five new hires, one of whom will be funded by the COE. We estimate that this investment will lead to a doubling of our research and scholarly productivity, open new opportunities for external funding, and greatly enhance linkages between our research and graduate training efforts.

III. Proposing Faculty

Christopher Murray	Department: SPECS (Chair)	https://education.uoregon.edu/users/murray
Rob Horner	Department: SPECS	https://education.uoregon.edu/users/horner
Edward J. Kame’enui	Department: SPECS/EMPL	https://education.uoregon.edu/users/kameenui

Cluster Coordinator: Christopher Murray, SPECS

IV. College/Units Involved

Dean(s): Mia Tuan, College of Education

Department(s): Special Education & Clinical Sciences (SPECS)

V. Number and Level of each New Position Proposed:

- Special Education & Clinical Sciences:** One Associate/Full in Behavioral Supports
- Special Education & Clinical Sciences:** One Associate/Full in Academic Intervention
- Special Education & Clinical Sciences:** One Associate/Full in Applied Research Methodology
- Special Education & Clinical Sciences:** One Assistant in Behavioral Supports
- Special Education & Clinical Sciences:** One Assistant in Academic Interventions

Working with Cluster of Excellence proposers and participating deans, central administration will refine specific hiring plans based on available facilities, funding and institutional support structures.



I. Title: **Sports Product Initiative**

II. Abstract:

The Sports Product Initiative (SPI), with its focus on sustainability, innovation and globalization, is a unique opportunity for UO at a unique time in its history. As we realize the new Institutional Board and freedom from the Oregon University System, SPI presents an exceptional opportunity to demonstrate the positive impacts of the public higher education reorganization. We can show early on that we are committed to supporting economic development in the state by taking a major step to solidify the state's hold on the alpha-cluster of sports product companies in Portland, the Gorge and the Valley. The primary business model for the Initiative is tuition from new graduate students and fundraising. The cluster hire funds demonstrate that UO central administration is an early and active participant in this move to support the state's economy. SPI also presents a unique opportunity to establish a new level of cross-disciplinary education and research with a fundamental merging of Business and Product Design, and additional engagement with Journalism, Law, Green Chemistry and Human Physiology. Design has been appropriated by many disciplines in the last decade. It is seen as an incredible value-added in developing models for working on complex and unpredictable challenges. This collaboration authentically maps the disciplines onto each other, bringing design thinking and precise management practice together for an industry already rooted in these efforts. The programs bridge Eugene and Portland with components in each location.

III. Proposing Faculty

Name: Kiersten Muenchinger

Department: Material Studies and Product Design

Name: Dennis Howard

Department: Marketing

Name: Ellen Schmidt-Devlin

Department: Sports Business

Name: Roger Best

Department: Marketing

Cluster Coordinator: James Bean

Department: Decision Sciences

IV. College/Units Involved

Dean(s): (If more than one, please designate lead)

Kees de Kluver, LCB (lead)

Frances Bronet, AAA

Department(s): Product Design, lead for Product Design hires

Marketing, lead for Marketing hire

Management, lead for Management hire

V. Number and Level of each New Position Proposed:

- a. Associate Professor of Product Design, 60% cluster funded, 40% SPI funded
- b. Assistant Professor of Product Design, 60% cluster funded, 40% SPI funded
- c. Marketing Strategy and Retailing, 60% cluster funded, 40% SPI funded
- d. Product Development Management, 60% cluster funded, 40% SPI funded
 - 1. One of c. and d. will be senior and one junior
- e. All faculty will teach a standard course load for their program (5 courses for PD and 4 in LCB, presuming they are research active). They will teach in Portland and Eugene. The senior hires may have administrative duties that offset some teaching.
- f. The primary location for the new master's programs and their faculty is Portland.

Working with Cluster of Excellence proposers and participating deans, central administration will refine specific hiring plans based on available facilities, funding and institutional support structures.



I. Title: **Sustainable Cities Initiative Research Hub**

II. Abstract:

The Sustainable Cities Initiative (SCI) is an existing, well-established, award-winning, internationally recognized, multi-disciplinary effort focusing on sustainability, an area of deep strength at the UO and an area of urgent national and international importance. SCI's work spans five UO schools and colleges (AAA, Law, Journalism, CAS, Business) and works across all institutional functions, including education via its internationally recognized Sustainable City Year Program (SCYP), applied research via more than \$1,000,000 in externally funded research over the last four years, service to Oregon communities, reforming higher education nationally through nationalization of SCYP, policy engagement through submission of Congressional testimony, and international professional training in China and Africa. SCI already functions as a cross-disciplinary hub of activity, in part due to its award winning, cross-disciplinary pedagogical model - SCYP - and in part due to cross-disciplinary research and training work. ***There exists an enormous potential to expand this cross-disciplinary activity and transform SCI into a nationally and internationally recognized think-tank on Sustainability and the Built Environment.*** Our focus is on sustainable urbanism, which squarely addresses the planning, design, policy, and economics of cities with an explicit interest in linking rigorous research with policy change and professional implementation. The proposed faculty positions would be supported 60% in a tenured home department and 40% in SCI with expectations that a portion of FTE will be directed toward SCI-oriented service, including leading symposia, developing new initiatives, organizing complex grants, etc., This cluster hire would be a significant investment that would transform an area full of individual strengths, to a coordinated think-tank that raises UO's international prominence.

III. Proposing Faculty

Cluster Coordinators: **Nico Larco** (SCI Co-Director / Architecture)

Marc Schlossberg (SCI Co-Director / PPPM)

Name: Adell Amos (Law)

Heather Brinton (Environmental and Natural Resources Law)

IV. College/Units Involved

Dean(s): **AAA – Frances Bronet** (LEAD), Law - Michael Moffitt

Department(s): **Sustainable Cities Initiative** (technically not a college or unit) (LEAD), PPPM, Architecture, Law

V. Number and Level of each New Position Proposed:

Professor in Land Use and Green Development Law – Associate or Full. Law School.

Professor in Sustainable Real Estate – Associate or Full. AAA – PPPM Program.

Professor in Transportation Modeling and Metrics – Associate or Full. AAA – PPPM Program.

Professor in Sustainable Urban Design – Associate or Full. AAA – Architecture Program.

Working with Cluster of Excellence proposers and participating deans, central administration will refine specific hiring plans based on available facilities, funding and institutional support structures.



I. Title: **Securing National Prominence in Volcanology, Volcanic Hazards, and Geothermal Energy**

II. Abstract:

Volcanic eruptions are spectacular manifestations of a dynamic earth, and the UO has had a strong and widely respected program in volcanology since the 1960s. With Earth's rapidly growing population, more people and infrastructure globally are at risk from volcanic eruptions, particularly in developing nations and the Pacific Rim countries as a whole. While the effects of volcanic eruptions are felt immediately in nearby population centers, an eruption can also have global impacts that last for years. Recent examples include the 2010 eruption in Iceland that shut down western Europe's airports in 2010 costing airlines \$1.7 billion, and the 1991 eruption of Mt. Pinatubo that ejected enough gas and particulates into the atmosphere to affect global weather patterns for the next year. This is an exciting time in volcanological research because the inherently interdisciplinary nature of the field, rapidly evolving new technologies, advances in computer modeling, and emerging ability to handle very large datasets ensure that dramatic scientific advances are on the horizon. In the upcoming decades we will likely be able to make accurate, intermediate-term (hours to weeks) eruption predictions, thereby greatly mitigating volcanic hazards. Volcanic systems also have the potential to be a source of renewable geothermal energy to help sustain our nation's evolving energy needs. With several focused hires we have a unique opportunity to "move the needle" in this area and become the top academic center for the study of volcanoes in the U.S. and one of the top 3-5 programs worldwide.

III. Proposing Faculty

Paul Wallace, Ilya Bindeman, Rebecca Dorsey, Emilie Hooft, Leif Karlstrom, Mark Reed, Alan Rempel, Amanda Thomas, Jim Watkins (all in Department of Geological Sciences)

Cluster Coordinator: Paul Wallace Department: Geological Sciences

IV. College/Units Involved:

College of Arts and Sciences Dean(s): Andrew Marcus
Department(s): Geological Sciences

V. Number and Level of each New Position Proposed:

We have identified five research fields that we believe will be at the forefront of exciting new discoveries in volcanology over the next several decades. The first three would form the core of a world-class center focused on active volcanic processes and hazards. The last two would expand this initiative into a comprehensive program integrating volcanology with energy and resource development and a broader range of geologic hazards, and it would better connect us with other research units across campus. The first position is an existing vacant position created by the recent resignation of Kathy Cashman, and thus our proposed initiative consists of four new positions. Given our existing strengths, we anticipate that most hires will be at the Assistant Professor level. However, the program would benefit from the option of considering candidates at the Associate level for the first two positions to allow us to build critical mass more rapidly.

1. Physical Volcanology (Associate Professor): field-based studies of volcanic eruptions tied to textural and chemical studies of ash and lava and development of hazard assessment models.
2. Volcano Geodesy & Remote Sensing (Associate Professor): use of satellite and ground-based instruments for monitoring deformation of volcanoes, eruption processes, and the transport of ash and gas in the atmosphere.
3. Computational Modeling (Assistant Professor): numerical modeling to investigate the physics of volcanic plumes, pyroclastic flows, and ash deposition, with applications to human and aviation hazards.
4. Geothermal Energy (Assistant Professor): geophysical and geochemical studies of geothermal systems and their potential as energy resources, with links to industry and resource development in Oregon.
5. Radiogenic Isotope Geochemistry (Assistant Professor): cutting-edge methods for measuring ages of past eruptions to understand how volcanoes work and the effects of large eruptions on climate, Earth's environment, and biodiversity.

Working with Cluster of Excellence proposers and participating deans, central administration will refine specific hiring plans based on available facilities, funding and institutional support structures.



Tour of Erb Memorial Union (EMU)

The Erb Memorial Union (EMU) is located in the heart of campus, serving the entire UO community. Since it first opened in 1950, the EMU has provided a place to study, dine, and gather. However, for a residential campus, the needs of the student union have changed.

Why Renovation and Expansion of the EMU Was Necessary

- The EMU was sized to serve a student body of about 16,000. Today the University of Oregon is home to over 24,000 students.
- Systems and infrastructure were past their life span and deferred maintenance was estimated at \$12 million.
- The facility lacked many of the amenities, attributes, and student programming space found within modern student unions.

Key Highlights of the Renovation and Expansion Project

- Approximately 80,000 square feet of new space
- 134,000 square feet of renovated space
- New bike and pedestrian plaza with storefront student spaces along 13th Avenue
- Dramatic and spacious new campus outdoor green space for casual use, programming, and ceremonies, such as graduation
- Featured and expanded spaces for ASUO Multicultural Center and Student Unions
- Substantial increase in student organization space
- Active late night opportunities for fun and work
- 250-seat movie and multipurpose performance theater
- Student Program Resource Center sufficient to serve hundreds of student groups
- Smart building technology wired for modern performance and access
- New and updated EMU program spaces for Craft Center, Outdoor Program, Cultural Forum, KWVA Radio, and Club Sports
- Expanded public spaces where students can gather, study, use meeting spaces, and attend quality conferences

Project Budget and Funding Sources

- Total project budget: \$95 million
- Funding sources: The project was largely funded by existing Student Building Fees and a new EMU Facility Fee (\$67/term). Additionally, \$2.3 million was provided through philanthropy.

Sustainability Efforts in the Renovation and Expansion Project

The project is a state-of-the-art model for sustainable design that will substantially reduce the energy footprint of the existing dated facilities. Prioritized energy reduction strategies included: understanding context: climate and typical energy use for the building, energy load reductions:

passive systems, day-lighting, building envelope, right sizing & dual use: heat recovery, target key systems/reduce energy load: active mechanical solutions, and user engagement.

ERB MEMORIAL UNION

emu.uoregon.edu



PRESENTERS



LAURIE WOODWARD
DIRECTOR
woodward@uoregon.edu

Laurie Woodward has served as director of the Erb Memorial Union since April 2013. She has overall responsibility for the facilities, finances, programs, and services offered through the EMU. Laurie holds a master's degree from Western Illinois University, and a Ph.D. from the University of South Florida. Her dissertation and research interests include the social contract between higher education and society and leadership development for college students. Before coming to the UO, Laurie was the director of the Centennial Student Union at Minnesota State University for 6 years. Her previous teaching experience includes courses in Higher Education Administration, Public Finance and Leadership Development.



JESSI STEWARD
ASSOCIATE DIRECTOR FOR STUDENT ACTIVITIES AND PROGRAMS
steward@uoregon.edu

As associate director for student activities and programs, Jessi Steward oversees student centered programs that offer dynamic opportunities to learn, play and engage in campus life outside of the classroom. Jessi supervises a broad portfolio of student activities and programs, from Club Sports to the Student Sustainability Center. She has worked at the university since 2005 and holds a Bachelor of Fine Arts degree from the University of Wyoming and a Master of Public Administration degree from the UO.



DANIEL GEIGER
ASSISTANT DIRECTOR FOR RETAIL SERVICES AND COMMUNICATIONS
dgeiger@uoregon.edu

Dan Geiger has been a part of the student union staff for 27 years, starting as a student employee. Dan began working as assistant director of the Outdoor Program after he graduated from the UO in 1990 with a degree in English Literature; he became director in 1999. Dan co-authored the Lane County Mountain Bike Ride Guide, and founded the UO Bike Program in 2008. As the process of renovating and expanding the EMU began to unfold, Dan transitioned from the Outdoor Program to his current role, where he works with the EMU retail team to create a robust business environment that is responsive to the interests of students and the campus community.



RICK HAUGHT

DIRECTOR OF UO SCHEDULING AND EVENT SERVICES

rickh@uoregon.edu

Rick Haught has been the director of UO Scheduling and Event Services since 2013. In that role, he manages the operation that provides space and both physical and technical support for over 16,000 events at the UO every year. His unit is responsible for scheduling in the EMU, of most outdoor spaces on campus and more than 200 academic spaces when they are not being used for classes. Rick holds a Bachelor of Science degree in psychology from Bowling Green State University and an MS in

College Student Personnel from the University of Wisconsin-La Crosse.

ERB MEMORIAL UNION

Located in the heart of campus, the Erb Memorial Union has helped prepare students to learn since 1950. The EMU is the campus gathering place for activities, community interaction and socializing, provides students with a safe place to explore new ideas and challenges, and offers opportunities to improve leadership and entrepreneurial abilities in an environment that fosters real-world experiences. The EMU also provides commonplace services that make it easier for students to achieve their academic goals, from affordable child care and healthy food choices to computing labs and copying services that are open 19 hours a day, seven days a week.

ARCHITECT

The original building, completed in 1950, is notable for being the last building on campus designed by Ellis Lawrence. Although the building underwent two subsequent additions, one in the early 1960's and one in the late 1970's, it was the original building that architects and campus administrators chose to preserve and augment in the current renovation and expansion project. The new edition and renovation was designed by SERA architects and built by Lease Crutcher Lewis.

BRIEF HISTORY OF THE ERB MEMORIAL UNION

The EMU first opened in 1950, almost 25 years after a group of tenacious students, alumni and university officials first proposed it. The 2.1 million dollar cost was made possible by building fees and more than 2,500 private gifts. Named for the UO's war-time president, Donald Erb, the new union was dedicated to students who had served in the armed forces.

The northeast addition to the EMU was complete in 1962. It included the Fountain Courtyard that became the home of Friday afternoon "Beer Garden" events that are still fondly remembered by our alumni visitors. An addition in 1973 added about 80,000 square feet of new space to the building, providing much needed student offices, services, meeting rooms, and lounge space.

In 1980, the beloved Fishbowl received a renovation. The "Animal House" cafeteria was replaced with more modern food offerings and updated interiors.

Throughout the transitions, the Fishbowl has remained a favorite location for current students and alumni alike. The Ballroom, which hosted many great performers and special events over the years, was updated in 1986 and, with the current renovation, continues to be the largest non-athletic event space on campus.

In 1998, the Amphitheater was built. The project was initiated by ASUO to commemorate 100 years of student governance on campus. This "free speech plaza" was long envisioned as part of the EMU's features and a part of the vision of the original 1950 building design.

In 2006, students and staff once again began making plans to renovate and enhance the EMU. Finally approved in 2013, demolition of the 1970's wing made way for the new addition and renovation that was completed in May of 2016. Once again, the total cost of the \$98 million renovation was born by university students and gifts from generous donors.