

NOTICE OF PUBLIC MEETING

The Board of Trustees of the University of Oregon will hold the following public meeting:

Monday, March 8, 2021, at 8:30 a.m.

Tuesday, March 9, 2021, at 8:30 a.m.

Due to current orders regarding campus operations and social distancing, the meeting will be held via video conference with a livestream and telephone conference options available for members of the media and the public.

Subjects of the meeting will include COVID-19 impacts and operations, standing reports, university finances, a utility infrastructure capital project authorization, academic initiatives, Fiscal Year 2021-2022 (FY22) tuition and fees, institutional student success initiatives, and textbook affordability.

The livestream link and the teleconference information are available day of (if not sooner) at: <https://trustees.uoregon.edu/meetings>. Meeting materials are available online at: <https://trustees.uoregon.edu/upcoming-meetings>.

Public Comment

As part of the meeting noticed above, the Board will host a virtual public comment session regarding FY22 tuition and fees (agenda item #7) on March 8 from 12:30-2:30 p.m. Pacific Time. **This session is limited to comments regarding the FY22 tuition and fee proposal.** Registration is required by 5:00 p.m. on March 7 to participate ([click here](#)). Priority will be given to current and prospective students. Written comment will also be accepted regarding FY22 tuition and fees (more below).

Comment regarding all other topics, as well as written comments regarding tuition and fees for those who prefer this format, will be accepted via trustees@uoregon.edu. All comments will be shared with members of the board, but to ensure comments are provided to trustees *in advance* of the meeting, they must be received by 5:00 p.m. PT on March 7, 2021.

Board of Trustees
March 8, 2021 | 8:30 a.m. PT
March 9, 2021 | 8:30 a.m. PT

Due to current orders regarding campus operations and social distancing, the meeting will be held remotely with a livestream broadcast and telephone conference options available for members of the public. That information is available at: <https://trustees.uoregon.edu/meetings>.

Convene Public Meeting

- Call to order and verification of a quorum
- Approval of minutes: full board Dec. 3-4, 2020; EAC Dec. 17, 2020; and full board Feb. 2, 2021

1. Standing Reports

- ASUO President Isaiah Boyd
- University Senate President Elliot Berkman
- President Michael Schill

2. COVID-19 Impacts, Planning and Operations. Andre Le Duc, Associate Vice President and Chief Resilience Officer

3. University Finance and Treasury Reports. Jamie Moffitt, Vice President for Finance and Administration and CFO

4. Capital Project Approval – Infrastructure Upgrade (Action). Mike Harwood, Associate Vice President and University Architect

5. Academic Initiatives Update. Patrick Phillips, Provost and Senior Vice President

Meeting recessed until 12:30 p.m. PT

6. Public Comment Session Regarding Tuition.

The Board is hosting a webinar-based public comment session specifically regarding the pending FY22 tuition and fees proposal (agenda item #7). Registration is required by 5:00 p.m. PT on Sunday, March 7, to participate ([click here](#)). Priority will be given to students and prospective students. Those who prefer to submit comments in writing, or who wish to submit public comment on any other topic, may do so via email to trustees@uoregon.edu. All written comments will be shared with trustees; however, only those received by 5:00 p.m. PT on March 7 are guaranteed to be provided prior to the meeting's start.

Meeting recessed until March 9 at 8:30 a.m. PT

7. FY22 Tuition and Fees (Action). Michael Schill, President; Kevin Marbury, Vice President for Student Life; Jamie Moffitt, Vice President for Finance and Administration and CFO

-Continued-

- 8. Semi-Annual Report on Student Success: A Focus on Transfer and Non-Traditional Students.** Maria Kalnbach, Coordinator of Nontraditional and Veteran Student Engagement and Success; Kimberly Johnson, Interim Vice Provost for Undergraduate Education and Student Success; Jim Brooks, Associate Vice President and Director of Student Financial Aid and Scholarships

- 9. Textbook Affordability and Open Educational Resources.** Nick Keough, ASUO Senator; Mike Price, Senior Instructor of Mathematics; Rayne Vieger, eLearning & Open Educational Resource Librarian

Meeting Adjourned

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Agenda Item #1

Standing Reports

--ASUO President

--University Senate President



ASUO Winter Quarter Report:

Date: March 2021

01) Introduction

Throughout this academic year, representatives from ASUO have been working diligently to identify and provide solutions to issues students have been confronting during the pandemic. These issues have consisted of accessibility concerns regarding course materials, mental health struggles due to the pandemic, financial struggles regarding housing, as well as financial difficulties concerning basic need items. During this year's budgetary cycle, the executive and legislative branches performed assessments on the incidental fee-funded programs. Through this assessment, we worked to establish several student support-orientated programs that would provide temporary relief to the issues that were identified.

02) Quarterly Updates

During this year's budgetary cycle, the legislative branch evaluated the programing expenses within the incidental fee; in doing so they readjusted the allocation of funds to find more effective ways to provide the social, cultural, educational, and physical development of the student body. As a result, my administration has worked meticulously to develop the following programs, and in conjunction with the legislative branch, reallocate funds from within the incidental fee to provide sustainable funding towards the continued development of these programs. With the establishment of these programs within the incidental fee, we intend to use the 21-22 fiscal year as a pilot to determine the scale on which funds should be reduced or increased to fully serve student needs.

- 1) The first program was developed with the intention to provide students access to a basic needs item. Our *Menstrual Product Accessibility* program will operate as a means of combating period poverty and the basic need insecurity that students are facing considering the current financial burdens produced from COVID-19. Through this program ASUO will be implementing a free-to-access service, providing menstrual products in all high trafficked bathrooms located within the EMU building. This program was modeled after the Yale and Columbia university free menstrual product programs that were established by the respective student governments. This program will operate within the EMU, providing menstrual products in all EMU restrooms. The pilot for this program will also operate to collect data from the student body to better access both need and programmatic capacity.
- 2) The second program has been developed to address the growing accessibility issues emerging from textbook affordability. Textbook affordability is a growing issue that students are facing across the nation. This program is designed to offer a subsidy assistance program to help students facing financial hardships with purchasing course materials. The *Textbook Subsidy* program will provide students access to reimbursement for part or all costs of their textbooks and course materials. Students that apply must meet three of the program tier qualifications to be eligible or be able to demonstrate financial need. Students that access this program will have access to purchased course materials for the duration of the academic quarter. Following the conclusion of the courses, students must return the purchased textbook

to the ASUO book bank. Eligible students will have access to the program every quarter and as long as funding remains available for the quarter.

- 3) The third initiative aims to address the institutional need for student advisors that specialized with students' basic needs. The *Basic Needs Coordinator* and *Food Security Coordinator* positions will provide students direct support with applying for financial support programs, developing plans for managing personal finances, understanding cost of living standards in the Eugene area, and other obstacles students face when securing basic needs. Additionally, a long-term goal for the implementation of these programs the centralization of student support services into one space. These positions will operate out of the Dean of Students office, functioning as an advisor to students facing basic need insecurity or financial hardships. The central premise of this position will be to provide expert knowledge on programs available to students based on certain demographics and qualifications.
- 4) The fourth program was developed to address the financial insecurities that many students face when searching for off-campus housing. The severity of housing insecurity faced by students affected by job loss or additional financial burdens produced by the financial recession of COVID-19 has demonstrated a greater need for student support services. The recession enhanced the severity of social issues like that of the student housing crisis and student homelessness. The goal of this program is to function as a means of supporting students faced with financial difficulty and housing insecurity. The *Housing Subsidy* program will provide qualifying students access to funds that can be used towards partial rental payments, utility bills, and additional housing-related purchases. In the AroundtheO article from just last year, it was identified that "the number of students requesting help during March alone was 12 times greater than usual." We hope to provide sustainable funding for students throughout their higher education pursuits. The subsidy program will operate out of the Dean of Students office and will be available to all students that qualify for at least one financial assistance program; including but not limited to SNAPs, food stamps, and additional state & federal programs with income-based prerequisites. Students may access this program once per quarter for a maximum of three quarters per academic year. Students will have access to these programs so long as they qualify or so long as the quarterly funding remains available.

03) Conclusion

This year's student government has proven to be one of if not the most consequential in recent years. This administration has been an advocate for student access to higher education since the beginning of office and has continued to leverage the resources available to us to further this initiative. In my first report to this board, I advocated for change. I called upon us all to advocate for those most vulnerable within our community. I believe today that this report demonstrates that such advocacy is not only possible but also inevitable. I believe that these programs are only the beginning of what can be done to transform this institution into a space from which future leaders, activists, advocates, and critical thinkers can begin to create real change.

Board of Trustees Meeting Senate President Remarks

March 8, 2021

Good morning, Trustees, and colleagues. I'd like to have a brief conversation this morning about faculty engagement in shared governance at the University of Oregon.

We recently launched a new Senate website that was designed around the idea of improved communication between senators and the constituents they represent. We made it easier for campus community members to find their senators and for senators to communicate with their constituents with a blogging feature. I couldn't help but take the blog feature for a spin myself.

For my inaugural post on the blog, I wrote about shared governance over our two missions – the explicit academic mission to teach our students, generate and disseminate knowledge, and serve the state – as well as the unstated mission to provide the financial and administrative support that undergirds the primary academic mission. My piece argued that these missions facilitate each other, so it is in the UO's best interests if all our campus community members should act as stewards of both aspects of the overall mission.

I think faculty generally understand this arrangement and are happy to focus on teaching, research, and service under the assumption that their earnest efforts in those domains benefit not only the academic mission but the financial one as well. Not all activities can be revenue generating nor do they need to be, but the idea is that on balance enough will be to keep us in the black for another year. It is true that this task needs to fall mainly on management: to set up the structures and processes so that the organization does well when individuals within it do what is officially expected of them. But, just as the Office of the Provost monitors academic matters, so too can faculty play a role in minding the financial wellbeing of the university. Some faculty are even entrepreneurial in seeking opportunities, such as certain new degrees, that are both academically sound and revenue generating.

I deliberately want to talk about these things out in the open because faculty ignorance on these issues, willful or otherwise, harms shared governance. When faculty do not have sufficient information to engage or simply do not want to engage in informed financial stewardship of the UO they risk doing things that undermine it. A similar problem occurs when incentives for faculty are aligned in a way that pits their academic and career interests against those of the university. For instance, many faculty members are not aware that, on balance, extramural grants cost the university money and that our non-resident students subsidize the resident ones.

Most of these trade-offs are unavoidable – we're not going to stop admitting resident students or getting external grants – and they are all manageable. But we all need to be aware of them so we can act in an informed way. What the university community needs is a shared, clear-eyed understanding of the business model of the university and the specific ways that faculty can contribute. That will enable us to have an open conversation about what our priorities will be as we support both missions and explicitly align our incentives to those priorities.

I realize this is a big topic for a small time slot. My hope is to begin an ongoing conversation with you and other campus leaders about increasing faculty engagement on this topic.

Agenda Item #2

COVID-19 Health & Safety Operational Plan and Related Updates

On August 28, 2020, the Board of Trustees (Board) approved the UO's COVID-19 Health and Safety Operational Plan, as required by Executive Order No. 20-28 (EO).¹ The EO further requires that the Board review the plan, including any amendments thereto, at each of its regular meetings.

Attached is an updated version of the plan. The changes noted in this version will go into effect March 15. Changes are designed to update practices and protocols based on evolving information, guidance and best practices; progression of the academic year; and available resources and tools at the UO's disposal. As a reminder, this plan is meant to provide a framework that guides the detailed implementation of any specific programs or policies. It is not, in itself, a complete list of such programs or policies.

Board approval of these changes is not required, but the Board's feedback is of course valuable as the Incident Management Team's policy group finalizes any updates.

Additional information is available on the various UO coronavirus webpages below. Immediately following this summary is a testing overview, and following that is the aforementioned redlined plan.

- General UO information: <https://www.uoregon.edu/coronavirus>
- Case tracking and testing results: <https://coronavirus.uoregon.edu/cases>
- Monitoring and Assessment Program (MAP): <https://coronavirus.uoregon.edu/map>
- Vaccine and distribution: <https://coronavirus.uoregon.edu/vaccine>
 - Projected postsecondary vaccination needs (PDF):
<https://coronavirus.uoregon.edu/oregon-postsecondary-vaccination-needs-ohaphases>

¹ https://www.oregon.gov/gov/Documents/executive_orders/eo_20-28.pdf

The following information is a summary meant to help provide information on different types of testing programs and their results. It is informative only; additional questions should be directed to the IMT Case Management Section or the MAP Testing Program.

OVERVIEW OF TESTING PROGRAMS AND THE DIFFERENCE BETWEEN DIAGNOSTIC VS. ASYMPTOMATIC TESTING AND CASE MANAGEMENT

1. DIAGNOSTIC TESTING

Most people get tested for COVID-19 for an **individual health-related (diagnostic) reason**, e.g., they have symptoms, a coworker or household member has COVID-19, they have been told they are a contact. A UO or OSU student seeking a test for individual health reasons may obtain a test at the respective University's health clinic, or any other local medical/testing provider. In some cases, a diagnosis is made without a test.

2. ASYMPTOMATIC TARGETED MANDATORY TESTING

The UO has two asymptomatic testing programs, established for **public-health related reasons** by identifying COVID-19 among students who do not— or do not yet— have symptoms. These programs are different from testing for an individual's health-related reason in a number of ways:

- The programs are aimed at specific populations, namely, students who live in residence halls (congregate settings) and student-athletes (per NCAA requirements for sports that practice and compete).
- **Testing is mandatory; that is, at or near 100% of the population is tested.**
- The test used is a qPCR test utilizing ThermoFisher's TaqPath SARS CoV-2 assay, which was 100% effective in identifying the presence of SARS CoV-2 virus samples in its clinical evaluation to establish an Emergency Use Authorization (EUA) with the FDA.
- Testing is repeated on a regular interval (for example, weekly for residence hall students).
- The programs include robust case management; that is, a systematic, facilitated, and education-centered approach to the "test-trace-treat" process.
 - Facilitated resulting (by University Health Services for residence hall students and by Athletics medical staff for student-athletes);
 - Facilitated isolation of each COVID-19 positive person;
 - Immediate education and support, case investigation and contact tracing;
 - Facilitated quarantining of contacts;
 - Follow-up testing of those in quarantine; and
 - Information on resident hall quarantine and isolation capacity is published on the [UO Covid-19: Monitoring and Capacity Indicators](#) website.
- The purpose of mandatory asymptomatic testing programs is to identify the presence of COVID-19 early and mitigate it quickly. It is both a surveillance system and a tool for mitigating spread within the university community. We now know that 59% of cases are spread by people who do not exhibit symptoms, either before they have symptoms or by those who never develop symptoms (*source: [recent study cited by the CDC](#)*), making

asymptomatic testing programs beneficial to the entire community and not just the specific populations subject to them.

3. ASYMPTOMATIC COMMUNITY TESTING

Apart from these programs, the UO Monitoring and Assessment Program (MAP) testing team also offers asymptomatic testing for free to all residents of Lane County, ages 3 and over, including to the University's off-campus students and employees. The test used is a qPCR test utilizing ThermoFisher's TaqPath SARS CoV-2 assay which, as noted above, was 100% effective in identifying the presence of SARS CoV-2 virus samples in its clinical evaluation to establish a EUA with the FDA. Samples are analyzed locally on the university campus, often with results in less than 24 hours. Those who test negative receive an email from MAP. Lane County Public Health provides results by phone to anyone who tests positive, initiating contact tracing and case management support.

The overall positivity rate of the UO MAP's asymptomatic testing program—including mandatory testing in the residence halls as well as opt-in community testing-- has helped keep the positivity rate for Lane County lower than it otherwise would be, since the balance of tests in the county are primarily done for diagnostic reasons.

- [UO MAP testing summary](#)
- [Lane county testing summary](#) (in the "Testing Status" tab, see "Positive and Negative COVID-19 Test Counts Over Time" and select "Lane")

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1.0 Plan Overview

The University of Oregon (UO)'s COVID-19 Health and Safety Operational Plan has been built to reflect the university's commitment to meeting its mission of exceptional teaching, research, and service in a safe and responsible manner. The plan outlines the UO's comprehensive layered prevention and holistic public health procedures and strategies at every stage and step of planning, including multi-modal instruction, research, residential, and administrative operations. The mitigation strategies outlined in this plan are informed by sound science, scholarly expertise and research, and a current understanding of emerging data about COVID-19. The plan covers property owned and operated by the UO and applies to faculty, staff, students, and visitors associated with the UO when engaged in university-related activities. The plan is intended to be agile, flexible, and dynamic and can rapidly be adapted as the university confronts changing conditions in these unprecedented and challenging times.

It is the intention of the Board of Trustees that, should any portion of this plan be held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of this plan. Nothing in this plan should be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of this plan or its appendices. Nothing in this plan is intended, or should be construed, as creating a duty on the part of the UO toward any party for the purpose of creating a potential legal liability. The board of trustees will review this operational plan at each of its regular meetings and approve any amendments thereto.

The plan is designed to adhere to the Oregon Health Authority (OHA) standard for the conduct of in-person instructional, residential, and research activities at Oregon colleges and universities; the Centers for Disease Control and Prevention (CDC) considerations for institutions of higher education, and local public health authority's guidance. The Incident Management Team (IMT) also utilized the UO's Emergency Operations Plan and Pandemic Plan in the formation of this plan. In addition to the COVID-19 Planning Guide and Self-Assessment for Higher Education published on June 12, 2020, developed by Johns Hopkins Center for Health Security, Council for Higher Education Accreditation and the Tuscan Strategy Consulting; coordination with other universities nationally and on the West Coast through the Disaster Resilient Universities (DRU) Network; and coordination with Oregon's post-secondary institutions.

1.1 OHA and HECC COVID-19 Guidance

On June 12, 2020, the OHA and Higher Education Coordinating Commission (HECC) released the [Guidance for the Conduct of In-person Instructional, Residential, and Research Activities at Oregon Colleges and Universities](#)¹. The new OHA standards apply to public universities listed in Oregon Revised Statute (ORS) 352.002, community colleges operated under ORS chapter 341, and degree-granting private colleges and universities that operate in Oregon ("colleges and universities").

¹ OHA Standards can be found at the following link: <https://www.oregon.gov/highered/about/Documents/News-Updates/OHA-HECC-higher-education-health-standards-covid-FINAL.pdf>

1.2 UO All-Hazard Incident Management Team for COVID-19

The UO fully activated its IMT on February 28, 2020, to monitor and respond to an outbreak of a respiratory disease caused by a novel coronavirus, "SARS-CoV-2," with the disease it causes known as coronavirus disease 2019, abbreviated as "COVID-19".

The UO's All-Hazard IMT provides the command and control infrastructure required to manage the logistical, fiscal, planning, operational, safety, and campus issues related to any and all incidents/emergencies. In addition, the IMT manages all phases of an incident (e.g., response, mitigation, continuity, and recovery).

The UO IMT follows the requirements set forth by the National Incident Management System (NIMS) Incident Command System (ICS). NIMS and ICS provide a nationwide template enabling federal, state, local, and tribal governments and private sector nongovernmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity.

Using ICS at the UO allows the members of the IMT to coordinate across both academic and administrative units and departments, all schools and colleges, and the Eugene campus and satellite campuses through a common organizational structure. The hierarchical ICS system and chains of communication are designed to adapt to rapidly evolving incidents like COVID-19.

More information on the UO IMT as it has been deployed for the COVID-19 pandemic can be found at the following link: <https://coronavirus.uoregon.edu/imt>

1.3. Communicable Disease Management Plan

The UO maintains an Emergency Operation Plan which includes hazard specific annexes, including a [Pandemic Response annex](#). The annex was initially developed in 2009 in response to H1N1. That plan has been revised on several occasions and was updated in early 2020 to address COVID-19. During the university's COVID-19 response, a specific COVID-19 Case management protocol was developed, which is now an addendum to the overall pandemic annex.

2.0 Monitoring Health Trends and Campus Capacity during COVID-19

During the COVID-19 pandemic, the IMT is actively monitoring federal, state, and local health trends through a variety of community wide disease control indicators and university prevention and capacity indicators. On December 2, 2020, the Governor issued Executive Order No. 20-66 which, replaces Executive Orders 20-27 and 20-26. The new Executive Order 20-66 directed OHA to “develop and, upon approval by the Governor, publish Risk Level Metrics to systematically measure and identify, on a county-by-county basis, when counties are experiencing ‘Lower Risk, ‘Moderate Risk, High Risk, and Extreme Risk’ from COVID-19 (collectively, ‘Risk Levels’)”. The Risk Level Metrics are disease spread indicators, which factors in case rates, percent positivity, hospital capacity, public health response, and impact on communities disproportionately impacted. Oregon’s Higher Education institutions are still following the OHA and Higher Education Coordinating Commission: Guidance for the Conduct of In-Person Instructional, Residential, and Research Activities at Oregon Colleges and Universities that was an update on December 14, 2020.

Section 2 of the plan includes: definitions of the monitoring indicators, overview of the four UO COVID-19 alert levels, the situation monitoring matrix, and the triggers that IMT and public health authorities will use to assess the UO COVID-19 alert levels. The monitoring tools and resources listed below will assist the IMT and the UO Policy Group in determining if current operational plans (e.g., percent of in-person instruction, hybrid or online courses) need to be adapted based on health and safety capacity concerns. The university has adopted the indicator terminology from the COVID-19 Planning Guide, and Self-Assessment for Higher Education published on June 12, 2020. The UO is also working closely with LCPH to ensure the community data is accurate and reflects the community trends. UO campuses outside of Eugene follow their local public health authority data for disease control.

2.1 Monitoring Indicators

Multiple indicators have a significant impact on the COVID-19 environment. The UO needs to be familiar with and monitor key indicators to support the university's planning and decision-making processes. There is a range of possible outcomes for each indicator, and while it can be assumed that each indicator will progress toward a best-case outcome in the long-term, it is essential to prepare for sudden regressions. Not all indicators are equal and one individual data point would not suffice to move between alert levels. The cumulative status of all indicators will influence the university's continuity of operations and response at any point in time. Different indicators may move in opposite directions, which complicates the process, and the university's plans need to be adaptive to the changing environment.

2.1.1 Community Disease Indicators of COVID-19 Status

The Community disease indicators for COVID-19 are tracked by the local public health authorities. The Current information on these indicators can be found on the local public health authorities' websites.

Incidence & Prevalence	The number of new and existing cases of COVID-19 on the campus, local, regional, national, and international levels will have implications for operating scenarios. Analysis of daily case numbers and deaths reported, as well as trends in reported numbers over time, will also influence decision making.
Percent of Positive Tests	The number of new and existing cases of COVID-19 on the campus, local, regional, national, and international levels will have implications for operating scenarios. Analysis of daily case numbers and deaths reported, as well as trends in reported numbers over time, will also influence decision making.
Percent of Cases Linked to Other Known Cases	Data from testing and contact tracing can show what percentage of new cases are linked to other known cases. Providing an indicator of the amount of unrecognized and uncontrolled spread in a community. The higher the percent of cases linked to other known cases, the less risk of unrecognized spread.
Hospital Stress	Data related to local hospital inpatient and ICU bed availability and the percent of hospital beds occupied by COVID-19 patients can provide useful indicators of hospital stress due to COVID-19. Hospitals with low availability of beds and a high percent of COVID-19 patients would indicate that transmission in a community may be high and will be critical for informing decision-making.

Source: COVID-19 Planning Guide, and Self-Assessment for Higher Education published on June 12, 2020

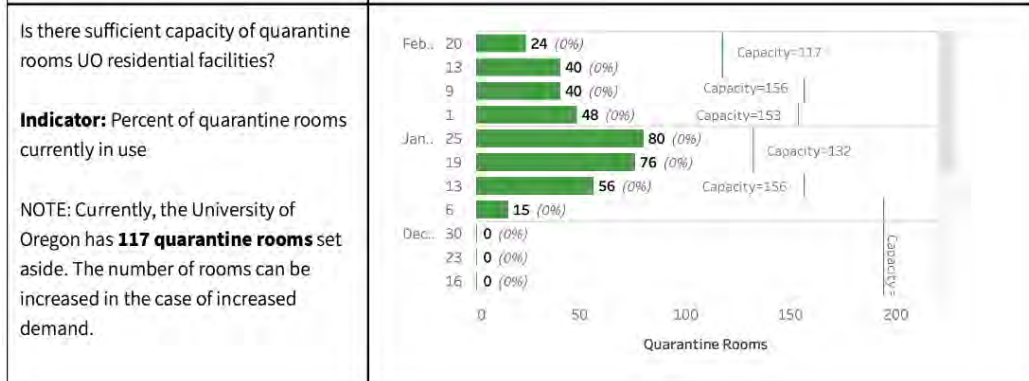
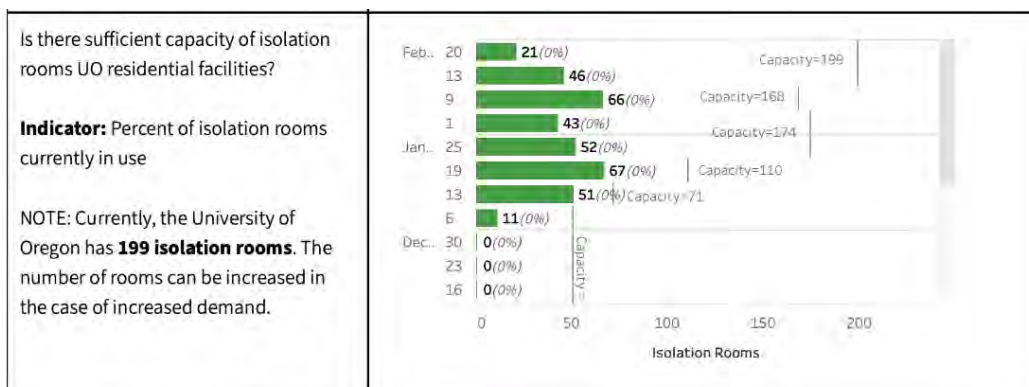
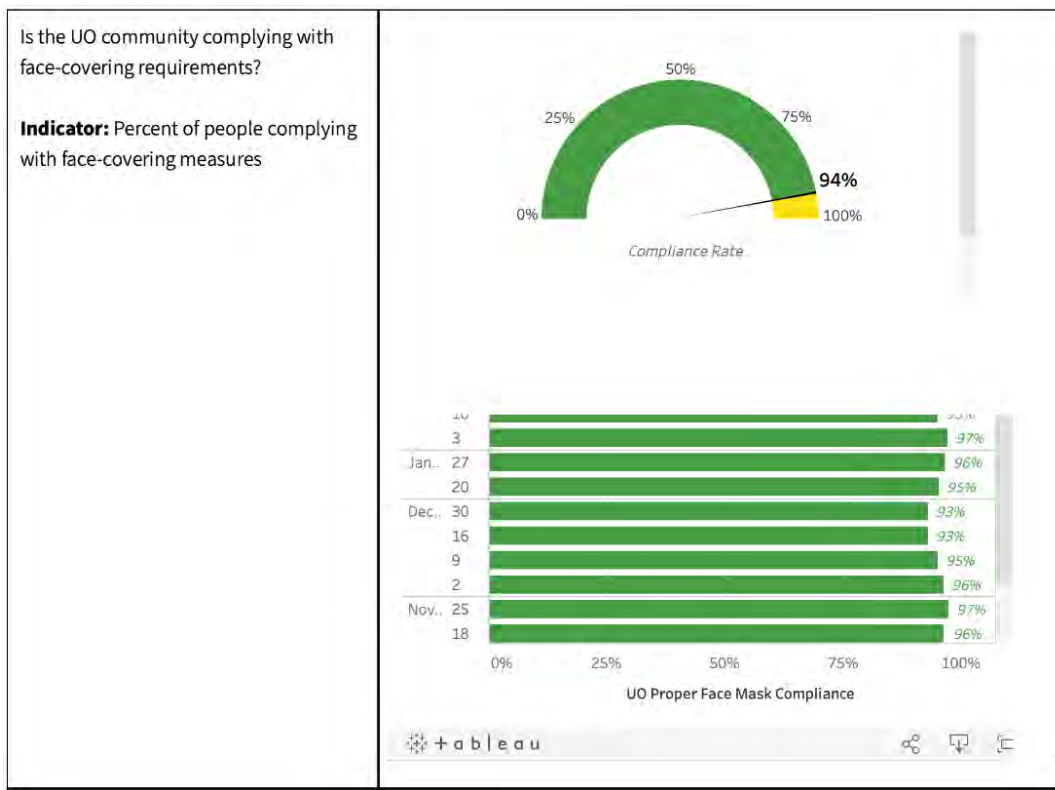
2.1.2 Indicators of Institutional Capacities to Limit COVID-19 Spread and Manage Infections


The capacity and degree of adoption for various prevention methods will impact the operating environment for the UO. The following is an overview of some of the institutional capacities that the UO is tracking on a weekly basis.

Prevention Methods	The capacity and degree of adoption for various prevention methods will impact the operating environment. Advancements in PPE, administrative controls, and engineering controls, as well as increased adherence to prevention methods, will be paramount.
Testing Capacity	Testing is a key measure to help reduce the impact of COVID-19. It is beneficial for institutions to have access to adequate testing, whether conducted by the institution or by other healthcare partners. At baseline, everyone with COVID-19 symptoms should be able to obtain a test. Testing should be done quickly and return results as quickly as possible to inform better medical decision making and decisions related to isolation and contact tracing.
Contact Tracing Capacity	Contact tracing is another vital capacity to control the transmission of the virus.
Treatment Capacity	The degree to which local hospitals can support community outbreaks should be monitored. The risk of reopening is increased severely if community members are unable to be treated.
Quarantine Capacity	The number of empty beds/rooms available to house students in self-isolation or quarantine. As the number of cases increases on campus, the greatest risk is in the ability to safely quarantine students identified during testing and contact tracing. This is a comparable metric to the number of available hospital beds in the community.
Federal, State, and Local Policies	Regulations and operating protocols are being developed at federal, state, and local levels. The status of those protocols will undoubtedly impact the degree to which institutions may operate.
Comparators and Coordination	Observing the operating protocols of similar institutions and leading institutions is a helpful exercise to understand how other professionals are thinking about operating scenarios. In this exercise, it is important to understand the unique characteristics that influence institutional decision making and to consider your institution’s unique characteristics.

Source: COVID-19 Planning Guide, and Self-Assessment for Higher Education published on June 12, 2020

Below are examples of the indicators the UO is tracking on prevention methods and capacities. Current indicators status can be found on the following website: <https://coronavirus.uoregon.edu/indicators>



<p>Are there sufficient cleaning supplies for UO operations?</p> <p>Indicator: Inventory Levels for critical cleaning supplies</p>			
<p>What is the operational status of UO units and departments providing essential services to campus?</p> <p>Indicator: Status of essential workforce reporting to work</p>	<p>Stable</p> <p>Minimal impacts to services but are actively monitoring.</p>	<p>Anticipated or Current Instability</p> <p>Services are impacted and may be being provided at a reduced level.</p>	<p>Unstable</p> <p>Services are significantly disrupted or have been suspended.</p>

2.2 Operating Under UO COVID-19 Alert Levels

The UO in partnership with LCPH has also adopted the four levels of operations as defined in the COVID-19 Planning Guide and Self-Assessment for Higher Education. The COVID-19 alert levels indicate the severity of COVID-19 transmission and implications for the university’s operations.

The COVID-19 alert levels are similar to the community air quality index, where each level has a specific color. The color makes it easy for people to quickly determine whether COVID-19 spread is increasing or decreasing in the community t also provides clear guidance on the actions that individuals and institutions should take based upon the level.

The University of Oregon in partnership with Lane County Public Health and local hospitals monitors UO COVID-19 “Alert Levels”. The UO COVID-19 alert levels indicate the severity of COVID-19 transmission and implications for the university’s operations. The UO COVID-19 “Alert Levels” operate within the Oregon Health Authority’s county risk levels but include both disease indicators and other important local factors such as hospital capacities and UO’s operations capacities.

UO COVID-19 Alert Levels are broken down into Lower, Moderate, High and Extreme. UO has created a set of COVID-19 Campus and Community Indicators to operationalize data and make decisions about what and how campus operations change as the county risk level changes. The counties included in UO’s campus and community indicators are Lane, Multnomah, and Coos Counties. Indicators used to determine alert levels include:

- Increase or decrease in COVID-19 transmission in the local community

- Increase or decrease in COVID-19 transmission tied to UO facilities or operations
- Changes in Oregon Health Authority and Centers for Disease Control and Prevention public health mandates and guidance
- Changes in the county status related to the Oregon county risk levels
- Sufficient and effective community wide testing, contact tracing and healthcare capacity
- Observational evidence of UO on-campus community practice of public health disease control measures
- Inventory levels for critical supplies to manage the spread of the disease on campus

The following is a summary of the four UO COVID-19 Alert Levels:

LOW ALERT LEVEL:

What does the "Low Alert" level mean? Essentially when UO operations are in low alert level, we will have reached some degree of "the new normal." COVID cases are rare and transmission is controlled. Healthcare facilities are available and no longer stretched to capacity. Positive cases on campus may be higher when students return to campus each term. This is expected as new cases are identified by arrival COVID testing requirements for residence halls students.

What to expect on campus under the low alert level? The University can operate within moderate-density physical space environments per relevant public health guidelines. Instruction is a mix of in-person and online learning. Some students and faculty will not be able to return to campus until there are reliable treatments for COVID-19 and/or approved vaccines available. Increased density in research labs will be allowed and research activities will resume with some modifications. Some employees will not be able to return to campus until there are reliable treatments for COVID-19 and/or available tested and approved vaccines. Under the low alert level, residence halls operate with increased density in dining and residential activities with some modifications.

MODERATE ALERT LEVEL:

What does "Moderate Alert Level" mean? Under moderate level operations, there are a moderate number of COVID cases on campus, with most cases from a known source. Capacity in healthcare facilities is stable. Physical space on campus is modified as such:

- All applicable public health strategies per county Moderate Risk level status have been implemented
- University facilities are closed to general public, per statewide executive order for higher education
- Most buildings are open to student and staff with restricted flow of access
- Buildings that are open to students and employees operate with lower density. Face coverings are required in university buildings
- Enhanced cleaning protocols are in place

Instruction in the moderate alert level is a mix of in-person, remote, and online instruction. All in-person instruction will operate at low-density with a minimum of 6 feet of distance per person. All onsite academic research activities operate at a reduced density and research is

conducted remotely where possible. Researchers working physically on campus are required to submit an operational plan that must be approved by the Office of Research and Innovation and the UO Incident Management Team (IMT). Research is conducted remotely where possible. Remote or telework is the preferred choice for as many employees as possible in accordance with state/local mandates. Onsite work requires a department level resumption plan that has been approved by the UO IMT. Residence halls offer dining with modified indoor seating options. In-person social or co-curricular activities are allowed for small groups following all public health authority requirements.

HIGH ALERT LEVEL:

What does the "High Alert Level" mean? Under the high alert level, there is an increase in positive COVID-19 cases in the community and measurable COVID-19 community spread. Capacity in healthcare facilities is stretched. For UO, operating under the high alert level in terms of physical space on campus means:

- Implementation of all current local and state public health strategies as required by High Risk county status
- University facilities are closed to general public, per statewide executive order for higher education
- Limited access to university facilities
- Face coverings are required in university buildings
- Barriers and physical distancing practices are in place
- Enhanced cleaning

Under the high alert level, instruction is primarily online or remote. In-person instruction is limited to courses that are difficult to conduct remotely. Faculty requesting to give in-person instruction must seek dean approval, follow all current public health authority requirements and submit a resumption plan to the UO IMT for approval. All onsite research activities operate at reduced density. Research activity is conducted remotely where possible. Onsite work requires a department level resumption plan that has been approved by the Office of Research and Innovation and the UO IMT.

Under the high alert level, remote or telework is the preferred choice for as many employees as possible in accordance with state/local mandates. Employees whose work is part of a critical services function must operate in spaces with low density (a minimum 6 ft distancing per person). Onsite work requires a department level resumption plan that has been approved by the UO IMT. Residence halls are operational within local and Oregon public health standards. Indoor, in-person social or co-curricular activities are limited to small groups following all public health authorities' requirements.

EXTREME ALERT LEVEL

What does the "Extreme Alert Level" (formerly called "very high" alert²) level by the Oregon Health Authority) mean? Outbreak is growing and signs of community spread are prevalent. Healthcare facilities are at or near full capacity. Physical space on campus is modified as such:

- Implementation of all current of all state public health strategies as required by county Extreme Risk status
- University facilities are closed to general public, per statewide executive order for higher education
- All non-essential buildings are closed
- Face coverings are required in all UO buildings and a minimum of 6 ft physical distancing is required for those who need to be on campus
- Enhanced cleaning of all areas

Under the extreme alert level nearly all instructional programming is online or remote. In-person instruction is severely limited and is allowable only for those courses that cannot be conducted online or remotely (labs, fieldwork, etc.) Faculty wishing to teach in person must seek dean approval and follow all current public health authority requirements as well as submit a resumption plan to the UO IMT for approval. Research activity is only allowed onsite for critical research and must operate at low densities and follow all public health authorities' requirements. Researchers must submit a resumption plan to be approved by the Office of Research and Innovation and UO IMT.

Under the extreme alert level status, remote or telework is the preferred choice for as many employees as possible in accordance with state/local mandates. Employees responsible for maintaining critical services onsite must operate at low densities and follow all public health authorities' requirements. Onsite work requires a department level resumption plan that has been approved by the UO IMT. Under extreme alert level status, residential housing will be very limited and will follow all public health authorities' requirements.

2.3 Triggers to Raise or Lower the Alert Level

The following are examples of triggers that move the university between alert levels and alter campus operational plans; this enables the institution to react to changing COVID-19 conditions faster and with greater confidence.

2.3.1 Directional triggers to raise the alert level:

- Significant increases in COVID-19 transmission on campus, occurring at a greater rate than the local community

² In December of 2020 the Oregon Health Authority, introduced a county risk level system. To ensure the UO COVID-19 Health and Safety Plan's was aligned with the changes the UO "Very High" Alert level was changed to "Extreame".

University of Oregon's COVID-19 Health and Safety Operational Plan

- Significant increases in COVID-19 transmission within the institution's local community, if it is impractical for the institution to minimize COVID-19 exposure between the institution and the local community
- Evidence that the university's community is disregarding face coverings or physical distancing requirements
- Insufficient availability of COVID-19 testing by the institution or local/state public health authorities, due to logistics, supply chain, or other factors
- Insufficient health care capacity, on campus or within the local health care facilities.
- Insufficient space to manage the number of in-residence students requiring quarantine rooms or self-isolation
- Other local/state/federal mandates

2.3.2 Directional triggers to lower the alert level:

- Significant decreases in COVID-19 transmission on campus
- Significant decreases in COVID-19 transmission within the institution's local community, if it was higher than transmission on campus
- Evidence that the university's community is following face coverings or physical distancing requirements
- Sufficient health care capacity, on campus or within the local/state health care facilities

A coalition of public health, education, and government leaders continuously monitors the prevalence of the COVID-19, regional prevention compliance and treatment capacities ~~to determine the~~within Lane County ~~COVID-19 Alert Level~~. The partners include Lane County Public Health, University of Oregon, City of Eugene, City of Springfield, City of Florence, PeaceHealth Medical Group, McKenzie-Willamette Medical Center, and Lane Community College. Officials from each organization review current data at their weekly incident commander briefings ~~to determine if the alert level should change~~.

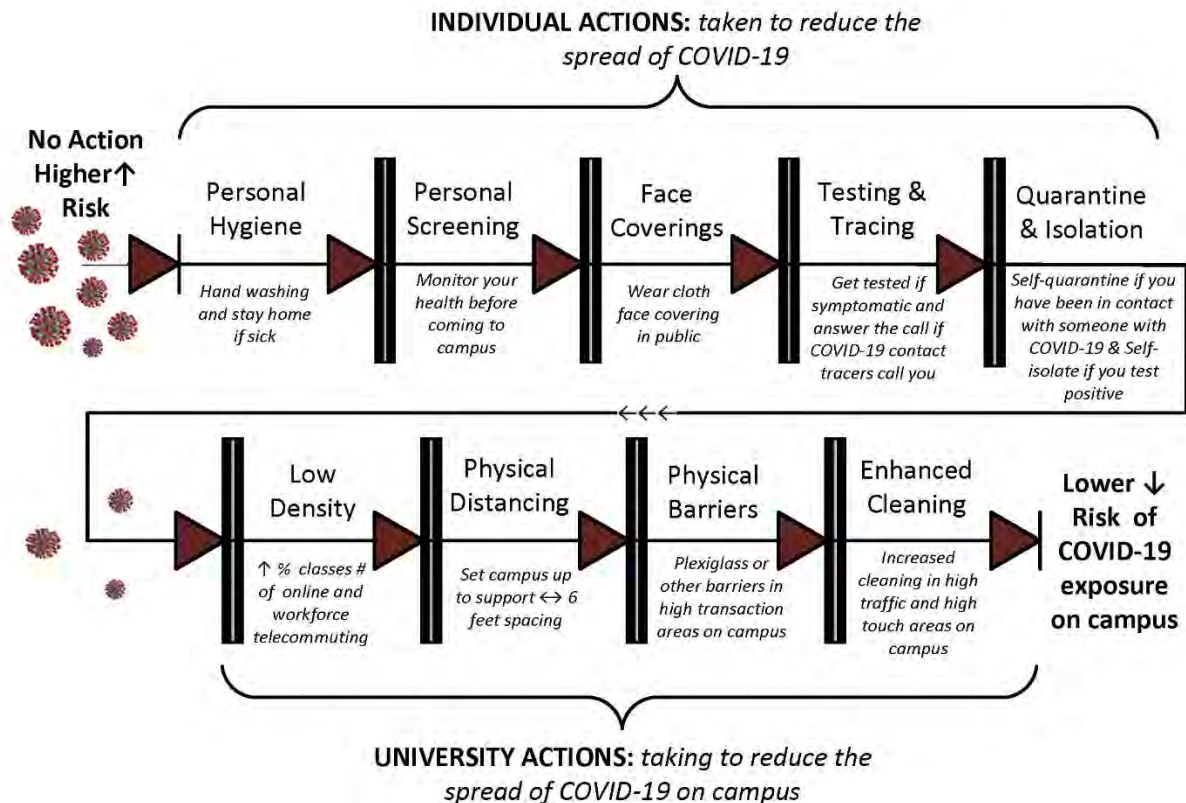
If OHA's Oregon COVID-19 Risk Levels increase or institutional capacities ~~the~~ indicators decrease warranting an elevation of the alert level and adjustment of the university's operational plans, the IMT will convene the policy group to share the information and make recommendations for operational adjustments of campus plans.

In addition to the disease control, prevention, and capacity indicators, the IMT will also monitor other community-wide indicators that have an impact on the campus operations. For example, the impacts of K-12 closures or remote status have significant impacts on the workforce of the university and need to be factored into its operational plans.

3.0 General Mitigation for COVID-19 on UO Campuses

The UO is actively working to establish barriers on campus to prevent the spread of COVID-19. Combatting COVID-19 is a shared responsibility. The following graphic depicts the steps individuals can take and barriers the university is putting in place to prevent the spread of the COVID-19 virus on the UO campus.

3.1 Establishing Barriers between COVID-19 and the Campus Community



3.2 Personal Hygiene

The best way to prevent the spread of respiratory illnesses, including COVID-19 and influenza, is to avoid exposure to the virus. The CDC-recommended precautions provide guidance on how to reduce the risk of exposure, including proper hand washing; avoiding touching your eyes, nose, and mouth; covering coughs or sneezes with a tissue, then throwing the tissue in a trash receptacle; cleaning and disinfecting frequently touched objects and surfaces; and avoiding close contact with people who are sick.

The university has deployed a number of hand washing stations across campus. Branded signage has been developed and deployed for: hand washing, staying home if ill, maintaining 6 feet of distance, face covering requirements, and floor stickers to mark distancing where lines form.

3.3 Personal Screening

Consistent with OHA guidance, students and employees are required to: (1) do a symptom self-check before coming in-person to campus; and (2) stay away from campus for the time periods identified below. The university does not collect health information from its employees or students under this regulation.

University departments are responsible for communicating with visitors, vendors, contractors, and guests that they should not come to campus if they have had any COVID-related symptoms in the last 24 hours.

Campus community members performing remote work or studies for the day are not required to do a symptom self-check if they are not coming on campus. If employees and students have symptoms, they can perform work or studies remotely, to the extent they feel well enough to do so and remote work is available. Employees and students who are well enough to work or study remotely when they are experiencing COVID symptoms, should work with their supervisor or professor to identify available work. Employees may also use available leave to cover these periods if they are unable to work. See reference materials below. Students should work with their instructors to identify make-up work or remote studies.

3.3.1 Symptom Self-check

Every day before coming on-campus employees and students should assess whether in the last 24 hours they have had any COVID-19 symptoms as defined by the CDC that are different from their baseline. The university's symptom self-check regulation is posted online and includes a list of symptoms, employee leave information, and an optional tracking sheet that individuals can use to keep track of this daily activity. Self-check regulations can be found here: <https://coronavirus.uoregon.edu/regulations#self-check-regulation>

If any of these symptoms are present, the individual should stay home until at least **24 hours** after the fever (if present) has dissipated (without the aid of fever-reducing medication) and other symptoms have been relieved. Employees should contact their medical provider³ and students should contact UHS if multiple symptoms are present.

<https://coronavirus.uoregon.edu/regulations#self-check-regulation>

3.4 Faculty and Staff Health and Wellness

The UO has the expectation that if an employee feels sick while on campus, they should let their supervisor know and leave campus. Supervisors should not make assumptions about illness or ask about an employee's medical condition. Supervisors are encouraged to talk with all employees about resources and expectations related to sick leave and illness prevention.

³ If an employee does not have a primary care physician, urgent care or any of LCPH's clinics can also be a resource. Benefits-eligible employees can also find a primary care physician by reviewing the options available through their UO health insurance plan. Information is available at: <https://hr.uoregon.edu/hr-programs-services/benefits/uo-group-insurance/medical-insurance>. Information about graduate employees' health insurance is available at: <http://gtff3544.net/health-care/summary-of-benefits/>

3.4.1 COVID-19 Employee Leave Options

The university recognizes the impact that COVID-19 may have on an employee's ability to work for various reasons, including:

- The need to care for children impacted by school and daycare closures
- The need to take time off due to personal illness
- The need to care for an ill family member/dependent

The first course of action is to explore [flexible work options](#) such as remote work or flexible schedules, where possible. Because flexible work arrangements are not always appropriate or viable due to personal and operational realities, the university has [leave programs](#) available during the UO COVID-19 response, which includes a new UO emergency sick leave program and an *expansion of FMLA and OFLA due to school closures*. Additional leave options are provided for employee's based on bargaining unit and are available for employees to review on the website noted above.

Employees and supervisors are being reminded of leave options and related resources in a "Protecting the Pond—Ducks look after the flock" workplace essentials checklist that is being communicated as part of the employee engagement campaign.

Leaves related to COVID-19 remain an active topic of review, including upcoming discussions with the COVID-19 Safety Committee to assist in informing and determining any additional steps the university may need to take with regard to employee leave.

3.4.3 Personal Protective Equipment including for University Health Services

All existing standards for worker protection continue to apply. Additional interim guidance applies for specific worker groups and their employers, such as health care, childcare, food service, and laboratories. Supervisors in these fields should review interim guidance and coordinate with UO Environmental Health and Safety to evaluate applicability to their employees. The Occupational Safety and Health Administration also provides details about guidance on control and prevention.

University Health Services (UHS) employees who wear N95 respirator masks, halo respirators, and Powered Air Purifying Respirators (PAPRs) are enrolled in the UO Respiratory Protection Program (RPP). They receive annual training and fit testing provided by Environmental Health and Safety (EHS). A registered nurse at UHS has been designated to track Personal Protective Equipment (PPE) levels. They coordinate with EHS staff regularly about current levels and orders of PPE needed for UHS staff. EHS retains all training records for employees in the RPP.

3.4.4 Faculty and Staff Health Trainings

Training is available to faculty and staff via MyTrack, the central HR management software system and Skillsoft, an external vendor used for training delivery. These trainings cover the different controls, such as physical distancing, that are needed to work safely. They also include health-specific trainings. The MyTrack training is updated regularly as state requirements change. Other training options include a [COVID-19 Packet](#) that EHS produced on various COVID-19-related safety topics and is available to faculty and staff as well as the campus community, and through the "Protecting the Pond—Ducks look after the flock" workplace essentials checklist, which includes reminders about the various COVID-19 related health regulations now in place.

3.5 Face Coverings and Respiratory Etiquette on Campus

The UO requires faculty, staff, students, visitors, and vendors to use face coverings (masks, cloth face coverings, and face shields) when in UO owned, leased, or controlled buildings EXCEPT when alone in a space (i.e., a room with four walls). Face coverings are required outdoors on UO property. More information on face covering regulations can be found online:

<https://coronavirus.uoregon.edu/regulations#face-coverings>

3.6 Testing and Contact Tracing

Faculty, staff, students, visitors, and vendors who develop COVID-19 symptoms, have been in close contact with a person known to have COVID-19, or have recently traveled from an area with widespread or ongoing community spread of COVID-19 should call their healthcare provider before going in person, and tell them about the recent travel or contact. Health care providers work with the local or state public health departments to determine if the person needs to be tested for COVID-19. Students in Eugene can call UHS at 541-346-2770. Students at the Portland campus can use the Portland State University Center for Student Health and Counseling, and Oregon Institute for Marine Biology students may contact the Bay Clinic in Coos Bay.

While the local public health authorities conduct all contact tracing in their respective counties, UO has set up a program to assist LCPH with the urgent work of contact tracing in Eugene.

<https://coronavirus.uoregon.edu/testing>

3.7 Isolation and Quarantine

UO departments are to identify designated isolation spaces in the event a student or employee becomes ill on campus and is unable to leave campus immediately. The UO has in place an isolation and quarantine plan specifically for residential students, outlined later in this document.

3.8 Low Density

In-person classes will be limited ~~to per the OHA guidelines 50 students or less to provide adequate physical distancing.~~ Classes with more than ~~50 OHA current guidelines people~~ will either be remote or hybrid, with lectures delivered online and smaller discussion sessions in person. Staff is returning on a unit-by-unit basis, with priority given to departments that require on-campus access; those who conduct research or work with students, for example, are among the first to return. Unless otherwise arranged on a case-by-case basis, the university has authorized remote work for every employee who is able to perform the functions of their job from a remote location.

3.9 Physical Distancing

Classrooms and shared workspaces have been set up and/or marked so that seating meets the physical distancing guidelines. Events and other official gatherings will also comply with physical distancing guidelines.

3.10 Physical Barriers

The UO has set up a process so departments can work with Campus Planning and Facilities Management (CPFM) to order Plexiglas and other barriers needed for high traffic and high transaction areas on campus.

3.11 Increased Air Handling

Air handling systems are being adjusted to maximize the circulation of outside air within buildings, wherever possible. There are approximately 259 air handling systems in campus buildings—84 percent of those systems have been adjusted to increase outside air. The remaining 16 percent either do not have capability to increase outside air or have some other system or operational limitation. Where applicable, individuals may be encouraged to open windows while they occupy a space and close them when they depart.

3.12 General Campus Facilities Cleaning Guidelines

The UO is following cleaning guidelines and protocols recommended by the CDC. Additional attention is being given to high touch areas such as door handles, handrails, and push bars on doors across campus.

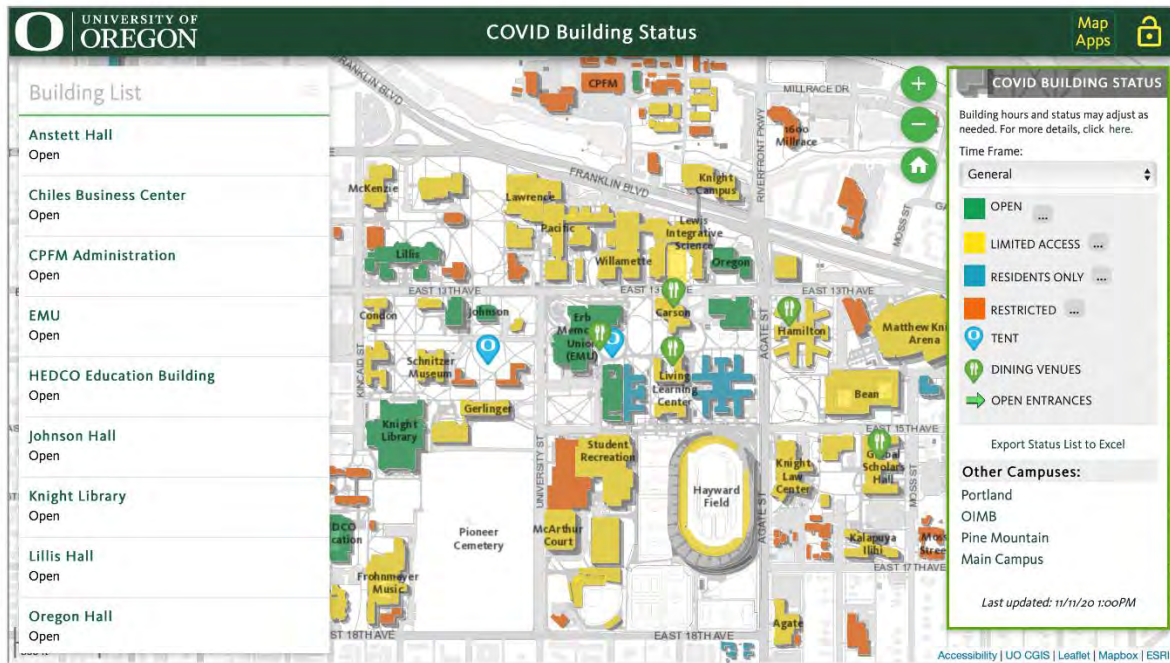
Other measures include:

- Outdoor hand washing stations - The university has deployed and mapped out a number of outdoor, mobile hand washing stations across campus.
- Restroom upgrades – CPFM ~~hasis-new~~ upgrading restrooms (excluding auxiliary buildings) to include hands-free faucets and paper towel dispensers to help limit the number of touched surfaces in restrooms.
- Building lobbies – Hand sanitation gel dispensers ~~will be~~ have been placed in the lobbies of all buildings.
- Classrooms – Containers of individualized cleaning wipes ~~will be~~ are available at the entrances of centrally managed classrooms. Additionally, custodial services provide daily cleaning and disinfection.
- Signage – Branded signage for: hand washing, staying home if ill, maintaining 6 feet of distance, face covering requirements, floor stickers to mark distancing where lines form, and COVID-19-related room occupancy signs are available.
- Elevators – It is recommended that no more than 2 people use elevators at one time. Signage to this effect is being posted.
- Hallways and stairways – It is recommended that individuals stay to the right when moving around in buildings. Directional signage will be provided. In addition, the face covering requirement assists in mitigating risk when people are navigating hallways and stairways.

3.13 Campus Access

In accordance with OHA Guidance UO spaces and buildings are open only for official university business. Campus buildings are not open to the general public.

<p>Open Facilities</p> <p>Open facilities will be physically unlocked at strategic entryways during the posted hours, and will be available to faculty, staff, and students for various activities.</p>	<p>Limited Access Facilities</p> <p>Limited access facilities will remain locked and accessible to those faculty, staff, and students who need access through their UO ID card or via other controlled access.</p>	<p>Restricted Facilities</p> <p>Restricted facilities will remain locked but will be accessible to faculty and staff through their UO ID card or other controlled access. These facilities will be available to students by appointment only.</p>
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4.0 Academic and Instructional Activities

The UO is committed to providing every possible opportunity for students to achieve degree or certificate requirements during the COVID-19 disruptions. The UO will resume on-campus academic and instructional activities that enable faculty, students, and staff to continue advancing the university's mission and their professional work and goals to the extent possible in a manner that is consistent with guidance from public health authorities and experts, using the best available scientific information.

The UO will deploy remote learning that engages students with each other and with faculty to provide a rich learning experience. Details on ~~the fall~~ course data is outlined in the Appendix B and is subject to change due to the dynamic nature of the COVID-19.

4.2 Physical Distancing in Instructional Spaces on Campus

Instructional spaces are ~~being~~ configured and marked so that seating meets the physical distancing guidelines. Furniture in common areas and informal learning areas ~~beare~~ configured and marked with signage to indicate appropriate physical distancing. Fixed furniture is ~~being~~ decommissioned as needed to maintain 6 feet of distance and include signage for appropriate physical distancing. Sanitizing wipes are available outside each classroom where in-person instruction is happening so that students can sanitize their workspaces at the beginning of class.

4.2.1. Example Image of UO ANVIL Application Used for the COVID Ready Campus Mapping

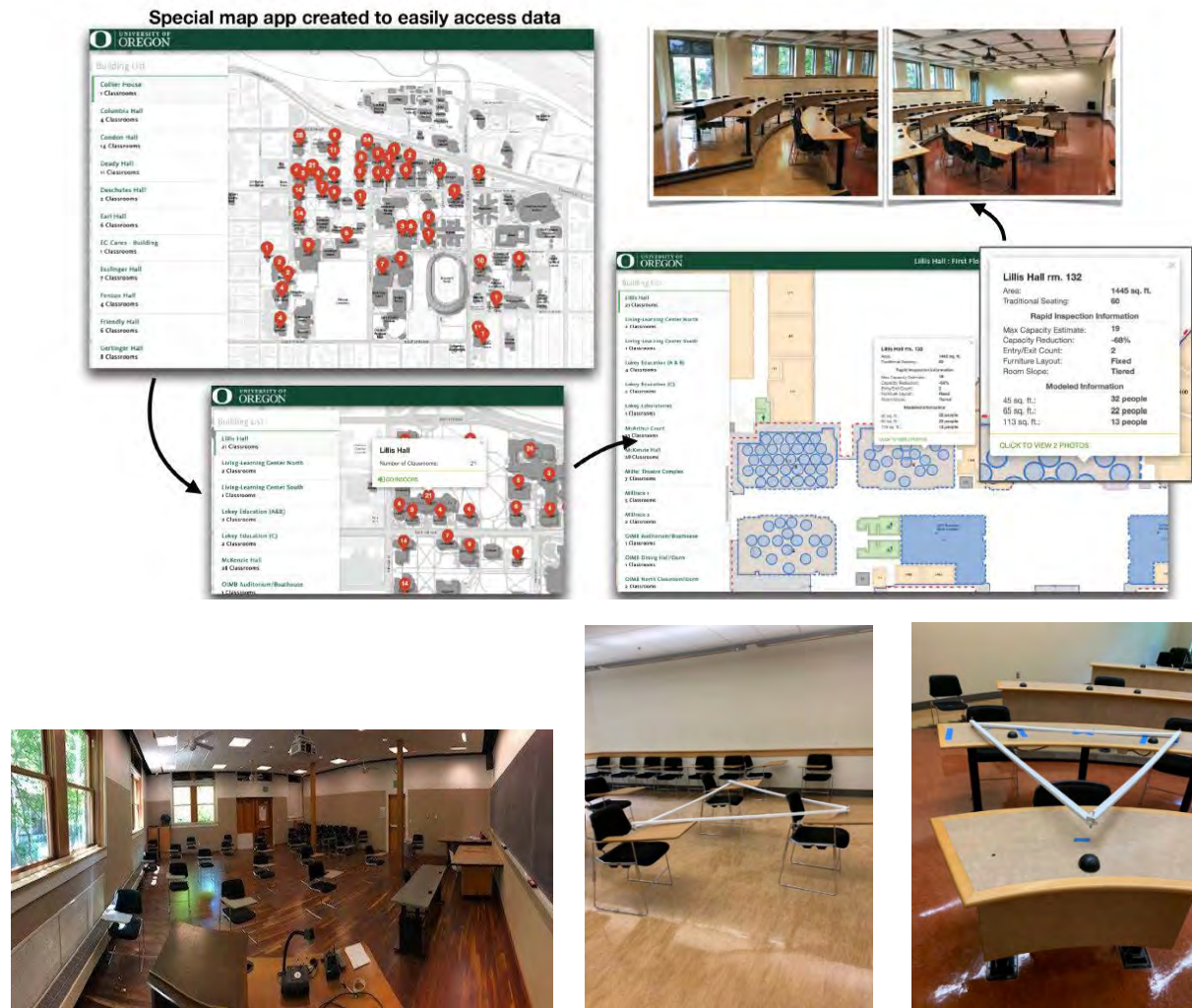
The following images are from the UO's in-house ANVIL application the IMT's campus readiness work group is using to assess, identify, and configure classroom spaces for appropriate physical distancing for in-person instruction.

In-house ANVIL mobile app quickly enhanced to accommodate rapid room inspections by Fire Marshal and EHS teams. Over 350 classrooms inspected 5/12 - 5/15



Initial classroom inspections by Fire Marshal's team indicate 40 sqft / person is possible when room has extreme flexibility with seating/furniture and room arrangement. When seating is fixed and other room layout conditions are present densities of 65 sq ft / person are more likely or even as high as 110 sqft / person. Initial work focusing on classrooms assumes: 1) limited overall duration in the room, 2) imperfect loading/unloading during very short time duration 3) face covering highly encouraged and 4) non-fixed furniture can be moved/removed/replaced to achieve max density.





4.3 Laboratory Instruction

Laboratory personnel should follow all standard cleaning and operation protocols for working with infectious agents. In addition, all labs should follow these protocols:

- Wear PPE designated for the lab's operations and remove it safely.
- Routinely decontaminate surfaces that were used for lab work or were frequently touched (benchtops, equipment buttons/handles/lids, drawer pulls, workstations, doorknobs, faucets, etc.). Decontaminate surfaces using cleaners that the EPA has approved for other environmental surfaces, such as an [EPA-registered disinfectant](#) or 70 percent ethanol solution, following appropriate guidelines for safe use and storage.
- Prohibit activities including food, drink, and the use of cell phones or earbuds.
- Wash hands on entering and before exiting the lab.
- Ensure all staff are all following social distancing guidelines. This may require staggered shifts for team members.

5.0 Research Operations and Activities

The Office of the Vice President of Research and Innovation has developed a framework for phased re-engagement of on-campus research activities. Recovery will be a long-term transition with a restart process that is scaled gradually and aligned with public health conditions. The framework is informed by the following principles and observations:

- The UO must support and protect the safety, physical, and emotional health of the research workforce.
 - Practical and safety considerations will dictate which activities are allowed in any given UO stage, space, or site.
 - Plans must be designed to protect research personnel from transmission of COVID-19 from research personnel, other UO employees and human subjects involved in research programs.
 - Maximizing opportunities and engagement via remote work is critical and is expected to remain critical ~~at least through 2020~~.
- The UO must support and protect the well-being of human subjects and research participants.
 - Practical and safety considerations will dictate which activities are allowed in any given UO stage, space or site.
 - Plans must be designed to minimize risks to human subjects, including minimizing exposure to and transmission of COVID-19 while maximizing the benefits to human subjects.
 - Plans for protecting at-risk populations, including those deemed higher risk for the impacts of COVID-19, must be strongly justified.
- Planning and execution of fair, transparent, and accountable processes for access should engage the research community to identify needs and to find solutions that support the research mission.
 - Research groups and Principale Investigators (PI) will need to prioritize their on-campus activities, focusing especially on those that enable further remote work.
 - It's vital to protect the careers of early stage faculty and researchers about to enter the job market.
 - It's vital to also protect significant investments within the research community, including prioritizing ongoing longitudinal studies, cohorts, and associated data, and prioritize efforts where clinical/direct public health services are benefiting the public.
- The UO will engage with leadership and health authorities regarding the best practices and will continue to comply with executive orders and health authority guidance from national, state, local, and university authorities.
 - Plans to re-engage research activities must anticipate changes in guidance and have provisions to adapt to new guidance, including the possibility that researchers may have to retreat to more conservative access to campus.
 - Plans will also need to describe procedures to ensure compliance with external orders/guidance and provide a mechanism for monitoring compliance internally.

5.1 Process for Reengagement in On-Campus Research Activities

Disruptions to different types of on-campus research varies significantly across research areas. This staged plan focuses on on-campus activities, with special focus on wet and dry lab access, as most of these must utilize on-campus research infrastructure. UO Research anticipates that subsequent plans will be developed for other areas of research as the recovery continues. All plans are required to enable strict adherence to governmental physical distancing orders.

PIs impacted by this plan must develop and submit a recovery plan for their research group that complies with the principles and rules below. These plans are reviewed through the Research Recovery IMT and Environmental Health and Safety (EHS), in coordination with faculty subject area experts, who determine whether plans are suitable or whether revision is needed.

Each new PI Recovery Plan undergoes this four-stage review process (compliance review by IMT, EHS review, subject review, final IMT review), after which PIs are asked to revise based on reviewer comments.

All research activities must comply with OVPRI enhanced cleaning and distancing guidance. All human subjects' activities must follow [Guidance on Engaging in Human Subject Research during OVPRI COVID-19 Recovery Stages](#). All research involving travel must seek approval from Travel IMT.

Please see the UO Research website for up-to-date information and guidance:
<https://research.uoregon.edu/covid-19-plans-for-research-recovery>

6.0 University Housing and Residential Activities

The UO is committed to meeting or exceeding all of the standards and guidance of the OHA for residence halls and residential dining.

In coordination with other public Oregon universities and with guidance from the OHA, HECC, LCPH, and the CDC, the UO is implementing reduced density in the residence halls. Physical distancing will be implemented throughout common areas and dining halls. No students will live in triples in the residence halls.

University Housing is reducing density and making plans for extra cleaning, particularly in ~~shared community~~ bathrooms. University Housing is also setting aside entire sections of the residence halls for isolation ~~and quarantine housings should they be needed~~.

6.1 Eugene Campus

As part of the comprehensive university readiness planning, staff operating the residence halls/residential dining are following specific guidelines to ensure: maximized prevention efforts, adequate isolation and containment, and care.

Room Types

- Shared housing is considered a living unit for cohort isolation and quarantine
- Rooms will mostly be double rooms with some single rooms
- A minimum of 64 square feet will be ensured for each resident
- Some rooms have private bathrooms, some are shared

Room Details

- Furniture configurations maximize separation between residents in a shared room as feasible
- Ventilation provided through operable windows; residence halls generally do not have central ventilation
- Daily cleaning and surface disinfecting inside residence hall rooms is ~~done by the responsibility of~~ residents; cleaning supplies—including EPA-registered disinfectant will be provided by University Housing

Bathroom Cleaning

- Community bathrooms
 - Deep cleaned and sanitized daily by custodial service and additional daily general cleaning along with sanitizing of touch points using EPA-registered disinfectants
 - Cleaning by students as they use restrooms is highly encouraged before and after use; EPA-registered disinfectants will be provided
 - Touchless soap and paper towel dispensers provided
- En-suite bathrooms
 - Shared by one, two, or three rooms (single or double occupancy)
 - Daily cleaning and surface disinfectant is ~~done by the responsibility of~~ residents; EPA-registered disinfectants will be provided
 - University Housing custodial staff will inspect and clean quarterly
- Public bathrooms

University of Oregon's COVID-19 Health and Safety Operational Plan

- Located near dining, academic residential community areas, and other areas generally open to the public and guests
- Cleaned and sanitized daily by University Housing custodial staff; twice-daily sanitizing of touch points using EPA-registered disinfectants
- Self-service sanitizing by restroom users before and after use is encouraged; paper towels from touchless dispensers and EPA-registered disinfectants are provided
- Touchless soap and paper towel dispensers and air hand dryers are provided; use of paper towels to handle common touch points is encouraged

Common Areas

- Signage and postings
 - Promote six-foot social distancing in all lounges, kitchens, lobbies, laundry rooms, and elevators (signs and floor stickers)
 - Promote hand washing in bathrooms
 - Arrange or remove furniture to promote social distancing
 - Laundry washing instructions
- Cleaning
 - Clean and disinfect high-touch surfaces regularly
 - Include sanitizing stations outside of lounges and/or in the lobby
 - Signage and increased cleaning for community kitchens

COVID-19 Testing

- As a condition of living in the residence halls, students will be tested for COVID-19 (viral test). ~~Residence Hall students are required to have regular COVID-19 testing through the UO Monitoring and Assessment Program. The University tentatively anticipates residents will be tested prior to checking into the residence halls and again within three to ten days after check-in. The timing of testing may change and additional testing may be required in response to changing circumstances.~~ FAQs related to testing are available at <https://coronavirus.uoregon.edu/testing>.

Student Expectations

- Keep six feet (about two arms' length) from other people
- Not gather in groups larger than UO or state guidelines provided
- Follow posted guidelines in laundry rooms, kitchens, lounges, and other common spaces
- Monitor their health, seek medical attention as appropriate, and stay in their residence hall rooms if they feel ill
- Hold oneself accountable to the guidelines.
- Hand washing hygiene
- Cover coughs and sneezes
- Cover mouth and nose with a closed face covering when other physical social distancing measures are difficult to maintain
- Read and follow: <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/index.html>.

6.2 Charleston Campus

The housing plan below exceeds the OHA and HECC guideline specifying 64 square feet of living space per person. Each student will have their own bedroom or living space and share a bathroom with only one other student.

Each housing arrangement will be considered a unit for the purposes of quarantine and isolation. Should one student in the unit test positive for COVID-19 and need isolation in a dorm, the other student will be effectively quarantined as well in the original housing unit.

All students will prepare their own meals in their respective housing unit. Dining hall facilities will only prepare meals for students who fall ill and require delivered meals.

Students will be reminded of proper hand hygiene and to complete a symptom self-check before going to class each day (according to the OHA self-check guidelines and UO health regulations).

Cleaning and Sanitation

- Living spaces - Students ~~will be~~ are required to clean their own living space; OIMB will provide proper cleaning and sanitizing products.
- Classrooms – OIMB faculty, TAs and students ~~will be~~ are required to clean and disinfect daily the inside of classrooms (e.g., door handles, tables, microscopes, light switches).
- Common areas – OIMB custodial staff ~~will be~~ are required to clean and sanitize common areas (library, dining hall, door handles, light switches) daily according to CDC guidelines.
- PPE (including required face masks, gloves, and more extensive gear for custodial staff) ~~will be~~ are available for anyone needing them.
- Sanitizing materials (e.g., hand sanitizer, sanitizing wipes) ~~will be~~ are readily available in the OIMB office, classrooms, and common spaces (e.g., library, dining hall).

7.0 University Department and Research Unit Level Plans

The IMT Resumption Mitigation Team developed return-to-campus toolkits to assist departments as they develop tailored plans that allow them to slowly and deliberately move current remote operations back to campus over the coming weeks and months.

The guidelines for departmental plans are based on two key principles:

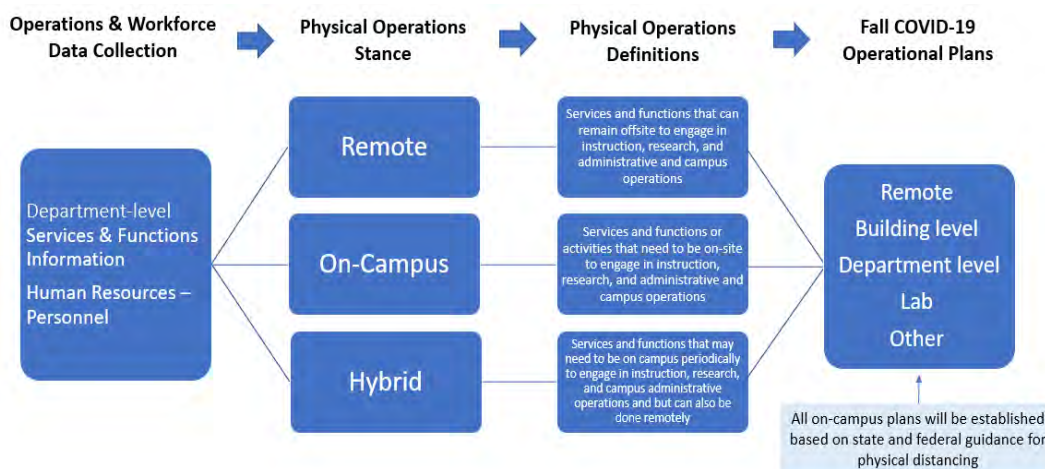
- Maintain the safety and health of the university community by focusing first on functions that are critical to the unit’s operations and that rely on in-person interactions to be most effective. This aligns with the president’s and provost’s stated goal of having students physically on campus in the fall.
- Ensure compliance with federal, state, and local guidance. This includes the State of Oregon’s Re-Opening framework, guidance from OHA specific to employers in general, and in sectors relevant to the work that some departments do (e.g., restaurants, camps, and childcare), and guidance from the CDC on many aspects of operating safely.

The toolkit includes guidance and a template. It provides questions and things to consider along with space to provide responses. The focus is on identifying the critical functions that should be prioritized to resume to in person instruction. The Toolkit lays out plans for how individual department spaces will be physically distanced and the requirement to identify isolation space for individuals who develop COVID-like symptoms and are unable to immediately leave campus. Plans are reviewed and approved by the Resumption Team and copies of departmental plans are kept on file with the IMT.

7.1 Planning Templates

- [Department/Unit Resumption Toolkit](#)
- [Centers and Institutes Administrative Return-To-Campus Toolkit](#)

7.2 Planning Process



The IMT Planning Section logs and tracks plans that are approved.

8.0 University of Oregon Testing Strategy

UO recognizes that the future of the university is interdependent with that of the surrounding community. Further, the UO acknowledges that testing provides a snapshot in time, giving information needed to identify pre-symptomatic and asymptomatic infections and apply individual or community interventions, including mask wearing and contact tracing. Testing does not prevent spread and is not a failsafe method. In collaboration with Lane County Public Health and reflecting FDA guidance on the three types of COVID-19 testing (<https://www.fda.gov/medical-devices/emergency-situations-medical-devices/faqs-testing-sars-cov-2>), UO's main testing efforts can be described in three "pillars":

Diagnostic Testing

Diagnostic testing is "intended to diagnose an infection in patients suspected of COVID-19 by their healthcare provider," per the FDA. University Health Services has been providing on-site diagnostic services to students. Diagnostic tests are performed when there is a reason to believe the individual may have contracted COVID-19 (e.g., they have symptoms).

Screening Testing

Screening testing is "looking for an occurrence at the individual level even if there is no individual reason to suspect infection such as a known exposure," per the FDA. Given the risks of congregate living, the UO used screening testing to identify infected residential students as they arrived on campus. UO MAP screening tests are expanding to other students and employees in partnership with Lane County Public Health.

This type of testing is not for symptomatic individuals. Those with symptoms or other indications of COVID-19 would be referred to a care provider for diagnostic testing.

Community Testing

Random community testing is "generally used to monitor for an occurrence, such as an infectious disease outbreak, in a population or community, or to characterize the occurrence once detected, such as looking at the incidence and prevalence of the occurrence," per the FDA. The UO is providing COVID-19 testing Monday through Thursday to students who live in the residence halls, with at least one student in each room tested weekly. In addition, we encourage the campus community to participate in widespread testing through our voluntary COVID-19 testing for students and employees, offered four days a week.

This type of testing is not for symptomatic individuals; those with symptoms or other indications of COVID-19 would be referred to a care provider for diagnostic testing.

8.1 Testing for Students Who are Symptomatic or Have a Potential Epidemiologic Link Eugene Campus

The University Health Services (UHS) is providing testing for students who are symptomatic or might have an epidemiologic link, such as being in close contact to a case. UHS has a separate entrance for individuals who are seeking COVID-19 testing or are experiencing viral symptoms. This entrance is facing Agate Street (the "Agate Street Entrance,") and enables UHS to separate the possibly COVID contagious individuals from other students and employees entering the main entrance to the building on 13th Ave.

Specimens are collected and sent to a reference lab, currently McKenzie-Willamette Hospital, for analysis by the UO- placed polymerase chain reaction (PCR) testing equipment. Results are returned to UHS within 24–48 hours, and students are immediately notified of their results. A student who tests positive is typically advised to isolate for 10 days and notified that they will be contacted by LCPH and will be asked to identify close contacts.

UHS providers and nurses follow up with students who are positive cases with daily calls and check-ins on their health until deemed stable. If a student does not answer the phone, a welfare check will be requested.

Portland Campus

UO Portland students utilize Portland State University (PSU) Center for Student Health and Counseling (SHAC) for health, counseling, and dental services. The mandatory student health fee that is included with their UO tuition pays for the majority of services, which now includes COVID-19 testing. UO Portland students can call PSU's SHAC for triage on medical care and testing. Depending on this evaluation, students may make an appointment to see a medical provider and/or make an appointment for testing. SHAC will provide guidance to students on quarantine and isolation. PSU's medical director will contact UO's Case Management team director on any COVID-19 positive test results. Case Management, in conjunction with UO Portland staff, will focus on resource assistance, as UO Portland has no on-campus housing.

8.2 The COVID-19 Monitoring and Assessment Program (MAP) Team

The UO's COVID-19 MAP team is the group responsible for establishing a CLIA-certified laboratory at UO for processing and reporting test results, and creating processes for sample collections. As of January 2021, COVID-19 MAP is co-led by a new Executive Director with higher education administration background and a steering committee including the Senior Vice President and Provost, Vice President of Research and Innovation, the Chief Procurement Officer as well as the founding faculty members who are an associate vice president for research and professor in the College of Education and Prevention Science Institute; the executive director of the presidential Data Science Initiative and professor of biology; and the university's chief procurement officer. It includes more than 50 additional UO members, including a lab director, CLIA certified lab supervisor, and lab technicians, a field collection team, a data science team, a community collaboration team, and graduate students and faculty from multiple departments. The COVID-19 MAP project is being institutionalized as many loaned staff members transition to their home departments. Going forward, COVID-19 MAP plans to include the following elements necessary to support campus operations:

- Create a baseline understanding of the prevalence of COVID-19 at UO among residence hall students, UO community members and the surrounding community through regular surveillance testing;
- Employ epidemiological models, harness faculty expertise and best practices to forecast the spread and prevalence of COVID-19 in the population as the level of public activity changes and as new students join the population;
- Use the results of the modeling to rRecommend strategies that local officials and university leaders can enact to suppress the spread of COVID-19 as activity and population changes occur; and
- Provide data that can be used to validate and improve the efficacy of intervention strategies through continued surveillance testing.

This project is the best way to both leverage UO's strengths and to fulfill UO's mission in its response to the COVID-19 crisis. It is hoped that the results of this project, along with other mitigation efforts, will create a pathway for UO to safely reopen for on-campus activity as soon as state and local health officials allow. in the fall 2020 term. UO is not on an island; the success of the project is dependent on effective coordination with local health authorities and community partners and is meant to benefit the greater UO community as well.

8.2.1 MAP Capacity Overview

- The University of Oregon has established a CLIA certified laboratory.
- COVID-19 MAP has a testing team capable of providing 5,000 tests per week on campus, including all residence hall students and other UO community members and the public at-large.
- The laboratory presently has ability and capacity to run FDA-approved qPCR tests using hallow nasal (anterior nares) swabs and has averaged over 3,500 tests per day through week 6 of winter term.
- The laboratory is working to expand capacity in three ways:
 - Begin testing saliva ~~with FDA authorization~~ through a modified SalivaDirect protocol utilizing an Emergency Use Authorization (EUA) from the FDA or a lab developed tests as well as nasal swabs with qPCR allowing for additional processing from external parties. and eventually with NGS
 - Increase lab automation through the installation of robotics and testing equipment supported by an Oregon Health Authority grant as well as the implementation of a more comprehensive intake/resulting software system automation of sample tracking
 - Utilize capacity established in the UO's Genomics and Cell Characterization Core Facility (GC3F) to sequence positive samples for potential virus variants ~~Expand the number of tests that can be processed at a time by utilizing next generation sequencers (NGS) in addition to qPCR~~

9.0 Case Management and Contact Tracing~~contact Tracing and Contact Monitoring~~

The UO supports the county's contact tracing efforts through an intergovernmental agreement with LCPH by which the UO provides its Student Corps to Combat Coronavirus (or "Corona Corps" for short) to reach out to contacts of positive cases in Lane County (which includes the UO community) to monitor symptoms, connect contacts to testing if warranted, and to connect contacts to case managers who can help them with resource assistance for the duration of their 14-day or longer quarantine period. The contacts are assigned to the Corona Corps by LCPH and may include UO students or employees. If a Corona Corps member knows a contact, they are asked to abstain from calling the individual and another caller would be asked to do so. LCPH and UO partnered on extensive training for the Corona Corps members, and the work commenced July 1, 2020. HIPAA and FERPA regulations are a focus of the training.

The Corona Corps call center is located inside the UHS building, and is staffed from 8:00 a.m. to 5:00 p.m., seven days a week. Staffing reserves are recruited, trained, and prepared to scale up should the cases in the county surge. Surge deployment of the reserves is at the direction of LCPH. The Corona Corps is a collaboration between the Global Health Institute and the UHS, co-directed by a faculty member from the psychology department and a public health professional from the UHS. The University takes a multi-pronged approach when it comes to the various aspects of case management and contact tracing. This includes communication, situation-specific support for cases, and situation-specific support for contacts. Situation-specific support takes into account the needs of different populations (residence hall students who live in residence halls, students who live off campus students, student groups and employees).

Communication: Materials to educate the campus community about what to do if they become positive for COVID-19 or learn they have been in close contact with a person who is positive for COVID-19 have been developed and are maintained primarily by the IMT's case management branch, which includes representatives from University Health Services medical and public health staff, Human Resources, University Communications, Environmental Health and Safety, and the Office of the General Counsel. These materials include:

- A webpage that provides general guidance about how to handle an exposure to COVID-19;
- A case page updated daily with data about student and employee cases, including information about buildings/facilities in which any affected employees have been;
- A robust case/contact reporting webform, which is monitored seven days/week and routes automatically to a team member assigned to respond and provide support; and
- Information posted to the websites of Human Resources, the Office of the Provost, and the University Health Services providing updated information specific to employment, instruction, and student health, respectively.

Situation-specific support for known cases of COVID-19: This includes case investigation, contact tracing, and education about isolation. For students positive for COVID-19, it also includes ongoing

support throughout the isolation period as it relates to health needs (including for mental health), academic resources, and access to food and financial support, and the provision of isolation space, as necessary. This support is provided by members of the Corona Corps care team in the case of students. For employees positive for COVID-19 who work on-site and their supervisors, this support is provided by members of the Case Management Branch. This support also includes an evaluation of affected facilities and guidance related to cleaning and disinfection. The Case Management Branch also provides support for instructors of in-person classes when they become aware that a student in their class is positive for COVID-19 or is a contact. The local public health authority is consulted as needed by the Case Management Branch and the Corona Corps.

Situation-specific support for known “close contacts” of someone positive for COVID-19: This includes education and support for contacts who need to quarantine. For employees and their supervisors, Human Resources representatives in the Case Management Branch provide education about quarantine and resources related to working while in quarantine. Students who are “contacts” receive ongoing contact monitoring, which includes education about quarantine, and support during quarantine as it relates to health needs (including for mental health), academic resources, and access to food and financial support and quarantine space, as necessary. This support is provided to students through the Corona Corp contact monitoring team. The local public health authority is consulted as needed by the Case Management Branch and the Corona Corps.

9.1 COVID-19 Campus Case Management Response and Support Corona Corps

Students and employees impacted by COVID-19 may need support for daily living in order to comply with isolation (for those individuals testing positive for COVID-19) or quarantine (for those individuals who have been within close contact of someone with confirmed COVID-19). Isolation and quarantine can have a serious impact on students living on and off campus, as well as on employees. Social services and wraparound support that UO can uniquely provide to its students and employees to help keep them in isolation and quarantine will help UO control the spread of COVID-19. Employees—and supervisors—also need help in navigating the human resources processes related to COVID-19. More information about the campus case management response and support can be found in Appendix D. In July 2020, the UO and Lane County Public Health (LCPH) entered an intergovernmental agreement through which the UO created the “Corona Corps,” a team of student employees, managed by professional staff, that currently provides two key services related to COVID-19: contact monitoring and case management. Internal to the University, the Corona Corps is a collaboration between the Global Health Institute and the University Health Services (UHS). It is co-directed by a faculty member from the psychology department and a public health professional from the UHS. With regard to contact monitoring, the contacts to be monitored are identified and assigned to the Corona Corps contact monitoring team by LCPH and may include UO students or employees, or other Lane County residents. Providing case management services to UO students is the focus of the other team within the Corona Corps, the “care team,” which eases the burden on Public Health and leverages UO expertise to support this unique population.

Early on, LCPH and UO partnered to develop extensive training for Corona Corps members, including on topics like HIPAA and FERPA. The Corona Corps has recruited and trained a pool of students, which provides some ability to scale-up as needed by the County or University. The Corona Corps, including its student members, have been instrumental in providing hands-on support and guidance for “niche” populations within the UO student community, including fraternities and sororities, and intramural and club sports teams.

9.1.1 Support for UO Students and Employees: The COVID Care Response Team

~~As a result of the community's experience in early summer 2020 with the “college-age cluster” of cases, which included students from the UO community and large numbers of contacts associated with cases in this age population, LCPH asked the UO to help with supporting its students and employees with case management (resource assistance). Furthermore, an enterprise-wide system of support for students and employees is needed to support university activities related to COVID-19, including through the creation of a sustainable structure for managing cases and contacts and providing assistance not only to students and employees but also to supervisors.~~

~~The IMT Case Management Team (CMT), is working to develop a centralized structure or hub called the COVID Care Response Team. This team would be created through a collaboration between the UHS, the DOS, and HR, and would work at the direction of the branch director of the CMT (who also is a public health professional and leader within UHS). To meet LCPH's interests, this team can become a resource to not only the university but also to members of the university community, by LCPH request and as capacity warrants. Should excess capacity be available, case management services also could be provided to members of the broader Lane County community.~~

~~The COVID Care Response Team will handle intake of information regarding cases and perceived/possible exposures on campus, provide first tier guidance with regard to workplace issues, and provide resource assistance to UO community members identified as cases and contacts to properly isolate and/or quarantine, which may include referrals and support related to basic needs, such as access to food, health care, mental health, and financial support (these vary depending on the individual's affiliation (student vs. employee), as well as referrals to more extensive support (e.g., the Employee Assistance Program for employees).~~

9.2.1-2 Isolation and Quarantine Protocols for Residential Students

~~Isolation is used for individuals who test positive for COVID-19, and its purpose is to slow the spread of the disease by separating positive individuals from people who are not infected.~~

~~Quarantine is used for individuals who may be exposed to a positive case, and its purpose is to slow the spread of the disease by separating and restricting the movement of individuals who were exposed to minimize the exposure of others and to monitor them if they become symptomatic.~~

~~University Housing has set aside an inventory of 245 isolation/quarantine rooms for students living in UO residence halls (about 4 percent of total inventory, in accordance with national guidelines). When a UO Housing student is identified as a confirmed COVID-19 case or contact, or has symptoms without a better explanation, the student is assigned to a new isolation or quarantine space with a private~~

~~bathroom. If there are multiple students who have tested positive at the same time, in selected cases, it may be possible to cohort them in rooms with a shared bathroom. Students who are positive cases or contacts are instructed to not leave the isolation or quarantine space unless they are instructed to do so by the UHS, their medical provider, or LCPH. Isolation procedures are coordinated between the CMT, the COVID Care Response Team, UHS, LCPH, and University Housing. University Dining Services provides food delivery in a way that requires no contact between delivery person and isolated resident. Custodial staff will use appropriate PPE when cleaning isolation and quarantine spaces. Residence Life staff will provide appropriate community care and programming remotely. UHS staff provide daily health checks for isolated students who are positive cases. If the UHS cannot reach a student, a welfare check will be conducted only after the following has been determined:~~

- ~~• Depending on the scenario, if the student has not been reached by anyone within the past 2-4 hours.~~
- ~~• Dining Services confirms that they have missed a meal.~~
- ~~• Professional staff on call have knocked on the door and put a note under the door to try to contact the student and ask the student to state verbally that they are there and okay.~~

~~Residential students at OIMB will isolate in their own room with food delivery provided by OIMB management. If they do not have their own room, they will be moved to the residential dining hall so they may isolate there. OIMB management will contact the student once they are isolating to review the information about isolation and confirm that meal delivery needs will be met. When a student who lives in a residence hall is identified as a confirmed COVID-19 case or contact, or has symptoms without a better explanation, the student is assigned to a new isolation or quarantine space with a private bathroom. If there are multiple students who have tested positive at the same time, in selected cases, it may be possible to cohort them in rooms with a shared bathroom. Students who are positive cases or contacts are instructed to not leave the isolation or quarantine space unless they are permitted to do so by the UHS, their medical provider, or LCPH. Isolation procedures are coordinated between the case management team, the Corona Corps care team and other UHS personnel, LCPH, and University Housing. University Dining Services provides food delivery in a way that requires no contact between delivery person and isolated resident. Custodial staff use appropriate PPE when cleaning isolation and quarantine spaces. Residence Life staff provide appropriate community care and remote programming. UHS staff provide medical assistance/treatment as requested, and offers both daily pharmacy service and meets with each student the day before they are released to go back to their regular residence hall. In Eugene, University Housing has set aside an inventory of 245 isolation/quarantine rooms for students living in UO residence halls (about four percent of total inventory, in accordance with national guidelines).~~

~~Residential students at OIMB will isolate in their own room with food delivery provided by OIMB management. If they do not have their own room, they will be moved to the residential dining hall so they may isolate there. OIMB management will contact the student once they are isolating to review the information about isolation and confirm that meal delivery needs will be met.~~

9.1.3 Responding to Reports of Employee Cases and Exposures-Isolation and Quarantine Resources for Off-campus Students in Eugene

~~HR and UHS have developed a set of case/contact scenarios, with associated action steps to be taken. These scenarios will be shared with employees and supervisors. Supervisors are also advised to contact the Employee and Labor Relations team in HR for further assistance as needed. The COVID Care Response Team outlined above is also an initial resource for supervisors, employees, and employment-related concerns. The university has coordinated with several local hotels to provide single occupancy rooms on an as-needed basis to provide isolation spaces to students positive for COVID-19 who are unable to fully and appropriately isolate in their current living situation. Similarly, these spaces may be used for contacts who are unable to appropriately quarantine in their current living situation. Financial support is available through the University for students who need assistance paying for a hotel room for isolation or quarantine, or access to food/meals during this time.~~

10.0 Concerns Specific to Off-Campus Students

The Dean of Students office coordinates educational communications to students living off-campus, in partnership with University Communications. This includes, but is not limited to, expectations on student behavior and campus support referrals.

- Respond to “student of concern” reports submitted by local community members. This includes outreach to students as well as reporting parties.
 - Send out educational notice for first-time offense. Track receipt of messages and respond to follow-up questions.
 - Forward to Student Conduct and Community Standards for multiple offense, egregious behavior, or student group situations.
- Assist students living off-campus who become impacted by COVID-19: communicate university resources, coordinate care efforts, and respond to student inquiries. Coordinate outreach efforts with the CMT and the COVID Care Response Team.
- Serve as a liaison between the UO campus and local area landlords and property managers to address student concerns. Coordinate monthly briefings for this group to foster a positive, collaborative relationship.
- Conduct assessment to determine the number of students living off-campus and their needs of the university.
- Serve as point of referral for Parent and Family Programs when parents reach out for student assistance off-campus.

11.0 Athletics

~~UO Athletics has been working with various campus, public health, and medical advisory entities to implement a thoughtful, cautious strategy to support appropriate phased progressions to return to sport prioritizing the safety and health of the UO student-athletes while minimizing all public health risks. The entities include the NCAA, Pac-12 Medical Advisory Board, and UO IMT, who also insure collaboration and compliance with directives from LCPH and OHA.~~

~~Student athletes have been invited back in small groups to manage a measured onboarding process, which includes seven days of self-isolation upon return to Eugene, conducting an antibody test to direct additional medical assessment, PCR test for coronavirus, and a health assessment and physical examination by athletic medicine staff prior to initiating activity.~~

~~Practices include directed traffic flow through facilities to maintain physical distancing, requiring face coverings, scheduling access to limited facilities, conducting activities in small groups, sanitizing equipment after each use and facilities throughout the day, as well as multiple education opportunities to emphasize the importance of following established health and safety requirements.~~

~~Physical activities have been initiated through a staged approach starting with voluntary strength and conditioning workouts in consistent cohorts over the past few weeks. A protocol to begin sharing equipment with additional sanitation was recently implemented, with plans to progress training in functional units and gradual exercise progressions; the goal is to implement all safety recommendations when it is permissible to move to full practice. UO Athletics continues to receive updated guidance from the NCAA and Pac-12 Medical Advisory Board and their experts to monitor testing methodologies, implement serial testing protocols, and to follow all best practices as we move toward returning to competition. These include established sport classifications based on contact risk to determine testing frequency and timing based on types of activities and competition considerations, universal masking, protocols for game officials, and team travel. Strategies for resumption of activities following a positive test have been established for asymptomatic and symptomatic individuals and those who are quarantined as a high-risk contact.~~

~~Criteria to continue training progressions are defined relative to ability to limit and isolate new cases, perform adequate contact tracing, and ability to quarantine high-risk contact cases, availability and ability to perform symptomatic surveillance or pre-competition testing when warranted, campus-wide or local community test rates that are considered safe by local public health officials, local public health officials state that there is an ability for the hospital infrastructure to accommodate a surge in COVID-related hospitalizations. Finally, the importance of risk reduction for student-athletes when away from the athletic arena cannot be overemphasized.—UO Athletics continues working with various campus, public health, and medical advisory entities to implement a thoughtful, cautious strategy to support appropriate phased progressions to return to sport prioritizing the safety and health of the UO student-athletes while minimizing all public health risks. The entities include the NCAA, Pac-12 Medical Advisory Board, and UO IMT, who ensure collaboration and compliance with directives from LCPH and OHA.~~

~~In the summer/fall, student-athletes were invited back in small groups to manage a measured onboarding process, which included seven days of self-isolation upon return to Eugene, an antibody test~~

was conducted to direct additional medical assessment, PCR test for coronavirus, and a health assessment and physical examination by athletic medicine staff prior to initiating activity.

Practices included directed traffic flow through facilities to maintain physical distancing, required face coverings, scheduled access to limited facilities, small groups for activities, sanitizing equipment after each use and facilities throughout the day, as well as multiple education opportunities to emphasize the importance of following established health and safety requirements.

Physical activities began through a staged approach starting with voluntary strength and conditioning workouts in consistent cohorts over several weeks. Protocols progressed with sharing equipment to training in functional units to gradual exercise progressions to full team practice. Throughout the summer and fall, guidance continued from the various sources and provided sport classification based on contact risk, testing requirements including testing frequency and timing based on types of activities, universal masking, protocols for game officials, and team travel. Best practices were established and with approval from OHA and LCPH, we were able to return to competition with no fans. Strategies for resumption of activities following a positive test were established for asymptomatic and symptomatic individuals and those who are quarantined as a high-risk contact.

Criteria to continue activities are defined relative to ability to limit and isolate new cases, perform adequate contact tracing, and ability to quarantine high-risk contact cases. In addition, the availability and ability to perform symptomatic surveillance or pre-competition testing when warranted, campus-wide or local community test rates that are considered safe by local public health officials and local public health officials state that there is an ability for the hospital infrastructure to accommodate a surge in COVID-related hospitalizations. Finally, the importance of risk reduction for student-athletes when away from the athletic arena cannot be overemphasized.

12.0 Non-Educational Public Health Guidelines for COVID-19

UO operations, beyond in-person instruction, research and residential activities (including but not limited to on-campus childcare, youth camps, administration, athletics, retail businesses, and restaurants), must comply with other applicable Executive Orders and sector-specific OHA guidance, including guidance applicable to the ~~re-opening phase~~ county risk level where the county, college, or university is located. With regard to industry-specific guidance, namely retail, restaurants, childcare, and camps, the IMT works with, and serves as a resource for, the relevant units outlined below as they work to ensure compliance with COVID-19 related changes to the existing industry specific standards they typically follow. New processes have been implemented to ensure compliance with guidelines for venues, events, and travel. These are outlined below.

12.1 Non-Higher Education OHA Guidelines

The UO will adhere to all sector guidance as it is updated. Sector guidance is prescribed under OHA’s Risk Level Metrics. The Sector Risk Level Guidance Chart can be accessed here. ~~Effective November 18–December 2, 2020, Executive Order 20-65 Temporary Freeze to Address Surge in COVID-19 Cases in Oregon.~~

OHA COVID-19 Guidance	UO Operations
Guidance for Employers	All UO employees, contractors, and vendors.
<u>Mask, Face Coverings, Face Shields</u>	<u>UO owned, controlled, or leased property.</u>
<u>Retail</u>	All retail operations on UO owned, controlled, or leased property, e.g., EMU and café shops.
Outdoor Recreation <u>Outdoor Recreation and Fitness Establishments</u>	All outdoor recreation activities on UO owned, controlled, or leased property, e.g., Student Recreation Center, <u>Intramurals</u> and EMU <u>Club Sports</u> .
<u>Indoor Recreation and Fitness Establishments</u>	<u>All indoor recreation activities on UO owned, controlled, or leased property, e.g., Student Recreation Center, Intramurals, EMU Club Sports.</u>
Restaurants <u>Eating and Drinking Establishments</u>	All restaurants on UO owned, controlled, or leased property, e.g., EMU, Living Learning Center, and University Catering.
<u>Childcare and Early Education</u>	All childcare facilities on UO owned, controlled, or leased property, i.e., Vivian Olum and Moss Street Child Development Centers and the Co-op Family Center at Spencer View Apartments.
<u>Youth Programs</u>	All UO affiliated programs <u>camps</u> held on UO owned, controlled, or leased property.
Venue and Event <u>Venue and Event</u>	All events held on UO owned, controlled, or leased property, e.g., Jordan Schnitzer Museum of Art, Matthew Knight Arena, and EMU.
Travel <u>Travel</u>	All UO related travel, e.g., domestic and international travel for faculty, staff, and students.

12.2 Venue and Events

The criteria set forth in this section is subject to change dependent on guidance from the OHA and the CDC. The IMT will continue to monitor guidance and update this section as needed.

Campus spaces and buildings are only open to members of the general public that are involved in an approved university endeavor. Only UO-affiliated programs will be allowed to host educational or research camps, clinics, and activities on campus.

Criteria for resumption of campus events includes the following:

- Activities on the UO campus or UO-managed properties. If seeking approval for an event that involves travel, refer to UO Travel Waiver.
- The university department that manages the property providing the event venue must have its resumption plan approved by IMT before the event may be considered. Approved venue staff will be trained in current OHA guidelines and UO procedures to assist event organizers through the planning process.
- ~~Single day activities only. Overnight activities are not permitted in the current phase.~~

In the process of planning the event, organizers must:

- Develop physical distancing plans based on current ~~requirement of 35 square feet per person~~ guidance outlined in OHA Guidance ~~for Gatherings~~. Most spaces on campus have already been assigned new capacity numbers based on IMT's accepted practices.
- Develop cleaning and disinfecting plan for high touch points and equipment.
 - Restrooms will be the responsibility of building custodial staff at the cost of the event.
- Develop plan, including adequate and visible signage throughout the venue, to actively promote COVID-19 prevention activities to staff and participants:
 - Encourage people to stay home if they have COVID-19 symptoms and/or if they are at risk for severe complications (over age 65 or have underlying medical conditions).
 - Require people to wear a face covering as currently ordered by the OHA.
 - Encourage guests to practice good hand hygiene with frequent handwashing for at least 20 seconds or use hand sanitizer (60-95 percent alcohol content).
 - Encourage guests to cover coughs/sneezes with elbow or tissue. If a guest uses a tissue, they should immediately discard the tissue in garbage and wash their hands.
 - Encourage guests to avoid touching their face.

Campus event resumption requests are evaluated based on:

- Compliance with university core mission of education and research.
- Physical distancing and cleaning/disinfecting plans.
- Facility availability, with attention to rooms and/or buildings that may not be available due to preparation for fall term.
- Availability of custodial staff to support cleaning and disinfecting requirements.
- Current OHA county risk level~~phase~~ guidelines.

12.3 Travel

The criteria set forth in this section is subject to change dependent on guidance from the OHA and the CDC. The IMT will continue to monitor guidance and update this section as needed. Effective March 15,

2020, all non-essential university travel, both international and domestic (including local travel by motor vehicle), was suspended until further notice. Faculty and staff may submit a travel waiver petition for essential travel—with the approval of their respective dean or vice president—to the IMT Travel Advisory Group using the travel waiver request form. The UO IMT tracks the COVID-19 situation for campus and responds as quickly as possible to sudden changes in travel restrictions.

<https://coronavirus.uoregon.edu/travel> ~~https://ba.uoregon.edu/travel/covid-19-travel-information~~

13.0 Campus Engagement

The UO established several work groups to focus on key aspects of engagement, including student engagement, student crisis response, and employee engagement. The goals for the engagement work groups were to:

- Develop agile strategies and direct action to minimize the disruption to UO students, faculty, and staff through effective communication, engagement, academic planning, research, and service; and
- Identify opportunities to inspire UO students, faculty, and staff to actively engage in and accelerate the university's recovery and strengthen its mission.

The work of an academic continuity work group, which is described elsewhere in this plan, includes a focus on faculty/instructor engagement as part of its work. The work of a research continuity work group, also described elsewhere, includes a focus on researcher engagement as part of its work.

13.1 Student Engagement

The student engagement work group, along with partners across the university, is working to ensure that the UO provides “the greatest level of choice and flexibility to equitably support student access and success in their education while minimizing risks to students and staff.” (*HECC-OHA Guidance, Key Principles, p. 1*). Throughout this work, the group is committed to “prioritizing equity and addressing racial disparities on all responses,” as encouraged by the *State of Oregon Equity Framework in COVID-19 Response and Recovery*.

With respect to student engagement, efforts include:

- The promotion of safe, physically distanced small-group engagement opportunities that are face-to-face (preferably outdoors), remote, and/or hybrid;
- Alternative programming that allows students to engage with UO and be constructively and creatively connected to peers and faculty, whether on campus or remote;
- Inclusive communication to various stakeholders using multiple methodologies and accessible formats and messaging that reinforces the importance of ways to reduce health risks;
- Targeted student advising and student support services that are conducted remotely or safely distanced when in-person;
- Supporting student-sponsored groups so they may hold safe, successful engagement activities by developing tools, providing infrastructure and access to appropriate space, and logistics, etc.;
- Engaging with and empowering a diverse range of student advisory groups to inform and influence planning and implementation;
- Disaggregated data-informed decision making on student engagement strategies; and
- Widespread campus consultation on planning, implementation, assessment, and improvement.

The primary objective with student engagement is to achieve institution-wide coordination and alignment of student outreach and engagement strategies and tactics to ensure student retention and success are not disrupted by COVID-19.

The student engagement work group is charged with the following:

- For academic year 2020-21, envision the future of student engagement at UO, through:

University of Oregon's COVID-19 Health and Safety Operational Plan

- Creation of an evidence-based, student engagement theoretical framework that informs decision-making, including operational changes and new offerings;
 - Enhancing strategic collaboration and campus partnerships; and
 - Ensuring academic and social integration through effective student engagement experiences, with attention to the creation and management of students' expectations.
- For academic year 2020-21, create meaningful connection opportunities and community for students to improve student retention and success. In doing so:
 - Ensure support and care are provided to undergraduate and graduate students, paying special attention to the unique needs of underserved and underrepresented students.
 - Establish a system and process for tracking and sharing student outreach and engagement activities.
 - Ensure students are aware of and connected to resources and engagement opportunities.
- Explore and execute strategies to link, align, and leverage outreach and engagement initiatives including coordinated outreach and inter-unit referrals.
 - Develop and implement cross-functional initiatives as appropriate to maximize student engagement impact.

There are three sub-groups within this work group engaged in the following areas:

Engagement Initiatives and Events Tracking and Coordination

- Develop a system or process to document and share comprehensive student engagement activities and opportunities between campus offices. This involves:
 - Developing a master calendar that includes 2-3 large programmatic efforts each week of fall term that can be promoted in advance to incoming and returning students.
 - Identifying overlap and gaps in student opportunities and offerings.
 - Considering opportunities that provide faculty connection and peer-to-peer connections.
 - Increasing intentional collaborations across key units in order to increase creative offerings for students that increase their sense of belonging.
 - Aligning co-curricular efforts in a collaborative manner as to honor a potentially reduced work force.
 - Considering an assessment framework for a student engagement program or activity to understand impacts and effectiveness and inform improvements to current practices.

Operationalizing Student Co-Curricular Connections and Logistics

- Consider implications of a modified fall term, develop a logistical approach, while maintaining effective connections, equity, and health and safety:
 - How can programming shift to accommodate smaller-sized crowds?

- What infrastructure, technology, or tools are needed to successfully deliver engagement opportunities while maintaining physical distancing?
- How can we align promotional efforts to students in a virtual format?
- How to ensure opportunities are designed with equity in mind (e.g., universal design, the Division of Equity and Inclusion's LACE Framework).
- Serve as consultants for creative adjustments to programming for student groups and others planning events including providing support to ensure they are active and actively engaging students.

Stakeholder Outreach

- Coordinate and align outreach to students in a virtual format.
- Coordinate stakeholder outreach around student engagement.
- Identify and target students who are not engaged by:
 - Inter-unit referrals and partnership.
 - Student engagement capacity building, growth mindset, help-seeking.
 - A framework of Love Authenticity Courage and Empathy (LACE)

13.1.1 COVID-19 Student Crisis Response

The primary objective of the student crisis response work group is to ensure intra-institutional awareness of various student crisis support strategies and tactics to allow for better prioritization, collaboration, and resource allocation, and to create opportunities to link, leverage, and align university resources and stakeholders.

This work group's charge is to:

- Serve as an advisory team focused on coordinating emergency funding for students across campus.
- Take stock and inventory of crisis funds available across campus.
- Develop materials to make students aware of fund availability and eligibility criteria.
- In collaboration with the Office of the Vice President for Finance and Administration/CFO, the Business Affairs Office, the Office of Student Financial Aid and Scholarships, monitor available federal CARES Act emergency funds for students, developing programs to assist students, and monitoring usage of the funds.
- Assist the Office of Development in fundraising for the Students in Crisis Fund as requested. This fund is a program through which gifts may be made to support UO students in need during this critical time.
- Refer to financial literacy resources and advise financial wellness center (when up and running) of trends noticed in students.
- Advise on assessment needs to measure impact of granted funds.
- Serve as an advisory group to campus.

13.1.2 Student Community Behavior Expectations

A work group has been convened to consider the community standards and behavior expectations for students that support health and safety during the COVID 19 pandemic.

The UO has identified the need to fully communicate broadly what the expectations are for the campus community regarding health and safety in relation to COVID 19. A key part of this is ensuring that student behaviors and activities support the institutions goals for personal and public health.

The work group's charge includes the following:

- Ensure that health and safety standards are communicated effectively to students.
 - Anticipate and prepare for implications of, and reactions to, COVID-19 public health mandates (e.g., face covering requirement, physical distancing).
 - Civil rights and equity considerations related to such mandates or new standards.
 - How to get buy-in from students related to the new health and safety standards.
- Implications of a modified fall term in advance.
 - Communication about community COVID-19 safety standards.
 - Work with Communications staff to set a campaign focused on education and enculturation.
 - Enforcement of COVID-19 safety standards and discipline process.
 - Partnering with other IMT work groups to infuse community expectations in the classroom, at events, and in off-campus environments that involve large numbers of students.
- Coordination and engagement of off-campus housing (including FSL chapter houses).

This work group is also the primary point of contact for those with a stake in the behavior of students who live in off-campus, non-UO housing. The work group plans to host a series of virtual meetings with these stakeholders to present community expectations and communication strategy and campaign information, and to share campus resources as ways to increase partnerships. Meetings will be sought with the following constituents:

 - Property managers
 - Neighborhood association board chairs
 - Board of the University District Business Association
 - Mayor and city council
 - UO's Religious Director's Association

13.1.3 Fraternity and Sorority Life (FSL) Engagement

The university, through a dedicated team in the Office of the Dean of Students maintains regular contact with fraternities and sororities, as well as individual members. Many have been looking to the UO for guidance. Within the context of the pandemic, the FSL team created a [section on its blog](#) where resources and local, state, and federal guidance are shared.

While limited in terms of regulating FSL chapter facilities, the current Student Conduct Code failure to comply violation gives the university some ability to extend oversight to organizations as it relates to behavior.

The DOS is works with LCPH to arrange a meeting between LCPH and the FSL facility on periodic basis to share information and resources on prevention.

In the fall-term, the DOS asked presidents of fraternities and sororities to complete a workbook, modeled after a similar document at Washington State University, that covers several areas related to the pandemic, i.e., behavioral expectations, meetings and social activities, communications related to

COVID-19 cases and exposures, meal service, sleeping arrangements, cleaning, restrooms, and visitors/guests.

13.2 Employee Engagement

Employee engagement efforts assist in supporting an inclusive campus environment that values diversity. This work includes:

- Share and track what existing programs and policies can be leveraged to increase individual employee engagement as well as empower and assist managers and supervisors to increase and enhance the engagement of those they supervise.
- Collect and communicate:
 - Ideas for engaging and motivating a creative workforce via a variety of relatively low-cost solutions along with providing resources and templates;
 - Approaches to consistently recognize and value employees in both large and small ways at all levels of the organization;
 - Methods and resources so that engagement and recognition ideas may be adapted for individual units, and
 - Resources for supervisors to build their skills to support innovation, creativity, and engagement.
- Link, align, and leverage employee engagement efforts, resources, and initiatives to complement and enhance each other and their impact on the campus community.

13.2.1 COVID-19 Employee Safety Reopening Committee

The UO COVID-19 Employee Safety Committee is an ad-hoc joint university committee consisting of members of the administration and representatives of the various employee groups. This includes five unions: the Graduate Teaching Fellows Federation, United Academics (faculty), Service Employees International Union, UO Police Association, and Teamsters. Other employee groups represented include the Officers of Administration Council (non-union association for UO administrative staff) and unrepresented faculty.

The committee meets to discuss and provide feedback on safety and planning issues related to reopening that involve employees. The institution also provides regular planning updates to the group, engages them on implementation questions, and seeks their feedback on policy concepts and how to best educate UO employees with respect to reopening and the various health and safety strategies and protocols.

14.0 Communications and Marketing Plan Summary

~~University Communications is responsible for communications and marketing counsel and support for the UO's plans to resume safe and responsible on-campus learning, working, living, research, and experiences. This is vital to meet the UO's mission of teaching, research, and service, and ensure the institution's long-term success.~~

~~A leadership team is overseeing the work several dozen communicators across campus who staff daily an IMT Communications command center as well as provide strategy, create content, deploy messages across channels, and measure success in support of the university's COVID-19 response and planning.~~
University Communications is responsible for communications and marketing counsel and support for the UO's prevention and response to COVID-19, support for vaccinations, and plans to resume safe and responsible on-campus learning, working, living, research, and experiences. The communications leadership team oversees the work of several dozen communicators across campus who staff daily an IMT Communications command center as well as provide strategy, create content, deploy messages across channels, and measure success in support of the university's COVID-19 response and planning.

14.1 Integrated Communications and Marketing Objectives

- ~~• Meet requirements – Meet OHA state requirements in COVID-19 plan for communicating about health guidance, control measures, policies, and expectations about personal health behaviors, positive cases, and case management.~~
- ~~• Influence health behaviors – Educate and inspire individuals to take personal actions that safeguard themselves and community members.~~
- ~~• Instill confidence and trust – Demonstrate expertise, care, coordination, and best practices for resuming on-campus activities and continued response to COVID-19.~~
- ~~• Enhance and protect reputation – Demonstrate the UO's impact and importance in educating students and creating discovery.~~ Meet requirements – Meet OHA state requirements in COVID-19 plan for communicating about health guidance, control measures, policies, and expectations about personal health behaviors, positive cases, and case management.
- Influence health behaviors – Educate and inspire individuals to take personal actions that safeguard themselves and community members against COVID-19, and encourage participation in vaccinations.
- Instill confidence and trust – Demonstrate expertise, care, coordination, and best practices for resuming on-campus activities and continued response to COVID-19.
- Enhance and protect reputation – Demonstrate the UO's impact and importance in educating students and creating discovery, while serving the community during the pandemic through testing, contact tracing, and supporting vaccination efforts.

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14.1.1. Key Messages

- ~~• Health is our top priority – The UO cares about its community. The university is safeguarding health and safety by taking measures to reduce the spread of COVID-19.~~
- ~~• Protect yourself, protect your community – Each of us can help limit the spread of COVID-19 by taking personal responsibility to:~~

- ~~○ Wash your hands. Don't touch your face~~
- ~~○ Wear a face covering when inside or near others while outside~~
- ~~○ Check for symptoms and stay home if you are sick~~
- ~~○ Keep 6 feet apart. Avoid large gatherings~~
- ~~We care about our students' futures and our community's recovery – We are working hard not to disrupt the educational journeys of our students. Safe, responsible in-person learning, living, and research are important for student success, innovation, and the community's economic health.~~
- ~~We help solve COVID-19 challenges – The UO is taking a lead role in helping our community respond to COVID-19, recover, and get back to life, through activities and research.~~
- ~~We value and appreciate our faculty, staff, and employees – We are grateful to employees' resilience, recognize their challenges, and are working to address their concerns and engage them in solutions. Health is our top priority – The UO cares about its community. The university is safeguarding health and safety by taking measures to reduce the spread of COVID-19 and supporting community efforts to test, contact trace, and vaccinate.~~
- ~~Stay strong for each other. Protect yourself, protect your community – Each of us can help limit the spread of COVID-19 by taking personal responsibility to:~~
 - ~~○ Wash your hands. Don't touch your face~~
 - ~~○ Wear a face covering~~
 - ~~○ Check for symptoms and stay home if you are sick~~
 - ~~○ Keep 6 feet apart. Avoid gatherings outside of your household or bubble~~
 - ~~○ Regularly get tested to help limit the spread of COVID-19~~
 - ~~○ If you are exposed to COVID-19 or test positive, cooperate with contact tracers, quarantine, isolate, and do your part to limit the spread~~
- ~~We care about our students' futures and our community's recovery – We are working hard not to disrupt the educational journeys of our students. Safe, responsible in-person learning, living, and research are important for student success, innovation, and the community's economic health.~~
- ~~We help solve COVID-19 challenges – The UO is taking a lead role in helping our community respond to COVID-19, recover, and get back to life through activities and research, and support of testing, contact tracing, and vaccination.~~
- ~~We value and appreciate our faculty, staff, and employees – We are grateful to employees' resilience, recognize their challenges, and are working to address their concerns and engage them in solutions.~~
-

14.2 Areas of Focus and Strategies

14.2.1 Operations and Resumption

~~Communicating about COVID-19 impacts on operations and plans and measures designed to help limit the spread of COVID-19.~~

~~The university is communicating regularly and consistently about the following topics to plan for in-person activities:~~

- ~~Health authority guidance and state orders~~
- ~~Status of university operations and activities and alert levels~~
- ~~University actions, policies, and space or scheduling modifications to help limit the virus' spread~~
- ~~Expectations and polices related to personal health behaviors~~

Information on positive cases, testing, and contact tracing Communicating about COVID-19 impacts on operations, plans, and measurers designed to help limit the spread of COVID-19:

The university is communicating regularly and consistently about the following topics to plan for in-person activities:

- Health authority guidance and state orders
- Status of university operations and activities and alert levels
- University actions, policies, and space or scheduling modifications to help limit the virus' spread
- Expectations, policies, and consequences related to personal health behaviors
- Information on positive cases, testing, and contact tracing
- Information about availability and access to vaccines.

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Strategies for sharing information:

- ~~Direct emails from leadership to faculty, staff, GEs, and students related to major operational status decisions, and targeted email to supervisors, deans, and directors.~~
- ~~COVID-19 Updates – Twice weekly (or more frequently) emails to all faculty, staff, and students about regulations, planning, positive cases, technology support, and other COVID-19 issues~~
- ~~*Around the O* and *Workplace* emails – Weekly email on employment-related COVID-19 news, daily stories explaining actions, operations, or regulations~~
- ~~Dedicated webpages – Regular updates to webpages and FAQs to reflect any new information~~
- ~~Social media – Regular updates to all UO channels about operations~~
- ~~Town hall meetings and webinars~~
- ~~Signs, posters, stickers, and banners that make clear operational stance, physical distancing, and other regulations or expectations~~
- Dedicated feedback/questions email – We staff a dedicated email web form to answer questions from staff, students, parents, faculty, and the community about the impact of COVID-19 on the university and how we are responding. Direct emails from leadership to faculty, staff, GEs, and students related to major operational status decisions, and targeted email to supervisors, deans, and directors.
- COVID-19 Update – Twice weekly (or more frequently) emails to all faculty, staff, and students about regulations, planning, positive cases, technology support, and other COVID-19 issues
- *Around the O* and *Workplace* emails – Weekly email on employment-related COVID-19 news, daily stories explaining actions, operations, or regulations
- Dedicated webpages – Regular updates to webpages and FAQs to reflect any new information
- Social media – Regular updates to all UO channels about operations
- Town hall meetings and webinars
- Signs, posters, stickers, and banners that make clear operational stance, physical distancing, and other regulations or expectations
- Educational videos, photos, and graphics

- Dedicated feedback/questions email – We staff a dedicated email web form to answer questions from faculty, staff, students, parents, and the community about the impact of COVID-19 on the university and how we are responding.

14.2.2 Health Behaviors Communication

~~Communicating policy and influencing UO community members to take actions that protect themselves and others through their personal health behaviors.~~

~~University Communications is producing a comprehensive marketing and communications campaign to reinforce adherence to the federal and state guidelines promoting safety on the UO campus.~~

~~Communications will provide a toolkit of resources, reminders, advertising, and guidelines to support key health behaviors. The campaign will leverage existing communications channels to amplify the core messaging to resuming in-person activities.~~

~~Strategies for influencing behaviors:~~

- ~~• Design surveys and closely monitor channels to keep relevant data coming into the team.~~
- ~~• Normalize behavioral change on and off campus. Increase individual awareness of community participation in behavioral change. (e.g., via social media campaign, making masks available, releasing survey data).~~
- ~~• Leverage social media channels and peer influencers to bring relevance to the situation and personalize for individuals and specific student groups. (e.g., illustrate the chain of infection, the severity of what is going on, facts and information campaign).~~
- ~~• Produce videos that supply facts but also engage with students.~~
- ~~• Provide tools, data, and talking points for individuals to participate in health-promoting behavior.~~

~~Design opportunities for peer-to-peer influence. Communicating policy and influencing UO community members to take actions that protect themselves and others through their personal health behaviors: University Communications continues to update and adapt its comprehensive marketing and communications campaign to reinforce adherence to the federal and state guidelines promoting safety on the UO campus. Communications provided a toolkit of resources, reminders, advertising, and guidelines to support key health behaviors. The campaign leverages existing communications channels to amplify the core messaging to resuming in-person activities. Communications is also creating marketing plans to educate and influence people to get vaccinated.~~

~~Strategies for influencing behaviors:~~

- ~~• Design surveys and closely monitor channels to keep relevant data coming into the team~~
- ~~• Normalize behavioral change on and off campus. Increase individual awareness of community participation in behavioral change (e.g., via social media campaign, making masks available, releasing survey data)~~
- ~~• Leverage social media channels and peer influencers to bring relevance to the situation and personalize for individuals and specific student groups (e.g., illustrate the chain of infection, the severity of what is going on, facts and information campaign)~~
- ~~• Produce videos that supply facts but also engage with students~~
- ~~• Provide tools, data, and talking points for individuals to participate in healthy behavior.~~

- Design opportunities for peer-to-peer influence.

-

14.2.3 Case Management, Testing, and Contact Tracing Communications

~~Informing the UO community and public about positive cases at UO and related impacts. Communicating about the COVID-19 Monitoring and Assessment Program (MAP) and how it is helping the UO community and beyond.~~

~~Campus positive case response: University Communications works in collaboration with the UHS to provide timely updates on all positive and presumptive positive COVID-19 cases among UO students and employees who are in Eugene, Portland, or Charleston. Information is posted on the dedicated UO COVID-19 Cases webpage and shared via email in the COVID-19 Update as soon as cases are confirmed by the county health authorities and conveyed to Communications via the UHS.~~

~~Contact tracing: University Communications has two representatives on the UO COVID-19 case management branch to guide the group in communications protocols for UO cases on and off campus in Eugene, Portland, and Charleston, and the UO-guided contact tracing associated with those cases.~~

~~Testing: University Communications supports the UO COVID-19 Monitoring and Assessment Program with message development, participant communications, media relations, and talking points. Communications also works with University Advancement in donor-focused messaging to raise funds for the program. Communicating about positive cases, contact tracing, testing through the COVID-19 Monitoring and Assessment Program, and vaccination access and how it is helping the UO community and beyond:~~

~~Campus positive case response: University Communications works in collaboration with UHS to provide timely updates on all positive and presumptive positive COVID-19 cases among UO students and employees who are in Eugene, Portland, or Charleston. Information is posted on the dedicated UO COVID-19 Cases webpage and shared via email in the COVID-19 Update as cases are confirmed by the county health authorities and conveyed to communications via the UHS.~~

~~Contact tracing: University Communications works directly with the UO COVID-19 case management branch to guide the group in communications protocols for UO cases on and off campus in Eugene, Portland, and Charleston, and the UO-guided contact tracing associated with those cases.~~

~~Testing: University Communications supports the UO COVID-19 Monitoring and Assessment Program with message development, participant communications, marketing, media relations, and talking points. Communications also works with University Advancement in donor-focused messaging to raise funds for the program.~~

~~Vaccinations: University Communication is helping to inform the campus community about access to vaccines, registration, and plans to distribute when vaccine becomes available.~~

14.2.4 Research and Community Impact

University of Oregon's COVID-19 Health and Safety Operational Plan

Communicating about UO research, instruction, and services that help create COVID-19 solutions and knowledge. University Communications is sharing through owned, shared, and earned channels the stories of COVID-19 research by faculty and scholars, and service projects by the university.

14.2.5 Examples of Campus Communication

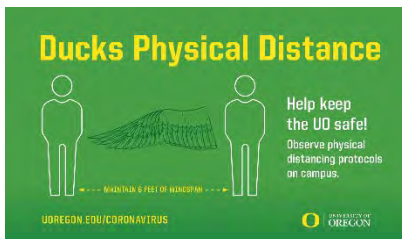


Here is the current information related to university operations and programs. The latest information is available on the [UO COVID-19 information](#) and our [COVID-19-related FAQs](#).

NEW:

- Two additional University of Oregon students are determined to be positive COVID-19 cases in Eugene, for a total of 32 cases. The students are recovering in isolation. Lane County has confirmed that the cases are connected to the college-age cluster reported by Lane County Public Health (LCPH). LCPH officials are conducting contact tracing and monitoring for individuals associated with these positive cases.
- LCPH reported today in their press conference that they are seeing an increase in travel-related cases, household transmission, small group transmission, and signs that new cases in the college cluster have been slowing down.

14.2.6 Examples of Campus COVID-19 Prevention Posters



15.0 Policies, Enforcement, and Complaint Process

Internal enforcement and complaint process: Each college and university must designate an employee or officer to implement and enforce, or supervise the implementation or enforcement of, the requirements in paragraph 3, the written plan described in paragraph 4, and such other related guidance as the HECC may promulgate. Each college or university must establish or designate a complaint process or processes for receiving and responding to concerns regarding these matters.

EXECUTIVE ORDER NO. 20-28 OPERATION OF HIGHER EDUCATION INSTITUTIONS DURING CORONAVIRUS PANDEMIC

15.1 Policies

Safety is the responsibility of all UO employees and students. Observations of unsafe actions or conditions should be reported to the university. The following UO policies outline the responsibilities and expectations for the campus community around safety compliance.

Below are links to two of the primary policies:

[Policy Number IV.05.10 Pandemic Response Regulations \(Temporary Policy\)](#)

[Policy Number IV.05.01 Safety - Physical Space and Environment](#)

15.2 Enforcement

The IMT's Incident Commanders are designated to implement and enforce, or supervise the implementation and enforcement of, the standards and requirements provided by OHA and established in this plan.

Human Resources is designated to oversee the implementation and enforcement of the OHA standards and requirements for all employees. Employees who do not comply with these safety policies and expectations are subject to progressive discipline in accordance with any collective bargaining agreements and/or employment contracts in place.

The Office of Student Conduct and Community Standards is designated to oversee the implementation and enforcement of the OHA standards and requirements for all students. Students who do not comply with these safety policies and expectations are subject to progressive discipline in accordance with the Student Code of Conduct.

15.3 Complaint Process

COVID-19 related safety complaints or concerns can be directed to a centralized [reporting form](#) located on the UO Coronavirus website. Any type of safety concern can be reported: face covering violations, not maintaining physical distancing, or other concerns. Reporting parties can leave their name or remain anonymous. The reports are routed in the following ways: reports about students go to the Office of Student Conduct and Community Standards, reports about individual employees go to Employee and Labor Relations, and reports about departments or non-individual reports are routed to Environmental Health and Safety.

16.0 Community Recovery and Engagement

The Community Recovery and Engagement branch has convened several local meetings between the City of Eugene, City of Springfield, and Lane County. These meetings have been designed to bring recovery efforts together to improve communications, expedite processes, reduce duplication of work, and find opportunities to collaborate on regional recovery efforts between the public agencies.

The Institute of Policy Research and Engagement (IPRE) and its program Resource Assistance for Rural Environments (RARE) have developed strong partnerships with seven of Oregon's 12 [Economic Development Districts](#), reaching about three quarters of the state's geographic area. Through RARE's partnership with Ford Family Foundation, Oregon Main Street, Travel Oregon, Oregon Food Bank, and Energy Trust of Oregon, RARE's AmeriCorps members will be working across the state helping to build economic recovery and resiliency plans in rural communities. IPRE is working with Business Oregon, League of Oregon Cities, and Association of Oregon Counties to develop recovery and resiliency frameworks in support of member communities and businesses. Additionally, there are plans to engage further with Oregon Business Industry, Greater Portland Inc., and the various chambers and business associations across the state to support a statewide economic recovery that will be critical to the long-term health of the state of Oregon. [To this end, the UO and Onward Eugene are awaiting final confirmation of a half million-dollar CAREs/EDA grant to expand operation of the Eugene/UO Accelerator.](#)

Published white papers from IPRE on [economic recovery](#) and [testing and contact tracing](#) have received wide distribution and sparked questions and conversations about the most effective ways to rebuild the economy and keep Oregon open and healthy. More white papers are in the works.

Below are the mission, charge, and objectives of the division.

16.1 Community Recovery and Engagement Mission

- Broadly supporting response and recovery efforts throughout the state

16.2 Community Recovery and Engagement Work Group's Charge

- Conveners, connectors, partnership builders, boundary spanners
- Connect across disciplines
- Convene people and create a framework for statewide recovery
- Create partnerships around needs that can create significant impact
- Use expertise to develop recovery frameworks that we can share with others
- Align existing efforts to reduce duplication of effort
- Leverage university's knowledge and connections to support recovery

16.3 Community Recovery and Engagement Workgroup's Activities

16.3.1 Economic Impact and Recovery

- White paper: [The Roadmap to Keeping Oregon Open Part I: Establishing the COVID-19 Capacity for Testing and Contact Tracing Required to Keep the State Safe and Open](#)
- Modeling out scenarios, convening experts on economic topics
- Developing and supporting public-private sector models that support private business activity

- White paper: [Responding to the Economic Impacts of Coronavirus: A Proposed Oregon Economic Recovery and Resilience Framework](#)

14.3.2 Applied Research

- Offer community organizations and municipalities research expertise to address complicated issues and support policy
- Equity and inclusion professionals, both administrative and research
- [Institute for Policy Research and Engagement](#) / [Resource Assistance for Rural Environments](#)

Appendix A: University of Oregon Pandemic Plan

https://www.uoregon.edu/sites/www2.uoregon.edu/files/uo-eop_part-111_annex-i-pandemic_060514_rev02-2020.pdf

Appendix B: Governor Brown's Executive Order N. 20-28

https://www.oregon.gov/gov/admin/Pages/eo_20-28.aspx

Appendix C: Oregon Health Authority's COVID-19 Standards

<https://www.oregon.gov/highered/about/Documents/News-Updates/OHA-HECC-higher-education-health-standards-covid-FINAL.pdf>.

Appendix D: ~~Additional Information on Case Management and Case Response~~

~~The COVID Care Response Team~~

~~As a result of the community's experience in early summer 2020 with the "college-age cluster" of cases, which included students from the UO community, and large numbers of contacts associated with cases in this age population, LCPH asked the UO to help with supporting its students and employees with case management (resource assistance). Furthermore, an enterprise-wide system of support for students and employees is needed to support university activities related to COVID-19, including through the creation of a sustainable structure for managing cases and contacts and provide assistance not only to students and employees but also to supervisors.~~

~~The IMT Case Management Team, has developed a centralized structure or hub called the COVID Care Response Team. This team was created through a collaboration between the UHS, the DOS, and HR, and would work at the direction of the branch director of the CMT (who also is a public health professional and leader within UHS). To meet LCPH's interests, this team can become a resource to not only the university but also to members of the university community, by LCPH request and as capacity warrants. Should excess capacity be available, case management services also could be provided to members of the broader Lane County community.~~

~~The scope of work for the COVID Care Response Team for students, employees, and supervisors will include the following:~~

- ~~● Intake of notifications from supervisors, UHS, and LCPH regarding cases and perceived/possible exposures on campus. This information would be input into an existing confidential system for tracking purposes.~~
- ~~● Work with University Communications to adequately communicate about the cases on the UO website and via COVID-19 email updates, in accordance with Clery Act reporting requirements.~~
- ~~● Navigation of HR policy surrounding leave and remote work for employees and supervisors.~~
- ~~● Provision of guidance to supervisors on how to manage individuals who test positive in the workplace.~~
- ~~● Wraparound services or resource assistance that helps UO community members identified as cases and contacts to properly isolate and/or quarantine for the correct amount of time as prescribed by LCPH. This assistance can include referrals and support related to basic needs:~~

- ~~Food~~—Guide individuals on how to order groceries online or from local grocery stores. Refer qualified individuals to the Student Sustainability Center, UO Food Pantry, or the Duck Nest to apply for food security resources such as SNAP.
- ~~Housing~~—Provide support to students who are able to quarantine in their existing home and how they need to disinfect the household. As needed, provide individuals who have housing needs with housing options when they need to relocate for isolation/quarantine.
- ~~Health care~~—Assist students with accessing health care providers at the University Health Services or within the local community.
- ~~Mental health~~—Connect students to counselors at the University Counseling Center to discuss stress, anxiety, depression, and other mental health issues emanating from the isolation/quarantine.
- ~~Financial support~~—Refer individuals to emergency funding, including filing for unemployment or advising students how to access the DOS Students in Crisis emergency fund and other potential funding sources such as CARES Act funding.

Some individuals may need more complex and ongoing resource management services and will be connected to other resources as needed (e.g., anti-discrimination resources, domestic violence resources, Department of Human Services, or other entities where specialized knowledge and expertise can be obtained. Students requiring a higher level of support could be referred to the existing DOS Student Care Team, which is comprised of representatives from across the UO community. Employees requiring a higher level of support could be referred to the Employee Assistance Program or other employee support assistance resources.

The work of the COVID Care Response Team would be jointly funded by LCPH and the UO.

~~Campus Case Notification~~

The following takes place once a positive case has been determined on campus:

- ~~The individual receiving the information alerts the branch director of the CMT or their designee. Incoming notifications of positive cases come from the UHS, Athletics, Employee and Labor Relations, a local public health department, or any supervisor in touch with an employee.~~
 - ~~UO only tracks cases of students and employees who are on campus or within the nearby campus community. UO doesn't track cases of students and employees who are out of the area or studying/working entirely remotely.~~
- ~~The CMT director or their designee contacts the local public health authorities to confirm the positive case and determines when the local public health department is announcing the case. UO can only announce the case after the public health authorities have announced it.~~
- ~~Once the case or cases have been confirmed, the CMT director or designee alerts the IMT Operations Section Chief. No protected health information is shared via this interaction.~~
- ~~The IMT Operations Section Chief or their designee alerts UO leadership of the number and type of cases, e.g., student or employee and general information about the cases that the health department might share about the cases (e.g., part of a cluster, travel-related). No protected health information is shared via this interaction.~~

- ~~Once UO leadership is notified, the CMT director or designee alerts University Communications. No protected health information is shared with this interaction.~~
- ~~University Communications does the following:~~
 - ~~Updates the UO case count website and provides a brief description of the case or cases and updates the UO homepage in accordance with the Clery Act. No protected health information is included in the web posting.~~
 - ~~Issues a periodic email notice, listing all the cases since the most recent email notice, including a brief description of the case or cases. No protected health information is included in any website updates or email notices.~~
 - ~~Prior to publication, the case count website and the email notices are reviewed for accuracy and compliance with the Clery Act by the CMT director, the IMT Operations Section Chief, and UO General Counsel.~~
 - ~~Messaging to remind the community about best health-related practices and precautions is often included.~~

~~Isolation/Quarantine Resources for Off-campus Students in Eugene~~

~~The university has coordinated with several local hotels to provide single-occupancy rooms available on an as-needed basis to provide isolation/quarantine space to students who are unable to isolate/quarantine in their current living situation. Individual stay duration to be determined on a case-by-case basis in consultation with Lane County Public Health. Stay duration could be one night or longer, depending on need. Length of stay may not be known at time of arrival.~~

Appendix DE: COVID-19 Integrated Communications and Marketing Plan

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Appendix EF: Athletics General Resumption Information

- Gradual return for student-athletes to athletic facilities with priority for sports with required summer Countable Athletically Related Activities (CARA) and fall competition seasons, including: Football, Volleyball, Women's Soccer, Cross Country and Men and Women's Basketball. Local student-athletes will also complete onboarding to permit access to weight room and medical facilities.
- Student-athletes returning to Eugene will be required to isolate for a prescribed period of time (minimum of seven days) before entering athletic facilities.
 - This is the protocol every time they leave Eugene and return from out-of-state.
- All student-athletes will be required to receive COVID-19 safety training before entering the athletic facilities to ensure education and compliance.
- All student-athletes will be required to undergo a physical (newcomers and returners) and given a COVID-19 screening questionnaire. During this process, high-risk student-athletes will be identified and counseled. This process will be time-consuming and requires scheduling with athletic medicine staff.
- Centralized health and daily symptom checkpoints for student-athletes will be established and required prior to entering all athletic facilities.
 - If an individual displays symptoms, has a temperature >100.3 °F, or otherwise indicates high risk for possible infection (i.e., new close exposure), he/she will not be allowed to access the facility, and a phone consult will be initiated with athletic medicine staff.
 - If an individual is not feeling well or experiencing symptoms, he/she should contact athletic medicine staff **by phone** prior to arriving at athletic facilities to evaluate the individual and determine the appropriate action (return home, seek immediate medical care, etc.) following CDC guidelines.
- Specific access plans and schedules will be created for all facilities to ensure student-athletes and staff use designated entrances and exits. These plans also maintain physical distancing and mandate functioning in small groups as required by room size, etc.
- Access plans include visual signage at each student-athlete checkpoint and staff entrances that will instruct all individuals to maintain minimum 6 feet of distance with others and 10 feet when exercising in a gym or outside.
 - Do not enter any facility if you have symptoms of illness.
 - Wear face covering at all times, including during indoor workouts. Face coverings may be temporarily removed for outdoor running with increased physical distancing (10 feet). Face coverings must be maintained on person (not thrown on the ground) and replaced when not actively running.
 - Wash hands/use hand sanitizer frequently.
 - Sneeze or cough into cloth, tissue, elbow, or sleeve (not hands).
 - Avoid hand shaking or unnecessary physical contact.

Precautions within Gyms and Practice Facilities

- Athletic trainers and strength and conditioning coaches will ensure daily symptom checks are completed by those entering the practice facilities and will maintain a log that can be reported to the health department, if necessary.
- Everyone must wear face coverings while they are on site and in all facilities.
- Staff and student-athletes must maintain a minimum of 6 feet of distance at all times during strength training and 10 feet when doing aerobic activity.
- Adequate space is required within the facilities in order to provide opportunities for required distancing.
- Phasing County risk level requirements will determine the number of people that may occupy an indoor space simultaneously ~~with Phase 1 being 25 people~~; actual capacity for each space is defined by square footage and may be less than maximum allowed.
- Every facility and outdoor space will be scheduled to provide training and conditioning for teams in a manner that creates appropriate distancing opportunities and minimizes contamination between teams.
- Hand sanitizer or hand-washing stations are located at each entrance and exit.
- Doors propped open when possible.
 - Fingerprint readers and other access controls that require touching for access will be deactivated.
 - Card reader access will be deactivated to ensure facility schedule is being monitored to minimize risk.
- Strict hygiene and cleaning regimen ~~have been~~ will be implemented to disinfect areas that may have been touched (i.e., cleaning of surfaces and equipment after use).
 - Each piece of equipment must be cleaned in between different users.
 - Select areas to be cleaned by the athletic trainers or strength and conditioning coaches.
 - Other areas to be cleaned by custodial staff to minimize number of individuals in those spaces.
- All food will be provided as grab-and-go option only, including snacks. The nutrition fueling stations will remain closed.
- Group gathering spaces such as locker rooms, team lounges or Marcus Mariota Sport Performance Center (MMSPC) recovery area will be closed ~~during Phase 1~~ based on current county risk level.

Student-Athlete COVID-19 Testing

- Testing with 24-hour turnaround is currently available on campus at UHS and McKenzie-Willamette Medical Center through specific protocols to minimize use of PPE and limit exposure to staff and students. Testing requires a physician's order.
- Confirmed symptomatic (fever, cough, shortness of breath, or diarrhea) COVID-19 cases should remain under home isolation for at least 10 days after illness onset and 72 hours after fever is gone without use of antipyretics (i.e., Tylenol), and no COVID-19 symptoms of fever, cough, shortness of breath, or diarrhea.
- Close contacts of confirmed cases will be contacted by LCPH (contact tracing) and educated regarding 14 days of self-isolation and symptom monitoring.

University of Oregon's COVID-19 Health and Safety Operational Plan

- If a confirmed case is asymptomatic or only has symptoms other than fever, cough, shortness of breath, and diarrhea (i.e., someone who is COVID-19 positive and only has fatigue and a runny nose), they should be isolated for 10 days after the collection of the specimen that tested positive.
- A close contact is defined as being within 6 feet of a COVID-19 patient for a prolonged period of time. The CDC has not defined "prolonged".
- For the purpose of LCPH investigation, prolonged is defined as greater than 15 minutes.

Close contact can include caring for, living with, visiting, or sitting within 6 feet of a confirmed COVID-19 patient; **OR** having direct contact with infectious secretions of a COVID-19 patient (i.e. being sneezed on).

As recommended guidelines are evolving, implementation will be adjusted to ensure compliance with the most recent directives with the health and safety of student-athletes and staff as the top priority. As more information becomes available, all necessary steps will be implemented in accordance with the state of Oregon, the UO, and the CDC.

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Agenda Item #3

Quarterly Finance and Treasury Reports



Finance Summary: Education and General Qtr2 FY2021

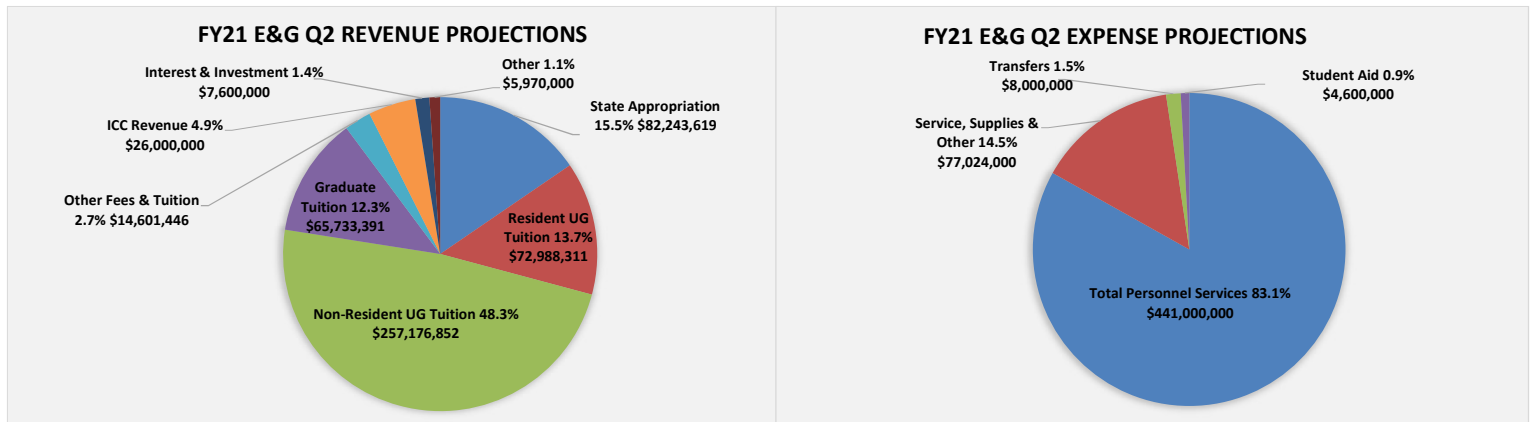
CFO's Key Takeaways

- COVID-19 pandemic continues to dramatically affect FY21 E&G fund finances.
- Winter enrollment (Winter over Winter SCH) for undergraduate students down 5.9%, compared to Fall over Fall of 4.8%.
- Reduction in number of first year, undergraduate students will affect E&G fund for the next 4-5 years.
- COVID-19 related one-time cost savings (e.g., S&S reductions, workshare savings, etc.) are expected to mitigate most of the revenue losses in E&G funds for FY21.
- Projected E&G fund deficit reduced from \$3.4 million to \$2.3M due to additional projected personnel and S&S savings.
- Projected FY21 end-of-year E&G fund balance is increasing from \$51.1M (Q1) to \$52.1M (Q2).

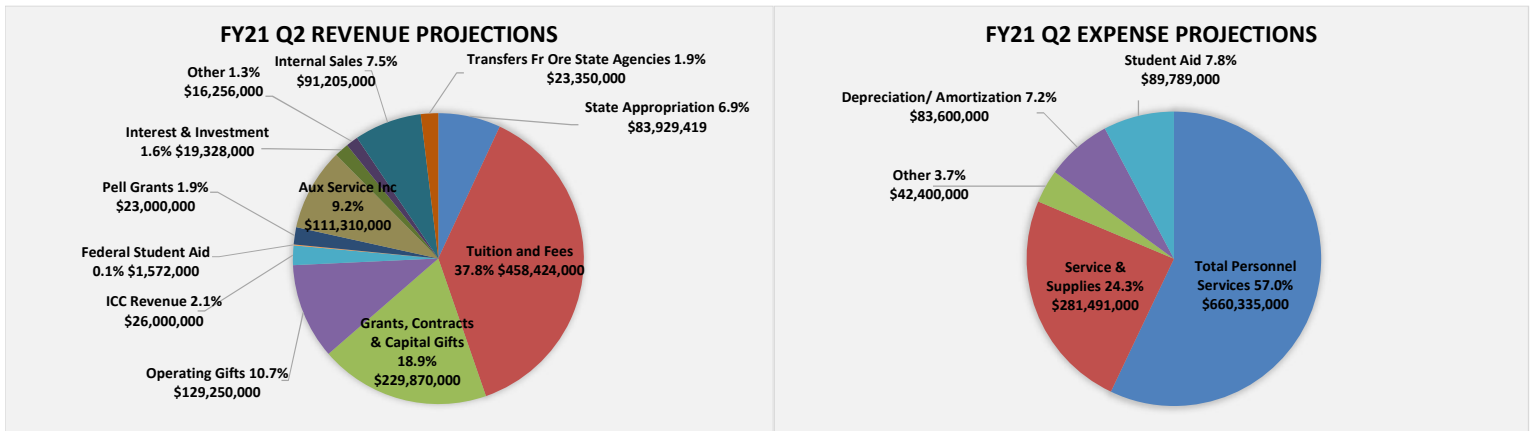
Education and General Fund Qtr2 Projections

Category	FY21 Initial Projection	FY21 Q2 Revised Projection	FY21 Initial Proj vs FY20 Act	FY21 Q2 Actuals vs FY20 Q2	Status	Revised Q2 Proj vs FY20	Notes
State Appropriation	\$82,243,619	\$82,243,619	3.4%	3.5%	On track	3.4%	
Tuition and Fees	\$414,000,000	\$410,500,000	-2.6%	-3.7%	Slightly Down	-3.4%	• Winter enrollment (SCH) for undergraduate students down 5.9% compared to Fall over Fall of 4.8%. Study Abroad projections adjusted to reflect continued COVID impact on operations through Spring Term.
Interest and Investment	\$7,600,000	\$7,600,000	6.7%	-3.7%	Down	6.7%	• Projections unchanged due to Q4 timing issues.
ICC Revenue	\$26,650,000	\$26,000,000	6.2%	-0.6%	Down	3.6%	• Projection updated based on latest grant figures.
Personnel Services	\$445,000,000	\$441,000,000	-0.5%	-0.3%	On track	-1.4%	• Overall compensation costs reduced due to projected impact of university hiring freeze and other HR actions.
Service & Supplies	\$94,000,000	\$89,000,000	-13.3%	-20.7%	Down	-17.9%	• COVID-19 impacts on travel, supplies and other S&S showing larger impact than originally projected.
Internal Sales Reimbursements	-\$16,500,000	-\$12,000,000	-14.3%	-42.3%	Down	-37.7%	• ISRs reduced due to lower level of overhead assessments collected and fewer billed projects for Auxiliary operations.
Capital Expenditures	-\$5,000,000	-\$4,000,000	34.4%	-16.4%	Down	7.5%	• Fewer planned departmental projects in FY21.

Education & General Funds - Total Dollars

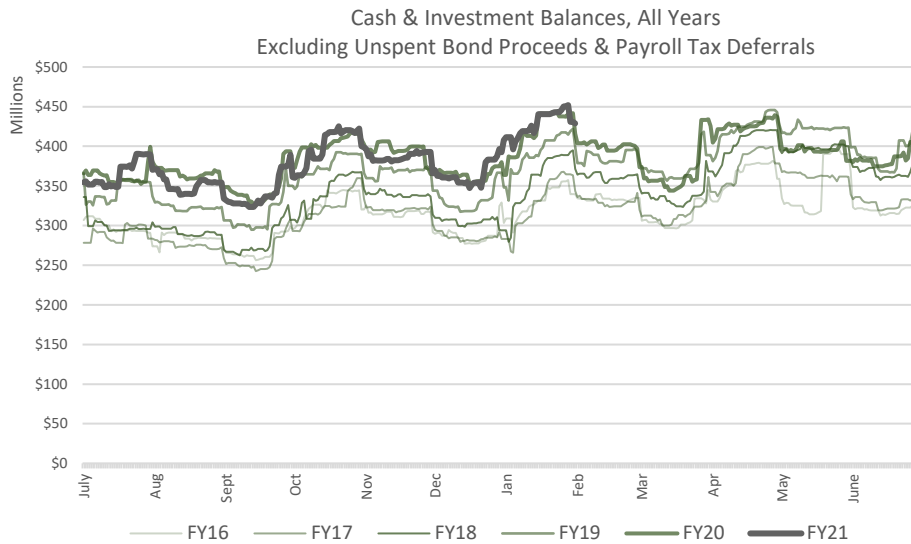


All Funds - Total Dollars



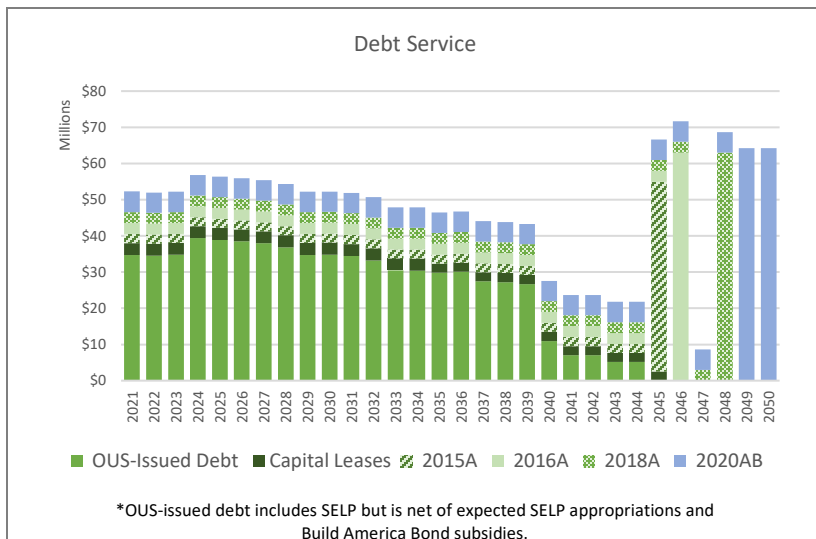
Student Aid Expense does not include \$61.5M of fee remissions awarded to students. Remissions are booked as negative revenue.

Cash & Investment Pool



- The cash & investment pool averaged \$384 million during Q2 FY21, excluding all bond proceeds and the payroll tax deferral. Average balances for the quarter, excluding bond proceeds and the payroll tax deferral, were approximately \$3 million less than the same quarter in FY20. Decreased cash balances were primarily seen in auxiliary operating funds, E&G funds and designated operations funds but were partially offset by increased restricted gift fund balances.
- UO is participating in the federal program to defer payroll tax payments and has accumulated \$13.1 million in cash balances through December 2020, excluded from the charts above, that is due December 31, 2021 and December 31, 2022.
- At December 31, 2020, there were approximately \$109 million of unspent bond proceeds (average of \$118 million for the quarter), excluded from the charts above.
- Liquidity remains very good, with an average of over \$400 million of cash and investments (including bond proceeds) accessible within one week.
- Estimated average accounting yield for the cash & investment pool was 1.60% for Q2 FY21 and 2.34% for Q2 FY20. Year-to-date average accounting yield was 1.45% in FY21, compared to 2.29% in FY20, primarily due to lower interest rates.
- Preliminary results indicate the T3 portfolio returned 12.4% in Q2 FY21 compared to the stock/bond benchmark return of 9.0%. Detailed final information for Q2 FY21 will be distributed upon receipt from the University of Oregon Foundation.

Debt Activities



Significant Projects Funded Using Debt & Capital Leases

<p>UO 2020AB</p> <ul style="list-style-type: none"> • Housing Trans. Ph 1 <p>UO 2018A</p> <ul style="list-style-type: none"> • Bean Hall • Oregon Hall • Health Center <p>UO 2016A</p> <ul style="list-style-type: none"> • Kalapuya Ilihi Hall • Pacific Hall <p>UO 2015A</p> <ul style="list-style-type: none"> • Erb Memorial Union <p>Capital Leases</p> <ul style="list-style-type: none"> • White Stag (Portland) • 1600 Millrace 	<p>OUS-Issued Debt</p> <ul style="list-style-type: none"> • Autzen Stadium • Central Power Station • Erb Memorial Union • Family Housing Projects • Ford Alumni Center • Global Scholars Hall • Knight Law Center • Living Learning Center • Parking Projects • Student Rec Center • Matthew Knight Arena • Williams Bakery Land
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- The current principal balance of outstanding debt, including capital leases, is approximately \$813 million.
- Bond proceeds are loaned internally for capital projects. Borrowers are scheduled to repay their loans prior to the bullet payments due in 2045, 2046, 2048, 2049, and 2050 to ensure that the Internal Bank will have sufficient cash for the bullets.

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UNIVERSITY OF OREGON

Financial Update

March 2021

Board of Trustees of the University of Oregon

Agenda

- Quarterly Financial Report
- Quarterly Treasury Report
- Auxiliary Operations Update
- Expenditure Authorization Update

Quarterly Financial Report – CFO Key Takeaways

FY21 E&G Funds – Q2 Projections

- Covid-19 pandemic dramatically affecting FY21 E&G fund finances
- Winter enrollment (Winter over Winter Student Credit Hours) for undergraduate students down 5.9%, compared to Fall over Fall of 4.8%
- Reduction in number of first year students will affect E&G fund for the next 4-5 years
- However, COVID-19 related one time cost savings (e.g., S&S reductions, workshare savings, etc.) are expected to mitigate most of the revenue losses in the E&G fund for FY2021
- Projected E&G fund deficit reduced from \$3.4 million to \$2.3M due to additional projected personnel and S&S savings

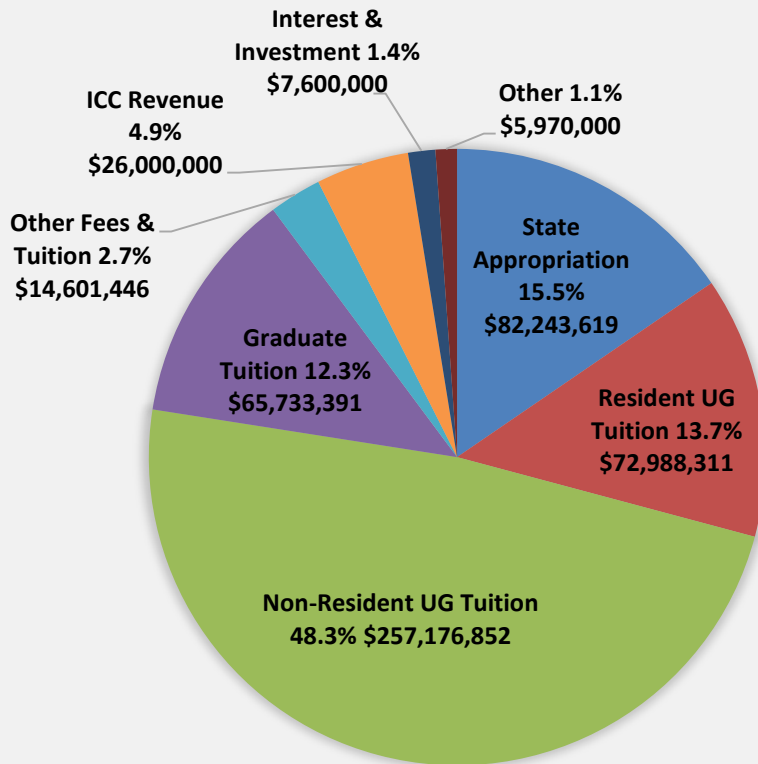
Quarterly Financial Report - Dashboard

Education and General Fund – Q2 Projections

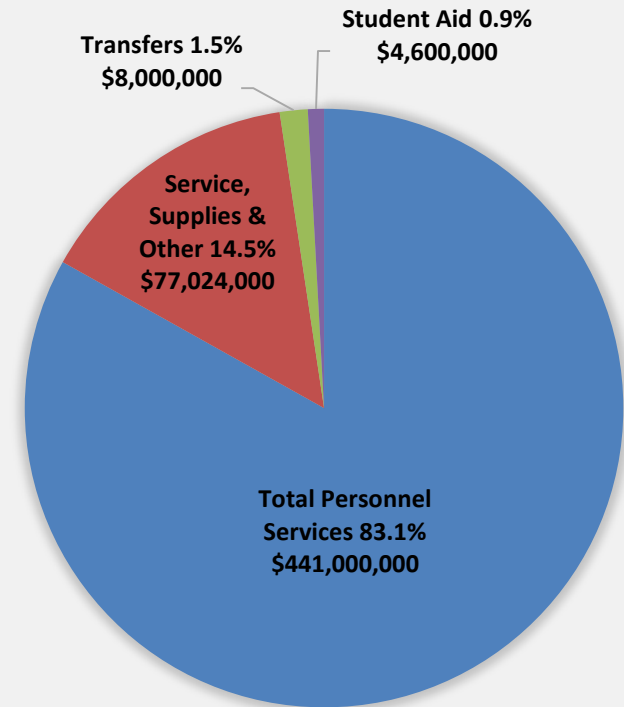
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Tuition and Fees	\$414,000,000	\$410,500,000	-2.6%	-3.7%	-3.4%	<ul style="list-style-type: none"> Winter enrollment (Winter over Winter Student Credit Hours) for undergraduate students down 5.9%, compared to Fall over Fall of 4.8%. Study Abroad projections adjusted to reflect continued COVID impact on operations through Spring term.
Interest & Investment	\$7,600,000	\$7,600,000	6.7%	-3.3%	-6.7%	<ul style="list-style-type: none"> Projections unchanged due to Q4 timing issues.
ICC Revenue	\$26,650,000	\$26,000,000	6.2%	-0.6%	3.6%	<ul style="list-style-type: none"> Projection updated based on latest grant figures.
Personnel Services	\$445,000,000	\$441,000,000	-0.5%	-0.3%	-1.4%	<ul style="list-style-type: none"> Overall compensation costs reduced due to projected impact of university hiring freeze and other HR actions.
Service & Supplies	\$94,000,000	\$89,000,000	-13.3%	-20.7%	-17.9%	<ul style="list-style-type: none"> COVID-19 impacts on travel, supplies and other S&S larger than originally projected.
Internal Sales Reimbursements	(\$16,500,000)	(\$12,000,000)	-14.3%	-42.3%	-37.7%	<ul style="list-style-type: none"> ISRs reduced due to lower level of overhead assessments collected and fewer billed projects for Auxiliary operations.
Capital Expenditures	(\$5,000,000)	(\$4,000,000)	34.4%	-16.2%	7.5%	<ul style="list-style-type: none"> Fewer planned departmental projects in FY21.

Quarterly Financial Report – E&G Fund Projected Revenue and Expense Breakdown

FY21 E&G Q2 REVENUE PROJECTIONS



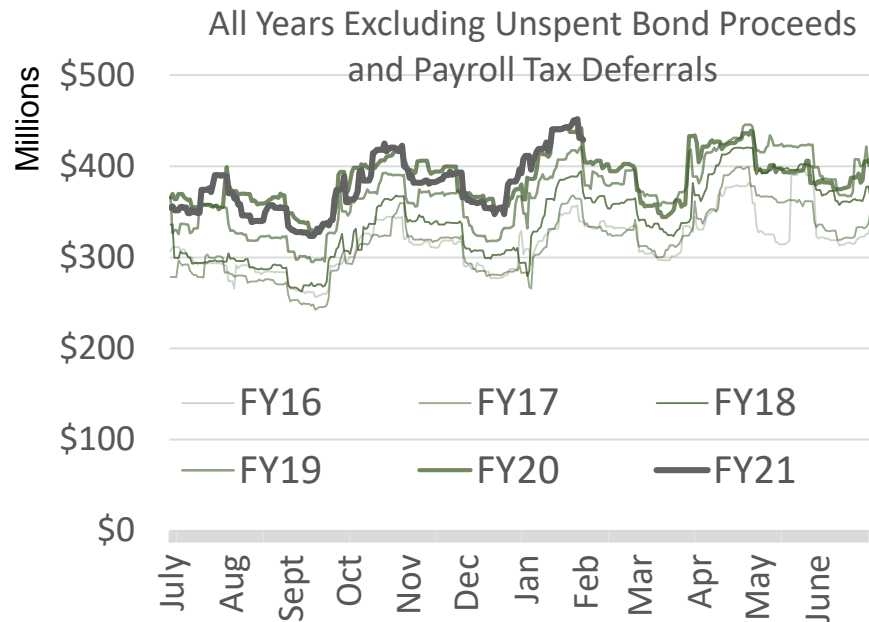
FY21 E&G Q2 EXPENSE PROJECTIONS



Agenda

- Quarterly Financial Report
-  • Quarterly Treasury Report
- Auxiliary Operations Update
- Expenditure Authorization Update

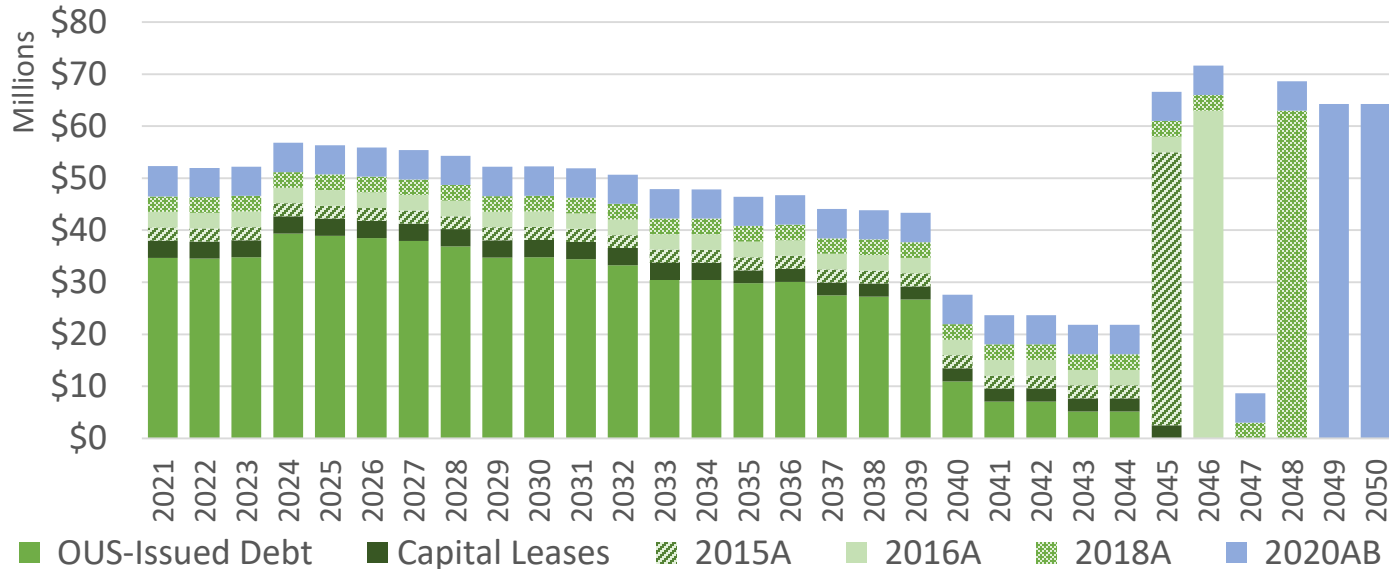
Cash & Investment Balances



- Average balances for the quarter, excluding bond proceeds and the payroll tax deferral, were approximately \$3 million less than the same quarter in FY20.
- Liquidity remains very good, with an average of over \$400 million of cash and investments (including bond proceeds) accessible within one week.

- Estimated average accounting yield for the cash & investment pool was 1.60% for Q2 FY21 and 2.34% for Q2 FY20. Year-to-date average accounting yield was 1.45% in FY21, compared to 2.29% in FY20, primarily due to lower interest rates.
- Preliminary results indicate the T3 portfolio returned 12.4% in Q2 FY21 compared to the stock/bond benchmark return of 9.0%.

Debt Service



*OUS-issued debt includes SELP but is net of expected SELP appropriations and Build America Bond subsidies.

- The current principal balance of outstanding debt, including capital leases, is approximately \$813 million.
- Bond proceeds are loaned internally for capital projects. Borrowers are scheduled to repay their loans prior to the bullet payments due in 2045, 2046, 2048, 2049, and 2050 to ensure that the Internal Bank will have sufficient cash for the bullets.

Agenda

- Quarterly Financial Report
- Quarterly Treasury Report
-  • Auxiliary Operations Update
- Expenditure Authorization Update

FY2021: Updated Auxiliary Operation Projections

Auxiliary Operation	Initial FY2021 Scenarios Size of Loss	Dec Update FY21 Projections Size of Loss	March Update FY21 Projections Size of Loss	Notes
Housing and Dining	\$11.0 million - \$15.1 million	\$9.9 million	\$9.4 million	Fall 2020 Housing Residents down approximately 38%. Winter 2021 Housing Residents down approximately 40%.
Health Center	\$1.0 million - \$2.2 million	\$0.2 million	\$1.5 million	Additional revenue loss due to increased Covid-19 activities, as well as lower enrollment
Athletics	\$56.3 million - \$81.1 million	\$63.0 million	\$63.0 million	Significant impact of changes to Football schedule and operations
EMU	Up to \$1.6 million	No loss	No loss	Expenses reduced to match projected revenue. Incidental fee funding intact.
PE & Rec	Up to \$2.1 million	\$1.1 million	\$1.2 million	Significant loss of other revenue (community memberships, locker rentals, etc.)

Housing & Dining: FY2021 Projection

Projection **40% Decline in Housing & Dining Revenue**

Projected Revenue \$42.4 million

Projected Expense \$51.8 million

Net Loss (\$9.4 million)

- Assumptions
- Barnhart Hall dedicated to quarantine and isolation (244 rooms)
 - Riley Hall dedicated to isolation
 - Triple occupancy rooms were changed to double occupancy
 - Extra staff and supplies required for 7-day a week additional cleaning disinfecting
 - Dining aligned to CDC and OHA standards
 - Reduced services and supplies expenses
 - Unfortunately, temporary and permanent staff layoffs were required
 - Revenue does not include \$3 million of CARES funding received to cover FY20 student housing fee refunds

Health Center: FY2021 Projections

Projection	5% Decline in Fee Paying Students
Projected Revenue	\$13.5 million
Projected Expense	\$15.0 million
Net Loss	(\$1.5 million)
Assumptions	<ul style="list-style-type: none">• Experiencing the effects of service displacement where Covid-19 related services taking the place of higher revenue regular health maintenance appointments; this creates both revenue loss and prevents labor savings that would otherwise have occurred with reduced health service levels• Fall and Winter enrollment continues to decline over prior year

Athletics : FY2021 Projections

Projection	Football & Other Sports without Fans
Projected Revenue	\$45 million
Projected Expense	\$108 million
Net Loss	(\$63 million)

Assumptions

- 7 game conference-only football season (Includes Pac-12 Champ Game)
- Participation in CFP/Bowl Games
- Non-conference/Conference basketball seasons
- NCAA Basketball Tournament
- Other sports:
 - Post-January 1 competition
 - Participation in NCAA Championships
- No fans throughout FY21
- Includes impact of estimated expenses related to Covid-19 protocols including testing, equipment/technology, facility adjustments, quarantine/isolation, etc.
- NCAA currently in recruiting dead period through at least May 31, 2021

EMU : FY2021 Projections

**9.4% Reduction in Students paying the EMU Fee
(includes Summer 2020)**

Projected
Revenue

\$14.1 million

Projected
Expense

\$13.9 million

Net Loss

No loss

Assumptions

- Reduced building hours (e.g. facility closes at 10pm)
- Incidental fee funding for EMU intact
- Other revenue (e.g., room rentals) down 67%
- S&S expenses reduced by \$900K
- HR expenses reduced by \$1.8 million due to not filling vacancies, summer workshare program, reduced hiring of student workers

PE & Rec : FY2021 Projections

**9.4% Reduction in Students paying the SRC Fee
(includes Summer 2020)**

Projection

Projected
Revenue

\$7.6 million

Projected
Expense

\$8.8 million

Net Loss

(\$1.2 million)

Assumptions

- Other revenue (e.g. locker rentals, community memberships) down \$900K
- Fee revenue from PE classes down \$500K
- Some HR savings from vacancies and workshare
- Reduced building hours (e.g., facility closes at 8pm)
- Revenue does not include \$1 million of CARES Act funding (reimburses student fee refunds from spring 2020 term)

Agenda

- Quarterly Financial Report
- Quarterly Treasury Report
- Auxiliary Operations Update
-  • Expenditure Authorization Update

FY2021 Expenditure Authorization

- **June 2020 Board Meeting**
 - Approved authorization - continuing resolution for operating expenditure budget (\$1,132,345,000)
 - Quarterly updates to be provided regarding:
 - how quarterly expenditures compare to the annual expenditure authorization,
 - whether the state has implemented any cuts on state appropriation, and/or the university projects declines in tuition revenue due to enrollment challenges,
 - steps the university is taking to reduce expenditures, and
 - whether the current authorization remains appropriate or should be adjusted.

FY2021 Expenditure Authorization Recommendation

- Quarterly Expenditures**

- Approved authorization - continuing resolution for operating expenditure budget (\$1,132,345,000)
- 50% of approved authorization: \$566,172,500
- Actual Run Rate (FY15 – FY19): 48.7%
- 48.7% of approved authorization: \$550,985,086
- FY2021 Q2 Actual expenditures: \$513,169,083

FY21 Q2 Expenditures	E&G Funds	Other Funds	Total
Salary and OPE (Benefits)	\$199,222,188	\$111,376,853	\$310,599,042
Supplies and Services	\$42,889,689	\$93,714,932	\$136,604,621
Capitalized Equipment	\$2,284,687	\$8,202,552	\$10,487,239
Student Aid	\$2,724,363	\$50,084,490	\$52,808,853
Net Transfers	\$3,000,074	(\$330,747)	\$2,669,327
Total	\$250,121,002	\$263,048,081	\$513,169,083

FY2021 Expenditure Authorization Recommendation

- **Relevant Information**

- State Appropriation: legislature met in Special Session in August - PUSF protected from cuts
- Enrollment & Tuition: Undergraduate enrollment (SCH) down 5.9% winter term; see FY21 Q2 E&G Fund Projections for impact on finances
- Steps the university is taking to reduce expenditures:
 - Travel freeze, hiring freeze, and pay action freeze
 - Voluntary pay reductions – senior leadership (President, Provost, Vice Presidents, Deans, Athletic Director)
 - HR actions in Auxiliary Operations (LWOP with extended benefits)
 - Agreement with United Academics to extend collective bargaining agreement (with no annual salary increase) to June 2021 & support Progressive Pay Reduction Plan
 - Workshare program – summer FTE reduction program
 - Direction to limit Services and Supplies (“S&S”) expenditures to essential expenses
- No changes recommended to expenditure authorization

FY20 Actuals Quarter 4 Report

All Funds except Agency and Clearing

	Designated Ops and Service				Restricted Gift				Total	Reporting Adj.	Total
	Education and General	Center	Auxiliaries	Grant Funds	Funds	Other Funds	Plant Funds	Internal Bank			
State Appropriation	\$ 79,520,551	\$ 1,170,784	\$ 396,550	\$ 54,075	\$ -	\$ -	\$ -	\$ -	\$ 81,141,960		
Tuition and Fees	\$ 425,005,337	\$ 2,343,829	\$ 40,263,479	\$ -	\$ -	\$ -	\$ -	\$ 3,006,669	\$ 470,619,314		
Gifts Grants & Contracts	\$ 136,496	\$ 5,403,198	\$ 296,177	\$ 137,021,446	\$ 98,025,211	\$ -	\$ 372,641,532	\$ -	\$ 613,524,059		
ICC Revenue	\$ 25,087,226	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,087,226		
Federal Student Aid	\$ -	\$ -	\$ -	\$ 24,594,879	\$ -	\$ -	\$ -	\$ -	\$ 24,594,879		
Interest and Investment	\$ 7,124,366	\$ 12,776,445	\$ 101,704	\$ 1,651	\$ 2,343	\$ 449,897	\$ 860,954	\$ 10,006,794	\$ 31,324,153		
Internal Sales	\$ 2,084,941	\$ 52,165,528	\$ 23,088,903	\$ 40	\$ 6,000	\$ -	\$ -	\$ 35,840,165	\$ 113,185,577		
Sales & Services	\$ 4,005,521	\$ 11,025,310	\$ 159,762,254	\$ (3,620,318)	\$ -	\$ -	\$ 243,040	\$ -	\$ 171,415,808		
Other Revenues	\$ 2,506,221	\$ 895,509	\$ 3,655,368	\$ -	\$ -	\$ -	\$ 275,640	\$ -	\$ 7,332,738		
Transfers From Ore State Agencies	\$ -	\$ -	\$ 13,201	\$ 9,287,180	\$ -	\$ -	\$ 21,201,340	\$ -	\$ 30,501,721		
Total Revenue	\$ 545,470,658	\$ 85,780,602	\$ 227,577,636	\$ 167,338,953	\$ 98,033,554	\$ 449,897	\$ 395,222,505	\$ 48,853,628	\$ 1,568,727,434		
Salaries and Wages	\$ 264,475,179	\$ 23,582,178	\$ 60,501,185	\$ 42,087,370	\$ 18,922,158	\$ -	\$ 10,000	\$ 187,002	\$ 409,765,072		
OPE Health Benefits	\$ 158,282,422	\$ 19,272,251	\$ 34,329,615	\$ 23,390,481	\$ 9,251,608	\$ -	\$ 3,300	\$ 111,871	\$ 244,641,548		
OPE Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
OPE Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
OPE GTF Remissions	\$ 24,331,336	\$ 163,034	\$ 198,570	\$ 2,160,552	\$ 369,293	\$ -	\$ -	\$ -	\$ 27,222,785		
Total Personnel Services	\$ 447,088,937	\$ 43,017,463	\$ 95,029,369	\$ 67,638,403	\$ 28,543,059	\$ -	\$ 13,300	\$ 298,873	\$ 681,629,405		
Service & Supplies	\$ 108,458,297	\$ 17,615,751	\$ 98,798,325	\$ 29,656,339	\$ 18,543,146	\$ 11,396	\$ 8,558,657	\$ 33,550,560	\$ 315,192,470		
Merchandise-Resale/Redistribution	\$ 12,351	\$ 17,185,209	\$ 9,363,390	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,560,950		
Internal Sales Reimbursements	\$ (19,258,716)	\$ (2,000)	\$ (1,310,428)	\$ (21,800)	\$ -	\$ -	\$ (543,331)	\$ -	\$ (21,136,276)		
Indirect Costs	\$ 24,246	\$ 3,175,566	\$ 7,506,219	\$ 25,104,726	\$ -	\$ -	\$ -	\$ -	\$ 35,810,757		
Depreciation/Amortization Expense	\$ -	\$ 4,251,402	\$ 32,869,763	\$ -	\$ -	\$ -	\$ 33,221,350	\$ -	\$ 70,342,516		
Student Aid	\$ 5,515,265	\$ 2,784,161	\$ 2,183,558	\$ 42,807,766	\$ 33,789,032	\$ 2,082,044	\$ -	\$ -	\$ 89,161,827		
Total General Expense	\$ 94,751,443	\$ 45,010,089	\$ 149,410,826	\$ 97,547,032	\$ 52,332,178	\$ 2,093,440	\$ 41,236,676	\$ 33,550,560	\$ 515,932,244		
Net Transfers Out/(In)	\$ 7,007,520	\$ 593,902	\$ 1,216,522	\$ 333,114	\$ 732,048	\$ 549,333	\$ (12,264,226)	\$ 1,831,786	\$ -		
Total Expense	\$ 548,847,900	\$ 88,621,455	\$ 245,656,717	\$ 165,518,550	\$ 81,607,284	\$ 2,642,773	\$ 28,985,750	\$ 35,681,219	\$ 1,197,561,649		
Net before CapEx	\$ (3,377,242)	\$ (2,840,853)	\$ (18,079,081)	\$ 1,820,404	\$ 16,426,270	\$ (2,192,877)	\$ 366,236,755	\$ 13,172,409	\$ 371,165,785		
Beginning Fund Balance	\$ 63,821,674	\$ 59,940,817	\$ 319,242,597	\$ (1,217,227)	\$ 12,601,887	\$ 7,754,280	\$ 688,287,700	\$ 36,993,215	\$ 1,187,424,943		
Capital Expenditures	\$ (3,721,532)	\$ (1,073,488)	\$ (661,453)	\$ (1,448,244)	\$ (1,876,342)	\$ -	\$ (452,136,088)	\$ -	\$ (460,917,148)		
Net (from above)	\$ (3,377,242)	\$ (2,840,853)	\$ (18,079,081)	\$ 1,820,404	\$ 16,426,270	\$ (2,192,877)	\$ 366,236,755	\$ 13,172,409	\$ 371,165,785		
Fund Additions/Deductions*	\$ (70,749)	\$ 598,250	\$ 293,340,326	\$ -	\$ (135,380)	\$ -	\$ 168,461,602	\$ -	\$ 462,194,050	\$ (285,968,269)	
Ending Fund Balance	\$ 56,652,151	\$ 56,624,726	\$ 593,842,389	\$ (845,068)	\$ 27,016,434	\$ 5,561,403	\$ 770,849,969	\$ 50,165,625	\$ 1,559,867,630	\$ (285,968,269)	\$ 1,273,899,361
Year-End Accounting Entries **	\$ (2,250,903)	\$ (181,947)	\$ (539,728)	\$ (291,587)	\$ (124,019)	\$ -	\$ -	\$ (2,588)	\$ (3,390,771)		\$ (3,390,771)
Net Capital Assets	\$ -	\$ 25,953,555	\$ 556,111,823	\$ -	\$ -	\$ -	\$ 685,489,231	\$ (1,389,750)	\$ 1,266,164,859	\$ -	\$ 1,266,164,859
Other Restricted Net Assets	\$ -	\$ -	\$ -	\$ (1,136,654)	\$ 26,892,415	\$ 5,561,403	\$ 73,338,513	\$ -	\$ 104,655,678	\$ 350,684	\$ 105,006,362
Unrestricted Net Assets	\$ 54,401,248	\$ 30,489,225	\$ 37,190,838	\$ -	\$ -	\$ -	\$ 12,022,225	\$ 51,552,787	\$ 185,656,322	\$ (286,318,953)	\$ (100,662,630)
Total Net Assets***	\$ 54,401,248	\$ 56,442,780	\$ 593,302,661	\$ (1,136,654)	\$ 26,892,415	\$ 5,561,403	\$ 770,849,969	\$ 50,163,036	\$ 1,556,476,859	\$ (285,968,269)	\$ 1,270,508,590

* - Due to Capital Improvements and Debt Accounting entries

** - Year-End Accounting - e.q. Allocate Pension Liability, Reclass Cash to Investments, Allocate Debt

FY21 Initial Projection - All Funds except Agency and Clearing

	Designated Ops and Service				Restricted Gift		Plant Funds	Internal Bank	Total
	Education and General	Center	Auxiliaries	Grant Funds	Funds	Other Funds			
State Appropriation	\$ 82,243,619	\$ 1,171,000	\$ 453,000	\$ 61,800	\$ -	\$ -	\$ -	\$ -	\$ 83,929,419
Tuition and Fees	\$ 414,000,000	\$ 835,000	\$ 44,371,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 462,206,000
Gifts Grants & Contracts	\$ 170,000	\$ 4,800,000	\$ -	\$ 139,900,000	\$ 125,250,000	\$ -	\$ 83,000,000	\$ -	\$ 353,120,000
ICC Revenue	\$ 26,650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,650,000
Federal Student Aid	\$ -	\$ -	\$ -	\$ 24,572,000	\$ -	\$ -	\$ -	\$ -	\$ 24,572,000
Interest and Investment	\$ 7,600,000	\$ 9,400,000	\$ 102,000	\$ 10,000	\$ 100,000	\$ 100,000	\$ 650,000	\$ 650,000	\$ 18,612,000
Internal Sales	\$ 1,100,000	\$ 52,800,000	\$ 22,170,000	\$ -	\$ 5,000	\$ -	\$ -	\$ 37,500,000	\$ 113,575,000
Sales & Services	\$ 3,100,000	\$ 10,000,000	\$ 106,088,000	\$ 106,000	\$ -	\$ -	\$ -	\$ -	\$ 119,294,000
Other Revenues	\$ 2,500,000	\$ 900,000	\$ 563,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 4,063,000
Transfers From Ore State Agencies	\$ -	\$ -	\$ -	\$ 9,600,000	\$ -	\$ -	\$ 13,750,000	\$ -	\$ 23,350,000
Total Revenue	\$ 537,363,619	\$ 79,906,000	\$ 173,747,000	\$ 174,249,800	\$ 125,355,000	\$ 100,000	\$ 97,500,000	\$ 41,150,000	\$ 1,229,371,419
Salaries and Wages	\$ 263,045,000	\$ 21,620,000	\$ 34,631,000	\$ 42,770,000	\$ 35,117,333	\$ -	\$ -	\$ 235,000	\$ 397,418,333
OPE Health Benefits	\$ 150,267,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,417,000
OPE Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPE Other	\$ -	\$ 17,700,000	\$ 27,697,000	\$ 22,060,000	\$ 25,446,783	\$ -	\$ -	\$ -	\$ 92,903,783
OPE GTF Remissions	\$ 31,688,000	\$ -	\$ -	\$ 3,500,000	\$ 335,384	\$ -	\$ -	\$ -	\$ 35,523,384
Total Personnel Services	\$ 445,000,000	\$ 39,320,000	\$ 62,328,000	\$ 68,330,000	\$ 60,900,000	\$ -	\$ -	\$ 385,000	\$ 676,263,000
Service & Supplies	\$ 94,000,000	\$ 17,080,000	\$ 91,185,000	\$ 30,100,000	\$ 19,500,000	\$ -	\$ 8,000,000	\$ 32,800,000	\$ 292,665,000
Merchandise-Resale/Redistribution	\$ 2,000	\$ 15,500,000	\$ 9,196,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,698,000
Internal Sales Reimbursements	\$ (16,500,000)	\$ (10,000)	\$ (1,067,000)	\$ (25,000)	\$ -	\$ -	\$ -	\$ -	\$ (17,602,000)
Indirect Costs	\$ 100,000	\$ 3,000,000	\$ 6,904,000	\$ 26,650,000	\$ -	\$ -	\$ -	\$ -	\$ 36,654,000
Depreciation/Amortization Expense	\$ -	\$ 4,160,000	\$ 41,253,000	\$ -	\$ -	\$ -	\$ 38,627,000	\$ -	\$ 84,040,000
Student Aid	\$ 5,100,000	\$ 2,150,000	\$ 1,861,000	\$ 43,450,000	\$ 34,650,000	\$ 30,000	\$ -	\$ -	\$ 87,241,000
Total General Expense	\$ 82,702,000	\$ 41,880,000	\$ 149,332,000	\$ 100,175,000	\$ 54,150,000	\$ 30,000	\$ 46,627,000	\$ 32,800,000	\$ 507,696,000
Net Transfers Out(In)	\$ 8,000,000	\$ 500,000	\$ 666,000	\$ 250,000	\$ 1,750,000	\$ -	\$ (13,166,000)	\$ 2,000,000	\$ -
Total Expense	\$ 535,702,000	\$ 81,700,000	\$ 212,326,000	\$ 168,755,000	\$ 116,800,000	\$ 30,000	\$ 33,461,000	\$ 35,185,000	\$ 1,183,959,000
Net before CapEx	\$ 1,661,619	\$ (1,794,000)	\$ (38,579,000)	\$ 5,494,800	\$ 8,555,000	\$ 70,000	\$ 64,039,000	\$ 5,965,000	\$ 45,412,419
Beginning Fund Balance	\$ 54,401,248	\$ 56,442,780	\$ 593,302,661	\$ (1,136,654)	\$ 26,892,415	\$ 5,561,403	\$ 770,849,969	\$ 50,163,036	\$ 1,556,476,859
Capital Expenditures	\$ (5,000,000)	\$ (750,000)	\$ (212,000)	\$ (2,600,000)	\$ (7,000,000)	\$ -	\$ (153,900,000)	\$ -	\$ (169,462,000)
Net (from above)	\$ 1,661,619	\$ (1,794,000)	\$ (38,579,000)	\$ 5,494,800	\$ 8,555,000	\$ 70,000	\$ 64,039,000	\$ 5,965,000	\$ 45,412,419
Fund Additions/Deductions*	\$ -	\$ -	\$ 80,500,000	\$ -	\$ -	\$ -	\$ 81,400,000	\$ -	\$ 161,900,000
Ending Fund Balance	\$ 51,062,867	\$ 53,898,780	\$ 635,011,661	\$ 1,758,146	\$ 28,447,415	\$ 5,631,403	\$ 762,388,969	\$ 56,128,036	\$ 1,594,327,278
Year-End Accounting Entries **	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Net Capital Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Other Restricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Unrestricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Total Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

* - Due to Capital Improvements and Debt Accounting entries

** - Year-End Accounting - e.g. Allocate Pension Liability, Reclass Cash to Investments, Allocate Debt

FY21 Actuals Quarter 2 Report
All Funds except Agency and Clearing

	Designated Ops								
	Education and and Service			Restricted Gift					
	General	Center	Auxiliaries	Grant Funds	Funds	Other Funds	Plant Funds	Internal Bank	Total
State Appropriation	\$ 49,476,359	\$ 585,392	\$ 241,718	\$ 32,948	\$ -	\$ -	\$ -	\$ -	\$ 50,336,417
Tuition and Fees	\$ 280,379,541	\$ 544,814	\$ 29,949,186	\$ -	\$ -	\$ -	\$ -	\$ 2,058,843	\$ 312,932,384
Gifts Grants & Contracts	\$ 153,991	\$ 720,187	\$ -	\$ 68,775,246	\$ 72,441,941	\$ -	\$ 10,748,606	\$ -	\$ 152,839,971
ICC Revenue	\$ 13,421,243	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,421,243
Federal Student Aid	\$ -	\$ -	\$ -	\$ 14,191,713	\$ -	\$ -	\$ -	\$ -	\$ 14,191,713
Interest and Investment	\$ 3,581,183	\$ 6,695,268	\$ 56,051	\$ 1,124	\$ 2,463	\$ 49,243	\$ 453,964	\$ 3,084,015	\$ 13,923,310
Internal Sales	\$ 247,159	\$ 23,987,175	\$ 8,300,414	\$ -	\$ -	\$ -	\$ -	\$ 23,998,179	\$ 56,532,927
Sales & Services	\$ 1,764,824	\$ 2,503,394	\$ 44,397,522	\$ 3,976,027	\$ -	\$ -	\$ -	\$ -	\$ 52,641,768
Other Revenues	\$ 346,548	\$ 337,183	\$ 222,457	\$ -	\$ -	\$ -	\$ 35,704	\$ -	\$ 941,892
Transfers From Ore State Agencies	\$ -	\$ -	\$ -	\$ 3,933,636	\$ -	\$ -	\$ 8,710,604	\$ -	\$ 12,644,240
Total Revenue	\$ 349,370,848	\$ 35,373,412	\$ 83,167,349	\$ 90,910,694	\$ 72,444,404	\$ 49,243	\$ 19,948,878	\$ 29,141,037	\$ 680,405,864
Total Personnel Services	\$ 199,222,188	\$ 17,992,713	\$ 26,453,054	\$ 37,303,916	\$ 29,627,171	\$ -	\$ -	\$ 180,985	\$ 310,780,027
Service & Supplies	\$ 48,152,632	\$ 6,513,151	\$ 38,217,508	\$ 10,758,906	\$ 12,890,478	\$ 120	\$ 1,897,898	\$ 1,809,936	\$ 120,240,631
Merchandise-Resale/Redistribution	\$ 3,190	\$ 7,056,682	\$ 1,874,613	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,934,485
Internal Sales Reimbursements	\$ (5,269,519)	\$ -	\$ (272,658)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,542,177)
Indirect Costs	\$ 3,386	\$ 1,118,778	\$ 1,970,129	\$ 13,587,224	\$ -	\$ -	\$ -	\$ -	\$ 16,679,517
Depreciation/Amortization Expense	\$ -	\$ 2,080,998	\$ 20,237,285	\$ -	\$ -	\$ -	\$ 16,706,265	\$ -	\$ 39,024,548
Student Aid	\$ 2,724,363	\$ 45,859	\$ 894,014	\$ 29,479,441	\$ 19,595,701	\$ 69,476	\$ -	\$ -	\$ 52,808,853
Total General Expense	\$ 45,614,052	\$ 16,815,468	\$ 62,920,890	\$ 53,825,571	\$ 32,486,180	\$ 69,596	\$ 18,604,164	\$ 1,809,936	\$ 232,145,857
Net Transfers Out/(In)	\$ 3,000,074	\$ (1,056,729)	\$ (430,668)	\$ (94,711)	\$ 1,251,361	\$ -	\$ (4,629,371)	\$ 1,960,044	\$ -
Total Expense	\$ 247,836,315	\$ 33,751,451	\$ 88,943,276	\$ 91,034,776	\$ 63,364,712	\$ 69,596	\$ 13,974,792	\$ 3,950,966	\$ 542,925,884
Net before CapEx	\$ 101,534,534	\$ 1,621,961	\$ (5,775,927)	\$ (124,082)	\$ 9,079,691	\$ (20,353)	\$ 5,974,086	\$ 25,190,071	\$ 137,479,980
Beginning Fund Balance	\$ 54,401,248	\$ 56,442,780	\$ 593,302,661	\$ (1,136,654)	\$ 26,892,415	\$ 5,561,403	\$ 770,849,969	\$ 50,163,036	\$ 1,556,476,859
Capital Expenditures	\$ (2,284,687)	\$ (95,402)	\$ (2,398)	\$ (2,251,325)	\$ (5,853,427)	\$ -	\$ (58,983,346)	\$ -	\$ (69,470,586)
Net (from above)	\$ 101,534,534	\$ 1,621,961	\$ (5,775,927)	\$ (124,082)	\$ 9,079,691	\$ (20,353)	\$ 5,974,086	\$ 25,190,071	\$ 137,479,980
Fund Additions/Deductions*	\$ 16,086	\$ 227,791	\$ 24,272	\$ -	\$ -	\$ -	\$ 12,038,207	\$ -	\$ 12,306,356
Ending Fund Balance	\$ 153,667,181	\$ 58,197,129	\$ 587,548,608	\$ (3,512,061)	\$ 30,118,680	\$ 5,541,050	\$ 729,878,915	\$ 75,353,107	\$ 1,636,792,609
Year-End Accounting Entries **	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Net Capital Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Other Restricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Unrestricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Total Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

* - Due to Capital Improvements and Debt Accounting entries, Includes Elimination of State Paid Debt from UO Books

** - Year-End Accounting - e.q. Allocate Pension Liability, Reclass Cash to Investments, Allocate Debt

FY21 Actuals Quarter 2 Report Education and General

			FY21 Q2		FY21 Q2	FY20 Total	FY21 Initial		FY21 Updated	
	FY21 Initial Projection	FY21 Actual Q2	Actual as % of Proj	FY20 Actual Q2	inc/(dec) from FY20 Q2		Proj vs FY20 Total as %	FY21 Updated Projection Q2	Proj vs FY20 Total as %	
State Appropriation	\$ 82,243,619	\$ 49,476,359	60.2%	\$ 47,798,861	3.5%	\$ 79,520,551	3.4%	\$ 82,243,619	3.4%	
Tuition and Fees	\$ 414,000,000	\$ 280,379,541	67.7%	\$ 291,035,149	-3.7%	\$ 425,005,337	-2.6%	\$ 410,500,000	-3.4%	
Gifts Grants & Contracts	\$ 170,000	\$ 153,991	90.6%	\$ 815	18794.6%	\$ 136,496	24.5%	\$ 170,000	24.5%	
ICC Revenue	\$ 26,650,000	\$ 13,421,243	50.4%	\$ 13,503,444	-0.6%	\$ 25,087,226	6.2%	\$ 26,000,000	3.6%	
Federal Student Aid	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ -	-	
Interest and Investment	\$ 7,600,000	\$ 3,581,183	47.1%	\$ 3,719,176	-3.7%	\$ 7,124,366	6.7%	\$ 7,600,000	6.7%	
Internal Sales	\$ 1,100,000	\$ 247,159	22.5%	\$ 1,791,237	-86.2%	\$ 2,084,941	-47.2%	\$ 900,000	-56.8%	
Sales & Services	\$ 3,100,000	\$ 1,764,824	56.9%	\$ 3,128,016	-43.6%	\$ 4,005,521	-22.6%	\$ 2,400,000	-40.1%	
Other Revenues	\$ 2,500,000	\$ 346,548	13.9%	\$ 668,157	-48.1%	\$ 2,506,221	-0.2%	\$ 2,500,000	-0.2%	
Transfers From Ore State Agencies	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ -	-	
Total Revenue	\$ 537,363,619	\$ 349,370,848	65.0%	\$ 361,644,856	-3.4%	\$ 545,470,658	-1.5%	\$ 532,313,619	-2.4%	
Total Personnel Services	\$ 445,000,000	\$ 199,222,188	44.8%	\$ 199,740,957	-0.3%	\$ 447,088,937	-0.5%	\$ 441,000,000	-1.4%	
Service & Supplies	\$ 94,000,000	\$ 48,152,632	51.2%	\$ 60,712,684	-20.69%	\$ 108,458,297	-13.3%	\$ 89,000,000	-17.9%	
Merchandise-Resale/Redistribution	\$ 2,000	\$ 3,190	159.5%	\$ (239,362)	-101.3%	\$ 12,351	-83.8%	\$ 4,000	-67.6%	
Internal Sales Reimbursements	\$ (16,500,000)	\$ (5,269,519)	31.9%	\$ (9,134,168)	-42.3%	\$ (19,258,716)	-14.3%	\$ (12,000,000)	-37.7%	
Indirect Costs	\$ 100,000	\$ 3,386	3.4%	\$ 21,320	-84.1%	\$ 24,246	312.4%	\$ 20,000	-17.5%	
Depreciation/Amortization Expense	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ -	-	
Student Aid	\$ 5,100,000	\$ 2,724,363	53.4%	\$ 3,546,615	-23.2%	\$ 5,515,265	-7.5%	\$ 4,600,000	-16.6%	
Total General Expense	\$ 82,702,000	\$ 45,614,052	55.2%	\$ 54,907,089	-16.9%	\$ 94,751,443	-12.7%	\$ 81,624,000	-13.9%	
Net Transfers Out(In)	\$ 8,000,000	\$ 3,000,074	37.5%	\$ 3,151,206	-4.8%	\$ 7,007,520	14.2%	\$ 8,000,000	14.2%	
Total Expense	\$ 535,702,000	\$ 247,836,315	46.3%	\$ 257,799,252	-3.9%	\$ 548,847,900	-2.4%	\$ 530,624,000	-3.3%	
Net before CapEx	\$ 1,661,619	\$ 101,534,534	6110.6%	\$ 103,845,604	-2.2%	\$ (3,377,242)	-149.2%	\$ 1,689,619	-150.0%	
Beginning Fund Balance	\$ 54,401,248	\$ 54,401,248	100.0%	\$ 63,821,674	-14.8%	\$ 63,821,674	-14.8%	\$ 54,401,248	-14.8%	
Capital Expenditures	\$ (5,000,000)	\$ (2,284,687)	45.7%	\$ (2,732,453)	-16.4%	\$ (3,721,532)	34.4%	\$ (4,000,000)	7.5%	
Net (from above)	\$ 1,661,619	\$ 101,534,534	6110.6%	\$ 103,845,604	-2.2%	\$ (3,377,242)	-149.2%	\$ 1,689,619	-150.0%	
Fund Additions/Deductions*	\$ -	\$ 16,086	-	\$ (445,815)	-103.6%	\$ (70,749)	-100.0%	\$ -	-100.0%	
Year-End Accounting Entries	\$ -	\$ -	-	\$ -	-	\$ (2,250,903)	-100.0%	\$ -	-100.0%	
Ending Fund Balance	\$ 51,062,867	\$ 153,667,181	300.9%	\$ 164,489,010	-6.6%	\$ 54,401,248	-6.1%	\$ 52,090,867	-4.2%	
Year-End Accounting Entries **	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Net Capital Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Other Restricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Unrestricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Total Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	

* - Due to Capital Improvements and Debt Accounting entries

** - Year-End Accounting - e.q. Allocate Pension Liability, Reclass Cash to Investments, Allocate Debt

FY21 Actuals Quarter 2 Report
Total All Fund Groups

Personnel Services	Total Dollars			Benefits as a % of Total Salary & Leave	
	FY2020	FY2021	Yr/Yr % Inc	FY2019	FY2020
Salary & Wages	\$194,019,476	\$185,254,257	-4.5%		
Other Payroll Expense(OPE) and Leave					
Personnel Leave	\$13,368,693	\$10,514,023	-21.4%	6.4%	5.4%
Medical Insurance	\$39,217,814	\$39,933,994	1.8%	18.9%	20.4%
Retirement	\$41,863,979	\$40,314,869	-3.7%	20.2%	20.6%
Other OPE	\$14,714,671	\$13,958,124	-5.1%	7.1%	7.1%
Total OPE & Leave	\$109,165,157	\$104,721,009	-4.1%	52.6%	53.5%
*Total Personnel Services	\$303,184,634	\$289,975,266	-4.4%		

* Data excludes OPE GE Remissions (Tuition, Fees & Benefits), Benefit Compensation and Year end accruals/adjustments

Agenda Item #4

Utility Infrastructure Project



The Board of Trustees (Board) must approve all capital projects exceeding \$5 million in total cost. Campus Planning and Facilities Management (CPFM) seeks Board approval for an infrastructure upgrade project, which involves the installation of a thermal energy storage tank, an update to the Chilled Water Plant controls, and the addition of two cooling towers.

Timelines

Planning is already underway and anticipated completion is in fall of 2022.

Costs & Funding

The total anticipated project cost is \$8.5 million, which would be paid for with cash. The unit has been planning for this project and has appropriately set aside funds for it.

Related Projects/Future Phases

A series of additional, individual small projects are planned through 2025. These projects would make improvements to electrical systems, chilled water distribution, safety, or a combination thereof. Projects are distributed across campus (physically) and would be individually managed and contracted as they occur.

Materials Included

Following this summary is the resolution as well as a brief slide deck provided by CPFM.

Board of Trustees of the University of Oregon

Resolution: Authorization for Infrastructure Upgrade Project (Thermal Tank)

Whereas, current and anticipated square footage of building space on the Eugene campus has outpaced current designs for the existing Chilled Water Plant, plans which are now more than 12 years old;

Whereas, utility infrastructure capacity, safety, sustainability, flexibility, and resilience are important considerations in making necessary upgrades to the existing system;

Whereas, Capital Planning and Facilities Management (“CPFM”) recommends the installation of a thermal tank to support the overall chilled water system;

Whereas, such a project is estimated to cost \$8.5 million, the funding for which has been identified within existing resources set aside through prudent planning over time; and,

Whereas, the Policy on the Retention and Delegation of Authority requires Board of Trustees approval for this project given its total cost.

Now, therefore, the Board of Trustees of the University of Oregon hereby authorizes the vice president for finance and administration, or her designee(s), to execute contracts, expend resources, and engage in work necessary for completion of a thermal storage project as outlined, with a total project cost approved at \$8.5 million.

Moved: _____ Seconded: _____

Trustee	Vote	Trustee	Vote
Aaron		Lillis	
Bragdon		McIntyre	
Colas		Murray	
Ford		Ralph	
Gonyea		Seeley	
Hornecker		Wilcox	
Kari		Wishnia	

Record here if a vote was taken without a roll call vote: _____

Dated: _____ Initials: _____



UNIVERSITY OF OREGON

University of Oregon Infrastructure Upgrade Thermal Storage Tank

March 8, 2021

Presentation to the UO Board of Trustees

Michael Harwood, FAIA
AVP for Campus Planning and Facilities Management

Infrastructure Upgrade - Thermal Storage Project

Building square footage on campus has outpaced the assumptions of 13 years ago when the Chilled Water Plant was designed. As a result, we will soon run out of capacity to produce enough chilled water at a temperature to keep the campus cooled, and to continue providing redundancy.

The Project intent is to meet the increasing needs for campus chilled water and to maintain system resiliency. The option of adding mechanical equipment at the Plant was considered, and was determined that a more efficient, cost effective and easily maintainable thermal storage tank is the best approach.

The useful life of a thermal tank is two to three times that of a mechanical chiller, and requires minimal maintenance. A storage tank also provides flexibility, as it can be used during the day and re-charged with chilled water at night, when electrical rates are typically lower.

New Chiller Plant controls and efficiency improvements will also be addressed in this Project.

Anticipated Budget:

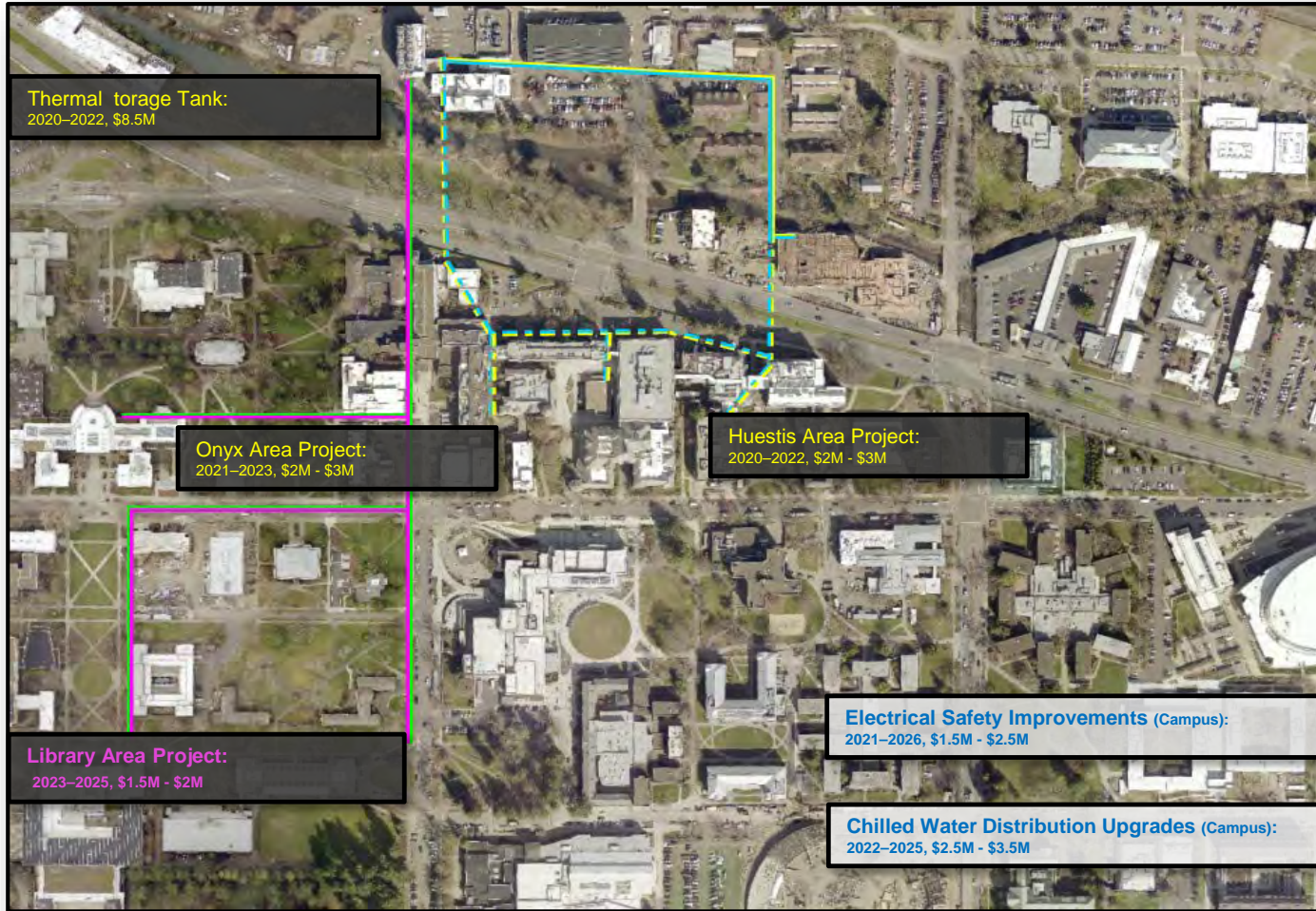
\$8.5M

Timeline:

2020 – 2022



Infrastructure Upgrades: Additional Smaller Projects



Electrical Upgrades and Improvements

- Huestis Area Project:**
 Install new electrical switches and feeders to begin establishing a new "Science Loop". This will ensure redundancy and reduce disruption to critical research buildings by providing multiple electrical pathways.
Anticipated Budget: \$2M - \$3M
Timeline: 2020 - 2022
- Onyx Area Project:**
 Install new electrical switches and feeders to begin establish a new "Science Loop". This will ensure redundancy and reduce disruption to critical research buildings by providing multiple electrical pathways.
Anticipated Budget: \$2M - \$3M
Timeline: 2021 - 2023
- Library Area Project:**
 Install new electrical switches and equipment. This will ensure redundancy and reduce disruption to buildings by providing multiple electrical pathways.
Anticipated Budget: \$1.5M - \$2M
Timeline: 2021 - 2023

Additional Smaller Projects

A collection of smaller projects will be completed in the coming years. These include improvements to the campus electrical and chilled water systems needed to support critical functions of the campus, and to increase redundancy.

Safety Improvement Projects

Campus:

Multiple aged feeders and connections will be replaced, and feeder routing will be changed to reduce overcrowding in electrical vaults. This will reduce unsafe areas within the campus electrical distribution system.

Anticipated Budget:

\$1.5M - \$2.5M

Timeline:

2020 - 2022

Chilled Water Distribution Projects

Campus:

Several areas of the chilled water distribution system will be improved or modified. This will allow increased flow to improve delivery to buildings and to align with plant production improvements.

Anticipated Budget:

\$2.5M - \$3.5M

Timeline:

Board of Trustees Meeting Materials
2022 - March 8-9, 2021 | 108 of 280

Agenda Item #5

Academic Initiatives

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Provost Initiative Update

March 8, 2021

Initiative themes

- Transdisciplinary; vertical alignment of education, research, external impact
- Engaged with the world; provide paths for student engagement; career aware
- Resonate with Oregon as a place; directly address our mission as a public institution
- Emphasize the university as a pathway to economic and social empowerment

Of note

- Aim to tie strengths that span the university, efforts focused within individual schools and colleges remain priorities
- Build on longstanding faculty efforts, leverage existing investments
- No directed faculty hiring this year, likely next year
- Initiatives leverage each other
- Initial efforts funded entirely by philanthropy

Initiatives

- Data Science
- Environment
- Entrepreneurship and Economic Transformation
- Center for Racial Disparities and Resilience
- Sports and Wellness

Data Science

- Leadership: Bill Cresko, Director
- New BS degree this year, developing MS
- First course this term, 100 students, 50 majors
- New Biomedical Data Science Center with OHSU, \$20 million gifts from Tim and Mary Boyle
- New joint NSF grants with OSU and PSU
- Core element of UO Covid MAP team, \$10 million in federal and state support

Environment

- Leadership: Adell Amos, Director
- Initial advisory group last year, new website
- Workshops attended by ~60, ~120 surveys, fall
- Focal areas being defined (e.g., Sustainable Human Systems, Environmental Hazards & Resilience, Environment & Social Change)
- Consultant report on degree programs
- Coordinated advancement strategy

Advancing Clean Energy in Oregon

An Interdisciplinary Project of the University of Oregon's Environment Initiative



College of Arts and Sciences

College of Design

Lundquist College of Business

Office of the Provost
and Academic Affairs

School of Law



Meeting with State Legislators, January 6

Innovation & Entrepreneurship

- Leadership: Tim Schwartz, Director of Entrepreneurship and Economic Transformation
- Innovation Council (Knight Campus, VPRI, LCB, Provost)
- Strategic plan developed by Andrew Nelson
- New Entrepreneurship minor in LCB, Business Law initiative in Law School
- Building foundation for network of external stakeholders
- Working with faculty on venture assessment and launch

Center for Racial Disparities and Resilience

- Coordination: Lesley-Anne Pittard, AVP
- 12 new faculty lines
- \$3 million in new support, \$11 million total commitment over first five years
- Currently on listening tour with affinity groups
- Facilitated workshops/campus engagement later this term

Sports and Wellness

- Coordination: Carlyn Schreck
- Leverages a strong and broad-ranging academic foundation of innovative research and professional education
- New opportunities in regenerative medicine in Knight Campus; strong linkages to Human Physiology
- SOJC/LCB initiative in sports communication and marketing
- National and international audiences focused on UO over next two years
- Exploratory faculty steering committee established; External consultant hired to coordinate stakeholder workshops, strategic plan
- Consultant report on academic programs across the nation

Agenda Item #6

FY22 Tuition & Fees Public Comment Session

There are no materials for this section.

The Board will host a virtual public comment session regarding FY22 tuition and fees (agenda item #7) on March 8 from 12:30-2:30 p.m. Pacific Time. **This session is limited to comments regarding the FY22 tuition and fee proposal.** Registration is required by 5:00 p.m. on March 7 to participate ([click here](#)). Priority will be given to current and prospective students. Written comment will also be accepted regarding FY22 tuition and fees (more below).

Comment regarding all other topics, as well as written comments regarding tuition and fees for those who prefer this format, will be accepted via trustees@uoregon.edu. All comments will be shared with members of the board, but to ensure comments are provided to trustees *in advance* of the meeting, they must be received by 5:00 p.m. PT on March 7, 2021.

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Agenda Item #7

FY22 Tuition & Fees

Note regarding packet materials: Provided in this packet are (i) this summary, (ii) a memo from President Schill outlining his final recommendations, (iii) the resolution, (iv) a slide deck, and (v) the FY21 tuition and fee policy book. The tuition and fee tables referenced in the resolution are being finalized and will be provided as a supplemental document advance of the meeting.

PROCESS RECAP

The Tuition and Fee Advisory Board (TFAB) provides advice to the president on tuition and mandatory fees, as well as issues related to tuition structure (e.g., differential tuition or a tuition guarantee program). The TFAB schedule as well as the information provided to TFAB members—including meeting agendas, meeting materials, meeting notes, and background information—is posted on the university’s tuition website (<https://uoregon.edu/tuition>). All TFAB meetings were open to the public. Between October 2020 and February 2021, the TFAB met ten times. In addition to its meetings, the TFAB with the help of ASUO—held a student tuition forum in mid-January.

The TFAB is co-chaired by Jamie Moffitt, Vice President for Finance and Administration and CFO, and Kevin Marbury, Vice President for Student Life. Its membership includes students, faculty, deans, vice presidents, vice provosts, and other administrative staff engaged in budgeting, institutional research, and financial aid. A full set of TFAB meeting notes is available at the tuition page linked to above.

In February, the TFAB co-chairs provided the President with a memo summarizing the advisory group’s recommendations.¹ Shortly thereafter, the President wrote an email to campus regarding TFAB’s recommendations, posted the TFAB recommendation memo and sought public comment on it through an online survey (open from Feb. 15-Feb. 22) and a virtual public forum (held Feb. 18). Over 125 students, faculty and staff participated in the online forum.

ANTICIPATED COST INCREASES & FY22 BUDGET ASSUMPTIONS

The following is a non-exhaustive list of known and anticipated major cost increases considered by the TFAB. These reflect recurring cost drivers that will be added to the UO’s Education and General (“E&G”) budget year-over-year (an approximately 2% increase). There are certainly other cost increases, such as those which might be found in individual schools or colleges; however, this list focuses on high-level, major institutional increases. These cost increases only represent increases to next year’s expenses and do not reflect any accumulation of prior year deficits.

Item	Anticipated FY22 Increase
Faculty, staff and graduate employee salary and wages	\$7.3 million
Health insurance costs (state policy driven)	\$1.2 million
Institutional expenses (e.g., utilities, insurance)	\$1.2 million
Strategic investments	\$600,000
Minimum wage increase (state policy driven)	\$320,000
Total Projected Cost Increases	\$10.6 million

¹ This memo was circulated to trustees on February 15 and is available at <https://tuition.uoregon.edu/updates>.

In addition to these cost drivers, a few other key figures are relevant to the discussion of FY22 tuition and fees. First is the **projected FY21 E&G budget gap** of \$2.3 million, which exists before any of the above FY22 cost increases and which is calculated after taking into consideration an estimated \$15 million in **one-time COVID-related cost savings** (e.g., pay freeze, travel, hiring freeze) that will likely disappear once the pandemic ends. With those savings only being one-time, they will *not* help offset FY22 costs.

In addition, the UO's **state appropriation** is a considerable factor in determining the financial picture and tuition rates. Currently, the university receives approximately \$82.2 million in operating support from the state to the E&G fund. It is unclear whether this figure will increase or decrease next year, and this information will not be known until the legislature completes its session, mostly likely in late June or early July. Governor Brown's recommended budget, released last December, included a flat funding level for universities. Due to the way the biennial budget is distributed (49% in year one / 51% in year two), this would amount to a cut of approximately \$3 million year-over-year. At this point, however, this is speculative. The legislature could adopt a budget different than the governor's recommendation, and will do so after further analyzing things such as state tax revenue forecasts, federal support, and other factors.

GUARANTEED TUITION MODEL

The Oregon Guarantee was established by the Board of Trustees in March 2020. The first cohort fully in the program are those undergraduate students who entered the UO last summer (2020) or later. In basic terms, the plan includes the following components for *undergraduate* tuition; graduate tuition is not part of the program:

- **Each incoming cohort of students** has tuition and administratively-controlled mandatory fees (i.e., mandatory fees except for the ASUO i-Fee) locked for up to five years. This includes differential tuition rates associated with the Clark Honors College and the Lundquist College of Business, summer tuition rates, as well as the international student fee.
- **Students enrolled at the UO prior to this program** (i.e., enrolled prior to summer 2020) were given a modified guarantee in the form of known, established annual tuition and administratively-controlled mandatory fee increases of 3% per year.

TFAB discussed the positive impact of the program, particularly in light of the financial challenges brought on by the global pandemic. TFAB's memo notes that the program "offers students the ability to plan for their investment in higher education goals." More details about the program are available [online](#).

AY22 TUITION RATE PROPOSALS

As a reminder, 10% of new revenue from tuition is set aside for remissions (e.g., scholarships) as standard practice. When considering FY22 tuition rates, President Schill agreed with TFAB's recommendation that the guaranteed rate for the total of tuition and administratively-controlled mandatory fees for the new cohort of incoming undergraduate students should not be set at a rate higher than 3.0% above this year's rate for non-resident students and 4.5% above this year's rates for resident students. TFAB considered a variety of scenarios, available on pages 7-8 of its memo, which looked at various total rates, enrollment levels, state appropriations, and resulting budget gaps. The table provided by TFAB is illustrative of how fluctuations in any of those categories can have significant impacts in the overall financial health of the institution.

Undergraduate Tuition – Incoming (New) Students

President Schill recommends a tuition rate for new resident students that is \$266.08 per credit hour (4.5%) higher than the FY21 rates, and a rate for new non-resident students that is \$844.83 per credit hour (3.0%) higher than FY21 rates.

Graduate Tuition

With the exception of the MBA program in the Lundquist College of Business (“LCB”), proposed graduate tuition increases range from 0.0% to 4.1% and details can be found in the associated materials. LCB plans to move to a guarantee model for the MBA program. To implement this, LCB recommended a 4.3% increase for new resident students, a 5.0% increase for new non-resident students, and no increase for current/continuing students. The proposal also eliminates a seminar fee which had been charged to students focused on specific specializations.

One other note regarding graduate tuition: The proposal before the Board includes one set of graduate tuition rates, those for the new CAS Online Psychology Program, starting spring term 2021 (rather than next year). This action will reduce the official tuition rate charged to students in this new program from CAS’s standard graduate program rate and correct a technical error that occurred last year in the rate tables. More information is in the president’s memo.

Honors College Differential Tuition and Matriculation Fee

Standard practice is for the Matriculation Fee and the Clark Honors College (CHC) differential tuition rate for the incoming cohort of students to increase at the same rate as residential undergraduate tuition (4.5%). This year, however, on the recommendation of the dean, the President is proposing that the CHC’s differential tuition rate increase by only 1.5%.

AY22 MANDATORY FEES

As the Oregon Guarantee phases in, it is important to remember how that program impacts various groups of undergraduate students (graduate students were not included) and the administratively-controlled mandatory fees they pay.

- Undergraduate students who enrolled this year (i.e., the first cohort of the new guarantee model) will see no increases as their rates are locked for five years.
- Undergraduate students who enrolled prior to the program taking effect (i.e., those enrolled prior to summer 2020) are subject to fee increases, but the institution committed to rate increases for total administratively controlled mandatory fees of 3.0% per year for each of the next three years.
- Incoming students who will enroll next year would have rates locked for five years.

With that in mind, below are the administratively-controlled mandatory fee recommendations:

Administratively Controlled Mandatory Fees	All Graduate Students			Continuing Undergraduates			New, Incoming Undergraduate Students (2022 Cohort) Locked Fees		
	FY2021 Fee	FY2022 Fee	% Increase	FY2021 Fee	FY2022 Fee	% Increase	FY2021 Fee	FY2022 Fee	% Increase
Building Fee	\$ 45.00	\$ 45.00	0.00%	\$ 45.00	\$ 45.00	0.00%	\$ 45.00	\$ 45.00	0.00%
Health Service Fee	\$ 233.25	\$ 236.25	1.29%	\$ 233.25	\$ 236.25	1.29%	\$ 233.25	\$ 236.25	1.29%
Rec Center Fee	\$ 113.25	\$ 121.25	7.06%	\$ 110.56	\$ 118.50	7.18%	\$ 120.88	\$ 133.00	10.03%
EMU Facility Fee	\$ 77.00	\$ 80.00	3.90%	\$ 77.00	\$ 80.00	3.90%	\$ 78.54	\$ 81.75	4.09%
Tech Fee	\$ 50.00	\$ 51.50	3.00%	\$ 50.00	\$ 51.50	3.00%	\$ 50.00	\$ 51.50	3.00%
Total	\$ 518.50	\$ 534.00	2.99%	\$ 515.81	\$ 531.25	2.99%	\$ 527.67	\$ 547.50	3.76%

- **Building Fee:** No change.
- **Health Service Fee:** An increase \$3 (1.29%) per term to offset inflationary budget pressures and continue support resources for increasing mental health challenges—as well as other health supports—for students. This fee has not increased in the last two years.

- **Recreation Center Fee:** An increase, calculated by student group (see above table), is recommended to help mitigate budgetary pressures, primarily due to COVID-related impacts.
- **EMU Facility Fee:** An increase, calculated by student group (see above table), is recommended to help keep pace with inflationary costs and COVID-related revenue pressures.
- **Technology Fee:** An increase of \$1.50 (3.0%) per term is recommended. This amount is not enough to offset all technology needs but will help with efforts to expand and replace necessary infrastructure, such as cyber-security tools and wireless access points. These fee has not been increased since its inception in 2017.

ASUO Incidental Fee Recommendation

The Incidental Fee (I-Fee) is recommended at a rate of \$268.25 per student per term, which is a reduction of \$3.50 (1.3%) from last year. This is \$1.75 lower than the original ASUO recommendation submitted to President Schill (\$270 per term), but one which ASUO President Isaiah Boyd agrees with. The original recommendation included an unallocated set aside, meant to be a financial cushion in case of lower-than-expected enrollment next year. Upon further analysis, President Schill recommended the additional \$1.75 reduction because the UO's Incidental Fee Allocation policy already includes such a reserve (the Prudent Reserve) which is more than fully funded.

The I-Fee is a mandatory fee, but it is not controlled by the administration nor is it included in the Oregon Guarantee program. The associated ASUO budget is available upon request. Major lines funded by the I-Fee include student union activities and services, ASUO, and support for various programmatic items (e.g., child care, Emerald Media Group, OSA membership, legal services). A significant change in the ASUO budget for FY22 is the reallocation of funds that previously went toward an athletics contract for no-cost student tickets to sporting events which are now budgeted for a variety of new initiatives and services.

TUITION AND FEE POLICY BOOK

Part of the Board's annual approval of tuition and fees is the adoption of the annual Tuition and Fee Policy Book, which articulates guidelines associated with the collection and use of these revenues. It is effective July 1, 2021.



DATE: March 1, 2021

TO: University of Oregon Board of Trustees

FROM: Michael H. Schill, President, and Professor of Law

RE: Academic Year 2021-22 Tuition and Fee Recommendation for March Consideration

Enclosed is my tuition and fee proposal for the 2021-22 academic year, which is based on the recommendations I received from the students, faculty, and staff who comprise the [Tuition and Fee Advisory Board](#) (TFAB). In making this decision, I reviewed the TFAB recommendations, accepted direct feedback from students and other stakeholders as part of a virtual open forum, reviewed feedback provided online, and discussed tuition issues with a wide variety of stakeholders.

Oregon Guarantee

Before I discuss the upcoming year's tuition and fee proposal, it is worth reminding you of the new guaranteed tuition program that you approved last year, the Oregon Guarantee, which dramatically changed the institution's tuition model. That model sets a guaranteed tuition rate for each new incoming class of undergraduate students, which means tuition and administratively controlled mandatory fees do not change for those students for five years. As part of the transition plan for the new program, last March you also locked annual tuition and administratively controlled mandatory-fee increases for undergraduate students who started prior to the summer of 2020 at 3 percent annually for a four-year period. As I noted last year, one of the other major benefits of guaranteed tuition is that students who receive scholarships and grants will see the real value of their financial aid packages stay consistent during their enrollment instead of diminishing due to annual tuition increases.

Undergraduate Tuition

Thus, the undergraduate tuition rates that you will be considering only impact next year's incoming class. For these incoming students, I support TFAB's recommendation that the tuition rates be set at \$266.08 per student credit hour for resident students (4.5 percent higher than the rate set for this year's cohort) and at \$844.83 per student credit hour for non-resident students (3 percent higher than the rate for this year's cohort). As always, we will continue to support those Oregonians most in need through the [PathwayOregon](#) scholarship and advising program, which pays 100 percent of tuition and fees for qualifying Federal Pell Grant-eligible Oregonians.

Graduate Tuition

I also support TFAB's recommended graduate tuition rates. The schools and colleges proposed increases vary from zero to 5 percent, depending upon the program (see meeting materials for



details). Please note that the proposal includes implementing one set of changes to current academic year graduate tuition rates for one program, the new College of Arts and Sciences (CAS) online psychology program, starting spring term 2021. This action will reduce the official tuition rate charged to students in this new program, which will be lower than CAS's standard graduate program rate, and will correct a technical error that occurred last year in the rate tables.¹

Administratively Controlled Mandatory Fees

In addition, all administratively controlled mandatory fees are part of the new guaranteed program. Again, this means that once set, these fees will not change for five years for entering undergraduate students. Administratively controlled mandatory fees are currently locked for first-year students. Last year, you approved 3 percent annual increases in total administratively controlled mandatory fees for undergraduate students who started at the university prior to the summer of 2020. With these rates already set, TFAB reviewed the existing administratively controlled mandatory fees and provided recommendations (see meeting materials for details). I support TFAB's recommendations which include:

- Fee rate for the incoming cohort of undergraduate students: 3.76 percent higher than previous cohort
- Fee rate for graduate students: 3 percent total increase
- Allocation of 3 percent increase in fees for continuing undergraduate students: recommendations in TFAB meeting materials

ASUO Incidental Fee

Let me turn now to student fees that are set by the Associated Students of the University of Oregon (ASUO), our student government. This is not something I typically write a lot about in my tuition memo each year, but this year is a bit different.

In their formal recommendation to me, the ASUO proposed an incidental fee (I-Fee) of \$270.00 per student, per term. I am proposing a lower rate, \$268.25, as their recommendation contained an unallocated reserve intended to serve as a financial cushion against lower-than-expected enrollment next year. However, the university's I-Fee allocation policy already includes such a reserve for this purpose—the Prudent Reserve—which is more than fully funded. Under these circumstances, I believe recommending a lower I-Fee is appropriate. I have communicated this change to ASUO President Isaiah Boyd and he has expressed support for this action.

¹ There was no impact to students in the program due to this technical error. Since there was no specific listed rate in last year's fee tables for the new online psychology program, students were charged the standard CAS graduate rate, which was higher than the new program intended for tuition to be set. To address this situation, remissions were provided to ensure students paid the desired, lower amount that the program had advertised.



As part of their I-Fee recommendation, the ASUO decided to stop providing the UO athletics department with funds that were historically used to provide access (ticket lottery for football and men's basketball/unlimited access to other sports) for students to attend intercollegiate athletics events (roughly \$1.8 million for 2019-20, including overhead). This allocation has remained relatively flat for the last five years, increasing only \$34,000 since 2015. On January 19, the ASUO Contracts and Finance Committee voted to recommend that the ASUO stop funding the agreement and instead use some of the money to fund a series of basic-needs initiatives for students using I-Fee funds. A student forum was held on January 29 and the ASUO Senate voted in favor of this action on February 9.

In meetings with me over the last month, the ASUO president and ASUO Senate president repeatedly expressed a desire to work toward a solution that would provide athletics access to students. We reached a compromise on support for a new mandatory athletics tickets fee that would be phased in over four years with each new class, and for using I-Fee funds that had already been collected and approved for athletics tickets this year (but were not paid to the athletics department because of COVID-19) to continue access for current students next year. Unfortunately, the ASUO Senate rejected this compromise. I subsequently strongly suggested that the ASUO refund the money collected for the ticket agreement this year to the students who paid it but were unable to access athletics events, something it has agreed to do. We will work with the ASUO to administer these refunds.

The athletics department subsequently proposed instituting a new mandatory athletics tickets fee of \$29.50 per term (equal to the current pro rata share it received from the I-Fee). Under this plan, students who paid this fee would be able to enter the lottery for no-cost tickets. Because of the university's Guaranteed Tuition Program, however, the fee could only be required of new students, so only new students would have access to a similar ticket and admission system as currently exists. Continuing students who wanted to attend games would need to purchase tickets separately.

At a student tuition forum I held on February 18, the primary topic in each of the breakout sessions was the proposed athletics tickets fee. Similarly, the fee was the major subject in written comments received during a weeklong comment period. While there was some division among students for and against the fee (with most opposing a fee), there was almost total consensus among students I heard from that athletics is a crucial element of the student experience and that it is vital that students have access to games. The ASUO officers I met with, the students who participated in the student forum, and those who submitted written comments appreciated the role of intercollegiate athletics on campus. Many said that they came to the University of Oregon to be part of a community that had a great athletics program. Others talked about how athletics contributed to school spirit. This is consistent with the anecdotal conversations I have had with



students, faculty, and staff over my tenure as president, and worthy of emphasizing, in contrast to a different narrative sometimes put forward on campus.

Thus, there appears to be consensus about the value of athletics and the importance of access to sporting events, at least among the students I heard from. The main difference was over who should pay for that access—students or the athletics department.

ASUO senators also introduced a resolution at the February 24 meeting of the University Senate, which was approved by a substantial majority of those voting. The resolution, which supports the students in creating basic-needs programs with the money that had in the past been allocated to the athletics department, also opposes a new mandatory athletics fee, and “calls on President Schill to work with the Athletic Department to provide adequate funding for student tickets from the Athletic Department’s other sources of funding, or adopt a voluntary plan by which those students who want to attend intercollegiate sporting events can purchase a package of tickets from the Athletic Department for the student section at reduced prices.”

While this resolution is just a suggestion (under the UO’s constitution, the Senate has the ability to pass resolutions on any matter, but its jurisdiction covers academic matters only and does not extend to tuition and fees), I always appreciate the input of our university’s elected representatives. In this instance I have decided that it makes sense to adopt a course of action consistent with the resolution. I am not recommending a new mandatory athletics fee for next year.

So, to review the situation: Our students and the University Senate believe that students should have access to athletics tickets; they just do not want the students to pay for them. The athletics department is running a deficit in the tens of millions of dollars this year because of COVID-19. All athletics department employees have taken salary cuts—pain that has not been shared by employees of the university more broadly. All other PAC-12 public universities have some variety of general fund- or student fee-subsidized plans for free tickets or reduced-rate ticket plans. Therefore, I do not feel it is possible or appropriate for athletics to be asked to fund access to free tickets.

I join our students in believing that athletics plays an important role on our campus. I have previously expressed the reasons for this view in an [Open Mike](#) on July 21, 2016. In light of this, I have decided to provide the athletics department with \$1.2 million next year, from university licensing revenue (non-education and general funds) in return for its commitment to offer 5,000 discounted sports passes at \$100 per pass to our students. These passes will entitle the holders admission to all home football games and some men’s and women’s basketball games for no additional charge. If a student were to purchase the sports pass and attend all home football games and no basketball games, the cost would be \$14.29 per game, an amount significantly below



the face value of football tickets. The athletics department will also continue to sell single tickets to games subject to availability and will provide additional information about the sale of the sports passes as details are worked out.

It is unclear what the consequences of shifting to this “pay-to-play” model will be. In a normal year 65 percent of our students benefited from the tickets and free access provided through the I-Fee, which is more than the 5,000 sports passes that the \$1.2 million in licensing revenue will subsidize, implying that significantly fewer students will benefit. Furthermore, students whose tuition and mandatory fees are covered by scholarships (e.g., PathwayOregon students) will now have to pay for tickets that they previously could get for free. I remain concerned about the impact of this change on the student experience. I would encourage the ASUO to review their action in a year or two to determine whether its impact on the students they represent has been desirable.

I want to thank all the members of TFAB for their hard work and dedication. This proposal I am recommending to the Board of Trustees is the product of their time and effort, including nearly a dozen open meetings, hours, and hours of analysis, and work by a group of students, faculty members, and staff who care deeply about the UO and our ability to deliver quality, affordability, and accessibility.



UNIVERSITY OF OREGON

AY21-22 Tuition & Fees Proposal

March 9, 2021

Board of Trustees of the University of Oregon

Agenda

- Tuition and Fee Setting Process
- Background Information
 - Tuition & Fee Revenue Components
 - Historical and Comparative Data
 - E&G Fund Context
- FY22 Major Cost Drivers
- Tuition and Fee Recommendations

Tuition and Fee Advisory Board (TFAB)

- Advisory group to the President, charged with
 - developing undergraduate tuition recommendations
 - reviewing administratively controlled mandatory fees, course fees, housing fees, and graduate tuition proposals each year
- Nineteen official members: students, faculty, and staff
 - Students: 2 ASUO officers, 2 undergrads, 1 grad
 - Two faculty: one drawn from Senate Budget Committee
 - Staff: VPs, AVPs, deans, and directors from business affairs, the budget office, Financial Aid, Humanities, Institutional Research, Mathematics, the Provost's Office, SOJC, SOMD, Student Life, and Undergraduate Education
- All TFAB meetings were virtual and open to the public

Tuition and Fee Setting Process

- **Fall term:** During **4 meetings** TFAB was provided with training on
 - Historical and comparative data & UO budget information
 - Background on the Public University Support Fund
 - Impact of COVID-19, Guaranteed Tuition Program, cost drivers, campus growth, long-term financials, plan for cost management
- **Winter term:** Proposal review and discussions during **6 meetings**
 - TFAB reviewed proposals: admin-controlled mandatory fees (EMU, recreation center, health services, building fee, technology), course fees, housing, and graduate programs, esp. business & law schools
 - TFAB discussed tuition rates for incoming undergraduates
 - January 12: TFAB & ASUO co-hosted a virtual student tuition forum
 - February 12: TFAB made recommendations to the president
 - February 18: President hosted a virtual forum on tuition and fees
 - February 15-22: President welcomed written comment on rec's
 - March 1: Presidential recommendations to Board

Tuition & Fee Setting Process: Communications

tuition.uoregon.edu

The Oregon Guarantee

On March 17, 2020, the UO Board of Trustees approved the Oregon Guarantee program. Starting fall 2020, the Oregon Guarantee provides each UO undergraduate student a fixed tuition rate for up to five years. This helps families accurately plan and predict their total tuition and helps eliminate the uncertainty of what a UO degree will cost.

[Oregon Guarantee Details](#)

Tuition-Setting Process

The UO's tuition rates are determined by the University of Oregon Board of Trustees after reviewing recommendations from the administration.

The Tuition and Fee Advisory Board (TFAB), a group comprised of faculty, staff, and students, reviews and discusses relevant data and budgetary information and provides recommendations to the president on tuition rates and other costs of education. This advice and counsel is reviewed by the president before recommending a tuition and fees structure with the Board of Trustees.

UPDATES:

The 2020-21 Tuition and Fee Advisory Board finalized [its recommendations on student tuition and fees for the upcoming academic year](#). The group shared the recommendations with UO President Michael Schill on Feb. 12, 2021.

tuition.uoregon.edu/tfab-schedule

UNIVERSITY OF OREGON

Tuition

Tuition and Fee Advisory Board (TFAB) Schedule

General Meetings (all open to the public)

WINTER MEETINGS

Winter 2021 and fall 2020 meetings of TFAB were all held virtually. See the [list of all meeting materials and summaries](#) for TFAB

- Friday, January 8, 11:00a.m.–12:30p.m.
- Friday, January 15, 3:30p.m.–5:00p.m.
- Friday, January 22, 11:00a.m.–12:30p.m.
- Friday, January 29, 3:30p.m.–5:00p.m.
- Tuesday, February 2, 5:30p.m.–7:00pm
- Friday, February 5, 4:00p.m.–5:30p.m.

tuition.uoregon.edu/updates

TFAB recommendations to the president, February 2021

Recommendations on resident and non-resident undergraduate tuition, graduate tuition, fees

[February 12, 2021: Recommendations of the FY2021 Tuition and Fee Advisory Board \(TFAB\)](#)

Friday, February 5, 4:00-5:30pm, virtual meeting

[Meeting agenda: February 5](#)

[Tuition and fee policy book \(redlined draft\)](#)

[Sensitivity analysis: four scenarios - tuition increases](#)

[Meeting summary: February 5](#)

Tuesday, February 2, 5:30-7:00pm, virtual meeting

[Meeting agenda: February 2](#)

[Athletics fee proposal](#)

[Pac-12 student athletic fees & institutional support data](#)

[Meeting summary: February 2](#)

Friday, January 29, 3:30-5:00pm, virtual meeting

[Meeting agenda: January 29](#)

Tuition & Fee Setting Process: Communications

dailyemerald.com/news/tfab-meets-over-zoom-for-the-first-time-to-discuss-state-appropriations/article_9086bd4c-17fd-11eb-ae02-bbe34e19...

News Sports Gameday Arts & Culture Multimedia Opinion Alumni

FEATURED

TFAB meets over Zoom for the first time to discuss state appropriations

Reina Harwood Oct 27, 2020

Year	Tuition and Mandatory Fees
2010	\$9,499
2011	\$11,338
2012	\$11,785
2013	\$12,093
2014	\$12,185
2015	\$12,466
2016	\$12,696
2017	\$13,249
2018	\$13,856
2019	\$14,312
Average	\$12,340

around.uoregon.edu/content/virtual-tuition-forum-students-scheduled-jan-12

AroundtheO

Academics & Research Campus News **Student Life** Workplace Oregon Quarterly

Virtual tuition forum for students is scheduled for Jan. 12

calendar.uoregon.edu/event/presidents_virtual_forum_on_tuition#.YDBgAOhKgdU

UNIVERSITY OF OREGON EVENTS > EVENT DETAILS

You're Invited

President's Tuition Forum

February 18, 2021 6:00 p.m.
tuition.uoregon.edu

President's Virtual Forum on Tuition and Fees

🕒 Thursday, February 18 at 6:00pm to 7:00pm

📍 Virtual Event

President Schill is hosting a virtual forum for students on the topic of tuition and fees. The forum will be virtual and will offer the opportunity to give input on the recommendations made to the president by the FY2021 Tuition and Fee Advisory Board. The TFAB recommendations memo is available at <https://tuition.uoregon.edu/> and at this direct link.

Register for the forum: https://oregon.qualtrics.com/jfe/form/SV_6otbC6pmkMIX8zA

t.e2ma.net/webview/qoip9c/4f6771377feab2d42ebd4db1fbe...

Quick Quack

Thursday, February 18, 2021

UO EVENTS

- President Schill will be hosting the virtual public forum on tuition and fees today, Feb. 18, 6:00-7:00 p.m.

Agenda

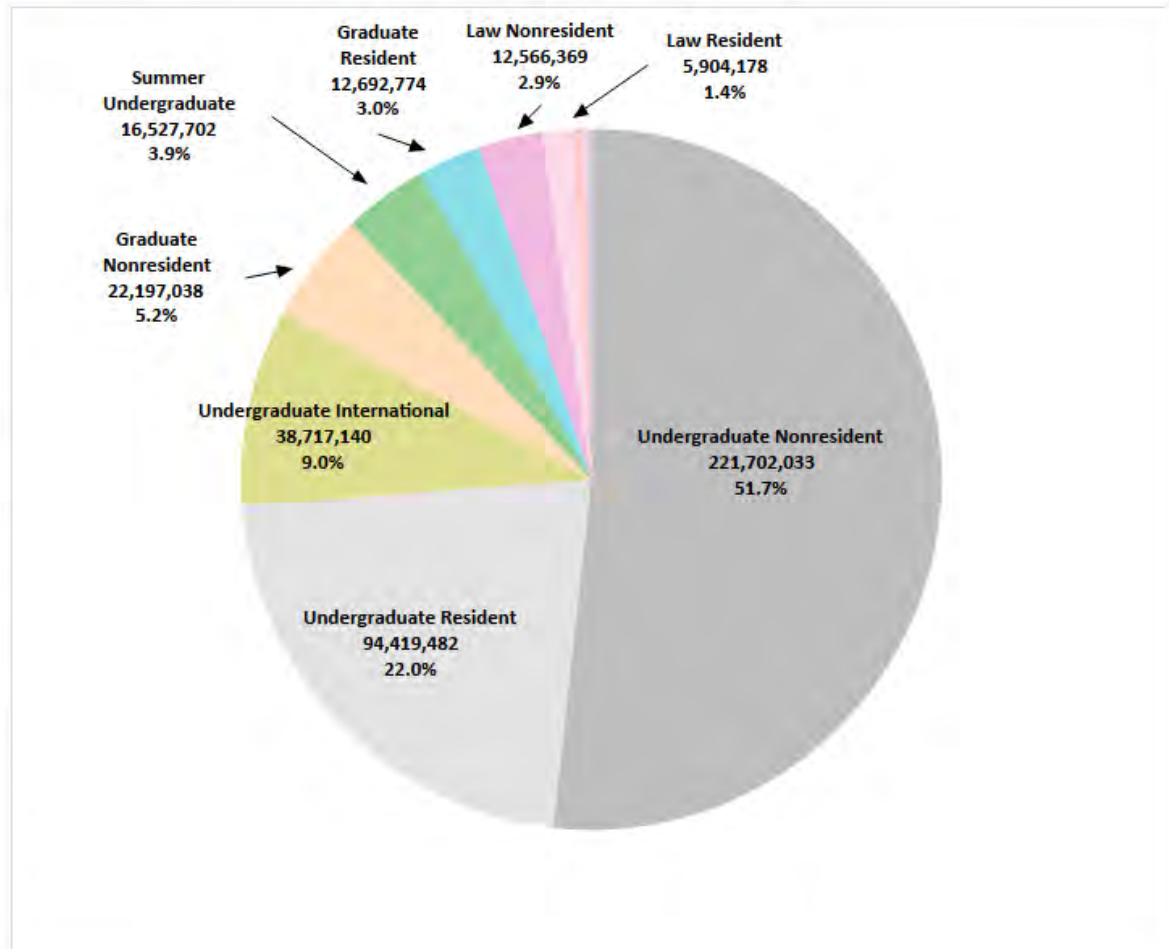
- Tuition and Fee Setting Process
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FY20 Tuition Revenue

FY20 Tuition Revenue

Undergraduate Nonresident	221,702,033
Undergraduate Resident	94,419,482
Undergraduate Internation..	38,717,140
Graduate Nonresident	22,197,038
Summer Undergraduate	16,527,702
Graduate Resident	12,692,774
Law Nonresident	12,566,369
Student Fees	10,419,095
Law Resident	5,904,178
Summer Graduate	2,370,857
Family / Staff	1,329,977
Total	438,846,645
Remissions	53,611,282
GE Tuition Remissions	24,196,489
Net Tuition Revenue	362,677,556

Category



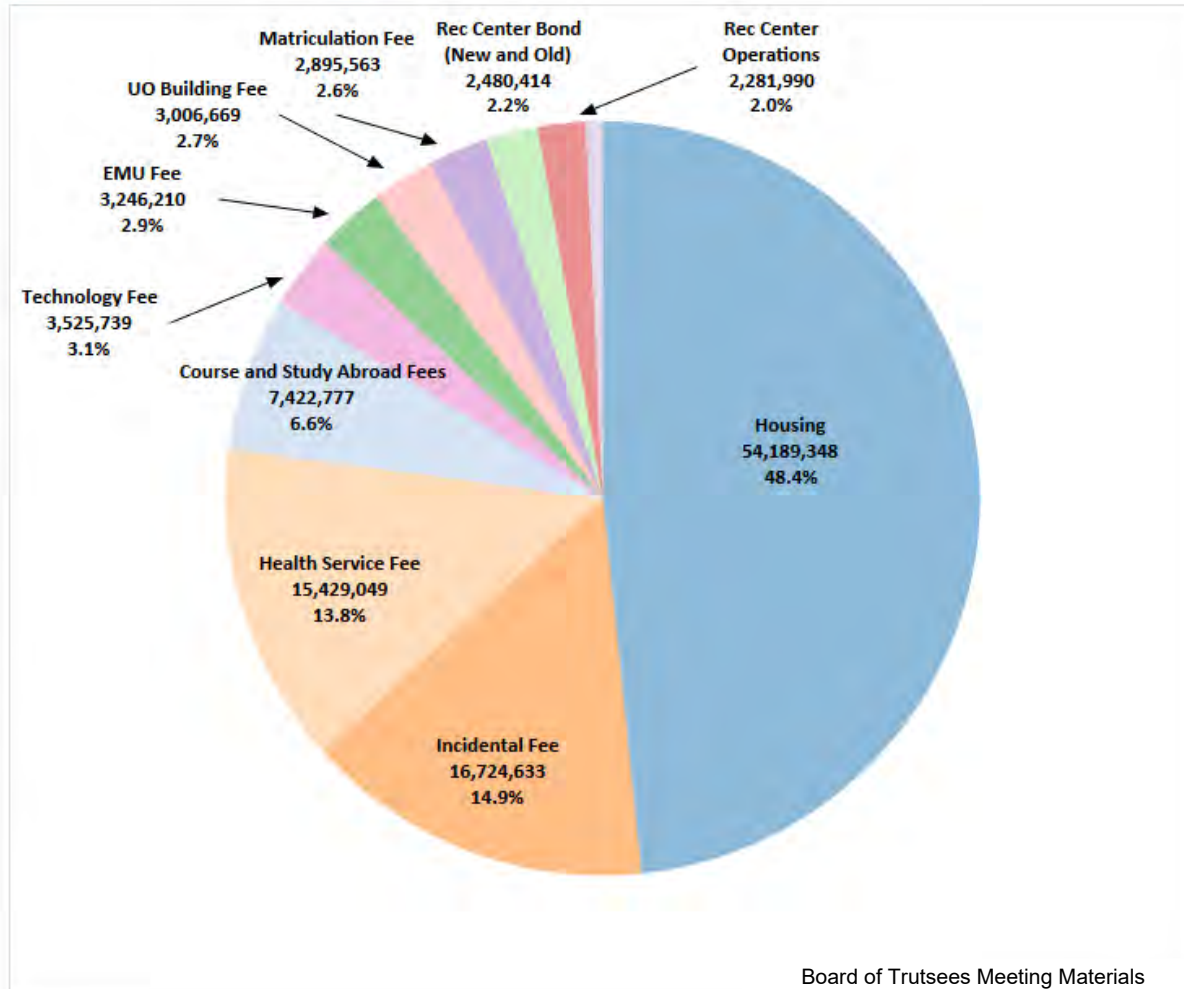
FY20 Fee Revenue

FY20 Fee Revenue

Housing	54,189,348
Incidental Fee	16,724,633
Health Service Fee	15,429,049
Course and Study Abroad Fees	7,422,777
Technology Fee	3,525,739
EMU Fee	3,246,210
UO Building Fee	3,006,669
Matriculation Fee	2,895,563
Rec Center Bond (New and Old)	2,480,414
Rec Center Operations	2,281,990
International Fee	805,028
Total	112,007,421

Category

- Housing
- Incidental Fee
- Health Service Fee
- Course and Study Abroad Fees
- Technology Fee
- EMU Fee
- UO Building Fee
- Matriculation Fee
- Rec Center Bond (New and Old)
- Rec Center Operations
- International Fee



Undergraduate Tuition and Mandatory Fee History 2007-08 to 2020-21

Year	Resident		Nonresident	
	Actual Dollars	CPI-adjusted	Actual Dollars	CPI-adjusted
2007-08	\$6,168	\$8,003	\$19,332	\$25,085
2008-09	\$6,485	\$8,103	\$20,042	\$25,041
2009-10	\$7,430	\$9,335	\$23,720	\$29,803
2010-11	\$8,190	\$10,151	\$25,830	\$32,014
2011-12	\$8,789	\$10,622	\$27,653	\$33,420
2012-13	\$9,310	\$11,002	\$28,660	\$33,869
2013-14	\$9,703	\$11,294	\$29,788	\$34,673
2014-15	\$9,918	\$11,338	\$30,888	\$35,312
2015-16	\$10,289	\$11,645	\$32,024	\$36,246
2016-17	\$10,762	\$11,959	\$33,442	\$37,162
2017-18	\$11,571	\$12,510	\$34,611	\$37,419
2018-19	\$11,898	\$12,454	\$35,478	\$37,135
2019-20	\$12,720	\$12,967	\$36,615	\$37,327
2020-21	\$13,856	\$13,856	\$39,308	\$39,308

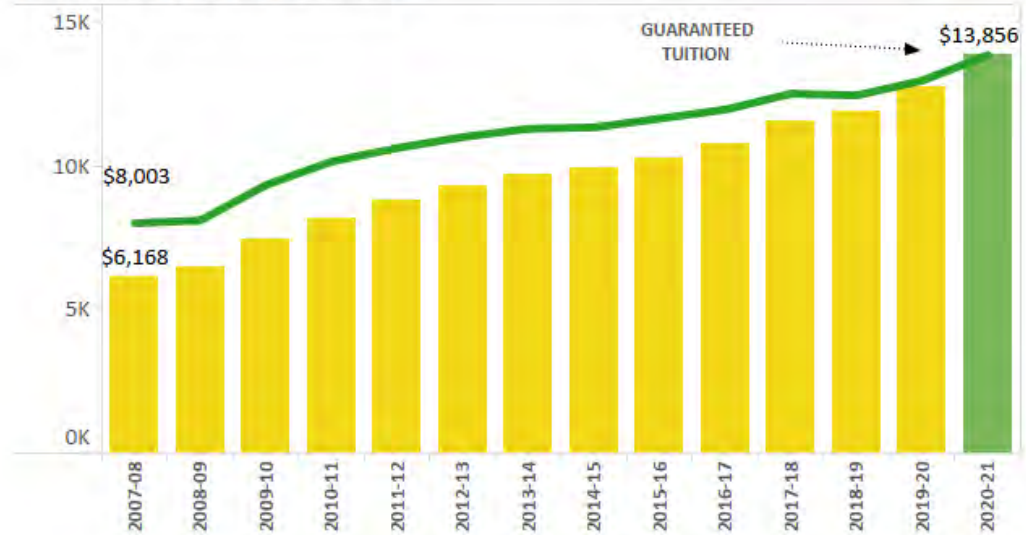
	Resident	Nonresident
2020-21 Rate and Percentage Increase for Continuing Students	\$13,116 3.1%	\$37,728 3.0%

Notes:

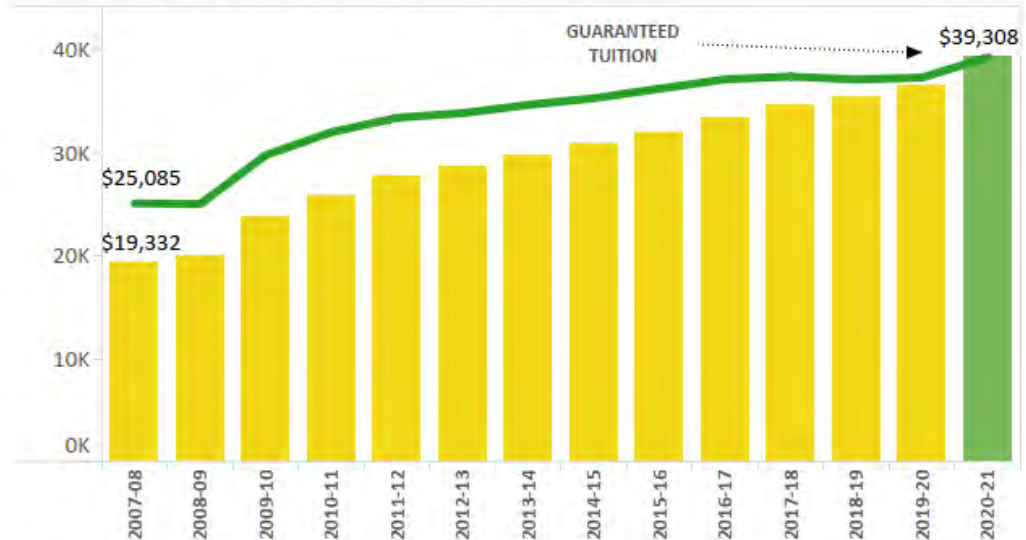
1. Figures are expressed in inflation-adjusted 2020 dollars. The Consumer Price Index (CPI) values are obtained from the Bureau of Labor Statistics and represent the Urban-West annual CPI as of June 30, 2020.
2. All of the costs presented in the table are annualized for the academic year. Tuition and fee rates correspond to a carrying load of 15 credit hours.

Source: UO Office of Institutional Research.

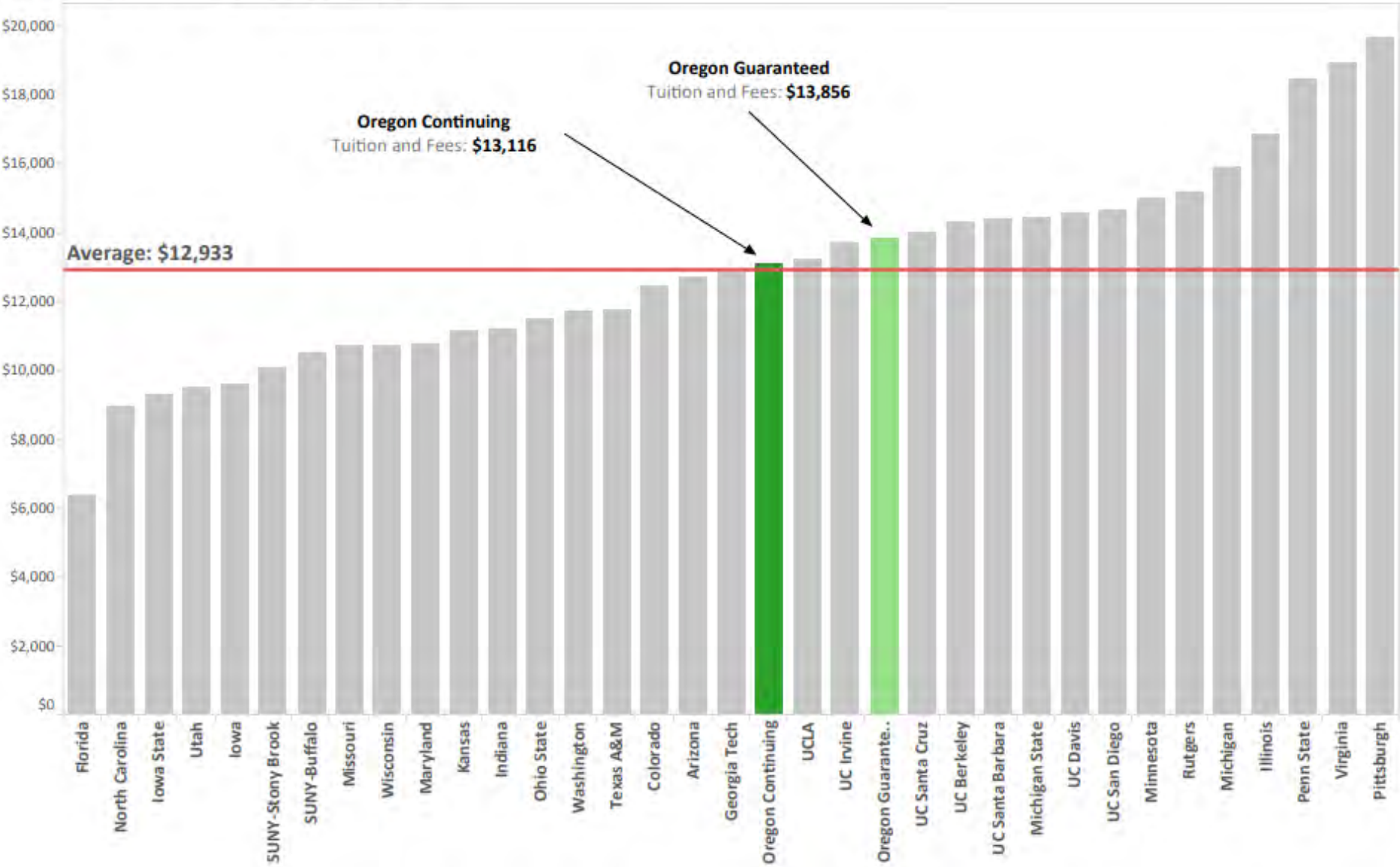
Tuition and Fees for Residents



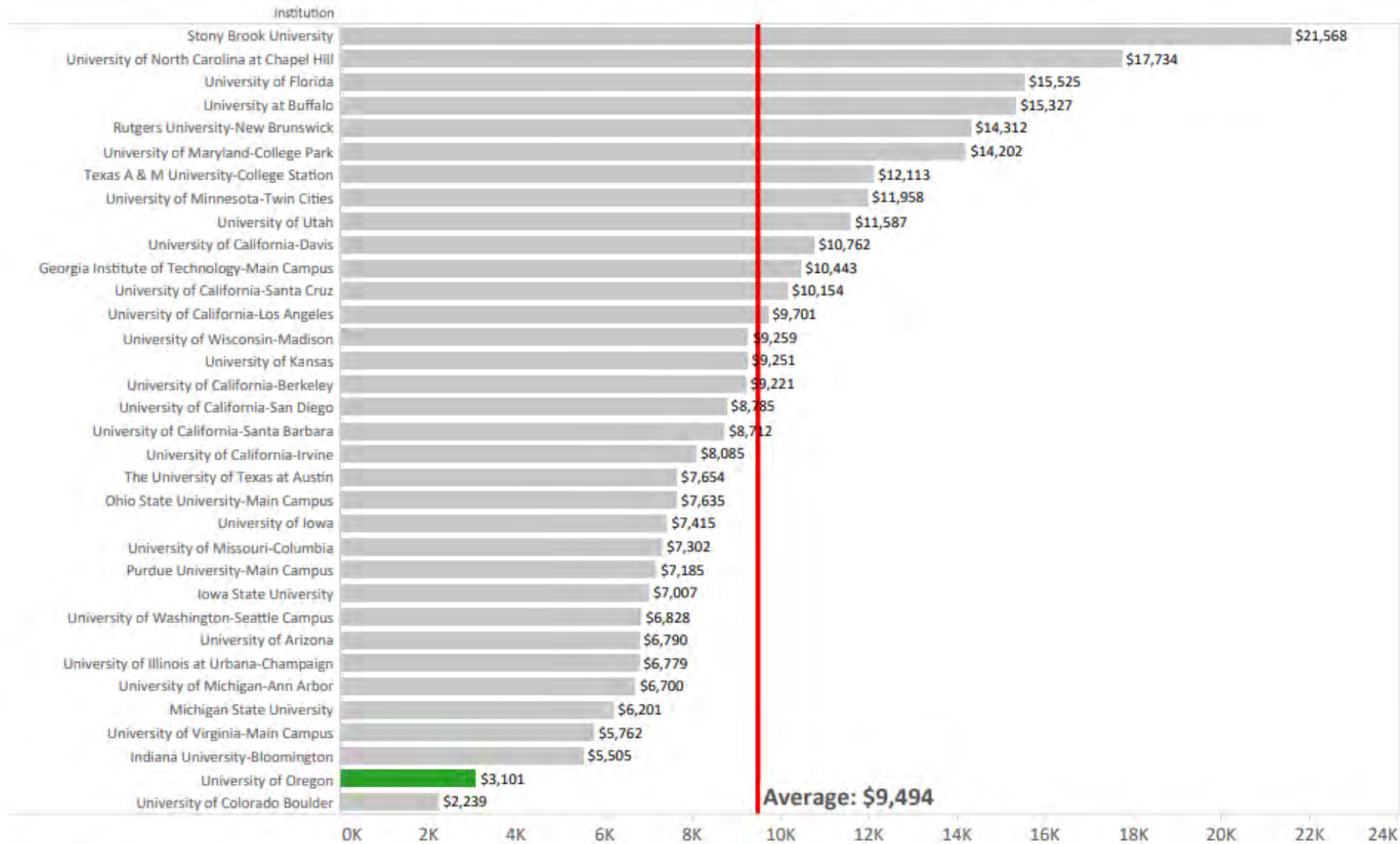
Tuition and Fees for Nonresidents



AAU Publics
2020-21 Tuition and Mandatory Fees
Resident Full-time Undergraduate



State Appropriations per Student FTE among AAU Publics (FY2018)

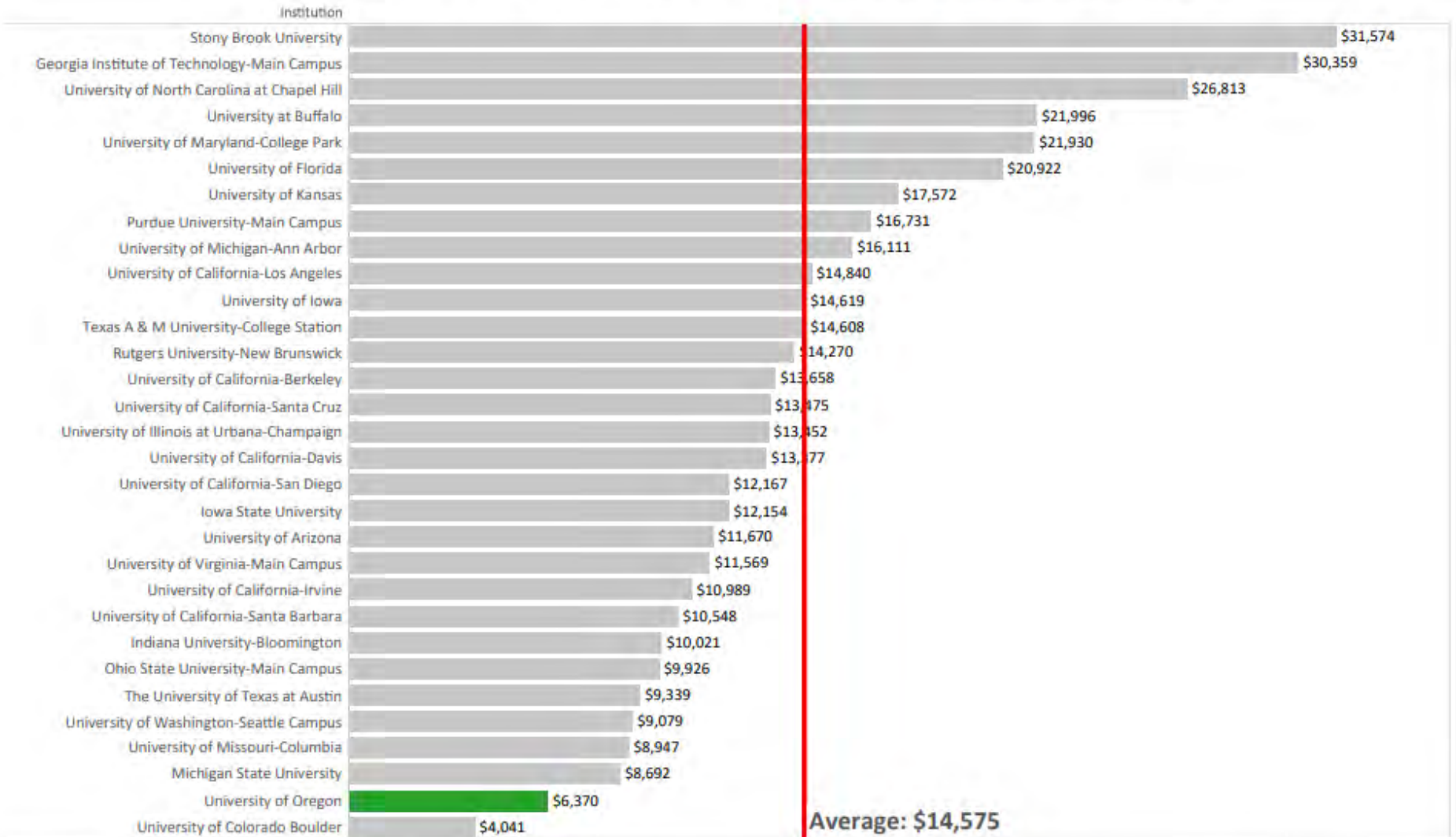


Notes:

1. Penn State University and University of Pittsburgh are excluded from the table because Pennsylvania has alternative state funding mechanisms.
2. The Student FTE corresponds to a 12-month FTE.

Source: IPEDS Finance (FY2018) and Enrollment (FY2018).

State Appropriations per Resident Student FTE among AAU Publics (FY2018)

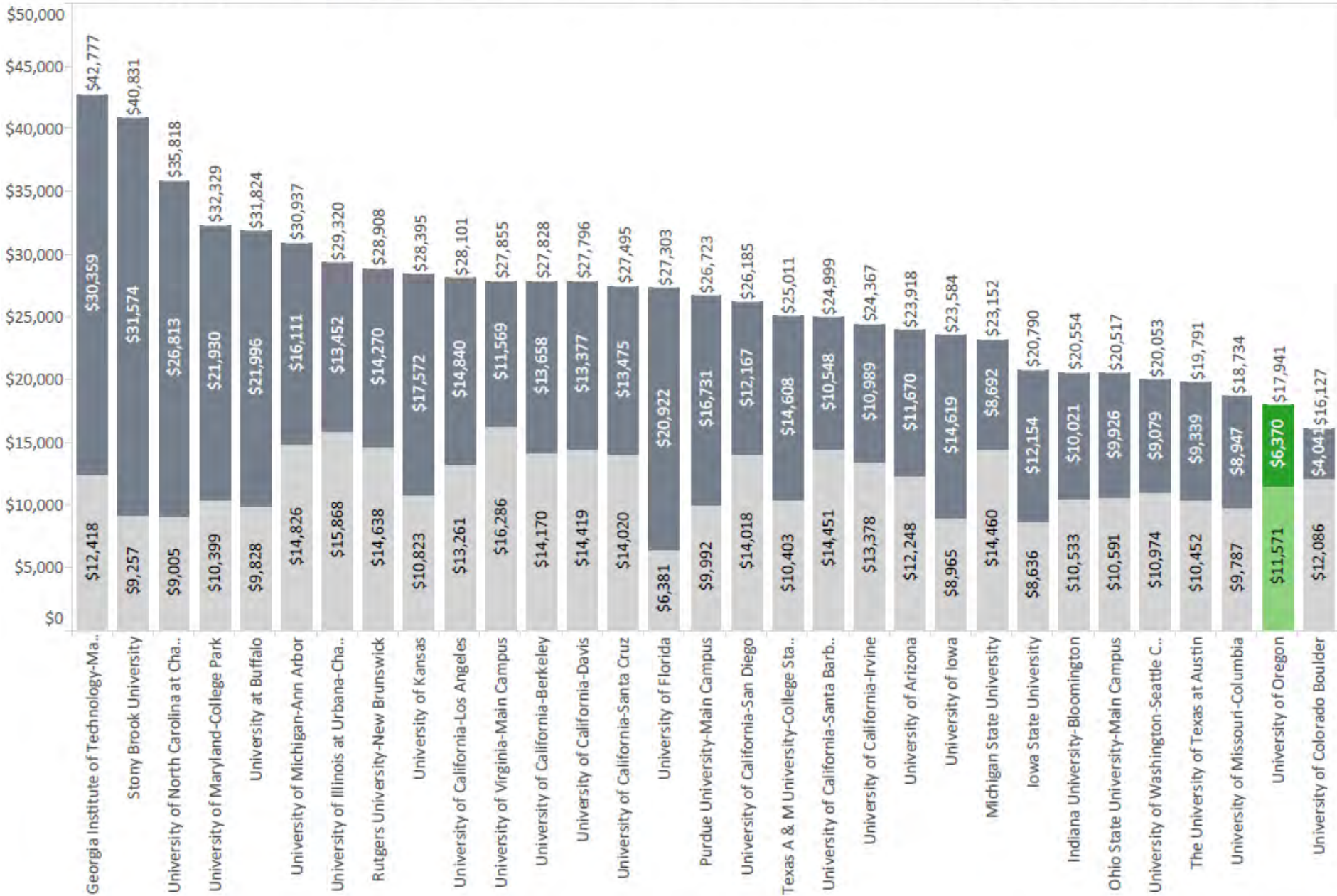


Notes:

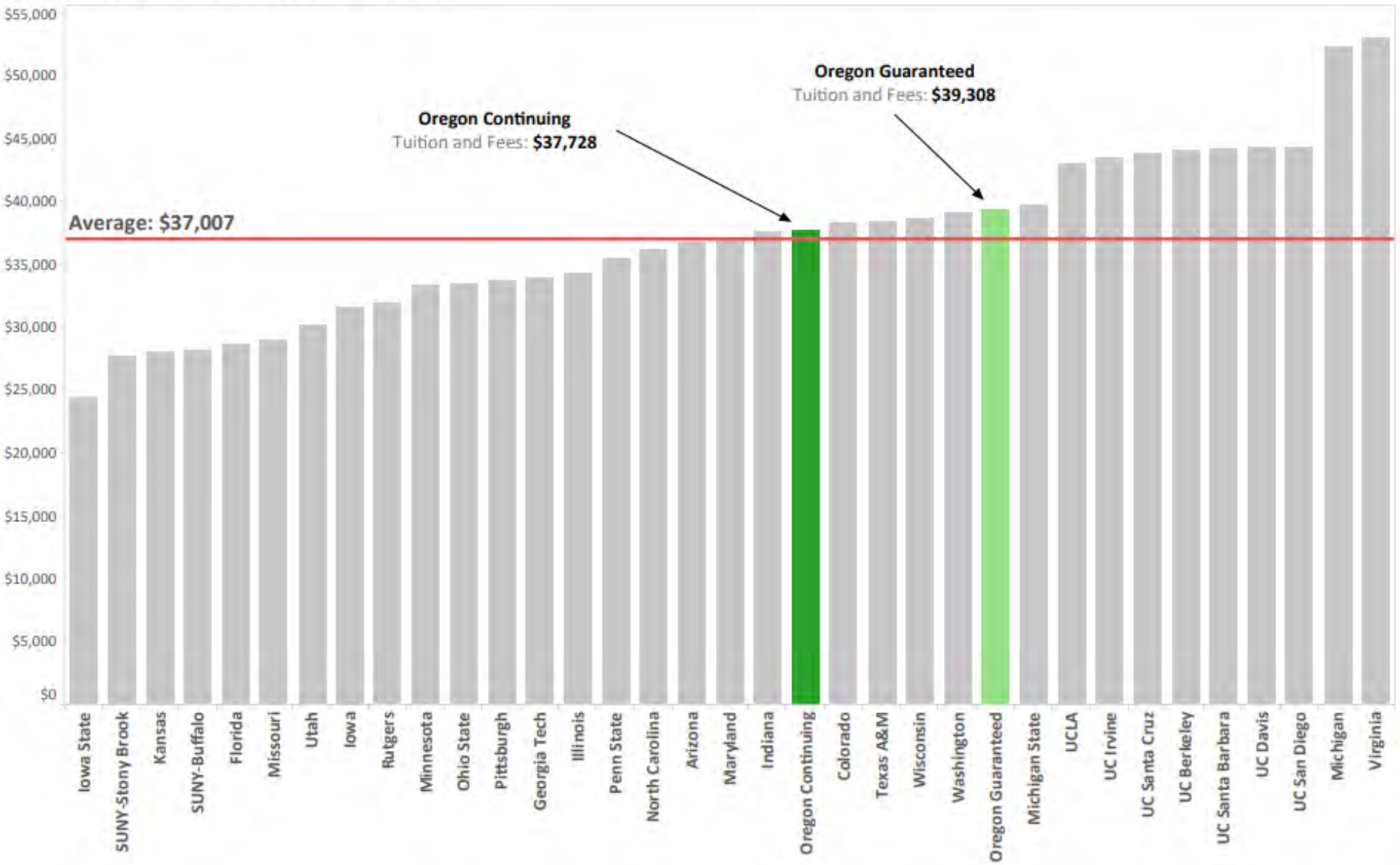
1. Penn State University and University of Pittsburgh are excluded from the table because Pennsylvania has alternative state funding mechanisms. Student FTE figures were not available for University of Wisconsin and University of Minnesota.
2. The Student FTE corresponds to a 12-month FTE.

Source: IPEDS Finance (FY2018) and enrollment figures collected from institutional web sites.

State Appropriations per Resident Student and Resident Tuition and Fees among AAU Publics (FY2018)



AAU Publics
2020-21 Tuition and Mandatory Fees
Nonresident Full-time Undergraduate



Cost of Attendance for the 2020-21 Academic Year among PAC-12 Publics

Institution	Resident Tuition and Fees	Nonresident Tuition and Fees	Room and Board	Books and Supplies	Other	Total Resident	Total Nonresident
Arizona	\$12,696	\$36,723	\$13,350	\$800	\$3,500	\$30,346	\$54,373
Arizona State	\$11,338	\$29,428	\$13,952	\$1,300	\$3,358	\$29,948	\$48,038
Colorado	\$12,466	\$38,284	\$15,220	\$1,200	\$2,556	\$31,442	\$57,260
Oregon Continuing	\$13,116	\$37,728	\$12,783	\$1,178	\$2,400	\$29,477	\$54,089
Oregon Guaranteed	\$13,856	\$39,308	\$12,783	\$1,178	\$2,400	\$30,217	\$55,669
Oregon State	\$12,165	\$32,355	\$13,200	\$1,200	\$2,742	\$29,307	\$49,497
UC Berkeley	\$14,312	\$44,066	\$20,639	\$870	\$2,276	\$38,097	\$67,851
UCLA	\$13,249	\$43,003	\$17,599	\$1,464	\$1,947	\$34,259	\$64,013
Utah	\$9,499	\$30,132	\$10,201	\$996	\$3,574	\$24,270	\$44,903
Washington	\$11,745	\$39,114	\$13,887	\$900	\$2,733	\$29,265	\$56,634
Washington State	\$12,073	\$27,015	\$11,122	\$960	\$3,542	\$27,697	\$42,639

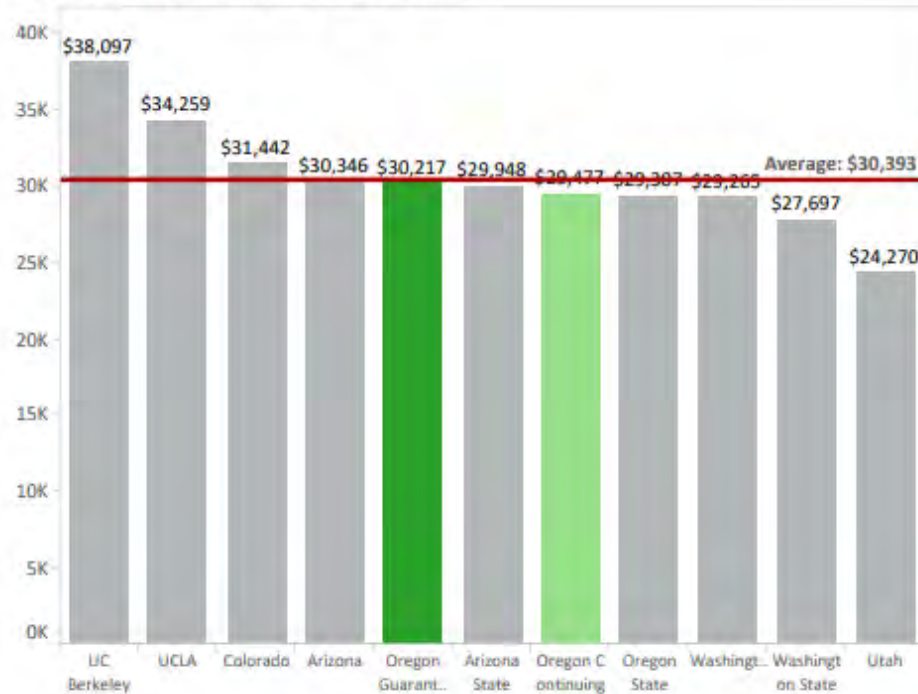
Cost of attendance (COA) is a statutory term for the estimated full and reasonable cost of completing a full academic year as a full-time student. The cost of attendance is published by each educational institution and includes:

- Tuition and fees payable to the institution
- Books and supplies
- Room and board
- Personal costs (medical, clothing, laundry)
- Transportation to and from the school

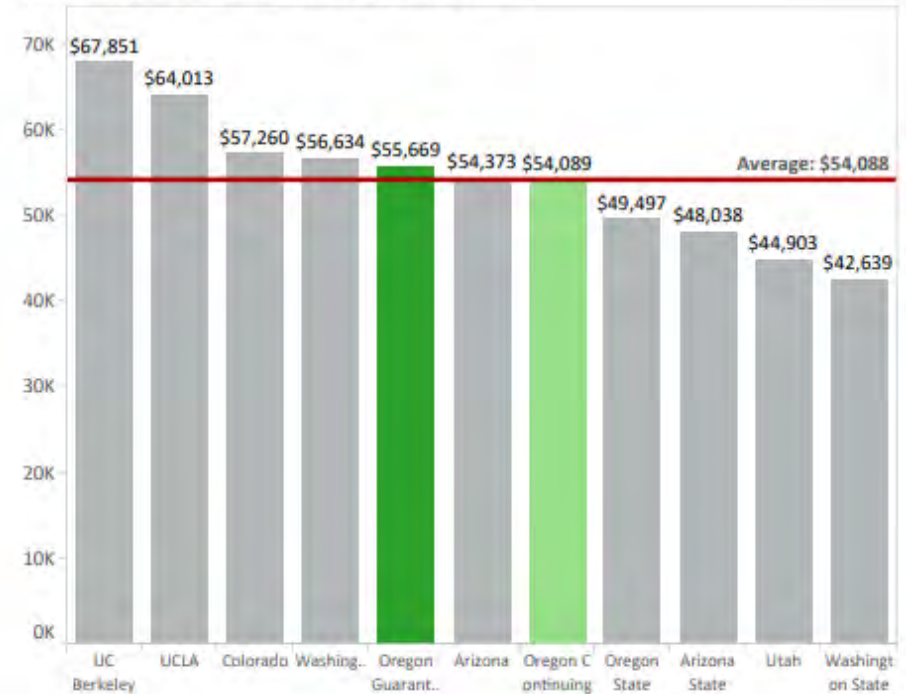
As of October 29, 2011, every post-secondary institution that receives federal financial aid funds is required to post its COA.

Source: Institution web sites.

Total Cost of Attendance Residents



Total Cost of Attendance Nonresidents



Agenda

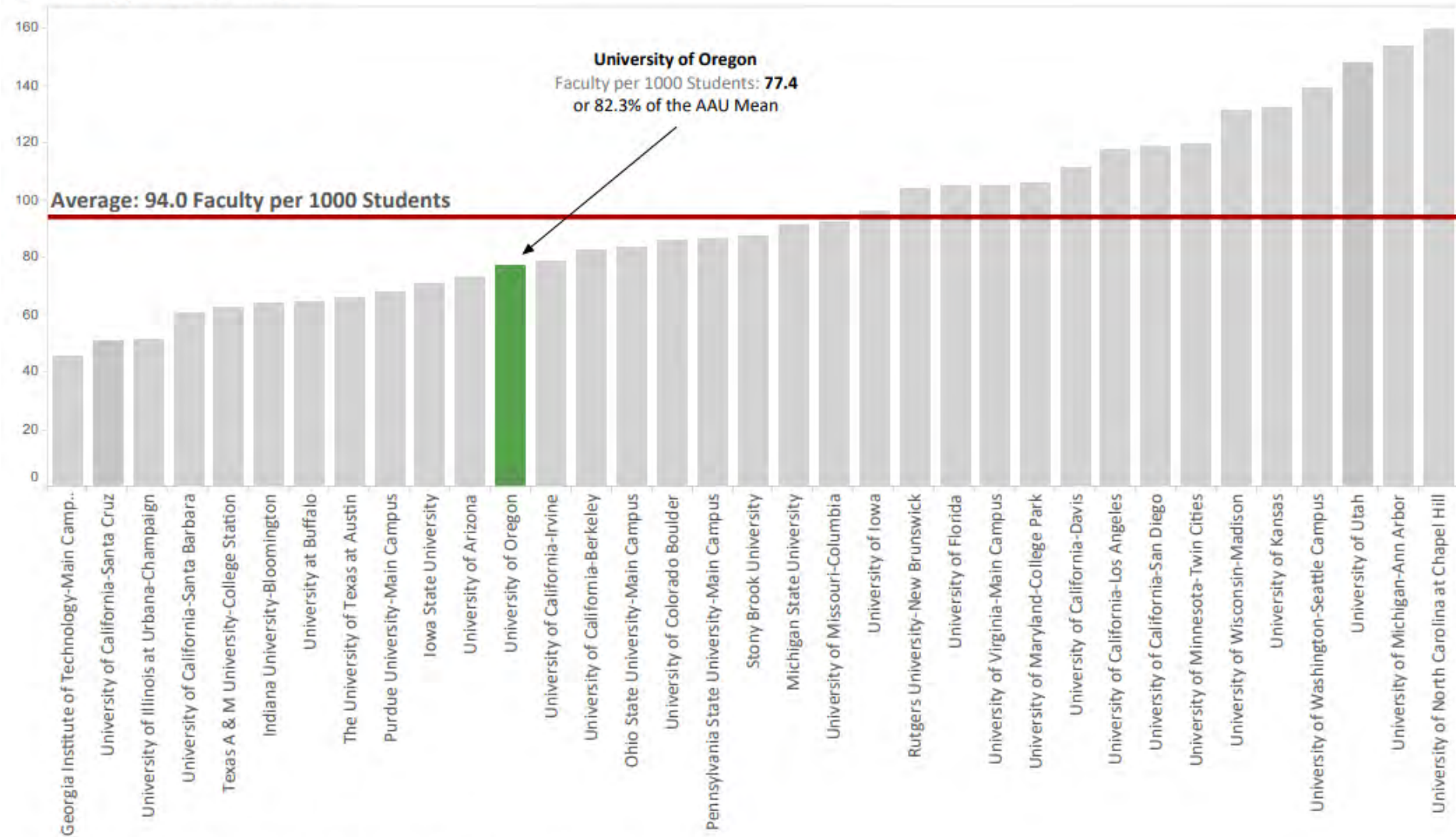
- Tuition and Fee Setting Process
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- FY22 Major Cost Drivers
- Tuition and Fee Recommendations

E&G Fund Context

- E&G Fund – Characteristics (FY21)
 - Approximately \$535 million
 - 77% funded with tuition revenue
 - Funds majority of activity in schools and colleges and administrative units
 - 83% invested in people
- E&G Fund – Recent History
 - FY16, FY17, & FY18: Balanced due to state investments, tuition increases, and budget cuts
 - FY19: \$11.5 million deficit
 - FY20: \$7.6 million deficit
 - FY21: \$2.3 million projected deficit

UO Faculty per Student Ratio at 82.3% of Public AAU Average

FTE Faculty per FTE Students

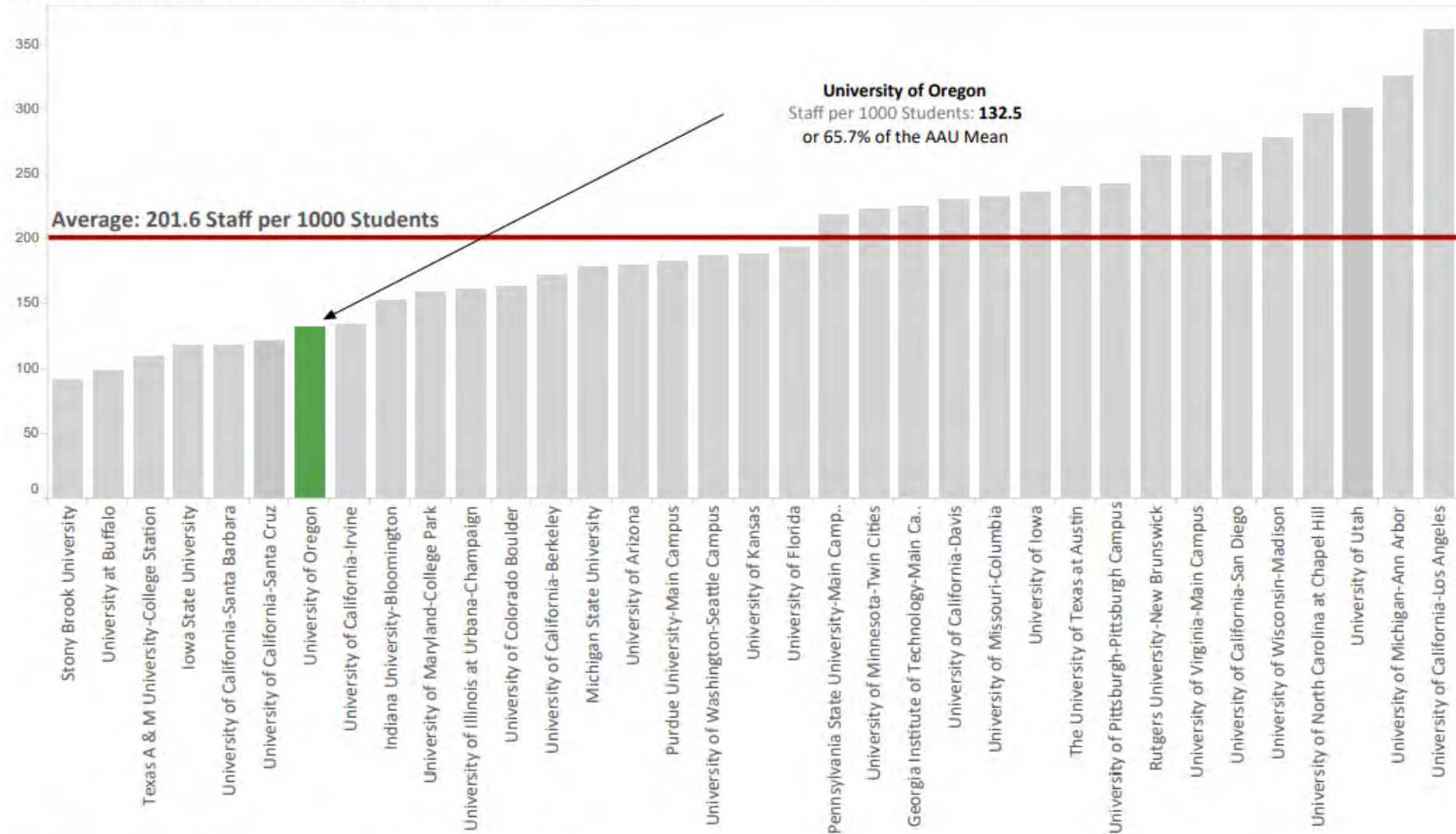


Note: The ratio of faculty to students is based on faculty FTE to student FTE.

Source: IPEDS Human Resources and Enrollment (FY2018).

UO Staff per Student Ratio at 65.7% of Public AAU Average

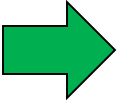
FTE Non-Faculty Staff (Non-medical) per FTE Students



Note: The ratio of staff to students is based on staff FTE to student FTE.

Source: IPEDS Human Resources and Enrollment (FY2018).

Agenda

- Tuition and Fee Setting Process
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Summary – Major FY2022 E&G Fund Cost Drivers

Cost Driver	FY22 Cost Increase	Notes
Faculty, Staff and GE Salary and OPE	\$7.3 million	E&G employee increases based on collective bargaining agreement for approximately 1,231 graduate employees. Also includes estimates of increases for approximately 1,511 faculty, 679 classified staff and 1,232 unrepresented staff. Cost increase lower than previous years due to elimination of annual salary increases in January 2021 for faculty and unrepresented staff. Figures are for employees paid with E&G funds only.
Medical Costs	\$1.2 million	Annual increase due to rate increases and change in coverage mix. December 2020 PEBB increase at 0.5% was much lower than historical average. December 2021 increase assumed to be 3.0%.
Institutional Expenses	\$1.2 million	Increases related to utilities, insurance, debt for academic buildings, assessments, and leases.
Strategic Investments	600K	Annual \$2 million Strategic Investment Process cancelled due to COVID-19 and associated budget challenges. \$600K pre-committed to support Tykeson Advisors previously funded with one-time gift funds.
Minimum Wage Increase	\$320K	Increases per State of Oregon minimum wage increase to \$13.50/hr including associated OPE. Impacts student positions.
Total Projected Cost Increases	\$10.6 million	

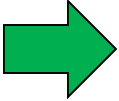
Summary – Major FY2022 E&G Fund Cost Drivers

Cost Driver	FY21 Base	FY22 Cost Increase	FY22 % Increase
Faculty, Staff and GE Salary and Wages	\$441 million	\$7.3 million	1.7%
Medical Costs	\$55.5 million	\$1.2 million	2.2%
Institutional Expenses	\$43.4 million	\$1.2 million	2.8%
Strategic Investments	\$535 million	\$600K	0.1%
Minimum Wage Increase	\$441 million	\$320K	0.1%
Totals	\$535 million	\$10.6 million	2.0%

Summary – Major FY2022 E&G Fund Cost Drivers

Cost Driver	FY20 Projected Cost Increase	FY21 Projected Cost Increase	FY22 Projected Cost Increase
Faculty, Staff and GE Salary and Wages	\$10.6 million	\$11.6 million	\$7.3 million
Medical Costs	\$1.9 million	\$2.5 million	\$1.2 million
Retirement Costs	\$7.1 million	(\$500K)	-
Institutional Expenses	\$1.0 million	\$1.5 million	\$1.2 million
Strategic Investments	\$2.0 million	\$2.0 million	\$600K
Minimum Wage Increase	\$1.0 million	\$1.9 million	\$320K
Total Projected Cost Increases	\$23.6 million	\$19.0 million	\$10.6 million

Agenda

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Guaranteed Tuition Program Launched 2020

- Tuition rates were set and locked for new students starting in FY2021 (summer 2020, fall 2020, winter 2021 and spring 2021) and are locked for five cohort years

FIRST YEAR STUDENTS: GUARANTEED TUITION RATES THAT ARE LOCKED THROUGH SPRING 2025

	Tuition Rate per SCH	Full-time Annual Tuition Rate
Resident Undergraduates	\$254.62	\$11,457.90
Non-resident Undergraduates	\$820.23	\$36,910.35

Students who started before the Guaranteed Tuition Program was put in place (before Summer 2020)

- Annual tuition increases for undergraduate students who started before Summer 2020 were locked at 3.0% per year for the next four years

ANNUAL TUITION INCREASES FOR UNDERGRADUATE STUDENTS WHO STARTED BEFORE SUMMER 2020 LOCKED AT 3.0% PER YEAR

	FY2021 SCH Rate	FY2022 SCH Rate	FY2023 SCH Rate	FY2024 SCH Rate
Resident Undergraduates	\$238.96	\$246.13	\$253.51	\$261.12
Non-resident Undergraduates	\$785.89	\$809.47	\$833.75	\$858.76

Undergraduate Guaranteed Tuition Program: Recommended Rates for Incoming Cohort

- Following are the proposed tuition rates for the cohort of incoming undergraduate students:
 - \$844.83 per credit hour (3.0% higher than this year's non-resident first-year students)
 - \$266.08 per credit hour (4.5% higher than this year's resident first-year students)
- For the incoming undergraduate student cohort, tuition rates and admin-controlled mandatory fees would be **locked for 5 years***

Full-time <u>resident</u> tuition and fees			Full-time <u>non-resident</u> tuition and fees		
Tuition	Fees	Total	Tuition	Fees	Total
\$11,974	\$1,643	\$13,616	\$38,017	\$1,643	\$39,660

* *These rates do NOT include the ASUO incidental fee, which is not part of the guarantee.*

Honors College Differential Tuition

- Normal university practice is to increase the Honors college differential tuition at same rate as resident tuition
- This year the Honor's College is proposing a 1.5% increase. This rate is part of the guaranteed tuition program and will be locked for five years for incoming students.

	Percentage increase	FY2022 Rate	Notes
First Year Students (Cohort 2020)	no increase	\$2,963.25	Rate locked for five years
Incoming Students (Cohort 2021)	1.5%	\$3,007.71	Rate will be locked for five years
Students who started prior to Summer 2020	3.0%	\$2,864.43	Rate will increase 3.0% per year

Graduate Tuition Proposals

- Most proposed FY22 graduate tuition increases: 0.0% – 4.1%
- **Lundquist College of Business:** MBA program moving to a guaranteed tuition plan for full-time students
 - Current full-time MBA students: no tuition increase
 - Rates for incoming students: locked for length of program
 - Increases: 4.3% for new residents; 5.0% for new non-res

New CAS Online Psychology Program

- New rate is proposed to start spring term 2021
- Corrects technical issue with FY21 fee tables
- Proposed rate is lower than standard CAS graduate rate
- Students were granted fee remissions winter term (when program launched) to match net tuition rate with rate program advertised

	Resident	Non Resident
Online Psychology Program	\$14,958	\$14,958
CAS Ma / PhD	\$15,417	\$27,621

Summary of FY2022 E&G Fund Budget Dynamics

Budget gap

- Existing FY2021 budget gap (as of Q2) \$2.3 million
- Non Recurring COVID expense impacts \$15.0 million
- FY2022 cost drivers \$10.6 million
- Total gap in funding \$27.9 million

Projected Incremental Revenue

- Projected FY22 state appropriation (GRB) -\$3.0 million
- Projected Net Tuition Revenue \$19.1 million
- Total incremental projected revenue \$16.1 million

Remaining Budget Gap **\$11.8 million**

Administratively Controlled Mandatory Fee Recommendations

- Under the new undergraduate Guaranteed Tuition Program, rates are locked for five years for the first-year cohort
- As part of the transition to the Guaranteed Tuition Program, last spring the Board approved annual total increases of 3% for those undergraduate students who started at the UO prior to the summer of 2020
- Total proposed increase for administratively controlled mandatory fees for graduate students is 3%

Proposed Rates for Administratively Controlled Mandatory Fees (per term)

Administratively Controlled Mandatory Fees	All Graduate Students			Undergraduate Students Who Started Before Summer 2020			New, Incoming Undergraduate Students (2022 Cohort) Locked Fees		
	FY2021 Fee	FY2022 Fee	% Increase	FY2021 Fee	FY2022 Fee	% Increase	FY2021 Fee	FY2022 Fee	% Increase
Building Fee	\$ 45.00	\$ 45.00	0.00%	\$ 45.00	\$ 45.00	0.00%	\$ 45.00	\$ 45.00	0.00%
Health Service Fee	\$ 233.25	\$ 236.25	1.29%	\$ 233.25	\$ 236.25	1.29%	\$ 233.25	\$ 236.25	1.29%
Rec Center Fee	\$ 113.25	\$ 121.25	7.06%	\$ 110.56	\$ 118.50	7.18%	\$ 120.88	\$ 133.00	10.03%
Student Union Fee	\$ 77.00	\$ 80.00	3.90%	\$ 77.00	\$ 80.00	3.90%	\$ 78.54	\$ 81.75	4.09%
Tech Fee	\$ 50.00	\$ 51.50	3.00%	\$ 50.00	\$ 51.50	3.00%	\$ 50.00	\$ 51.50	3.00%
Total	\$ 518.50	\$ 534.00	2.99%	\$ 515.81	\$ 531.25	2.99%	\$ 527.67	\$ 547.50	3.76%

Mandatory Fees – Incidental Fee

- Each year, the I-Fee proposal is developed through a process governed by the ASUO, and is not part of the TFAB's purview.
- For AY21-22, the proposed fee being recommended is \$268.25 per term. The ASUO is proposing to reduce the fee by 1.3% as they have decided to no longer fund athletic tickets for students. Instead they will be investing in some basic needs programs.

FY22 Proposed Housing Room and Board Rates

- Housing rate increases vary by room type & meal plan
- Overall average housing rate increase is **about 3.5%**
- University Housing continues to try to keep housing rates as low as possible

Pac-12 Room and Board Rate Comparisons 2020-21

School	Double Room and Meal Plan	Source for Room and Board Rates
University of California Berkley	\$19,620	financialaid.berkeley.edu/cost-attendance
University of California Los Angeles	\$17,599	www.admission.ucla.edu/prospect/budget.htm
Stanford University	\$17,255	financialaid.stanford.edu/undergrad/budget/index.html
University of Southern California	\$17,084	housing.usc.edu/index.php/sample-cost
University of Colorado Boulder	\$15,220	www.colorado.edu/bursar/costs
Arizona State University (Tempe Campus)	\$13,952	students.asu.edu/standard-cost-attendance
University of Washington	\$13,887	www.washington.edu/opb/tuition-fees/estimated-annual-cost-of-attendance-for-first-year-undergraduates
University of Arizona	\$13,350	financialaid.arizona.edu/cost/incoming
Oregon State University	\$13,200	financialaid.oregonstate.edu/cost-attendance
University of Oregon	\$12,783	financialaid.uoregon.edu/cost_of_attendance
University of Utah	\$11,844	financialaid.utah.edu/tuition-and-fees/cost-of-attendance.php
Washington State University	\$11,122	admission.wsu.edu/tuition-costs/tuition-break-down

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Board of Trustees of the University of Oregon

Resolution: AY 2021-2022 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 352.087, ORS 352.102, ORS 352.103, ORS 352.105, and other applicable law and policy; and,

Whereas, the university’s recommendations regarding tuition and fees are not taken lightly and are developed after robust consultation and inquiry, including the analysis of many factors, including, but not limited to, affordability, state appropriations, rising costs, and appropriate service levels; and,

Whereas, the University of Oregon implemented the *Oregon Guarantee* in Fiscal Year 2020-2021 (FY21), which created a stable and predictable tuition and fee model for undergraduate students through fixed, cohort-based tuition and mandatory fee rates for undergraduate students entering the UO in FY21 or later (and a plan to stabilize tuition and fee increases for undergraduates enrolled in the UO prior to FY21);

Whereas, the university president has submitted recommended tuition and mandatory fee rates for the upcoming academic year (AY22), details for which can be found in Exhibits A, B and C attached hereto; and,

Whereas, the Board has authority to establish policies for the organization, administration and development of the university.

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

1. RESOLVED, that the AY22 tuition and mandatory fee schedule provided to the trustees as Exhibit B attached to this resolution is adopted;
2. FURTHER RESOLVED, that AY22 Tuition and Fee Policy Book provided to the trustees as Exhibit C attached to this resolution is adopted with an effective date of July 1, 2021, and it shall repeal, supersede and replace all University of Oregon rules and policies related to subject matters addressed in the Policies therein, except as determined by the President; and
3. FURTHER RESOLVED, that the President and his designee(s) may take all actions necessary to implement and enforce AY22 tuition and fees and associated Policies.

Vote recorded on the following page.

Moved: _____ Seconded: _____

Trustee	Vote	Trustee	Vote
Aaron		Lillis	
Bragdon		McIntyre	
Colas		Murray	
Ford		Ralph	
Gonyea		Seeley	
Hornecker		Wilcox	
Kari		Wishnia	

Record here if a voice vote without dissent: _____

Dated: _____ Initials: _____

EXHIBIT A

Summary of Select AY22 Tuition and Fee Recommendations

Tuition Remission Set-Aside

As a reminder, 10% of new revenue from tuition is set aside for remissions (e.g., scholarships) as standard practice.

Undergraduate Tuition – Recommendation for Incoming (New) Students¹

- New *resident* students: \$266.08 per credit hour (4.5%) higher than FY21 rates
- New *non-resident* students: \$844.83 per credit hour (3.0%) higher than FY21 rates

Clark Honors College Differential Tuition and Matriculation Fee

- Recommendation for the CHC differential tuition: 1.5% increase. (Note: It is standard that this would increase at the same rate as resident undergraduate tuition, but a lower rate is recommended for the upcoming year.)

Graduate Tuition Recommendation

- Recommended tuition increases range from 0.0% to 5.0% depending on the program
- Details are available in the tuition and fee tables (Exhibit B).

AY22 Mandatory Fees

Administratively-Controlled Mandatory Fees

Administratively Controlled Mandatory Fees	All Graduate Students			Continuing Undergraduates			New, Incoming Undergraduate Students (2022 Cohort) Locked Fees		
	FY2021 Fee	FY2022 Fee	% Increase	FY2021 Fee	FY2022 Fee	% Increase	FY2021 Fee	FY2022 Fee	% Increase
Building Fee	\$ 45.00	\$ 45.00	0.00%	\$ 45.00	\$ 45.00	0.00%	\$ 45.00	\$ 45.00	0.00%
Health Service Fee	\$ 233.25	\$ 236.25	1.29%	\$ 233.25	\$ 236.25	1.29%	\$ 233.25	\$ 236.25	1.29%
Rec Center Fee	\$ 113.25	\$ 121.25	7.06%	\$ 110.56	\$ 118.50	7.18%	\$ 120.88	\$ 133.00	10.03%
EMU Facility Fee	\$ 77.00	\$ 80.00	3.90%	\$ 77.00	\$ 80.00	3.90%	\$ 78.54	\$ 81.75	4.09%
Tech Fee	\$ 50.00	\$ 51.50	3.00%	\$ 50.00	\$ 51.50	3.00%	\$ 50.00	\$ 51.50	3.00%
Total	\$ 518.50	\$ 534.00	2.99%	\$ 515.81	\$ 531.25	2.99%	\$ 527.67	\$ 547.50	3.76%

ASUO Incidental Fee

- Recommendation is a per term rate of \$268.25, which is a reduction of \$3.50 (1.3%) compared to FY21.
- The I-Fee is not part of the Oregon Guarantee program

¹ Tuition rates for returning undergraduate students for are already set through the Oregon Guarantee.



UNIVERSITY OF OREGON

TUITION AND FEES 2021-22 ACADEMIC YEAR AND 2022 Summer Session

UNIVERSITY OF OREGON

2021-22 Fee Increases — Per Term or Semester

EXHIBIT B

Continuing Undergraduates are defined as students who enrolled prior to summer 2020

The 2021 Tuition Cohort is defined as students with an initial enrollment summer 2020, fall 2020, winter 2021, or spring 2021

The 2022 Tuition Cohort is defined as students with an initial enrollment summer 2021, fall 2021, winter 2022, or spring 2022

	2020-21 Academic Year				2021-22 Academic Year				Percentage Change			
	Continuing Undergraduates (per Term)	Incoming Undergraduates — 2021 Tuition Cohort (per Term)	Graduate (per Term)	Law (per Semester)	Continuing Undergraduates (per Term)	Incoming Undergraduates — 2022 Tuition Cohort (per Term)	Graduate (per Term)	Law (per Semester)	Continuing Undergraduates (per Term)	2021 to 2022 Tuition Cohort (per Term)	Graduate (per Term)	Law (per Semester)
Building Fee	45.00	45.00	45.00	68.00	45.00	45.00	45.00	68.00	0.00%	0.00%	0.00%	0.00%
Health Service Fee	233.25	233.25	233.25	350.00	236.25	236.25	236.25	354.38	1.29%	1.29%	1.29%	1.25%
Recreation Center Fee	110.56	120.88	113.25	170.00	118.50	133.00	121.25	181.88	7.18%	10.03%	7.06%	6.99%
Student Union Fee	77.00	78.54	77.00	116.00	80.00	81.75	80.00	120.00	3.90%	4.09%	3.90%	3.45%
Technology Fee	50.00	50.00	50.00	75.00	51.50	51.50	51.50	77.25	3.00%	3.00%	3.00%	3.00%
Total Administrative Mandatory Fees	515.81	527.67	518.50	779.00	531.25	547.50	534.00	801.50	2.99%	3.76%	2.99%	2.89%
ASUO Incidental Fee	271.75	271.75	271.75	408.00	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Total Fees	787.56	799.42	790.25	1,187.00	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

	Summer 2021				Summer 2022				Percentage Change			
	Continuing Undergraduates (per Term)	Incoming Undergraduates — 2021 Tuition Cohort (per Term)	Graduate (per Term)	Law (per Semester)	Continuing Undergraduates (per Term)	Incoming Undergraduates — 2022 Tuition Cohort (per Term)	Graduate (per Term)	Law (per Semester)	Continuing Undergraduates (per Term)	2021 to 2022 Tuition Cohort (per Term)	Graduate (per Term)	Law (per Semester)
Building Fee	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	0.00%	0.00%	0.00%	0.00%
Health Service Fee	233.25	233.25	233.25	233.25	236.25	236.25	236.25	236.25	1.29%	1.29%	1.29%	1.29%
Recreation Center Fee	110.56	120.88	113.25	113.25	118.50	133.00	121.25	121.25	7.18%	10.03%	7.06%	7.06%
Student Union Fee	77.00	78.54	77.00	77.00	80.00	81.75	80.00	80.00	3.90%	4.09%	3.90%	3.90%
Technology Fee	50.00	50.00	50.00	50.00	51.50	51.50	51.50	51.50	3.00%	3.00%	3.00%	3.00%
Total Administrative Mandatory Fees	515.81	527.67	518.50	518.50	531.25	547.50	534.00	534.00	2.99%	3.76%	2.99%	2.99%
ASUO Incidental Fee	67.94	67.94	67.94	67.94	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Total Fees	583.75	595.61	586.44	586.44	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

- Notes:
- (1) During the regular academic year, law students on semesters pay 150% of the academic fee.
 - (2) A one-time Matriculation fee is assessed on all new and transfer students — \$469.57 Undergraduate / \$469.57 Graduate and Law.
 - (3) Qualified tuition and fees do not include student health service fees for Tax Relief Act reporting.
 - (4) Students enrolled in the Portland programs use the Portland State University Student Health Center, and pay the same Health Service Fee as PSU students.
 - (5) Students coded as international undergraduates will be assessed a \$200 fee per term during the regular academic year and \$150 during the summer term.
 - (6) Students will be charged an additional \$20 per credit hour for undergraduate courses taken in the Business School.

Source: UO Office of Institutional Research.
 For additional information, please contact J.P. Monroe (jpmonroe@uoregon.edu) at 541-346-2085.

2021-22 Fee Increases — Per Term or Semester

Continuing Undergraduates are defined as students who enrolled prior to summer 2020

Includes administrative mandatory fees only; pending future ASUO-approved Incidental Fees

	2020-21 Academic Year	2021-22 Academic Year	2022-23 Academic Year	2023-24 Academic Year
<i>Continuing Undergraduates (per Term)</i>				
Building Fee	45.00	45.00	TBD	TBD
Health Service Fee	233.25	236.25	TBD	TBD
Recreation Center Fee	110.56	118.50	TBD	TBD
Student Union Fee	77.00	80.00	TBD	TBD
Technology Fee	50.00	51.50	TBD	TBD
Total Administrative Mandatory Fees	515.81	531.25	547.19	563.60
ASUO Incidental Fee	271.75	TBD	TBD	TBD
Total Fees	787.56	TBD	TBD	TBD

	Summer 2021	Summer 2022	Summer 2023	Summer 2024
<i>Continuing Undergraduates (per Term)</i>				
Building Fee	45.00	45.00	TBD	TBD
Health Service Fee	233.25	236.25	TBD	TBD
Recreation Center Fee	110.56	118.50	TBD	TBD
Student Union Fee	77.00	80.00	TBD	TBD
Technology Fee	50.00	51.50	TBD	TBD
Total Administrative Mandatory Fees	515.81	531.25	547.19	563.60
ASUO Incidental Fee	67.94	TBD	TBD	TBD
Total Fees	583.75	TBD	TBD	TBD

Notes:

- (1) During the regular academic year, law students on semesters pay 150% of the academic fee.
- (2) A one-time Matriculation fee is assessed on all new and transfer students — \$469.57 Undergraduate / \$469.57 Graduate and Law.
- (3) Qualified tuition and fees do not include student health service fees for Tax Relief Act reporting.
- (4) Students enrolled in the Portland programs use the Portland State University Student Health Center, and pay the same Health Service Fee as PSU students.
- (5) Students coded as international undergraduates will be assessed a \$200 fee per term during the regular academic year and \$150 during the summer term.
- (6) Students will be charged an additional \$20 per credit hour for undergraduate courses taken in the Business School.

Source: UO Office of Institutional Research.

For additional information, please contact J.P. Monroe (jpmonroe@uoregon.edu) at 541-346-2085.

	Eugene Campus	Portland Campus	Charleston Campus	Off-campus Site ¹
Building Fee	✓	✓	✓	✓
Incidental Fee	✓	✓ (50% of I-fee)	✓ (50% of I-fee)	✓ (50% of I-fee)
Health Service Fee	✓	✓ (PSU Health Center Fee)	✓	
Recreation Center Fee	✓			
Student Union Fee	✓			
Technology Fee	✓	✓	✓	✓

Note:

(1) Includes students taking only online classes.

Source: UO Office of Institutional Research.

For additional information, please contact J.P. Monroe (jpmonroe@uoregon.edu) at 541-346-2085.

Guaranteed Undergraduate Tuition and Fees for Students in the 2020 Tuition Cohort

For undergraduates with an initial enrollment summer 2020, fall 2020, winter 2021, or spring 2021

Final term of the guarantee: Spring 2025

Credits	Academic Year 2020 Tuition Undergraduate Cohort				Summer 2020 Tuition Undergraduate Cohort				2020 Tuition Undergraduate Cohort — Clark Honors College			
	Resident		Nonresident		Resident		Nonresident		Resident		Nonresident	
	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees
1	254.62	TBD	820.23	TBD	216.43	TBD	533.15	TBD	1,242.37	TBD	1,807.98	TBD
2	509.24	TBD	1,640.45	TBD	432.85	TBD	1,066.29	TBD	1,496.99	TBD	2,628.20	TBD
3	763.86	TBD	2,460.68	TBD	649.28	TBD	1,599.44	TBD	1,751.61	TBD	3,448.43	TBD
4	1,018.48	TBD	3,280.90	TBD	865.71	TBD	2,132.59	TBD	2,006.23	TBD	4,268.65	TBD
5	1,273.10	TBD	4,101.13	TBD	1,082.14	TBD	2,665.73	TBD	2,260.85	TBD	5,088.88	TBD
6	1,527.72	TBD	4,921.35	TBD	1,298.56	TBD	3,198.88	TBD	2,515.47	TBD	5,909.10	TBD
7	1,782.34	TBD	5,741.58	TBD	1,514.99	TBD	3,732.02	TBD	2,770.09	TBD	6,729.33	TBD
8	2,036.96	TBD	6,561.80	TBD	1,731.42	TBD	4,265.17	TBD	3,024.71	TBD	7,549.55	TBD
9	2,291.58	TBD	7,382.03	TBD	1,947.84	TBD	4,798.32	TBD	3,279.33	TBD	8,369.78	TBD
10	2,546.20	TBD	8,202.25	TBD	2,164.27	TBD	5,331.46	TBD	3,533.95	TBD	9,190.00	TBD
11	2,800.82	TBD	9,022.48	TBD	2,380.70	TBD	5,864.61	TBD	3,788.57	TBD	10,010.23	TBD
12	3,055.44	TBD	9,842.70	TBD	2,597.12	TBD	6,397.76	TBD	4,043.19	TBD	10,830.45	TBD
13	3,310.06	TBD	10,662.93	TBD	2,813.55	TBD	6,930.90	TBD	4,297.81	TBD	11,650.68	TBD
14	3,564.68	TBD	11,483.15	TBD	3,029.98	TBD	7,464.05	TBD	4,552.43	TBD	12,470.90	TBD
15	3,819.30	TBD	12,303.38	TBD	3,246.41	TBD	7,997.19	TBD	4,807.05	TBD	13,291.13	TBD
16	4,073.92	TBD	13,123.60	TBD	3,462.83	TBD	8,530.34	TBD	5,061.67	TBD	14,111.35	TBD
17	4,328.54	TBD	13,943.83	TBD	3,679.26	TBD	9,063.49	TBD	5,316.29	TBD	14,931.58	TBD
18	4,583.16	TBD	14,764.05	TBD	3,895.69	TBD	9,596.63	TBD	5,570.91	TBD	15,751.80	TBD
Each Add'l Credit Hour	254.62		820.23		216.43		533.15		254.62		820.23	

Notes:

- (1) During the regular academic year, law students on semesters pay 150% of the academic fee.
- (2) A one-time Matriculation fee is assessed on all new and transfer students — \$469.57 Undergraduate / \$469.57 Graduate and Law.
- (3) Qualified tuition and fees do not include student health service fees for Tax Relief Act reporting.
- (4) Students enrolled in the Portland programs use the Portland State University Student Health Center, and pay the same Health Service Fee as PSU students.
- (5) Students coded as international undergraduates will be assessed a \$200 fee per term during the regular academic year and \$150 during the summer term.
- (6) Students will be charged an additional \$20 per credit hour for undergraduate courses taken in the Business School.

Source: UO Office of Institutional Research.

For additional information, please contact J.P. Monroe (jpmonroe@uoregon.edu) at 541-346-2085.

Guaranteed Undergraduate Tuition and Fees for Students in the 2021 Tuition Cohort

For undergraduates with an initial enrollment summer 2021, fall 2021, winter 2021, or spring 2021

Final term of the guarantee: Spring 2026

Credits	Academic Year 2021 Tuition Undergraduate Cohort				Summer 2021 Tuition Undergraduate Cohort				2021 Tuition Undergraduate Cohort — Clark Honors College			
	Resident		Nonresident		Resident		Nonresident		Resident		Nonresident	
	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees
1	266.08	TBD	844.83	TBD	226.17	TBD	549.14	TBD	1,268.65	TBD	1,847.40	TBD
2	532.16	TBD	1,689.66	TBD	452.34	TBD	1,098.28	TBD	1,534.73	TBD	2,692.23	TBD
3	798.24	TBD	2,534.49	TBD	678.50	TBD	1,647.42	TBD	1,800.81	TBD	3,537.06	TBD
4	1,064.32	TBD	3,379.32	TBD	904.67	TBD	2,196.56	TBD	2,066.89	TBD	4,381.89	TBD
5	1,330.40	TBD	4,224.15	TBD	1,130.84	TBD	2,745.70	TBD	2,332.97	TBD	5,226.72	TBD
6	1,596.48	TBD	5,068.98	TBD	1,357.01	TBD	3,294.84	TBD	2,599.05	TBD	6,071.55	TBD
7	1,862.56	TBD	5,913.81	TBD	1,583.18	TBD	3,843.98	TBD	2,865.13	TBD	6,916.38	TBD
8	2,128.64	TBD	6,758.64	TBD	1,809.34	TBD	4,393.12	TBD	3,131.21	TBD	7,761.21	TBD
9	2,394.72	TBD	7,603.47	TBD	2,035.51	TBD	4,942.26	TBD	3,397.29	TBD	8,606.04	TBD
10	2,660.80	TBD	8,448.30	TBD	2,261.68	TBD	5,491.40	TBD	3,663.37	TBD	9,450.87	TBD
11	2,926.88	TBD	9,293.13	TBD	2,487.85	TBD	6,040.53	TBD	3,929.45	TBD	10,295.70	TBD
12	3,192.96	TBD	10,137.96	TBD	2,714.02	TBD	6,589.67	TBD	4,195.53	TBD	11,140.53	TBD
13	3,459.04	TBD	10,982.79	TBD	2,940.18	TBD	7,138.81	TBD	4,461.61	TBD	11,985.36	TBD
14	3,725.12	TBD	11,827.62	TBD	3,166.35	TBD	7,687.95	TBD	4,727.69	TBD	12,830.19	TBD
15	3,991.20	TBD	12,672.45	TBD	3,392.52	TBD	8,237.09	TBD	4,993.77	TBD	13,675.02	TBD
16	4,257.28	TBD	13,517.28	TBD	3,618.69	TBD	8,786.23	TBD	5,259.85	TBD	14,519.85	TBD
17	4,523.36	TBD	14,362.11	TBD	3,844.86	TBD	9,335.37	TBD	5,525.93	TBD	15,364.68	TBD
18	4,789.44	TBD	15,206.94	TBD	4,071.02	TBD	9,884.51	TBD	5,792.01	TBD	16,209.51	TBD
Each Add'l Credit Hour	266.08		844.83		226.17		549.14		266.08		844.83	

Notes:

- (1) During the regular academic year, law students on semesters pay 150% of the academic fee.
- (2) A one-time Matriculation fee is assessed on all new and transfer students — \$469.57 Undergraduate / \$469.57 Graduate and Law.
- (3) Qualified tuition and fees do not include student health service fees for Tax Relief Act reporting.
- (4) Students enrolled in the Portland programs use the Portland State University Student Health Center, and pay the same Health Service Fee as PSU students.
- (5) Students coded as international undergraduates will be assessed a \$200 fee per term during the regular academic year and \$150 during the summer term.
- (6) Students will be charged an additional \$20 per credit hour for undergraduate courses taken in the Business School.

Source: UO Office of Institutional Research.

For additional information, please contact J.P. Monroe (jpmonroe@uoregon.edu) at 541-346-2085.

EXHIBIT B

Credits	Academic Year Continuing Undergraduate				Summer 2021 Continuing Undergraduate				Continuing Undergraduate — Clark Honors College			
	Resident		Nonresident		Resident		Nonresident		Resident		Nonresident	
	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees
1	238.96	1,026.52	785.89	1,573.45	203.12	786.86	510.83	1,094.58	1,165.96	1,953.52	1,712.89	2,500.45
2	477.92	1,265.48	1,571.78	2,359.34	406.23	989.98	1,021.66	1,605.40	1,404.92	2,192.48	2,498.78	3,286.34
3	716.88	1,504.44	2,357.67	3,145.23	609.35	1,193.10	1,532.49	2,116.23	1,643.88	2,431.44	3,284.67	4,072.23
4	955.84	1,743.40	3,143.56	3,931.12	812.46	1,396.21	2,043.31	2,627.06	1,882.84	2,670.40	4,070.56	4,858.12
5	1,194.80	1,982.36	3,929.45	4,717.01	1,015.58	1,599.33	2,554.14	3,137.89	2,121.80	2,909.36	4,856.45	5,644.01
6	1,433.76	2,221.32	4,715.34	5,502.90	1,218.70	1,802.44	3,064.97	3,648.72	2,360.76	3,148.32	5,642.34	6,429.90
7	1,672.72	2,460.28	5,501.23	6,288.79	1,421.81	2,005.56	3,575.80	4,159.55	2,599.72	3,387.28	6,428.23	7,215.79
8	1,911.68	2,699.24	6,287.12	7,074.68	1,624.93	2,208.68	4,086.63	4,670.38	2,838.68	3,626.24	7,214.12	8,001.68
9	2,150.64	2,938.20	7,073.01	7,860.57	1,828.04	2,411.79	4,597.46	5,181.20	3,077.64	3,865.20	8,000.01	8,787.57
10	2,389.60	3,177.16	7,858.90	8,646.46	2,031.16	2,614.91	5,108.29	5,692.03	3,316.60	4,104.16	8,785.90	9,573.46
11	2,628.56	3,416.12	8,644.79	9,432.35	2,234.28	2,818.02	5,619.11	6,202.86	3,555.56	4,343.12	9,571.79	10,359.35
12	2,867.52	3,655.08	9,430.68	10,218.24	2,437.39	3,021.14	6,129.94	6,713.69	3,794.52	4,582.08	10,357.68	11,145.24
13	3,106.48	3,894.04	10,216.57	11,004.13	2,640.51	3,224.26	6,640.77	7,224.52	4,033.48	4,821.04	11,143.57	11,931.13
14	3,345.44	4,133.00	11,002.46	11,790.02	2,843.62	3,427.37	7,151.60	7,735.35	4,272.44	5,060.00	11,929.46	12,717.02
15	3,584.40	4,371.96	11,788.35	12,575.91	3,046.74	3,630.49	7,662.43	8,246.18	4,511.40	5,298.96	12,715.35	13,502.91
16	3,823.36	4,610.92	12,574.24	13,361.80	3,249.86	3,833.60	8,173.26	8,757.00	4,750.36	5,537.92	13,501.24	14,288.80
17	4,062.32	4,849.88	13,360.13	14,147.69	3,452.97	4,036.72	8,684.08	9,267.83	4,989.32	5,776.88	14,287.13	15,074.69
18	4,301.28	5,088.84	14,146.02	14,933.58	3,656.09	4,239.84	9,194.91	9,778.66	5,228.28	6,015.84	15,073.02	15,860.58
Each Add'l Credit Hour	238.96		785.89		203.12		510.83		238.96		785.89	

Notes:

- (1) During the regular academic year, law students on semesters pay 150% of the academic fee.
- (2) A one-time Matriculation fee is assessed on all new and transfer students — \$469.57 Undergraduate / \$469.57 Graduate and Law.
- (3) Qualified tuition and fees do not include student health service fees for Tax Relief Act reporting.
- (4) Students enrolled in the Portland programs use the Portland State University Student Health Center, and pay the same Health Service Fee as PSU students.
- (5) Students coded as international undergraduates will be assessed a \$200 fee per term during the regular academic year and \$150 during the summer term.
- (6) Students will be charged an additional \$20 per credit hour for undergraduate courses taken in the Business School.

Source: UO Office of Institutional Research.

For additional information, please contact J.P. Monroe (jpmonroe@uoregon.edu) at 541-346-2085.

Credits	Academic Year Continuing Undergraduate				Summer 2022 Continuing Undergraduate				Continuing Undergraduate — Clark Honors College			
	Resident		Nonresident		Resident		Nonresident		Resident		Nonresident	
	Tuition	Tuition and Fees	Tuition	Tuition and Fees	Tuition	Tuition and Fees	Tuition	Tuition and Fees	Tuition	Tuition and Fees	Tuition	Tuition and Fees
1	246.13	TBD	809.47	TBD	209.21	TBD	526.15	TBD	1,200.94	TBD	1,764.28	TBD
2	492.26	TBD	1,618.93	TBD	418.42	TBD	1,052.31	TBD	1,447.07	TBD	2,573.74	TBD
3	738.39	TBD	2,428.40	TBD	627.63	TBD	1,578.46	TBD	1,693.20	TBD	3,383.21	TBD
4	984.52	TBD	3,237.87	TBD	836.84	TBD	2,104.61	TBD	1,939.33	TBD	4,192.68	TBD
5	1,230.64	TBD	4,047.33	TBD	1,046.05	TBD	2,630.77	TBD	2,185.45	TBD	5,002.14	TBD
6	1,476.77	TBD	4,856.80	TBD	1,255.26	TBD	3,156.92	TBD	2,431.58	TBD	5,811.61	TBD
7	1,722.90	TBD	5,666.27	TBD	1,464.47	TBD	3,683.07	TBD	2,677.71	TBD	6,621.08	TBD
8	1,969.03	TBD	6,475.73	TBD	1,673.68	TBD	4,209.23	TBD	2,923.84	TBD	7,430.54	TBD
9	2,215.16	TBD	7,285.20	TBD	1,882.89	TBD	4,735.38	TBD	3,169.97	TBD	8,240.01	TBD
10	2,461.29	TBD	8,094.67	TBD	2,092.09	TBD	5,261.53	TBD	3,416.10	TBD	9,049.48	TBD
11	2,707.42	TBD	8,904.13	TBD	2,301.30	TBD	5,787.69	TBD	3,662.23	TBD	9,858.94	TBD
12	2,953.55	TBD	9,713.60	TBD	2,510.51	TBD	6,313.84	TBD	3,908.36	TBD	10,668.41	TBD
13	3,199.67	TBD	10,523.07	TBD	2,719.72	TBD	6,839.99	TBD	4,154.48	TBD	11,477.88	TBD
14	3,445.80	TBD	11,332.53	TBD	2,928.93	TBD	7,366.15	TBD	4,400.61	TBD	12,287.34	TBD
15	3,691.93	TBD	12,142.00	TBD	3,138.14	TBD	7,892.30	TBD	4,646.74	TBD	13,096.81	TBD
16	3,938.06	TBD	12,951.47	TBD	3,347.35	TBD	8,418.45	TBD	4,892.87	TBD	13,906.28	TBD
17	4,184.19	TBD	13,760.93	TBD	3,556.56	TBD	8,944.61	TBD	5,139.00	TBD	14,715.74	TBD
18	4,430.32	TBD	14,570.40	TBD	3,765.77	TBD	9,470.76	TBD	5,385.13	TBD	15,525.21	TBD
Each Add'l Credit Hour	246.13		809.47		209.21		526.15		246.13		809.47	

Notes:

- (1) During the regular academic year, law students on semesters pay 150% of the academic fee.
- (2) A one-time Matriculation fee is assessed on all new and transfer students — \$469.57 Undergraduate / \$469.57 Graduate and Law.
- (3) Qualified tuition and fees do not include student health service fees for Tax Relief Act reporting.
- (4) Students enrolled in the Portland programs use the Portland State University Student Health Center, and pay the same Health Service Fee as PSU students.
- (5) Students coded as international undergraduates will be assessed a \$200 fee per term during the regular academic year and \$150 during the summer term.
- (6) Students will be charged an additional \$20 per credit hour for undergraduate courses taken in the Business School.

Source: UO Office of Institutional Research.

For additional information, please contact J.P. Monroe (jpmonroe@uoregon.edu) at 541-346-2085.

Credits	Academic Year Continuing Undergraduate				Summer 2023 Continuing Undergraduate				Continuing Undergraduate — Clark Honors College			
	Resident		Nonresident		Resident		Nonresident		Resident		Nonresident	
	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees	Tuition	Fees
1	253.51	TBD	833.75	TBD	215.49	TBD	541.94	TBD	1,236.96	TBD	1,817.20	TBD
2	507.03	TBD	1,667.50	TBD	430.97	TBD	1,083.88	TBD	1,490.48	TBD	2,650.95	TBD
3	760.54	TBD	2,501.25	TBD	646.46	TBD	1,625.81	TBD	1,743.99	TBD	3,484.70	TBD
4	1,014.05	TBD	3,335.00	TBD	861.94	TBD	2,167.75	TBD	1,997.50	TBD	4,318.45	TBD
5	1,267.56	TBD	4,168.75	TBD	1,077.43	TBD	2,709.69	TBD	2,251.01	TBD	5,152.20	TBD
6	1,521.08	TBD	5,002.50	TBD	1,292.91	TBD	3,251.63	TBD	2,504.53	TBD	5,985.95	TBD
7	1,774.59	TBD	5,836.25	TBD	1,508.40	TBD	3,793.57	TBD	2,758.04	TBD	6,819.70	TBD
8	2,028.10	TBD	6,670.01	TBD	1,723.89	TBD	4,335.50	TBD	3,011.55	TBD	7,653.46	TBD
9	2,281.61	TBD	7,503.76	TBD	1,939.37	TBD	4,877.44	TBD	3,265.06	TBD	8,487.21	TBD
10	2,535.13	TBD	8,337.51	TBD	2,154.86	TBD	5,419.38	TBD	3,518.58	TBD	9,320.96	TBD
11	2,788.64	TBD	9,171.26	TBD	2,370.34	TBD	5,961.32	TBD	3,772.09	TBD	10,154.71	TBD
12	3,042.15	TBD	10,005.01	TBD	2,585.83	TBD	6,503.26	TBD	4,025.60	TBD	10,988.46	TBD
13	3,295.66	TBD	10,838.76	TBD	2,801.31	TBD	7,045.19	TBD	4,279.11	TBD	11,822.21	TBD
14	3,549.18	TBD	11,672.51	TBD	3,016.80	TBD	7,587.13	TBD	4,532.63	TBD	12,655.96	TBD
15	3,802.69	TBD	12,506.26	TBD	3,232.29	TBD	8,129.07	TBD	4,786.14	TBD	13,489.71	TBD
16	4,056.20	TBD	13,340.01	TBD	3,447.77	TBD	8,671.01	TBD	5,039.65	TBD	14,323.46	TBD
17	4,309.72	TBD	14,173.76	TBD	3,663.26	TBD	9,212.95	TBD	5,293.17	TBD	15,157.21	TBD
18	4,563.23	TBD	15,007.51	TBD	3,878.74	TBD	9,754.88	TBD	5,546.68	TBD	15,990.96	TBD
Each Add'l Credit Hour	253.51		833.75		215.49		541.94		253.51		833.75	

Notes:

- (1) During the regular academic year, law students on semesters pay 150% of the academic fee.
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- (3) Qualified tuition and fees do not include student health service fees for Tax Relief Act reporting.
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- (6) Students will be charged an additional \$20 per credit hour for undergraduate courses taken in the Business School.

Source: UO Office of Institutional Research.

For additional information, please contact J.P. Monroe (jpmonroe@uoregon.edu) at 541-346-2085.

Academic Year 2023-24 Undergraduate Tuition and Fees for Continuing Students*For undergraduates enrolled prior to summer 2020**Administrative mandatory fees preapproved for a 3% increase over the prior year; pending future ASUO-approved Incidental Fees*

Credits	Academic Year Continuing Undergraduate				Continuing Undergraduate — Clark Honors College			
	Resident		Nonresident		Resident		Nonresident	
	Tuition	Tuition and Fees	Tuition	Tuition and Fees	Tuition	Tuition and Fees	Tuition	Tuition and Fees
1	261.12	TBD	858.76	TBD	1,274.07	TBD	1,871.71	TBD
2	522.24	TBD	1,717.53	TBD	1,535.19	TBD	2,730.48	TBD
3	783.35	TBD	2,576.29	TBD	1,796.30	TBD	3,589.24	TBD
4	1,044.47	TBD	3,435.05	TBD	2,057.42	TBD	4,448.00	TBD
5	1,305.59	TBD	4,293.82	TBD	2,318.54	TBD	5,306.77	TBD
6	1,566.71	TBD	5,152.58	TBD	2,579.66	TBD	6,165.53	TBD
7	1,827.83	TBD	6,011.34	TBD	2,840.78	TBD	7,024.29	TBD
8	2,088.94	TBD	6,870.11	TBD	3,101.89	TBD	7,883.06	TBD
9	2,350.06	TBD	7,728.87	TBD	3,363.01	TBD	8,741.82	TBD
10	2,611.18	TBD	8,587.63	TBD	3,624.13	TBD	9,600.58	TBD
11	2,872.30	TBD	9,446.40	TBD	3,885.25	TBD	10,459.35	TBD
12	3,133.42	TBD	10,305.16	TBD	4,146.37	TBD	11,318.11	TBD
13	3,394.53	TBD	11,163.92	TBD	4,407.48	TBD	12,176.87	TBD
14	3,655.65	TBD	12,022.69	TBD	4,668.60	TBD	13,035.64	TBD
15	3,916.77	TBD	12,881.45	TBD	4,929.72	TBD	13,894.40	TBD
16	4,177.89	TBD	13,740.21	TBD	5,190.84	TBD	14,753.16	TBD
17	4,439.01	TBD	14,598.97	TBD	5,451.96	TBD	15,611.92	TBD
18	4,700.12	TBD	15,457.74	TBD	5,713.07	TBD	16,470.69	TBD
<i>Each Add'l</i>								
<i>Credit Hour</i>	261.12		858.76		261.12		858.76	

Notes:

- (1) During the regular academic year, law students on semesters pay 150% of the academic fee.
- (2) A one-time Matriculation fee is assessed on all new and transfer students — \$469.57 Undergraduate / \$469.57 Graduate and Law.
- (3) Qualified tuition and fees do not include student health service fees for Tax Relief Act reporting.
- (4) Students enrolled in the Portland programs use the Portland State University Student Health Center, and pay the same Health Service Fee as PSU students.
- (5) Students coded as international undergraduates will be assessed a \$200 fee per term during the regular academic year and \$150 during the summer term.
- (6) Students will be charged an additional \$20 per credit hour for undergraduate courses taken in the Business School.

Source: UO Office of Institutional Research.

For additional information, please contact J.P. Monroe (jpmonroe@uoregon.edu) at 541-346-2085.

UNIVERSITY OF OREGON
Summer 2021 Graduate Tuition Rates
COLLEGE OF BUSINESS

EXHIBIT B

KNIGHT CAMPUS

Summer Graduate

Academic Year Graduate

Summer Graduate					Academic Year Graduate				
Resident			Nonresident		Resident			Nonresident	
Credits	Masters in	Sports	Masters in	Sports	Credits	Industrial	Bioengineering	Industrial	Bioengineering
	Finance	Product Mngt (ONLINE)		Mngt (ONLINE)		Internship Program			
1	8,280.00	11,142.00	10,855.00	11,142.00	1	575.00	588.00	575.00	1,054.00
2	8,280.00	11,142.00	10,855.00	11,142.00	2	1,150.00	1,176.00	1,150.00	2,108.00
3	8,280.00	11,142.00	10,855.00	11,142.00	3	1,725.00	1,764.00	1,725.00	3,162.00
4	8,280.00	11,142.00	10,855.00	11,142.00	4	2,300.00	2,352.00	2,300.00	4,216.00
5	8,280.00	11,142.00	10,855.00	11,142.00	5	2,875.00	2,940.00	2,875.00	5,270.00
6	8,280.00	11,142.00	10,855.00	11,142.00	6	3,450.00	3,528.00	3,450.00	6,324.00
7	8,280.00	11,142.00	10,855.00	11,142.00	7	4,025.00	4,116.00	4,025.00	7,378.00
8	8,280.00	11,142.00	10,855.00	11,142.00	8	4,600.00	4,704.00	4,600.00	8,432.00
9	8,280.00	11,142.00	10,855.00	11,142.00	9	5,175.00	5,292.00	5,175.00	9,486.00
10	8,280.00	11,142.00	10,855.00	11,142.00	10	5,750.00	5,292.00	5,750.00	9,486.00
11	8,280.00	11,142.00	10,855.00	11,142.00	11	6,325.00	5,292.00	6,325.00	9,486.00
12	8,280.00	11,142.00	10,855.00	11,142.00	12	6,900.00	5,292.00	6,900.00	9,486.00
13	8,280.00	11,142.00	10,855.00	11,142.00	13	7,475.00	5,292.00	7,475.00	9,486.00
14	8,280.00	11,142.00	10,855.00	11,142.00	14	8,050.00	5,292.00	8,050.00	9,486.00
15	8,280.00	11,142.00	10,855.00	11,142.00	15	8,625.00	5,292.00	8,625.00	9,486.00
16	8,280.00	11,142.00	10,855.00	11,142.00	16	9,200.00	5,292.00	9,200.00	9,486.00
17	8,280.00	11,142.00	10,855.00	11,142.00	17	9,775.00	5,880.00	9,775.00	10,540.00
18	8,280.00	11,142.00	10,855.00	11,142.00	18	10,350.00	6,468.00	10,350.00	11,594.00
<i>Each Add'l</i>					<i>Each Add'l</i>				
<i>Credit Hour</i>	-na-	-na-	-na-	-na-	<i>Credit Hour</i>	575.00	588.00	575.00	1,054.00

Please see Graduate Tuition Notes.

EXHIBIT B

Academic Year Graduate														
Resident								Nonresident						
Credits	Architecture & Interior	Landscape Architecture	Historic Preservation	Art	Sports Product Design	Planning, Public Policy, & Management	History of Art and Architecture	Architecture & Interior	Landscape Architecture	Historic Preservation	Art	Sports Product Design	Planning, Public Policy, & Management	History of Art and Architecture
	1	2,751.00	1,218.00	835.00	1,153.00	2,715.00	979.00	918.00	2,909.00	1,576.00	1,243.00	1,213.00	2,715.00	1,395.00
2	3,394.00	1,861.00	1,478.00	1,734.00	3,847.00	1,630.00	1,526.00	3,985.00	2,652.00	2,319.00	1,854.00	3,847.00	2,443.00	2,286.00
3	4,037.00	2,504.00	2,121.00	2,315.00	4,979.00	2,281.00	2,134.00	5,061.00	3,728.00	3,395.00	2,495.00	4,979.00	3,491.00	3,265.00
4	4,680.00	3,147.00	2,764.00	2,896.00	6,111.00	2,932.00	2,742.00	6,137.00	4,804.00	4,471.00	3,136.00	6,111.00	4,539.00	4,244.00
5	5,323.00	3,790.00	3,407.00	3,477.00	7,243.00	3,583.00	3,350.00	7,213.00	5,880.00	5,547.00	3,777.00	7,243.00	5,587.00	5,223.00
6	5,966.00	4,433.00	4,050.00	4,058.00	8,375.00	4,234.00	3,958.00	8,289.00	6,956.00	6,623.00	4,418.00	8,375.00	6,635.00	6,202.00
7	6,609.00	5,076.00	4,693.00	4,639.00	9,507.00	4,885.00	4,566.00	9,365.00	8,032.00	7,699.00	5,059.00	9,507.00	7,683.00	7,181.00
8	7,252.00	5,719.00	5,336.00	5,220.00	10,639.00	5,536.00	5,174.00	10,441.00	9,108.00	8,775.00	5,700.00	10,639.00	8,731.00	8,160.00
9	7,895.00	6,362.00	5,979.00	5,801.00	11,771.00	6,187.00	5,782.00	11,517.00	10,184.00	9,851.00	6,341.00	11,771.00	9,779.00	9,139.00
10	7,895.00	6,362.00	5,979.00	5,801.00	11,771.00	6,187.00	5,782.00	11,517.00	10,184.00	9,851.00	6,341.00	11,771.00	9,779.00	9,139.00
11	7,895.00	6,362.00	5,979.00	5,801.00	11,771.00	6,187.00	5,782.00	11,517.00	10,184.00	9,851.00	6,341.00	11,771.00	9,779.00	9,139.00
12	7,895.00	6,362.00	5,979.00	5,801.00	11,771.00	6,187.00	5,782.00	11,517.00	10,184.00	9,851.00	6,341.00	11,771.00	9,779.00	9,139.00
13	7,895.00	6,362.00	5,979.00	5,801.00	11,771.00	6,187.00	5,782.00	11,517.00	10,184.00	9,851.00	6,341.00	11,771.00	9,779.00	9,139.00
14	7,895.00	6,362.00	5,979.00	5,801.00	11,771.00	6,187.00	5,782.00	11,517.00	10,184.00	9,851.00	6,341.00	11,771.00	9,779.00	9,139.00
15	7,895.00	6,362.00	5,979.00	5,801.00	11,771.00	6,187.00	5,782.00	11,517.00	10,184.00	9,851.00	6,341.00	11,771.00	9,779.00	9,139.00
16	7,895.00	6,362.00	5,979.00	5,801.00	11,771.00	6,187.00	5,782.00	11,517.00	10,184.00	9,851.00	6,341.00	11,771.00	9,779.00	9,139.00
17	8,538.00	7,005.00	6,622.00	6,382.00	12,903.00	6,838.00	6,390.00	12,593.00	11,260.00	10,927.00	6,982.00	12,903.00	10,827.00	10,118.00
18	9,181.00	7,648.00	7,265.00	6,963.00	14,035.00	7,489.00	6,998.00	13,669.00	12,336.00	12,003.00	7,623.00	14,035.00	11,875.00	11,097.00
Each Add'l Credit Hour	643.00	643.00	643.00	581.00	1,132.00	651.00	608.00	1,076.00	1,076.00	1,076.00	641.00	1,132.00	1,048.00	979.00

Summer Graduate														
Resident								Nonresident						
Credits	Architecture & Interior	Landscape Architecture	Historic Preservation	Art	Sports Product Design	Planning, Public Policy, & Management	History of Art and Architecture	Architecture & Interior	Landscape Architecture	Historic Preservation	Art	Sports Product Design	Planning, Public Policy, & Management	History of Art and Architecture
	1	661.00	661.00	661.00	657.00	661.00	672.00	669.00	788.00	788.00	788.00	783.00	788.00	803.00
2	1,051.00	1,051.00	1,051.00	1,043.00	1,051.00	1,073.00	1,067.00	1,287.00	1,287.00	1,287.00	1,277.00	1,287.00	1,317.00	1,307.00
3	1,441.00	1,441.00	1,441.00	1,429.00	1,441.00	1,474.00	1,465.00	1,786.00	1,786.00	1,786.00	1,771.00	1,786.00	1,831.00	1,816.00
4	1,831.00	1,831.00	1,831.00	1,815.00	1,831.00	1,875.00	1,863.00	2,285.00	2,285.00	2,285.00	2,265.00	2,285.00	2,345.00	2,325.00
5	2,221.00	2,221.00	2,221.00	2,201.00	2,221.00	2,276.00	2,261.00	2,784.00	2,784.00	2,784.00	2,759.00	2,784.00	2,859.00	2,834.00
6	2,611.00	2,611.00	2,611.00	2,587.00	2,611.00	2,677.00	2,659.00	3,283.00	3,283.00	3,283.00	3,253.00	3,283.00	3,373.00	3,343.00
7	3,001.00	3,001.00	3,001.00	2,973.00	3,001.00	3,078.00	3,057.00	3,782.00	3,782.00	3,782.00	3,747.00	3,782.00	3,887.00	3,852.00
8	3,391.00	3,391.00	3,391.00	3,359.00	3,391.00	3,479.00	3,455.00	4,281.00	4,281.00	4,281.00	4,241.00	4,281.00	4,401.00	4,361.00
9	3,781.00	3,781.00	3,781.00	3,745.00	3,781.00	3,880.00	3,853.00	4,780.00	4,780.00	4,780.00	4,735.00	4,780.00	4,915.00	4,870.00
10	4,171.00	4,171.00	4,171.00	4,131.00	4,171.00	4,281.00	4,251.00	5,279.00	5,279.00	5,279.00	5,229.00	5,279.00	5,429.00	5,379.00
11	4,561.00	4,561.00	4,561.00	4,517.00	4,561.00	4,682.00	4,649.00	5,778.00	5,778.00	5,778.00	5,723.00	5,778.00	5,943.00	5,888.00
12	4,951.00	4,951.00	4,951.00	4,903.00	4,951.00	5,083.00	5,047.00	6,277.00	6,277.00	6,277.00	6,217.00	6,277.00	6,457.00	6,397.00
13	5,341.00	5,341.00	5,341.00	5,289.00	5,341.00	5,484.00	5,445.00	6,776.00	6,776.00	6,776.00	6,711.00	6,776.00	6,971.00	6,906.00
14	5,731.00	5,731.00	5,731.00	5,675.00	5,731.00	5,885.00	5,843.00	7,275.00	7,275.00	7,275.00	7,205.00	7,275.00	7,485.00	7,415.00
15	6,121.00	6,121.00	6,121.00	6,061.00	6,121.00	6,286.00	6,241.00	7,774.00	7,774.00	7,774.00	7,699.00	7,774.00	7,999.00	7,924.00
16	6,511.00	6,511.00	6,511.00	6,447.00	6,511.00	6,687.00	6,639.00	8,273.00	8,273.00	8,273.00	8,193.00	8,273.00	8,513.00	8,433.00
17	6,901.00	6,901.00	6,901.00	6,833.00	6,901.00	7,088.00	7,037.00	8,772.00	8,772.00	8,772.00	8,687.00	8,772.00	9,027.00	8,942.00
18	7,291.00	7,291.00	7,291.00	7,219.00	7,291.00	7,489.00	7,435.00	9,271.00	9,271.00	9,271.00	9,181.00	9,271.00	9,541.00	9,451.00
Each Add'l Credit Hour	390.00	390.00	390.00	386.00	390.00	401.00	398.00	499.00	499.00	499.00	494.00	499.00	514.00	509.00

UNIVERSITY OF OREGON
Academic Year 2021-22 Graduate Tuition Rates
COLLEGE OF ARTS AND SCIENCES

EXHIBIT B
GRADUATE SCHOOL

Academic Year Graduate						
Resident				Nonresident		
Credits	CAS			CAS		
	Masters / Doctoral	Electrochemist ry Masters Internship (EMIP)	Psychology CAS Online	Masters / Doctoral	Electrochemist ry Masters Internship (EMIP)	Psychology CAS Online
1	582.00	575.00	554.00	1,043.00	575.00	554.00
2	1,164.00	1,150.00	1,108.00	2,086.00	1,150.00	1,108.00
3	1,746.00	1,725.00	1,662.00	3,129.00	1,725.00	1,662.00
4	2,328.00	2,300.00	2,216.00	4,172.00	2,300.00	2,216.00
5	2,910.00	2,875.00	2,770.00	5,215.00	2,875.00	2,770.00
6	3,492.00	3,450.00	3,324.00	6,258.00	3,450.00	3,324.00
7	4,074.00	4,025.00	3,878.00	7,301.00	4,025.00	3,878.00
8	4,656.00	4,600.00	4,432.00	8,344.00	4,600.00	4,432.00
9	5,238.00	5,175.00	4,986.00	9,387.00	5,175.00	4,986.00
10	5,238.00	5,750.00	4,986.00	9,387.00	5,750.00	4,986.00
11	5,238.00	6,325.00	4,986.00	9,387.00	6,325.00	4,986.00
12	5,238.00	6,900.00	4,986.00	9,387.00	6,900.00	4,986.00
13	5,238.00	7,475.00	4,986.00	9,387.00	7,475.00	4,986.00
14	5,238.00	8,050.00	4,986.00	9,387.00	8,050.00	4,986.00
15	5,238.00	8,625.00	4,986.00	9,387.00	8,625.00	4,986.00
16	5,238.00	9,200.00	4,986.00	9,387.00	9,200.00	4,986.00
17	5,820.00	9,775.00	5,540.00	10,430.00	9,775.00	5,540.00
18	6,402.00	10,350.00	6,094.00	11,473.00	10,350.00	6,094.00
<i>Each Add'l Credit Hour</i>	582.00	575.00	554.00	1,043.00	575.00	554.00

Academic Year Graduate		
Resident	Nonresident	
Credits	CAS	
	Master / Doctoral	Masters / Doctoral
1	582.00	1,043.00
2	1,164.00	2,086.00
3	1,746.00	3,129.00
4	2,328.00	4,172.00
5	2,910.00	5,215.00
6	3,492.00	6,258.00
7	4,074.00	7,301.00
8	4,656.00	8,344.00
9	5,238.00	9,387.00
10	5,238.00	9,387.00
11	5,238.00	9,387.00
12	5,238.00	9,387.00
13	5,238.00	9,387.00
14	5,238.00	9,387.00
15	5,238.00	9,387.00
16	5,238.00	9,387.00
17	5,820.00	10,430.00
18	6,402.00	11,473.00
<i>Each Add'l Credit Hour</i>	582.00	1,043.00

UNIVERSITY OF OREGON
Summer 2022 Graduate Tuition Rates
COLLEGE OF ARTS AND SCIENCES

GRADUATE SCHOOL

Summer Graduate						
Resident				Nonresident		
Credits	CAS			CAS		
	Masters / Doctoral	Electrochemist ry Masters Internship (EMIP)	Psychology CAS Online	Masters / Doctoral	Electrochemist ry Masters Internship (EMIP)	Psychology CAS Online
1	410.00	575.00	554.00	567.00	575.00	554.00
2	746.00	1,150.00	1,108.00	1,134.00	1,150.00	1,108.00
3	1,082.00	1,725.00	1,662.00	1,701.00	1,725.00	1,662.00
4	1,418.00	2,300.00	2,216.00	2,268.00	2,300.00	2,216.00
5	1,754.00	2,875.00	2,770.00	2,835.00	2,875.00	2,770.00
6	2,090.00	3,450.00	3,324.00	3,402.00	3,450.00	3,324.00
7	2,426.00	4,025.00	3,878.00	3,969.00	4,025.00	3,878.00
8	2,762.00	4,600.00	4,432.00	4,536.00	4,600.00	4,432.00
9	3,098.00	5,175.00	4,986.00	5,103.00	5,175.00	4,986.00
10	3,434.00	5,750.00	4,986.00	5,670.00	5,750.00	4,986.00
11	3,770.00	6,325.00	4,986.00	6,237.00	6,325.00	4,986.00
12	4,106.00	6,900.00	4,986.00	6,804.00	6,900.00	4,986.00
13	4,442.00	7,475.00	4,986.00	7,371.00	7,475.00	4,986.00
14	4,778.00	8,050.00	4,986.00	7,938.00	8,050.00	4,986.00
15	5,114.00	8,625.00	4,986.00	8,505.00	8,625.00	4,986.00
16	5,450.00	9,200.00	4,986.00	9,072.00	9,200.00	4,986.00
17	5,786.00	9,775.00	5,540.00	9,639.00	9,775.00	5,540.00
18	6,122.00	10,350.00	6,094.00	10,206.00	10,350.00	6,094.00
<i>Each Add'l Credit Hour</i>	336.00	575.00	554.00	567.00	575.00	554.00

Summer Graduate		
Resident	Nonresident	
Credits	CAS	
	Master / Doctoral	Master / Doctoral
1	410.00	567.00
2	746.00	1,134.00
3	1,082.00	1,701.00
4	1,418.00	2,268.00
5	1,754.00	2,835.00
6	2,090.00	3,402.00
7	2,426.00	3,969.00
8	2,762.00	4,536.00
9	3,098.00	5,103.00
10	3,434.00	5,670.00
11	3,770.00	6,237.00
12	4,106.00	6,804.00
13	4,442.00	7,371.00
14	4,778.00	7,938.00
15	5,114.00	8,505.00
16	5,450.00	9,072.00
17	5,786.00	9,639.00
18	6,122.00	10,206.00
<i>Each Add'l Credit Hour</i>	336.00	567.00

Please see Graduate Tuition Notes.

EXHIBIT B

Academic Year Graduate				
Resident			Nonresident	
Credits	Industrial Internship Program	Bioengineering	Industrial Internship Program	Bioengineering
	1	575.00	588.00	575.00
2	1,150.00	1,176.00	1,150.00	2,108.00
3	1,725.00	1,764.00	1,725.00	3,162.00
4	2,300.00	2,352.00	2,300.00	4,216.00
5	2,875.00	2,940.00	2,875.00	5,270.00
6	3,450.00	3,528.00	3,450.00	6,324.00
7	4,025.00	4,116.00	4,025.00	7,378.00
8	4,600.00	4,704.00	4,600.00	8,432.00
9	5,175.00	5,292.00	5,175.00	9,486.00
10	5,750.00	5,292.00	5,750.00	9,486.00
11	6,325.00	5,292.00	6,325.00	9,486.00
12	6,900.00	5,292.00	6,900.00	9,486.00
13	7,475.00	5,292.00	7,475.00	9,486.00
14	8,050.00	5,292.00	8,050.00	9,486.00
15	8,625.00	5,292.00	8,625.00	9,486.00
16	9,200.00	5,292.00	9,200.00	9,486.00
17	9,775.00	5,880.00	9,775.00	10,540.00
18	10,350.00	6,468.00	10,350.00	11,594.00
<i>Each Add'l Credit Hour</i>	575.00	588.00	575.00	1,054.00

Academic Year Graduate								
Resident					Nonresident			
Credits	Masters / Doctoral	DEd	Masters / Doctoral Supervision	Masters Clinical Science	Masters / Doctoral	DEd	Masters / Doctoral Supervision	Masters Clinical Science
1	1,185.00	1,185.00	1,241.00	1,300.00	1,493.00	1,493.00	1,549.00	1,604.00
2	1,833.00	1,833.00	1,944.00	2,073.00	2,449.00	2,449.00	2,560.00	2,681.00
3	2,481.00	2,481.00	2,647.00	2,846.00	3,405.00	3,405.00	3,571.00	3,758.00
4	3,129.00	3,129.00	3,350.00	3,619.00	4,361.00	4,361.00	4,582.00	4,835.00
5	3,777.00	3,777.00	4,053.00	4,392.00	5,317.00	5,317.00	5,593.00	5,912.00
6	4,425.00	4,425.00	4,756.00	5,165.00	6,273.00	6,273.00	6,604.00	6,989.00
7	5,073.00	5,073.00	5,459.00	5,938.00	7,229.00	7,229.00	7,615.00	8,066.00
8	5,721.00	5,721.00	6,162.00	6,711.00	8,185.00	8,185.00	8,626.00	9,143.00
9	6,369.00	6,369.00	6,865.00	7,484.00	9,141.00	9,141.00	9,637.00	10,220.00
10	6,369.00	6,369.00	6,865.00	7,484.00	9,141.00	9,141.00	9,637.00	10,220.00
11	6,369.00	6,369.00	6,865.00	7,484.00	9,141.00	9,141.00	9,637.00	10,220.00
12	6,369.00	6,369.00	6,865.00	7,484.00	9,141.00	9,141.00	9,637.00	10,220.00
13	6,369.00	6,369.00	6,865.00	7,484.00	9,141.00	9,141.00	9,637.00	10,220.00
14	6,369.00	6,369.00	6,865.00	7,484.00	9,141.00	9,141.00	9,637.00	10,220.00
15	6,369.00	6,369.00	6,865.00	7,484.00	9,141.00	9,141.00	9,637.00	10,220.00
16	6,369.00	6,369.00	6,865.00	7,484.00	9,141.00	9,141.00	9,637.00	10,220.00
17	7,017.00	7,017.00	7,568.00	8,257.00	10,097.00	10,097.00	10,648.00	11,297.00
18	7,665.00	7,665.00	8,271.00	9,030.00	11,053.00	11,053.00	11,659.00	12,374.00
Each Add'l Credit Hour	648.00	648.00	703.00	773.00	956.00	956.00	1,011.00	1,077.00

Summer Graduate								
Resident					Nonresident			
Credits	Masters / Doctoral	DEd	Masters / Doctoral Supervision	Masters Clinical Science	Masters / Doctoral	DEd	Masters / Doctoral Supervision	Masters Clinical Science
1	678.00	678.00	710.00	763.00	762.00	762.00	788.00	839.00
2	1,086.00	1,086.00	1,150.00	1,256.00	1,254.00	1,254.00	1,306.00	1,403.00
3	1,494.00	1,494.00	1,590.00	1,749.00	1,746.00	1,746.00	1,824.00	1,967.00
4	1,902.00	1,902.00	2,030.00	2,242.00	2,238.00	2,238.00	2,342.00	2,531.00
5	2,310.00	2,310.00	2,470.00	2,735.00	2,730.00	2,730.00	2,860.00	3,095.00
6	2,718.00	2,718.00	2,910.00	3,228.00	3,222.00	3,222.00	3,378.00	3,659.00
7	3,126.00	3,126.00	3,350.00	3,721.00	3,714.00	3,714.00	3,896.00	4,223.00
8	3,534.00	3,534.00	3,790.00	4,214.00	4,206.00	4,206.00	4,414.00	4,787.00
9	3,942.00	3,942.00	4,230.00	4,707.00	4,698.00	4,698.00	4,932.00	5,351.00
10	4,350.00	4,350.00	4,670.00	5,200.00	5,190.00	5,190.00	5,450.00	5,915.00
11	4,758.00	4,758.00	5,110.00	5,693.00	5,682.00	5,682.00	5,968.00	6,479.00
12	5,166.00	5,166.00	5,550.00	6,186.00	6,174.00	6,174.00	6,486.00	7,043.00
13	5,574.00	5,574.00	5,990.00	6,679.00	6,666.00	6,666.00	7,004.00	7,607.00
14	5,982.00	5,982.00	6,430.00	7,172.00	7,158.00	7,158.00	7,522.00	8,171.00
15	6,390.00	6,390.00	6,870.00	7,665.00	7,650.00	7,650.00	8,040.00	8,735.00
16	6,798.00	6,798.00	7,310.00	8,158.00	8,142.00	8,142.00	8,558.00	9,299.00
17	7,206.00	7,206.00	7,750.00	8,651.00	8,634.00	8,634.00	9,076.00	9,863.00
18	7,614.00	7,614.00	8,190.00	9,144.00	9,126.00	9,126.00	9,594.00	10,427.00
Each Add'l Credit Hour	408.00	408.00	440.00	493.00	492.00	492.00	518.00	564.00

EXHIBIT B

Academic Year Graduate														
Resident								Nonresident						
Credits	MBA	Masters In Accounting	Masters In Finance	Sports Product		OEMBA	Doctoral Programs	MBA	Masters In Accounting	Masters In Finance	Sports Product		OEMBA	Doctoral Programs
				Mngt (Face-to-face)	Sports Product Mngt (ONLINE)						Mngt (Face-to-face)	Sports Product Mngt (ONLINE)		
1	2,804.00	1,653.00	8,280.00	15,600.00	11,142.00	13,500.00	532.00	3,334.00	1,939.00	10,855.00	15,600.00	11,142.00	13,500.00	891.00
2	3,724.00	2,276.00	8,280.00	15,600.00	11,142.00	13,500.00	1,064.00	4,687.00	2,848.00	10,855.00	15,600.00	11,142.00	13,500.00	1,782.00
3	4,644.00	2,899.00	8,280.00	15,600.00	11,142.00	13,500.00	1,596.00	6,040.00	3,757.00	10,855.00	15,600.00	11,142.00	13,500.00	2,673.00
4	5,564.00	3,522.00	8,280.00	15,600.00	11,142.00	13,500.00	2,128.00	7,393.00	4,666.00	10,855.00	15,600.00	11,142.00	13,500.00	3,564.00
5	6,484.00	4,145.00	8,280.00	15,600.00	11,142.00	13,500.00	2,660.00	8,746.00	5,575.00	10,855.00	15,600.00	11,142.00	13,500.00	4,455.00
6	7,404.00	4,768.00	8,280.00	15,600.00	11,142.00	13,500.00	3,192.00	10,099.00	6,484.00	10,855.00	15,600.00	11,142.00	13,500.00	5,346.00
7	8,324.00	5,391.00	8,280.00	15,600.00	11,142.00	13,500.00	3,724.00	11,452.00	7,393.00	10,855.00	15,600.00	11,142.00	13,500.00	6,237.00
8	9,244.00	6,014.00	8,280.00	15,600.00	11,142.00	13,500.00	4,256.00	12,805.00	8,302.00	10,855.00	15,600.00	11,142.00	13,500.00	7,128.00
9	10,164.00	6,639.00	8,280.00	15,600.00	11,142.00	13,500.00	4,788.00	14,166.00	9,211.00	10,855.00	15,600.00	11,142.00	13,500.00	8,019.00
10	10,164.00	6,639.00	8,280.00	15,600.00	11,142.00	13,500.00	4,788.00	14,166.00	9,211.00	10,855.00	15,600.00	11,142.00	13,500.00	8,019.00
11	10,164.00	6,639.00	8,280.00	15,600.00	11,142.00	13,500.00	4,788.00	14,166.00	9,211.00	10,855.00	15,600.00	11,142.00	13,500.00	8,019.00
12	10,164.00	6,639.00	8,280.00	15,600.00	11,142.00	13,500.00	4,788.00	14,166.00	9,211.00	10,855.00	15,600.00	11,142.00	13,500.00	8,019.00
13	10,164.00	6,639.00	8,280.00	15,600.00	11,142.00	13,500.00	4,788.00	14,166.00	9,211.00	10,855.00	15,600.00	11,142.00	13,500.00	8,019.00
14	10,164.00	6,639.00	8,280.00	15,600.00	11,142.00	13,500.00	4,788.00	14,166.00	9,211.00	10,855.00	15,600.00	11,142.00	13,500.00	8,019.00
15	10,164.00	6,639.00	8,280.00	15,600.00	11,142.00	13,500.00	4,788.00	14,166.00	9,211.00	10,855.00	15,600.00	11,142.00	13,500.00	8,019.00
16	10,164.00	6,639.00	8,280.00	15,600.00	11,142.00	13,500.00	4,788.00	14,166.00	9,211.00	10,855.00	15,600.00	11,142.00	13,500.00	8,019.00
17	10,164.00	7,262.00	8,280.00	15,600.00	11,142.00	13,500.00	5,320.00	14,166.00	10,120.00	10,855.00	15,600.00	11,142.00	13,500.00	8,910.00
18	10,164.00	7,885.00	8,280.00	15,600.00	11,142.00	13,500.00	5,852.00	14,166.00	11,029.00	10,855.00	15,600.00	11,142.00	13,500.00	9,801.00
Each Add'l Credit Hour	920.00	623.00	-na-	-na-	-na-	-na-	532.00	1,353.00	909.00	-na-	-na-	-na-	-na-	891.00

Summer Graduate														
Resident								Nonresident						
Credits	MBA	Masters In Accounting	Masters In Finance	Sports Product		OEMBA	Doctoral Programs	MBA	Masters In Accounting	Masters In Finance	Sports Product		OEMBA	Doctoral Programs
				Mngt (Face-to-face)	Sports Product Mngt (ONLINE)						Mngt (Face-to-face)	Sports Product Mngt (ONLINE)		
1	1,389.28	879.00		15,600.00		13,500.00	385.00	1,540.00	982.00		15,600.00		13,500.00	511.00
2	1,974.28	1,257.00		15,600.00		13,500.00	696.00	2,232.00	1,436.00		15,600.00		13,500.00	944.00
3	2,559.28	1,635.00		15,600.00		13,500.00	1,007.00	2,924.00	1,890.00		15,600.00		13,500.00	1,377.00
4	3,144.28	2,013.00		15,600.00		13,500.00	1,318.00	3,616.00	2,344.00		15,600.00		13,500.00	1,810.00
5	3,729.28	2,391.00		15,600.00		13,500.00	1,629.00	4,308.00	2,798.00		15,600.00		13,500.00	2,243.00
6	4,314.28	2,769.00		15,600.00		13,500.00	1,940.00	5,000.00	3,252.00		15,600.00		13,500.00	2,676.00
7	4,899.28	3,147.00		15,600.00		13,500.00	2,251.00	5,692.00	3,706.00		15,600.00		13,500.00	3,109.00
8	5,484.28	3,525.00	RATES	15,600.00	RATES	13,500.00	2,562.00	6,384.00	4,160.00	RATES	15,600.00	RATES	13,500.00	3,542.00
9	6,069.28	3,903.00	APPROVED	15,600.00	APPROVED	13,500.00	2,873.00	7,076.00	4,614.00	APPROVED	15,600.00	APPROVED	13,500.00	3,975.00
10	6,654.28	4,281.00	FOR SUMMER	15,600.00	FOR SUMMER	13,500.00	3,184.00	7,768.00	5,068.00	FOR SUMMER	15,600.00	FOR SUMMER	13,500.00	4,408.00
11	7,239.28	4,659.00	2021	15,600.00	2021	13,500.00	3,495.00	8,460.00	5,522.00	2021	15,600.00	2021	13,500.00	4,841.00
12	7,824.28	5,037.00		15,600.00		13,500.00	3,806.00	9,152.00	5,976.00		15,600.00		13,500.00	5,274.00
13	8,409.28	5,415.00		15,600.00		13,500.00	4,117.00	9,844.00	6,430.00		15,600.00		13,500.00	5,707.00
14	8,994.28	5,793.00		15,600.00		13,500.00	4,428.00	10,536.00	6,884.00		15,600.00		13,500.00	6,140.00
15	9,579.28	6,171.00		15,600.00		13,500.00	4,739.00	11,228.00	7,338.00		15,600.00		13,500.00	6,573.00
16	10,164.28	6,549.00		15,600.00		13,500.00	5,050.00	11,920.00	7,792.00		15,600.00		13,500.00	7,006.00
17	10,749.28	6,927.00		15,600.00		13,500.00	5,361.00	12,612.00	8,246.00		15,600.00		13,500.00	7,439.00
18	11,334.28	7,305.00		15,600.00		13,500.00	5,672.00	13,304.00	8,700.00		15,600.00		13,500.00	7,872.00
Each Add'l Credit Hour	585.00	378.00	-	-na-	-	-na-	311.00	692.00	454.00	-	-na-	-	-na-	433.00

Academic Year Graduate									
Resident					Nonresident				
Credits	Media Studies	Advertising &	Graduate	Graduate	Media Studies	Advertising &	Graduate	Graduate	Multimedia
	Masters /	Brand	Strategic		Comm	Masters /	Brand		
	Doctoral	Responsibility	Comm	Multimedia	Doctoral	Responsibility	Comm	Multimedia	
1	608.00	608.00	673.00	677.00	955.00	955.00	928.00	932.00	
2	1,216.00	1,216.00	1,346.00	1,354.00	1,910.00	1,910.00	1,856.00	1,864.00	
3	1,824.00	1,824.00	2,019.00	2,031.00	2,865.00	2,865.00	2,784.00	2,796.00	
4	2,432.00	2,432.00	2,692.00	2,708.00	3,820.00	3,820.00	3,712.00	3,728.00	
5	3,040.00	3,040.00	3,365.00	3,385.00	4,775.00	4,775.00	4,640.00	4,660.00	
6	3,648.00	3,648.00	4,038.00	4,062.00	5,730.00	5,730.00	5,568.00	5,592.00	
7	4,256.00	4,256.00	4,711.00	4,739.00	6,685.00	6,685.00	6,496.00	6,524.00	
8	4,864.00	4,864.00	5,384.00	5,416.00	7,640.00	7,640.00	7,424.00	7,456.00	
9	5,472.00	5,472.00	6,057.00	6,093.00	8,595.00	8,595.00	8,352.00	8,388.00	
10	5,472.00	5,472.00	6,057.00	6,093.00	8,595.00	8,595.00	8,352.00	8,388.00	
11	5,472.00	5,472.00	6,057.00	6,093.00	8,595.00	8,595.00	8,352.00	8,388.00	
12	5,472.00	5,472.00	6,057.00	6,093.00	8,595.00	8,595.00	8,352.00	8,388.00	
13	5,472.00	5,472.00	6,057.00	6,093.00	8,595.00	8,595.00	8,352.00	8,388.00	
14	5,472.00	5,472.00	6,057.00	6,093.00	8,595.00	8,595.00	8,352.00	8,388.00	
15	5,472.00	5,472.00	6,057.00	6,093.00	8,595.00	8,595.00	8,352.00	8,388.00	
16	5,472.00	5,472.00	6,057.00	6,093.00	8,595.00	8,595.00	8,352.00	8,388.00	
17	6,080.00	6,080.00	6,730.00	6,770.00	9,550.00	9,550.00	9,280.00	9,320.00	
18	6,688.00	6,688.00	7,403.00	7,447.00	10,505.00	10,505.00	10,208.00	10,252.00	
<i>Each Add'l</i>									
<i>Credit Hour</i>	608.00	608.00	673.00	677.00	955.00	955.00	928.00	932.00	

Summer Graduate									
Resident					Nonresident				
Credits	Media Studies	Advertising &	Graduate	Graduate	Media Studies	Advertising &	Graduate	Graduate	Multimedia
	Masters /	Brand	Strategic		Comm	Masters /	Brand		
	Doctoral	Responsibility	Comm	Multimedia	Doctoral	Responsibility	Comm	Multimedia	
1	428.00	428.00	468.00	470.00	543.00	543.00	530.00	532.00	
2	784.00	784.00	864.00	868.00	1,008.00	1,008.00	982.00	986.00	
3	1,140.00	1,140.00	1,260.00	1,266.00	1,473.00	1,473.00	1,434.00	1,440.00	
4	1,496.00	1,496.00	1,656.00	1,664.00	1,938.00	1,938.00	1,886.00	1,894.00	
5	1,852.00	1,852.00	2,052.00	2,062.00	2,403.00	2,403.00	2,338.00	2,348.00	
6	2,208.00	2,208.00	2,448.00	2,460.00	2,868.00	2,868.00	2,790.00	2,802.00	
7	2,564.00	2,564.00	2,844.00	2,858.00	3,333.00	3,333.00	3,242.00	3,256.00	
8	2,920.00	2,920.00	3,240.00	3,256.00	3,798.00	3,798.00	3,694.00	3,710.00	
9	3,276.00	3,276.00	3,636.00	3,654.00	4,263.00	4,263.00	4,146.00	4,164.00	
10	3,632.00	3,632.00	4,032.00	4,052.00	4,728.00	4,728.00	4,598.00	4,618.00	
11	3,988.00	3,988.00	4,428.00	4,450.00	5,193.00	5,193.00	5,050.00	5,072.00	
12	4,344.00	4,344.00	4,824.00	4,848.00	5,658.00	5,658.00	5,502.00	5,526.00	
13	4,700.00	4,700.00	5,220.00	5,246.00	6,123.00	6,123.00	5,954.00	5,980.00	
14	5,056.00	5,056.00	5,616.00	5,644.00	6,588.00	6,588.00	6,406.00	6,434.00	
15	5,412.00	5,412.00	6,012.00	6,042.00	7,053.00	7,053.00	6,858.00	6,888.00	
16	5,768.00	5,768.00	6,408.00	6,440.00	7,518.00	7,518.00	7,310.00	7,342.00	
17	6,124.00	6,124.00	6,804.00	6,838.00	7,983.00	7,983.00	7,762.00	7,796.00	
18	6,480.00	6,480.00	7,200.00	7,236.00	8,448.00	8,448.00	8,214.00	8,250.00	
<i>Each Add'l</i>									
<i>Credit Hour</i>	356.00	356.00	396.00	398.00	465.00	465.00	452.00	454.00	

Please see Graduate Tuition Notes.

UNIVERSITY OF OREGON
Academic Year 2021-22 Graduate Tuition Rates
SCHOOL OF LAW

EXHIBIT B

Academic Year Graduate						
Credits	Resident			Nonresident		
	JD (per semester)	Conflict Resolution	LLM (per semester)	JD (per semester)	Conflict Resolution	LLM (per semester)
1	2,201.00	873.00	2,684.00	2,771.00	1,179.00	2,684.00
2	4,402.00	1,746.00	5,368.00	5,542.00	2,358.00	5,368.00
3	6,603.00	2,619.00	8,052.00	8,313.00	3,537.00	8,052.00
4	8,804.00	3,492.00	10,736.00	11,084.00	4,716.00	10,736.00
5	11,005.00	4,365.00	13,420.00	13,855.00	5,895.00	13,420.00
6	13,206.00	5,238.00	16,104.00	16,626.00	7,074.00	16,104.00
7	15,407.00	6,111.00	18,788.00	19,397.00	8,253.00	18,788.00
8	17,608.00	6,984.00	21,472.00	22,168.00	9,432.00	21,472.00
9	19,809.00	7,857.00	24,156.00	24,939.00	10,611.00	24,156.00
10	19,809.00	7,857.00	24,156.00	24,939.00	10,611.00	24,156.00
11	19,809.00	7,857.00	24,156.00	24,939.00	10,611.00	24,156.00
12	19,809.00	7,857.00	24,156.00	24,939.00	10,611.00	24,156.00
13	19,809.00	7,857.00	24,156.00	24,939.00	10,611.00	24,156.00
14	19,809.00	7,857.00	24,156.00	24,939.00	10,611.00	24,156.00
15	19,809.00	7,857.00	24,156.00	24,939.00	10,611.00	24,156.00
16	19,809.00	7,857.00	24,156.00	24,939.00	10,611.00	24,156.00
17	19,809.00	8,730.00	24,156.00	24,939.00	11,790.00	24,156.00
18	22,010.00	9,603.00	26,840.00	27,710.00	12,969.00	26,840.00
Each Add'l Credit Hour	2,201.00	873.00	2,684.00	2,771.00	1,179.00	2,684.00

UNIVERSITY OF OREGON
Summer 2022 Graduate Tuition Rates
SCHOOL OF LAW

Summer Graduate						
Credits	Resident			Nonresident		
	JD (per semester)	Conflict Resolution	LLM (per semester)	JD (per semester)	Conflict Resolution	LLM (per semester)
1	1,857.00	873.00	2,684.00	2,024.00	1,179.00	2,684.00
2	3,714.00	1,746.00	5,368.00	4,048.00	2,358.00	5,368.00
3	5,571.00	2,619.00	8,052.00	6,072.00	3,537.00	8,052.00
4	7,428.00	3,492.00	10,736.00	8,096.00	4,716.00	10,736.00
5	9,285.00	4,365.00	13,420.00	10,120.00	5,895.00	13,420.00
6	11,142.00	5,238.00	16,104.00	12,144.00	7,074.00	16,104.00
7	12,999.00	6,111.00	18,788.00	14,168.00	8,253.00	18,788.00
8	14,856.00	6,984.00	21,472.00	16,192.00	9,432.00	21,472.00
9	16,713.00	7,857.00	24,156.00	18,216.00	10,611.00	24,156.00
10	18,570.00	8,730.00	26,840.00	20,240.00	11,790.00	26,840.00
11	20,427.00	9,603.00	29,524.00	22,264.00	12,969.00	29,524.00
12	22,284.00	10,476.00	32,208.00	24,288.00	14,148.00	32,208.00
13	24,141.00	11,349.00	34,892.00	26,312.00	15,327.00	34,892.00
14	25,998.00	12,222.00	37,576.00	28,336.00	16,506.00	37,576.00
15	27,855.00	13,095.00	40,260.00	30,360.00	17,685.00	40,260.00
16	29,712.00	13,968.00	42,944.00	32,384.00	18,864.00	42,944.00
17	31,569.00	14,841.00	45,628.00	34,408.00	20,043.00	45,628.00
18	33,426.00	15,714.00	48,312.00	36,432.00	21,222.00	48,312.00
Each Add'l Credit Hour	1,857.00	873.00	2,684.00	2,024.00	1,179.00	2,684.00

Please see Graduate Tuition Notes.

Academic Year Graduate		
	Resident	Nonresident
	Masters / Doctoral	Masters / Doctoral
Credits		
1	712.00	1,101.00
2	1,249.00	1,997.00
3	1,786.00	2,893.00
4	2,323.00	3,789.00
5	2,860.00	4,685.00
6	3,397.00	5,581.00
7	3,934.00	6,477.00
8	4,471.00	7,373.00
9	5,008.00	8,269.00
10	5,008.00	8,269.00
11	5,008.00	8,269.00
12	5,008.00	8,269.00
13	5,008.00	8,269.00
14	5,008.00	8,269.00
15	5,008.00	8,269.00
16	5,008.00	8,269.00
17	5,545.00	9,165.00
18	6,082.00	10,061.00
Each Add'l Credit Hour	537.00	896.00

SCHOOL OF MUSIC AND DANCE

Summer Graduate		
	Resident	Nonresident
	Masters / Doctoral	Masters / Doctoral
Credits		
1	410.00	548.00
2	735.00	996.00
3	1,060.00	1,444.00
4	1,385.00	1,892.00
5	1,710.00	2,340.00
6	2,035.00	2,788.00
7	2,360.00	3,236.00
8	2,685.00	3,684.00
9	3,010.00	4,132.00
10	3,335.00	4,580.00
11	3,660.00	5,028.00
12	3,985.00	5,476.00
13	4,310.00	5,924.00
14	4,635.00	6,372.00
15	4,960.00	6,820.00
16	5,285.00	7,268.00
17	5,610.00	7,716.00
18	5,935.00	8,164.00
Each Add'l Credit Hour	325.00	448.00

EXHIBIT B

GRADUATE TUITION NOTES

Notes:

1. A one-time Matriculation fee is assessed on all new and transfer students — \$469.57 Undergraduate / \$469.57 Graduate and Law.
2. Law and Law LLM students pay per semester rather than per term.
3. Education "Masters / Doctoral" includes programs in Educational Leadership; Doctoral Programs in Communication Disorders and Sciences, Critical and Socio-Cultural Studies in Education, Special Education and Early Intervention, and Master's Program in Prevention Science.
4. Education "Masters / Doctoral Supervision" includes Doctoral programs in Counseling Psychology and School Psychology; Masters Programs in Curriculum and Teaching.
5. Education "Masters Clinical Science" includes programs in Communication Disorders and Sciences and Couples and Family Therapy.
6. Journalism and Communication's Journalism Master's program falls under Media Studies.
7. LCB's Master's of Finance, OEMBA, Sport Product Management (Face-to-face), and the Sport Product Management (Online) programs charge a per quarter flat rate for enrolled students.

8.

PPPM majors include Community and Regional Planning, Nonprofit Management, Planning and Public Affairs, Public Administration, and Arts Management. Museum Studies is part of History of Art and Architecture.

9.

Starting with the 2021-22 academic year, the Lundquist College of Business's MBA program will offer a tuition guarantee for students enrolled in the two-year full-time program (six consecutive terms not including summer). The guarantee does not cover mandatory enrollment fees. Students enrolled in fall term for the accelerated program will have tuition guaranteed for four consecutive terms (not including summer) if they maintain full-time status. Accelerated students starting in an off term would be subject to tuition adjustments through the entire program. Students enrolled in the FLEX (up to four-years) program will be subject to annual tuition increases. The tuition guarantee for a tuition cohort is for two years with the following exceptions:

- Withdrawal from the University for U.S. Military or Other U.S. National Defense Services. Students who are called to active duty in the United States military because of national emergency or because of the mobilization of the reserve forces, including the National Guard, and re-enroll at the University within one year after the completion of their active military service will be entitled to resume their two-year guarantee for time remaining in their guarantee at the time of their military withdrawal. The student must submit a petition to initiate the extension.
- Extraordinary Circumstances. Students who believe the circumstances of their situation merit an extension may appeal to the College. Because the fixed-tuition guarantee is for two years, non-military exceptions will rarely be granted.

Accelerated students who do not complete the program in four consecutive terms are subject to tuition increases. Exceptions above do not apply. The tuition guarantee does not apply to concurrent degree programs (double majors), staff or family rates, or the Executive MBA program (OEMBA).

UNIVERSITY OF OREGON

EXHIBIT B

2021-22 Academic Year Non-Admitted Student Tuition and Required Fees - Per Term

RESIDENTS

Combination Course Level

Note: During the regular academic year nonadmitted students are restricted to a maximum of 8 credit hours.

Part-Time Students 1 - 8 Credit Hours	Course Level 100-499		Course Level 500 Plus		Total Tuition	Building Fee	Inci- dental Fee	Health Service Fee	Rec Center Fee	Student Union Fee	Tech Fee	Total Tuition & Fees
	Credit Hour	Tuition	Credit Hour	Tuition								
1	1	266.08	0	0.00	266.08	45.00	TBD	-na-	133.00	81.75	51.50	577.33
	0	0.00	1	582.00	582.00	45.00	TBD	-na-	133.00	81.75	51.50	893.25
2	2	532.16	0	0.00	532.16	45.00	TBD	-na-	133.00	81.75	51.50	843.41
	0	0.00	2	1,164.00	1,164.00	45.00	TBD	-na-	133.00	81.75	51.50	1,475.25
	1	266.08	1	582.00	848.08	45.00	TBD	-na-	133.00	81.75	51.50	1,159.33
3	3	798.24	0	0.00	798.24	45.00	TBD	-na-	133.00	81.75	51.50	1,109.49
	0	0.00	3	1,746.00	1,746.00	45.00	TBD	-na-	133.00	81.75	51.50	2,057.25
	1	266.08	2	1,164.00	1,430.08	45.00	TBD	-na-	133.00	81.75	51.50	1,741.33
	2	532.16	1	582.00	1,114.16	45.00	TBD	-na-	133.00	81.75	51.50	1,425.41
4	4	1,064.32	0	0.00	1,064.32	45.00	TBD	-na-	133.00	81.75	51.50	1,375.57
	0	0.00	4	2,328.00	2,328.00	45.00	TBD	-na-	133.00	81.75	51.50	2,639.25
	1	266.08	3	1,746.00	2,012.08	45.00	TBD	-na-	133.00	81.75	51.50	2,323.33
	2	532.16	2	1,164.00	1,696.16	45.00	TBD	-na-	133.00	81.75	51.50	2,007.41
	3	798.24	1	582.00	1,380.24	45.00	TBD	-na-	133.00	81.75	51.50	1,691.49
5	5	1,330.40	0	0.00	1,330.40	45.00	TBD	-na-	133.00	81.75	51.50	1,641.65
	0	0.00	5	2,910.00	2,910.00	45.00	TBD	-na-	133.00	81.75	51.50	3,221.25
	1	266.08	4	2,328.00	2,594.08	45.00	TBD	-na-	133.00	81.75	51.50	2,905.33
	2	532.16	3	1,746.00	2,278.16	45.00	TBD	-na-	133.00	81.75	51.50	2,589.41
	3	798.24	2	1,164.00	1,962.24	45.00	TBD	-na-	133.00	81.75	51.50	2,273.49
	4	1,064.32	1	582.00	1,646.32	45.00	TBD	-na-	133.00	81.75	51.50	1,957.57
6	6	1,596.48	0	0.00	1,596.48	45.00	TBD	-na-	133.00	81.75	51.50	1,907.73
	0	0.00	6	3,492.00	3,492.00	45.00	TBD	-na-	133.00	81.75	51.50	3,803.25
	1	266.08	5	2,910.00	3,176.08	45.00	TBD	-na-	133.00	81.75	51.50	3,487.33
	2	532.16	4	2,328.00	2,860.16	45.00	TBD	-na-	133.00	81.75	51.50	3,171.41
	3	798.24	3	1,746.00	2,544.24	45.00	TBD	-na-	133.00	81.75	51.50	2,855.49
	4	1,064.32	2	1,164.00	2,228.32	45.00	TBD	-na-	133.00	81.75	51.50	2,539.57
	5	1,330.40	1	582.00	1,912.40	45.00	TBD	-na-	133.00	81.75	51.50	2,223.65
7	7	1,862.56	0	0.00	1,862.56	45.00	TBD	-na-	133.00	81.75	51.50	2,173.81
	0	0.00	7	4,074.00	4,074.00	45.00	TBD	-na-	133.00	81.75	51.50	4,385.25
	1	266.08	6	3,492.00	3,758.08	45.00	TBD	-na-	133.00	81.75	51.50	4,069.33

2021-22 Academic Year Non-Admitted Student Tuition and Required Fees - Per Term

RESIDENTS

Combination Course Level

Note: During the regular academic year nonadmitted students are restricted to a maximum of 8 credit hours.

Part-Time Students 1 - 8 Credit Hours	Course Level 100-499		Course Level 500 Plus		Total Tuition	Building Fee	Inci- dental Fee	Health Service Fee	Rec Center Fee	Student Union Fee	Tech Fee	Total Tuition & Fees
	Credit Hour	Tuition	Credit Hour	Tuition								
	2	532.16	5	2,910.00	3,442.16	45.00	TBD	-na-	133.00	81.75	51.50	3,753.41
	3	798.24	4	2,328.00	3,126.24	45.00	TBD	-na-	133.00	81.75	51.50	3,437.49
	4	1,064.32	3	1,746.00	2,810.32	45.00	TBD	-na-	133.00	81.75	51.50	3,121.57
	5	1,330.40	2	1,164.00	2,494.40	45.00	TBD	-na-	133.00	81.75	51.50	2,805.65
	6	1,596.48	1	582.00	2,178.48	45.00	TBD	-na-	133.00	81.75	51.50	2,489.73
8	8	2,128.64	0	0.00	2,128.64	45.00	TBD	-na-	133.00	81.75	51.50	2,439.89
	0	0.00	8	4,656.00	4,656.00	45.00	TBD	-na-	133.00	81.75	51.50	4,967.25
	1	266.08	7	4,074.00	4,340.08	45.00	TBD	-na-	133.00	81.75	51.50	4,651.33
	2	532.16	6	3,492.00	4,024.16	45.00	TBD	-na-	133.00	81.75	51.50	4,335.41
	3	798.24	5	2,910.00	3,708.24	45.00	TBD	-na-	133.00	81.75	51.50	4,019.49
	4	1,064.32	4	2,328.00	3,392.32	45.00	TBD	-na-	133.00	81.75	51.50	3,703.57
	5	1,330.40	3	1,746.00	3,076.40	45.00	TBD	-na-	133.00	81.75	51.50	3,387.65
	6	1,596.48	2	1,164.00	2,760.48	45.00	TBD	-na-	133.00	81.75	51.50	3,071.73
	7	1,862.56	1	582.00	2,444.56	45.00	TBD	-na-	133.00	81.75	51.50	2,755.81

Source: UO Office of Institutional Research.

For additional information, please contact J.P. Monroe (jpmonroe@uoregon.edu) at 541-346-2085.

UNIVERSITY OF OREGON

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2021-22 Academic Year Non-Admitted Student Tuition and Required Fees - Per Term

NONRESIDENTS

Combination Course Level

Note: During the regular academic year nonadmitted students are restricted to a maximum of 8 credit hours.

Part-Time Students 1 - 8 Credit Hours	Course Level 100-499		Course Level 500 Plus		Total Tuition	Building Fee	Inci- dental Fee	Health Service Fee	Rec Center Fee	Student Union Fee	Tech Fee	Total Tuition & Fees
	Credit Hour	Tuition	Credit Hour	Tuition								
1	1	844.83	0	0.00	844.83	45.00	TBD	-na-	133.00	81.75	51.50	1,156.08
	0	0.00	1	1,043.00	1,043.00	45.00	TBD	-na-	133.00	81.75	51.50	1,354.25
2	2	1,689.66	0	0.00	1,689.66	45.00	TBD	-na-	133.00	81.75	51.50	2,000.91
	0	0.00	2	2,086.00	2,086.00	45.00	TBD	-na-	133.00	81.75	51.50	2,397.25
	1	844.83	1	1,043.00	1,887.83	45.00	TBD	-na-	133.00	81.75	51.50	2,199.08
3	3	2,534.49	0	0.00	2,534.49	45.00	TBD	-na-	133.00	81.75	51.50	2,845.74
	0	0.00	3	3,129.00	3,129.00	45.00	TBD	-na-	133.00	81.75	51.50	3,440.25
	1	844.83	2	2,086.00	2,930.83	45.00	TBD	-na-	133.00	81.75	51.50	3,242.08
	2	1,689.66	1	1,043.00	2,732.66	45.00	TBD	-na-	133.00	81.75	51.50	3,043.91
4	4	3,379.32	0	0.00	3,379.32	45.00	TBD	-na-	133.00	81.75	51.50	3,690.57
	0	0.00	4	4,172.00	4,172.00	45.00	TBD	-na-	133.00	81.75	51.50	4,483.25
	1	844.83	3	3,129.00	3,973.83	45.00	TBD	-na-	133.00	81.75	51.50	4,285.08
	2	1,689.66	2	2,086.00	3,775.66	45.00	TBD	-na-	133.00	81.75	51.50	4,086.91
	3	2,534.49	1	1,043.00	3,577.49	45.00	TBD	-na-	133.00	81.75	51.50	3,888.74
5	5	4,224.15	0	0.00	4,224.15	45.00	TBD	-na-	133.00	81.75	51.50	4,535.40
	0	0.00	5	5,215.00	5,215.00	45.00	TBD	-na-	133.00	81.75	51.50	5,526.25
	1	844.83	4	4,172.00	5,016.83	45.00	TBD	-na-	133.00	81.75	51.50	5,328.08
	2	1,689.66	3	3,129.00	4,818.66	45.00	TBD	-na-	133.00	81.75	51.50	5,129.91
	3	2,534.49	2	2,086.00	4,620.49	45.00	TBD	-na-	133.00	81.75	51.50	4,931.74
	4	3,379.32	1	1,043.00	4,422.32	45.00	TBD	-na-	133.00	81.75	51.50	4,733.57
6	6	5,068.98	0	0.00	5,068.98	45.00	TBD	-na-	133.00	81.75	51.50	5,380.23
	0	0.00	6	6,258.00	6,258.00	45.00	TBD	-na-	133.00	81.75	51.50	6,569.25
	1	844.83	5	5,215.00	6,059.83	45.00	TBD	-na-	133.00	81.75	51.50	6,371.08
	2	1,689.66	4	4,172.00	5,861.66	45.00	TBD	-na-	133.00	81.75	51.50	6,172.91
	3	2,534.49	3	3,129.00	5,663.49	45.00	TBD	-na-	133.00	81.75	51.50	5,974.74
	4	3,379.32	2	2,086.00	5,465.32	45.00	TBD	-na-	133.00	81.75	51.50	5,776.57
	5	4,224.15	1	1,043.00	5,267.15	45.00	TBD	-na-	133.00	81.75	51.50	5,578.40
7	7	5,913.81	0	0.00	5,913.81	45.00	TBD	-na-	133.00	81.75	51.50	6,225.06
	0	0.00	7	7,301.00	7,301.00	45.00	TBD	-na-	133.00	81.75	51.50	7,612.25
	1	844.83	6	6,258.00	7,102.83	45.00	TBD	-na-	133.00	81.75	51.50	7,414.08

2021-22 Academic Year Non-Admitted Student Tuition and Required Fees - Per Term

NONRESIDENTS

Combination Course Level

Note: During the regular academic year nonadmitted students are restricted to a maximum of 8 credit hours.

Part-Time Students 1 - 8 Credit Hours	Course Level 100-499		Course Level 500 Plus		Total Tuition	Building Fee	Inci- dental Fee	Health Service Fee	Rec Center Fee	Student Union Fee	Tech Fee	Total Tuition & Fees
	Credit Hour	Tuition	Credit Hour	Tuition								
	2	1,689.66	5	5,215.00	6,904.66	45.00	TBD	-na-	133.00	81.75	51.50	7,215.91
	3	2,534.49	4	4,172.00	6,706.49	45.00	TBD	-na-	133.00	81.75	51.50	7,017.74
	4	3,379.32	3	3,129.00	6,508.32	45.00	TBD	-na-	133.00	81.75	51.50	6,819.57
	5	4,224.15	2	2,086.00	6,310.15	45.00	TBD	-na-	133.00	81.75	51.50	6,621.40
	6	5,068.98	1	1,043.00	6,111.98	45.00	TBD	-na-	133.00	81.75	51.50	6,423.23
8	8	6,758.64	0	0.00	6,758.64	45.00	TBD	-na-	133.00	81.75	51.50	7,069.89
	0	0.00	8	8,344.00	8,344.00	45.00	TBD	-na-	133.00	81.75	51.50	8,655.25
	1	844.83	7	7,301.00	8,145.83	45.00	TBD	-na-	133.00	81.75	51.50	8,457.08
	2	1,689.66	6	6,258.00	7,947.66	45.00	TBD	-na-	133.00	81.75	51.50	8,258.91
	3	2,534.49	5	5,215.00	7,749.49	45.00	TBD	-na-	133.00	81.75	51.50	8,060.74
	4	3,379.32	4	4,172.00	7,551.32	45.00	TBD	-na-	133.00	81.75	51.50	7,862.57
	5	4,224.15	3	3,129.00	7,353.15	45.00	TBD	-na-	133.00	81.75	51.50	7,664.40
	6	5,068.98	2	2,086.00	7,154.98	45.00	TBD	-na-	133.00	81.75	51.50	7,466.23
	7	5,913.81	1	1,043.00	6,956.81	45.00	TBD	-na-	133.00	81.75	51.50	7,268.06

Source: UO Office of Institutional Research.

For additional information, please contact J.P. Monroe (jpmonroe@uoregon.edu) at 541-346-2085.

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NOTE: This version of the red-lined Tuition and Fee Book provided in the meeting materials packet redacts those sections where no changes are proposed (noted as such). Thus, pagination may not be sequential or align with the table of contents. The current (2020-21) book is available [online in the UO Policy Library](#).

BOARD OF TRUSTEES OF THE UNIVERSITY OF OREGON

POLICIES ON TUITION, MANDATORY
ENROLLMENT FEES AND OTHER CHARGES,
FINES, AND FEES

~~2020~~2021 - ~~21~~22 ACADEMIC YEAR

~~2021~~2022 SUMMER SESSION

Approved by the Board of Trustees on March 17, 2020

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AUTHORITY

Board of Trustees of the University of Oregon

[Section redacted; no changes proposed.]

TUITION AND FEE POLICIES FOR ~~2020-21~~2021-22

Tuition and Mandatory Fee Structures

[Section redacted; no changes proposed.]

Tuition

[Section redacted; no changes proposed.]

Mandatory Enrollment Fees

[Section redacted; no changes proposed except for changing “2020-21” to “2021-22”.]

Campus-based Fee Structure

Students enrolled ~~at the~~in Eugene campus courses are required to pay all mandatory fees. Students enrolled at the Portland or Charleston campuses, or at an off-campus site, do not pay Recreation Center or Student Union fees, and they pay 50% of the Incidental Fee. Students in a Portland program are required to pay Portland State University’s Health Service Fee and students at the Charleston campus pay UO’s Health Service Fee. Students at an off-campus site do not pay the Health Service Fee. For the purpose of assessing fees, students enrolled in only online courses pay the Off-Campus set of fees. Non-admitted students do not pay the ~~Health-Service~~ Fee.

Campus-based Fee Structure	2020-21 2021-22 Academic Year			
	Eugene Campus	Portland Campus	Charleston Campus	Off-campus Site
Building Fee	✓	✓	✓	✓
Health Service Fee	✓	✓ (PSU Health Service Fee)	✓	
Recreation Center Fee	✓			
Student Union Fee	✓			
Technology Fee	✓	✓	✓	✓
Incidental Fee	✓	✓ (50% of I-fee)	✓ (50% of I-fee)	✓ (50% of I-fee)

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Student Definitions

Tuition Cohort or Tuition Cohort Student. For the purpose of this fee book, a tuition cohort is the collection of undergraduate students who matriculated and first enrolled as undergraduates during any of the four terms ending-beginning with the spring-summer of the referenced year. For example, tuition cohort 2021-2020 is comprised of those students who matriculated and first enrolled during summer 2020, fall 2020, winter 2021, or spring 2021. Tuition cohort 2021-2020 is the first official tuition cohort. Students who matriculated and enrolled prior to summer 2020 are not members of any tuition cohort.

Continuing Student. [Section redacted; no changes proposed.]

Graduate Student. [Section redacted; no changes proposed.]

~~**Non-degree admitted Student.** For the purpose of this fee book, any student enrolled at the institution who does not fall into one of the three previous categories is designated as a non-degree admitted student.~~

~~**Non-admitted Undergraduate Student.** A student who is a not admitted to the university and does not hold an accredited baccalaureate degree.~~

~~**Non-admitted Graduate Student.** A student who is a not admitted to the university and holds an accredited baccalaureate degree.~~

Non-Graduate Post-Baccalaureate Student. A holder of an accredited baccalaureate degree who has not been admitted to a graduate degree program and who is admitted to pursue a second baccalaureate degree or enroll in course work not to be used for credit toward a graduate degree is called a non-graduate post-baccalaureate student. Such students may be continuing students, tuition cohort students, or non-~~degree-admitted~~ students as outlined above and their tuition and administrative mandatory fees will be assessed accordingly.

Graduate Post-Baccalaureate Student. [Section redacted; no changes proposed.]

Student Residency. [Section redacted; no changes proposed.]

Tuition and Administrative Mandatory Fees for Students in a Tuition Cohort

For students in a tuition cohort, the institution guarantees tuition and total administrative mandatory fees will be the same for the five-year period that extends from the summer term that begins the definition of the cohort and ends with spring term, 20 terms later (see table below). Tuition charged during the regular academic year will be locked for the five-year period. Tuition charged during the five-year period for summer term will also be locked, however, the summer tuition rates will be locked at a set discount from academic year rates. Similarly, rates for each administrative mandatory fee will be

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locked for the five-year period. The schedule of which administrative mandatory fees are assessed to a student each term, will vary, based on whether a student is studying on the Eugene campus or another location. Students studying in Portland have access to Portland State University's (PSU's) Health Service and are assessed the PSU Health Service fee instead of the UO Health Service Fee. The PSU Health Service Fee rates are not locked for the five-year period and will vary each year based on the specific rate structure set by Portland State University. Differential tuition is included in this guaranteed tuition structure. Laboratory and course fees are not included in the guaranteed tuition structure.

For each additional year a student in the tuition cohort remains enrolled beyond the five-year guarantee, tuition and administrative mandatory fees will revert to the tuition and fee levels of the next tuition cohort.

TUITION COHORTS	Student Initial Enrollment				Final Term of Guarantee
2021-2020 Tuition Cohort	Summer 2020	Fall 2020	Winter 2021	Spring 2021	Spring 2025
2022-2021 Tuition Cohort	Summer 2021	Fall 2021	Winter 2022	Spring 2022	Spring 2026
2023-2022 Tuition Cohort	Summer 2022	Fall 2022	Winter 2023	Spring 2023	Spring 2027

For example, new students who enroll in summer of 2020, fall 2020, winter 2021, or spring 2021 are part of the ~~2021-2020~~ tuition cohort. **The five-year tuition and administrative mandatory fee guarantee for these students expires at the end of spring term of the tuition cohort's fifth year, spring 2025.**

To continue the example, if a student in the ~~2021-2020~~ tuition cohort remains enrolled as an undergraduate in fall 2025 they will be assessed the same tuition and administrative mandatory fees as the ~~2022-2021~~ tuition cohort. If they remain enrolled in fall 2026 they will be assessed the same tuition and fees as the ~~2023-2022~~ tuition cohort, and so on.

Summer term tuition for the ~~2021-2020~~ tuition cohort will be 85% of academic year tuition for residents and 65% of regular academic year tuition for non-residents. ~~The only exception to this is summer session 2020, where all students will pay the tuition rates already approved by the Board of Trustees in 2019.~~

The fixed tuition and administrative mandatory fee guarantee for a tuition cohort is for five years with the following exceptions:

Withdrawal from the University for U.S. Military or Other U.S. National Defense Services.
[Section redacted; no changes proposed.]

Extraordinary Circumstances. [Section redacted; no changes proposed.]

As long as a student from a tuition cohort is an undergraduate or non-graduate post-baccalaureate

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student, they remain in their tuition cohort. Students from a tuition cohort who are accepted to and enroll in a graduate program are no longer in their tuition cohort and will pay graduate tuition as described below.

Tuition and Administrative Mandatory Fees for Continuing Students

[Section redacted; no changes proposed except to change “2020” to “2021”.]

Tuition and Administrative Mandatory Fees for Graduate Students

[Section redacted; no changes proposed.]

Tuition and Administrative Mandatory Fees for Non-~~degree-admitted~~ Students

~~Non-degree-admitted students are always charged tuition and administrative mandatory fees at the most recent tuition cohort rate.~~

Non-admitted students are always charged tuition and administrative mandatory fees at the most recent undergraduate tuition cohort rate for undergraduate level courses (100-499) and current graduate rates for graduate level courses (500+).

All Other Fees

[Section redacted; no changes proposed.]

SCHOLARSHIP AND TUITION REMISSION POLICIES

[Section redacted; no changes proposed.]

Student Financial Aid Programs

[Section redacted; no changes proposed.]

Veteran Programs

VOYAGER Fee Remission

The Voyager Tuition Assistance Program (“VOYAGER”) was implemented in the fall of 2005 in response to a direct gubernatorial request and is intended for National Guard ~~and-or~~ Reservists who have been in an active duty capacity in a combat zone on or after~~area of hostility at any point subsequent to~~ 9/11/2001.

- *Criteria:* The VOYAGER fee remissions are for Oregon residents who are members of the National Guard or Reserves and were deployed in an area of military combat since September 11, 2001. This fee remission is for full-time students pursuing their initial bachelor’s degree. Students must submit a Free Application for Federal Student Aid (“FAFSA”) annually and continue to maintain satisfactory academic progress to maintain eligibility.

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- *Awards:* Award is the difference between the National Guard and Reserves tuition benefit of \$4,500 or the VA Chapter 33 Tuition Fee benefit and total enrollment fees. Students are responsible for securing the National Guard or Reserves tuition benefit. Duration of the VOYAGER award is four years excepting those five-year degree programs as documented in the University catalog. Students are not eligible for the award once they earn fifteen credits beyond the minimum number of credits required by the degree.

Veterans' Dependent Tuition Waiver

[Section redacted; no changes proposed.]

Nonresident Veteran Resident Tuition

~~The Nonresident Veteran Resident Tuition is a tuition reduction for qualified students who are not Oregon residents and who are attending classes as an admitted undergraduate or graduate student at the University if the student:~~

- ~~● Served in the Armed Forces of the United States;~~
- ~~● Was relieved or discharged from that service with either an honorable discharge or a general discharge under honorable conditions as shown on an original or certified copy of the student's DD-214; and~~
- ~~● Provides proof that the student has established a physical presence in Oregon within 12 months of being enrolled at the University of Oregon.~~

~~○ Award: Qualified students admitted as new but not continuing undergraduate students for the fall 2013 term or later are charged tuition and fees no greater than the resident rate with the following listed qualifications:~~

- ~~● A student who served in the Armed Forces of the United States and who receives federal tuition benefits in excess of the tuition and fees charged under this policy shall pay tuition and fees equal to the federal tuition benefits received.~~
- ~~● Online education and self-support courses as identified by the University are excluded from this discount.~~
- ~~● If a nonresident student is otherwise eligible for tuition benefits under this discount and is receiving federal vocational rehabilitation education benefits, that student shall pay full nonresident tuition and fees.~~

~~Qualified graduate students admitted as new but not continuing graduate students for the fall 2014 term or later are charged tuition and fees no greater than the resident rate with the following listed qualifications:~~

- ~~● A student who served in the Armed Forces of the United States and who receives federal tuition benefits in excess of the tuition and fees charged under this policy shall pay tuition and fees equal to the federal tuition benefits received.~~

Commented [A1]: The following two sections better reflect policy and practices around granting resident tuition.

EXHIBIT B

- ~~Online education and self-support courses as identified by the University are excluded from this discount.~~
- ~~If a nonresident student is otherwise eligible for tuition benefits under this discount and is receiving federal vocational rehabilitation education benefits, that student shall pay full nonresident tuition and fees.~~

Federal Laws Requiring Resident Tuition

Section 702 of the Veterans Access, Choice, and Accountability Act of 2014 [effective July 1, 2015] was codified in 38 U.S.C. 3679(c). In 2016 Congress passed Public Law 114-315 [effective July 1, 2017], which modified 38 U.S.C. 3679(c). In 2018 Congress passed Public Law 115-251 [effective April 1, 2019 at UO], which further amended 38 U.S.C. 3679(c). The following policy includes the provisions of 38 U.S.C. 3679(c), as amended.

The following individuals shall be charged the in-state rate, or otherwise considered a resident, for tuition and fees purposes:

- A Veteran using educational assistance under either Chapter 30 (Montgomery G.I. Bill® – Active Duty Program) or Chapter 33 (Post-9/11 G.I. Bill®), of title 38, United States Code, who lives in the state of Oregon while attending the University of Oregon (regardless of his/her formal state of residence) and enrolls at the University of Oregon within three years of discharge or release from a period of active duty service of 90 days or more.
- Anyone using transferred Post-9/11 GI Bill benefits (38 U.S.C. § 3319) who lives in the state of Oregon while attending the University of Oregon (regardless of his/her formal state of residence) and enrolls at the University of Oregon within three years of the transferor's discharge or release from a period of active duty service of 90 days or more.
- Anyone described above while he or she remains continuously enrolled (other than during regularly scheduled breaks between courses, semesters, or terms) at the University of Oregon. The person so described must have enrolled at the University of Oregon prior to the expiration of the three year period following discharge or release as described above and must be using educational benefits under either Chapter 30 or Chapter 33, of title 38, United States Code.
- Anyone using benefits under the Marine Gunnery Sergeant John David Fry Scholarship (38 U.S.C. § 3311(b)(9)) who lives in the state of Oregon while attending the University of Oregon (regardless of his/her formal state of residence).
- Anyone using transferred Post-9/11 GI Bill benefits (38 U.S.C. § 3319) who lives in the state of Oregon while attending the University of Oregon (regardless of his/her formal state of residence) and the transferor is a member of the uniformed service who is serving on active duty.
- Anyone using educational assistance under Chapter 31, Vocational Rehabilitation and Employment (VR&E), who lives in the state of Oregon while attending the University of Oregon (regardless of his/her formal state of residence).

EXHIBIT B

- The GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by the VA is available at the official.

Oregon State Laws Granting Resident Tuition

The following outlines the provisions of ORS 350.290 from the original House Bill 2158 and as amended by House Bills 4021, 2670, and 4019 as they pertain to University of Oregon tuition and fee charges for certain veterans and dependents.

The University of Oregon shall charge an enrolled student who is not a resident of this state and who is attending classes as an undergraduate or graduate student (but not students pursuing a second bachelors, second masters, or second doctoral degree) tuition and fees no greater than the resident rate if the student:

1. (a) Served in the Armed Forces of the United States;
(b) Was relieved or discharged from that service with either an honorable discharge or a general discharge under honorable conditions; and
(c) Provides proof that the student has established a physical presence in Oregon within 12 months of being enrolled at the University of Oregon;
2. Was, or is the dependent of, a resident of Oregon who left the state within the previous five years in order to serve, and who subsequently served, in the Armed Forces of the United States; or
3. Was, or is the dependent of, a resident of Oregon who left the state more than five years ago in order to serve, and who subsequently served, in the Armed Forces of the United States; and since leaving the state, has never established residence in another state.

A student who served in the Armed Forces of the United States and who receives federal tuition benefits in excess of the tuition and fees the person is charged under this policy shall pay tuition and fees equal to the federal tuition benefits received.

Distance education and self-support courses are exempt from the tuition reduction provisions of this policy.

If a nonresident student otherwise eligible for tuition benefits under this policy is receiving federal vocational rehabilitation education benefits, that student shall pay full nonresident tuition and fees charged by the University of Oregon.

An eligible student should submit a copy of his/her DD214 to the University of Oregon Office of Veterans Affairs in 244 Oregon Hall. Additional documentation may be required.

EXHIBIT B

Foster Youth Tuition Waiver

[Section redacted; no changes proposed.]

Tuition Equity

[Section redacted; no changes proposed.]

Other Financial Aid Programs

The University may create other individual financial aid programs to address enrollment management and financial aid program needs.

- *Criteria:* The University of Oregon scholarship programs are merit and/or need-based awards that support the mission and goals of the University. These scholarships assist in the recruitment and retention of students.
- *Awards:* Scholarship amounts and eligibility criteria may vary across programs, and across academic years. These programs will be reviewed periodically to ensure that they continue to support the University's enrollment goals. Both resident and nonresident undergraduates will be eligible to receive funds under this program, with award amounts differing due to the difference in tuition for these groups of students. For programs where need is a consideration, use of the FAFSA or ORSAA data will also be considered in determining award eligibility.

REDUCED TUITION BENEFIT FOR ACADEMIC AND CLASSIFIED EMPLOYEES

This benefit is also known as the "staff rate" privilege.

Rates: The family/staff rate for employees is 30% of resident undergraduate tuition and this rate applies to only the first 12 credits per term. For undergraduate students, the rate is applied to the tuition table attached to their tuition status (tuition cohort, continuing student or non-~~degree-admitted~~ student). For a graduate student, the rate is applied to the most recent (undergraduate) tuition cohort tuition table. Above 12 credits, the student is assessed at the full "each additional credit" published on the tuition table attached to their tuition status (tuition cohort, continuing, graduate, non-~~degreeadmitted~~). Differential tuition is exempt from the family/staff rate. Under this benefit, there is no tuition plateau for employees using the staff rate for graduate courses; there is no tuition plateau at any campus for employees, family and dependents, or retired staff.

Fees: Charges for mandatory enrollment fees do not apply for employees using the benefit; nor are employees entitled to health services or incidental fee services through this program. No Application Fee is required for employees and no other deposit is required when registering for classes. Other fees such as lab or course fees are assessed at the full rate and no discount is provided.

Employee Eligibility: On approval of the president or designee and with the concurrence of the employee's immediate supervisor, employees appointed at half-time (.5 FTE) or more are eligible. To

EXHIBIT B

qualify for this fee, the employee must meet these eligibility criteria no later than the first day of classes of the term of enrollment.

For purposes of this benefit, the term “employee” may include persons with full-time courtesy appointments who provide a benefit to the University in the form of teaching, research, or counseling, under the direction of the University and using the facilities of the University.

Retired employees and employees on leave are eligible for staff fee privileges. Subject to the approval of the President or designee of the teaching institution, the maximum credit limitation may be waived for retired employees and for employees on leave. See exception under Senior Citizen Tuition.

Employees on furlough or lay-off status may be eligible for staff fees in accordance with provisions of a collective bargaining agreement.

The staff fee is not available to temporary classified employees or student employees, including Graduate Employees (GEs).

Institutional Eligibility: The benefit may be used at any Oregon four-year public institution. Employees who use the staff fee for courses away from their home institution are subject to staff fee policies and procedures of the instructing institution.

Excluded UO Programs: Staff fees are not applicable to self-support courses or to courses in excluded UO programs. Excluded programs are determined at the discretion of the President and the notice of exclusion must be filed with Human Resources office prior to the first day of registration for a term. ~~2020-21~~2021-22 excluded programs are:

1. Self-support courses
2. School of Law – J.D. Program
3. School of Law – Conflict and Dispute Resolution (CRES)
4. School of Law – LLM Degrees
5. School of Journalism and Communication – Portland Program – Strategic Communication Masters
6. School of Journalism and Communication – Portland Program – Multimedia Journalism
7. School of Journalism and Communication – Advertising and Brand Management Program
8. Applied Information Management (AIM) – This program is ending and is covered by the self-support exclusion.
9. Clark Honors College – Differential Tuition Only
10. Lindquist College of Business – Sports Product Management Program
11. Lundquist College of Business – Oregon Executive MBA Program
12. Lundquist College of Business – Master of Finance Program
13. Lundquist College of Business – Undergraduate differential tuition
14. College of Design – Sports Product Design Program
15. Knight Campus – Industrial Internship Program
16. Online Psychology Master’s Program

Auditing: No tuition shall be assessed to courses enrolled in by employees with a grading option of ‘audit’. Attendance under such condition must be with the instructor’s consent and on a space-available basis. The University maintains a record of the courses audited. Courses approved for audit by the instructor confer no credit to the student, are not charged the staff fee rate or regular tuition, and may

EXHIBIT B

be used in addition to courses taken using the staff fee privilege during a term. However, any applicable course, lab, or material fees associated with auditing for-credit classes will be assessed by the institution and is the responsibility of the employee. This provision cannot be subdivided in conjunction with the Reduced Tuition Benefit for Family Members and Domestic Partners of Employees.

REDUCED TUITION BENEFIT FOR FAMILY MEMBERS OF EMPLOYEES

[Section redacted; no changes proposed.]

GRADUATE EMPLOYEES

[Section redacted; no changes proposed.]

RESIDENT OREGON SENIOR CITIZEN PROGRAM

[Section redacted; no changes proposed.]

AUDITORS

[Section redacted; no changes proposed.]

UNIVERSITY/SCHOOL PARTNERSHIP CO-PAY PROGRAM

School districts having contracts with the University to supervise educator professionals preparing for Oregon licensure may exercise these provisions.

Earning the Co-Pay

[Section redacted; no changes proposed.]

Redeeming Reduced Fee Credits

[Section redacted; no changes proposed.]

Other Provisions

~~If a licensed educator professional using a co-pay privilege registers for 8 hours or fewer and desires the in-residence services provided by the Health Service and Incidental Fee, the licensed educator professional may elect those services by paying the appropriate fee for the number of hours enrolled. If the licensed educator professional using the co-pay privilege registers for more than 8 credit hours, the first 8 hours may be taken at the institution's co-pay rate. Hours in excess of eight shall be at the appropriate credit hour rate (graduate or undergraduate, resident or nonresident) and the institution shall charge all enrollment fees applicable to the total number of hours for which the licensed educator professional is registering.~~

Fees

EXHIBIT B

If a licensed educator professional using a co pay privilege registers only for credits at the reduced tuition rate, mandatory enrollment fees do not apply and health services, incidental fee services, or PE and Rec Center membership services are not provided through this program. Other fees such as lab or course fees are assessed at the full rate and no discount is provided.

Licensed educator professionals using a co pay privilege who register for credits in excess of the number of credits approved for a reduced tuition benefit are responsible for all mandatory enrollment fees in addition to laboratory/course fees, late fees, and registration fees, if applicable. Breakage and/or other mandatory application deposits are required of the licensed educator professional.

Each institution may, at its discretion, extend to the eligible district licensed educator professional other privileges such as use of the institution library, access to campus parking, and admission to campus events at faculty and staff rates, provided that such extended privileges do not exceed the benefits made available to the faculty and staff of the institution.

OTHER REMISSION PROGRAMS

[Section redacted; no changes proposed.]

FEE POLICIES SPECIFIC TO SUMMER SESSION

[Section redacted; no changes proposed.]

REFUNDS, WAIVERS, AND ACCOUNTS RECEIVABLE POLICIES

[Section redacted; no changes proposed.]

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Agenda Item #8

Student Success

***TRANSFER* AND
NON-TRADITIONAL
STUDENTS**

AT THE UNIVERSITY OF OREGON



JIM BROOKS

ASSOCIATE VICE PRESIDENT AND DIRECTOR OF FINANCIAL
AID AND SCHOLARSHIPS FOR STUDENT SERVICES AND
ENROLLMENT MANAGEMENT

KIMBERLY JOHNSON

INTERIM VICE PROVOST FOR UNDERGRADUATE EDUCATION
AND STUDENT SUCCESS

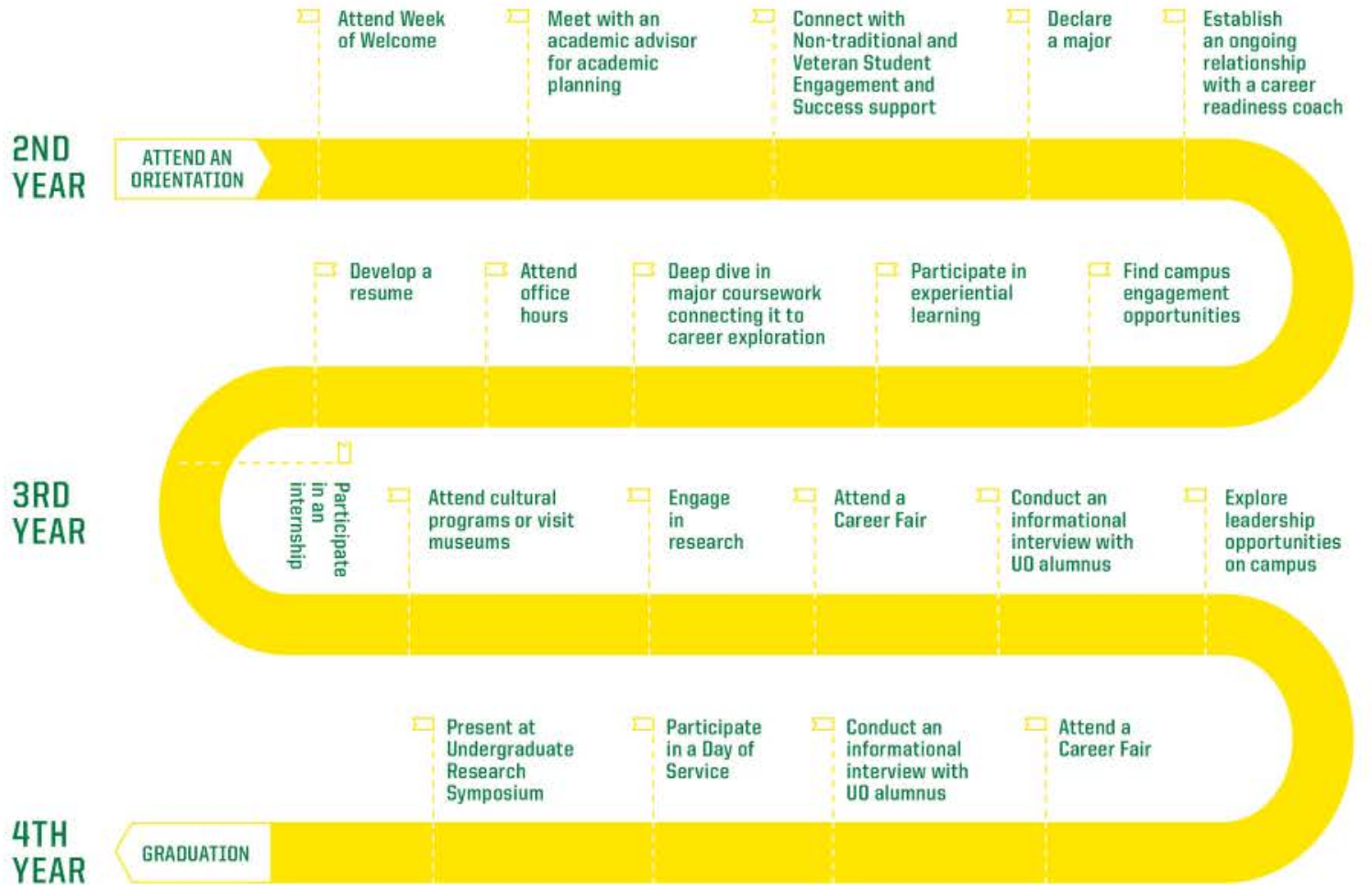
MARIA KALNBACH

COORDINATOR, NONTRADITIONAL AND VETERAN STUDENT
ENGAGEMENT AND SUCCESS, DEAN OF STUDENTS



TRANSFER STUDENT

JOURNEY HIGHLIGHTS



DEMOGRAPHICS FOR ALL STUDENTS

FALL 2020

	TRANSFER STUDENTS	STUDENTS FROM HIGH SCHOOL
FEMALE	50%	56%
FIRST GEN	35%	28%
UNDERREPRESENTED MINORITY	19%	22%
RESIDENT	73%	53%
INTERNATIONAL	6%	4%
PELL-ELIGIBLE	36%	22%
NON-TRADITIONAL STUDENT AGE (24+)	30%	2%



CLASS STANDING

AT FIRST UO
ENROLLMENT

(2018-2020)

	FALL 2018	FALL 2019	FALL 2020
TOTAL # OF NEW TRANSFER	1,194	1,056	962
FRESHMAN	12%	11%	13%
SOPHOMORE	40%	39%	41%
JUNIOR	44%	46%	42%
SENIOR	4%	5%	4%



TRANSFER **STUDENTS**



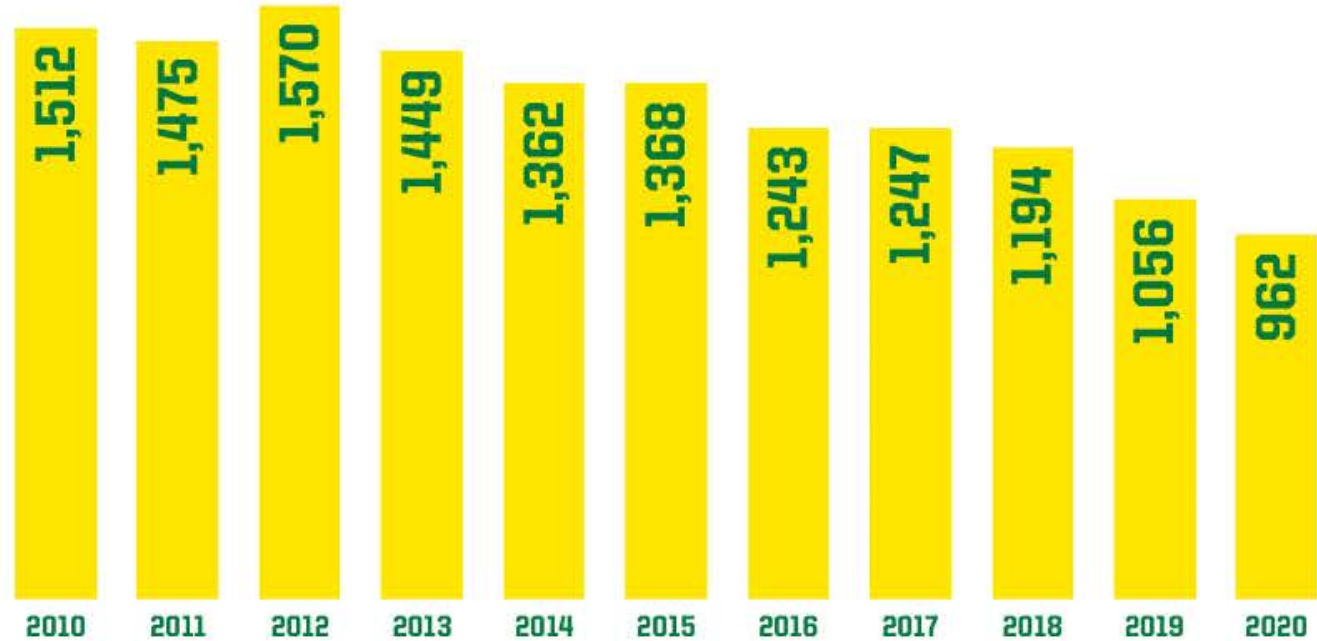
JIM BROOKS

**STUDENT SERVICES AND
ENROLLMENT MANAGEMENT**

UO TRANSFER ENROLLMENT IS DOWN

39%

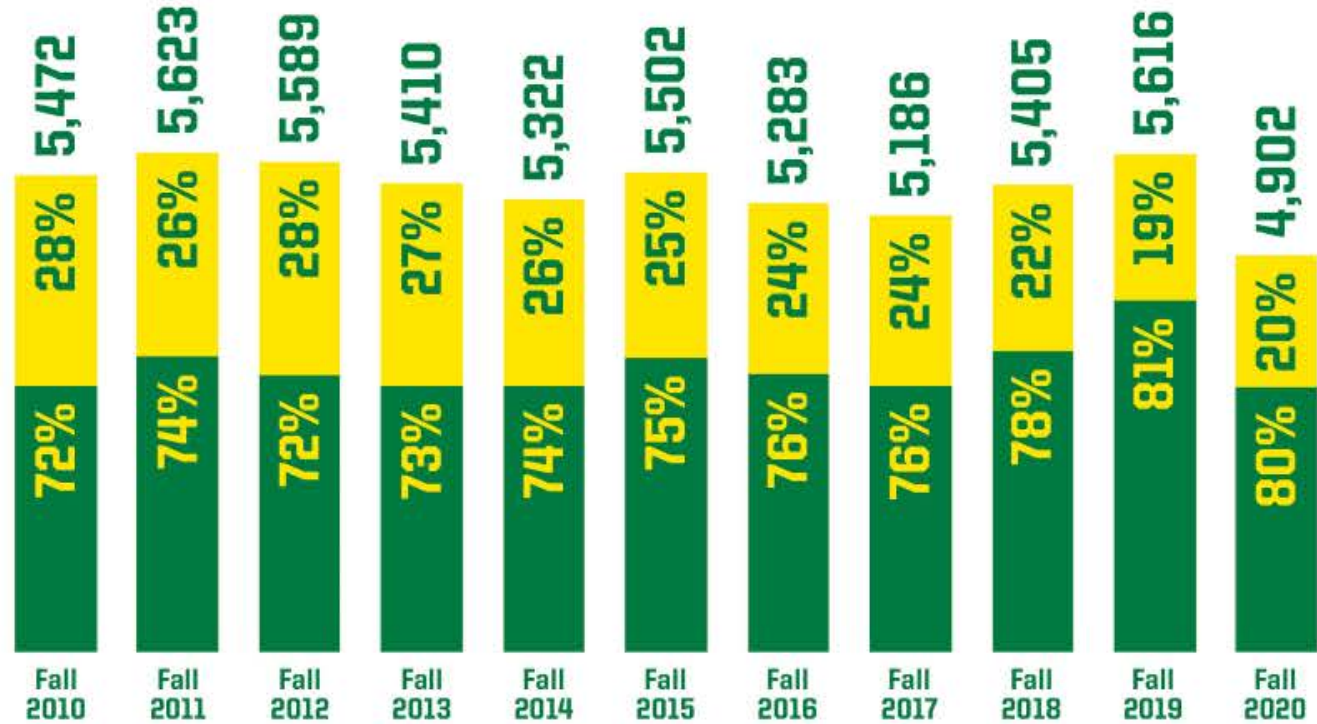
BETWEEN 2012 THROUGH 2020.



TRANSFER STUDENT ENROLLMENT TOTALS
2010-2020



NEW STUDENT ENROLLMENT



UNDERGRADUATE ENROLLMENT TOTALS FRESHMAN AND TRANSFER STUDENTS
2010-2020

TRANSFER FRESHMAN



**OREGON
COMMUNITY
COLLEGE
ENROLLMENT
IS DOWN
40%
BETWEEN
2012 AND 2020.**



OREGON COMMUNITY COLLEGE ENROLLMENT TOTALS
2012-2020



TOP FIVE

FEEDER COMMUNITY COLLEGES

FALL 2020



	PERCENT OF NEW TRANSFER CLASS
LANE COMMUNITY COLLEGE	25%
PORTLAND COMMUNITY COLLEGE	9%
CHEMEKETA COMMUNITY COLLEGE	3%
CENTRAL OREGON COMMUNITY COLLEGE	2%
MT HOOD COMMUNITY COLLEGE	2%

CHALLENGES IN RECRUITING TRANSFER STUDENTS

- Fewer students attending Oregon Community Colleges
- Cost of UO tuition and fees
- Lack of transfer-specific scholarships as compared to in-state, large, public counterparts
- Portland State University: Transfer Finish Free program
- Oregon State University: Offers 7 transfer scholarships and Western Undergraduate Exchange (WUE)
- University of Oregon: Offers 2 transfer scholarships



CHALLENGES IN RECRUITING TRANSFER STUDENTS

CONTINUED

- Lack of student preparation—students are sometimes not admissible
- Lack of UO online degree programs
- UO lacks UO vocational majors popular with Community College students (Nursing, Medical Tech., etc.)
- Perception among students that we are too selective (though we accept 100% of transfer students who meet our transfer admission requirements. In fact, employ some flexibility to those requirements)
- Perception among students that we are not transfer-friendly



CHALLENGES TO THEIR TRANSITION

- Students often apply late each term, making advising and orientation difficult prior to the start of classes
- Desire among transfer and non-traditional students to “not be treated like a freshman,” and they are unable to attend IntroDUCKtion.
- Transfer students are best served when able to register “with their cohort” (i.e. continuing students with the same number of credit-hours) but orientation options often fall on days and times they have classes or finals at their current institution; non-traditional students often find conflicts with full-time jobs
- Students often cite the transfer orientation fee is a barrier
- Technology barriers existed with our online registration and CRM systems



POSITIVE TRANSFER DEVELOPMENTS

- Increased campus interest in assisting transfer students
 - Task Forces (e.g. UESS Transfer Task Force)
 - SSEM Transfer Enrollment Planning Committee
 - Transfer HECC initiatives
- Office of Admissions Transfer Workgroup
 - Getting greater involvement from regional and in-state recruiters
- Improving UO and Lane Community College (LCC) Relationship
 - Ron Bramhall-UO/Paul Jarrell-LCC
 - Dual Enrollment – Updating our agreement
- DuckLane initiative – Creating a pipeline for LCC students to transition smoothly to the UO
- Transfer Team
- Oregon Transfer Days (Virtual college fairs for in-state community colleges)
- Transfer-specific spring and fall virtual recruitment events
- Ongoing discussion regarding improving transfer scholarships



TRANSFER AND NON-TRADITIONAL STUDENTS

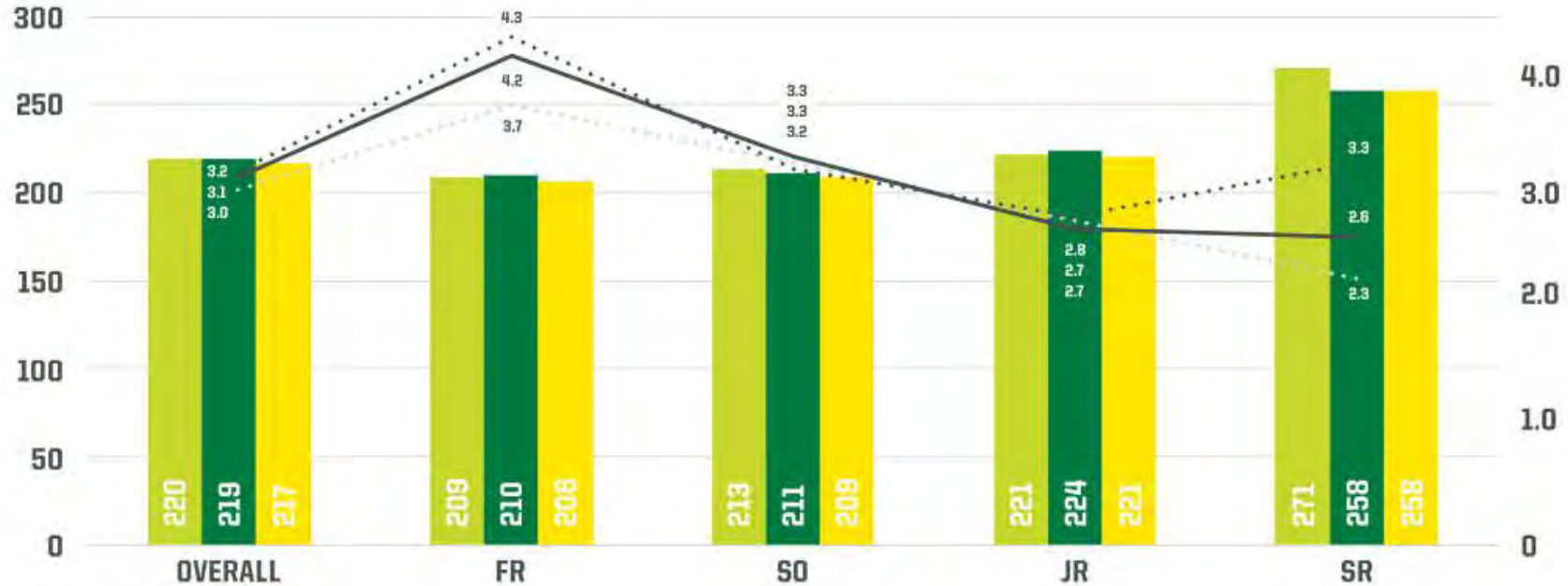


**KIMBERLY
JOHNSON**

**UNDERGRADUATE EDUCATION
AND STUDENT SUCCESS**

TIME TO DEGREE AND NUMBER OF CREDITS AT GRADUATION BY ENTERING CLASS STANDING

(2017-2020)



2017-2018

2018-2019

2019-2020

■ TOTAL CREDITS
 TIME TO DEGREE (YEARS)

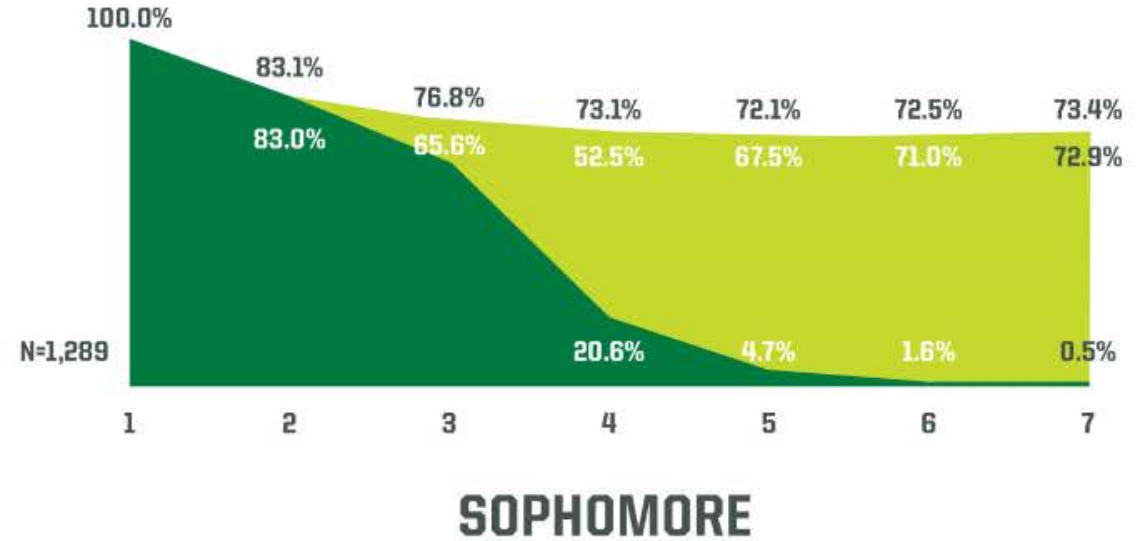
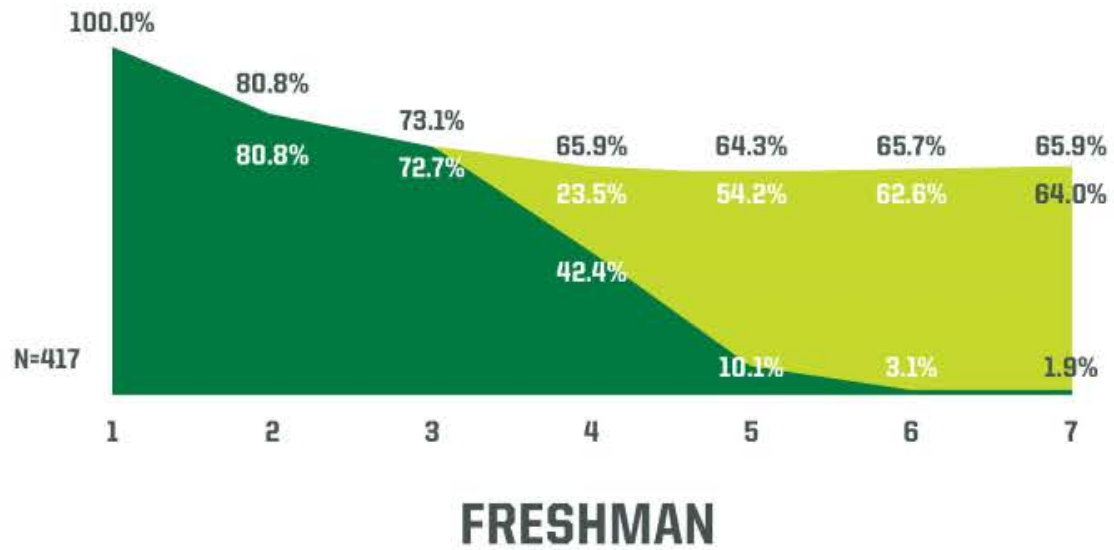
■ TOTAL CREDITS
 — TIME TO DEGREE (YEARS)

■ TOTAL CREDITS
 TIME TO DEGREE (YEARS)



RETENTION AND GRADUATION OVER TIME BY FIRST CLASS STANDING

(2012-2014 COHORTS)

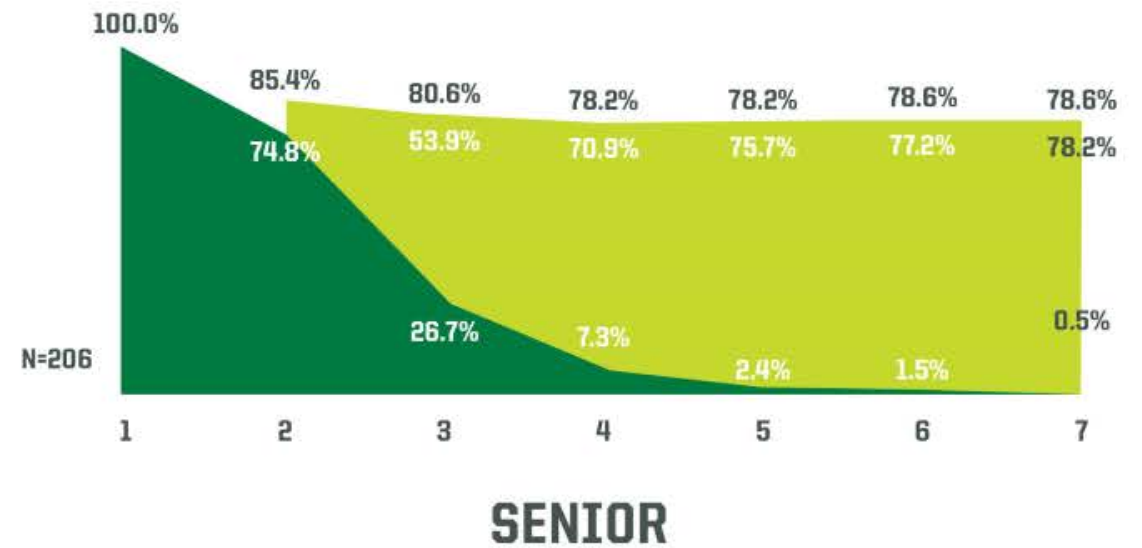
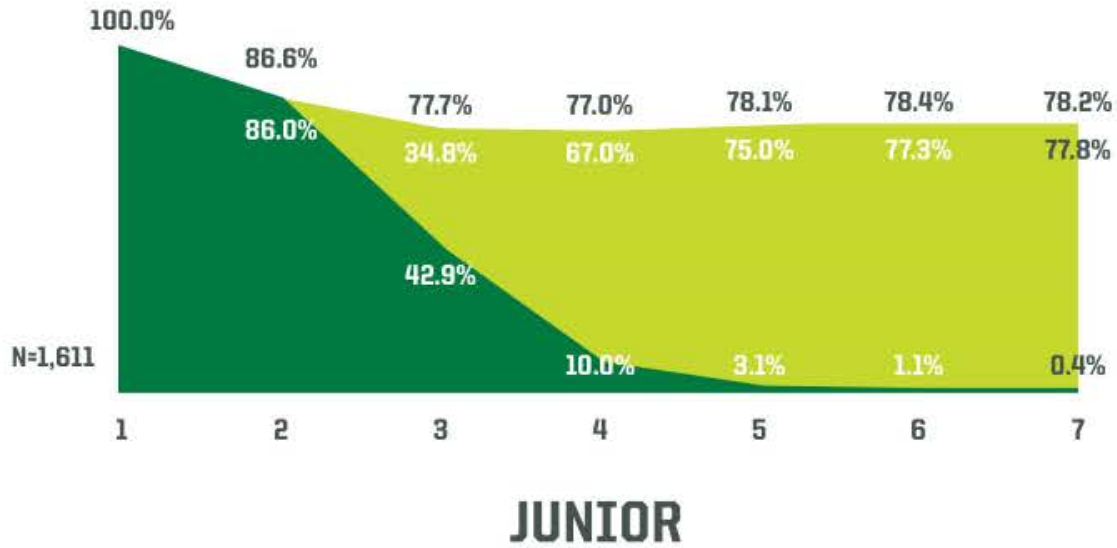


GRAD

RETENTION

RETENTION AND GRADUATION OVER TIME BY FIRST CLASS STANDING

(2012-2014 COHORTS)



GRAD

RETENTION

ACADEMIC PRIORITIES FOR TRANSFER STUDENTS

ACADEMIC ADVISING

WRAP AROUND SERVICES

DEPARTMENTS/FACULTY

TIMELY ARTICULATION

COURSE SEQUENCING

SCHEDULING FLEXIBILITY

RESOURCE AND TIME
LIMITATIONS

CAREER AND FUTURE ORIENTED

INDIVIDUALIZED RESOURCES

ACADEMIC ENGAGEMENT
INTERESTS

CONNECTION TO CAMPUS



IMPORTANT ISSUES FOR TRANSFER STUDENTS

OVER
70%

MENTAL HEALTH
SELF-CARE
CAREER AND FUTURE PLANNING

OVER
60%

ACADEMIC WORKLOAD/
DEMANDS

OVER
50%

FINANCIAL ISSUES
ACADEMIC PLANNING
SENSE OF COMMUNITY AND
BELONGING ON CAMPUS

OVER
40%

FAMILY RESPONSIBILITIES
EMPLOYMENT DEMANDS

SOURCE: UESS TRANSFER
COMMITTEE SURVEY 2018



***TRANSFER* AND** **NON-TRADITIONAL** **STUDENTS**



**MARIA
KALNBACH**

DIVISION OF STUDENT LIFE

RETURNING ADULT LEARNERS ARE THE STUDENTS NEEDED FOR THE FUTURE

TRANSFER STUDENT

UNDERGRAD: OVER THE AGE OF
24, (24+)

MARRIED, DIVORCED,
PARTNERED

WORK FULL-TIME

RETURNING TO OR STARTING
COLLEGE AFTER A BREAK FROM
SCHOOL

CHANGING CAREERS

MILITARY VETERAN OR
ACTIVE DUTY

INDEPENDENT FINANCIAL
STATUS

ALTER-ABLED

FIRST-GENERATION STUDENT

LOW INCOME

SOURCE: ELSTON, D., DR. (2021, FEBRUARY 2). THE COLLEGE COMPLETION MOVEMENT:
PATHWAYS FOR MOMENTUM IN THIS MOMENT. SPEECH PRESENTED AT UO STUDENT
SUCCESS SUMMIT, UNIVERSITY OF OREGON, EUGENE.



NONTRADITIONAL STUDENTS

67%

PELL ELIGIBLE

38.5%

1ST GENERATION
COLLEGE STUDENTS



COMMON CHALLENGES FOR TRANSFER AND NON-TRADITIONAL STUDENTS

- Lack of understanding of new university system
- Outside obligations/restrictions on time
- Child care, or a lack of quality and affordable options
- Basic Needs—affordable housing and food insecurity
- Balancing coursework with other responsibilities
- Limited financial aid resources
- Academic flexibility for student parents
- Campus community misconception about students' ability to succeed
- Sense of belonging



OPPORTUNITIES

- Create a transfer resource center and expand the Nontraditional Student Union
- Hire transfer retention specialists or advisors
- Add a transfer student experience seminar or Special Interest Group
- Implement a peer mentorship program
- Create robust distance learning to include night and weekend classes
- Expand child care options
- Increase housing for families and adults
- Increase recruitment of veterans and active duty military



OPPORTUNITIES

CONTINUED

- Increase the attractiveness of transferring to the UO by:
 - Investing in transfer scholarships to be competitive
 - Formalizing, operationalizing, and advertising partnerships with Oregon Community Colleges
 - *UO/Lane Community College partnership, with DuckLane is a good beginning; consider programs in key Community College markets/majors (e.g. Marine Biology partnership with Southwestern Oregon Community College)*
 - *One of our in-state competitors found a great deal of positive reaction in the state when they advertised their Community College partnerships, though they aren't much different than ours*



OPPORTUNITIES

CONTINUED

- Eliminate or decrease real or perceived barriers to easy transfer to UO by:
 - Create transparent transfer agreements that offer students that meet certain requirements the opportunity for direct admission to majors such as Business, Journalism, Education, etc.
 - Continue to decouple advising and registration from IntroDUCktion while holding students to meeting both requirements (i.e. applying holds for non-completion)
- Continue to improve messaging to prospective transfer students and transfer partners that the UO is transfer-friendly



QUESTIONS

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Transfer and Nontraditional Students at the University of Oregon Board of Trustees Meeting March 2021

Transfer and nontraditional students have a wealth of academic and personal experiences that may set them apart from other “traditional” students, i.e. those enrolling in the university directly after graduating from high school. As such we need to understand the profile of transfer and nontraditional students as unique populations, and track their academic outcomes separately from the traditional students captured in the first-time, full-time freshman cohort.

Transfer students are defined as those who began higher education at another two- or four-year college or university prior to enrolling at the UO. The number of credits completed prior to matriculating at the UO varies widely, and they may be freshmen, sophomores, juniors or seniors at the time of admission.

Any number of characteristics may cause a student to self-identify as “nontraditional” including:

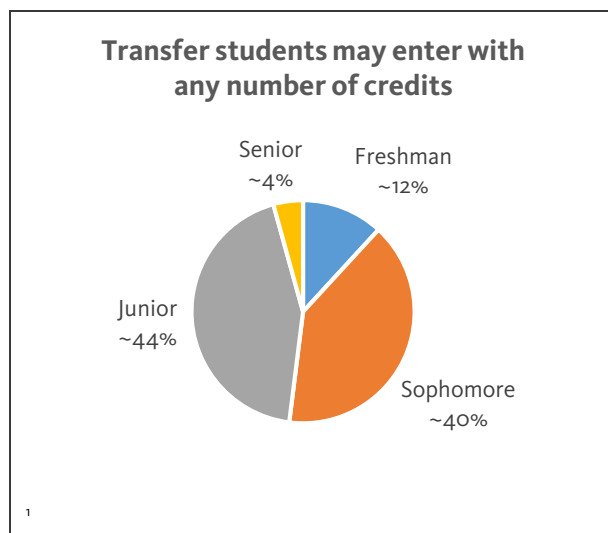
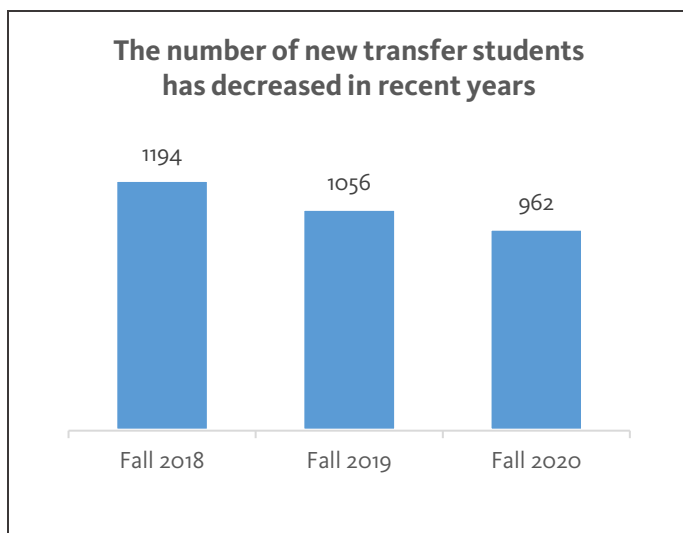
- being a transfer student
- being over the age of 24
- being married, divorced, or partnered
- being a parent or caregiver
- being a military veteran or active duty
- being a first-generation student
- being low income or having independent financial status (FAFSA)
- being alter-abled
- returning to or starting college after a break
- changing careers
- working full time

The report that follows will summarize (1) the profile and academic outcomes of transfer students; (2) the profile of nontraditional students as defined by age ≥ 24 ; and (3) survey results related to belonging, finances, and climate for these two populations

Transfer Student Profile

Students who began higher education at another two- or four-year college or university prior to enrolling at the UO are considered transfer students. Transfer students are overrepresented in male, Pell-eligible, first-generation, and Oregon resident status. The following table provides an overview of transfer student demographics with comparisons to students entering from high school.

FALL 2020	All transfer students	All students from HS
Total N of Students	3,065	14,764
Female	50.1%	56.4%
Underrepresented minorities	23.3%	22.1%
Pell-eligible	36.3%	22.4%
First-gen	34.7%	27.7%
Resident	73.4%	52.6%
International	6.0%	4.2%



Home Institution

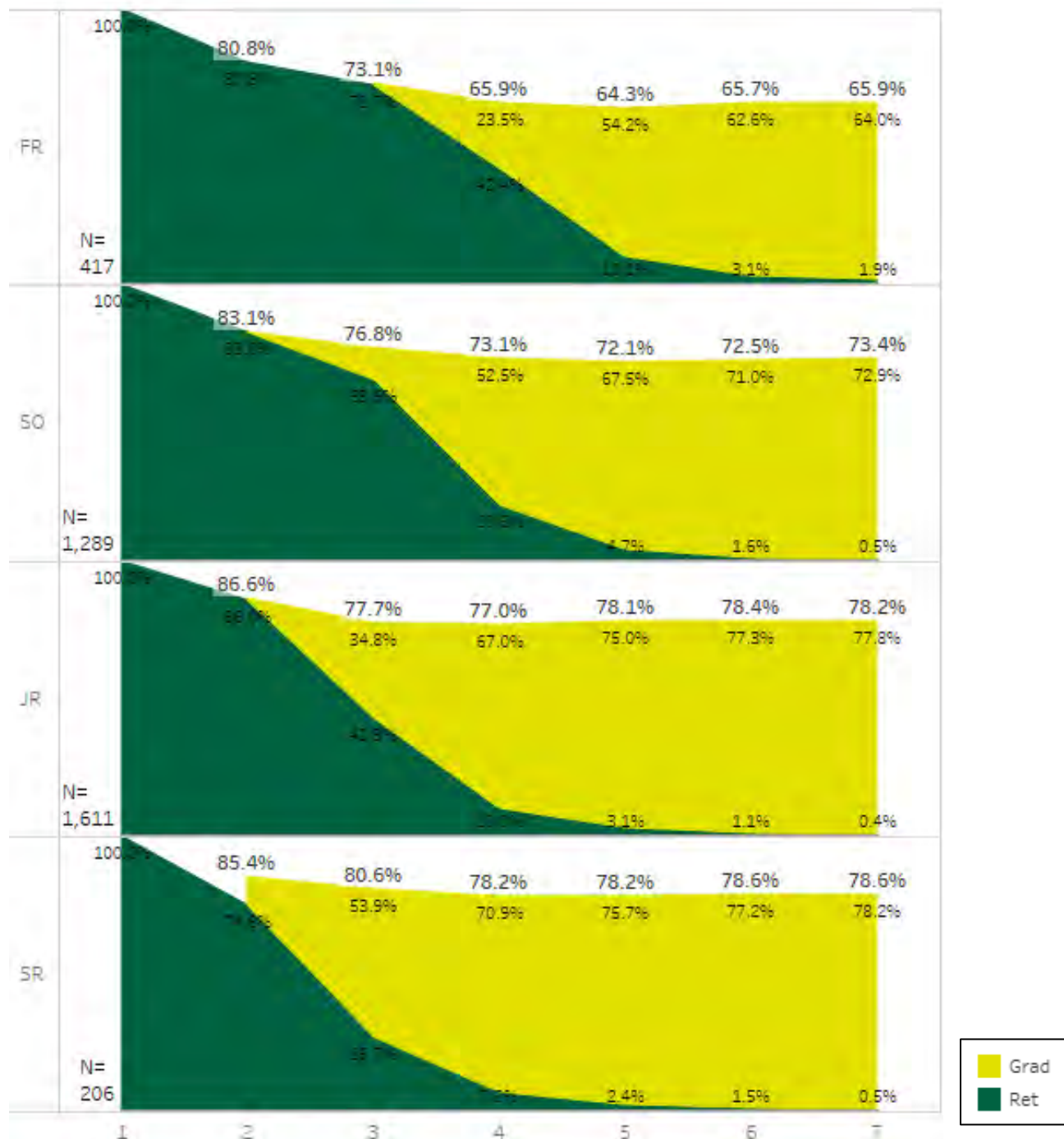
Nearly half of new transfer students were enrolled at an Oregon Community College. Many have attended more than one institution before matriculating at UO.

Top Five Feeder Community Colleges Fall 2020	Pct of New Transfer Class
Lane Community College	25%
Portland Community College	9%
Chemeketa Community College	3%
Central Oregon Community College	2%
Mt Hood Community College	2%

¹ The number of earned credits determines a student's class standing
Undergraduate Education and Student Success

Transfer Student Success: Retention and Graduation Rates Over Time by First Class Standing

The following graphs present retention and graduation rates over time for cohorts of new-entering transfer students.² The results below represent the combined outcomes for the most recent three cohorts for which six-year graduation rates are available (Fall 2012 through 2014). Because transfer students who enter with fewer credits might expect a longer time-to-degree, results are disaggregated by students' class standing at the time of first UO enrollment;

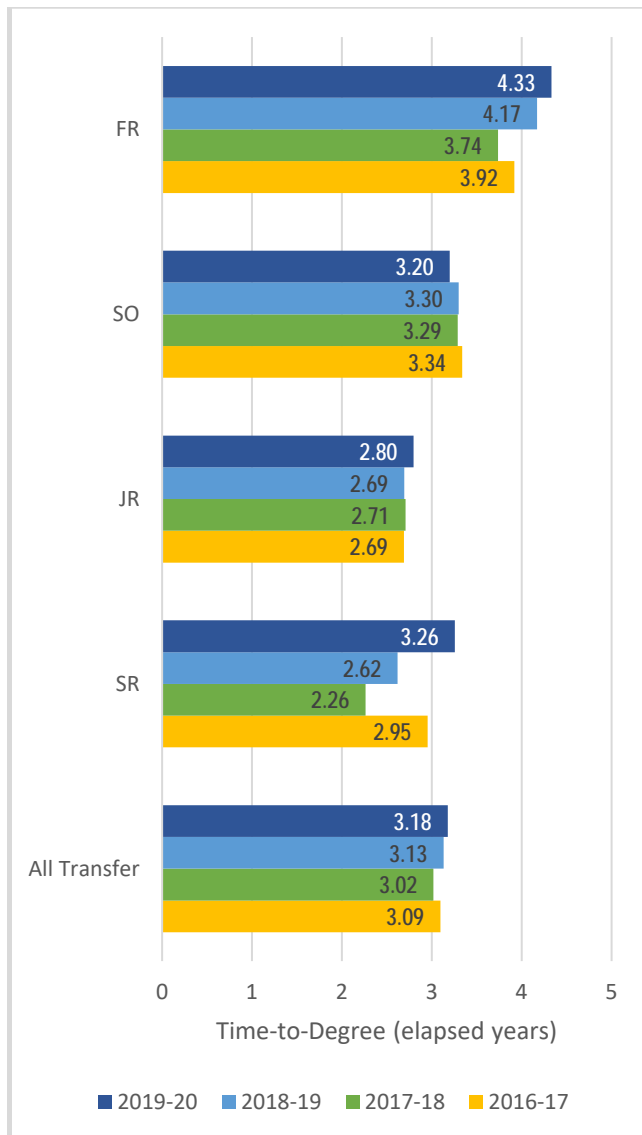


² Transfer cohorts include students who matriculated at the UO in a Fall term or leading summer, and were enrolled full-time (12+ credits) in their first fall term.
 Undergraduate Education and Student Success
 2/11/2021

Years elapsed since first enrollment

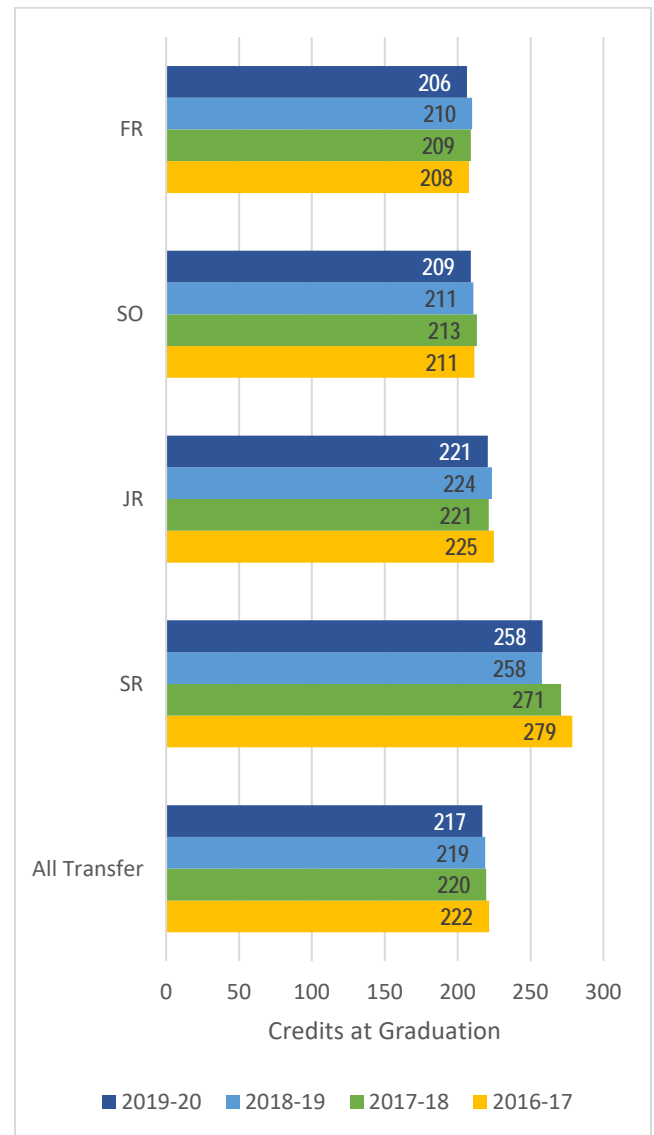
**Transfer Student Success:
Average Time-to-Degree (in years)
by First Class Standing**

The graph below represents average time to degree by students' class standing at the time of first UO enrollment. Transfer students take a little over three years to graduate on average, and students who transferred in as seniors still take over two years to graduate.



**Transfer Student Success:
Average Number of Credits Earned at Graduation
by First Class Standing**

Average numbers of credits earned at graduation by first class standing are shown below. The average is noticeably higher for senior transfers.



Note: The above tables are inclusive of all transfer students regardless of credits in first term of enrollment. As such, they may not be comparable to other calculations of time-to-degree, which are often reported for students enrolling full-time in their first term. Removing part-time students would decrease average elapsed years but have little effect on credits at graduation. The UO residency requirement requires each student to complete at least 45 credits of UO courses in residence at the university after completing 120 of the 180 required credits, 160 of the 220 required credits, 165 of the 225 required credits, or 171 of the 231 required credits. <http://catalog.uoregon.edu/admissionto Graduation/bachelorrequirements/>

Transfer Student Success: Comparative Outcomes Student Achievement Measure (SAM)

The Student Achievement Measure (SAM) tracks students across universities and colleges to provide a more complete picture of undergraduate student progress and completion within the higher education system. <https://www.studentachievementmeasure.org>

The following tables represent progress or outcomes for full-time transfer students who started in their respective Oregon institutions in fall 2013. While the University of Oregon served fewer transfer students than Oregon State University (OSU) or Portland State University (PSU), the UO graduated a higher proportion of the Fall 2013 transfer cohort at the two-, four-, and six-year marks than either OSU or PSU.

University of Oregon

1,186 full-time transfer students starting fall 2013

	Graduated from UO	Graduated from another institution	Enrolled at UO	Transferred and enrolled at another institution	Status Unknown	Total
Within 2 years	23%	1%	62%	5%	9%	100%
Within 4 years	68%	4%	7%	4%	17%	100%
Within 6 years	73%	6%	1%	2%	18%	100%

Oregon State University

1,301 full-time transfer students starting fall 2013

	Graduated from OSU	Graduated from another institution	Enrolled at OSU	Transferred and enrolled at another institution	Status Unknown	Total
Within 2 years	14%	1%	68%	8%	9%	100%
Within 4 years	61%	5%	13%	7%	14%	100%
Within 6 years	69%	8%	3%	3%	17%	100%

Portland State University

2,316 full-time transfer students starting fall 2013

	Graduated from PSU	Graduated from another institution	Enrolled at PSU	Transferred and enrolled at another institution	Status Unknown	Total
Within 2 years	20%	1%	57%	7%	15%	100%
Within 4 years	57%	4%	11%	5%	23%	100%
Within 6 years	63%	7%	3%	3%	24%	100%

For more information about statewide efforts related to transfer reform and the UO's leadership in those efforts, see The Ford Family Foundation's report

[Supporting Transfer Student Success in Oregon:
Lessons from Oregon Community Colleges and Universities](#)

Nontraditional Student Profile

As noted above, nontraditional student definitions vary and can be based on students' self-identification. Many of the characteristics that might be used to identify a nontraditional student are not collected, or are not available for analysis due to the sensitive nature of the data.

Student age is the one data element that potentially identifies nontraditional students while being consistently captured and measured. The table that follows compares traditional to nontraditional students, as defined by age ≥ 24 years. *However, it cannot be considered a comprehensive portrait of our nontraditional students.* The data for transfer students are provided for additional context.

Key findings regarding nontraditional students, as defined by age ≥ 24 years:

- A higher proportion of nontraditional students are male (56.4% vs 43.8%)
- Nearly two-thirds of nontraditional students are Pell-eligible
- 38.5% of nontraditional students are the first in their family to complete a bachelor's degree – ten percentage points higher than traditional aged students (28.2%)
- Four out of five nontraditional students are Oregon residents
- Four out of five nontraditional students enroll as transfer students; only one in five matriculates from high school. Further, less than two-thirds are captured in one of the official cohorts that are tracked for retention and graduation.³
- More than a quarter of nontraditional students are enrolled part-time (<12 hours), compared to only 7% of traditional aged students
- Less than three percent of nontraditional students are Exploring (undeclared), compared to ten percent of traditional students. Of the declared students, a higher proportion of nontraditional students are majoring in the Humanities, the Social Sciences, or Design. Traditional-aged students major in Business and Journalism at twice the rate of nontraditional students.

³ Based on federal definitions, students are only assigned to a cohort if they initially enroll full-time in a Fall or leading Summer term.

Nontraditional Student Profile, continued

	Total	% of Total UG Enrollment	Nontraditional age ⁴ students		Traditional age students		Transfer students	
			N	% of Nonrad Total	N	% of Trad Total	N (all ages)	% of Transfer Total
UG Enrollment	17852	100.0%	1163	6.5%	16689	93.5%	3066	17.2%
Gender								
Female	9882	2.8%	507	43.6%	9375	56.2%	1535	50.1%
Male	7970	3.7%	656	56.4%	7314	43.8%	1531	49.9%
Race/Ethnicity								
URM	3204	0.9%	167	14.4%	3037	18.2%	571	18.6%
non-URM	14648	5.6%	996	85.6%	13652	81.8%	2495	81.4%
Pell Status								
Pell Eligible	5253	4.4%	787	67.7%	4466	26.8%	1322	43.1%
non-Pell Eligible	12599	2.1%	376	32.3%	12223	73.2%	1744	56.9%
First Gen Status								
First Gen	5156	2.5%	448	38.5%	4708	28.2%	1065	34.7%
Residency								
Resident	10011	5.2%	931	80.1%	9080	54.4%	2251	73.4%
Nonresident	7841	1.3%	232	19.9%	7609	45.6%	815	26.6%
Transfer Status								
Transfer	3066	5.2%	930	80.0%	2136	12.8%	3066	100.0%
Carrying Load								
<12 credits	1502	1.8%	320	27.5%	1182	7.1%	531	17.3%
12-14 credits	6175	3.2%	569	48.9%	5606	33.6%	1313	42.8%
15+ credits	10175	1.5%	274	23.6%	9901	59.3%	1222	39.9%
Major								
CAS Hum	922	0.6%	114	9.8%	808	4.8%	211	6.9%
CAS NatSci	4503	1.8%	320	27.5%	4183	25.1%	764	24.9%
CAS SocSci	3187	1.8%	316	27.2%	2871	17.2%	686	22.4%
Design	1247	0.8%	136	11.7%	1111	6.7%	276	9.0%
Education	789	0.3%	60	5.2%	729	4.4%	167	5.4%
Exploring	1699	0.2%	32	2.8%	1667	10.0%	178	5.8%
Journalism	2136	0.4%	75	6.4%	2061	12.3%	330	10.8%
LCB	3015	0.4%	80	6.9%	2935	17.6%	383	12.5%
Music & Dance	354	0.2%	30	2.6%	324	1.9%	71	2.3%
Cohort Type⁵								
Full-time First-time cohort	14333	1.0%	185	15.9%	14148	84.8%	0	0.0%
Transfer cohort	2208	3.2%	566	48.7%	1642	9.8%	2208	72.0%

⁴ Defined as students who are 24 years old or older.

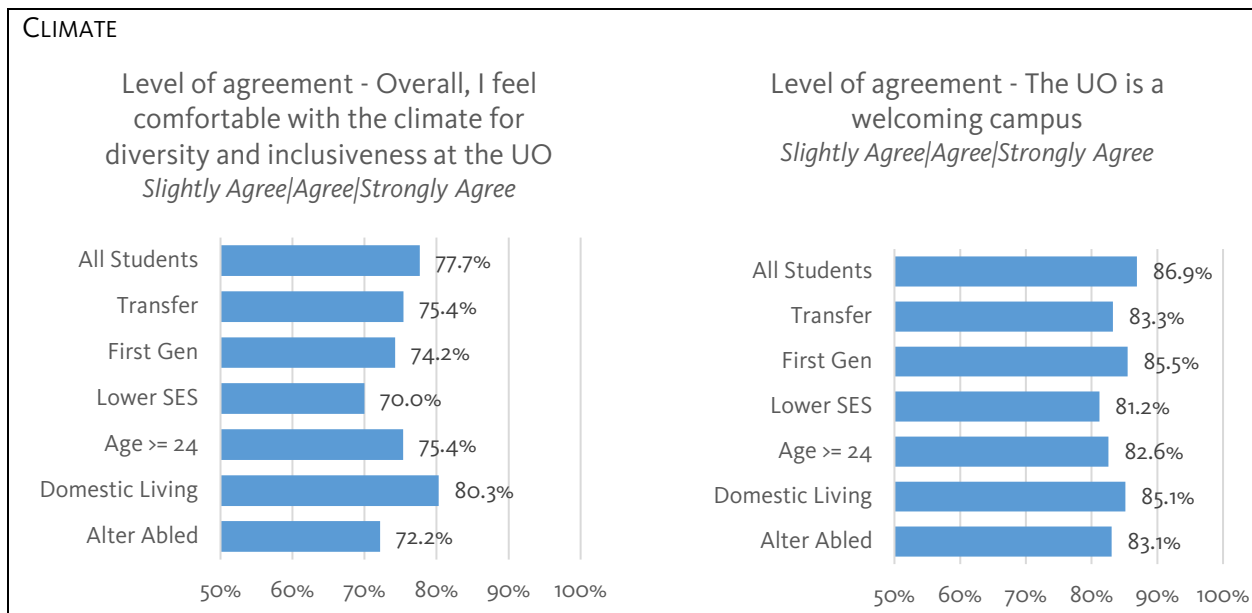
⁵ See definition on prior page

Findings on Student Experience from the SERU Survey

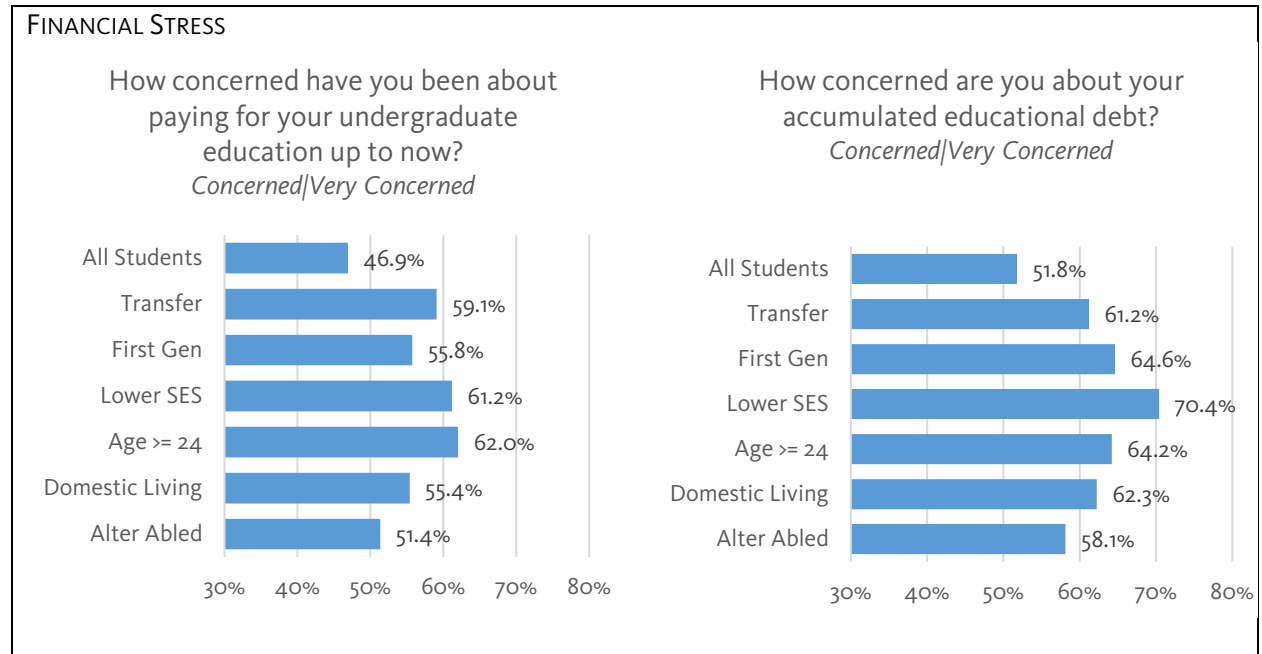
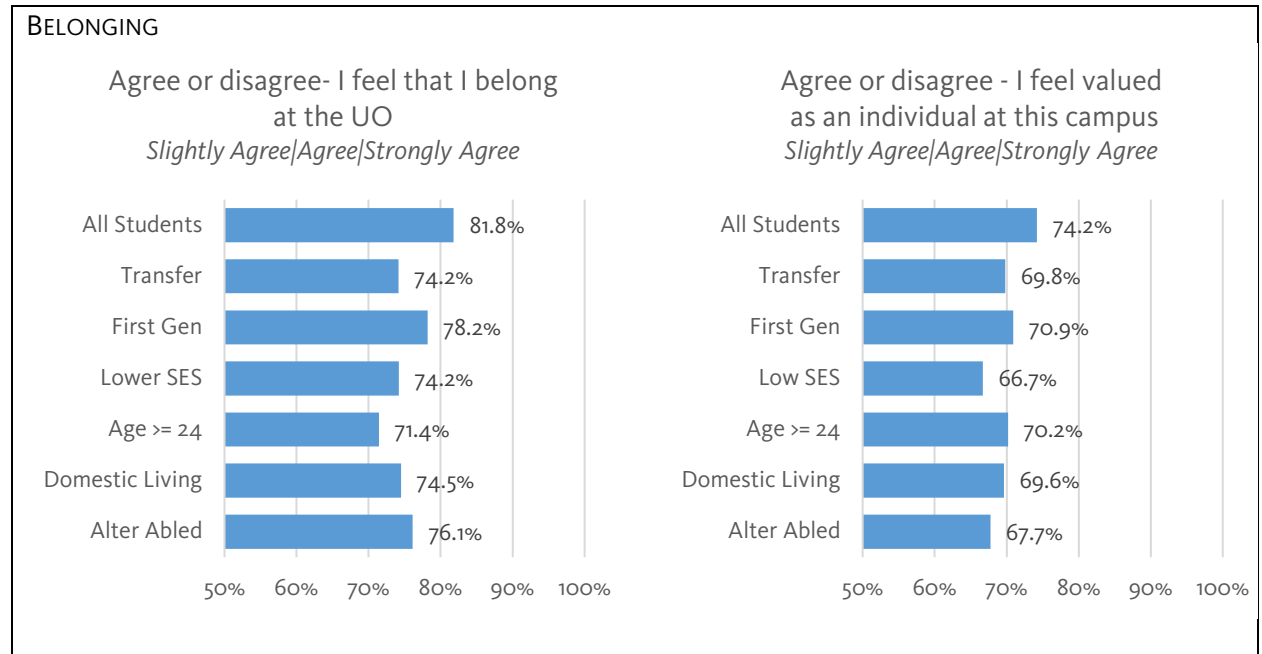
The Student Experience in the Research University (SERU) survey is administered every 2-3 years, with survey invitations extended to all admitted undergraduates. The survey is helpful in understanding the experience of nontraditional students since it includes several questions that can be used to identify student populations who may self-identify as nontraditional, while also asking important questions about student perceptions of campus climate, experiences with financial stress, and sense of belonging.

The table that follows summarizes the additional student populations that were identified as potentially nontraditional based on responses to demographic questions from the SERU survey.

Nontraditional Category	Survey Question	Responses in Category
First Gen	Which of the following best describes the educational experience of your parents/guardians?	- Neither parent/guardian attended any college - One or both parents/guardians attended some college, but neither has a four-year degree
Lower SES	Which of the following best describes your social class when you were growing up?	- Low-income or poor - Working-class
Domestic Living	With whom do you live? Please select the option that best describes your living situation this term.	- I am a single parent living with children - I live with my spouse or domestic partner and children - I live with my spouse or domestic partner without children
Alter Abled	Do you have any conditions or disabilities that significantly affect your experience as a student at the University of Oregon, including how you learn or perform academically, interact with others, or access campus?	Yes to any of the choices



Findings on Student Experience from the SERU Survey, continued



Agenda Item #9

Textbook Affordability

In addition to the information provided in the following slide deck, the presenters offer these additional resources:

- [OSA Textbook Affordability in Oregon Issue Brief](#), by Nick Keough, ASUO Senator
- Executive Summary [US PIRG Fixing the Broken Textbook Market](#), by Cailyn Nagle, US PIRG Affordable Textbooks Campaign Director
- Executive Summary [The Impact of OER Initiatives on Faculty Selection of Classroom Materials](#), by WCET & Bay View Analytics

Open Educational Resources & Textbook Affordability

Rayne Vieger
(she/her)

eLearning & OER Librarian
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Nick Keough (he/they)
ASUO Senate Seat 17
asuosenate17@uoregon.edu



Textbook Affordability Task Force

Oregon HB 2213 specifically calls for the UO to establish a textbook affordability plan that:

- Contains measurable goals for increasing textbook affordability
- Addresses how to best mitigate the economic impact of decreased academic Duck Store revenue as a result of increased adoption of low-cost or no-cost course materials
- Sets forth steps to advertise courses designated as low or no-cost to students on UO Class Schedule
- Contains a statement of support for academic freedom of faculty to select high-quality course materials
- Establishes a process for faculty to be informed about available low-cost and no-cost course materials

Textbook Affordability Task Force

Jointly Sponsored by Office of the Provost and University Senate

Ron Bramhall, Associate Vice Provost, Academic Excellence (Sponsor)

Robin Clement, Director, Master of Accounting Program, Senior Lecturer II (Co-Chair)

Rayne Vieger, eLearning & OER Librarian (Co-Chair)

Nick Keough, ASUO Senate

Maya Ward, ASUO Executive

Alex Lyons, Chief Information Officer, The Duck Store

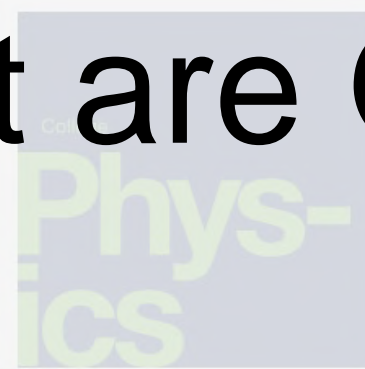
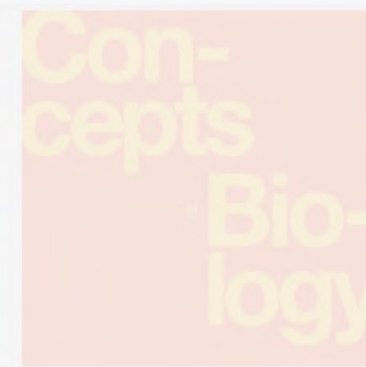
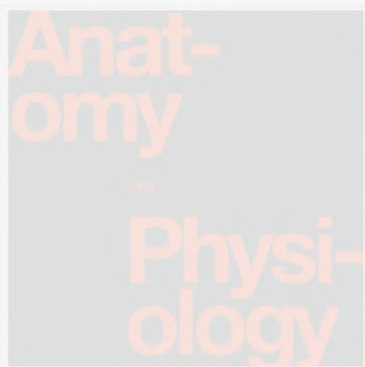
Mike Urbancic, Senior Instructor I

Sarah Strickler, Assistant Registrar for Operations

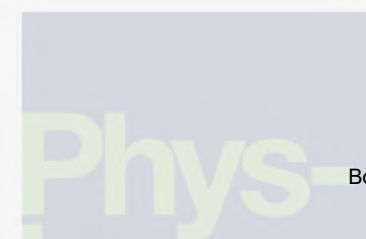
Tara Parillo, Director, TRIO-SSS

Textbook Affordability Strategies

- Library digital collections & print reserves
- Textbook subsidies and lending libraries
- Flexible options through Duck Store:
 - Textbook rentals
 - Older editions
 - Digital textbooks, negotiating with publishers
- Peer-to-Peer book selling/swapping program
- Open Educational Resources (OER)



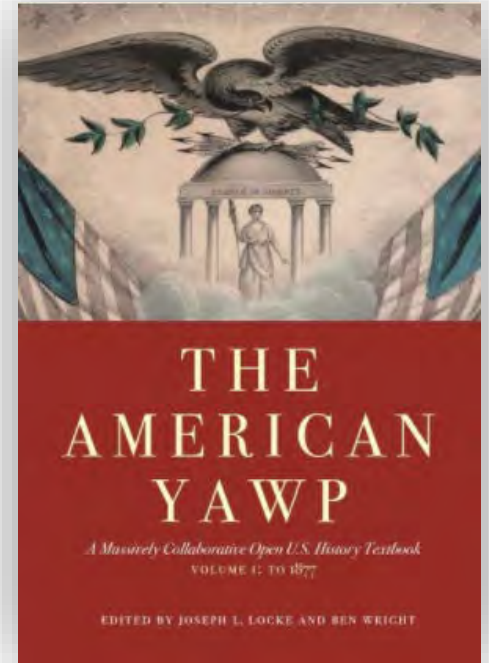
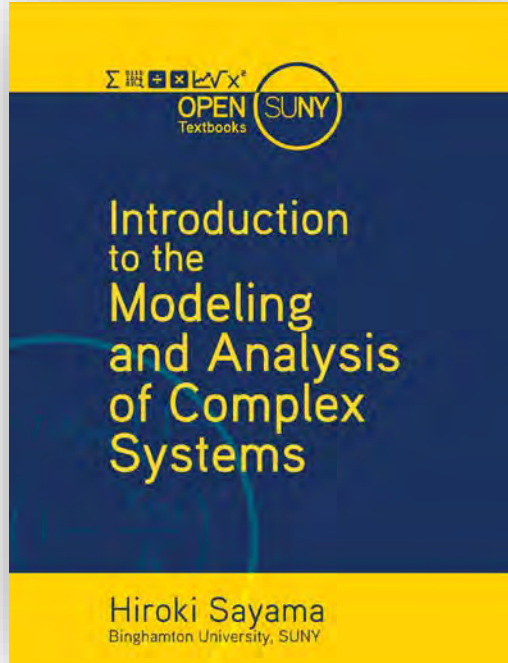
What are OER?



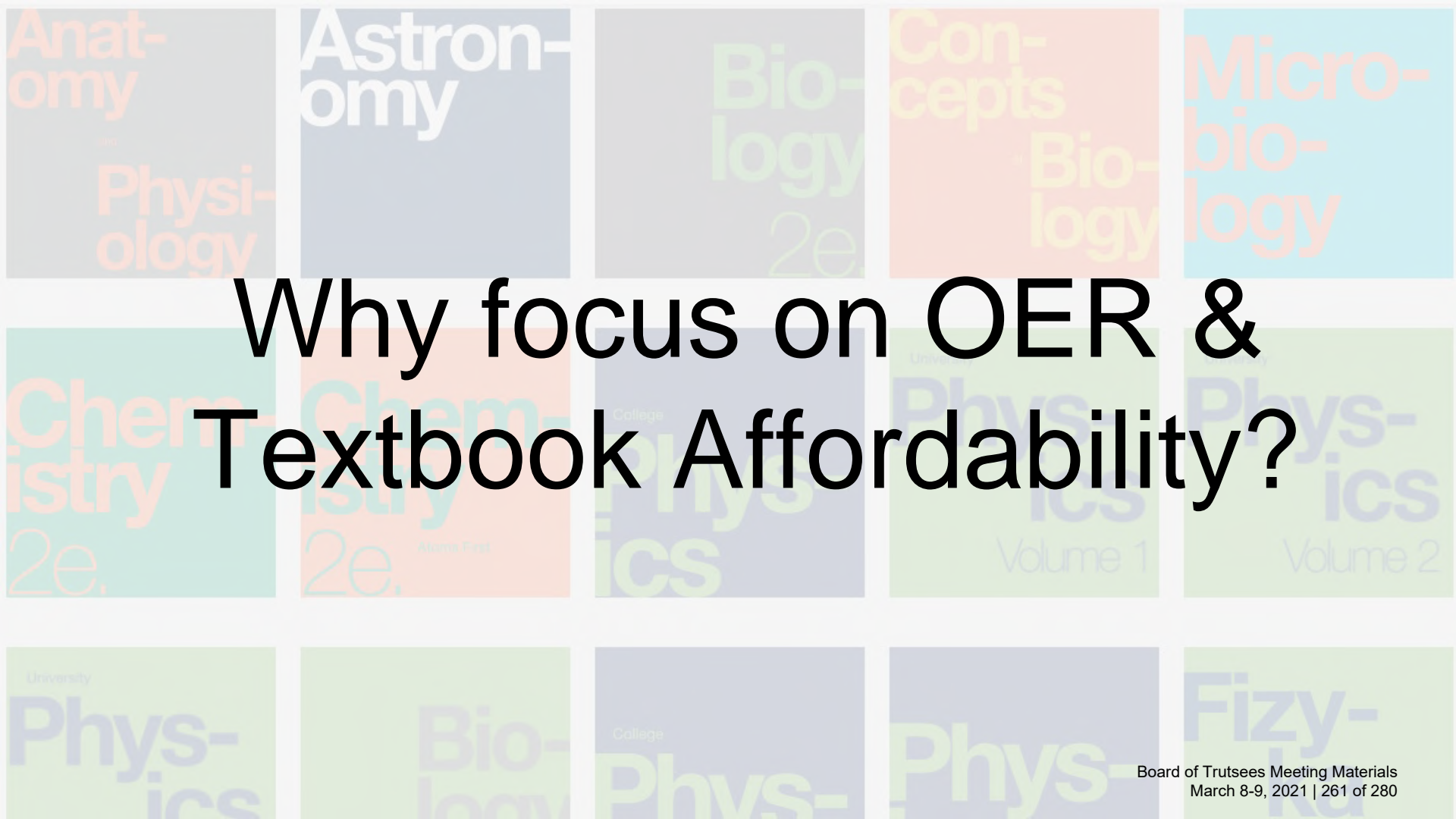
OER are:

Free teaching and learning materials with creative commons licensing that provides faculty with the **freedom** to revise and reuse.

They can be entire **textbooks**, but also videos, quizzes, learning modules, and more.







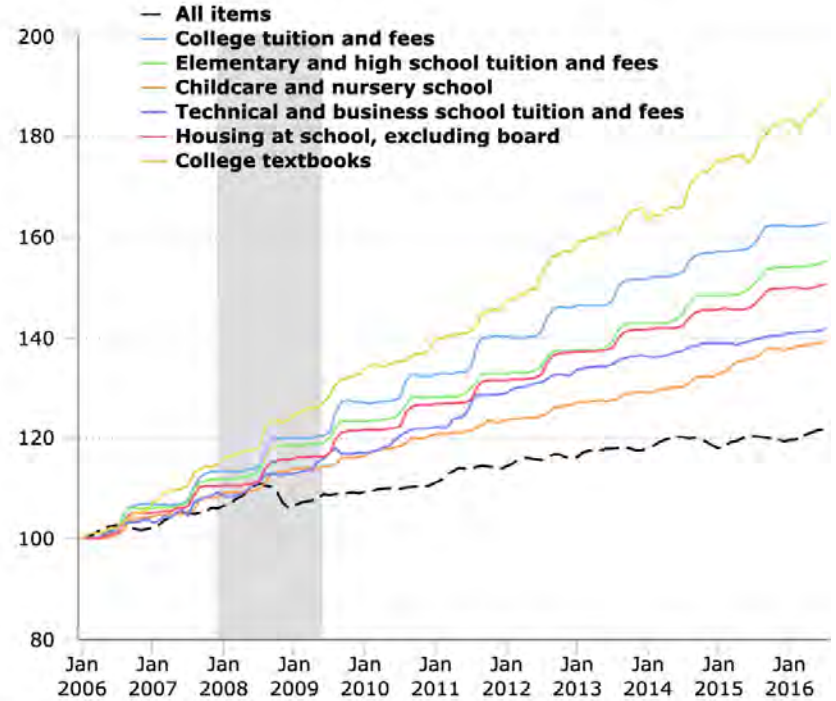
Why focus on OER & Textbook Affordability?

Textbook costs have increased **1,000%** since the 1970s

They increased **88%** during 2006-2016 alone

Consumer price indexes for tuition and school-related items, not seasonally adjusted, January 2006–July 2016

January 2006=100



Click legend items to change data display. Hover over chart to view data.
Shaded area represents recession, as determined by the National Bureau of Economic Research.
Source: U.S. Bureau of Labor Statistics.

University of Oregon Student Snapshot

54%

of students reported skipping buying or renting a textbook

94%

responded saying they were concerned that their grades would suffer

How does the high cost of course materials affect you?

	UO	National
I've skipped meals in order to afford material	15%	11%
I've missed paying a bill in order to afford my materials	5%	9%
I've worked extra hours in order to afford my materials	28%	25%
I've chosen which classes to take based on cost	18%	19%
I've had to prioritize access codes over my other learning materials	22%	22%
I've dropped a class because I couldn't afford the materials	5%	7%
I've failed a class because I couldn't afford the materials	3%	3%

National n=3092; UO n=118

University of Oregon Faculty Snapshot



55%

said they were not aware of OER or didn't know much about them



54%

said they did not know UO Libraries could help them lower costs

University of Oregon Faculty Snapshot



60%

said they will use or may consider using OER in the next 3 years

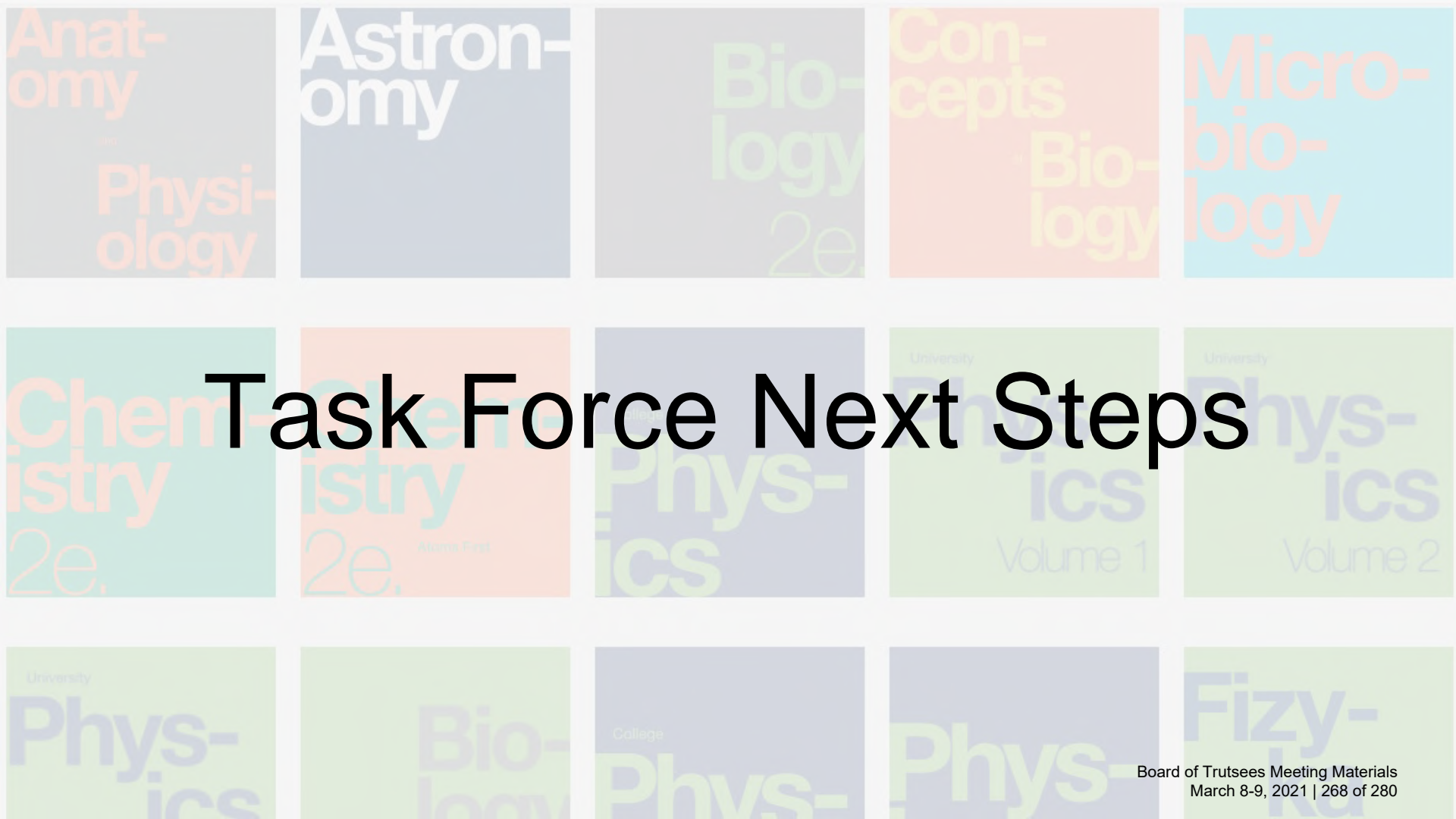


40%

strongly or somewhat agree that lack of time to redesign a course with OER is a barrier

OER @ UO: Math Faculty experiences with OER





Task Force Next Steps

Thank you!

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mprice@uoregon.edu



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Written Reports

--Quarterly Internal Audit Report



Date: February 22, 2021

To: Executive and Audit Committee
Board of Trustees, University of Oregon

From: Leah Ladley
Chief Auditor, University of Oregon

Re: March 2021 Board Report

The accompanying board report includes the following items:

- Open Recommendations Memo
- Status of Open Recommendations
- Audit Plan Document
- Audit Progress Memo
- Audit Progress
- Department Staffing

New Developments:

- Corona Corps update: OIA participation is undergoing transition given our recent staff revisions and changes in the Corona Corp program.
- Vacancy and next steps: One of our internal auditors separated from the University in early February. To address staffing, we are defining positions/career path/plan for staffing and have engaged UO HR professionals for their guidance.
- Audit plan: risks are continually being assessed and adjustments made to the plan as highlighted on the plan document.

Ongoing Reminders:

- As previously noted, pandemic response has limited our ability to perform *formal* risk assessment activities. Effective communication has occurred virtually with leaders in various areas at UO, and audit activities are being executed, as noted on the Audit Progress document provided in these materials. Audit Progress has been updated to reflect current work and planned work. As always, your flexibility is appreciated as is your acknowledgement that planned work may become deferred or cancelled, as risks fluctuate. We anticipate a return to 'normal' risk assessment activities in the near future.
- Investigations update will be provided annually, in June, absent any urgent matters requiring timely discussion.
- Despite remote work, key risks are not falling through the cracks because they can't be audited in person.
- There remains a strong commitment to audit quality, even with the pandemic-related obstacles.



Date: February 22, 2021

To: Executive and Audit Committee
Board of Trustees, University of Oregon

From: Leah Ladley
Chief Auditor, University of Oregon

Re: Status of Open Recommendations

Attached you will find the Status of Open Recommendations. This report is provided to you each quarter to provide greater visibility into completed and open recommendations.

New Developments:

You may observe that some older recommendations are reflected as not yet due. When we revise target completion dates, we work closely with management responsible for the action plans. We evaluate action plans and encourage appropriate dates (not too soon and not too distant). We then continue to work with management until the actions have been completed. The recommendations you will see noted as due are those for which new target dates have not been set. These recommendations also are followed closely by internal audit. There are no recommendations for which communication has not occurred and/or progress is being made towards implementation. As we continue to adjust to the follow-up process, as does management, we anticipate fewer recommendations will not be complete by their initial target dates.

We are pleased with the engagement management has shown in addressing the open recommendations and management has been responsive to our guidance suggesting shorter extensions for target completion dates.

Ongoing Reminders:

The previously agreed-upon risk ratings have been incorporated into the Open Recommendations report. In particular, two audits represented herein include ratings. Over time, management will implement the unrated recommendations and that portion of the table will no longer be reported. University ratings are provided to assist you in your governance over internal audit recommendations.

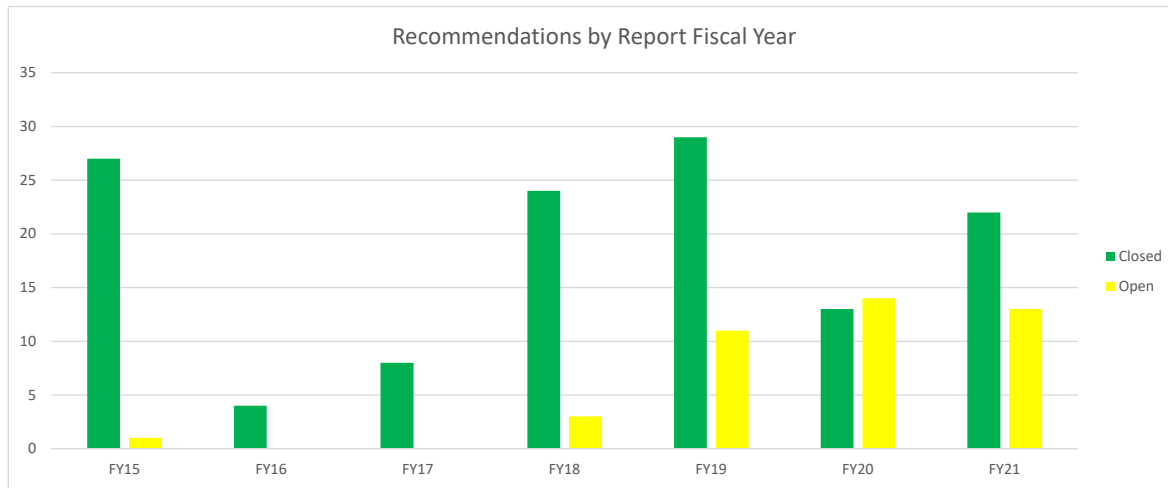
In order to provide the most relevant information, projects will no longer be listed in this schedule once all recommendations have been implemented. All previously reported recommendations are represented as open or closed in the graphical representation in the graph at the bottom of the schedule.

University of Oregon
Office of Internal Audit

Projects with Open Recommendations	Report Date	Total Recommendations	Previously Closed	Closing this Quarter	Open Recommendations	
					Open and Due	Not Yet Due
Unrated Recommendations:						
Lab Safety Practices	5/25/2015	8	7			1
Sensitive Data	3/1/2017	3		3		
Accounts Payable Practices and Controls	12/22/2017	11	9	2		
Parking Permit Payroll Process	1/18/2018	6	5	1		
Electronic Proposal Clearance System (E-PCS)	2/7/2018	4		1		3
Research Data Cybersecurity	7/31/2018	2	1	1		
Athletics IT Risk Assessment	11/19/2018	7	2			5
Form I-9 Compliance	1/18/2019	10	6		4	
Cash Handling Practices	2/22/2019	10	8	2		
GLBA Compliance	6/27/2019	4	1	1		2
Health Center IT Risk Assessment	8/13/2019	6			2	4
Non-Retaliation Policy	8/30/2019	2				2
Data Governance	3/4/2020	3				3
Physical-to-Cyber Security Assessment	6/5/2020	3				3
NCAA Compliance Review	7/22/2020	24	5	12		7
Vendor Review	8/11/2020	6	1	2		3
SUBTOTALS				25	6	33

Projects with Open Recommendations, with Ratings:		Total Recommendations			Previously Closed	Closing this Quarter	Open	
Rated Recommendations	Report Date	University High (H)	University Med. (M)	University Low (L)			Open and Due	Not Yet Due
Undergraduate Admissions	11/16/2020			3	1	1		L
AIM ITGC	1/12/2021			2				L, L
SUBTOTALS					1	0	3	
TOTALS					26	6	36	

Since the December 2020 meeting, management has implemented 26 recommendations.



FY21 6-Month Audit Plan – Adjusted for vacancy

Projects have been identified through the following:

- Review of prior approved audit plan projects
- Discussions with UO leadership
- Review of ERM documents
- Knowledge of current processes/risks
- Discussions with peer institutions

Tier I: Tier I projects are in planning or preliminary planning stages. These projects may be deferred or adjusted as further planning is completed. Additional projects are being explored and may be represented here in the near future. *Preliminary objectives in draft form, are presented below.

1. EC Cares
2. Stipend Pay Project
3. Banner Security Review (IT project)
4. Export Controls
5. Scholarship Verification (required by funding sponsor)
6. Advancement Data Security Review (IT project)

Other (non-audit) projects:

1. RFP for financial statement auditor
2. Departmental Career Path
3. Investigations and consultations, as appropriate

Tier 2: Tier 2 Projects have been identified as potential replacement projects for Tier I projects and will be used as capacity allows. Tier 2 projects may also be deferred or adjusted as further planning is completed.

1. Procurement Cards
2. Travel Compliance
3. Student Billing and Accounts
4. Title IX Regulation update
5. Research Process (not yet specified)

*Preliminary Objectives: Preliminary objectives have been identified as noted below and may change as planning begins.

1. EC Cares: This project will assess the unit's operational and financial sustainability to support continuous services, determine whether operational and financial processes are effective and efficient, and whether transition and business continuity plans are planned or implemented.
2. Stipend Pay Project: This project starts with data analysis of 'other-than-base' compensation. The preliminary objective includes observing patterns and trends in the data, drawing conclusions where possible, and evaluating processes across the university to enhance consistency where reasonable to do so.
3. Banner Security Review: This co-sourced project with Baker Tilly will include a review and evaluation of the processes and controls implemented for administering Banner as the Enterprise Resource Planning system.

FY21 6-Month Audit Plan – Adjusted for vacancy

4. Export Controls: Previously, UO identified the risks involved with export controls regulations and in response, developed a work group to evaluate conformance to regulations and leading practices. This compliance project will identify controls related to export controls and assess the state of compliance at UO.
5. Scholarship Verification: Required annual verification of award eligibility.
6. Advancement Data Security Review: This project is a collaboration with the Information Security Office and will assess end-to-end data security over UO data, or data created on behalf of UO.



Date: February 22, 2021
To: Executive and Audit Committee
Board of Trustees, University of Oregon
From: Leah Ladley
Chief Auditor, University of Oregon
Re: Audit Progress

Included in your materials you will find a report detailing Audit Progress.

New Developments:

- The exit meeting for Telemedicine was held in early December. Internal Audit and management continue to develop appropriate recommendations and responses. Nothing identified at this time meets the criteria for High University Priority.
- The Title IX Compliance Review documentation has been submitted and other fieldwork steps are underway by the National Aeronautics and Space Administration (NASA) auditors.
- Moss Adams is in the reporting stage for the Retirement Plan Document Conformance Review.
- Projects associated with the University Health Services area are deferred and will be re-evaluated post-pandemic crisis or when the Health Center has less demands on the time associated with the pandemic.

Ongoing Reminders:

- Ongoing risk conversations occur between internal audit and various UO leaders. This serves as the source for updating the audit plan until a more traditional risk assessment approach can be resumed. Your flexibility and understanding regarding the annual audit plan is appreciated.

Project	Current State				
	Not Started	Planning	Fieldwork	Reporting	Report Date
Internal Audit:					
Tier 1: (active)					
Telemedicine Processes				X	Exit meeting 12/8/2020
Stipend and Course Relief Review		X			
EC Cares			X		
Export Controls Review		X			
*Lindeleaf Scholarship Eligibility Verification (AY21)	X				
Advancement Data Security Review		X			
Completed:					
FY20 Internal Audit Quality Assurance (self-assessment)					6/30/2020
Vendor Contract Review (FY19 audit plan)					8/11/2020
*Lindeleaf Scholarship Eligibility Verification (AY20)					9/29/2020
Undergraduate Admissions					11/16/2020
AIM Application ITGC (Accessible Education Center)					1/12/2021
FY21 Internal Audit Quality Self-Assessment					2/22/2021
Tier 2:					
Procurement Cards					
Travel Compliance					
Student Billing and Accounts					
Title IX Regulations Update Review					
Research Process (not yet identified)					
Deferred:					
University Health Center Inventory Processes, including Medications					Will re-evaluate as pandemic UHC responsibilities allow
Health Center Financial Processes					Will re-evaluate as pandemic UHC responsibilities allow
Co-Sourced					
<i>Baker Tilly:</i>					
Physical to Cyber (Assessment)					6/5/2020
Banner 9 Security		X			
Outsourced					
<i>Bond, Schoeneck and King:</i>					
NCAA Compliance Review					7/22/2020
<i>Moss Adams:</i>					
*Financial Statement Audit(s)					10/30/2020
Conformance with Retirement Plan Documents				X	
Fortuitous					
<i>National Aeronautics and Space Administration Office of Diversity and Equal Opportunity:</i>					
*NASA Civil Rights Compliance Review			X		

* REQUIRED



Amy Smith
CIA

Senior Auditor

Joined:
October 2016



Katie Bumgardner
CIA in progress

Associate IT Auditor*

Joined:
March 2016

Auditor

VACANCY

Level, tbd
Not yet recruiting

Vacant as of Feb. 2021



Leah Ladley
CPA, CIA, CFE, CRMA

Chief Auditor

Joined:
February 2020

VACANCY

Executive Assistant

OTHER:

- Co-Sourced IT Audit Services (as contracted)
- Co-Sourced/Out-Sourced Audit Services (as contracted)
- Audit Intern (currently vacant)
- Student Program (currently on-hold)

*The Associate IT Auditor is currently filling the gaps left by the Executive Assistant vacancy.

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