UNIVERSITY OF OREGON

NOTICE OF PUBLIC MEETING

NOTE**:** *Updated media protocol info below.*

The Board of Trustees of the University of Oregon will hold a public meeting on the dates and at the location set forth below. The meeting agenda includes an executive session on collective bargaining, an executive session for the annual review of the university president and a public annual review of the university president. The board will also hear standing reports, including an update on the budget-reduction process and timeline and updates on enrollment management and Oregon Rising. The meeting will include public comment, a faculty spotlight and committee reports.

Video livestream information is available at: https://trustees.uoregon.edu/meetings. Meeting materials are available at: https://trustees.uoregon.edu/upcoming-meetings. If telephone conference, sign language for the deaf or hard of hearing, or accessibility accommodations are required, contact trustees@uoregon.edu at least 72 hours in advance of the posted meeting time. Please specify the sign language preference if applicable.

The meeting will occur as follows:

Monday, September 28 at 11:45 a.m. Pacific Time (Executive Session Meeting)
Ford Alumni Center

Monday, September 28 at 1:00 p.m. Pacific Time (Public Board Meeting)
Ford Alumni Center, Giustina Ballroom

Monday, September 28 at 3:45 p.m. Pacific Time (Executive Session Meeting)
Ford Alumni Center

Tuesday, September 29 at 9:00 a.m. Pacific Time (Public Board Meeting)
Ford Alumni Center, Giustina Ballroom

Public Comment

To provide public comment during the meeting, or if you would like to provide remote public comment, please sign up by emailing trustees@uoregon.edu and include your name, affiliation with the university, and topic for discussion. Public comment guidelines are available here. Those wishing to provide comments in writing may do so via trustees@uoregon.edu. All written 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. Pacific Time on September 25, 2026.

Office of the University Secretary
Board of Trustees
112 Johnson Hall
6227 University of Oregon, Eugene, OR 97403-6227
541-346-3166 | **trustees.uoregon.edu**

Government issued identification or university identification will be required to access the Ford Alumni Center during the Board meeting.

New this year: To provide effective media access and keep meetings runny smoothly, a media credential will be required to cover all in-person University of Oregon Board of Trustees meetings.

Please arrive 20 minutes before the meeting to receive credentials and guidance on media areas. Equipment set up areas have changed.

Media protocol

- Media must credential in person (photo ID and sign-in). Remote coverage needs no credential.
- Designated media areas, equipment setup windows, and interview procedures are defined.
- All interview requests should be directed to University Communications.

Credentialing contact: Molly Blancett, blancett@uoregon.edu

Board of Trustees of the University of Oregon
Executive Session | Eugene Campus
11:45 a.m. | Monday, September 28, 2026

1. **Executive Session Regarding Annual Review of the University President.**
   The Board of Trustees will meet in executive session pursuant to ORS 192.660(2)(i) for the purposes of reviewing and evaluating the performance of the university president. This session is closed to members of the public.

Board of Trustees of the University of Oregon
Public Meeting
1:00p.m. | Monday, September 28, 2026
Giustina Ballroom | Ford Alumni Center | Eugene Campus

Convene 1:00 p.m.

- Call to order, roll call, approval of minutes.

1. **Standing Reports.**
   - **1.1 President's Report.** Karl Scholz, President.
   - **1.2 Provost's Report.** Chris Long, Senior Vice President and University Provost.
     - Update on Budget Reductions Process & Timeline
   - **1.3 University Senate.** Edward Davis, University Senate President.
   - **1.4 Associated Students of the University of Oregon.** Quadrian Gill, ASUO President.
   - **1.5 Board Chair's Report.** Steve Holwerda, Board Chair.

2. **Annual Review of the University President.** Steve Holwerda, Board Chair.

10-minute Break

3. **Faculty Spotlight.** Laura Wellman, Tykeson Associate Professor of Accounting, and Josh Roering, Professor, Earth Sciences.

4. **Enrollment Management Outlook.** Derek Kindle, Vice President for Student Services and Enrollment Management.

Adjourn

Board of Trustees of the University of Oregon
Executive Session | Eugene Campus
3:45 p.m. | Monday, September 28, 2026

1. **Executive Session Regarding Collective Bargaining.**
   The Board of Trustees will meet in executive session pursuant to ORS 192.660(2)(d) for the purposes of conducting deliberations regarding labor negotiations. This session is closed to members of the public and the media.

Adjourn

Board of Trustees of the University of Oregon
Public Meeting
9:00a.m. | Tuesday, September 29, 2026
Giustina Ballroom | Ford Alumni Center | Eugene Campus

Convene 9:00 a.m.

- Call to order, roll call

1. **Public Comment (if requested).**
   1.1 Officers of Administration Council.
   1.2 Campus labor organizations.
   1.3 Other public comment.

10-minute Break

2. **Academic and Student Affairs Committee (ASAC) Report.** Trustee Elisa Hornecker, ASAC Chair.
   2.1 **Oregon Rising Goal 1: Enhancing Pathways to Timely Graduation.** Ron Bramhall, Associate Vice Provost for Academic Affairs and Acting Vice Provost for Undergraduate Education and Student Success.
   2.2 **Oregon Rising Goal 2: Become a Leader in Career Preparation.** Kate Morris, Executive Vice Provost for Academic Affairs and Heather Edelblute, Director of Career Communities.

Adjourn

Attendance

Marcia Aaron	Present	Renee James	Present	Connie Seeley	Present
Cy Abbott	Present	Taliek Lopez DuBoff	Present	Andy Storment	Present
Tim Boyle	Absent	David Mitrovčan Morgan	Present	Amy Tykeson	Present
Renee Evans Jackman	Present	Lillian Moses	Present	Jenny Ulum	Present
Steve Holwerda	Present	Gerard Sandoval	Present	Dennis Worden	Present
Elisa Hornecker	Present	Karl Scholz	Present		

Convening. Chair Holwerda called the public meeting to order at 11:00 a.m. The Secretary verified attendance and a quorum.

Naming of Facility: Duck Dunes. Joe Buck, Vice President for University Advancement, presented a proposal from university leadership to name the newly-constructed Oregon Beach Volleyball Facility Duck Dunes. Buck indicated an anonymous naming donor has not requested to put their name on the facility, so University Athletics recommends the name Duck Dunes because much of the sand used for the beach volleyball courts comes from the beach dunes in Florence, Oregon. Trustees engaged in questions including, but not limited to, where signage for the name would be placed at the new facility. University Secretary Kody Kelleher stated the board would vote on the proposal tomorrow after public comment in case anyone intended to give comment about the proposed naming.

Amendment to UO and Fanatics Master Licensing Agreement. Doug Park, Deputy General Counsel, presented a proposed amendment to the master licensing agreement between the UO and Fanatics. Park indicated the primary reason for the proposed amendment is to extend the agreement for another five years through 2035. Trustees engaged in questions including but not limited to licensing royalties for the UO overall and specifically for UO Athletics, the minimum guarantee included in the contract, competition in the licensing and retail markets, specific carve-outs for identified companies, and the fact that UO Athletics is self-sufficient (i.e., UO Athletics revenues covers all UO Athletics expenses). Holwerda indicated the board would vote on the proposal tomorrow after public comment.

Holwerda recessed the meeting at 11:18 a.m. and stated the Board would enter executive session for a review of collective bargaining.

Executive Session Regarding Collective Bargaining.

> The Board of Trustees met in executive session pursuant to ORS 192.660(2)(d) for purposes of conducting deliberations regarding labor negotiations. The session was closed to members of the public and the media.

Reconvene. Holwerda called the meeting back to order at 1:00 p.m. and the Secretary verified attendance and a quorum.

Holwerda recognized a recent win by Oregon Men's Baseball and recognized starting second baseman Ryan Cooney who is Trustee Renee James' son.

President's Report. Karl Scholz, University President, began by describing the various challenges facing higher education nationwide, including the impact of other universities' enrollment strategies on the UO's nonresident enrollment. Scholz indicated UO's dropping nonresident enrollment is becoming a pattern, resulting in a significant structural shortfall in the E&G fund. Scholz explained that decreasing first-year nonresident enrollment results in a roughly $23 million shortfall next year, but given there are no signs nonresident enrollment will sharply increase in future years, and because the university does not want to be in a position to cut budgets every year, the university needs to assume that the current projected nonresident enrollment (1,888 students) for fall 2026 is the new normal moving forward. This results in a growing structural shortfall in outyears that will require $65 million in E&G fund budget reductions to put the university in a financially sustainable position. Scholz added that the longer the university takes to address the structural shortfall, the greater the deficit will become, and indicated the board would discuss the long-term financial projections later in the meeting. Scholz also highlighted ongoing successes at the UO, including the upcoming first graduating class of the Ballmer Institute for Children's Behavioral Health, the opening of the second Phil and Penny Knight Campus for Accelerating Scientific Impact building, and UO track and field Big Ten championships. Trustees engaged in questions including but not limited to potential options for budget reductions to address the $65 million shortfall, the work being done with the UO Senate's Academic Modification Advisory Committee (AMAC), efforts to increase revenues, ongoing efforts by the Higher Education Coordinating Commission (HECC) to assess higher education in Oregon, lobbying efforts at the state level for increased funding, financial challenges at other state universities, and the importance of investing in higher education for the state's prosperity.

Provost's Report. Chris Long, Senior Vice President and University Provost, highlighted ongoing work to advance Oregon Rising, discussed a recent employee engagement survey, and recognized two newly hired academic deans. Long described that much work will take place over the next six months to address the $65 million budget shortfall to avoid having to go through budget reductions each year. Long added that to accomplish this, real and enduring solidarity must be cultivated with leaders across campus. Trustees engaged in questions including but not limited to the breadth of distinguished academic professionals on campus, changes in the higher education landscape, the UO's mission, and the need to maintain successes while addressing financial challenges.

University Senate. Dyana Mason, UO Senate President, and Sandy Weintraub, UO Senate Secretary, updated the board on UO Senate work. Mason described how the AMAC was developed and its anticipated role in budget reductions moving forward. Trustees engaged in questions including but not limited to the financial cost of delaying budget reductions beyond December, the prospect of making budget reduction decisions in multiple phases, the various roles of employee groups on campus, balancing short-term challenges with longer-term strategy, and the anticipated AMAC timeline.

Associated Students of the University of Oregon (ASUO). ASUO President, Prissila Moreno, provided updates on ASUO's recent work, including various conferences and job fairs, raising awareness for student scholarships, collaboration with the Office of the Provost for 24-hour library access, and ongoing interest in a Latine cultural center. Trustees engaged in questions with Moreno over what she learned over the last year serving as ASUO President. Holwerda called Quadrian Gill, incoming ASUO President, to the table to introduce himself. Gill discussed his background and recent work to support student voices on campus.

Board Chair's Report. Steve Holwerda, Board Chair, provided various updates. Holwerda stated that to save money and because much of the information was already publicly available, the Board decided not to hire a third-party to conduct an analysis of the UO President's compensation. Holwerda indicated

Scholz informed the Board that now is not an appropriate time to assess his compensation and Holwerda stated he agreed and that the Board will assess Scholz's compensation when Scholz's current contract expires on June 30, 2028. Holwerda continued by stating a small working group of trustees would be formed for information-gathering purposes regarding the expected budget reductions. Holwerda stated the group will not be deliberating on any budgetary decisions but is being formed solely so a group of trustees can be kept updated on budget reductions work. Holwerda concluded with comments regarding the need for the university to remain open to various recruitment strategies to differentiate itself in an increasingly competitive enrollment market.

Report on Trustee Office Hours. Various trustees discussed recent office hours on campus. Trustee Moses provided an overview of what was discussed at office hours, including discussions focused on the UO budget, sustainability efforts, and shared governance.

Election of Board Officers (Action). Kody Kelleher, Secretary of the University and Advisor to the President, presented a slate of candidates for board leadership positions. Kelleher indicated Holwerda was being nominated by trustees for another three-year term as board chair, and vice-chair Marcia Aaron was being nominated for another three-year term as vice-chair. Kelleher also reminded the Board that at the previous board meeting Aaron indicated she may consider stepping down as vice-chair before the conclusion of another three-year term to allow another trustee to serve in the role before eventually succeeding Holwerda as board chair. Trustees discussed the need to develop a succession plan for overall board leadership and the need to stagger trustee terms so multiple trustees are not terming out at the same time. Trustees praised Holwerda and Marcia for their leadership.

> *Action – the resolution to elect Trustee Steve Holwerda as board chair and Trustee Marcia Aaron as board vice-chair each for three-year terms, effective July 1, 2026, was moved by Trustee Hornecker and seconded by Trustee Mitrovčan Morgan. The motion passed with a unanimous voice vote.*

Holwerda recessed the meeting at 2:45 p.m. for a break.

Reconvene. Holwerda called the meeting back to order at 2:57 p.m. and the Secretary verified attendance and a quorum.

E&G Fund Long-Term Financial Projections. Jamie Moffitt, Senior Vice President for Finance and Administration and CFO and Brian Fox, Associate Vice President for Budget, Financial Analysis, and Data Analytics, presented multiple long-term financial projection scenarios based on different assumptions. Moffitt began with key highlights, including that the E&G fund is projected to end FY 2026 up $4.5 million after the $29.2 million of budget reductions implemented during the year. Moffitt added that tuition and fee revenue, net of remissions, is projected to decline by $9.1 million next year while compensation and benefits costs are forecasted to grow $21.2 million, with this imbalance between revenue and expense growth being recurring. Moffitt indicated this recurring problem will continue to grow if not addressed over the next several years and it is estimated that $65 million in recurring E&G budget reductions are necessary to address the shortfall. Fox shared enrollment projections, including a significant drop in expected first-year nonresident enrollment from 2,306 in Fall 2025 to 1,888 in Fall 2026, which is the primary driver of projected revenue decreases. Vice President for Student Services and Enrollment Management Derek Kindle joined the table and answered questions about student enrollment. Trustees engaged in questions including but not limited to anticipated state funding and the state's economic outlook.

Moffitt summarized several long-term projection scenarios based on differing assumptions about tuition and fee rates, enrollment projections, and state funding levels, all of which show a significant E&G fund deficit that grows each year if budget actions are not implemented. Trustees asked questions about whether the base case forecast figure for future years of 1,888 first-year non-resident undergraduate students is conservative enough. Trustees engaged in additional questions including but not limited to continued growth in personnel expenses and benefits costs, recruitment strategies in different parts of the country, the added costs to the E&G fund of delaying budget reductions and indicated that the board and president felt it was important to address the entire budget shortfall now to avoid having to go through budget reductions each year. Holwerda indicated the Board would discuss the projections further tomorrow during the expenditure budget authority agenda item.

Electrode Boiler Update and Discussion. Steve Mital, Director of Sustainability and Director of Utilities and Energy, presented updated information regarding the possibility of purchasing and installing an electrode boiler on campus. Mital indicated that while an electrode boiler reduces on-site natural gas consumption, it will also exacerbate regional electricity shortages, decarbonize UO heating systems less than modelled in 2023, cost $21.5-$25 million to buy and install, trigger a $25.5-$28.5 million substation expansion in 2035, and cost roughly $6 million more per year in 2030 in fuel costs than the current heating system. Mital added that electricity shortages are predicted to occur during times of peak demand, such as during winter storms, and added the electrode boiler will exacerbate Eugene Water & Electric Board's (EWEB) demand, likely resulting in EWEB needing to buy electricity generated from natural gas turbines to meet this additional demand. Trustees engaged in questions including but not limited to federal changes related to climate protection, the Board's fiduciary role, and the costs to further decarbonize campus. Holwerda indicated the Board would discuss the boiler further tomorrow.

Faculty Spotlight. Ariel Williamson, Assistant Professor of Child Behavioral Health and Psychology; Sarah Wald, Associate Professor of Environmental Studies and English; Ramón Alvarado, Associate Professor of Philosophy, presented on their work for the UO and were celebrated by the board.

Student Building Fee Presentation. Jamie Moffitt, Senior Vice President for Finance and Administration and CFO, provided background on the Student Building Fee (SBF) given the board is scheduled to vote on a SBF recommendation tomorrow. Moffitt stated the SBF is governed by UO policy III.03.03, is $45 per student, per term, and is used to fund the construction and provide debt service for capital projects, primarily those associated with student centers, health centers, and recreational facilities. Moffitt added the average total fee collected per year between FY 2016 and FY 2026 for the SBF was $3.2 million per year. Moffitt estimated the current borrowing capacity of the SBF pool is between $13.5 million and $16 million. Trustees engaged in questions on but not limited to previous projects funded with SBF proceeds, the role of ASUO regarding the SBF, and the board's role in voting to use SBF proceeds.

Meeting Adjourned at 5:25 p.m.

June 2, 2026

Convening and Approval of Minutes. The Board convened on the Eugene campus on June 2, 2026. Holwerda called the meeting to order at 9:02 a.m. The Secretary verified attendance and a quorum. A motion was made to approve the minutes from the March 16-17, 2026, full board meeting by Trustee Seeley and was seconded by Trustee Moses which passed unanimously. Holwerda recognized Trustee Hornecker and Trustee Ulum for correcting spelling mistakes in a previous version of the minutes.

United Academics (UA). Maram Epstein, United Academics, began by thanking trustees for holding office hours prior to the board meeting and thanked trustees who were in their final board meeting for their service. Epstein expressed concern over enrollment projections and continued expansion of student housing. Epstein urged the board and UO leadership not to rush decisions on budget reductions and expressed concern over spending on administrative positions. Epstein concluded by calling for greater transparency regarding institutional budgets.

Service Employees International Union (SEIU). Jennifer Smith, SEIU, stated the trustees and presidents of Oregon's public universities are devaluing service employees through the bargaining process, and expressed concern over construction of new facilities while facing shrinking demographics. Smith stated SEIU workers are being pushed toward a strike and asked for leadership to work together with SEIU to find a solution before a potential strike.

Officers of Administration (OA) Council. Nedzer Erilus, OA Council, discussed the OA Council's ongoing interest in ongoing dialogue and partnership to advance university priorities and thanked the UO Senate for developing the AMAC procedures so that the collective wisdom on campus can inform budgetary actions.

Graduate Teaching Fellows Federation (GTFF). Sanjula Rajat and Jacob Schmidt, GTFF, expressed concern over upcoming budget reductions and urged Scholz to protect faculty and graduate teaching positions. Rajat stated reductions should be focused on senior administrative positions, and Schmidt added that pending budget reductions force graduate students to rush their research in order to complete their projects before potentially losing funding.

Public Comment:

- *Graham Burtle – student, thermal transition*
- *David Hollenberg – faculty, budget*
- *David Igl – community, Dunn Hall*
- *Jack Dodson – student, thermal transition*
- *Louis Dix – student, thermal transition*
- *Kathleen Gekiere – graduate student, budget*
- *Skyla Bird – student, thermal transition*
- *Sam Schwartz – alum, curriculum*
- *Chris Sinclair – faculty, attrition rates*
- *Rieley Umphress – staff, SEIU wages*
- *Joie Blakely – student, thermal transition*
- *Jason Sydes – faculty, Gaza*
- *Jeff Schroeder – faculty, budget*
- *Max Jaimes – student, Latine cultural center*
- *Cooper Burke – student, thermal transition*
- *Declan Zupo – student, thermal transition*
- *Annabel Kramer – student, thermal transition*
- *Jacob Leinwald – student, financial transparency*
- *Bella Zarate – student, thermal transition*
- *Sophie Gordon – student, thermal transition*
- *Teddy Coates – student, budget*
- *Alex Moorhead – student, thermal transition*

- *Wafiya Hasan – student, thermal transition*
- *Hazel Fielder – student, thermal transition*
- *Jordan Ackeman – student, thermal transition*
- *Clarissa Nuuja – student, thermal transition*
- *Isa Eisenberg – student, student engagement*
- *Kathleen Freeman – faculty, budget*
- *Miranda Carr – staff, budget*

Holwerda recessed the meeting for a short break at 10:45 a.m.

Holwerda reconvened the meeting at 11:00 a.m.

Resolutions. Holwerda indicated the board will vote to approve three items discussed during the previous day's board meeting.

FY 2027 Internal Audit Plan

> *Action – the resolution to approve the FY 2027 Internal Audit Plan was moved by Trustee Abbott and seconded by Trustee Worden. The motion passed with a unanimous voice vote.*

Naming of a Facility: Duck Dunes.

> *Action – the resolution to approve the naming of the Beach Volleyball Facility – Duck Dunes – was moved by Trustee Hornecker and seconded by Trustee Tykeson. The motion passed with a unanimous voice vote.*

Amendment to UO and Fanatics Master Licensing Agreement.

> *Action – the resolution to approve the amendment to the UO and Fanatics master licensing agreement was moved by Trustee Seeley and seconded by Trustee Evans Jackman. The motion passed with a unanimous voice vote.*

Student Planning and Construction Committee (SPCC) Recommendations: Expenditure of Student Building Fee Income (Action). Prissila Moreno, ASUO, Skyla Bird, SPCC, and Morgan Clemmer, SPCC, presented the recommendations from the SPCC regarding SBF income. Clemmer indicated a resolution was prepared by the SPCC (Exhibit A) that covers the SPCC's formal recommendations and asked for the resolution to be distributed to the Board (Board staff distributed the resolution to all trustees). Bird described various state and federal regulatory actions regarding state and local emissions reductions goals. Holwerda asked Bird to pause her comments and indicated the resolution Bird had distributed to the Board did not match the materials previously submitted to the Board, and asked trustees to read through the resolution. Kelleher stated the resolution in the original meeting materials (Exhibit B) was based on a packet of information submitted prior to the board meeting by the SPCC. Clemmer stated the resolution that was just distributed at the Board meeting (Exhibit A) reflects the SPCC's final recommendations to the Board. Scholz indicated what was understood to be the initial SPCC recommendation, using SBF income to fund the initial installation of an 8-megawatt electrode boiler as outlined in Option 2B of the Thermal Transition Taskforce's recommendation, was not supported due to the available SBF income being insufficient to cover the total costs of Option 2B. After reviewing the distributed resolution, Scholz stated the recommendation included in the just distributed resolution

(Exhibit A) instead calls for setting aside SBF income in a separate account that can only be used to help fund the acquisition and installation of an electric boiler of not less than 8-megawatts, among other provisions. Clemmer confirmed that is the SPCC's intent, and that SBF dollars be kept in a segregated account to be used to advance the UO's thermal transition when the UO is in a more stable financial position. Bird continued with the SPCC's presentation regarding UO emissions and electrification of campus heating systems.

Moffitt indicated there is only a limited amount of actual cash held in the SBF, but the income generated by the SBF can support a higher overall debt capacity. Clemmer responded by saying the SPCC's recommendation is to commit enough SBF funds to cover $15 million in debt capacity. Trustees engaged in questions including but not limited to how student population changes affect SBF income, when SBF income would be available for future projects if $15 million in debt capacity were committed for the electrode boiler, the differences between an 8-megawatt electrode boiler and a 12-megawatt electrode boiler, the overall SPCC process to recommend projects, the policy governing the SBF, the desire for the SPCC to commit SBF proceeds for up to the next 10 years, and the option of committing SBF proceeds to alternative technologies to decarbonize the UO campus instead of only considering the electrode boiler.

Action – Trustee Moses made a motion to consider the resolution distributed by the SPCC members (Exhibit A) and the motion was seconded by Trustee Abbott.

Before proceeding with the vote, Holwerda stated it appeared there was support from trustees and Scholz to support reserving SBF income for some type of decarbonizing technology, including an electrode boiler, but that it is difficult to craft the specific resolution in the middle of the board meeting. Holwerda asked if ASUO and the SPCC would be open to accepting the Board's intent to consider this proposal at a future date to allow time to craft the resolution and address any potential legal concerns. Bird and Clemmer indicated they would prefer the Board vote now on their distributed resolution. Several trustees indicated they would like to support the proposal but have concerns with the way the resolution is written. Aaron and Holwerda indicated the Board can schedule a special board meeting within the next few weeks to allow time to refine the resolution.

Action – Trustee Abbott called the question to end debate and vote on the motion previously made by Trustee Moses to approve the resolution distributed by the SPCC (Exhibit A).

The motion failed 3-11-1 per the roll call vote below

Trustee	Vote	Trustee	Vote
Aaron	No	Moses	Yes
Abbott	Yes	Sandoval	No
Boyle	Absent	Seeley	No
Evans Jackman	No	Storment	No
Holwerda	No	Tykeson	No
Hornecker	No	Ulum	No
James	No	Worden	No
Mitrovčan Morgan	Yes		

Holwerda committed to convening a special board meeting to reconsider a revised resolution and indicated the Board would schedule it before the terms end for Trustee Abbott, Trustee Mitrovčan Morgan, and Trustee Moses.

Financial Foundation for the UO: FY 2027 Operating and Capital Expenditure Budget Authority (Action). Jamie Moffitt, Senior Vice President for Finance and Administration and CFO and Brian Fox, Associate Vice President for Budget, Financial Analysis, and Data Analytics, summarized the FY 2027 operating and capital expenditure authorization proposal, and indicated the intent is to have the Board approve the full FY 2027 Operating and Capital Expenditure Authorization (as written in the meeting packet), which includes projected escalated costs for the operating budget absent any budget actions, with the further intention that UO leadership will bring a revised operating expenditure authorization back to the board for approval once budget reduction decisions have been made.

Holwerda indicated a revised resolution (Exhibit C) was circulated adding an additional clause requiring UO leadership to develop a budget reduction plan to address the projected multi-year deficit, report on this plan to the board, and bring a revised FY 2027 operating expenditure authorization for a vote of the board by December 15, 2026.

Action – A motion to amend the FY 2027 Operating and Capital Expenditure Budget Authority resolution to reflect Holwerda's recommended additional whereas clause (noted in red in Exhibit C) was moved by Trustee Tykeson and Seconded by Trustee Storment. The motion passed unanimously via a voice vote.

Action – A motion to approve the revised resolution (Exhibit C) for the FY 2027 Operating and Capital Expenditure Budget Authority was moved by Trustee Ulum and Seconded by Trustee Worden.

The motion passed 12-0-3 per the roll call vote below

Trustee	**Vote**	**Trustee**	**Vote**
Aaron	Yes	Moses	Yes
Abbott	Yes	Sandoval	Yes
Boyle	Absent	Seeley	Absent
Evans Jackman	Yes	Storment	Yes
Holwerda	Yes	Tykeson	Yes
Hornecker	Yes	Ulum	Yes
James	Absent	Worden	Yes
Mitrovčan Morgan	Yes		

Trustee Sandoval explained his vote during the meeting, and requested his explanation be included in the meeting minutes (Exhibit D).

Holwerda thanked outgoing trustees David Mitrovčan Morgan, Cy Abbott, and Lillian Moses for their service.

Meeting Adjourned at 12:18 p.m.

Exhibit A (for June minutes)

RESOLUTION — Allocation of Student Building Fee Income to an Electric Boiler in Furtherance of the Thermal System Transition (Option 2B)

Resolution No. [___]

WHEREAS, the Board of Trustees of the University of Oregon (the "Board") is the governing body of the University of Oregon (the "University") under ORS Chapter 352 and the University's governance documents, and is the final University authority with respect to matters within its jurisdiction, including the allocation of University funds and, under PRDA § 1.7.4, capital projects exceeding $5 million; and

WHEREAS, University Policy III.03.03 ("Use of Student Building Fees") directs the Associated Students of the University of Oregon ("ASUO") to establish and convene a Student Planning and Construction Committee ("SPCC") to review and make recommendations on capital projects proposed to be funded, in whole or in part, from Student Building Fee income; authorizes the SPCC to request consideration of projects that it or student government identifies independently; and provides that the University shall incorporate the SPCC's recommendations into the approval process before decisions are made on such projects; and

WHEREAS, the University has committed to carbon neutrality by 2050 and to the emissions-reduction goals of the Paris Agreement, and, as a public university, shares responsibility for the climate goals of the State of Oregon and the City of Eugene, including Executive Order 20-04 (reducing the State's greenhouse gas emissions at least 45% below 1990 levels by 2035) and the City of Eugene's Climate Recovery Ordinance (reducing community fossil fuel use 50% below 2010 levels by 2030); and

WHEREAS, the University's campus heating system, powered by natural gas boilers, is the University's single largest source of greenhouse gas emissions — approximately 49% of campus emissions — and a source of local air pollutants with recognized respiratory and cardiovascular health effects; and

WHEREAS, the University undertook the Thermal System Transition study to identify a pathway to decarbonize campus heating, and the Thermal System Transition task force recommended Option 2B — the installation of an electric (electrode) boiler of approximately eight (8) megawatts — as its recommended pathway; and

WHEREAS, applied work on heating electrification and the energy transition attracts students and research at peer institutions, and a comparable capability at the University advances its educational mission, enrollment, and student engagement; and

WHEREAS, the SPCC, exercising its authority under Policy III.03.03, recommended that Student Building Fee income not committed to debt service on other projects be dedicated to help fund the acquisition and installation of the Option 2B boiler, in order to reduce the financial barrier to the University's decarbonization, to advance a sustainable campus, and as an exercise of students' stewardship of the University and their membership in the broader community; and

WHEREAS, the ASUO President conveyed the SPCC's recommendation in writing to the University President, who reviewed it with the ASUO President and did not concur; the parties made a good-faith effort but did not reach agreement; and, pursuant to Policy III.03.03, the recommendation for the allocation of the Student Building Fee was submitted to the Board, with the University President's disclosure that agreement had not been reached; and

WHEREAS, the Board has considered both the SPCC's recommendation and the position of the University President, and finds it appropriate to exercise its authority to determine the allocation of the Student Building Fee;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the University of Oregon hereby:

1. **Approves** the recommendation of the Student Planning and Construction Committee to dedicate Student Building Fee income to help fund the acquisition and installation of an electric boiler in furtherance of Option 2B of the Thermal System Transition recommendation;
2. **Directs** the University President, acting through the Treasurer of the University (or their respective designees), promptly and in any event within thirty (30) days of the adoption of this Resolution, to establish a separate, segregated, interest-bearing account and to transfer into that account the balance of accumulated Student Building Fee income that is held by the University and is not committed to debt service on other projects as of June 2nd, 2026 (the date of this Resolution's adoption), with all interest and earnings thereon accruing to and remaining within that account;
3. **Restricts** the use of the funds in that account, together with all interest and earnings, solely to help fund the acquisition and installation of an electric boiler of a capacity of not less than eight (8) megawatts — including, but not limited to, the electrode boiler identified in Option 2B — for the electrification of campus heating, and for no other purpose;
4. **Provides** that the funds shall not be transferred, expended, encumbered, loaned, swept, or otherwise reallocated for any purpose other than that stated in Paragraph 3, and that the restriction in Paragraph 3 shall not be modified or removed, except by a subsequent resolution of the Board;
5. **Provides further** that, at such time as the University proceeds with the acquisition and installation of such a boiler, the funds shall be applied to its capital cost, and that the project shall remain subject to the University's standard capital review processes, including the Campus Planning Committee and the Design Review Board; and
6. **Directs** the administration to report to the Board and to the SPCC, no less than annually until the funds are applied as provided herein, on the balance of the account, the interest earned, and the status of the boiler project.

BE IT FURTHER RESOLVED that this Resolution is effective upon its adoption.

Adopted: ______________________ Recorded: ______________________

Exhibit B (for June Minutes)

Board of Trustees of the University of Oregon
Resolution: Approval of Student Planning and Construction Committee Recommendations

WHEREAS, University of Oregon (UO) Policy III.03.03 (the Policy) directs the Associated Students of the University of Oregon (ASUO) to establish and convene a Student Planning and Construction Committee (SPCC) to review and make recommendations on capital projects to be funded from income from the Student Building Fee;

WHEREAS, the SPCC convened and recommended using Student Building Fee income to fund the initial installation of the 8-megawatt electrode boiler as outlined in Option 2B of the Thermal Transition Taskforce's recommendation, referred to as Exhibit B on page 58 of the June 1-2 Board of Trustees meeting packet;

WHEREAS, the Policy directs the ASUO President to convey the SPCC recommendations to the UO President, and directs the UO President to review the SPCC recommendations;

WHEREAS, the UO President has indicated disagreement with the SPCC recommendations;

WHEREAS, the Policy authorizes the ASUO President to submit the SPCC recommendations to the Board of Trustees if agreement is not reached with the UO President;

WHEREAS, the ASUO President has submitted the SPCC recommendations to the Board of Trustees for approval;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby approves the Student Planning and Construction Committee's recommendations to use Student Building Fee income to fund the initial installation of the 8-megawatt electrode boiler as outlined in Option 2B of the Thermal Transition Taskforce's recommendation.

Moved: ____________________ Seconded: __________________

Trustee	Vote	Trustee	Vote
Aaron		Moses	
Abbott		Sandoval	
Boyle		Seeley	
Evans Jackman		Storment	
Holwerda		Tykeson	
Hornecker		Ulum	
James		Worden	
Mitrovčan Morgan			

Dated: ____________________ Recorded: __________________

Board of Trustees of the University of Oregon
Resolution: FY 2027 Budget and Expenditure Authorizations

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

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

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

Whereas, 352.087(3) provides that the Board of Trustees may perform any other acts that in the judgment of the Board of Trustees are required, necessary or appropriate to accomplish the rights and responsibilities granted to the Board and the University by law;

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

Whereas, the Board of Trustees wishes to approve a budget and related expenditure authorization for fiscal year 2027;

Whereas, the Policy on Committees authorizes the Finance and Facilities Committee to refer matters to the full Board of Trustees as a seconded motion;

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

Whereas, the full Board of Trustees amended the Finance and Facilities Committee's seconded motion at its June 2, 2026, board meeting to include the following clause:

Whereas, the Board of Trustees requires University of Oregon leadership to develop a budget reduction plan to address the projected multi-year deficit, report on this plan to the Board, and bring a revised FY2027 operating expenditure authorization for a vote of trustee approval by December 15, 2026;

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

1. An operating expenditure budget in the sum of $1,553,500,000 is adopted for fiscal year 2027 (FY27). During FY27, the Treasurer of the University may expend or authorize the expenditure of this sum plus three percent, subject to applicable law. In the event that such

expenditure authority is insufficient, the Treasurer may seek additional expenditure authority from the Executive and Audit Committee of the Board of Trustees.

2. A capital expenditure budget in the sum of $211,000,000 is adopted for FY27. During FY27, the Treasurer of the University may expend or authorize the expenditure of this sum plus three percent, subject to applicable law. In the event that such expenditure authority is insufficient, the Treasurer may seek additional expenditure authority from the Executive and Audit Committee of the Board of Trustees.

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

Amendment to Finance and Facilities Committee Seconded Motion:

Moved: **Trustee Tykeson**
Seconded: **Trustee Storment**

Recorded: K Ke

Carried unanimously by a voice vote

Motion to Approve the Amended Resolution:

Moved: **Trustee Ulum** Seconded: **Trustee Worden**

Trustee	**Vote**	**Trustee**	**Vote**
Aaron	Yes	Moses	Yes
Abbott	Yes	Sandoval	Yes
Boyle	Absent	Seeley	Absent
Evans Jackman	Yes	Storment	Yes
Holwerda	Yes	Tykeson	Yes
Hornecker	Yes	Ulum	Yes
James	Absent	Worden	Yes
Mitrovčan Morgan	Yes		

Passed 12-0-3

Date: June 2, 2026

Recorded: K Ke

Resolution: FY 2027 Budget and Expenditure Authorizations
June 2, 2026

Exhibit D (for June Minutes)

University of Oregon Realignment Statement
Gerard Francisco Sandoval, PhD
Faculty Trustee of the University of Oregon
Professor of Planning, Public Policy and Management

For nearly seventy years, American higher education operated within a framework of expansion. Growing enrollment, increasing research support, and broad public investment shaped institutions around assumptions of continual growth. For much of this period, those assumptions were rational. Today, however, the conditions that sustained them are changing. The challenge before public universities is not simply how to manage a temporary downturn, but how to adapt thoughtfully to a new era in which growth can no longer be assumed.

The question before us is therefore not whether change is necessary; it is inevitable. The answer cannot be that we simply preserve every structure, process, and investment created during an era of expansion. Nor can the answer be that we reduce the university to a budget exercise. Budgets matter, but the purpose of a university is not accounting. The mission of the University of Oregon is to advance teaching, discovery, and public service while developing thoughtful, creative, ethical, and intellectually engaged students. If these are our ends, then our structures, investments, financial cuts, and priorities must be aligned to support them—especially during a period of austerity.

If mission is the end, then institutional structures are the means toward those ends.

That simple principle should guide every decision before us. The purpose of realignment is not merely to balance budgets, but to ensure that the university's resources are directed toward the activities that most effectively advance its mission.

As we make difficult choices, we must remain clear about what defines a public (R1) university. At the center of every great research university stands the professoriate. Tenured faculty serve as the institution's intellectual leaders. They advance knowledge, mentor future generations of scholars and students, shape academic disciplines, and establish the academic reputation on which the university's standing rests.

A research university derives its distinctive character not from its organizational chart, but from the quality of its scholars and the knowledge they create and disseminate.

I will conclude with a simple observation. The coming years will be extraordinarily difficult for the University of Oregon. We should be honest about this reality. Some members of our community will lose their jobs. Programs, departments, and units may need to be consolidated, transformed, or, in some cases, shut down. The institution's administrative footprint will almost certainly need to become significantly smaller, more focused, and more efficient.

The purpose of this realignment is not merely to compress the university. It is to ensure that the university remains strong where it matters most.

Students do not choose the University of Oregon because of the size of its administration. They choose it for the quality of its faculty, the strength of its academic programs, the opportunities it offers, and its reputation for teaching, discovery, and public service.

The measure of success is not whether the University of Oregon becomes larger or smaller. The measure of success is whether it emerges from this precarious period as a more focused, resilient, academically excellent, and mission-driven institution—one whose resources, structures, and priorities are aligned with its enduring responsibility to educate students, advance knowledge, serve the people of Oregon, and contribute to the public good.

September 28, 2026 – 1:00 p.m.
Agenda Item 1

Standing Reports

President's Report
Provost's Report
University Senate Report
ASUO Report
Board Chair's Report

NO WRITTEN MATERIALS FOR THESE ITEMS

Agenda Item 2

Standing Reports

Annual Review of the University President

MEMORANDUM

September 2026

To: Members, Board of Trustees

Fr: Kody Kelleher, University Secretary and Advisor to the President

Re: Summary of Annual Review for President Karl Scholz – 2025-2026 Academic Year

---

Dear Trustees –

One of the most important responsibilities of the board is to evaluate and support the president. Board policy notes that a "well-defined and timely process" is important, as are "objectivity [and] candor." Our process continues to be thorough, genuine, and effective due to the commitment of trustees and members of the university community to providing thoughtful and valuable feedback on the president's performance. Below is an overview of President Scholz's 2025-2026 annual review.

- July 2026
  - President Scholz provided a written self-evaluation, including forward looking goals for the board to consider.
  - Chair Holwerda and University Secretary Kelleher collected feedback from trustees, direct reports of the president, deans, the University Senate, campus labor organizations, and other members of the UO community.

- August 2026
  - Board leadership conducted interviews with various members of the UO community.
  - University Secretary Kelleher continued collecting feedback and compiled it for Chair Holwerda.
  - Annual evaluation meeting took place between Chair Holwerda and President Scholz.

- September 2026
  - Executive session review with trustees and President Scholz scheduled during the September 28, 2026, board meeting.
  - Public session review with trustees and President Scholz scheduled during the September 28, 2026, board meeting.

Office of the University Secretary
Board of Trustees
112 Johnson Hall
6227 University of Oregon, Eugene, OR 97403-6227
541-346-3166 | **trustees.uoregon.edu**

The culmination of these efforts comprise the Board's annual review of the UO president. On behalf of Chair Holwerda, thank you to President Scholz and everyone who committed time and effort to this deeply significant responsibility of the Board.

Kody Kelleher
University Secretary & Advisor to the President
University of Oregon
602.377.7056
kkell@uoregon.edu

Agenda Item 3

Faculty Spotlight

Laura Wellman, Tykeson Associate Professor of Accounting

Josh Roering, Professor, Earth Sciences

NO WRITTEN MATERIALS FOR THIS ITEM

Agenda Item 4

Enrollment Management Outlook

BOARD OF TRUSTEES UPDATE · FALL 2026 ENROLLMENT

Where we stand, what we did, *and where we go next.*

University of Oregon   Student Services & Enrollment Management   September 2026

Data refreshed to September 1, 2026 · Prepared for the Board of Trustees

THE ENTERING CLASS · DAY ONE, FALL 2026

Behind the numbers, *a class Oregon still built.*

NEW DUCKS	FROM OREGON
~5,400	**58%**
Day-one preliminary headcount, first-year and transfer combined	More than half of first-year Ducks call Oregon home

- That's about **4,550** new first-year students and about **850** new transfer students.
- New Ducks come from **48 of 50 states** — only Alabama and West Virginia are unrepresented this year.
- **California** remains the largest out-of-state sender, at roughly **1,000** students, though still declining in raw count.

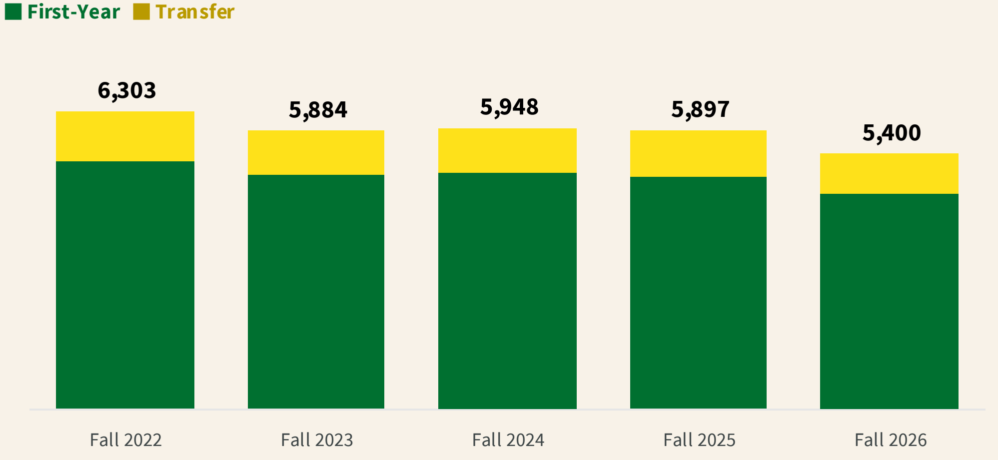
PREPARATION AND DIVERSITY

69% start with college credit already earned · **25%** are first-generation · **26%** are Pell-eligible.

NEW OR EXPANDED THIS CYCLE

Clark Honors College enrolled its largest cohort in history — **more than 500** students, up from 406 last year. The new **Provost Undergraduate Research Assistantship** also launched, with more than **50** students in the pilot cohort.

Entering class headcount, Fall 2022–2026



Source · SSEM Research & Assessment, Board of Trustees presentation, Sept. 2026; Fall 2026 is day-one preliminary. Final day-one figures will be available following the first day of fall term.

ACROSS SCHOOLS & COLLEGES

The same cycle looks different *inside each college.*

First-year headcount by school and college — each unit's share of the entering class, and how much that unit shifted year-over-year (day-one preliminary, Fall 2026 vs. Fall 2025).

SCHOOL AND COLLEGE	% OF CLASS	FY CHG. vs. Fall '25
Exploring	**12%**	**−20%**
College of Arts and Sciences	**44%**	**−8%**
CAS Natural Science	**31%**	**−8%**
CAS Social Science	**11%**	**−10%**
CAS Humanities	**3%**	**−1%**
Lundquist College of Business	**25%**	**−18%**

SCHOOL AND COLLEGE	% OF CLASS	FY CHG. vs. Fall '25
School of Journalism and Comm.	**5%**	**+6%**
College of Design	**7%**	**+19%**
College of Education	**4%**	**+12%**
Music and Dance	**2%**	**−12%**
Ballmer Institute	**1%**	**+8%**
Clark Honors College†	**12%**	**+29%**

†Clark Honors College students also hold a major in another college; its figures are shown separately and aren't additive to the totals above.

Source · SSEM Research & Assessment

WHERE ADMITTED STUDENTS GO

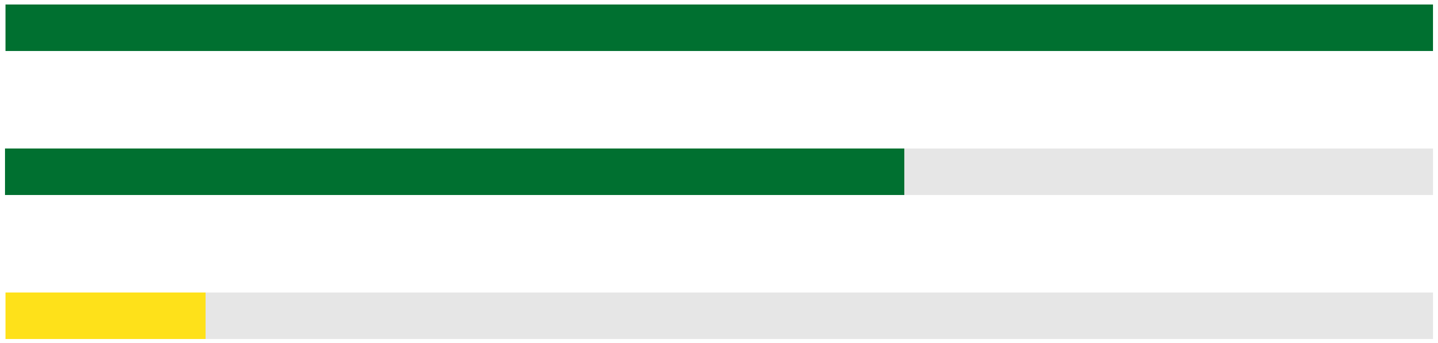
When admits choose elsewhere, it's a *known set of competitors.*

A decade of National Student Clearinghouse data, matched to the UO admission file, shows the pattern is concentrated and structural — California's public system has quietly absorbed demand UO used to convert, and a small set of strategic competitors have grown sharply. *(Most recent complete match: the Fall 2025 cycle. Fall 2026 known yet, but the pattern is expected to hold or intensify.)*

California public system
7 institutions, combined

CU Boulder + UW Seattle
the two largest single destinations

University of Utah
up from 34 students in 2015



3,500+

2,200+

502

THE UTAH ANOMALY

More than 1,000% ten-year growth in UO admits choosing Utah, believed to be driven by its ability to establish resident tuition after one year, saving an out-of-state student roughly $65,000 over four years.

National Student Clearinghouse data, matched to Fall 2025 admitted UO students. Fall 2026 is not yet available.

WHAT WE DID

We released and engaged early — *peers moved the timing.*

- UO released admit decisions ahead of most overlap peers and began engaging admitted students before many competitors had released at all.
- Several competitors expanded Early Action/Early Decision volume this cycle and pulled from waitlists earlier — with decisions released **during** UO's key spring engagement window.
- Result: **engagement rose, but conversion fell** across nearly every channel. The likely driver is peer behavior, not execution.

NR ADMITS	NR DEPOSITS	NR DEPOSIT YIELD
−5.8%	**−19.3%**	**10.7%→9.2%**
Year over year	Year over year	Fell across nearly every channel

SSEM Research & Assessment, Yield Activities Engagement analysis

THE COMPETITIVE OUTLOOK

Our competitors are *ramping up.*

University of California

Under a **state mandate** to add ~2,968 resident undergraduate FTE in 2026–27 (reaching 212,503); the state's 2026–27 budget (signed July 2026) also sends UC **$500M+** in new ongoing support plus restoration of **$100M+** in prior-year cuts — and UC is still raising non-resident tuition ~10%.

California State University

Funded capacity is shifting toward its oversubscribed campuses — Cal Poly SLO and San Diego State — UO's two largest California competitors.

University of Utah

An explicit **40,000-student** growth target; the fastest-growing competitor for UO admits over the past decade.

CU Boulder

Steady, planned growth: **+1.7%** undergraduate enrollment for 2026–27, plus a four-year tuition guarantee that locks in price for families. ***Engineering is primary loss leader reason for admitted students to both institutions according to most recent admitted student survey.***

Oregon State

Since 2020, **62%** of OSU's nonresident growth (+2,474) has come in person at Corvallis, reversing a decade that had been mostly Ecampus-driven. Its Western Undergraduate Exchange enrollment grew more than since 2021 (377→3,976) — likely capping much of that growth at discounted WUE pricing.

University of Washington

The exception: capacity-constrained, holding freshman enrollment flat, and under its own financial pressure (Moody's downgraded UW from Aaa to Aa+).

Institutional budget and strategic-plan materials, compiled by SSEM Research & Assessment · CA budget figures: CalMatters, July 9, 2026

NEW INITIATIVES

Six changes *already underway.*

Beyond the differentiator strategy, SSEM and academic partners are changing how UO admits, funds, and welcomes the class.

Holistic Review & Indexing

Admissions materials move to holistic review, with an admissions index that weighs more than GPA alone.

Single Decision Days

Moving away from rolling admissions to set decision days — building excitement and a shared moment for admits.

Strategic Engagement Approach

A campus-wide effort to vision and design engagement strategies.

Larger Clark Honors College

An intentionally larger CHC class, raising the academic preparation profile of the entering class overall.

PURA & McMorran House Breakfasts

The Provost's Undergraduate Research Assistantship, paired with McMorran House breakfasts during IntroDUCKtion, building early connection and momentum.

Scholarship Strategy Shift

Moving towards a needs-based scholarship strategy.

ADMITTED STUDENT SURVEY

What admitted students *told us.*

A survey of Fall 2026 admitted students, resident and non-resident, on their experience and decision process. Three patterns stand out; full detail is in the companion report.

Consistent strengths

Campus attractiveness, intercollegiate sports, and the Admitted Student Events are UO's clearest advantages against peer institutions, for residents and non-residents alike. Program reputation tracks yield closely — **students who rate UO better than their comparison school enroll at several times the rate** of those who don't.

Where non-residents rate UO lower

Academic and major reputation rate meaningfully lower among non-residents than residents — engineering shows the widest gap, and that group enrolls at just **10%**. Personal connection runs thinner too: roughly **1 in 4** non-residents say they spoke with no one at UO to learn about it.

Cost and the competitive set

A **majority of non-residents rate UO below average on affordability, search more schools, and decide later** — and yield drops sharply as both increase. **Oregon State is the single largest competitor for residents**; non-resident competition is spread across a broader field with no dominant rival.

THE PATH FORWARD

Competing on *distinctiveness, not price.*

The two-tier market differentiator strategy:

1 Tier 1 — established programs

Programs with capacity, anchoring the academic-quality narrative.

REPRESENTATIVE EXAMPLES

Clark Honors College

Selective four-year honors college; the FY26 deposit surge is the cycle's clearest proof point.

Legal Studies Minor

Undergraduate legal studies through the School of Law.

2 Tier 2 — niche programs

Little competitive overlap, winning students without a price or aid war (Architecture is the current proof point — oversubscribed, though not yet a scalable lever).

REPRESENTATIVE EXAMPLES

Warsaw Sports Business Center

The nation's first sports business program — Lundquist College of Business.

Comics & Cartoon Studies Minor

First in the nation — College of Arts & Sciences.

Zebrafish Genetics

Global hub; home of the first vertebrate cloning — College of Arts & Sciences.

UNDERWAY

UO already operationalizes a five-pillar framework externally through **Discover Oregon** (Architecture & Design; Business; Communications & Media; Computer & Data Science; Human Performance & Sport), alongside international recruitment diversification — UO's international undergraduate enrollment fell from 224 (2017) to 55 (2024), driven by the collapse of Chinese enrollment, and Global Engagement is building a more diversified pipeline. Reconciling the tiers, and which programs belong where, is recommended scoping with the Provost's office.

CLOSING

Thank you. *Questions?*

University of Oregon   Student Services & Enrollment Management   September 2026

Contact: SSEM Research & Assessment · Prepared for the Board of Trustees

September 29, 2026
9:00 a.m.
Agenda Item 1

Public Comment (If requested)

1.1 Officers of Administration Council
1.2 Campus Labor Organizations
1.3 Other Public Comment

NO WRITTEN MATERIALS FOR THESE ITEMS

September 29, 2026
Agenda Item 2

***Academic & Student Affairs Committee (ASAC) Report:**

Oregon Rising Goal 1: Enhancing pathways to timely graduation

Oregon Rising Goal 2: Becoming a leader in career preparation

*Written materials for this item will be shared during the meeting. Materials will be based on the information presented at the September 21 ASAC meeting, which can be found here: September 2026 ASAC Materials.