

## NOTICE OF PUBLIC MEETING

The Board of Trustees of the University of Oregon will hold a public meeting in the Giustina Ballroom of the Ford Alumni Center on the Eugene campus at the following time. Topics of the meeting will include: an executive session regarding collective bargaining; reports and standing reports; consideration of seconded motions from December 4 committee meetings; the annual report on student enrollment and financial aid; an update on the university's Home Flight program; an overview of the annual tuition and mandatory fees setting process; and an executive session on safety.

The meeting will occur as follows:

**Tuesday, December 5<sup>th</sup>**  
**8:00 -9:00 a.m. Pacific Time – Executive Session**  
**9:00 a.m. Pacific Time – Public Board Meeting**  
**12:00 -1:00 p.m. Pacific Time – Executive Session**

Ford Alumni Center, Giustina Ballroom

The meeting's agenda and materials are available at <https://trustees.uoregon.edu/upcoming-meetings>.

A livestream link will be available at: <https://trustees.uoregon.edu/meetings>. If telephone conference, sign language for the deaf or hard of hearing, or accessibility accommodations are required, contact [trustees@uoregon.edu](mailto:trustees@uoregon.edu) at least two business days in advance of the posted meeting time. Please specify the sign language preference if applicable.

### 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](mailto: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](mailto: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 December 1, 2023.

### BOARD OF TRUSTEES

6227 University of Oregon, Eugene OR 97403-1266 | (541) 346-3166 | [trustees.uoregon.edu](https://trustees.uoregon.edu) | [trustees@uoregon.edu](mailto:trustees@uoregon.edu)

**Board of Trustees**  
**Public Meeting | December 5, 2023 | 9:00 a.m.**  
**Executive Session 8:00 a.m.**  
**Executive Session 12:00 p.m.**  
**Ford Alumni Center | Eugene Campus**

**Convene**

- Call to order, roll call
- Approval of Minutes

- 1. Executive Session Regarding Collective Bargaining:** Mark Schmelz, Vice President and Chief Human Resources Officer; Chris Meade, Director of Employee and Labor Relations.

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

- 2. Public Comment and Standing Reports.**

- 1.1 Public Comment (if requested):**

- Officers of Administration Council
- Campus Labor Organizations
- Other Public Comment

- 1.2 Report from the Graduate Teaching Faculty Fellows.** Leslie Selcer, GTFF President; Ben Mannix, GTFF Steward.

- 1.3 Standing Reports**

- 1.3.1 Associate Students of the University of Oregon.** Chloe Webster, ASUO President

- 1.3.2 University Senate.** President Gerard Sandoval

- 1.3.3 Presidents Report.** President Karl Scholz

- 1.3.3.1 VP for Communications Introduction**

- 1.3.3.2 VP for Advancement Introduction**

- 2. Resolutions (Action) Pending December 4th committee action.**

- 2.1** Seconded Motion from EAGC: Amendment to Policy on Retention and Delegation of Authority

- 2.2** Seconded Motion from EAGC: Policy on Public Comment

- 2.3** Seconded Motion from EAGC: Policy on Presidential Selection

- 2.4** Seconded Motion from EAGC: Policy on Trustee Appointment

- 2.5** Seconded Motion from EAGC: Policy on Board Self-Evaluation

- 2.6** Seconded Motion from ASAC: Program Approval, Education Specialist Degree

- 3. Annual Report on Student Enrollment and Financial Aid.** Roger Thompson, Vice President for Student Services and Enrollment Management, and Jim Brooks, Associate Vice President for Student Services and Enrollment Management and Director of Financial Aid and Scholarships

- 4. Home Flight Program Overview.** Jason Younker, Assistant Vice President and Advisor to the President for Sovereignty and Government to Government Relations.

5. **Tuition-Setting Preparatory Discussion.** Jamie Moffitt, Senior Vice President for Finance and Administration and CFO; Co-Chair of the Tuition and Fee Advisory Board); Kris Winter, Interim Vice President for Student Life, Co-Chair of the Tuition and Fee Advisory Board.
6. **Executive Session on Risk.** Andre Le Duc, Chief Resilience Officer and Associate Vice President for Safety and Risk Services

The Board of Trustees will meet in executive session pursuant to ORS 192.660(2)(o)(p) for purposes of considering matters relating to safety and cybersecurity threats. This session is closed to members of the public.

# **Agenda Item #1**

## **Executive Session**

The Board of Trustees of the University of Oregon will meet in executive session on December 5<sup>th</sup>, 2023. The board will meet to discuss collective bargaining as authorized under Oregon Revised Statutes (ORS) 192.660(2)(d). Pursuant to ORS 192.660(6), no final action will be taken, or final decision made in the executive session. This session is closed to members of the public and the media. There are no materials for this meeting.

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## **Agenda Item #2**

### **Reports and Standing Reports**

**GTFF Leaders**

**ASUO President**

**UO Senate President**

**University President\***

**\*No written materials included**



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# **Graduate Employment and Institutional Sustainability**

GTFF Report to UO Board of Trustees  
December 5, 2023



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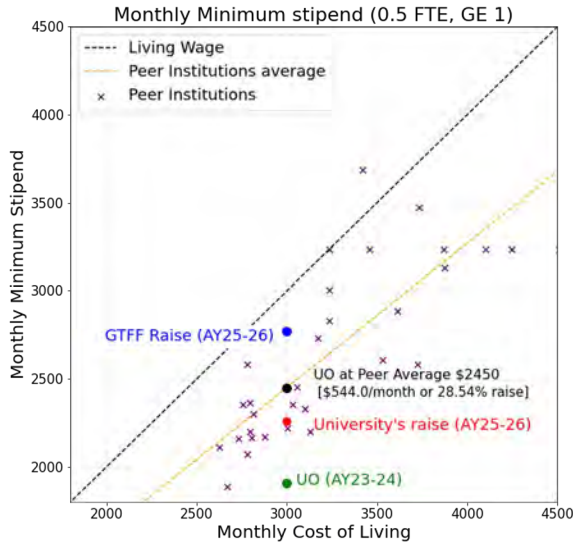
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## **Executive Summary of GTFF's Report**

- 1) UO does not pay its 1,400+ Graduate Employees competitively. GE wages have a negative impact on graduate recruitment, retention, and research.
  - 2) The current campus climate and economic conditions of graduate study at UO are not conducive to graduate success and retention.
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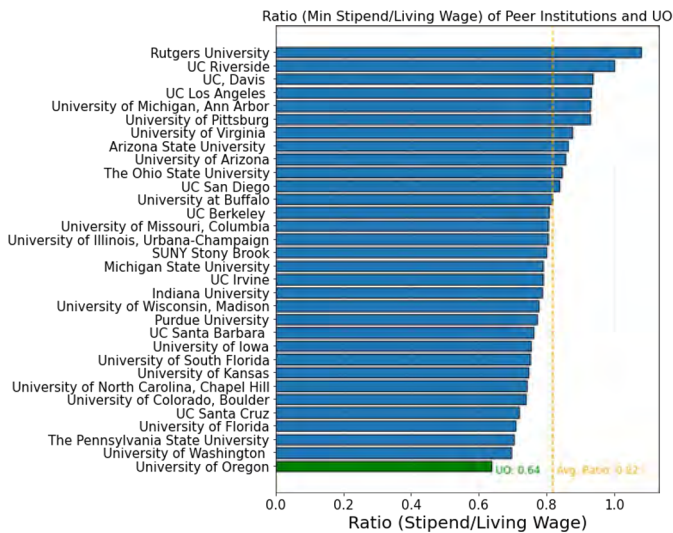
# UO's GE Wages are Not Competitive



- UO's current min GE salary compared to min salaries at 31 Public AAU Insitutions that UO benchmarks itself against
- When comparing graduate salaries and the corresponding local cost of living\*, UO on average falls ~30% behind
- Chart show projected AY 25-26 salaries under "Final Offer" proposals (by which point, many peers will give further raises)

\*[MIT Living Wage Calculator](#)

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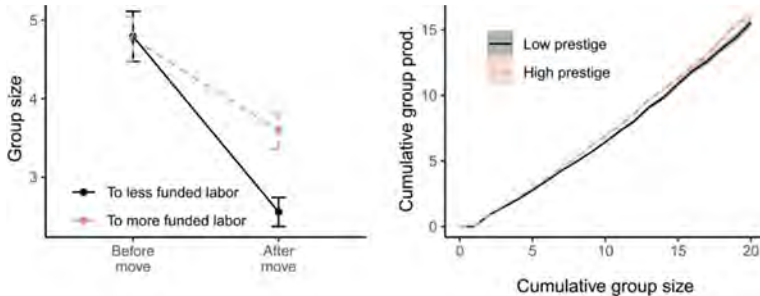
When considering what percentage of living wage is met by min graduate salaries at 32 peer universities, UO ranks at the bottom.

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## Wage Impacts on Recruitment & Research



Source: [Zhang et al. "Labor advantages drive the greater productivity of faculty at elite universities" \(2022\)](#)

Investing in graduate working conditions will improve **research recruitment, output, and quality**, as well as UO's **institutional ranking and future funding**. 186 UO faculty members have signed a letter in support of increased funding for GE labor.

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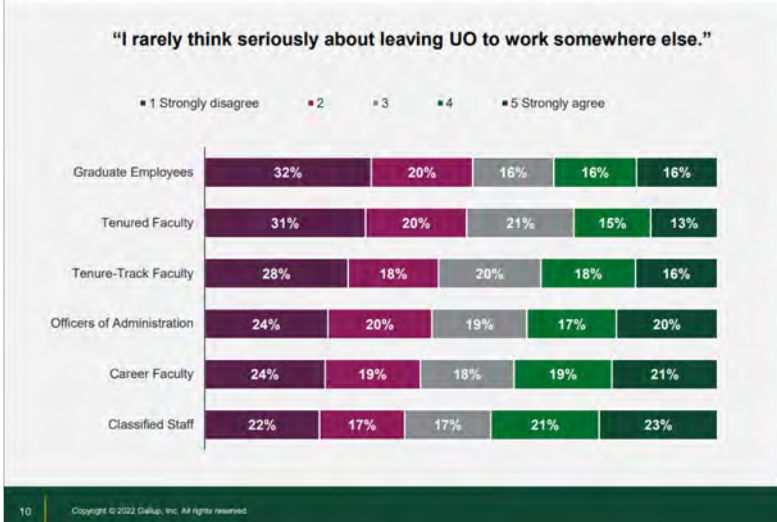
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## Wage Impacts on Grad Success & Retention

- Beyond recruitment, current GE wages harm the UO's ability to retain graduates and enable graduate success.
  - According to the UO's [2022 IDEAL Climate Survey](#), 52% of Graduate Employees regularly think about leaving the UO to work somewhere else.
  - Underrepresented groups of graduates are least likely to have the personal resources and support networks needed to succeed under current financial conditions.
- 

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44% of UO employees sometimes think seriously about leaving the university, including more than half (51%) of tenured faculty



“ UO has repeatedly refused to recognize graduate students as crucial to not only the everyday functions...of the university, but also of its reputation...UO has refused to pay graduate employees a living wage and...continues to ignore how many of their decisions, such as refusing to provide 12-month contracts, impacts our most vulnerable populations.  
- Graduate Employee

“ The teaching load in my unit is too high, but research faculty concerns about teaching and service load are completely ignored...When I propose real solutions (i.e., lightening [tenure-track faculty] teaching and service burdens), administrators recommend more retreats, events, programming (i.e., more time away from research activities and essentially more service).  
- Tenured faculty member



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## Impact of GE Wages on DEI Goals

UO can make significant progress towards meeting institutional equity objectives by investing in graduate working conditions. Doing so will improve recruitment, retention, and overall success of underrepresented groups in UO's graduate programs.

Research shows that competitive graduate compensation “can increase the number and racial/ethnic diversity of both program applicants and enrollees” (3). Ecton et al. “If You Fund Them, Will They Come? Implications From a PhD Fellowship Program on Racial/Ethnic Student Diversity” (2021).

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## **Recommendations for Trustees**

1. Investing seriously in GEs is an investment in UO's future success as an educational institution.
  2. By improving economic conditions for GEs, UO can meet research, reputation, and DEI goals.
  3. Graduate wages are an urgent, actionable problem that can be resolved by UO this year.
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## **Questions for the Trustees' Response**

**What is the UO's institutional plan for addressing the three interrelated problems GTFF has identified in relation to graduate employment and institutional sustainability:**

1. The deterioration to the UO's overall ability to competitively recruit and retain graduate student employees in comparison to peer institutions;
  2. The fact that current graduate working/living conditions do not enable the outcomes of human-centered excellence and sustainability in education and research, as described by UO's Mission Statement;
  3. The negative impact these combined factors have on the UO's ability to achieve long-term Diversity, Equity, and Inclusion objectives?
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**Executive Summary: Graduate Employment and Institutional Sustainability**  
 GTFF Report to University of Oregon Board of Trustees (December 5, 2023)

**Report Summary:** The University of Oregon faces a significant, long-term threat to its institutional mission and reputation because of the decreasing competitiveness and sustainability of its graduate programs. Economic conditions have dramatically shifted within the US economy over the last several years, causing historic shifts to the economics of higher education and local cost of living [1]. In 2023, Graduate Employees are not paid competitively compared to peer institutions [2]. UO's wages for GEs are harmful to UO's ability to recruit competitive graduate students, as well as harmful to the retention and success of current graduates [3]. Underrepresented groups of graduates are least likely to have the personal resources and support networks to attain success under the current financial conditions [4].

If left unaddressed, the seriously deteriorating working conditions for GEs will damage UO's overall quality of education, research output, DEI objectives, and program reputation for years to come. GE wages are an urgent, actionable issue that can be resolved by UO this year. **By improving economic conditions for GEs, UO can meet key goals: excellence in research and teaching, reputational growth, and improved outcomes for DEI initiatives.**

**Research and Data:**

1. In 2023, [Eugene is ranked #25 among the most expensive US cities](#). A "living wage" income (0 dependents, before tax) in Eugene, OR is \$35,973/yr, or \$2,998/month ([MIT Living Wage](#)). According to UO's employment data, the highest paid GE salary at the UO is \$2,812, and the lowest is \$778/month. Not a single GE makes a living wage.
2. UO ranks at the bottom of 31 peer institutions when evaluated in terms of the percent of a living wage being met by graduate worker salaries. Mannix, Ben: "[Recruitment & Retention: A Guide to Competitive Graduate Salaries](#)" (2023).
3. According to [UO's 2022 IDEAL Climate Survey](#), 52% of Graduate Employees regularly think about leaving UO to work somewhere else (10).
4. Ecton, W.G., Bennett, C.T., Nienhuser, H.K., Castillo-Montoya, M., and Dougherty, S.M., 2021, "If You Fund Them, Will They Come? Implications From a PhD Fellowship Program on Racial/Ethnic Student Diversity". doi:[10.1177/23328584211040485](#).

**Other Critical Institutional Context:**

- [Over 1,400 Graduate Employees teach, research, and contribute in other essential ways](#) to the fulfillment of the UO's mission, purpose, and overall reputation. More than 1,100 of those GEs are members of the Graduate Teaching Fellows Federation labor union.
- [Trustees have responsibility for](#) the overall management of the University of Oregon, oversight of institutional sustainability, and the fulfillment of [the UO's stated mission and purpose](#): "[to] strive for excellence in teaching, research, artistic expression, and the generation, dissemination, preservation, and application of knowledge. We are devoted to educating the whole person, and to fostering the next generation of transformational leaders." Additionally, the Mission states that UO values "diversity and seek[s] to foster equity and inclusion in a welcoming, safe, and respectful community".

### **GTFF's Recommendations for Trustees:**

- UO can increase research recruitment, output, and quality by investing in graduate working conditions; this will improve UO's institutional ranking [5] and future funding [6]. More than 186 UO faculty members have signed a letter in support of GE funding.
- UO can make significant progress towards meeting institutional equity objectives by investing in graduate working conditions. Doing so would directly improve UO's ability to recruit and retain graduates from underrepresented and marginalized groups. Underrepresented groups of graduates are least likely to have the personal resources and support networks to attain success in graduate programs under the current financial conditions. [7] These financial conditions are also particularly harmful to the success of GEs with dependents and international GEs who face work visa restrictions [8].
- In order to fulfill UO's mission to “strive for excellence” in teaching and research, as well as “educating the whole person” and “fostering the next generation of transformational leaders”, UO must invest seriously in its graduate workers. GEs do UO's teaching and research, and GEs will be the next generation of leaders in higher education.

### **Research and Data:**

5. “The disproportionate scientific productivity of elite researchers can be largely explained by their substantial labor advantage rather than inherent differences in talent” (1). Zhang, S., Wapman, K.H., Larremore, D.B., and Clauset, A., 2022, “Labor advantages drive the greater productivity of faculty at elite universities”, *Science Advances*, doi:[10/gq9f7h](https://doi.org/10.1126/sciadv.1000000).
6. UO's projected income for 2023-2024 includes approximately \$294 million from research grants. Graduate Employees work directly on and under these research grants, and competitive graduate recruitment/retention is essential to the UO's ability to win grants.
7. Competitive graduate compensation “can increase the number and racial/ethnic diversity of both program applicants and enrollees” (3). Ecton, W.G., Bennett, C.T., Nienhusser, H.K., Castillo-Montoya, M., and Dougherty, S.M., 2021, “If You Fund Them, Will They Come? Implications From a PhD Fellowship Program on Racial/Ethnic Student Diversity”. *AERA Open*, doi:[10.1177/23328584211040485](https://doi.org/10.1177/23328584211040485).
8. Visas prevent International GEs from earning income off-campus. For many international GEs, their sole income is a 9-month GE salary capped at a maximum 0.49 FTE. International GEs are disproportionately students of color compared to domestic GEs, and UO has significantly increased its recruitment of international GEs in recent years. Out of 1,432 GEs total currently at the UO, 411 GEs (28.3%) are International GEs.

### **Key Question for Trustees to Research and Respond to (per SB273):**

What is the UO's institutional plan for addressing the three interrelated problems GTFF has identified in relation to graduate employment and institutional sustainability:

1. The deterioration to the UO's overall ability to competitively recruit and retain graduates in comparison to peer institutions;
2. The fact that current graduate working/living conditions do not enable human-centered excellence and sustainability in education and research, as stated in UO's Mission;
3. The negative impact these combined factors have on the UO's ability to achieve long-term Diversity, Equity, and Inclusion objectives?





## Associated Students of University of Oregon

Board of Trustees Report

Winter 2023

### SUCCESSSES

#### STUDENT ENGAGEMENT

ASUO put on more engagement events this fall term than any term in the past ten years. These events impacted thousands of students and significantly increased student awareness of ASUO on campus. Highlights included the Men's Health Fair with over 250 student interactions, Game Day Fridays with over 800 t-shirts distributed and thousands of student interactions, and the [Thermal Reheating Student Forum](#) with over 100 students in attendance. The overwhelmingly positive reaction from students regarding ASUO's heightened engagement has affirmed the value of these events and inspired ASUO to continue to focus on this type of student outreach.



#### PARTNERSHIP WITH UNIVERSITY OF OREGON PORTLAND CAMPUS

As part of an ongoing project to increase access to I-Fee resources on the University of Oregon's Portland campus, ASUO worked with the Dean of Students Office to coordinate basic needs funding for students on the Portland campus. These funds will provide a valuable basic needs resource by making a student food pantry accessible to all UO Portland students.

#### STATE-LEVEL ADVOCACY

During November Legislative Days, the ASUO Advocacy Team visited Salem to talk with state legislators about campus hunger, textbook affordability, and the [student emergency needs package](#). Working alongside Oregon State University, Southern Oregon University, Eastern Oregon University, and Western Oregon University, ASUO is coordinating our advocacy around this bicameral, bipartisan package for one-time funding to support Oregon's Basic Needs Navigators and Textbook Affordability Program.



## CAMPUS SAFETY

ASUO continued to prioritize student safety through a variety of successful advocacy projects. The [Campus Night Walk](#) had 115 student attendees, who logged over 140 lighting and safety issues within the UO mapping system. ASUO distributed 1,000+ Fentanyl test strips to the student body - double last year's Naloxone kit distribution. The ASUO-led [Party Registration](#) program - now officially a permanent program under the division of student life - also continues to improve student safety, with dozens of parties registered this term, resulting in zero citations issued to students.

## I-FEE PROCESS

ASUO began its yearly budget-setting process by voting on [benchmarks](#) to set the stage for the remainder of the budget season. Legislative officers are meeting with ASUO-funded programs and departments to best allocate funding based on their impact on student life. Senate is finalizing financial priorities, highlighting their top goals for fiscal responsibility for this year

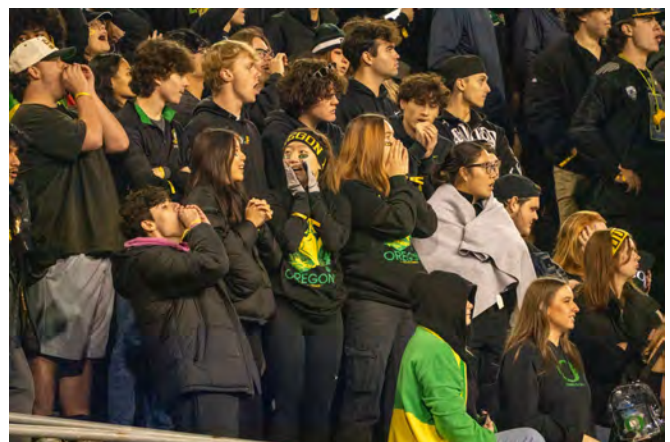
## STREET FAIRE

The [Fall Street Faire](#) made a successful return during week 3 of the term, providing a vibrant and engaging campus experience for students and community members. ASUO officers enjoyed connecting with students at the faire through tabling and volunteering. The ASUO events team has begun planning for Spring Street Faire and is exploring ways to improve the faire even further.



## ASUO FAIR PAY

[ASUO voted](#) to decrease the discrepancy between ASUO officer pay and student organization leader pay by lowering ASUO officer stipends and increasing stipends for student organization leaders. With the intention of making the stipend model more equitable, ASUO formed a “Committee on Stipend Equity” dedicated to investigating how to better reward, encourage, and support student leaders.





## UPCOMING IN WINTER TERM

### THERMAL HEATING PROJECT

ASUO [firmly supports](#) the heating option that reduces carbon emissions the most in the long term, regardless of campus disruption. ASUO will continue supporting student advocacy to electrify campus and is committed to advocating for climate action. ASUO firmly believes that the University of Oregon has the unique opportunity to be a leader in transitioning away from fossil fuels and assisting the state in meeting climate goals.



### PERMANENT HUNGER SOLUTIONS

ASUO is working with the Basic Needs program to advocate for an on-campus food pantry. Data from the [HOPE survey](#) conducted in winter 2023 showed that 38% of students face food insecurity issues, demonstrating an alarming need for additional food assistance services. ASUO will continue to advocate for funding from the state via the emergency needs package to ensure all students have what they need to succeed at the University of Oregon.

### SHAPING A CAMPUS OF BELONGING

ASUO will continue to prioritize fostering a campus of belonging for all students. In the coming terms, we will continue engaging in open dialogue with students through UO Onward, tuition public forums, and engagement events. We aim to listen to, elevate, and amplify student concerns such as setting specific university goals for diversity, equity, and inclusion as well as prioritizing student facing resources like basic needs and financial aid. We will leverage our high levels of engagement to bring the student voice into the university's decision making processes.





November 20, 2023

TO: University of Oregon Board of Trustees  
FROM: Gerard Francisco Sandoval, Senate President and Professor of Planning,  
Public Policy and Management  
Alison Schitke, UO Vice-President and Senior Instructor of Education  
Sandy Weintraub, UO Senate Secretary and Advisor to President

SUBJECT: **University of Oregon Senate Update, December 4-5**

## 1. Potential GTFF strike

During the Fall term, the University Senate has actively planned for and managed academic continuity during the potential GTFF strike.

The Senate has served as a forum for debate and information resources; most importantly, it has served to clarify misinformation and it has taken responsibility to ensure academic integrity and an orderly plan for students during this challenging time.

This debate has been exceptionally time-consuming and has brought to light the stark philosophical differences that many faculty members, students, administrators, and other interested parties have about the meaning of academic integrity and the responsibility a university has to its students during a labor action.

On the one hand, it has been frustrating that **nearly all of the Senate's time has been spent on this issue**, but it shows that the Senate is a vital forum for the crucial discussions and decisions made on campus, and it is a critical role we play.

As we move forward, the Senate will work on performing a comprehensive debrief of the academic continuity plan and use that information to make sure we are better prepared for the next academic disruption. This work will begin with a discussion of new legislation that aims to significantly modify the existing academic continuity plan based on feedback from Senators. It is crucial to be willing to change and the Senate to do so when necessary.

## 2. Interinstitutional Faculty Senate

The Senate elected Senator Pedro Garcia-Caro, Associate Professor of Roman Languages, as our Senator representative to the IFS. Our UO IFS constituency comprises the Senate President, the Senate Vice-President, and a UO Senator. We also elected an alternative who could attend if needed, Senator Andiel Brown, Department of Music, Instructor of Gospel Choirs and Ensembles. Senate leadership is also considering hosting an IFS meeting in Eugene during the Spring term.

## 3. Faculty Service Equity

The Faculty Service Equity working group has met twice to develop a system measuring faculty members' service commitments. We have developed principles to guide the metrics: **transparency, equity, accountability, and support**. The quantitative measuring tool is based on the Senate Service Report's best practices – a report that took two years to develop. The measuring device is a matrix that identifies time commitment, scale – department, college, university – and type of service. The quantitative measures will be complemented by a qualitative narrative describing the “invisible” or non-promotable tasks that disproportionately fall on the shoulders of women and faculty of color.

The working group is chaired by the Senate President, Gerard Sandoval; two members from the Provost Office, Renee Irvin and Troy Elias; a Senator, Sara Mason; a former department head, Jack Boss of Music; and the President of the faculty union, Mike Urbancic. It is truly a collaborative effort with buy-in from various stakeholders on campus.

## 4. Legislation on the horizon

### Military mobilization orders

We are developing a policy addressing class absences for mandatory drills, training requirements, or mobilization orders by our National Guard and military Reserve Students. We have no university policy that outlines how faculty should accommodate these students. There is a policy addressing deployment requirements by the State of Oregon. Still, there needs to be clear legislation on National Guard soldiers called upon to help with fires or any other emergency.

#### University of Oregon Senate

108 C Peterson  
1208 University of Oregon, Eugene, OR 97403-1208  
541-346-4439 | [senate.uoregon.edu](https://senate.uoregon.edu)

## Academic Policies

The Senate is working with the Office of the Provost to pass academic-related policies on student grievances, academic freedom, faculty compensation, and other vital issues. The Senate will also work closely with the Provost to participate in UO's Spring accreditation visit.

The policy-making process is a joint effort between UO administration and the Senate that ensures that the Senate has an impactful role in all academic decision-making and is helping maintain a positive sense of collaboration that continues to grow stronger.

### **University of Oregon Senate**

108 C Peterson  
1208 University of Oregon, Eugene, OR 97403-1208  
541-346-4439 | [senate.uoregon.edu](https://senate.uoregon.edu)

## **Agenda Item #3**

### **Resolutions**

- 3.1 Seconded Motion from EAGC: Amendment to Policy on Retention and Delegation of Authority
  - 3.2 Seconded Motion from EAGC: Policy on Public Comment
  - 3.3 Seconded Motion from EAGC: Policy on Presidential Selection
  - 3.4 Seconded Motion from EAGC: Policy on Trustee Appointment
  - 3.5 Seconded Motion from EAGC: Policy on Board Self-Evaluation
- 3.6 Seconded Motion from ASAC: Program Approval, Education Specialist Degree

As a part of the Board's commitment to effective governance, periodic review of the Board's governing documents is necessary to ensure alignment with current state legislation, best practice, and in operational alignment with university procedures.

To advise the Board Chair on any necessary changes to Board governing documents, a workgroup comprised of trustees and administrators reviewed the Board's bylaws and have made several recommendations for consideration. Before the Board for approval are proposed updates to the Board's Policy on Retention and Delegation of Authority, and four stand-alone policy statements that are responsive to recent changes in State law. In addition to the attached redline and accompanying resolutions, below are summaries of key substantive amendments to both documents.

#### **Retention and Delegation (Exhibit A)**

- Section 1 – Moves authority of the Board to establish codes of conduct for university staff to section three, where the authority is delegated to the President. Increases financial threshold for construction and real estate related projects requiring Board authority. Moves authority to accept gifts of non-traditional investment assets and deferred gifts to the President as outlined in Section 3. Adds the UO Alumni Association to the entities that receive gifts for the university in accordance with agreements with the university. Makes technical adjustments.
- Section 2 – Removes unnecessary language regarding public notice and public meeting requirements given obligation under state statute to comply with Oregon Public Meeting Law. Makes technical adjustments.
- Section 3 – Delegates authority from Section 1 to the President to establish codes of conduct for university employees. Increases financial threshold for research grants or contracts that must be reported to the Board. Inserts authority for the President to accept gifts of non-traditional investment assets and deferred gifts. Adds authority of the President to execute agreements with the Higher Education Coordinating Commission related to grants or loan agreements to accept state appropriations to the university. In accordance with recent state legislation, delegates to the President new requirement to conduct ongoing reviews of the practices and policies of the university relating to transparency and access. Makes technical adjustments.
- Section 4 – No changes
- Section 5 – No changes.

#### **New State Requirements on Board Policy**

Senate Bill 273, passed during the 2023 Legislative session requires institutional governing boards in the state of Oregon adopt policies on several operational matters. These requirements have been integrated into recent updates to the Board's Bylaws, proposed updates to the Policy on Retention and Delegation of Authority, or are put forward in four new policy statements:

Public Comment – Exhibit B  
Presidential Selection – Exhibit C  
Trustee Appointment – Exhibit D  
Board Self- Evaluation – Exhibit E

Below is a summary with the specific statutory language and the policy statement where the new language can be found.

*Senate Bill 273: SECTION 3. The governing board of each public university listed in ORS 352.002 shall formally adopt policies that:*

*(1) Provide the opportunity at all regularly scheduled meetings of the governing board for live comments; - **1.1 OF POLICY ON PUBLIC COMMENT GUIDELINES***

*(2) Allow a representative from official student, faculty and nonfaculty staff governance organizations to provide comments or report to the governing board at regularly scheduled meetings of the governing board; - **SECTION 3 OF POLICY ON PUBLIC COMMENT GUIDELINES***

*(3) Allow a representative from official campus labor organizations to provide comments or report to the governing board at regularly scheduled meetings of the governing board, if the representative has requested the opportunity to provide comments or report to the board in advance of the meeting; - **SECTION 4 OF POLICY ON PUBLIC COMMENT GUIDELINES***

*(4) Require the inclusion of at least one faculty member, one nonfaculty staff member and one member of the student body as part of presidential search committees; - **SECTION 2 OF POLICY ON PRESIDENTIAL SEARCHES***

*(5) Ensure that all members of the governing board are provided with institutional electronic mail addresses; - **UPDATED IN BYLAWS 9/12/23***

*(6) Require the public university to clearly and publicly post the electronic mail addresses described in subsection (5) of this section on the website of the public university; - **UPDATED IN BYLAWS 9/12/23***

*(7) Require ongoing reviews of the practices and policies of the public university relating to transparency and access; - **PROPOSED AMENDMENT TO POLICY ON RETENTION AND DELEGATION OF AUTHORITY***

*(8) Require the inclusion and participation of faculty, nonfaculty staff and student representatives when conducting the reviews described in subsection (7) of this section - **PROPOSED AMENDMENT TO POLICY ON RETENTION AND DELEGATION OF AUTHORITY***

*(9) Require that the governing board, or the designee of the governing board, respond to questions that arise from public comments at meetings of the governing board; - **SECTION 1.2 OF POLICY ON PUBLIC COMMENT GUIDELINES***

*(10) Memorialize the process for filling appointments to the governing board; - **POLICY ON TRUSTEE APPOINTMENT***

Summary of Requested Action: Governing Documents Review  
04 December 2023

*(11) Require that when a vacancy on the governing board is expected:*

*(a) At a public meeting, the governing board will assess the needs of the board and identify the ideal characteristics of any individual chosen to fill the vacancy, including but not limited to preferred skill sets, experience or geographic representation; SECTION 3.2 OF POLICY ON TRUSTEE APPOINTMENT*

*(b) The governing board will invite members of the public university community to submit recommendations about the ideal characteristics described in paragraph (a) of this subsection to the board; and - SECTION 3.3 OF POLICY ON TRUSTEE APPOINTMENT*

*(c) That when the governing board notifies the Governor that there will be a vacancy on the board, the board also communicates to the Governor the ideal characteristics identified in paragraphs (a) and (b) of this subsection; and SECTION 3.3 OF POLICY ON TRUSTEE APPOINTMENT*

*(12) Require the governing board to: - POLICY ON BOARD SELF-EVALUATION*

*(a) Regularly conduct a self-evaluation; and*

*(b) At each self-evaluation, provide an opportunity for the university community to provide written input or public testimony evaluating the work of the board.*

**Board of Trustees of the University of Oregon**

**Resolution: Adoption of Amendments to Policy on Retention and Delegation of Authority**

WHEREAS, the University of Oregon (University) is governed by, and the business and affairs of the University are ultimately overseen by, the Board of Trustees as described in ORS Chapter 352;

WHEREAS, as provided in ORS 352.029, the Board of Trustees manages the affairs of the university by exercising and carrying out all of the powers, rights and duties that are expressly conferred upon the board by law, or that are implied by law or are incident to such powers, rights and duties;

WHEREAS, as provided in ORS 352.087(1)(m), the Board of Trustees may establish policies for the organization, administration and development of the university which, to the extent set forth in those policies, shall have the force of law;

WHEREAS, effective governance is benefited by the Board’s periodic review of its governing documents to ensure alignment with best practice and state statute;

WHEREAS, a review of the Policy on Retention and Delegation of Authority has resulted in recommended changes outlined in Exhibit A, attached to this resolution;

WHEREAS, the Executive, Audit, and Governance Committee has referred this matter to the full Board of Trustees as a seconded motion, recommending adoption;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby approves the amendments to the Board’s Policy on Retention and Delegation of Authority as outlined in Exhibit A

Moved: \_\_\_\_\_

Seconded:

Trustee	Vote	Trustee	Vote
Aaron		Moses	
Boyle		Seeley	
Evans Jackman		Storment	
Fick		Tykeson	
Holwerda		Ulum	
Hornecker		Wool	
Madison		Worden	

Dated: \_\_\_\_\_

Recorded:



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**Board of Trustees of the University of Oregon  
Policy on Retention and Delegation of Authority**

**Preamble**

As provided in ORS 352.025, the Legislative Assembly has found that the State of Oregon will benefit from having public universities with governing boards that provide transparency, public accountability and support for the university and act in the best interests of both the university and the State of Oregon as a whole.

As provided in ORS 352.029, the Board of Trustees manages the affairs of the university by exercising and carrying out all of the powers, rights and duties that are expressly conferred upon the board by law, or that are implied by law or are incident to such powers, rights and duties.

As provided in ORS 352.087, the Board of Trustees may perform any other acts that in the judgment of the Board are required, necessary or appropriate to accomplish the rights and responsibilities granted to the board and the university by law.

As provided in ORS 352.096, the president of the university is the president of the faculty. The president is also the executive and governing officer of the university, except as otherwise provided by statute or action of the governing board. Subject to the supervision of the governing board, the president of the university has authority to direct the affairs of the university.

As provided in ORS 352.146, the president and professors constitute the faculty and as such have the immediate government and discipline of a university with a governing board and the students therein, except as otherwise provided by law or action of the Board of Trustees. The faculty may, subject to the supervision of the Board and ORS 352.089 prescribe the course of study to be pursued in the university and the textbooks used.

Nothing in this Policy affects any collective bargaining agreement entered into prior to the adoption of this Policy.

**1.0 Authority of the Board of Trustees; Appointment of the President of the University**

1.1 Board Authority. The Board of Trustees is the final University authority and has full control of the University and its property of various kinds. The Board may take any and all Board actions as it determines necessary or appropriate to the extent permitted by law. Board actions have precedence over other policies, standards, directives and other actions of the University and its constituent parts. Any policies, standards, directives and other actions of the University and its constituent parts shall be consistent with Board actions. To the extent permitted by law, the Board may review and intervene in any and all aspects of the University; modify any policy, standard, or directive; amend or rescind any existing policy, standard or directive; and enact and issue such policies, standards and directives as it deems proper for the University. The Board shall adopt a mission statement for the University in consultation with the faculty, students and staff members.

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1.2 Appointment of the President of the University. As provided in ORS 352.096, in consultation with the Governor, or the Governor’s designee, the Board shall appoint and employ a President of the University. Except in the case of an interim or acting president, the hiring committee for the president of the University shall include representatives of the university community and at least one other president of a public university based in Oregon. The President reports exclusively to the Board, and the Board supervises the President. The Board shall prescribe the President’s compensation and terms and conditions of employment and is responsible for the reappointment or removal of the President. The President shall perform such duties as are assigned by the Board. Except as otherwise provided by law or Board action, the President is the executive and governing officer of the University and President of the faculty. The President shall, periodically, report to the Board all significant matters within the President’s knowledge related to the affairs of the University.

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1.6.1 – The Board has the authority, subject to any collective bargaining agreements, to appoint and employ any instructional, research, administrative, professional, trade, occupational and other personnel as are necessary or appropriate and establish their compensation and other terms and conditions of employment. The Board also has the authority to appoint volunteers as necessary or appropriate and establish the terms and conditions of the activities of such appointed volunteers. The Board has delegated the authority described in this subsection as set forth in Board actions.

1.3 University Budget. The Board shall adopt the budget of the University.

1.4 Tuition and Fees.

1.4.1 The Board shall determine tuition and mandatory enrollment fees in accordance with ORS 352.102, ORS 352.103, ORS 352.105, and other applicable law.

1.4.2 The President determines all other fees, fines and charges, after providing notice to the Board. In arriving at a determination of fees, fines and charges, the President shall consult with employees and students as the President deems appropriate.

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1.5 Student Conduct. The Board has the authority to establish written standards of student conduct in consultation with the President, faculty and students.

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1.6.2 – Subject to any collective bargaining agreements, the Board has the authority to establish written codes of conduct for instructional, research, administrative, professional, trade, occupational and other personnel, including volunteers.

1.6 Business and Administrative Affairs. The Board retains authority for the following:

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1.6.1 The approval of the naming of University buildings or outdoor areas in recognition of individuals or organizations.

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1.6.2 The approval of the execution of instruments relating to real property where the anticipated cost or value to the University exceeds \$8,500,000. However, a quarterly report to the Board is required for each execution of instruments relating to real property where the anticipated cost or value to the University exceeds \$5,000,000 but is less than \$8,500,000.

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1.6.3 The approval of the appointment of external auditors.

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1.6.4 The approval of a capital project budget that is anticipated to exceed \$8,500,000, including for architects, construction managers, engineers and other professional consultants; and approval of any increase to a board-approved capital project budget that causes the total of all increases to the capital project budget to exceed \$8,500,000 or fifteen percent (15%) of the approved budget, whichever is greater. However, a quarterly report to the Board is required for each capital project that exceeds \$5,000,000 but is less than \$8,500,000.

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1.6.5 The approval of the execution of instruments relating to any borrowing or debt finance transactions which are or may be in excess of \$5,000,000, singularly or in the aggregate.

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1.6.6 The approval of the execution of instruments relating to any shares, stock or other equity or interests in or obligations of any entity other than the University in excess of \$5,000,000, unless the shares, stock or other equity or interests in or obligations of the entity are publicly traded or provided through the State Treasurer, University of Oregon Foundation or a brokerage firm, investment bank, depository or other licensed firm.

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1.6.7 The approval of the execution of any other instruments, including but not limited to instruments related to the acquisition, disposal or provision of goods and services, where the anticipated cost or value to the University exceeds \$5,000,000; and approval of any increase or decrease in cost or value that causes the total of all increases or decreases in cost or value to exceed \$5,000,000. When the ultimate aggregate cost to the University is not known in advance for instruments relating to the acquisition, disposal or provision of goods or services on a continuing or intermittent basis (e.g. rental, service, or supply contracts), the amounts set forth in this paragraph shall be calculated on an annual basis.

Deleted: 1.7.7→ Consent to the encumbrance of University real property by the State of Oregon.¶

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1.6.8 The approval of the execution of any instrument that the President, Treasurer, Chair of the Board of Trustees, or a majority of the Trustees deems appropriate for consideration by the Board or a Board committee, so long as the instrument has not been executed.

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1.7 Academic Programs; Degrees; Admissions.

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1.7.1 The Board has the authority to establish, eliminate, control or substantially reorganize academic programs and units of operation. Any significant change in the University's academic programs as defined by the Higher Education Coordinating Commission must be approved by the Board prior to submission to the Commission.

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1.7.2 The Board confers academic degrees, certificates and other forms of recognition upon the recommendation of the faculty. Such academic degrees, certificates and other forms of recognition are granted in the name of the Board of Trustees of the University of Oregon and are executed by the Board Chair and the University President. The Board reserves the right to review and approve the granting of any degree, certificate or recognition. The Board shall have the exclusive authority to approve honorary degrees.

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1.7.3 Except as provided by Board action, the President of the University has the authority to establish standards, qualifications, policies, and practices relating to admission to study at the University and the curriculum, grading, credits, scholarships, and academic standards of the University. Except as set forth in law or Board action, the faculty (the "president and professors") has the immediate government and discipline of the university and the students therein and the authority to prescribe the course of study to be pursued in the University and the textbooks to be used. The faculty shall have primary authority over choice of method of instruction; subject matter to be taught; academic standards for admitting students; and standards of student competence in a discipline.

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1.8. Gifts. The Board retains authority for the acceptance of the following gifts to the University:

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1.8.1 Gifts that create obligations on the part of the University for which there is no established funding source.

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1.8.2 Gifts with a value exceeding \$5,000,000 which involve construction of facilities not previously approved, provided that gifts described in this subsection with a value between \$1,000,000 and \$5,000,000 will be reported to the Board of Trustees quarterly.

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1.8.3 A gift requiring naming of a University building or outdoor area.

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1.8.4 Any other gift that the President, Treasurer, or a majority of the Board of Trustees deems appropriate for Board consideration.

Deleted: (2) Non-traditional investment assets (such as real estate, debt instruments, closely held stock, partnership interests, permanent insurance policies, royalties, copyrights, licenses, and other illiquid assets);

1.8.5 Gifts of real estate, interests in real estate, or gifts of debt instruments secured by real estate from other than the University of Oregon Foundation. The Treasurer shall determine in each such case, including when the gift is from the University of Oregon Foundation, whether a hazardous waste inquiry or other due diligence is required, and the scope and extent of such inquiry. The President and the Treasurer, in consultation with the Vice President for Advancement, shall establish further policies and procedures regarding evaluation of gifts of real estate, as may be necessary or desirable.

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Deleted: 1.9.5 -> Current gifts of non-traditional investment assets, charitable lead trusts where the University is to act as trustee, bargain sale gifts of property, and partial interest gifts. ¶  
1.9.6 -> Deferred gifts, if the University is to act as trustee or custodian of the deferred gift. ¶

1.9. Gifts to the University of Oregon Foundation and the Alumni Association of the University of Oregon. Gifts to the University of Oregon Foundation and the Alumni Association of the University of Oregon shall be accepted by the University of Oregon Foundation or Alumni Association of the University of Oregon, as appropriate, in accordance with then-current agreements between the University and the Foundation or the University and Association (as may be amended periodically).

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2.0 Policies, Standards and Directives

2.1 Governing Documents. The University shall have the following governing documents:

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2.1.1 Bylaws of the University of Oregon, policies, standards, directives and other actions approved by the Board of Trustees or a committee of the Board as appropriate ("Board actions").

2.1.2 Policies, standards and directives approved by the President of the University regarding matters within the authority of the President ("Presidential actions").

2.1.3 A University Constitution as described in this policy by which the President, professors and University constituencies shall exercise their shared governance roles.

Deleted: in accordance with ORS Chapter 352.

2.2 Force of Law; Emergency and Temporary Actions. Board actions shall have the force of law to the extent set forth therein. Emergency and temporary Presidential actions may have the force of law to the extent set forth therein. Any Board action or Presidential action that is intended to have the force of law must include an opportunity for appeal.

2.3 Enforcement. Any Board action or Presidential action may be enforced by the University through internal procedures and in any court of competent jurisdiction. All Board actions and Presidential actions are binding on University employees, students, volunteers, contractors and members of the public, except as set forth therein.

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**3.0 Authority of the President of the University**

Deleted: Public Notice. Except for emergency and temporary Board actions and Presidential actions, meeting materials and public notice shall be provided according to the Oregon Public Meetings Law.

3.1 Executive and Governing Officer; Delegation. The President of the University is the executive and governing officer of the University, except as otherwise provided by statute or Board actions. Subject to the supervision of the Board and Board action, the President shall direct the affairs of the University. The authorities and responsibilities of the President of the University include, but are not limited to, the authorities and responsibilities set forth in and modified by section 1.0 and this section 3.0, and the President may delegate any authorities and responsibilities, except as provided by Board actions. Any delegation must be consistent with Board actions. The President remains responsible for the proper functioning of the University, notwithstanding any delegation.

Deleted: 2.5 → Posting. After approval, emergency and temporary Board actions and Presidential actions shall be posted on the University website in a manner reasonably calculated to provide public notice of the approval. ¶

3.2 Policies, Standards and Directives; Consultation. The President of the University shall formulate, prescribe and issue Presidential actions regarding matters within the authority of the President when the Board or the President deems it necessary or appropriate. Any Presidential actions are subordinate to and must be consistent with Board actions. In carrying out these duties, the President shall consult with the faculty, other employees, and students as deemed appropriate by the President. Consultation shall not remove from the President the authority and the responsibility vested in the President by law and Board actions.

3.3 Emergency and Temporary Actions; Technical Corrections. The President of the University shall establish emergency and temporary policies, standards and directives when the Board or the President deems it necessary or appropriate. Such policies, standards and directives may have the scope and force of Board actions and must be reported to the Board expeditiously.

Pursuant to expedited procedures, the President of the University may amend Board actions and Presidential actions in order to correct typographical errors, make address or formatting changes, or clarify language without changing their effect. Such amendments must be reported to the Board quarterly. The President may make expedited repeals of Board actions (upon notice to the Board) and Presidential actions, provided that expedited repeals of Board actions must be ratified at the next Board or Executive Committee meeting.

3.4 Committees, Councils and Advisory Groups. The President of the University shall establish and define the charge of any and all University committees, councils, and advisory groups, except as provided in Board action. The establishment and charge of any and all University committees, councils and advisory groups shall be consistent with law and Board actions. The recommendations and reports of all committees, councils and advisory groups shall be made to the President. The President shall inform the Executive Committee of the Board regarding significant recommendations and reports related to the affairs of the University. Upon request by the Chair of the Board or a majority of the Trustees, the President shall provide the Board with a recommendation or report of a University committee, council or advisory group.

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3.5 Students. Subject to Board action, the President is responsible for development and administration of university policies and procedures governing the role of students and their conduct. In carrying out this responsibility, the President shall take into account the views of students, faculty, and others. The guidelines for student conduct which set forth prohibited conduct and provide for appropriate disciplinary hearings and sanctions for violations of institutional policies and procedures must be consistent with standards of procedural fairness. The Board recognizes and affirms the importance of active student involvement in the deliberative and decision-making processes.

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3.6. University Personnel.

3.6.1 The President of the University shall act for the Board of Trustees regarding all personnel and employment matters, including labor relations and approval of collective bargaining agreements. Subject to Board action, the President has the exclusive authority to and shall establish necessary or appropriate written policies, standards and directives covering all employees not represented by a collective bargaining organization and necessary or appropriate written policies, standards and directives covering employees represented by a collective bargaining organization, subject to any legal obligation to negotiate the terms and conditions of such policies, standards and directives with the exclusive representative of the relevant bargaining unit. Subject to ORS 352.076, upon request by the Chair of the Board or a majority of the Board, the President shall provide the Board with requested information regarding personnel and employment matters, including labor relations and collective bargaining.

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3.6.2 In a manner consistent with applicable state law and applicable collective bargaining agreements, the President may appoint any instructional, research, administrative, professional, trade, occupational and other personnel as are necessary or appropriate and establish their compensation and other terms and conditions of employment.

3.6.3 The President may appoint volunteers as necessary or appropriate and establish the terms and conditions of the activities of such appointed volunteers.

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3.6.4. Subject to any collective bargaining agreements, the President has the authority to establish written codes of conduct for instructional, research, administrative, professional, trade, occupational and other personnel, including volunteers.

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3.7 Research Grants and Contracts. The President of the University shall act for the Board of Trustees regarding grants and contracts for research, development, service, and training. However, a quarterly report to the Board is required for each initial contract or grant award that exceeds \$5,000,000, and when any increase or decrease to a contract or grant award causes the total of all increases or decreases to the contract or grant award to exceed \$5,000,000.

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3.8 Execution and Administration of University Affairs. Except as provided by Board action, the President of the University shall act for the Board regarding the execution and administration of

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instruments and the affairs of the University. Notwithstanding the dollar limits specified in section 1.0 above, the President shall act for the Board of Trustees regarding the execution and administration of all instruments, business affairs, and operations relating to:

- 3.8.1 Acquisition of electricity, natural gas, sewer, water, and all other utility services;
- 3.8.2 Subcontracts for collaborative research entered into in furtherance of sponsored research programs.
- 3.8.3 The acquisition of goods and services made by participating in contracts entered into by group purchasing organizations or pursuant to collaborative purchasing initiatives with public or non-profit entities.
- 3.8.4 The acquisition of fixtures, equipment and furnishings that are included in capital project budgets that have been authorized by the Board of Trustees.
- 3.8.5 The acquisition of goods and services for sponsored research programs when the source of the goods or services is directed by the sponsor, or the sponsor retains title to the goods acquired.
- 3.8.6 The settlement of claims or lawsuits brought against the University.
- 3.8.7 The acquisition of insurance or self-insurance.
- 3.8.8 Leases and licenses of real property and modifications thereto of up to 20 years.
- ~~3.8.9~~ The acceptance of current gifts of non-traditional investment assets, including but not limited to charitable lead trusts, bargain sale gifts of property, and partial interest gifts.
- ~~3.8.10~~ The acceptance of deferred gift assets.
- ~~3.8.11~~ Real property acquired through gift or devise from the University of Oregon Foundation;
- ~~3.8.12~~ The protection of the University's interests, property and operations in an emergency.
- ~~3.8.13~~ Actions and execution of documents necessary to establish legal entities, controlled by the University, through which the University may conduct business;
- ~~3.8.14~~ The selection of depositories and investments.
- ~~3.8.15~~ Instruments from the Higher Education Coordinating Commission, including, but not limited to, grant or loan agreements, to convey funds or state appropriation to the University.
- ~~3.8.16~~ The execution of instruments or the conduct of business affairs where approval by the Board or a Board committee is impractical due to time or other constraints. The President shall submit a report of any actions taken pursuant to this delegation to the Board of Trustees or its Executive Committee on or before the next regularly scheduled meeting.

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3.9 Legal Action. The President of the University shall act for the Board of Trustees regarding all legal action necessary or appropriate to protect the interests of the University. However, no litigation shall be instituted against a public entity or official or in exercise of the power of eminent domain without approval by the Board of Trustees.

Deleted: The Board Chair may authorize the institution of other litigation.

3.10 Gifts. Subject to Board action, the President of the University shall act for the Board of Trustees regarding all current and deferred gifts to the University, including gifts to establish quasi-endowed or permanently endowed funds. Notwithstanding any delegation by the President, a gift with unusual terms or conditions affecting an academic program shall be accepted only with the concurrence of the President to the proposed terms or conditions. The proceeds of any gift, devise, bequest, or contribution

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received by the University shall be administered in accordance with the intention of the donor and any directions of the Board of Trustees in accepting the gift. Wherever possible, the University of Oregon Foundation shall manage gifts. The President of the University is authorized to act for the Board of Trustees regarding the disposition of gifts.

3.11 Fees, Fines and Charges. Subject to Board action and applicable laws, the President of the University shall establish fees, fines, and charges after providing notice to the Board. In arriving at a determination of fees, fines and charges, the President shall consult with employees and students as the President deems appropriate. The President shall enforce the collection of tuition, mandatory enrollment fees, other fees, fines, charges, and all other amounts due to the University.

3.12 Transparency Practices. As described in ORS 352.076, the President shall conduct ongoing reviews of the practices and policies of the university relating to transparency and access. When conducting the reviews the President shall include faculty, nonfaculty staff and student representatives.

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#### 4.0 Authority of the Faculty

4.1 Role of the Faculty. As provided in ORS 352.146, the faculty, which consists of the President and the professors, has:

- 4.1.1 The immediate government and discipline of the university and the students therein, except as otherwise provided by law or action of the Board.
- 4.1.2 The authority, subject to the supervision of the Board, to prescribe the course of study to be pursued in the University and the textbooks to be used.

4.2 The President and the Professors. The President and the professors constitute the faculty. The President of the University is the president of the faculty. Shared governance, as a principle in American higher education, is embedded in longstanding practices, and reflects the regard for all stakeholders in the academic endeavors of the University.

4.3 Higher Education Coordinating Commission. Any significant change in the University's academic programs as defined by the Higher Education Coordinating Commission must be approved by the Board committee responsible for academic affairs prior to submission to the Commission.

4.4 University Constitution. The faculty has adopted a University Constitution which was ratified by the President in 2011. A University Constitution, and any amendments to it, must be consistent with law and Board actions.

4.5 Modification. A University Constitution is subject to modification as set forth therein or by the Board of Trustees in consultation with the President and the professors consistent with applicable law.

#### 5.0 Channel of Authority

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The faculty and officers and employees of the University shall, through appropriate channels, be responsible to the President of the University and through the President to the Board of Trustees, except that the Treasurer, General Counsel and Secretary are responsible to the Board in relation to the business of the Board.

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**Board of Trustees of the University of Oregon**

**Resolution: Adoption of Policy Statement on Public Comment**

WHEREAS, the University of Oregon (University) is governed by, and the business and affairs of the University are ultimately overseen by, the Board of Trustees as described in ORS Chapter 352;

WHEREAS, as provided in ORS 352.029, the Board of Trustees manages the affairs of the university by exercising and carrying out all of the powers, rights and duties that are expressly conferred upon the board by law, or that are implied by law or are incident to such powers, rights and duties;

WHEREAS, as provided in ORS 352.087(1)(m), the Board of Trustees may establish policies for the organization, administration and development of the university which, to the extent set forth in those policies, shall have the force of law;

WHEREAS, Senate Bill 273, passed by the Oregon Legislature in 2023 requires governing Boards to establish policy relating to specific requirements regarding public comment at Board meetings;

WHEREAS, the Executive, Audit, and Governance Committee has referred this matter to the full Board of Trustees as a seconded motion, recommending adoption;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby approves the policy statement on public comment at Board meetings described in Exhibit B.

Moved: \_\_\_\_\_

Seconded:

Trustee	Vote	Trustee	Vote
Aaron		Moses	
Boyle		Seeley	
Evans Jackman		Storment	
Fick		Tykeson	
Holwerda		Ulum	
Hornecker		Wool	
Madison		Worden	

Dated: \_\_\_\_\_

Recorded:

## Public Meetings and Constituent Participation Policy

The Board of Trustees of the University of Oregon (the “Board”) believes that public comment and participation is an important component of effective governance. Additionally, the Board strives to ensure that its partners in shared governance at UO have meaningful opportunities to provide reports and feedback to the board at its regularly scheduled meetings.

### **Section 1- Comments by members of the public**

*1.1 The Board will provide a live public comment period at each regularly scheduled Board meeting.*

*1.2 The Board, or an assigned designee, will provide a response to questions that arise from the public comment period within 60 days of each regularly scheduled meeting.*

### **Section 2- Public Comment Guidelines**

2.1 Public comments must align with the Board’s published Public Comment Guidelines

2.2 Priority in public comment will be given to topics before the Board on the given meeting’s agenda. The Board Chair may grant an exception to this priority if no other individual is waiting to comment on an agenda item if time allows. The Board Chair may call individuals out of order to ensure that as many relevant viewpoints as possible are heard. The Chair may also ask that groups designate one spokesperson to make comments on a given topic.

2.3 Each full Board meeting will generally include 30 minutes scheduled for public comment.

2.4 Each person providing public comment is generally limited to three minutes. This time may be adjusted at the discretion of the Board Chair to include a greater number of participants.

2.5 Those wishing to make public comment at a meeting of the Board need to sign-up and provide their name, email, phone and relationship to the University either on the public sign-up sheet available at the meeting, or at least 24 hours prior to the meeting by emailing the Board.

2.6 Individuals wishing to provide written information to the Board may do so by emailing the Board at least 24 hours ahead of a meeting or bringing 30 copies of the material to the meeting, or delivering 30 copies to the Office of the Secretary 48 hours before the meeting.

2.7 The Board Chair and the Secretary will determine whether submitted material is appropriate for dissemination to trustees based on the University’s bylaws. Documents provided to the board are public records.

**Section 3- Participation by Campus Shared Governance Organizations**

*3.1 A representative from the Associated Students of the University of Oregon will be allowed to provide comments and submit a report at each regularly scheduled Board meeting.*

*3.2 A representative from the University of Oregon Senate will be allowed to provide comments and submit a report at each regularly scheduled Board meeting.*

**Section 4- Participation by Campus Labor and Employee Organizations**

*4.1 A representative from each official campus labor organization certified by the Employment Relations Board, will be allowed to provide comments and submit a report at each regularly scheduled Board meeting if requested.*

*4.2 A representative from the Officers of Administration Council will be allowed to provide comments and submit a report at each regularly scheduled Board meeting if requested.*

**Board of Trustees of the University of Oregon**

**Resolution: Adoption of Policy Statement on Presidential Selection**

WHEREAS, the University of Oregon (University) is governed by, and the business and affairs of the University are ultimately overseen by, the Board of Trustees as described in ORS Chapter 352;

WHEREAS, as provided in ORS 352.029, the Board of Trustees manages the affairs of the university by exercising and carrying out all of the powers, rights and duties that are expressly conferred upon the board by law, or that are implied by law or are incident to such powers, rights and duties;

WHEREAS, as provided in ORS 352.087(1)(m), the Board of Trustees may establish policies for the organization, administration and development of the university which, to the extent set forth in those policies, shall have the force of law;

WHEREAS, Senate Bill 273, passed by the Oregon Legislature in 2023 requires governing Boards to establish policy relating to specific requirements regarding the selection of a new permanent president;

WHEREAS, the Executive, Audit, and Governance Committee has referred this matter to the full Board of Trustees as a seconded motion, recommending adoption;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby approves the policy statement on selection of a new permanent president, described in Exhibit C.

Moved: \_\_\_\_\_

Seconded:

Trustee	Vote	Trustee	Vote
Aaron		Moses	
Boyle		Seeley	
Evans Jackman		Storment	
Fick		Tykeson	
Holwerda		Ulum	
Hornecker		Wool	
Madison		Worden	

Dated: \_\_\_\_\_

Recorded:

## Presidential Search Policy

The Board of Trustees of the University of Oregon (the “Board”) recognizes that the recruitment and selection of a university president is one of the most critical decisions that the board will undertake. The impact of the decision will impact all members of the university community including students, faculty, staff, alumni, and the state of Oregon.

It is essential that the Board can attract and retain an exceptionally qualified individual to serve as President so that the University can best achieve its mission and goals and serve the citizens of Oregon.

The Board is committed to having an open and inclusive process that engages and keeps the campus community informed at various points in the process.

### **Section 1- Appointment of an Interim President and commencement of Presidential search**

1.0 When a vacancy arises, the Board will appoint an interim president. Board Chair will consider diverse, and well-qualified candidates with a strong working knowledge of the University of Oregon and recommend candidate(s) to the Board for approval.

1.1 Although the Board retains the responsibility for the selection and appointment of UO’s President, the Board delegates to the Chair of the Board (“Chair”) the responsibility and authority to manage the search process and forward finalist(s) to the full Board for review and consideration.

### **Section 2- Formation of a search committee for permanent president**

2.0 To help facilitate a successful search, the Board chair will appoint a search committee that must include individuals that represent each of the following constituencies.

1. the Board
2. statutory faculty
3. current UO students
4. administrative staff (non-faculty)
5. classified staff
6. alumni
7. UO Foundation

2.1 The search committee must include a president of a public university based in Oregon.

2.2 The committee will include a search advocate to help ensure an inclusive process that gives due consideration to a diverse pool of candidates.

2.3 The search committee will be chaired by a trustee who will serve as the spokesperson for the committee.

2.4 The Chair will charge the Presidential Search Committee with organizing and executing all aspects of the arriving at a slate of finalists for the position as UO's next president, to be forwarded to the Board Chair.

2.5 The Board Chair may retain the services of a search firm to assist with the search.

2.6 The University Secretary will staff the committee as directed by the search committee chair.

### **Section 3- Development of a Presidential Profile**

3.0 The Board will approve a comprehensive leadership profile that will guide the search process.

3.1 The search committee will assist in the creation of this profile by conducting public comment sessions, surveys, and targeted focus groups.

3.2 The presidential profile should provide background on the university and should include the presidential position summary.

### **Section 4- Presidential Selection**

4.1 The Search Committee shall recommend qualified and vetted preliminary finalists to the Board Chair, who shall forward final candidates to the full Board.

4.2 The Board shall interview finalists forwarded by the Board Chair.

4.3 Prior to the final selection the Board chair will consult with the Governor or Governor's representative regarding the first-choice candidate as required by ORS 352.096(1)

4.4 The Board's final decision must be made in a public meeting and the Board's decisions and deliberations leading to that decision are to be made in accordance with Oregon's public meetings law.

**Board of Trustees of the University of Oregon**

**Resolution: Adoption of Policy Statement on Trustee Appointment**

WHEREAS, the University of Oregon (University) is governed by, and the business and affairs of the University are ultimately overseen by, the Board of Trustees as described in ORS Chapter 352;

WHEREAS, as provided in ORS 352.029, the Board of Trustees manages the affairs of the university by exercising and carrying out all of the powers, rights and duties that are expressly conferred upon the board by law, or that are implied by law or are incident to such powers, rights and duties;

WHEREAS, as provided in ORS 352.087(1)(m), the Board of Trustees may establish policies for the organization, administration and development of the university which, to the extent set forth in those policies, shall have the force of law;

WHEREAS, Senate Bill 273, passed by the Oregon Legislature in 2023 requires governing Boards to establish policy relating to specific requirements regarding trustee appointments;

WHEREAS, the Executive, Audit, and Governance Committee has referred this matter to the full Board of Trustees as a seconded motion, recommending adoption;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby approves the policy statement on trustee appointments, described in Exhibit D.

Moved: \_\_\_\_\_

Seconded:

Trustee	Vote	Trustee	Vote
Aaron		Moses	
Boyle		Seeley	
Evans Jackman		Storment	
Fick		Tykeson	
Holwerda		Ulum	
Hornecker		Wool	
Madison		Worden	

Dated: \_\_\_\_\_

Recorded:



## Board of Trustee Recruitment and Appointment Policy

The Board of Trustees of the University of Oregon (the “Board”) goal is to maintain a Board that operates at the highest levels of its fiduciary and governance responsibility. The Board will represent a wide range of expertise, knowledge, experiences and should be diverse and representative of the communities it serves. The purpose of this policy is to guide the Board’s efforts to identify individuals to recommend to the Governor for appointment that ensure this goal is met and the Board is best positioned to serve the university.

### **Section 1- Appointments to the Board of Trustees**

1.1 All members of the Board are nominated by the governor of the state of Oregon and confirmed by the Oregon Senate.

### **Section 2- Board of Trustee Terms**

2.1 At-large positions have four-year terms, and the student, faculty and staff positions have two-year terms.

2.2 All trustees may serve up to two full consecutive terms. If a trustee is appointed to fill a seat after the term has started, then the first appointment is considered a partial term, not a full term.

### **Section 3- Submitting recommendations to the Governor of Oregon for at-large Board vacancies.**

3.1 At a regularly scheduled Board meeting, the Board will assess the current needs of the board and publicly identify the ideal characteristics of an individual needed to fill the vacancy.

3.2 When a vacancy arises, the Board will invite members of the public university community to submit their recommendations about the ideal characteristics described in section 3.3.

3.3 When the Board notifies the Governor that there will be a vacancy, the Board Chair will communicate to the Governor the ideal characteristics identified in section 3.1 and 3.2 of this section.

3.4 The Board Chair will submit recommendations to the Governor for the at-large positions. Recommendations are based on a holistic view of the Board, its priorities, and the skills, characteristics, experiences, geographic diversity, and perspectives that will contribute to a well-rounded, effective, and collegial Board.

### **Section 4- Process for nominations for campus-based Board positions**

4.1 The Board shall complete the processes outlined in section 3.1 and 3.2 and will forward their needs assessment on to any campus-based organizations engaged in making recommendations to the Governor.

4.2 Individual organizations on campus such as the Associated Students of the University of Oregon (ASUO), University Senate, and campus-based labor organizations, may submit recommendations to the governor's office for student and staff designated position.

4.3 Any processes associated with these recommendations to the governor will be run by those outside representative organizations.

**Board of Trustees of the University of Oregon**

**Resolution: Adoption of Policy Statement on Board Self-Evaluation**

WHEREAS, the University of Oregon (University) is governed by, and the business and affairs of the University are ultimately overseen by, the Board of Trustees as described in ORS Chapter 352;

WHEREAS, as provided in ORS 352.029, the Board of Trustees manages the affairs of the university by exercising and carrying out all of the powers, rights and duties that are expressly conferred upon the board by law, or that are implied by law or are incident to such powers, rights and duties;

WHEREAS, as provided in ORS 352.087(1)(m), the Board of Trustees may establish policies for the organization, administration and development of the university which, to the extent set forth in those policies, shall have the force of law;

WHEREAS, Senate Bill 273, passed by the Oregon Legislature in 2023 requires governing Boards to establish policy relating to specific requirements regarding Board self-evaluations;

WHEREAS, the Executive, Audit, and Governance Committee has referred this matter to the full Board of Trustees as a seconded motion, recommending adoption;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby approves the policy statement on Board self-evaluations, described in Exhibit E.

Moved: \_\_\_\_\_

Seconded:

Trustee	Vote	Trustee	Vote
Aaron		Moses	
Boyle		Seeley	
Evans Jackman		Stormont	
Fick		Tykeson	
Holwerda		Ulum	
Hornecker		Wool	
Madison		Worden	

Dated: \_\_\_\_\_

Recorded:

## Board of Trustees Self-Evaluation Policy

The Board of Trustees of the University of Oregon (the “Board”) acknowledges that to best fulfill its responsibility to effectively govern the University, it holds itself to high standards of performance and professionalism. To achieve these standards, the Board commits itself to regular self-evaluation that will benefit the University of Oregon.

### **Section 1- Commitment to self-evaluation**

1.1 The Board will regularly perform self-reflective assessments of its work.

1.2 The evaluation process should focus on ensuring that the Board, as public officials who hold a fiduciary responsibility for the University, are performing at their highest level of engagement, performance, and professionalism.

### **Section 2- Self-evaluation process**

2.1 The Board’s Chair will be responsible for initiating the self-evaluation and setting the agenda and parameters of the process.

2.2 Each self-evaluation will include an opportunity for the university community to provide written input or public testimony evaluating the work of the Board.

2.3 The Board may utilize an outside consultant to guide the process, analyze the results, and help facilitate the public comment portion of the review.



The UO seeks approval from the Board of Trustees for an Educational Specialist (Ed.S.) degree in Educational Leadership, offered through the College of Education. The new program would take effect Fall 2024.

Board approval is required before this new program is submitted to the Higher Education Coordinating Commission (HECC)..

The below information is provided by the program and the Office of the Provost. All appropriate University committees, the University Senate, and the Provost have approved the proposed program. Detailed information (e.g., associated coursework, exam schedules and degree obtainment progression timelines) as provided to these bodies, and which will be provided to the HECC, is available upon request.

**1. Describe the purpose and relationship of the proposed program to the institution's mission and strategic plan.**

This proposal represents a re-design of UO's long-standing, very successful program to prepare educators to fill leadership roles within school district administration (e.g., Director of Special Programs, Director of Special Education, Director of Equity and Inclusion) and to lead school districts as superintendents. Our emphasis on evidence-based practice aligns well with the UO's research mission and signature strengths, and our focus on preparing educational leaders to improve learning outcomes for all students (with a special emphasis on students with disabilities, English learners, and students from backgrounds historically under-represented in post-secondary education) directly addresses the UO's strategic priorities related to diversity and cultural support of Oregon and its communities.

UO's mission is:

"Serving the state, nation and world since 1876. The University of Oregon is a comprehensive public research university committed to exceptional teaching, discovery, and service. We work at a human scale to generate big ideas. As a community of scholars, **\*we help individuals question critically, think logically, reason effectively, communicate clearly, act creatively, and live ethically.\***

Purpose

We strive for excellence in teaching, research, artistic expression, and the generation, dissemination, preservation, and application of knowledge. We are devoted to educating the whole person, and to **\*fostering the next generation of transformational leaders and informed participants in the global community.\*** Through these pursuits, we enhance the social, cultural, physical, and economic well-being of our students, Oregon, the nation, and the world."

Several key ideas in the UO mission, in bold font above, align closely with our proposed program's mission and purpose: to prepare people to be highly effective school leaders who can collaborate with others to improve outcomes for all students and who are committed to teaching, discovery, and service to those in our educational communities. The Ed.S. program in Educational Leadership will prepare compassionate, ethical educators to become transformative leaders committed to justice in America's schools. This program will build a community of scholars and practitioners who

help their community and schools to question critically, think logically, reason effectively, communicate clearly, and act creatively. Our graduates will be prepared to leverage opportunities as well as improve school performance in their areas of need, as indicated by school data and/or state and district goals/initiatives. It is our expectation that our graduates will represent the values of achievement, equity, good citizenship, and preparedness for future challenges.

**2. *What evidence of need does the institution have for the program?***

Our market analysis using Lightcast labor market data reveals a confluence of trends that demonstrate an ongoing need for licensed educational administrators in Oregon. Graduate level completions in this area at the master's through doctoral level between 2017-2021 in Oregon were down 44% while job openings in this area between 2018-2022 were up 6.5% for kindergarten through secondary administrators, and 40% for all other education administrators.

State data indicate that of Oregon's 216 superintendents, 159 have been hired in the past five years. This indicates a high level of turnover and need. Not only is the overall pipeline inadequate, but the current pipeline also reflects a lack of diversity – only 24% of Oregon superintendents are women, and fewer than 5% are leaders of color.

**3. *Are there similar programs in the state? If so, how does the proposed program supplement, complement, or collaborate with those programs?***

There is one other Ed.S. program in Oregon that is offered through a private university. Our program differs in two critical ways. First, our program is offered online to facilitate the participation of working professionals throughout the state. Second, through our partnership with the Coalition of Oregon School Administrators (COSA), our students will receive EDLD 607 credits in conjunction with three COSA conferences that focus on topics that are essential to ensuring that the needs of all students are considered. The topics are Special Education Policy and Practices, Oregon School Law and Finance, and Multilingual & English Language Development Policy and Practices. The credits will be offered in partnership with Continuing and Professional Education per the MOU on file.

**4. *What new resources will be needed initially and on a recurring basis to implement the program? How will the institution provide these resources? What efficiencies or revenue enhancements are achieved with this program, including consolidation or elimination of programs over time, if any?***

Angela Burham, Academic Program Coordinator, is a classified UO employee who has supported the Educational Leadership licensure and degree programs for several decades. We anticipate her primary focus will be on students enrolled in the degree programs (M.Ed., Ed.S., and D.Ed.).

We anticipate needing one additional Program Coordinator, whose focus will be on students enrolled in the licensure programs (Principal and Professional Administrator). COSA has a person currently serving in this role at 1.0 FTE, and we have built funding for this position into our budget.

With our heavy emphasis on online instruction (both asynchronous and synchronous), we anticipate needing some additional IT support (such as the support previously provided to the EMPL programs by Adam Pritt).

**Board of Trustees of the University of Oregon**

**Seconded Motion: Program Approval – Ed.S. in Educational Leadership**

WHEREAS, the University of Oregon (University) benefits from a cross-section of high quality, well-designed academic degree programs;

WHEREAS, the College of Education is dedicated to evidence-based practices that prepare educational leaders to improve learning outcomes for all students;

WHEREAS, the college seeks to redesign its long-standing and successful program to prepare educators to fill leadership roles within school district administrations by creating a new Education Specialist (Ed.S.) degree in Educational Leadership;

WHEREAS, the proposed program will be the only degree of its kind offered by a public university in the State of Oregon and will be offered through partnership with the Coalition of Oregon School Administrators;

WHEREAS, the program has been approved by relevant departments, the College of Education and, relevant academic committees, and the University Senate;

WHEREAS, the Board of Trustees’ approval is required before the program can be considered by the Higher Education Coordinating Commission;

WHEREAS, the Academic and Student Affairs Committee has referred this matter to the full Board of Trustees as a seconded motion, recommending adoption;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby approves the Education Specialist in Educational Leadership degree as proposed in associated materials.

Moved: \_\_\_\_\_ Seconded: \_\_\_\_\_

Trustee	Vote	Trustee	Vote
Aaron		Moses	
Boyle		Seeley	
Evans Jackman		Storment	
Fick		Tykeson	
Holwerda		Ulum	
Hornecker		Wool	
Madison		Worden	

Dated: \_\_\_\_\_ Recorded: \_\_\_\_\_

## **Agenda Item #4**

### **Annual Report on Student Enrollment and Financial Aid**



# 2023 Enrollment and Financial Aid Update

Student Services and Enrollment Management

Roger J. Thompson  
SSEM Vice President

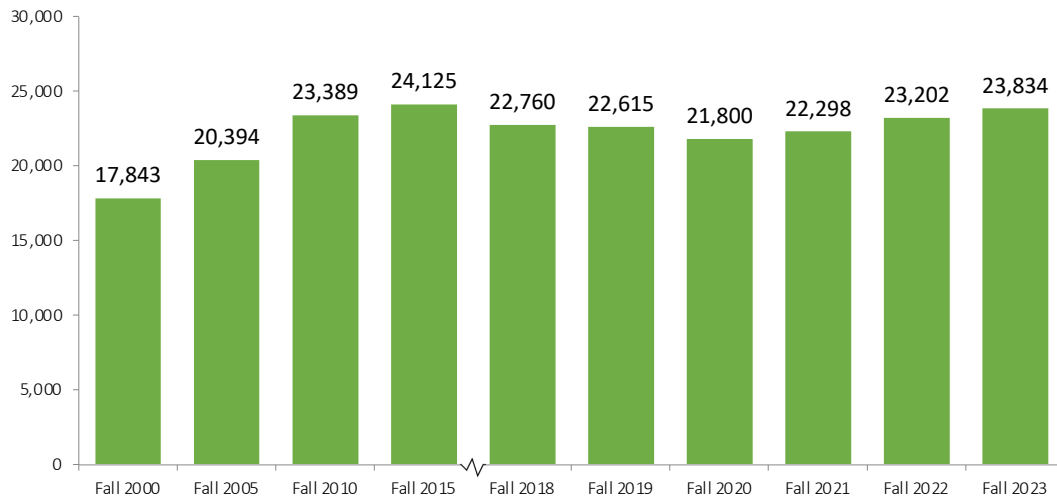
Jim Brooks

SSEM Senior Associate Vice President, Director of Financial Aid and Scholarships



1

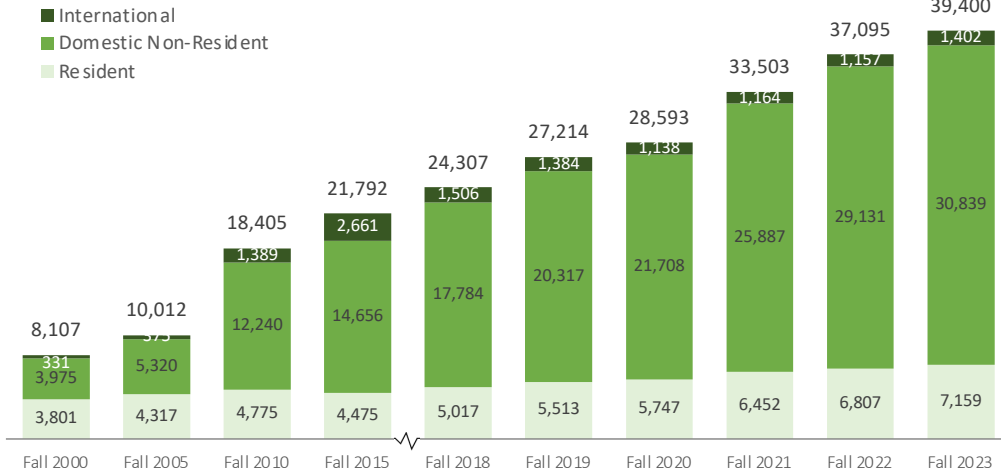
## Total University of Oregon Enrollment



Record University of Enrollment headcount was 24,591 in fall 2012  
Fall fourth week census. Includes graduate enrollment.  
UO SSEM Research and Assessment, 11/13/2023

2

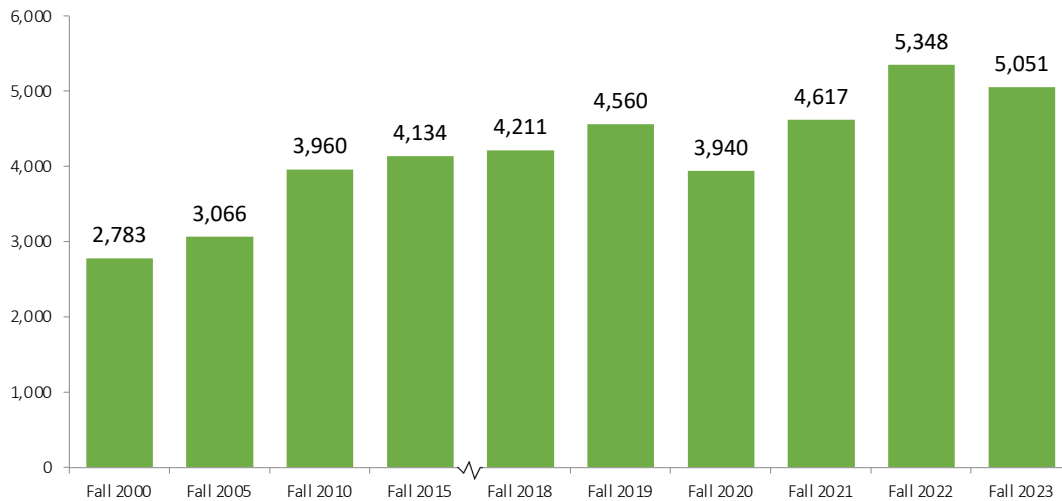
# First-Year Application Growth by Residency



Fall 2005 and Fall 2010 use census total and production residency.  
All other years use fourth week census.  
UO SSEM Research and Assessment, 11/17/2023

3

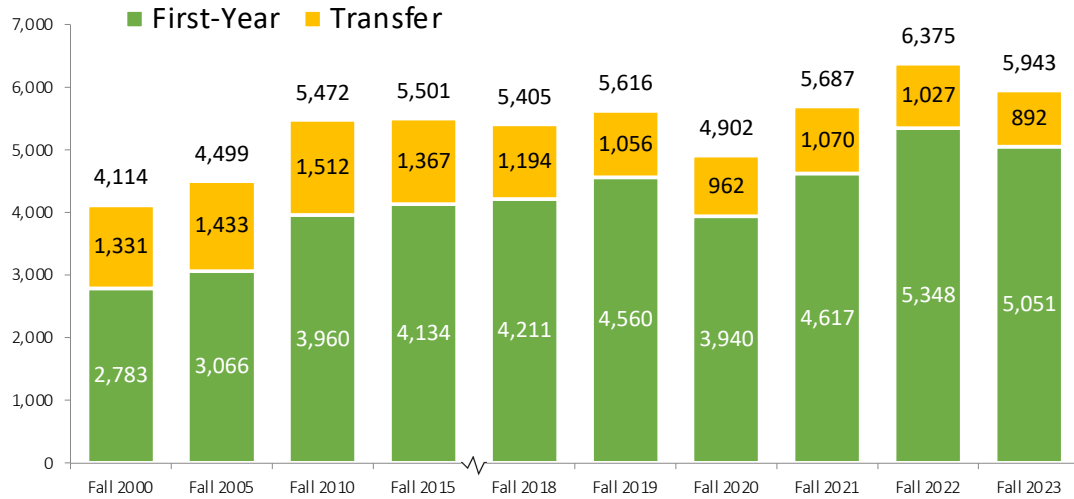
# New First-Year Students: Class Size



Fall fourth week census. Includes fall and summer starts.  
UO SSEM Research and Assessment, 11/13/2023

4

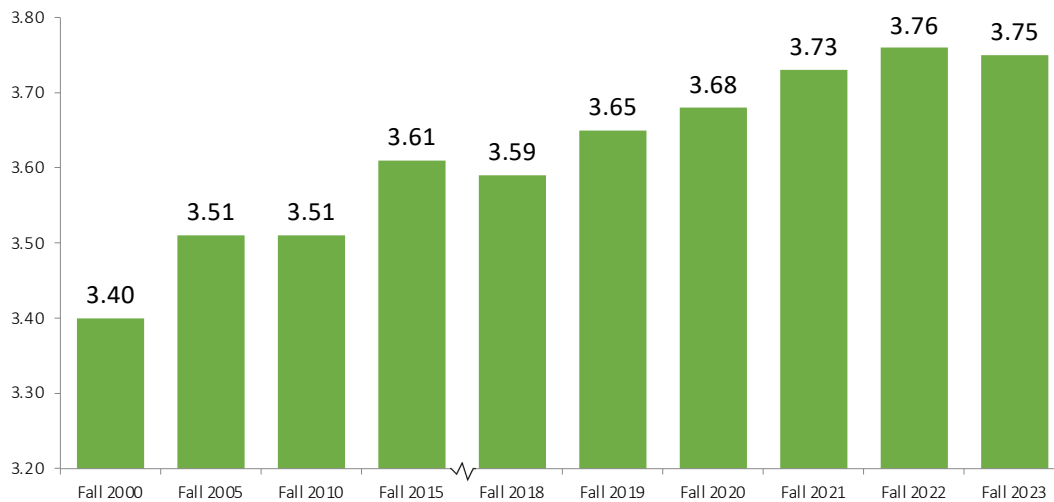
## New Undergraduate Students: Class Size



Fall fourth week census. Includes fall and summer starts. Transfer includes exchange.  
 UO SSEM Research and Assessment, 11/13/2023

5

## New First-Year Students: Average High School GPA

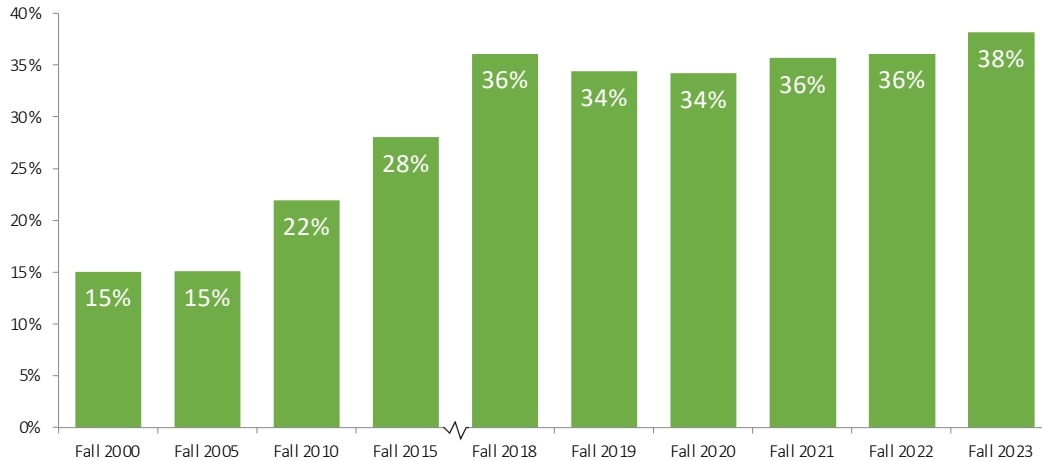


Fall fourth week census. Includes fall and summer starts.  
 UO SSEM Research and Assessment, 11/13/2023

6

# First-Year 2023 Students: Racial and Ethnic Diversity

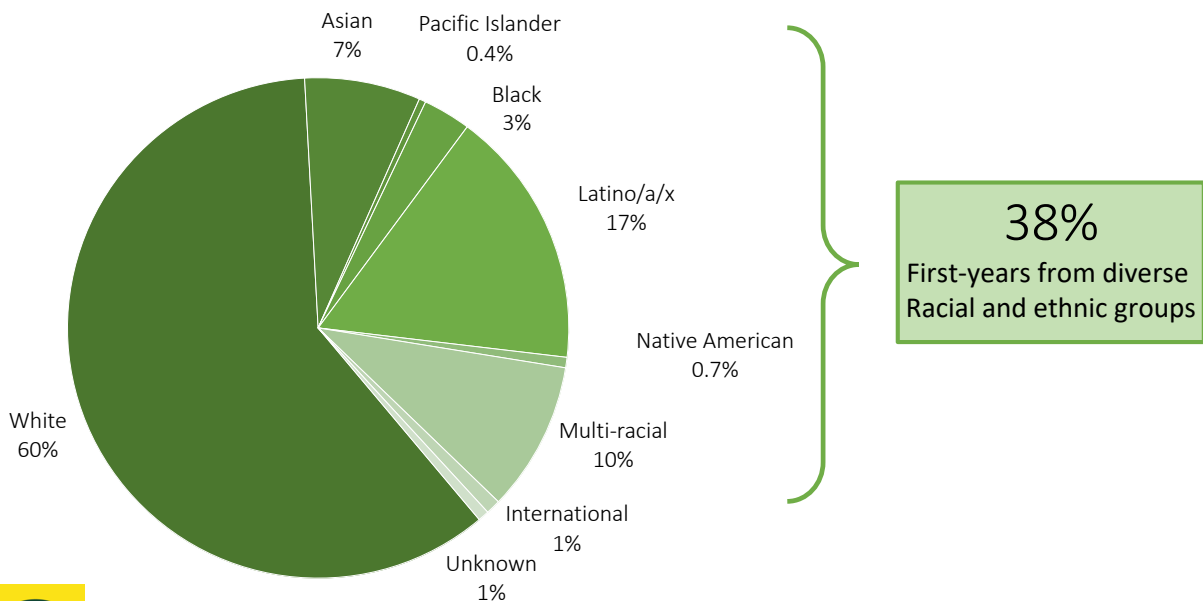
Percent Identifying as a Domestic Minority: Native American, Asian, Black, Latino/a/x, or Pacific Islander



Fall fourth week census. Includes fall starts for 2000 to 2010 and fall and summer starts for 2015+. UO SSEM Research and Assessment, 11/17/2023

7

# First-Year 2023 Students: Racial and Ethnic Diversity

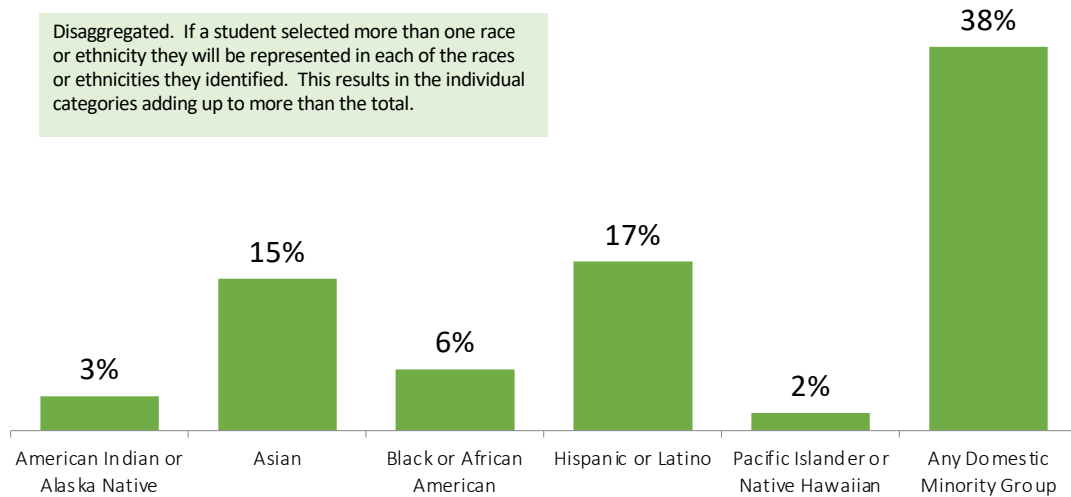


Federal methodology. Includes fall and summer freshman starts. UO SSEM Research and Assessment, 11/9/2022

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## First-Year 2023 Students: Racial and Ethnic Diversity

Disaggregated. If a student selected more than one race or ethnicity they will be represented in each of the races or ethnicities they identified. This results in the individual categories adding up to more than the total.

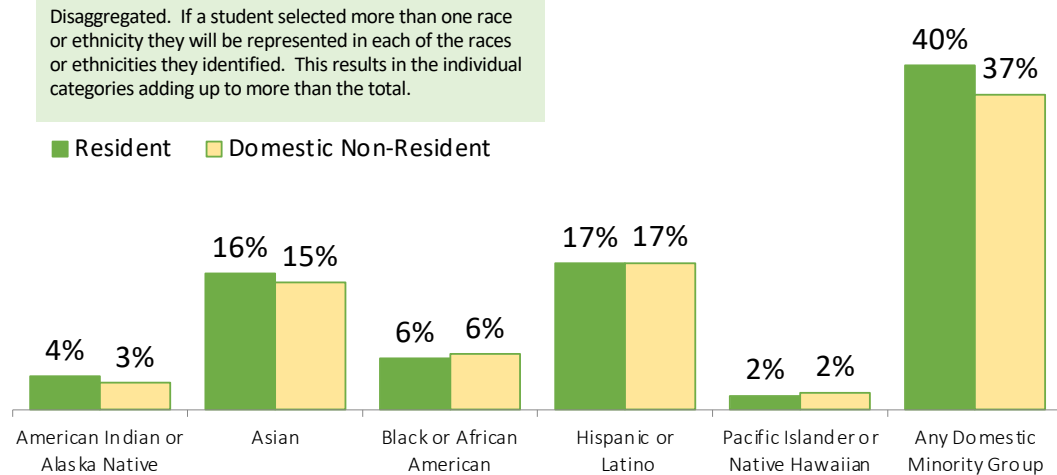


Reflects fourth week census for fall 2023  
Individual categories add up to more than 38% because many students identify with more than one race or ethnicity.  
UO SSEM Research and Assessment, 11/14/2023

9

## First-Year 2023 Students: Racial and Ethnic Diversity By Residency

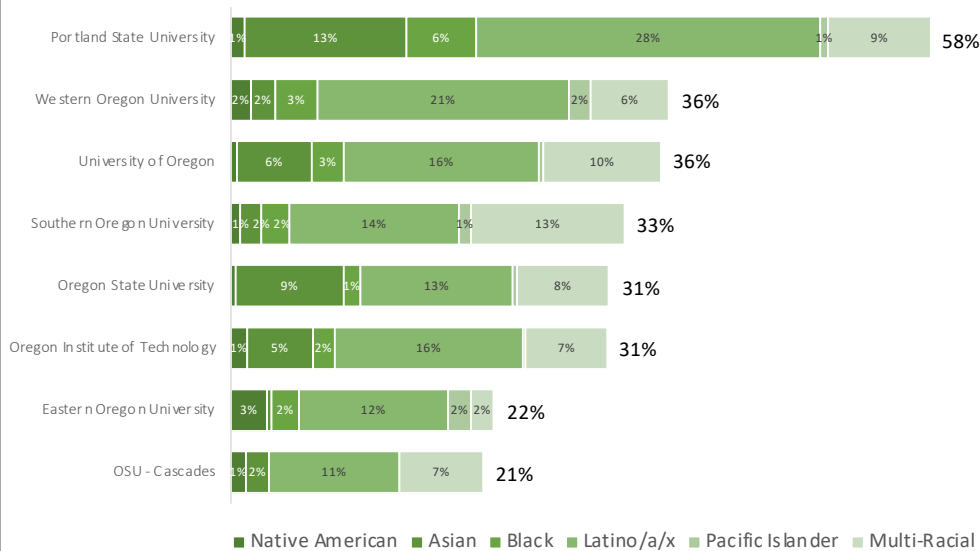
Disaggregated. If a student selected more than one race or ethnicity they will be represented in each of the races or ethnicities they identified. This results in the individual categories adding up to more than the total.



Reflects fourth week census for fall 2023  
Individual categories add up to more than the total because many students identify with more than one race or ethnicity.  
UO SSEM Research and Assessment, 11/16/2023

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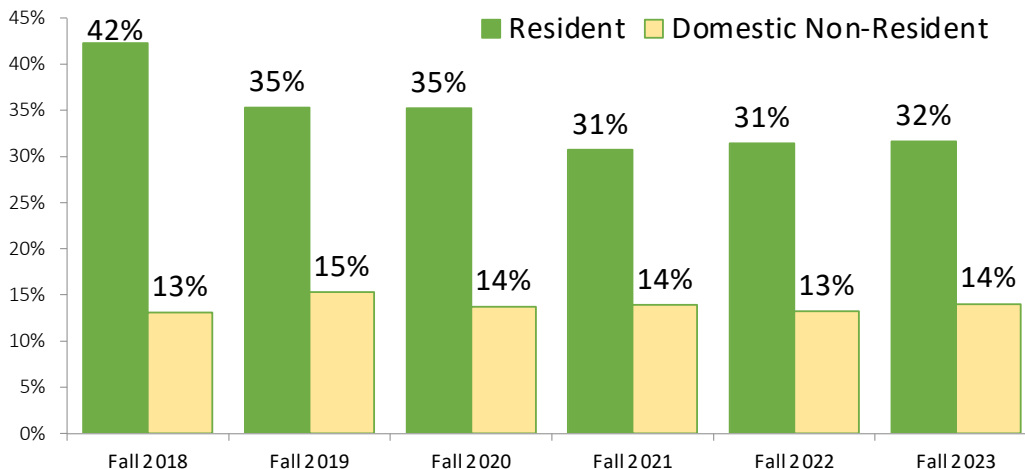
## First-Year Student Diversity 2021: Oregon Public Universities



NCES IPEDS, Race and ethnicity of first-year students in fall 2021. Uses federal methodology.  
 UO SSEM Research and Assessment, 11/14/2023

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## First-Year 2023 Students: Percent Pell by Residency



Pathway students are significantly more diverse as measured by race and ethnicity, with 57% of our first-year Pathway residents identifying as a domestic minority compared to 33% for first-year residents who are not in PathwayOregon.  
 Fall fourth week census. Includes fall and summer starts.  
 UO SSEM Research and Assessment, 11/17/2023

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# Financial Aid & Scholarships

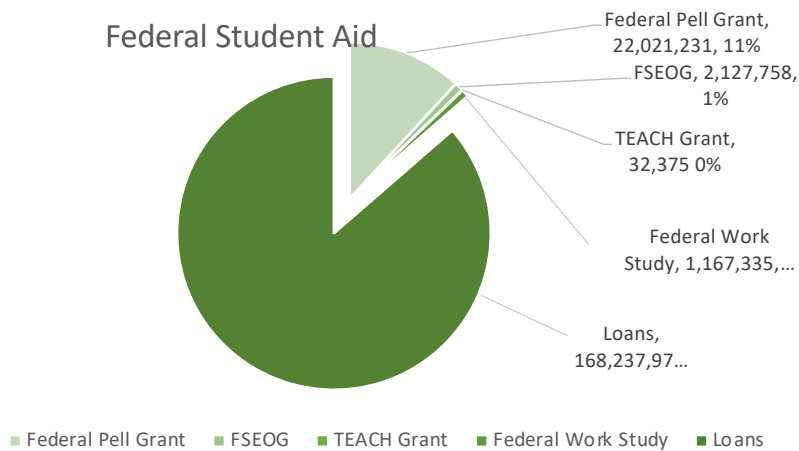
Jim Brooks

SSEM Senior Associate Vice President, Director of Financial Aid and Scholarships



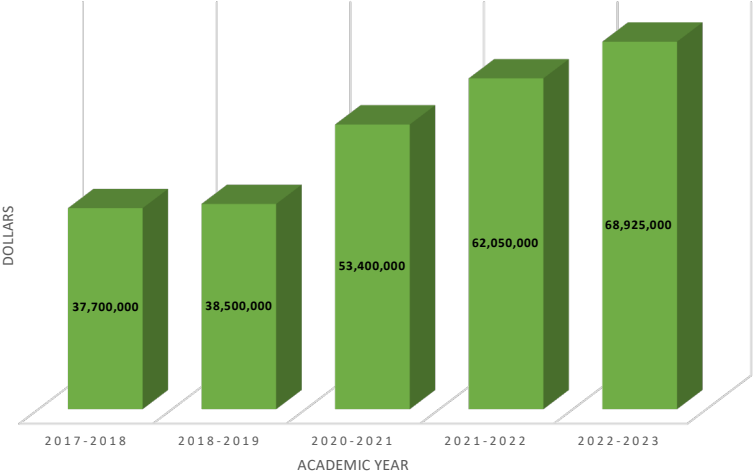
13

## Federal Student Aid Snapshot

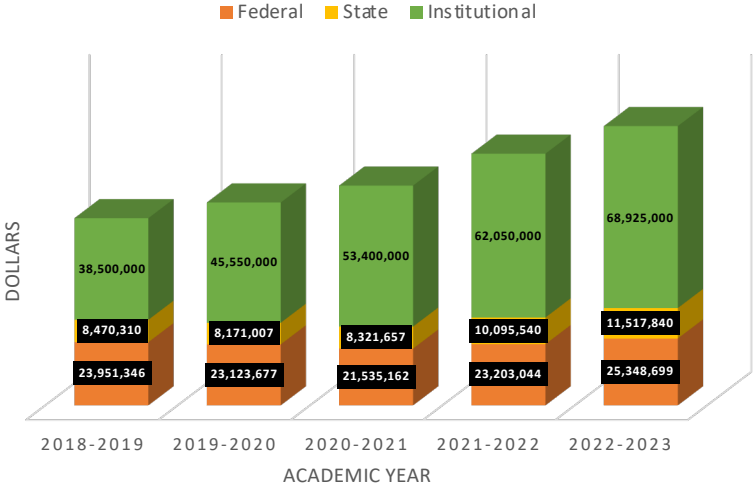


14

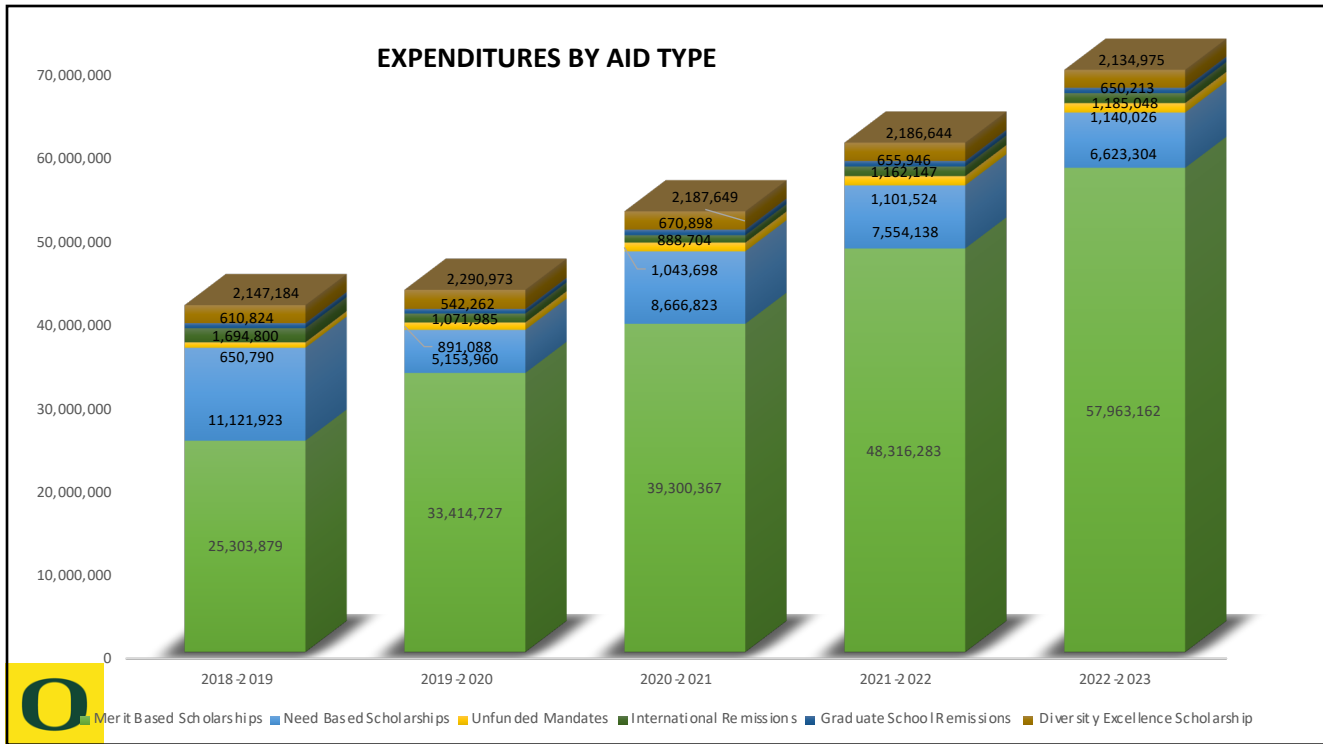
### INSTITUTIONAL AID BUDGET



### INSTITUTIONAL, FEDERAL, STATE GRANTS







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## About the First-Year Admit Survey

33,096 University of Oregon first-year admits to fall 2023  
Sent to all admits whether or not they have deposited at the UO.

6,569 responses  
20% response rate

Survey Open: May 10 to May 29

Primary Assessment Outcomes

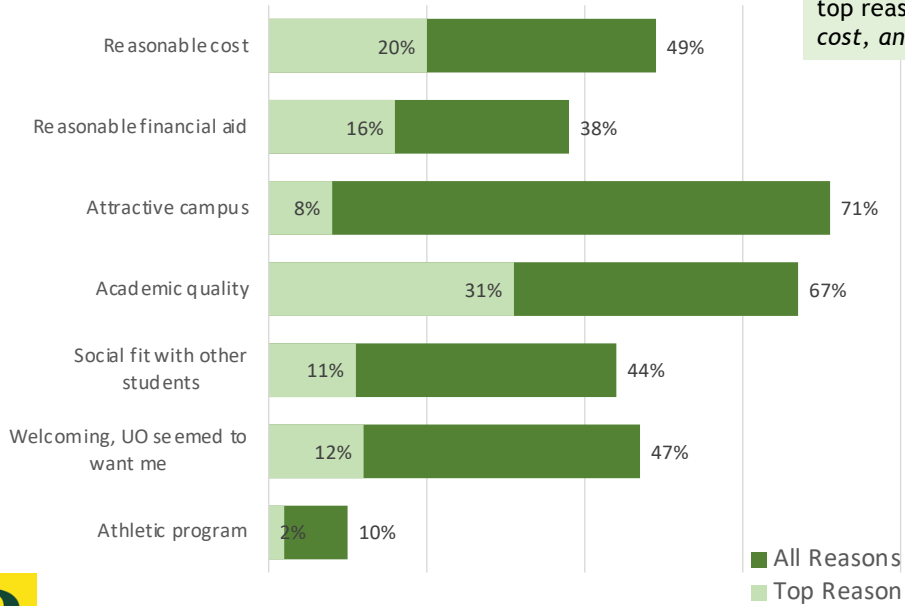
1. **Understand why students are and are not choosing the University of Oregon**
  - a. Specific focus on the impact of cost and aid
2. **Understand which recruitment efforts have the biggest positive impact on the decision to enroll.**
3. Understand the competitive differences between University of Oregon and specific competitors.

Specific group response rates:  
 5,527 deposits invited, 1,952 complete (35%)  
 19,904 admits invited, 2,614 complete (13%)  
 7,665 cancels invited, 2,003 complete (26%)  
 33,096 total invited, 6,569 complete (20%)

Program improvement only. Survey results are not to be published.

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## Why Did You Choose UO? (Residents)



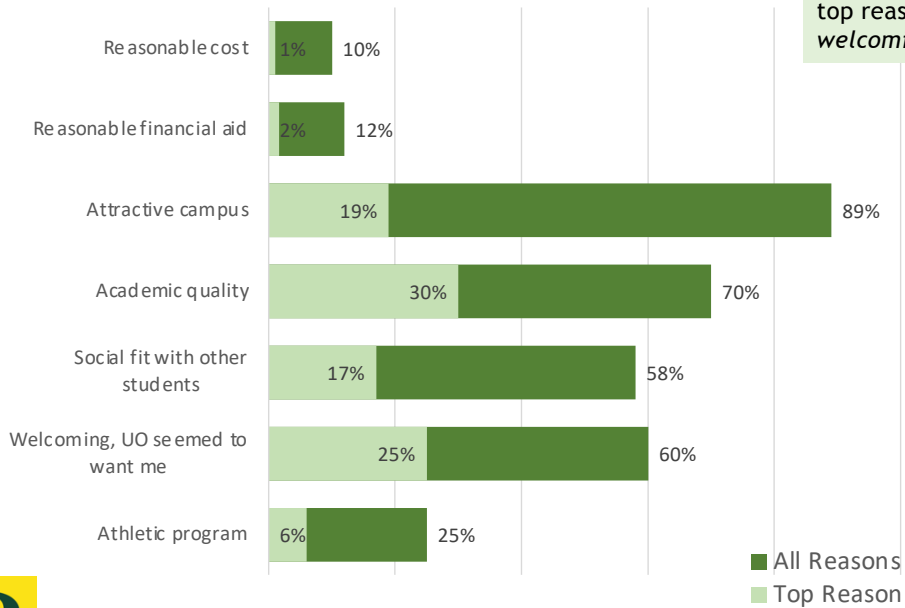
Residents on average choose 3.3 reasons why they chose the UO. The top reasons are *academic quality, cost, and aid*.



Source: First-Year Admit Survey 2023  
SSEM Research and Assessment

Resident

## Why Did You Choose UO? (Non-Residents)



Non-Residents on average choose 3.2 reasons why they chose the UO. The top reasons are *academic quality, welcoming, and attractive campus*.

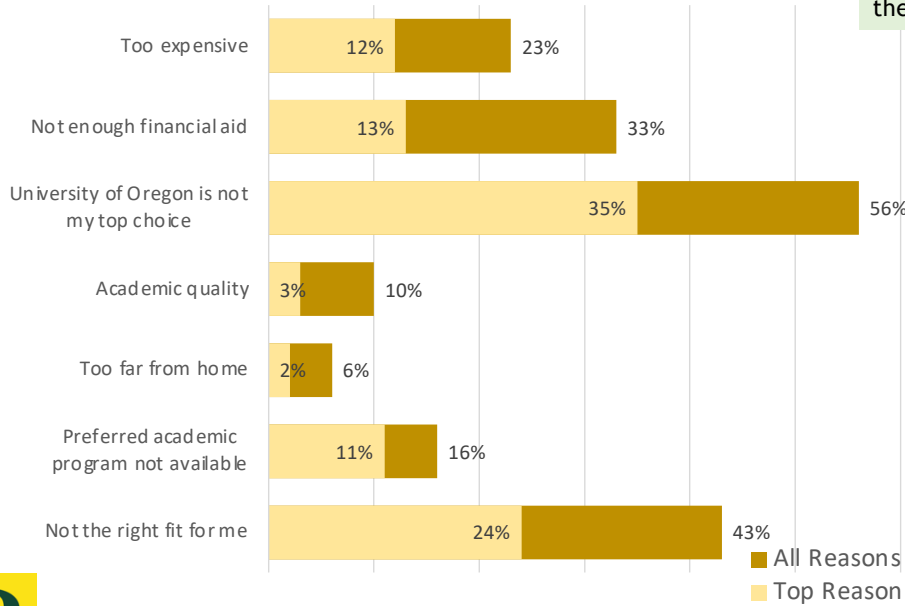


Source: First-Year Admit Survey 2023  
SSEM Research and Assessment

Non-Resident

## Why Did You NOT Choose UO? (Residents)

Residents on average choose 1.9 reasons why they did not choose the UO.



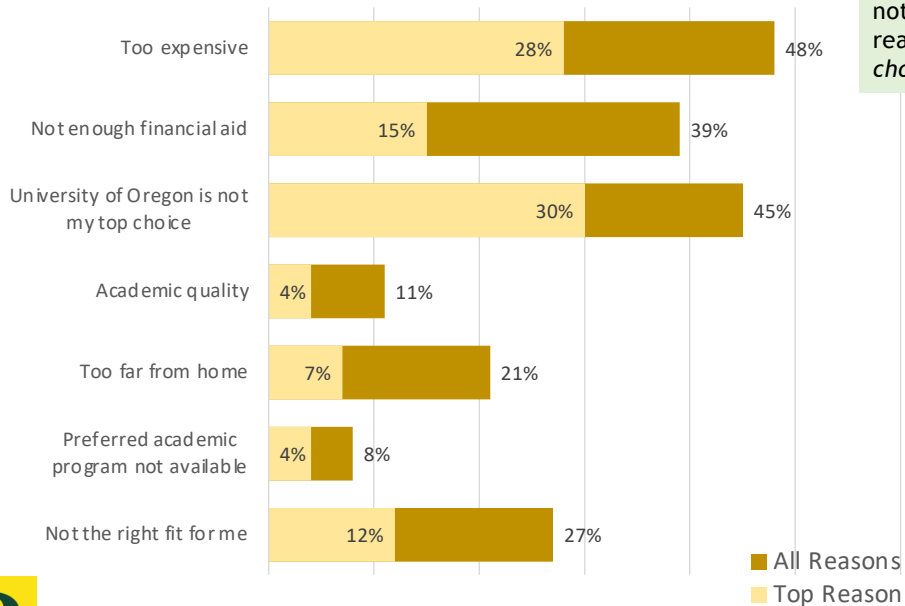
Source: First-Year Admit Survey 2023  
SSEM Research and Assessment

Resident

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## Why Did You NOT Choose UO? (Non-Residents)

Non-Residents on average choose 2.0 reasons why they did not choose the UO. The top reasons are *UO is not my top choice, cost, and aid.*

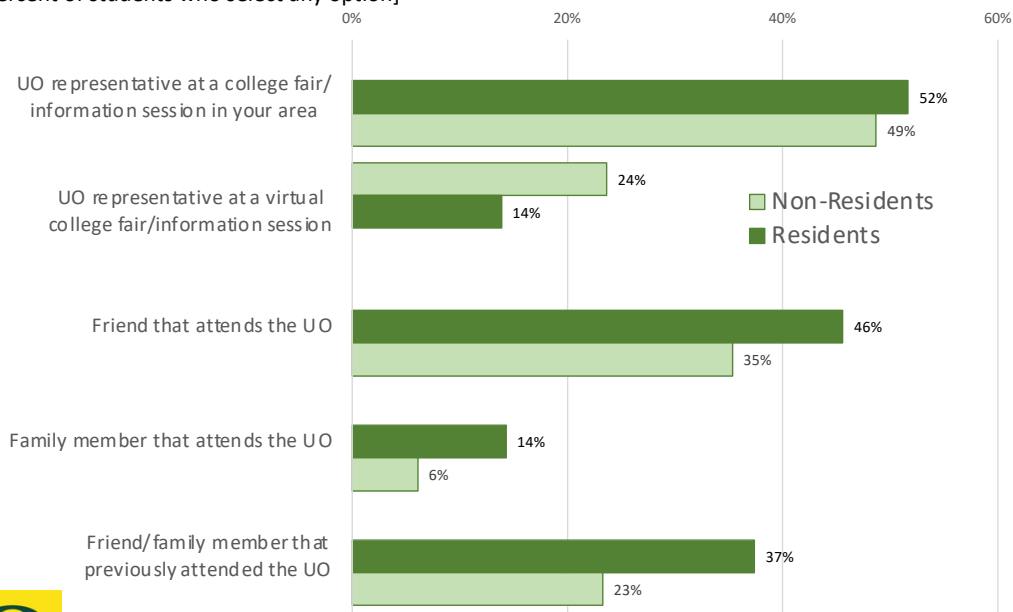


Source: First-Year Admit Survey 2023  
SSEM Research and Assessment

Non-Resident

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## Who did you speak with to learn about the University of Oregon? [Percent of students who select any option]



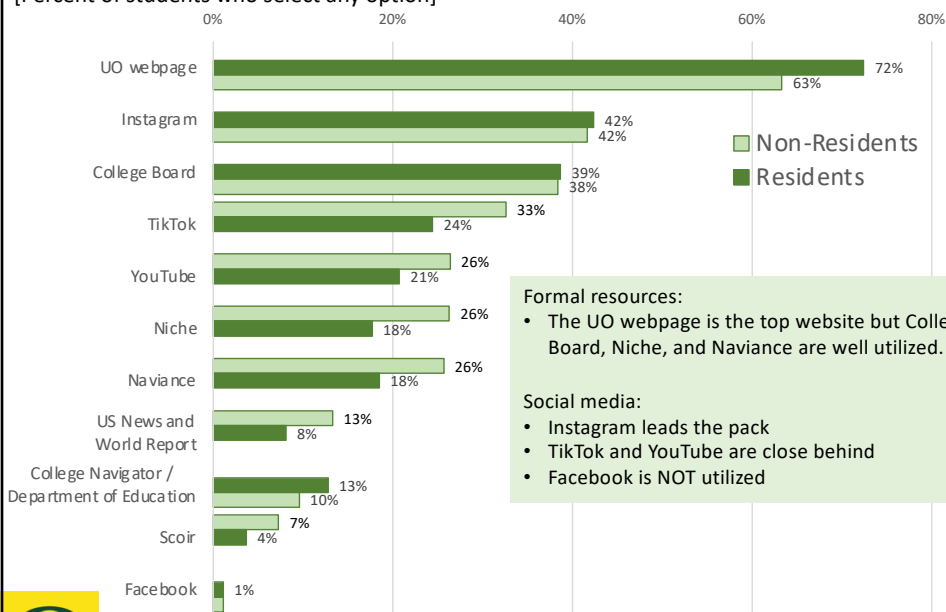
Friends and alums are commonly used as resources to learn about the University of Oregon



Source: First-Year Admit Survey 2023  
SSEM Research and Assessment

23

## What sites or apps did you use to learn about UO? [Percent of students who select any option]



**Formal resources:**

- The UO webpage is the top website but College Board, Niche, and Naviance are well utilized.

**Social media:**

- Instagram leads the pack
- TikTok and YouTube are close behind
- Facebook is NOT utilized



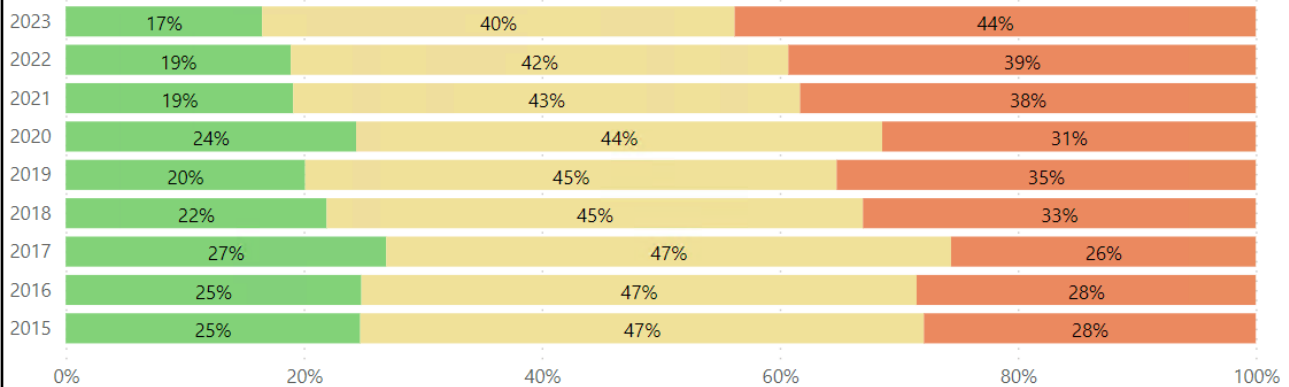
Source: First-Year Admit Survey 2023  
SSEM Research and Assessment

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## How many colleges did you apply to?

Out of state students are applying to more and more colleges. Students considering more colleges are far less likely to enroll.

● 1 to 5 ● 6 to 10 ● 11 or more



Source: First-Year Admit Survey 2015 to 2023  
SSEM Research and Assessment

Non-Resident

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# Questions and Discussion

Jim Brooks

SSEM Senior Associate Vice President, Director of Financial Aid and Scholarships

Roger J. Thompson  
Vice President for SSEM



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## **Agenda Item #5**

### **Home Flight Program Overview**



## UO Home Flight Scholars Program

Tribal scholars from sovereign domestic nations learning as a cohort and returning to their home communities.

### Tuition

- Oregon Tribal Student Grant (OTSG—9 tribes full cost of attending)
- Residency by Aboriginal Rights (RAR—includes in-state tuition benefit)
- Home Flight 574 (tuition waiver for citizens of federally recognized tribes who are Oregon resident)
- Chemawa Indian School Residency Tuition Program (CRTP—in-state tuition eligible)

### Professional and Academic Advising

- Weekly scheduled study groups (CMAE)
- Meet regularly with academic advisers (CMAE)
- Participate in tribal job and internship fair (MNL)
- Opportunities to attend professional tribal conferences
  - Affiliated Tribes of Northwest Indians (ATNI)
  - Intertribal Timber Council (ITC)
  - American Indian Science and Engineering Society (AISES)
  - Society for Chicanos and Native Americans in Science (SACNAS)

### Acclimation Program (MNL)

- Live together in Kalapuya Ilihi Residence Hall (w/ Housing)
- Move in early (3-days) (w/ Housing)
- Participate in campus and Eugene navigation activities
- Locate supplies and resources
- Attend sample class and lecture (w/ NASG)
- Participate in student, family, faculty, and staff welcome BBQ (w/NASG)
- Introduction to native student groups on campus (w/ NASU; NALSA; IWWG)

### Social (MNL)

- Participate in cohort lunch and mini-lecture series
- Attend Thursday night potlucks
- Open food pantry at MNL
- Participate with student groups: NASU/NALSA/IWWG
- Sponsored road trips to Oregon's tribal reservations

### Mentor (NA graduate student-run w/ MNL)

- Assigned a student mentor (upperclassmen or graduate student)
- Assigned a faculty mentor

### Contacts:

Katie Staton, Home Flight Associate Director and Steward of the Many Nations Longhouse

- [kstaton@uoregon.edu](mailto:kstaton@uoregon.edu); 541-346-6262

Norma Trefren, Asst. Director, Center for Multicultural and Academic Excellence

- [ntrefren@uoregon.edu](mailto:ntrefren@uoregon.edu); 541-346-9831

### Giving:

<https://longhouse.uoregon.edu/>

## **Agenda Item #6**

### **Tuition Setting Overview**





# Tuition and Fee Process Update

**December 2023**

Board of Trustees of the University of Oregon

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## Agenda

- Tuition and Fee Setting Process
- FY25 Projected Cost Drivers

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## Tuition and Fee Advisory Board (TFAB)

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- 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
- Twenty-one official members: students, faculty, and staff
  - Students: 2 ASUO officers, 2 undergraduates, 1 graduate
  - Two faculty: one drawn from the Senate Budget Committee
  - Staff: VPs/AVPs, deans, directors, a vice provost, an assistant registrar, and classified staff from Finance and Administration, College of Arts and Sciences, College of Education, Clark Honors College, Financial Aid, Institutional Research, the Provost's Office, Safety and Risk Services, Student Life, and Undergraduate Education
- All TFAB meetings are in-person and open to the public

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## Tuition and Fee Setting Process: 2023-2024

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- Fall term: During **4 meetings** TFAB was provided with training on
  - Historical and comparative data and UO budget information
  - Background on the Public University Support Fund (PUSF)
  - The Guaranteed Tuition Program, cost drivers, financial aid programs, long-term financials, and a plan for cost management
- Winter term:
  - Student Forum on tuition (generally co-hosted with ASUO)
  - TFAB reviews proposals on administratively-controlled mandatory fees (EMU, recreation center, health services), course fees, housing, graduate programs, and any other proposals received; and discusses undergraduate tuition rates
  - TFAB makes recommendations to the president
  - President receives input at the President's tuition forum
  - President's tuition recommendations posted for community comment
  - President finalizes recommendations for the March Board meeting

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# Tuition and Fee Setting Process: Tuition Website

The screenshot displays two browser windows from the University of Oregon's tuition website. The left window, titled 'Tuition and Fee Advisory Board (TFAB) Schedule', lists 'General Meetings (all open to the public)'. It is divided into 'FALL MEETINGS' and 'WINTER MEETINGS'. The fall meetings include: Friday, October 13 (2-3pm, 191 Anstett Hall), Friday, October 27 (8:15-9:45am, EMU 023 Lease Crutcher Lewis), Tuesday, November 7 (4-5:30pm, EMU 146 Crater Lake North), and Friday, November 17 (2-3:30pm, 072 Prince Lucien Hall (PLC)). The winter meetings section notes that the 2024 schedule has not yet been set. The right window, titled 'Tuition-Setting Process', provides an overview of the TFAB's role and the FY24 meeting agenda. It includes buttons for 'Tuition-Setting Process', 'TFAB Meeting Schedule', and 'TFAB Meeting Updates'. Below this, a specific meeting is highlighted: 'Friday, October 13, 2:00-3:00pm, 191 Anstett Hall'. The agenda for this meeting includes: Meeting agenda: Fri Oct 13, TFAB member list Oct 2023, Meeting schedule, Review of Guiding Principles, Useful acronyms and TFAB process overview, Historical and comparative data, and Meeting summary: Fri Oct 13.

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## Agenda

• Tuition and Fee Setting Process

➔ • FY25 Projected Cost Drivers

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## Summary – Major FY2025 E&G Fund Cost Drivers

Cost Driver	Projected FY25 Cost Increase	Notes
Faculty, Staff and GE Salary and OPE	\$13.0 million	E&G employee increases based on historical salary increases (absent contracts in place for bargaining units in future years) for approximately 1,151 graduate employees, 1,472 faculty, and 789 classified staff. Also includes salary increases for approximately 1,154 unrepresented staff. Figures are for employees paid with E&G funds only. Does not include any projected expenses related to adding staff or refilling vacancies.
Medical Costs	\$2.5 million	Includes increases of 4.1% on December 1, 2023 and assumes 4.1% on December 1, 2024.
Oregon Paid Leave	\$300K	Cost of annualized Oregon Paid Leave not incorporated in FY24 (program began in September 2023)
Institutional Expenses	\$2.0 million	Increases related to utilities, insurance, debt for academic buildings, assessments, and leases.
Faculty Hiring	\$3.0 million	15 Net Tenure Track Hires
Strategic Investments	\$2.0 million	Allocated via strategic investment process.
<b>Total Projected Cost Increases</b>	<b>\$22.8 million</b>	
<b>1% Salary Increase</b>	<b>\$4.3 million</b>	Every 1% average increase in salaries across all employee classes.

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## Summary – Major FY2025 E&G Fund Cost Drivers

Cost Driver	FY24 Base	Projected FY25 Cost Increase	FY25% Increase
<b>Faculty, Staff and GE Compensation</b> (Note: FY24 base includes \$93.9 million of fixed compensation costs such as health insurance and GE tuition waiver benefits)	\$511.0 million	\$13.0 million	2.5%
<b>Medical Costs</b>	\$60.4 million	\$2.5 million	4.1%
<b>Retirement Costs</b>	\$ 74.4 million	\$0 million	0.0%
<b>Oregon Paid Leave</b>	\$511.0 million	\$300K	0.1%
<b>Institutional Expenses</b>	\$47 million	\$2.0 million	4.3%
<b>TTF Faculty Hiring</b>	\$132.3 million	\$3.0 million	2.3%
<b>Strategic Investments</b>	\$645.2 million	\$2.0 million	0.3%
<b>Total (E&amp;G Expenditure Budget)</b>	<b>\$645.2 million</b>	<b>\$22.8 million</b>	<b>3.5%</b>

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## Summary – Major FY2025 E&G Fund Cost Drivers

<b>Cost Driver</b>	<b>Projected FY20 Cost Increase</b>	<b>Projected FY21 Cost Increase</b>	<b>Projected FY22 Cost Increase</b>	<b>Projected FY23 Cost Increase</b>	<b>Projected FY24 Cost Increase</b>	<b>Projected FY25 Cost Increase</b>
Faculty, Staff and GE Salary and Wages	\$10.6 million	\$11.6 million	\$7.3 million	\$15.0 million	\$11.9 million	\$13.0 million
Medical Costs	\$1.9 million	\$2.5 million	\$1.2 million	\$1.6 million	\$2.2 million	\$2.5 million
Retirement Costs	\$7.1 million	(\$500K)	-	-	\$1.9 million	-
Oregon Paid Leave	-	-	-	-	\$900K	\$300K
Blended OPE	-	-	-	-	\$4.0 million	-
Institutional Expenses	\$1.0 million	\$1.5 million	\$1.2 million	\$1.2 million	\$1.5 million	\$2.0 million
Faculty Hiring	-	-	-	-	-	\$3.0 million
Strategic Investments	\$2.0 million	\$2.0 million	\$600K	\$2.0 million	\$2.0 million	\$2.0 million
Minimum Wage Increase	\$1.0 million	\$1.9 million	\$320K	\$257K	-	-
<b>Total Projected Cost Increases</b>	<b>\$23.6 million</b>	<b>\$19.0 million</b>	<b>\$10.6 million</b>	<b>\$20.1 million</b>	<b>\$24.4 million</b>	<b>\$22.8 million</b>

## **Agenda Item #7**

### **Executive Session**

The Board of Trustees will meet in executive session pursuant to ORS 192.660(2)(o)(p) for purposes of considering matters relating to safety and cybersecurity threats. This session is closed to members of the public.