

NOTICE OF PUBLIC MEETING

The Board of Trustees of the University of Oregon will hold a public meeting in Room 212 of the Campus Center Building on the Portland campus at the following times. Topics of the meeting will include: consideration of academic programs and student trustee compensation; finance, treasury, capital, and internal audit, and UO Foundation reports; updates on the university thermal systems project and student enrollment; reports and standing reports; presentations regarding the perception and visibility of the UO and on Goal Four of Oregon Rising; and executive sessions on collective bargaining, risk management, and data centers security.

The meeting will occur as follows:

Monday, December 9th, at 9:10 a.m. Pacific Time

Tuesday, December 10th, at 9:05 a.m. Pacific Time

Campus Center Building, Room 212 – Portland Campus

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 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 and include your name, affiliation with the university, and topic for discussion. Public comment guidelines are available [here](#).

Those wishing to provide comments in writing may do so via trustees@uoregon.edu. All written comments will be shared with members of the board, but to ensure comments are provided to trustees *in advance* of the meeting, they must be received by 5:00 p.m. Pacific Time on December 6th, 2024.

Government issued identification or university identification will be required to access Room 212 of the Campus Center Building during the Board meeting.

BOARD OF TRUSTEES

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

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Board of Trustees
Public Meeting | December 9 | 9:10 a.m.
Campus Center Building | Portland Campus

Trustees Tour of Portland Campus Renovations 8:00-9:00 a.m.

Convene 9:10 a.m.

- Call to order, roll call
- Approval of Minutes

1. Provost's Report. Chris Long, Senior Vice President and University Provost.

2. Pathways to Timely Graduation & Career Preparation.

- a. **Report from Academic & Student Affairs Committee Chair.** Trustee Elisa Hornecker.
- b. Analyzing Academic Programs & Curriculum
 - i. **Program Approval: M.S. in Historic Preservation (Action).** Adrian Parr Zaretsky, Dean, College of Design.
 - ii. **Program Approval: B.S. in Materials Science & Technology (Action).** Elliot Berkman, Associate Dean for the Natural Sciences, College of Arts and Sciences.
 - iii. **Program Approval: Education Specialist Degree, School Psychology (Action).** Laura Lee McIntyre, Dean, College of Education & Caste-McIntosh-Knight Professor and Angie Whalen, Clinical Professor & Associate Dean for Career Instructional & Clinical Faculty Development, College of Education.

3. Creating a Flourishing Community.

- a. Supporting Our People
 - i. **Amendment of Board Bylaws for Student Trustee Compensation (Action).** Kody Kelleher, University Secretary and Advisor to the President.
- b. Supporting Infrastructure and Meeting the Needs of an Evolving Student Population
 - i. **Annual Capital Report.** Michael Harwood, Associate Vice President and University Architect.
 - ii. **Tuition Setting Preparatory Discussion.** Jamie Moffitt, Senior Vice President for Finance and Administration and CFO; Angela Chong, Vice President for Student Life.
- c. Enhancing Business Operations
 - i. **Internal Audit Charter (Action).** Anta Coulibaly, Chief Internal Auditor.
 - ii. **FY 2025-2026 Audit Plan (Action).** Anta Coulibaly, Chief Internal Auditor.
 - iii. **Data Centers Security Assessment Findings.** Jeff Harrison and Steven Tapp, Deloitte & Touche.

Meeting recessed until approximately 1:00 p.m.*

**Time subject to change and will be announced at the time of recess*

Board of Trustees
Executive Session | December 9 | 11:45 a.m.
Library and Learning Center | Portland Campus

Convene 11:45 a.m.

- Call to order, roll call

- 1. Executive Session Regarding Data Centers Security Assessment Findings.** Jeff Harrison and Steven Tapp, Deloitte & Touche.
- 2. Executive Session on Risk.** Andre Le Duc, Vice President & Chief Resilience Officer.

The Board of Trustees will meet in executive session pursuant to ORS 192.660(2)(0)(p) for purposes of considering matters relating to safety and cybersecurity threats. This session is closed to members of the public.

Board of Trustees
Public Meeting | December 9 | 1:00 p.m.
Campus Center Building | Portland Campus

Reconvene

- Call to Order, verification of quorum

4. Financial Foundation for the UO

- a. Quarterly Financial & Treasury Reports.** Jamie Moffitt, Senior Vice President for Finance and Administration and CFO; Brian Fox, Associate Vice President for Budget, Financial Analysis, and Data Analytics; Jeff Schumacher, Director of Treasury Operations.
- b. Annual Treasury Report.** Jeff Schumacher, Director of Treasury Operations.
- c. Thermal Systems Project Update.** Jamie Moffitt, Senior Vice President for Finance and Administration and CFO; Brian Fox, Associate Vice President for Budget, Financial Analysis, and Data Analytics; Steve Mital, Director, Sustainability, Utilities & Energy.
- d. FY 2024 Audited Financial Statements.** Jamie Moffitt, Senior Vice President for Finance and Administration and CFO; Kelly Wolf, Associate Vice President for Business Affairs and Controller.
- e. FY 2024 External Audit Report.** Matt Parsons, Partner at Moss Adams LLP.

10 Minute Break

- 5. Raising Oregon's Visibility and Perception.** Ken Goldstein, Senior Vice President for Survey Research and Institutional Policy, Association of American Universities; Carol Keese, Vice President for University Communications and Chief Marketing Officer.

Meeting recessed until 9:05 a.m. Tuesday, December 10th.

Board of Trustees
Public Meeting | December 10 | 9:05 a.m.
Campus Center Building | Portland Campus

Annual General Counsel Training for Trustees (during breakfast) 8:00-9:00 a.m.

Convene 9:05 a.m.

- Call to order, roll call

6. Public Comment (if requested).

- a. Officers of Administration Council.
- b. Campus labor organizations.
- c. Other Public Comment.

7. Standing Reports.

- a. **Associated Students of the University of Oregon.** Mariam Hassan, ASUO President.
- b. **University Senate.** Alison Schmitke, University Senate President.
- c. **President's Report.** Karl Scholz, President.
- d. **Board Chair's Report.** Steve Holwerda, Board Chair.

10-Minute Break

8. Financial Foundation for the UO.

- a. **2024 Enrollment & Recruitment Update.** Jim Brooks, Interim Vice President for Student Services and Enrollment Management and Erin Hays, Associate Vice President & Director of Admissions.
- b. **UO Foundation Report.** Paul Weinhold, President and CEO, University of Oregon Foundation.

9. Accelerating the University of Oregon's Impact on the World.

- a. **Introduction to Key Performance Indicators (KPIs).** Chris Long, University Provost & Senior Vice President.
- b. **Research Expenditures.** AR Razdan, Vice President, Research and Innovation and Laura Lee McIntyre, Dean, College of Education.
- c. **Honors, Awards, Publications and Citations.** Chris Poulsen, Tykeson Dean, College of Arts and Sciences.
- d. **Societal Impact.** Bruce Blonigen, Edward Maletis Dean, Lundquist College of Business and Bob Guldberg, Vice President & Robert & Leona DeArmond Executive Director, Phil and Penny Knight Campus for Accelerating Scientific Impact.

Public Meeting Adjourned

Board of Trustees
Executive Session | December 10 | 12:40 p.m.
Library & Learning Center | Portland Campus

Convene

- Call to order, roll call

- 3. 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.

Meeting Adjourned

Attendance

Marcia Aaron	Present	Elisa Hornecker	Present	Andy Storment	Present
Cy Abbott	Present	Ed Madison	Present	Amy Tykeson	Present
Tim Boyle	Present	David Mitrovčan Morgan	Present	Jenny Ulum	Present
Renee Evans Jackman	Present	Lillian Moses	Present	Ruby Wool	Present
Toya Fick	Present	Karl Scholz	Present	Dennis Worden	Present
Steve Holwerda	Present	Connie Seeley	Absent		

Convening and Approval of Minutes. The Board of Trustees of the University of Oregon (Board) met on the Eugene campus September 16-17, 2024. Chair Steve Holwerda called the meeting to order at 9:01 a.m. Pacific Time. (All times noted going forward are Pacific Time). The Secretary verified attendance and a quorum. The Board approved the minutes from the June 2024 full Board meeting without amendment, as well as minutes from the June 2024 ASAC, FFC, and EAGC committees. The motion was moved by Trustee Evans Jackman and seconded by Trustee Storment.

Opening Comments. Vice Chair Aaron, University of Oregon (UO) President Scholz, and Holwerda gave remarks on the recent passing of the inaugural Board Chair Chuck Lillis. Holwerda introduced the two new student Trustees, Cy Abbott and David Mitrovčan Morgan.

University Strategic Plan Overview. UO President Karl Scholz introduced the university’s strategic plan, and highlighted that consistent, enthusiastic, and focused effort will be critical to ensure the plan, Oregon Rising, is successful. Scholz indicated that over the next 20 years the university wants to be among the top public universities in the country, not to seek prestige, but to unlock the university’s full potential for the benefit of the community, state and abroad. Scholz outlined the primary four goals of the plan: creating a flourishing community; enhancing pathways to timely graduation; enhancing career support; and accelerating innovation for societal impact. Scholz indicated there will be further discussion on Goal Four at the December Board meeting. Roughly 1,200 people participated and gave input in the plan’s development and the leadership team worked to narrow down goals and today is the start of the implementation phase of the plan. The plan will be guided by seven shared principles: prioritized work toward the goals; breakdown of silos and aligned efforts; creating accountability to meet goals; acknowledging our people and financial resources; equity minded; data informed decisions; and finding joy in our work. Scholz highlighted that higher education is a mission-driven enterprise and the strategic plan reflects this and what really matters: allowing our people and university to realize breathtaking opportunity and enhancing mission-driven people to realize our dreams.

Trustees discussed that implementation of the plan will be critical and the need for accountability and buy in from the entire university moving forward. Holwerda stated future Board meetings will be structured around the strategic plan and implementation of the four goals. Scholz indicated what is unique to Oregon regarding the plan is how the university is going to execute the plan, and that the flourishing goal, in particular, is unique to Oregon.

- o **Creating a Flourishing Campus.** Eric Alexander, Director of ERB Memorial Union; Yvette Assensoh, VP for Equity and Inclusion; Sierra Dawson, Associate Vice President for Faculty &

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Leadership Development; and Mark Schmelz, Chief Human Resources Officer provided an overview of Goal Three of the strategic plan, focused on creating a flourishing campus. The group discussed the need for shared commitments across campus, enhancing the recruitment and retention processes, and how the campus climate survey can be used as a baseline measurement for success. They also discussed the need for departments to establish their own indicators, intentional conversations that engage everyone at the university, creating a welcoming environment, and their intention to use science-based evidence when defining what flourishing means. Trustees engaged in discussion about the need for tangible evidence of plan implementation moving forward.

- **Pathways to Timely Graduation.** Ron Bramhall, Associate Vice Provost for Academic Excellence and Grant Schoonover, Interim Vice Provost for Undergraduate Education & Student Success provided an overview of Goal One of the strategic plan. Bramhall and Schoonover discussed an ongoing focus on challenges such as coordination across all units, affordability/costs associated beyond tuition and fees, and uncovering institutional barriers. Issues discussed included students not understanding the need to sign up for an early orientation so they can enroll in the classes they want and carrying loads of first year students; need for schools and colleges to be accountable to goals; and the substantial amount of work being done regarding curriculum analysis. Bramhall and Schoonover also highlighted the need to mobilize a campaign to increase four-year completions, creating of easy pathways to completing majors, offering the right classes at the right time, financial support and targeting funds where they will make the most impact. Trustees discussed how academic advisors advise students on credit hours, access to information, examining what other universities are experiencing with their graduation rates, and availability of financial support.
- **Enhanced Career Support.** Angela Chong, Vice President for Student Life; Gene Rhee, Executive Director of Industry & Alumni Engagement; and Paul Timmins, Executive Director, University Career Center provided an overview of Goal Two of the strategic plan. The group discussed their focus on career readiness and experiential learning, creating career communities, the need for alignment across campus and industry-informed career guidance and looking at positive outcomes six months after graduation. Trustees engaged in questions regarding personal investment versus value, appreciation for liberal arts and fully-rounded individuals, leveraging the alumni community, and being ready to move from ideas to action.
- **Innovation for Societal Impact.** Bruce Blonigen, Dean, Lundquist College of Business; Bob Guldberg, Vice President and Executive Director, Knight Campus; Chris Long, Provost and Senior Vice President; Laura Lee McIntyre, Dean, College of Education; and Chris Poulsen, Tykeson Dean, College of Arts Sciences provided an overview of Goal Four of the strategic plan. The group discussed their work moving forward will be focused on harnessing university research for transformation in society, and aligning values with implementation around five shared principles: shared responsibility, collaboration, joy, equity and excellence. Trustees engaged in questions regarding the Ballmer Institute's work on child behavioral and mental health, the needs of rural Oregon, human performance and sport, accelerating innovation and scientific impact through the Knight Campus, sustainability, and developing a robust communications strategy.

Holwerda recessed meeting at 11:41AM.

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Reconvene. Holwerda called the meeting back to order at 1:06 p.m. and the Secretary verified attendance and a quorum.

Trustee Boyle complimented the president for having a crisp vision for the university and acknowledged his support for the four strategic plan goals. He also indicated the UO's athletic prowess differentiates the UO from other universities and helps raise the UO's visibility.

Quarterly Financial and Treasury Reports. Jamie Moffitt, Senior Vice President for Finance and Administration and Brian Fox, Associate Vice President for Budget, Financial Analysis, and Data Analytics, began by reviewing key financial metrics for Quarter Four (Q4) for FY 2024. Moffitt indicated that UO's revenues and expenses ended very close to projections from the start of the year.

Fox highlighted key takeaways from Q4 including that: total revenue came in on target without any major surprises in major revenue streams, personnel services costs came in \$4.2 million under projection due to units moving payroll to other fund groups and the GE benefits expense settle-up coming in less than forecast. Other major expenses, such as services and supplies (S&S) and transfers, were in line with Q3 projections, and the final Education and General (E&G) fund balance came in slightly higher than projected. Holwerda asked what caused a roughly 10 percent increase in S&S expenses and could it be attributed mostly to inflation or other factors. Fox responded that various factors affected the increase in addition to inflation, including shifts in expenditure patterns coming out of the pandemic, consulting costs in different units, and growth in global education programs. Moffitt added that some of the cost increases were well beyond inflation, including significant increases to property and liability insurance premiums and information technology contract costs.

Fox walked the Board through a breakdown of the E&G fund Q4 actuals and the FY 2024 E&G year in review. Fox highlighted that average student credit hour carrying loads began the year lower than anticipated but rose higher in Q2 and Q3. There was significant effort to message the importance of students taking at least 15 credit hours per term to remain on track to graduate in four years, which may have contributed to increases in student carrying loads. Fox concluded his report by providing detailed discussion related to personnel services costs. Trustees engaged in discussion of items including but not limited to the costs of employee benefits and their substantial impact on the university's total personnel cost, employee FTE by fund and category, and salary expenditures by major functional areas.

Jeff Schumacher, Director of Treasury Operations, provided the quarterly treasury update by reviewing the university's cash and investment balances. Schumacher indicated cash balances have increased due to one-time, nonrecurring Higher Education Emergency Relief Funds, cost reduction efforts during the pandemic, an unprecedented level of open positions, and dollars set aside for capital projects. Schumacher and Moffitt indicated year-over-year cash balance increases are starting to decline in FY 2025 due to expenditure of plant funds for the Knight Campus and Portland Campus. Schumacher reviewed the UO's days cash on hand and noted the UO remains well below the average days cash on hand compared to other AAU public institutions. Trustees engaged in discussion of the UO's credit rating and its effect on future debt issuances.

Strategic Fiscal Stewardship. Jamie Moffitt, Senior Vice President for Finance and Administration and CFO presented various efforts across campus to save money and generate revenue, both recurring and on a one-time basis. Moffitt covered specific actions regarding strategic purchasing and rebate programs, utilities and energy consumption, human resources, information services, and risk management. Moffitt also indicated units often enact cost-efficiency measures out of necessity to operate within their budgets.

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Long-Term Financial Projections. Jamie Moffitt, Senior Vice President for Finance and Administration and CFO and Brian Fox, Associate Vice President for Budget, Financial Analysis, and Data Analytics, provided an overview of the long-term E&G fund financial projections using multiple financial scenarios to illustrate their impact on the institution. Moffitt noted the purpose of the analysis is to show the range of E&G fund budget scenarios the university could be facing over the next five years given various assumptions related to tuition rates, state appropriation levels, enrollment, and inflation. Fox and Moffitt began by describing the UO's current financial position and highlighted the need for enrollment growth, in particular nonresident enrollment, to generate enough revenue to cover growing expenses. Net tuition revenue from resident students, along with state appropriations, result in a roughly \$8,000 shortfall per student compared to the university's average cost to educate students on a per-student basis. Based on the need to attract more nonresident students, Fox described that \$16 million in remissions were authorized for FY 2025 and the university entered into a new partnership with Kaplan International to drive international enrollment. UO applications appeared on track to hit enrollment targets until March 2024. By fall 2024, however, the university was projecting to miss the nonresident enrollment target by approximately 475 students. It is unclear how much of this issue is due to the U.S. Department of Education's botched FAFSA rollout versus general market competitiveness. Moffitt shared that despite the missed nonresident student target, the institution should have enough E&G fund revenue to cover expenses in FY 2025 due to the fact that the bulk of the smaller, outgoing "COVID class" graduated during the prior academic year and is being replaced by a larger class cohort. However, the impact of the missed fall 2024 nonresident student targets will be evident in future years as expenses are projected to be greater than revenue in most scenarios.

Moffitt described the parameters of three different sets of scenarios, each with six different cases, for the long-term financial projections. Many of the cases result in significant negative run rates in the UO's E&G fund. Among other key assumptions, the model assumes that labor expenses are projected based on existing contracts or historical trends, and without including any funding for the thermal task force heating recommendations or any new investments related to the institution's strategic priorities. Moffitt highlighted that even the base case scenario turns to a negative run rate in FY 2027 due to increased benefits costs and graduation of a large number of nonresident students. This would require the university to take action in order to prevent a negative run rate of roughly \$8 million per year in FY 2029.

Trustees engaged in discussion of items including but not limited to the failed FAFSA rollout, the need for nonresident enrollment growth and growing expenses. Holwerda indicated the Board would revisit the long-term financial projects during the Board meeting the next day.

Capital Project Approvals (Action). Romania Lease. Michael Harwood, Associate Vice President and University Architect and Darin Dehle, Director of Design and Construction, joined the table to present two capital projects for Board approval. Harwood introduced the first project as a ground lease agreement for the proposed development of the Romania lot and indicated this was the third time the Board has discussed this project due to changes in interest rates and development options. Harwood described the selected development partner and details of the term sheet for the proposed lease agreement, including prevailing wages, historical preservation, development of a hotel, residential apartments at differing affordability levels, retail spaces, and parking to support all uses. The proposed lease term would be 55 years with two 10-year renewals, providing a source of income to the university. Trustees discussed if the proposed resolution in the Board meeting materials allowed university leadership enough flexibility to negotiate the best terms, and indicated the term sheet was mistakenly omitted from Board materials. Kevin Reed, UO General Counsel, indicated Trustees could table the item until they had an opportunity to

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review the term sheet. Holwerda tabled the item for the day and directed Trustees to the review the term sheet before reconvening tomorrow.

Capital Project Approvals (Action). Kalapuya Ilihi (KI) Structural Repair Project. Michael Harwood, Associate Vice President and University Architect and Darin Dehle, Director of Design and Construction, presented a proposal to continue structural repairs of the KI residence hall that total \$16.43 million. Harwood indicated the university is currently engaged in litigation over portions of the project, and Reed indicated he previously sent the Board a confidential memo outlining the litigation status. Trustees engaged in discussion regarding how projects are evaluated moving forward to ensure similar issues are not encountered again, including examining required insurance levels. Holwerda indicated a resolution was included in Board materials to authorize university leadership to move forward with the project.

ACTION: The resolution to approve the Kalapuya Ilihi Structural Repair Project was moved by Trustee Boyle and seconded by Trustee Stormont. It passed by a voice vote without dissent.

Holwerda announced the UO Demonstration Education and Safety Team presentation would be tabled due to time constraints and indicated there would be a presentation at a future Board meeting.

Holwerda recessed the meeting at 3:00 p.m. and stated the Board would enter executive session at 3:10 p.m. for the annual performance review of President Scholz.

Executive Session Regarding Annual Presidential Review.

The Board of Trustees met in executive session pursuant to ORS 192.610(2)(i) for purposes of reviewing and evaluation the performance of the university president. This session was closed to members of the public.

Reconvene. Holwerda called the meeting back to order at 3:49 p.m. and the Secretary verified attendance and a quorum.

Board Chair's Report – Presidential Review. Holwerda gave an overview of the Board's annual presidential review process and indicated the Board is proud and delighted to have hired Scholz. Holwerda discussed the various stakeholders who provided input in the annual review and indicated the process moving forward each year will follow this year's process, including a review in executive session.

Board Self-Evaluation. Holwerda described the Board's annual self-evaluation process that was completed to maintain effective management and operations and to ensure the Board is positioned to fulfill its fiduciary responsibility. All Trustees completed a self-evaluation of the Board, including focused responses on quality of Board meetings, campus engagement, and other topics. Holwerda indicated two common themes emerged from the survey: 1) Trustees want a strategic plan established (which Holwerda highlighted was timely given the morning was spent covering the new strategic plan); and 2) greater engagement during Board meetings. Holwerda expressed that the day's Board meeting was very refreshing given the amount of substantive discussion and hopes that will be the standard moving forward. Holwerda indicated the public would have the opportunity to provide comment during the public comment period on the next day.

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Trustee Appointments and Needs Assessment. Holwerda indicated there are Board vacancies upcoming and meetings would take place to gauge interest of those Trustees available for reappointment. Trustees were also solicited for input on what characteristics are needed from potential future Board members. Holwerda described that Board members indicated several characteristics are desired, including experience as a fiduciary on a Board of directors and management-level experience at large and complex organizations. Holwerda indicated the public would have the opportunity to provide public comment during the public comment period on the next day.

Chief Internal Auditor Introduction. Anta Coulibaly, Chief Auditor, was introduced by Holwerda as the new Chief Auditor for the UO. Coulibaly discussed her intentions for the internal audit office moving forward, and Boyle commented on the importance of internal audit functions at the university.

Quarterly Audit Report. Jeff Harrison and Steven Tapp, Deloitte & Touche, presented quarterly audit findings to the Board. Harrison provided their findings on three internal audits, including athletics revenue contract payments, conflict of interest/commitment processes, and Clery Act compliance. Harrison indicated findings from a fourth internal audit focused on UO data centers security would be presented at a future Board meeting. Harrison and Tapp indicated university management was cooperative during the audits, and they encountered no hindrances during the course of their work. Several policy changes were recommended and were indicated to come before the UO Policy Advisory Council at a future meeting. Trustees engaged in discussion on but not limited to, how university management worked with the auditors, the processes included in complying with the Clery Act, and the policy review process.

Adjournment. The meeting was adjourned for the day at 4:14 p.m.

Reconvene. Holwerda called the meeting back to order on Tuesday, September 17, 2024, at 9:01 a.m. and the Secretary verified attendance and a quorum.

Officers of Administration (OA) Council. Lara Fernandez, Executive Director for the Student Academy to Inspire Learning and Vice-Chair of the OA Council. Fernandez outlined the mission of the OA Council as advocating for the needs of constituents, including promoting and facilitating communication, identifying and addressing pertinent issues, sharing information, enhancing professional identity, and creating opportunities for collegiality. Fernandez also laid out goals for OA's over the next year, including compensation, professional development, and flourishing.

Service Employees International Union (SEIU). Johnny Earl, Chair of the SEIU Higher Education Bargaining Team, and Darrin Wilson, Teamsters Union, presented on behalf of the Teamsters Union locals 324 and 206 regarding labor negotiations at Bigfoot Beverages. Earl expressed that Bigfoot Beverages' contract with union employees recently ended and current bargaining is focused on pension plan issues.

United Academics (UA). Juan Eduardo Wolf, Associate Professor, Ethnomusicology and Mike Urbancic, UA president, described their roles at the UO and discussed the return of faculty members to campus. Urbancic described that UA aims to enhance the quality of faculty work life and student education through negotiating terms and conditions of employment, which is currently in the bargaining process, and invited Trustees to join the next bargaining session. Urbancic continued that there are overlapping interests but little progress is being made over salary adjustments and expressed faculty workloads have increased while employee purchasing power has decreased due to inflation. Urbancic also stated UA's salary increase proposals were calibrated to their particular needs, called for the state to increase funding to the UO to bolster salaries, and suggested the UO's move to the Big Ten should enhance UO academics in

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addition to athletics. Wolf added that, like Urbancic, he serves many different roles for the UO, but was present specifically as Vice President of diversity and inclusion for UA. Wolf shared that recruiting of diverse faculty has increased, as has student diversity enrollment, but retaining diverse faculty has become more difficult due to salaries not keeping up. Holwerda expressed that Trustees do not get involved with bargaining, that is delegated to the university president, but the Board does approve the budget, so it pays close attention and cares about faculty salaries.

Public Comment:

- *Jack Dodson – student, student conduct code violations, divestment*
- *David Igl – community member, past renaming of Dunn Hall*
- *Jason Sydes – faculty, conflict in the Middle East, divestment*

Associated Students of the University of Oregon (ASUO). Mariam Hassan, ASUO president introduced herself as the newly elected ASUO president and provided her quarterly report to the Board. Hassan shared that her campaign was focused on student engagement and building a quality foundation before undertaking large initiatives. Hassan also described the creation of a new department of basic needs in ASUO, due to housing and food needs for UO students, recent meetings with the City of Eugene, and an elections reform package due to the prior election having too short of a timeline and harassment. Hassan stated she was personally harassed during the election and her administration aims to prevent any harassment during the elections process moving forward. Hassan also expressed ASUO's desire to include the Portland Campus further, make sure the UO's cultural centers are funded properly, announced an upcoming trip to D.C. with other Big Ten student organizations, and highlighted other ASUO work.

University Senate. Alison Schmitke, UO Senate President, Dyana Mason, UO Senate Vice President, and Sandy Weintraub, UO Senate Secretary provided Trustees an update on UO Senate actions. This included beginning the school year with a senate orientation and laying out the Senate's yearly goals. These include strategic focus on being a partner in shared governance, promoting engagement and inclusive dialogue, and advancing the academic mission of the UO. Schmitke expressed desire for a swift resolution to ongoing bargaining with UA.

Provost's Report. Chris Long introduced himself as the recently hired new Provost for the UO. Long described how special university commencement was and that it affirmed his decision to join the UO. Long described his intention to utilize a values-enacted approach in his work as Provost, and described how recent retreats lead to highlighting the values of courage to act, intentionality, shared responsibility and partnership, candor, joy, equity, and stewardship. Long announced the hiring of 170 new tenure track and career faculty, highlighted the work of the Portland Campus and the Big Ten Academic Alliance. Long then discussed the work being done to implement the agreement negotiated last Spring with the UO Palestine Coalition to end the encampment. This included meeting with relevant stakeholders to discuss values and concerns moving into the Fall term, and working with UO Student Life on student code of conduct violations. Angela Chong, vice president for student life, joined the table to further discuss the definitions in the student conduct code and expressed violations are always examined in light of the specific circumstances of each case.

President's Report. Scholz introduced several new members of the university leadership team, including Provost Chris Long, VP for Student Life Angela Chong, University Secretary and Advisor to the President Kody Kelleher, Chief Auditor Anta Coulibaly, and thanked Jim Brooks for agreeing to serve as interim

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Vice President for Student Services and Enrollment Management. Scholz highlighted recent events, including hosting the National Science Foundation Director, the inaugural Global Sport University Network Summit, and the fall meeting of the Native American Advisory Council. Scholz continued by highlighting the work at the Portland Campus, the success of university athletics and in particular women's cross country and volleyball, and the UO's commitment to protecting free speech. Scholz concluded his remarks by describing plans moving forward to implement the university's strategic plan, and announced the launching of Oregon News, a weekly publication covering major stories at the UO. Oregon News will reach 250,000 people in the Oregon Ducks community and is the first significant step to connect with Ducks across the country. Trustees engaged in questions regarding student code of conduct issues, examination of university free speech policies, increasing communications through Oregon News, and the desire to further discuss resources and implementation plans regarding the strategic plan.

Board Chair's Report. Holwerda indicated the Board would reconsider the Romania lease and the long-term financial projections.

Capital Project Approvals (Action). Romania Lease. Michael Harwood, Associate Vice President and University Architect joined the table to discuss the terms sheet of the Romania ground lease. Trustees engaged in discussion with Harwood on the process to select the developer and it being a national competitive process.

Holwerda read a motion authorizing university leadership to proceed with the Romania lot ground lease with the developer Project^.

ACTION: The resolution to approve the Romania Lot Ground Lease was moved by Trustee Ulum and seconded by Trustee Hornecker. It passed by a voice vote without dissent. Trustee Boyle abstained.

Long-Term Financial Projections (revisited). Jamie Moffitt, Senior Vice President for Finance and Administration and CFO, gave a refresher on the slides presented the previous day. Moffitt specifically highlighted the base case scenario in which expense growth outpaces revenue growth resulting in a negative \$8.1 million net run rate in FY 2029. Moffitt responded to questions from Trustees and shared that if the university did not increase tuition at all the institution's financial condition would deteriorate significantly due to expenses continuing to grow while revenue would be relatively stagnant. Holwerda indicated it would be worthwhile to examine what is happening with enrollment at other Big Ten universities. Scholz added the university is constrained with how much it can raise nonresident tuition due to its current rate being high relative to peers and other institutions, such as some of the old PAC 12 institutions, discounting nonresident tuition at significant levels. Trustees engaged in discussion on other topics including but not limited to international enrollment, growing expenses, tuition remissions, state funding, nonresident enrollment goals, student carrying loads, retention rates, and enrollment trends at other institutions.

University Accreditation. Ron Bramhall, Associate Vice President for Academic Affairs, provided an update to the Board on the university's accreditation cycle and an upcoming site visit by accreditors. Bramhall discussed the various standards included in the accreditation report and the significance of Oregon Rising to the review. Trustees engaged in questions regarding the seven-year accreditation cycle and what to expect during the peer reviewer site visit.

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Holwerda thanked everyone for the work to put the Board meeting together and stated the public portion of the meeting would conclude and the Board would meet in executive session to discuss collective bargaining.

Adjournment. The meeting was adjourned at 11:32 a.m.

Executive Session Regarding Collective Bargaining. Mark Schmelz, Vice President and Chief Human Resource Officer and Chris Meade, Director of Employee and Labor Relations.

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

Agenda Item #1

Provost's Report

NO WRITTEN MATERIALS FOR THIS ITEM

Agenda Item #2a

ASAC Committee Chair Report

NO WRITTEN MATERIALS FOR THIS ITEM

Agenda Item #2bi

Program Approval: M.S. in Historic Preservation

The UO seeks approval from the Board of Trustees for a **new location for the Master of Science in Historic Preservation**, offered through the **Department of Architecture** in the **College of Design**. The **location change** would take effect **Fall 2025**.

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

The information below is provided by the program and the Office of the Provost. All appropriate University committees, the University Senate, Dean Adrian Parr, and the Provost have approved the proposal. 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 provided in separate documents.

1. **Proposal Type:** **New Degree** **New Location**

2. **Approvals:**

- Graduate Council 10/22/24
- UO Senate 11/20/24

3. **Briefly describe the program and the rationale for the location change.**

The Historic Preservation Master of Science program originated in Eugene and was moved to Portland to take advantage of the opening of the White Stag building. However, the program struggled to maintain enrollment because it had limited potential to collaborate with other programs. This change will move the program into the Architecture Department in Eugene, which will allow for better administrative and operational support of the program, greater collaboration with other programs and departments, create the potential for accelerated grad-undergrad pathways, and allow more cross-teaching of the curriculum.

The move to Eugene will also give students access to courses across the College, including coursework in history of architecture, methods, and experiential learning.

4. **Describe the purpose and relationship of the proposed program to the institution's mission and strategic plan. Include explanation as to whether the new degree and/or location change is based on an existing program (degree, minor, certificate, specialization, etc.), or is a new direction in response to a market opportunity and/or a particular strength of the institution.**

The program has a long history of public and private partnerships, which has resulted in a strong applied focus in the program. This makes the program attractive to both students and employers, and there is a strong job market in a range of sectors, including transportation, natural resources, and the private sector. Due to its unique position and the participation of the program in the

Western Regional Graduate Program, we anticipate enrollment from across the west and particularly the Pacific Northwest.

Historic Preservation is recognized as a distinct career, and graduates have been regularly employed in the government, nonprofit, and private sectors. In particular, the UO program has had a strong relationship with transportation agencies, natural resource agencies, and local governments. Labor market data shows a very strong outlook for graduates of this program.

The focus on western US structures, materials, and cultural resources makes the program unique in the United States. The interest among Eugene students has been highlighted by strong enrollment in history-related DSGN classes at the undergraduate level. After the move to Eugene and hiring of new faculty, the department will consider reviving the Undergraduate minor, which will also allow an accelerated degree option from programs such as the Bachelor's of Architecture, Bachelor's of Landscape Architecture, and Environmental Design programs.

5. What evidence of need does the institution have for the program? Summarize how need was determined and include key data points to support determination.

Data from Lightcast shows a strong employment history of program alumni, and a survey of alumni conducted by the program highlighted the increasing demand for graduates. In particular, the focus on western US structures, materials, and cultural resources makes the program unique in the United States. After the move to Portland, enrollment in the program began flagging as the program became more dependent on a limited number of HP-only faculty. The program also lost enrollment from concurrent degree students in Architecture, Landscape Architecture, and Community and Regional Planning. The interest among Eugene students has been highlighted by strong enrollment in history-related DSGN classes at the undergraduate level. After the move to Eugene and hiring of new faculty we also expect to revive the Undergraduate minor, which will also allow an accelerated degree option from programs such as the BArch, BLA, and ENVD programs.

A Lightcast field analysis showed more mixed trends, but this was due mainly to a number of disciplines being captured that are not strongly related to an Historic Preservation Masters degree (Archivist, Librarian, Library Science). Alumni feedback highlighted strong employment trends related to compliance and law (especially transportation sector) and natural resources (public land management agencies). The report highlights that the only other HP programs in the west are UT-Austin, UC-Denver, and USC.

6. Anticipated fall term headcount and FTE enrollment over each of the first five years.

2025	2026	2027	2028	2029
6	15	30	30	30

7. Expected degrees produced over the next five years (If new location, expected degrees produced at new location).

2025	2026	2027	2028	2029
3	6	15	15	15

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

There are no other historic preservation or similar programs in Oregon.

9. Budget Summary: What new resources will be needed initially and on a recurring basis to implement the program, if any? 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?

The program is a graduate tuition generating program that expects to generate sufficient revenues above and beyond cost. The program also has endowed gift funds in place to offset costs on a recurring basis.

The program's move back to Eugene, in large part, takes advantage of resources that already exist, including operational support by the Department of Architecture. One endowed program director position has already been secured and a second IHP hire will be proposed with input from the new director. The College of Design is prepared to support the costs for the program, as outlined in the included budget.

M.S. in Historic Preservation Budget

PROGRAM TITLE:		Historic Preservation				Notes
BUDGET PERIOD:		From FY	2025	to FY	2029	
Name and Title of Reviewer:		Rich Margerum, Assoc. Dean for Faculty and Academic Affairs, College of Design			Date	6/30/2023
	Start Up-2025	2026	2027	2028	2029	
	One-Time Costs	Recurring Costs				
Enrollment and Operations						
Total UG Majors	-	-	-	-	-	
Total Graduate Students	-	10	12	12	12	
RES Graduate Students	-	5	6	6	6	
NON-RES Graduate Students	-	5	6	6	6	
Full Time RES Graduate Tuition Rate (\$)	-	19170	19170	19170	19170	
Full Time NON-RES Graduate Tuition Rate (\$)	-	31674	31674	31674	31674	
New Courses (count)	-	7	7	7	7	
Expected SCH (Total)	-	150	216	216	216	
Course Releases						
Personnel						
TTF Faculty (\$)	\$ -	\$ 87,550	\$ 90,177	\$ 185,764	\$ 191,336	
Replacement Faculty FTE (#)	-	-	-	-	-	
New FTE (#)	-	1	1	2	2	
Career Faculty (\$)	\$ -	\$ -	\$ -	\$ -	\$ -	
Pro-Tem Faculty (\$)	\$ -	\$ -	\$ -	\$ -	\$ -	
Sub-total, Faculty (\$)	\$ -	\$ 87,550	\$ 90,177	\$ 185,764	\$ 191,336	
Graduate Employee Salary (GE) (\$)	\$ -	\$ -	\$ -	\$ -	\$ -	
Classified Staff (\$)	\$ -	\$ -	\$ -	\$ -	\$ -	
Replacement Classified FTE (#)	-	-	-	-	-	
New Classified FTE (#)	-	0	-	-	-	
OA (\$)	\$ -	\$ -	\$ -	\$ -	\$ -	
Replacement OA FTE (#)	-	-	-	-	-	
New OA FTE (#)	-	0	0	0	0	
Blended OPE	\$ -	\$ 43,863	\$ 45,178	\$ 93,068	\$ 95,860	
PERSONNEL SUB TOTAL	\$ -	\$ 131,413	\$ 135,355	\$ 278,831	\$ 287,196	
Other Expenses						
Library, Printed	-	-	-	-	-	
Library, Electronic	-	-	-	-	-	
Services & Supplies	-	-	-	-	-	
Marketing & Recruiting (Grad programs only)	-	10,000	10,000	10,000	10,000	
Capital Equipment	-	-	-	-	-	
Other Expenses Subtotal	-	10,000	10,000	10,000	10,000	
Physical Facilities						
Construction	-	-	-	-	-	
Major Renovation	-	-	-	-	-	
Other Expenses	-	-	-	-	-	
Physical Facilities Subtotal	-	-	-	-	-	
Total Cost of Program	\$ -	\$ 141,413	\$ 145,355	\$ 288,831	\$ 297,196	
Budget and Resources						
	One Time Resources	Recurring Resources				
Current Budget (College/Department)	-	-	-	-	-	
Funded GE Terms (new)	-	-	-	-	-	
Funded GE Terms (existing)	-	-	-	-	-	
Funded GE Resources	-	-	-	-	-	
Institutional Reallocation from other budgetary units	-	-	-	-	-	
TOTAL Graduate Tuition	-	254,220	305,064	305,064	305,064	
UG Summer Tuition	-	-	-	-	-	
Special State Appropriation	-	-	-	-	-	
Federal Funds and other Grants	-	-	-	-	-	
Fees/Sales	-	-	-	-	-	
Foundation Endowment	-	131,413	145,355	288,831	297,196	Both tenure positions are endowed
Other, describe:	-	-	-	-	-	
Total Resources	-	385,633	450,419	593,895	602,260	
GRAD NET REVENUE:	-	244,220	305,064	305,064	305,064	

College of Design

Adrian Parr Zaretsky, Dean

Major changes to the Historic Preservation Program



History and Background

- Oldest program west of the Mississippi: No other program in Oregon or PNW
- Offered on Eugene Campus from 1980 to 2016
 - One TTF for most of this time
 - Strong links with other DSGN units
- 2016: Program moved to Portland
 - Donor endowed two professorships
 - Launched with White Stag building
- 2016 – 2024: Portland Challenges
 - Struggled with location and isolated program
 - 2022-23: Director retired & Second TTF left for practice
 - 2023-24: Students completed program; Admissions on hold
- 2024: Awarded an IHP for an Endowed Program Chair



Rationale for Changes

Challenges in Portland

- Weak enrollment
- High program costs
- Limited faculty
- Limited courses for students
- Relied too much on endowment



Why Eugene

- More interdisciplinary options
- More faculty expertise & availability to teach
- Lower housing costs for students
- Lower administrative burden

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Abundance of Opportunities

- **Strong Market for Graduates**
 - Reputation for applied skills
 - One of few schools in the West
- **Interdisciplinary Options**
 - Concentration within current degrees
 - Concurrent degrees (dual masters)
 - Accelerated options (4+1 BA to MS)
 - ENVD to HP
 - PPPM to HP



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Budget - Cost

PROGRAM TITLE BUDGET PERIOD	Historic Preservation					Notes
	Fiscal Year					
	2025	2026	2027	2028	2029	
Name and Title of Professor: Josh Magerum, Assoc. Dean of Faculty and Academic Affairs, College of Design, Univ. of Oregon	Start-Up - 2025	2026	2027	2028	2029	
	Direct Fund Costs	Remaining Funds				
Enrollment and Operations						
Total UO Majors						
Total Graduate Students		81	12	12	12	
RES Graduate Students		5	6	6	5	
NON-RES Graduate Students		5	6	6	6	
Full Time RES Graduate Tuition Rate (R)		19170	19170	19170	19170	
Full Time NON-RES Graduate Tuition Rate (R)		39674	39674	39674	39674	
New Courses (courses)		7	7	7	7	
Expected SCH (Total)		150	216	216	216	
Course Releases						
Personnel						
FTE Faculty (F)		\$ 87,500	\$ 90,177	\$ 105,764	\$ 131,338	
Replacements Faculty (FTE) (R)						
New FTE (N)			1	-1	2	
Current Faculty (C)						
Part-Time Faculty (PT)						
Sub-total, Faculty (F)		\$ 87,500	\$ 90,177	\$ 105,764	\$ 131,338	
Graduate Employee Salary (GE) (E)						
Classified Staff (S)						
Replacements Classified (FTE) (R)						
New Classified (N)		0				
CA (H)						
Replacements CA (FTE) (R)						
New CA (FTE) (N)		0	0	0	0	
Blended OPE		\$ 43,863	\$ 45,178	\$ 53,068	\$ 95,860	
PERSONNEL SUB TOTAL		\$ 131,413	\$ 135,355	\$ 278,831	\$ 267,196	
Other Expenses						
Library, Phones						
Library, Electronic						
Supplies & Supplies						
Maintenance & Dismantling (Grad programs only)		10,000	10,000	10,000	10,000	
Capital Equipment						
Other Expenses Subtotal			10,000	10,000	10,000	
Physical Facilities						
Physical Facilities Subtotal						
Total Cost of Program		\$ 141,413	\$ 145,355	\$ 288,831	\$ 277,196	

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Budget - Resources

Budget and Resources	One Year Resources		Recurring Resources		
Current Budget (College/Department)					
Funded GE Terms (new)					
Funded GE Terms (existing)					
Funded GE Resources					
Institutional Reallocation from other budgetary units					
TOTAL Graduate Tuition		254,220	305,064	305,064	305,064
UC Summer Tuition					
Special State Appropriations					
Federal, Private and other Grants					
Fees/Sales					
Foundation Endowment		131,413	145,355	288,831	297,196
Other - describe:					Both tenure positions are endowed
Total Resources		385,633	450,419	593,895	602,260
GRAD NET REVENUE:		244,220	305,064	305,064	305,064

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Questions?



Board of Trustees of the University of Oregon

Resolution: Seconded Motion Program Approval – M.S. in Historic Preservation

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

WHEREAS, the College of Design seeks to enhance administrative and operational support by relocating the Master of Science (M.S.) in Historic Preservation to the Eugene Campus;

WHEREAS, the proposed program location change will result in greater collaboration with other programs and departments, create the potential for accelerated graduate-undergraduate pathways, and allow more cross-teaching of the curriculum;

WHEREAS, the program has been approved by relevant departments, the College of Design, 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 M.S. in Historic Preservation as proposed in the associated materials.

Moved: _____ Seconded: _____

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

Date: _____ Initials: _____

Agenda Item #2bii

Program Approval: B.S. in Materials Science & Technology

The UO seeks approval from the Board of Trustees for a **Bachelor's of Science Degree** for **Materials Science and Technology** offered through the **Department of Chemistry** in the **College of Arts and Sciences**. The **new program** would take effect **Fall 2025**.

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

The information below is provided by the program and the Office of the Provost. All appropriate University committees, the University Senate, Dean Chris Poulsen, and the Provost have approved the proposal. Detailed information (e.g., associated coursework, exam schedules and degree attainment progression timelines) as provided to these bodies, and which will be provided to the HECC, is provided in separate documents.

1. Proposal Type: **New Degree** **New Location**

2. Approvals:

- Dean's Council 1/10/24
- UG Council 11/27/24 (expected)
- UO Senate 12/4/24 (expected)

3. Briefly describe the program and the rationale for the new program.

The BS in Materials Science and Technology will focus on the properties of materials needed for modern technology, and how they relate to the underlying physical and chemical structure. Students will learn the thermodynamic, kinetic, transport, electromagnetic, quantum and chemical bonding properties of materials and how these properties can be controlled in the production of materials. Students will have an option to specialize in different sub-areas within this general framework.

Each MAT major will choose a research/technology track after their first year and be mentored by a specific faculty member toward research and internships as an undergraduate. After taking common core curriculum along either a Chemistry of Materials or Physics of Materials emphasis, each MAT student will take technology-sector-specific coursework in their 4th year (in 400 level courses, or graduate level courses by petition, that also serve existing and new materials science master's programs, making the new major very cost efficient while providing much specialization).

Materials is a successful and growing area at the university, and an expertise in increasing demand nationally. It is currently well-funded from federal agencies, and with the CHIPS act, it's likely to become even better funded, and the move to decrease carbon dependence will require heavy development of

alternative materials. So it is timely to introduce an undergraduate program which will be able to both prepare the future workforce and support faculty growth in this area.

4. Describe the purpose and relationship of the proposed program to the institution's mission and strategic plan. Include explanation as to whether the new degree and/or location change is based on an existing program (degree, minor, certificate, specialization, etc.), or is a new direction in response to a market opportunity and/or a particular strength of the institution.

This MSTC program addresses key institutional priorities including provost initiatives in the environment and in data science, in providing career-relevant training, in elevating innovation activities, and in synergizing with research and education to elevate the impact in both.

We believe the model outlined above will be transformative for many areas of research at the University of Oregon. Other core areas with tremendous opportunity include those connected to existing internship masters programs in the Knight Campus Internship Program (originally developed by Chemistry and Physics faculty in the Materials Science Institute and including tracks in polymer science, semiconductor science, optical science), and critical new areas like quantum materials and computing, micro- and nano-mechanical systems (NEMS/MEMS), advanced materials synthesis, materials data science and computation, catalysis science and technology, among others that could be developed by physics, chemistry, and/or new faculty hires in a new materials science department. There are strong UO faculty in these areas where the addition of key TTF and non-TTF hires, and implementation of the above model/roadmap, would be transformative to the teaching/research/innovation ecosystem at Oregon, as it has been in Electrochemical Technology.

5. What evidence of need does the institution have for the program? Summarize how need was determined and include key data points to support determination.

According to an internal analysis using Lightcast data, the market for material science undergraduates is very concentrated, with only seven programs in the U.S. that offer a bachelor's degree in materials science and 83% of degrees coming from three institutions. Only one-third of the degrees come from west coast (California and Arizona) schools. Over the last decade, the number of degrees conferred has increased 43%. The market for occupations is expected to grow over eight percent, with California experiencing the greatest number of jobs and job postings. Strong growth in the program, coupled with few degrees conferred in the west, despite California being the largest market, offers an opportunity for the University of Oregon.

Projected demand is also supported by the strong labor outlook for the field described in the included labor market report.

6. Anticipated fall term headcount and FTE enrollment over each of the first five years.

2025	2026	2027	2028	2029
20	50	90	140	170

7. Expected degrees produced over the next five years (If new location, expected degrees produced at new location).

2025	2026	2027	2028	2029
			20	30

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

There are no closely related programs at the University of Oregon or any other public or private Oregon university. Oregon State University has programs focusing on macroscopic engineering concepts as opposed to materials science. OSU does offer a materials science minor which covers related material. PSU offers a mechanical and materials engineering degree, but the coursework is not that of materials science and is focused on mechanical engineering and primarily structural materials. While there are no immediate plans to collaborate due to low overlap between programs, the institution is open to ongoing conversations about potential collaboration.

9. Budget Summary: What new resources will be needed initially and on a recurring basis to implement the program, if any? 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?

The program will be supported primarily through tuition revenue, as well as foundation endowment for two tenured positions. The program will draw from an existing diverse and stellar team across all ranks both TTF, Career Faculty, and OA appointments to launch this program. The faculty hail from both chemistry and physics and have substantial experience starting and managing program connected to technology for example through the MS program in Semiconductor Science (KCIP) and the Electrochemical Technologies internship program (through OCE).

The program will make use extensively of CAS shared services support model to launch the major, although once the program/major grows we do anticipate need a professional program director.

The program will need basic access to laboratory teaching space, typical for introductory chemistry and physics. A budget for materials and basic equipment use in CAMCOR will be needed of roughly \$1,000 per student. We also aim to find external support for undergraduates to pursue a research experience during their first summer at UO.

M.S. in Materials Science & Technology Budget

PROGRAM TITLE:	Material Science and Technology					
BUDGET PERIOD:	From FY	2023	to FY	2027		
Name and Title of Reviewer(s)	Chris Poulson, Dean, College of Arts and Sciences Shelley Elliot, Associate Director, Academic Support Unit #6			Date	6/30/2023	
	Start Up-2023	2024	2025	2026	2027	Notes
Faculty						
Replacement Faculty FTE (#)						
New FTE (#)			1	2	2	
Career Faculty (\$)	\$ -	\$ -	\$ -	\$ -	\$ -	
Replacement Faculty FTE (#)						
New FTE (#)						
Pro-Tem Faculty (\$)	\$ -	\$ 22,094	\$ 34,479	\$ 35,514	\$ 36,579	
Replacement Faculty FTE (#)						
New FTE (#)		0	1	1	1	
Sub-total, Faculty (\$)	\$ -	\$ 22,094	\$ 156,483	\$ 286,841	\$ 295,446	
Graduate Employee Salary (GE) (\$)	\$ -	\$ 30,460	\$ 70,578	\$ 129,874	\$ 151,252	
Replacement GE FTE (#)						
New GE FTE (#)		1	2	3	3	
GE Health Insurance	-	5,037	11,955	22,528	26,864	
GE Tuition & Fees	-	11,621	26,797	49,068	56,857	
Classified Staff (\$)	\$ -	\$ 13,390	\$ 27,583	\$ 28,411	\$ 29,263	
Replacement Classified FTE (#)						
New Classified FTE (#)		0	1	1	1	
OA (\$)	\$ -	\$ 14,420	\$ 18,566	\$ 19,123	\$ 19,696	
Replacement OA FTE (#)						
New OA FTE (#)		0	0	0	0	
Blended OPE	\$ -	\$ 37,072	\$ 125,115	\$ 195,860	\$ 202,278	
Personnel Subtotal	\$ -	\$ 117,436	\$ 398,325	\$ 660,109	\$ 697,936	
Other Expenses						
Library, Printed						
Library, Electronic						
Services & Supplies						
Capital Equipment						
Other Resources Subtotal	-	-	-	-	-	
Physical Facilities						
Construction						
Major Renovation						
Other Expenses						
Physical Facilities Subtotal	-	-	-	-	-	
Total Cost of Program	\$ -	\$ 117,436	\$ 398,325	\$ 660,109	\$ 697,936	

	One Time Resources	Recurring Resources				
Budget and Resources						
Current Budget (College/Department)		160,846	331,937	346,555	534,555	Expense of tenure-track faculty
Funded GE Terms (new)				110,167	146,597	New GE funding starting in 2027; everything beyond 2.4 FTE is a new allocation
Funded GE Terms (existing)		104,564	216,388	216,388	216,388	Re-allocation of existing GE resources: 1.2 FTE in 2025 and up to 2.4 FTE in 2026
Funded GE Resources						
Institutional Reallocation from other budgetary units						
TOTAL Graduate Tuition						
UG Summer Tuition						
Special State Appropriation						
Federal Funds and other Grants						
Fees/Sales		10,000	27,500	52,500	80,000	Half of the \$1k per student is fees; other half is new budget
Foundation Endowment	25000					Half of the startup will come from foundation money
Other, describe: New budget for supplies	25000	10,000	27,500	52,500	80,000	Half of the startup and ongoing expenses will need to be new money
Total Resources	50,000	285,411	603,325	778,111	1,057,540	
GRAD NET REVENUE:	-	(254,134)	(538,403)	(679,831)	(1,024,859)	

Materials Science and Technology

New Program (undergraduate)

Elliot Berkman, Associate Dean for the Natural Sciences, CAS

Jayson Paulose, Associate Professor, Institute for Fundamental Science, Physics
University of Oregon

December 9, 2024



Program Description

- Materials Science and Technology (MSTC) is a new interdisciplinary applied science program that ties fundamental chemistry and physics research to materials innovation
- MSTC will train students in the connections between the underlying atomic/molecular structure of a material, its properties, its processing methods, and its performance in applications
- A joint effort between the Department of Chemistry & Biochemistry and the Department of Physics, to be housed in the College of Arts and Sciences
- Key contributions:
 - Meet workforce demands for researchers and innovators in technology sectors ranging from semiconductors to energy & battery technology to healthcare
 - Attract a new demographic to UO undergraduate population: students interested in societally impactful applied science careers in industry, government, and academia

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Rationale for pursuing at this time

- Materials Science is central to innovation in modern technologies of regional, national, and global significance that are currently high priority
 - Semiconductors
 - Energy and battery technologies
 - Sustainable design
- Employer demand: Model-based problem solving, experimental design, open-ended research
- Student demand: employment-focused degrees, societal impact

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Connection to UO's mission, signature strengths, and strategic priorities

- Leverages and boosts existing strengths in research and teaching
 - Materials Science Institute: 35 faculty conducting basic research in materials, >100 PhD students, >\$18m research funding + undergraduate teaching and research mentoring
 - Nation-leading applied science MS programs (KCGIP, AMAC, Electrochemistry, Quantum Technology)
 - World-class facilities (CAMCOR, Oregon Fabrication and Design)
- Accessible major with realistic pathways to an industry-relevant degree
 - Clear pathways to graduate in four years starting at 100-level math and science
 - Leverage existing pipelines from community colleges and URM professional societies to UO STEM research and majors
 - Goal: Make STEM research a viable option for students who have not considered it due to lack of exposure or financial considerations
- Research-based pedagogy for student retention and success
 - Active learning and scientific teaching practices as standard
 - Science as a creative process with real-world cultural impact
 - Dedicated faculty mentoring for research/industry guidance
 - Hands-on and experiential learning through labs and research rotations

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Budget and Financial Sustainability

- Two new faculty lines over current capacity to ensure new courses can be taught
- Additional GE effort of 2-5 FTE to teach new courses and take on additional load for PHYS/CH courses
 - Tied to new SCH that the program is expected to bring in
- Initial costs (new lab workstations, permanent lab infrastructure): ~\$50k, part through Foundation and part through CAS
- Lab stocking, materials, etc. ~\$1k / student / year: covered partly by fees, partly by CAS
- Additional support through Tykeson and Shared Services

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Board of Trustees of the University of Oregon

Resolution: Seconded Motion Program Approval – B.S. in Materials Science and Technology

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

WHEREAS, materials science is a successful and growing area at the university, and an expertise in increasing demand nationally;

WHEREAS, the College of Arts and Sciences seeks to establish a Bachelor’s of Science (B.S) in Materials Science and Technology to prepare the future workforce and support faculty growth in a high-demand field;

WHEREAS, the proposed program addresses key institutional priorities that will be transformative for several areas of research and the University of Oregon;

WHEREAS, the program has been approved by relevant departments, the College of Arts and Sciences, the 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 M.S. in Materials Science and Technology as proposed in the associated materials.

Moved: _____ Seconded: _____

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

Date: _____ Initials: _____

Agenda Item #2biii

Program Approval: Ed.S. in School Psychology

The UO seeks approval from the Board of Trustees for a **New Degree and Location for the EdS degree in School Psychology**, offered through the **College of Education**. The **new degree and location change** would take effect **Fall 2025**.

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

The information below is provided by the program and the Office of the Provost. All appropriate University committees, the University Senate, Dean McIntyre, and the Provost have approved the proposal. 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 provided in separate documents.

1. Proposal Type: **New Degree** **New Location**

2. Approvals:

- Dean's Council 3/12/24
- Graduate Council 10/30/24
- UO Senate 11/20/24

3. Briefly describe the program and the rationale for the location change.

The UO School Psychology (SPSY) Program is a 3-year master's (specialist-level) program in School Psychology, leading to state PreK-12 licensure and national certification as a school psychologist. The program prepares school psychologists to conduct and evaluate research, and to deliver evidence-based interventions to PreK-12 children and youth in schools and related settings within a behaviorally-oriented perspective. Students are prepared to deliver services to individuals, families, small groups and classrooms, and across entire schools and systems.

The program prepares school psychologists to provide effective, evidence-based services to individuals and groups with a wide variety of strengths and needs, with a particular emphasis on primary prevention and early intervention approaches, which include universal screening and prevention services to detect and intervene early before problems become severe. This emphasis supports an outcomes-driven model of service delivery, focused on health rather than pathology, and focused on desired outcomes rather than on problems.

The degree has been offered as a Masters of Science at the Eugene campus. With approval of this new degree and location change, the degree will be converted to an Education Specialist degree at both Eugene campus and Portland campus locations, in accordance with accreditation requirements and to better reflect the level of training provided in the existing 3-year program. The current MS degree already meets the National Association of School Psychologists' standards for the EdS degree, which is the norm in this field. The curriculum is not changing.

4. Describe the purpose and relationship of the proposed program to the institution's mission and strategic plan. Include explanation as to whether the location change is based on an existing program

(degree, minor, certificate, specialization, etc.), or is a new direction in response to a market opportunity and/or a particular strength of the institution.

The primary mission of the program is to prepare our students to become skilled practitioners and leaders in the field of school psychology. Our program is intervention-focused, with an emphasis on prevention and early intervention. We seek to recruit and train students who have the desire to make a substantial impact in the fields of school psychology and education at the state, national, and international levels. We are particularly known for and seek to maintain our strong emphasis on state-of-the-art applied research and development efforts in the field of education. Through these efforts, our faculty, students, and alumni help to improve systems of service in schools, and to improve outcomes for children, youth, and their families. Our scientist-practitioner program values linkages across disciplines and systems, and opportunities for such linkages are built into the program requirements. We value the diversity of backgrounds and characteristics that our students bring to the training program, and we actively seek to maintain and increase this diversity. We also value the empowerment of our students, and the perpetuation of a highly collegial program environment, where we strive for positive and cooperative professional relationships among faculty, among students, and between faculty and students.

The SPSY program is well integrated into the College of Education, and faculty are affiliated with several UO research centers including the Prevention Science Institute, Center on Teaching and Learning, and Ballmer Institute for Children's Behavioral Health. The program supports the UO's mission of serving the state, nation, and world through excellence in teaching and research. Our faculty are leading scholars in the field, creating large scale solutions that promote children's behavioral and mental health, evidence-based academic assessments and interventions, promoting school readiness, and equity and inclusion in underserved groups. Our graduates are prepared to address the diverse needs of children, youth, and families served in educational and related behavioral and mental health settings. Expanding to the UO Northeast Portland campus will allow us to strengthen the existing collaboration between faculty in SPSY and at the Prevention Science Institute and Ballmer Institute for Children's Behavioral Health. SPSY graduate students located in Portland will support faculty research and instruction, and SPSY students will have access to world class research and mentorship opportunities relevant to their field.

5. *What evidence of need does the institution have for the program? Summarize how need was determined and include key data points to support determination.*

Offering the Ed.S. program at both the Eugene and Portland campus locations will allow us to grow enrollment. There is a shortage of school psychologists in the field both nationally and regionally. While the NASP recommended ratio is 1 school psychologist to every 500 students (1:500), the 2021-22 ratio was 1:1,417 students in Oregon and 1:1,139 in the Western U.S. region broadly (Affrunti, 2023). Compounding this problem, there are only two institutions in Oregon that offer school psychology training programs. Oregon school districts are vocal about the need for us to prepare more school psychologists to meet the significant needs of PK-12 students and families.

We cannot grow enrollment at the Eugene campus due to requirements for PK-12 school-based practicum and internship experiences supervised by qualified school psychologists. We have strong partnerships with school districts, but there are a limited number of qualified school psychologist supervisors in the local area. By also offering the Ed.S. program at the UO Northeast Portland campus, we will have access to a greater number of school districts and field supervisors and will be able to increase overall program enrollment.

6. Anticipated fall term headcount and FTE enrollment over each of the first five years.

The numbers below reflect FTE enrollment at the new location. Enrollment in Portland will be capped at 24 students per cohort. Enrollment in Eugene (not included here) is likely to stay at its max of 12 full time students.

2024	2025	2026	2027	2028
24	48	72	72	72

7. Expected degrees produced over the next five years

The numbers below reflect FTE enrollment at the new location. The Eugene location expects to continue graduating an average of 12 students per year.

2024	2025	2026	2027	2028
0	0	24	24	24

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

There is only one other school psychology program in Oregon, which is an Ed.S. program located at Lewis & Clark College in Portland. There was previously a school psychology Ed.S. program at George Fox University in Portland; however, this program announced its closing in 2022 and the remaining seven students will graduate by spring of 2025. The closing of the program at George Fox creates an opportunity for our program to step in and offer an Ed.S. program at the UO Northeast Portland campus. Although UO and Lewis & Clark College would both offer school psychology Ed.S. programs in the Portland area, admissions trends and workforce shortages suggest there is a need for increased enrollments at these two Oregon institutions. Additionally, the two programs have distinct identities and strengths that provide applicants with different types of training (e.g., private vs. public institution, research vs. teaching emphasis, location in departments of special education vs. counseling).

Currently, there is collaboration between SPSY faculty at UO and Lewis & Clark that includes collaboration around graduate training issues (e.g., addressing shortages, licensure and accreditation). Program leaders from both institutions collaborate regularly on national and state boards of professional organizations, and publications and conference presentations addressing issues related to school psychology practice and graduate training.

9. Budget Summary: What new resources will be needed initially and on a recurring basis to implement the program, if any? 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?

The program is a graduate tuition generating program that expects to generate sufficient revenues above and beyond cost. The College of Education is already running a pilot version of the program up in Portland and has incorporated expenses for that campus into its current budget. As the program continues to grow, it is expected to create resources sufficient to cover additional costs in line with expected growth. The included budget form provides additional detail.

Ed.S. in School Psychology Budget

PROGRAM TITLE:	School Psychology EdS					
BUDGET PERIOD:	From FY	2023		to FY	2027	
Name and Title of Reviewer(s):	Chris Krabiel, Associate Dean for Finance and Operations, COE Tiffany Yep, Director of Financial Operations, COE			Date		
	Start Up-2023	2024	2025	2026	2027	Notes
	One-Time Costs	Recurring Costs				
Enrollment and Operations						
Total UG Majors	-	-	-	-	-	
Total Graduate Students	-	40	46	50	50	
New Graduate Students		0	25	25	25	
Graduate Student in Existing Programs*		40	21	25	25	
New Courses (count)	-	-	-	-	-	
Expected SCH (Total)	-	3,600	4,278	4,650	4,650	
500/600		3,600	4,278	4,650	4,650	
Course Releases						
Personnel						
TTF Faculty (\$)	\$ -	\$ 225,854	\$ 348,945	\$ 498,464	\$ 513,416	
Replacement Faculty FTE (#)		2	3	3	4	One TTF is on sabbatical 23-24 AY
New FTE (#)				1		New TTF hire, beginning fall 2025
Career Faculty (\$)	\$ -	\$ 286,728	\$ 389,060	\$ 400,732	\$ 412,752	
Replacement Faculty FTE (#)		3	3	4	4	
New FTE (#)			1			New CNTTF hire, anticipated start date summer/fall 2024
Pro-Tem Faculty (\$)	\$ -	\$ 90,000	\$ 117,000	\$ 103,500	\$ 193,500	
Replacement Faculty FTE (#)		1	2	2	4	
New FTE (#)		1	1	0	0	
Sub-total, Faculty (\$)	\$ -	\$ 602,582	\$ 855,005	\$ 1,002,696	\$ 1,119,668	
Graduate Employee Salary (GE) (\$)	\$ -	\$ -	\$ -	\$ -	\$ -	
Classified Staff (\$)	\$ -	\$ 39,540	\$ 61,089	\$ 62,922	\$ 64,809	
Replacement Classified FTE (#)		1	2	2	2	
New Classified FTE (#)						
OA (\$)	\$ -	\$ 7,400	\$ 7,622	\$ 7,851	\$ 8,086	
Replacement OAFTE (#)		0	0	0	0	
New OAFTE (#)						
Blended OPE	\$ -	\$ 356,855	\$ 498,530	\$ 578,281	\$ 630,674	
Personnel Subtotal	\$ -	\$ 1,006,377	\$ 1,422,246	\$ 1,651,750	\$ 1,823,237	
Other Expenses						
Library, Printed						
Library, Electronic						
Services & Supplies		37,891	25,000	26,162	40,917	IPad costs in FY24 and FY27
Capital Equipment						
Other Resources Subtotal	-	37,891	25,000	26,162	40,917	
Physical Facilities						
Physical Facilities Subtotal	-	-	-	-	-	
Total Cost of Program	\$ -	\$ 1,044,268	\$ 1,447,246	\$ 1,677,912	\$ 1,864,154	
Budget and Resources						
Current Budget (College/Department)		1,167,661	1,202,711	1,238,793	1,275,957	
Funded GE Terms (new)						
Funded GE Terms (existing)						
Funded GE Resources		-	-	-	-	
Institutional Reallocation from other budgetary units						
Graduate Tuition		746,666	884,425	990,172	1,019,877	COE share of tuition at 70%
UG Summer Tuition						
Special State Appropriation						
Federal Funds and other Grants						
Fees/Sales		-	1,920	1,920	1,920	Course fees for assessment classes
Foundation Endowment						
Other, describe:						
Total Resources	-	1,914,347	2,089,056	2,230,885	2,297,754	

School Psychology EdS Program Proposal

New Program & Program Change of Location

Angie Whalen, Clinical Professor & Associate Dean for Career Instructional & Clinical Faculty Development, College of Education

Laura Lee McIntyre, Dean & Castle-McIntosh-Knight Professor, College of Education
University of Oregon

December 9, 2024



Program Description

- The School Psychology Program is housed within the Department of Special Education & Clinical Sciences (SPECS) in the College of Education
- The UO School Psychology Program currently offers a 3-year full-time, 94 credit hour master's degree program that prepares students for careers as school psychologists in preK-12 school settings. We are proposing to:
 1. Replace the existing MS degree with an EdS (Education Specialist) degree to better reflect the level of training provided
 2. Offer the Eds program at both UO campus locations in Eugene and Portland
- This program provides a pipeline into a graduate program for students from UO undergraduate programs at both campus locations, including Children's Behavioral Health, Psychology, Special Education, Family & Human Services.
- The School Psychology PhD Program recruits students from this program, and all earned credits may be applied to the doctoral program.

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Rationale for pursuing at this time

- EdS “specialist-level” training is required by national and Oregon standards for entry-level licensure as a school psychologist (NASP, 2020; OAR 584-245-0120).
- The existing MS program is designed and nationally accredited by the National Association of School Psychologists (NASP) as a specialist-level program.
- The EdS degree has recently been established at UO. Awarding the EdS degree will reduce confusion from stakeholders by more accurately reflecting our graduates’ level of training.
- Evidence of need for 2nd location
 - Applications to current Eugene program consistently exceed capacity
 - Demand in the labor market
 - Recent closing of the School Psychology specialist-level program at George Fox University in Portland
 - Enrollment potential demonstrated by offering some SPSY classes at UO Portland since Fall 2022

UNIVERSITY OF OREGON 2

Connection to UO’s mission, signature strengths, and strategic priorities

- The School Psychology Program supports the Oregon Rising Goal – accelerating UO’s impact on the world in youth behavioral and mental health
- The program’s established faculty are leaders in research and innovation in this area, collaborate across UO disciplines such as psychology, counseling psychology, prevention science, education, and children’s behavioral health
- Expansion to the UO Portland campus would strengthen existing synergies with the Ballmer Institute for Children’s Behavioral Health and opportunities for student and faculty collaboration
- We expect the program expansion to the UO Portland campus to strengthen our ability to recruit and serve traditionally underrepresented students by increasing access to training at multiple locations, opportunities for clinical training in diverse urban school districts, intentional scheduling to accommodate work schedules of educators

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Budget and Financial Sustainability

	FY26	FY27	FY28	FY29	FY30
Tuition					
In-state	\$ 342,992	\$ 353,282	\$ 363,880	\$ 389,389	\$ 401,071
Out-of-state	325,519	335,284	345,343	369,384	380,465
UO Gross Tuition	668,510	688,566	709,223	758,773	781,536
COE Tuition	501,383	516,424	531,917	569,080	586,152
Payroll					
Faculty	330,801	343,089	357,795	381,104	395,283
Staff	52,560	54,137	55,761	58,076	59,818
	383,361	397,226	413,555	439,179	455,101
S&S, Travel	10,000	10,500	11,025	11,576	12,155
UO Gross Op Income	\$ 275,149	\$ 280,840	\$ 284,642	\$ 308,017	\$ 314,280
COE Operating Income	\$ 108,022	\$ 108,698	\$ 107,337	\$ 118,324	\$ 118,896
Holdback %	25%				



Board of Trustees of the University of Oregon

Resolution: Seconded Motion Program Approval – B.S. in Materials Science and Technology

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

WHEREAS, materials science is a successful and growing area at the university, and an expertise in increasing demand nationally;

WHEREAS, the College of Arts and Sciences seeks to establish a Bachelor’s of Science (B.S) in Materials Science and Technology to prepare the future workforce and support faculty growth in a high-demand field;

WHEREAS, the proposed program addresses key institutional priorities that will be transformative for several areas of research and the University of Oregon;

WHEREAS, the program has been approved by relevant departments, the College of Arts and Sciences, the 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 M.S. in Materials Science and Technology as proposed in the associated materials.

Moved: _____ Seconded: _____

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

Date: _____ Initials: _____

Agenda Item #3ai

Amendment to Board Bylaws for Student Trustee Compensation

The primary documents governing the University of Oregon's Board activities are its Bylaws and Policy on Retention and Delegation of Authority. These documents provide the governing framework for the Board and clarify roles between the Board, President, and their administration. 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.

Background

The proposed revision to Board Bylaws would allow eligible student Trustees to receive compensation payment equal to the per diem paid to members of the Legislative Assembly for each day or portion of a day in which the student trustee attends an official Board of Trustees meeting. For a student Trustee to be eligible, they must have an annual income of \$50,000 or less.

Discussions between the Board Office and current student trustees resulted in support for this proposal not to create compensation intended for services rendered on behalf of the Board, but as a means to promote equity in engagement from diverse populations, and to reduce barriers to participation on the Board.

The amount of per diem paid to members of the Legislative Assembly is tied to federal per diem rates, which can be found here: [Per Diem Rates](#). The total daily rate as of October 1, 2024, is \$178.00. These per diem rates are reviewed annually by the U.S. General Services Administration.

Attached (Exhibit A) is a redlined version of the Board Bylaws with the proposed amendment and the accompanying Board Resolution.

BYLAWS OF THE UNIVERSITY OF OREGON

**ARTICLE I
Name**

The legal name of this independent public body is the University of Oregon ("University").

**ARTICLE II
Purposes of Organization**

The purposes for which the University is organized are to carry out and exercise the powers, rights, duties and privileges, within and outside this state, that are expressly conferred upon the University, or that are implied by law or are incident to such powers, rights, duties and privileges.

**ARTICLE III
Board of Trustees**

- 1. Business and Affairs.** The University shall be governed and the business and affairs of the University shall be managed by the Board of Trustees of the University of Oregon ("Board"), which may exercise all such powers, rights, duties and privileges as are expressly conferred upon the University, or that are implied by law or are incident to such powers, rights, duties and privileges. The Board may delegate and provide for the further delegation of any and all such powers, rights, duties and privileges subject to limitations expressly set forth in law.
- 2. Membership.** The membership of the Board is established by law. With the exception of the President of the University, the Trustees are appointed by the Governor of the State of Oregon and are subject to confirmation by the Oregon Senate in the manner prescribed by law. To assist the Governor in appointing Trustees, the Board may submit recommendations to the Governor for consideration whenever there is a vacancy.
- 3. Vacancies.** A vacancy on the Board shall exist upon the death, resignation, removal or expiration of the term of any Trustee. A Trustee may resign at any time by delivering written notice to the Governor and at least one of the following: the Chair of the Board of Trustees, the President of the University, or the University Secretary.
- 4. Removal.** The Governor may remove a Trustee other than the President as provided by law. The Board may terminate the status of the President as a Trustee by terminating the President's appointment as President of the University, subject to the rights, if any, of the President under a contract of employment.
- 5. Board Officers.**
 - a. Every three years, the Board shall select one of its members as Chair and another as Vice Chair, who shall be the Board Officers. The term for a board officer shall be approximately three years, or until death, resignation, removal or expiration of appointment as a Trustee within a term. The Chair and Vice Chair may be elected to consecutive terms. The Chair and Vice Chair may serve a maximum of two full terms in each respective position. The Chair and Vice Chair shall not be employees or students at the University and shall not, as Chair and Vice Chair, be authorized to

PROPOSED REDLINES TO SEPTEMBER 2023 ADOPTED VERSION – DRAFT PROPOSED DECEMBER 2024

bind the University. The Board may appoint such other Board Officers with such duties as the Board determines necessary or appropriate.

- b. In the event of a vacancy in the position of Chair, the Vice Chair shall, as soon as practicable, call a meeting of the Board for purposes of filling the vacancy; the Vice Chair shall temporarily assume the responsibilities of the Chair until such a meeting occurs and a new Chair is elected. A vacancy in the position of Vice Chair shall be filled by the Board at its next regular meeting. In the event of a vacancy in both positions simultaneously, the President shall facilitate a meeting of the Board, as soon as practicable, for the purpose of filling both vacancies.
- c. The Chair shall establish the agenda for and preside at all meetings of the Board. The Chair shall perform such other duties as assigned by the Board. In the absence of the Chair or in the event of the Chair's inability to act, the Vice Chair shall perform the duties of the Chair, and when so acting, shall have the powers of and be subject to all the restrictions upon the Chair. The Vice Chair shall perform such other duties as assigned by the Board. The Chair may designate another trustee, who is not the President, to temporarily preside over a meeting.
- d. Notwithstanding the appointment of a Chair and Vice Chair, authority is vested in the Board collectively and not in any individual Trustee. Individual trustees do not speak on behalf of the Board or the University unless authorized to do so by the Board or Chair. The Chair may speak on behalf of the Board and the University, unless otherwise determined by the Board.
- e. A Board Officer serves at the pleasure of the Board. A Board Officer may be removed from office by a two-thirds majority vote of Trustees eligible to vote. A Board Officer may voluntarily relinquish his or her position as Chair or Vice Chair by submitting a letter of resignation to the Secretary with an effective date.

6. Compensation; Reimbursement of Expenses. Except as provided in section 8, a Trustee performing his or her official duties is not acting as an employee of the University and shall not receive a salary for Board service. In accordance with University policy and upon approval by first the Secretary and then the Treasurer of the University, a Trustee may be reimbursed for reasonable expenses incurred in connection with the performance of official duties.

Deleted: A

7. Faculty and Non-faculty Staff Trustees. The Faculty Trustee and Non-faculty Staff Trustee are each hereby granted reasonable leave with pay at their regular compensation as employees of the University to attend meetings of the Board and other official Board functions that occur during their normal work day. Nothing in this section 7 shall be deemed to alter the compensation of the faculty member or staff member for the performance of their duties as a University employee.

8. Compensation for Eligible Student Trustees. Effective Beginning December 2024, a student Trustee with an annual income of \$50,000 or less is eligible for compensation payment equal to the per diem paid to members of the Oregon Legislative Assembly under ORS 171.072 for each day or portion of a day in which the student Trustee attends an official Board of Trustees meeting.

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**ARTICLE IV
Meetings of the Board**

1. Public Meetings. A "Public Meeting" of the Board is the convening of the Board for a purpose

PROPOSED REDLINES TO SEPTEMBER 2023 ADOPTED VERSION – DRAFT PROPOSED DECEMBER 2024

for which a quorum is required in order to make a decision or to deliberate toward a decision on any matter. All Public Meetings of the Board shall be conducted in compliance with Oregon Public Meetings Law. Public Meeting does not include any statutorily exempted meetings, including any on-site inspection of any project or program or the attendance of Trustees at any international, national, regional, state or local association.

2. Quorum of the Board. Except as otherwise specified herein, a quorum of the Board is required to conduct Board business. A quorum of the Board shall be a majority of the Trustees in office at the time of the meeting.

3. Manner of Acting.

- a. Except as otherwise specified herein, action upon a matter for which a quorum is required shall be taken upon the approval of a majority of the Trustees present.
- b. All Trustees present must vote affirmatively or negatively on any matter on which a vote is called by the Chair, except that a Trustee may not vote if the Trustee has refrained from participation on the matter due to an actual conflict of interest as defined in Article VIII section 1 of these bylaws.
- c. The Board may permit any or all Trustees to participate in a meeting by, or conduct the meeting through use of, any means of electronic communication by which all Trustees participating may simultaneously hear each other or otherwise communicate with each other during the meeting. Participation in such a meeting by a Trustee shall constitute such Trustee's presence in person at the meeting.
- d. Any item referred to the Board under unanimous support from a committee may be presented to the Trustees on a Consent Calendar at the recommendation of the committee chair. The Consent Calendar shall be considered at the next regularly scheduled meeting of the Board and all items on the Consent Calendar shall be considered en bloc. An item shall be removed from the Consent Calendar if two or more trustees so request, in writing to the Chair, not later than two hours prior to convening of the Board meeting at which the Consent Calendar will be considered. An item may be removed from the Consent Calendar at the discretion of the Chair at any time.

4. Quorum not Required. A majority of the voting Trustees present at a meeting that is subject to the quorum requirements of this Article, although less than a quorum, may:

- a. Adjourn the meeting from time to time to a different time or place before the date of the next regular meeting without further notice of any adjournment. At such adjourned meeting at which a quorum is present, any business may be transacted that might have been transacted at the meeting originally held.
- b. Set a time for adjournment.
- c. Call a recess.
- d. Take any measure necessary or appropriate to assemble a quorum.

5. Waiver of Notice by Trustee. A Trustee's attendance at or participation in a meeting waives any required notice of the meeting to the Trustee unless the Trustee at the beginning of the meeting objects to the holding of the meeting or the transaction of business at the meeting and does not subsequently vote for or assent to action taken at the meeting. A Trustee may at any time waive any notice required by law or as described in Article V section 5(b) of these Bylaws, with written notice signed by the Trustee and specifying the meeting for which notice is waived. Any such waiver of notice shall be filed with the minutes of the meeting for which notice is waived.

6. Parliamentary Rules. Procedural disputes shall be resolved by traditional procedural rules, as interpreted by the Chair.

ARTICLE V Public Meeting Procedures

1. Regular Meetings. Regular Public Meetings of the Board shall be held at least four times per calendar year on such dates and at such times as specified by the Chair, and on such additional dates and at such times as specified by the Chair or in writing signed by a majority of the Trustees then in office.

2. Special Meetings. Special Public Meetings of the Board may be called at any time by the Chair and must be called by the Chair within twenty-four (24) hours after the Chair's receipt of a written request for a Special Public Meeting signed by a majority of the Trustees then in office and specifying the purpose of the meeting. Signatures may be electronic and in counterparts.

3. Emergency Meetings. Emergency Public Meetings of the Board may be called at any time by the Chair in instances of an actual emergency and must be called by the Chair within twenty-four (24) hours after the Chair's receipt of a written request for such a meeting signed by a majority of the Trustees then in office, identifying the actual emergency and specifying the purpose of the meeting. Signatures may be electronic and in counterparts. Meeting notice and minutes of emergency Public Meetings shall describe the emergency justifying the emergency Public Meeting.

4. Place of Meetings. All regular Public Meetings and Special Public Meetings of the Board shall be held in a location or through a platform that is compliant with Oregon Public Meetings Law.

5. Notice of Meetings.

a. Notice of all regular Public Meetings shall be given in a manner reasonably calculated to give interested persons, including the media, actual notice of the time and place of the meeting and principal subjects anticipated to be considered at the meeting. Notice of Special Public Meetings shall be given to interested persons, including the news media, which have requested notice and to the general public at least 24 hours prior to the hour of the meeting. Notice of an emergency Public Meeting shall be such as is appropriate to the circumstance.

b. Notice of a regular or Special Public Meeting must be given to each Trustee at least 48 hours prior to the hour of the meeting. Notice to each Trustee of an emergency Public Meeting shall be such as is appropriate to the circumstance. Notice of all such meetings may be given to Trustees orally either in person or by telephone or may be delivered in writing, either

personally, by mail, by electronic mail, or by facsimile transmission. If mailed other than by electronic mail, notice shall be deemed to be given three (3) days after deposit in the United States mail addressed to the Trustee at the Trustee's address on file with the Secretary for the purpose of receiving Board correspondence, with postage prepaid. If notice is sent by electronic mail or facsimile transmission, notice shall be deemed given immediately if the electronic mail notice is sent to the Trustee's University of Oregon electronic mail address or, as applicable, the Trustee's facsimile on file with the Secretary for the purpose of receiving such correspondence. Notice by all other means shall be deemed to be given when received by the Trustee.

6. Minutes of Meetings. The Board shall provide for the taking of written minutes of all Public Meetings, which minutes shall give a true reflection of the matters discussed and actions taken at the Public Meetings as well as the views of the participants, unless otherwise permitted by law. In addition to written minutes, the Board may provide for an audio or video recording of a Public Meeting.

ARTICLE VI Officers of the University

- 1. Officers.** The officers of the University shall be a President, Treasurer, General Counsel, Secretary and such other officers as may be deemed necessary by the President to conduct University business. The officers shall have such authority and perform such duties as set forth in the law and these Bylaws and as may be prescribed by the Board or President.
- 2. President.** The Board shall appoint a President. 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 Board. Subject to the supervision of the Board, the President of the University has authority to direct the affairs of the University. The President shall, periodically, report to the Board all significant matters within the President's knowledge related to affairs of the University. The President shall perform such other duties as assigned by the Board. The President may appoint other officers and employees of the University, who shall have such powers and duties as may be prescribed by the President.
- 3. Treasurer.** The President shall appoint a chief financial officer, who shall be the Treasurer. Subject to the supervision of the Board and applicable law, the Treasurer of the University shall properly account for all monies collected, received and expended by the University and all real and personal property of the University. The Treasurer will keep and maintain, or cause to be kept and maintained, adequate and correct records of the assets, liabilities, and business transactions of the University. The Treasurer will disburse the funds of the University as may be provided for by the Board, may settle and pay all claims against the University, and will render to the President or the Board, upon request, an account of the financial condition of the University.
- 4. General Counsel.** The President shall appoint a General Counsel. The General Counsel to the University is the chief legal officer of the University and represents and advises the University, including the Board, officers, and employees, in all matters related to the affairs of the University. The General Counsel is authorized to accept legal process on behalf of the University.
- 5. Secretary.** The President shall appoint the Secretary. The Secretary shall be responsible for the giving of required notices of meetings of the Board, the preparation of minutes, and proper records

management for the Board.

**ARTICLE VII
Board Committees**

Subject to the requirements of applicable law, the Board may establish such committees as it deems appropriate or necessary and shall define the duties and reporting requirements of such committees and the membership of the committees.

**ARTICLE VIII
Conflicts of Interest**

- 1. In General.** Subject to the requirements of law and of this Article, the Board may take any action involving either a potential conflict of interest or an actual conflict of interest (as defined in ORS Chapter 244). Prior to taking any action in an official capacity on any matter involving a potential conflict of interest or an actual conflict of interest for a Trustee, the Trustee shall publicly announce the nature of the potential or actual conflict of interest. Any Trustee having an actual conflict of interest in a transaction with the University shall in addition (i) refrain from participating in any discussion or debate on the issue out of which the conflict arises, and (ii) refrain from voting on the issue, unless the Trustee's vote is necessary for Board action on the issue and is otherwise not prohibited by ORS Chapter 244.
- 2. Labor Negotiations.** As described in ORS 352.076, the faculty and nonfaculty staff, and student members of the governing board may not participate in any discussions or action by the board or attend any executive session of the board involving collective bargaining issues that affect faculty, nonfaculty staff, or student employees at the university.
- 3. Other.** The Board may adopt such other policies and standards pertaining to conflict of interest and ethics as the Board determines to be appropriate.

**ARTICLE IX
Indemnity**

- 1. Indemnification and Defense in General.**
 - a. The University shall defend and indemnify any Trustee or Officer ("Party") against any Claim, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of official duties. The University shall not provide indemnification and defense in case of malfeasance in office, willful or wanton neglect of duty, or in judicial or administrative action in which the Party is found to have violated the Oregon Government Ethics Law. The University may cease to provide indemnification or defense upon a determination by the University, in its sole discretion, that an act or omission may constitute criminal conduct.
 - b. The University may choose to defend a Party under a reservation of rights. Any Party to whom the University is providing a defense shall cooperate fully with the University in the defense of such Claim. If the University determines, in its sole discretion, that such Party has not so cooperated or has otherwise acted to prejudice the defense of the Claim, the University may at any time terminate its defense and indemnity or proceed under a reservation of rights.

2. Legal Expenses when Claim is by a Governmental Entity or Professional Licensing Authority.

- a. Expenses incurred by a Party in the defense of a civil Claim by a governmental entity or a professional licensing authority may be advanced or reimbursed by the University if the University, in its sole discretion, determines that the civil Claim arose out of the Party's performance of official duties. Such advancement or reimbursement constitutes part of the Party's official compensation package for purposes of ORS Chapter 244. The University may decline to reimburse a Party for any expenses incurred prior to the University's written commitment to provide reimbursement.
- b. Expenses shall be paid by the University in advance of the final disposition of a civil Claim described in this section 2 at the written request of the Party if:
 - (1) The University determines, in its sole discretion, that the conduct of such Party was in good faith, and the Party reasonably believed that such conduct was in the best interests of, or not opposed to the best interests of, the University.
 - (2) The Party furnishes the University a written undertaking to repay such advance to the extent it is ultimately determined by the University, in its sole discretion, that such Party is not entitled to be indemnified by the University under this Article or under any other indemnification rights granted by the University to such Party.

Such advances shall be made without regard to the person's ability to repay such advances.

3. Legal Representation. The General Counsel shall have the exclusive authority to select counsel and to defend against any Claim. The General Counsel will consult with the Party regarding any term of a settlement agreement that affects the legal rights of the Party.

4. Definition. The term "Claim" means any threatened, pending, or completed investigation, action, suit, or proceeding brought by a party other than the University.

5. Non-Exclusivity and Continuity of Rights. This Article: (i) shall not be deemed exclusive of any other rights to which those indemnified may be entitled under any statute, agreement, general or specific action of the University or otherwise, both as to action in the official capacity of the person indemnified and as to action in another capacity while holding office, (ii) shall continue as to a person who has ceased to be a Party, (iii) shall inure to the benefit of the heirs, executors, and administrators of such person.

6. Amendments. Any repeal of this Article shall only be prospective, and no repeal or modification hereof shall adversely affect the rights under this Article in effect at the time of the alleged occurrence of any action or omission to act that is the cause of any Claim or complaint.

**ARTICLE X
Miscellaneous Provisions**

1. **Principal Office.** The principal office of the University is located at the 1098 East 13th Avenue, University of Oregon, Eugene, Oregon 97403.
2. **Email.** All trustees will be provided with an institutional email address. Trustee email addresses will be clearly and publicly posted on the university website.
3. **Severability.** Any determination that any provision of these Bylaws is for any reason inapplicable, invalid, illegal, or otherwise ineffective shall not affect or invalidate any other provision of these Bylaws. The headings in these Bylaws are provided for convenience and shall not be considered in the interpretation or construction of these Bylaws.
4. **Authority.** Because the Board is the final University authority, these bylaws and Board policies and standards have precedence over other policies and standards of the University and its constituent parts. Any policies and standards adopted by the University and its constituent parts shall be consistent with these Bylaws.
5. **Amendment of Bylaws.** These Bylaws may be altered, amended, restated or repealed and new bylaws may be adopted by the Board at any regular or Special Public Meeting.

Board of Trustees of the University of Oregon

Resolution: Adoption of Amendments to Board Bylaws

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 Board’s Bylaws has resulted in recommended changes outlined in Exhibit A, attached to this resolution;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby approves the amendments to the Board’s Bylaws as outlined in Exhibit A.

Moved: _____ Seconded: _____

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

Record here if voice vote without dissent rather than roll call: _____

Dated: _____ Recorded: _____

Agenda Item #3bi

Annual Capital Report

University of Oregon



UO Portland Campus

December 2024

Ten Year Capital Plan

Prepared by *Campus Planning and Facilities Management*

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- Heritage Project: University Hall and Villard Hall Deferred Maintenance
- UO Portland Campus

Planned and Likely Projects

- Oregon Acoustic Research Lab
- Friendly Hall – Deferred Maintenance
- Child Behavioral Health Building (Portland)

Potential Future Projects

- Knight Campus – Phase 3
- Knight Library Renovation
- School of Journalism and Communication Expansion

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Current Projects (BOT Approved)

- Athletics Indoor Practice Facility
- Kalapuya Ilihi Building Repairs
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Planned and Likely Projects

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Potential Future Projects

- Housing Barnhart Hall Improvements
- Utility Infrastructure Phase 2

Studies

- CPS Electrode Boiler
- Science Complex Study
- Mac Court Master Plan Study
- Housing Riley Hall Study
- Housing Villard Street Townhouses Study

Large Project Cost Tracking
Years 2014 - 2024

Project	Final Budget	Project Area (S/F)	Bid Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Forecasted Escalation	NOTES
ANNUAL REGIONAL CONSTRUCTION ESCALATION RATES <small>(Rates provided by Rider Levett Bucknall)</small>																
				6.02%	4.61%	4.58%	6.05%	6.50%	5.67%	2.30%	8.40%	9.36%	6.50%	6.00%		Escalation figures represent larger Portland market; Eugene market has been higher.
ACADEMICS																
PRICE SCIENCE COMMONS																
Addition and Renovation	\$19,733,490	44,300	2015		\$ 445	\$ 466	\$ 494	\$ 526	\$ 556	\$ 569	\$ 617	\$ 674	\$ 718	\$ 761		Underground and difficult access; deferred maintenance upgrades, unique plaza/roof
OREGON HALL RENOVATIONS																
Renovation	\$11,870,000	56,400	2017				\$ 210	\$ 224	\$ 237	\$ 242	\$ 263	\$ 287	\$ 306	\$ 324		Significant surging of staff
CHAPMAN HALL																
Renovation	\$11,200,000	23,388	2017				\$ 479	\$ 510	\$ 539	\$ 551	\$ 598	\$ 654	\$ 696	\$ 738		
TYKESON HALL																
New Building	\$42,548,000	64,000	2017				\$ 665	\$ 708	\$ 748	\$ 765	\$ 830	\$ 907	\$ 966	\$ 1,024		Added basement mid-way through design
RESEARCH and SCIENCES																
PACIFIC HALL B-2 FLOOR LABS																
Renovation/Deferred Maintenance - South Wing	\$22,120,000	31,365	2016			\$ 705	\$ 748	\$ 797	\$ 842	\$ 861	\$ 933	\$ 1,021	\$ 1,087	\$ 1,152		Significant deferred maintenance to MEP systems
KNIGHT CAMPUS PHASE 1																
Building and Bridge	\$213,500,000	173,630	2018					\$ 1,230	\$ 1,299	\$ 1,329	\$ 1,441	\$ 1,576	\$ 1,678	\$ 1,779		Cost/sf excludes \$7.5M for property acquisition
KLAMATH 3RD FLOOR RENOVATION																
Renovation	\$22,900,000	25,000	2019					\$ 916	\$ 968	\$ 990	\$ 1,073	\$ 1,174	\$ 1,250	\$ 1,325		Received additional grant funding of \$500k for equipment
ZEBRAFISH EXPANSION																
Addition and Partial Renovation	\$10,370,000	10,470	2020						\$ 990	\$ 1,074	\$ 1,174	\$ 1,250	\$ 1,325	\$ 1,325		Project recently completed, but in financial close-out. Final budget likely to decrease.
HUESTIS HALL																
Deferred Maintenance	\$89,600,000	60,000	2022									\$ 1,493	\$ 1,590	\$ 1,686		
STUDENT SUPPORT																
ERB MEMORIAL UNION																
Addition and Partial Renovation	\$98,762,185	209,943	2014	\$ 470	\$ 492	\$ 515	\$ 546	\$ 581	\$ 614	\$ 628	\$ 681	\$ 745	\$ 793	\$ 841		
OBF (OREGON BACH FESTIVAL) BERWICK HALL																
New Performing Arts Building	\$8,787,000	9,419	2015		\$ 933	\$ 976	\$ 1,035	\$ 1,102	\$ 1,164	\$ 1,191	\$ 1,291	\$ 1,412	\$ 1,504	\$ 1,594		Specialized rehearsal sound space
UNIVERSITY HEALTH and COUNSELING																
Addition (23,800SF) and Renovation (11,000SF)	\$20,100,000	39,700	2018					\$ 506	\$ 535	\$ 547	\$ 593	\$ 649	\$ 691	\$ 732		Addition costs at \$715/SF, Renovation at \$270/SF (2018 costs).
HOUSING																
CENTRAL KITCHEN/WOODSHOP																
New Building	\$8,890,240	21,592	2015		\$ 412	\$ 431	\$ 457	\$ 486	\$ 514	\$ 526	\$ 570	\$ 623	\$ 664	\$ 704		
KALAPUYA LIHI HALL																
New Residence Hall	\$44,855,123	136,653	2016			\$ 328	\$ 348	\$ 371	\$ 392	\$ 401	\$ 434	\$ 475	\$ 506	\$ 536		Complicated building form due to solar access to the Many Nations Longhouse
BEAN HALL EAST/WEST RENOVATION																
Addition and Renovation	\$48,000,000	174,540	2018				\$ 275	\$ 293	\$ 309	\$ 317	\$ 343	\$ 375	\$ 400	\$ 424		
HOUSING TRANSFORMATION Ph1																
Unthank Hall - New Building	\$87,500,000	208,000	2019						\$ 421	\$ 430	\$ 466	\$ 510	\$ 543	\$ 576		
HOUSING TRANSFORMATION Ph2																
Buildings B and C (Walton Hall Replacement buildings)	\$120,000,000	301,252	2022									\$ 398	\$ 424	\$ 450		
ATHLETICS																
JANE SANDERS STADIUM																
New Stadium	\$17,200,000	27,336	2015		\$ 629	\$ 658	\$ 698	\$ 743	\$ 785	\$ 803	\$ 871	\$ 952	\$ 1,014	\$ 1,075		Square foot numbers represent the building, not the field
OTHER																
MILLRACE DRIVE - PARKING GARAGE																
(part of Knight Campus project)	\$22,400,000	118,980	2019					\$ 188	\$ 199	\$ 204	\$ 221	\$ 241	\$ 257	\$ 272		684 parking spaces

Summary of Projects > \$5 Million

Project Name	Substantial Completion Date	BOT / Legislature Approved Budget	Current Project Budget	Project Square Footage	Cost per Square Foot	Budget Comparison to BOT/Legislature Budget Status	Schedule performance	Meets Program Needs	Unanticipated Deferred Maintenance Issues	LEED Certification	Comments
Tykeson Hall	Jun 2019	\$ 34,300,000	\$ 45,580,000	64,000	\$ 712	●	●	●	●	Gold	Additional scope was added on January 2017, which included basement and 4th floor build out. Since the scope addition, both schedule and budget were achieved as the project came to a close.
Bean Hall Renovation and Addition	Aug 2019	\$ 44,000,000	\$ 48,000,000	174,540	\$ 275	●	●	●	●	Gold	Additional funds were for Administrative Addition added to the original renovation scope.
University Health and Counseling	Aug 2020	\$ 18,800,000	\$ 20,100,000	39,700	\$ 506	●	●	●	●	N/A	With renovation work, additional deferred maintenance surrounding MEP was discovered and resolved (through Capital Improvement funds).
Klamath Hall - 3rd Floor	Sep 2020	\$ 18,700,000	\$ 22,900,000	25,000	\$ 916	●	●	●	●	N/A - Partial Reno	Delayed start and significant unanticipated infrastructure / deferred maintenance issues. Budget adjusted with Presidential approval in December 2017. Since approval, project was completed on schedule and within the approved budget.
Knight Campus Phase 1 (includes bridge)	Oct 2020	\$ 225,000,000	\$ 213,500,000	173,630	\$ 1,186	●	●	●	●	Gold	Total GSF includes 2,719 SF for Bridge. Cost/ST excludes \$7.5M for land purchase. Delays from the original schedule due to COVID. Includes additional \$3.4M for purchase of Lot 4 from COE (site for phase 2 building). The \$225 budget includes the Parking Garage budget below.
Millrace Drive Parking Structure (part of Knight Campus project)	Nov 2020	Included in Knight campus budget above	\$ 22,400,000	118,980	\$ 188	●	●	●	●	Gold	This is part of the overall Knight campus project. Delays from the original schedule due to COVID. Includes additional \$7.5M for upper two floors of garage.
Autzen Sound and Video Board	Nov 2020	\$ 12,000,000	\$ 12,000,000	N/A	N/A	●	●	●	●	N/A	Experienced material and labor delays due to COVID.
Housing Transformation Project Ph1 <i>Unbank Hall</i>	Jun 2021	\$ 89,500,000	\$ 87,500,000	209,500	\$ 418	●	●	●	●	Gold	\$101M was BOT approved. Balance of approval went to launching Phase 2 Design.
Zebra Fish Expansion	Sep 2022	\$ 8,800,000	\$ 10,370,000	10,470	\$ 990	●	●	●	●	N/A	Complete
Housing Transformation Project Ph 2 Walton Hall Replacement	Aug 2023	\$ 120,000,000	\$ 120,000,000	302,000	\$ 397	●	●	●	●	Gold	Recently occupied
Huestis Hall Deferred Maintenance Project	Dec 2023	\$ 63,600,000	\$ 89,600,000	60,000	\$ 1,493	●	●	●	●	Platinum	BOT approved increase to \$79.9M Dec 2021. Market escalation conditions impacted budget. Project was completed in late spring 2024, but in financial close-out. Final budget likely to decrease after project close-out.
Utility Infrastructure Phase 1 (CW Tank)	Jun 2023	\$ 8,500,000	\$ 11,800,000	N/A	N/A	●	●	●	●	N/A	BOT approved increase to \$11.8M Dec 2022. Market conditions and procurement times impacting project. Nearing completion.
Housing Transformation Project Ph 3	Jul 2024	\$ 10,000,000	\$ 9,900,000	155,000	\$ 64	●	●	●	●	N/A	This phase is for Open Space Improvements, which also includes the demolition of Hamilton Hall. This phase was originally scheduled for 2024, but was delayed due to the short-term need of Hamilton Hall while Kalupua Ilihi undergoes repairs. Construction will start Summer 2025.
Knight Library Exterior Restoration (Multiple Phases)	TBD	\$ 15,000,000	\$ 15,000,000	N/A	N/A	●	●	●	●	N/A	Two of three phases complete. Ph3 construction scheduled for summer of 2025. Funded with state Capital Improvement funds.
Knight Campus Phase 2	Dec 2025	\$ 300,000,000	\$ 330,000,000	175,000	\$ 1,886	●	●	●	●	Targeting Gold	In construction. Volatile market escalation conditions has impacted the project.
Heritage Project (University & Villard)	Jul 2025	\$ 87,820,000	\$ 93,847,000	68,059	\$ 1,379	●	●	●	●	Targeting Gold	In construction. Volatile market escalation conditions impacted the original legislatively approved budget (\$64.4M).
UO Portland Campus	Sep 2024	\$ 58,000,000	\$ 65,100,000	392,000	\$ 166	●	●	●	●	N/A	In construction. Project construction triggered addressing a variety of unanticipated deferred maintenance elements.
Kalupua Ilihi Residence Hall Repairs	Sep 2024	\$ 16,300,000	\$ 18,580,000	136,653	TBD	●	●	●	●	N/A	In construction. BOT approved 9/2024. More extensive interior architectural repairs required than anticipated.
Oregon Acoustic Research Lab (Portland)	TBD	TBD	\$ 24,600,000	14,130	\$ 1,741	●	●	●	●	N/A	Federal grant. Port of Portland location. Anticipate bringing project to BOT in March 2025.
Next Generation Residence Halls B1/2	TBD	\$ 80,200,000	\$ 82,200,000	44,740	\$ 1,837	●	●	●	●	Targeting Gold	Legislatively approved in 2023 at \$80.2M. In Concept Design phase.
Child Behavioral Health Building	TBD	TBD	TBD	TBD	TBD	●	●	●	●	Targeting Gold	In Schematic Design

Key to colors

●	N/A	N/A	N/A			Budget within 3% of BOT / LEG or above 3% based upon program driven increases AND are under BOT approval levels	On Schedule	Program Maintained	All DM Issues Anticipated		
●	N/A	N/A	N/A			Additional funds above 3% (Not for Program Enhancements) but not to BOT approval level	1-3 month delay	Minor loss of Program	Less than 5% Scope Increase due to unanticipated DM issues		
●	N/A	N/A	N/A			Additional funding requiring BOT Approval	3 month or greater delay	Major loss of Program	More than 5% Scope Increase due to unanticipated DM issues		

University of Oregon Capital Plan Master Schedule

ID	Task Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
1	Current Projects (BOT Approved)															
2	Knight Library Exterior Restoration (3 Phases)															
3	Knight Campus - Phase 2 (Research)															
4	Heritage Project: University & Villard Halls - Deferred Maintenance															
5	UO Portland Campus															
6	Athletics Indoor Practice Facility															
7	Kalapuya Ilihi Building Repairs															
8	Romania Site Development															
9	Housing Transformation Project Ph3															
10	Planned and Likely Projects															
11	Oregon Acoustic Research Lab (OARL)															
12	Friendly Hall - Deferred Maintenance															
13	Next Generation Housing Residence Hall															
14	Child Behavioral Health Building (Portland)															
15	Potential Future Projects															
16	Housing: Barnhart Hall Conversion Project															
17	Knight Campus - Phase 3															
18	Utility Infrastructure Phase 2															
19	Knight Library Renovation															
20	School of Journalism and Communication (SOJC) Expansion															
21	Studies for Future Projects															
22	CPS Electrode Boiler Study															
23	Science Complex Study															
24	Mac Court Master Plan Study															
25	Housing: Riley Hall Capacity Study															
26	Housing Villard Street Townhouses															



Academic Projects



Knight Library Exterior Restoration

PROJECT DESCRIPTION **CURRENT PROJECT**

Ellis Fuller Lawrence’s original plan called for an auditorium to be built in this site, as the termination of the south axis and most important building in his beaux-arts plan. The axis extended from the auditorium to Dad’s Gates and beyond to the train station. However, the decision was made by President Hall to build a library in its place. The library was funded by the Public Works Administration (“PWA”) and the Works Progress Administration (“WPA”) program funds and is representative of the last surge of building before WWII.

The library has been referred to as Oregon’s best example of integrated art and architecture. It is the most fully executed of Lawrence’s buildings incorporating sculpture, painting and metalwork, much done by students, graduates and professors.

Objectives

Due to excessive exterior deterioration, this project will comprehensively restore the exterior envelope of one of UO campus largest buildings. This project will be done in three phases in line with three cycles of state biennial Capital Improvement funding. Restoration elements includes:

- Extensive brick tuck pointing
- Brick cleaning and sealing
- Careful wood trim and door restoration
- Decorative bronze cleaning

- Window detailing and thermal improvements
- Roof replacement which includes insulation upgrades
- Painting
- Historic fountain restoration

Project Status

The project will be implemented in 3 phases:

- Phase 1 (Y22): Design of all three phases of work. Restoration of the middle and south portions of the building. The north historic entry doors are also included. In Construction. Complete.
- Phase 2 (Y24): Restoration of the northern historic section of the building. Nearing completion.
- Phase 3 (Y25): Restoration of the historic fountain, north landscape area, and surrounding concrete plaza and terraces.

PROJECT STATS



Project Type: Exterior Restoration

Space Type:
Library and Materials Storage

Square Footage: N/A

Anticipated Budget: \$15M

Funding Source(s):
Capital Improvement Funds

- Phase 1: 2019-2021 \$4M
- Phase 2: 2021-2023 \$8M
- Phase 3: 2023-2025 \$3M

Project Completion: Fall 2025



Knight Campus Building 2 Laboratory Building

PROJECT DESCRIPTION **CURRENT PROJECT**

The Phil and Penny Knight Campus for Accelerating Scientific Impact – Building 2 is the second phase of the initiative to expand the University of Oregon’s strengths in bioengineering and applied scientific research and training, with a specific focus on facilitating innovation and accelerating the pace of societal benefit and impact of this research. The focus on bioengineering and applied science will change the profile of the University of Oregon in perpetuity.

This project was last presented to the Board of Trustees at the December 2022 and approved with a budget of \$300M. There have been budget increases due to continued market volatility, bringing the current budget to \$330M. Construction is on schedule to complete in December 2025 for Knight Campus to occupy.

Objectives

- Further bioengineering and applied science research activity with the goal of supporting at least another 15-20 individual research programs and shared research equipment and service facilities.

- Expand both core research facilities as well as flexible lab spaces that support bioengineering research endeavors.

Details

- Located just across the Millrace to the north of Building 1.
- Development of approximately 2 acres of property.
- 184,000 sf building, 4 stories above grade with a basement.
- Pedestrian skybridge linking to Building 1.
- Extend university central utility infrastructure from the tunnel under the Riverwalk Axis to Building 2.
- Improvements to Public Ways including Riverfront Parkway and Millrace Drive.

Project Status

In Construction.

PROJECT STATS



Project Type: New Building

Space Type: Research and Laboratory Classroom Teaching Labs

Square Footage: 184,000 GSF

Current Project Budget: \$330M

Funding Source(s): Gift Funds

Project Completion: December 2025



Campus Heritage Project: University and Villard- Deferred Maintenance

PROJECT DESCRIPTION

University and Villard Halls are the two oldest buildings at the University of Oregon. In 1876 University Hall was the first building constructed followed by Villard Hall in 1885. Both buildings are listed on the National Register for Historic Places and designated National Historic Landmarks.

University Hall encompasses multiple math classrooms supporting approximately 5,000 students annually. The building also contains faculty and staff offices. Villard Hall is currently the home of the Theater Arts Department and the Comparative Literature Program supporting approximately 5,000 students in a typical academic year.

Since legislative approval in 2021, UO increased both the scope and funding of the project in an effort to consolidate the Cinema Studies program (from various campus locations) into Villard Hall to build programmatic synergies with the Theater Arts program. BOT approved in 2023.

Objectives

- Replace all building systems (mechanical, electrical, plumbing, fire protection, computer network, access controls, and security). These new systems will meet energy performance requirements of the Oregon Model for Sustainable Development and LEED Gold certification.
- Improve building exterior envelope conditions, including historic preservation

CURRENT PROJECT

treatments as well as energy efficiency improvements.

- Provide corrective life/safety and accessibility measures to the building.
- Upgrade the building structural systems to comply with current building code to ensure a structurally sound building in a seismic event.
- Provide corrective improvements to building utility systems (storm water, sanitary sewer, domestic water, fire protection water, and natural gas), and capitalize on the connection to the Central Power Station.
- Revitalize building spaces to meet current campus standards and improve the student experience. Improvements to the building interior environment will include finishes, layouts, lighting, and quality of space.
- Improve the south entrance to Villard Hall as it has become the primary entrance to the building. This in turn will improve accessibility for individuals entering and navigating the building.

Project Status

In Construction

PROJECT STATS

Project Type: Renovation, Restoration and Deferred Maintenance

Space Type: Classrooms, Offices, Cinema, Theater, and Support Functions

Square Footage:

University Hall: 26,616

Villard Hall: 32,000

Robinson Theater: 19,153

Project Budget: \$93.85M

Funding Source(s):

Q Bonds: \$52.65M

G Bonds: \$5.85M

UO Match: \$5.85M

UO Funds: \$18.47M

State CIP: \$11M

Project Completion: Fall 2025



Portland Campus Renovations for Fall 2023 and Fall 2024 Occupancy

PROJECT DESCRIPTION

Purchase of the Portland Campus was finalized in June of 2022; made possible by a portion of the generous gift from Connie and Steve Ballmer to establish the Ballmer Institute for Children’s Behavioral Health.

This Campus which sits on just over 19 acres, populated by approximately 20 buildings, contains just under 400,000 square feet of space.

The purpose of this project is to renovate buildings to enable occupancy of some of the campus by Fall Term 2023 and the remainder of the campus by Fall term 2024.

In addition to the Ballmer Institute, the programs previously offered in downtown Portland were relocated to the new campus in the Fall of 2024. This will set a path for a very optimistic future for the University of Oregon in Portland.

In the Spring of 2022, the Board of Trustees approved the purchase of the Campus. An initial budget authorization request for \$10M was brought to the Board of Trustees during the December 2022 meeting for preliminary work on the necessary capital projects to ready the buildings for occupancy. Approval for the full project was granted in September of 2023 with an authorized budget of \$58M. There is one major project not included in this proposed budget: the building which will house clinical research spaces for Ballmer and

CURRENT PROJECT

PSI clinical faculty. We are still evaluating different options for housing these functions and anticipate bringing a proposal to the board on this matter at the December board meeting.

Objectives

- Establish the Ballmer Institute for Children’s Behavioral Health with a presence on the Portland Campus for the start of Fall Term 2023.
- Establish a footprint for select academic and administrative units already located in Portland by the Fall Term 2023.
- Complete renovations necessary to relocate all Portland programs and house the full Ballmer Institute by Fall Term 2024.

Details

- Four to five major building renovations to be completed between Fall 2023 and Fall 2024.
- Infrastructure projects to support IT systems necessary to operate the campus.
- Site improvements to comply with City of Portland requirements and improve campus Universal Access.
- Maintenance renovations on exterior of numerous buildings to prevent additional damage or water infiltration.

PROJECT STATS

- Numerous smaller renovations to upgrade buildings to UO standards for occupancy by students, faculty, and staff.
- Safety improvements to fire alarm, fire sprinkler, camera systems, access control, etc.
- Re-Branding the campus to express the pride the UO has in this new Portland location.

Project Status

Most scopes completed. In the close-out process.

Project Type: Multiple Building Renovation

Space Type: Existing Buildings

Square Footage: Existing Space

Project Budget: \$65.1M

Funding Source(s):

\$20M Gift Funds, \$10.7M State CIP Funds, \$28.6M Internal Bank Presidential Funds/Gift Funds, \$5.8M Revenue Bond Funds (to be repaid with Portland Housing proceeds)

Project Completion: Fall 2024



Oregon Acoustics Research Laboratory

PROJECT DESCRIPTION PLANNED PROJECT

The Oregon Acoustics Research Laboratory will be used to do acoustic testing of floor-ceiling construction assemblies, develop innovative mass timber assemblies, develop acoustical isolation technologies, and conduct human factors comfort and physiology research.

Objectives

- The proposed facility will attract industry engagement and co-development of intellectual property because of its high acoustical performance and high throughput testing capabilities.
- UO will be the only institution of higher education in North America with such a facility and it will support advancement of mass timber technologies, building acoustic material designs, and acoustics education and research programs.
- Include program space to relocate Energy Studies in Building Laboratory (ESBL) into facility. ESBL is currently located in the White Stag Building in Portland. Relocating ESLB staff and equipment to the OARL facility with benefit both labs.

Design and Construction Scope

Construction of an approximately 14,130 square foot acoustic testing facility on a 54,210 square foot site land-leased from the Port of Portland at the Port’s Terminal 2. The facility will house a 55-foot tall dual testing chamber with instrumentation and controls to conduct acoustic testing between the upper and lower chamber. Test specimen loading will utilize a 15-ton overhead crane and be prepped to slide into the chamber on a mechanized carrier from a work platform. In addition to the main lab work area and control room the building will also include office space, lobby, conference room, and the ESBL. Facility will have an exterior loading area for delivery and removal of test specimens with a separate staff and visitor parking area.

Project Status

In Design Development. Anticipate bringing to the BOT in March 2025 for approval.

PROJECT STATS



Project Type: New Building

Space Type: Design and research

Square Footage: 14,130 sf

Project Site: 54,201 sf

Current Projected Budget: \$24.6 M

Funding Source(s):

Build Back Better Challenge Federal Grant, Matching State Grants, E&G Funds

Project Completion: Spring 2027



Friendly Hall Deferred Maintenance

PROJECT DESCRIPTION

Friendly Hall is the third major building built on campus in 1893 and is an unreinforced masonry building; the last primary campus building with a stone foundation. The building is of primary historic significance. Friendly Hall is a core building to Humanities and Social Sciences on campus, it houses Romance Languages, German, and East Asian Languages. The building also contains six general use classrooms.

Objectives

- Given the unreinforced stone foundation status, upgrade the building’s foundation and structural systems to comply with current building code to ensure a structurally sound building in a seismic event.
- Replace all building systems (mechanical, electrical, plumbing, fire protection, computer network, access controls, and security). These new systems will meet energy performance requirements of the Oregon Model for Sustainable Development and LEED Gold certification.
- Provide corrective life/safety and accessibility measures to the building.
- Improve building exterior envelope conditions, including historic preservation treatments as well as energy efficiency improvements.
- Provide corrective improvements to building utility systems (storm water, sanitary sewer, domestic water, fire protection water, and natural gas), and capitalize on the connection to the Central Power Station.

PLANNED PROJECT

- Expand current uses to accommodate other language and functions associated with Humanities and Social Sciences.
- Revitalize building spaces to meet current campus standards and improve the student experience. Improvements to the building interior environment will include finishes, lighting, and quality of space.

Project Status

In Programming and Concept Design

PROJECT STATS



Historic Image

Project Type: Complete building and structural renovation.

Space Type:
Existing: Offices and Classrooms

Square Footage: 44,740

Project Budget: \$82.3

Funding Source(s):

- State Bonds:
 - Q Bonds: \$65.18M
 - G Bonds: \$7.54M
- UO Match: \$7.54M
- State CIP: \$2.04M

Anticipated Completion Date: Fall 2028



Child Behavioral Health Building (Portland)

PROJECT DESCRIPTION **PLANNED PROJECT**

PROJECT STATS

The University of Oregon has recently completed a Master Planning effort related to the UO Portland Campus, in preparation for the development of a new facility to house departments with the academic and research mission to support the behavioral health of children and families throughout the state of Oregon and beyond. The building is proposed to contain both the Ballmer Institute for Children’s Behavioral Health and the Prevention Sciences Institute.

The facility will include classrooms, office space, group meeting rooms, various types of research space, clinical facilities and other support space to activate these programs.

This new facility also offers an opportunity to further improve the academic environment on the UO Portland Campus through the improvement of pedestrian pathways, removal of structures that are not cost effective to renovate for current and future academic/research use and help establish a more engaged collegiate feel to the campus.

Objectives

- Develop state of the art academic and clinical and research space to support child behavioral health programs located on the UO Portland Campus.
- Strengthen the academic fabric of the campus.
- Provide space for program growth related to both Child Behavioral Health programs located on the UO Portland Campus.
- Demolish old structures with exceptionally high deferred maintenance issues, code deficiencies, and programmatic inefficiencies resulting in exceedingly high renovations costs.

Design and Construction Scope

Design and construct new child behavioral health facility by the summer of 2028.

Project Status

Schematic Design

Project Type: New Building / Building Demolition

Space Type: Academic and Research Building.

Square Footage: 54,000

Approved Budget: \$71,000,000

Funding Source(s):

State Q-Bonds: \$35,500,000

State G-Bonds: \$17,750,000

UO Match: \$17,750,000

Target Completion Date: Summer 2028



Knight Campus Phase 3

PROJECT DESCRIPTION **POTENTIAL PROJECT**

PROJECT STATS

Knight Campus Phase 3 provides for an expansion of academic endeavors associated with the mission of the Knight Campus initiative. Located on the northern edge of the campus seven-minute walking circle, this site provides the best opportunity to integrate undergraduate and graduate education into the programs being developed within the Knight Campus.

Objectives

- Enhance the mission of the Knight Campus through the development of undergraduate and graduate academic programs.

Design and Construction Scope

- Complete the development of the Franklin Blvd site, with a third phase planned on Riverfront Research Parkway.
- Improve access across Franklin Blvd at Onyx Street.

Project Status

Project is in pre-planning

Project Type: New Construction

Space Type:

Academic classroom space, scientific and engineering teaching labs.

Net Square Footage: Approx. 50,000-55,000

Anticipated Budget: TBD

Funding Source(s): Gift Funds

Expected Project Duration: 3-4 years



Knight Library Renovation

PROJECT DESCRIPTION

The University of Oregon’s historic Knight Library, along with the memorial quad it faces, is listed on the National Register of Historic Places. The Knight Library is one of the most iconic buildings on the UO’s Eugene campus and serves every college, department, and center at the UO, as well as visiting scholars from around the world.

Instantly recognizable, this building was constructed in 1937 and has been renovated several times, with the most recent substantial renovation completed in 1994.

During 2023, the UO Libraries leadership team—in collaboration with the campus community—developed an extensive visioning plan to modernize spaces and functions, both physically and programmatically, of the library to fully serve the UO and surrounding communities.

The goals of a resulting renovation, in conjunction with replacing aging building systems and bringing the facility up to current building and safety codes, include:

Goals

- **Nurturing Interdisciplinarity**
The Knight Library offers a neutral academic space to nurture the “whole student,” while bringing together students, faculty, and staff from every corner of campus in a cross-disciplinary forum to help researchers gain new perspectives and solve big problems. Its study spaces, labs, equipment, rotating exhibits, and consulting and educational services deliver the tools to accomplish that work.

POTENTIAL PROJECT

- **Seismic remediation**
The historic library, its users and priceless collections will be protected from seismic disaster risks identified over the last 30–50 years.
- **Technology Integration**
The Knight Library seeks to advance the Library’s and the UO’s missions into the middle of the 21st Century, marrying historic context and legacy with the future of research and innovation to create a ground-breaking model that serves the needs of tomorrow’s library users.
- **A Museum-Quality Experience**
Physical space enables browsing and serendipitous discoveries the way digital space can’t. The new Knight Library capitalizes on its space with opportunities to discover everything from original Oregon Trail diaries to the records of Oregon’s Rajneeshpuram commune, to the archives and records from Issac Newton, William Shakespeare, Phil Knight, Ken Kesey, and Ursula K. Leguin.
- **Tell the UO Story**
As one of the most publicly accessible entry points to the UO, the Knight Library sees tens of thousands of visitors every month. Every visit is an opportunity to highlight the UO’s distinctive academic strengths, student and faculty accomplishments, and institutional history and legacy through fascinating archival collections and photos.

Project Status

Completed the visioning plan in 2023

PROJECT STATS



- Project Type:** Interior Renovation
- Space Type:** Library, Office, Lounge
- Square Footage:** 398,815
- Anticipated Budget:** TBD
- Funding Source(s):** TBD
- Project Duration:** 3–5 years



SOJC Expansion School of Journalism and Communication

PROJECT DESCRIPTION

Allen Hall, the primary home to the School of Journalism and Communication (SOJC) was originally constructed in 1953. In recent years, SOJC has been one of the fastest growing schools on campus. With this growth, the need for space has been an increasing issue. SOJC completed a study in 2021 to explore an addition to Allen Hall or construct a secondary building on campus in close proximity to Allen Hall in preparation for addressing increased growth.

Objectives

- Construct expansion space to resolve physical space demands.
- Consolidate faculty and staff in one location or in close proximity to existing facility.
- Provide flexible space to inspire innovation and collaboration.
- Bolster the SOJC brand and reputation on campus, within the local community, and nationally.
- Contribute to the future goals of the University for collaboration and partnerships with other departments.

POTENTIAL PROJECT

Design and Construction Scope

This project will either construct an ~25,000sf addition to south end of Allen Hall or build a new ~50,000sf building in close proximity to Allen Hall that would serve both SOJC as well as other institutional needs.

Project Status

Completed study in 2021

PROJECT STATS



Project Type: Building addition OR new building

Space Type: Mixed - public, office, research, career and other services

Square Footage: ~25,000sf Addition or ~50,000sf Building

Project Budget: TBD

Funding Source(s): TBD

Expected Project Duration: 3-4 years



Other Projects



Athletics Indoor Practice Facility

PROJECT DESCRIPTION

UO Athletics is designing a new indoor practice facility and support spaces along Leo Harris Parkway. The project, slated for completion start of 2027, will be funded entirely by private philanthropy and managed through the UO Foundation. The BOT has approved leasing the property to the UO Foundation.

The project calls for a 170,000 square-foot new indoor practice facility, with 30,000sf of renovations. In addition, a new 65,000sf football locker room and associated support functions will be relocated next to the indoor facility. This new practice complex would benefit UO student athletes across multiple sports with increased access to two indoor training facilities while providing one of the finest indoor football practice facilities in the country.

Objectives

- Provide much needed access to indoor facilities for UO student athletes across sports; currently availability of indoor facilities for Olympic sports is very limited
- Enable UO Athletics to remain nationally competitive in recruiting and training with indoor facilities serving multiple sports
- Enhance safety, with additional width at sidelines, end lines and air

CURRENT PROJECT

quality management during wildfire events.

- Improve usability with areas for breakout sessions and increased clearance heights
- Provide energy efficient heating and cooling

Project Status

Construction of make ready work is complete for project utilities and parking relocations this summer.

Project has been submitted for building permitting.

Mobilization for construction of the main phase of the project is scheduled to start in December, 2024.

Construction impacts for the next two years is being coordinated with Athletics and City of Eugene entities.

PROJECT STATS



Project Type: New Construction

Space Type: Athletics training

Square Footage: 170,000 + 65,000

Anticipated Budget: N/A

Funding Source(s): Gift Funds

Expected Construction Duration: 2.0 Years



Kalapuya Ilihi Residence Hall Structural Repairs

PROJECT DESCRIPTION

Kalapuya Ilihi is named in honor of the Kalapuya, the indigenous people of the Willamette Valley. The building is adjacent to the Many Nations Longhouse and features art by Native American artists from the region.

Kalapuya Ilihi, constructed in 2017, features a maker-hacker space, study rooms, a large collaboration space, gender inclusive bathrooms, and a community kitchen. This building provides opportunities for students and faculty to come together and collaborate through community spaces and event facilities.

Kalapuya Ilihi supports the Native American and Indigenous Studies ARC (Academic Residential Community) which provides a strong residential academic support system for students' academic and social needs, as well as connections to community and cultural traditions.

CURRENT PROJECT

Objectives

- Improve the building's ability to resist the forces imposed on it during a significant earthquake, while improving the efficiency of exiting the building during an earthquake event.
- Repair cracked finishes that have occurred due to damage related to structural movement of the building.
- Return the facility to normal use prior to the start of the Fall 2025 school term.

Design and Construction Scope

Make repairs and introduce additional structural elements within the lower floors of the building related to seismic strengthening of the building to better resist significant earthquakes and provide clear and efficient exiting from the building in the event of a significant earthquake.

Project Status

Project is under construction.

PROJECT STATS

Project Type: Structural Repairs

Space Type: Housing

Square Footage: 136,653

Current Projected Budget: \$18.6M

Funding Source(s): TBD

Project Completion: Spring 2025



Romania Site Development

PROJECT DESCRIPTION CURRENT PROJECT

The Romania site is located on the eastern edge of the university campus on the south side of Oregon Highway 126/Franklin Boulevard. The tract is approximately 4 acres which includes an existing 46,000 SF building. The use prior to university acquisition was as a car dealership and warehouse. The 1960 showroom, with its unique and concave roofline, is listed in the National Register of Historic Places.

Objectives

- Enter into a public-private partnership with a developer to design, finance, build, and operate a modern, university-centric entity/facility.
- Leverage the value of the real estate to provide housing opportunities for the university and the community. Student-oriented housing is not part of the mix.

Design and Construction Scope

A University-selected developer will design, finance, build, and operate a modern, revenue-producing enterprise on the site. The University will retain an appropriate level of control of each phase to protect and preserve campus culture and university needs. The university will also retain long-term ownership rights to the property.

Project Status

A revised and updated Nonbinding Ground Lease Term Sheet was executed with Project^ in October 2024, after approval of the Board of Trustees in September 2024. Negotiations are underway to produce a ground lease agreement for a hotel and housing-centric approach, with retail space on the ground floor.

PROJECT STATS



Project Type: Public-Private Partnership

Space Type: Mixed-use development with retail and residential uses. Adequate parking to support both uses is included.

Square Footage: 180,338 (4.14 acre)

Anticipated Budget: N/A

Funding Source(s): Project^ (the developer for the project)

Expected Project Duration: 4+/- Years



Hamilton and Walton Residence Halls Transformation Project Ph3

PROJECT DESCRIPTION

Dynamic and attractive communities are needed now to help drive and support student recruitment and retention in a very competitive environment. Walton Hall and Hamilton Hall are in need of mechanical, electrical, plumbing, roofing, and other major systems replacement, as well as significant architectural improvements which require their demolition to build new, contemporary facilities.

Objectives

- Drive and support enrollment growth.
- Grow from 1,400 to 1,800 beds, including 400 upper-division student focused beds.
- Enhance Academic Residential Community offerings.
- Provide a variety of room types.
- Explore adding retail space to the ground floor.
- Add Prospective Student Recruitment and Visitors Center.
- New and enhanced dining options.

CURRENT PROJECT

Design and Construction Scope

Design and construct new facilities in three phases between 2019 and 2024.

- Phase I: Building A (Unthank Hall)
- Phase II: Buildings B & C
- Phase III: Hamilton demolition and open space restoration.

Phase III Construction Scope

Complete the design and construct an open space replacement for the displaced Humpy Lumpy open space. Demolition of the existing Hamilton Hall will begin in the summer of 2023, with site restoration and buildout of the new open space to follow.

Project Status

Phase III is currently at the end of the design process. Construction of Phase III will begin in the summer of 2025 with the demolition of Hamilton Hall, and will finish in the fall of 2026.

PROJECT STATS



Project Type: Open Space Improvements

Space Type: Housing, Dining, Academic Residential Community Space, Prospective Student Recruitment and Visitors Center

Square Footage: Phase III 154,595 GSF

Project Budget: \$9.9M

Funding Source(s): Revenue Bonds/Internal Bank; University Housing Carry Forward

Target Completion Date: Phase III: Fall 2026



Next Generation Housing Residence Hall Project

PROJECT DESCRIPTION

The University of Oregon is committed to the continued modernization of its housing stock through a program of renovation and new construction. This is critical in meeting the increasing demand for on-campus housing from first year students as well as the need to provide housing for upper division students, graduate students and family housing.

The Next Generation Residence Hall Project is a 2 phased, 2 building project sited on the southeast and southwest corners of the 15th Ave. and Moss Street intersection. Phase 1 is anticipated to be a seven story ~800 bed residence hall with dining, four ARC spaces, ground floor community kitchen, Community Director and Faculty in Residence apartments, and traditional single, flex (can be a triple of double) and triple bed units with en-suite bathrooms.

The phase 2 building is anticipated to be a stepping down 7, 5, and 4-story ~750-800 beds residence hall with a market, four ARC spaces, service center, Community Director and Faculty in Residence apartments, Community kitchens on each floor, and single, double and flex (can be double or single) rooms with en-suite bathrooms designed to be flexible for returning upper division students, as well as first year students.

PLANNED PROJECT

The first phase is intended to open in fall of 2027 and the second phase in 2028.

Objectives

- Maximize student success by building new residential beds on Campus to house first year students as well as returning upper division undergraduate students.
- Increase student density in the east campus area in a thoughtful and deliberate way, exemplifying good stewardship of limited resources and compatibility with the surrounding neighborhoods.
- Enhance Academic Residential Community offerings.
- Provide a variety of room types.

Project Status

In schematic design

PROJECT STATS



Project Type: Two New Buildings

Space Type: Housing, Dining, Academic and Residential Community Space

Square Footage: Combined: 410,000-430,000 SF

Project Budget: \$225M - \$235M

Funding Source(s): Revenue Bonds/Internal Bank

Expected Project Duration: 3-4 years



Barnhart Hall Conversion Project

PROJECT DESCRIPTION

The University of Oregon is committed to the continued modernization of its housing stock through a program of renovation and new construction. This is critical in meeting the increasing demand for on-campus housing from first year students as well as the need to provide housing for upper division students, graduate students and family housing.

The Barnhart Hall Conversion Project is to convert the existing 8 story residential hall, currently housing primarily first and second year students (single, double and triple rooms), into upper division and graduate studio apartments. As a result of this conversion, first-year students, normally housed in Barnhart, would reside in one of new east campus residence halls.

From the conversion, the ground floor could contain approximately 12 studio apartments, a community director apartment, and the café. The remaining floors could each have approximately 38 studio apartments with en-suite bathrooms for a total of up to 240 studio apartments.

The project includes replacement of all mechanical, electrical and plumbing systems that are at the end of their service lives, and could also include seismic upgrades, as well as envelop upgrades for energy efficiency.

POTENTIAL PROJECT

Barnhart will potentially be taken offline as soon as July of 2028, and opening in fall 2030.

Objectives

- Maximize student success by building new residential beds on Campus to house first year students as well as returning upper division undergraduate students.
- Place first year students within campus in one of new east campus residence halls.
- Enhance Academic Residential Community offerings.
- Provide a variety of room types.

Project Status

Completed Study

PROJECT STATS



Project Type: Remodel of existing residence hall.

Space Type: Housing, Cafe, Academic and Residential Community Space

Square Footage: 125,277 sf

Project Budget: \$50M

Funding Source(s): Revenue Bonds/Internal Bank

Expected Project Duration: 3-4 years



Utility Infrastructure Upgrades Phase 2

PROJECT DESCRIPTION

The University utility system consists of electrical, steam, and chilled water components of various ages and life expectancies, which use an underground tunnel system to distribute campus utilities.

Current chilled water production is by electric based chillers, which supply chilled water for space and process cooling. Campus uses natural gas fired boilers to produce steam, which is distributed to campus buildings and is used for heating, hot water and process needs.

As the utility infrastructure and equipment continues to age, investments will be needed to maintain operability of current systems in support of the business operations and resiliency of the campus.

A long term strategy is needed to continue utilizing existing forms of energy production and distribution or as an alternative, move to non-fossil fuel based production systems. The University has completed a Thermal Systems Transition Study, which is required as part of the Climate Action Plan (CAP).

This Study examined options for the use of non-fossil fuels on campus. System types, campus impacts, resiliency, timeline and cost were considered as part of the Study. The completed Study was made available to the public and campus community.

Objectives

- Establish redundant electrical supply feeders to campus buildings.
- Repair or replace the east utility tunnel running under Franklin Blvd.

POTENTIAL PROJECT

- Replace tunnel sections that do not have sufficient space to accommodate additional piping or electrical cables.
- Steam piping phased replacement.
- Evaluate the thermal transition Study findings of converting to a heating water-based distribution system, utilizing heat recovery chillers and electrode boilers.

Project Status

In early planning

PROJECT STATS

Project Type: Utility

Space Type: N/A

Square Footage: N/A

Anticipated Budget: TBD

Funding Source(s): TBD

Project Duration: TBD



Studies for Future Projects





Studies for Future Projects

STUDIES

CPS Electrode Boiler

The Electrode Boiler study was initiated from the Thermal System Transition Study completed last year. As a decarbonization strategy, the intent of the Electrode Boiler is to offset, in part, the usage of natural gas used to create steam that supports the heating needs of the institution. The study will help the institution to better understand the likely cost of the boiler, as well as sizing parameters to avoid significant upgrades to existing critical utility infrastructure. Additionally, evaluating downstream operational costs to the university will be part of the analysis.

Science Complex Study

This study will analyze the wet and dry lab needs of the university and suggest a sequence of projects that allows for the renovation of several buildings in the Science Complex. In addition to quantifying the deferred maintenance needs in the complex, the study will identify ways to optimize the programmatic organization of the buildings and increase the efficiency of those buildings.

Mac Court Master Plan Study

This study will examine the best institutional use for Mac Court. It is currently being used for intermittent surge space needs, as well as Athletics space in the basement. The study will also assess the existing physical environment of in terms of deferred maintenance, life-safety code improvements, seismic improvements, and accessibility enhancements. The study is anticipated to launch in 2024.

Riley Hall Capacity Study

Riley Hall is an existing 3-story residence hall built in the early 1960's located on 11th Avenue. University Housing is evaluating options.

Housing Villard Street Townhouse Study

It is the intent of University Housing to replace the low-density single-family homes along the west side of Villard Blvd from 15th Ave. to 19th Ave. with higher density middle housing for families. University Housing is evaluating building 3-4 plex units or attached townhouses while maintaining and enhancing a graceful edge with the adjacent residential community.



University of Oregon Ten-Year Capital Plan

December 09, 2024

Presentation to the UO Board of Trustees

Michael Harwood, FAIA
AVP for Campus Planning and Facilities Management



Agenda

- Project Escalation
- Project Dashboard
- UO Portland Campus
- HECC Submission Status
- Capital Plan Criteria and Overview
- Capital Plan Category Description
- Additional Considerations
 - Deferred Maintenance
 - Capital Construction Spending
 - Funding Sources
 - University Debt



Project Cost Escalation Tracking

Project	Final Budget	Project Area (SF)	Bid Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Forecasted Escalation	NOTE S		
ANNUAL REGIONAL CONSTRUCTION ESCALATION RATES				6.02%	4.81%	4.58%	6.95%	6.50%	5.67%	2.30%	5.40%	5.30%	6.50%	6.00%								Escalation figures represent single Portland market figures unless otherwise noted.		
RESEARCH and SCIENCES																								
PRICE SCIENCE COMMONS Addition and Renovation	\$19,733,490	44,300	2015		\$ 445																		Underground and difficult access; deferred maintenance upgrades, unique plaza/roof	
ORIGON HALL RENOVATIONS Renovation	\$11,870,000	56,400	2017				\$ 210	\$ 224	\$ 237	\$ 245	\$ 263	\$ 285	\$ 301	\$ 304	\$ 308	\$ 312	\$ 316	\$ 320	\$ 324	\$ 328	\$ 332	\$ 336	Significant surging of staff	
CHAPMAN HALL Renovation	\$11,200,000	23,388	2017				\$ 479	\$ 510	\$ 549	\$ 592	\$ 639	\$ 694	\$ 757	\$ 828	\$ 907	\$ 994	\$ 1,090	\$ 1,195	\$ 1,309	\$ 1,432	\$ 1,564	\$ 1,705		
TYKSON HALL New Building	\$42,548,000	54,000	2017				\$ 665	\$ 723	\$ 787	\$ 857	\$ 933	\$ 1,015	\$ 1,103	\$ 1,207	\$ 1,327	\$ 1,463	\$ 1,616	\$ 1,786	\$ 1,973	\$ 2,177	\$ 2,400	\$ 2,643	Added basements mid-way through design	
RESEARCH and SCIENCES																								
PACIFIC HALL B-2 FLOOR LABS Renovation/Deferred Maintenance - South Wing	\$22,120,000	31,365	2016			\$ 705	\$ 769	\$ 839	\$ 914	\$ 993	\$ 1,077	\$ 1,166	\$ 1,260	\$ 1,359	\$ 1,463	\$ 1,572	\$ 1,686	\$ 1,805	\$ 1,929	\$ 2,058	\$ 2,192	\$ 2,331	Significant deferred maintenance to MEP systems	
KNIGHT CAMPUS PHASE 1 Building and Bridge	\$23,500,000	173,630	2018					\$ 1,280	\$ 1,378	\$ 1,485	\$ 1,601	\$ 1,727	\$ 1,862	\$ 2,007	\$ 2,162	\$ 2,327	\$ 2,502	\$ 2,687	\$ 2,882	\$ 3,087	\$ 3,302	\$ 3,527	Cost/AF excludes \$7.5M for property acquisition	
KLAMATH 3RD FLOOR RENOVATION Renovation	\$22,900,000	25,000	2019					\$ 916	\$ 988	\$ 1,069	\$ 1,159	\$ 1,257	\$ 1,363	\$ 1,477	\$ 1,599	\$ 1,729	\$ 1,866	\$ 2,011	\$ 2,164	\$ 2,325	\$ 2,493	\$ 2,668		
TERRAFISH EXPANSION Addition and Partial Renovation	\$10,370,000	10,470	2020							\$ 980	\$ 1,074	\$ 1,176	\$ 1,285	\$ 1,401	\$ 1,524	\$ 1,653	\$ 1,789	\$ 1,931	\$ 2,080	\$ 2,236	\$ 2,399	\$ 2,568	Received additional grant funding of \$500K for equipment	
HUEITIS HALL Addition and Renovation	\$89,600,000	60,000	2022									\$ 1,499	\$ 1,600	\$ 1,707	\$ 1,821	\$ 1,942	\$ 2,070	\$ 2,205	\$ 2,347	\$ 2,496	\$ 2,652	\$ 2,815	Project recently completed, but in financial close-out. Final budget likely to decrease.	
STUDENT SUPPORT																								
ERB MEMORIAL UNION Addition and Renovation	\$98,762,185	209,943	2014	\$ 470	\$ 492	\$ 513	\$ 534	\$ 554	\$ 574	\$ 594	\$ 614	\$ 634	\$ 654	\$ 674	\$ 694	\$ 714	\$ 734	\$ 754	\$ 774	\$ 794	\$ 814	\$ 834	\$ 854	
OSU (ORIGON MACH FESTIVAL) BERWICK HALL New Performing Arts Building	\$8,787,000	9,419	2015	\$ 933	\$ 995	\$ 1,057	\$ 1,119	\$ 1,181	\$ 1,243	\$ 1,305	\$ 1,367	\$ 1,429	\$ 1,491	\$ 1,553	\$ 1,615	\$ 1,677	\$ 1,739	\$ 1,801	\$ 1,863	\$ 1,925	\$ 1,987	\$ 2,049	\$ 2,111	Specialized rehearsal sound space
UNIVERSITY HEALTH and COUNSELING Addition (2,300SF) and Renovation (11,000SF)	\$20,100,000	39,760	2018					\$ 506	\$ 533	\$ 560	\$ 587	\$ 614	\$ 641	\$ 668	\$ 695	\$ 722	\$ 749	\$ 776	\$ 803	\$ 830	\$ 857	\$ 884	\$ 911	Addition costs at \$715/SF. Renovation at \$270/SF (2018 costs).
HOUSING																								
CENTRAL KITCHEN/WOODSHOP New Building	\$8,890,340	21,582	2015	\$ 412	\$ 441	\$ 470	\$ 499	\$ 528	\$ 557	\$ 586	\$ 615	\$ 644	\$ 673	\$ 702	\$ 731	\$ 760	\$ 789	\$ 818	\$ 847	\$ 876	\$ 905	\$ 934	\$ 963	
KALAPUYA LIBRI HALL New Residence Hall	\$44,855,123	136,653	2016			\$ 328	\$ 348	\$ 368	\$ 388	\$ 408	\$ 428	\$ 448	\$ 468	\$ 488	\$ 508	\$ 528	\$ 548	\$ 568	\$ 588	\$ 608	\$ 628	\$ 648	\$ 668	
BEAN HALL EAST/WEST RENOVATION Addition and Renovation	\$48,000,000	174,540	2018				\$ 275	\$ 295	\$ 315	\$ 335	\$ 355	\$ 375	\$ 395	\$ 415	\$ 435	\$ 455	\$ 475	\$ 495	\$ 515	\$ 535	\$ 555	\$ 575		
HOUSING TRANSFORMATION PH1 Unfinished Hall - New Building	\$87,500,000	208,000	2019						\$ 421	\$ 451	\$ 481	\$ 511	\$ 541	\$ 571	\$ 601	\$ 631	\$ 661	\$ 691	\$ 721	\$ 751	\$ 781	\$ 811		
HOUSING TRANSFORMATION PH2 Building B and C (Mission Hall Replacement Building)	\$120,000,000	301,252	2022																					
ATHLETICS																								
JANE SANDERS STADIUM New Stadium	\$17,330,000	27,336	2015	\$ 629	\$ 669	\$ 709	\$ 749	\$ 789	\$ 829	\$ 869	\$ 909	\$ 949	\$ 989	\$ 1,029	\$ 1,069	\$ 1,109	\$ 1,149	\$ 1,189	\$ 1,229	\$ 1,269	\$ 1,309	\$ 1,349	\$ 1,389	
OTHER																								
MILLER DRIVE - PARKING GARAGE (part of Knight Campus project)	\$22,400,000	118,980	2019					\$ 188	\$ 203	\$ 218	\$ 233	\$ 248	\$ 263	\$ 278	\$ 293	\$ 308	\$ 323	\$ 338	\$ 353	\$ 368	\$ 383	\$ 398	\$ 413	

- The total cost escalation over the last decade is 66%
- The total cost escalation over the past (4) years is 30.3%

Escalation rates provided by industry consultant Ryder Lovett Bucknall. Local market construction have seen higher levels of inflation.



Project Dashboard

Project Name	Subarea of Completion	RFP/Design/Scope	Current Project Budget	Project Phase	Cost per Square Foot	Scope Comparison to RFP (Budget/Bid/Water)	Quality Performance	Major Program Needs	Unanticipated Deferrals/Market Issues	LEED Certification	Comments
RESEARCH	Price Science	Design	\$4,500,000	Phase 1	\$ 120	100%	Green	None	None	Green	Underground access; deferred maintenance upgrades.
	Chapman Hall	Design	\$11,200,000	Phase 1	\$ 479	100%	Green	None	None	Green	Significant surging of staff.
	Tykon Hall	Design	\$42,548,000	Phase 1	\$ 665	100%	Green	None	None	Green	Added basements mid-way through design.
	Knigh Campus	Design	\$23,500,000	Phase 1	\$ 1,280	100%	Green	None	None	Green	Cost/AF excludes \$7.5M for property acquisition.
	Klamath	Design	\$22,900,000	Phase 1	\$ 916	100%	Green	None	None	Green	
STUDENT SUPPORT	Erbe Memorial	Design	\$98,762,185	Phase 1	\$ 470	100%	Green	None	None	Green	
	Berwick Hall	Design	\$8,787,000	Phase 1	\$ 933	100%	Green	None	None	Green	Specialized rehearsal sound space.
	University Health	Design	\$20,100,000	Phase 1	\$ 506	100%	Green	None	None	Green	Addition costs at \$715/SF. Renovation at \$270/SF (2018 costs).
	Central Kitchen	Design	\$8,890,340	Phase 1	\$ 412	100%	Green	None	None	Green	
	Kalapuya	Design	\$44,855,123	Phase 1	\$ 328	100%	Green	None	None	Green	
ATHLETICS	Jane Sanders	Design	\$17,330,000	Phase 1	\$ 629	100%	Green	None	None	Green	
	Miller Drive	Design	\$22,400,000	Phase 1	\$ 188	100%	Green	None	None	Green	
	Knigh Campus	Design	\$23,500,000	Phase 1	\$ 1,280	100%	Green	None	None	Green	
	Klamath	Design	\$22,900,000	Phase 1	\$ 916	100%	Green	None	None	Green	
	Tykon Hall	Design	\$42,548,000	Phase 1	\$ 665	100%	Green	None	None	Green	

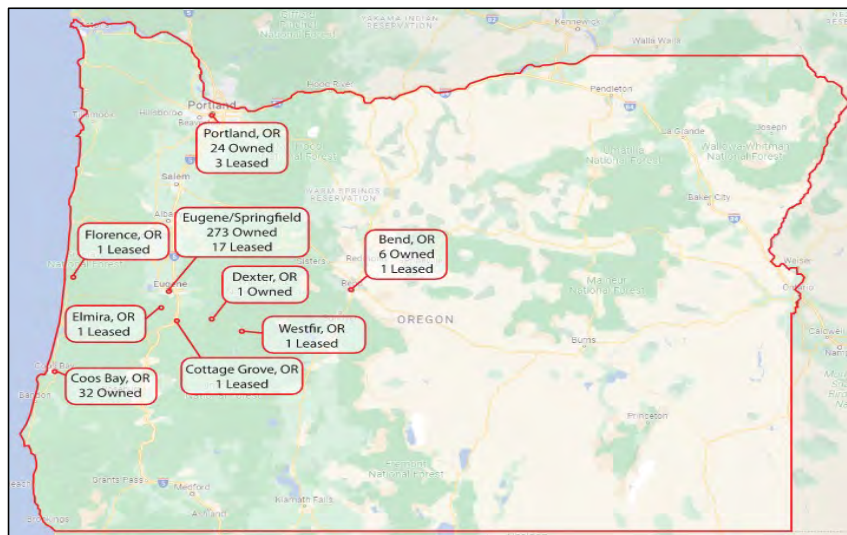


Capital Plan Decision Criteria

- Supports
 - University Mission
 - Institutional Priorities
 - Research Areas of Focus
- Informed by
 - Building Condition Assessments
 - Infrastructure Assessment
 - Space Needs Analysis



University of Oregon Building Stock Around the State



Some Projects Recently Completed & In-Construction



UO Portland (Highland Hall) – Recently Completed



Knight Campus Ph2 – In Construction



Heritage Deferred Maintenance Project – In Construction



Huestis Deferred Maintenance – Recently Completed (photo: @Ryan Gobuty)



UO Portland (Innovation Center) Recently Completed



UO Portland Campus

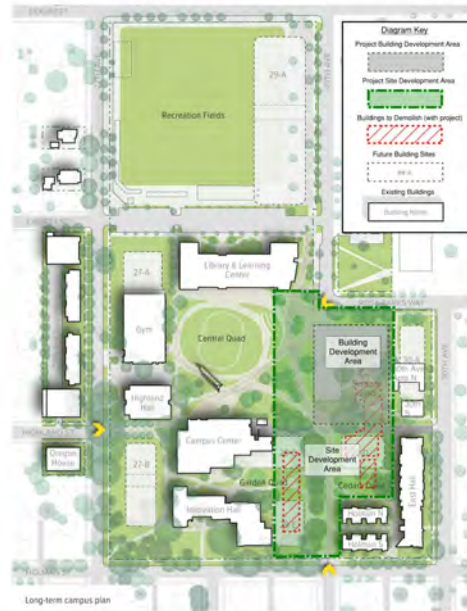
Opened this Year!

- 2 years-3 months-purchase to occupancy
- Hired 12 consultants; 1 contractor
- Completed 11 projects ranging from \$200k to \$18M – Totaling ~\$65.1M
- Accomplished occupancy for academic space both years
- Included direct participation of 16 D&C Staff (half the team)

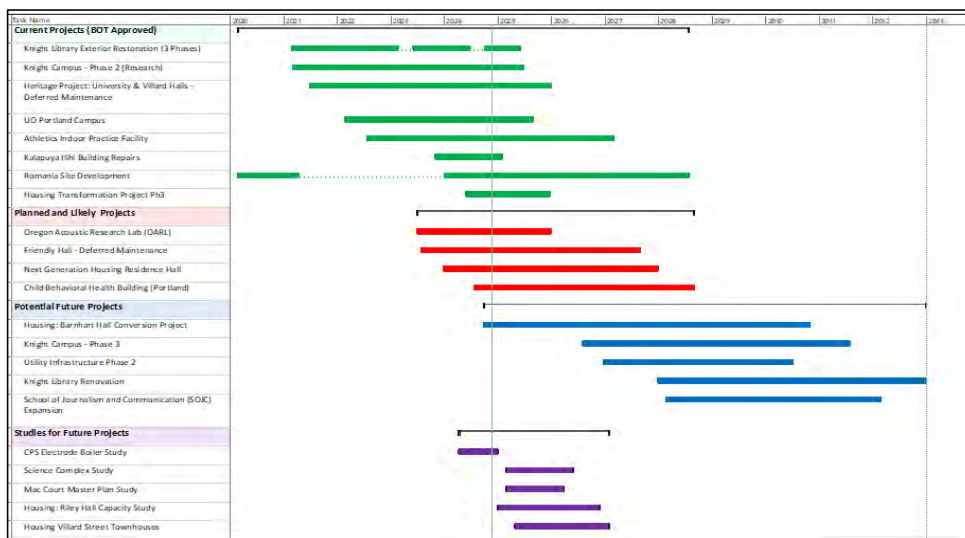


HECC SUBMISSION STATUS

- The new Child Behavioral Health Building on The Portland campus is ranked #1 on the HECC project list!!
 - 54,000 sf building
 - Will be occupied by the Ballmer Institute and Prevention Sciences Institute
 - \$71M project request to the HECC
 - State Q Bonds: \$35.5M
 - State G Bonds: \$17.75M
 - UO Match(25%): \$17.75
 - Additional site scope will remove 4 buildings that are cost prohibitive to renovate



Overview of 10-Year Capital Plan



Overview of 10-Year Capital Plan

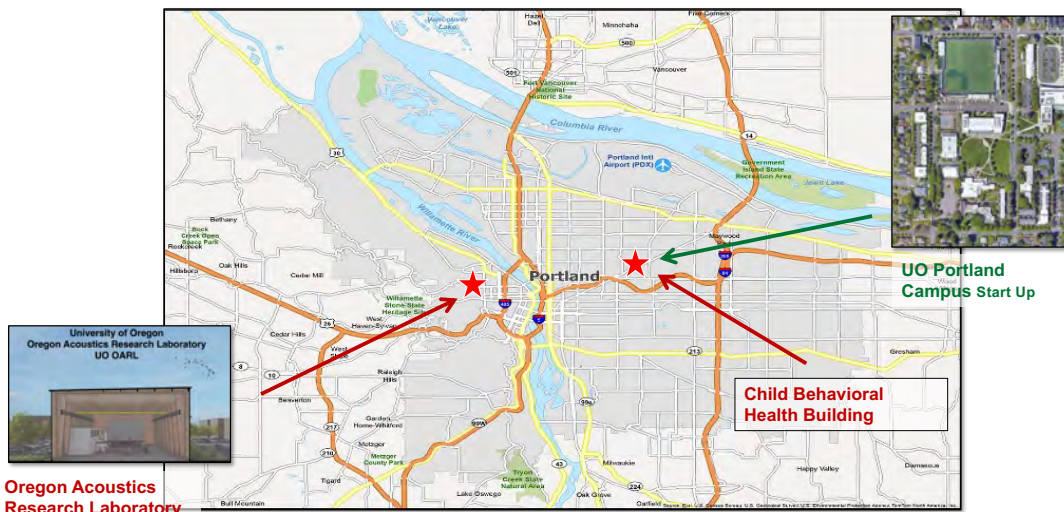


Eugene Campus

■ Current Projects
 ■ Planned Projects
 ■ Potential Future Projects



Projects outside of the Eugene Campus



Oregon Acoustics Research Laboratory

UO Portland Campus Start Up

Child Behavioral Health Building

■ Current Projects
 ■ Planned Projects
 ■ Potential Future Projects



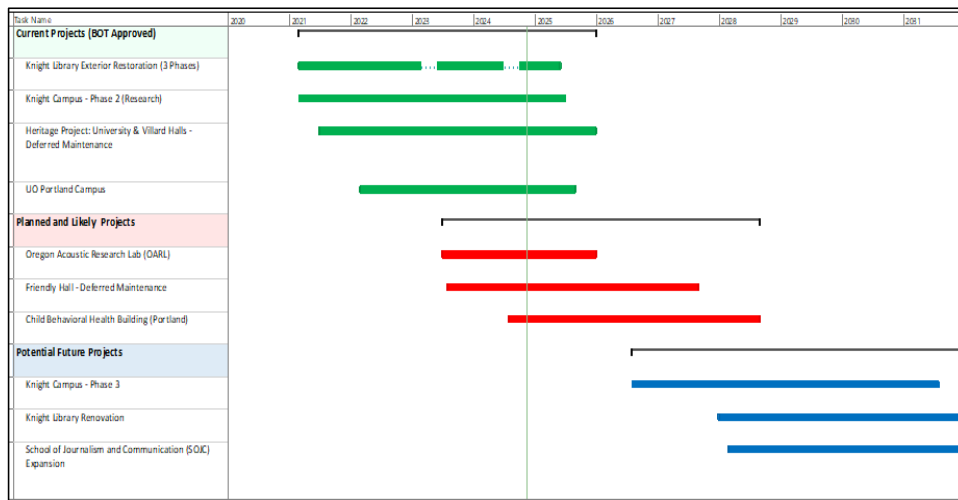
Breakdown of Project Types

Project Types

- Academic Projects
- Other Projects
- Future Project Studies



Academic Project Breakdown



Current Academic Project Breakdown



Knight Campus Ph2 Research



Heritage Project:
University and Villard Hall
Deferred Maintenance



Knight Library Exterior
Restoration



Academic *Planned and Likely* Project Breakdown – Eugene



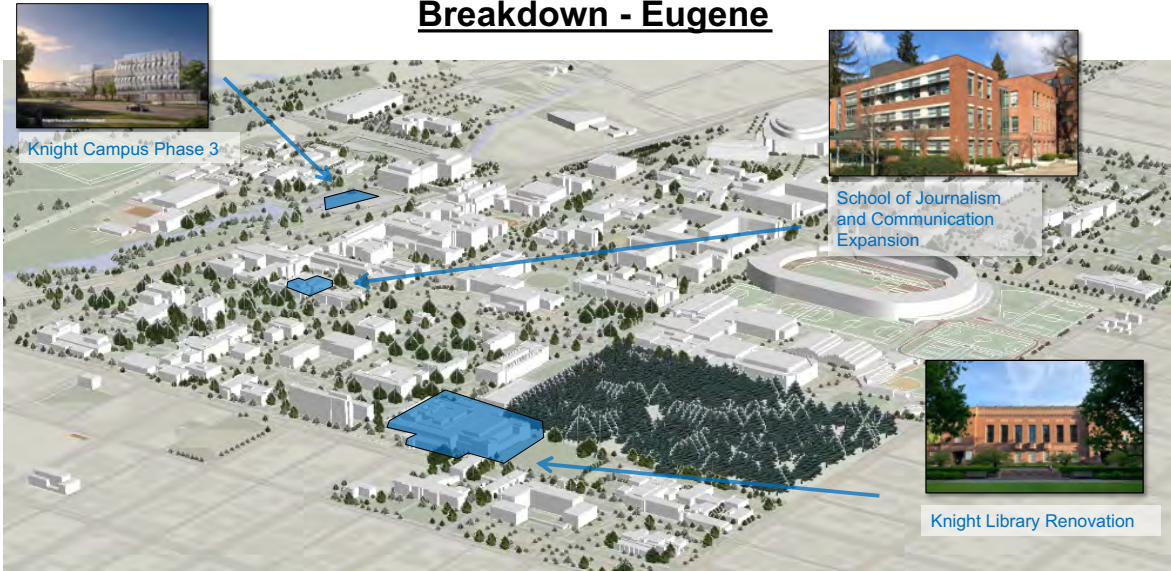
Friendly Hall Deferred
Maintenance



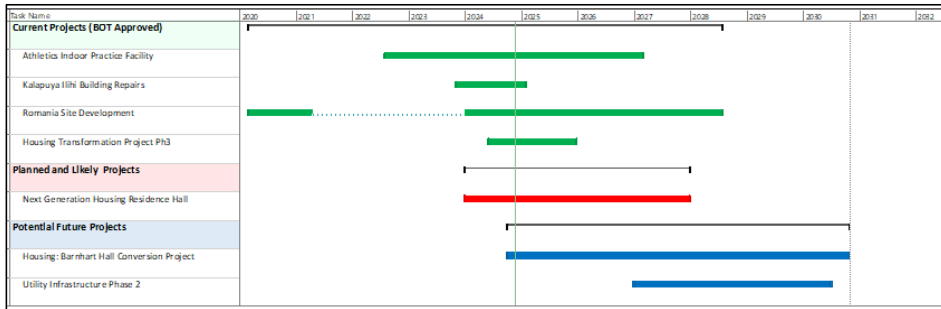
Eugene Campus



Potential Future Academic Project Breakdown - Eugene



Other Projects Breakdown



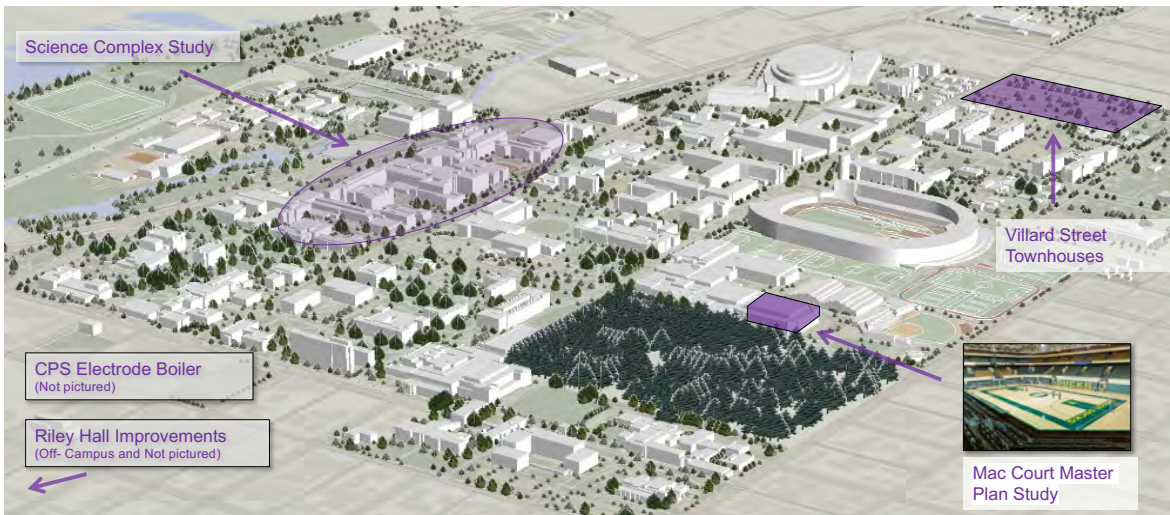


Studies for Future Projects

Task Name	2023	2024	2025	2026	2027
Studies for Future Projects					
CPS Electrode Boiler Study		■	■		
Science Complex Study			■	■	
Mac Court Master Plan Study			■	■	
Housing: Riley Hall Capacity Study			■	■	■
Housing Villard Street Townhouses			■	■	■



Studies for Future Projects



Additional Considerations

- Deferred Maintenance
- Capital Construction Spending
- Funding Sources
 - Current Projects
 - Planned/Likely Projects
- University Debt



Deferred Maintenance

Deferred Maintenance Backlog Update:

- 2024 actual backlog identified was \$428M*
- 2025 backlog projection is approximately a \$442M* backlog, due to:
 - Additional building systems becoming deferred
 - Escalation impacts

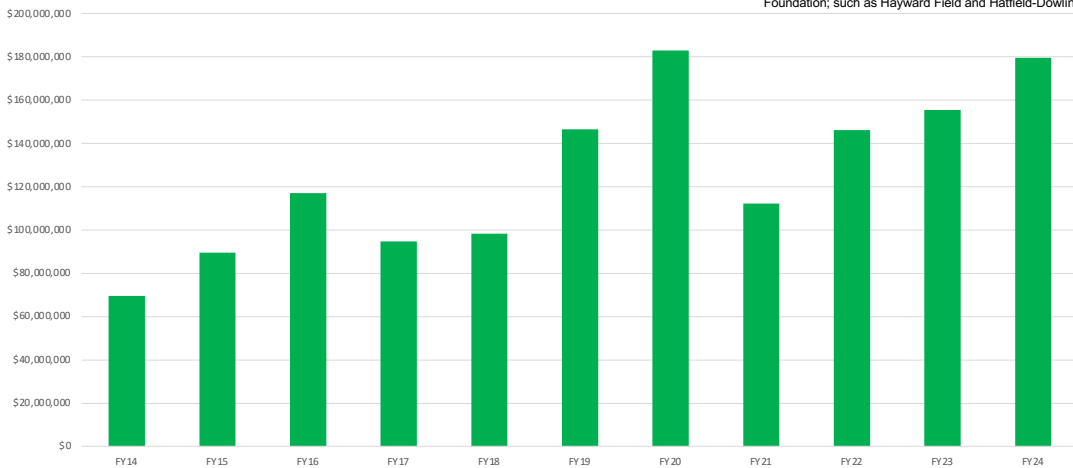
*Assessment does not include UO Portland, seismic, major site, or utility infrastructure deficiencies.



Capital Construction Spending

Total 10-year Expenditure: \$1,391,530,278
\$7.5 Billion Campus Building Value

This information does not include projects performed by UO Foundation; such as Hayward Field and Hatfield-Dowlin Complex



Major Funding Sources Current Projects

<u>CURRENT PROJECTS</u> (BOT Approved)	Gifts & Grants	State-Paid Bonds	Internal Bank, Presidential Initiative Funds	Auxiliary Funds (Cash and/or Revenue Bonds)	E&G Funds (Cash and/or Revenue Bonds)
Knight Library Exterior Restoration		✓			
Knight Campus Ph2	✓				
Heritage Deferred Maintenance		✓			✓
UO Portland Campus	✓	✓	✓	✓	
Athletics Indoor Practice Facility	✓				
Kalapuya Ilihi Building Repairs	TBD	TBD	TBD	TBD	TBD
Housing Transformation Ph3				✓	



Major Funding Sources Planned and Likely Projects

<u>Planned and Likely Projects</u>	Gifts & Grants	State-Paid Bonds	Internal Bank, Presidential Initiative Funds	Auxiliary Funds (Cash and/or Revenue Bonds)	E&G Funds (Cash and/or Revenue Bonds)
Oregon Acoustic Research Lab (OARL)	✓				✓
Friendly Hall Deferred Maintenance		✓			✓
Next Generation Housing Residence Hall				✓	
Child Behavioral Health Building	✓	✓	✓		



Impacts on UO's Debt Profile

- Portions of the plan rely on state-paid bonds for funding, but funding may also come from reserves, philanthropy, creative partnerships, or UO-paid debt.
- UO-paid debt is expected to be issued at a pace that keeps the debt burden ratio between 5.3% and 6.0%.
- FY24 Debt Burden Ratio is 5.6%; below the industry's commonly accepted limit of 7.0%.



Summary of Projects

CURRENT PROJECTS

<u>Project Name</u>	<u>New (sf)</u>	<u>Renovated (sf)</u>	<u>Project Budget</u>
• Knight Library Exterior Restoration	N/A	N/A	\$ 15.0M
• Knight Campus Ph2 (research)	175,000	N/A	\$ 330.0M
• Heritage Project	N/A	68,058	\$ 94.0M
• UO Portland Campus	N/A	392,000	\$ 65.1M
• Athletics Indoor Practice Facility	140,000	30,000	\$ N/A
• Kalapuya Ilihi Building Repairs	N/A	N/A	\$ 18.6M
• Housing Transformation Proj. Ph3	N/A	N/A	\$ 9.9M
Totals	315,000	550,058	\$ 532.6M



Summary of Projects

Planned and Likely Projects

<u>Project Name</u>	<u>New (sf)</u>	<u>Renovated (sf)</u>	<u>Anticipated Budget</u>
• Oregon Acoustic Research Lab	14,130	N/A	\$ 18.7M
• Romania Site Development	240,000	5,000	N/A
• Friendly Hall Deferred Maintenance	N/A	44,740	\$ 80.3M
• Next Generation Housing Res Hall	410,000	N/A	\$ 235M
• Child Behavioral Health Building	54,000	N/A	\$ 71M
• <u>Housing Barnhart Hall Conversion</u>		<u>125,277</u>	<u>\$ 50M</u>
	Totals: 718,130	175,017	\$ 455M



Agenda Item #3bii

Tuition Setting Preparatory Discussion



Tuition and Fee Process Update

December 2024

Board of Trustees of the University of Oregon

Agenda

- Tuition and Fee Setting Process
- FY26 Projected Cost Drivers

Tuition and Fee Advisory Board (TFAB)

- Advisory group to the President, charged with
 - Developing undergraduate tuition recommendations
 - Reviewing administratively controlled mandatory fees, course fees, housing fees, and graduate tuition proposals each year
- Twenty-one official members: students, faculty, and staff
 - Students: 2 ASUO officers, 2 undergraduate students, 1 graduate student
 - Two faculty: one drawn from the Senate
 - Staff: VPs/AVPs, deans, directors, a vice provost, a senior assistant registrar, a classified staff member and individuals from Finance and Administration, College of Arts and Sciences, College of Education, the School of Law, School of Music and Dance, Financial Aid, the Provost's Office, Student Life, and Undergraduate Education
- All TFAB meetings are in-person and open to the public

Tuition and Fee Setting Process: 2024-2025

- **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, financial aid programs, long-term financial projections, and the university's plan for cost management
- **Winter term:**
 - January Student Forum on tuition (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 during the President's tuition forum in February
 - President posts TFAB recommendations for community comment
 - President finalizes recommendations for the March Board meeting

Tuition and Fee Setting Process: Tuition Website

The first screenshot shows the 'Tuition and Fee Advisory Board (TFAB) Schedule' page. It features a green header with the University of Oregon logo and the word 'Tuition'. The main content includes the title 'Tuition and Fee Advisory Board (TFAB) Schedule' and 'General Meetings (all open to the public)'. Under 'FALL MEETINGS 2024', it lists four dates: Friday, October 11, 2024 (9-10am, EMU 107 - The Miller Room); Monday, October 14, 2024 (2:15-3:45pm, EMU 107 - The Miller Room); Monday, October 28, 2024 (2:15-3:45pm, EMU 231+232 - Cedar and Spruce Rooms); and Friday, November 11, 2024 (1:15-2:45pm, EMU 023 - Leave Crutcher Lewis Room). A link 'Map to the fall 2024 TFAB meetings' is provided. Under 'WINTER MEETINGS 2025', it states 'All meetings are open to the public.' and 'Winter term 2025 TFAB meetings will be set towards the end of fall term 2024.'

The second screenshot shows the 'Tuition-Setting Process' page. It includes a title and three paragraphs of text explaining the TFAB's role and the meeting process. At the bottom, there are three buttons: 'Tuition Setting Process', 'TFAB Meeting Schedule', and 'TFAB Meeting Updates'.

The third screenshot shows a specific meeting agenda for 'Monday, October 28, 2024, 2:15-3:45pm, 2024 (EMU 231+232 - Cedar and Spruce Rooms)'. It lists four items: 'TFAB agenda (10/28/2024)', 'Guaranteed Tuition Program', 'Public University Support Fund (PUSF) and other funding mechanisms', and 'Meeting summary (Mon, Oct 28, 2024)'.

Agenda

- Tuition and Fee Setting Process

- ➔ • FY26 Projected Cost Drivers

Summary – Major FY2026 E&G Fund Cost Drivers

Cost Driver	Projected FY26 Cost Increase	Notes
Faculty, Staff and GE Salary and OPE	\$19.5 million	E&G compensation increases based on current contracts (e.g., classified staff, GE), announced increases for OAs and historical rates / current administrative proposals for those groups without ratified contracts. Includes approximately 1,200 graduate employees, 1,630 faculty, 850 classified staff and 1,220 unrepresented staff on the E&G fund. Does not include any projected expenses related to adding staff.
Medical Costs	\$2.9 million	Includes increases of 4.15% on December 1, 2024 and 4.6% on December 1, 2025.
Retirement Costs	\$7.6 million	Increases for PERS rates for FY26 as approved by PERS board.
Blended OPE	(\$7.2 million)	Blended OPE carryforward (atypical leave and hiring dynamics) balances from a previous period are buying down benefits expenses during FY26 on a one-time basis.
Institutional Expenses	\$2.6 million	Increases related to utilities, insurance, debt for academic buildings, assessments, and leases.
Faculty Hiring	\$1.6 million	8 Net Tenure Track Hires.
Strategic Investments	\$1.0 million	Allocated via strategic investment process. Note that President has only allocated \$1.0 million to the BAG process this year as funds are needed for strategic priorities.
Total Projected Cost Increases	\$28.0 million	

Summary – Major FY2026 E&G Fund Cost Drivers

Cost Driver	FY25 Base	Projected FY26 Cost Increase	FY26 Increase (%)
Faculty, Staff and GE Compensation	\$546.0 million	\$19.5 million	3.6%
Medical Costs	\$63.3 million	\$2.9 million	4.6%
Retirement Costs	\$80.9 million	\$7.6 million	9.4%
Blended OPE	\$179.5 million	(\$7.2 million)	(4.0%)
Institutional Expenses	\$49.0 million	\$2.6 million	5.3%
TTF Faculty Hiring	\$145.1 million	\$1.6 million	1.1%
Strategic Investments	\$690.5 million	\$1.0 million	0.1%
Total (E&G Budget)	\$690.5 million	\$28.0 million	4.1%

Summary – Major FY2026 E&G Fund Cost Drivers

Cost Driver	Projected FY20 Cost Increase	Projected FY21 Cost Increase	Projected FY22 Cost Increase	Projected FY23 Cost Increase	Projected FY24 Cost Increase	Projected FY25 Cost Increase	Projected FY26 Cost Increase
Faculty, Staff & GE Salary & Wages	\$10.6 million	\$11.6 million	\$7.3 million	\$15.0 million	\$11.9 million	\$13.0 million	\$19.5 million
Medical Costs	\$1.9 million	\$2.5 million	\$1.2 million	\$1.6 million	\$2.2 million	\$2.5 million	\$2.9 million
Retirement Costs	\$7.1 million	(\$500K)	-	-	\$1.9 million	-	\$7.6 million
Oregon Paid Leave	-	-	-	-	\$900K	\$300K	-
Blended OPE	-	-	-	-	\$4.0 million	-	(\$7.2 million)
Institutional Expenses	\$1.0 million	\$1.5 million	\$1.2 million	\$1.2 million	\$1.5 million	\$2.0 million	\$2.6 million
Faculty Hiring	-	-	-	-	-	\$3.0 million	\$1.6 million
Strategic Investments	\$2.0 million	\$2.0 million	\$600K	\$2.0 million	\$2.0 million	\$2.0 million	\$1.0 million
Minimum Wage Increase	\$1.0 million	\$1.9 million	\$320K	\$257K	-	-	-
Total Projected Cost Increases	\$23.6 million	\$19.0 million	\$10.6 million	\$20.1 million	\$24.4 million	\$22.8 million	\$28.0 million

Agenda Item #3ci

Internal Audit Charter

Summary of Proposed Changes to 2019 Internal Audit Charter

Sections	2019 Charter	2024 Charter	Additional Notes
Purpose, Mission, and Professional Standards	Included	Included	Edited for clarity and conciseness.
Mandate - Authority and Independence	Included	Included	Added the requirement for the Chief Auditor to confirm the independence of the internal audit function annually.
Mandate - Changes to the Mandate and Charter	Not Included	Included	Outlined the process for making changes to the internal audit function's mandate or charter.
Scope	Included	Included	Edited for clarity and conciseness.
Board oversight	Not Included	Included	Codified the Board of Trustees' responsibilities in relation to the Internal Audit Function.
Chief Auditor Role and Responsibilities	Included	Included	Added a section related to the nature and frequency of communications with management and the Board of Trustees. Provided a more detailed description of the Chief Auditor's responsibilities to ensure alignment with current practices.
Quality Assurance and Improvement Program	Included	Included	Moved from the 'Purpose' section in the previous charter to a standalone section in the revised charter.

Internal Audit Charter

*This charter defines the purpose, authority, and
responsibility of the Office of Internal Audit at the
University of Oregon*

DRAFT FOR REVIEW

*Board of Trustees
December 09, 2024*

Purpose and Mission

The purpose of the internal audit function is to provide independent, objective assurance and consulting services designed to add value and improve the University of Oregon (UO) operations. The Office of Internal Audit (OIA) receives its mandate from the Board of Trustees (Board). OIA carries out its mandate by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of governance, risk management, and control processes at UO.

Professional Standards:

OIA adheres to the International Professional Practices Framework and the standards established by the Institute of Internal Auditors, which emphasize the following principles:

- Independence and Objectivity.
- Proficiency and Due Professional Care.
- Quality Assurance and Improvement.
- Risk-Based Audit Planning.
- Effective Communication.
- Continuous Professional Development.

Mandate

Authority and Independence

The Chief Auditor reports to the Board with administrative oversight from the President. This enables internal audit services and responsibilities to be performed without interference from management, thereby establishing the independence of the internal audit function.

The Chief Auditor will confirm to the Board, at least annually, the organizational independence of the internal audit function. If the governance structure does not support organizational independence, the Chief Auditor will document the characteristics of the governance structure limiting independence and any safeguards employed to achieve the principle of independence.

OIA has the authority to audit any function, program, account or system through a flexible, pre-approved audit plan. OIA will be granted full and unrestricted access to all functions, records, systems, property, and personnel. University employees are expected to fully comply with OIA's requests, including providing or granting access to relevant data and responding promptly to draft reports.

UO management is responsible for risk management, control, and governance of the areas audited. OIA staff shall not perform any operational duties, initiate or approve accounting transactions of areas under review, or direct the activities of any University employee, except to the extent such employees have been appropriately assigned to an audit team or to otherwise assist the auditors.

Changes to the Mandate and Charter

Circumstances may justify a follow-up discussion between the Chief Auditor, Board, and senior management on the internal audit mandate or other aspects of the internal audit charter. Such circumstances may include but are not limited to:

- A significant change in the Global Internal Audit Standards.

- A significant reorganization within UO including changes in the Chief Auditor, Board, and/or senior management.
- Significant changes to UO's strategies, objectives, risk profile, or the environment in which the University operates.
- New laws or regulations that may affect the nature and/or scope of internal audit services.

Scope

The scope of internal audit services covers the entire breadth of UO's activities, assets, and personnel. This includes but is not limited to:

- Evaluations of the effectiveness of UO's risk management processes.
- Assessments of the adequacy and effectiveness of UO's internal control environment.
- Reviews of UO's governance processes, including compliance with applicable laws, regulations, and policies.
- Evaluations of the efficiency and effectiveness of operations and resource utilization.
- Fraud investigations and advisory services.

Board Oversight

To ensure that OIA has sufficient authority to fulfill its duties, the Board will:

- Discuss with the Chief Auditor and senior management the appropriate authority, role, responsibilities, scope, and services of the internal audit function.
- Ensure the Chief Auditor has direct, unrestricted access to the Board.
- Approve the risk-based audit plan and internal audit charter annually.
- Participate in discussions with the Chief Auditor and senior management about the "essential conditions," described in the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function.
- Evaluate the internal audit function's human resources administration, budgets, and performance relative to its plan.
- Provide input to senior management on the performance, appointment, and/or removal of the Chief Auditor.
- Ensure a quality assurance and improvement program has been established and review the results annually.
- Make appropriate inquiries of senior management and the Chief Auditor to determine whether scope or resource limitations are inappropriate.

Chief Auditor Role and Responsibilities

Managing the Internal Audit Function

The Chief Auditor is responsible for:

- At least annually, developing a risk-based internal audit plan that considers the input of the Board and senior management; discussing the plan with the Board and senior management and submitting the plan to the Board for review and approval.
- Reviewing and adjusting the internal audit plan, as necessary, in response to changes in UO's

business, risks, operations, programs, systems, and controls. Significant interim changes to the plans will be communicated to the Board and senior management.

- Executing the audit plan, following up on audit recommendations, and ensuring corrective actions are taken.
- Ensuring OIA staff maintain confidentiality and comply with data privacy regulations.
- Ensuring that the internal audit function remains free from all conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, particularly in matters of engagement selection, scope, procedures, frequency, timing, and communication. If the Chief Auditor determines that objectivity may be impaired in fact or appearance, the details of the impairment will be disclosed to appropriate parties.
- Ensuring the internal audit function collectively possesses or obtains the knowledge, skills, and other competencies and qualifications needed to meet the requirements of the Global Internal Audit Standards and fulfill the internal audit mandate.
- Coordinating activities and consider relying upon the work of other internal and external providers of assurance and advisory services. If coordination is not achievable, the issue must be escalated to senior management or the Board.
- Continuously enhancing audit methodologies, tools, and techniques to align with best practices and the evolving risk environment.

Communication with the Board and Senior Management

The Chief Auditor will report periodically to the Board and Senior Management regarding:

- The internal audit function's mandate, audit plan, and performance relative to its plan.
- The internal audit plan, budget, resource requirements.
- Significant risk exposures and control issues that could interfere with the achievement of UO's strategic objectives.
- Results of assurance and advisory services.
- Management's responses to risk that the Chief Auditor determines may be unacceptable or acceptance of a risk that is beyond UO's risk appetite.
- Potential impairments to independence, including relevant disclosures as applicable.
- Results from the quality assurance and improvement program and action plans to address the internal audit function's deficiencies and opportunities for improvement.

Quality Assurance and Improvement Program (QAIP)

The Chief Auditor will develop, implement, and maintain a QAIP that covers all aspects of the internal audit function. The program will include external and internal assessments of the internal audit function's conformance with the Global Internal Audit Standards, as well as performance measurement to assess the internal audit function's progress toward the achievement of its objectives and promotion of continuous improvement.

Board of Trustees of the University of Oregon

Resolution: Internal Audit Charter

Whereas, the University of Oregon is governed by and the business and affairs of the University are ultimately managed by the Board of Trustees;

Whereas, the University of Oregon takes seriously the responsibility to manage, invest and spend resources and has an Office of Internal Audit (Internal Audit) to provide independent, objective evaluations and advisory services that add to the accountability of the University;

Whereas, Internal Audit proposes a departmental charter to articulate the purpose, authority, and responsibility of the office;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby adopts the Office of Internal Audit Charter as proposed in associated materials.

Moved: _____ Seconded: _____

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

Dated: _____ Recorded: _____

Agenda Item #3cii

FY 2025-2026 Audit Plan



PROPOSED

FY 2025-2026 WORKPLAN

Office of Internal Audit

Presented to the University of Oregon Board of Trustees

EXECUTIVE SUMMARY

This workplan outlines the projects identified by the Office of Internal Audit (OIA) to assess and provide insights on the effectiveness of internal controls, risk management, and governance processes at the University of Oregon (UO).

Key areas of focus for fiscal years 2025-2026 include regulatory compliance, fiscal management, business processes, information security, and the student experience. All audits and advisory projects will be conducted with a focus on supporting the University's strategic goals and ensuring operational efficiency.

METHODOLOGY

OIA follows a structured process to identify, assess, and prioritize risks that may impact UO's operations, compliance, and strategic objectives. This process ensures that our audit efforts are focused on the areas of greatest risk and are aligned with UO's goals.

Internal Risk Assessment

We begin by reviewing key internal sources to identify potential risks. This includes:

- Reviewing prior audit work to assess any unresolved or recurring issues.
- Analyzing results from investigations that came through the University's hotline to identify emerging trends or concerns.
- Reviewing available strategic plans at the institutional, divisional, and college levels to understand the University's current priorities and initiatives.
- Conducting interviews with key stakeholders across the institution to gather insights on areas of concern and potential vulnerabilities.

External Risk Identification:

Next, we expand our analysis to external factors that could affect the University. This includes:

- Reviewing state and federal regulatory activity to ensure compliance with evolving legal and regulatory requirements.
- Examining audit plans from major federal sponsors to identify areas of concern or focus for external funding.
- Analyzing industry reports and insights from higher education experts to understand top risks and emerging threats within the sector.
- Engaging in discussions with peers in the profession to gather perspectives on risks facing similar institutions.

Risk Prioritization

Once potential risks are identified, OIA evaluates each risk based on its likelihood and potential impact on the institution. Risk factors considered in assessing processes or departmental units for inclusion in the audit plan include:

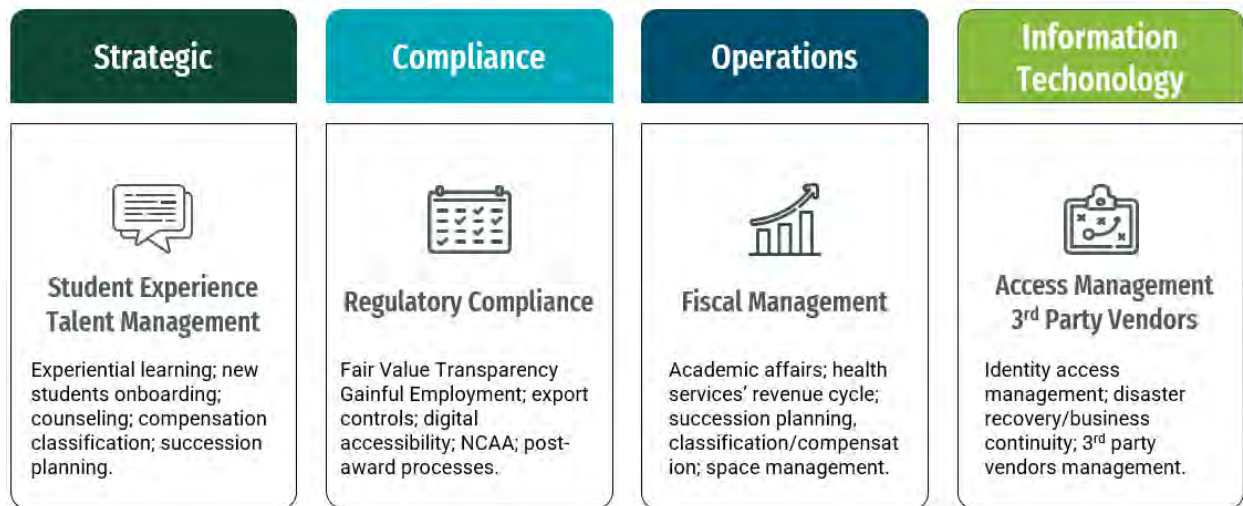
- Strategic Alignment.
- Size and Complexity of Operations.
- Governance and Management Concerns.
- External Risk Landscape.
- Time Since Last Audit.

Risk factors are evaluated on a scale of one to three, and the average score determines the priority level (high, medium, or low) for a specific area. For the highest-risk areas, we define targeted audit or advisory projects to assess and/or improve control effectiveness.

RESULTS

Key Themes Identified

Our risk assessment identified 23 areas of concern, which are categorized below.

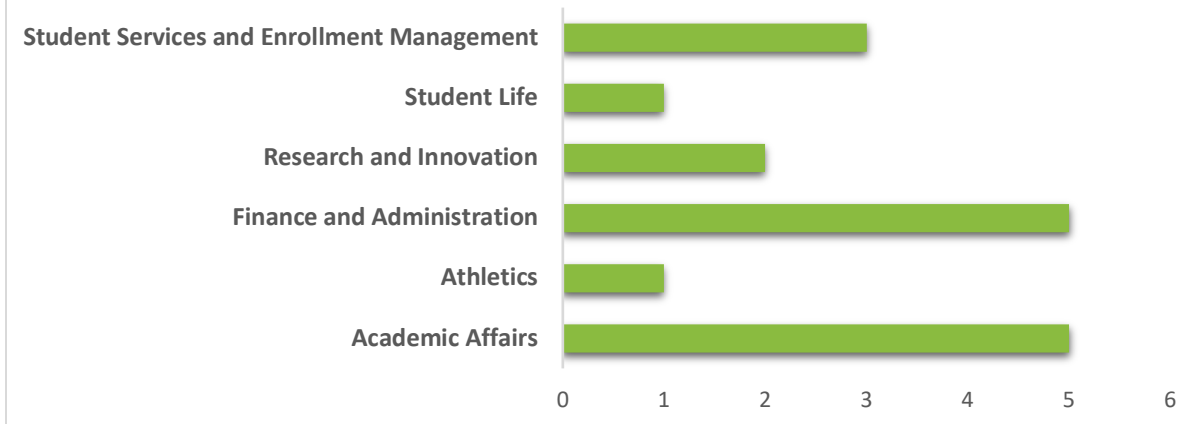


2025-26 Audit Plan

The audit plan addresses 17 of the 23 high-risk areas identified in the risk assessment. Six areas are excluded due to limited resources, active risk management, or upcoming management actions. We will reassess these areas for future audits and continue to monitor them closely.

The chart below illustrates the audit coverage across various divisions within UO and provides a visual breakdown of how audit resources will be allocated. Please refer to the **Appendix** for a detailed overview of the audit plan,

FY 2025-26 Audit Coverage by Divisions



The audit plan is flexible and will be updated in response to changes in UO's governance, risks, and internal controls processes. Significant interim changes will be discussed with the Board of Trustees and senior management.

RESOURCES PLAN

OIA is actively recruiting for the following positions: Audit Manager, IT Auditor II, Auditor II, Executive Assistant. The Executive Assistant role will be split between two primary functions: 50% of the time will be dedicated to follow-up activities, ensuring corrective action items from previous audits are completed and tracking progress on key projects. The remaining 50% will focus on providing general office support.

The audit plan is based on the expectation that all positions will be filled by December 2024 and that resources will not be diverted for fraud investigations. Audit staff resources are expected to be allocated as follows:

Audit Area	FTE Assigned	Key Skills/Expertise
Strategic/Operational Audits	2.5 FTE	Process improvement, operational controls.
IT Audits	1.0 FTE	IT security, data analytics, system audits.
Compliance Audits	2.0 FTE	Regulatory compliance, risk management.
Follow Up Audits	0.5 FTE	Audit tracking, status reporting.
Investigations	2.0 FTE	Data analysis, forensic accounting.

APPENDIX

Audit Unit	Audit Title	Audit Focus	Timeline*	Estimated Hours
Assurance Services				
Sponsored Programs Services	Post-Award Process	To assess controls around the handling and oversight of grants post-award.	Spring 2025	600
Information Security	Identity Access Management	To review processes for ensuring that users of information resources have access tailored to their business needs.	Spring 2025	150
University Health Services (UHS)	Billing and Revenue Cycle Review	To evaluate internal controls over UHS' billing and revenue cycle.	Spring 2025	500
School of Journalism and Communication	Fiscal Review	To assess controls over key administrative and fiscal processes.	Spring 2025	400
College of Education	Scholarship Verification	To verify that the selected awardee meets the qualifications as listed in the award agreement.	Spring 2025	20
Export Controls	Research Compliance	To assess controls over transactions with foreign individuals and entities.	Fall 2025	400
Financial Aid	Financial Aid Compliance	To assess compliance with relevant regulations and UO policies.	Fall 2025	450
College of Arts and Sciences	Fiscal Review	To assess controls over key administrative and fiscal processes.	Fall 2025	400
Athletics	Standard of Care/ Injury Prevention	To assess compliance with health and safety regulations in student-athlete care.	Fall 2025	450
Global Engagement	Fiscal a Review	To assess controls over key administrative and fiscal processes.	Spring 2026	400
College of Design	Fiscal Review	To assess controls over key administrative and fiscal processes.	Spring 2026	400
College of Education	Scholarship Verification	To verify that the selected awardee meets the qualifications listed in the award agreement.	Spring 2026	10
Student Life	Experiential Learning	To assess compliance with relevant regulations and UO policies.	Spring 2026	450
Information Services	Electronic Accessibility Assessment	To assess compliance with the latest Web Content Accessibility Guidelines.	Spring 2026	450
Campus Wide	Follow up procedures	Follow up on corrective actions from previous engagements.	Ongoing	500

Consulting Services				
Campus Wide	Travel Expenses Reimbursement	To identify opportunities to optimize the travel reimbursement process.	Spring 2025	450
Campus Wide	Classification and Compensation Processes	To identify opportunities for improvement related to competitive compensation practices.	Spring 2025	450
Campus Wide	Space Management	Assessment of processes used to manage and analyze space inventory and utilization.	Spring 2026	450
Student Life	New Student Onboarding	To evaluate how technology is currently being utilized in the onboarding process	Spring 2026	450
Campus Wide	Trainings and Presentations	Training on internal controls, risk, and fraud awareness.	Ad Hoc	50
Campus Wide	Other Consulting Services	Ad hoc management requests.	Ongoing	200
Campus Wide	Committee Involvement	To serve in an advisory capacity as requested by leadership.	Ongoing	200
Investigative Services				
Campus Wide	Investigative Audits	To investigate allegations of fraud, waste, and abuse.	Ad Hoc	250
External Audit Coordination				
Business Affairs, Sponsored Projects Services & Athletics	Financial Statements, Single Audit, and NCAA AUP	Coordinate with and provide oversight of external audits.	Ongoing	80
Risk Assessment & Audit Planning				
Campus Wide	Annual Risk Assessment	The annual risk assessment forms the basis of the audit planning for future years.	Spring 2026	300
Office of Internal Audit	Quality Assurance Improvement Program	To perform a self-assessment of OIA's processes for adherence to the International Professional Practices Framework	Spring 2026	200
Campus Wide	Reserve	To address unforeseen projects that may arise during the year.	Ad Hoc	1,300
Administrative				
Office of Internal Audit (OIA)	Admin Tasks	Staff meetings and other office projects	Ongoing	267
Total Hours				11,277

Internal Audit Updates

Board of Trustees Meeting

December 9, 2024

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Agenda

- Audit Charter
- Audit Plan Development
- Planned Projects
- Staffing
- Next Steps



Audit Charter



Revisions necessary after 3 years to ensure alignment with new professional standards (effective next month).



Revised charted clarifies Internal Audit's independence, authority, and responsibility.

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Audit Plan Development



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Planned Projects

- **Athletics**
 - Standards of Care & Injury Prevention
- **Student Life**
 - Health Services
 - New Students Onboarding
- **Finance & Administration:**
 - Identity Access Management
 - Travel Expenses Reimbursement
 - Space Management
 - Classification and Compensation
 - Electronic Accessibility
- **Student Services & Enrollment Management**
 - Financial Aid Operations
- **Research & Innovation**
 - Post Award Processes
 - Export Controls
- **Academic Affairs:**
 - School of Journalism & Communication
 - College of Design
 - Global Engagement
 - College of Arts and Sciences
 - College of Education
 - Experiential Learning

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Staffing Updates



Finalists

- Audit Manager
- IT Auditor II
- Auditor II



Campus Interviews

- Stakeholder Engagement
- Final hiring decisions



Onboarding

- Department Integration
- Training and Support

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What's Next?

- ❖ **Board of Trustees** - Approval of Audit Charter and Audit Plan
- ❖ **Office of Internal Audit** - Further updates and progress on staffing, audits, and other projects

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Board of Trustees of the University of Oregon

Resolution: FY 2025-2026 Internal Audit Workplan

Whereas, the University of Oregon is governed by and the business and affairs of the University are ultimately managed by the Board of Trustees;

Whereas, the University of Oregon takes seriously the responsibility to manage, invest and spend resources and has an Office of Internal Audit (Internal Audit) to provide independent, objective evaluations and advisory services that add to the accountability of the University;

Whereas, Internal Audit proposes the FY 2025-2026 Workplan to assess and provide insights on the effectiveness of internal controls, risk management, and governance processes;

Whereas, the proposed FY 2025-2026 Workplan includes key areas of focus including regulatory compliance, fiscal management, business processes, information security, and the student experience;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby approves the Office of Internal Audit FY 2025-2026 Workplan.

Moved: _____ Seconded: _____

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

Dated: _____ Recorded: _____

Board of Trustees
Resolution: Approval of Office of Internal Audit FY 2025-2026 Workplan
December 9, 2024

Agenda Item #3cii

Data Centers Security Assessment Findings



UO Co-Sourced Internal Audit (IA) Services
December 9th, 2024
Public Presentation

• UO Co-Sourced Internal Audit: Background & Scope



Deloitte has been hired to provide co-sourced internal audit services to the University and University Board of Trustees as directed by the University.

The current scope of co-sourced internal audit/assessment and applicable objectives are detailed below.

UO Data Centers Security Assessment


Evaluate that existing physical and technical controls in place at UO's data centers are designed appropriately and confirm that they are operating effectively for the scope areas of access controls, infrastructure maintenance and environmental controls. During the Internal Audit, the following 4 assessment topics identified potential control gaps:

- **User Access Reviews:** Regular assessment process to ensure that users have appropriate access rights and permissions, verifying that access levels align with their current roles and responsibilities.
- **Access Revocations:** Removing or disabling a user's access rights and permissions to systems, applications, or data when they are no longer required or authorized.
- **Physical Security:** Protecting students, faculty, staff, and campus facilities from physical threats and unauthorized access through measures such as surveillance, access control systems, and emergency response protocols.
- **Access-Related / Applicable to Multiple:** Access-related issues or potential control gaps affecting multiple areas within the University.


Presenters:

Steven Tapp	Jeff Harrison
National Practice Leader	Senior Manager
Internal Audit	Internal Audit
Government and Public Sector	Government and Public Sector
Deloitte & Touche LLP	Deloitte & Touche LLP


Audit Objective

-  Evaluate that the existing physical and technical controls in place at the three DCs¹ located on the University of Oregon's (UO) Eugene Campus, namely, the Computing Center (CC), Allen Hall (AH), and Oregon Hall (OH), are effectively designed and confirm that they are operating effectively for the scope areas of access controls, infrastructure maintenance, and environmental controls.


Topic Areas

-  To ensure the safety and smooth operation of facilities, it's important for higher education institutions to effectively design, implement, and manage security controls for physical access, environment, energy, and fire suppression. Doing so helps maintain the safety of students, faculty, stakeholders and the valuable programs and operations that depend on our campus, data and equipment. Internal Audit (IA) has identified some key areas of risk to be aware of:
 - User Access Reviews:** Regularly reviewing user access ensures that only authorized individuals have access to critical areas and systems. This practice helps maintain a secure environment by promptly identifying and addressing any discrepancies.
 - Access Revocations:** Promptly revoking access for individuals who no longer need it helps prevent unauthorized entry and potential security breaches. Ensuring timely updates to access permissions is crucial for maintaining overall security.
 - Physical Security:** Implementing robust physical security measures protects our facilities, data, and equipment from unauthorized access and potential threats. These measures include secure entry points, surveillance systems, and controlled access areas.
 - Access Related Monitoring:** Continuous monitoring of access activities helps detect and respond to any suspicious behavior or security incidents swiftly. This proactive approach enhances our ability to maintain a safe and secure environment for everyone.

Assessment Scope

- 
 1. Access Controls (Physical and Logical Security)
 2. Infrastructure Maintenance
 3. Environmental Controls

Observations

-  Upon completion of fieldwork and testing, Internal Audit noted observations relating to user access, access revocations, and physical security. Management has concurred with these observations and working to implement the relevant policies and procedures. Business process enhancement opportunities were also identified for management's consideration.

Agenda Item #4a

Quarterly Finance and Treasury Reports



Finance Summary: Education and General Qtr1 FY2025

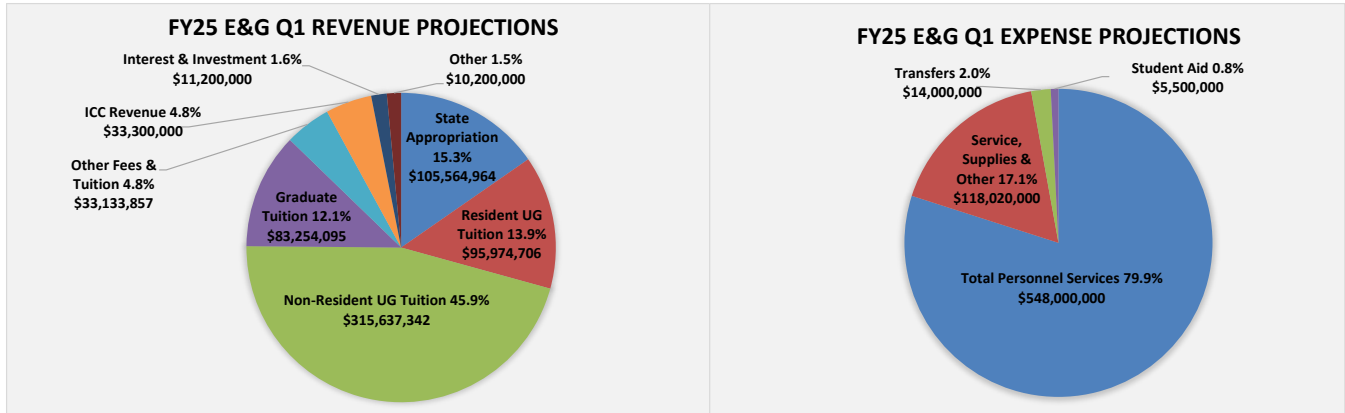
Key Takeaways

- State appropriation forecasted revenue increased \$1.2 million (1.1%) due to HECC SSCM and ETSF settle-up
- Projected tuition and fee revenue down \$10 million (1.9%) from initial projections (June '24) due to incoming first year cohort mix, but up \$3.8 million (0.7%) from long term projections (September '24) due to higher than expected average credit loads
- Personnel services forecasted costs increased \$11.4 million (2.1%) due to hiring more TTF and NTTF than projected, TTF funding shifts (e.g. sabbatical, grant funding), final OA salary package, and lower staff vacancy rates
- Student aid forecasted costs reduced \$1.5 million (21.4%) due to reduced enrollment in graduate programs and COSA transition
- Q1 projection shows an estimated shortfall of \$2.3 million. This compares to initial projected gain of \$15.1 million (June '24) and a gain of \$7.8 million in the long term projections (September '24)
- Projected year-end fund balance for FY25 is \$114.0 million (8.6 weeks of operating expenses)

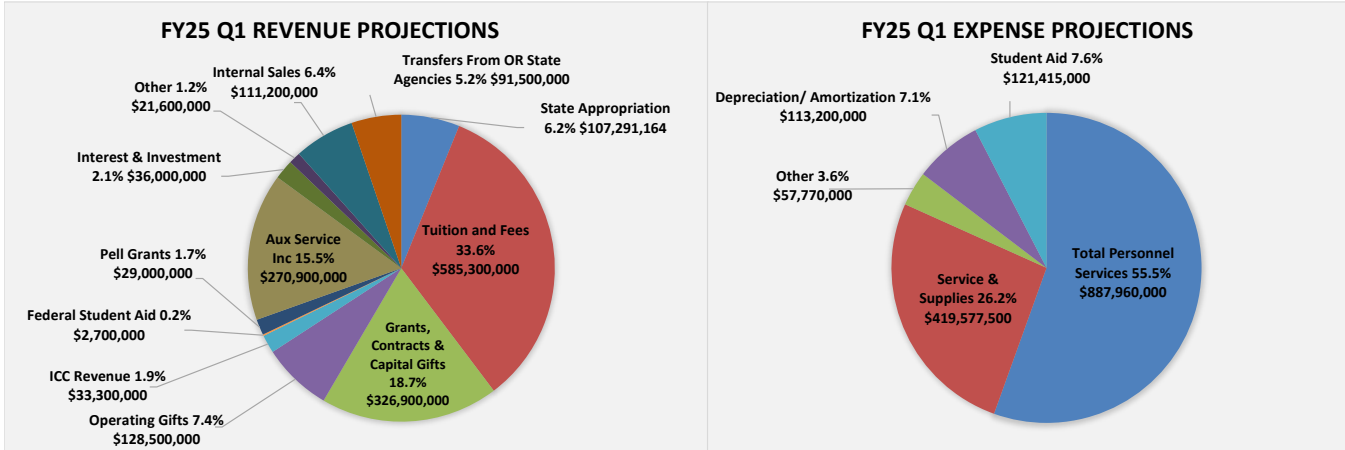
Education and General Fund Qtr1 - Projection Status

Category	FY25 Initial Projection	FY25 Q1 Projection	FY25 Initial Projection vs FY24 Act	FY25 Q1 Actuals vs FY24 Q1 Act	Projection Adjustment	FY24 Q1 Projection vs FY24 Act	Notes
State Appropriation	\$104,400,000	\$105,564,964	6.4%	14.9%	Up	7.6%	• HECC SSCM and ETSF settle-up
Tuition and Fees	\$538,000,000	\$528,000,000	6.7%	4.7%	Down	4.7%	• Incoming first year cohort mix (in state vs out of state)
ICC Revenue	\$33,300,000	\$33,300,000	5.0%	-0.9%	Unchanged	5.0%	• Timing issues
Personnel Services	\$537,000,000	\$548,000,000	4.9%	8.5%	Up	7.1%	• Hiring more TTF and NTTF than projected, TTF funding shifts (e.g. sabbatical, grant funding), final OA salary package, and lower staff vacancy rates
Service & Supplies	\$143,000,000	\$143,000,000	3.8%	8.1%	Unchanged	3.8%	• Timing issues
Student Aid	\$7,000,000	\$5,500,000	35.7%	-14.4%	Down	6.6%	• Reduced enrollment in graduate programs and COSA transition
Transfers	\$14,000,000	\$14,000,000	0.3%	-24.0%	Unchanged	0.3%	

Education & General Funds - Total Dollars



All Funds - Total Dollars



Student Aid Expense does not include \$91.1M of fee remissions awarded to students. Remissions are booked as negative revenue.
Capital Expenditures not included

FY24 Actuals Quarter 4 Report
**All Funds except Agency and Clearing
Designated Ops
and Service**

	Education and		Auxiliaries		Grant Funds		Restricted Gift		Plant Funds	Internal Bank	Total from Operations	Year-End Reporting Adj.**	Total
	General	Center			Funds	Other Funds	Funds						
State Appropriation	\$ 98,150,476	\$ 1,158,297	\$ 589,167	\$ 80,341	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 99,978,281		
Tuition and Fees	\$ 504,282,309	\$ 1,688,015	\$ 49,678,188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,306,858	\$ -	\$ 558,955,371		
Gifts Grants & Contracts	\$ 182,563	\$ 5,582,784	\$ 5,565	\$ 168,261,024	\$ 155,481,183	\$ -	\$ -	\$ 112,301,349	\$ -	\$ -	\$ 441,814,467		
ICC Revenue	\$ 31,714,638	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,714,638		
Federal Student Aid	\$ -	\$ -	\$ -	\$ 26,565,170	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,565,170		
Interest and Investment	\$ 11,369,106	\$ 11,747,025	\$ 682,329	\$ -	\$ -	\$ 102,384	\$ -	\$ 988,415	\$ 27,220,947	\$ -	\$ 52,110,206		
Internal Sales	\$ 1,539,540	\$ 63,008,830	\$ 14,504,385	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47,882,953	\$ -	\$ 126,935,708		
Sales & Services	\$ 4,586,514	\$ 12,141,570	\$ 217,709,424	\$ 334,528	\$ 735	\$ -	\$ -	\$ 18,262	\$ -	\$ -	\$ 234,791,033		
Other Revenues	\$ 3,247,164	\$ 1,011,900	\$ 7,071,297	\$ -	\$ -	\$ -	\$ -	\$ 20,654	\$ -	\$ -	\$ 11,351,015		
Transfers From Ore State Agencies	\$ -	\$ -	\$ -	\$ 21,338,210	\$ -	\$ -	\$ -	\$ 35,249,799	\$ -	\$ -	\$ 56,588,009		
Total Revenue	\$ 655,072,310	\$ 96,338,421	\$ 290,240,355	\$ 216,579,272	\$ 155,481,918	\$ 102,384	\$ 148,578,479	\$ 78,410,759	\$ 1,640,803,897				
Total Personnel Services	\$ 511,833,981	\$ 46,029,638	\$ 133,989,360	\$ 90,233,613	\$ 56,751,930	\$ -	\$ -	\$ 393,576	\$ 839,232,099				
Service & Supplies	\$ 137,746,628	\$ 23,003,063	\$ 115,836,883	\$ 38,216,509	\$ 32,432,955	\$ 2,518	\$ 18,503,210	\$ 31,624,013	\$ 397,365,777				
Merchandise-Resale/Redistribution	\$ 3,358	\$ 17,341,959	\$ 18,464,811	\$ -	\$ 776	\$ -	\$ -	\$ -	\$ 35,810,904				
Internal Sales Reimbursements	\$ (23,214,489)	\$ (17,467)	\$ (1,818,661)	\$ (35,000)	\$ 863	\$ -	\$ (691,121)	\$ -	\$ (25,775,875)				
Indirect Costs	\$ 1,754	\$ 3,148,475	\$ 10,943,534	\$ 31,871,693	\$ -	\$ -	\$ -	\$ -	\$ 45,965,455				
Depreciation/Amortization Expense	\$ -	\$ 4,333,301	\$ 52,529,843	\$ -	\$ -	\$ -	\$ 49,206,235	\$ -	\$ 106,069,379				
Student Aid	\$ 5,159,648	\$ 2,302,084	\$ 6,564,372	\$ 53,706,628	\$ 40,496,624	\$ 10,729	\$ -	\$ -	\$ 108,240,085				
Total General Expense	\$ 119,696,899	\$ 50,111,415	\$ 202,520,781	\$ 123,759,829	\$ 72,931,217	\$ 13,247	\$ 67,018,323	\$ 31,624,013	\$ 667,675,724				
Net Transfers Out/(In)	\$ 13,964,969	\$ 3,413,264	\$ (5,834,310)	\$ 305,762	\$ 8,707,832	\$ -	\$ (56,291,709)	\$ 35,734,191	\$ -				
Total Expense	\$ 645,495,849	\$ 99,554,317	\$ 330,675,832	\$ 214,299,205	\$ 138,390,979	\$ 13,247	\$ 10,726,615	\$ 67,751,780	\$ 1,506,907,823				
Net before CapEx	\$ 9,576,461	\$ (3,215,896)	\$ (40,435,477)	\$ 2,280,068	\$ 17,090,939	\$ 89,137	\$ 137,851,864	\$ 10,658,979	\$ 133,896,074				
Beginning Fund Balance	\$ 113,284,907	\$ 61,884,951	\$ 564,791,689	\$ (2,084,174)	\$ 32,525,297	\$ 5,696,170	\$ 978,669,702	\$ 76,606,158	\$ 1,831,374,699				
Capital Expenditures	\$ (4,469,209)	\$ (244,421)	\$ 120,617	\$ (1,922,251)	\$ (2,118,589)	\$ -	\$ (186,673,480)	\$ -	\$ (195,307,333)				
Net (from above)	\$ 9,576,461	\$ (3,215,896)	\$ (40,435,477)	\$ 2,280,068	\$ 17,090,939	\$ 89,137	\$ 137,851,864	\$ 10,658,979	\$ 133,896,074				
Fund Additions/Deductions*	\$ (8,749)	\$ (2,259,222)	\$ 22,783,910	\$ -	\$ -	\$ -	\$ 167,754,790	\$ 9,007,499	\$ 197,278,228	\$ (259,872,105)			
Federal COVID-19 Relief One-Time Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Ending Fund Balance	\$ 118,383,409	\$ 56,165,411	\$ 547,260,739	\$ (1,726,357)	\$ 47,497,647	\$ 5,785,306	\$ 1,097,602,876	\$ 96,272,637	\$ 1,967,241,669	\$ (259,872,105)	\$ 1,707,369,564		
Year-End Accounting Entries	\$ (2,160,170)	\$ (279,441)	\$ (5,799,102)	\$ (263,411)	\$ (116,749)	\$ -	\$ 5,145,783	\$ (1,532,924)	\$ (5,006,012)	\$ (5,006,012)	\$ (5,006,012)		
Adjusted Ending Fund Balance	\$ 116,223,240	\$ 55,885,970	\$ 541,461,637	\$ (1,989,768)	\$ 47,380,898	\$ 5,785,306	\$ 1,102,748,659	\$ 94,739,713	\$ 1,962,235,657	\$ (259,872,105)	\$ 1,702,363,552		
Net Capital Assets	\$ -	\$ 21,341,926	\$ 513,805,617	\$ -	\$ -	\$ -	\$ 939,559,889	\$ (50,997,229)	\$ 1,423,710,203	\$ -	\$ 1,423,710,203		
Other Restricted Net Assets	\$ -	\$ -	\$ -	\$ (1,989,768)	\$ 47,380,898	\$ 5,785,306	\$ 112,946,119	\$ 20,907,083	\$ 185,029,638	\$ (725,537)	\$ 184,304,101		
Unrestricted Net Assets	\$ 116,223,240	\$ 34,544,044	\$ 27,656,021	\$ -	\$ -	\$ -	\$ 50,242,651	\$ 124,829,860	\$ 353,495,815	\$ (259,146,568)	\$ 94,349,247		
Total Net Assets	\$ 116,223,240	\$ 55,885,970	\$ 541,461,637	\$ (1,989,768)	\$ 47,380,898	\$ 5,785,306	\$ 1,102,748,659	\$ 94,739,713	\$ 1,962,235,657	\$ (259,872,105)	\$ 1,702,363,552		

* - Due to Capital Improvements and Debt Accounting entries

** - Year-End Reporting Adjustments includes items such as Pension Liability (GASB68), OPEB Liability (GASB75), SLGRP Pool Liability, and Agency/Fiduciary Funds

FY25 Updated Projection
All Funds except Agency and Clearing

	Designated Ops								
	Education and General	and Service Center	Auxiliaries	Grant Funds	Restricted Gift Funds	Other Funds	Plant Funds	Internal Bank	Total
State Appropriation	\$ 105,564,964	\$ 1,145,200	\$ 500,000	\$ 81,000	\$ -	\$ -	\$ -	\$ -	\$ 107,291,164
Tuition and Fees	\$ 528,000,000	\$ 1,900,000	\$ 52,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,400,000	\$ 585,300,000
Gifts Grants & Contracts	\$ 200,000	\$ 5,200,000	\$ -	\$ 184,000,000	\$ 128,500,000	\$ -	\$ 137,500,000	\$ -	\$ 455,400,000
ICC Revenue	\$ 33,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,300,000
Federal Student Aid	\$ -	\$ -	\$ -	\$ 31,700,000	\$ -	\$ -	\$ -	\$ -	\$ 31,700,000
Interest and Investment	\$ 11,200,000	\$ 11,000,000	\$ 200,000	\$ -	\$ -	\$ 100,000	\$ 1,000,000	\$ 12,500,000	\$ 36,000,000
Internal Sales	\$ 2,000,000	\$ 65,000,000	\$ 14,200,000	\$ -	\$ -	\$ -	\$ -	\$ 44,200,000	\$ 125,400,000
Sales & Services	\$ 5,000,000	\$ 12,000,000	\$ 253,500,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 270,700,000
Other Revenues	\$ 3,000,000	\$ 1,400,000	\$ 3,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,600,000
Transfers From OR State Agencies	\$ -	\$ -	\$ -	\$ 23,000,000	\$ -	\$ -	\$ 68,500,000	\$ -	\$ 91,500,000
Total Revenue	\$ 688,264,964	\$ 97,645,200	\$ 323,600,000	\$ 238,981,000	\$ 128,500,000	\$ 100,000	\$ 207,000,000	\$ 60,100,000	\$ 1,744,191,164
Total Personnel Services	\$ 548,000,000	\$ 49,000,000	\$ 142,500,000	\$ 96,000,000	\$ 52,000,000	\$ -	\$ -	\$ 460,000	\$ 887,960,000
Service & Supplies	\$ 143,000,000	\$ 21,500,000	\$ 119,830,000	\$ 44,242,500	\$ 40,000,000	\$ 5,000	\$ 20,500,000	\$ 30,500,000	\$ 419,577,500
Merchandise-Resale/Redistribution	\$ 10,000	\$ 18,000,000	\$ 19,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,010,000
Internal Sales Reimbursements	\$ (25,000,000)	\$ (50,000)	\$ (1,500,000)	\$ -	\$ -	\$ -	\$ (1,000,000)	\$ -	\$ (27,550,000)
Indirect Costs	\$ 10,000	\$ 3,000,000	\$ 12,000,000	\$ 33,300,000	\$ -	\$ -	\$ -	\$ -	\$ 48,310,000
Depreciation/Amortization Expense	\$ -	\$ 4,500,000	\$ 52,870,000	\$ -	\$ -	\$ -	\$ 55,830,000	\$ -	\$ 113,200,000
Student Aid	\$ 5,500,000	\$ 2,500,000	\$ 12,000,000	\$ 61,400,000	\$ 40,000,000	\$ 15,000	\$ -	\$ -	\$ 121,415,000
Total General Expense	\$ 123,520,000	\$ 49,450,000	\$ 214,200,000	\$ 138,942,500	\$ 80,000,000	\$ 20,000	\$ 75,330,000	\$ 30,500,000	\$ 711,962,500
Net Transfers Out(In)	\$ 14,000,000	\$ 1,500,000	\$ (5,700,000)	\$ 750,000	\$ 8,000,000	\$ -	\$ (43,550,000)	\$ 25,000,000	\$ -
Total Expense	\$ 685,520,000	\$ 99,950,000	\$ 351,000,000	\$ 235,692,500	\$ 140,000,000	\$ 20,000	\$ 31,780,000	\$ 55,960,000	\$ 1,599,922,500
Net before CapEx	\$ 2,744,964	\$ (2,304,800)	\$ (27,400,000)	\$ 3,288,500	\$ (11,500,000)	\$ 80,000	\$ 175,220,000	\$ 4,140,000	\$ 144,268,664
Beginning Fund Balance	\$ 116,223,240	\$ 55,885,970	\$ 541,461,637	\$ (1,989,768)	\$ 47,380,898	\$ 5,785,306	\$ 1,102,748,659	\$ 94,739,713	\$ 1,962,235,657
Capital Expenditures	\$ (5,000,000)	\$ (150,000)	\$ (200,000)	\$ (2,000,000)	\$ (3,000,000)	\$ -	\$ (297,500,000)	\$ -	\$ (307,850,000)
Net (from above)	\$ 2,744,964	\$ (2,304,800)	\$ (27,400,000)	\$ 3,288,500	\$ (11,500,000)	\$ 80,000	\$ 175,220,000	\$ 4,140,000	\$ 144,268,664
Fund Additions/Deductions*	\$ -	\$ 4,700,000	\$ 6,400,000	\$ -	\$ -	\$ -	\$ 279,400,000	\$ -	\$ 290,500,000
Ending Fund Balance	\$ 113,968,204	\$ 58,131,170	\$ 520,261,637	\$ (701,268)	\$ 32,880,898	\$ 5,865,306	\$ 1,259,868,659	\$ 98,879,713	\$ 2,089,154,320
Year-End Accounting Entries **	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Net Capital Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Other Restricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Unrestricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Total Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

* - Due to Capital Improvements and Debt Accounting entries

** - Year-End Reporting Adjustments includes items such as Pension Liability (GASB68), OPEB Liability (GASB75), SLGRP Pool Liability, and Agency/Fiduciary Funds

Notes:

- In the Internal Bank Funds, Unrestricted Net Assets include primarily unrealized and realized gains in the investment portfolio, unspent bond proceeds, and funds collected to meet obligations of the Student Building Fee debt pool and other long-term obligations. This number will grow increasingly positive as the principal payment dates on UO revenue bonds get closer.

FY25 Actuals Q1	All Funds except Agency and Clearing Designated Ops									
	Education and		and Service		Restricted Gift			Plant Funds	Internal Bank	Total
	General	Center	Auxiliaries	Grant Funds	Funds	Other Funds				
State Appropriation	\$ 39,517,903	\$ 289,574	\$ 147,292	\$ 20,085	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,974,854
Tuition and Fees	\$ 204,297,995	\$ 627,663	\$ 18,671,141	\$ -	\$ -	\$ -	\$ -	\$ 1,314,025	\$ -	\$ 224,910,823
Gifts Grants & Contracts	\$ 164,271	\$ 966,771	\$ -	\$ 40,108,607	\$ 21,137,914	\$ -	\$ 16,188,746	\$ -	\$ -	\$ 78,566,310
ICC Revenue	\$ 8,375,145	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,375,145
Federal Student Aid	\$ -	\$ -	\$ -	\$ 10,593,876	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,593,876
Interest and Investment	\$ 2,542,233	\$ 4,155,209	\$ 210,162	\$ -	\$ -	\$ 25,171	\$ 281,424	\$ 5,912,882	\$ -	\$ 13,127,081
Internal Sales	\$ 147,120	\$ 15,328,939	\$ 2,802,294	\$ -	\$ -	\$ -	\$ -	\$ 6,259,640	\$ -	\$ 24,537,993
Sales & Services	\$ 2,359,238	\$ 3,123,765	\$ 54,601,120	\$ -	\$ -	\$ -	\$ 33	\$ -	\$ -	\$ 60,084,156
Other Revenues	\$ 1,070,033	\$ 131,687	\$ 530,338	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,732,058
Transfers From OR State Agencies	\$ -	\$ -	\$ -	\$ 9,919,459	\$ -	\$ -	\$ 8,879,880	\$ -	\$ -	\$ 18,799,339
Total Revenue	\$ 258,473,939	\$ 24,623,606	\$ 76,962,347	\$ 60,642,028	\$ 21,137,914	\$ 25,171	\$ 25,350,083	\$ 13,486,547	\$ -	\$ 480,701,636
Total Personnel Services	\$ 87,350,124	\$ 11,508,607	\$ 29,878,242	\$ 24,134,925	\$ 13,770,217	\$ -	\$ -	\$ 105,713	\$ -	\$ 166,747,828
Service & Supplies	\$ 42,490,480	\$ 4,616,783	\$ 20,779,453	\$ 3,971,955	\$ 9,110,812	\$ 1,543	\$ 2,866,143	\$ 1,132,075	\$ -	\$ 84,969,244
Merchandise-Resale/Redistribution	\$ (48,282)	\$ 3,740,960	\$ 1,831,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,524,078
Internal Sales Reimbursements	\$ (6,442,661)	\$ -	\$ (516,587)	\$ -	\$ -	\$ -	\$ (830,472)	\$ -	\$ -	\$ (7,789,720)
Indirect Costs	\$ 1,205	\$ 691,968	\$ 2,454,795	\$ 8,533,965	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,681,933
Depreciation/Amortization Expense	\$ -	\$ 1,077,087	\$ 13,162,006	\$ -	\$ -	\$ -	\$ 13,246,832	\$ -	\$ -	\$ 27,485,925
Student Aid	\$ 1,456,791	\$ 44,071	\$ 678,957	\$ 20,637,567	\$ 12,992,890	\$ 9	\$ -	\$ -	\$ -	\$ 35,810,285
Total General Expense	\$ 37,457,534	\$ 10,170,869	\$ 38,390,025	\$ 33,143,487	\$ 22,103,702	\$ 1,552	\$ 15,282,502	\$ 1,132,075	\$ -	\$ 157,681,745
Net Transfers Out/(In)	\$ 1,000,763	\$ (174,374)	\$ (6,413,769)	\$ 143,825	\$ 6,368,597	\$ -	\$ (2,809,973)	\$ 1,884,930	\$ -	\$ -
Total Expense	\$ 125,808,421	\$ 21,505,102	\$ 61,854,498	\$ 57,422,236	\$ 42,242,516	\$ 1,552	\$ 12,472,529	\$ 3,122,718	\$ -	\$ 324,429,573
Net before CapEx	\$ 132,665,517	\$ 3,118,504	\$ 15,107,849	\$ 3,219,792	\$ (21,104,601)	\$ 23,619	\$ 12,877,554	\$ 10,363,829	\$ -	\$ 156,272,063
Beginning Fund Balance	\$ 116,223,240	\$ 55,885,970	\$ 541,461,637	\$ (1,989,768)	\$ 47,380,898	\$ 5,785,306	\$ 1,102,748,659	\$ 94,739,713	\$ -	\$ 1,962,235,657
Capital Expenditures	\$ (376,650)	\$ (40,300)	\$ -	\$ (1,237,298)	\$ (687,892)	\$ -	\$ (20,790,913)	\$ -	\$ -	\$ (23,133,053)
Net (from above)	\$ 132,665,517	\$ 3,118,504	\$ 15,107,849	\$ 3,219,792	\$ (21,104,601)	\$ 23,619	\$ 12,877,554	\$ 10,363,829	\$ -	\$ 156,272,063
Fund Additions/Deductions*	\$ (15,854)	\$ 259,399	\$ 24,143	\$ -	\$ -	\$ -	\$ 2,464,280	\$ -	\$ -	\$ 2,731,968
Ending Fund Balance	\$ 248,496,253	\$ 59,223,572	\$ 556,593,630	\$ (7,274)	\$ 25,588,405	\$ 5,808,926	\$ 1,097,299,581	\$ 105,103,542	\$ -	\$ 2,098,106,635
Year-End Accounting Entries **	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Net Capital Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Other Restricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Unrestricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Total Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

* - Due to Capital Improvements and Debt Accounting entries

** - Year-End Reporting Adjustments includes items such as Pension Liability (GASB68), OPEB Liability (GASB75), SLGRP Pool Liability, and Agency/Fiduciary Funds

Notes:

- In the Internal Bank Funds, Unrestricted Net Assets include primarily unrealized and realized gains in the investment portfolio, unspent bond proceeds, and funds collected to meet obligations of the Student Building Fee debt pool and other long-term obligations. This number will grow increasingly positive as the principal payment dates on UO revenue bonds get closer.

FY25 Actuals Q1
Education and General

	FY25 Initial		FY25 Q1 Actual as %		FY25 Q1 inc/(dec) from FY24		FY25 Initial Proj. vs FY24 Total as %		FY25 Q1 Proj. vs. FY24 Total as %	
	Projection	FY25 Actual Q1	of Proj.	FY24 Actual Q1	Q1	FY24 Total Actual	Total as %	FY25 Updated Projection Q1	as %	
State Appropriation	\$ 104,400,000	\$ 39,517,903	37.9%	\$ 34,391,894	14.9%	\$ 98,150,476	6.4%	\$ 105,564,964	7.6%	
Tuition and Fees	\$ 538,000,000	\$ 204,297,995	38.0%	\$ 195,089,874	4.7%	\$ 504,282,309	6.7%	\$ 528,000,000	4.7%	
Gifts Grants & Contracts	\$ 200,000	\$ 164,271	82.1%	\$ 161,094	2.0%	\$ 182,563	9.6%	\$ 200,000	9.6%	
ICC Revenue	\$ 33,300,000	\$ 8,375,145	25.2%	\$ 8,450,912	-0.9%	\$ 31,714,638	5.0%	\$ 33,300,000	5.0%	
Federal Student Aid	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ -	-	
Interest and Investment	\$ 11,200,000	\$ 2,542,233	22.7%	\$ 2,340,114	8.6%	\$ 11,369,106	-1.5%	\$ 11,200,000	-1.5%	
Internal Sales	\$ 2,000,000	\$ 147,120	7.4%	\$ 130,382	12.8%	\$ 1,539,540	29.9%	\$ 2,000,000	29.9%	
Sales & Services	\$ 5,000,000	\$ 2,359,238	47.2%	\$ 1,943,260	21.4%	\$ 4,586,514	9.0%	\$ 5,000,000	9.0%	
Other Revenues	\$ 2,000,000	\$ 1,070,033	53.5%	\$ 446,876	139.4%	\$ 3,247,164	-38.4%	\$ 3,000,000	-7.6%	
Transfers From OR State Agencies	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ -	-	
Total Revenue	\$ 696,100,000	\$ 258,473,939	37.1%	\$ 242,954,407	6.4%	\$ 655,072,310	6.3%	\$ 688,264,964	5.1%	
Total Personnel Services	\$ 537,000,000	\$ 87,350,124	16.3%	\$ 80,526,127	8.5%	\$ 511,833,981	4.9%	\$ 548,000,000	7.1%	
Service & Supplies	\$ 143,000,000	\$ 42,490,480	29.7%	\$ 39,290,752	8.1%	\$ 137,746,628	3.8%	\$ 143,000,000	3.8%	
Merchandise-Resale/Redistribution	\$ 10,000	\$ (48,282)	-482.8%	\$ (52,601)	-8.2%	\$ 3,358	197.8%	\$ 10,000	197.8%	
Internal Sales Reimbursements	\$ (25,000,000)	\$ (6,442,661)	25.8%	\$ (4,933,838)	30.6%	\$ (23,214,489)	7.7%	\$ (25,000,000)	7.7%	
Indirect Costs	\$ 10,000	\$ 1,205	12.1%	\$ 1,444	-16.5%	\$ 1,754	470.2%	\$ 10,000	470.2%	
Depreciation/Amortization Expense	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ -	-	
Student Aid	\$ 7,000,000	\$ 1,456,791	20.8%	\$ 1,701,629	-14.4%	\$ 5,159,648	35.7%	\$ 5,500,000	6.6%	
Total General Expense	\$ 125,020,000	\$ 37,457,534	30.0%	\$ 36,007,387	4.0%	\$ 119,696,899	4.4%	\$ 123,520,000	3.2%	
Net Transfers Out(In)	\$ 14,000,000	\$ 1,000,763	7.1%	\$ 1,315,965	-24.0%	\$ 13,964,969	0.3%	\$ 14,000,000	0.3%	
Total Expense	\$ 676,020,000	\$ 125,808,421	18.6%	\$ 117,849,478	6.8%	\$ 645,495,849	4.7%	\$ 685,520,000	6.2%	
Net before CapEx	\$ 20,080,000	\$ 132,665,517	660.7%	\$ 125,104,928	6.0%	\$ 9,576,461	109.7%	\$ 2,744,964	-71.3%	
Beginning Fund Balance	\$ 116,223,240	\$ 116,223,240	100.0%	\$ 113,284,907	2.6%	\$ 113,284,907	2.6%	\$ 116,223,240	2.6%	
Capital Expenditures	\$ (5,000,000)	\$ (376,650)	7.5%	\$ (332,474)	13.3%	\$ (4,469,209)	11.9%	\$ (5,000,000)	11.9%	
Net (from above)	\$ 20,080,000	\$ 132,665,517	660.7%	\$ 125,104,928	6.0%	\$ 9,576,461	109.7%	\$ 2,744,964	-71.3%	
Fund Additions/Deductions*	\$ -	\$ (15,854)	-	\$ (5,083)	211.9%	\$ (8,749)	-100.0%	\$ -	-100.0%	
Ending Fund Balance	\$ 131,303,240	\$ 248,496,253	189.3%	\$ 238,052,278	4.4%	\$ 118,383,409	10.9%	\$ 113,968,204	-3.7%	
Year-End Accounting Entries **	TBD	TBD	TBD	\$ (2,160,170)	TBD	\$ (2,160,170)	TBD	TBD	TBD	
Adjusted Ending Fund Balance	TBD	TBD	TBD	\$ 235,892,108	TBD	\$ 116,223,240	TBD	TBD	TBD	
Net Capital Assets	TBD	TBD	TBD	\$ -	TBD	\$ -	TBD	TBD	TBD	
Other Restricted Net Assets	TBD	TBD	TBD	\$ -	TBD	\$ -	TBD	TBD	TBD	
Unrestricted Net Assets	TBD	TBD	TBD	\$ 116,223,240	TBD	\$ 116,223,240	TBD	TBD	TBD	
Total Net Assets	TBD	TBD	TBD	\$ 116,223,240	TBD	\$ 116,223,240	TBD	TBD	TBD	

* - Due to Capital Improvements and Debt Accounting entries

** - Year-End Reporting Adjustments includes items such as Pension Liability (GASB68), OPEB Liability (GASB75), SLGRP Pool Liability, and Agency/Fiduciary Funds



FY25 Q1 Financial Update

December 2024

Board of Trustees of the University of Oregon

Agenda

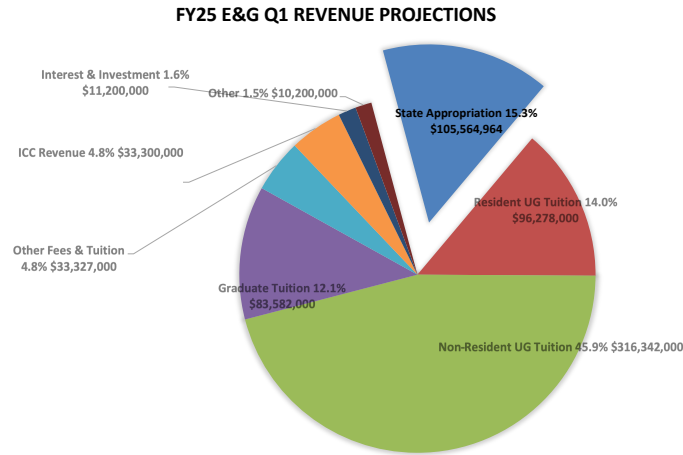
- Q1 E&G Fund Key Takeaways
- Q1 Financial Forecast
- Quarterly Metric in Focus: State Funding in Oregon

E&G Fund FY2025 Q1 – Key Takeaways

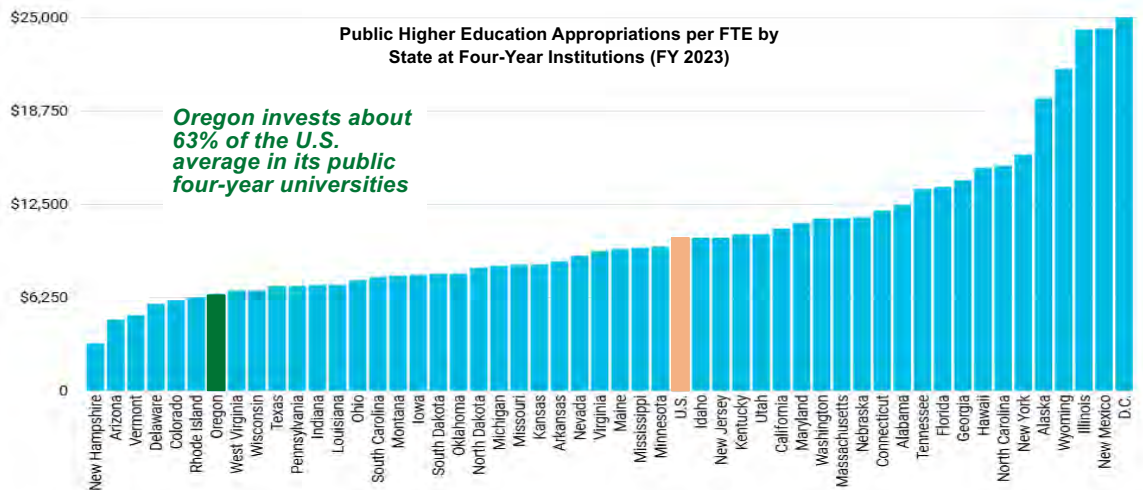
- State appropriation forecasted revenue increased \$1.2 million (1.1%) due to HECC SSCM and ETSF settle-up
- Projected tuition and fee revenue down \$10 million (1.9%) from initial projections (June '24) due to incoming first year cohort mix, but up \$3.8 million (0.7%) from long term projections (September '24) due to higher than expected average credit loads
- Personnel Services forecasted costs increased \$11.4 million (2.1%) due to hiring more TTF and NTTf than projected, TTF funding shifts (e.g. sabbatical, grant funding), final OA salary package, and lower staff vacancy rates
- Student Aid forecasted costs reduced \$1.5 million (21.4%) due to reduced enrollment in graduate programs and COSA transition
- Q1 projection shows an estimated shortfall of \$2.3 million. This compares to initial projected gain of \$15.1 million (June '24) and a gain of \$7.8 million in the long-term projections (September '24)
- Projected year-end fund balance for FY25 is \$114.0 million (8.6 weeks of operating expenses)

UNIVERSITY OF OREGON									
FY25 Education and General Fund									
	FY25 Initial Projection	FY25 Actual Q1	FY25 Q1 Actual as % of Proj.	FY24 Actual Q1	FY25 Q1 inc/(dec) from FY24 Q1	FY24 Total Actual	FY25 Initial Proj. vs FY24 Total as %	FY25 Updated Projection Q1	FY25 Q1 Proj. vs. FY24 Total as %
State Appropriation	\$104,400,000	\$39,517,903	37.9%	\$34,391,894	14.9%	\$98,150,476	6.4%	\$105,564,964	7.6%
Tuition and Fees	\$538,000,000	\$204,297,995	38.0%	\$195,089,874	4.7%	\$504,282,309	6.7%	\$528,000,000	4.7%
Gifts Grants & Contracts	\$200,000	\$164,271	82.1%	\$161,094	2.0%	\$182,563	9.6%	\$200,000	9.6%
ICC Revenue	\$33,300,000	\$8,375,145	25.2%	\$8,450,912	-0.9%	\$31,714,638	5.0%	\$33,300,000	5.0%
Federal Student Aid	\$0	\$0	-	\$0	-	\$0	-	\$0	-
Interest and Investment	\$11,200,000	\$2,542,233	22.7%	\$2,340,114	8.6%	\$11,369,106	-1.5%	\$11,200,000	-1.5%
Other Revenues	\$9,000,000	\$3,576,392	39.7%	\$2,520,519	41.9%	\$9,373,218	-4.0%	\$10,000,000	6.7%
Total Revenue	\$696,100,000	\$258,473,939	37.1%	\$242,954,407	6.4%	\$655,072,310	6.3%	\$688,264,964	5.1%
Total Personnel Services	\$537,000,000	\$87,350,124	16.3%	\$80,526,127	8.5%	\$511,833,981	4.9%	\$548,000,000	7.1%
Service, Supplies and Other	\$118,020,000	\$36,000,743	30.5%	\$34,305,758	4.9%	\$114,537,251	3.0%	\$118,020,000	3.0%
Student Aid	\$7,000,000	\$1,456,791	20.8%	\$1,701,629	-14.4%	\$5,159,648	35.7%	\$5,500,000	6.6%
Total General Expense	\$125,020,000	\$37,457,534	30.0%	\$36,007,387	4.0%	\$119,696,899	4.4%	\$123,520,000	3.2%
Net Transfers Out(in)	\$14,000,000	\$1,000,763	7.1%	\$1,315,965	-24.0%	\$13,964,969	0.3%	\$14,000,000	0.3%
Total Expense	\$676,020,000	\$125,808,421	18.6%	\$117,849,478	6.8%	\$645,495,849	4.7%	\$685,520,000	6.2%
Net before CapEx	\$20,080,000	\$132,665,517	660.7%	\$125,104,928	6.0%	\$9,576,461	109.7%	\$2,744,964	-71.3%
Beginning Fund Balance	\$116,223,240	\$116,223,240	100.0%	\$113,284,907	2.6%	\$113,284,907	2.6%	\$116,223,240	2.6%
Capital Expenditures	-\$5,000,000	-\$376,650	7.5%	-\$332,474	13.3%	-\$4,469,209	11.9%	-\$5,000,000	11.9%
Net (from above)	\$20,080,000	\$132,665,517	660.7%	\$125,104,928	6.0%	\$9,576,461	109.7%	\$2,744,964	-71.3%
Fund Additions/Deductions*	\$0	-\$15,854	-	-\$5,083	211.9%	-\$8,749	-100.0%	\$0	-100.0%
Ending Fund Balance	\$131,303,240	\$248,496,253	189.3%	\$238,052,278	4.4%	\$118,383,409	10.9%	\$113,968,204	-3.7%

Metric In Focus: State Funding in Oregon

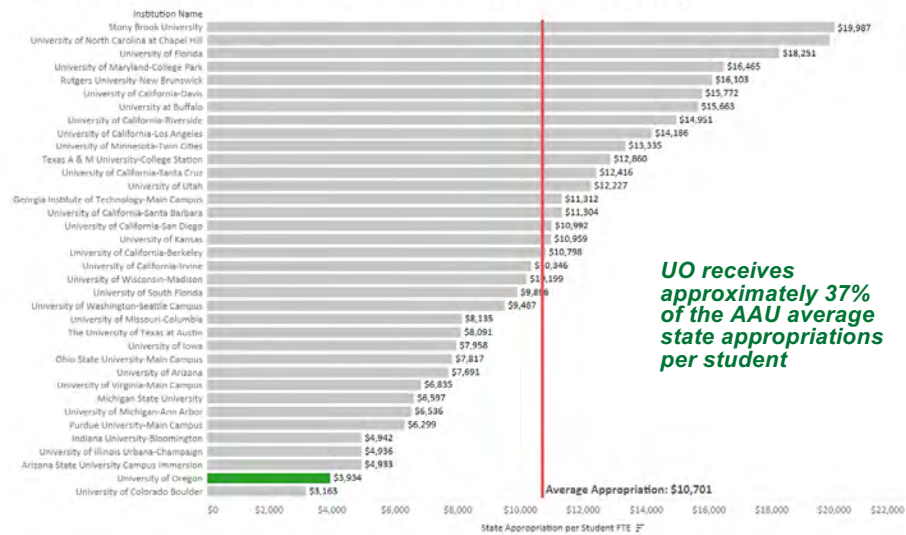


State Funding In Oregon



Source: State Higher Education Executive Officers Association

State Appropriations per Student FTE among AAU Publics (FY2022)



Notes:
 1. Penn State University and University of Pittsburgh are excluded from the table because Pennsylvania has alternative state funding mechanisms.
 2. The Student FTE corresponds to a 12-month FTE.
 Source: IPEDS Finance (FY2022) and Enrollment (FY2022).

State Funding Overview

The PUSF is the state's primary direct funding contribution for university operations and is distributed by the Higher Education Coordinating Commission (HECC) via the Student Success and Completion Model (SSCM).

Components of SSCM:

- Activity Based Funding: Student Credit Hours (SCH)
- Outcomes Based Funding: Degrees & Certificates
- Mission Differentiation Funding: Supports Institutional Mission

Direct Legislative Funding:

- **State Programs:** predominantly non-academic programs operated as a part of the public service mission of a university
- **Statewide Public Service Programs:** research, education and economic development activities run by OSU as a part of its land grant mission
- **Sports Lottery:** funding to augment university athletics and fund graduate scholarships
- **Supplementary funding** for the TRUs and PSU to aid in budget realignment efforts as they grapple with lower enrollment.

FY 2024 State Operating Resources

	FY 2024	EOU	OIT	OSU	PSU	SOU	UO	WOU	Total
PUSF	Enrollment Based	\$4.0M	\$9.4M	\$61.1M	\$39.3M	\$6.6M	\$35.8M	\$8.1M	\$164.2M
	Outcomes Based	\$6.7M	\$13.2M	\$83.5M	\$72.0M	\$8.9M	\$48.0M	\$13.9M	\$246.4M
	Mission Support	\$12.5M	\$11.7M	\$14.6M	\$8.5M	\$12.0M	\$8.6M	\$11.1M	\$78.9M
Total PUSF Funding		\$23.2M	\$34.3M	\$159.2M	\$119.8M	\$27.5M	\$92.4M	\$33.1M	\$489.5M
State Programs		\$0.3M	\$1.4M	\$19.6M	\$6.7M	\$0.2M	\$3.9M	\$0.3M	\$32.5M
Statewide Public Service				\$121.8M					\$121.8M
Sports Lottery		\$1.6M	\$1.6M	\$0.7M	\$1.5M	\$1.6M	\$0.7M	\$1.6M	\$9.2M
TRU + PSU Funding		\$0.6M	\$0.9M		\$3.1M	\$0.7M		\$0.9M	\$6.2M
Total State Funding		\$25.7M	\$38.1M	\$301.3M	\$131.1M	\$30.0M	\$97.0M	\$35.8M	\$659.1M

Comparative University Funding

FY 2024	EOU	OIT	OSU	PSU	SOU	UO	WOU	Total
Fundable Students	1,532	2,531	17,936	12,276	2,395	12,794	3,061	52,526
PUSF Funding	\$23.2M	\$34.3M	\$159.2M	\$119.8M	\$27.5M	\$92.4M	\$33.1M	\$489.5M
PUSF Funding Per Fundable Student	\$15,161	\$13,532	\$8,874	\$9,760	\$11,482	\$7,224	\$10,803	\$9,318
Total FY 2024 State Funding	\$25.7M	\$38.1M	\$301.3M	\$131.1M	\$30.0M	\$97.0M	\$35.8M	\$659.1M
State Funding per Fundable Student	\$16,760	\$15,056	\$16,798	\$10,683	\$12,532	\$7,584	\$11,699	\$12,548

Comparative University Funding

FY 2024	EOU	OIT	OSU	PSU	SOU	UO	WOU	Total
Net Tuition Revenue	\$23.9M	\$31.4M	\$469.7M	\$175.2M	\$33.9M	\$504.3M	\$31.5M	\$1,269.9M
State & Governmental Appropriations	\$25.4M	\$36.8M	\$302.7M	\$131.6M	\$27.9M	\$98.2M	\$34.8M	\$657.4M
Other Revenue	\$2.9M	\$3.8M	\$142.4M	\$40.1M	\$3.6M	\$52.6M	\$4.8M	\$250.3M
Total E&G Revenue	\$52.3M	\$72.0M	\$914.8M	\$347.0M	\$65.4M	\$655.1M	\$71.0M	\$2,177.5M
State & Governmental Appropriations Proportion of E&G Budget	48.7%	51.2%	33.1%	37.9%	42.6%	15.0%	48.9%	30.2%

Sources:
Various university FYE Actual BOT Management Reports. WOU Q3 Forecast.

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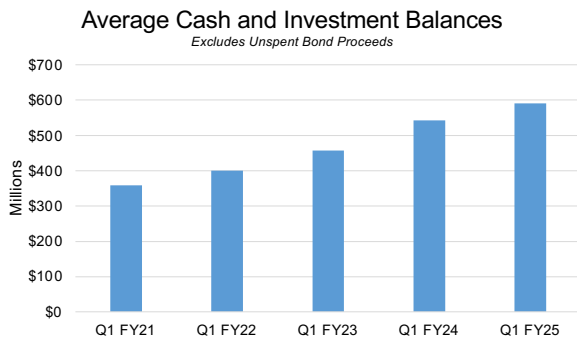
Treasury Operations Quarterly Update

December 9, 2024

Jamie Moffitt, Senior Vice President for Finance & Administration and CFO
Jeff Schumacher, Director of Treasury Operations

Board of Trustees of the University of Oregon

Cash & Investment Balances



Major factors contributing to the increased balances are:

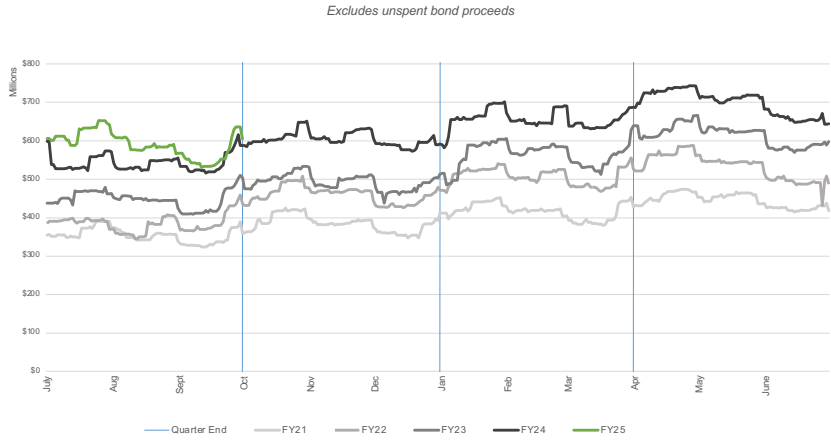
One-time, non-recurring:

- HEERF Funds
- Cost reduction efforts during the pandemic years
- An unprecedented level of open positions
- In Q1 FY25, plant fund balances were modestly higher compared to the prior year (up \$10 million from Q4 FY23)
 - Knight Campus Ph2 +\$23 million
 - State bonded projects -\$12 million

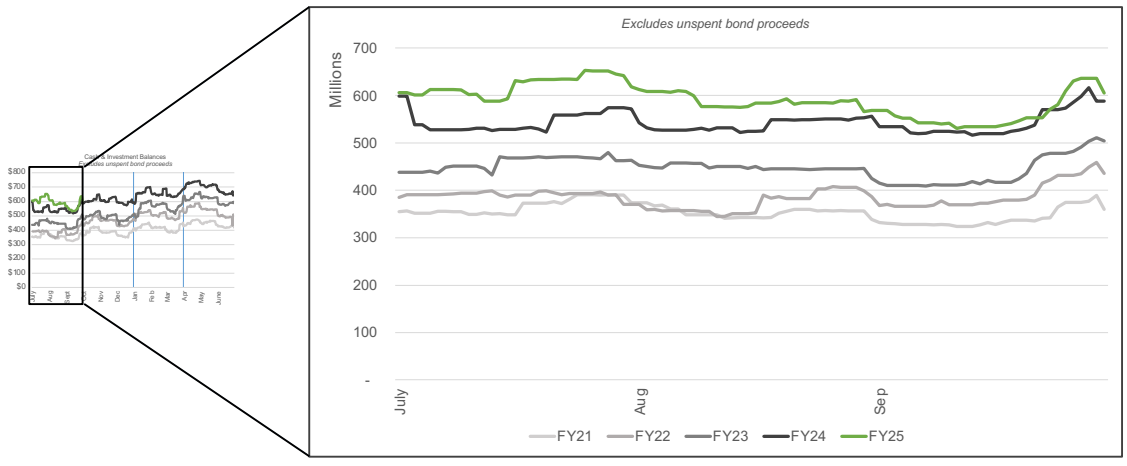
Recurring:

- Increased tuition revenue
- Increased investment gains (up \$24 million from Q1 FY24)

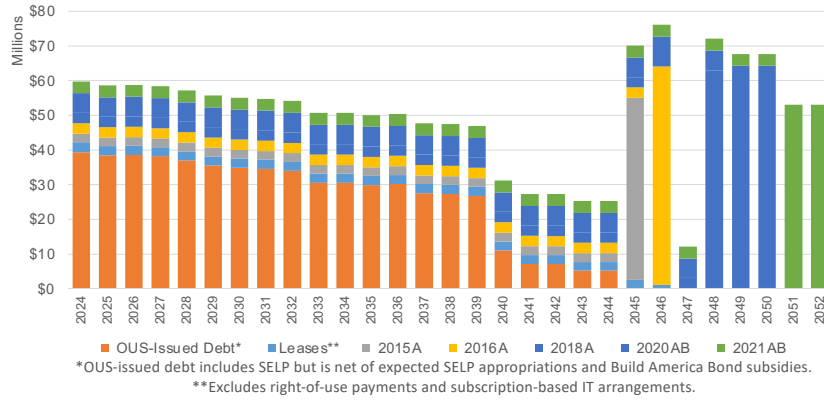
Cash & Investment Balances



Cash & Investment Balances



Debt Service and Lease Payments



The principal balance of outstanding debt, including capital leases, as of 09/30/2024 is approximately \$823 million

This is a decrease of approximately \$23 million from the same date a year ago and a decrease of approximately \$58 million since our last bond issue in August 2021

Investment of Assets Under Management

- Jasper Ridge Partners (JRP) is managing the endowment assets for the Foundation, including the University of Oregon's T3 portfolio (T3) and University of Oregon Alumni Association (UOAA) funds.
- JRP manages approximately \$39 billion in assets for select endowments, foundations, families, and pension and sovereign wealth funds.
- JRP is comprised of 109 team members, including:
 - 34 investment professionals.
 - Experienced legal, accounting, and investment compliance professionals.
- Total assets of \$1.73 billion include endowment assets as well as T3 and UOAA invested assets.
 - Assets for T3 total \$97.8 million, as of June 30, 2024.
 - Assets for UOAA total \$20.3 million, as of June 30, 2024.
- For purposes of this presentation, asset allocation and performance benchmarks are for all invested assets under management.



UNIVERSITY OF OREGON FOUNDATION (UOF) PORTFOLIO UPDATE AS OF 6/30/2024

November 2024

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UOF PORTFOLIO ASSET ALLOCATION



ASSET CLASS	NAV (\$M) ON 6/30/2024	% NAV ON 6/30/2024
Public Equity	\$359.0	21.1%
Fixed Income	\$228.9	13.5%
Hedge Funds	\$332.2	19.5%
Cash & Other	\$31.3	1.8%
Marketable Securities	\$951.4	55.9%
Private Equity/Venture Capital	\$639.9	37.6%
Real Assets	\$109.2	6.4%
Private Assets	\$749.1	44.1%
TOTAL	\$1,700.5	100.0%

The above asset allocation is net of any amounts attributable to the GP. Such amounts are netted against Cash & Other. UOF Portfolio includes Villard Investment Pool endowment investments for the UO Foundation and UO Alumni Association, and also includes T3 invested assets. Excludes notional amounts of futures. Numbers may not sum visually due to rounding.

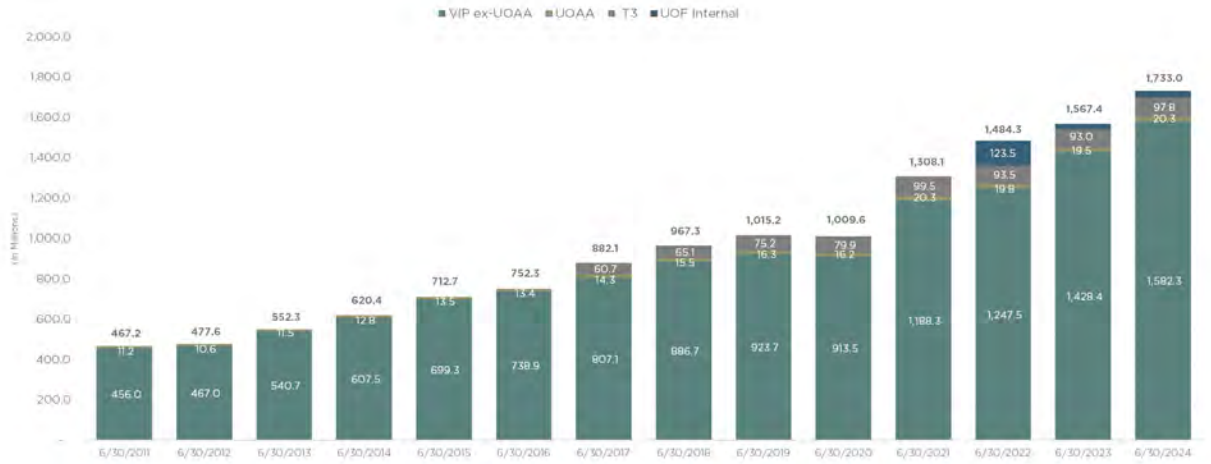
UOF PERFORMANCE VS. BENCHMARKS AS OF 6/30/2024



¹ VIP represents the endowment portfolio, formerly known as Willamette Investment Pool "WIP" through 6/30/21 until investment management outsourced and is now called the Villard Investment Pool "VIP".
² 60/40 benchmarks consists of the weighted average of iShares MSCI ACWI ETF at 60% and iShares Core U.S. Aggregate Bond ETF at 40%, geometrically linked monthly beginning as of 6/30/21, a comparison is shown to the Global Portfolio, a benchmark JRP manages to which initially consisted of 70% equity (iShares MSCI ACWI ETF), 25% fixed income (iShares Core U.S. Aggregate Bond ETF) and 5% cash, geometrically linked monthly and with portfolio weights set as of June 30, 2021 (the inception date). The Global Portfolio is a floating allocation structure and consequently the weights do not rebalance but instead change with the market prices of the underlying securities. As of June 30, 2024, the weights of the Global Portfolio were: 74.4% equities, 20.6% fixed income and 5.0% cash.
³

BALANCE COMPOSITION EVOLUTION

6/30/2024



The 6/30/23 and 6/30/24 total NAV include \$26.5 million and \$32.5 million, respectively, held by UOF (UOF Internal) primarily relating to endowed gifts received but not yet invested in the portfolio.

Agenda Item #4b

Annual Treasury Report

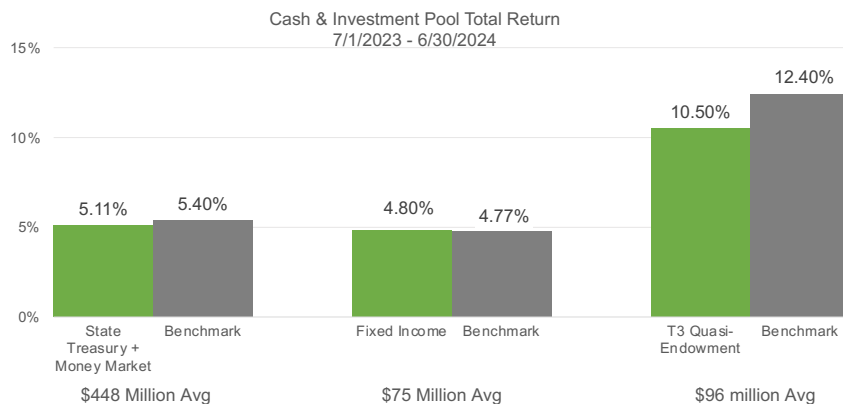
Treasury Operations Annual Update

December 2024

Jamie Moffitt, SVPFA/CFO/Treasurer
Jeff Schumacher, Director of Treasury Operations

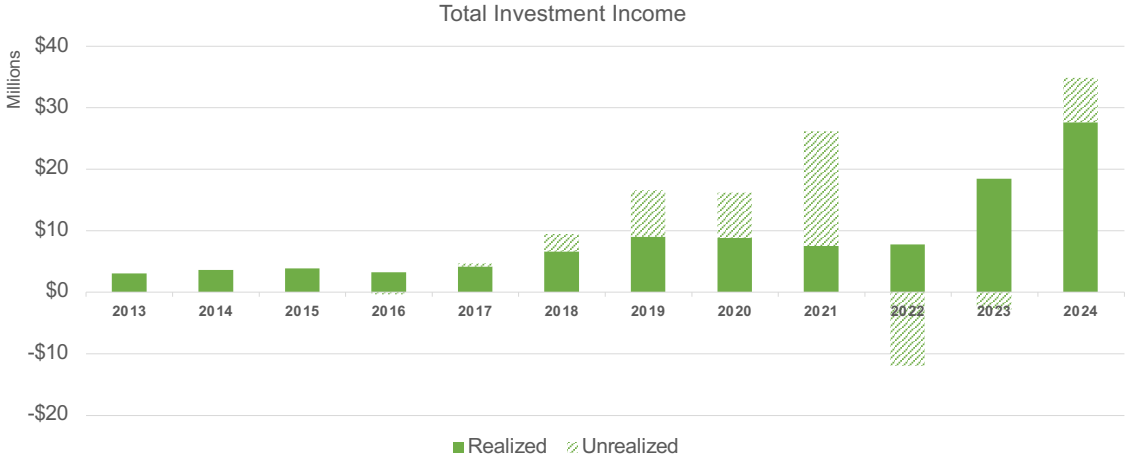
Board of Trustees of the University of Oregon

FY24 Investment returns were strong this year

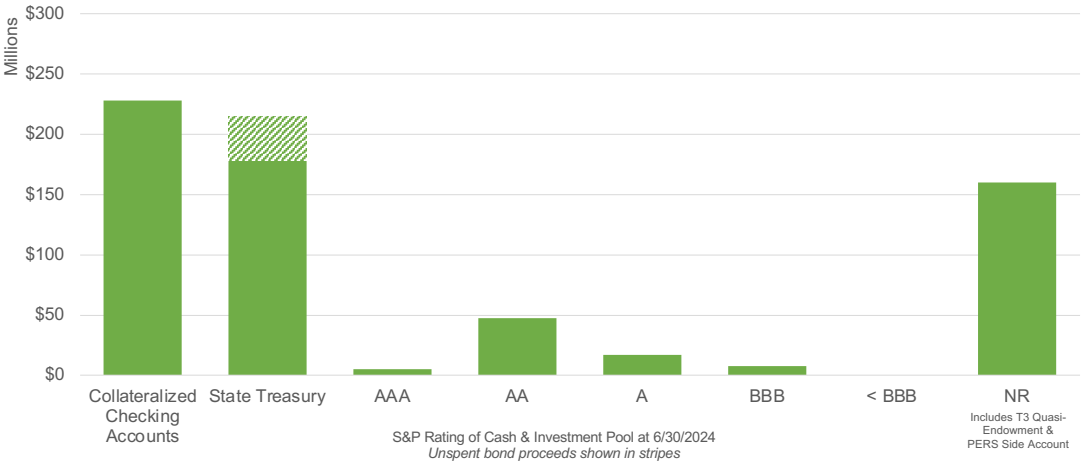


- Benchmark for State Treasury is ICE BofA US 3-Month Treasury Index (G001).
- Benchmark for Fixed Income is ICE BofA 1-5 year US Corporate & Government Index (BVA0).
- Benchmark for T3 Quasi-Endowment is 60% iShares MSCI ACWI ETF & 40% iShares Core U.S. Aggregate Bond ETF

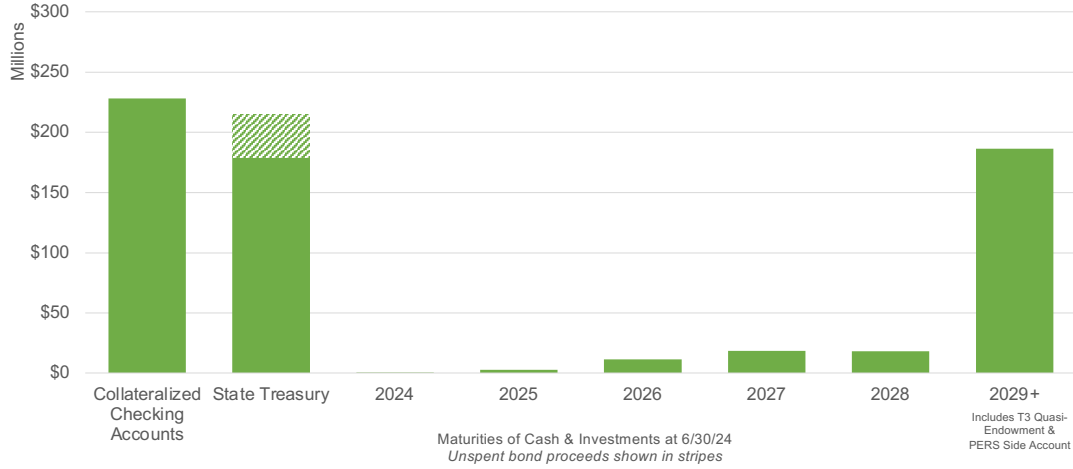
Net investment income totaled \$35 million in FY24



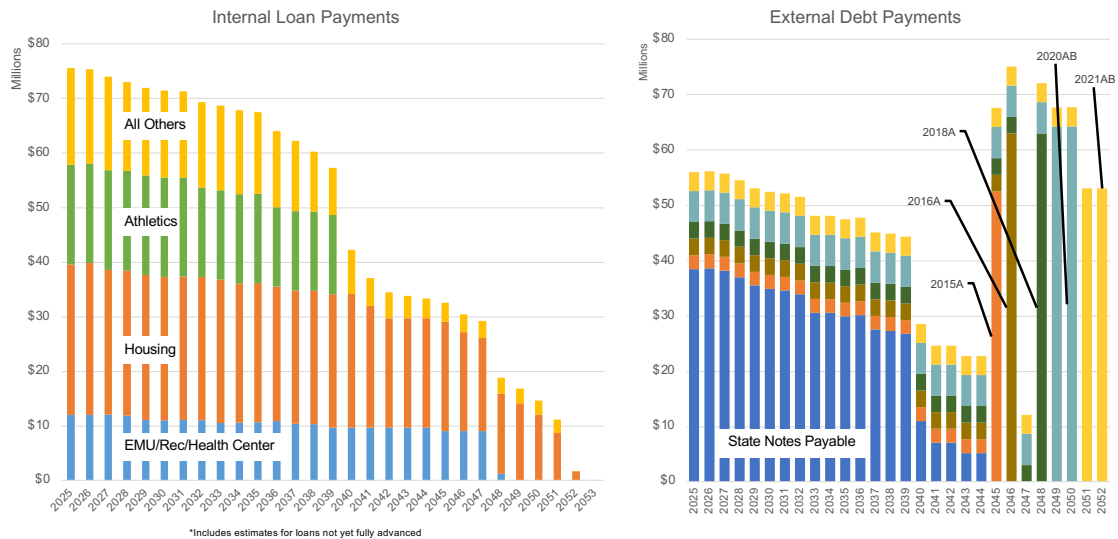
Overall credit risk is low



Liquidity risk remains low Interest rate risk remains low

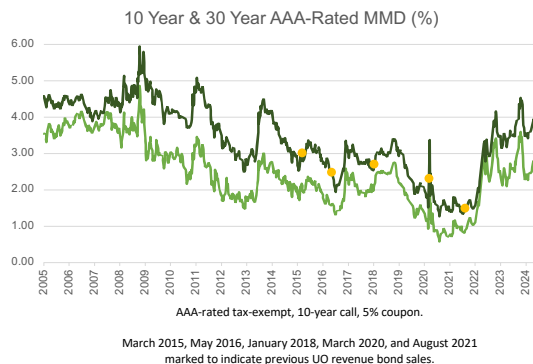


Internal loans to debt-paying units generate sufficient cash to cover external debt service payments



Debt Characteristics

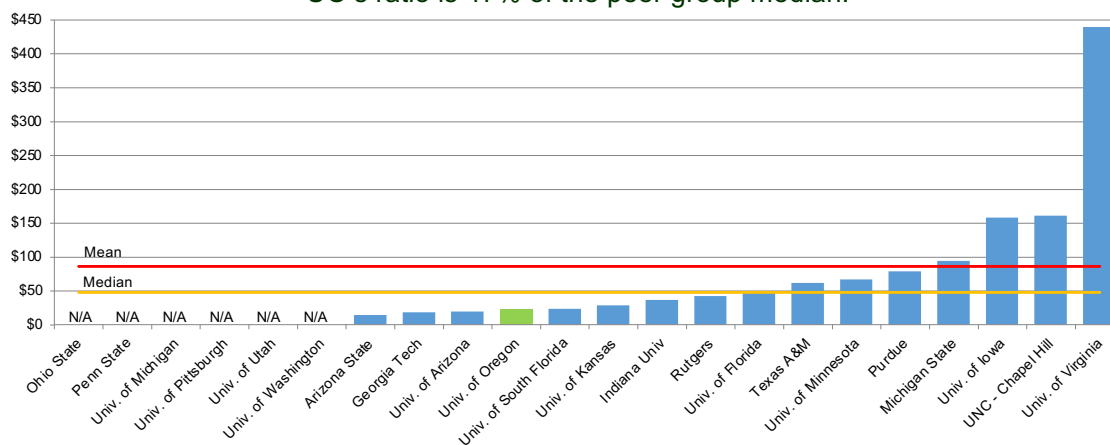
- All debt is fixed rate; no floating rate.
- In May 2023, Moody's reaffirmed a rating of Aa2 with an upward change to stable outlook.
- In June 2024, S&P reaffirmed a rating of AA- with an upward change to positive outlook.
- All UO revenue bonds have a 10-year par call.
- Since 2015 UO has issued \$350 million of tax-exempt debt and \$40 million of taxable debt.
- Debt that underlies the note payable to the state of Oregon includes a mixture of tax-exempt, taxable, and other tax-advantaged debt.



Peer Comparison: University Only Total Cash and Investments per Student FTE

Excludes foundation assets, N/A for universities that do not break out foundation assets

UO's ratio is 47% of the peer group median.



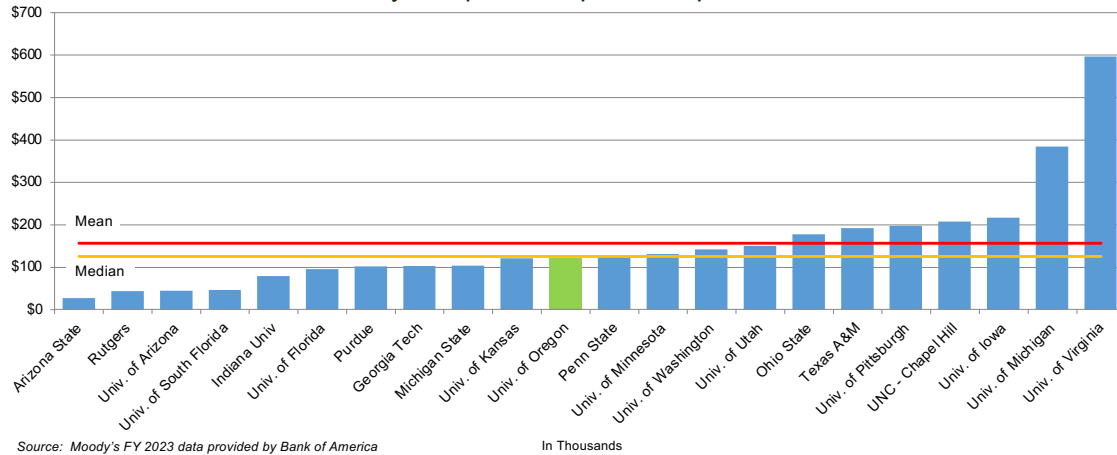
Source: Moody's FY 2023 data provided by Bank of America

In Thousands

Peer Comparison: Total Cash and Investments per Student FTE

Includes foundation assets

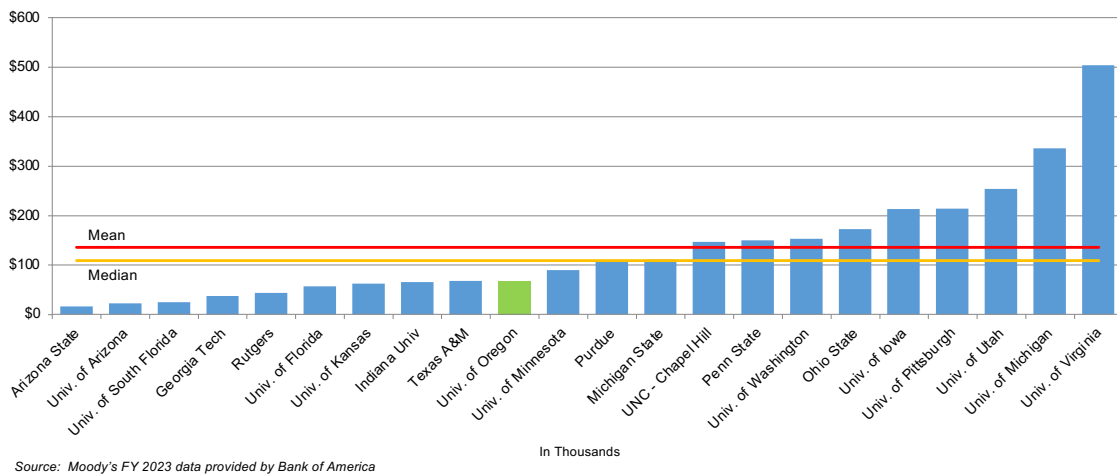
When including foundation cash and investments, UO is very near the median and in line with many of our peers. However, these assets include restricted funds which can only be spent on specific expenses.



Peer Comparison: Net Assets per Student FTE

Includes capital assets and pension liabilities

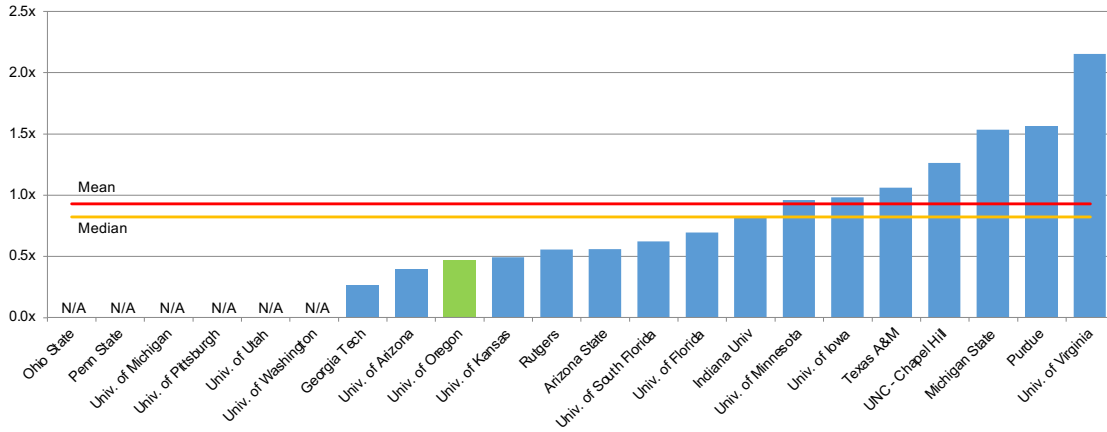
UO's ratio is 63% of the peer group median.



Peer Comparison: University Only Total Cash & Investments / Operating Expense

Excludes foundation assets, N/A for universities that do not break out foundation assets

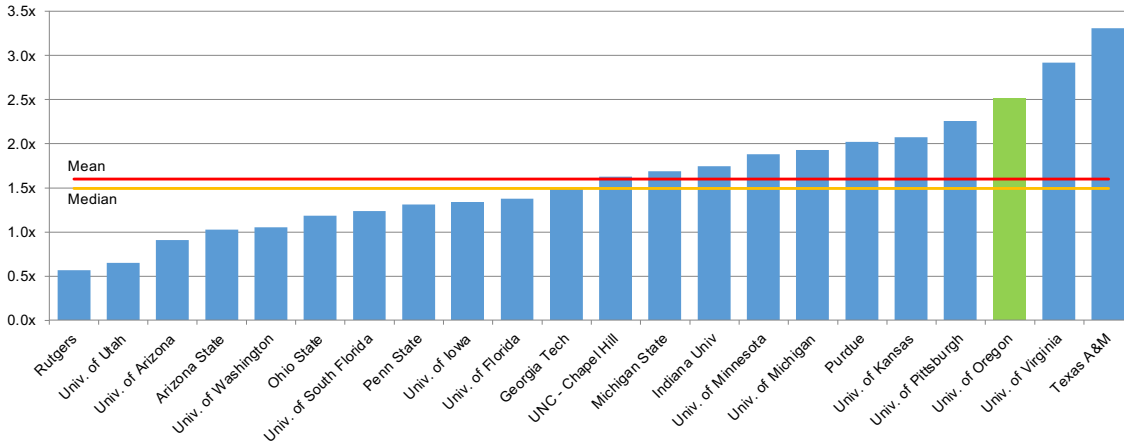
Despite improving balance sheet metrics, UO continues to place near the bottom of our peer group for university-only cash and investment ratios.



Peer Comparison: Total Cash & Investments / Operating Expense

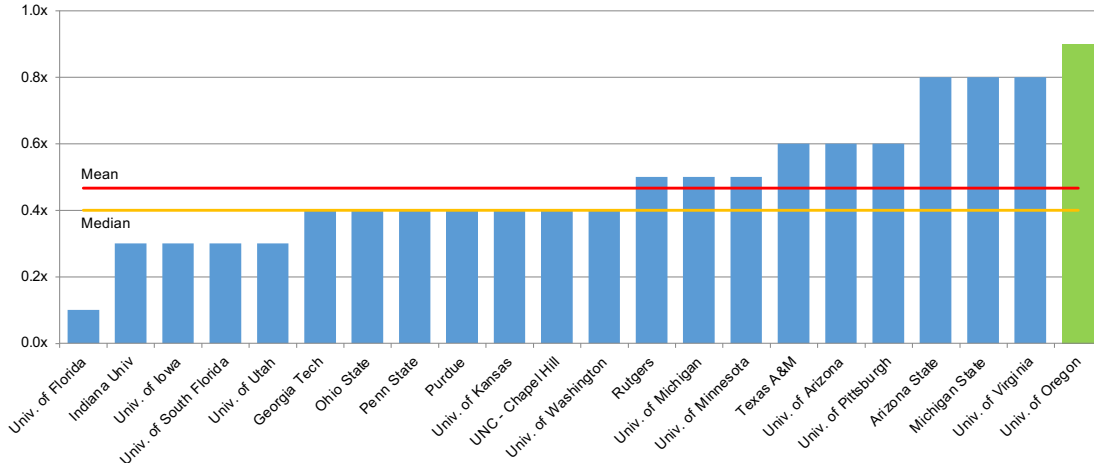
Includes foundation assets

When foundation assets are included in this ratio, UO scores very well, although it is important to keep in mind the vast majority of our foundation assets are restricted and cannot be used to support general university operations.



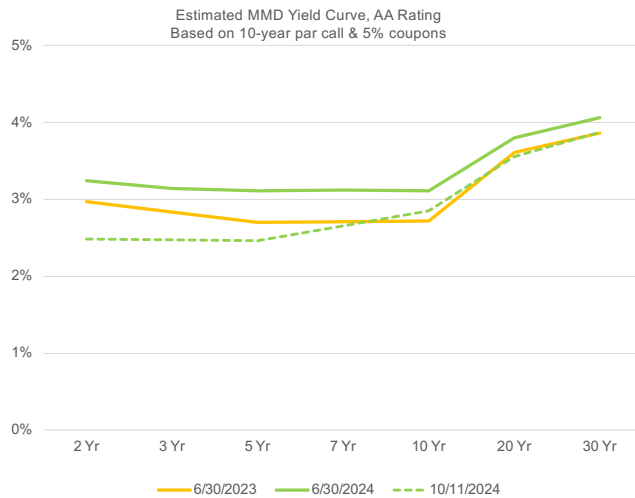
Peer Comparison: Debt / Operating Revenue

For its size, UO has taken on significantly more debt than peer institutions.



Source: Moody's FY 2023 data provided by Bank of America

External Factors



- The Federal Reserve began raising the federal funds rates in mid-2022, which continued through July 2023. This boosted short-term investment rates but also increased borrowing rates.
- At its September 2024 meeting, the Federal Reserve cut its target rate by 0.50%, which has modestly reduced short-term borrowing and investment rates.
- Moody's projected a 'stable' outlook for the Higher Ed sector in 2024.
- S&P continued its 'bifurcated' outlook for the Higher Ed sector in 2024, with lower-rated institutions and those with limited enrollment or financial flexibility facing more credit pressures.

Agenda Item #4c

Thermal Systems Project Update

Thermal Systems Project Update

UO Board of Trustees

December 9, 2024



Presentation Agenda

- Electrode Steam Boiler Overview
- Updates From Schematic Design
- Operational Cost Forecast
- Institutional Financial Context
- Potential Funding Models

Overview of Electrode Steam Boiler

Overview:

- Use clean electricity to make steam in place of existing natural gas boilers.
- Pairs with existing steam heat distribution system.
- Estimated 45% annual emissions reduction from Systems as Usual (SAU) after implementation.

Pros:

- Fastest and simplest (non-disruptive) change. Integrate directly with existing system.
- 8MW annual average utilization Electrode Steam Boiler electrifies 54% of heating.
- Fits within existing electrical infrastructure for the near future and has limited construction impact on existing system.
- Immediate emissions reductions upon implementation.

Cons:

- Electricity is a higher cost energy source for heating.
- Electrode Boilers are legacy technology.
- Will require significant sub-station infrastructure investment in the mid-2030's (estimated at \$27 million to \$32 million).



Updates from Electrode Steam Boiler (ESB) Analysis

- CPFM has completed the necessary phases of Schematic Design (SD) of electrode steam boiler plant in order to develop a reasonable cost estimate. This process identified the following changes from the prior discussion:
 - Slightly larger boiler capacity to meet summer heat demand and avoid needing a natural gas (NG) boiler for peaking demand
 - Moving the location of the boiler to a separate building limits disruption to other operations and allows for a lower cost connection to existing steam infrastructure
- Developed a cost estimate of installing the ESB of approximately \$17.5 million (annual debt service \$1.2 million)
- Completed electrical use forecasts over longer-term assuming the installation of an 8MW avg. electrode steam boiler. Determined that an investment in a new substation would be necessary in the mid-2030's. This has an estimated cost of \$27 - \$32 million (annual debt service of \$1.8 - \$2.1 million)



Project Financials

Once fully operational in FY28 an electrode steam boiler will cost between an additional \$3.5 million and \$5.4 million annually, increasing to \$4.1 million to \$6.5 million in FY33.

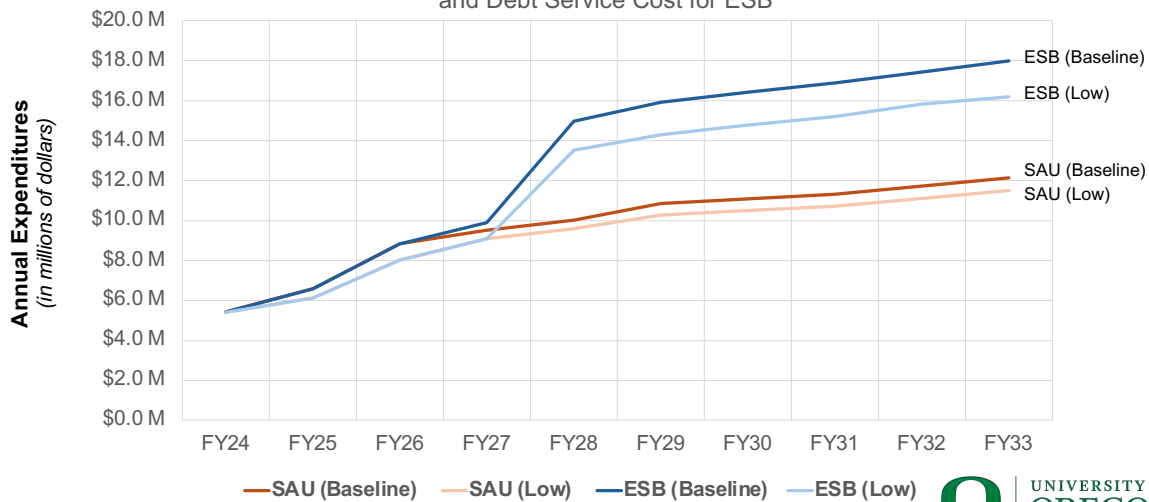
Scenarios	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
SAU Cost (Baseline)	\$5.4M	\$6.6M	\$8.8M	\$9.5M	\$10.0M	\$10.8M	\$11.1M	\$11.3M	\$11.7M	\$12.1M
SAU Cost (Low)	\$5.4M	\$6.1M	\$8.0M	\$9.1M	\$9.6M	\$10.3M	\$10.5M	\$10.7M	\$11.1M	\$11.5M
ESB @ 8MW Cost (Baseline)	\$5.4M	\$6.6M	\$8.8M	\$9.9M	\$15.0M	\$15.9M	\$16.4M	\$16.9M	\$17.4M	\$18.0M
ESB @ 8MW Cost (Low)	\$5.4M	\$6.1M	\$8.0M	\$9.1M	\$13.5M	\$14.3M	\$14.8M	\$15.2M	\$15.8M	\$16.2M
Marginal Cost of ESB (min)	n/a	n/a	n/a	n/a	\$3.5M	\$3.4M	\$3.7M	\$3.9M	\$4.1M	\$4.1M
Marginal Cost of ESB (max)	n/a	n/a	n/a	n/a	\$5.4M	\$5.6M	\$5.9M	\$6.2M	\$6.3M	\$6.5M

- ESB figures include debt service associated with adding an electrode steam boiler.
 - ESB figures do not include the cost of additional substation infrastructure needs, which will require investment in the mid-2030's. Debt service associated with the substation expansion is expected to cost between \$1.8 million and \$2.1 million annually.



Life Cycle Cost Results – Cost Comparisons

Annual Campus Electricity, Natural Gas Expenditures and Debt Service Cost for ESB



General Fund Context: Long-Term Projections

Set A: Res 3.0% & Non-Res 3.0%

A3 BASE CASE: Includes 2,595 NR + Int: 2,930 Transfers: return to target level (FY26)						
	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Net Run Rate	\$ 5,098,504	\$ 7,800,553	\$ 4,893,848	\$ (7,666,797)	\$ (7,949,293)	\$ (8,105,808)
Ending Fund Balance	\$ 118,383,410	\$ 126,183,963	\$ 131,077,811	\$ 123,411,014	\$ 115,461,721	\$ 107,355,913
Weeks of Operating Expenses	9.5	9.7	9.6	8.6	7.7	6.8

Set B: Res 4.5% & Non-Res 3.0%

B3 BASE CASE: Includes 2,595 NR + Int: 2,930 Transfers: return to target level (FY26)						
	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Net Run Rate	\$ 5,098,504	\$ 7,800,553	\$ 5,515,843	\$ (5,777,921)	\$ (4,197,069)	\$ (1,975,130)
Ending Fund Balance	\$ 118,383,410	\$ 126,183,963	\$ 131,699,805	\$ 125,921,884	\$ 121,724,816	\$ 119,749,686
Weeks of Operating Expenses	9.5	9.7	9.6	8.7	8.1	7.6

Set C: Res 4.5% & Non-Res 3.5%

C3 BASE CASE: Includes 2,595 NR + Int: 2,930 Transfers: return to target level (FY26)						
	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Net Run Rate	\$ 5,098,504	\$ 7,800,553	\$ 6,125,214	\$ (4,022,595)	\$ (707,062)	\$ 3,665,628
Ending Fund Balance	\$ 118,383,410	\$ 126,183,963	\$ 132,309,176	\$ 128,286,581	\$ 127,579,519	\$ 131,245,147
Weeks of Operating Expenses	9.5	9.7	9.7	8.9	8.5	8.4



Financing ESB Project Costs

Cost Reductions	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
ESB Marginal Cost				\$0.4M	\$5.0M	\$5.1M	\$5.3M	\$5.6M	\$5.7M	\$5.9M
FTE Reduction (Cumulative)				2.8	34.9	34.6	35.4	36.0	35.7	35.5

FTE Reduction assumes \$80K salary and OPE (\$130K total compensation) in FY25 and 3% salary inflation annually.

Sustainability Fee	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
ESB Marginal Cost				\$0.4M	\$5.0M	\$5.1M	\$5.3M	\$5.6M	\$5.7M	\$5.9M
Estimated Cost Per Student Per Year		\$180	\$185	\$191	\$197	\$203	\$209	\$215	\$221	\$228

Strategic Investment	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
ESB Marginal Cost (Baseline)				\$0.4M	\$5.0M	\$5.1M	\$5.3M	\$5.6M	\$5.7M	\$5.9M
Incremental Strategic Investment Funding		+\$1.0M	+\$1.0M	+\$1.0M	+\$1.0M	+\$1.0M	+\$300K	+\$300K	+\$100K	+\$200K
Total Recurring Funding		\$1.0M	\$2.0M	\$3.0M	\$4.0M	\$5.0M	\$5.3M	\$5.6M	\$5.7M	\$5.9M



Summary

- The UO's current financial position is challenging
- Adding an electrode steam boiler adds significant recurring costs, estimated to be between \$3.5 million and \$5.4 million annually in FY2028
- Options to fund the cost of an electrode steam boiler, would either negatively impact students, existing faculty, staff and services, or the limited funds available for strategic investments
- The UO could consider alternative projects to an electrode steam boiler, however, none would have the same immediate magnitude of emissions impact



Questions & Discussion



Agenda Item #4d

FY 2024 Audited Financial Statements

[Link to FY 2024 UO Annual Financial Report](#)



FY2024 Audited Financial Statements

December 9, 2024

Jamie Moffitt, SVPFA/CFO/Treasurer

Kelly B. Wolf, AVP/Controller

Executive Summary

- Clean audit – No findings or management-letter comments from the auditors.
- No new GASB Statements implemented.
- Total GASB Pension/OPEB Liability reduced to \$212.8M (including the PERS side account).

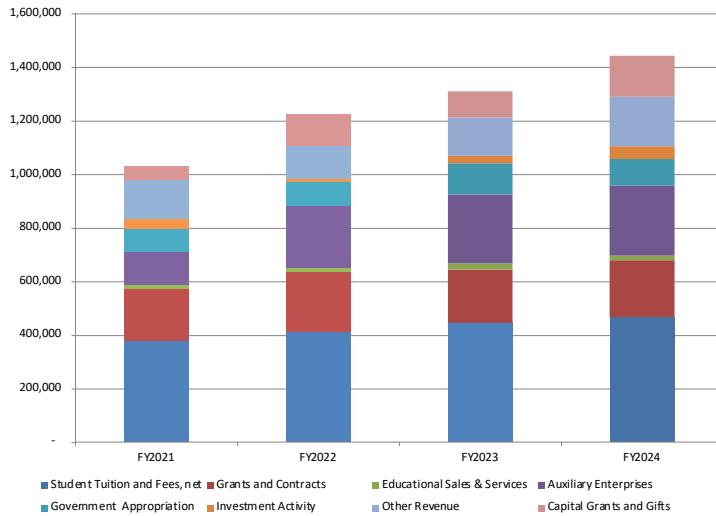
Executive Summary

- Overall revenues increased \$133.3M year-over-year
 - Capital Grants & Gifts +\$56.0M (primarily Knight Campus II)
 - Other Revenue +\$41.2M (primarily non-capital gifts)
 - Student Tuition and Fees +\$20.9M
 - Investment Activity +\$19.8M
 - Grants and Contracts +\$13.7M
 - Government Appropriation -\$17.4M (FY23 included one-time project and other funding)
 - Additional Categories total -\$0.9M

Executive Summary

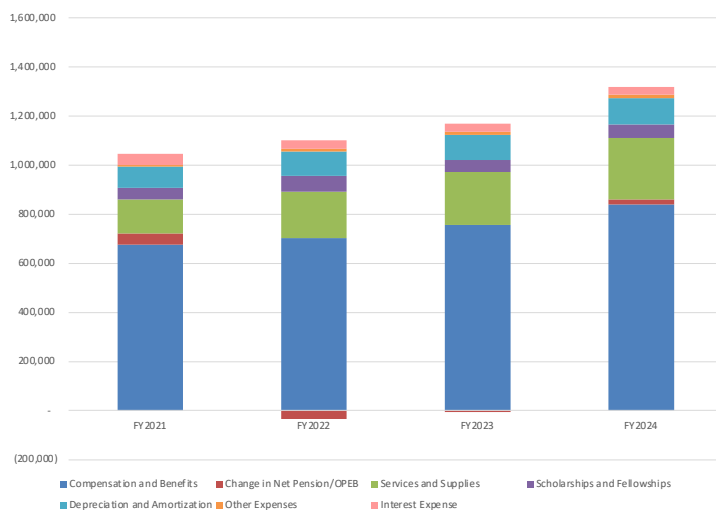
- Overall operating expenses increased \$156.4M year-over-year
 - Compensation and Benefits +\$83.5M
 - Net Pension/OPEB (annual expense) +\$27.2M
 - Services & Supplies +\$35.1M
 - Additional Categories total +\$10.6M

Sources of Revenue and Trends (All Funds, Numbers in Thousands)



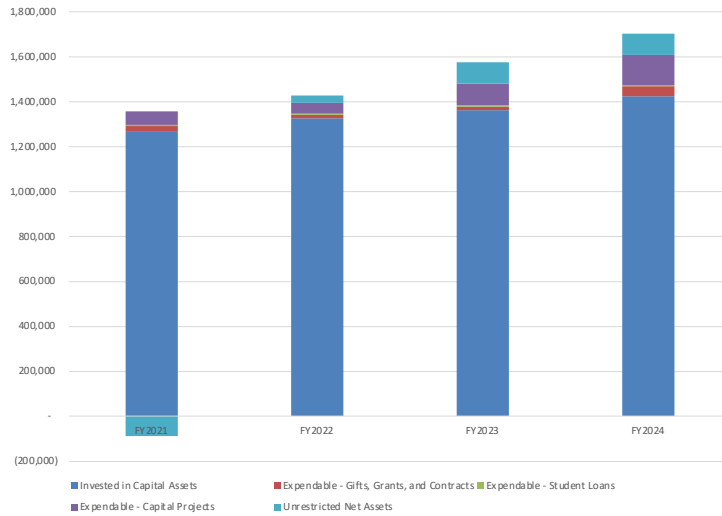
- Four-year CAGR = 11.9%
- FY24 vs. FY23 = +10.2%

Expenses by Natural Classification and Trends (All Funds, Numbers in Thousands)



- Four-year CAGR = 8.0%
- FY24 vs. FY23 = +13.5%
- Compensation and Benefits represents (on average) 65.0% of Expenses
- Change in Net Pension/OPEB is the amortized UO annual expense (or negative expense) related to the change in the state's liability for those programs.
- Scholarships and Fellowships do not include fee remissions, which are reported as negative revenue. Note that FY22 included \$22.9M in HEERF distributions to students.

Net Position by Category (All Funds, Numbers in Thousands)



- Invested in Capital Assets represents (on average) 90.0% of Net Position
- Net Position is shown inclusive of net pension and OPEB liabilities
 - \$212.8 million in FY2024
 - \$268.6 million in FY2023
 - \$275.4 million in FY2022
 - \$310.3 million in FY2021

Capital Assets (Numbers in Thousands)

	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>
Equipment	153,089	156,773	164,936	168,162
Collections	48,043	48,809	51,926	53,764
Library	138,113	139,028	141,162	141,817
Buildings	2,516,166	2,623,333	2,773,182	2,946,838
Land	113,181	136,361	136,000	137,276
IOTB	25,600	39,909	39,964	40,166
Infrastructure	59,287	63,642	69,466	77,651
Intangible/Lease Assets	15,565	79,245	93,233	94,582
	<u>3,069,044</u>	<u>3,287,100</u>	<u>3,469,869</u>	<u>3,660,256</u>
Accumulated Depreciation	(1,007,841)	(1,093,031)	(1,190,701)	(1,283,714)
Net Capital Assets	<u>2,061,203</u>	<u>2,194,069</u>	<u>2,279,168</u>	<u>2,376,542</u>

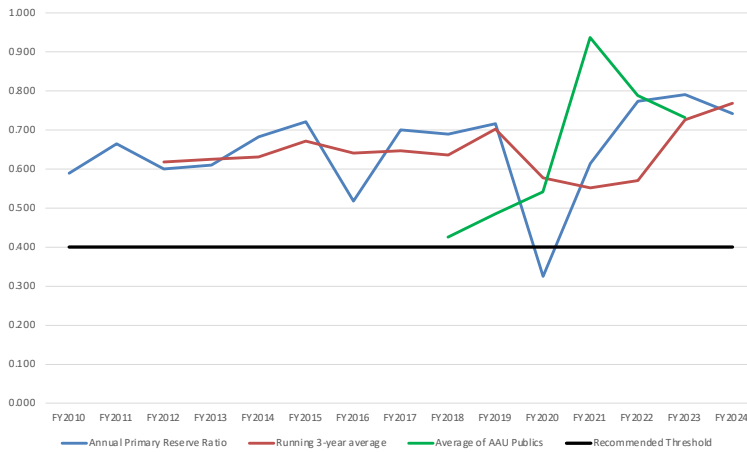
Four Year Summary Cash Flow (Numbers in Thousands)

	FY2021	FY2022	FY2023	FY2024
Sources:				
Government Appropriations	84,478	88,382	117,421	99,978
Tuition and Fees	378,821	411,525	448,624	466,866
Gifts, Grants, and Contracts	368,133	424,153	417,006	518,400
Auxiliary Enterprises	132,192	232,407	257,238	261,633
Educational Department Sales & Services	15,009	13,523	22,111	16,796
Proceeds from Capital Debt Issuance	-	110,596	-	-
Investment Sales and Earnings	18,013	19,399	29,246	37,667
Other Operating Receipts	15,004	21,686	10,788	24,531
	<u>1,011,650</u>	<u>1,321,671</u>	<u>1,302,434</u>	<u>1,425,871</u>
Uses:				
Compensation and Benefits	(656,777)	(714,028)	(758,764)	(829,278)
Payments to Suppliers	(163,552)	(200,873)	(229,157)	(238,824)
Student Financial Aid	(47,483)	(65,564)	(49,996)	(55,896)
Purchase/Construction of Capital Assets	(133,294)	(158,771)	(173,382)	(196,311)
Federal Capital Contributions Returned (Perkins)	(1,166)	-	-	-
Payments on Capital Debt (P+I)	(54,177)	(56,112)	(51,071)	(68,870)
Purchases of Investments	(10)	(75)	(75,008)	-
	<u>(1,056,459)</u>	<u>(1,195,423)</u>	<u>(1,337,378)</u>	<u>(1,389,179)</u>
Net Increase/(Decrease) in Cash and Cash Equivalents	(44,809)	126,248	(34,944)	36,692
Beginning Balance	363,893	319,084	445,332	410,388
Ending Balance	319,084	445,332	410,388	447,080

Primary Reserve Ratio

- Compares expendable net assets to total expenses
- Expendable net assets:
 - Restricted-Expendable for Gifts, Grants, and Contracts
 - Restricted-Expendable for Student Loans
 - Restricted-Expendable for Capital Projects
 - Unrestricted Net Assets
 - UOF Net Assets Without Donor Restrictions
 - UOF Net Assets Restricted by Purpose
 - UOF Net Assets Restricted by Time (including non-endowment pledges)
- Indicates how long the institution could function using its expendable reserves (including restricted monies for appropriate expenses) without relying on additional net assets generated by operations.
- A threshold level of .40x is recommended

Primary Reserve Ratio

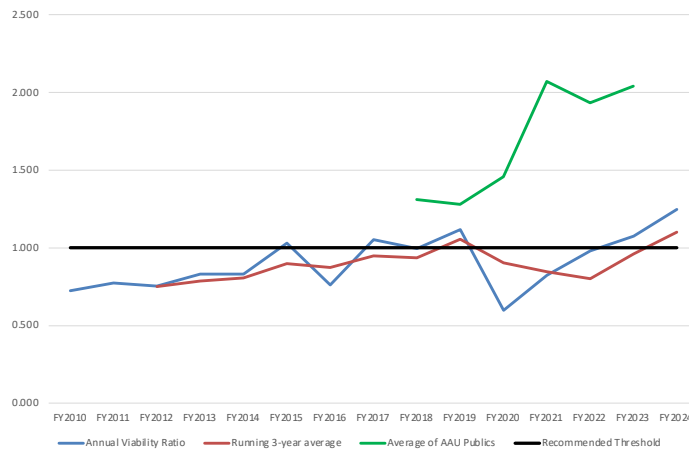


- Ratio includes some UOF assets
- Ratio excludes UO capital assets
- FY17-FY19 growth due to Temporarily Restricted Assets at UOF (Hayward Field construction)
- FY20 drop due to transfer of Hayward Field to UO

Viability Ratio

- Compares expendable net assets (UO and UOF) to plant-related debt
- Indicates ability to settle long-term obligations as of the balance sheet date
- A ratio of 1:1 means full ability to cover debts at a specific date, but is not necessarily a firm or recommended threshold

Viability Ratio



- State-paid debt was included prior to FY2014
- Ratio includes some UOF assets
- Ratio excludes UO capital assets
- FY17-FY19 growth due to Temporarily Restricted Assets at UOF (Hayward Field construction)
- FY20 drop due to transfer of Hayward Field to UO

Return on Net Assets Ratio

- Compares the annual change in net assets to the total net assets at the beginning of the year
- Indicates total economic return of the institution
- There is no industry-specific recommended threshold. Rather, this ratio should be reviewed over an extended period and in terms of trend direction.
- Includes net assets of both the UO and UO Foundation

Return on Net Assets Ratio

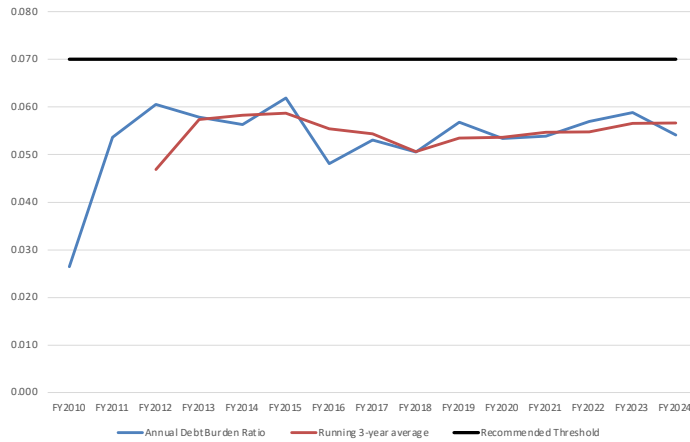


- FY17 spike due to Knight Campus pledge (UOF)

Debt Burden Ratio

- Compares debt service payments to total expenditures.
- Measures affordability of debt, and the institution's reliance on debt to finance the mission.
- The industry generally considers a ratio value of .07 to be the long-term recommended threshold for this ratio. There are times the ratio may exceed .07 for strategic or mission-critical uses of debt.

Debt Burden Ratio



- Calculation does not include any UOF assets or debt

On the Horizon

- FY2025 – Implementation of GASB Statement 101.
 - Updates the definition of Compensated Absences. Could result in additional liability related to unused Sick Leave. We are currently analyzing historic sick-leave usage to determine applicability.

Agenda Item #4e

FY 2024 External Audit Report



Audit Results

BETTER TOGETHER: MOSS ADAMS & UNIVERSITY OF OREGON

Finance & Facilities Committee

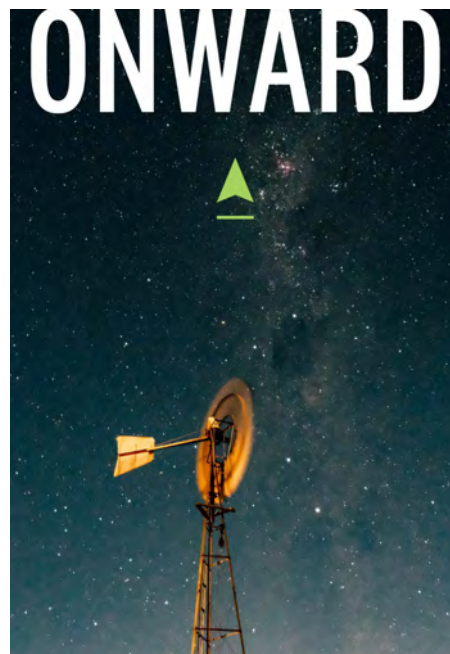
Dear Finance & Facilities Committee Members:

Thank you for your continued engagement of Moss Adams LLP. We are pleased to have the opportunity to meet with you to discuss the results of our audit of the financial statements and the federal programs compliance of University of Oregon (the "University") for the year ended June 30, 2024.

The accompanying report, which is intended solely for the use of the Finance & Facilities Committee and Management and not intended to be, and should not be, used by anyone other than these specified parties, presents important information regarding the University's financial statements and our audit that we believe will be of interest to you.

We conducted our audit with the objectivity and independence that you expect. We received the full support and assistance of University's personnel. We are pleased to serve and be associated with the University as its independent public accountants and look forward to our continued relationship.

We look forward to discussing our report or any other matters of interest with you during this meeting.



Scope of Services

Relationships between Moss Adams and University of Oregon:

Annual Audit

Annual financial statement and compliance audit for the University and KWAX for the year ended June 30, 2024

Agreed Upon Procedures for the Athletic Department in accordance with NCAA Guidelines

Non-Attest Services

No planned non-attest services

Component Auditors

The University's Foundation was audited by other auditors who we made reference to in our report

3



Auditor Report on the Financial Statement

Unmodified Opinion

Financial statements are presented fairly and in accordance with Generally Accepted Accounting Principles (U.S. GAAP)

- Reference was made to component auditors for the University of Oregon Foundation
- Supplementary information is fairly stated in relation to the audited financial statements

4



Other Auditor Reports

Report of Independent Auditors on Internal Control Over Financial Reporting and on Compliance and Other Matters based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

No material weaknesses or significant deficiencies in internal control reported

No compliance findings

Report of Independent Auditors on Compliance for Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance

No internal control over compliance findings reported

No material non-compliance findings reported

Unmodified opinion on compliance

5



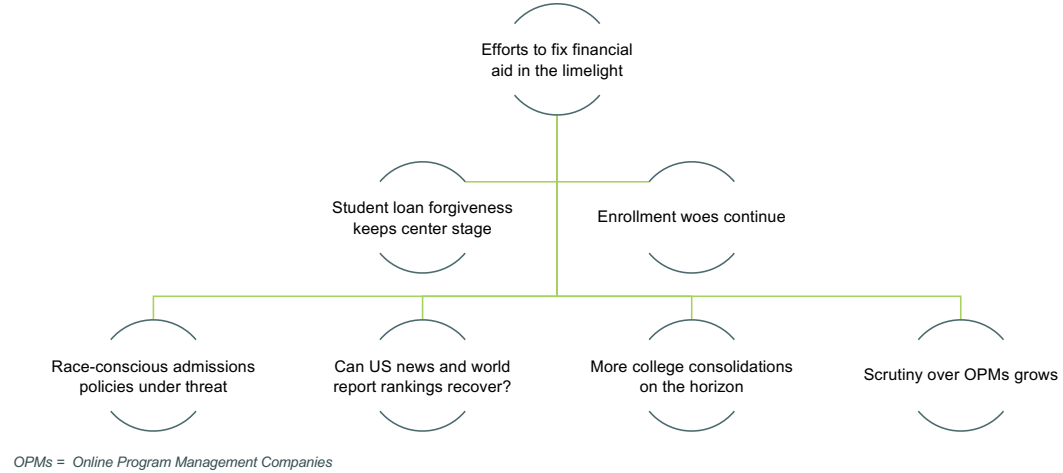
Take Aways from the 2024 Audit

5 Success Areas	5 Areas for Consideration
Financial Reporting	R&D Training
IT Controls and Evaluation	Pre-Award Coding and Assignment
Governance	Policy Review
Capital Asset Activity	R&D Equipment Inventory
Days Cash on Hand	Concentrations of Contributions

6



Trends to Watch



7



Top Risk for 2024

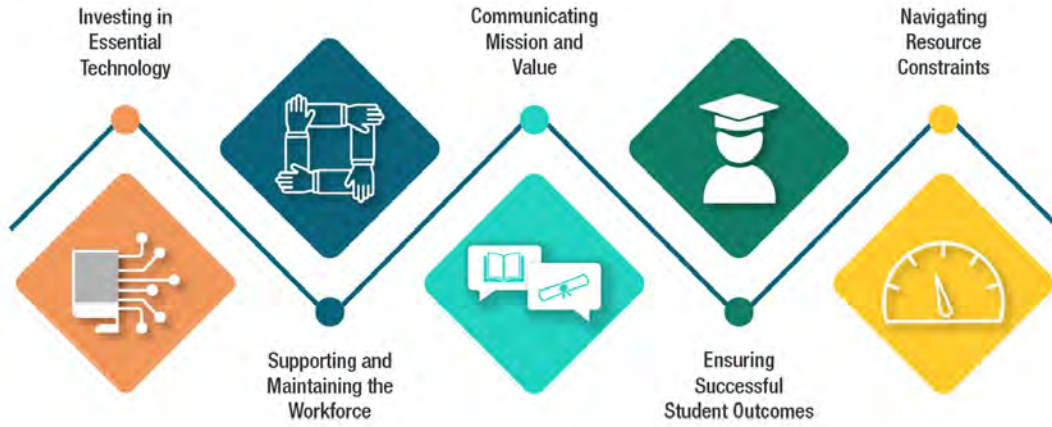


Source: United Educators

8



Top 5 Higher Education Business Issues of 2024

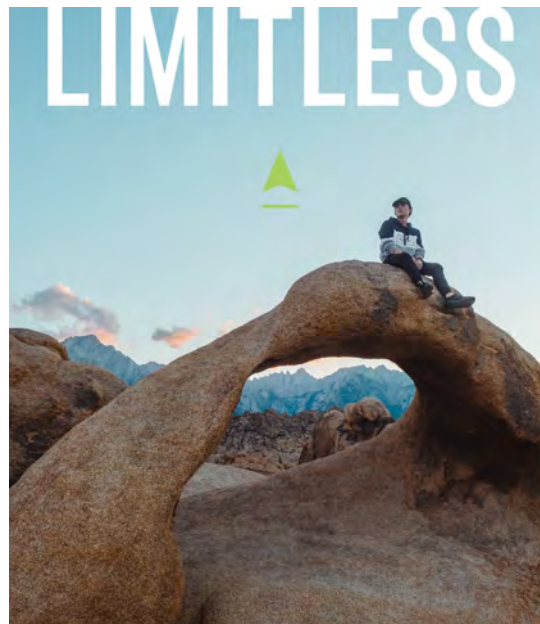


Source: NACUBO

9



Key Ratios



10



Key Ratios Background Information

We selected a sample of key ratios defined by Moody's used to measure the financial health of public universities. As a baseline we summarized U of O's last 4 fiscal years and compared them against public information for the following 4 universities for the year ended June 30, 2023. All of the information for U of O and comparable institutions excludes foundations and other discretely presented component units.

UW = University of Washington

- Selected for geographical proximity

OSU = Oregon State University

- Selected for geographical proximity

UI = University of Iowa

- Selected for comparable undergraduate enrollment and US News Ranking

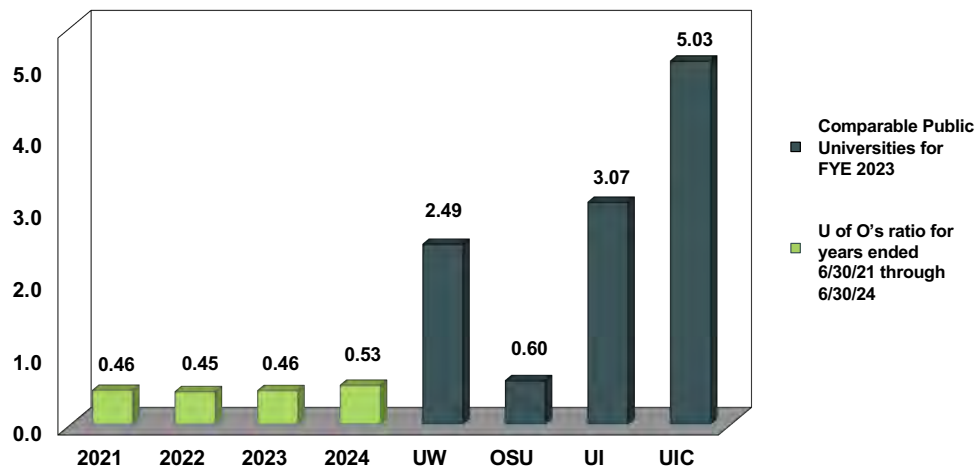
UIC = University of Illinois - Chicago

- Selected for comparable undergraduate enrollment and US News Ranking

11



Spendable Cash & Investments to Total Debt

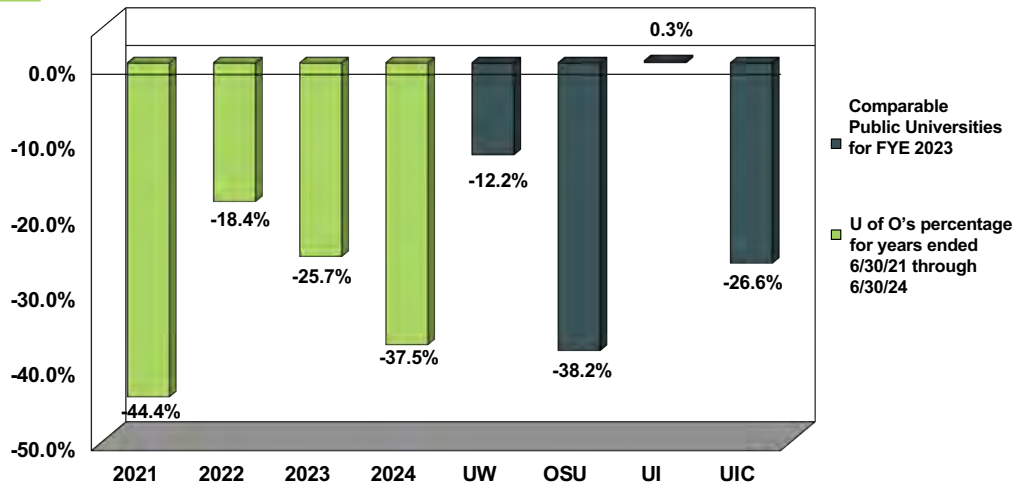


12

- Long-term solvency indicator. Measures coverage of direct debt by financial resources.
- The higher the ratio, the greater the solvency.
- Spendable cash & investments/Total Debt (i.e. Notes Payable and Bonds – excludes lease liabilities and other long-term liabilities).



Annual Operating Margin (%)

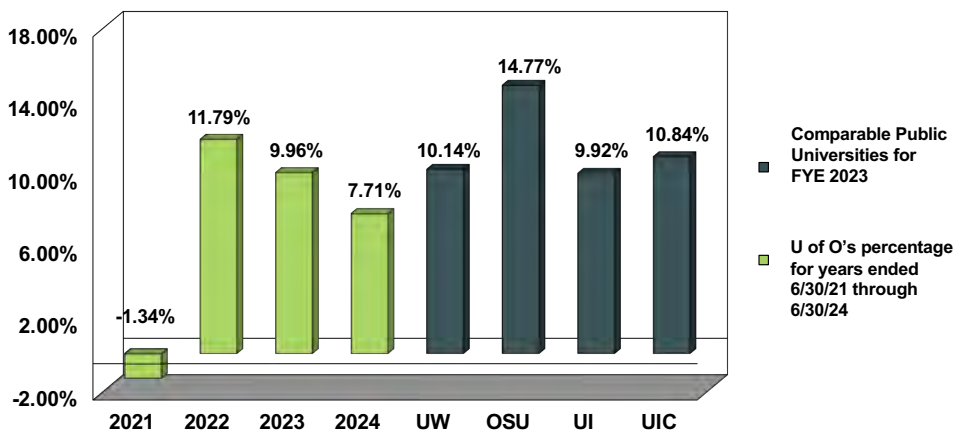


- Financial performance indicator.
- Measures what proportion of an institution's revenue is left over after paying operating expenses.
- $(\text{Operating Surplus (Deficit)}/\text{Total Operating Revenue})$.

13



Return on Net Position (%)

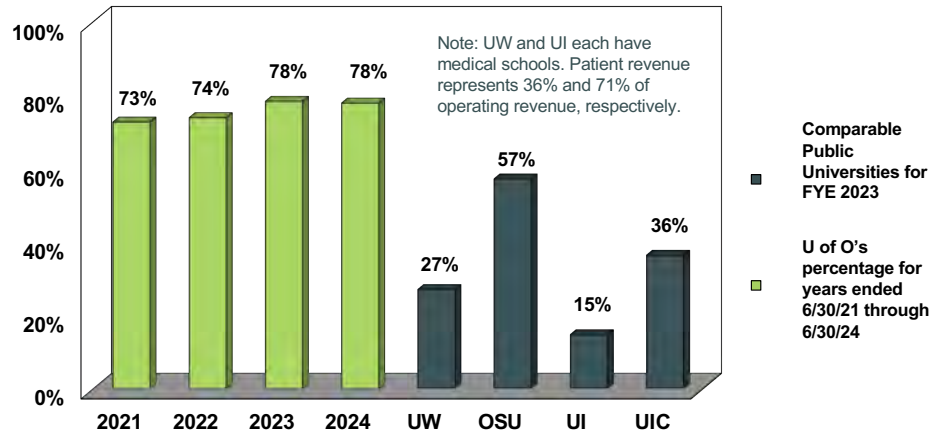


- Financial performance indicator.
- Measures the financial performance of an organization by taking the use of assets into account.
- $(\text{Change in Net Position})/(\text{Average Net Position})$.

14



Tuition and Auxiliaries (%) of Total Operating Revenue, Gains, and Other Support

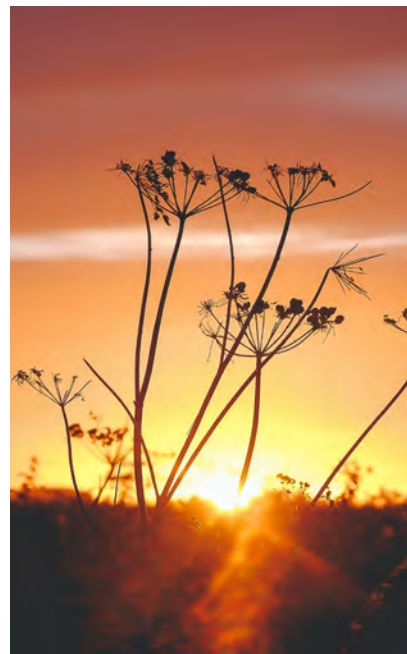


- Financial performance indicator.
- Measures the proportion of tuition and auxiliaries revenues to the total operating revenues.
- $(\text{Net Tuition} + \text{Auxiliaries Revenues}) / \text{Total Revenue}$.

15



Communications with Those Charged with Governance



16



Our Responsibility Under U.S. Generally Accepted Auditing Standards & *Government Auditing Standards*

1

To express our opinion on whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, and in accordance with U.S. GAAP. However, our audit does not relieve you or management of your responsibilities.

2

To perform an audit in accordance with generally accepted auditing standards issued by the AICPA and *Government Auditing Standards* issued by the Comptroller General of the United States, and design the audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement.

3

To consider internal control over financial reporting and internal control over compliance as a basis for designing audit procedures but not for the purpose of expressing an opinion on its effectiveness or to provide assurance concerning such internal control.

4

To communicate findings that, in our judgment, are relevant to your responsibilities in overseeing the financial reporting process and administering federal awards. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.

17



COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

Planned Scope & Timing of the Audit

It is the auditor's responsibility to determine the overall audit strategy and the audit plan, including the nature, timing, and extent of procedures necessary to obtain sufficient appropriate audit evidence and to communicate with those charged with governance an overview of the planned scope and timing of the audit.

OUR COMMENTS

The planned scope and timing of the audit was communicated to the University's Finance & Facilities Committee at the audit entrance meeting and was included in the contract for the year ended June 30, 2024.

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Significant Accounting Policies & Unusual Transactions

The auditor should determine that the Finance & Facilities Committee is informed about the initial selection of and changes in significant accounting policies or their application. The auditor should also determine that the Audit and Compliance Committee is informed about the methods used to account for significant unusual transactions and the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

OUR COMMENTS

Management has the responsibility for selection and use of appropriate accounting policies. The significant accounting policies used by the University are described in the footnotes to the University's financial statements. Throughout the course of an audit, we review changes, if any, to significant accounting policies or their application, and the initial selection and implementation of new policies. There were no changes to significant accounting policies for the year ended June 30, 2024.

We believe management has selected and applied significant accounting policies appropriately and consistent with those of the prior year.



Management Judgments & Accounting Estimates

The Finance & Facilities Committee should be informed about the process used by management in formulating particularly sensitive accounting estimates and about the basis for the auditor's conclusions regarding the reasonableness of those estimates.

OUR COMMENTS

Management's judgments and accounting estimates are based on knowledge and experience about past and current events and assumptions about future events. We apply audit procedures to management's estimates to ascertain whether the estimates are reasonable under the circumstances and do not materially misstate the financial statements.

Significant management estimates impacting the financial statements include the following: Allowances for doubtful accounts on lease receivables, student accounts and grants, and notes receivable; valuation of investments and investments held by other; useful lives of capital assets; unearned tuition revenue; discount rates applied to leases and SBITAs; discount rates applied to pension and OPEB liabilities.

We deemed them to be reasonable.



Management Judgments & Accounting Estimates

Our views about qualitative aspects of the entity's significant accounting practices, including accounting policies, accounting estimates, and financial statement disclosures.

OUR COMMENTS

The disclosures in the financial statements are clear and consistent. Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users; however, we do not believe any of the footnotes are particularly sensitive. We call your attention to the following:

Note 1- Organization and Summary of Significant Accounting Policies

Notes 12 and 13 – Pension and OPEB Plan Assets and Liabilities

Note 15 – Commitments and Contingent Liabilities



Difficulties Encountered in Performing the Audit

The Finance & Facilities Committee should be informed of any significant difficulties encountered in dealing with management related to the performance of the audit.

OUR COMMENTS

No significant difficulties were encountered during our audit.



Significant Audit Adjustments & Unadjusted Differences Considered by Management to Be Immaterial

The Finance & Facilities Committee should be informed of all significant audit adjustments arising from the audit. Consideration should be given to whether an adjustment is indicative of a significant deficiency or a material weakness in the University's internal control over financial reporting, or in its process for reporting interim financial information, that could cause future financial statements to be materially misstated.

The Finance & Facilities Committee should also be informed of uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented that were determined by management to be immaterial, both individually and in the aggregate, to the financial statements as a whole.

OUR COMMENTS

There were no corrected or uncorrected audit adjustments.

23



Potential Effect on the Financial Statements of Significant Risks, Exposures, & Uncertainties

The Finance & Facilities Committee should be adequately informed of the potential effect on the financial statements of significant risks, exposures, and uncertainties that are disclosed in the financial statements.

OUR COMMENTS

The University is subject to potential legal proceedings and claims that arise in the ordinary course of business, which are disclosed in the notes to the financial statements.

24



Disagreements with Management

Disagreements with management, whether or not satisfactorily resolved, about matters that individually or in the aggregate could be significant to the University's financial statements or the auditor's report.

OUR COMMENTS

We are pleased to report that there were no disagreements with management.

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Management's Consultation with Other Accountants

In some cases, management may decide to consult about auditing and accounting matters. If management has consulted with other accountants about an auditing and accounting matter that involves application of an accounting principle to the University's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts.

OUR COMMENTS

We are not aware of any significant accounting or auditing matters for which management consulted with other accountants.

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Other Material Written Communications

Report to the Finance & Facilities Committee significant written communications between the auditor and client management.

OUR COMMENTS
Other than the engagement letter, management representation letter, and communications to those charged with governance, there have been no other significant communications.



Material Uncertainties Related to Events and Conditions

Any doubt regarding the entity's ability to continue, as a going concern, should be communicated to the Finance & Facilities Committee.

OUR COMMENTS
No such matters came to our attention.



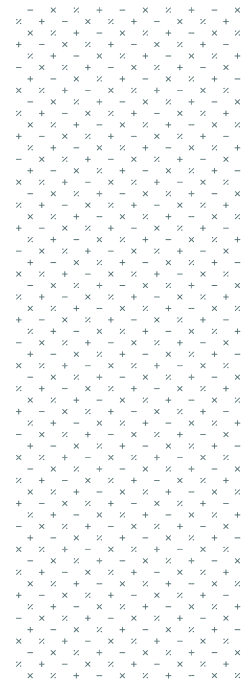
Fraud & Noncompliance with Laws & Regulations

Fraud involving senior management and fraud (whether caused by senior management or other employees) that causes a material misstatement of the financial statements should be communicated. We are also required to communicate any noncompliance with laws and regulations involving senior management that come to our attention, unless clearly inconsequential.

OUR COMMENTS
We have not become aware of any instances of fraud or noncompliance with laws and regulations.



2024 Higher Education Marketplace Update



Moody's Sector Profile

Operating Revenue Growth

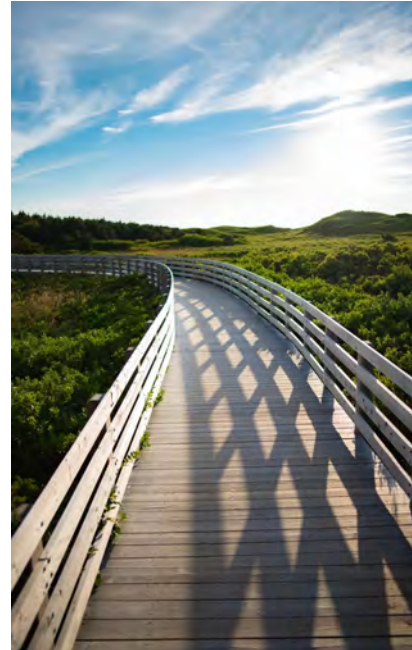
Operating Margin Maintenance

Tuition Revenue Growth

Reserves Decline

Capital Investment Increase

Source: Moody's

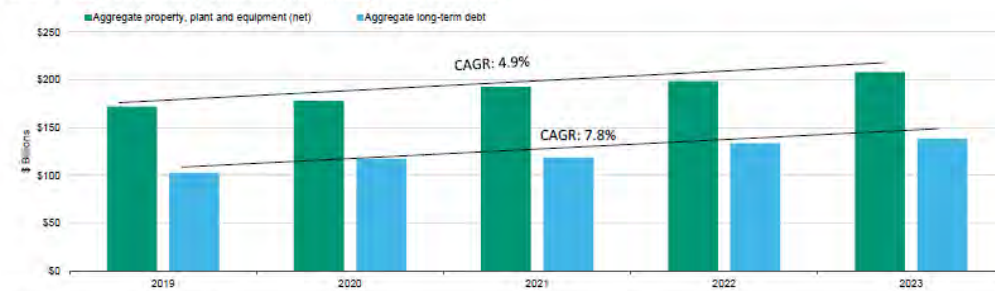


31



Debt

Exhibit 5
Sector wide growth in long-term debt was virtually flat in fiscal 2023

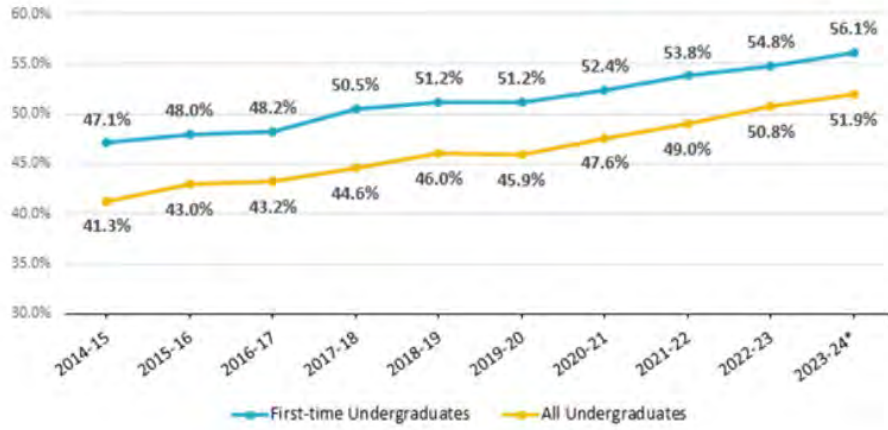


CAGR = compound annual growth rate
Source: Moody's Ratings

32



Tuition Discounts

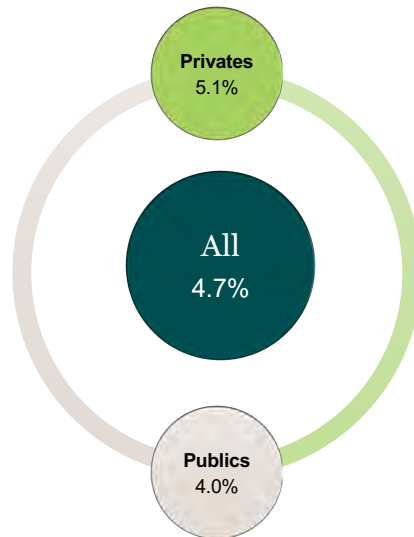


Source: NACUBO Tuition Discount Study

33



Endowment Spend



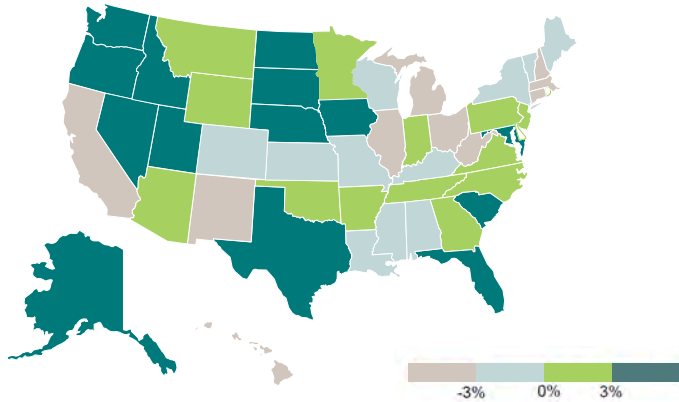
Source: NACUBO 2023 NACUBO-Commonfund Study of Endowments

34



Demographic Shifts

Declining high school graduates in some states will intensify college and university competition for students % change in high school for academic year 2020-21 versus 2027-28



Source: Western Interstate Commission for Higher Education

35



Enrollment

Figure 1.1 Annual Percent Change in Spring Total Enrollment by Sector



Source: National Student Clearinghouse Research Center

36



Cases to Watch

- Students for Fair Admission vs Harvard (Fall Out to Policies)
- DeVry vs Department of Education
- Federal Trade Commission vs Grand Canyon Education
- Career Colleges and Schools of Texas vs Department of Education
- American Assoc. of Cosmetology Schools vs Department of Education
- State of Texas vs USA (DACA)

Source: Higher Ed Dive and NACUBO



Regulatory and Policy Changes to Watch

- Bipartisan Workforce Pell Act ([H.R. 6585](#))
- Bans on DEI
- Title IX Revisions and Title VI of the Civil Rights Act Update
- Uniform Guidance Re-Write
- Fair Labor and Minimum Wage Changes
- FAFSA Changes (graduation requirements)
- Rollback of College Degree Requirements in State Jobs

Source: Higher Ed Dive and NACUBO



Resources



Association of Governing Boards
www.agb.org



AICPA
www.aicpa.org/interestareas



Boardsource
www.boardsource.org



▶ About Moss Adams



Our Services for Higher Education

ASSURANCE

- Agreed-upon procedures
- Audits and reviews
- Federal awards audits
- Compliance examinations pursuant to federal reporting requirements
- Employee benefit plan services
- Written acknowledgments and agreed-upon procedure engagements in connection with tax-exempt bond offerings

CONSULTING

- Endowment management and investment consulting
- Fraud investigation and forensic accounting
- IT consulting
- Strategic business planning
- Sustainability services
- Systems Control & Operations Risk Evaluation (SCORE!)
- Wealth services

TAX

- Alternative investment issues
- Compensation, payroll, and employment tax issues, including fringe benefits, deferred compensation, and policy setting to meet the rebuttable presumption process
- Complex group structures, including non-501(c)(3) exempt organizations
- Donor-advised fund planning and reporting
- Estate planning for donors and development department marketing
- For-profit organization formation and operations
- Formation of new entities including preparation of Forms 1023 and 1024, and associated state filings
- Independent contractor versus employee determinations
- IRS and state audit representation
- Joint venture formation and operation
- Lobbying and political expenditure classification and reporting
- Maintaining tax-exempt status and public charity status
- Member versus nonmember activity issues
- Preparation of Form 990, 990-T, 990-PF, and relevant state forms
- Private foundation planning analysis
- Public support test planning
- Sales and use tax exemptions
- State and local tax services, including credits and incentives
- State solicitation registration and annual filings
- Tax-exempt bond consultation, including private business use and post-issuance bond compliance procedures
- Third-party management agreements and sponsorship planning
- Transfer pricing and expense allocation methodology
- Unrelated business taxable income

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Contact Us

+ Matt Parsons

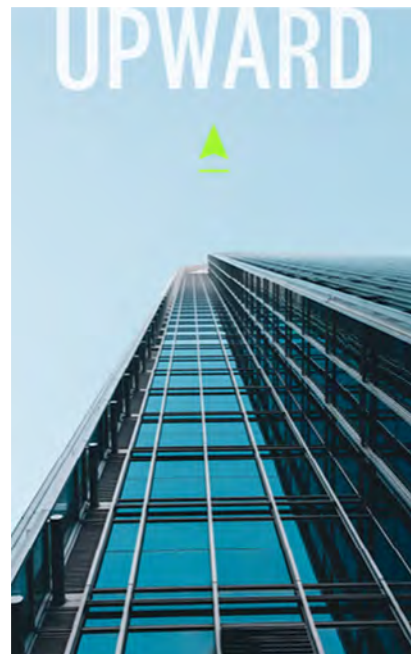
Matt.Parsons@mossadams.com

(949) 221-4093

+ Lisa Todd

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42 Better Together: Moss Adams & University of Oregon





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THANK
YOU

Agenda Item #5

Raising Oregon's Visibility and Perception

AAU Perception Study 2024

Overview of Responses and Opportunities



A challenging national backdrop for higher education



Methodology

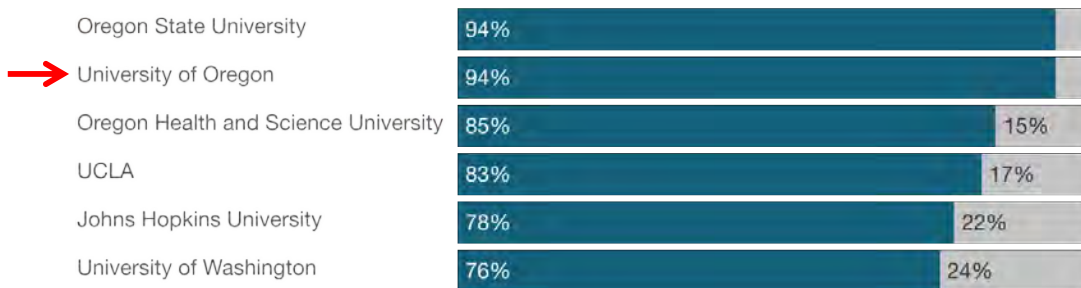


- In field August 12-19, 2024
- N = 1,082 OR Adults
- **Weighting:** sample was weighted to Census Bureau data to match the demographic makeup of the adult population of the state by gender, age, race/ethnicity, educational attainment, and region

Awareness of UO and Peers

Awareness = % willing to rate (not "I don't know" or "I've never heard of it")

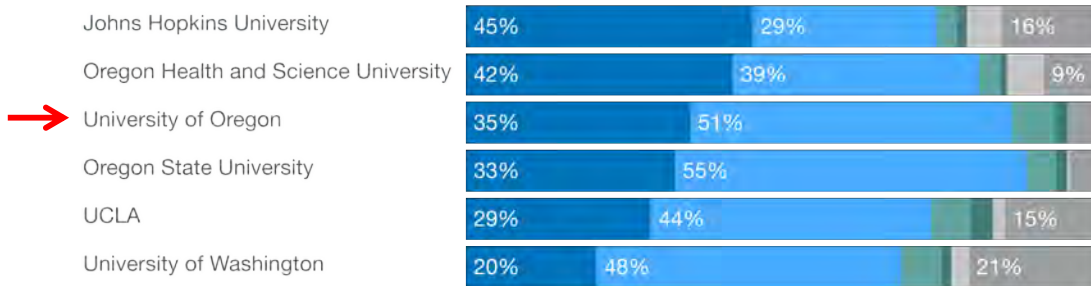
■ Aware ■ Not Aware



Perceived Reputation of UO and Peers

Q. How would you describe the reputation of each of the universities listed below? If you don't know or haven't heard of them, just say so.

■ Excellent
 ■ Good
 ■ Not so good
 ■ Poor
 ■ I've never heard of it
 ■ I don't know



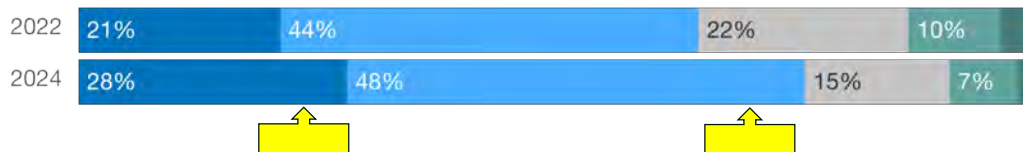
University of Oregon Statewide Study 2024



Trend: Approval of UO

Q. Thinking generally, do you approve or disapprove of the overall job that the University of Oregon is doing?

■ Strongly approve
 ■ Somewhat approve
 ■ Somewhat disapprove
 ■ Strongly disapprove
 ■ I don't know



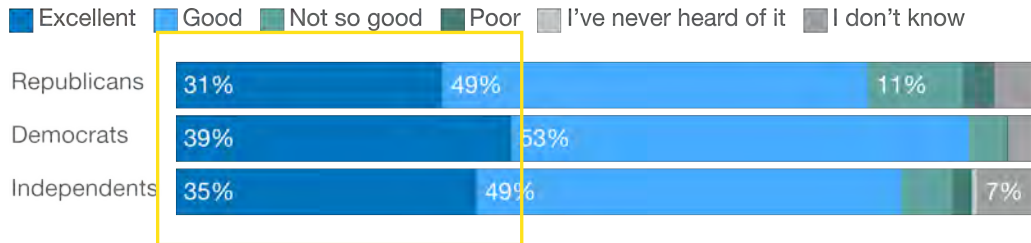
University of Oregon Statewide Study 2024



UO Perceived Reputation by Party

Q. How would you describe the reputation of each of the universities listed below? If you don't know or haven't heard of them, just say so.

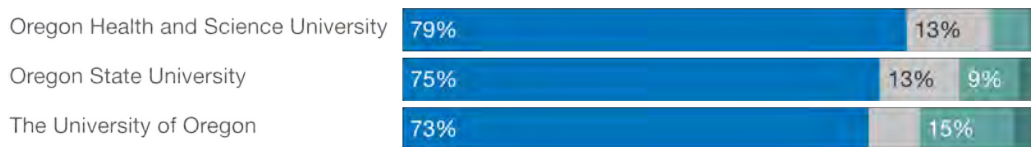
University of Oregon



Impact on the State Comparison

Q. All in all, do you think the state of Oregon is better off or worse off because of _____?

The state is better off
 The state is worse off
 The University has no real impact on the state
 I don't know



Trend: Value of UO to the State

Q. Would you say the University of Oregon is more of a drain on state resources, or more of a valuable asset for the state?

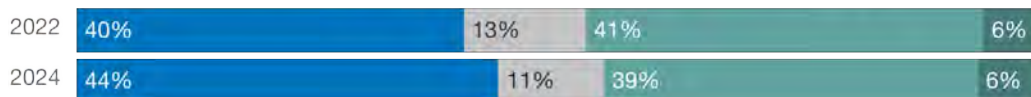
More of a valuable asset for the state More of a drain on state resources I don't know



Trend: Value and Worth of UO Degree

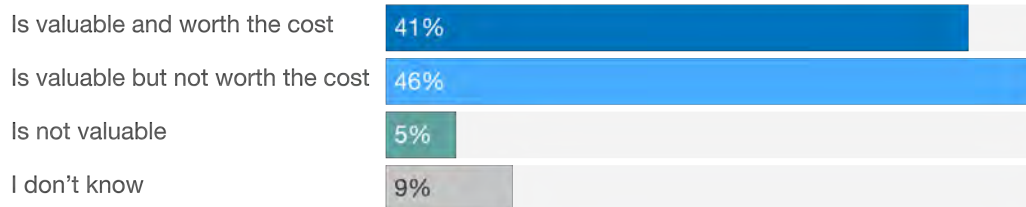
Q. Do you think a degree from the University of Oregon is...

Valuable and worth the cost Valuable but not worth the cost Not valuable I don't know



AAU National Study: Value and Worth

Q. Which one of the following statements comes closest to your point of view? A college degree from one of America’s leading research universities...



It is worth noting that UO scores are higher than the AAU average; the national data from AAU peers shows 41% responding as “valuable and worth the cost” and 46% responding “valuable and NOT worth the cost”

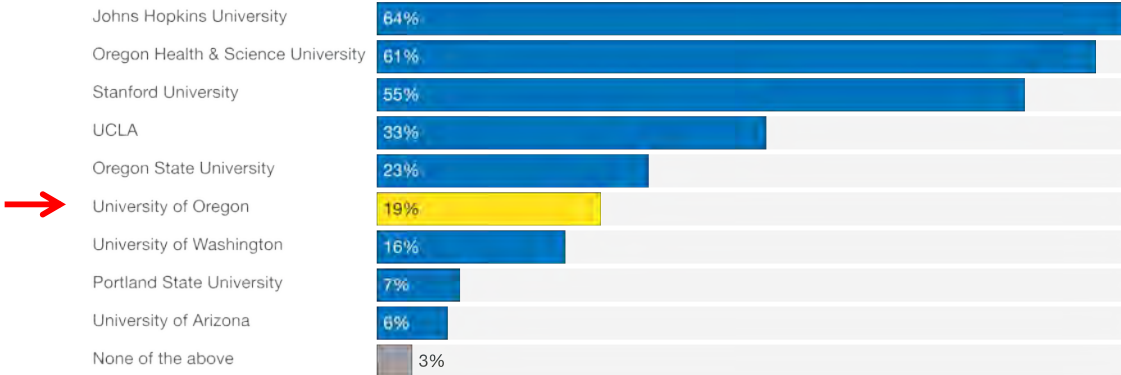
“Would Recommend” to a High School Student

Q. And, which of the following universities would you recommend to a high school student who is applying to college?



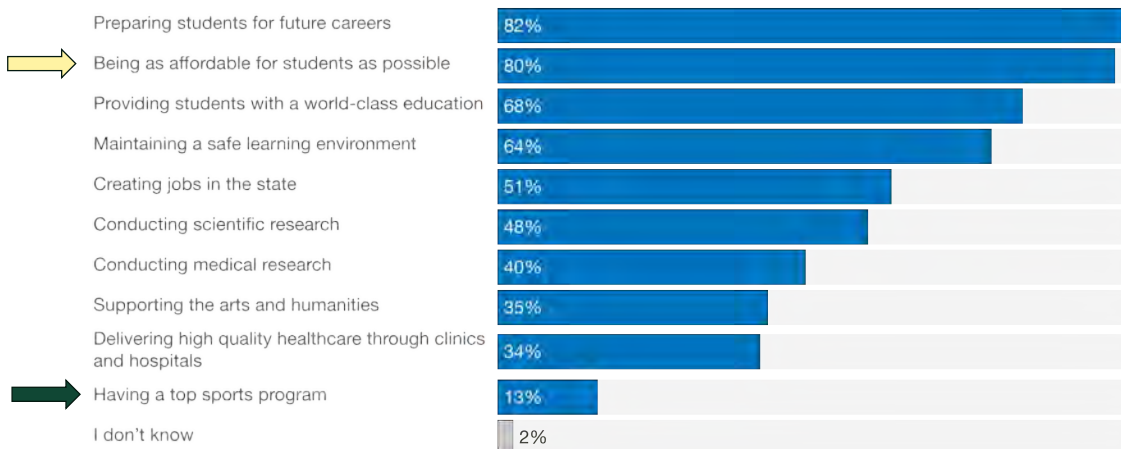
One of “America’s Leading Research Universities”

Q. Which of the following institutions would you consider to be among America’s leading research universities?



Important Priorities for Universities in Oregon

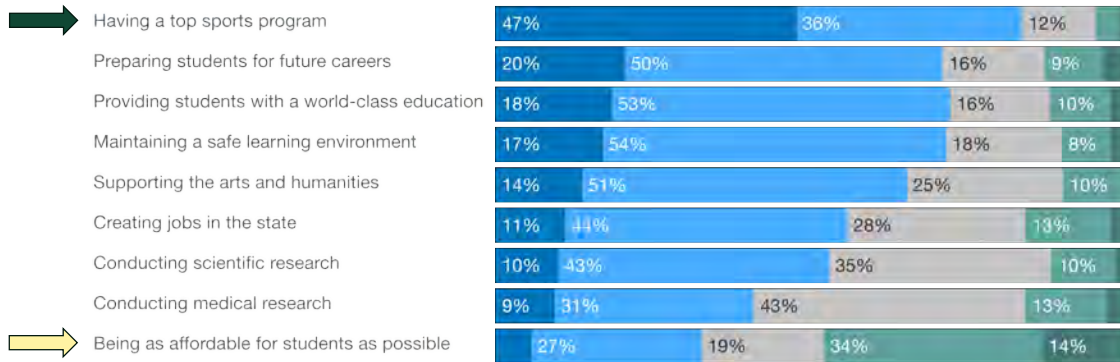
Q. Which of the following areas do you think are important for colleges and universities in Oregon to prioritize?



UO Ratings

Q. How would you rate the University of Oregon in each of the following areas?

Excellent
 Good
 Not so good
 Poor
 I don't know



Uncertainty Over UO Impact on Families

Q. All in all, do you think you and your family are better off or worse off because of the University of Oregon?

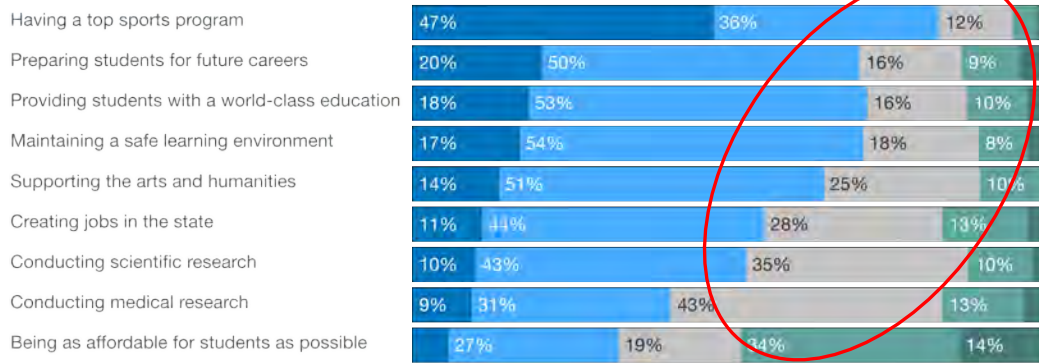
My family and I are better off
 My family and I are worse off
 The University has no real impact on me and my family
 I don't know



UO Ratings

Q. How would you rate the University of Oregon in each of the following areas?

■ Excellent
 ■ Good
 ■ Not so good
 ■ Poor
 ■ I don't know



Summary

Summary

- **Perceptions of the overall reputation of the UO are generally positive across political affiliation**, despite deep polarization of sentiment for the direction of the country, of the state of Oregon, and of national and state leaders.
- 86% of respondents rated the overall reputation of UO as either excellent or good, and approval of UO has increased (28% to 21%) from the 2022 study
- More respondents than in 2022 responded that a degree from UO was “valuable and worth the cost”.
- More than 6 in 10 Oregon residents would recommend UO to a student.

Opportunities

- We have opportunity to capture “mindshare” in many dimensions where Oregonians feel they do not yet have enough information to form an opinion (“I don’t know”).
- We have opportunity to address perceptions of affordability in the state – programmatically (by doing more) and through greater visibility for what we are doing.

Notable, given national backdrop



Understanding the opportunity

While reputation and approval of UO is strong in the state, we are less known than we should be (regionally and nationally) for the quality of education and research we deliver.

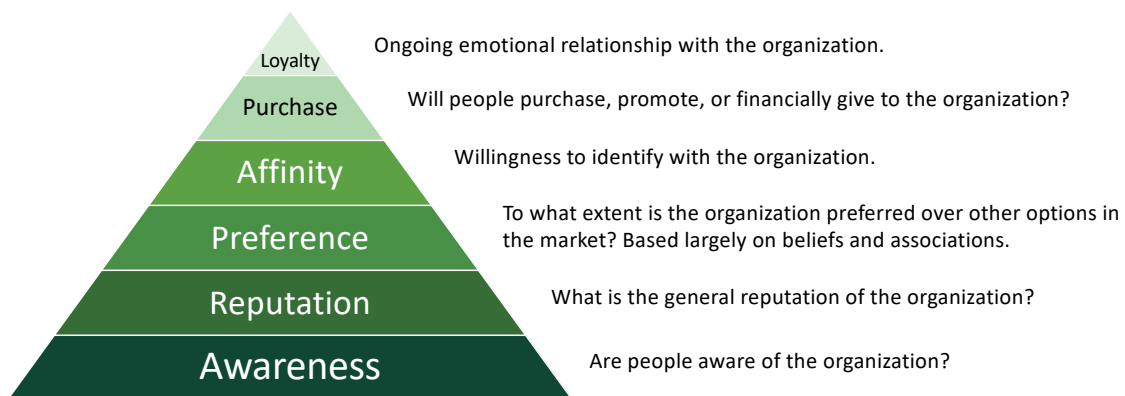
How do we best address this?

“We just need to do a better job telling our story.”

...Right?



How perceptions drive behavior



How perceptions drive behavior



This model isn't static – it can shift with people's experiences of the brand and with changes in reputation.

Each level affects the level above it.

Awareness for UO is very strong

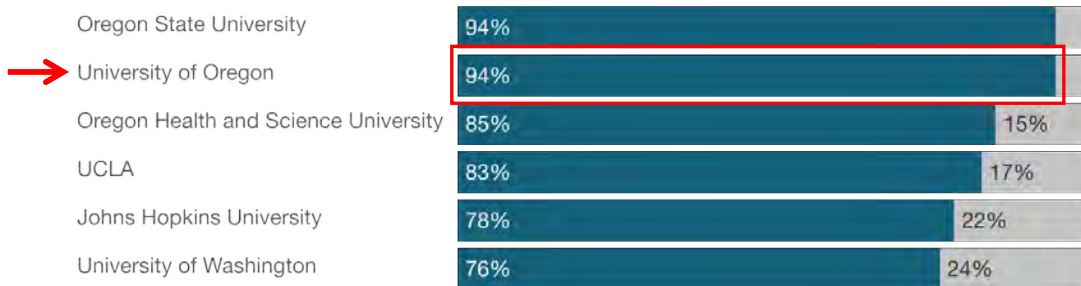
- The UO enjoys national and international visibility and has an outsized profile for its size.
- The Big Ten has provided an even larger national stage
- Nike, Disney connections to the UO story provide additional lift in popular culture.

Awareness

Awareness of UO and Peers (among Oregonians)

Awareness = % willing to rate (not "I don't know" or "I've never heard of it")

■ Aware ■ Not Aware



Reputation is positive, but general

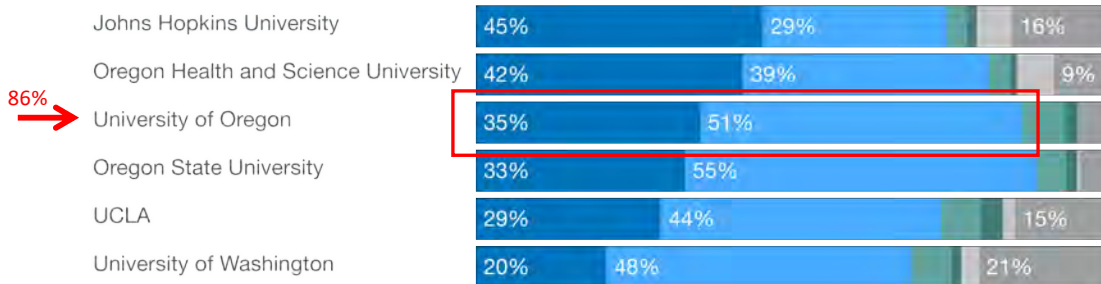


- The UO is an accessible, comprehensive research university, a Carnegie R1 institution and member of Association of American Universities.
- UO is in the top (3-4%) of all four-year universities in this country as measured by US News, Princeton Review, others.
- UO is seen as an asset to the state.
- UO has a rich scope of academic offerings.
- Survey saw strong positive associations from those who attended or knew those who attended.

Perceived Reputation of UO and Peers

Q. How would you describe the reputation of each of the universities listed below? If you don't know or haven't heard of them, just say so.

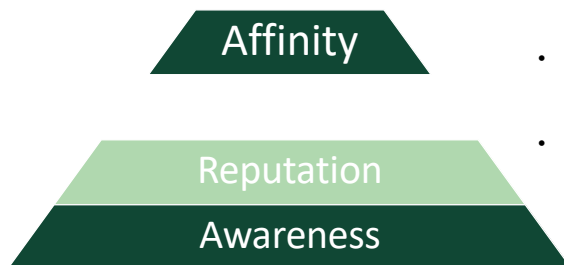
■ Excellent
 ■ Good
 ■ Not so good
 ■ Poor
 ■ I've never heard of it
 ■ I don't know



University of Oregon Statewide Study 2024



Affinity is strong



- The Ducks have the 7th largest fanbase in the country.
For every alumnus/a, there are 18–22 people who follow, purchase, and support the Ducks.
- The tangible and intangible value of this level of affinity is in the many millions and is a significant asset.
- It also represents an important opportunity to expand what people think of, when they think of the U of O.

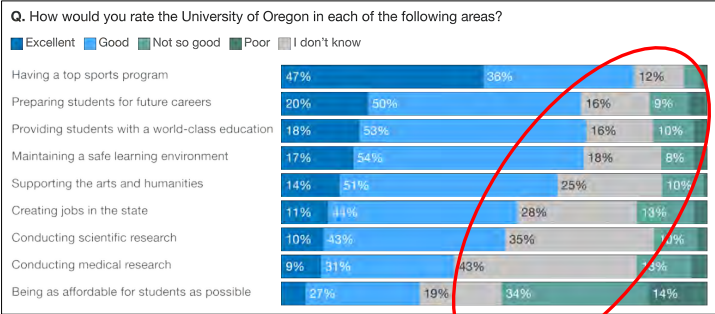
Preference needs strengthening



- Preference – the degree to which people will prefer UO to other options in the market – is based on specific associations, not just general reputation.
- Many survey respondents indicated they feel they don't know enough to answer questions about UO's strengths in several areas.
- "Top of Mind" associations gathered in this survey also reflect the fact that most of what people have heard or seen from the UO has been related to athletics (television, media coverage, etc.)
- The UO has had no formal, public-facing communications, advertising or public relations program.

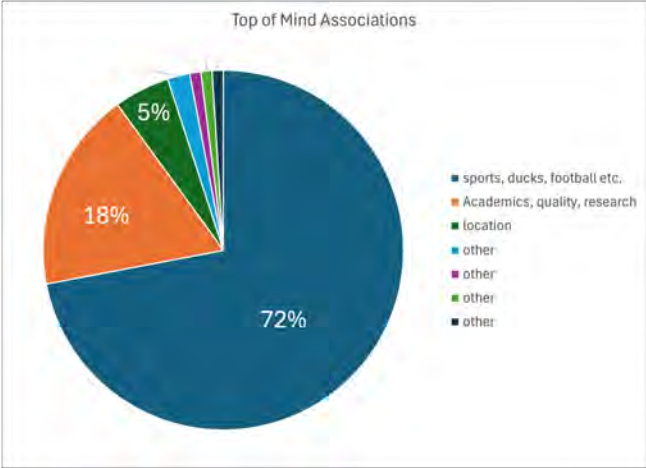
"I don't know" – an opportunity

- On many dimensions of performance, specifics, many Oregon respondents selected "I don't know".



“Top of Mind” associations – another opportunity

- When asked the first thing that came to mind when thinking of the UO:
- 72% of respondents cited Ducks, football, sports.
- 18% of respondents cited academics, quality of academic programs, research.



Our approach



A complex landscape

“In a fragmented media landscape, with consumers of information facing an unprecedented volume of noise and clutter, brands and organizations need to reach their most important audiences not only via the right platform at the right time but also through a range of messages and experiences that earn their attention and inspire action”

Corey duBrowa
CEO, Burson
Duck (SOJC '88)

The opportunity

One approach won't suffice. We must expand perception in ways that:

- Support the aspirations and priorities outlined in ***Oregon Rising***;
- Elevate reputation while supporting enrollment, and building momentum for the capital campaign; and
- Speak to priorities Oregonians (and Americans) feel are important: quality, affordability, career preparedness, economic benefit, and scientific research.

1. Embrace our “distinctly Oregon” DNA

- Differentiate the university by leaning into what people already believe about us.
- Specifically: innovation, entrepreneurship, bold thinking, style, and speed.

A history of innovation, entrepreneurship, bold thinking.



A history of innovation, entrepreneurship, bold thinking.

#6



#23



39

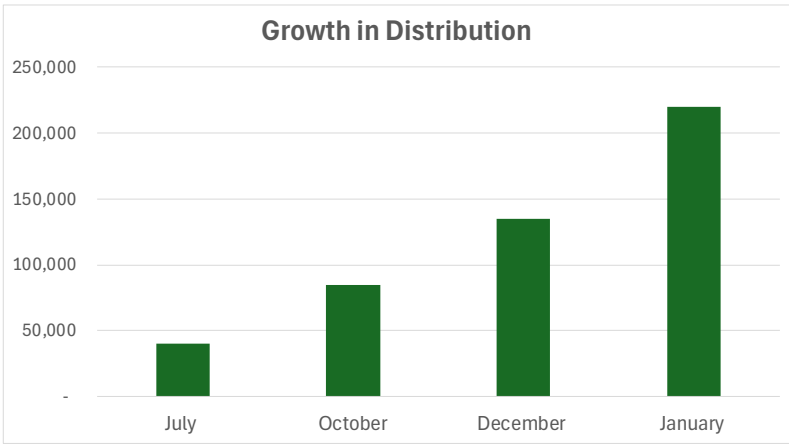
2. Develop Compelling Content and Deliver at Scale

- Create compelling content, focused on sharing the life – and priorities – of the university.
- Use leading technology to distribute to supporters, parents, students, staff, alumni, and other key constituents.
- Oregon News, This is Oregon podcast, more to come.

2. Develop Compelling Content and Deliver at Scale



2. Develop Compelling Content and Deliver at Scale

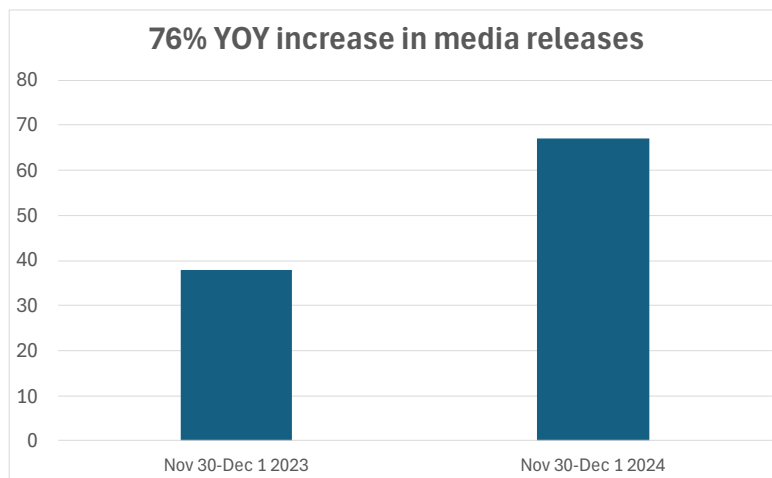


2024

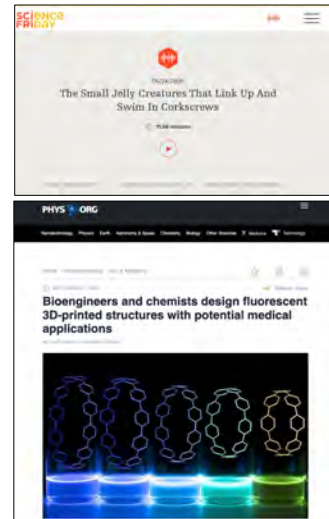
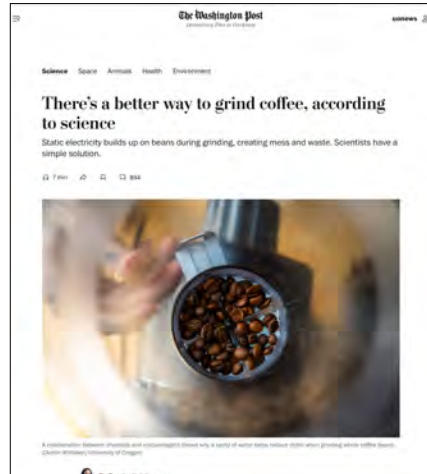
3. Effectively Pitch Scholarship to Regional and National Media

- We have increased staff and effort dedicated to media pitching.
- Use leading technology to track media pickup and “share of voice” – the percent of media coverage we generate compared to peers.
- Areas of special focus include Goal 4 signature scholarship.

3. Effectively Pitch Scholarship to Regional and National media



3. Effectively Pitch scholarship to regional and national media



45

4. Expand our Big Ten spot into Key Markets

- "We make you go O!" serves as our PSA for all broadcast games (25+M viewership)
- Continues to see engagement on social media.
- We are assessing how we can build this out into a marketing campaign that can raise visibility in key markets, including for student recruitment.

4. Expand our Big Ten advertising into key markets



47



What does Success Look Like?

- Direct: Top of mind associations, reputation, earned media.
- Indirect: enrollment (inquiries, applications, yield), faculty hiring, constituent support, alumni engagement, philanthropic support.
- We are in “Year Zero”, laying groundwork and building toward what most of our peers have been doing for several years.
- Perceptions can take 3-5 years to move, but we must start now.
- The opportunities are breathtaking.



Agenda Item #6

Public Comment

NO WRITTEN MATERIALS FOR THIS ITEM

Agenda Item #7

Standing Reports

ASUO*

University Senate

President's Report*

Board Chair's Report*

***NO WRITTEN MATERIALS FOR THIS ITEM**

November 26, 2024

TO: University of Oregon Board of Trustees

FROM: Alison Schmitke, Senate President|
Dyana Mason, Senate Vice President
Sandy Weintraub, UO Senate Secretary and Advisor to the President
Betina Lynn, Senate Executive Coordinator

SUBJECT: **University of Oregon Senate Report to the BOT, December 10, 2024**

As we near the conclusion of the fall term, this has been a productive period for the University of Oregon Senate. Together, we have tackled an ambitious agenda, advancing critical conversations, refining processes, and making significant progress on a range of pressing issues. This momentum underscores the significant role of the Senate in shared governance. The following report is a summary of fall activity.

Fall 2024

1. Advocacy and Engagement

- **Resolution:** On October 30, the Senate passed a [resolution](#) emphasizing the importance of competitive compensation to recruit, retain, and sustain faculty who drive the university's academic excellence. At the time of this report, negotiations are ongoing, and the Senate urges the administration to demonstrate its commitment to faculty by resolving negotiations and prioritizing material support for faculty as they play an indispensable role in the academic mission of the university – the Senate's top priority.
- **Academic Freedom:** The Senate led a powerful and impactful discussion on academic freedom at the [Interinstitutional Faculty Senate](#) (IFS) meeting on October 17-18 hosted at UO, highlighting how our academic freedom policy plays a critical role in upholding the core values of the University of Oregon. This conversation was further expanded upon during the November 20 Senate meeting, where Senate President Alison Schmitke and Provost Chris Long dedicated their remarks addressing safeguards and activities to support academic freedom in practice (recorded meeting [link](#)). The Senate expects to further revisit this topic during winter proceedings.

2. Contributions to Oregon Rising

- **Committee Update:** On November 20, the Senate discussed [revisions](#) to the charge and membership of the [Scholastic Review Committee \(SRC\)](#). The revisions will be voted on at the December 5 meeting. The proposed changes to the Scholastic Review Committee (SRC) align

directly with the goals of Oregon Rising by ensuring that the committee's structure and charge reflect a student-centered approach to academic standards. By revising the SRC's membership and responsibilities, the Senate aims to enhance collaboration between the committee, the University Registrar, Advising, and other administrative partners, to support a more responsive system for evaluating academic petitions. These updates are part of a broader effort to support student success and well-being by addressing institutional processes that impact students' academic journeys.

- **Student Success Action Team:** The Senate accepted the invitation for the Senate President to be a member of the [Student Success Action Team](#). The Student Success Action Team is a campus-wide policy and practice workgroup that will serve as the central coordinating body to focus on understanding and removing institutional barriers to timely graduation. The Senate plays a key role in shaping and updating academic policies, which are central to removing institutional barriers to timely graduation. The Senate President's involvement ensures that faculty voices and shared governance principles are integral to discussions about student success, helping to align policy changes with the academic mission of the university.

3. Program Approvals and Academic Excellence

- The Senate recently discussed and approved new program proposals from Historic Preservation and School Psychology on [November 20](#). At the time of this report, we expect to vote on the new program proposal for Materials Sciences and Technology on [December 4](#). Before reaching the Senate, these proposals underwent a thorough vetting process. They were first initiated by the departments, then reviewed and approved by the respective schools and colleges then evaluated by Senate committees. At each step of the process, proposal authors received valuable feedback, which they incorporated to improve the quality of the proposals. This process works: with each round of feedback, the proposals have been refined and strengthened, ensuring that they are in their best form before coming to the Senate for approval. The constructive input from departments, colleges, and committees has been instrumental in shaping the academic excellence of these programs.

4. Engagement

- **State and National Academic Collaborations:** The Senate actively participated in two meetings: the Interinstitutional Faculty Senate (IFS) meeting described above and the Big 10 Academic Alliance Senate Governance Leadership Conference on November 8-9 in College Park, Maryland. Both engagements reflect the Senate's commitment to being involved in broader academic networks, contributing to important conversations on a state and national level that impact our university community.
- **Senate Events:** The Senate came together for fall events such as orientation and the President's Reception at McMorrin House. These gatherings help strengthen relationships among Senators and our shared governance partners. By bringing people together, we build a more connected and effective Senate to support the university's mission.

Agenda Item #8a

2024 Enrollment & Recruitment Update

2024 Enrollment and Recruitment Update

Student Services and Enrollment Management

Jim Brooks

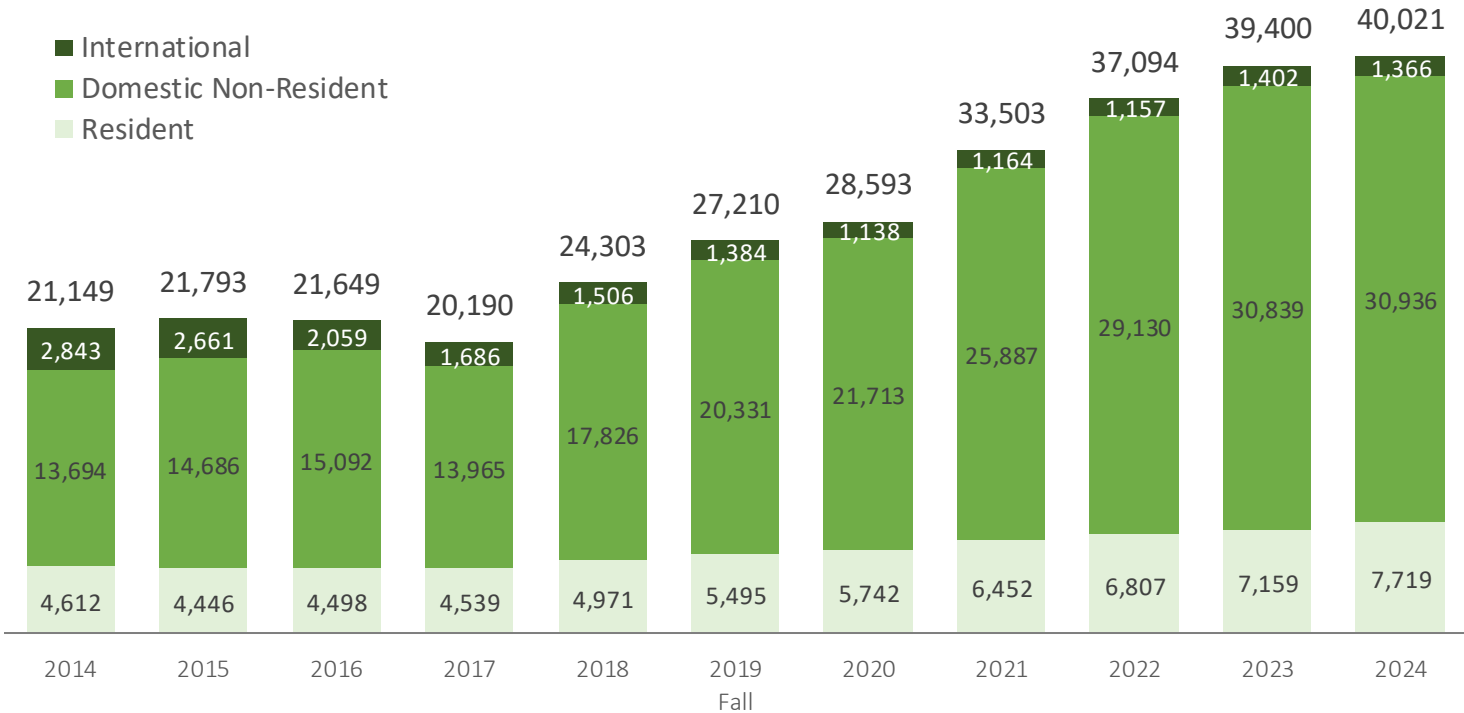
Interim Vice President, SSEM

Erin Hays

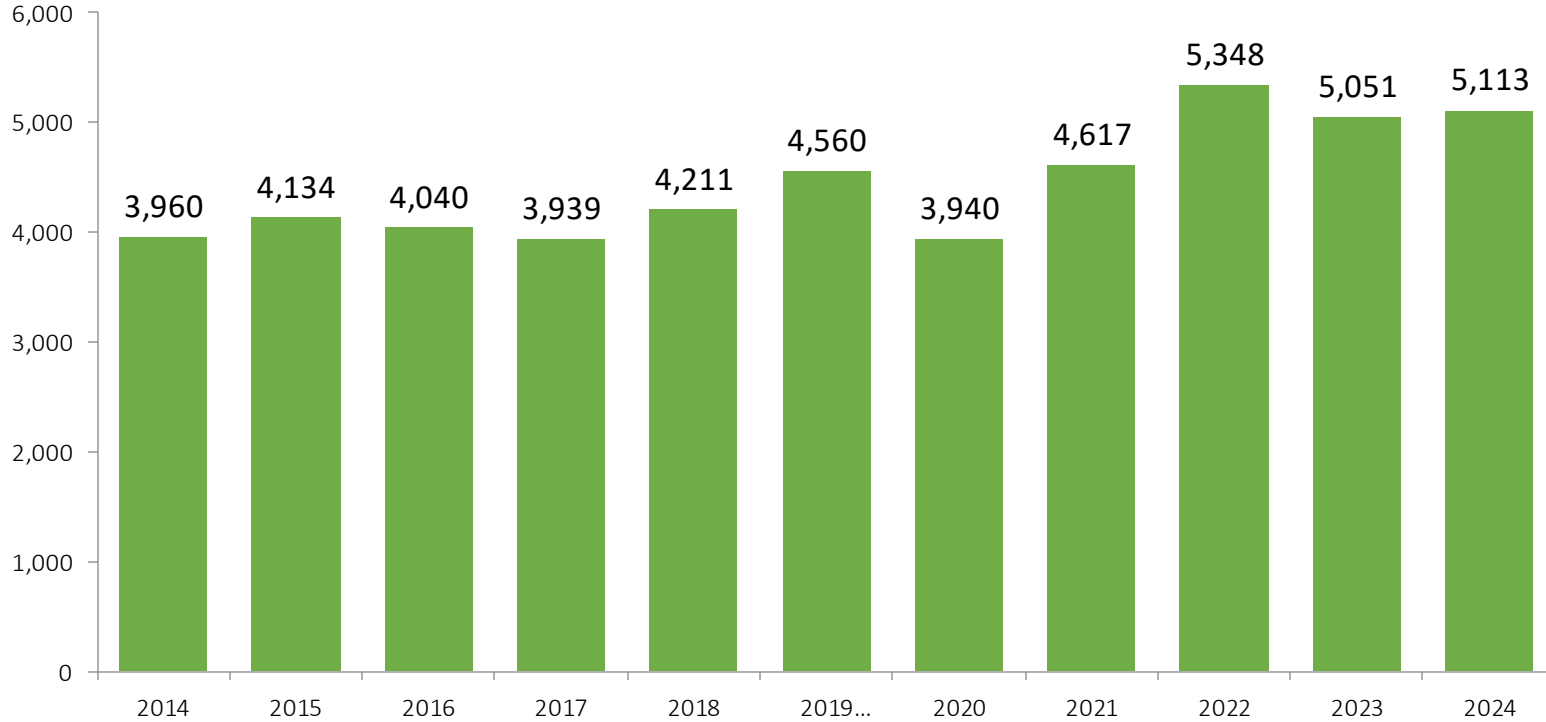
AVP and Director of Admissions



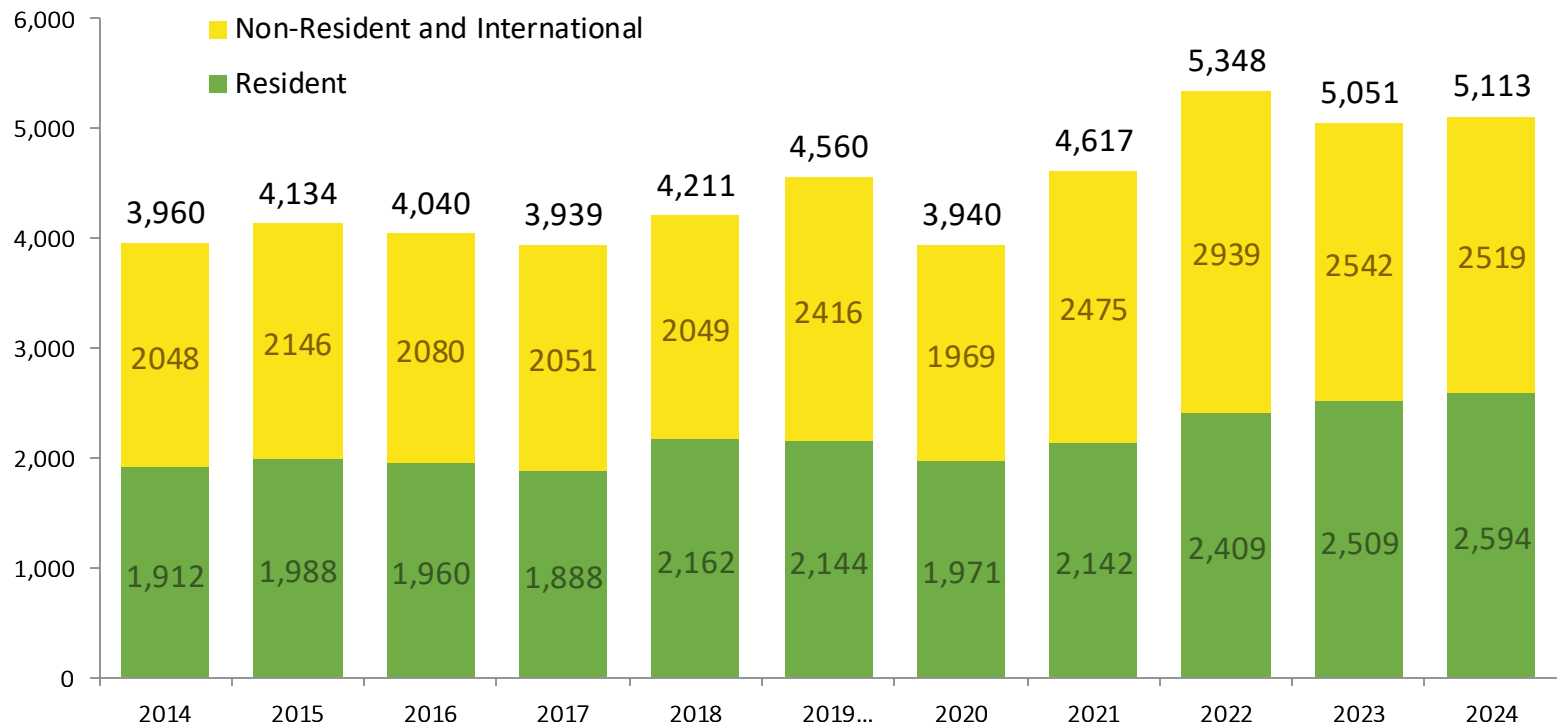
First-Year Students: Application Growth by Residency



First-Year Students: Class Size

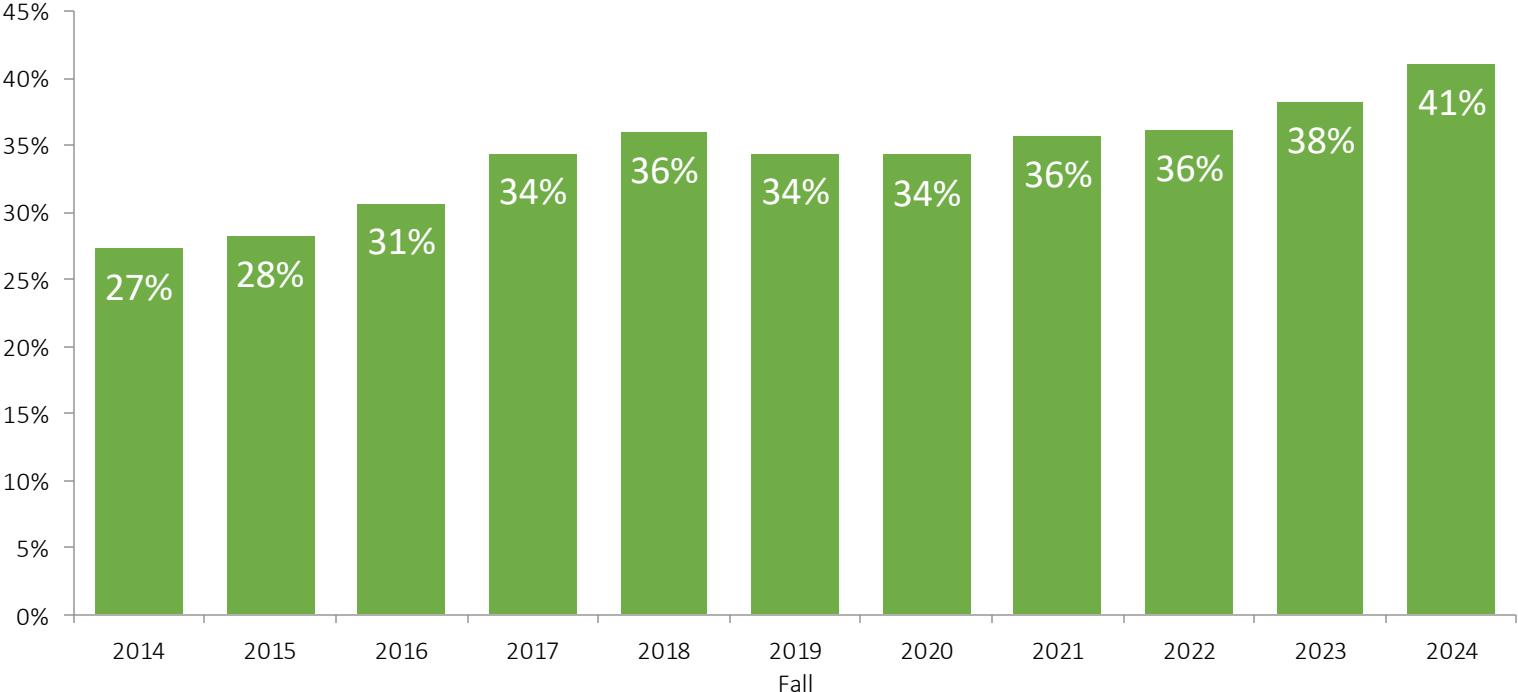


First-Year Students: Recruitment by Residency



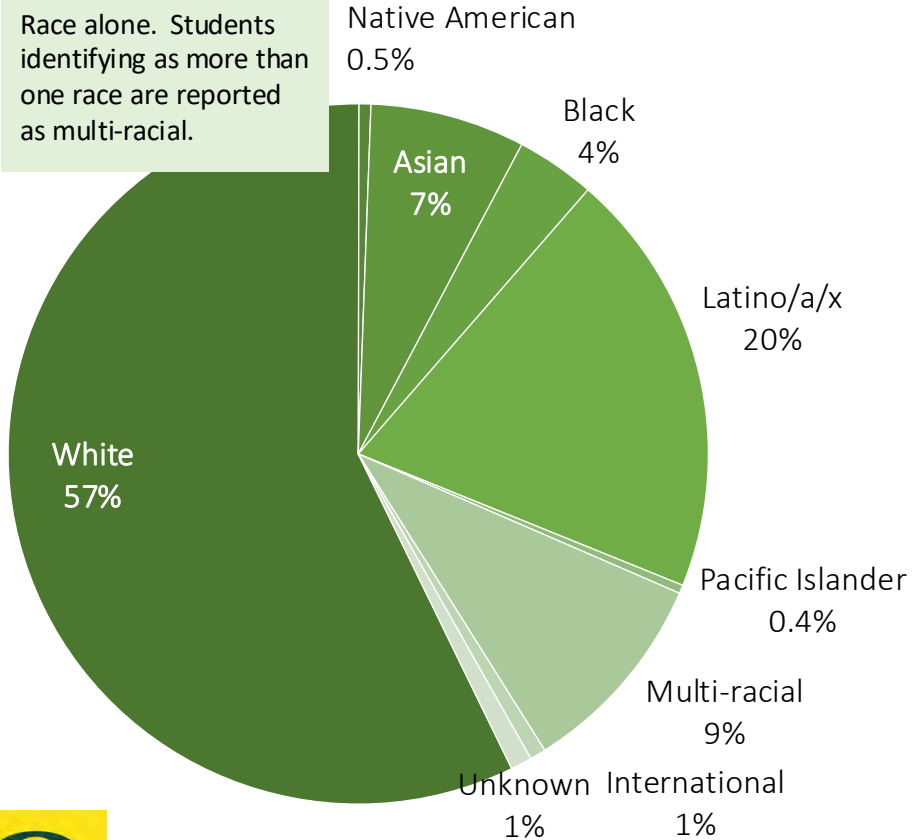
First-Year Students: Racial and Ethnic Diversity

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

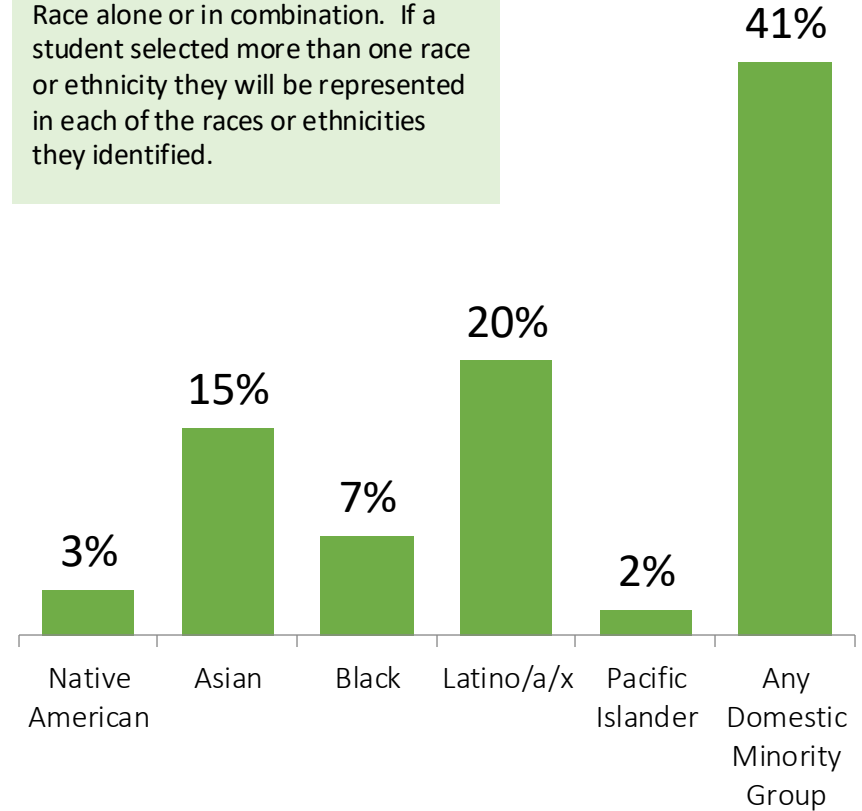


First-Year 2024 Students: Racial and Ethnic Diversity

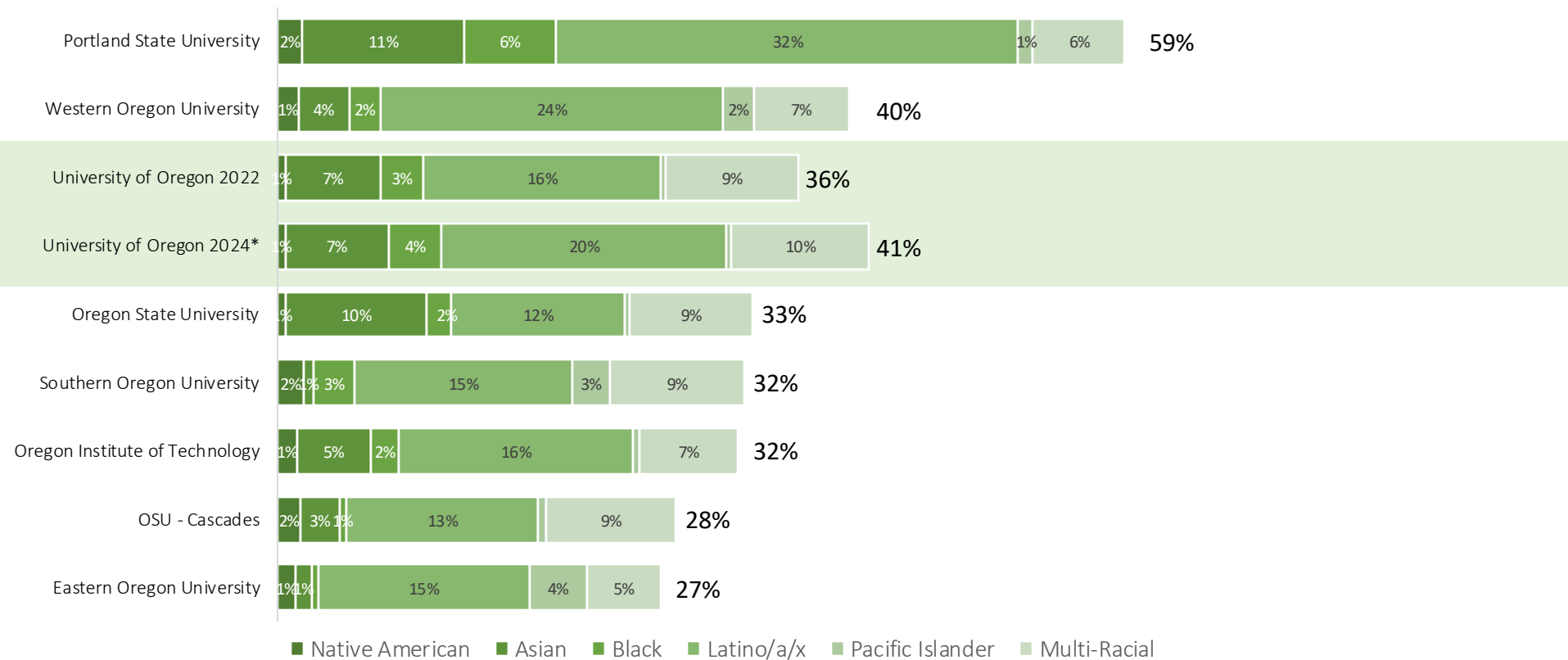
Race alone. Students identifying as more than one race are reported as multi-racial.



Race alone or in combination. If a student selected more than one race or ethnicity they will be represented in each of the races or ethnicities they identified.



First-Year Student Diversity 2022: Oregon Public Universities



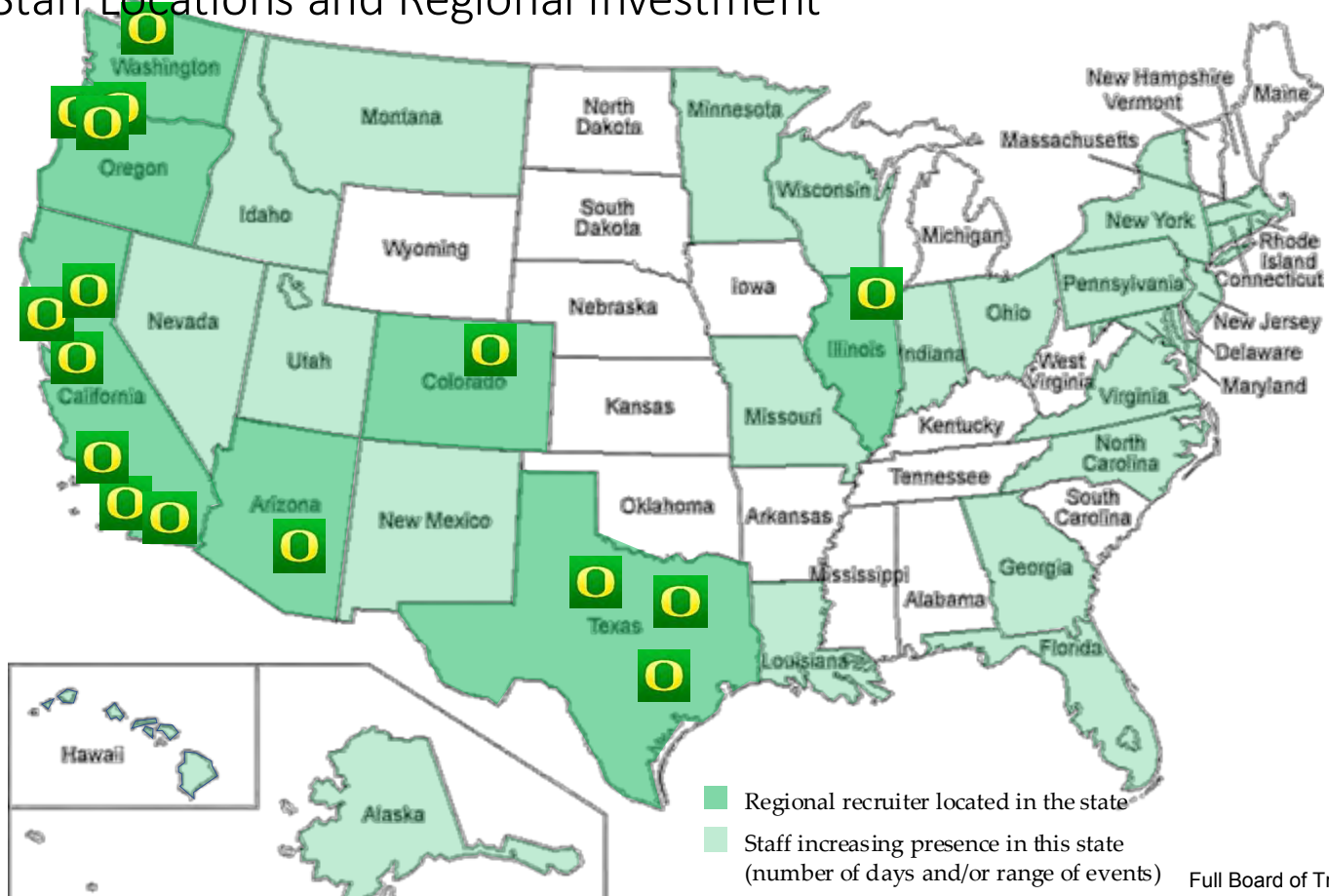
*Most recent data for University of Oregon, source: SSEM Research and Assessment.

All other data uses NCES IPEDS, race and ethnicity of first-year students, latest data available: fall 2022. Uses federal methodology.
 UO SSEM Research and Assessment, 11/4/2024



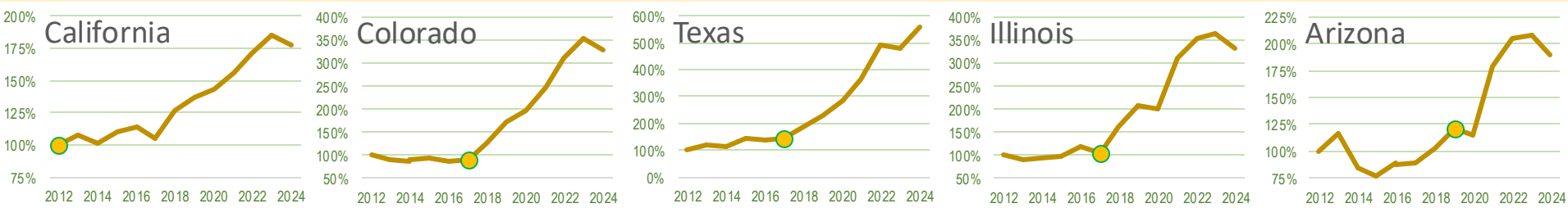
Regional Recruitment Team

Permanent Staff Locations and Regional Investment

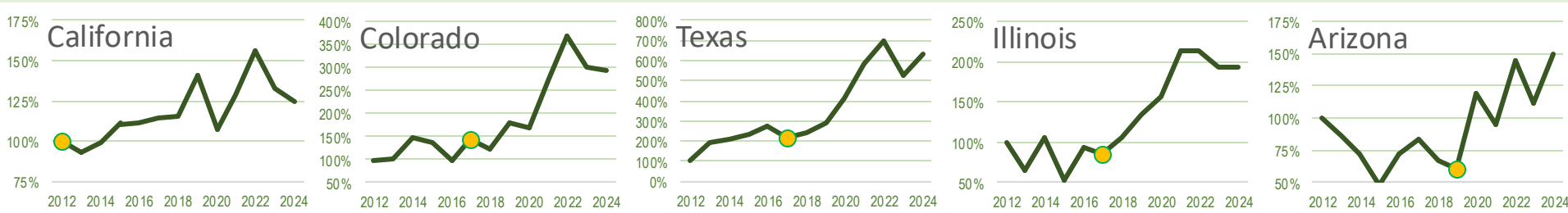


Regional Recruitment: Application and Enrollment Changes

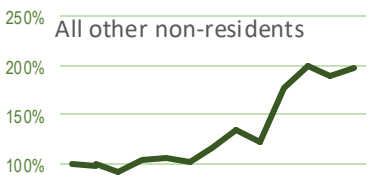
First-Year Applications



First-Year Enrollment



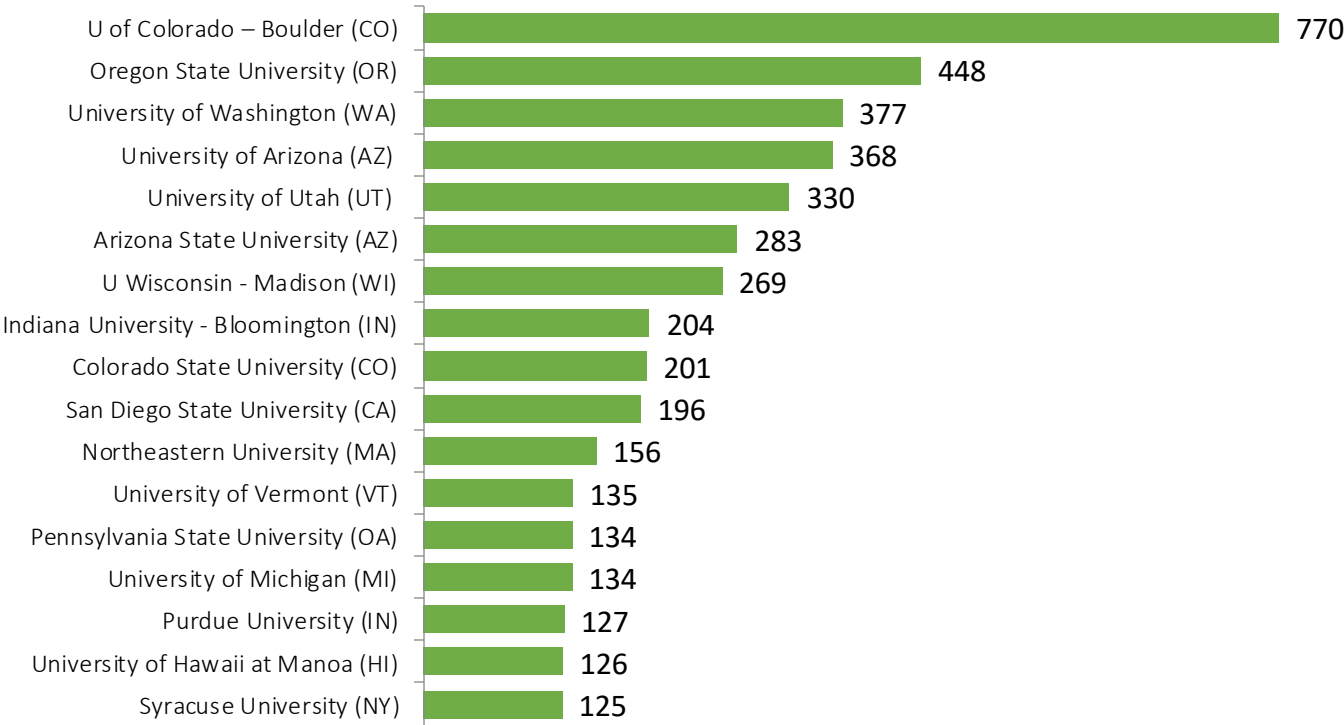
● Year regional recruitment was implemented in state



Fall 2012 = 100%. Trend line shows application or enrollment change from that base.
 Fall fourth week census. Enrollment includes fall and summer first-year starts.
 UO SSEM Research and Assessment, 11/20/2024

Key Competitors – Non-Resident

Where First-Year 2023 Non-Resident Admits Enrolled – If they did not choose UO
Excludes Students from the Same State as Enrolled College



National Student Clearinghouse match to UO Admission Data.
Excludes students who share a home state with the institution and would likely receive resident rates.
Source: SSEM Research and Assessment

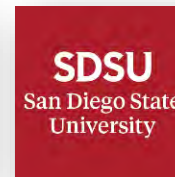




	Oregon	Oregon State	Colorado	Washington	Arizona State	Arizona
Out-of-state total price 2024-25 ¹	\$66,531	\$58,935	\$67,114	\$65,541	\$56,643	\$64,196
Undergraduate Enrollment ²	19,443	28,407	30,598	30,931	64,778	37,979
First-year pct from out-of-state ³	50%	42%	47%	36%	38%	47%
Acceptance Rate ²	86%	83%	81%	48%	90%	87%
Six-Year Grad Rate ²	74%	66%	70%	84%	68%	64%
Alumni median earnings ²	\$61,324	\$64,010	\$69,738	\$78,466	\$62,668	\$59,979
2024 Scholarship to First-Years: High GPA Non-Residents ⁴	\$12,500	\$15,000	\$0-\$6,250	\$0 mostly	\$0-\$15,000	\$20K-\$32K
2024 Scholarship to First-Years: Mid GPA Non-Residents ⁴	\$7,500	\$15,000	\$0	\$0	\$0-\$15,000	\$7,500-\$10K

Sources: 1: Institution websites,
2. College Scorecard as of 8/7/2024,
3. Institution 2023 Common Data Sets

4. UO 2024 Survey of Admitted Students, students not staying in home state. High GPA = 3.9 and above. Mid GPA = 3.40-3.69.



	Oregon	Utah	Wisconsin	San Diego State U	California Polytechnic	UC Berkeley
Out-of-state total price 2024-25 ¹	\$66,531	\$68,140	\$61,106	\$53,644	\$56,274	\$55,301
Undergraduate Enrollment ²	19,443	25,392	35,184	31,810	20,976	32,475
First-year pct from out-of-state ³	50%	46%	52%	25%	14%	20%
Acceptance Rate ²	86%	89%	49%	39%	30%	11%
Six-Year Grad Rate ²	74%	70%	88%	80%	85%	94%
Alumni median earnings ²	\$61,324	\$67,170	\$73,792	\$64,909	\$90,768	\$92,446
2024 Scholarship to First-Years: High GPA Non-Residents ⁴	\$12,500	\$0-\$17,000	\$0	\$0	\$0 mostly	\$0
2024 Scholarship to First-Years: Mid GPA Non-Residents ⁴	\$7,500	\$0-\$8,000	--	\$0	--	--

Sources: 1: Institution websites,

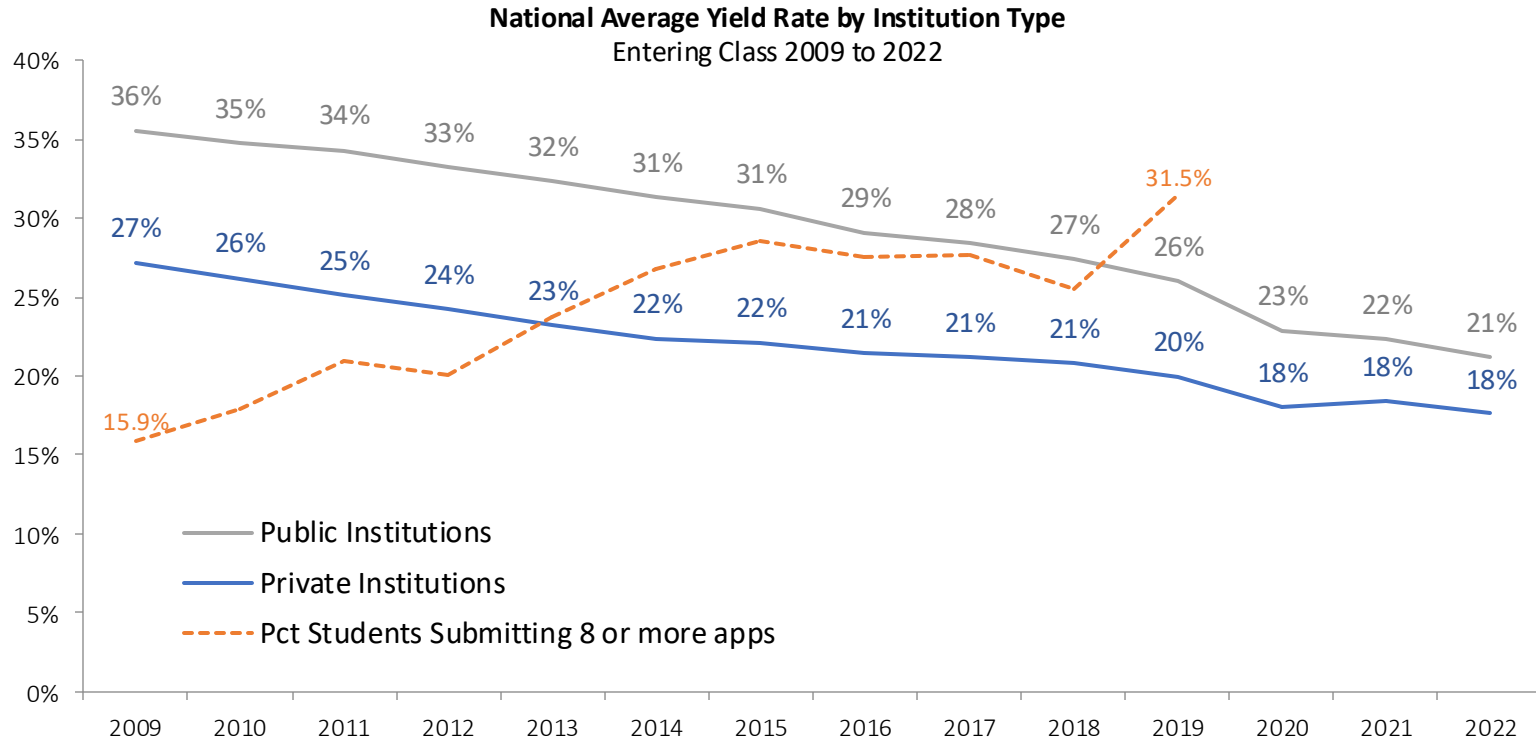
2. College Scorecard as of 8/7/2024,

3. Institution 2023 Common Data Sets

4. UO 2024 Survey of Admitted Students, students not staying in home state. High GPA = 3.9 and above. Mid GPA = 3.40-3.69.



National Average Yield Rate Has Declined Every Year Since 2009



Admit Survey

Perceptions of the UO Admission Process

Sent to all first-year admits annually in May.
Includes students going to another school.
Source: First-Year Admit Survey 2024
SSEM Research and Assessment

4,466 responses
14% response rate

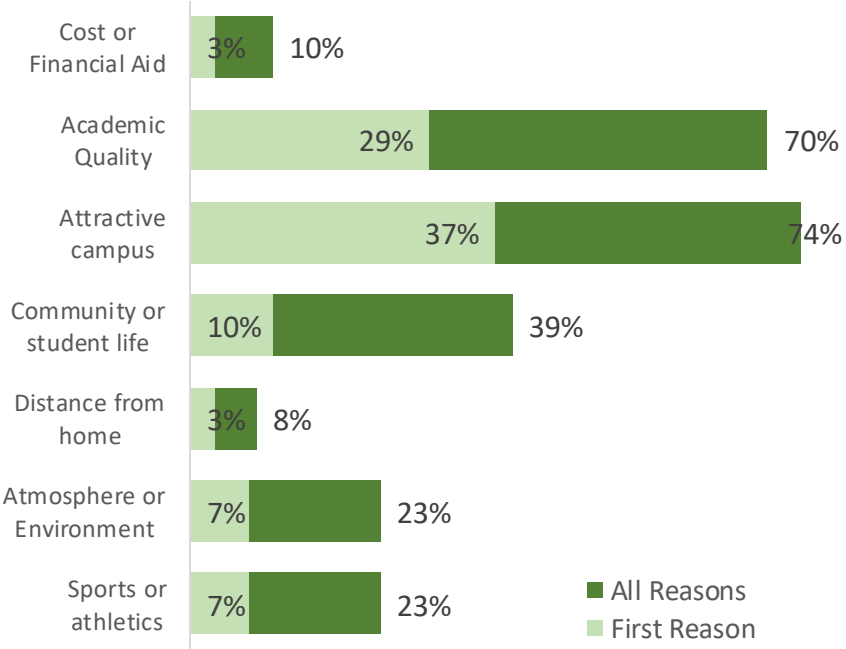


The First-year Admit Survey

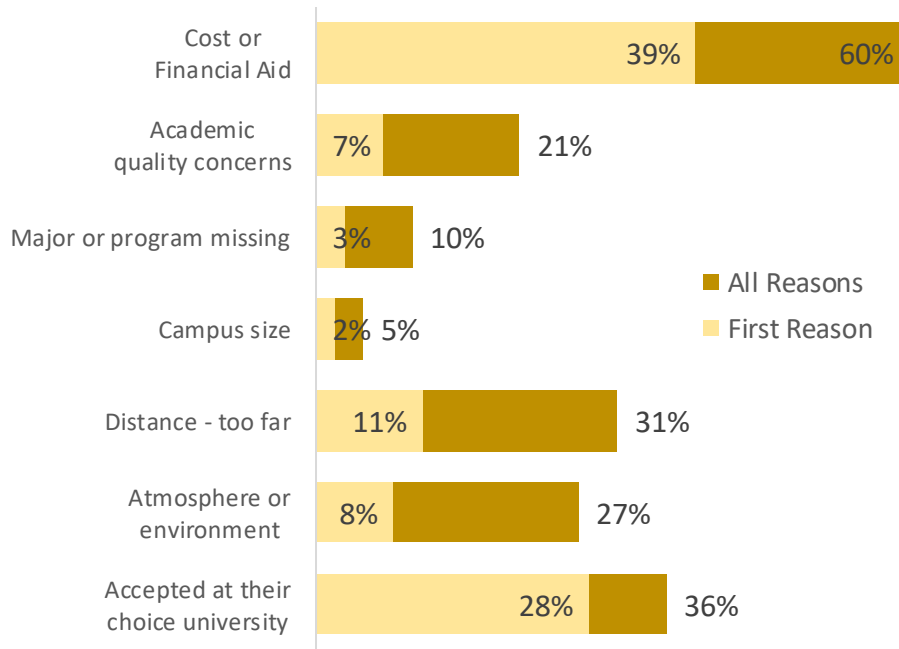
Researching Student Decision Making

Non-Residents

Why did you choose to attend the UO



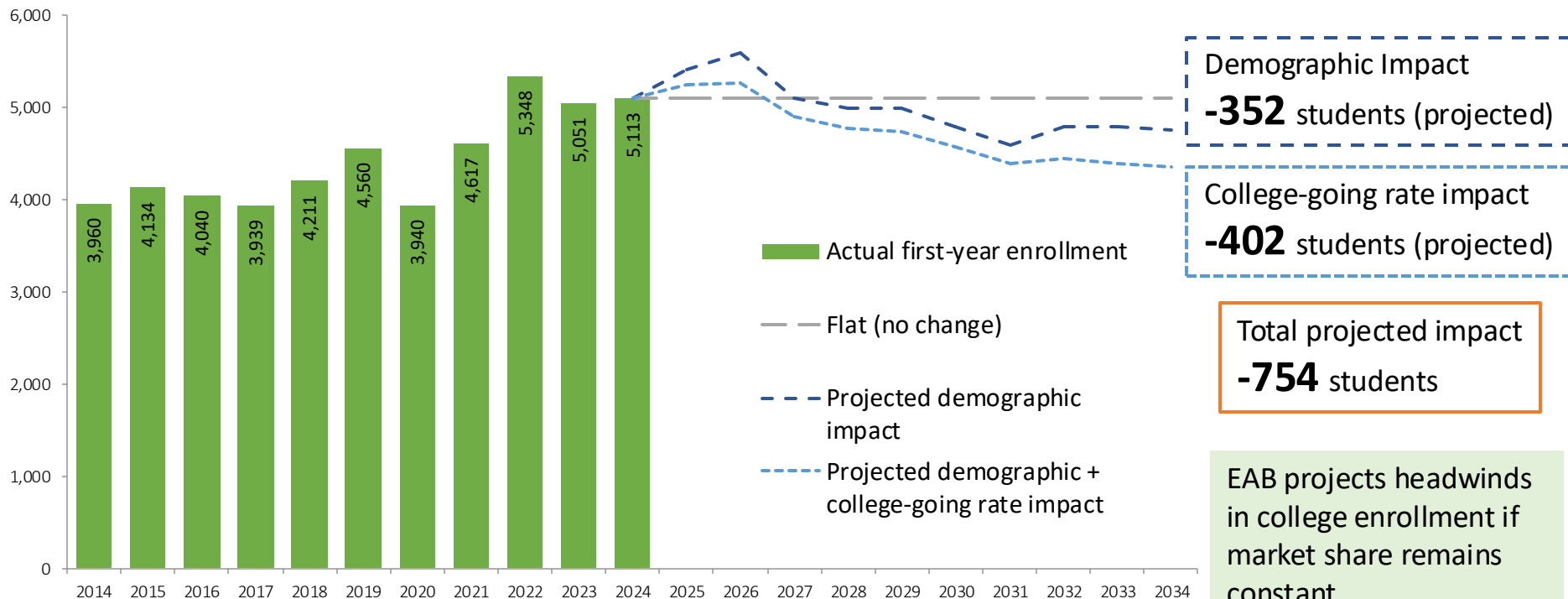
Why did you choose not to attend the UO



Sent to all admits annually in May. Includes students going to another school. Source: First-Year Admit Survey 2024 SSEM Research and Assessment

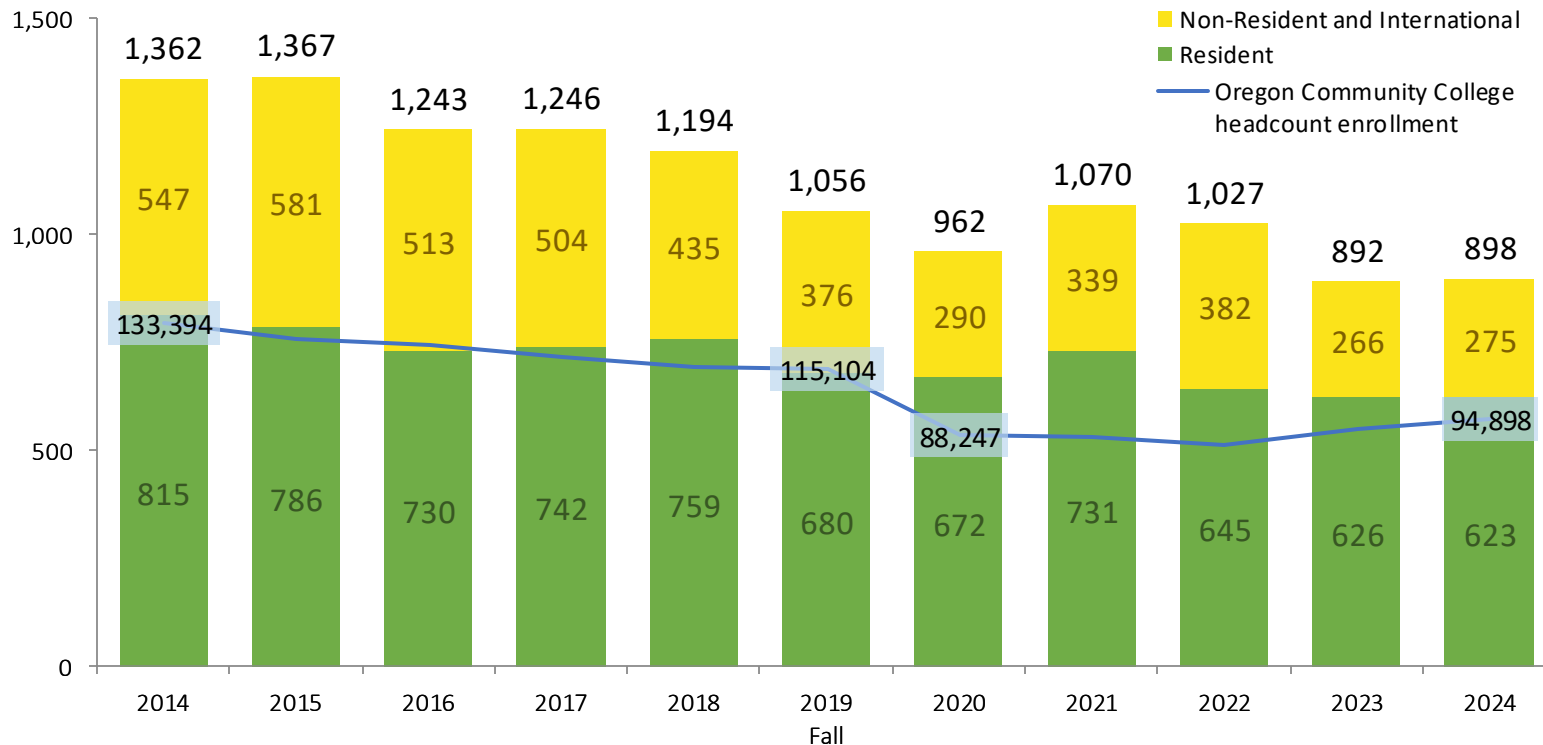
Students were asked "Please list up to three major reasons you decided to attend/not to attend the University of Oregon." with short text fields. Responses coded into themes for reporting.

First-Year Students: Baseline Future Enrollment Scenario



Source: EAB analysis of IPEDS fall enrollment data, WICHE Knocking at the College Door Data, and American Community Survey data; Grawe, Nathan, *The Agile College* (Data file); EAB Interviews and Analysis.

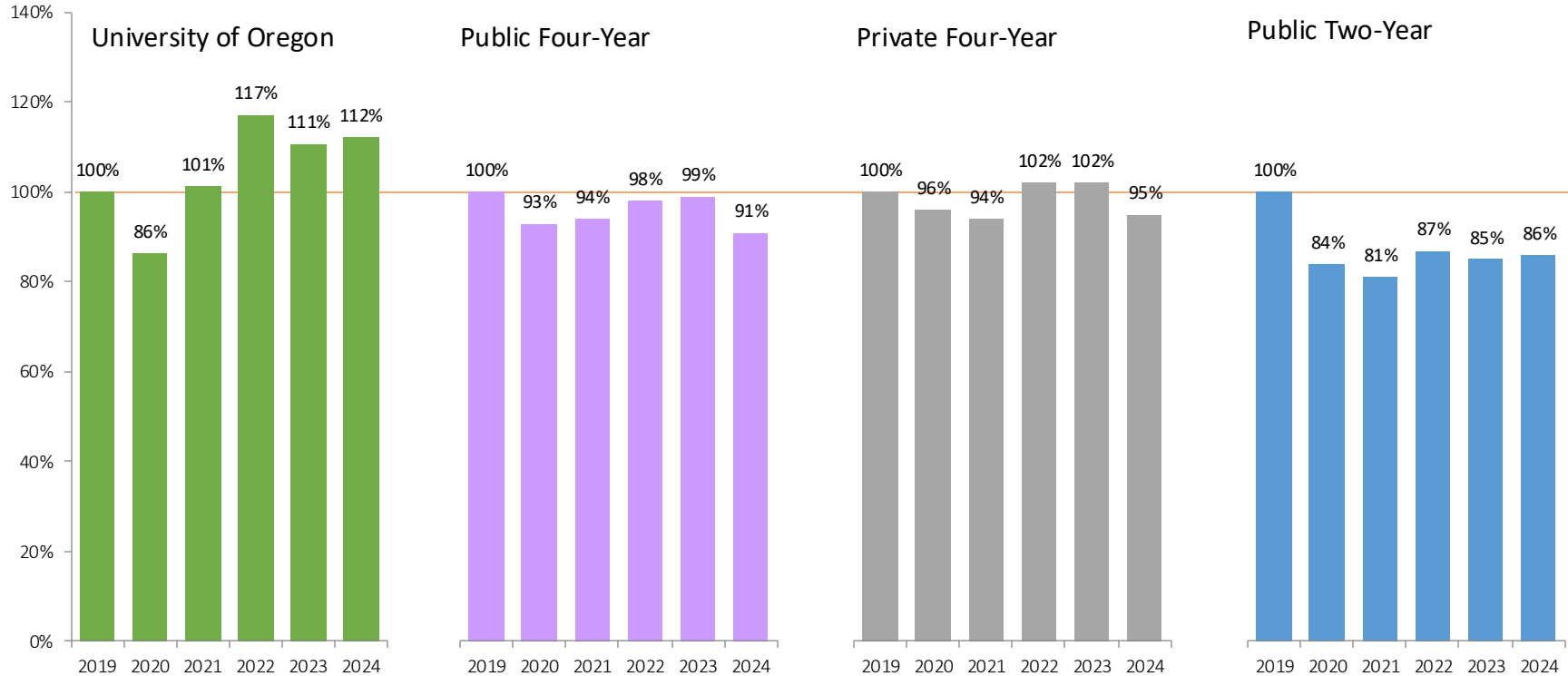
New Undergraduate Transfers: by Residency



Fall fourth week census. Includes fall and summer starts.
 UO SSEM Research and Assessment, HECC Office of Research and Data, 11/8/2024

Change in First-Time Full-Time Enrollment by Sector

Entering Class 2019 to 2024, Indexed Relative to 2019



Source: National Student Clearinghouse Research Center
 Compiled by EAB, SSEM Research and Assessment, 11/21/2024.

2024 Enrollment and Recruitment Update

Questions and Discussion

Jim Brooks

Interim Vice President, SSEM

Erin Hays

AVP and Director of Admissions

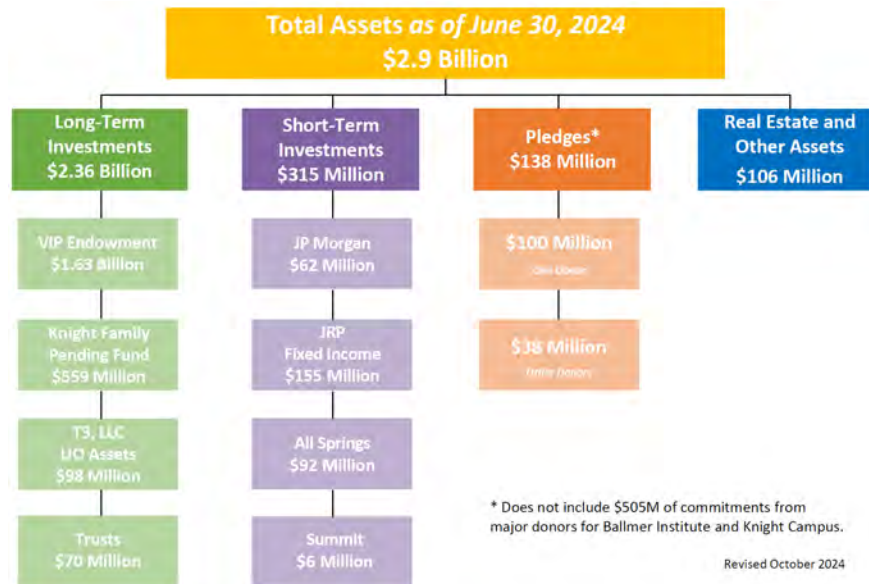


Agenda Item #8b

UO Foundation Report

UO Foundation

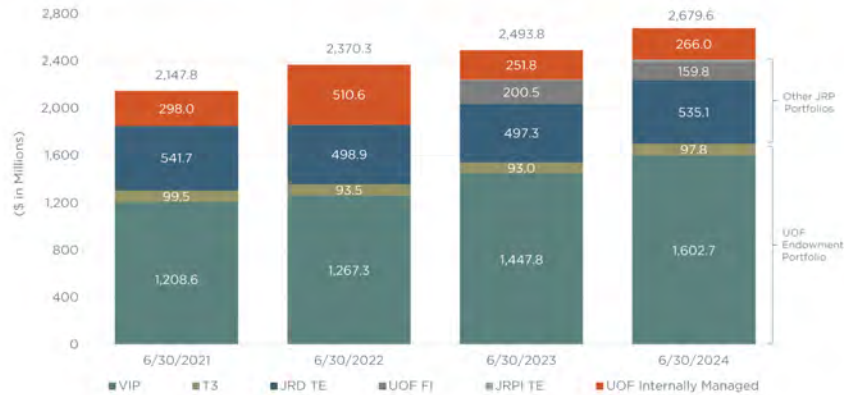
Paul Weinhold, President & CEO



UNIVERSITY OF OREGON FOUNDATION EVOLUTION OF ASSET BALANCES



The UOF Investments Endowment Portfolio includes the VIP and T3 assets



VIP represents the endowment portfolio, formerly known as Willamette Investment Pool "WIP" through 6/30/2021 until Jaspers (now) management buyout and is now called the Villard Investment Pool "VIP". The VIP balances include UOAA Funds. T3 represents University of Oregon assets. JRD TE is an investment by the Knight Family Holding Fund and Short-Term Fixed Income is invested in a liquid short-term fixed income portfolio.

Foundation Endowment Investment Returns

- 1 Year Return: 10.5%
- 3 Year Return: 4.0%
- 5 Year Return: 7.9%
- 10 Year Return: 7.2%
- *Long term objective: Global Portfolio + 2%, net of fees*
- *Global Portfolio 10 Year Return: 5.8%*



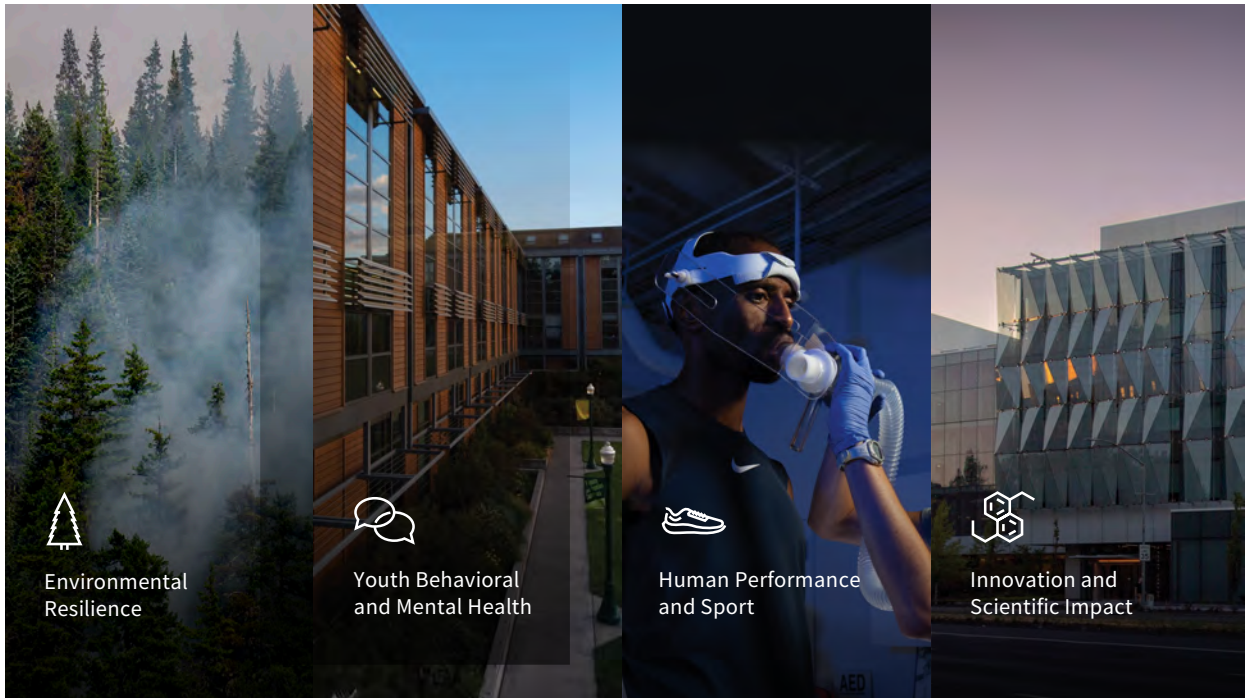
Agenda Item #9

Accelerating the University of Oregon's Impact on the World

**Introduction to KPIs
Research Expenditures
Honors, Awards, Publications and Citations
Societal Impact**

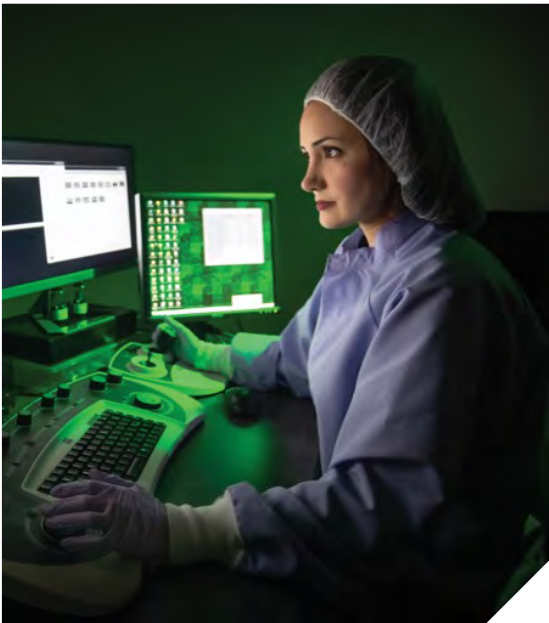
Accelerate the University of Oregon's Impact on the World

Board of Trustees Meeting
Dec. 10, 2024



KPI Recommendations

- Research expenditures
- Honors, awards, publications, and citations
- Societal impact



Research Expenditures

Growing our research enterprise through targeted development and investment



Research Expenditures at UO

Includes all expenditures for R&D activities from our current operating funds that are separately accounted for.

For example: Federal R&D including funds from pass-through institutions, state & local government, business (for-profit), nonprofit, institutional funds (institutionally-financed research, cost sharing, unrecovered indirect costs), other sources such as gifts, funds from foreign sources, etc.

2018	2019	2020	2021	2022	2023
\$111.9M	\$110.7M	\$114.3M	\$139.2M	\$160.5M	\$164.5M



Ongoing Activities to Facilitate Research Growth

SINGLE PI Investment: ~\$200K/year	Junior Faculty Research Award \$3K	Faculty Research Award \$10K	Individual Research Seed Grant \$25K	UO Foundation Trustee Excellence \$50K	<ul style="list-style-type: none"> NIH Academy Research development coaching & feedback External review
				Team Research Seed Grant \$50K	
TEAM SCIENCE Investment: ~\$800K/year					
OVPRI \$ INVESTMENT					PROGRAMMING AND SUPPORT



Success Stories

	Recent Wins	Opportunities: Looking Ahead
SINGLE PI	 <ul style="list-style-type: none"> 2 NIH grants - early career faculty 4 NSF CAREER 5 NEH 	 <p>7 faculty developing R01 proposals in inaugural NIH Academy</p>
TEAM SCIENCE	 <p>Convergence to Accelerate Research on Biological Sequestration (CARBS) \$3M - NSF</p>	 <p>Pending NIH awards</p> <ul style="list-style-type: none"> \$10.4M - Social microbiome research \$11.5M - Mental health intervention access
MULTI-INSTITUTION	 <p>Cascadia Region Earthquake Science Center (CRESCENT) \$15M - NSF</p>	 <p>Mass Timber Innovation Engine \$160M - NSF</p> <ul style="list-style-type: none"> Leverages \$16.6M EDA award



Strategies to Accelerate Research Growth/Expenditures



Expand human and infrastructure capacity

- Continue aggressive faculty hiring strategy
- Recruit mid- to senior-level faculty
- Build infrastructure (Cores) to support increased # of research-active faculty
- Increase sponsored graduate training programs



Diversify institutional funding portfolio

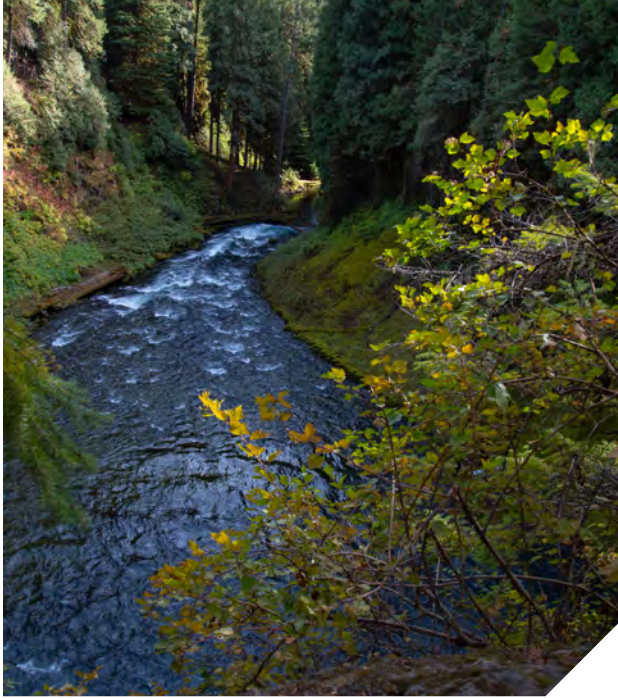
- Leverage new and emerging research strengths
- Develop relationships with federal labs
- Create and amplify stories of research and innovation to attract philanthropic support



Accelerate large center grant submissions

- Build intellectual communities to incubate new interdisciplinary research collaborations
- Strengthen and expand partnerships with funding agencies, industry, foundations, and government





Environmental Resilience

- Convergence to Accelerate Research on Biological Sequestration
- Revolutionizing Ore to Steel Impacts Emissions (ROSIE) program
- Oregon Water Justice Framework Community-Driven Principles and Priorities to Advance Water Justice



Youth Behavioral and Mental Health

- Center for Parenting and Opioids
- Youth Suicide Prevention
- Family Check-Up
- Inclusive Skill-building Learning Approach (ISLA) to reduce exclusionary discipline K-12 settings



 Wu Tsai Human Performance Alliance

A \$220M global initiative launched in July 2021 to transform human health through the science of peak performance

Funds collaborative research in the Knight Campus, Human Physiology, College of Design, Biology, and UO Athletics



Honors, Awards, Publications & Citations





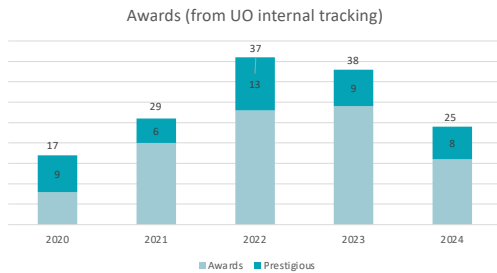
Honors, Awards, Publications & Citations

- Measures of excellence in quality, productivity, and impact
- Academic reputation builders
- Benchmarks for national and international institutional rankings



Honors & Awards

We do well compared to the AAU average in highly prestigious honors and awards

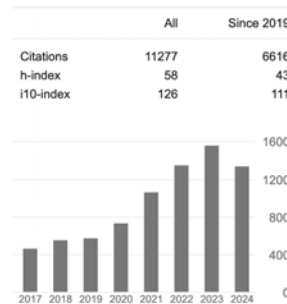


Publications & Citations

Publications: Peer-reviewed journal articles, books, book chapters, conference papers, monographs, etc.

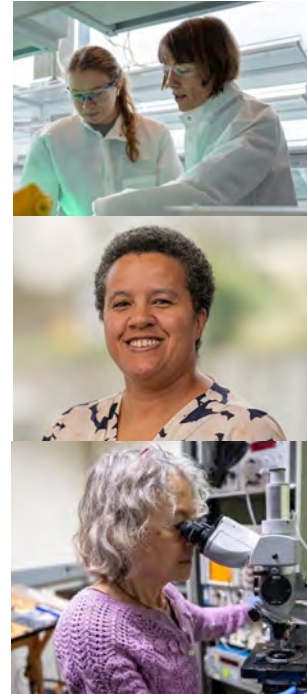
Citations: # times a scholarly work is referenced by other researchers in their own publications, measured through total citations and H-index

UO does well among AAU institutions in books published and less well in citations



UO Excellence in Awards

- **Danielle Benoit**, Lorry Lokey Department Chair of Bioengineering at the Knight Campus, elected to the 2023 class of fellows of the **National Academy of Inventors**.
- **Camisha Russell**, Associate Professor of Philosophy, named a **Mellon Foundation New Directions Fellow**. She is UO's first faculty member to receive this honor.
- **Judith Eisen**, Professor of Biology, elected to the **National Academy of Sciences**, one of the highest honors a scientist can receive.
- **4** National Science Foundation **CAREER award** recipients and **3 Fulbright scholars** in 2024



Societal Impact



Societal Impact

- We aspire to contribute beyond traditional measures of research success to better our community and society
- Challenges in measurement
 - No off-the-shelf, best-practice measure for societal impact
 - Multifaceted concept because societal impact can happen in so many ways
 - Example: lives impacted by our efforts

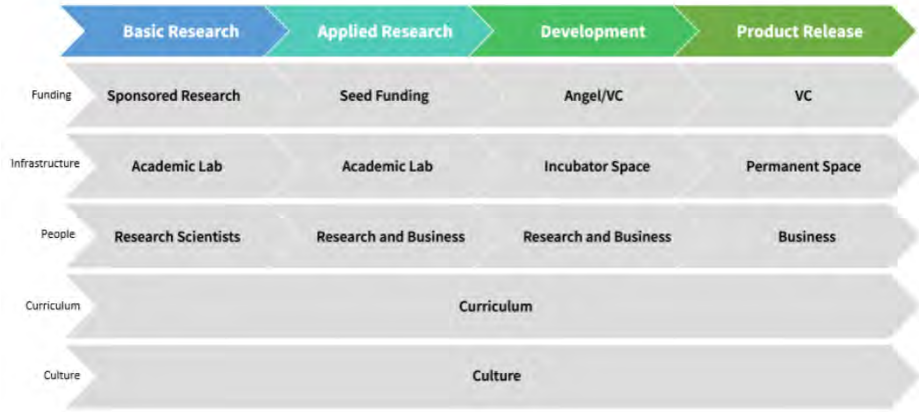


Societal Impact

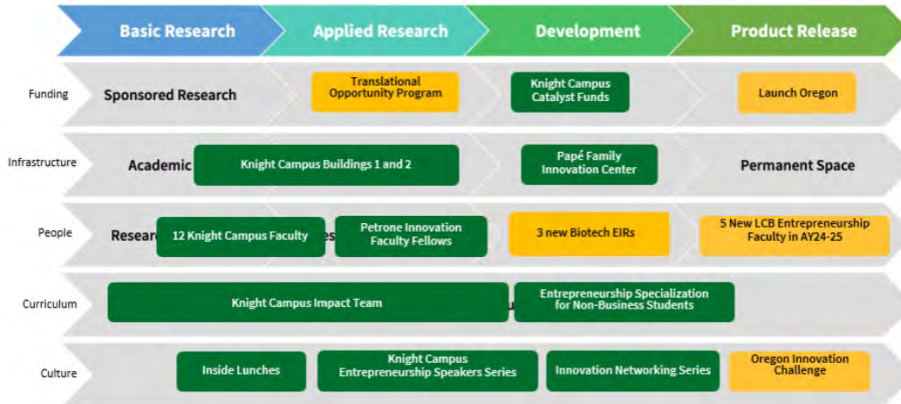
Types of measures we could target and track



Building an Innovation Ecosystem



Building an Innovation Ecosystem



Embracing the Innovation Impact Cycle



Embracing the Innovation Impact Cycle



Prof Paul Dalton

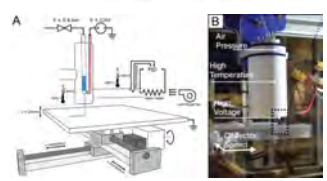
VivoTex, Inc.

RESEARCH ARTICLE

First Advanced Bilayer Scaffolds for Tailored Skin Tissue Engineering Produced via Electrospinning and Melt Electrowriting

Fabien Girard, Caroline Lajoie, Marie Camman, Nicolas Tissot, Florence Berthelot, Práramón, Birancho Tendon, Denise Macalder, Ievgenii Liashenko, Sacha Salemech, Paul D. Dalton, and Mathé Rolland*

LOREAL



Melt Electrowriting

COMMUNICATION

Designing Outside the Box: Unlocking the Geometric Freedom of Melt Electrowriting using Microscale Layer Shifting

Ievgenii Liashenko, Andrei Hirnyavich, and Paul D. Dalton*

ADVANCED MATERIALS

Embracing the Innovation Impact Cycle



Oregon Hazards Lab Designs Portable Wildfire Camera

Dec 20, 2023

DEPLOY



DISCOVER

DEVELOP



Legislative Funding Will Help Expand Wildfire Detection System in Oregon

Mar 29, 2022



Societal Impact

Types of measures we could target and track



Earned media



Start-ups
Licensing revenue



Job creation
State tax contributions



Industry
engagement



Community
engagement



Thank you

