

THURSDAY, DECEMBER 3, 2015

PUBLIC MEETING – FORD ALUMNI CENTER, GIUSTINA BALLROOM (UNLESS OTHERWISE NOTED)

**8:00 am (other times approximate) – Convene Public Meeting**

1. **Roundtable Discussions with Students on Race-Related Issues** (Bean, East Conference Room)  
President Schill has invited a group of students, in coordination from staff in CMAE, to participate in small group conversations about their experiences at the UO and current issues and events.

*Public Meeting Recesses and Reconvenes in Giustina Ballroom (approximately 9:00 am)*

- Roll call, verification of quorum

2. **Approval of Minutes from September 2015 Meeting** (Action)

3. **Public Comment**

Those wishing to provide comment must sign up advance and review the public comment guidelines either online (<http://trustees.uoregon.edu/meetings>) or at the check-in table at the meeting.

4. **President's Report**

5. **Resolutions from Committee**

--Seconded Motion from ASAC: Student conduct code – repeal of outdated IMD and consolidation of policies (pending December 2 committee action)

--Seconded Motion from FFC: Repeal of SBHE policy #9 (pending December 2 committee action)

--Seconded Motion from FFC: Approval of Bean Hall renovation project (pending December 2 committee action)

--Seconded Motion from FFC: Naming of certain university facilities (pending December 2 committee action)

*Break*

6. **Government Affairs Updates**

**6.1 State Affairs:** AVP for State and Community Affairs Hans Bernard will provide trustees with an update on state affairs, including an overview of the University of Oregon's priorities for the 2016 legislative session.

**6.2 Federal Affairs:** AVP for Federal Affairs Betsy Boyd will provide an update on federal government legislation and agency activities relating to higher education and the University of Oregon.

*Public Meeting Recessed***12:30 pm Small Group Lunches with Faculty***Public Meeting Reconvenes*

7. **Tuition guarantee concept – update**, Vice President for Finance and Administration Jamie Moffitt and Vice President for Enrollment Management Roger Thompson

**Meeting Adjourned**



Agenda Item #1: Roundtable discussions  
*There are no materials for this agenda item.*

Agenda Item #2: Approval of September 2015 minutes  
*Draft minutes were sent to trustees for review on November 16.*  
*There are no additional materials for this agenda item.*

Agenda Item #3: Public comment  
*There are no materials for this agenda item.*

Agenda Item #4: President's report  
*There are no materials for this agenda item.*



## Agenda Item #5: Seconded Motions from Committee

- *Student Conduct Code (ASAC)*
- *Repeal of SBHE Policy 9 (FFC)*
- *Naming of Facilities (FFC)*
- *Bean Hall Renovation (FFC)*

**Introduction**

In June 2015, the Board of Trustees approved several edits to the Student Conduct Code (UO Policy III.01.01). There are two lingering policies that unfortunately were not addressed at that time and are now before the Board in its December 2015 meeting. One was a UO policy predating July 1, 2014, and the other was an Oregon University System (OUS) internal management directive (IMD) inherited on that date. Both are now outdated and unnecessary. Each is described below; they are attached as exhibits to the resolution.

**UO Policy 5.00.02 (Exhibit A to the resolution)**

UO Policy 5.00.02 (old naming convention) was originally established in 1973 and last updated in 2010. It is now outdated and inconsistent with existing law and policy. The president recommends its repeal, a position supported by general counsel, the provost, the division of student life, and the ASUO.

The policy relates entirely to the Student Conduct Code, which is now consolidated as UO Policy III.01.01. (Prior to independent governance, the Code existed as a series of individual Oregon Administrative Rules (OAR) promulgated by the State Board of Higher Education.) There is nothing in 5.00.02 that must be replaced with any new or additional language. As articulated in the “whereas” clauses of the resolution, Oregon Revised Statutes and new UO policy outline the roles and responsibilities relating to the administration and development of the Code, which was the primary purpose of 5.00.02. Citations within 5.00.02 are no longer applicable or – in the case of OAR Chapter 571 – in existence.

**OUS IMD 1.130 (Exhibit B to the resolution)**

The UO assumed a series of IMDs<sup>1</sup> from the Oregon State Board of Higher Education and the Office of the Chancellor. One such IMD (1.130) relates to the student conduct code. This IMD outlines the responsibility for student conduct and discipline as a role of the institutional president. This IMD is no longer necessary given that all such authority is now vested in the institution by law. Thus, the president recommends its repeal.

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<sup>1</sup> IMDs are management policies adopted by the former State Board of Higher Education, which transitioned to the UO as policy by operation of law on July 1, 2014. Many are detailed and look much more like procedures; many (as with the one referenced here) are simply instructions to universities; but others are required language per state and/or federal law. A full review of the applicability and necessity of all inherited IMDs is part of the overarching policy review process underway. As reviewed, those which are necessary to keep as UO policy will be updated and given a new policy number in accordance with the UO policy library conventions.

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

### **Seconded Motion: Repeal of Outdated Policies Relating to Student Conduct**

Whereas, the University of Oregon (UO) community benefits from having a clear and well-organized body of policy, especially as it pertains to expectations and guidelines regarding student conduct;

Whereas, having outdated and unnecessary policies in the Policy Library only adds to potential confusion;

Whereas, clear articulation of the role of the Board of Trustees (Board), the administration, students and the faculty with respect to student conduct is important and already exists in Oregon Revised Statutes (ORS), the UO's Policy on the Retention and Delegation of Authority (RDA), and the Student Conduct Code;

Whereas, Oregon law stipulates that the Board is responsible for "policies and practices relating to...student conduct" (ORS 352.107(q)) and that the "president and professors constitute the faculty and as such have the immediate government and discipline of a university with a governing board and the students therein, except as otherwise provided by law or action of the governing board" (ORS 352.146);

Whereas, the RDA references ORS 352.146, and further stipulates that the "Board has the authority to establish written standards of student conduct in consultation with the President, faculty and students" (UO Policy I.01.01 § 1.5) and that, "[s]ubject to Board action, the President is responsible for development and administration of University policies and rules governing the role of students and their conduct," taking into account the views of students, faculty, and others (UO Policy I.01.01 § 3.5);

Whereas UO Policy 5.00.02, attached hereto as Exhibit A, existed prior to the governance transition and is now in conflict with superseding UO policy and contains outdated statutory and administrative rule references;

Whereas, the UO inherited Internal Management Directive (IMD) 1.130, attached hereto as Exhibit B, from the Oregon State Board of Higher Education on July 1, 2014, and IMD 1.130 is no longer necessary or applicable as its content is governed by state law and prior delegations of authority; and,

Whereas, the Academic and Student Affairs Committee has referred this matter to the full Board as a seconded motion, recommending passage;

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby RESOLVES that UO Policy 5.00.02 and IMD 1.130 be repealed effective immediately.

*--Vote recorded on following page--*

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

Dated: \_\_\_\_\_ of \_\_\_\_\_, 2015.

Initials: \_\_\_\_\_



**POLICY 05.00.02**  
**STUDENT CONDUCT CODE**

**REASON FOR POLICY**

To describe the intent and identify the location of the full text of institutional policies, rules, and regulations governing the role of students and their conduct at the University of Oregon.

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**ENTITIES AFFECTED BY THIS POLICY**

Students and those responsible for enforcing and administering the Code.

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**WEB SITE ADDRESS FOR THIS POLICY**

<http://policies.uoregon.edu/policy/by/1/05-students/student-conduct-code>

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**RESPONSIBLE OFFICE**

For questions about this policy, please contact the Office of the Dean of Students at 541-345-3215.

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**ENACTMENT & REVISION HISTORY**

10/27/2010 Reviewed and updated  
02/08/2010 Policy number revised from 5.000 to 05.00.02  
10/04/1985 Reviewed and approval recommended by President's Staff  
09/01/1973 Promulgated as OAR 571-21-005 et seq.

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**POLICY**

The University of Oregon has promulgated a Student Conduct Code which contains important regulations, policies, and procedures pertaining to student life. It is intended to inform students and members of the University community who work with them of students' rights and responsibilities during their association with the institution and to provide general guidance for enforcing those regulations and policies essential to the educational and research missions of the University.

Administration of these rules is the responsibility of the faculty (see OPS 352.010) acting independently or in conjunction with the Vice President for Student Affairs or with the Dean of Students and the Director of Student Conduct and Community Standards. All faculty and administrative staff should be familiar with the Student Conduct Code.

The full terms and conditions of the Student Conduct Code are contained in Oregon Administrative Rules Chapter 571, Division 21 - University of Oregon.

[Highlights of the Student Conduct Code](#) are published on the Dean of Students website.

[end]

## **INTERNAL MANAGEMENT DIRECTIVES**

*The University of Oregon assumed management of the following Internal Management Directive from the Oregon State Board of Higher Education and Office of the Chancellor on July 1, 2014.*

### **Authority and Responsibility of Institution Presidents**

#### **1.130      Responsibility for Student Conduct and Discipline**

- (1) The President is responsible for development and administration of institutional policies and rules governing the role of students and their conduct. In carrying out this responsibility, the President shall take into account the views of students, faculty, and others.
- (2) Institutional rules shall establish guidelines for student conduct which set forth prohibited conduct and provide for appropriate disciplinary hearings and sanctions for violations of institutional rules, consistent with standards of procedural fairness.
- (3) The Board recognizes and affirms the importance of active student involvement in the deliberative and decision-making processes.



**Introduction**

When the University of Oregon transitioned to independent governance on July 1, 2014, several State Board of Higher Education (SBHE) policies became university policies by operation of law. As you know, the university is methodically working through hundreds inherited SBHE policies, as well as Oregon Administrative Rules, outdated UO policies, and old state system directives and policies.

Pursuant to the authorities outlined in the Policy on the Retention and Delegation of Authority, most policies will not come before the Board of Trustees for edits or repeal. There are some, however, which are either particularly retained by the Board or which are simply more appropriate for the Board based on subject matter. SBHE Policy #9 is one of the latter.

**Requested Action**

The CFO recommends that SBHE Policy #9 – Budgeted Operations Fund Balances – be repealed by the Board of Trustees. This policy may have been prudent for the Oregon State University System, but with independent governance, the UO’s Board of Trustees now has authority and responsibility for the financial health of the institution. Arbitrary balances established more than a decade ago by the system office are no longer relevant or useful.

The university must engage in financially responsible and prudent planning, but strategic decisions may require shifts in various fund balances. Further, the CFO will continue to provide quarterly financial and treasury reports, and will work with the Finance and Facilities Committee to develop a set of financial metrics which allow university leaders to measure activity and make responsible, strategic decisions about university resources.

Additionally, the Higher Education Coordinating Commission (HECC) has established a set of financial metrics on which the university must report in its annual evaluative process. This policy is not relevant to any of that work.

**Attachments**

- Exhibit A to resolution: SBHE Policy #9 – Budgeted Operations Fund Balances

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

**Seconded Motion: Repeal of Former SBHE Policy #9**

Whereas, the Board of Trustees of the University of Oregon (the “Board”) takes seriously its responsibility to maintain proper and responsible oversight of the university’s financial health and stability and will continue to execute this obligation through routine review and analysis of financial documents and metrics;

Whereas, ORS 352.107 outlines general authorities of a university with a governing board, including the authority to spend available moneys, establish budgets, and performing any other acts required, necessary, or appropriate to accomplish the rights and responsibilities granted to the board;

Whereas, Section 1.1 of the University of Oregon’s Policy on the Retention and Delegation of Authority states that the Board may rescind any policy, standard or directive; and,

Whereas, the University of Oregon inherited several outdated policies from the State Board of Higher Education (SBHE) during the transition to independent governance on July 1, 2014;

Whereas, former SBHE policy #9, “Budgeted Operations Fund Balances”, is one such outdated policy as it pertains to outdated fund balance requirements placed on universities while they were part of the state university system;

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

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby RESOLVES that former SBHE policy, attached hereto as Exhibit A, titled “Budgeted Operations Fund Balances” be repealed, effective immediately.

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

Dated: \_\_\_\_\_ of \_\_\_\_\_, 2015.

Initials: \_\_\_\_\_

Board of Trustees

Seconded Motion: Repeal of SBHE Policy #9 – Budgeted Operations Fund Balances

December 3, 2015

Page 1

## **Budgeted Operations Fund Balances**

### Background:

Responsible fiscal management requires adequate reserves, or fund balances, to mitigate current and future risks. Adequate fund balances are essential to offsetting cyclical variations in revenues and expenditures and to protect against 1) catastrophic events, 2) unforeseen revenue declines and expenditure gaps, 3) unexpected legal obligations, and 4) failures and health/safety/code issues in infrastructure or major business systems.

The focus of this policy is fund balances within the budgeted operations funds, which are the primary operating funds through which all basic instruction and institution administration occur. Budgeted operations funds include state General Funds and Other Funds Limited, made up principally of student tuition and fees and also including educational department sales and services, indirect cost recovery, and other operating revenues.

For the purpose of gauging their relative value, budgeted operations fund balances can be expressed either as a percentage of annual budgeted operating revenues or as operating expenditures sufficient to fund a specified period. The Government Finance Officers Association, for example, recommends that fund balances be maintained at a level that represents 5 to 15 percent of operating revenues, or is sufficient to fund no less than one to two months of operating expenditures.

Obviously, the level of budgeted operations fund balance should be related to the likelihood of need. Given the timing of tuition assessments, revenue cycles at OUS institutions tend to spike quarterly while expenditures remain relatively flat. When combined with the volatility of state funding over the past several biennia—as well as fluctuations in enrollment and tuition dollars—the need to maintain fund balances sufficient to stabilize the operating revenue stream for short periods is clearly imperative. The institutions, for example, are particularly vulnerable to shortfalls in revenue collections during the first quarter of each biennium.

Responsible fiscal policy, then, suggests that the institutions should maintain ending biennial budgeted operations fund balances sufficient to stabilize the operating revenue stream and cover unforeseen contingencies equal to approximately one month's operating expenditures, or about 10 percent of their annual budgeted operations revenues.

At the same time, because of the funding mix of state General Funds and student tuition and fees, any excess balances could be interpreted to represent unwarranted tuition and fee rates. Consequently, ending biennial budgeted operations fund balances should not exceed approximately two months of budgeted operations expenditures, or about 15 percent of annual budgeted operations revenues.

### Fund Balance Defined:

Fund balance is defined as the difference between the assets and liabilities of a fund. Given this definition, fund balance can be described as the available resources of the fund, which can be significantly different than cash balances due to accrual accounting. For instance, at June 30 of each fiscal year, campuses have received payments for summer session tuition and fees. Since summer session activity occurs predominantly in July, these receipts are recorded as a liability (deferred revenue) at June 30 to comport with accounting rules. As a result, cash balances may be higher than fund balances.

As noted above, fund balance is the difference between the assets and liabilities of a fund. Generally Accepted Accounting Principles (GAAP), promulgated by independent standards-setting groups, set forth rules for the proper recording and valuation of assets and liabilities. Each OUS institution is required to follow GAAP. Therefore, fund balance is defined consistently across all OUS institutions.

Budgeted Operations Fund Balances at June 30, 2004:

OREGON UNIVERSITY SYSTEM  
SUMMARY OF OPERATING RESULTS  
EDUCATION AND GENERAL FUNDS (including SWPS)  
For the Year Ended June 30, 2004

(in thousands of dollars)

	EOU	OIT	OSU	PSU	SOU	UO	WOU	CO <sub>1</sub>	Total
2003-04 Beginning Fund Balance	3,900	2,480	28,725	19,790	4,104	18,208	10,282	13,184	100,653
Revenues	24,566	24,972	280,781	154,390	35,621	214,573	33,972	20,566	789,441
Expenditures and Transfers	(24,914)	(24,739)	(270,983)	(151,671)	(36,467)	(214,974)	(34,862)	(21,534)	(780,144)
2003-04 Ending Fund Balance	3,552	2,713	38,523	22,509	3,258	17,807	9,392	12,196	109,950
Est. Comp. Absences Liability Adj.	± (574)	(654)	-	683	(994)	-	149	-	(1,390)
Adjusted 2003-04 Ending Fund Balance	2,978	2,059	38,523	23,192	2,264	17,807	9,541	12,196	108,560
Adjusted EFB as a Percent of Revenues	12%	8%	14%	15%	6%	8%	28%	59%	14%

1: Chancellor's Office ending balance includes operating balances of \$7.9 million, OCECS balance of \$4.1 million, and Capital Support balance of \$0.2 million.

2: Needed to complete transition to recording compensated absences liability based on employee's official station by the end of the biennium.

NOTE: Our annual financial audit is currently underway and may result in adjustments to the amounts presented above.

Institution Fund Balance Commitments Defined

Higher education institutions operate in a fiscal environment and on a business cycle that does not tightly correlate with the biennial budget process. As a result, institution management may make certain internal budgetary commitments against their fund balances. Among other reasons, these internal budgetary commitments are necessary in order to help maintain continuity of programs and provide funds for entrepreneurial activities and/or to provide incentives for certain desired outcomes. Examples of these budgetary commitments include, but are not limited to, commitments to maintain balances for certain departments, commitments to fund certain future actions, or contractual commitments to provide funding for program startup. Generally Accepted Accounting Principles do not call for such commitments to be recorded in the accounting records and, therefore, they do not impact fund balance.

In the event of an emergency these internal budgetary commitments could be funded from future resources (revenue increases or expenditure decreases), modified, or eliminated in order to meet the short-term need. Therefore, internal fund balance commitments support a balance within the policy range, but do not reduce the fund balance.

The Chancellor's Office requested each institution to provide detail of their internal budgetary commitments against their Education and General funds. Staff summarized the institution information in the schedule provided below.

Institution Commitments Against Fund Balance:

OREGON UNIVERSITY SYSTEM  
Schedule of Institutional Commitments Against Fund Balances  
Education and General Funds (Including SVMPs)  
June 30, 2004

(amounts in thousands of dollars)

	EOU	OIT	OSU	PSU	SOU	UO	WOU	CO	Totals
Distance Education Expansion		\$ 354							\$ 354
Faculty, Adjunct			\$ 1,719	\$ 885			\$ 92		2,696
Faculty, Bridge Funding			850						850
Instructional Course Development/Program Support			2,291	236	\$ 402	\$ 9,142			12,071
Student Services Support				480	102		31		613
Renovation and Remodeling of Classrooms/Offices				2,383			1,605		3,988
Engineering Expansion		506		1,000	74				1,580
Library/Equipment/Technology Acquisitions		140	10,216	400	219		877		11,852
Accreditation Needs & Special Studies			672				71		743
Departmental Research			1,044	750		8,665			10,459
Faculty Recruitment, Retention and Development			5,013	6,088					11,101
Research Infrastructure			3,079						3,079
Cost Sharing and Matching Requirements			822		280		98		1,200
Building Maintenance and Upgrades		51	4,854	2,943			1,360	\$ 1,620	10,828
Institutional and Administrative Support Services			658	77	179		25		939
Future Contractual Obligations		210	5,099	2,480	52		2,008	40	9,889
Transition Costs & Fund Shifts to Campuses								3,626	3,626
One-Time and Recurring CO Expenses								2,687	2,687
Enrollment Contingency/Emergency Reserves	\$ 2,978	798	2,206	5,470	956		3,374	4,223	20,005
Total	\$ 2,978	\$ 2,059	\$ 38,523	\$ 23,192	\$ 2,264	\$ 17,807	\$ 9,541	\$ 12,196	\$ 108,560

Budgeted Operations Fund Balances Policy Proposal

OUS institutions shall develop budgets that target an ending biennial budgeted operations fund balance of approximately 10 percent of annual budgeted operations revenues. For purposes of this policy, budgeted operations funds are defined as all funds included in Fund Type 11 (Education and General) in the Oregon University System accounting records. Budget operations fund balances will be monitored as part of the quarterly projections included in the Managerial Reports provided to the Board; and institution presidents shall advise the Board in the event projected or actual ending balances for the biennium either fall below 5 percent or rise above 15 percent of revenues. Included in the information provided by the presidents will be an explanation for the variance and a plan to rebalance the budgeted operations fund balances over time to approximately 10 percent of annual budgeted operations revenues.

-end-

### Introduction

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

### Jane Sanders Stadium

As you know, construction is underway for a new softball facility to replace Howe Field. Oregon Softball has enjoyed tremendous success and the new facility will reflect that success. It will meet NCAA requirements for hosting Division 1 regional and super regional tournaments. Further, it will include permanent seating for 1,500 spectators, indoor practice facilities, and a team building. It will join other Oregon athletic venues as a world-class facility that enhances both the student-athlete and fan experience.

President Schill, in coordination with University Advancement and the Department of Intercollegiate Athletics, formally requests that this new facility carry the name of Jane Sanders. Bob Sanders earned his degree in business administration from UO in 1951 and played football for Len Casanova. His late wife, Jane Sanders, earned her degree in sociology in 1950. The Sanders have generously supported all aspects of the UO athletic department for many years. Mrs. Sanders passed away in June 2013.

Most recently, Mr. Sanders has made gifts totaling \$16 million toward the construction of the softball facility. Accordingly, President Schill recommends to the Board that the facility be named **Jane Sanders Stadium** in recognition of their longtime support of Oregon athletics and this project in particular.

### Willie and Donald Tykeson Hall

Plans are well underway for a new state-of-the-art facility that will formally house the College of Arts and Sciences and the UO Career Center. It will provide much needed classrooms, offices, and collaboration spaces for students and faculty. The “College and Careers Building”, as it has been colloquially referred, was approved by the Board in September 2015.

President Schill, in coordination with University Advancement and the College of Arts and Sciences, formally requests that this new building be named for Willie and Don Tykeson. Mr. Tykeson received his degree in business administration from the UO in 1950. He credits his UO education as fundamental to his long and distinguished career in telecommunications. For more than 20 years the Tykesons have been committed to improving the UO experience for students and faculty as donors, advocates, leaders, and volunteers. They have established an endowment for innovative undergraduate teaching in the College of Arts and Sciences, a named professorship in the Charles H. Lundquist College of Business, and have supported construction projects, scholarships, athletics, and the arts. Mr. Tykeson currently serves as a trustee emeritus of the UO Foundation board and on the Lundquist College of Business Board of Advisors.

Willie and Don Tykeson have made a gift of \$10 million toward the construction of this building. Accordingly, President Schill recommends to the Board that the building be named **Willie and Donald Tykeson Hall** in recognition of their longtime support of the University of Oregon and this project in particular.

## Board of Trustees of the University of Oregon

### Seconded Motion: Naming Certain University Facilities

Whereas, the University of Oregon wishes to recognize Bob and Jane Sanders for their longtime support of Oregon athletics and for Mr. Sanders generous support of the new softball facility in particular;

Whereas, the University of Oregon wishes to recognize Willie and Donald Tykeson for their longtime support of the University and for their generous support of the new college and careers building;

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

Whereas, it is the Board's intention to name facilities in honor of the Sanders' and Tykeson's philanthropic support of specific capital projects for the life of those projects; and,

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

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby RESOLVES to name the new softball facility **Jane Sanders Stadium** and FURTHER RESOLVES to name the new college and careers building **Willie and Donald Tykeson Hall**.

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

Dated: \_\_\_\_\_ of \_\_\_\_\_, 2015.

Initials: \_\_\_\_\_

# BEAN HALL RENOVATION PLAN

[housing.uoregon.edu](http://housing.uoregon.edu)



As the university continues to strengthen AAU membership especially emphasizing investment in graduate students and research, it will also be essential to fortify our stature as a great university by strengthening the undergraduate experience. Top universities and those striving for excellence have, and are, anchoring formative stages of student life in critical core university-owned and operated residential programs.

## RENOVATION DETAILS

Completion of the new, 531-bed residence hall (opening fall 2017) allows us to begin the critically important task of renovating Bean, Hamilton and Walton. We will not only repair and modernize these decades old buildings, they will be converted into Academic Residential Communities which provide the university a very strong return on investment for undergraduate education.

Immediately upon completion and opening of the new residence hall, extensive renovation, repair, and conversion of Bean Hall will begin which includes Academic Residential Communities. The Bean project will be executed in two phases: Bean East: June 2017–August 2018; Bean West: June 2018–August 2019.

## FUNDING

We will be financing \$44 million of the Bean Hall Renovation Project through the Internal Bank; up to \$4 million will be financed through University Housing Building Repair Reserves or carry-forward, if/as needed. Budget analyses reflect we have the financial capacity for these four critical projects:

1. construction of the new residence hall;
2. Bean Hall renovation;
3. Hamilton Hall renovation; and
4. Walton Hall renovation.

The pro-forma budget shows an annual operating debt service coverage ratio (ADSCR) low of 1.01 and a high of 1.23 with an average/aggregated ADSCR of 1.08 over the twelve years of development and renovation, from fiscal year 2016 (FY16) through fiscal year 2027 (FY27). And the Pro-forma budget shows an Annual Cumulative (includes carry-forward) Operating Debt Service Coverage Ratio (CDSCR) low of 1.94 and a high of 2.42 with an average/aggregated CDSCR of 2.13 over the 12-year plan, of course carry-forward balances will change if used to assist finance projects, affecting the CDSCR ratios.

Division of Student Life

University Housing



## BEAN RESIDENCE HALL HIGHLIGHTS

The 161,000-square-foot Bean Hall Renovation (East and West) will provide for 700 beds (up to 3% less than the current 727 beds). It will also allow for a much needed relocation and 17,000-square-foot expansion of the University Housing department offices from Walton Hall to Bean East.

### ROOMS

- Will include resident assistant rooms and two professional staff apartments. (Development of a Resident Faculty/Scholar apartment is under consideration.)
- Student bedrooms will receive new windows, ventilation and heating, flooring, furniture, and paint. Due to the structural systems of the building, the size and shape of the bedrooms will not change.

### COMMUNITY

- There will be approximately 12,000 square feet of Academic Residential Community space.
- Students will have access to study space, social lounges, a kitchen, music rooms, and laundry facilities.

### FACILITY

- The renovation and repair will significantly enhance accessibility and replace the building's major systems which are near or at the end of their functionality, including: plumbing, heating, ventilation, air conditioning for academic spaces and offices, electrical, windows, and roofing.
- The renovation will vastly improve energy efficiency, complying with the University's Advanced Energy Threshold, in the Oregon Model of Sustainable Development within the Campus Plan, and will be 35% more efficient than code.

### CONSTRUCTION

- We will utilize a development manager, architecture firm, and construction manager/general contractor.
- Assuming approval, design will begin approximately January 2016.
- Construction will begin Summer 2017 for Phase One (Bean East) and Summer 2018 for Phase Two (Bean West).
- Construction and commissioning complete: Phase One (Bean East), approximately August 2018; Phase Two (Bean West), approximately August 2019.

Total project cost is \$44–\$48 million. \$40–\$44 million for the residential components and \$4 million for University Housing offices.

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

**Seconded Motion: Approval for Certain Housing Project (Bean Hall Renovation)**

Whereas, the University of Oregon is committed to the continuous improvement of residential life for its students;

Whereas, a critical component of residential life at the University of Oregon are the various facilities that comprise the on-campus community;

Whereas, Bean Residence Hall ("Bean") is now more than 60 years old and is in need of updates and renovations for energy efficiency, technology, residential communities, and general improvements;

Whereas, ORS 352.107(1)(k) grants the University of Oregon the authority to engage in the construction, development, furnishing, equipping, and other actions relating to buildings and structures;

Whereas, University of Oregon policies require approval by the Board of Trustees for a capital project budget that is anticipated to exceed \$5,000,000;

Whereas, the Division of Student Life has developed a two-phased plan for the renovation of Bean, and desires to proceed with the planning, design and construction of that project for completion in 2018 (Phase I) and 2019 (Phase II); and

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

NOW, THEREFORE, the Board of Trustees of the University of Oregon hereby RESOLVES that the president of the university (or his designees) may take all actions necessary and proper to engage in the renovation and modernization of Bean Hall in accordance with the Division of Student Life's housing renovation plan.

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

Dated: \_\_\_\_\_ of \_\_\_\_\_, 2015.

Initials: \_\_\_\_\_



Agenda Item #6.1: State Affairs

*Materials for item #6.1 will be presented at the meeting.*

Agenda Item #6.2: Federal Affairs



Betsy Boyd is the Associate Vice President for Federal Affairs. Betsy joined UO in fall 2000 as the university's federal affairs director. Before that, she worked for Congressman Peter DeFazio (D-OR) from 1986 to 2000, serving twelve years as district director. Betsy also worked in the Oregon Legislature for a regular session as a legislative aide to a Eugene member.

Betsy represents the university to the American Association of Universities (AAU) Council on Federal Relations (2000-present) and American Public and Land-grant Universities (APLU) Council on Government Affairs (2000-present). As the UO representative to these strategy groups, Betsy participates frequently in conference calls, meetings, calls to action, and strategy planning sessions. She coordinates UO's engagement with the Science Coalition, the LEARN Coalition, and the Ad Hoc Tax Coalition.

Betsy studied at the UO and UO Honors College. She graduated cum laude and Phi Beta Kappa with a BA in political science from UO. While at UO, she spent her junior year in Poitiers, France studying through the OUS exchange program. She also earned a Master's degree in political science (politics and public policy) from Rutgers University and was a Harold Martin Fellow (highest merit scholarship) at Rutgers' Eagleton Institute of Politics.

At the University of Oregon, Betsy has contributed as a member of many project teams and search committees. She has been a member of the Distinguished Service Awards Committee (2009-present), Oregon Quarterly editorial board (2009-present), and an ex-officio member of the UOAA Board of Directors. She has also served as co-chair of the UO Advancement/University Relations Diversity Committee (2005-2012), a member of the UO Office of Institutional Equity and Diversity's Innovations in Diversity and Academic Excellence review committee (2006-2012), the administration representative to the Eugene 08 (USATF Olympic Trials) Steering Committee (2006-2008), chair of the TrackTown/USATF Olympic Trials 2012 government relations team, and the UO representative to the Springfield Chamber of Commerce Board of Directors (2004-2006). She was given a certificate of appreciation by the city of Eugene at the January 2015 State of the City and community recognition ceremony for "outstanding contributions to the community" as a member of the Regional Prosperity Economic Development Summit team.

Betsy has deep ties to the Eugene-Springfield community. Her community service includes: the Eugene school district Equity Committee (2014-present); the Eugene school district Budget Committee (2003-2014); the Eugene 4J Schools Thought Leaders-Sustainable Budget Forum (2010, 2011); and Governor's Transportation Electrification Council (Kulongoski appointee, 2010-2011).

Her community service also included the Relief Nursery Board of Directors, the Lane County Commission on Children and Families (commissioner appointee), Lane Transit District budget committee, and volunteer with her children's schools and activities including Girl Scouts.

Last updated: November 9, 2015

### **Introduction**

As of November 16, 2015 (when this report was submitted), Congress had not passed a federal budget for FY16 even though the federal fiscal year began October 1. A continuing resolution (CR) assures continuity of operations until December 11, 2015. Congress cleared the way for the federal budget to be completed by passing the Bipartisan Budget Act of 2015 and alleviating sequestration for FY2016 and FY2017.

The Bipartisan Budget Act of 2015, which was signed into law on November 2, enables Congress to restart the budget process. This agreement also extended the nation's debt limit until March 2017, allowing the government to pay for existing obligations. The agreement sets overall funding levels for FY 2016 and FY 2017, laying the groundwork for negotiation of final FY 2016 appropriations bills before the current CR expires on December 11.

This law increased discretionary spending by \$80 billion over two years, split evenly between defense and non-defense spending, allowing Congress to allocate about 5% more than it had allowed under the budget caps. This provides greater flexibility for House and Senate appropriators to increase funding for federal science agencies and education programs, including student aid. A number of policy issues remain unresolved that could still prompt a budget showdown.

This written report will review the status of the FY16 budget now pending before Congress as it relates to the University of Oregon, federal student aid and research funding. The report excerpts materials contained in the board packet to aid the reader. Those related materials are listed below.

### **Related Materials**

- *University of Oregon Federal Priorities FY2016 publication* – this publication provides a summary of the University of Oregon's federal budget priorities.
- *AAU-APLU-UO Federal Funding Priorities Status Chart FY13-FY16* – this status chart compares funding levels by fiscal year and process steps.

### **FY 16 Budget Priorities**

**About the federal budget process:** While Congress maintains a two year policy cycle, it typically enacts the federal budget one fiscal year at a time. The University of Oregon's annual budget advocacy begins with the release of the Administration's budget request to Congress in winter. The President is required to submit the annual federal budget on or before the first Monday in February, but Congress regularly grants statutory or informal extensions. The Administration's budget request has come as late as March in recent years. The President recommends spending levels for various programs and agencies of the federal government in the form of budget

authority. Congress must then set a spending blueprint that represents an agreement between the House and Senate about the budget authority to be allocated among budget functions. That process also sets allocations for each appropriations bill and subcommittee.

When working in regular order, the appropriations process assumes that Congress will consider twelve regular appropriations measures annually through the spring and summer. The process assumes that a budget will be finalized no later than September 30, the last day of the federal fiscal year.

Since passage of the Budget Control Act of 2011, there have been limits set in statute on discretionary spending through FY2021 in the categories of both defense and non-defense. If discretionary spending is enacted in excess of the statutory limits, then across-the-board budget reductions will be triggered in a process known as sequestration.

The appropriations bills passed to date were based on the spending authority that assumed the caps would remain in place. Because Congress took action to lift the budget caps, allowing for approximately 5% increase in budget authority, Congress now has the opportunity to reevaluate its FY16 recommendations.

**Next steps needed to complete the FY16 budget:** Since lifting the budget caps and extending the debt ceiling through March 2017, appropriators have restarted the FY16 budget process. Advocates are pressing for the increased revenue flexibility to be used to ease cuts made earlier in the process. For example, coalitions representing more than 500 industry, higher education, and scientific organizations sent a letter to congressional appropriators on November 2 urging them "to make strong investments in America's innovation ecosystem one of your highest priorities by increasing federal research funding by at least 5.2 percent above FY 2015 levels." A 5.2 percent increase referred to in the letter equals the overall increase in FY16 discretionary funding provided by the Bipartisan Budget Act.

### **Student Aid**

Federal financial aid is the single largest source of student aid available to University of Oregon students. The US Department of Education also funds critical student success programs such as TRIO and GEAR UP that support access and completion initiatives.

The Administration and Congress continued to make a priority of Pell grants in the FY16 budget process. The president requested an increase in the maximum Pell award from \$5,830 (FY15) to \$5,915 (FY16 request). Throughout sequestration, federal policymakers have attempted to protect and expand the Pell award, increasing it from \$5,365/year in FY13 (with sequester and rescission) to \$5,830/year in FY15 (Note – the net maximum award to students is \$5,775).

<b>Federal Student Aid</b> (\$1 in millions unless otherwise noted)	<b>FY15 Final</b>	<b>FY16 President's Request</b>	<b>FY16 UO request</b>	<b>FY16 US House action</b>	<b>FY16 Senate action</b>
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**Pell Grant – Max award**

(\$ in thousands) includes  
Mandatory, discretionary  
{max award to individual}

Discretionary Funding

**Student Aid Programs**

Federal Work Study

SEOG<sup>1</sup> grant

GEAR UP<sup>2</sup> programs

TRIO<sup>3</sup> programs

GANN<sup>4</sup>-Graduate Assistance  
in Areas of National Need

\$ 5,830 {5,775}	\$5,915	\$5,915	\$5,915	\$5,915
\$22,475	22,475	22,475	22,105	22,475
2,864	2,884	2,929	2,946	2,796
990	990	990	990	950
733	733	757	733	704
302	302	322	323	302
840	860	860	900	840
29	29	31	25	20

Congress has been less inclined to protect lower cost borrowing for students. The Perkins loan program expired September 30, 2015 despite congressional efforts to continue it. Graduate aid has also seen sharp curtailment in recent years.

The “Distribution of student aid by category” chart shows the importance of federal student aid to University of Oregon students. In 2013-14, more than half of UO students relied on federal student aid, including grants and loans, amounting to \$175.7 million in federal awards. UO students receive twenty-four times more federal aid than state aid. The Pell Grant is a particularly important form of aid to University of Oregon students and a mainstay of the UO Pathway Oregon program.

The chart below (excerpted from the Federal Priorities FY2016 publication) shows the distribution of aid by category to resident and non-resident students in FY13-14.

<sup>1</sup> SEOG is a federal Supplemental Educational Opportunity Grant (SEOG) for undergraduates with exceptional financial need. While Pell funds every eligible student, SEOG funds are limited and eligibility may be determined by meeting early applications for aid.

<sup>2</sup> GEAR-UP stands for “Gaining Early Awareness and Readiness for Undergraduate Programs”. It is an access and success pipeline program intended to increase the number of lower income students who are prepared to enter and succeed in post-secondary education.

<sup>3</sup> TRIO is a federal program that began with Upward Bound in 1964. It is now a suite of eight federal outreach and student success programs, including McNair scholars, aimed at undergraduate student success. It serves lower income students, first generation students and/or students with disabilities.

<sup>4</sup> GANN is an acronym for the Graduate Assistance in Areas of National Need. The program provides fellowships to students with need who plan to pursue the highest possible degree in demonstrated areas of national need.

## Distribution of student aid by category, academic year 2013-14

	Resident Undergraduates		Nonresident Undergraduates		Resident Graduates		Nonresident Graduate		Total	
	#	Paid Amt	#	Paid Amt	#	Paid Amt	#	Paid Amt	#	Paid Amt
Federal aid	7,418	\$81,275,981	2,594	\$56,342,105	733	\$15,895,315	918	\$22,221,751	11,663	\$175,735,152
Pell Grant	4,589	\$18,764,569	825	\$3,257,966	0	\$0	0	\$0	5,414	\$22,022,535
Federal Supplemental Educational Opportunity Grant (FSEOG)	1,451	\$953,125	241	\$159,250	0	\$0	0	\$0	1,692	\$1,112,375
Teacher Education Assistance for College and Higher Education Grant (TEACH)	4	\$12,601	2	\$7,724	20	\$73,489	3	\$7,024	29	\$100,838
Federal Work Study	1,206	\$1,414,802	170	\$189,993	98	\$124,705	122	\$143,755	1,596	\$1,873,255
Federal Direct Loan (subsidized)	5,175	\$21,718,077	1,774	\$7,671,619	0	\$0	0	\$0	6,949	\$29,389,696
Federal Direct Loan (unsubsidized)	5,123	\$21,405,942	2,026	\$6,858,167	711	\$12,566,794	910	\$15,321,191	8,770	\$56,152,094
Federal Perkins Loan	2,165	\$2,445,738	355	\$464,025	0	\$0	0	\$0	2,520	\$2,909,763
Graduate or Professional PLUS Loan	1,338	\$14,561,127	1,357	\$37,733,361	273	\$3,130,327	411	\$6,749,781	3,379	\$62,174,596
State aid	2,949	\$7,280,048	9	\$14,667	22	\$142,085	0	\$0	2,980	\$7,436,800
Institutional aid	5,802	\$20,655,847	2,063	\$13,746,312	288	\$2,003,816	644	\$4,212,014	8,797	\$40,617,989
Other aid	325	\$3,423,167	302	\$7,012,994	34	\$356,189	35	\$477,370	696	\$11,269,720
Total	8,977	\$112,635,043	4,057	\$77,116,078	850	\$18,397,405	1,266	\$26,911,135	15,150	\$235,059,661

Notes: Student residency and level are based on first enrollment of academic year. Students may transition in residency and/or level, which may result in reporting anomalies, e.g., a graduate student receiving funding that is specific to undergraduate students, or a nonresident student receiving funding that is specific to Oregon residents.

\* For students enrolling as first-time freshmen

## Research

While funding for the National Institutes of Health (NIH) has fared well so far under the appropriations process, the National Science Foundation, particularly the geosciences and social, behavioral, and economic sciences directorates, have been targeted for cuts. Title VI international education programs have also been targeted for cuts. UO is an active participant in Title VI programs with two center awards in 2014.

The charts below show a sampling of research accounts that are particularly important to University of Oregon faculty.

Selected Research Programs (\$1 in millions) (Appropriations bill)	FY15 Final	FY16 President's Request	FY16 UO request	FY16 US House action	FY16 Senate action
In'l Education Programs (L/HHS) <sup>5</sup>	\$ 72	76	76	72	47

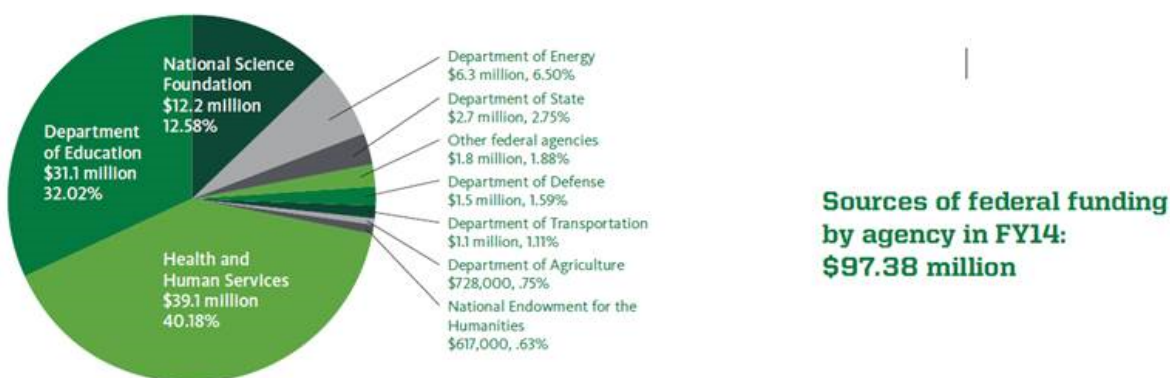
<sup>5</sup> L/HHS refers to the appropriations bill known as Labor, Health and Human Services, Education, and related programs. It is the legislative vehicle that funds the program indicated.



<b>Institute of Education Sciences</b> (L/HHS)	574	676	676	410	563
N'I Ctr for Special Ed Research	54.4	54	54.4	35.98	48
<b>National Institutes of Health</b> (L/HHS)	30,084	31,311	32,000	31,200	32,000
<b>National Science Foundation</b> (CJS) <sup>6</sup>	7,344	7,722	7,722	7,394	7,344
<b>US Department of Energy</b> (Energy/Water <sup>7</sup> )					
Office of Science	5,071	5,340	5,340	5,100	5,144
ARPA-E <sup>8</sup>	251	325	325	280	291
<b>National Endowment for the Humanities</b> (Interior) <sup>9</sup>	146	148	155	146	146

The graphic below is excerpted from the UO Federal Priorities FY16 publication to show the distribution of awards by federal agency to UO faculty.

**In 2013–14**, UO researchers earned \$110.3 million in research grants and contracts, wrote 1,070 research proposals, and received 631 awards (a 66 percent increase).



### Special Oregon opportunities:

In addition to our national coalition priorities of student aid and research, the University of Oregon seeks funding for certain research accounts where UO has unique strength or opportunity. The projects include (1) Earthquake Early Warning system; (2) maintaining funding for the National Center for Special Education Research; and (3) Advanced Wood Products Manufacturing and Design.

<sup>6</sup> The appropriations bill known as Commerce, State and Justice funds the programs indicated.

<sup>7</sup> "Energy and Water" is the appropriations bill that funds programs including the US Dept of Energy.

<sup>8</sup> ARPA-E is the Advanced Research Projects Agency-Energy (ARPA-E) program. It advances high-potential, high-impact energy technologies that are too early for private-sector investment. ARPA-E awardees are unique because they are developing entirely new ways to generate, store, and use energy.

<sup>9</sup> "Interior" refers to the appropriations bill that funds the indicated program.

<b>Special Oregon Opportunities</b> (\$1 in millions) <b>Agency</b> <i>Budget account</i>	<b>FY15 Final</b>	<b>FY16 President's Request</b>	<b>FY16 UO request</b>	<b>FY16 US House action</b>	<b>FY16 Senate action</b>
<b>US Geological Survey (Interior)</b> <i>Earthquake Early Warning</i>	\$ 5.0	\$ 5	\$16.1	\$ 5	\$ 5
<b>Institute of Ed Sciences (L/HHS)</b> <i>N'I Ctr for Special Ed Research</i>	54.4	\$54	\$54.4	\$ 35.98	\$48
<b>Agricultural Research Service (Ag<sup>10</sup>)</b> <i>Forest Product Research</i>	3.05	not noted	\$ 3.5	-	\$ 3.5

### **Conclusion:**

This report provides a snapshot of the federal budget process, UO's FY16 priorities, and the status of those priorities as of November 15, 2015 when the document was submitted. Additional updates will be provided at the full board meeting.

With the continuing resolution set to expire on December 11, Congress must enact appropriations bills, pass an Omnibus, or take action on another continuing resolution in order to keep the federal government operating. There are a number of issues that have set the stage for another cliff hanger.

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<sup>10</sup> The Agriculture appropriations bill is the vehicle that funds the Agricultural Research Service.



# Federal Affairs

December 2015

Presenter: Betsy Boyd,  
Associate Vice President for Federal Affairs

Board of Trustees of the University of Oregon

# AAU / APLU / UO Federal Funding Priorities

Compiled 11/16/2015

(\$ in millions, unless otherwise noted)	FY13 Final w/Sequester & Rescission	FY14 Final	FY15 Final	FY16 President's Request	FY16 House	FY16 Senate	FY16 AAU / APLU Recommendation
Department of Education (L/HI-IS)							
Pell Grant							
Maximum Grant (\$ in thousands; Incl. Mandatory and Discretionary)	\$5,365	\$5,730	\$5,830	\$5,915	\$5,915	\$5,915	\$5,915
Discretionary Funding	\$22,824	\$22,778	\$22,475	\$22,475	\$22,105	\$22,475	\$22,475
Student Aid Programs	NIA	\$2,848	\$2,864	\$2,884	\$2,946	\$2,796	\$2,929
Federal Work Study	NIA	\$975	\$990	\$990	\$990	\$950	\$990
SEOG	NIA	\$733	\$733	\$ 733	\$733	\$704	\$757
GEAR UP	NIA	\$302	\$302	\$302	\$323	\$302	\$322
TRIO	NIA	\$838	\$840	\$860	\$900	\$840	\$860
GAANN - Graduate Assistance in Areas of National Need	NIA	\$29	\$29	\$29	\$25	\$20	\$31
International Education Programs	NIA	\$72	\$72	\$76	\$72	\$47	\$76
ARPA-ED				\$50			\$50
First In the World			\$60	\$200			\$200
Institute of Education Sciences		\$577	\$574	\$676	\$410	\$563	\$676
National Center for Special Education Research (NCSEER)		\$54.4	\$54.4	\$54	\$35.98	\$48	
National Institutes of Health (L/HI-IS)	\$29,151	\$29,926	\$30,084	\$31,311	\$31,200	\$32,000	\$32,000
National Science Foundation (CJS)	\$6,884	\$7,172	\$7,344	\$7,722	\$7,394	\$7,344	\$7,722
NASA(CJS)							
Science	\$4,782	\$5,151	\$5,244	\$5,289	\$5,238	\$5,295	\$5,490
Aeronautics	\$530	\$566	\$651	\$571	\$600	\$525	\$651
Space Technology	\$615	\$576	\$596	\$725	\$625	\$600	\$725
Department of Agriculture (Ag)							
AFRI	\$276	\$316	\$325	\$450	\$335	\$325	\$450
Department of Energy (Energy/Water)							
Office of Science	\$4,621	\$5,071	\$5,071	\$5,340	\$5,100	\$5,144	\$5,340
ARPA-E <sup>1</sup>	\$251	\$280	\$280	\$325	\$280	\$291	\$325
Department of Defense 6.1 Basic Research (Defense)	\$2,103	\$2,167	\$2,278	\$2,089	\$2,101	\$2,318	\$2,432
National Endowment for the Humanities (Interior)	\$139	\$146	\$146	\$148	\$146	\$146	\$155

<sup>1</sup> ARPA-E received \$400 million from ARRA in FY10.

<sup>2</sup> Source: HR 933 FY13 Continuing Resolution. Does not include across the board rescissions required by the bill and sequestration cuts.



## Agenda Item #7

### Tuition Guarantee Concept Update

# Tuition Guarantee Concept Update

Roger Thompson, Vice President for Enrollment Management  
December 3, 2015

## Tuition Guarantee Concept

- ▶ Review of Peers
  - ▶ University of Arizona
  - ▶ University of Colorado Boulder
  - ▶ University of Kansas

## Tuition Guarantee Concept

- ▶ University of Arizona
  - ▶ Program launched in fall 2014
    - ▶ Too early to gauge impact on retention and graduation
  - ▶ All new undergraduates regardless of residency or status upon admission (freshmen and transfer) included
  - ▶ Currently enrolled students may opt-in to the Arizona program
  - ▶ Program guarantees fixed tuition for 8 semesters (4 years)
    - ▶ Semesters 9 and 10 (Year 5) if needed are billed at the rate of the cohort that followed them into the University
    - ▶ Semester 10 and beyond (Year 6) if needed are billed at the current non-guaranteed rate

## Tuition Guarantee Concept

- ▶ University of Arizona (continued)
  - ▶ In year 2, the program expanded to include mandatory fees and some graduate/professional programs that were cohort-based giving predictability of time to graduation.

"From the student perspective, guaranteed tuition is something that makes complete sense. It gives us the peace of mind to know exactly what we will be paying in tuition for four years."

-Morgan Abraham, President of the Associated Students of the University of Arizona, April 3, 2014

## Tuition Guarantee Concept

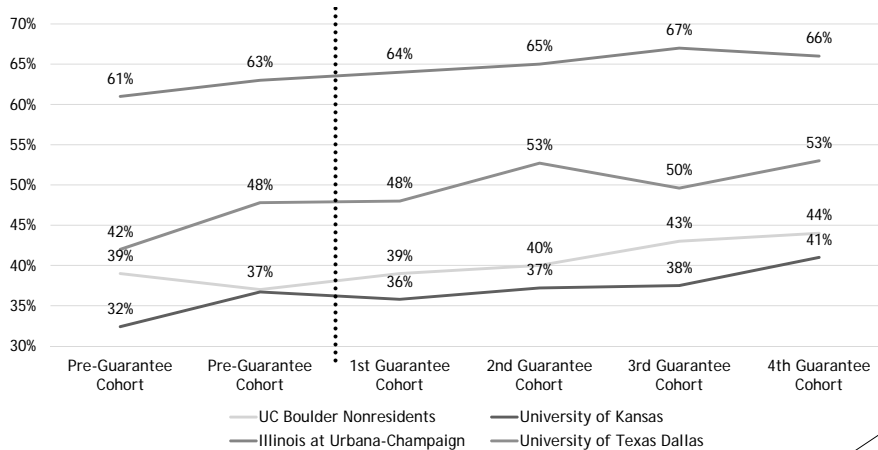
- ▶ University of Colorado Boulder
  - ▶ Began program in fall 2005 for nonresidents only
  - ▶ Participation in the program is mandatory for all undergraduate freshman and transfer students - but applies to nonresidents only.
  - ▶ Nonresident cohorts saw modest increases to graduation rates.

## Tuition Guarantee Concept

- ▶ University of Kansas
  - ▶ Began program in fall 2007
  - ▶ Students may opt-in to program. Initially, student participation was mandatory, but over time changed to opt-in.
  - ▶ Retention rates have been flat during this time.
  - ▶ KU did see some modest increases in graduation rates. However, it is not clear if there is a correlation between their program and this change.
  - ▶ Administrators at KU are unsure on the future of the program due to changes in state funding



## Four-Year Graduation Rate at Institutions with a Tuition Guarantee



University of Kansas first cohort: fall 2007  
 UC Boulder first cohort: fall 2005 - nonresidents only  
 Illinois at Urbana-Champaign first cohort: fall 2004  
 University of Texas Dallas first cohort: fall 2007

## Student Listening Tour

- ▶ Enrollment Management staff attended several student group meetings this fall to discuss the concept.
- ▶ A survey was administered to students during the listening tour.
  - ▶ 84% of students agree the university should move to guaranteed tuition.
  - ▶ 88% of students agree that guaranteed tuition benefits students.
  - ▶ 86% of students agree that if the university guarantees tuition, mandatory fees should also be included.
  - ▶ 33% of students agree that guaranteed tuition would be more expensive for students.

Agree indicates a response of agree or strongly agree. Excludes students who did not respond.

## Student Forums and Advisory Board

- ▶ In addition to the listening tour of student organizations, two student forums were held specifically to discuss the tuition guarantee concept.
- ▶ The concept was also discussed at length with the Enrollment Management Advisory Council which consists of high school principals and guidance directors from 8 states.

## Annual Tuition Increases

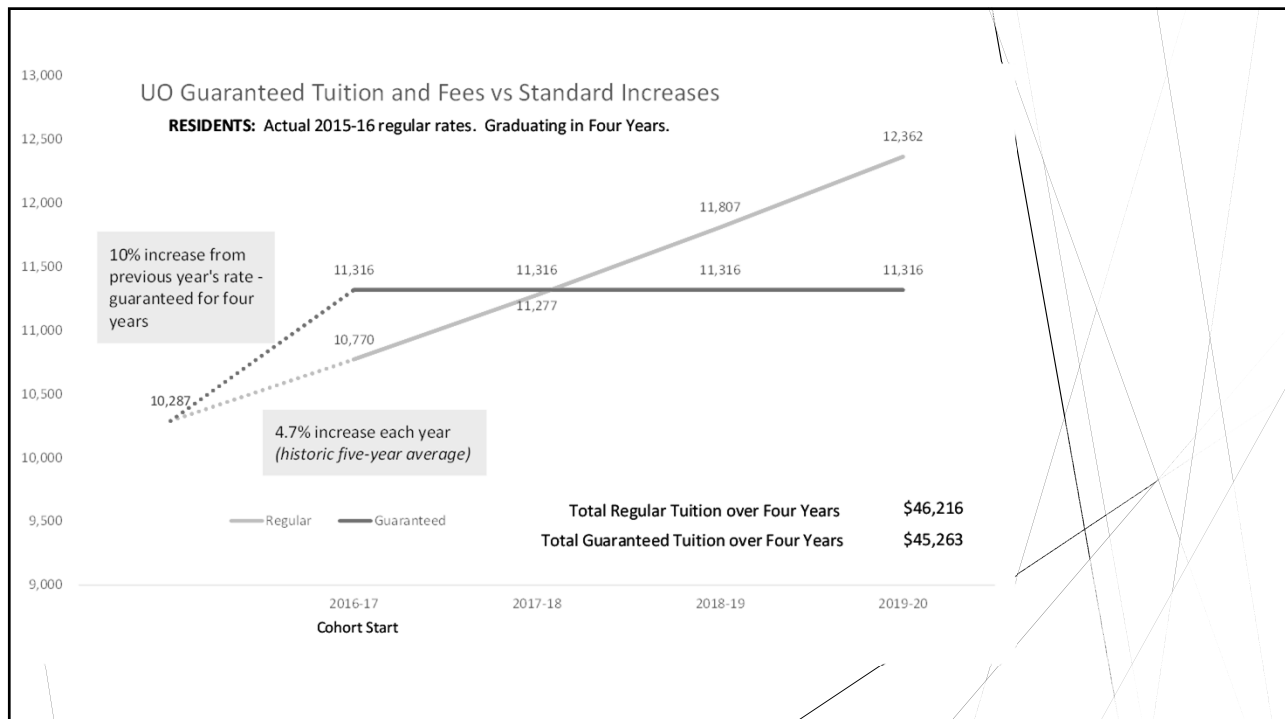
Academic Year	Resident Tuition and Fees	Increase from Previous Year		Nonresident Tuition and Fees	Increase from Previous Year
2005-06	5,805	2.4%		18,201	3.1%
2006-07	5,970	2.8%		18,768	3.1%
2007-08	6,168	3.3%		19,332	3.0%
2008-09	6,435	4.3%		19,992	3.4%
2009-10	7,430	15.5%		23,720	18.6%
2010-11	8,190	10.2%		25,830	8.9%
2011-12	8,789	7.3%		27,653	7.1%
2012-13	9,310	5.9%		28,660	3.6%
2013-14	9,703	4.2%		29,788	3.9%
2014-15	9,918	2.2%		30,888	3.7%
2015-16	10,287	3.7%		32,022	3.7%

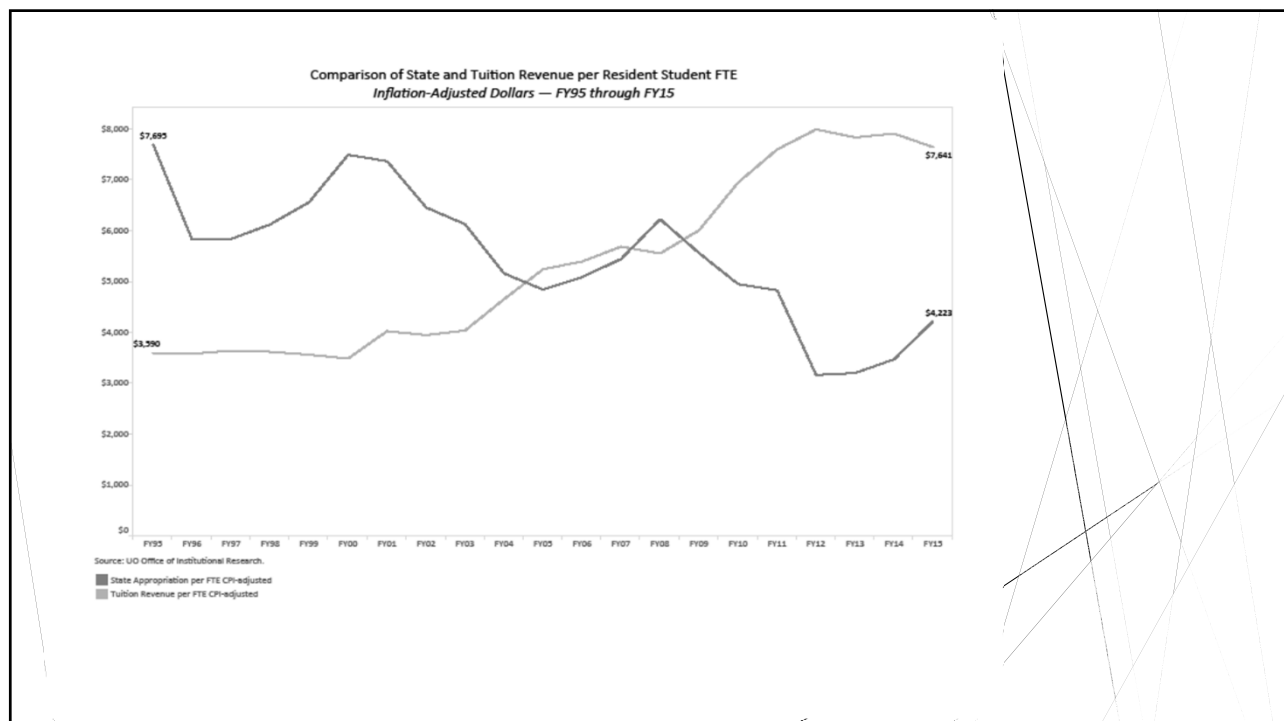
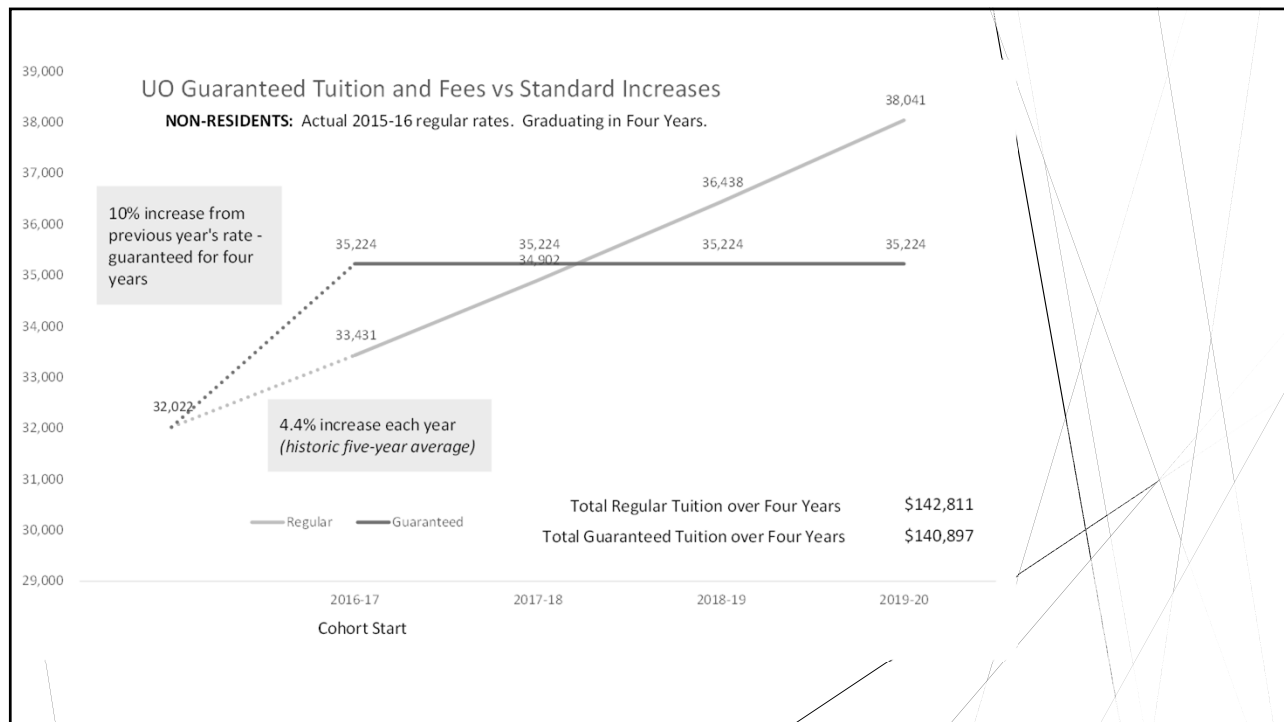
Tuition and Fees at 15 credits per year for three terms.

## Historical Activity

Tuition and Fee Change	Resident		Nonresident
Five-Year average increase	<b>4.7%</b>		<b>4.4%</b>
Ten-Year average increase	<b>6.0%</b>		<b>5.9%</b>
Fifteen-Year average increase	<b>6.9%</b>		<b>5.8%</b>

Tuition and Fees at 15 credits per year for three terms.





FY17 E&G Fund - Major Projected Cost Increases		Notes
Salary Increases for Faculty and Staff	\$7.6 million	Per terms of collective bargaining agreements
Salary Increases for GTFs	TBD	Contract not yet negotiated
Medical Cost increases	\$2.2 million	Estimated based on Dec. 2015 increase and historical increases
Retirement (PERS) Cost increases	---	No change in FY17. Very large rate hike in FY18 (\$6+ million)
Institutional expenses	\$2 million	Debt, rent, insurance, utilities, and assessments
Strategic Investment Funds	\$2 million	Funds allocated by Provost
Investments in IT	TBD	Strategic IT plan and risk assessments in progress
Potential Increases in minimum wage	TBD	Current minimum wage is \$9.25.
Adding Additional Tenure Track Faculty	\$1.5 million	
<b>Total Major Cost Increases</b>	<b>\$15.3 million</b>	<b>Does not include all expected cost increases for FY17</b>

## Tuition Guarantee Concept

► If concept is formally proposed, it could include the following general parameters:

1. All entering undergraduates will enroll at the guaranteed rate of their cohort year.
2. All entering undergraduates will have four years under their guarantee rate with no increases.
3. For year 5, students who do not graduate within four years will be charged the guaranteed rate for the cohort entering the University immediately after them.
4. A formal appellate process will be put in place for students who exceed the allowable years for their guarantee.
5. Mandatory fees will be included in the guarantee.

Questions?



## Written Reports

**MEMORANDUM**

November 17, 2015

**TO:** Angela Wilhelms, Secretary of the University

**FROM:** Randy Sullivan, University Senate President

**RE:** University Senate Written Report for 12/03/2015 Board Meeting

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Once again, I'd like to thank each and every one of you for your service to our university. Your willingness to serve as a trustee demonstrates an outstanding commitment to the excellence of the University of Oregon.

It has been an eventful fall term here on the UO campus. President Schill unveiled his Oregon Commitment to Access and Opportunity initiative to increase access, retention, and graduation rates; the reaction of the campus community has been very positive. Earlier in the quarter, we were all shocked and saddened by the shooting at Umpqua Community College. Our campus's connections to our regional community colleges are deep and many of our students, faculty, and staff have had a hard time coping with the grief and fear that this tragedy evoked. We are all proud, however, of the rapid, supportive response of our administration and professional staff. The events at the University of Missouri also resonated strongly here on the UO campus. A well attended march from the Ford Alumni Center to Johnson Hall and a round of talks between President Schill and campus student leaders have raised awareness of the magnitude of the task we are confronted with as we struggle to achieve justice and safety for our students. Lastly, many of our colleagues were deeply disappointed to hear of the resignation of student Trustee Helena Schlegel in protest from the Board of Trustees. Many of us worked long and hard to ensure that students, faculty, and staff would have an effective voice in the governance of this public university and we are chagrined to learn that that system does not appear to be being honored.

Here are some of the issues that the Senate has been working on this fall:

- We have approved a new summer calendar that will facilitate effective instruction of three-term course sequences so that students who need to take an entire sequence in the summer can stay on track for graduation. (Thanks to the University Registrar, Sue Eveland, for her hard work and collaboration.)
- Our senate passed a resolution in response to the UCC shooting expressing our condolences to the UCC community and our gratitude to President Schill for his "quick and compassionate response." The resolution also charged Immediate Past President Rob Kyr to "pursue effective vehicles for ongoing substantive discussions" with our colleagues on the Oregon Interinstitutional Faculty Senate and the PAC 12 Academic Leadership Coalition "in the process of addressing these crucial matters...."



- We passed an amendment to the bylaws that will allow senators who have to miss a meeting to designate a substitute to act in their place. This should help increase attendance and ensure that all constituencies have adequate representation at meetings.
- At the last meeting, we continued our work on the policy rollover process, repealing several outdated Oregon University System policies.

The senate is currently considering a motion to allow the Faculty Advisory Committee to remain closed and to amend its charge.

On the horizon, the senate will be considering changes to the course repeat policy to increase access to courses and to protect the integrity of the registration process. We will also be looking at Information Technology policies and the IDEAL diversity framework developed by the Office of Equity and Inclusion.

Go Ducks!



## Supplemental Materials



# State Affairs

December 2015

Board of Trustees of the University of Oregon



**To:** University of Oregon Board of Trustees  
**From:** Hans Bernard, Associate Vice President & Libby Batlan, Senior Director, State and Community Affairs  
**Subject:** State and Community Affairs Legislative Agenda and Work Plan  
**Date:** December 3, 2015

## INTRODUCTION

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The University of Oregon is now two years into a new governance structure, one year into the public phase of an unprecedented \$2 billion capital campaign, and nearly six months into President Michael H. Schill's administration.

The president and trustees have clearly articulated UO's two primary objectives: 1) Ensure student access and opportunity, and 2) Relentlessly pursue academic excellence.

State and Community Affairs' (SCA) objective is to advance these priorities with elected and public officials. It will do so by 1) Increasing state support and capital funding for UO; 2) Minimizing unnecessary control over university operations; 3) Using UO's network of alumni advocates and supporters to exert pressure on policymakers and opinion leaders; and 4) Significantly improving UO's influence as a premier research institution and economic driver for Oregon and its citizens.

For the foreseeable future, SCA's primary goals with legislative and statewide officials are to increase its share of unencumbered state support and to vigorously defend against regulatory or governance encroachment by individuals or agencies.

## SHORT TERM ADVOCACY OBJECTIVES: 2016

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UO will use the 35-day 2016 session beginning February 1<sup>st</sup> to pass targeted policy and budget measures necessary for both short and long-term financing and capital needs.

### **1. Increase state funding above the current 2015-17 biennial appropriation of \$700 million.**

Though the \$700 million biennial appropriation is an 18% increase for the UO, it is still far short of the goal of \$755 million and not enough to meet demand. The additional funding has enabled UO to cover cost increases and make strategic investments in access initiatives for Oregon students and targeted faculty hiring. SCA staff is working with UO leadership and other universities to assess opportunities and develop a proposal for a consolidated 2016 funding request. The deployment of UO's alumni advocate network and other constituencies to lobby for increased funding will play a role in the February session.

### **2. Align the Oregon Constitution with the legislative intent of SB 270 to allow universities to responsibly invest in company stock and equity funds.**

If UO is unable to invest in a prudent and autonomous manner, the opportunity cost is estimated to be as high as \$4 million in unrealized annual earnings. While all of Oregon's universities will see a future benefit from this technical constitutional change, UO is the only institution currently managing funds independent of State Treasury. A more diversified investment strategy will not only decrease risk but will also allow UO to generate new funds without raising tuition or cutting jobs.

**3. Support funding proposals from Governor Kate Brown and TrackTown USA to provide capital and operational funding for renovations of Hayward Field, the International Association of Athletics Federations (IAAF) 2021 World Outdoor Championships, the IAAF 2016 World Indoor Championships, and the 2016 Olympic Trials.**

UO strongly believes these events will be to the economic and cultural benefit of the Eugene-area and the State of Oregon. However, such financial support should not and will not be treated as a trade-off for future academically focused funding. UO continues to be proud to host major track competitions and appreciates funding assistance to ensure these world-class events are executed in a way that is safe and advantageous to the state and its students.

**4. Monitor and evaluate the Higher Education Coordinating Commission (HECC) and other state agencies, boards, and commissions to ensure UO maintains its autonomy and fully realizes its potential under the governance of its Board of Trustees.**

UO appreciates the need for and value of collaborative efforts where appropriate. However, it is crucial that neither coordination nor collaboration turn into a regulatory structure that is as much or more dysfunctional than the former Oregon University System. There is almost no limit to the range of state government's interest and involvement in the everyday workings and the long-term operations of a public university. SCA's role is to inform and engage UO officials and trustees in building and maintaining relationships, which includes providing appropriate and timely information and expertise.

**LONG TERM ADVOCACY OBJECTIVES: 3 – 10 YEARS**

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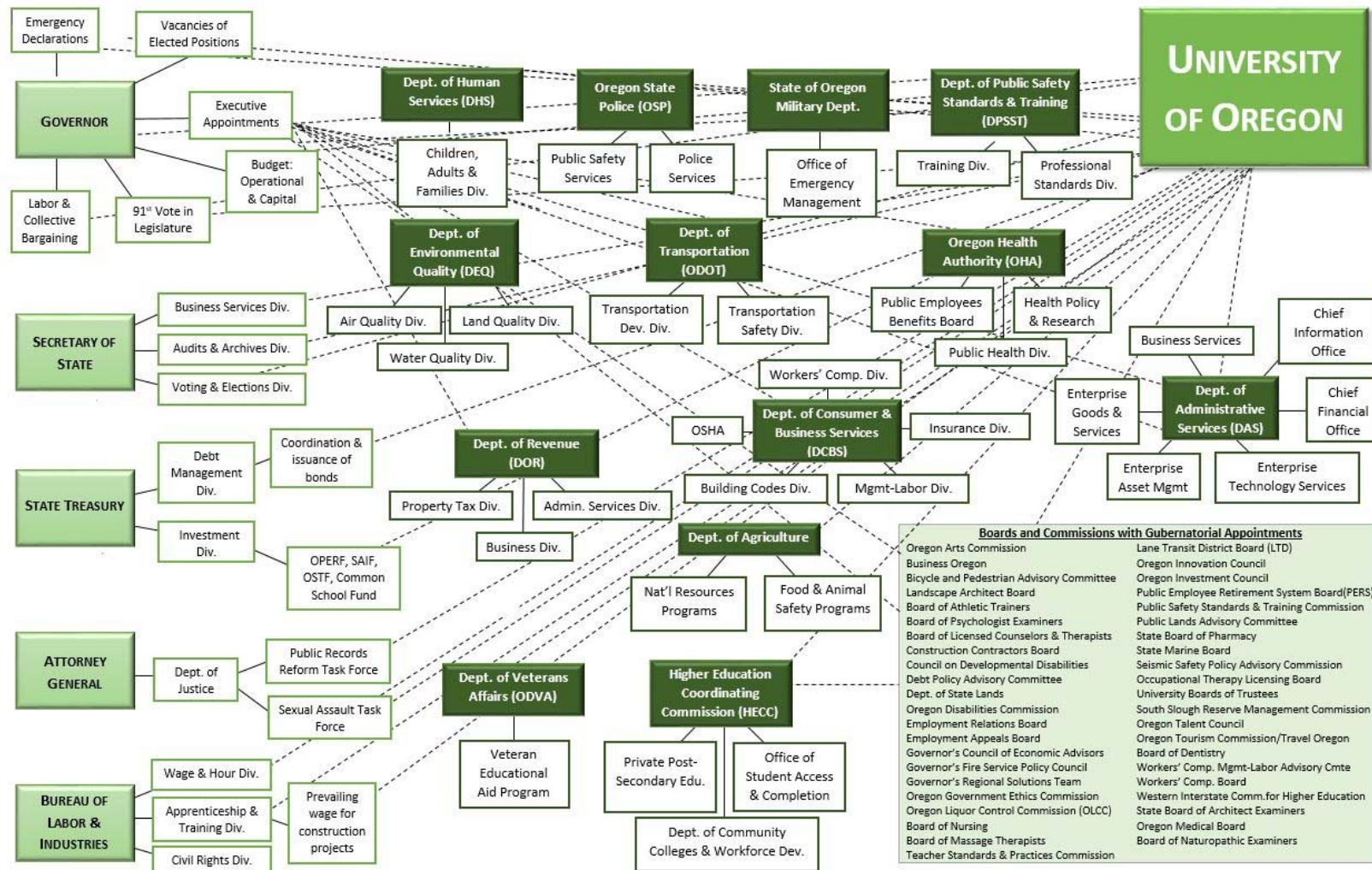
- Increase state investments in higher education by proposing and passing a data-driven, consolidated funding request that substantially exceeds \$700 million.
- Adopt a streamlined long-term capital prioritization process to strategically increase UO's portion of capital construction funds targeted at hiring the best faculty and researchers and delivering an excellent student experience.
- Broaden the focus of state investment in research to include not just commercialization-oriented programs but also basic and applied research.
- Inventory and analyze national trends and policy proposals in other states that could improve funding formulas and students outcomes, or mitigate increased costs.

**CONCLUSION**

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SCA will use every legislative contact, every committee hearing, and every connection with a community leader or reporter or staffer in the months ahead to gain support for UO's 2016 legislative proposals. It will also use those opportunities to lay the groundwork for a larger long-term postsecondary funding proposal for the 2017-19 biennium.

# IMPACT OF THE EXECUTIVE BRANCH ON UO



*\*Disclaimer: This document should be used for illustrative purposes only. It is not exhaustive or final.*

*Source: UO Office of State & Community Affairs*

# University of Oregon Federal Priorities FY2016

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- 1859** The Oregon Admission Acts gave us statehood and the promise to establish a public university
- 1862** Morrill Land Grant Act and 1863 Act of Incorporation of the National Academy of Sciences establish the national commitment to higher education and research
- 1944** GI Bill expands access to higher education
- 1965** Higher Education Act establishes most student aid programs
- Today** Affirm the government-university partnership for education and research

*“Higher education makes an easily demonstrable contribution to individual economic well-being . . . national economic competitiveness; literacy; civic participation; reduced levels of crime, delinquency, and abuse; and engaged personal and family opportunity.”*

—UO President Emeritus Dave Frohnmayer (1940–2015)

April 2015

# FY16 Federal Budget Priorities: **Student Aid**

**Request to Congress:** Keep federal student aid as a national priority with a special focus on the Federal Pell Grant program.

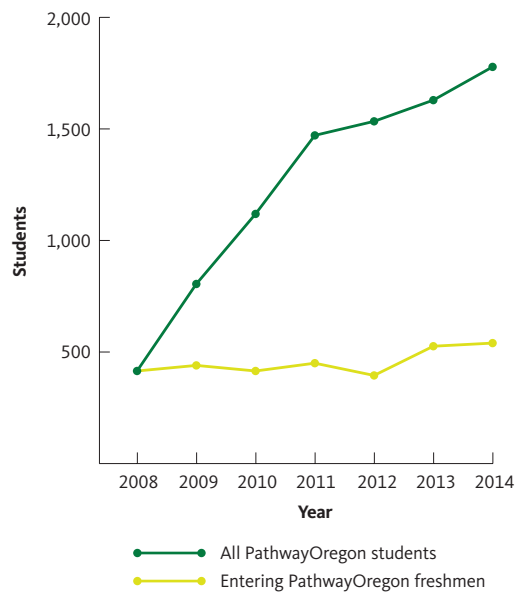
## Program priorities

(\$ in millions unless otherwise noted)

	FY12 final	FY13 CR	FY13 with sequester and rescission	FY14 final	FY15 final	FY16 President's request	FY16 AAU/APLU recommendation
Department of Education (L/HHS)							
Pell Grant							
Maximum grant*	\$5,550	\$5,365	\$5,365	\$5,730	\$5,830	\$5,915	\$5,915
Discretionary funding	\$22,824	\$22,824	\$22,824	\$22,778	\$22,475	\$22,475	\$22,475
Student aid programs	\$2,855	\$2,853	–	\$2,848	\$2,864	\$2,884	\$2,929
Federal Work Study	\$980	\$977	–	\$975	\$990	\$990	\$990
SEOG	\$735	\$735	–	\$733	\$733	\$733	\$757
GEAR UP	\$302	\$302	–	\$302	\$302	\$302	\$322
TRIO	\$840	\$840	–	\$838	\$840	\$860	\$860
Graduate education	\$31	\$31	–	\$29	\$29	\$29	\$31

\* Actual dollar amount, not in millions

## PathwayOregon serves more deserving students every year



## At the UO we use Pell Grants better

**Arne Duncan**, US secretary of education, said so: “I would like to see more institutions of higher ed expanding programs like PathwayOregon. Despite the fact that so many PathwayOregon participants are low-income, first-generation college students, they actually have a higher sophomore retention rate—90 percent—than other students at the university.”

—December 2013

**PathwayOregon** ensures that academically qualified federal Pell Grant eligible Oregonians will have their University of Oregon tuition and fees paid with a combination of federal, state, and university funds. But we go one step further: we combine this aid with advising and support services to help these students succeed.

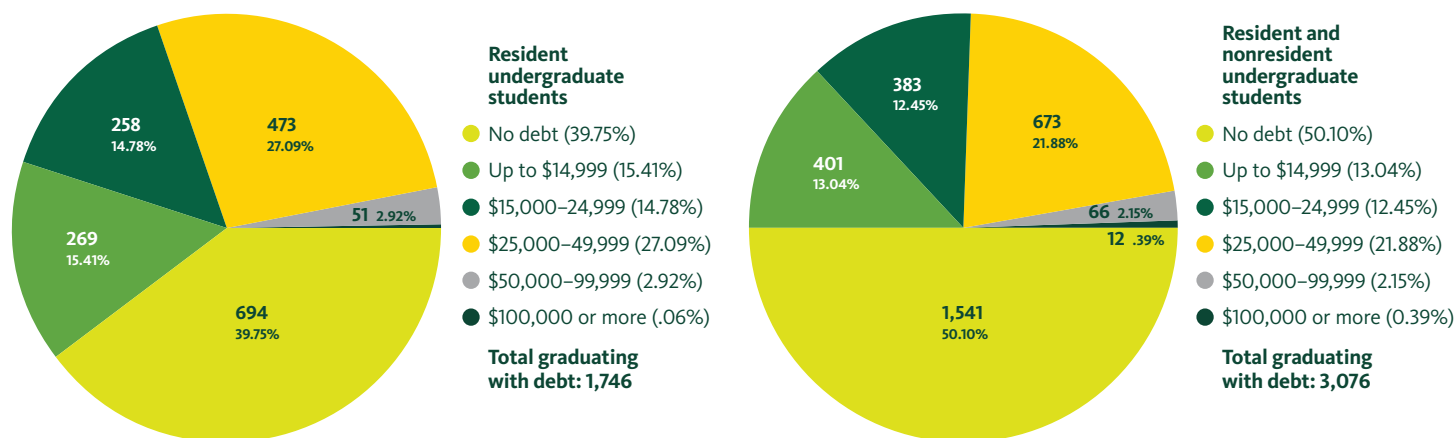
Pell Grant facts	Resident undergraduates	Nonresident undergraduates	All undergraduates
Recipients	4,589	825	5,414
Percent of population	37.6%	8.6%	24.8%
Total amount paid	\$18,764,569	\$3,257,966	\$22,022,535

Academic year 2013–14



# Fast Facts for Policy Makers: Student Aid

## Student debt at graduation, 2013-14\*



Of those graduating with debt, the average amount was \$24,508

## Distribution of student aid by category, academic year 2013-14

	Resident Undergraduate		Nonresident Undergraduate		Resident Graduate		Nonresident Graduate		Total	
	No.	Paid Amt	No.	Paid Amt	No.	Paid Amt	No.	Paid Amt	No.	Paid Amt
Federal aid	7,418	\$81,275,981	2,594	\$56,342,105	733	\$15,895,315	918	\$22,221,751	11,663	\$175,735,152
Pell Grant	4,589	\$18,764,569	825	\$3,257,966	0	\$0	0	\$0	5,414	\$22,022,535
Federal Supplemental Educational Opportunity Grant (FSEOG)	1,451	\$953,125	241	\$159,250	0	\$0	0	\$0	1,692	\$1,112,375
Teacher Education Assistance for College and Higher Education Grant (TEACH)	4	\$12,601	2	\$7,724	20	\$73,489	3	\$7,024	29	\$100,838
Federal Work Study	1,206	\$1,414,802	170	\$189,993	98	\$124,705	122	\$143,755	1,596	\$1,873,255
Federal Direct Loan (subsidized)	5,175	\$21,718,077	1,774	\$7,671,619	0	\$0	0	\$0	6,949	\$29,389,696
Federal Direct Loan (unsubsidized)	5,123	\$21,405,942	2,026	\$6,858,167	711	\$12,566,794	910	\$15,321,191	8,770	\$56,152,094
Federal Perkins Loan	2,165	\$2,445,738	355	\$464,025	0	\$0	0	\$0	2,520	\$2,909,763
Graduate or Professional PLUS Loan	1,338	\$14,561,127	1,357	\$37,733,361	273	\$3,130,327	411	\$6,749,781	3,379	\$62,174,596
State aid	2,949	\$7,280,048	9	\$14,667	22	\$142,085	0	\$0	2,980	\$7,436,800
Institutional aid	5,802	\$20,655,847	2,063	\$13,746,312	288	\$2,003,816	644	\$4,212,014	8,797	\$40,617,989
Other aid	325	\$3,423,167	302	\$7,012,994	34	\$356,189	35	\$477,370	696	\$11,269,720
Total	8,977	\$112,635,043	4,057	\$77,116,078	850	\$18,397,405	1,266	\$26,911,135	15,150	\$235,059,661

Notes: Student residency and level are based on first enrollment of academic year. Students may transition in residency and/or level, which may result in reporting anomalies, e.g., a graduate student receiving funding that is specific to undergraduate students, or a nonresident student receiving funding that is specific to Oregon residents.

\* For students enrolling as first-time freshmen

# FY16 Federal Budget Priorities: **Federal Research**

**Request to Congress:** Close the innovation deficit by maintaining federally sponsored research. University discoveries drive the nation's economy, improve our quality of life, and enhance national security.

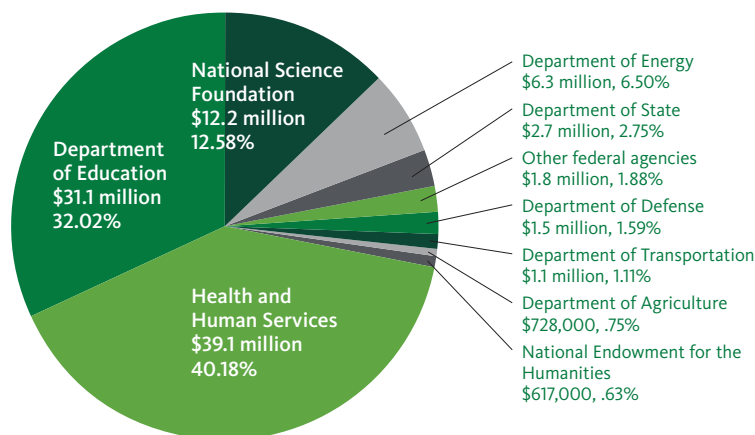
## Program priorities

(\$ in millions)

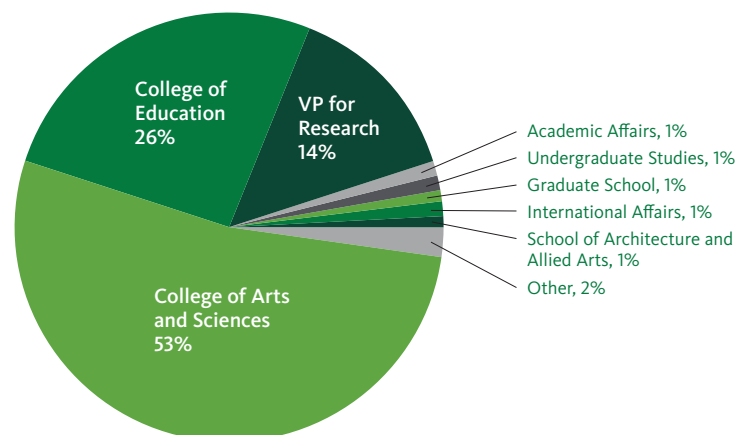
	FY12 final	FY13 <sup>2</sup> CR	FY13 with sequester and rescission	FY14 final	FY15 final	FY16 President's request	FY16 AAU/APLU recommendation
<b>Department of Education (L/HHS)</b>							
International education programs	\$74	\$74	–	\$72	\$72	\$76	\$76
ARPA-ED	–	–	–	–	–	\$50	\$50
First in the World	–	–	–	–	\$60	\$200	\$200
Institute of Education Sciences	\$594	\$597	–	\$577	\$574	\$676	\$676
National Institutes of Health (L/HHS)	\$30,861	\$30,938	\$29,151	\$29,926	\$30,084	\$31,311	\$32,000
National Science Foundation (CJS)	\$7,033	\$7,393	\$6,884	\$7,172	\$7,344	\$7,722	\$7,722
<b>NASA</b>							
Science	\$5,073	\$5,144	\$4,782	\$5,151	\$5,244	\$5,289	\$5,490
Aeronautics	\$569	\$570	\$530	\$566	\$651	\$571	\$651
Space technology	\$574	\$642	\$615	\$576	\$596	\$725	\$725
<b>Department of Agriculture (Ag)</b>							
AFRI	\$265	\$325	\$276	\$316	\$325	\$450	\$450
<b>Department of Energy (Energy/Water)</b>							
Office of Science	\$4,874	\$4,876	\$4,621	\$5,071	\$5,071	\$5,340	\$5,340
ARPA-E <sup>1</sup>	\$275	\$265	\$251	\$280	\$280	\$325	\$325
Department of Defense 6.1 basic research	\$2,010	\$2,130	\$2,103	\$2,167	\$2,278	\$2,089	\$2,432
National Endowment for the Humanities	\$146	\$146	\$139	\$146	\$146	\$148	\$155

<sup>1</sup> ARPA-E received \$400 million from ARRA in FY10. <sup>2</sup> Source: HR 933 FY13 Continuing Resolution. Does not include across-the-board rescissions required by the bill and sequestration cuts.

**In 2013–14**, UO researchers earned \$110.3 million in research grants and contracts, wrote 1,070 research proposals, and received 631 awards (a 66 percent increase).

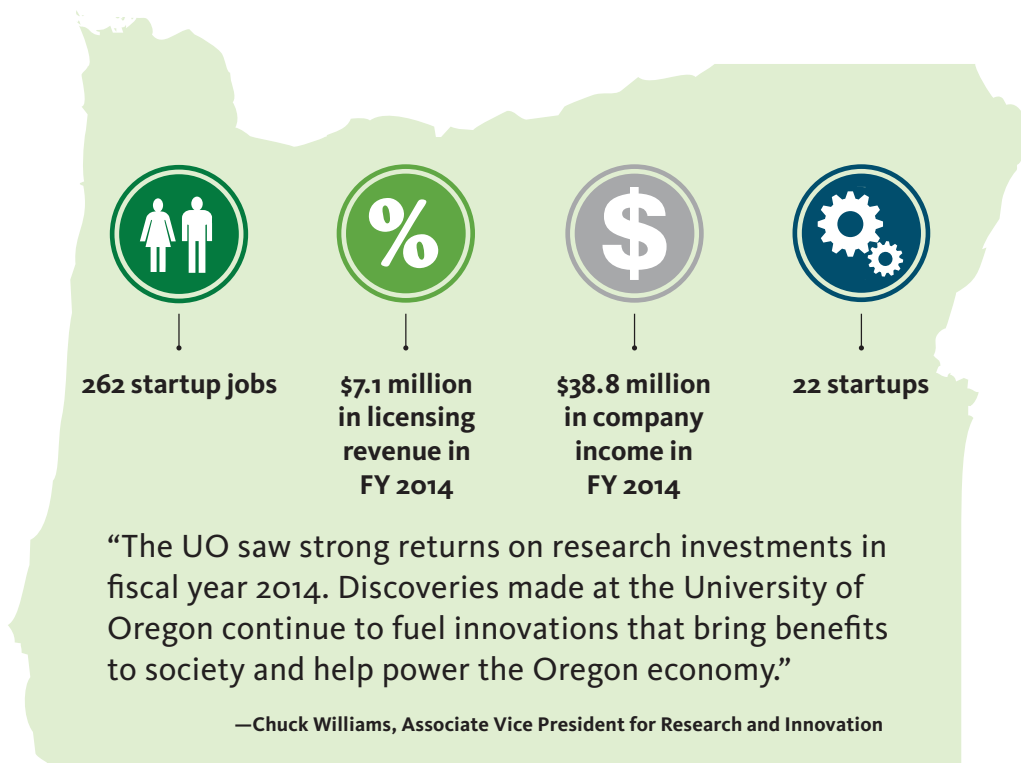


**Sources of federal funding  
by agency in FY14:  
\$97.38 million**



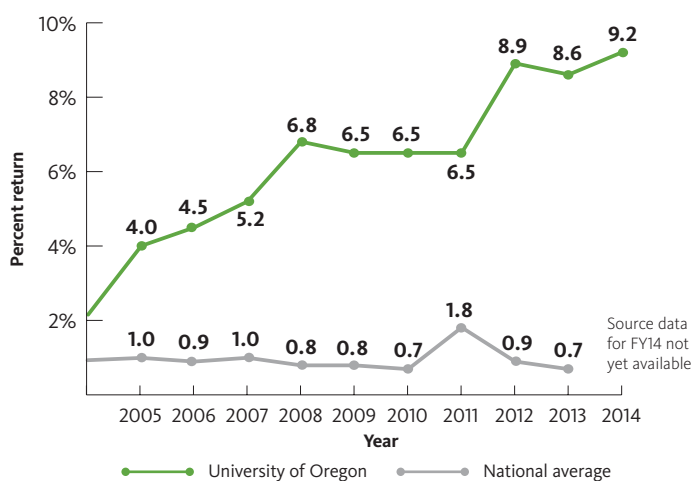
**Awards received by college,  
school or unit FY14**

# Fast Facts for Policy Makers: **Federal Research**

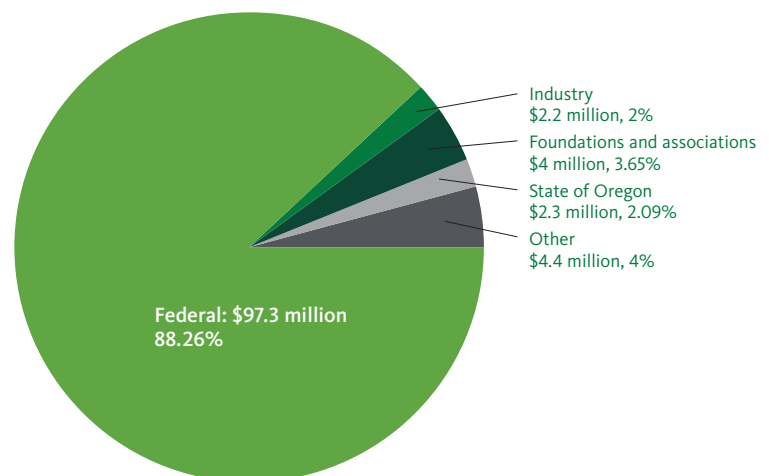


We make our awards count: Return on research through licensing income (licensing income divided by research expenditures) in 2014 was 9.2 percent, putting the university among the top 20 research institutions nationally.

## Return on research through licensing income



The University of Oregon ranks among the top 20 universities in the US for percentage return on research through licensing and innovation.  
Source: UO Office for Research, Innovation, and Graduate Education



**External funds awarded to the UO in FY14: \$110.3 million**

# FY16 Federal Budget Priorities: Opportunities for Oregon

**Request to Congress:** The University of Oregon has identified three programmatic requests that that will advance the university-federal partnership and create opportunity for Oregonians: (1) earthquake early warning; (2) special education research; and (3) advanced wood products manufacturing and design.

## Program priorities

(\$ in millions)	FY15 final	FY16 President's request	FY16 UO request	Report language
US Geological Survey (Interior) Earthquake Early Warning	\$5	\$5	\$16.1	No
Institute of Education Sciences (L/HHS) National Center for Special Education Research	\$54	\$54	\$54	Yes
Agriculture Research Service (Ag) Forest Product Research	\$3.05	not noted	\$3.5	Yes

### Earthquake Early Warning for the west coast (Interior)

Earthquake early warning is the rapid detection of earthquakes as they begin, forecasting the shaking that will follow, and delivery of warning to those in harm's way. In the largest earthquakes, warning time could be up to one minute in California and five minutes in the Pacific Northwest.

Funded by the US Geological Survey (USGS) and a grant from the Gordon and Betty Moore Foundation, UC Berkeley, Caltech, the University of Washington, and the University of Oregon have been developing an earthquake early warning system since 2005. Today a working prototype called ShakeAlert uses the geophysical networks operated by these universities and the USGS. A full public warning system for the west coast costs \$16.1 million per year. We can advance life safety, reduce business losses, and improve emergency response with implementation of an earthquake early warning system.

**Special Education Research (L/HHS)** Over the last five years, the Institute of Education Sciences (IES) budget for special education research conducted through the National Center for Special Education Research (NCSER) has been reduced by about 30 percent, or \$20.5 million. For two years, NCSER did not host grant competitions for special education research. The Institute of Education Sciences must maintain a commitment to special education research by conducting research and training competitions at least annually. The UO seeks report language supporting at least annual research competitions.

Students with intellectual and other disabilities represent about 15 percent of our nation's children. Research to improve instructional outcomes for students with disabilities not only provides evidence-based, research-proven interventions and

practices that benefit children and youth with disabilities but also often contributes significantly to improve the individual, classroom, and school experiences for typically developing students. Through its College of Education, the University of Oregon has been at the forefront of the quest, typically ranking in the top three nationally for federally sponsored education research. The UO has had an enduring impact on all 196 school districts in Oregon, in more than 20,000 school districts, in every state, and in 19 countries, with a special research focus on children with disabilities starting with the establishment of the Clinic for Exceptional Children in 1926.

### Advanced Wood Products Manufacturing and Design (Ag)

Oregon State University (OSU) and the University of Oregon support programmatic funding of \$3.5 million for applied research and testing of wood building components manufactured for commercial projects in domestic and international markets. This initiative features research and educational programs focused on the unique intersection of design, engineering, and construction of buildings and products using innovative wood products, such as cross-laminated timber (CLT), capable of being produced in Oregon.

OSU and the UO launched the National Center for Advanced Wood Products Manufacturing and Design in 2014 through Oregon State's Colleges of Forestry and Engineering and the University of Oregon's School of Architecture and Allied Arts, the nation's top ranked sustainable architecture program. The Governor's budget request included funds for a new state-of-the-art building at OSU that will share space with UO Architecture and Allied Arts faculty in the new Oregon Forest Science Complex in a joint program that integrates architecture, design, engineering, and wood products.

**Tuition & Fee Advisory Board**  
**Historical Increases in Tuition & Fees, 1980 to 2015**

Choose measurement: Tuition & Fees

Choose adjustment: Actual

	Resident		Nonresident	
	Tuition & Fees	Percent Change	Tuition & Fees	Percent Change
1980-81	969		3,282	
1981-82	1,190	22.8%	3,768	14.8%
1982-83	1,380	16.0%	4,005	6.3%
1983-84	1,433	3.8%	4,058	1.3%
1984-85	1,442	0.6%	4,067	0.2%
1985-86	1,487	3.1%	4,190	3.0%
1986-87	1,487	0.0%	4,190	0.0%
1987-88	1,556	4.6%	4,340	3.6%
1988-89	1,604	3.1%	4,472	3.0%
1989-90	1,782	11.1%	5,043	12.8%
1990-91	1,965	10.3%	5,724	13.5%
1991-92	2,598	32.2%	7,008	22.4%
1992-93	2,721	4.7%	7,851	12.0%
1993-94	2,916	7.2%	9,285	18.3%
1994-95	3,258	11.7%	10,770	16.0%
1995-96	3,381	3.8%	11,193	3.9%
1996-97	3,540	4.7%	11,664	4.2%
1997-98	3,648	3.1%	12,099	3.7%
1998-99	3,771	3.4%	12,555	3.8%
1999-00	3,810	1.0%	13,197	5.1%
2000-01	3,819	0.2%	13,839	4.9%
2001-02	4,071	6.6%	14,493	4.7%
2002-03	4,824	18.5%	16,353	12.8%
2003-04	5,039	4.5%	16,938	3.6%
2004-05	5,670	12.5%	17,646	4.2%
2005-06	5,805	2.4%	18,201	3.1%
2006-07	5,970	2.8%	18,768	3.1%
2007-08	6,168	3.3%	19,332	3.0%
2008-09	6,485	5.1%	20,042	3.7%
2009-10	7,430	14.6%	23,720	18.3%
2010-11	8,190	10.2%	25,830	8.9%
2011-12	8,789	7.3%	27,653	7.1%
2012-13	9,310	5.9%	28,660	3.6%
2013-14	9,703	4.2%	29,788	3.9%
2014-15	9,918	2.2%	30,888	3.7%
2015-16	10,289	3.7%	32,024	3.7%

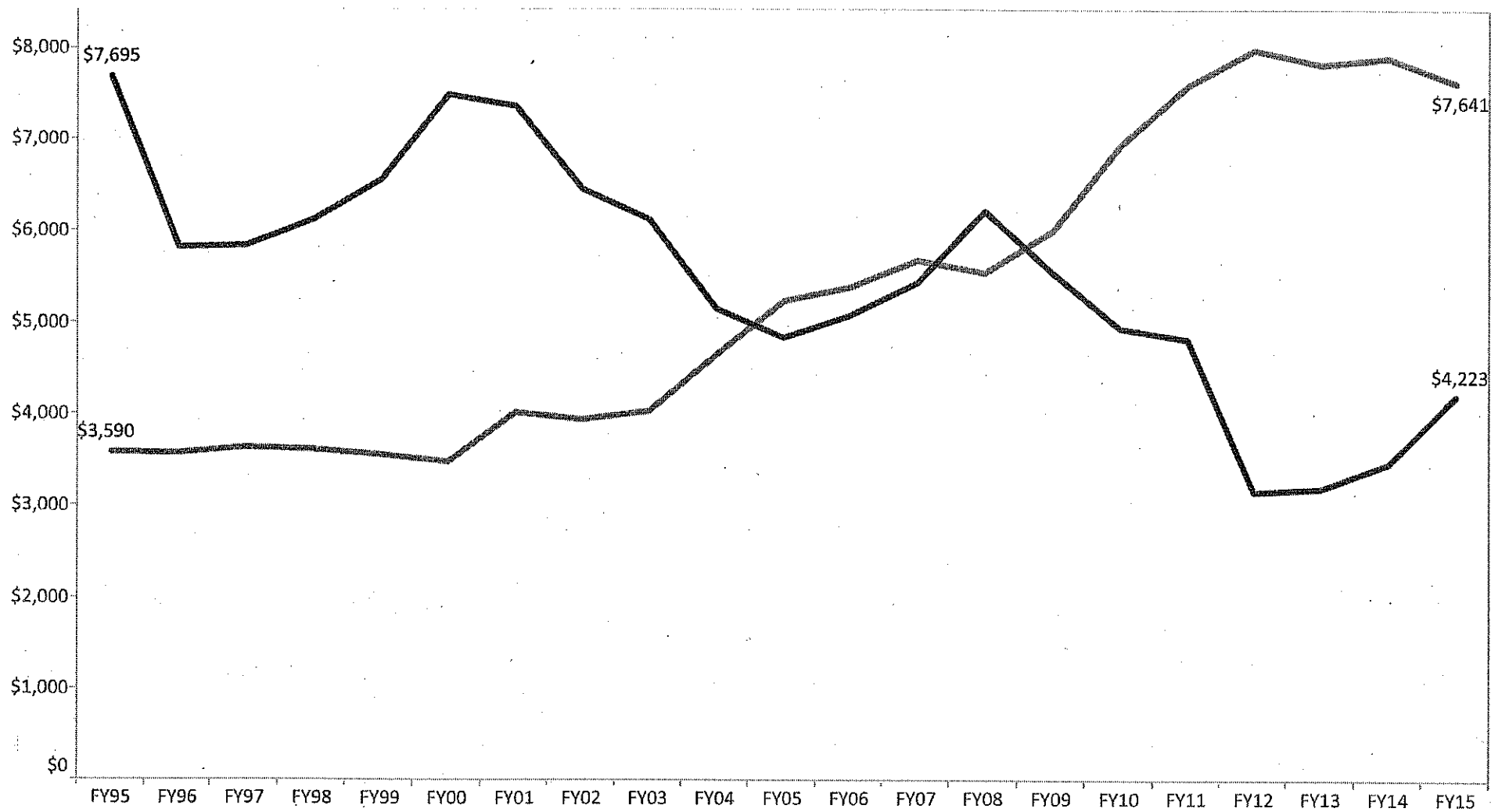
\* 30-year average: 6.8% residents, 7.2% nonresidents

\* 20-year average: 5.8% residents, 5.5% nonresidents

\* 10-year average: 6.0% residents, 5.9% nonresidents

\* 5-year average: 4.7% residents, 4.4% nonresidents

# **Comparison of State and Tuition Revenue per Resident Student FTE** *Inflation-Adjusted Dollars — FY95 through FY15*



Source: UO Office of Institutional Research.

- State Appropriation per FTE CPI-adjusted
- Tuition Revenue per FTE CPI-adjusted

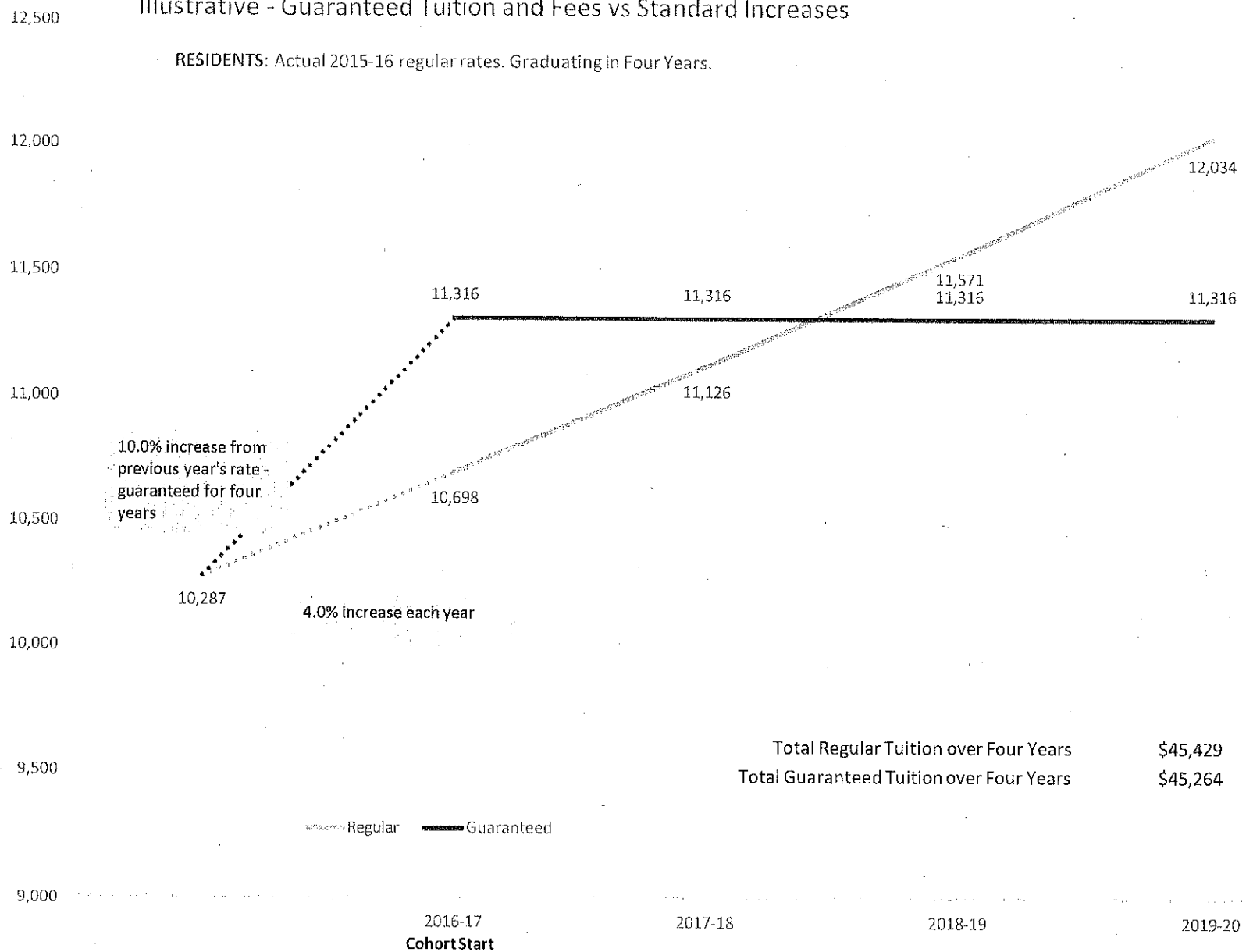
**FY17 Major Projected Costs  
E&G Fund**

**PRELIMINARY**

Cost	Increase	Notes
Salary Increases for Faculty and Staff	\$7.6 million	Per collective bargaining agreements includes annualization of FY16 2.0% COLA for faculty and FY17 0.75% COLA for faculty. Also includes partial year implementation of FY17 2.25% merit pool for faculty. For SEIU clasified staff includes annulaization of FY16 2.25% COLA and partial year implementation of FY17 2.25% COLA. Also included are projections of step increases (4.75%) for approximately 73% of SEIU staff. Projections include salary increases for approximately 5000 employees: 2000 faculty, 1600 SEIU staff and 1400 Officers of Administration (OAs). OA salary packages are assumed to be simliar to faculty increases. GTF salary increases (for approximately 1500 GTFs) are not yet included in this projection as the contract for FY17 has not yet been negotiated)
Salary Increases for GTFs	TBD	FY17 Contract not yet negotiated
Medical Cost increases	\$2.2 million	Projections include annualization of December 2015 3.3% increase in PEBB rates and assumed 5.0% increase in December FY2016. Annual increases over the last 14 years has averaged 5.7% per year.
Retirement (PERS) Cost increases	\$	No change in rates in FY17. Very large hike projected in FY18. Estimated at 15% to 20% for PERS Tier I/II and OPSRP which will be in the range of \$6 million to \$8 million.
Increase Cost - Debt, Rent, Insurance, Utilities, and Assessments	\$2 million	
Strategic Investment Funds	\$2 million	Funds allocated by Provost each year based on recommendations of Budget Advisory Group
Investements in IT	TBD	IT Risk assessment and Strategic IT plan in progress. Significant necessary investments likely.
Potential Increases in minimum wage	TBD	Current minimum wage is \$9.25 per hour. Discussions regarding minimum wage indicate possible increase to as high as \$15 per hour. Estimated impact to UO of over \$1.5 million per year to E&G fund, without addressing resulting compression issues.
Adding Additional Tenure Track Faculty	\$1.5 million	\$1.5 million in recurring funds invested in FY16 for additional tenure track faculty. Additional faculty hires also necessary in FY17.
<b>Total Major Cost Increases</b>	<b>\$15.3 million</b>	Note: this does not include all expected cost increases for FY17 - only major increases currently known. Other areas where cost increases are expected include: (1) GTF salaries, (2) IT Investments, and (3) potential cost increases due to possible changes in minimum wage requirements

# Illustrative - Guaranteed Tuition and Fees vs Standard Increases

RESIDENTS: Actual 2015-16 regular rates. Graduating in Four Years.





# Illustrative - Guaranteed Tuition and Fees vs Standard Increases

NON-RESIDENTS: Actual 2015-16 regular rates. Graduating in Four Years.

