



August 28, 2019

TO: The Board of Trustees of the University of Oregon

FR: Angela Wilhelms, Secretary of the University

RE: Notice of Board Meeting

The Board of Trustees of the University of Oregon will hold meetings on the dates and at the locations set forth below. Topics of the meeting will include: standing reports, consideration of seconded motions from September 5 and 6 committee meetings, a report on the Knight Campus for Accelerating Scientific Impact, and an executive session regarding labor negotiations as allowed under Oregon Revised Statutes.

The meeting will occur as follows:

Friday, September 6, 10:30 a.m.

Naito Building (LCB Portland) Room 136 | 109 NW Naito Parkway, Portland

The meeting will be webcast, with a link available at <https://trustees.uoregon.edu/meetings>.

Sign language for the deaf or hard of hearing should be requested at least 48 hours in advance of the posted meeting time by contacting Jennifer LaBelle at (541) 346-3166 or emailing trustees@uoregon.edu. Please specify the sign language preference.

BOARD OF TRUSTEES

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

An equal-opportunity, affirmative-action institution committed to cultural diversity and compliance with the Americans with Disabilities Act

**Board of Trustees
Meeting Agenda | September 6, 2019 | 10:30 AM
Naito Building Room 136**

Convene

- Call to order, verification of quorum
- Approval of May 2019 minutes (Action)
- Public comment

1. ASUO and University Senate Reports

- ASUO President Sabinna Pierre
- University Senate President Elizabeth Skowron

2. President's Report

3. Resolutions from Committee (pending September 6 committee action)

- Seconded Motion from FFC: Black Cultural Center Naming
- Seconded Motion from FFC: University Housing Project
- Seconded Motion from FFC: Oregon Acoustics Research Laboratory
- Seconded Motion from FFC: FY20 Expenditure Authorizations

4. Knight Campus Semi-Annual Report: Bob Guldberg, Vice President and Executive Director of the Knight Campus

5. Executive Session Regarding Collective Bargaining: Missy Matella, Senior Director of Employee and Labor Relations; Peter Fehrs, Associate 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

Agenda Item #1

University Senate Report

*The ASUO report was not received
by the publication deadline.*

Senate Report to the Board of Trustees: September 2019

Thank you for the time to talk to you today in my role as 2019-20 University Senate President. I am pleased to introduce you to my colleague Professor Elliot Berkman, who was elected to serve as the Senate Vice-President / President-Elect this year. We have been working this summer to prepare for the upcoming academic year, recruiting faculty, officers of administration, staff, and students to serve on a variety of university committees, often in consultation with members of the administration and unit heads where relevant to achieve broad representation and engage new individuals in shared governance.

As you know from my reports to the Board as Senate Vice-President last year, my primary goals for the year focus on expanding the number of individuals who are getting involved in University Senate business and the essential work of its committees. We will work this year with the Deans of the Graduate School and Undergraduate Education, the Undergraduate and Graduate Councils, the Academic Council, the Provost's office, and schools and colleges to provide effective oversight on academic matters, maintaining high standards for educational quality and student-learning outcomes. This requires effective working relationships between Faculty, Senate, and the Administration that rely on open communication, constructive brainstorming, openness to new perspectives, collaborative decision-making, and the wherewithal to deliver on outcomes. We are holding regular meetings with President Mike Schill and our new Provost Patrick Phillips, and we look forward to working with them in the coming year. We have only recently begun to outreach to you, members of the Board of Trustees, to introduce ourselves, answer questions, and learn more about your vision for the University of Oregon. We hope to have the opportunity to meet with each of you before the year is out. We have found the conversations enjoyable and informative, and we hope you might as well.

This summer we have also been re-vamping the UO Senate website to improve accessibility and strengthen channels for communication to and from senators and their constituencies. We intend to continue the work of creating better committee structures and connections within the Senate, and between the Senate and Administration. We are also preparing a new Senate orientation and onboarding program for new and returning senators and committee chairs. We have held

meetings with faculty, students, and administrators to discuss issues of importance to them—something we'll continue to do throughout the academic year during our weekly (drop-in) senate office hours.

Some highlights from our agenda for the upcoming academic year: We will undertake review of several proposals for new undergraduate and graduate academic programs, including new online programs, through the respective undergraduate and/or graduate councils and senate this year. We will also be collaborating on development of new policies to enable accelerated undergraduate/graduate (e.g., 4+1, 3+2, 3+3) programs. In each of these efforts, we look forward to working closely with the Provost's office, the Graduate and Undergraduate Councils, Undergraduate Programs and Graduate School Deans, the Committee on Courses, Academic Council, and schools and colleges. We plan to review our university policy on the conduct of proprietary research in partnership with the VPRI's office, and work with the library on open source issues, among other issues. Thank you for your time today. I look forward to updating you more our work at future meetings and am available for your questions.

Respectfully submitted,

Elizabeth A. Skowron, Ph.D.
President, UO Senate
Professor, Department of Psychology
Affiliate Faculty, Center for Translational Neuroscience

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Agenda Item #2

President's Report

There are no materials for this agenda item.

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Agenda Item #3

Seconded Motions from Committees

- Naming of the Black Cultural Center
- Capital Project: Housing Transformation Phase I
- Capital Project: Oregon Acoustics Research Lab
- FY20 Expenditure Authorizations

This resolution will come before the Board as a seconded motion of the Finance Facilities Committee (FFC) pending approval by the FFC on September 6. Below is a brief summary and attached is the resolution. Full supporting documentation is available in the FFC meeting packet.

UO Policy stipulates that the Board of Trustees must approve any naming of a building or outdoor area in recognition of an individual or organization. The UO Black Cultural Center is set to open this fall and the administration wishes to name it in recognition of a deserving individual. A robust process involving a committee and public comment led President Schill to recommend to you that the BCC be officially named the **Lyllie Reynolds-Parker Black Cultural Center**.

In the FFC packet you will find:

- A memo from President Schill to you articulating his recommendation,
- A memo from Vice President for Advancement Mike Andreasen indicating University Advancement's support of this recommendation, and,
- A compendium of *some of the* comments received by the committee or President Schill in support of Ms. Parker being the namesake for the BCC.

**Finance and Facilities Committee
Board of Trustees of the University of Oregon**

Resolution: Naming of the Lyllie Reynolds-Parker Black Cultural Center

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") to name any outdoor area in recognition of an individual or individuals;

Whereas, the University of Oregon wishes to name the soon-to-open Black Cultural Center ("BCC") in honor of a deserving individual;

Whereas, Lyllie B. Parker, a native of Eugene, alumna of the UO, and long-time advisor at the university, is such an individual;

Whereas, as stated by President Schill in an accompanying memo, Ms. Parker "embodies our aspirations for what the BCC will be for our campus and our community";

Whereas, a robust, community-based process led to a resounding endorsement of Ms. Parker as the eponym for this historic and transformative addition to the UO's campus;

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

Now, therefore, the Finance and Facilities Committee hereby refers the following to the Board of Trustees as a seconded motion, recommending passage:

RESOLVED, the Board of Trustees hereby names the new Black Cultural Center the **Lyllie Reynolds-Parker Black Cultural Center**.

Record here if a vote is taken without calling roll: _____

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

Dated: _____ Recorded: _____

This resolution will come before the Board as a seconded motion of the Finance Facilities Committee (FFC) pending approval by the FFC on September 6. Below is a brief summary and attached is the resolution. Full supporting documentation is available in the FFC meeting packet.

The Board of Trustees must approve all capital projects exceeding \$5,000,000 in total cost. University Housing seeks Board approval for Phase I of the “Housing Transformation” project.

The project overall is anticipated to cost approximately \$218-225M and includes the construction of a new residence hall, the tear down and rebuild of Walton Hall, the removal of Hamilton Hall, and the creation of a new greenspace (replacing the one which is the site of the new hall).

Phase I of the project includes the new hall’s construction (referred to as “Building A”) and design and planning costs for the rebuild of Walton Hall. The request for authorization for Phase I sets total project costs at an amount not to exceed \$101M. Funding sources include \$8M in University Housing funds and a loan from the UO’s internal bank. This cash flow for this loan will be generated by the issuance of revenue bonds. The administration anticipates seeking Board approval for these bonds in December. However, because the project relies on this source of funding, trustees are encouraged to contemplate the matter of the bonds as they consider a vote on the project resolution herein.

**Finance and Facilities Committee
Board of Trustees of the University of Oregon**

**Resolution: Authorization for Capital Expenditures for
Phase I of the Housing Transformation Project**

Whereas, University Housing has a robust plan to transform residence halls and available on-campus housing, which includes substantial redevelopment of the area adjacent to Agate Street between 13th and 15th Streets;

Whereas, University Housing wishes to commence Phase I of the project, which includes construction of a new residence hall and design and scoping work for the rebuild of Walton Hall;

Whereas, Phase I has an anticipated project cost of \$101 million, a threshold requiring Board authorization; and,

Whereas, the Policy on Committees authorizes the Finance and Facilities Committee to submit items to the full Board as a seconded motion, recommending passage.

Now, therefore, the Finance and Facilities Committee of the Board of Trustees of the University of Oregon hereby refers to the full Board of Trustees the following:

RESOLVED, the Vice President for Finance and Administration and the Vice President for Student Services and Enrollment Management, or their designee(s), are authorized to execute contracts, expend resources, and engage in work necessary for (i) the construction of a new residence hall and (ii) appropriate early stage design and engineering work regarding the rebuild of Walton Hall and removal of Hamilton Hall. The amount expended on the items authorized herein shall not exceed \$101,000,000 without prior approval by the Board of Trustees.

Record here if a vote is taken without calling roll: _____

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

Dated: _____ Initials: _____



**AUTHORIZATION FOR OREGON ACOUSTICS RESEARCH
LABORATORY CAPITAL PROJECT**
Summary of Requested Action

This resolution will come before the Board as a seconded motion of the Finance Facilities Committee (FFC) pending approval by the FFC on September 6. Below is a brief summary and attached is the resolution. Full supporting documentation is available in the FFC meeting packet.

The Board of Trustees must approve all capital projects exceeding \$5,000,000 in total cost. The administration, on behalf of the College of Design, seeks Board approval for the construction of a new facility: the Oregon Acoustics Research Laboratory (OARL).

The OARL, part of the Tallwood Design Institute, would be used to do acoustic testing for floor-ceiling construction assemblies, develop innovative mass timber assemblies, develop acoustic isolation technologies, and conduct research in human factors comfort and physiology.

The OARL would be made available to third party entities who would pay for use of the facility. Revenue from such third party use will offset the cost of the project and allow the facility to repay its loan to the internal bank.

The current budget is \$7.25-8.75 million. The final price will be determined once a final location is identified and an RFP for built-to-suit contractors is complete. The authorization before the Board at this meeting is for the upper end of this estimate.

The OARL's expected completion is not later than December 2021.

**Finance and Facilities Committee
Board of Trustees of the University of Oregon**

Resolution: Authorization for Capital Expenditures for the Oregon Acoustics Research Laboratory

Whereas, the College of Design and Campus Planning and Facilities Management have developed a plan to construct a new facility, which would be known as the Oregon Acoustics Research Laboratory (OARL);

Whereas, the OARL has received funding from Business Oregon and through a state allocation to the Tallwod Design Institute;

Whereas, the OARL would support and advance scholarship, research and educational opportunities related to the development of and construction with mass timber and other innovative timber-based products;

Whereas, the OARL project would generate revenue from third party usage that will offset costs of construction and allow the project to repay its internal bank loan;

Whereas, the Board of Trustees must approval any capital project reasonably expected to exceed \$5 million in project costs and the budget for the OARL is estimated between \$7.25 million and \$8.75 million;

Whereas, the Policy on Committees authorizes the Finance and Facilities Committee to submit items to the full Board as a seconded motion, recommending passage.

Now, therefore, the Finance and Facilities Committee of the Board of Trustees of the University of Oregon hereby refers to the full Board of Trustees the following:

RESOLVED, the Vice President for Finance and Administration or her designee is authorized to execute contracts, expend resources, and engage in work necessary for the construction of the Oregon Acoustics Research Laboratory with total expenses for the project not to exceed \$8,750,000.

Record here if a vote is taken without calling roll: _____

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

Dated: _____ Initials: _____

This resolution will come before the Board as a seconded motion of the Finance Facilities Committee (FFC) pending approval by the FFC on September 6. Below is a brief summary and attached is the resolution. Full supporting documentation is available in the FFC meeting packet.

The Board of Trustees has the responsibility for approving a budget and related expenditure authorizations for each fiscal year. Normally this would occur at the Board's June meeting to ensure authorizations are established before the beginning of the next fiscal year (FY), which is July 1 of each year.

In May 2019, the Board approved expenditure authorizations for FY2020 that were temporary in nature (simply a continuation of FY19 levels). The temporary authorization was necessary, as it typically is in odd-numbered calendar years, because certain key items were then unknown, primarily the state appropriation to the Public University Support Fund, any legislatively-authorized bonds for capital projects, rates for employee health insurance as set by the Public Employee Benefit Board, and economic terms for new collective bargaining agreements with SEIU Local 503 and the GTFF.

Most of these items have since become known or been resolved, allowing the administration to provide a more accurate request for both operating and capital expenditures.

The agreements with SEIU Local 503 and the GTFF are not yet complete, but the administration has incorporated assumptions into the FY20 budget and does not believe the delta between these assumptions and any final agreements would exceed the CFO's authorized range of expenditure.

**Finance and Facilities Committee
Board of Trustees of the University of Oregon**

Resolution: FY2020 Expenditure Authorizations

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

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

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

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

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

WHEREAS, the Board of Trustees established a temporary expenditure authorization for fiscal year 2020 (FY20) in May 2019 and now intends to approve a final budget and expenditure authorization for the year; and,

WHEREAS, the Finance and Facilities Committee has authority to refer matters to the full Board of Trustees as a seconded motion.

NOW, THEREFORE, the Finance and Facilities Committee of the Board of Trustees of the University of Oregon hereby forwards to the full Board the following as a seconded motion, recommending adoption:

1. RESOLVED, an operating budget in the sum of \$1,132,345,000 is adopted for FY20. During FY20, the Treasurer of the University may expend or authorize the expenditure of this sum plus three percent, subject to applicable law. In the event that such expenditure authority is insufficient, the Treasurer may seek additional expenditure authority from the Board of Trustees or its Executive and Audit Committee.
2. RESOLVED, a capital budget in the sum of \$232,500,000 is adopted for FY20. During FY20, the Treasurer of the University may expend or authorize the expenditure of this sum plus three percent, subject to applicable law. In the event that such expenditure authority is insufficient, the Treasurer may seek additional expenditure authority from the Board of Trustees or its Executive and Audit Committee.
3. RESOLVED, the Treasurer may provide for the further delegation of the authority set forth in paragraphs 1 and 2 as necessary and proper.

Record here if a vote is taken without calling roll: _____

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

Dated: _____ Initials: _____

Agenda Item #4

Semi-Annual Report on the Knight Campus for Accelerating Scientific Impact

Phil & Penny Knight Campus for Accelerating Scientific Impact

Board of Trustees Report
September 2019



Board Meeting 06 September 2019
Meeting Packet 20 of 62



Phil & Penny Knight Campus for Accelerating Scientific Impact

Mission and Vision **Science Advancing Society**

The Knight Campus embodies a new paradigm for pioneering scientific inquiry that accelerates the cycle of translating scientific discoveries into societal impact.

Academic Year 2019

Strategic Plan disseminated and research focal areas identified

Hired four tenure-related faculty

Established Faculty Fellows group and Faculty Affiliation Program

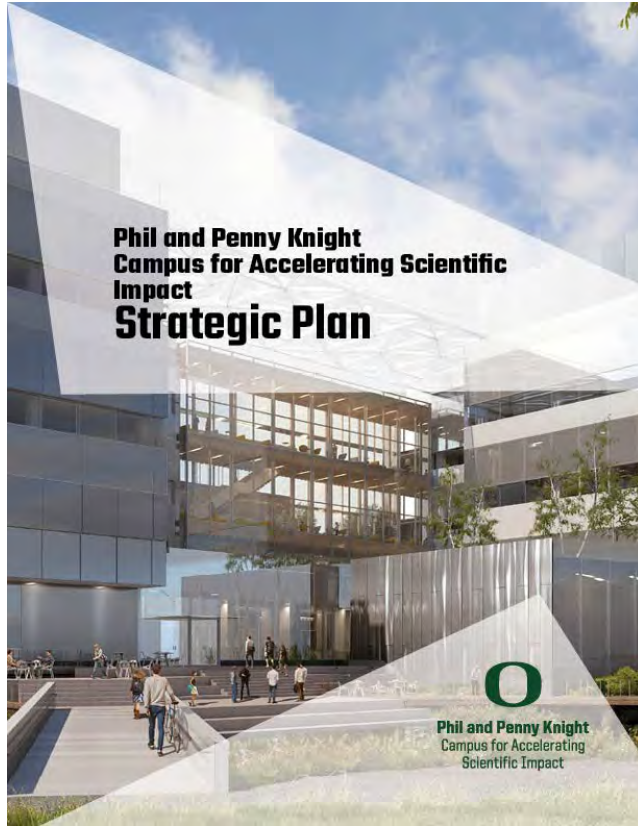
Announced Joint Center for Biomedical Data Science with OHSU

Initiated Knight Campus Undergraduate Scholars Program

Knight Campus Internship Program fully integrated into Knight Campus with highest entry enrollment since inception

Building project remains on budget and on time for June 2020 move-in

Strategic Plan – Our Priorities



CATALYZE Impactful Convergent Research Collaborations

ACCELERATE the Innovation Cycle and Engage Industry

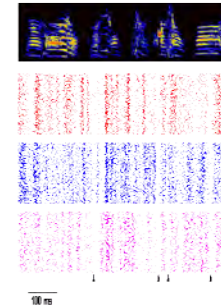
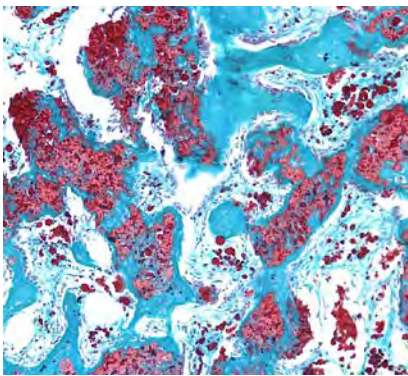
TRAIN the Next Generation of Engaged Scientists

COMMUNICATE Science Creatively and Effectively

CULTIVATE a Diverse and Inclusive Community

Strategic Plan and Research Focus Areas

- Bioengineering
- Materials for Biological Applications
- Precision Medicine Technologies
- Predicting Complex Biological Systems
- Synthetic Biology/Molecular Engineering



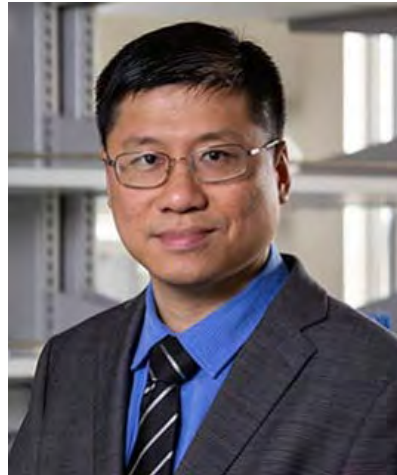
Incoming Knight Campus Faculty



Tim Gardner

*Robert and Leona DeArmond
Chair Neuroengineering*

**Focal Area: Neuro-
Engineering**



Keat Ghee Ong

*Professor
Biomedical Engineering*

**Focal Area: Biomedical
Devices and Sensors**



Marian Hettiaratchi

*Assistant Professor
Biomedical Engineering*

**Focal Area: Regenerative
Medicine**



Calin Plesa

*Assistant Professor
Biochemistry*

**Focal Area: Synthetic and
Molecular Biology**



Faculty Fellows



Bill Cresko

*Professor of Biology,
Founding Director UO
Data Science
Initiative*



Vickie DeRose

*Professor of Chemistry
and Biochemistry*



Karen Guillemin

*Professor of Biology,
Founding Director of
Microbial Ecology and
Theory of Animals
Center for Systems
Biology*



Mike Hahn

*Associate Professor of
Human Physiology,
Director of Bowerman
Sports Science Clinic*



Darren Johnson

*Professor of Chemistry
and Biochemistry,
Director of Materials
Science Institute*



Annie Zemper

*Assistant Professor of
Biology*

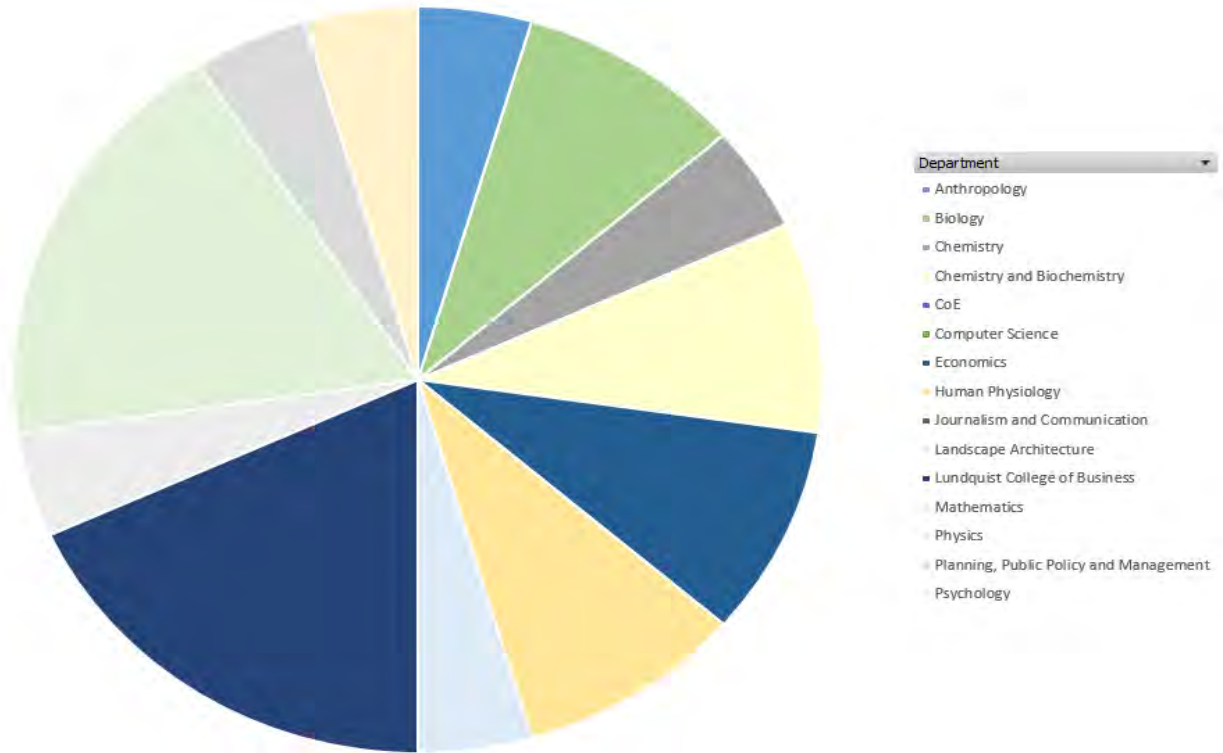
Affiliate and Associate Faculty

15 Associates

KC Associates are tenure-related faculty and faculty in the research professor classification with primary appointments outside the Knight Campus who are integrally involved with Knight Campus activities and programs.

22 Affiliates

KC Affiliates are UO faculty of all ranks with a primary appointment outside of the KC who conduct research or teaching related to focus areas within the KC and would like to be kept abreast of activities and programs offered by the Knight Campus.



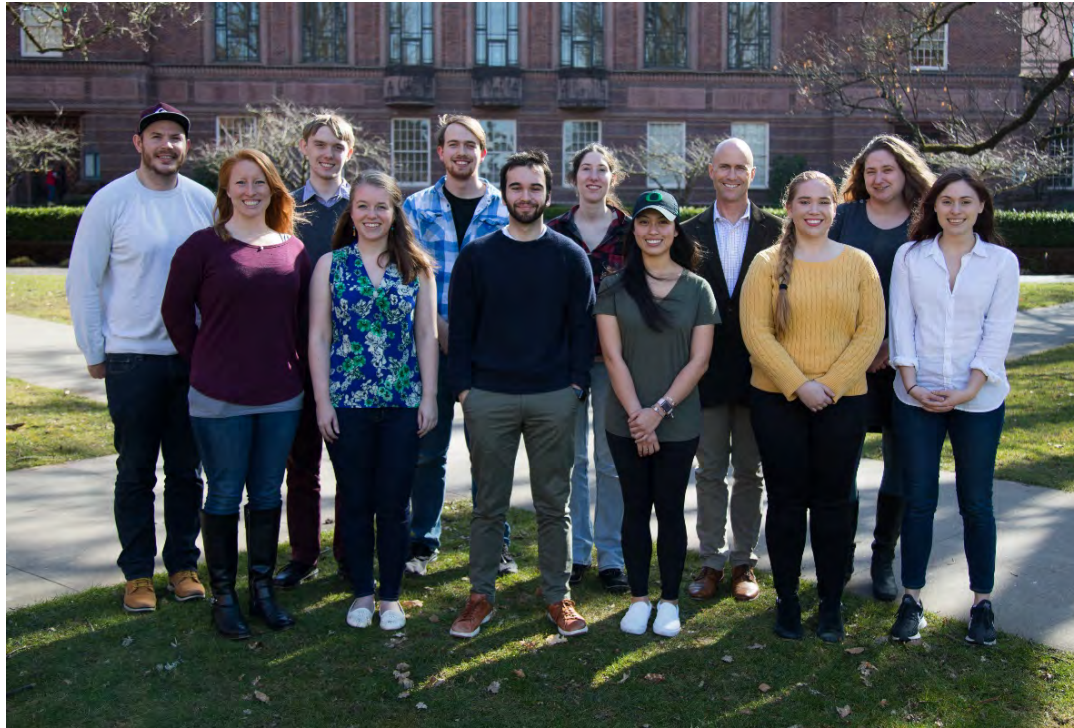
Partnership in Biomedical Data Science

In June 2019, UO and OHSU announced a “**Knight-to-Knight**” collaborative effort – the **Center for Biomedical Data Science**.

We also envision a dual-shield graduate program between the **Knight Campus** and the **Knight Cancer Institute** that will bring big data science training and capability to both institutions, with initial focus on applications in cancer and understanding cell behavior in health and disease.



Knight Campus Undergraduate Scholars



An immersive research experience for an undergraduate cohort for a full year in a Knight Campus-affiliated lab, with career development programming began in January, 2019.

The first cohort of six pairs is sponsored by the Knight Campus (4) and Thermo Fisher (2).

Knight Campus Internship Program



An immersive academic and career preparation program for Master's students in an accelerated format of 15-18 months.

Five tracks in high-tech and fast-growing fields developed with industry partners to meet the needs of the employers.

Highest student ethnic and gender diversity enrollment year-to-year in all the life science disciplines.

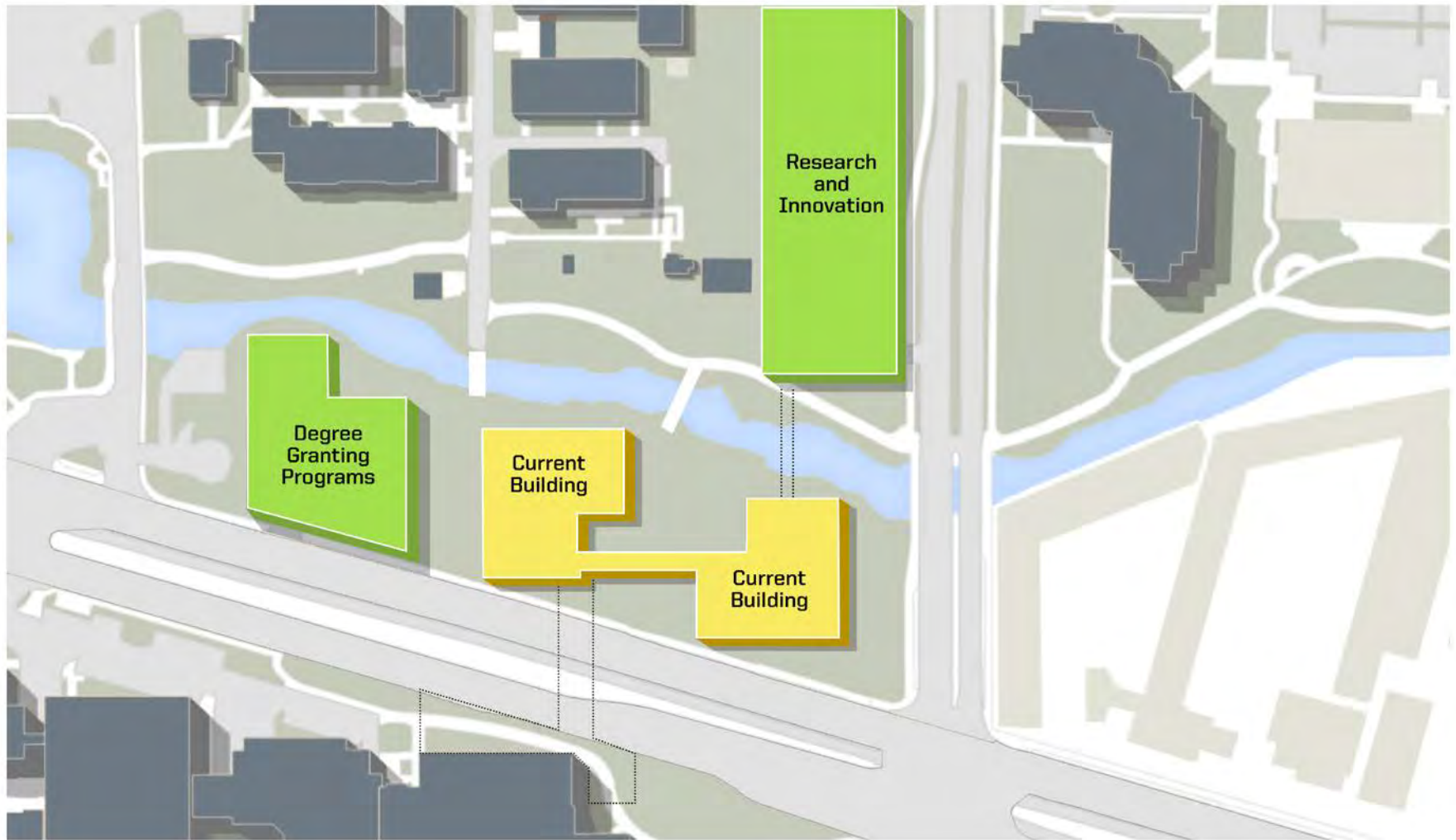
Since 2011, over 90% of students have found employment within 3 months of graduation.

Future Goals

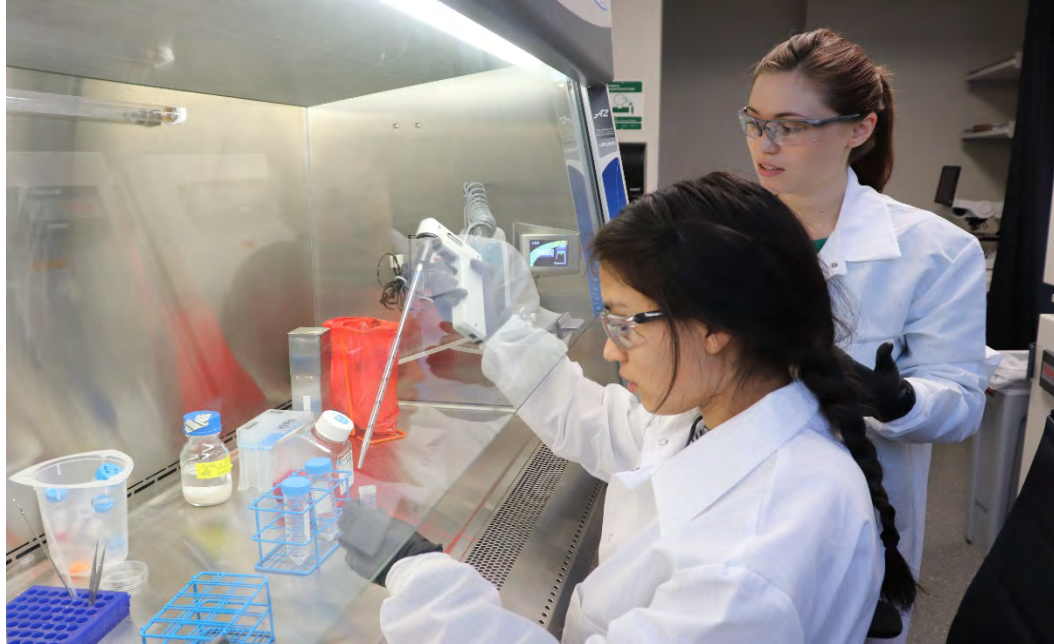
Building One



Driving Transformation – The Physical Plan



Training the Next Generation



We are developing a number of academic programs that will be new to the University of Oregon including a bioengineering program, joint graduate programs with OHSU and OSU, and a coordinated professional development training curricula in entrepreneurship and science communication.

Accelerating Entrepreneurship

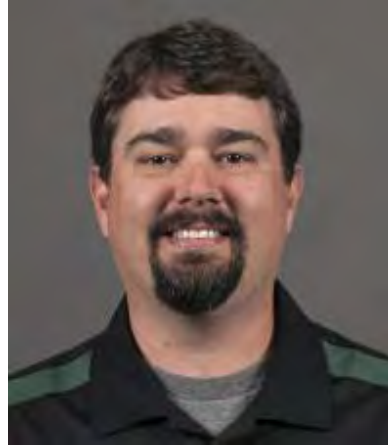
Knight Campus faculty leaders have significant experience as entrepreneurs.



Robert Guldberg

Founder:

- Vertera Spine
- Restor3D
- Huxley Medical



Darren Johnson

Co-Founder:

- SupraSensor Technologies



Tim Gardner

Co-Founder:

- Neuralink



Jim Hutchison

Co-Founder:

- Dune Sciences

A 6,000 sq ft Innovation Center on 2nd Floor of Phase I building will include:

- Leasable wet labs, work space, meeting rooms and dynamic programming
- *A Venture Capital Seed Program* to jump-start ideas towards the marketplace

Academic and Research Goals for 2020

- New building open and fully operational
- As many seven faculty hired and onboard
- Post-Doctoral program to increase diversity in applied sciences and bioengineering piloted
- Knight Campus Internship Program holding classes and student programming in the new building
- Joint UO-OHSU Biomedical Engineering Graduate Program launched
- Joint UO-OSU Bioengineering Graduate Program launched
- Venture Capital Seed Program piloted





Phil and Penny Knight Campus for Accelerating Scientific Impact Strategic Plan

June 2019



Phil and Penny Knight
Campus for Accelerating
Scientific Impact

“There is no finish line. That is our motto.”

Let everyone else call your idea crazy...just keep going. Don't stop. Don't even think about stopping until you get there, and don't give much thought to where 'there' is. Whatever comes, just don't stop.”

– Phil Knight

Mission and Vision

Science Advancing Society: The Knight Campus embodies a new paradigm for pioneering scientific inquiry that accelerates the cycle of translating scientific discoveries into societal impact.

Foundational Characteristics of the Knight Campus

Inclusive

We embrace a culture of inclusivity to harness the power of diverse ideas and people

Bold

We tackle the biggest challenges in health and life sciences, driven by an unrelenting desire to translate discovery into positive societal impact

Creative

We discover new ways to solve problems using a convergent science approach at the interface of traditional scientific disciplines

Nimble

We rapidly adapt, pursuing new opportunities to meet societal needs and build on scientific and technical advances

Collaborative

We cultivate a collegial, collaborative ecosystem and forge state, national, and international partnerships that support our mission

Table of Contents

About Our Strategic Plan | 1

Knight Campus Strategy Overview | 3



Strategic Priority 1.

Catalyze Impactful Convergent Research Collaborations | **5**



Strategic Priority 2.

Accelerate the Innovation Cycle | **13**



Strategic Priority 3.

Train the Next Generation of Applied Scientists | **19**



Strategic Priority 4.

Cultivate a Diverse and Inclusive Community | **25**



Strategic Priority 5.

Communicate Discovery and Innovation | **31**

Conclusion | 37



“The Knight Campus is a place that will incubate genius, curiosity, and ideas—where researchers from a variety of disciplines will come together to forge a lasting impact on the world.”

– Michael H. Schill
University of Oregon President

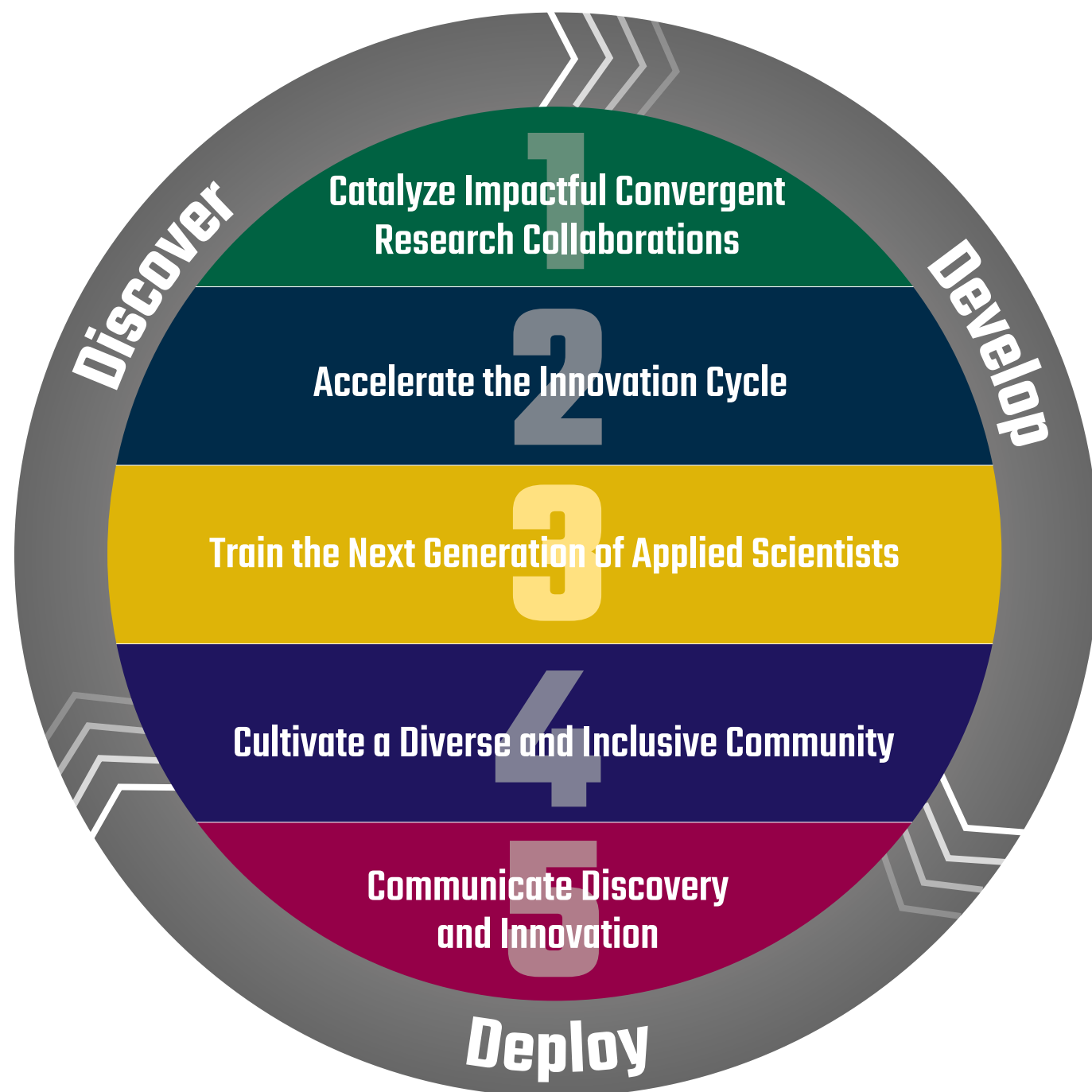
About Our Strategic Plan

The Phil and Penny Knight Campus for Accelerating Scientific Impact is a bold new effort designed to accelerate the cycle of translating scientific discoveries into innovations that improve quality of life for people in Oregon, the nation, and beyond. Rooted in the University of Oregon’s 60-year history of interdisciplinary collaboration, the Knight Campus will catalyze new research opportunities, forge partnerships with industrial and clinical practitioners, and provide integrated experiential training for the next generation of citizen scientists and entrepreneurs.

Our \$1 billion vision to rethink research, innovation, and training was launched by a remarkable \$500 million lead gift from Penny and Phil Knight and is further supported by \$70 million in state bonds. A uniquely designed research and innovation building specific to our goals is being constructed on an accelerated timeline for opening in spring 2020 with the state support and gift funds.

This plan outlines a strategy and tactics to help achieve our vision over the next decade. It aims to build on the momentum of our current efforts to construct state-of-the-art facilities and recruit outstanding faculty, guiding our trajectory and growth for years to come. Like any good plan, it is a “living” document that Knight Campus leadership will revisit regularly, ensuring our strategic priorities and tactics remain relevant and aligned with our vision.

The Knight Campus strategic plan is informed by input from stakeholders from within the University of Oregon and external parties who serve as valued Knight Campus partners or advisors. Stakeholders provided input through interviews and multiple workshops conducted in 2018. Nexight Group provided facilitation, strategic planning, writing, and design support.



Knight Campus Strategy Overview

The Knight Campus strategy is **centered on five priorities** that must be integrated in all activities to successfully execute our mission:

1 Catalyze Impactful Convergent Research Collaborations

We will identify solutions to societal needs through a bioengineering and applied science research strategy driven by current challenges, a systems-based research approach, and translation that improves the human experience.

2 Accelerate the Innovation Cycle

We will serve as an innovation hub, building an integrated innovation and entrepreneurship (I&E) ecosystem, a physical Innovation Center, and industry and business partnerships to rapidly turn ideas into tools and technologies that address societal needs.

3 Train the Next Generation of Applied Scientists

We will provide interdisciplinary, hands-on training that equips students and researchers with the skills to tackle real-world problems, offering experiential learning opportunities in both academia and industry, and courses and seminars that build entrepreneurial skillsets.

4 Cultivate a Diverse and Inclusive Community

We will build a community that thrives on diversity, empowering new insights and supporting people of all backgrounds. This ambition will guide broad decisions—such as physical space design, and student/faculty recruitment and retention—as well as specific diversity and inclusion policies and procedures.

5 Communicate Discovery and Innovation

To increase visibility and support for the Knight Campus, we will build targeted communications strategies to engage internal and external stakeholders as well as empower researchers to communicate about their own work and its impact.

To advance these priorities, the **Knight Campus will create a nimble, world-class scientific enterprise** defined by exceptional and collaborative faculty; dedication to translational science; strong partnerships at the regional, national, and international levels; state-of-the-art laboratories and shared facilities; and outstanding students and support staff. Ultimately, our integrated approach to research, innovation, and training **will accelerate the cycle of discovery, development, and deployment**. We will position ourselves at the intersection of science and society, ensuring our work translates to solutions for the greater good.

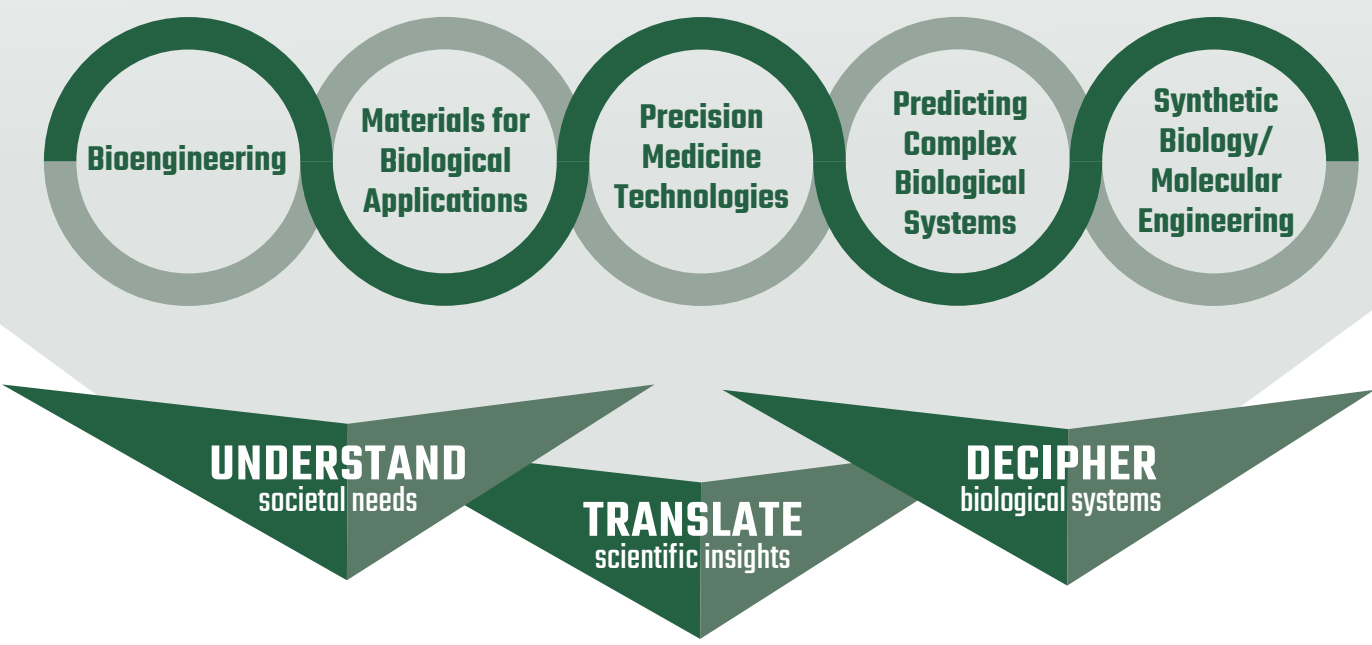


Strategic Priority 1. Catalyze Impactful Convergent Research Collaborations

Advancing research that can translate into impactful innovations requires collaboration across traditional disciplinary boundaries. To launch this research, the Knight Campus will create an **ecosystem that fosters the convergence of diverse capabilities, technologies, and ideas.**

Interdisciplinary teams in defined research focus areas will be co-located in spaces designed to promote frequent interactions and regular collaboration. These relatively small teams of faculty and students will operate within a culture that values translation and will connect to services and programs designed to help them efficiently realize real-world impact in the state of Oregon and beyond.

5 Scientific Focus Areas



Solutions that address societal
grand challenges
in health and life sciences

Scientific Focus Areas

The Knight Campus will pursue research opportunities that leverage our capabilities and allow for impact-driven translation. Our research focus areas will remain flexible to allow us to respond to changing needs. On an ongoing basis, we will prioritize our research focus areas using the following criteria.

- ✓ Leverages and connects with existing strengths at the University of Oregon
- ✓ Aligns with current and/or projected federal funding priorities
- ✓ Synergizes with statewide partner priorities
- ✓ Has strong translational potential for economic and societal impact
- ✓ Requires interdisciplinary collaboration to develop creative solutions

Based on these criteria and input gathered from stakeholders through numerous interviews and workshops, the following scientific focus areas will guide Knight Campus faculty searches and research priorities for our initial five years. These areas are not mutually exclusive; recruited faculty may have expertise in multiple areas, providing additional opportunities for interdisciplinary research and translation. In addition, the timing and extent of faculty recruitment in each area will be based on opportunities to recruit outstanding individuals, educational program needs, and ongoing input from Knight Campus faculty. As a result, investment and hiring is not expected to be equal across the five areas.



Bioengineering

Bioengineering is a broad multidisciplinary field that combines biology and engineering to address questions in life sciences and develop solutions to unmet needs in medicine and healthcare. The University of Oregon currently has few faculty members with engineering expertise and does not have an engineering degree program. Bioengineering faculty will help accelerate the impact cycle by providing new technological expertise in areas such as biomechanics, bioimaging, and computational modeling and a problem-solving, application-driven approach to research. To leverage existing strengths on campus, initial Knight Campus activities in this area will prioritize neuroengineering and musculoskeletal engineering.



Materials for Biological Applications

Biomaterials are made of natural or synthetic components designed to integrate and interact with biological systems, including the human body. Recent advances include nanoscale biomaterials, 3D printing and bioprinting, biofunctionalized surfaces, and biosensors with applications in novel medical implant devices, tissue/organoid models, regenerative medicine, high-throughput bioassays, and therapeutic delivery systems.



Precision Medicine Technologies

Precision medicine involves the development of preventative approaches or treatments tailored to subpopulations of patients based on cellular or molecular biomarkers and/or genetic, lifestyle, or environmental factors. Example technologies include targeted immunotherapies for cancer and other disorders involving immune system dysregulation, pharmacogenomics, microbiome engineering, and customized diagnostic and decision-making tools.



Predicting Complex Biological Systems

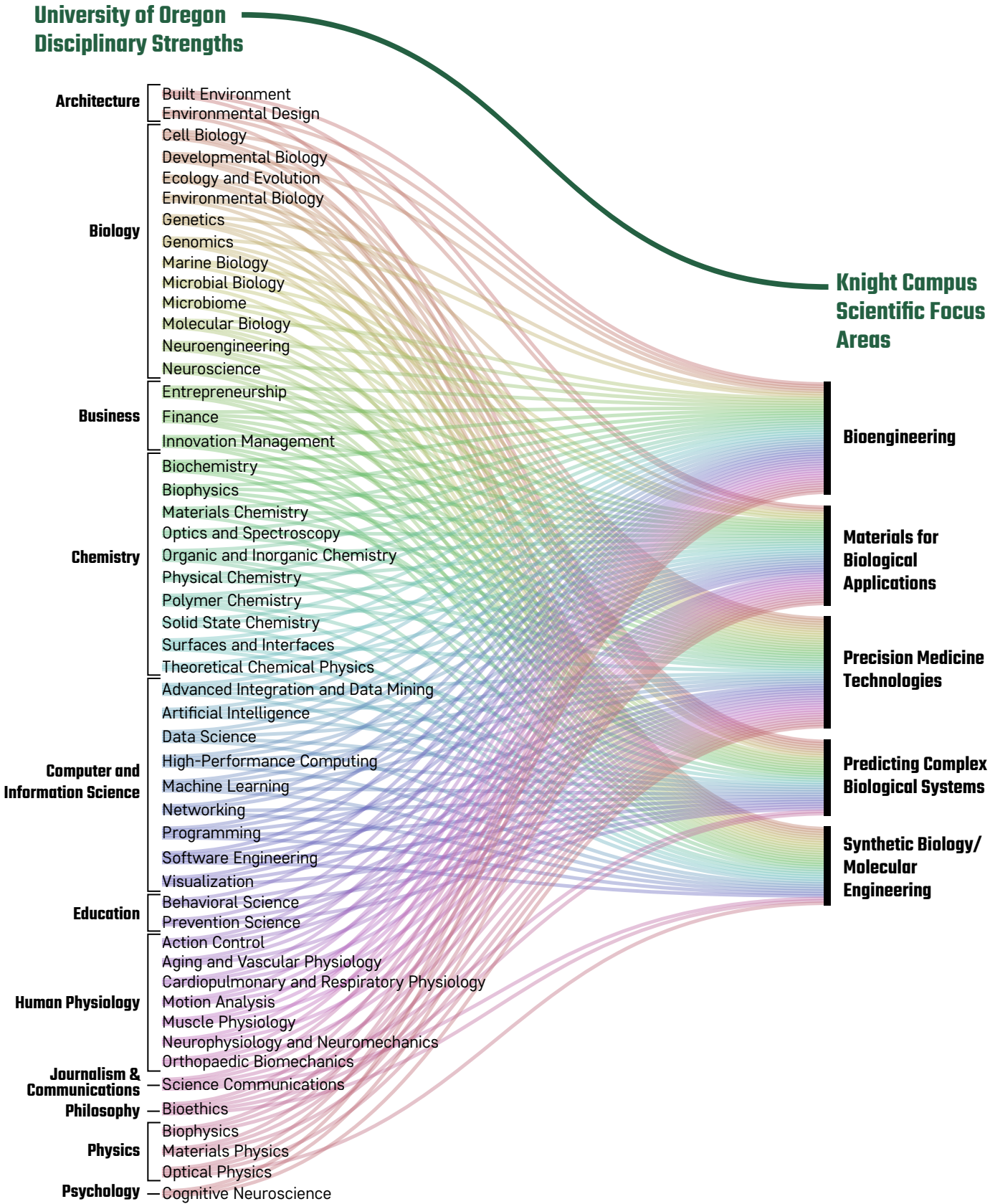
The immense complexity, diversity, and redundancy of biological systems makes it incredibly difficult to decipher the rules of life from the molecular and cellular levels and apply them to human behavior and functional performance. To address these challenges, computational technologies such as artificial intelligence, machine learning, multivariate statistical modeling, and bioinformatics are being applied to better understand and predict the effects of complex factors—such as aging, environment, disease, exercise, trauma, climate, or stress—on human health.



Synthetic Biology/Molecular Engineering

Through rapid advances in cellular and biochemical technologies and knowledge, synthetic biology is enabling massive DNA synthesis and editing. Life science applications include therapeutics to cure genetic diseases, DNA bar coding, protein engineering, and biosensors.

The five Knight Campus scientific focus areas leverage and integrate existing University of Oregon research strengths, as illustrated in the figure below. This will facilitate new interdisciplinary collaborations and position the Knight Campus to excel.



Activities to Catalyze Impactful Convergent Research Collaborations

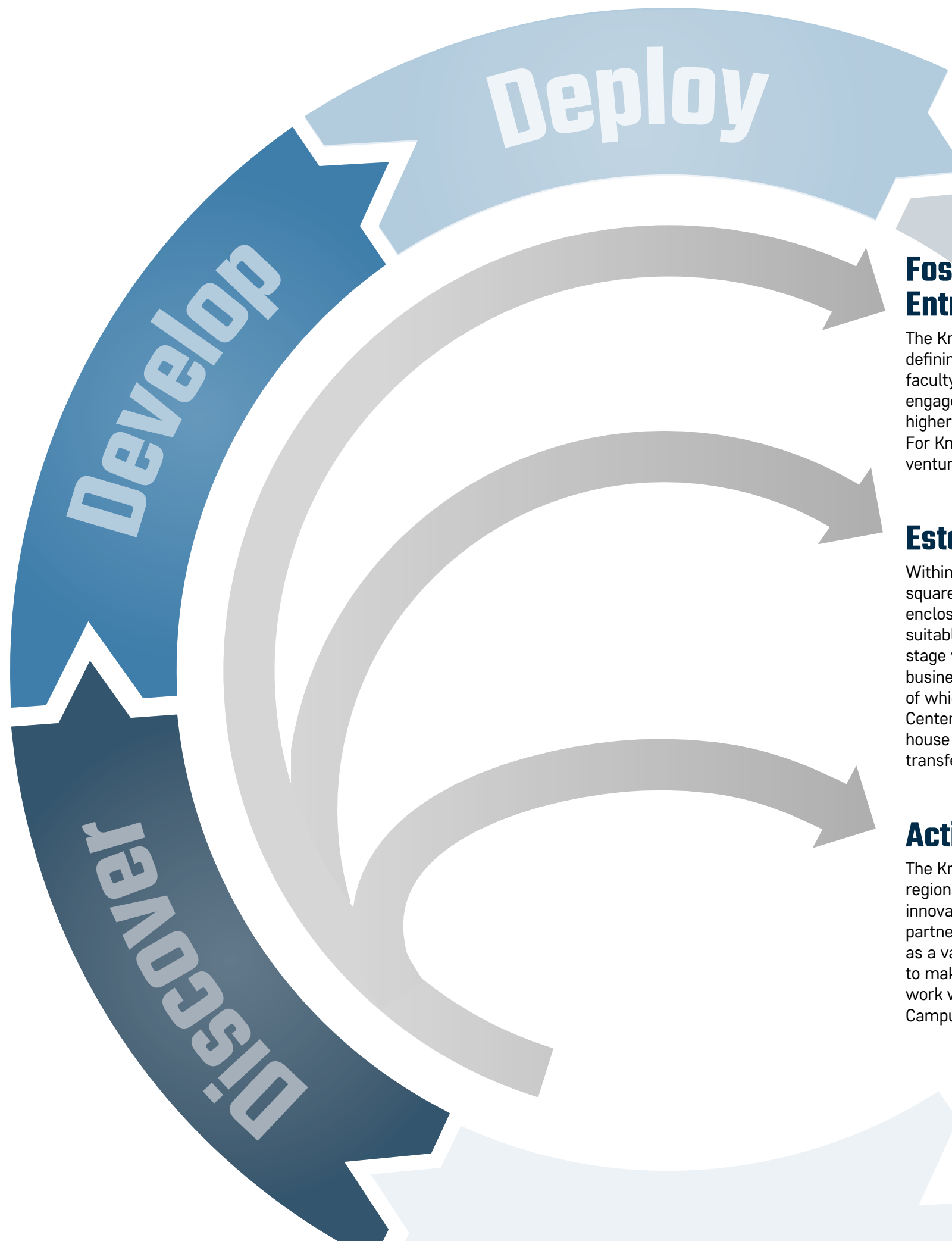
Tactics that the Knight Campus will adopt to achieve this strategic priority are detailed in the following table.

	Near (2019–2021)	Long (2022–2030)
ACTIVITIES		
Establish and Maintain Internal Activities and Programs		
Create a financial model to reward faculty who successfully compete for extramural research funding		
Create a Knight Scholars Undergraduate Research Program		
Establish world-class core facilities that enable Knight Campus faculty to compete more effectively for federal grants and attract industry-sponsored research funding		
Recruit world-class, tenure-related faculty in the scientific focus areas		
Hire an outstanding staff team dedicated to supporting the Knight Campus research mission		
Develop and implement seed grant programs to catalyze convergent collaborations		
Conduct an annual review of scientific focus areas		
Leverage and Build External Relationships		
Initiate and develop collaborative inter-institutional partnerships in support of innovative research programs that leverage institutional strengths		
Develop a robust philanthropic campaign in support of Knight Campus research		
Pursue and maintain a strong network of industrial partners that support research, students, and programming objectives		



Strategic Priority 2. Accelerate the Innovation Cycle

Innovation and entrepreneurship (I&E) will drive Knight Campus research toward societal impact. To encourage Knight Campus researchers and students to stretch beyond traditional academic boundaries, we will **define and cultivate principles of an innovative, entrepreneurial culture—including resilience through failure, collaboration, diversity, responsiveness, and creativity.** In our first five years, we will implement the structures and policies needed to foster this culture, establish a physical Innovation Center, and build and strengthen relationships with industry and business partners in the region and nationally.



Foster an Integrated Innovation and Entrepreneurship Ecosystem

The Knight Campus will establish I&E as a cornerstone of our strategy by defining expectations and formally assessing and incentivizing student and faculty I&E activity. For example, Knight Campus students will be required to engage in specialized workshops and training and will have access to elective higher-level programming to pursue further I&E interests and research needs. For Knight Campus faculty, activities to develop new products and launch new ventures will be considered in hiring, promotion, and tenure decisions.

Establish and Support an Innovation Center

Within the new building, the Knight Campus is devoting approximately 6,000 square feet to an Innovation Center that will include both wet labs and larger enclosed lab spaces. These spaces will be available for rent, with benches suitable for individuals or small teams and the larger lab spaces for early-stage ventures from within or outside the university. More established businesses may lease wet lab space as well as co-working desk space, both of which offer access to meeting rooms and collaboration hubs. The Innovation Center will be further supported by an in-center regulatory consultant and in-house Knight Campus business development services to help with technology transfer, legal counsel, and sponsored research administration.

Actively Engage Business and Industry

The Knight Campus will establish and maintain partnerships with local, regional, and national businesses to help translate our research and innovations into societal impact. To encourage and sustain these external partnerships, it will be critical to enhance the University of Oregon's reputation as a valuable partner. Our leadership will implement policies and procedures to make partnering with the Knight Campus easy and worthwhile, and we will work with central university professionals to build industry support for Knight Campus research, education, internships, and programming.

Activities to Accelerate the Innovation Cycle

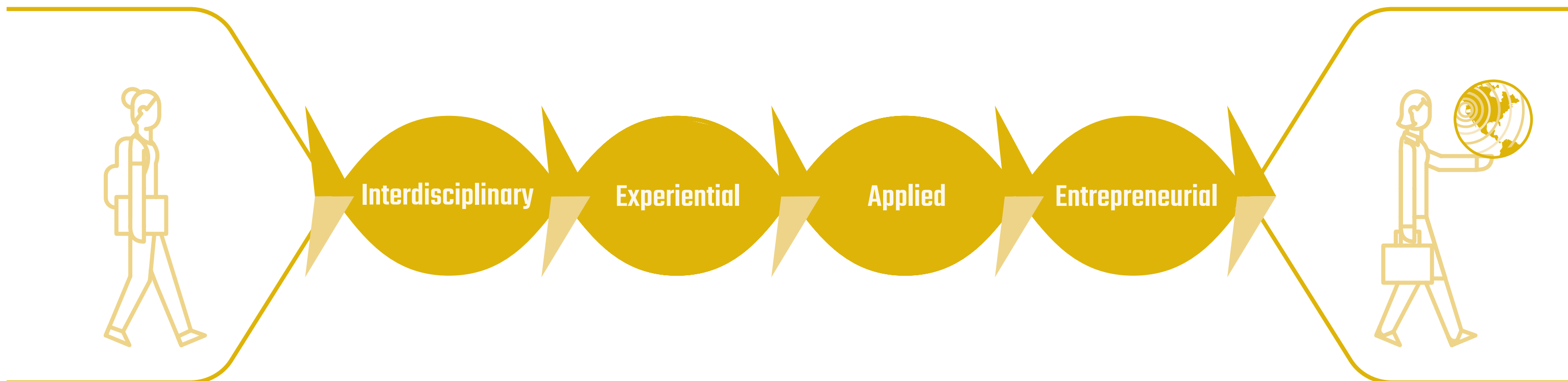
Tactics that the Knight Campus will adopt to achieve this strategic priority are detailed in the following table.

	Near (2019–2021)	Long (2022–2030)
ACTIVITIES		
Foster an Integrated Innovation and Entrepreneurship Ecosystem		
Establish and maintain an I&E speaker series		
Establish and implement promotion, tenure, and evaluation criteria to account for innovation, entrepreneurship, and societal impact		
Incorporate I&E into all degree programs through a mix of mandatory and elective courses, workshops, and programming		
Develop programming, including financial support mechanisms, to facilitate faculty and student participation in innovation activities		
Establish and Support an Innovation Center		
Design and establish a physical space within the Knight Campus with leasable wet lab and office space		
Provide in-house support—including tech transfer; business development; regulatory affairs; sponsored research; and environment, health, and safety compliance—for tenants of the Innovation Center and Knight Campus faculty, staff, and students		
Establish working relationships with local and regional economic-development entities		
Identify novel funding mechanisms to support entrepreneurial activity		
Create an entrepreneur-in-residence program and/or mentorship programs for Innovation Center tenants and the Knight Campus community		
Actively Engage Business and Industry		
Develop and establish policies, procedures, and processes that reduce barriers to academia-industry collaboration		
Place students in funded internships with startups and established industry partners		
Incentivize faculty to work on industry-relevant problems through paid sabbaticals or through appointments with companies or in clinical settings		
Identify entrepreneurial mentors to support faculty, and develop industry-relevant courses, seminars, and internships (see Strategic Priority #4)		
Establish an industrial affiliates program		



Strategic Priority 3. Train the Next Generation of Applied Scientists

The Knight Campus will develop and support innovative education models to produce students highly competent in research, translation, and communication. By **implementing a training strategy that is interdisciplinary, experiential, applied, and entrepreneurial**, we will prepare students to identify and solve problems of societal and commercial relevance. Students with faculty mentors will engage in authentic and meaningful research early in their education, learn to effectively communicate the societal impact of their work, assess the ethical considerations of research and technology, and capitalize on opportunities to apply and build on their education—both before and after graduation.



In our first five years, we will focus on the following initiatives:

Re-envision the Training Process

At the Knight Campus, we will prioritize mentored, immersive education—pioneered through the Knight Campus Internship Program—and will define training content, format, and duration based on robust learning outcomes and “backward design.” Although we will offer some traditional classroom and laboratory training, our core training activities will be designed to provide the right amount of training when it is needed most. For example, workshops, ranging from a single hour to weekly meetings for several months, may replace traditional quarter-long courses.

Build Technical and Interdisciplinary Research Capacity

We will leverage our faculty expertise, research programs, and core facilities to equip students with skills that are widely applicable across fields and research contexts. In addition to developing state-of-the-art technical skills to conduct ethical research, measure, analyze, and problem solve, we will help students build soft skills needed to thrive in interdisciplinary environments. Our students will develop the resilience and grit to succeed in challenging projects and the nimbleness to identify innovative solutions. They will also learn to expertly harness team capabilities and resources, effectively communicate, and efficiently collaborate to maximize the impact of their work.

Provide Targeted Innovation and Communications Training

Students must learn to look beyond the lab to identify and examine problems that are important to society and industry. To help students acquire this skill critical to accelerating impact, the Knight Campus will provide them with opportunities to engage in the process of translating discoveries from lab to market. Additionally, we will create immersive learning environments where students will practice proactively assessing ethical considerations of research and technology and communicating the important impacts of their research to a broad range of audiences—from their peers to the general public.

Tailor Professional Development to Advance Excellence

The Knight Campus will ensure our students are well-positioned to achieve their professional goals. We will offer robust career planning and professional development programs to prepare students to become scientific leaders, alongside programs that help all Knight Campus participants excel as individuals and in teams to accelerate our scientific impact.

Activities to Train the Next Generation of Applied Scientists

Tactics that the Knight Campus will adopt to achieve this strategic priority are detailed in the following table.

	Near (2019–2021)	Long (2022–2030)
ACTIVITIES		
Re-envision the Training Process		
Apply learning outcomes, backward design, and robust evaluation approaches to establish and continuously improve cutting-edge Knight Campus training programs	<div></div>	
Develop workshops and other training formats that can quickly address knowledge gaps as they arise	<div></div>	
Develop and expand an experiential applied graduate training program based on the Knight Campus Internship Program model		<div></div>
Build Technical and Interdisciplinary Research Capacity		
Facilitate immersive, first-year research rotations where students gain hands-on experience in interdisciplinary research programs, as well as expertise in a variety of experimental approaches and techniques	<div></div>	
Create coordinated graduate education opportunities in biomedical engineering with statewide partners	<div></div>	
Develop and deliver technical courses and workshops on experimental design, measurement, data analysis, and problem solving		<div></div>
Provide Targeted Innovation and Communications Training		
Offer workshops and trainings (e.g., <i>Lens of the Market</i>) that help students identify applied research problems that are important to society	<div></div>	
Encourage students to gain exposure to real-world problems through internships or by participating in off-site collaborative research	<div></div>	
Provide training to enhance peer-to-peer scientific communication in the form of oral and poster presentations, research articles, and research proposals	<div></div>	
Facilitate visits and seminar presentations by successful entrepreneurs and innovators		<div></div>
Offer training that promotes proactive assessment of ethical considerations and effective communication about the nature and impact of Knight Campus research to the public		<div></div>
Tailor Professional Development to Advance Excellence		
Actively engage students in career planning from the beginning of their studies, including helping them prepare individual development plans	<div></div>	
Provide comprehensive professional development training opportunities for students to build less tangible skills such as grit, resilience, nimbleness, and innovative problem solving		<div></div>
Offer workshops to help the Knight Campus community communicate within scientific teams to more effectively leverage team strengths and advance excellence		<div></div>



Strategic Priority 4. Cultivate a Diverse and Inclusive Community

The most impactful science is driven by diverse perspectives and talents working together on discovery and experimentation, in teams where all members feel valued and supported. The Knight Campus will **build an inclusive and welcoming environment** through targeted recruitment and retention efforts, accessible physical space design, and supportive policies and procedures.

We set the following four goals in our 2017 Diversity Action Plan to establish diversity and inclusion as cornerstones of our growth. As the campus physically takes shape and new researchers and staff join our community, we will adjust and expand our work to advance these goals.



Create an Inclusive and Welcoming Environment for All

The first Knight Campus building is designed for universal access, informed by focus groups that helped define key access considerations for as broad a segment of society as possible. To nurture a community unhindered by historical boundaries, we are also drafting unit policies and processes focused on respect and inclusivity—encompassing race, ethnicity, disability, thought, culture, religion, sexual orientation, gender, and economics.



Increase Diversity in the Knight Campus Community

The Knight Campus seeks to strengthen diversity as we hire new exceptional faculty and staff, recruit talented students, and build meaningful external partnerships. We will actively recruit from underrepresented communities; pursue partnerships with Minority, Women, and Small Business Enterprises; and work with our Inclusion, Diversity, and Outreach faculty committee to continuously assess and recommend ways to further improve our diversity initiatives.



Facilitate Access to Achievement

We are committed to ensuring that students, faculty, staff, and alumni from underrepresented communities can succeed in their work and are recognized for their achievements. To do so, we will launch programs focused on retaining students from underrepresented communities, provide targeted professional development support, and offer financial support to encourage innovative projects. Our human resource team will also continuously evaluate and recommend programs to accommodate a growing staff and student base.



Leadership Publicly and Consistently Prioritizes Diversity and Inclusion

We will quickly implement recommendations generated by the Inclusion, Diversity, and Outreach committee to build an infrastructure and culture that welcomes all people—from across the nation and around the world. By accounting for diverse preferences in our programs, we will create an environment that supports and celebrates science and creativity in its broadest dimensions.

Activities to Cultivate a Diverse and Inclusive Community

Tactics that the Knight Campus will adopt to achieve this strategic priority are detailed in the following table.

	Near (2019–2021)	Long (2022–2030)
ACTIVITIES		
Create an Inclusive and Welcoming Environment for All		
Develop a mission statement and a set of goals that prioritize diversity, outreach, and inclusion	<div></div>	
Create physical spaces that are welcoming and mindful of universal design concepts	<div></div>	
Develop unit policies and procedures that consider diversity, outreach, and inclusion	<div></div>	
Empower faculty/staff/student committees to recommend ways to improve diversity, outreach, and inclusion	<div></div>	
Increase Diversity in the Knight Campus Community		
Employ ongoing recruiting practices that are mindful of and actively promote diversity and inclusion	<div></div>	
Develop Human Resource policies, procedures, and practices that are mindful of diversity, outreach, equity, and inclusion	<div></div>	
Offer programs and encourage participation in workshops and trainings on topics relevant to diversity and inclusion	<div></div>	
Facilitate Access to Achievement		
Develop policies, programs, and practices—emphasizing diversity and inclusion—for retaining researchers, staff, and students	<div></div>	
Initiate a leadership development program for women and others from underrepresented groups interested in a career trajectory in management and leadership positions	<div></div>	
Require all Knight Campus graduate students to engage in professional development focused on success in and beyond academia	<div></div>	
Leadership Publicly and Consistently Prioritizes Diversity and Inclusion		
Continue support for student programming in STEM for those underrepresented in the sciences	<div></div>	
Build flexibility into programs as able—aligned with the needs of underrepresented groups—to encourage broader participation in the sciences	<div></div>	
Assess and aim to achieve a balance of interests when forming committees and work groups	<div></div>	
Include a focus on diversity and equity in fundraising efforts	<div></div>	

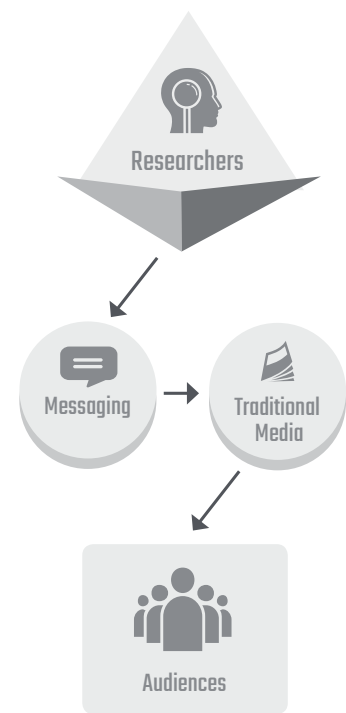


Strategic Priority 5. Communicate Discovery and Innovation

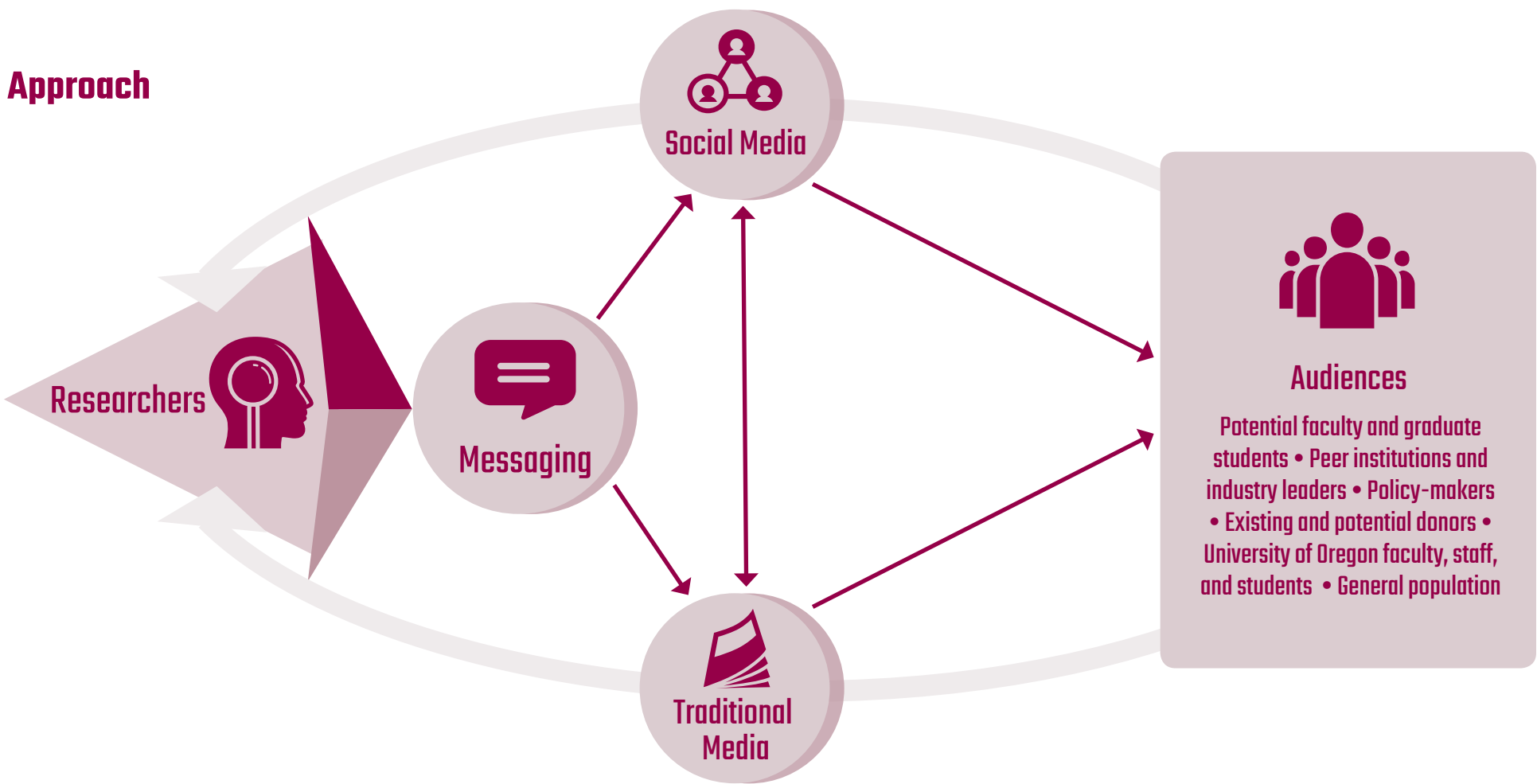
The communications landscape is changing, demanding comprehensive communications strategies that leverage both traditional and modern communications channels, including social media, to disseminate content and foster dialogue between researchers and various stakeholder groups. The Knight Campus **will widely and creatively communicate about our work**—by training researchers to be communications-savvy—**to effectively demonstrate our impact to both the scientific community and the public.** Our communications strategy will establish the University of Oregon as a hub for translation and applied research, showcasing Knight Campus efforts to catalyze impactful research, engage industry, train the next generation of applied scientists, launch new companies, and ultimately improve quality of life across society.

Building a new paradigm for science communications

Old Approach



New Approach



In our first five years, we will focus on the following initiatives:

Provide Science Communications Training

Researchers must be able to clearly and compellingly write and speak about the complexities of their work in scientific journal publications, proposals, and presentations, as well as to K-12 classrooms, legislative subcommittees, and venture capitalists. The Knight Campus will partner with the University of Oregon School of Journalism and Communication's Media Center for Science and Technology to create student and faculty training programs—both elective and compulsory—that teach evidence-based communications strategies using industry-leading technologies. The programs will equip researchers at all levels with the skills needed to communicate effectively with both peers and general audiences, using media platforms administered by individuals as well as by the Knight Campus. We will refine our programs over time to develop a novel model for science communications training that is scalable to other institutions and applications, ultimately building a nationally recognized approach.

Identify and Target Internal Knight Campus Audiences

Maximizing our impact requires frequent and clear communication with internal Knight Campus audiences—including faculty, staff, and students—to ensure their continued engagement and to facilitate sharing of ideas and lessons learned. We will keep these internal stakeholder groups tuned into Knight Campus activities through targeted email updates and e-newsletters, detailed web content, and videos. These communications will promote reliable and timely understanding of Knight Campus research and programming, and highlight and encourage participation in training and collaboration opportunities.

Implement Communications Strategy to Engage External Stakeholders

To showcase the impact and societal benefit of Knight Campus initiatives, we will leverage diverse communications tactics—including public events, external media placements, print advertising, web content, videos, email campaigns, and social media—to target specific audiences with tailored messaging and storytelling. Using these communications approaches, we will work to magnify our presence and quickly build national recognition.

Activities to Communicate Discovery and Innovation

Tactics that the Knight Campus will adopt to achieve this strategic priority are detailed in the following table.

	Near (2019–2021)	Long (2022–2030)
ACTIVITIES		
Provide Science Communications Training		
Develop and regularly offer standard courses/workshops to faculty and staff on communicating scientific impact to non-scientists		
Create standard courses/workshops on effective science communication for proposals, publications, program officer relationship building, conference presentations, lab meetings, etc.		
Partner with other units on campus to provide writing and verbal communications training for science students across campus		
Provide low-risk, experiential opportunities for students and faculty to practice communication skills		
Identify and Target Internal Knight Campus Audiences		
Establish a routine reporting mechanism on the impact of communications actions		
Partner with the executive leadership team to build an internal communications calendar, identifying the stakeholders, purpose, and timing of specific messaging to highlight opportunities for training, engagement, and collaboration		
Develop standard presentation decks and messaging material with an automatic refresh schedule for use by Knight Campus faculty, staff, and associates		
Implement Communications Strategy to Engage External Stakeholders		
Partner with enrollment management and graduate programs to develop a plan for Knight Campus student recruitment		
Advertise and place earned media in national press, target sponsorships at national events (e.g., professional conferences, recruiting fairs), and identify other tactics to raise the national profile of the Knight Campus		
Engage the Knight Campus executive team and faculty to develop a marketing plan to recruit world-class, tenure-related faculty and staff		
Work with the University of Oregon central communications and advancement to develop strategic three-year plan that showcases the Knight Campus and the University of Oregon to donors, foundations, and other external funders		
Create an overall external communications plan, with an emphasis on quickly and easily tailoring messages to specific audiences		



Conclusion

We will achieve our **mission of science advancing society** through programs, facilities, resources, and people dedicated to accelerating the impact cycle of scientific discovery.

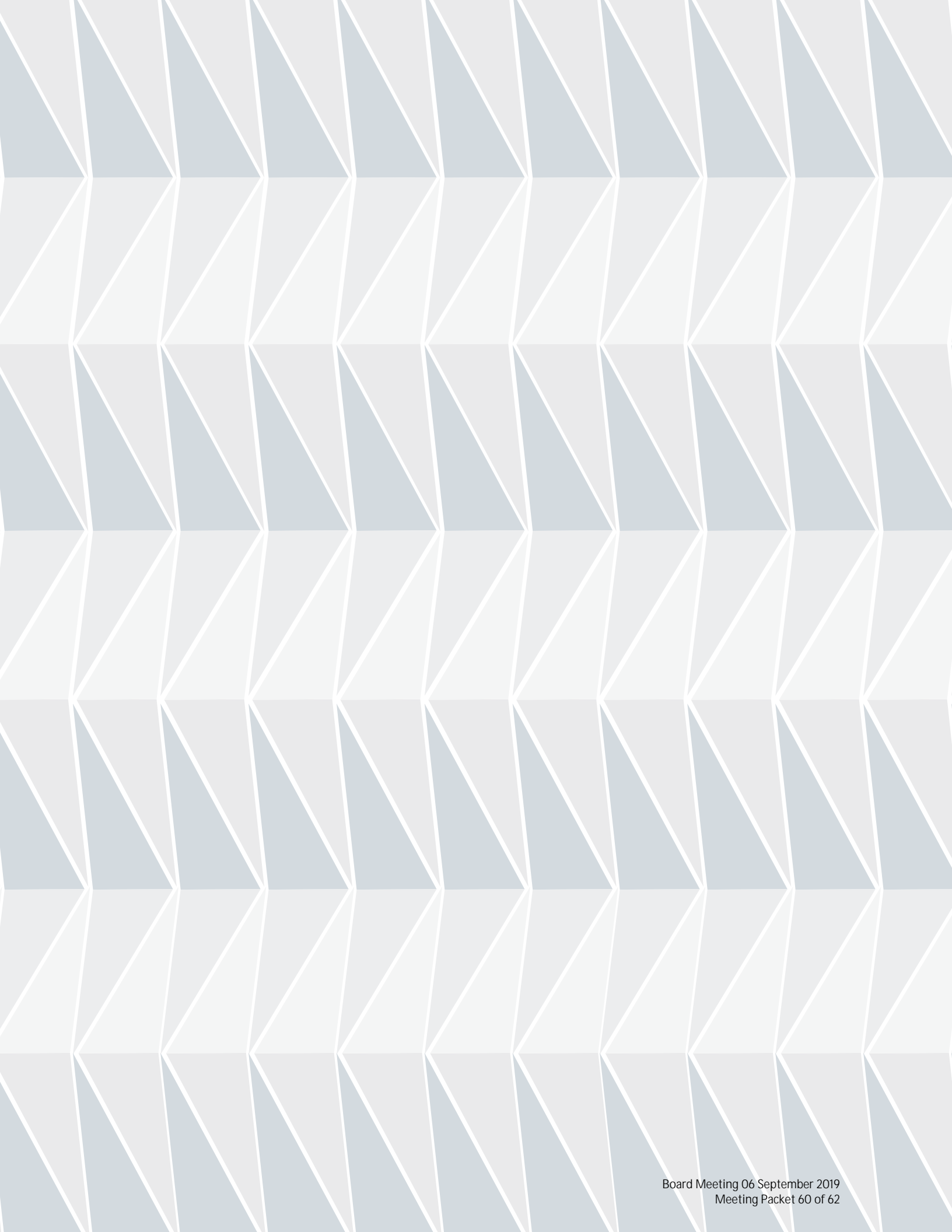
Faculty and students will work together with **the freedom to take risks**, pursue “crazy ideas,” and tackle big problems.

The Knight Campus will **push the frontiers of science**—reflecting a true Oregon pioneering spirit—using a systems approach to identify the origins of disease/dysfunction and develop new technologies that improve the human condition.

Everything the Knight Campus does will be imbued by our foundational characteristics as an **inclusive, bold, creative, nimble, and collaborative enterprise**.

With these guiding principles, we will forge ahead to **train the next generation of socially engaged scientists and entrepreneurs, define currently unimagined industries, and translate scientific discoveries into lasting societal impact.**

We won't stop.



Agenda Item #5

Executive Session re: Labor Negotiations

There are no materials for this agenda item.

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