

September 1, 2016

TO: The Board of Trustees of the University of Oregon

FR: Angela Wilhelms, Secretary

RE: Notice of Finance and Facilities Committee Meeting

The Finance and Facilities Committee of the Board of Trustees of the University of Oregon will hold a public meeting on the date and at the location set forth below. Subjects of the meeting will include: the quarterly and year-end financial reports, auxiliary budget review of Athletics, capital construction and planning, and energy policies and programs as they relate to UO buildings.

The meeting will occur as follows:

Thursday, September 8, 2016 at 10:00 am
Ford Alumni Center, Giustina Ballroom

The meeting will be webcast, with a link available at www.trustees.uoregon.edu/meetings.

The Ford Alumni Center is located at 1720 East 13th Avenue, Eugene, Oregon. If special accommodations are required, please contact Amanda Hatch at (541) 346-3013 at least 72 hours in advance.

BOARD OF TRUSTEES

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**Board of Trustees of the University of Oregon
Finance and Facilities Committee
Public Meeting
10:00 am – September 8, 2016
Ford Alumni Center, Giustina Ballroom**

Convene

- Call to order and roll call
- Approval of June 2016 FFC minutes (Action)
- Public comment

- 1. Quarterly and Year-End Finance Report:** Jamie Moffitt, Vice President for Finance and Administration/CFO
- 2. Auxiliary Budget Review: Athletics:** Rob Mullens, Director of Intercollegiate Athletics; Eric Roedl, Deputy Athletic Director
- 3. Capital Construction & Planning**
 - Oregon Hall Renovation (Action): Jamie Moffitt, Vice President for Finance and Administration/CFO
 - Pacific Hall Renovation (Action): David Conover, Vice President for Research and Innovation; Bill Cresko, Professor and Associate Vice President for Research
- 4. UO Buildings – Energy Policies and Programs:** Michael Harwood, Associate VP for Campus Planning and Facilities Management

Meeting Adjourns



Agenda Item #1

Quarterly and Year-End Finance Report

Below are key takeaways for this quarterly financial report as identified by the Chief Financial Officer. These are based on completed reports of the E&G fund from FY2016 – Q4 (April-June 2016).

- Overall, the E&G fund balance increased by \$794K. This represents 0.2% of the total projected revenue budget.
- Actual revenue and expenses within the E&G fund were very consistent with the Q3 projections.
 - Total revenue was \$489.1 million, or 100.1%, of Q3 estimates.
 - NOTE: Tuition revenue was \$2.2 million higher than Q3 estimates due to an increase in average student carrying loads. This slight increase was almost completely offset by smaller reductions in other areas.
 - Total expenses were \$482 million, or 99.9%, of Q3 projections.
 - NOTE: Internal Sale Reimbursements were \$3.1 million higher than Q3 projections due to administrative reimbursements from prior years and collection of central overhead assessments. Total expenses were close to projections due to smaller changes in other areas.
- Capital expenditures were \$824K, or 15%, over Q3 projection due to higher level of equipment purchases in research units.

FY15 Actual's Quarter 4 (July - June) Report - All Funds except Agency and Clearing

| | Designated Ops | | | | | | | | | | | |
|-----------------------------------|-----------------|----------------|-----------------|----------------|---------------|-----------------|-----------------|-----------------|------------------|-----------------|-----------------|--|
| | Education and | and Service | Restricted Gift | | | | | | Total from | Year-End | | |
| | General | Center | Auxiliaries | Grant Funds | Funds | Other Funds | Plant Funds | Internal Bank | Operations | Reporting Adj. | Total | |
| State Appropriation | \$ 56,111,454 | \$ 1,216,016 | \$ 440,000 | \$ 60,000 | \$ - | \$ - | \$ - | \$ 31,448 | \$ 57,858,918 | | | |
| Tuition and Fees | \$ 372,366,154 | \$ 12,267,619 | \$ 38,787,466 | \$ 211 | \$ (27,981) | \$ - | \$ - | \$ 3,288,507 | \$ 426,681,976 | | | |
| Gifts Grants & Contracts | \$ 336,462 | \$ 5,718,677 | \$ 103,974 | \$ 107,381,317 | \$ 57,096,891 | \$ 2,000 | \$ 11,954,359 | \$ - | \$ 182,593,680 | | | |
| ICC Revenue | \$ 19,185,870 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,311,975 | \$ - | \$ 20,497,845 | | | |
| Federal Student Aid | \$ - | \$ - | \$ - | \$ 24,381,695 | \$ - | \$ - | \$ - | \$ - | \$ 24,381,695 | | | |
| Interest and Investment | \$ 5,186,262 | \$ 12,827,784 | \$ 481,532 | \$ 13,596 | \$ 1,315,306 | \$ (613,809) | \$ 15,206,704 | \$ 2,343,555 | \$ 36,760,930 | | | |
| Internal Sales | \$ 24,075 | \$ 34,989,109 | \$ 13,087,757 | \$ 18,413 | \$ 2,250 | \$ - | \$ - | \$ 21,701,056 | \$ 69,822,660 | | | |
| Sales & Services | \$ 2,561,521 | \$ 11,134,093 | \$ 133,642,285 | \$ 1,082,146 | \$ 1,736,593 | \$ - | \$ - | \$ - | \$ 150,156,639 | | | |
| Other Revenues | \$ 2,394,119 | \$ 2,255,718 | \$ 2,011,062 | \$ - | \$ 352,716 | \$ - | \$ 105,605 | \$ - | \$ 7,119,221 | | | |
| Transfers From Ore State Agencies | \$ 259,292 | \$ - | \$ - | \$ 7,615,280 | \$ - | \$ - | \$ 8,998,000 | \$ 4,902,962 | \$ 21,775,533 | | | |
| Total Revenue | \$ 458,425,209 | \$ 80,409,016 | \$ 188,554,076 | \$ 140,552,657 | \$ 60,475,776 | \$ (611,809) | \$ 37,576,643 | \$ 32,267,528 | \$ 997,649,097 | | | |
| Salaries and Wages | \$ 239,906,266 | \$ 23,301,513 | \$ 54,105,857 | \$ 37,363,399 | \$ 13,278,159 | \$ - | \$ - | \$ 149,508 | \$ 368,104,702 | | | |
| OPE Health Benefits | \$ 50,044,694 | \$ 5,281,580 | \$ 11,872,839 | \$ 7,521,003 | \$ 1,307,960 | \$ - | \$ - | \$ 16,169 | \$ 76,044,245 | | | |
| OPE Retirement | \$ 39,273,259 | \$ 3,975,541 | \$ 7,788,454 | \$ 5,432,679 | \$ 1,711,494 | \$ - | \$ - | \$ 18,061 | \$ 58,199,488 | | | |
| OPE Other | \$ 22,381,290 | \$ 2,045,257 | \$ 4,132,984 | \$ 2,554,429 | \$ 2,342,573 | \$ - | \$ - | \$ 12,202 | \$ 33,468,735 | | | |
| OPE GTF Remissions | \$ 21,621,966 | \$ 372,311 | \$ 115,807 | \$ 1,808,500 | \$ 203,086 | \$ - | \$ - | \$ - | \$ 24,121,669 | | | |
| Total Personnel Services | \$ 373,227,474 | \$ 34,976,201 | \$ 78,015,942 | \$ 54,680,011 | \$ 18,843,272 | \$ - | \$ - | \$ 195,940 | \$ 559,938,839 | | | |
| Service & Supplies | \$ 90,732,301 | \$ 23,487,612 | \$ 70,915,621 | \$ 26,066,897 | \$ 17,186,820 | \$ 633,491 | \$ 1,952,497 | \$ 28,306,764 | \$ 259,282,003 | | | |
| Merchandise-Resale/Redistribution | \$ 3,030 | \$ 14,925,166 | \$ 13,260,827 | \$ 4,000 | \$ 145 | \$ - | \$ - | \$ - | \$ 28,193,168 | | | |
| Internal Sales Reimbursements | \$ (14,374,610) | \$ (2,194,983) | \$ (1,229,573) | \$ (26,102) | \$ (68,913) | \$ - | \$ - | \$ - | \$ (17,894,182) | | | |
| Indirect Costs | \$ 473,595 | \$ 2,234,456 | \$ 5,904,990 | \$ 20,541,823 | \$ 4 | \$ 271,341 | \$ - | \$ - | \$ 29,426,209 | | | |
| Depreciation/Amortization Expense | \$ - | \$ 4,374,360 | \$ 23,292,735 | \$ - | \$ - | \$ - | \$ 26,815,394 | \$ - | \$ 54,482,489 | | | |
| Student Aid | \$ 4,527,042 | \$ 363,710 | \$ 7,813,201 | \$ 36,277,777 | \$ 17,435,672 | \$ 159,177 | \$ - | \$ - | \$ 66,576,579 | | | |
| Total General Expense | \$ 81,361,357 | \$ 43,190,322 | \$ 119,957,801 | \$ 82,864,394 | \$ 34,553,727 | \$ 1,064,009 | \$ 28,767,891 | \$ 28,306,764 | \$ 420,066,265 | | | |
| Net Transfers Out/(In) | \$ 7,290,091 | \$ (3,139,405) | \$ 1,865,515 | \$ 1,440,188 | \$ 4,822,572 | \$ 4,472 | \$ (59,283,433) | \$ 47,000,000 | \$ - | | | |
| Total Expense | \$ 461,878,922 | \$ 75,027,117 | \$ 199,839,258 | \$ 138,984,594 | \$ 58,219,571 | \$ 1,068,481 | \$ (30,515,542) | \$ 75,502,703 | \$ 980,005,104 | | | |
| Net before CapEx | \$ (3,453,713) | \$ 5,381,898 | \$ (11,285,182) | \$ 1,568,064 | \$ 2,256,205 | \$ (1,680,290) | \$ 68,092,185 | \$ (43,235,175) | \$ 17,643,993 | | | |
| Beginning Fund Balance | \$ 77,280,262 | \$ 52,768,061 | \$ 247,107,718 | \$ 2,655,199 | \$ 14,427,227 | \$ 58,942,402 | \$ 344,037,133 | \$ 19,512,241 | \$ 816,730,244 | | | |
| Capital Expenditures | \$ (5,806,747) | \$ (68,273) | \$ (2,208,910) | \$ (1,617,697) | \$ (451,246) | \$ - | \$ (91,694,444) | \$ (2,755) | \$ (101,850,070) | | | |
| Net (from above) | \$ (3,453,713) | \$ 5,381,898 | \$ (11,285,182) | \$ 1,568,064 | \$ 2,256,205 | \$ (1,680,290) | \$ 68,092,185 | \$ (43,235,175) | \$ 17,643,993 | | | |
| Fund Additions/Deductions* | \$ (1,383,496) | \$ 1,955,928 | \$ 53,929,613 | \$ - | \$ 2,590,046 | \$ (31,474,997) | \$ 189,906,609 | \$ 16,945,068 | \$ 232,468,771 | \$ (58,276,671) | | |
| Ending BANNER Fund Balance | \$ 66,636,308 | \$ 60,037,615 | \$ 287,543,239 | \$ 2,605,566 | \$ 18,822,233 | \$ 25,787,115 | \$ 510,341,484 | \$ (6,780,621) | \$ 964,992,938 | \$ (58,276,671) | \$ 906,716,267 | |
| Year-End Accounting Entries | | | | | | | | | | \$ (18,054,008) | \$ (18,054,008) | |
| | | | | | | | | | | \$ (76,330,678) | \$ 888,662,259 | |
| Net Capital Assets | | \$ 25,895,326 | \$ 234,347,912 | | | | \$ 449,800,673 | | \$ 710,043,911 | | \$ 710,043,911 | |
| Other Restricted Net Assets | | | | \$ 2,605,566 | \$ 18,822,233 | \$ 25,787,115 | \$ 51,828,755 | \$ 8,472,085 | \$ 107,515,754 | \$ (7,038,694) | \$ 100,477,060 | |
| Unrestricted Net Assets | \$ 66,636,308 | \$ 34,142,289 | \$ 53,195,327 | | | | \$ 8,712,056 | \$ (15,252,706) | \$ 147,433,273 | \$ (69,291,985) | \$ 78,141,288 | |
| Total Net Assets | \$ 66,636,308 | \$ 60,037,615 | \$ 287,543,239 | \$ 2,605,566 | \$ 18,822,233 | \$ 25,787,115 | \$ 510,341,484 | \$ (6,780,621) | \$ 964,992,938 | \$ (76,330,678) | \$ 888,662,259 | |

* - Due to Capital Improvements and Debt Accounting entries

Column: Year-End Reporting Adjustments includes items such as Pension Liability (GASB68), OPEB (GASB45), Pollution Remediation Liability (GASB49), and SLGRP Pool Liability

FY16 Budget Projection - All Funds except Agency and Clearing

| | Designated | | | | Restricted Gift | | | | Total |
|---------------------------------------|-----------------------|------------------------|-----------------------|-----------------------|-----------------------|----------------------|-------------------------|-----------------------|-------------------------|
| | Education and General | Ops and Service Center | Auxiliaries | Grant Funds | Funds | Other Funds | Plant Funds | Internal Bank | |
| State Appropriation | \$ 65,199,000 | \$ 1,216,000 | \$ 440,000 | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ 66,915,000 |
| Tuition and Fees | \$ 388,020,000 | \$ 8,135,000 | \$ 40,027,000 | \$ 200 | \$ (1,190) | \$ - | \$ - | \$ 3,200,000 | \$ 439,381,010 |
| Gifts Grants & Contracts | \$ 350,000 | \$ 4,080,000 | \$ 100,000 | \$ 107,500,000 | \$ 58,321,000 | \$ 2,000 | \$ 16,500,000 | \$ - | \$ 186,853,000 |
| ICC Revenue | \$ 20,000,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 20,000,000 |
| Federal Student Aid | \$ - | \$ - | \$ - | \$ 24,500,000 | \$ - | \$ - | \$ - | \$ - | \$ 24,500,000 |
| Interest and Investment | \$ 5,110,000 | \$ 12,550,000 | \$ 438,003 | \$ 14,000 | \$ 1,302,512 | \$ 936,340 | \$ 149,952 | \$ (264,395) | \$ 20,236,412 |
| Internal Sales | \$ 50,000 | \$ 34,848,000 | \$ 12,841,000 | \$ 19,000 | \$ 4,000 | \$ - | \$ - | \$ 27,915,281 | \$ 75,677,281 |
| Sales & Services | \$ 2,922,000 | \$ 10,944,000 | \$ 133,990,000 | \$ 1,000,000 | \$ 1,694,000 | \$ - | \$ - | \$ - | \$ 150,550,000 |
| Other Revenues | \$ 1,529,000 | \$ 2,092,000 | \$ 2,000,000 | \$ - | \$ 363,000 | \$ - | \$ 100,000 | \$ - | \$ 6,084,000 |
| Transfers From Ore State Agencies | \$ - | \$ - | \$ - | \$ 7,600,000 | \$ - | \$ - | \$ 9,500,000 | \$ - | \$ 17,100,000 |
| Total Revenue | \$ 483,180,000 | \$ 73,865,000 | \$ 189,836,003 | \$ 140,693,200 | \$ 61,683,322 | \$ 938,340 | \$ 26,249,952 | \$ 30,850,886 | \$ 1,007,296,703 |
| Salaries and Wages | \$ 250,204,000 | \$ 21,542,000 | \$ 57,448,000 | \$ 35,621,000 | \$ 15,669,000 | \$ - | \$ - | \$ 215,000 | \$ 380,699,000 |
| OPE Health Benefits | \$ 50,142,000 | \$ 4,889,000 | \$ 13,000,000 | \$ 7,379,000 | \$ 1,721,000 | \$ - | \$ - | \$ 29,184 | \$ 77,160,184 |
| OPE Retirement | \$ 44,470,000 | \$ 4,221,000 | \$ 8,484,000 | \$ 5,545,000 | \$ 2,000,000 | \$ - | \$ - | \$ 37,000 | \$ 64,757,000 |
| OPE Other | \$ 20,335,000 | \$ 1,794,000 | \$ 4,105,000 | \$ 2,515,000 | \$ 2,175,000 | \$ - | \$ - | \$ 17,857 | \$ 30,941,857 |
| OPE GTF Remissions | \$ 22,060,000 | \$ 133,000 | \$ 116,000 | \$ 1,700,000 | \$ 334,000 | \$ - | \$ - | \$ - | \$ 24,343,000 |
| Total Personnel Services | \$ 387,211,000 | \$ 32,579,000 | \$ 83,153,000 | \$ 52,760,000 | \$ 21,899,000 | \$ - | \$ - | \$ 299,041 | \$ 577,901,041 |
| Service & Supplies | \$ 96,000,000 | \$ 22,442,000 | \$ 71,013,000 | \$ 26,000,000 | \$ 17,521,000 | \$ 163,000 | \$ 6,450,000 | \$ 29,315,457 | \$ 268,904,457 |
| Merchandise-Resale/Redistribution | \$ 2,000 | \$ 15,867,000 | \$ 12,459,000 | \$ 10,000 | \$ - | \$ - | \$ - | \$ - | \$ 28,338,000 |
| Internal Sales Reimbursements | \$ (16,531,000) | \$ (941,000) | \$ (1,062,000) | \$ (30,000) | \$ (100,000) | \$ - | \$ - | \$ - | \$ (18,664,000) |
| Indirect Costs | \$ 508,000 | \$ 2,533,000 | \$ 6,332,000 | \$ 20,000,000 | \$ - | \$ 280,000 | \$ - | \$ - | \$ 29,653,000 |
| Depreciation/Amortization Expense | \$ - | \$ 4,100,000 | \$ 24,100,000 | \$ - | \$ - | \$ - | \$ 28,000,000 | \$ - | \$ 56,200,000 |
| Student Aid | \$ 2,000,000 | \$ 941,000 | \$ 1,504,000 | \$ 37,000,000 | \$ 21,515,000 | \$ 200,000 | \$ - | \$ - | \$ 63,160,000 |
| Total General Expense | \$ 81,979,000 | \$ 44,942,000 | \$ 114,346,000 | \$ 82,980,000 | \$ 38,936,000 | \$ 643,000 | \$ 34,450,000 | \$ 29,315,457 | \$ 427,591,457 |
| Net Transfers Out(In) | \$ 8,000,000 | \$ (1,360,158) | \$ (4,002,763) | \$ 1,440,000 | \$ 3,800,000 | \$ (4,000) | \$ (7,873,079) | \$ - | \$ - |
| Total Expense | \$ 477,190,000 | \$ 76,160,842 | \$ 193,496,237 | \$ 137,180,000 | \$ 64,635,000 | \$ 639,000 | \$ 26,576,921 | \$ 29,614,498 | \$ 1,005,492,498 |
| Net before CapEx | \$ 5,990,000 | \$ (2,295,842) | \$ (3,660,234) | \$ 3,513,200 | \$ (2,951,678) | \$ 299,340 | \$ (326,969) | \$ 1,236,388 | \$ 1,804,205 |
| Beginning Fund Balance | \$ 66,636,308 | \$ 60,037,615 | \$ 287,543,239 | \$ 2,605,566 | \$ 18,822,233 | \$ 25,787,115 | \$ 510,341,484 | \$ (6,780,621) | \$ 964,992,938 |
| Capital Expenditures | \$ (5,500,000) | \$ (70,000) | \$ (86,000) | \$ (1,795,000) | \$ (249,000) | \$ - | \$ (122,550,000) | \$ - | \$ (130,250,000) |
| Net (from above) | \$ 5,990,000 | \$ (2,295,842) | \$ (3,660,234) | \$ 3,513,200 | \$ (2,951,678) | \$ 299,340 | \$ (326,969) | \$ 1,236,388 | \$ 1,804,205 |
| Fund Additions/Deductions* | \$ - | \$ 504,460 | \$ 50,000,000 | \$ - | \$ - | \$ - | \$ 50,000,000 | \$ - | \$ 100,504,460 |
| Ending Fund Balance | \$ 67,126,308 | \$ 58,176,233 | \$ 333,797,005 | \$ 4,323,766 | \$ 15,621,555 | \$ 26,086,455 | \$ 437,464,515 | \$ (5,544,233) | \$ 937,051,603 |
| Year-End Accounting Entries ** | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD |
| Net Capital Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD |
| Other Restricted Net Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD |
| Unrestricted Net Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD |
| Total Net Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD |

* - Due to Capital Improvements and Debt Accounting entries

** - Year-End Accounting - e.q. Allocate Pension Liability, Reclass Cash to Investments, Allocate Debt

FY16 Actual's Quarter 4 Report

All Funds except Agency and Clearing

| | Designated | | | | Restricted Gift | | | | Total from | |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|-------------------------|------------------------|-------------------------|--|
| | Education and | Ops and Service | | | Funds | Other Funds | Plant Funds | Internal Bank | Operations | |
| | General | Center | Auxiliaries | Grant Funds | | | | | | |
| State Appropriation | \$ 64,831,043 | \$ 1,216,024 | \$ 453,200 | \$ 61,800 | \$ - | \$ - | \$ - | \$ - | \$ 66,562,067 | |
| Tuition and Fees | \$ 394,747,172 | \$ 6,710,825 | \$ 40,232,769 | \$ - | \$ (1,800) | \$ - | \$ - | \$ 3,270,375 | \$ 444,959,341 | |
| Gifts Grants & Contracts | \$ 464,372 | \$ 4,149,964 | \$ 1,025,372 | \$ 105,194,586 | \$ 61,357,226 | \$ - | \$ 20,338,225 | \$ - | \$ 192,529,745 | |
| ICC Revenue | \$ 20,470,538 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 20,470,538 | |
| Federal Student Aid | \$ - | \$ - | \$ - | \$ 23,727,696 | \$ - | \$ - | \$ - | \$ - | \$ 23,727,696 | |
| Interest and Investment | \$ 4,948,026 | \$ 13,141,723 | \$ 477,675 | \$ 18,246 | \$ 285,023 | \$ 502,985 | \$ 15,177,954 | \$ 1,302,609 | \$ 35,854,241 | |
| Internal Sales | \$ 141,581 | \$ 34,826,766 | \$ 14,271,347 | \$ - | \$ 5,997 | \$ - | \$ - | \$ 28,285,383 | \$ 77,531,075 | |
| Sales & Services | \$ 2,406,329 | \$ 10,883,738 | \$ 124,986,447 | \$ 1,322,532 | \$ 1,850,501 | \$ - | \$ 38,000 | \$ - | \$ 141,487,547 | |
| Other Revenues | \$ 1,101,711 | \$ 2,579,529 | \$ 17,374,992 | \$ - | \$ 368,645 | \$ - | \$ 61,205 | \$ - | \$ 21,486,082 | |
| Transfers From Ore State Agencies | \$ - | \$ - | \$ - | \$ 8,202,824 | \$ - | \$ - | \$ - | \$ - | \$ 8,202,824 | |
| Total Revenue | \$ 489,110,772 | \$ 73,508,569 | \$ 198,821,802 | \$ 138,527,683 | \$ 63,865,593 | \$ 502,985 | \$ 35,615,384 | \$ 32,858,367 | \$ 1,032,811,156 | |
| Salaries and Wages | \$ 252,262,893 | \$ 21,637,187 | \$ 52,598,483 | \$ 37,765,470 | \$ 15,843,624 | \$ - | \$ - | \$ 217,251 | \$ 380,324,908 | |
| OPE Health Benefits | \$ 52,619,354 | \$ 4,753,903 | \$ 12,139,949 | \$ 7,592,552 | \$ 1,461,149 | \$ - | \$ - | \$ 30,024 | \$ 78,596,931 | |
| OPE Retirement | \$ 43,072,436 | \$ 3,856,779 | \$ 7,738,572 | \$ 5,766,307 | \$ 2,201,841 | \$ - | \$ - | \$ 27,340 | \$ 62,663,275 | |
| OPE Other | \$ 21,115,368 | \$ 1,864,587 | \$ 3,828,494 | \$ 1,874,379 | \$ 2,492,515 | \$ - | \$ - | \$ 31,879 | \$ 31,207,221 | |
| OPE GTF Remissions | \$ 21,968,391 | \$ 275,254 | \$ 181,339 | \$ 1,553,143 | \$ 221,901 | \$ - | \$ - | \$ - | \$ 24,200,028 | |
| Total Personnel Services | \$ 391,038,443 | \$ 32,387,710 | \$ 76,486,837 | \$ 54,551,850 | \$ 22,221,029 | \$ - | \$ - | \$ 306,495 | \$ 576,992,364 | |
| Service & Supplies | \$ 96,276,961 | \$ 20,926,058 | \$ 72,952,641 | \$ 23,523,029 | \$ 18,079,822 | \$ (373,578) | \$ 2,215,810 | \$ 32,342,373 | \$ 265,943,117 | |
| Merchandise-Resale/Redistribution | \$ 1,556 | \$ 14,284,786 | \$ 11,805,508 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 26,091,850 | |
| Internal Sales Reimbursements | \$ (20,392,637) | \$ (614,646) | \$ (1,232,803) | \$ (24,800) | \$ (115,383) | \$ - | \$ - | \$ - | \$ (22,380,269) | |
| Indirect Costs | \$ 500,149 | \$ 2,782,818 | \$ 5,944,129 | \$ 20,470,538 | \$ - | \$ 272,335 | \$ - | \$ - | \$ 29,969,969 | |
| Depreciation/Amortization Expense | \$ - | \$ 4,282,302 | \$ 24,814,509 | \$ - | \$ - | \$ - | \$ 28,273,068 | \$ - | \$ 57,369,879 | |
| Student Aid | \$ 3,657,165 | \$ 730,626 | \$ 6,827,715 | \$ 35,888,220 | \$ 21,218,942 | \$ 284,207 | \$ - | \$ - | \$ 68,606,875 | |
| Total General Expense | \$ 80,043,195 | \$ 42,391,944 | \$ 121,111,699 | \$ 79,856,987 | \$ 39,183,381 | \$ 182,964 | \$ 30,488,878 | \$ 32,342,373 | \$ 425,601,422 | |
| Net Transfers Out/(In) | \$ 10,910,450 | \$ (2,834,841) | \$ (2,615,990) | \$ 1,793,431 | \$ 4,541,890 | \$ 3,179 | \$ (12,707,071) | \$ 908,952 | \$ - | |
| Total Expense | \$ 481,992,087 | \$ 71,944,813 | \$ 194,982,546 | \$ 136,202,268 | \$ 65,946,300 | \$ 186,144 | \$ 17,781,807 | \$ 33,557,820 | \$ 1,002,593,785 | |
| Net before CapEx | \$ 7,118,684 | \$ 1,563,756 | \$ 3,839,256 | \$ 2,325,415 | \$ (2,080,708) | \$ 316,842 | \$ 17,833,577 | \$ (699,453) | \$ 30,217,370 | |
| Beginning Fund Balance | \$ 66,636,308 | \$ 60,037,615 | \$ 287,543,239 | \$ 2,605,566 | \$ 18,822,233 | \$ 25,787,115 | \$ 510,341,484 | \$ (6,780,621) | \$ 964,992,938 | |
| Capital Expenditures | \$ (6,324,405) | \$ (401,043) | \$ (3,010,664) | \$ (2,376,646) | \$ (807,957) | \$ - | \$ (119,622,008) | \$ (2,857) | \$ (132,545,580) | |
| Net (from above) | \$ 7,118,684 | \$ 1,563,756 | \$ 3,839,256 | \$ 2,325,415 | \$ (2,080,708) | \$ 316,842 | \$ 17,833,577 | \$ (699,453) | \$ 30,217,370 | |
| Fund Additions/Deductions* | \$ (46) | \$ 1,053,909 | \$ 30,047,641 | \$ - | \$ - | \$ - | \$ 99,813,906 | \$ (14,347,808) | \$ 116,567,602 | |
| Ending Fund Balance | \$ 67,430,541 | \$ 62,254,237 | \$ 318,419,472 | \$ 2,554,335 | \$ 15,933,568 | \$ 26,103,956 | \$ 508,366,958 | \$ (21,830,738) | \$ 979,232,330 | |
| Year-End Accounting Entries ** | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | |
| Net Capital Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | |
| Other Restricted Net Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | |
| Unrestricted Net Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | |
| Total Net Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | |

* - Due to Capital Improvements and Debt Accounting entries, Includes Elimination of State Paid Debt from UO Books

** - Year-End Accounting - e.q. Allocate Pension Liability, Reclass Cash to Investments, Allocate Debt

FY16 Actual's Quarter 4 Report

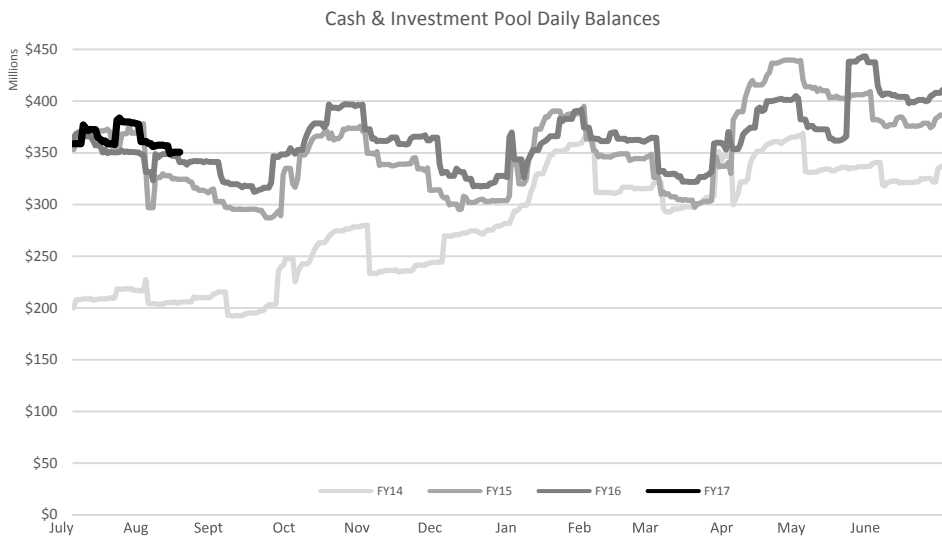
Education and General

| | FY16 Updated | | FY16 Q4 Actual | | FY16 Q4 | | FY16 Q3 Projection | | Updated Projection | |
|-----------------------------------|-----------------|-----------------|--------------------------|-----------------|------------------------|-------------------|-----------------------------------|----------------------------|--------------------|--|
| | Projection Q3 | FY16 Actual Q4 | as percent of projection | FY15 Actual Q4 | inc/(dec) from FY15 Q4 | FY15 Total Actual | compared to FY15 Total as percent | FY16 Updated Projection Q3 | compared to FY15 | |
| State Appropriation | \$ 65,199,000 | \$ 64,831,043 | 99.4% | \$ 56,111,454 | 15.5% | \$ 56,111,454 | 16.2% | \$ 65,199,000 | 16.2% | |
| Tuition and Fees | \$ 392,500,000 | \$ 394,747,172 | 100.6% | \$ 372,366,154 | 6.0% | \$ 372,366,154 | 5.4% | \$ 392,500,000 | 5.4% | |
| Gifts Grants & Contracts | \$ 350,000 | \$ 464,372 | 132.7% | \$ 336,462 | 38.0% | \$ 336,462 | 4.0% | \$ 350,000 | 4.0% | |
| ICC Revenue | \$ 20,300,000 | \$ 20,470,538 | 100.8% | \$ 19,185,870 | 6.7% | \$ 19,185,870 | 5.8% | \$ 20,300,000 | 5.8% | |
| Federal Student Aid | \$ - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | |
| Interest and Investment | \$ 5,110,000 | \$ 4,948,026 | 96.8% | \$ 5,186,262 | -4.6% | \$ 5,186,262 | -1.5% | \$ 5,110,000 | -1.5% | |
| Internal Sales | \$ 100,000 | \$ 141,581 | 141.6% | \$ 24,075 | 488.1% | \$ 24,075 | 315.4% | \$ 100,000 | 315.4% | |
| Sales & Services | \$ 2,922,000 | \$ 2,406,329 | 82.4% | \$ 2,561,521 | -6.1% | \$ 2,561,521 | 14.1% | \$ 2,922,000 | 14.1% | |
| Other Revenues | \$ 2,029,000 | \$ 1,101,711 | 54.3% | \$ 2,394,119 | -54.0% | \$ 2,394,119 | -15.3% | \$ 2,029,000 | -15.3% | |
| Transfers From Ore State Agencies | \$ - | \$ - | - | \$ 259,292 | -100.0% | \$ 259,292 | -100.0% | \$ - | -100.0% | |
| Total Revenue | \$ 488,510,000 | \$ 489,110,772 | 100.1% | \$ 458,425,209 | 6.7% | \$ 458,425,209 | 6.6% | \$ 488,510,000 | 6.6% | |
| Salaries and Wages | \$ 252,167,000 | \$ 252,262,893 | 100.0% | \$ 239,906,266 | 5.2% | \$ 239,906,266 | 5.1% | \$ 252,167,000 | 5.1% | |
| OPE Health Benefits | \$ 51,700,000 | \$ 52,619,354 | 101.8% | \$ 50,044,694 | 5.1% | \$ 50,044,694 | 3.3% | \$ 51,700,000 | 3.3% | |
| OPE Retirement | \$ 43,200,000 | \$ 43,072,436 | 99.7% | \$ 39,273,259 | 9.7% | \$ 39,273,259 | 10.0% | \$ 43,200,000 | 10.0% | |
| OPE Other | \$ 21,700,000 | \$ 21,115,368 | 97.3% | \$ 22,381,290 | -5.7% | \$ 22,381,290 | -3.0% | \$ 21,700,000 | -3.0% | |
| OPE GTF Remissions | \$ 22,060,000 | \$ 21,968,391 | 99.6% | \$ 21,621,966 | 1.6% | \$ 21,621,966 | 2.0% | \$ 22,060,000 | 2.0% | |
| Total Personnel Services | \$ 390,827,000 | \$ 391,038,443 | 100.1% | \$ 373,227,474 | 4.8% | \$ 373,227,474 | 4.7% | \$ 390,827,000 | 4.7% | |
| Service & Supplies | \$ 96,000,000 | \$ 96,276,961 | 100.3% | \$ 90,732,301 | 6.1% | \$ 90,732,301 | 5.8% | \$ 96,000,000 | 5.8% | |
| Merchandise-Resale/Redistribution | \$ 2,000 | \$ 1,556 | 77.8% | \$ 3,030 | -48.6% | \$ 3,030 | -34.0% | \$ 2,000 | -34.0% | |
| Internal Sales Reimbursements | \$ (17,281,000) | \$ (20,392,637) | 118.0% | \$ (14,374,610) | 41.9% | \$ (14,374,610) | 20.2% | \$ (17,281,000) | 20.2% | |
| Indirect Costs | \$ 508,000 | \$ 500,149 | 98.5% | \$ 473,595 | 5.6% | \$ 473,595 | 7.3% | \$ 508,000 | 7.3% | |
| Depreciation/Amortization Expense | \$ - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | |
| Student Aid | \$ 2,000,000 | \$ 3,657,165 | 182.9% | \$ 4,527,042 | -19.2% | \$ 4,527,042 | -55.8% | \$ 2,000,000 | -55.8% | |
| Total General Expense | \$ 81,229,000 | \$ 80,043,195 | 98.5% | \$ 81,361,357 | -1.6% | \$ 81,361,357 | -0.2% | \$ 81,229,000 | -0.2% | |
| Net Transfers Out(In) | \$ 10,499,143 | \$ 10,910,450 | 103.9% | \$ 7,290,091 | 49.7% | \$ 7,290,091 | 44.0% | \$ 10,499,143 | 44.0% | |
| Total Expense | \$ 482,555,143 | \$ 481,992,087 | 99.9% | \$ 461,878,922 | 4.4% | \$ 461,878,922 | 4.5% | \$ 482,555,143 | 4.5% | |
| Net before CapEx | \$ 5,954,857 | \$ 7,118,684 | 119.5% | \$ (3,453,713) | -306.1% | \$ (3,453,713) | -272.4% | \$ 5,954,857 | -272.4% | |
| Beginning Fund Balance | \$ 66,636,308 | \$ 66,636,308 | 100.0% | \$ 77,280,262 | -13.8% | \$ 77,280,262 | -13.8% | \$ 66,636,308 | -13.8% | |
| Capital Expenditures | \$ (5,500,000) | \$ (6,324,405) | 115.0% | \$ (5,806,747) | 8.9% | \$ (5,806,747) | -5.3% | \$ (5,500,000) | -5.3% | |
| Net (from above) | \$ 5,954,857 | \$ 7,118,684 | 119.5% | \$ (3,453,713) | -306.1% | \$ (3,453,713) | -272.4% | \$ 5,954,857 | -272.4% | |
| Fund Additions/Deductions* | \$ - | \$ (46) | - | \$ (1,383,496) | -100.0% | \$ (1,383,496) | -100.0% | \$ - | -100.0% | |
| Ending Fund Balance | \$ 67,091,165 | \$ 67,430,541 | 100.5% | \$ 66,636,308 | 1.2% | \$ 66,636,308 | 0.7% | \$ 67,091,165 | 0.7% | |
| Year-End Accounting Entries ** | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | | |
| Net Capital Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | | |
| Other Restricted Net Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | | |
| Unrestricted Net Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | | |
| Total Net Assets | TBD | TBD | TBD | TBD | TBD | TBD | TBD | TBD | | |

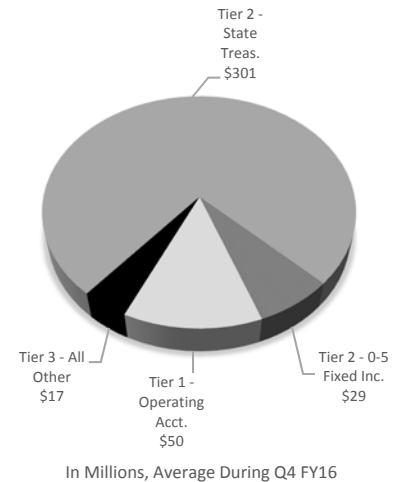
* - Due to Capital Improvements and Debt Accounting entries

** - Year-End Accounting - e.q. Allocate Pension Liability, Reclass Cash to Investments, Allocate Debt

Cash & Investment Pool

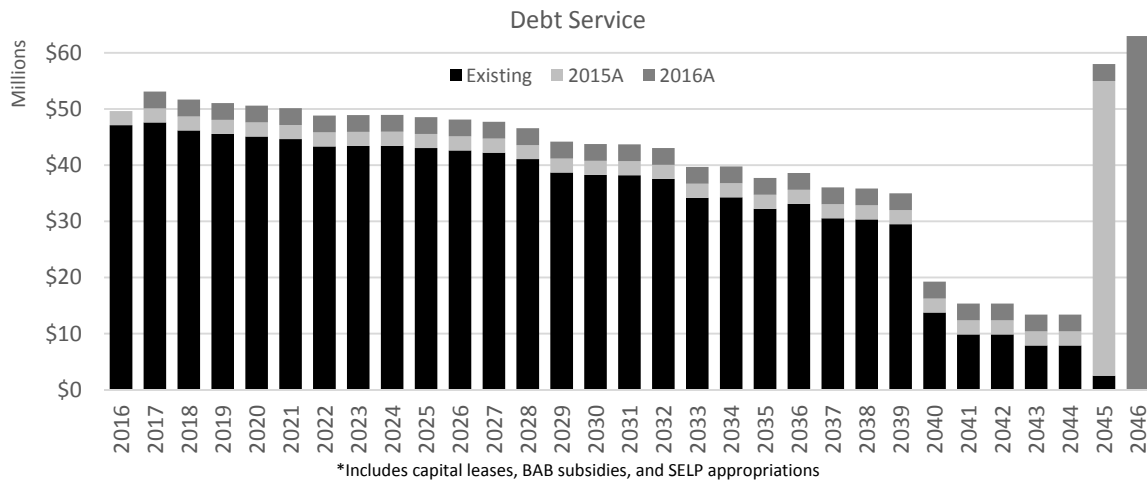


Cash & Investment Pool Allocation



- Cash and investment pool balances continued to follow seasonal trends, with a low point just before the start of fall term and a high point during spring term.
- Several securities were sold from the 0-5 year fixed income portfolio in May 2016 resulting in a realized gain of \$252,000.
- On June 30, 2016 the cash and investment pool balance was \$365 million, compared to \$399 million on June 30, 2015.
- Cash balances are lower at June 30 than one year ago due to a timing difference in the payment of the note payable to the state which was paid on June 30 in FY16 but was paid on July 1 in the prior year. July and August balances are tracking very closely on a year-over-year basis.
- Estimated average accounting yield for Q4 FY16 was 1.26% and was 0.94% for all of FY16.

Debt Activities



- The university's debt service will increase in FY17 with the addition of the recently-issued 2016A general revenue bonds.
- The principal balance of current outstanding debt is approximately \$676 million.
- 2015A/2016A funds are loaned internally for capital projects on a continuous basis but all associated loans repay their borrowings prior to the bullet payments shown above.



Agenda Item #2

Auxiliary Budget Review: Athletics



BOARD OF TRUSTEES
OREGON ATHLETICS
OVERVIEW

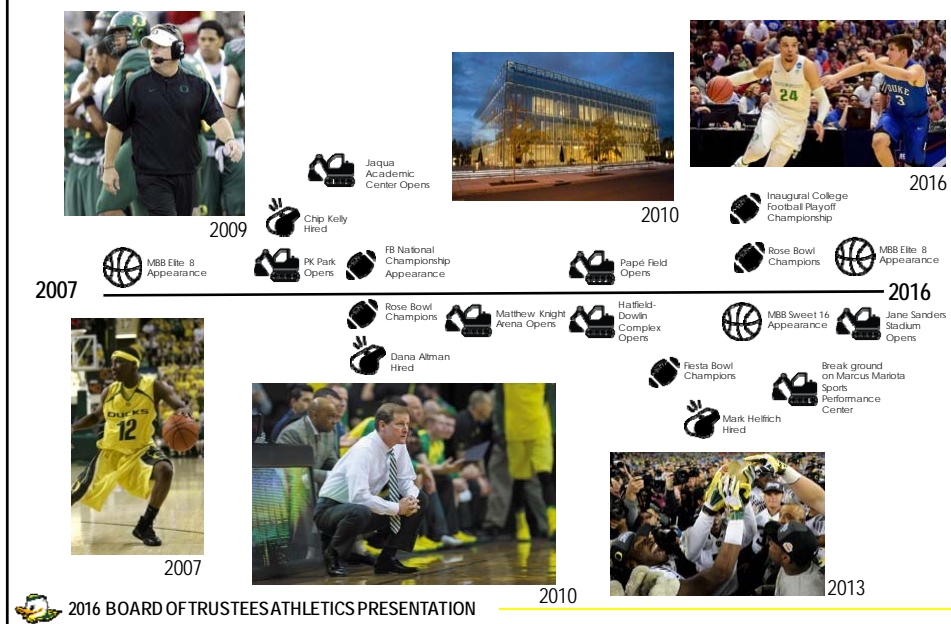
“THE VISION”



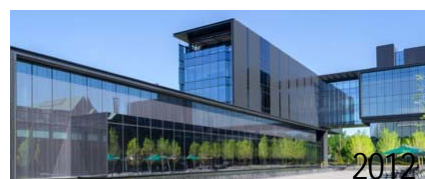
"THE VISION" COMING TO LIFE



THE "GOLDEN ERA"



BUILDING "THE VISION"



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

DEPARTMENT OVERVIEW

20 Sports

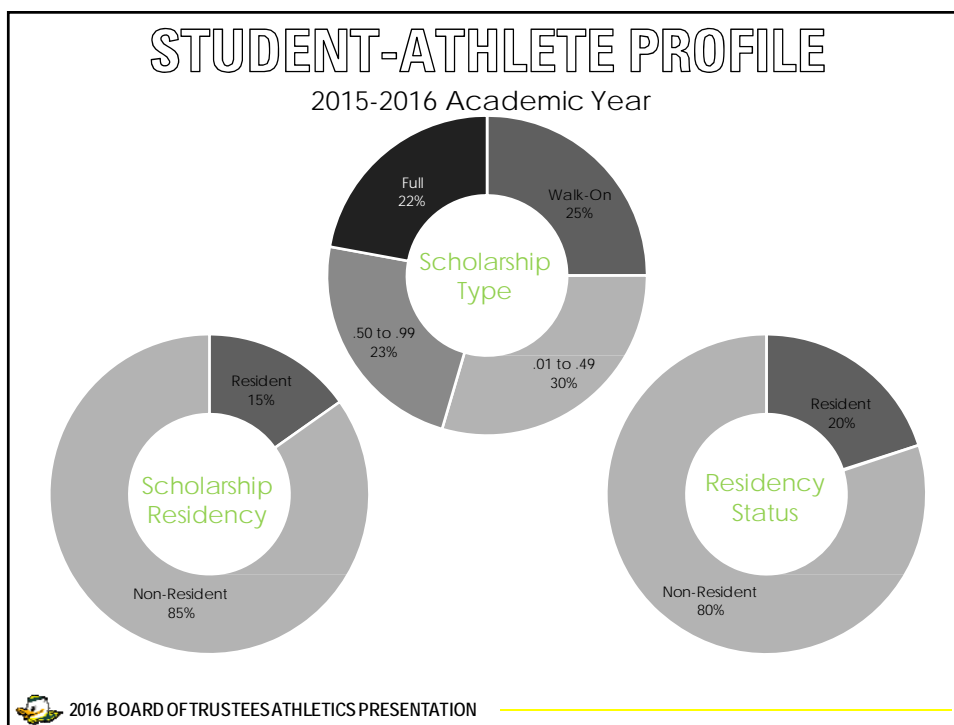
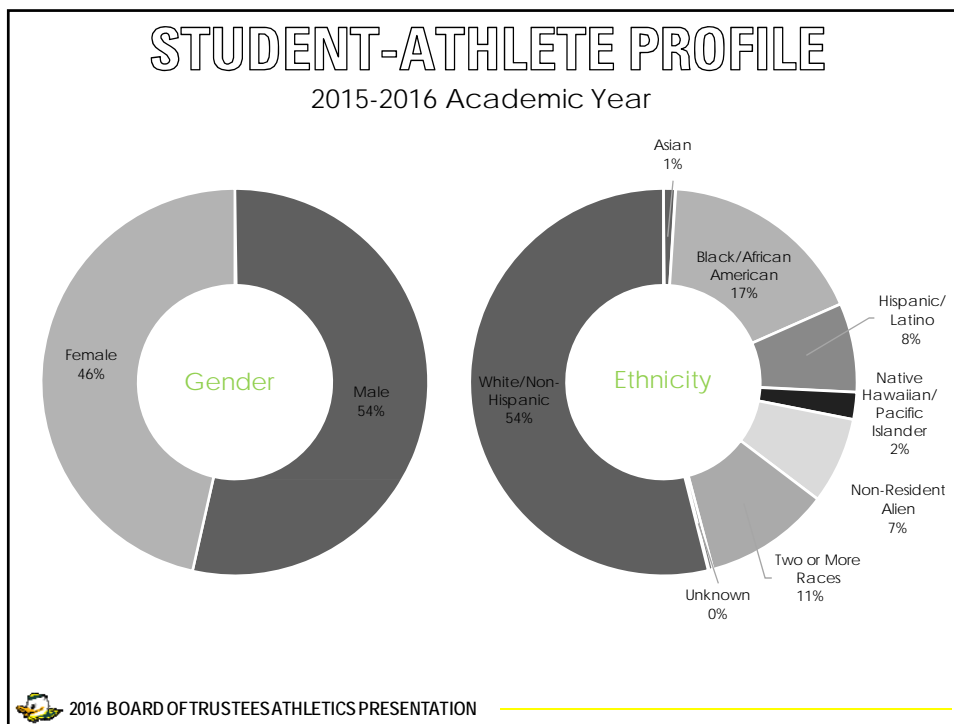
484 Student-Athletes

251 FT Employees

\$110.3M FY17 Budget



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION



SCHOLARSHIP SUPPORT

240.3 Full Scholarship Equivalencies

107 Full Rides (All academic, living expenses, athletic expenses, and **cost of attendance** is covered—the maximum award allowed by the NCAA)

256 Partial Scholarships (1%-99%)

121 Walk-ons

| 2016–17 Undergraduate Cost of Attendance | Residents | Non Residents |
|--|-----------------|-----------------|
| Tuition and Fees | | |
| Based on enrollment of 15 credits per term (45 credits per year) | \$10,761 | \$33,441 |
| On-Campus Housing | | |
| Standard Double Occupancy, Standard Meal Plan | \$11,583 | \$11,583 |
| Books and Supplies | \$1,122 | \$1,122 |
| Personal Expenses | \$1,989 | \$1,989 |
| Transportation | \$360 | \$1,257 |
| Estimated Total | \$25,815 | \$49,392 |



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

STUDENT-ATHLETES DOING MORE...

Incoming freshman
student-athlete GPA

3.45

3,679 Community service
hours in 2015-2016

41 Different majors represented
(The UO offers 61 majors)

104 First generation
college students

3.06 GPA
Cumulative for all student-athletes

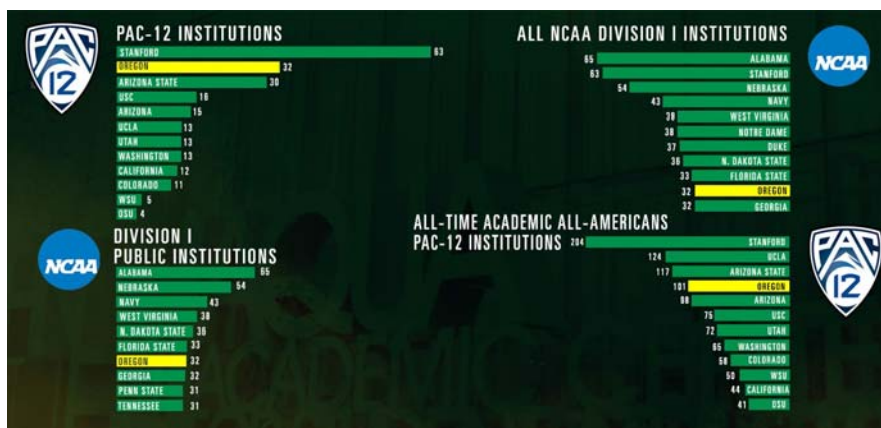
100 Student-athletes that are Pell Grant eligible

UO student-athletes exhausted eligibility graduation rate **90%**



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

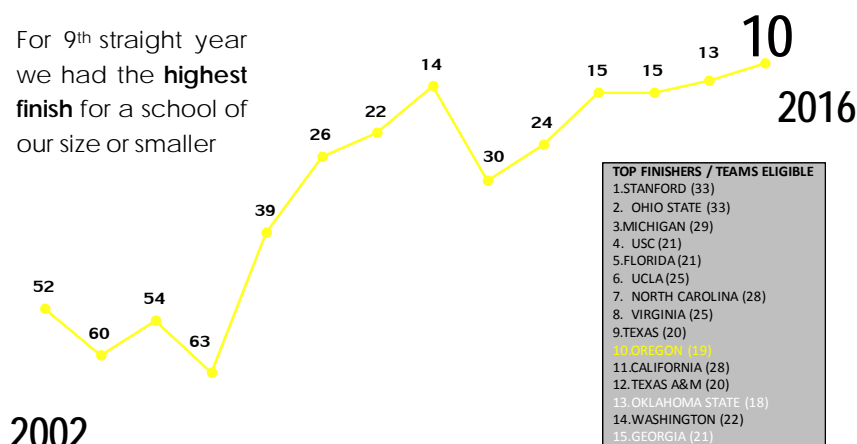
ACADEMIC ALL-AMERICANS



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

BROAD-BASED COMPETITIVE EXCELLENCE

For 9th straight year we had the **highest finish** for a school of our size or smaller



*AAU MEMBER INSTITUTION



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

NATIONAL CHAMPIONSHIPS

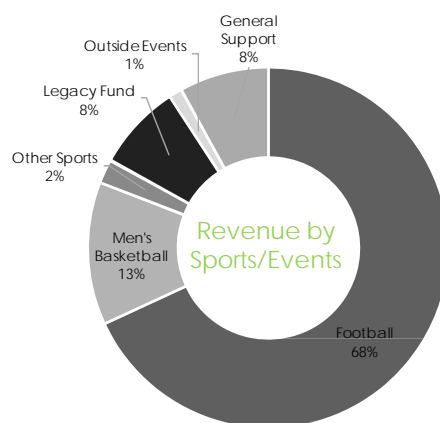
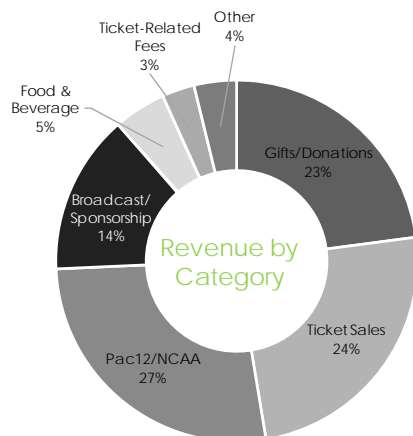
14 NCAA NATIONAL CHAMPIONSHIPS SINCE 2010



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

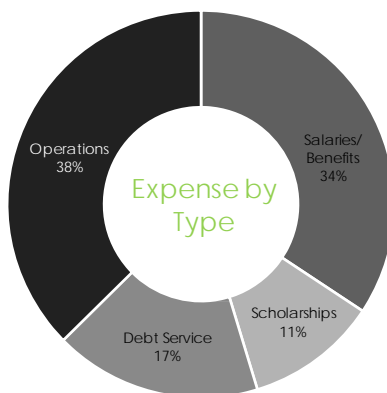
*18 if you include A&T

REVENUE BREAKDOWN



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

EXPENSE BREAKDOWN



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

FINANCIAL IMPACTS OF AUTONOMY

Enhanced Meals/Nutrition

Cost of Attendance

Student-Athlete Family Travel

Extended/Enhanced Medical Insurance

LOV/PPD Insurance



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

ATHLETICS DEPARTMENT CAMPUS SPENDING

| Cash Payments | | 2015-2016 |
|---|--|------------------------|
| Tuition (Approx. 85% of scholarships are for non-resident student-athletes) | | \$8,900,000.00 |
| Other Services | | \$1,000,000.00 |
| Total Cash Payments | | \$9,900,000.00 |
| Assessments | | |
| UO Administrative Assessment (4% plus Lottery Assessment) | | \$2,600,000.00 |
| Foundation Assessment (5%) | | \$1,000,000.00 |
| Total Assessments | | \$3,600,000.00 |
| Total Cash Payments and Assessments | | \$13,500,000.00 |

Other Services includes areas such as printing, housing, telecommunications, public safety, and student health center.

- Scholarship costs have increased **30%** from \$9.4M in FY12 to \$12.2M in FY17
- Overhead assessments have increased **86%** from \$1.4M in FY12 to \$2.6M in FY17



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

KEY ATHLETICS FINANCIAL METRICS

| Category | Revenues | Expenses | Subsidy | % Subsidy |
|-----------------------------|---------------|---------------|---------------|-----------|
| Power 5 School Averages | \$103,188,082 | \$97,624,637 | \$4,592,335 | 5.4% |
| PAC 12 School Averages | \$81,255,208 | \$82,774,493 | \$7,598,832 | 9.7% |
| University of Oregon | \$105,701,523 | \$103,880,557 | \$2,009,125 | 1.9% |
| Oregon vs. Power 5 Averages | \$2,513,441 | \$6,255,920 | (\$2,583,210) | -3.5% |
| Oregon vs. PAC 12 Averages | \$24,446,315 | \$21,106,064 | (\$5,589,707) | -7.8% |

Notes:

The data above is taken from a USA Today compilation of 2014-15 NCAA EADA submissions by 52 Power 5 Conference schools. The data above does not include Power 5 schools which were not required by open records laws to disclose their NCAA EADA submissions publicly.

- Oregon's subsidy includes approximately \$1.7M in student incidental fees which fund the student ticket allocation and \$240K in net funds allocated from the Oregon state lottery. The incidental fees received are approximately 50% of the market value of the tickets allocated to students.

Subsidy Statistics:

- Oregon ranks 209th out of 231 Division 1 schools (highest to lowest) in dollar subsidy and 212th of 231 Division 1 schools (highest to lowest) in subsidy as a % of total revenue.
- Oregon subsidy is the smallest (in dollars and as % of revenue) among the 10 PAC 12 schools reported on.



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

OREGON VS. TOP 20 DIVISION I REVENUE GENERATORS

| Oregon vs. Top 20 Division 1 Revenue Generators | | | | |
|---|---------------|---------------|----------------|----------------|
| Category | Top 20 Avg. | Oregon | Difference | UO as % Top 20 |
| Revenue | \$133,609,595 | \$105,701,523 | (\$27,908,072) | 79.1% |
| Subsidy | \$1,771,885 | \$2,009,125 | \$237,240 | 113.4% |
| Football Stadium Capacity | 87,725 | 54,000 | (33,725) | 61.6% |
| Football Attendance | 85,518 | 27,887 | (27,887) | 67.4% |
| Ticket Revenue (All Sports) | \$36,009,535 | \$25,845,889 | (\$10,160,646) | 71.8% |
| Men's Basketball Attendance | 10,234 | 4,209 | (4,025) | 60.8% |
| Director's Cup Finish | 21.3 | 13 | (8.3) | 61.0% |

Notes:

- Top 20 revenue producing programs as reported by USA Today (FY15 EADA Submissions)
- Football attendance is from the 2015 season.
- Men's Basketball attendance is from the 2014-15 season.
- Director's Cup finish reflects the 2014-15 Director's Cup results



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

NATIONAL ATHLETICS SPENDING

One
school in
Top 20
with
fewer
seats



| | EXPENSES | STADIUM SIZE |
|-----------------------|---------------|--------------|
| 1 | \$173,248,133 | 100,119 |
| 2 | \$154,033,208 | 104,944 |
| 3 | \$151,144,964 | 107,601 |
| 4 | \$132,354,913 | 101,821 |
| 5 | \$125,384,443 | 88,458 |
| 6 | \$123,017,251 | 82,112 |
| 7 | \$122,271,407 | 106,572 |
| 8 | \$121,947,775 | 102,321 |
| 9 | \$118,691,112 | 80,321 |
| 10 | \$115,498,047 | 87,451 |
| 11 | \$115,159,039 | 61,000 |
| 12 | \$113,413,325 | 102,455 |
| 13 | \$111,386,681 | 82,300 |
| 14 | \$111,162,265 | 50,805 |
| 15 | \$109,313,651 | 102,733 |
| 16 | \$109,214,651 | 70,585 |
| 17 | \$108,283,151 | 75,005 |
| 18 | \$107,430,044 | 80,250 |
| 19 | \$104,403,044 | 72,500 |
| 20 | \$103,880,557 | 54,000 |
| AVERAGE \$108,200,482 | | 85,668 |

Almost
40%
fewer
seats

*Indicates membership in the AAU



PAC-12 INSTITUTIONAL SPENDING

| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | Total |
|---|-----------|---------|---------|---------|---------|---------|
| 1  * | \$15.31 | \$15.71 | \$6.87 | \$10.45 | \$9.92 | \$58.26 |
| 2  | \$9.2 | \$8.90 | \$8.62 | \$8.54 | \$19.38 | \$54.76 |
| 3  | \$9.38 | \$9.98 | \$10.24 | \$9.86 | \$10.23 | \$49.69 |
| 4  | \$12.27 | \$13.86 | \$7.00 | \$6.29 | \$6.94 | \$46.36 |
| 5  | * \$10.51 | \$9.52 | \$7.57 | \$4.98 | \$5.00 | \$37.58 |
| 6  | * \$6.39 | \$6.20 | \$6.24 | \$6.76 | \$7.45 | \$33.04 |
| 7  | \$9.29 | \$7.18 | \$4.55 | \$4.58 | \$4.87 | \$30.47 |
| 8  | * \$2.46 | \$3.07 | \$3.34 | \$3.55 | \$3.90 | \$16.32 |
| 9  | * \$2.59 | \$2.78 | \$2.63 | \$2.71 | \$2.67 | \$13.38 |
| 10  | * \$2.42 | \$2.47 | \$2.33 | \$2.16 | \$2.01 | \$11.40 |

*Indicates membership in AAU
 -All figures are in Millions
 -Figures unavailable:



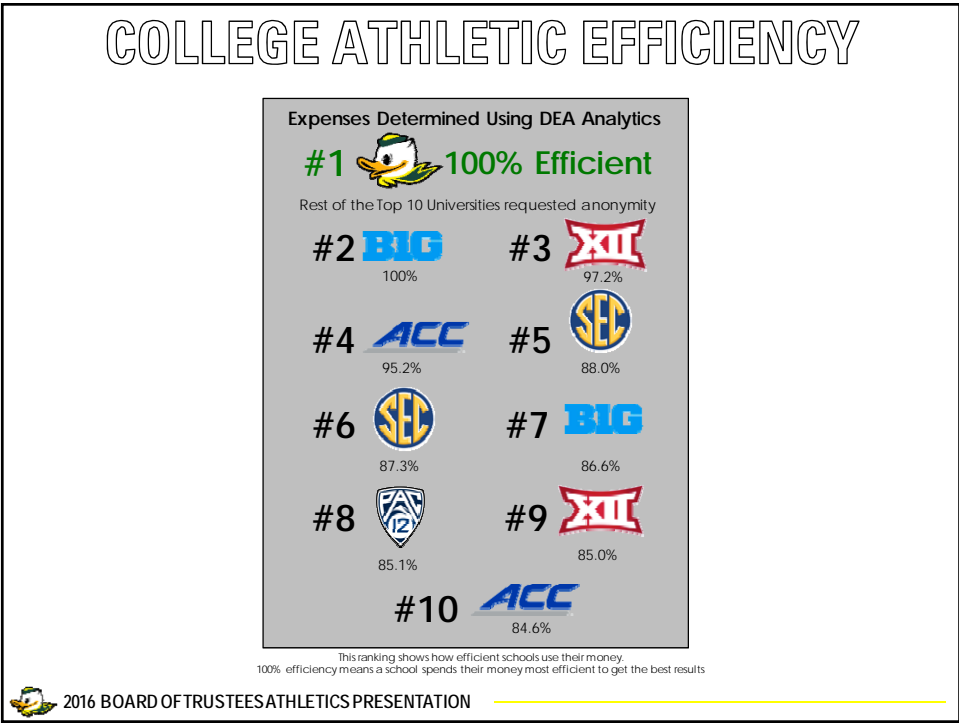
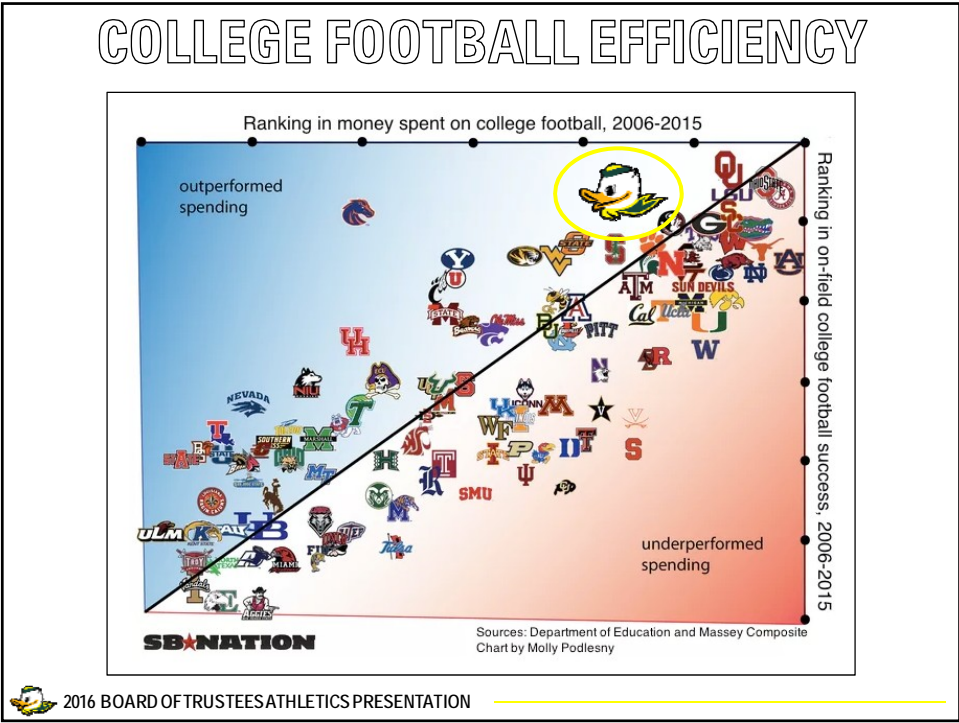
2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION

ATHLETIC PERFORMANCE VS. ATHLETIC EXPENSES

| Year | Expense Rank | Final Football AP Rank | Director's Cup Rank |
|---------|------------------|------------------------|---------------------|
| 2010-11 | 23 | 3 | 30 |
| 2011-12 | 16 | 4 | 24 |
| 2012-13 | 16 | 2 | 15 |
| 2013-14 | 16 | 9 | 15 |
| 2014-15 | 20 | 2 | 13 |
| 2015-16 | Projected Top 25 | 19 | 10 |



2016 BOARD OF TRUSTEES ATHLETICS PRESENTATION





Agenda Item #3

Capital Construction & Planning



Dr. David O. Conover is the Vice President for Research and Innovation at the University of Oregon (UO). Dr. Conover directs the office of research and innovation and oversees the university's entire research enterprise. He is committed to enhancing research excellence and strengthening the role of research, scholarship and creative activity across the University. He works alongside the President and Senior Vice President and Provost to strengthen existing academic research programs and develop new partnerships and collaborations that make the UO a key

contributor to the cultural, scientific, and economic development of the state, nation, and the world.

As UO's chief research officer, Dr. Conover oversees the majority of UO's multidisciplinary research centers and institutes, strategic research initiatives and partnerships, research infrastructure and administration, compliance and regulatory environment, innovation and commercialization efforts, and works with the UO donor community to support research initiatives. He collaborates with deans, faculty, and colleagues in areas that support the research mission of the university.

Prior to being named Vice President for Research and Innovation at the University of Oregon, Dr. Conover was the Vice President for Research at Stony Brook University, where he previously served as Dean of the School of Marine and Atmospheric Sciences and as a professor of Marine Science.

From 2010 to 2013, Dr. Conover served as the Director of the Division of Ocean Sciences at the National Science Foundation (NSF) where he managed an annual budget in excess of \$350 million, representing the bulk of financial support for basic research in ocean science. In addition, Dr. Conover oversaw two major facility construction projects worth over \$500 million. He served in Washington, D.C., on several interagency policy committees, including the Subcommittee on Ocean Science and Technology (SOST) and the Steering Committee of the National Ocean Council.

Dr. Conover has authored over 125 publications on the ecology and evolution of marine fish, and his research has been supported for over 30 years by NSF, NOAA, and various private foundations. He has been the recipient of numerous awards including the Mote Eminent Scholar Chair at Florida State University and the Oscar E. Sette Award from the American Fisheries Society. Additionally, he is an Aldo Leopold Leadership Fellow and a Fellow of the American Association for the Advancement of Science (AAAS) and the American Fisheries Society. He has served on the boards of numerous organizations and he founded the New York Marine Sciences Consortium, an association that enables 28 academic institutions to share expertise and speak with one voice on environmental issues.

As the leader of the UO's growing research enterprise, Conover says he is honored to support the success of a team of nationally recognized researchers during a transformational time for the University.

"My background and experience in research and administration will benefit the great work that is taking place across campus and around the globe every day as we further strengthen and expand discovery and innovation at the UO."



Bill Cresko is a professor of biology and associate vice president of research at the University of Oregon. Cresko provides leadership on a number of internal and external working groups and committees. He partners with the executive team of the vice president for research & innovation to provide management and oversight of sponsored research administration, Research Centers & Institutes and Research Core Facilities. He is a member of the Institute of Ecology and Evolution (IE2) and a PI of the Microbial Ecology and Theory of Animals (META) Center for Systems Biology.

Cresko studies the genomic basis of evolutionary change using comparative studies of natural populations in the wild and experimental approaches in the laboratory. He uses the threespine stickleback fish as his primary model to understand how molecular genetic variation can modify networks of genes and proteins to produce variation in evolutionarily important traits. Most recently his lab has developed stickleback as a model for studies of how host genetic variation can influence their associated microbial communities. His lab also develops genomic tools and super-computing software, both of which are now used by thousands of scientists around the world. Cresko founded the Applied Graduate Internship Program in Genomics and Bioinformatics, an interdisciplinary training program at UO.

Cresko received his bachelor's degree in biology from the University of Pennsylvania in 1992 and his Ph.D. in biology from Clark University in 2000 under Dr. Susan Foster where he first started developing the threespine stickleback model. From 2001-2005 he worked as an NIH postdoctoral scholar with Drs. John Postlethwait and Charles Kimmel at UO, two of the founders of the zebrafish model. During this time Cresko honed his knowledge of vertebrate developmental genetics using zebrafish, and also acquired his first grant from NSF to begin developing the stickleback model. He became a UO faculty member in 2005.

Research Interests

- Quantitative Genomics & Evolutionary Biology
- Cell & Developmental Biology
- Molecular Biology & Genetics

Sources of Support

National Institutes of Health
National Science Foundation
M.J. Murdock Charitable Trust
W. M. Keck Foundation

Introduction

Board of Trustees approval is sought for expenditure of funds for a two-phase renovation of the South Wing of Pacific Hall in support of the University's mission to increase laboratory space for tenure track faculty in the sciences.

- Phase 1 will include the renovation of the basement, first and second floors.
- Phase 2 adds the renovation of classroom 123 and the West lobby.

Pacific Hall, originally built to support research within the sciences, has over the years seen its use migrate to other functions. With Presidential initiatives to recruit and retain additional faculty, this building provides the University with its most cost effective opportunity to add research laboratory capacity that will support hiring more science faculty.

Project Overview

Phase 1 of this renovation project generates fourteen new "wet" laboratories that contain necessary benches, hoods and utilities to support modern science research. These new spaces will support the recruitment of seven new faculty and 30-35 additional associated doctoral students. It will also provide needed space for seven existing UO faculty and their graduate students who will be relocating from off-campus, leased space, into the collaborative environment of the science complex. A renovated Pacific Hall provides all of these researchers enhanced opportunities to work in collaboration with other researchers across varying disciplines (such as anthropology, biology, human physiology, psychology and environmental studies), as well as access to research core facilities in the Lokey Science Complex.

Pacific Hall, already home to a robust and productive group of researchers within the Institute of Ecology and Evolution, will not only house these new researchers, but also provides the opportunity for continued lab renovations in the future, further expanding the collaborative network so desired within the University's research community.

As laboratory renovations on three floors of this building are addressed in this project the opportunity will be taken to update and upgrade building systems that have reached the end of their life cycle. This building, which opened in the fall of 1952, still contains many of the original building systems which are in need of deferred maintenance improvements.

The project will additionally target ADA improvements to restrooms on the second floor of the building.

Phase 2 of the renovation project refurbishes one of the campus's core large classrooms that accommodates scientific demonstrations. This 200 seat classroom, will help return Pacific Hall to prominence amongst the science buildings on campus by providing state of the art teaching spaces in close conjunction to the newly renovated research laboratories. These connections between teaching and research spaces will further increase the quality of education for undergraduates, many of whom perform independent research in laboratories. Additionally, the

West lobby will be renovated and will provide a renewed gateway to University Street, the primary north-south route through the heart of campus. This prominently located entrance is currently understated and functions poorly as a gathering and circulation space. Enhancement of this lobby will transform the entrance to Pacific Hall into a welcoming location for students and visitors as they enter the newly renovated South Wing.

Cost and Funding

This project is expected to be funded from existing revenue bonds and gifts. The anticipated budget for the total project is \$16,700,000. Phase 1 has an anticipated budget of \$12.6 million. Phase 2 has been preliminarily budgeted at \$4.1 million. The project funding is anticipated to be through a combination of existing revenue bonds, donor gifts, and a generous lead gift.

Timeline

Phase 1 of the project is currently in the early stages of the design process and is scheduled for occupancy in January of 2018. This project is moving forward aggressively in order to target the hiring dates of the new research faculty. Phase 2 is envisioned to begin design in fall 2017 with construction occurring in 2018 and 2019.

Broad Impacts

Careful coordination will be required during this renovation in order to maintain current functions within Pacific Hall. With a fully occupied third floor doing active research, additional departments such as Architecture, located in the north wing, and active classrooms, sequencing and coordination of work being performed will be of utmost importance in order to ensure uninterrupted operation of those programs.

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

Resolution: Approval of Pacific Hall Capital Project

Whereas, the University of Oregon is committed to providing faculty with physical space necessary to conduct scholarship and research;

Whereas, Pacific Hall opened in 1952 and is in need of updates and renovations to improve laboratory space; increase the energy efficiency of mechanical systems; update technology; and make general improvements for teaching, research and collaboration;

Whereas, the renovation of Pacific Hall will provide additional and improved laboratory and research space for UO scientists, including principle investigators and graduate students;

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, Campus Planning and Facilities Management has developed a two-phased plan for the renovation of Pacific Hall as articulated in the summary accompanying this resolution and desires to proceed with the planning, design and construction of that project for completion by fall of 2019;

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 anticipated cost of this project is \$16,700,000, for which the University has sufficient unexpended bond proceeds and gift revenue available; and,

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 to the Board of Trustees as a seconded motion the following, recommending passage:

RESOLVED, the Board of Trustees of the University of Oregon hereby authorizes the President and his designee(s) to take all actions necessary and proper to engage in the renovation and modernization of Pacific Hall as outlined in the summary provided on this day.

--Vote Recorded on the Following Page--

Moved: _____

Seconded: _____

| Trustee | Yes | No |
|---------|-----|----|
| Bragdon | | |
| Colas | | |
| Gary | | |
| Gonyea | | |
| Kari | | |
| Schill | | |

Dated: _____

Recorded: _____

Introduction & Project Overview

Board of Trustees approval is sought for expenditure of funds for the renovation of Oregon Hall. Oregon Hall, built in 1974, has been the primary home for many units providing core student services—such as the Dean of Students Office (which provides student crisis support and handles student conduct), the Center for Multicultural Academic Excellence, the Registrar, Academic Advising, the Accessible Education Center, Admissions, Financial Aid & Scholarships, GEO Study Abroad, and International Student & Scholar Services—as well as core business functions. In direct alignment with President Schill’s initiatives regarding student success, this project will expand the space available on campus for student services and consolidate and improve the workflow of many of the departments, creating a more easily-accessible integrated network of student support on campus.

This renovation project will enhance the student experience at the UO through the improvement of access to student services. In order to create more space for critical student-facing services on campus, the Business Affairs Office is moving to the Thompson Center this fall, where it will be co-located with the Budget and Resource Planning Office. The improvement of space utilization in Oregon Hall will provide additional capacity for critical student services that have been unable to meet capacity demands within their current physical environment. The project will enable staff that had previously been housed in remote locations to integrate back into Oregon Hall and will also reorganize programs within the building to optimize collaboration and working relationships between related services.

This project will also address significant deferred maintenance issues in the building, including an HVAC system that is nearing end-of-life. It will also increase the energy efficiency of the building. A portion of the mechanical system work will include moving some of the mechanical systems out of third floor mechanical rooms to the roof. This will provide for more useable space within the building.

Cost and Funding

The anticipated budget is \$9,500,000 and the project is expected to be funded from existing revenue bonds. No new bonds need to be issued.

Timeline

The project is currently in the early stages of the design process. Final completion of the project is targeted for September 2018.

Broad Impacts

Careful coordination will be required during this renovation in order to maintain the function of departments within Oregon Hall. With portions of the building being occupied and fully operational, sequencing and coordination of work being performed will be of upmost importance in order to ensure uninterrupted operation of those programs.

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

Resolution: Approval of Oregon Hall Capital Project

Whereas, the University of Oregon is committed to providing cohesive and efficient access to student services on campus;

Whereas, Oregon Hall, built in 1974, is a primary home for many core student service functions, including the Dean of Students' Office, the Center for Multicultural Academic Excellence, the Registrar, Academic Advising, the Accessible Education Center, Admissions, Financial Aid & Scholarships, Study Abroad, and International Student and Scholar Services;

Whereas, business functions currently housed in Oregon Hall are being moved to other locations so that more space can be dedicated to providing student-facing services,

Whereas, the renovation of Oregon Hall is necessary to enhance the student experience through improved access, better space utilization, optimizing collaboration, and expansion of certain student service offices;

Whereas, the renovation of Oregon Hall will also address significant deferred maintenance issues related to the HVAC system for the building

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, Campus Planning and Facilities Management has developed a plan for the renovation of Oregon Hall as articulated in the summary accompanying this resolution and desires to proceed with the planning, design and construction of that project for completion September 2018;

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 anticipated cost of this project is \$9,500,000, for which the University has sufficient revenue bond proceeds from prior issuances available; and,

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 to the Board of Trustees as a seconded motion the following, recommending passage:

RESOLVED, the Board of Trustees of the University of Oregon hereby authorizes the President and his designee(s) to take all actions necessary and proper to engage in the renovation and modernization of Oregon Hall as outlined in the summary provided on this day.

--Vote Recorded on the Following Page--

Moved: _____

Seconded: _____

| Trustee | Yes | No |
|---------|-----|----|
| Bragdon | | |
| Colas | | |
| Gary | | |
| Gonyea | | |
| Kari | | |
| Schill | | |

Dated: _____

Recorded: _____



Agenda Item #4

UO Buildings – Energy Policies and Programs



Michael Harwood is the University of Oregon's new Associate Vice President (AVP) for Campus Planning and Facilities Management. As AVP for Campus Planning and Facilities Management, Harwood is responsible for a newly created portfolio of departments including Campus Operations, Campus Planning, Design and Construction, and the Office of Sustainability. The portfolio includes about 330 employees

and a \$45 million annual operating budget.

Michael joins the University of Oregon with over 20 years of leadership in higher education planning, architectural design, real estate development, capital construction and campus operations. Most recently, he served as Associate Vice Chancellor for Centennial Campus Development at North Carolina State University, a research-intensive, 2,090-acre land grant institution with a population of 34,000 students. He holds bachelor's and master's degrees in architecture from Washington University in St. Louis.


UNIVERSITY OF OREGON



University of Oregon's Energy Policy and Programs


Michael Harwood
Associate Vice President for
Campus Planning and Facilities Management



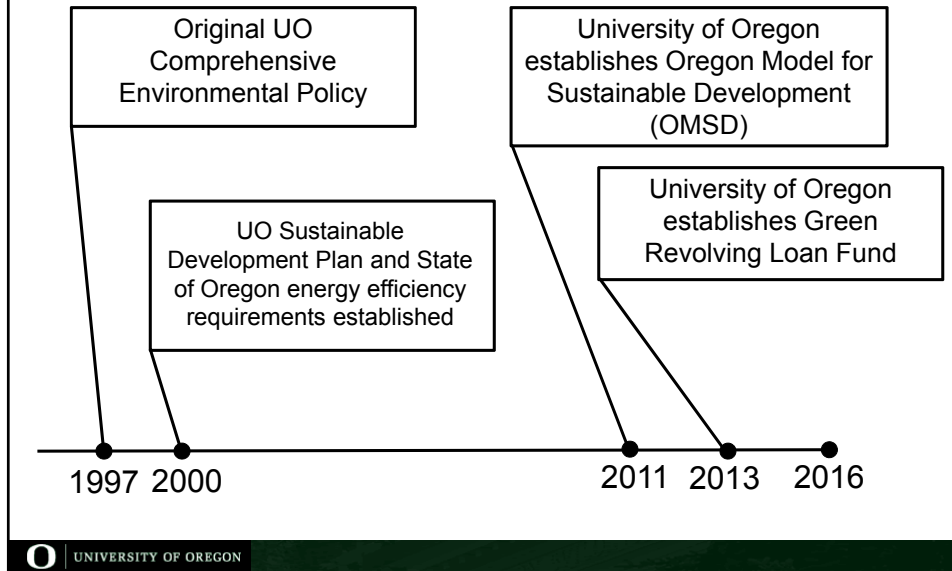

UNIVERSITY OF OREGON

First, A Quick look at UO's Comprehensive Environmental Policy

| | |
|--|---|
| I. Planning and Design: | I. The university will endeavor to minimize environmental impacts associated with the construction and operation of campus buildings and grounds through careful attention to environmental performance standards in design and construction. |
| II. Operations and Maintenance: | |
| III. Greenhouse Gas Emissions: | |
| IV. Transportation: | II. The university will implement conservation and efficiency strategies that reduce consumption of energy, water, and other resources without compromising high quality learning environments. |
| V. Purchasing: | |
| VI. Materials Management: | |
| VII. Hazardous Materials Management: | III. The university will monitor, report, and strive to reduce its greenhouse gas emissions. |


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University of Oregon's Recent Energy Policy and Practice Timeline



UO Sustainable Development Plan & State of Oregon Energy Efficiency Program

2000

GOAL:

All Public Buildings designed to meet:

1. LEED Silver equivalency criteria
2. State of Oregon Energy Efficiency Program required buildings to be 20% more energy efficient than state energy code.



Oregon Model for Sustainable Development

2011

GOAL:

Cap campus energy use from new projects by:

1. New buildings to certify a minimum of LEED GOLD
2. New buildings must be 35% more energy efficient than state energy code
3. All new energy use must be offset through energy reductions from existing campus buildings

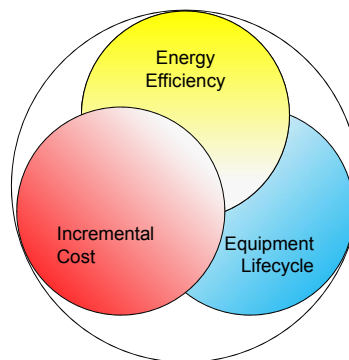


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Balancing Fiscal Responsibility with Sustainability

A Core Element in Decision Making

- Return on Investment / Cost Benefit Analysis
- Balancing
 - Energy Efficiency
 - Incremental Cost
 - Equipment Lifecycle
- Institutional Lifecycle Approach
 - Longer acceptable payback cycle based upon extended ownership
- Responsible Stewardship
 - Finances
 - Facilities
 - Environment

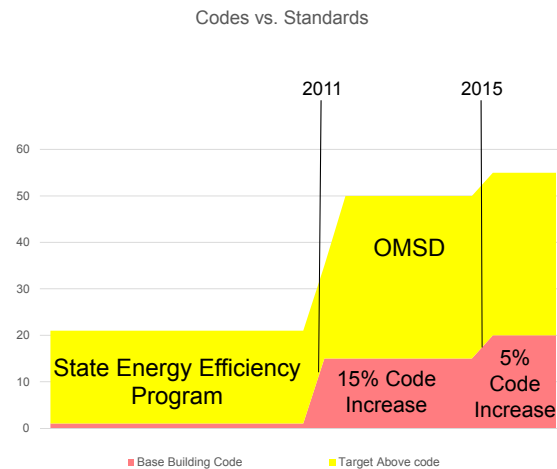


Sustainable Design



UNIVERSITY OF OREGON

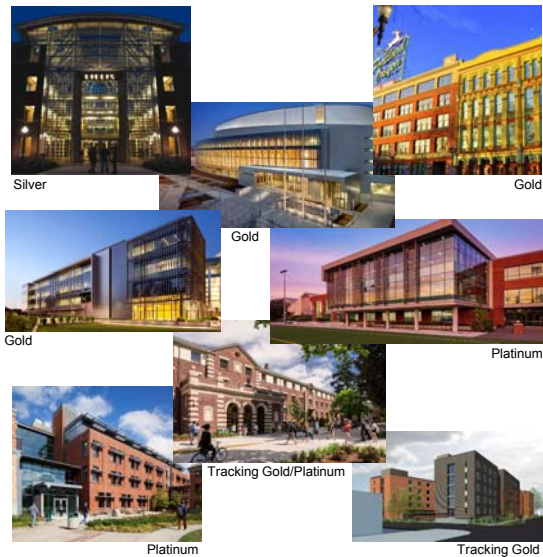
Energy Efficiency Exceeding the Code



- 2000 – State Energy Efficiency Design Program
- 2011 – Adopted OMSD at 35% better than code
- 2011 - Near simultaneous 15% increase in code
- Resulted in buildings exceeding the 2000 energy code by 50%
- 2015 – Another 5% increase in the code
- Sustainability Policy Challenges
 - Not grounded to code from a specific date
 - OMSD criteria are getting harder to reach and still satisfy fiscal criteria defined by life cycle analysis and ROI calculations

LEED Certification An Upward Trend

- 2000-2005
 - 4 – OUS Silver Equivalent
 - 1 – LEED Silver
- 2006-2010
 - 9 – OUS Silver Equivalent
 - 1 – LEED Gold
- 2011-2015
 - 3 – OUS Silver Equivalent
 - 3 – LEED Gold
 - 1 – Tracking Gold/Platinum
 - 2 – LEED Platinum
- 2016...
 - 4 – Tracking Gold
 - 2 – Targeting Gold
 - 1 – Tracking Platinum
 - 1 – Targeting Platinum



Benefits to Campus: Energy Efficient Design Since 2000

2000-2011

OUS/DAS Program

2011 & Beyond

Oregon Model of
Sustainable
Development

Benefits

- 2.6 Million SF Constructed
- Over 30% of total Campus SF
- Over \$1 Billion Expended on Capital Projects



UNIVERSITY OF OREGON

Renovations and Maintenance How to Green Up Existing Buildings

Capital Improvement
Projects/Renovations

- Interior Remodels
- Roofing Replacement
- HVAC Systems
- Building Exteriors
- 2012-2013 Lighting Retrofit Project

Maintenance Improvements

- HVAC Upgrades
- Building Control Systems
- Lighting Upgrades
- Building Re-Commissioning
- LEED EBOM
 - Knight Law School
 - Gold Certified



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Actions In Progress

1. Market based approach to utility acquisition
2. Strategic Energy Management Plan
 - a. Improved decision making
 - b. Improved data management and reporting
3. Campus Planning and Facilities Management (CPFM) Partnerships
 - a. Registrar – Building Scheduling
 - b. A&AA – Assessment and Prioritization
4. Conservation Projects
 - a. Internal Energy Conservation Opportunities Report
 - b. Concentrated High Efficiency -80 Freezers