

Board of Trustees of the University of Oregon
Regular Meeting
September 11-13, 2014
Revised Agenda: Revisions Noted in Red

THURSDAY, SEPT. 11, 2014

A shuttle will transport trustees staying at the hotel (departing at 8:00 am); parking for trustees driving themselves is available in the Ford Alumni Center underground lot.

8:30 am (other times approximate) PUBLIC MEETING, FORD ALUMNI CENTER, GIUSTINA BALLROOM (UNLESS OTHERWISE NOTED)

1. Convene
 - Call to Order (Chair)
 - Roll Call (Secretary)
 - Chair Comments, Discussion of Meeting Agenda (Chair)
 - Approval of Minutes from June and August Board Meetings (Chair) (Action)
2. Reports and Public Comment
 - Committee Reports (Chair Lillis, Ms. Wilcox and Mr. Kari)
 - Public Comment
 - Other reports
 - Report of the Provost of the University (Acting Provost Bronet)
 - Report of the President of the University (Interim President Coltrane)
3. University Policies: Presidential Actions (Interim President Coltrane)
4. Presidential Recruitment (Chair)
 - Formation of Recruitment Committee (Action)
 - Discussion of timelines, characteristics, etc.
5. Seconded Motions and Referrals from Committees (Actions)
 - Executive and Audits Committee (Chair)
 - Presidential Review Policy
 - Presidential Factors Committee/Adjustments to Policy on Committees
 - Internal Audit Charter and Plan
 - Misc. Board Operating Procedures & Guidelines
 - Academic and Student Affairs Committee (Wilcox)
 - University Mission Statement
 - Student Conduct
 - Finance and Facilities Committee (Kari)
 - Treasury Transactions
 - Real Estate Transactions

10:45 am – Break

11:00 am

6. University of Oregon Clark Honors College Overview (Dr. Terry Hunt, Dean)

7. Executive Session: Collective Bargaining Issues

12:15 pm – Recess

12:30 pm – Training Lunch

With Director of Intercollegiate Athletics Rob Mullens – Ford Alumni Center, Room 403

1:30 pm – Campus Visits: Athletic Facilities

Depart from Ford Alumni Center

3:30 pm – Campus Visits: Research Facilities

Depart from Huestis Hall atrium (trustees will tour research facilities in two groups)

***Attire requirements: Please do not wear shorts or high heels during this tour.*

6:30 pm – Social Gathering Only

Board Dinner, McMorran House

Transportation will be provided for trustees to/from the hotel, departing at 6:15; parking is available for those driving themselves.

FRIDAY, SEPT. 12, 2014

8:30 am (other times approximate) PUBLIC MEETING, FORD ALUMNI CENTER, GIUSTINA BALLROOM (UNLESS OTHERWISE NOTED)

- Roll call (Secretary)
- 8. University of Oregon's Competitive Excellence
 - Presentation by and discussion with Interim President Coltrane
 - Discussion with university administrators regarding student success, funding and other key factors for implementing a strategic framework for competitive excellence

12:15 pm – Recess

12:30 pm – Lunch and Training

Training lunch with General Counsel – Ford Alumni Center, Room 403

2:00 pm – Public Meeting Reconvenes

- Roll call (Secretary)
- 9. Management of Student Access and Success (Vice President for Student Affairs Robin Holmes, Vice President for Enrollment Management Roger Thompson, Vice Provost for Undergraduate Studies Lisa Freinkel)
 - A discussion with UO leadership regarding key factors of student success, how those factors fit into the UO's strategy to improve competitive excellence, and what steps the Board of Trustees need to take to help advance them.

10. Other Business / New Business

11. Adjourn

SATURDAY, SEPT. 13, 2014

8:30 am (other times approximate) **PUBLIC MEETING CANCELLED **

10:00 am – Social Event Only

University of Oregon Football Game (vs. Wyoming) – Kick-off @ 11:00 AM

Transportation will be provided to Autzen Stadium for Trustees and guests from the hotel; parking available for trustees driving themselves.

**Board of Trustees of the University of Oregon
Regular Meeting
September 11-13, 2014**

Agenda Item #1

**The draft minutes for June and August, 2014 were emailed to you from the
Secretary on August 29, 2014**

Board of Trustees of the University of Oregon
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Agenda Item #2

There are no materials for this section

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Agenda Item #3

Report on Presidential Actions
to the Board of Trustees of the University of Oregon
September 11, 2014

The Office of the President, under the authority delegated by the Board of Trustees, facilitated the enactment or repeal of the following policies or presidential directives during the time period from March 1, 2014 until September 1, 2014.

For each of the actions, the President provided public notice, held public hearings and gathered input from the larger UO community and public.

The policies enacted during this period include:

OAR to UO Policies

As part of the University of Oregon's orderly transition from the Oregon University System to the new governance structure under the Board of Trustees, Former President Gottfredson [adopted](#) all of the UO administrative rules (OARs) Chapter 571 precisely as written as UO policies effective July 1, 2014. The policies may be found on the president's [website: http://president.uoregon.edu/sites/president2.wc-sites.uoregon.edu/files/field/image/OAR%27s%20to%20be%20adopted.pdf](http://president.uoregon.edu/sites/president2.wc-sites.uoregon.edu/files/field/image/OAR%27s%20to%20be%20adopted.pdf)

Treasury Policies

As part of the orderly transition to the new governance structure, the university is managing its own treasury operations and is operating under a new comprehensive Treasury Management Policy. To prepare for the new comprehensive policy to be enacted, President Gottfredson repealed the following State Board of Higher Education/Oregon University System and University policies:

- Board Investment Policy, OUS Pooled Endowment Fund.
- Board Rededication of Physical Facilities
- Board Debt
- Board Interest Rate Risk Management
- Board Internal Bank
- FPM 05.271 Interfund Loans
- FPM 35.001 Roles & Responsibilities - Debt Financing
- FPM 45.001 Endowment Management
- FPM 105.001 Treasury Roles & Responsibilities

- FPM 105.100 Treasury Management Operations
- IMD 6.004 Cash Funds
- IMD 6.105 Assignment of Responsibility
- IMD 6.110 Voting Stock Ownership
- IMD 6.115 Custody of Board Securities
- IMD 6.125 Delegation of Investment Authority
- IMD 6.130 Reports on Investments
- IMD 6.140 Endowment Fund Investments
- IMD 6.141 Accounting
- 06.00.01 Debt Policy

The repeal was effective July 1, 2014. The policies were replaced by the Treasury Management Policy and a variety of resolutions of the Board of Trustees of the University of Oregon.

UFM and OA Benefits: Family Leave, Second Child Tuition, UFM Sabbatical Pay
Former President Gottfredson made changes to a few benefits for unrepresented faculty members (UFM) and officers of administration (OA). They included new, more generous family leave benefits, a tuition discount for a second child who attends the UO, as well as adjustments in sabbatical compensation for faculty. The benefits took effect on July 1. Details about the news policies can be found on the president's [website](http://president.uoregon.edu/content/email-faculty-and-officers-administration-benefits-enacted) at: <http://president.uoregon.edu/content/email-faculty-and-officers-administration-benefits-enacted>

Construction and Professional Services Retainer Contracts

Former President Gottfredson approved extending all of the UO's existing retainer contracts with contractors providing construction and professional consulting services through the Oregon University System Retainer Program for an additional 18 months. Vice President for Finance and Administration took over management of the program for vendors working with the UO and extended all the existing construction retainer contracts' term for vendors who wished to continue to work with the UO until December 31, 2015. Professional consulting services contracts through OUS were also similarly extended. All other terms and conditions of the contracts remain in effect. This policy took effect on July 1.

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Agenda Item #4



UNIVERSITY OF OREGON

September 11, 2014

TO: The Board of Trustees of the University of Oregon

FR: Angela Wilhelms, Secretary of the University

RE: Agenda Item #4: Presidential Recruitment

Documents for this agenda item are still in development and will be provided to you at the earliest possible time.

BOARD OF TRUSTEES

1226 University of Oregon, Eugene OR 97403-1266 T (541) 346-3166 trustees.uoregon.edu

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

**Board of Trustees of the University of Oregon
Regular Meeting
September 11-13, 2014**

Agenda Item #5

**Executive and Audit Committee
Board of Trustees of the University of Oregon**

Resolution: Adoption of a Presidential Review & Evaluation Policy

Whereas, evaluating the University of Oregon's President is one of the most important responsibilities of the Board of Trustees and is non-delegable;

Whereas, objectivity, candor, and a well-defined and timely process, are important for an effective evaluation;

Whereas, the President, the Board and the University as a whole will benefit from a routine annual review of the President's performance as well as a comprehensive review every five years of the President's tenure;

Whereas, establishing an annual review policy and guiding processes does not imply that informal, ongoing evaluations cannot, should not or will not occur between the Board and the President;

Whereas, ongoing open communication between the President and the Trustees is important to effective governance of the University; and

Whereas, the Board's Policy on Committees authorizes the Executive and Audit Committee to refer matters to the full Board of Trustees as a seconded motion;

Now, therefore, the Executive and Audit Committee of the Board of Trustees of the University of Oregon hereby refers to the Board as a seconded motion the Presidential Review Policy attached hereto as Exhibit A, recommending its adoption.

Trustee	Yes	No
Ford		
Kari		
Lillis		
Ralph		
Wilcox		

Dated: _____ of _____, 2014.

Initials: _____

Exhibit A

Presidential Review & Evaluation Policy

The Board of Trustees of the University of Oregon (the “Board”) will evaluate the university President on a regular basis to facilitate clear communication, reflect best practices and promote the effective execution of the University’s strategic plans. To accomplish this, the Board, its committees and its members shall adhere to the following Policy on Presidential Review and Evaluation:

1.0 Guiding Principles

- 1.1 Evaluating the President is a non-delegable responsibility of the Board of Trustees. While various viewpoints will be solicited and considered, the Board must take direct responsibility for the evaluation.
- 1.2 A review of the President should be based on the University’s values and the objectives set forth in its mission, goals and strategic plans.
- 1.3 Objectivity and candor, as well as a well-defined and timely process, are critical to an effective evaluation.
- 1.4 Nothing in the establishment of annual or comprehensive review policies and processes should imply that informal, ongoing evaluations cannot, should not or will not occur; ongoing, reciprocal communication between the President and the Trustees is important to effective governance of the University.

2.0 Timelines

- 2.1 Annual Review – The Board shall undertake a performance evaluation of the President on an annual basis (the “Annual Review”). The Annual Review shall take place between May 1 and July 31 each year.
- 2.2 Comprehensive Review – The Board shall undertake a comprehensive evaluation and review (the “Comprehensive Review”) every five years. The Comprehensive Review shall take place between June 1 and August 31 after every fifth completed year fiscal year, or fraction thereof, of the President’s tenure.

3.0 Committee

The Board shall establish a Presidential Factors Committee (“the Committee”) for purposes of managing and executing this Policy.

4.0 Components of the Annual Review

- 4.1 President’s Annual Self-Assessment – The President shall complete an annual self-evaluation, due to the Board at a date specified by the Chair. The self-evaluation shall include a retrospective component and a prospective component as described below.

- 4.1.1 The *retrospective* portion will customarily include, but is not limited to: institutional achievements and the President's role(s) therewith; assessment of the President's relationships with the Board, university leadership, and other key stakeholders; a review of goals previously established under Section 6.0 of this policy and progress made toward those goals; and identification of significant institutional or personal challenges faced throughout the preceding year, with particular focus on those likely to persist into the future.
- 4.1.2 The *prospective* portion will customarily include, but is not limited to: goals the President proposes for him/herself and the University over the course of (i) the next year and (ii) the next five years; professional development plans or objectives; an assessment of the University's primary opportunities, challenges, strengths and needs, especially as those items relate to the University's strategic plan; and areas in which the President seeks the Board's assistance.
- 4.2 Presidential Review Survey – The following persons will evaluate the President through completion of an annual Presidential Review Survey: Vice Presidents, Academic Deans, and Officers of the University. The survey shall be developed annually by the Committee and shall be administered by the Secretary. The survey shall be completed and results shared with the Board and the President according to a timeline specified by the Board in accordance with the requirements of Section 2.0.
- 4.3 Solicitation of Other Information and Material – The Board or the Committee may solicit information on the President's performance from other members of the university community and, where appropriate, external constituencies. Nothing in this section is meant to imply an obligation by the Board or any committee of the Board to solicit or accept information or material from any particular individual, organization or position. All material collected or obtained shall be provided to the President.

5.0 Components of the Comprehensive Review

Prior to the commencement of each Comprehensive Review, the Committee shall establish the components and related processes not otherwise specified in this Policy by which the Comprehensive Review shall be administered. The Comprehensive Review shall supplement, and not replace, the Annual Review.

6.0 Reporting

- 6.1 Annual Review – Following the completion of each Annual Review, the Committee shall prepare a report summarizing its findings and any associated recommendations, goals or action items for President, the Committee and/or the Board. Such findings and recommendations may include consideration of presidential compensation. This report shall be presented to the Board at the first regular meeting of the Board following completion of the Annual Review.

6.2 Following the completion of each Comprehensive Review, the Committee shall prepare a report summarizing its findings and any associated recommendations, goals or action items for President, the Committee and/or the Board. This report shall be presented to the Board at the first regular meeting of the Board following completion of the Comprehensive Review.

7.0 Establishment of Goals and Expectations

Upon completion of the Annual Review, but not later than thirty (30) days following the Board's acceptance of the report required in section 5.1, the Committee, in consultation with the Board Chair and the President, will establish and memorialize in writing the President's performance goals and expectations for the upcoming year.

8.0 Confidentiality

Oregon law governs the confidentiality of the President's review(s) and related materials. Evaluative information shall be received and maintained in a manner that is consistent with the personnel records standards outlined in ORS 351.065 and associated University policies.

Board of Trustees of the University of Oregon
Overview of Proposed Changes to the Board's Policy on Committees

The Executive and Audit Committee of the Board of Trustees will consider two amendments to the Policy on Committees, both of which will appear in one resolution. An overview of those changes is included below. A red-lined version of the Policy on Committees is attached to the resolution as Exhibit A.

Additional Member on the EAC

Given the importance of the work of the Executive and Audit Committee (EAC), it is recommended that the size of the committee be increased from five members to six members. This will better allow the Chair to assign working groups while engaging one more trustee on matters before the EAC. This change is made to Section 1.1.

Establishment of a Presidential Factors Committee

The Board of Trustees is responsible for the effective, thorough and routine evaluation of the President. In addition, the Board is responsible for working with the President to set appropriate goals for his or her work in guiding and advancing the University of Oregon and its mission.

Consistent with best practices in universities throughout the country, the Board of Trustees will establish a committee charged with this evaluation along with other key aspects of the Board's oversight of the UO's President. A standing committee ensures the group is able to plan and act as necessary throughout the year.

In short, the Presidential Factors Committee (PFC) will

- Manage and execute the President's reviews in accordance with the Board's Presidential Review Policy;
- Oversee matters relating to the President's compensation; and
- Oversee matters relating to the President's contract with the University of Oregon.

Committee Outline

NOTE: The below outline is written as a standalone description, but it will appear before trustees as an amendment to the Board's Policy on Committees. As a result, section numbers will be different in the resolution itself.

1.0 Presidential Factors Committee

- 1.1 There shall be a five-member Presidential Factors Committee (PFC) of the Board of Trustees. The Chair of the Board (the "Board Chair") shall select one member to be the chair of the PFC (the "Committee Chair") and four additional members at such a time as determined by the Board Chair. During the absence or incapacity of the Committee Chair of the PFC, the Board Chair shall select one of the other committee members to be the interim chair. The President of the University (the "President") may not be a member of the PFC.

- 1.2 All matters considered by the PFC that require action by the Board shall be referred, as appropriate, to the Board or the Executive and Audits Committee for action as a seconded motion unless authority to act on Behalf of the Board has been delegated expressly to the PFC. Subsequent to the transaction of any business under express delegated authority, the PFC shall render a report on the business to the Board.
- 1.3 The PFC shall consider matters pertaining to the recruitment, retention, resignation, evaluation and compensation of the President. Matters within the Committee's purview or that may be brought before the PFC include, but are not limited to, the following examples:
 - 1.3.1 Presidential Performance & Expectations – matters relating to the evaluation of presidential performance and setting of goals and expectations for the President.
 - 1.3.2 Presidential Compensation – matters relating to the President's salary, benefits, housing or any other compensation-related items.
 - 1.3.3 Presidential Contract – matters relating to the formation, amendment, breach, enforcement, or review of the President's contract with the University.

Any of the above enumerated examples of matters brought before the PFC may be directed to any other committee or the Board for consideration.

**Executive and Audit Committee
Board of Trustees of the University of Oregon**

Resolution: Amending the Policy on Board Committees

Whereas Article VII of the Bylaws of the Board of Trustees authorizes the Board of Trustees ("Board") to establish such committees as it deems appropriate or necessary and define the duties and reporting requirements of such committees and the membership of the committees;

Whereas the Board has enacted a Policy on Committees to outline and govern the committee structure of the Board;

Whereas the Board believes it is appropriate to establish a fourth standing committee that focuses on the Board's relationship with the UO's president in order to establish effective evaluations, goal-setting and collaboration;

Whereas, a Presidential Factors Committee is required by the Board's internal Presidential Review Policy to manage and execute routine evaluations of the President;

Whereas, the Executive and Audit Committee of the Board would benefit from the addition of one trustee to its membership to help manage and execute work flow and projects; and

Whereas, the Board's Policy on Committees authorizes the Executive and Audit Committee to refer matters to the full Board of Trustees as a seconded motion;

Now, therefore, the Executive and Audit Committee of the Board of Trustees of the University of Oregon hereby refers to the Board as a seconded motion the amended Policy on Committees attached hereto as Exhibit A, recommending its adoption.

Trustee	Yes	No
Ford		
Kari		
Lillis		
Ralph		
Wilcox		

Dated: _____ of _____, 2014.

Initials: _____

Exhibit A
Proposed Amendments to the Policy on Board Committees (Red-Lined Version)

1.0 Executive and Audit Committee

1.1 There shall be a ~~five~~six-member Executive and Audit Committee (EAC) of the Board of Trustees, which shall sit as the Executive Committee of the Board and the Audit Committee of the Board. The Chair and Vice Chair of the Board and the chairs of the Academic and Student Affairs Committee and the Finance and Facilities Committee shall each be an ex officio voting member of the EAC, and the Chair of the Board shall select the fifth voting member. The Chair of the Board shall be the chair of the committee. During the absence or incapacity of the Chair, the Vice Chair shall be the chair. During the absence or incapacity of the Chair and the Vice Chair, the chair of the Finance and Facilities Committee shall be the chair.

1.2 When sitting as the Executive Committee, the EAC shall represent and may act for the Board, except as prohibited by applicable law or policy. The committee should generally endeavor to refer matters to the Board, but it is expected that the committee will act for the Board when the committee determines it to be necessary or appropriate. The committee shall submit reports on its actions to the Board.

1.3 When sitting as the Audit Committee, the EAC may consider matters pertaining to audits, compliance and risk management. Matters that may be brought before the committee include, but are not limited to, the following examples:

1.3.1 Audits and Internal Controls—matters relating to external and internal auditors, audit plans and reports, and internal controls.

1.3.2 Compliance—matters relating to compliance with legal and regulatory requirements.

1.3.3 Risk Management—matters relating to risk management, insurance, and risk transfer devices.

All matters considered pursuant to this section 1.3 by the EAC sitting as the Audit Committee that require action by the Board shall be referred to the Board as a seconded motion unless authority to act on behalf of the Board has been delegated expressly to the EAC. Subsequent to the transaction of any business under such express delegated authority, the committee shall render a report on the business to the Board.

Any of the examples of matters brought before the EAC sitting as the Audit Committee pursuant to this section 1.3 may be directed to any other committee or the Board for consideration.

2.0 Academic and Student Affairs Committee

2.1 There shall be a seven-member Academic and Student Affairs Committee (ASAC). At the Board's second regular meeting of each even-numbered calendar year or such other time as determined by the

Executive and Audit Committee, Board of Trustees of the University of Oregon

Resolution: Amending the Policy on Board Committees

September 10, 2014

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Board, the Board Chair shall appoint the chairperson and other members of the ASAC. The Chair and Vice Chair of the Board shall not be appointed to the ASAC but may act as alternates, including voting, in the event of the absence of any committee member at any regular, special or emergency meeting.

2.2 All matters considered by the ASAC that require action by the Board shall be referred, as appropriate, to the Board or the Executive Committee for action as a seconded motion unless authority to act on behalf of the Board has been delegated expressly to the ASAC. Subsequent to the transaction of any business under express delegated authority, the ASAC shall render a report on the business to the Board.

2.3 The ASAC may consider matters pertaining to the teaching, research, and public service programs of the University and to its faculty, staff, and students. Matters that may be brought before the Committee include, but are not limited to, the following examples:

2.3.1 Faculty and Staff Affairs—matters relating to the faculty and the professional and classified staff, including their status and responsibilities, discipline and welfare.

2.3.2 Educational Policy—matters relating to educational policy, including admissions requirements, instruction, curriculum, degrees, research, educational technology, distance learning, public services activities, and the establishment and disestablishment of educational and research organizational units.

2.3.3 Student Welfare—matters relating to the general welfare of students, including housing and food services, health services and health insurance, safety, extracurricular activities, sports programs, and policies governing student discipline and student organizations.

Any of the above enumerated examples of matters brought before the ASAC may be directed to any other committee or the Board for consideration.

3.0 Finance and Facilities Committee

3.1 There shall be a seven-member Finance and Facilities Committee (FFC). At the Board's second regular meeting of each even-numbered calendar year or such other time as determined by the Board, the Board Chair shall appoint the chairperson and other members of the FFC. The Chair and Vice Chair of the Board shall not be appointed to the FFC but may act as alternates, including voting, in the event of the absence of any committee member at any regular, special or emergency meeting.

3.2 All matters considered by the FFC that require action by the Board shall be referred, as appropriate, to the Board or the Executive Committee for action as a seconded motion unless authority to act on behalf of the Board has been delegated expressly to the FFC. Subsequent to the transaction of any business under express delegated authority, the FFC shall render a report on the business to the Board.

3.3 The FFC may consider matters pertaining to the financial, capital, and other assets of the University. Matters that may be brought before the Committee include, but are not limited to, the following examples:

3.3.1 Budget—matters relating to the University's operating and capital budgets and requests for appropriation of state funds.

3.3.2 Investments and Finances—matters relating to the University's investments, finances, financial accounts, and debt finance.

3.3.3 Tuition and Fees—matters relating to tuition and mandatory enrollment fees.

3.3.4 Real Property—matters related to the acquisition, management, development and disposal of real property.

3.3.5 Personal Property—matters related to the acquisition, management, development and disposal of personal property, tangible and intangible.

Any of the above enumerated examples of matters brought before the FFC may be directed to any other committee or the Board for consideration.

4.0 Presidential Factors Committee

4.1 There shall be a five-member Presidential Factors Committee (PFC) of the Board of Trustees. The Chair of the Board (the "Chair") shall select one member to be the chair of the PFC and four additional members at such a time as determined by the Chair. During the absence or incapacity of the chair of the PFC, the Chair of the Board shall select one of the other committee members to be the interim chair. The President of the University (the "President") may not be a member of the PFC.

4.2 The PFC shall consider matters pertaining to the recruitment, retention, resignation, evaluation and compensation of the President. Matters within the Committee's purview or that may be brought before the PFC include, but are not limited to the following examples:

4.2.1 Presidential Performance & Expectations – matters relating to the evaluation of presidential performance and setting of goals and expectations for the President.

4.2.2 Presidential Compensation – matters relating to the President's salary, benefits, housing or any other compensation-related items.

4.2.3 Presidential Contract – matters relating to the formation, amendment, breach, enforcement, or review of the President's contract with the University.

4.3 All matters considered by the PFC that require action by the Board shall be referred, as appropriate, to the Board or the Executive and Audit Committee for action as a seconded motion unless authority to act on Behalf of the Board has been delegated expressly to the PFC. Subsequent to the transaction of any business under express delegated authority, the PFC shall render a report on the business to the Board.

Any of the above enumerated examples of matters brought before the PFC may be directed to any other committee or the Board for consideration.

54.0 Special Committees

Special committees may be established and appointed by the Chair of the Board with the concurrence of the Executive Committee or the Board, and with such membership, powers and duties as the Executive Committee or the Board may determine.

65.0 Notice of Meetings of Committees

Meetings of committees of the Board shall be held at such times and places as may be fixed by each committee or its chairperson. The Secretary of the University shall give each member of the Board notice of committee meetings in sufficient time and manner to allow attendance at the meetings. Notice of meetings that are subject to the Oregon Public Meetings Law shall be given in accordance with the Public Meetings Law. The committee shall provide for the taking of written minutes of all Public Meetings, which minutes shall give a true reflection of the matters discussed and actions taken at the Public Meetings and the comments of the participants. In addition to written minutes, the committee may provide for an audio recording of a Public Meeting.

76.0 Quorums

A majority of the members of a committee shall be necessary to constitute a quorum. The faculty and nonfaculty staff members of a committee may not participate in any discussions or action by the committee or attend any executive session of the committee involving collective bargaining issues that affect faculty or nonfaculty staff at the university.

Board of Trustees of the University of Oregon Overview of the Office of Internal Audit

On July 1, 2014 the University of Oregon ("UO") separated from the Oregon University System ("the System" or "OUS") under the authority of the State Board of Higher Education and became an independent public body governed by its Board of Trustees (the "Board"). Prior to the separation, UO received audit services from the System along with other administrative functions such as treasury operations and risk management. The separation involved several transitional step, including but not limited to the following:

- An external review of the cash position and debt owed by each university within the System.
- SB270 provided that all existing UO and OUS policies would continue to apply. The University has begun the process of reviewing all inherited policies.
- UO implemented its own internal audit function.

The Board of Trustees will learn about the new UO Office of Internal Audit, and needs to approve an internal charter for that office as well as a yearly audit plan. The Executive and Audit Committee of the Board has both items before it, joined into one related resolution. That resolution is attached, and the proposed charter and proposed FY15 audit plan are included as exhibits to that resolution.

Below is an overview of the Office of Internal Audit for your reference. Chief Auditor Brenda Muirhead will present to the Committee and provide additional detail on the Charter and FY15 plan.

The Office of Internal Audit: Overview

Purpose: The purpose of the internal audit function is to provide independent, objective assurance and advisory services that add value and accountability while driving improvement to the operations of the University.

Office Mission Statement: The mission of the Office of Internal Audit is to assist leadership in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls, and governance processes. Audits will be conducted with objectivity, transparency, fairness, and in accordance with the highest professional and ethical standards.

Services:

- Assurance – Independent and objective evaluations designed to provide reasonable assurance regarding the achievement of objectives.
- Consulting – Advisory services typically performed at the request of an engagement client. The nature and scope are agreed upon between internal audit and the client.
- Follow-up Engagements – Follows up on all findings and management corrective action plans.
- External Audit Coordination – Oversee all external auditors. These responsibilities include coordinating contractual agreements and ensuring efficient use of resources.

Staffing: Chief Auditor, Executive Assistant, Senior Financial Auditor, IT Auditor, Research & Compliance Auditor

Risk Assessment & Audit Plan: Each year the Office of Internal Audit will conduct a risk assessment that considers all functions of the University. The assessment will involve interviews and surveys with stakeholders, data analysis, a review of regulatory changes, and recent internal and external audit findings. The audit plan for the following year will be based on this assessment process.

**Executive and Audit Committee
Board of Trustees of the University of Oregon**

Resolution: Adoption of Internal Audit Charter and FY15 Audit Plan

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

Whereas, the University of Oregon takes seriously the responsibility to manage, invest and spend resources;

Whereas, the University has created an Office of Internal Audit to provide independent, objective evaluations and advisory services that add to the accountability of the UO;

Whereas, the Office of Internal Audit will work closely with the Board of Trustees, university leadership, faculty and staff to conduct and coordinate a broad range of audit functions for the University; and

Whereas, the Office of Internal Audit has developed – for approval by the Board – an Internal Audit Charter (“Audit Charter”) to provide guiding principles and direction to the Office and an audit plan for Fiscal Year 2015 (“Audit Plan”) as described in the document attached hereto as Exhibits A and B, respectively; and

Whereas, the Board’s Policy on Committees authorizes the Executive and Audit Committee to refer matters to the full Board of Trustees as a seconded motion;

Now, therefore, the Executive and Audit Committee of the Board of Trustees of the University of Oregon hereby refers to the Board as a seconded motion the Audit Charter and the Audit Plan, recommending their approval. The Committee further refers to the Board as a seconded motion the vesting of authority with the Officers of the University to take all actions and steps deemed necessary and proper to implement the Audit Charter and the Audit Plan.

Trustee	Yes	No
Ford		
Kari		
Lillis		
Ralph		
Wilcox		

Dated: _____ of _____, 2014.

Initials: _____

Exhibit A

Office of Internal Audit Charter

Preamble

The purpose of the internal audit function is to provide independent, objective assurance and advisory services that add value and accountability while driving improvement to the operations of the University.

The mission of the Office of Internal Audit is to assist leadership in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls, and governance processes. Audits will be conducted with objectivity, transparency, fairness, and in accordance with the highest professional and ethical standards.

Scope of Work

The scope of work is to determine whether the University's network of governance, risk management, and control processes, as designed and represented by management, is adequate and functioning in a manner to confirm that:

- Risks are appropriately identified and managed.
- Interaction with the various governance groups occurs as needed.
- Significant financial, managerial, and operating information is accurate, reliable, and timely.
- Employee's actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- Resources are acquired economically, used efficiently, and protected adequately.
- Programs, plans, and objectives are achieved.
- Quality and continuous improvement are fostered in the organization's control process.
- Significant legislative or regulatory issues impacting the organization are recognized and addressed properly.

Opportunities for improving management control, effectiveness, and the University's image may be identified during audits. They will be communicated to the appropriate level of management.

Accountability

The Chief Auditor, in the discharge of his/her duties, shall be accountable to the Vice President for Finance and Administration/CFO, the President, and the Board of Trustees Executive and Audit Committee to:

- Provide annually an assessment on the adequacy and effectiveness of the University's processes for controlling its activities and managing its risks in the areas set forth under the mission and scope of work.
- Report significant issues related to the processes for controlling the activities of the University and its applicable affiliates, including potential improvements to those processes, and provide information concerning such issues through resolution.
- Report the results of internal and external assessments conducted in association with the Quality Assurance and Improvement Program.
- Provide information periodically on the status and results of the annual audit plan and the sufficiency of the Office of Internal Audit resources.

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- Coordinate with and provide oversight of other control and monitoring functions i.e. risk management, compliance, security, legal, ethics, environmental, external audit.

Independence

To provide for the independence of the Office of Internal Audit, its personnel report to the Chief Auditor, who reports administratively to the Vice President of Finance and Administration and functionally to the Board of Trustees Executive and Audit Committee. The Board demonstrates this functional reporting relationship by:

- Approving the Office of Internal Audit Charter;
- Approving the risk based audit plan;
- Receiving communications from the Chief Auditor on the internal audit activity's performance relative to its plan and other matters;
- Approving decisions regarding the appointment and removal of the Chief Auditor; and
- Making appropriate inquiries of management and the President to determine if there are inappropriate scope or resource limitations.

The Chief Auditor enhances independence and meets the IIA Standard requirement of communication and direct interaction with the President through periodic meetings with the Vice President of Finance and Administration/CFO and the President. In addition, the Chief Auditor confirms with the Board of Trustees Executive and Audit Committee the organizational independence of the Office of Internal Audit on an annual basis.

Responsibility

The Chief Auditor and staff of the Office of Internal Audit have responsibility to:

- Develop a flexible annual audit plan using an appropriate risk-based methodology, including any risks or control concerns identified by applicable UO management, and submit that plan to the President and Board of Trustees Executive and Audit Committee for review and approval;
- Implement the annual audit plan, as approved, including, and as appropriate, any special tasks or projects requested by applicable UO management;
- Maintain a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this Charter;
- Establish a quality assurance program by which the Chief Auditor assures the operation of the internal auditing activities;
- Perform consulting services, beyond internal audit assurance services, to assist management in meeting its objectives. Examples may include facilitation, process design, training, and advisory services;
- Evaluate and assess significant merging/consolidating functions and new or changing services, processes, operations, and control processes coincident with their development, implementation, and/or expansion;
- Issue periodic reports to the President, Board of Trustees Executive and Audit Committee, and applicable UO management summarizing results of audit activities as well as results of internal and external assessments conducted in association with the Quality Assurance and Improvement Program;
- Keep the President, Board of Trustees Executive and Audit Committee, and applicable UO management informed of emerging trends and successful practices in internal auditing;

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- Provide a list of significant measurement goals and results to the President, Board of Trustees Executive and Audit Committee, and applicable UO management;
- Assist in the investigation of significant suspected fraudulent activities within the organization and notify the President, Board of Trustees Executive and Audit Committee, and applicable UO management of the results;
- Consider the scope of work of the external auditors and regulators, as appropriate, for the purpose of providing optimal audit coverage to the University at a reasonable overall cost.

Authority

The Chief Auditor and staff of the Office of Internal Audit are authorized to:

- Have unrestricted access to all functions, records, property, and personnel.
- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish audit objectives.
- Obtain the necessary assistance of personnel in units of the organization where they perform audits, as well as other specialized services from within or outside the organization.

The Chief Auditor and staff of the Office of Internal Audit are not authorized to:

- Perform any operational duties for the University.
- Initiate or approve accounting transactions external to the Office of Internal Audit.
- Direct the activities of any University employee not employed by the Office of Internal Audit, except to the extent such employees have been appropriately assigned to an audit team or to otherwise assist the auditors.

Standards of Internal Audit Practice

The Office of Internal Audit will meet or exceed the International Standards for the Professional Practice of Internal Auditing of The Institute of Internal Auditors. Consistent with the IIA Standards, the internal audit activity recognizes the mandatory nature of the Definition of Internal Auditing, the Code of Ethics, and the IIA Standards.

The Office of Internal Audit operates within the context of the International Professional Practices Framework, the IIA Code of Ethics, the COSO control framework, and the Office of Internal Audit's Policy and Procedures Manual.

Exhibit B

Office of Internal Audit FY2015 Audit Plan

Annual Audit Plan

The following audit plan represents proposed activities identified through a high level risk assessment along with specific tasks necessary to implement the audit function at the University of Oregon. The plan also includes an estimation of hours necessary for each activity, the approximate time of the year each activity will take place and the current status.

	Project	Estimated Hours Required	Type of Service	Start	Status
Internal Audit Implementation	Chief Auditor Orientation	40	Administrative	FY14-4 th Q	✓
	Develop Internal Audit Charter (Draft)	10	Administrative	FY 14-4 th Q	✓
	Establish Fraud Reporting Hotline (Ethics Point) Document Procedures	20	Administrative	FY 14-4 th Q	✓
	Identify necessary resources/budget approval	10	Administrative	FY 14-4 th Q	✓
	Identify necessary competencies	10	Administrative	FY 14-4 th Q	✓
	Set up physical audit office	20	Administrative	FY15-1 st Q	In process
	Internal Audit Department ✓ Policies, ✓ Procedures, ✓ Work paper system ✓ webpage	80	Administrative	FY15-1stQ	In process
	Hire staff	300	Administrative	FY15-1stQ	In process
	Procure External Auditor – ✓ Financial Statement ✓ OMB A133 ✓ NCAA Agreed Upon Procedures	20	Administrative	FY15-1stQ	In process
	New Staff Orientation	80	Administrative	FY15-2 nd Q	
	Staff Training on all University Systems: ✓ Financial system - Banner ✓ Accounts Payable ✓ Accounts Receivable ✓ Budgeting ✓ HR – Hiring ✓ Travel ✓ Inventory ✓ Payroll ✓ Purchasing ✓ Contracts ✓ Student records ✓ Financial Aid ✓ IT – multiple areas ✓ Athletics – multiple areas ✓ Research	300	Training	FY15-2 nd Q	
	External Audit Coordination	35	Administrative	On-going	In Process
	Campus Committees (SERM, etc.)	100	Advise/Consult	On-going	In Process
Admini	University-wide risk assessment Conduct Interviews	120		FY15-2 nd Q	

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	Project	Estimated Hours Required	Type of Service	Start	Status
	<ul style="list-style-type: none"> ✓ Gather Data ✓ Prior Audits ✓ External Regulatory Changes ✓ ERM previously identified auditable risks 				
	Ethics & Fraud Reporting Hotline - Investigations & Reporting <ul style="list-style-type: none"> ✓ Scope & Objective of work TBD based on reports & requests 	300	Investigative	As Necessary	
	Annual Reporting	20	Administrative	FY15-4 th Q	
	Performance Reviews	20	Administrative	FY15-4 th Q	
Audit Projects					
	Evaluate Enterprise Risk Management Performance Standard 2120 "The internal audit activity must evaluate the effectiveness and contribute to the improvement of risk management processes."	60		FY15-2 nd Q	
	Research <ul style="list-style-type: none"> ✓ The new OMB Uniform Guidance (Omni-Circular), released in December 2013, consolidated eight OMB circulars into one document and changed some of the fundamental concepts underlying the way sponsored programs are monitored. Universities are assessing their current policies and business practices to determine the effects. ✓ Internal audit services can be utilized to assess how well the institution complies. New federal audit techniques are utilizing data analytics to test grant spending. ✓ Minimal testing to mimic new audit procedures and report to results to management. 	250	Consulting 80% Audit (testing) 20%	FY 15-3 rd Q	
	Grant Management/Reporting/Accounting <ul style="list-style-type: none"> ✓ Assess grant management practices and determine if there are areas to improve efficiency and effectiveness. ✓ Identify risks within the process. ✓ Determine if practices comply with applicable regulations. 	300	Audit	FY15-4 th Q	
	Athletics <ul style="list-style-type: none"> ✓ Detailed Risk Assessment of specific processes (ticket sales, event safety, cash handling, summer camps, NCAA, athlete safety) ✓ UO Athletics plays a vital role at the University and with it come significant risks. Universities across the country are experiencing negative impacts of unfortunate events in athletics. In addition to fines and court costs, the reputational damage affects universities the most. 	300	Detailed Risk Assessment	FY 15-3 rd Q	
Audit Services	Athletics <ul style="list-style-type: none"> ✓ Certify home football game attendance in compliance with NCAA requirements 	40	Audit	TBD (required)	

Project	Estimated Hours Required	Type of Service	Start	Status
IT Security Assessment – ✓ Assess Impact & Vulnerability ✓ Stakeholders reported IT security as a concern during introductory meetings with chief auditor. A high level assessment of the current structure of IT and practices can determine where Internal Audit resources would be most valuable. ✓ Minimal audit testing to determine severity. ✓ Consider consulting as IT policies and the overall structure change.	400	Contractual Services	FY 15-2 nd Q	
Lab Safety ✓ Assess lab safety protocol on campus to determine if practices comply with local, state, and federal standards.	100	Audit	FY15-4 th Q	
Purchasing ✓ Assess the UO purchasing practices. ✓ Determine efficiency and effectiveness ✓ Determine if practices comply with applicable laws.	100	Audit	FY15-4 th Q	
Financial ✓ Cash Handling procedures campus wide ✓ Accounts Payable ✓ Time & Effort tracking/reporting	300	Detailed Risk Assessment (50%) Audit (50%)	FY15-4 th Q	
Total Estimated Hours	3335			
* One full-time auditor adds approximately 1596 audit hours to the resources per year. UO Office of Internal Audit plans to have audit staff hired by second quarter of FY15 estimating approximately 3,500 hours. This estimate of resources includes the Chief Auditor, Financial Auditor, IT Auditor, and Compliance Auditor.				

Board of Trustees of the University of Oregon
Overview of Proposed Board Operating Guidelines and Procedures

As with any organization, the Board of Trustees can benefit from the clear articulation of internal operating guidelines and procedures. Such internal guidelines and procedures can help the Board more efficiently and effectively execute its duties as the University of Oregon's governing body. Furthermore, written and adopted guidelines and procedures provide for consistency, while also allowing trustees, stakeholders and the broader public easy access to the information contained therein. All such adopted documents will be posted on the Board of Trustees' webpage within a reasonable time.

During its September 10, 2014 meeting, the Executive and Audit Committee will consider three such guidelines and procedures. If passed, they will come before the full Board as a seconded motion on September 11, 2014.

A quick summary of each follows; the specific language for them is attached to the resolution as an exhibit.

Executive Session Procedures

The Board of Trustees has the authority, pursuant to ORS 192.660, to go into executive session when considering certain matters. It is the discretion of the chair of a given meeting to determine whether the committee or the full Board will go into an executive session in accordance with applicable laws. The Executive Session Procedures document outlines the process by which a chair shall announce and proceed with an executive session, ensuring that trustees, news media, and the public have a clear understanding of the protocol. The majority of the document is dedicated to listing statutorily-approved reasons for an executive session to provide trustees, news media, and the public an overview of when such a session may be appropriate. (See Exhibit A to the resolution.)

Public Comment Procedures

The Board of Trustees believes that public comment is an important component of effective governance. Having a clear set of guidelines for public comment at meetings of the Board, including its committees, will help educate the public on when and how to engage in providing public comment. The guidelines include suggested timelines, rules regarding subject matter topicality, and instructions on how to sign-up either in person or electronically. The guidelines also provide information on how to submit written information to the board. (See Exhibit B to the resolution.)

Trustee Reimbursement and Expenditure Guidelines

Trustees may be reimbursed for certain board-related expenses in accordance with all applicable laws and university policies. Having written and adopted guidelines related to such reimbursements will help remind trustees of the general standard for reimbursement as well as the process by which they can get reimbursed through the Office of the Secretary. (See Exhibit C to the resolution.)

**Executive and Audit Committee
Board of Trustees of the University of Oregon**

Resolution: Adoption of Certain Board Operating Procedures and Guidelines

Whereas, the Board of Trustees ("Board") benefits from having established operating procedures and guidelines that are understood and published;

Whereas, ORS 192.660 authorizes the Board to meet in executive sessions in certain circumstances when necessary to protect privacy or other statutorily recognized interests;

Whereas, the Board has developed a set of executive session procedures to follow when the Chair of the Board or the Chair of a committee of the Board determines an executive session is lawful and appropriate;

Whereas, the Board believes strongly in the value of public comment at its meetings and considers it an opportunity for community members and stakeholders to share ideas, information and opinions with the Board;

Whereas, meetings of the Board address a variety of topics and such meetings must be efficiently and effectively managed;

Whereas, standardized procedures for public comment at Board meetings should be publically known;

Whereas, a trustee may be reimbursed for reasonable expenses incurred while performing official duties for or on behalf of the Board of Trustees;

Whereas, trustees are better able to understand the guidelines surrounding such expenses and reimbursements if there is a written guideline in place; and

Whereas, the Board's Policy on Committees authorizes the Executive and Audit Committee to refer matters to the full Board of Trustees;

Now, therefore, the Executive and Audit Committee of the Board of Trustees of the University of Oregon hereby refers to the Board guidelines and procedures relating to executive sessions (Exhibit A), public comment (Exhibit B) and trustee expenses and reimbursements (Exhibit C), recommending their consideration and adoption.

-Vote Recorded on Following Page-

Trustee	Yes	No
Ford		
Kari		
Lillis		
Ralph		
Wilcox		

Dated: _____ of _____, 2014.

Initials: _____



Board of Trustees of the University of Oregon

Executive Session Procedures

The Board of Trustees has the authority, pursuant to ORS 192.660, to meet in executive session when considering certain matters. The Chair of a given meeting shall have discretion, consistent with applicable law, to determine whether a Committee or the full Board should meet in an executive session. **When the Chair of a meeting determines an executive session is appropriate, he/she shall follow the following procedure:**

- ☐ The Chair shall announce that the meeting is going into executive session per ORS 192.660 and cite the reason(s) for and statute(s) authorizing an executive session for each subject to be discussed;
- ☐ The Chair or Secretary will specify individuals that may remain in the meeting;
- ☐ The Chair or Secretary shall instruct the news media on specific executive session subjects about which they may not disclose;
- ☐ The Chair or Secretary shall also notify news media that they are prohibited from making audio or visual recordings of the executive session;
- ☐ The Chair and/or Secretary shall notify news media that they are excluded from executive session if the discussion is about litigation and the news media representative involved in the litigation or is an employee, agent or contractor of a news media organization that is a party to the litigation;
- ☐ The Chair and/or Secretary shall determine whether the executive session is recorded or whether minutes shall be kept. If a recording made, the Secretary shall specify on the recording when the executive session begins and ends; and
- ☐ At the conclusion of executive session, the Secretary shall notify all other members of the audience that the open meeting is back in session.

The list below is intended to provide an overview of instances when the Board or one of its committees may meet in executive session; this list is not exclusive.

- **Employment of Public Officers, Employees and Agents:** The Board of Trustees may hold an executive session to consider the employment of a public officer, employee, staff member or individual agent, if the body has satisfied certain prerequisites. ORS 192.660(2)(a). This applies to employment of the chief executive officer, other public officers, employees, and staff members of any public body only if the vacancy for the position has been advertised, regular procedures for hiring have been adopted, and, for a public officer, the public has had opportunity to comment on the employment.
- **Discipline of Public Officers and Employees:** The Board of Trustees may hold an executive session to consider the dismissal or disciplining of a public officer, employee, staff member or individual agent, or hear complaints or charges brought against such a person, if that person does

not request an open hearing. In order to permit the affected person to request an open hearing, that person must have sufficient advance notice of the purpose of the meeting and the right to choose whether he or she wants the meeting to be in executive session or in an open session. ORS 192.660(2)(b).

- **Labor Negotiator Consultations:** The Board of Trustees may hold an executive session to deliberate with persons designated by the Board to carry on labor negotiations. The media may be excluded from such a session pursuant to ORS 192.660(4). This statute does not apply to holding executive session to meet with the employees' negotiator; this authority is discussed in a later section under labor negotiations.
- **Real Property Transactions:** The Board of Trustees may go into executive session to deliberate with persons designated to negotiate real property transactions. Real property transactions are not limited to the purchase or sale of real property. An example of this would be long-term lease transactions. The executive session must be limited to discussions of negotiations regarding specific real property and may not include discussion of long-term space needs or general policies concerning lease sites. ORS 192.660(2)(e).
- **Exempt Public Records:** The Board of Trustees may go into executive session to consider "information or records that are exempt by law from public inspection." ORS 192.660(2)(f). The "law" that exempts records from public inspection is the Public Records Law, specifically ORS 192.445, 192.447, 192.496, 192.501 and 192.502. Unless a record is exempt from disclosure under these statutes, the Board of Trustees may not consider the record in executive session under ORS 192.660(2)(f).
- **Legal Counsel:** The Board of Trustees may go into executive session for consultation with counsel concerning legal rights and duties regarding current litigation or litigation likely to be filed. ORS 192.660(2)(h).
- **Performance Evaluations of Public Officers and Employees:** The Board of Trustees may hold an executive session to evaluate and review the job performance of a chief executive officer, other officers, employees, and staff, if the person whose performance is being reviewed and evaluated does not request an open hearing. ORS 192.660(2)(i).
- **Public Investments:** The Board of Trustees may hold an executive session in order to carry on negotiations with private businesses or persons regarding proposed acquisition, exchange or liquidation of public investments pursuant to ORS 192.660(2)(j). This authority to negotiate with private parties in executive session does not permit the Board to take final action or to make a final decision in executive session. ORS 192.660(6).
- **Security Programs:** The Board of Trustees may go into executive session to "discuss information about review or approval of programs relating to the security" of a number of specified structures, activities, and materials relevant to the operation of the state's infrastructure. ORS 192.660(2)(m).
- **Labor Negotiations:** On occasions when the Board is engaged in labor negotiations with employees' representatives, it may do so in executive session. ORS 192.660(2)(d). Normally,

designated representatives of both parties meet at the bargaining table, in which circumstance, the meeting is not held by the Board and the Public Meetings Law does not apply.

- **Other Executive Session Statutes:** Additional statutes may also set forth instances when the Board of Trustees may go into executive session. For example, ORS 332.061 authorizes an executive session, excluding media, when the Board considers student expulsion or medical records of students.



Board of Trustees of the University of Oregon

Public Comment Guidelines

Although public comment and participation is not generally required at public meetings, the Board of Trustees of the University of Oregon (“Board”) believes public comment is an important component of effective governance of the UO. Public comment provides an opportunity for community members and stakeholders to share ideas, information and opinions with the Board. To help promote these goals, public comment should be related to an issue on the Board’s agenda, and not used as a forum for negotiations or questioning individuals.

Standard protocol for public comment during Board meetings that include public comment as an agenda item is as outlined below. The Chair of the meeting has the authority to alter this protocol for any given meeting in the interest of time or other management considerations. This outline is meant to inform the public and Chair of a meeting of the standard format and protocol for public comment.

Germaneness	Public comment shall be germane to topics before the Board on the given meeting’s agenda. A Chair may grant an exception to this if no other individual is waiting to comment on an agenda item and if time allows.
Time Allotted	Each full board meeting will generally include 20 minutes for public comment. Each committee meeting of the Board – based on overall demands on an agenda – may include 15 minutes for public comment. This time allotment may be adjusted at the discretion of the Chair.
Length of Comments	Each person providing public comment is generally limited to three minutes. This time may be adjusted at the discretion of the Chair to include a greater number of participants.
Sign-Up Required	Those wishing to make a public comment at a meeting of the Board or one of its committees shall sign-up and provide their name, their email and phone, the subject matter they wish to discuss, and their relationship with the University (e.g. student, faculty, staff, alumni, other) by: (1) emailing trustees@uoregon.edu at least 24 hours prior to the meeting, (2) submitting a request via the Board website at least 24 hours prior to the meeting; or (3) filling out the sign-up sheet available at the meeting.
Submitted Material	Individuals wishing to provide written information to the Board may do so by: (1) sending that information electronically to trustees@uoregon.edu ; (2) bringing 30 copies of the material to the meeting; or, (3) delivering 30 copies of the material to the Office of the Secretary 48 hours before the meeting. The Chair and the Secretary shall determine whether submitted material is appropriate for dissemination to trustees based on the University’s bylaws. Please note that documents provided to the Board are public records, and that material submitted might not be distributed until after the meeting concludes.
Time Management	It is important to the Board that relevant topics are addressed during the public comment period. The Chair of a meeting may call individuals out of order to ensure that as many relevant viewpoints as possible are heard. The Chair of a meeting may ask that groups designate one spokesperson to make comments. Those who sign up and are not called are invited to share their comments via email (trustees@uoregon.edu).



Board of Trustees of the University of Oregon

Trustee Reimbursement and Expenditure Guidelines

General

As provided in the Bylaws of the University of Oregon, a trustee performing his or her official duties is not acting as an employee of the University and shall not receive a salary. A trustee may be reimbursed for reasonable expenses incurred in connection with the performance of official duties in accordance with University policy and upon approval first by the Secretary and then by the Treasurer.

Attendance at Events in an Official Capacity

From time to time, trustees may be invited to attend University events as part of the trustee's duties and in an official capacity. Such events may include, but are not limited to, artistic performances, athletic competitions, speeches and other events for which there is ordinarily an attendance charge. Up to two tickets to such an event, without charge, may be provided by the University to a trustee. When attending such an event, the trustee and his or her spouse, partner or guest is considered to be appearing in an official capacity and may be required to attend official functions or play an official role related to such an event. Such tickets, and the reimbursement of any reasonable expenses related to the event, are considered reimbursement of an expense and not a gift for purposes of the Oregon Government Ethics law.

Procedure for Reimbursement

All reimbursements are subject to the relevant University of Oregon policy. Trustees seeking reimbursement should coordinate with the Secretary's Office to review current policies relating to expenditures and reimbursements. As noted above, all reimbursements require the approval first of the Secretary and then of the Treasurer. To receive such approval, trustees shall submit to the Secretary the following information:

- ☐ The business purpose of the travel or expenditure;
- ☐ If for travel, the agenda for the meeting, conference or trip;
- ☐ Original receipts including, but not limited to, boarding passes, hotel folios, parking receipts, restaurant receipts, etc. (if purchased online, electronic receipts are acceptable); and
- ☐ Actual mileage if using a personal vehicle for travel, including a starting and ending address.

Board of Trustees of the University of Oregon Overview of the Draft Mission Statement

Throughout the last several months, the University of Oregon has engaged in an inclusive process to update and refine its mission statement – the guiding document that articulates the UO’s purpose and direction. The University must submit its mission statement to the Higher Education Coordinating Commission (HECC) for its consideration and approval.

The current draft language of the mission statement is below and is also included in the associated resolution as Exhibit A. This resolution is marked as a “draft” because final alterations to the mission statement may be made just prior to the Academic and Student Affairs Committee meeting based on public input. For example, see the last sentence under “The Process” section.

Below is an overview of the process and next steps as it relates to the Board’s consideration of this draft.

The Process

The effort to redraft UO’s mission statement began posting material about mission statements generally as well as posting the mission statements of other Oregon public universities and of peer public AAU universities. Three public input meetings were held, and a call went out to the campus community to provide general input via the web on a page dedicated to the mission statement revision.

Many took advantage of these opportunities to share thoughts, ideas and comments. Feedback was converted into a “word cloud”, a tool used to highlight recurring, key themes. This word cloud was housed on the website for all to see. The Provost’s Office worked with feedback provided by the UO community. They formulated a first draft, gathered input at the June ASAC meeting, and then posted a revised second draft online for public and discussion. That input was coupled with in-depth discussions with academic leadership, and a subsequent draft emerged, which was posted on the website on August 22, again with the ability for public input and comment.



This latest draft was (and still is) posted on the website for final public input, and is the version currently used in the enclosed draft resolution. A final draft will take into consideration all final comments and will be presented to the Board of Trustees for consideration.

Based on recent feedback from trustees about this latest draft, the President and Provost are considering the addition of the following overarching statement to the beginning of the document:

MISSION: The University of Oregon is a preeminent public residential research university dedicated to the discovery and preservation of knowledge and the education of the next generation of leaders in Oregon, the nation and the world.

Next Steps

The Board’s Academic and Student Affairs Committee will vet the current draft on Sept. 10; if approved, it will go to the full Board the next day. The Board will submit an approved draft to the HECC, which is likely to review later this year. The Board of Trustees will then consider it for full adoption at its December meeting, pending any possible suggestions by the HECC.

2014 Revised Mission Statement (Current Draft)

Preamble

This mission statement communicates who we are, what we stand for, and where we are going. For those who teach, work, and learn here, this statement informs decision making, helps build unity and focus, and inspires performance. These beliefs define us and encourage broad engagement.

Vision – What is our aspiration?

Leading, defining, enriching.

- Lead
We aspire to lead as a preeminent public residential research university encompassing the humanities and arts, the natural and social sciences, and the professions.
- Define
We seek definition through the recognition of the quality of our schools and colleges, the aspirations, passions, and success of our students, and our place in Oregon, the West, on the Pacific Rim, and the world.
- Enrich
We are motivated by a strong desire to explore and enrich the human condition and transform lives through collaboration, teaching, mentoring, research, creative activity, and service.

Purpose – What do we want to accomplish?

Pursue excellence, educate, and create a better way.

- Pursue excellence
We pursue excellence in all we do, in education, creative expression, and the preservation, generation dissemination, and application of knowledge.
- Educate leaders
We believe in educating the whole person, and in educating transformational leaders and informed participants in the global community.
- Create a better way
Our teaching, research and service enhance the social, cultural, physical and economic wellbeing of Oregon, the nation, and the world.

Values – What guides us?

- Inspiration
We strive to inspire students, each other, and the community.
- Engagement
We model and teach agile, visionary thinking in a comprehensive range of fields to foster informed engagement.
- Progressiveness
We embrace both the traditions of our campus and the challenges of the future.
- Inclusion
We are committed to welcoming, embracing and providing opportunity for all.
- Community
We work diligently to foster a university that prizes integrity, equity, and sustainability in a safe and respectful environment.

Current Mission Statement (Pre-Changes)

Our Mission

SERVING THE STATE, NATION AND WORLD SINCE 1876

The University of Oregon is a comprehensive research university that serves its students and the people of Oregon, the nation, and the world through the creation and transfer of knowledge in the liberal arts, the natural and social sciences, and the professions. It is the Association of American Universities' flagship institution of the Oregon University System.

The university is a community of scholars dedicated to the highest standards of academic inquiry, learning, and service. Recognizing that knowledge is the fundamental wealth of civilization, the university strives to enrich the public that sustains it through:

- *a commitment to undergraduate education, with a goal of helping the individual learn to question critically, think logically, communicate clearly, act creatively, and live ethically*
- *a commitment to graduate education to develop creators and innovators who will generate new knowledge and shape experience for the benefit of humanity*
- *a recognition that research, both basic and applied, is essential to the intellectual health of the university, as well as to the enrichment of the lives of Oregonians, by energizing the state's economic, cultural, and political structure*
- *the establishment of a framework for lifelong learning that leads to productive careers and to the enduring joy of inquiry*
- *the integration of teaching, research, and service as mutually enriching enterprises that together accomplish the university's mission and support its spirit of community*
- *the acceptance of the challenge of an evolving social, political, and technological environment by welcoming and guiding change rather than reacting to it*
- *a dedication to the principles of equality of opportunity and freedom from unfair discrimination for all members of the university community and an acceptance of true diversity as an affirmation of individual identity within a welcoming community*
- *a commitment to international awareness and understanding, and to the development of a faculty and student body that are capable of participating effectively in a global society*
- *the conviction that freedom of thought and expression is the bedrock principle on which university activity is based*
- *the cultivation of an attitude toward citizenship that fosters a caring, supportive atmosphere on campus and the wise exercise of civic responsibilities and individual judgment throughout life*
- *a continuing commitment to affordable public higher education*

**Academic and Student Affairs Committee
Board of Trustees of the University of Oregon**

Resolution: Adoption of a Revised University Mission Statement

Whereas, the University of Oregon benefits from having a well-written and thoughtful mission statement that articulates its purpose and direction;

Whereas, the University of Oregon has engaged the campus community and the public to draft an updated mission statement that carries the school into the future;

Whereas, an updated mission statement was crafted after web-based public input, public meetings, and in depth discussions with academic leadership;

Whereas, ORS 352.089(2) requires the Board of Trustees to adopt a mission statement for the University of Oregon and forward that statement to the Higher Education Coordinating Commission for the Commission's review; and

Whereas, the Board's Policy on Committees authorizes the Academic and Student Affairs Committee to refer matters to the full Board of Trustees as a seconded motion;

Now, therefore, the Academic and Student Affairs Committee of the Board of Trustees of the University of Oregon hereby refers the revised mission statement attached hereto as Exhibit A to the Board of Trustees as a seconded motion, recommending its adoption and submission to the Higher Education Coordinating Commission.

Trustee	Yes	No
Chapa, Rudy		
Coltrane, Scott		
Curry, Ann		
Ford, Allyn		
Wilcox, Mary - Chair		
Willcox, Kurt		
[Student Position Vacant]	--	--

Dated: _____ of _____, 2014.

Initials: _____

MISSION STATEMENT LANGUAGE SUBJECT TO CHANGE

Exhibit A

UO Draft Mission Statement for Submission to the HECC

Preamble

This mission statement communicates who we are, what we stand for, and where we are going. For those who teach, work, and learn here, this statement informs decision making, helps build unity and focus, and inspires performance. These beliefs define us and encourage broad engagement.

Vision – What is our aspiration?

Leading, defining, enriching.

- Lead
We aspire to lead as a preeminent public residential research university encompassing the humanities and arts, the natural and social sciences, and the professions.
- Define
We seek definition through the recognition of the quality of our schools and colleges, the aspirations, passions, and success of our students, and our place in Oregon, the West, on the Pacific Rim, and the world.
- Enrich
We are motivated by a strong desire to explore and enrich the human condition and transform lives through collaboration, teaching, mentoring, research, creative activity, and service.

Purpose – What do we want to accomplish?

Pursue excellence, educate, and create a better way.

- Pursue excellence
We pursue excellence in all we do, in education, creative expression, and the preservation, generation dissemination, and application of knowledge.
- Educate leaders
We believe in educating the whole person, and in educating transformational leaders and informed participants in the global community.
- Create a better way
Our teaching, research and service enhance the social, cultural, physical and economic wellbeing of Oregon, the nation, and the world.

Values – What guides us?

- Inspiration
We strive to inspire students, each other, and the community.
- Engagement
We model and teach agile, visionary thinking in a comprehensive range of fields to foster informed engagement.
- Progressiveness
We embrace both the traditions of our campus and the challenges of the future.
- Inclusion
We are committed to welcoming, embracing and providing opportunity for all.
- Community
We work diligently to foster a university that prizes integrity, equity, and sustainability in a safe and respectful environment.

Academic and Student Affairs Committee, Board of Trustees of the University of Oregon

Resolution Adoption of a Revised University Mission Statement

September 10, 2014

Page 2

Finance and Facilities Committee of the Board of Trustees of the University of Oregon
Summary of Treasury-related Resolution
September 10, 2014

The Finance and Facilities Committee will consider a resolution containing two key treasury-related provisions. If approved by the Committee, the resolution will go to the full Board as a seconded motion. The first provision relates to certain treasury activities. The second conveys certain assets to the University of Oregon Foundation that were previously managed by the Oregon State Treasury.

Treasury Activities

- **Substance:** Authorizes the university's Treasurer or designee to select the University of Oregon Foundation for depository and investment management services.
- **Why Needed:** The Board's Treasury Management Policy requires that the Board approve any investment depository that cannot collateralize deposits and any investment manager that is not registered with the Securities and Exchange Commission under the Investment Advisors Act of 1940.
- **Considerations:** Accepting this relationship means that not all the fiduciary responsibilities normally associated with these roles are explicitly available from UOF. However, UOF was established to operate for the benefit of the University of Oregon and has significant expertise in managing a broad spectrum of investments. The university is interested in leveraging this expertise by engaging UOF to manage portions of its Cash & Investment pool including, but not limited to, the quasi-endowment portion of the Tier 3 portfolio. UOF plans to manage the funds in a segregated account according to the investment policy and practices established by the UO Board of Trustees and will provide routine performance reports to the university.

Conveyance of Assets

- **Substance:** Authorizes the university's Treasurer or designee to convey the value of approximately 120 endowment and quasi-endowment funds (worth approximately \$33 million) to the University of Oregon Foundation where they will be incorporated into the foundation's endowment fund.
- **Why Needed:** The Board's Delegation of Authority requires that the Board approve any transaction in excess of \$5 million.
- **Considerations:** These endowments have previously been managed as public funds by the investment division of the Oregon State Treasury for the benefit of the university and will be transferred to the university on October 1, 2014. Funds of this type are typically invested in complex long-term investment vehicles that require a significant level of expertise and time to manage. Since the expertise already exists within the Foundation, the university would like to leverage this expertise for the benefit of this group of endowments. The Foundation has a strong governance structure with an active and experienced investment committee. The Foundation also has a strong internal control structure that ensures proper oversight for restricted gift expenditures. In addition, the Foundation's returns have, historically, compared favorably to its peers.

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

Resolution: Authorization of Certain Treasury Activities

Whereas, the University of Oregon (the "University") benefits from a collaborative relationship with the University of Oregon Foundation (the "Foundation");

Whereas, the Foundation was established to operate for the benefit of the University, and has the knowledge, experience and ability to effectively hold and manage assets for the benefit of the University;

Whereas, the University is interested in leveraging the Foundation's expertise by engaging the Foundation to manage portions of the University's Cash & Investment pool including, but not limited to, the quasi-endowment portion of the Tier 3 portfolio, and the Foundation will manage these funds in a segregated account according to the investment policy and practices established by the University's Board of Trustees and will provide routine performance reports to the university;

Whereas, the University wishes to convey endowment and quasi-endowment funds currently managed by the Oregon State Treasury to the Foundation for incorporation into the Foundation's endowment fund and management by the Foundation;

Whereas, the Retention and Delegation of Authority requires Board approval of certain transactions in excess of \$5,000,000;

Whereas, the University's Treasury Management Policy requires Board approval of certain investment depositories; and

Whereas, the Board's Policy on Committees authorizes the Finance and Facilities Committee 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 refers to the Board, as a seconded motion for approval:

1. The authorization for the Treasurer, or her designee, to select the University of Oregon Foundation for depository and investment management services; and
2. The approval of a conveyance of University of Oregon endowment and quasi-endowment funds held by the Oregon State Treasury to the University of Oregon Foundation.

-Vote Recorded on Following Page-

Trustee	Yes	No
Ballmer		
Bragdon		
Colas		
Coltrane		
Gary		
Gonyea III		
Kari		

Dated: _____ of _____, 2014.

Initials: _____

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

Resolution: Authorization to Enter Into Certain Lease and MOU Transactions (1600 Millrace)

Whereas the University of Oregon currently leases space at 1600 Millrace Drive in Eugene, Oregon, a building recently acquired by the University of Oregon Foundation (the "Foundation");

Whereas, the University and the Foundation have proposed a new master lease and associated MOU for the building that would freeze lease payments at their FY14 level (net of ground lease revenue) (the "1600 Millrace Lease");

Whereas, the University would pay rent to the Foundation for only so long as it takes to pay off the existing mortgage and recoup invested Foundation funds, at which time the Foundation would gift the building to the University;

Whereas, ORS 352.107(1)(j) grants the University of Oregon the authority to enter into lease agreements for real property;

Whereas, University of Oregon policies authorize the President to execute leases of real property in excess of five million dollars only upon receiving prior approval of the Board of Trustees; and

Whereas, the Board's Policy on Committees authorizes the Finance and Facilities Committee 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 authorizes the President and the Chief Financial Officer to enter into the 1600 Millrace Lease and associated MOU, and further authorizes the officers of the University to take all actions necessary and proper to execute such lease agreements, and refers this item to the Board of Trustees as a seconded motion, recommending its approval.

-Vote Recorded on Following Page-

Trustee	Yes	No
Ballmer		
Bragdon		
Colas		
Coltrane		
Gary		
Gonyea III		
Kari		

Dated: _____ of _____, 2014.

Initials: _____

Exhibit A
Summary of the Proposed Millrace Lease and Proposed Associated MOU

The University of Oregon owns 67 acres of land north of Franklin Boulevard in Eugene, which is designated as the Riverfront Research Park. Since May 20, 1992, the University has ground leased the 4.01 acres of land located at 1600 Millrace Drive ("1600 Millrace"), within the Riverfront Research Park, to GreenHornet Space Agency, LLC, a Utah-based private company ("GreenHornet").

In February 2012, the University entered into a whole building master lease with GreenHornet for a 60,200 square foot building located on the 1600 Millrace property. The building is used primarily for research activities, housing both University and outside research entities. The triple net lease with GreenHornet ran for 12 years, expiring in January 2024.

This lease included an annual escalation of rent based on the Consumer Price Index, which has averaged two percent over the past three years. Base rent in FY2014 was \$840,783, not including the operations and building triple net expenses.

This past year, at the request of the University, the University of Oregon Foundation (the "Foundation") purchased the building from GreenHornet. To finance the transaction, the Foundation assumed an existing mortgage on the building and invested some Foundation funds. As part of the transaction, the Foundation assumed the existing master lease with the University. At this point in time, the University is obligated to pay the Foundation rent under the original GreenHornet master lease terms.

The University and the Foundation are working together on a proposed new master lease, and proposed new MOU associated with the building that would provide the University with both short- and long-term benefits. The proposed lease would freeze the University's lease payments at the FY14 level (minus ground lease revenues which the Foundation will recoup as an operating expense through the new lease; this total will be around \$762,000). These payments would continue until the Foundation pays off the existing mortgage and recoups its investment of Foundation funds. At that point, the Foundation would gift the building to the University and the University would own the property without any ongoing financial obligation.

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

Resolution: Authorization to Enter Into Certain Lease Transaction (Portland)

Whereas the University of Oregon's current lease for space housing the Oregon Executive MBA (OEMBA) program expires next year;

Whereas; the Portland-based program has the opportunity to lease new, state of the art facilities adjacent to other UO facilities in Portland as outlined in the summary attached hereto as Exhibit A (the "Portland Lease");

Whereas, ORS 352.107(1)(j) grants the University of Oregon the authority to enter into lease agreements for real property;

Whereas, University of Oregon policies authorize the President to execute leases of real property in excess of five million dollars only upon receiving prior approval of the Board of Trustees; and

Whereas, the Board's Policy on Committees authorizes the Finance and Facilities Committee 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 authorizes the President and the Chief Financial Officer to enter into the Portland Lease, and further authorizes the officers of the University to take all actions necessary and proper to execute such lease agreements, and refers this item to the Board of Trustees as a seconded motion, recommending its approval.

-Vote Recorded on Following Page-

Trustee	Yes	No
Ballmer		
Bragdon		
Colas		
Coltrane		
Gary		
Gonyea III		
Kari		

Dated: _____ of _____, 2014.

Initials: _____

Exhibit A

Summary of the Portland Lease

Since 1985, the University of Oregon's Executive MBA (OEMBA) Program has operated in the Portland area. Since September 2005 the program has been in a suite of offices and classrooms located downtown, in the 200 Market Building. As the lease for this space expires on December 21, 2015, the Business School has been exploring an alternate site to house this program, as well as the emerging Product Design and Sports Product Management programs. Both programs are affiliated with the Sports Product Institute umbrella and are collaboration between the Lundquist College of Business and the School of Architecture & Allied Arts (AAA).

The Business School and the Chief Financial Officer recommend that the University of Oregon enter into a proposed fifteen-year lease at a new space in Portland. This fifteen-year lease would provide the University approximately 11,500 square feet on the ground floor of a to-be-constructed building located at NW Naito Parkway, NW Couch Street and NW Davis Street in downtown Portland. The building is being constructed by Gerdling Edlen Development and its projected completion is January 1, 2016.

The facility will include state-of-the art classrooms, student learning spaces, and offices to house OEMBA and Sports Product operations. As the OEMBA program will primarily offer classes on Fridays and Saturdays, the facilities can be used by the emerging Product Design and Sports Product Management programs during the other days of the week, maximizing utilization.

Importantly, this is an ideal location to house both programs as the new building will be located across the street from the UO's existing Bridge Innovation Lab allowing for easy access for students and faculty. The Bridge Innovation Lab will include spaces for collaboration, ideation and implementation. It will house high-end manufacturing equipment students can use to make prototypes of new products including athletic footwear, apparel and equipment. Furthermore, the new facility's location, adjacent to the White Stag building, also provides opportunities for synergies and cross-collaboration with UO programs operating out of that building including the School of Journalism and Communications and the School of Law.

Executing this lease will ensure that the University has the appropriate physical facilities to house three critical Portland-based business school and AAA programs. Total lease obligations over the 15-year period are currently estimated to be \$5,500,000; operating costs over the same period are currently estimated to \$1,300,000. The UO will also incur costs for tenant improvements.

**Board of Trustees of the University of Oregon
Regular Meeting
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Agenda Item #6



Robert D. Clark Honors College (est. 1960)

The Robert D. Clark Honors College is a rigorous, highly selective, small liberal arts college nested within the University of Oregon. The College has approximately 800 students and 16 highly decorated resident faculty members. Last fall's incoming freshman class had a median 3.91 GPA and 1320 SAT; roughly 80% were Oregon residents. The Clark Honors College (CHC) boasts over 3,200 alumni in all walks of professional and creative life. Its students have won recognition in many endeavors, including Rhodes, Fulbright, Marshall, Mitchell and Goldwater Fellowships, and regularly rank among the top UO graduates as Phi Beta Kappa "Oregon Six." The CHC offers a unique, interdisciplinary four-year curriculum; its students pursue academic majors in every UO school and college.

The main College building is Chapman Hall, a historic 1939 Ellis Lawrence building located in the heart of the UO campus on the northeast corner of the Memorial Quad. Although portions of the building have been remodeled over the years, a complete building renovation (including deferred maintenance and seismic upgrade) has been near the top of the UO's capital project list since 2011. Beginning in Fall 2012, a majority of first year CHC students live together in the Global Scholars Hall (GSH). The College holds priority classroom scheduling rights to two classrooms in Chapman Hall and one in the GSH. Other CHC student facilities in Chapman Hall include a computer lab, library, and student lounge.

The CHC enrolls students with wide-ranging skills and deep intellectual curiosity. Likewise, CHC faculty members are distinguished by their interdisciplinary vision, research achievements, and commitment to great undergraduate teaching. The core identity of the Clark Honors College is interdisciplinary. CHC courses stress critical thinking, analytical writing, persuasive argument, and inquiry across traditional disciplinary boundaries. The Clark Honors College core curriculum fulfills the University of Oregon's general education requirements. The CHC educational experience culminates with the research, writing and oral defense of an original undergraduate thesis.

The CHC provides an excellent liberal arts education at a fraction of the cost of private liberal arts colleges and universities. The Clark Honors College ranks in the top tier of American public university honors colleges.

Facts and Figures

- Enrollment of 800 students
- 16 resident faculty
- The significant number of Oregon resident freshman students admitted to the CHC demonstrates that the CHC keeps Oregon's best and brightest in Oregon
- CHC courses are capped at 19 students, with an average of 17
- Top student majors: Biology, Journalism, Human Physiology, Business Administration, Psychology, English
- Over 80% of CHC freshmen live in the Global Scholars Hall
- The CHC maintains a consistently high 6-year graduation rate, averaging more than 85%
- An average 1st to 2nd year retention rate in excess of 92% ranks the CHC among the top universities in the United States
- Ranked among the top public university honors colleges in the nation

Board of Trustees of the University of Oregon
Regular Meeting
September 11-13, 2014

Agenda Item #7

There are no materials for this section

**Board of Trustees of the University of Oregon
Regular Meeting
September 11-13, 2014**

Agenda Items #8 and 9



UNIVERSITY OF OREGON

September 3, 2014

TO: The Board of Trustees of the University of Oregon

FR: Angela Wilhelms, Secretary of the University

RE: Agenda Items #8 and #9

There are no pre-reading materials for agenda items #8 (Competitive Excellence) and #9 (Student Access and Success). However, I wanted to briefly explain what these agenda items entail so that you can appropriately prepare.

Competitive Excellence

President Coltrane will present to the Board a look at the UO's path to competitive excellence. This discussion will involve a look at the current situations, aspirations for the UO and the path forward to attain those aspirations. This will include strengths, challenges, key metrics, strategic initiatives, and some tough questions.

He will be joined by Acting Provost Bronet as well as Vice Presidents Andreasen, Moffitt, Shelton and Thompson (and perhaps others at his discretion). The agenda item is meant to be a dialogue between the President (and other UO leaders) and the Board. We anticipate that this discussion will help inform the Board's work going forward.

Student Access and Success

You will receive a presentation – also meant to be a dialogue, not just a one-way talk – from Vice Presidents Holmes and Thompson, and the Vice Provost for Undergraduate Studies, Lisa Freinkel. They will walk through current measures and metrics of interest regarding student access and success, and then talk about existing initiatives and current goals. We anticipate that this discussion will also help inform the Board's work going forward, but wanted to start with a deeper dive into the current status of things.

BOARD OF TRUSTEES

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**Board of Trustees of the University of Oregon
Regular Meeting
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Agenda Items #10



UNIVERSITY OF OREGON

September 12, 2014

TO: The Board of Trustees of the University of Oregon

FR: Angela Wilhelms, Secretary of the University

RE: 2015-2016 Board and Committee Meeting Dates

The Board of Trustees of the University of Oregon will hold committee and regular board meetings on the following dates, in addition to those already scheduled. Generally speaking, committees will meet on the first day, and the board will meet the second and third days.

Additional Dates (FY2016):

- September 9-11, 2015
- December 1-3, 2015
- March 2-4, 2016
- June 1-3, 2016

Already Scheduled Dates (FY2015):

- December 10-12, 2014
- March 4-6, 2015
- June 3-5, 2015

Additional information about the time(s), location(s) and topic(s) of meetings held during these windows will be provided at a later date as planning proceeds.

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**Board of Trustees of the University of Oregon
Regular Meeting
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Agenda Items #11

There are no materials for this section

**Board of Trustees of the University of Oregon
Regular Meeting
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Agenda Items #12

There are no materials for this section

**Board of Trustees of the University of Oregon
Regular Meeting
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Agenda Items #13

There are no materials for this section