NOTICE OF PUBLIC MEETING

The Board of Trustees of the University of Oregon will hold the following public meeting:

**Thursday, December 3, 2020, at 8:30 a.m.**
**Friday, December 4, 2020, at 8:30 a.m.**

Due to current orders regarding campus operations and social distancing, the meeting will be held via video conference with a telephone conference option available for members of the media and the public.

Subjects of the meeting will include COVID-19 impacts and operations; standing reports; university finance, treasury, and audit reports; a preview of the FY21 tuition-setting process; a new Bachelor of Fine Arts in Dance; capital planning and a capital project approval (ZIRC); institutional diversity, equity and inclusion initiatives; and an overview of the Department of Human Physiology.

The livestream link and the teleconference information are available day of (if not sooner) at: [https://trustees.uoregon.edu/meetings](https://trustees.uoregon.edu/meetings). Meeting materials are available online at: [https://trustees.uoregon.edu/upcoming-meetings](https://trustees.uoregon.edu/upcoming-meetings).

**Public Comment**
Individuals wishing to provide public comment to the Board of Trustees may do so in writing via [trustees@uoregon.edu](mailto:trustees@uoregon.edu). All comments will be shared with members of the board, but to ensure comments are provided to trustees in advance of the meeting, they must be received by 5:00 p.m. Pacific Time on December 2, 2020.
Due to current orders regarding campus operations and social distancing, the meeting will be held remotely with a livestream broadcast and telephone conference options available for members of the public. That information is available at: https://trustees.uoregon.edu/meetings.

**Convene Public Meeting**
- Call to order and verification of a quorum
- Approval of minutes from September 10, October 29, and November 13 full board meetings

1. **Standing Reports**
   --ASUO President Isaiah Boyd
   --University Senate President Elliot Berkman
   --Provost Patrick Phillips
   --President Michael Schill

2. **COVID-19 Impacts, Planning and Operations.** Andre Le Duc, Associate Vice President and Chief Resilience Officer

3. **University Finance and Treasury Reports.** Jamie Moffitt, Vice President for Finance and Administration and CFO

4. **Audit Reports:**
   4.1 **FY20 Audited Financial Statements.** Jamie Moffitt, Vice President for Finance and Administration and CFO; Kelly Wolf, Associate Vice President and Controller
   4.2 **FY20 External Auditor’s Report.** Scott Simpson, Partner, Moss Adams
   4.3 **Quarterly Audit Report.** Leah Ladley, Chief Auditor

5. **Tuition-Setting Preview.** Kevin Marbury, Vice President for Student Life and TFAB Co-Chair; Jamie Moffitt, Vice President for Finance and Administration and CFO and TFAB Co-Chair

Meeting recessed until December 4 at 8:30 a.m.

6. **Program Approval: Bachelor of Fine Arts in Dance (Action).** Brad Garner, Associate Professor and Department Head of Dance

7. **Capital Planning and Sustainability Annual Report; Capital Project Approval – ZIRC (Action).**
   Mike Harwood, Associate Vice President and University Architect

8. **Institutional Diversity, Equity and Inclusion Initiatives.** Yvette Alex-Assensoh, Vice President for Equity and Inclusion; Patrick Phillips, Provost and Sr. Vice President; Mark Schmelz, Chief Human Resources Officer

9. **Academic Area in Focus: Human Physiology.** John Halliwill, Professor and Department Head of Human Physiology

Meeting Adjourned
Agenda Item #6

Program Authorization:
BFA in Dance
A new Bachelor of Fine Arts in Dance is before the Board of Trustees, assuming passage by the University Senate (see below). Board approval is required before new programs are submitted to the Higher Education Coordinating Commission (HECC).

The School of Music and Dance, the provost, and all appropriate University committees have approved the proposed program. University Senate consideration is scheduled for December 2; if the Senate does not act affirmatively, this item will not be considered at the Board’s meeting.

The below information for the degree proposal is taken from the department’s submission for new program approval. More detailed information (e.g., associated coursework, exam schedules and degree obtainment progression timelines) is available upon request.

How is the program connected with the UO's mission, signature strengths and strategic priorities?

The proposed BFA in Dance is connected with the UO’s mission, signature strengths and strategic priorities in a number of ways. For example, it fosters equity and inclusion by requiring the study of dances of the African diaspora, such as African and Jazz, with equal credit value to Western dance forms, such as Contemporary dance and Ballet.

The proposed BFA in Dance degree will help individuals question critically through theory courses in History and Culture (e.g. DAN 454 Contemporary Issues in Dance), which offer students insight into body-politics intrinsic to the art of dance, specifically; race, gender, age, ability and power. This degree will help students think logically through courses in Movement Science (e.g. DAN 260 Anatomy of Human Movement), which instill a deep understanding of the body’s form and function in order to empower optimal performance while preventing injuries. The BFA in Dance will help individuals reason effectively through courses in Technology and Music (e.g. DAN 255 Dance Production and DAN 458 Music for Dancers), which prepare students to use lighting and sound design equipment and software for live performances and electronic presentations.

The proposed BFA in Dance will help individuals communicate clearly and act creatively through courses in Movement Technique (e.g. DANC 285 African 2), Improvisation (e.g. DANC 271 Contact Improvisation), Composition (e.g. DAN 352 Dance Composition 2), Performance (DAN 408 Work, Rehearsal & Performance), and Teaching (e.g. DAN 491 Teaching Dance), which require multiple modes of communication, adaptability, complex problem solving, collaboration, and creativity.
The proposed BFA in Dance helps individuals live ethically through Performance Ensemble requirements such as DAN 436 Dema African Performance and DAN 482 Repertory Company that provide opportunities to engage in community service and outreach to inner-city youth in public schools, after school programs, and private studios across Oregon.

**How will the proposal meet regional or statewide needs and enhance the state' capacity to improve educational attainment in the region; respond effectively to social, economic and environmental challenges and opportunities; and address civic and cultural demands of citizenship?**

The proposed BFA in Dance will meet statewide goals of educational attainment, responsibility to environmental challenges, and the civic demands of citizenship by providing the only such degree in the state of Oregon and one of only a limited few BFA degrees in the U.S. that offers an inclusive curriculum. This affords equal access to lower-income and non-white students, which inherently expands the diversity of the program to include other marginalized groups.

With the proposed BFA in Dance it will be possible for students to enter the program with creativity and a talent for movement, but as beginners in formal dance training and successfully graduate in four years with marketable professional dance skills such as Teaching, Performing, and Choreographing, as well as corollary fields such as Technical Production and Arts Administration.

**Are there closely-related programs in other Oregon public or private universities?**

No

**What financial resources are needed to support this proposal? Identify the resources currently available as part of existing UO programs or reallocations within existing budgets. Are additional resources needed?**

The current UO Dance budget is based on 5.5 TTF FTE and 1.6 NTTF FTE (NTTF FTE uses combination of general funds and course fees). These faculty-related amounts are adjusted annually for changes to salaries and OPE. We are allocated an annual amount of $20,000 for live musical accompaniment and $10,000 for services and supplies. We support our concerts, e.g. contracting a Technical Director, from ticket sales.

**What other additional staff are needed to support this program? Are special facilities, equipment, or other resources required because of the change (e.g., unusual library resources, digital media support)?**

No additional staff are needed to offer the proposed BFA in Dance. No additional facilities, equipment or other resources are required to offer the proposed BFA in Dance.
Board of Trustees of the University of Oregon

Resolution: Program Approval – Bachelor of Fine Arts in Dance

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

Whereas, the School of Music and Dance wishes to offer a Bachelor of Fine Arts (BFA) in Dance;

Whereas, the proposed program should significantly increase the number of Dance students at and increase the diversity of Dance faculty and students at the UO while offering greater flexibility for students seeking Dance majors, whether individually or coupled with another major;

Whereas, the program has been approved by relevant departments, the School of Music and Dance, relevant academic committees, and the University Senate; and,

Whereas, Board of Trustees’ approval is required before the program can be reviewed by the Higher Education Coordinating Commission.

Now, therefore, the Academic and Student Affairs Committee of the Board of Trustees of the University of Oregon hereby approves the new Bachelor of Fine Arts Degree in Dance as proposed in the provided documentation.

Moved: ____________________    Seconded: ____________________

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Legacy

• Dance courses have been offered at the UO for over a century, and predate the first academic dance major programs in the country by more than a decade.

• Martha Hill was hired as a Professor of Dance at UO in 1927, and later went on to co-found the Bennington College Dance Program, in 1934, which established “Modern” Dance as an academic field in higher education.

• One of Hill’s students at UO was Bessie Schonberg, the namesake of the highest honor one can receive in dance, the “Bessie Award.”
Purpose

• To provide the first and only BFA in Dance degree in the state of Oregon.
• To offer the only BFA in Dance degree in the U.S. with equal emphasis on dances of the African diaspora and those of European roots.
• To recruit and retain more diverse students and faculty.
• To double the numbers of Dance majors at UO by AY 2024.
Resources

• The proposed BFA in Dance requires no additional resources other than the replacement of a retiring Full Professor with a new Assistant Professor.
## Proposed 4 Year BFA in Dance Curriculum

### Design

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### Total Credits (120 Minimum)

- 46 Distributional Credits (54 Minimum Required)
- 40 Theory/Creative Practice/Performance Credits
- 13 Design Credits (15 Minimum Required)
- 14 Elective Credits (12 Minimum Required)
- 14 BFA Core Credits (15 Minimum Required)
Goals

- Hire a new Tenure-Track faculty specializing in Jazz and Hip-hop Fall 2021.
- Welcome 1st Year BFA class Fall 2021.
- Apply for NASD accreditation Winter 2023.
- Have full BFA cohort and 1st graduating class AY 2024-2025.
Thank You!
Agenda Item #7

Capital Planning
--ZIRC Renovation Project Authorization
--Annual Capital Planning and Sustainability Report and Dashboards
The Board of Trustees is asked to authorize a capital project involving renovations of the UO’s Zebrafish International Resource Center (ZIRC) facility. The project is estimated to cost approximately $8.8 million, thus requiring board approval.

The project is supported by ZIRC, the Institute of Neuroscience, the College of Arts and Sciences, the Vice President for Research and Innovation, and the Provost.

The below information is provided by Monte Westerfield, Professor of Biology and a member of the UO’s Institute of Neuroscience.

**ZIRC History**

Biomedical research using zebrafish began at the University of Oregon in the 1970’s with the pioneering work of George Streisinger. Today, more than 1,000 laboratories in 41 countries use zebrafish to model human biology and disease, as well as to study basic principles of biology. The UO is known worldwide as the birthplace of zebrafish research. Today, in addition to eight zebrafish research laboratories, UO is home to ZIRC and the Zebrafish Information Network (ZFIN), two unique resources that serve vital functions for the international research community.

With the growth of zebrafish research and, particularly, the invention of powerful genetic techniques for studying gene function, it became apparent by the mid-1990’s that the research community needed a centralized resource for storing genetic stocks of zebrafish. In response to this need, we established ZIRC on the University of Oregon campus in 1998 as the resource to maintain and distribute genetic lines of zebrafish and other research materials to the international biomedical research community. ZIRC also conducts husbandry research and provides diagnostic health, veterinary, and husbandry services. We currently have more than 40,000 genetic lines of zebrafish. Scientists visit ZIRC to be trained in sperm freezing, husbandry, and health program development. ZIRC has distributed more than a million animals to laboratories in the USA and more than 25 other countries. ZIRC has been granted the status of National Biomedical Models Research Center by the National Institutes of Health (NIH).

Core funding for ZIRC comes from an NIH grant with an annual budget of $2 million, generating more than $500,000 in F&A for the UO every year. It also typically has 1-2 research grants at ~$100,000 each per year. Sales and services generate about $500,000 in additional annual income. ZIRC employs 19 full-time employees and many undergraduate student workers who often go on to successful careers in biology or medicine.
The ZIRC building was constructed in 1999. The bulk of the funds were provided by State of Oregon bonds. An NIH infrastructure construction grant provided additional money. Funding was sufficient to construct a 10,000 square foot building with an aquarium room for fish, a small laboratory, a quarantine room, and offices for up to 9 employees. As our needs have grown, we have moved some of our staff into a nearby World War II era Quonset hut. Current operations and animal support are limited by space constraints.

**Project Overview**

The UO has secured a second NIH infrastructure construction grant that will support renovation and expansion of the ZIRC building. The grant will also provide funds to replace and upgrade much of our 20-year-old aquaculture equipment, research space, and biosafety. We have enlisted a local architecture firm that has extensive experience with zebrafish facility design and construction, including recent renovation of the Huestis Hall zebrafish research facility on the UO campus that was also funded by an NIH infrastructure construction grant. We have a solid construction plan and quotes for equipment.

**Goal 1:** We will modernize zebrafish life support systems. We will replace the 4 inefficient, below-capacity water systems with modern, high-efficiency systems on a smaller footprint. The new systems will hold more water and will have higher flow-rates with automated water speed and flow control. A bridge crane and increased aquaculture space will also generate better access to water conditioning equipment and enable optimal maintenance and repair. The addition of aquaculture support/auxiliary spaces and remodeling of the main fish room with four new isolated fish racks will enhance personnel safety, operational flexibility, and genotyping capacity.

**Goal 2:** We will improve equipment sanitation. We will triple equipment cleaning throughput by expanding the washer room and adding a walk-in washer. This will allow parallel processing of more equipment per day. To quadruple the throughput and for better biosecurity considerations, we will add four under-counter washers in the main fish room and in spaces outlined in Goal 3. This will help separate more effectively animal operations with varying health status levels and will isolate the new quarantine space from the rest of the facility.

**Goal 3:** We will increase quarantine space and throughput of fish imports. We will construct an additional quarantine space with combined flow-through and recirculating water capability. This will enable simultaneous processing of fish imports from outside facilities with various biosecurity levels with individualized quarantine strategies and prevent backlogs for the importation pipeline.

**Goal 4:** We will modernize the building infrastructure to address current operational bottlenecks. We will expand laboratory space to isolate the bench space for fish diagnostic
services and to double the number of PCR thermal cyclers used for line genotyping. We will expand the cryogenic freezer space to hold up to 15 freezers (currently seven). We will add a new IT office to improve staff interaction and efficiency of database development.

**Disruption to Services**
The bulk of the renovation will be an addition on the outside of the current building. The impact of this construction on the inside of the building will require some reduction of the colony, and moving tanks and other equipment temporarily to currently unoccupied space. There should not be significant disruptions of general operations, but sales may be reduced due to limitations of tank availability during the aquaculture equipment upgrades. Equipment sanitization will be impacted during short periods when tank washers are temporarily relocated and then later moved to their final locations.

**Estimated Costs and Source(s) of Funds**
The total cost estimate for this project is $8.8. Two NIH grants will cover $8.3 million of this and the Office of the Vice President for Research and Innovation has pledged $550,000. No other institutional dollars would be used. If there are any small additional costs, those would be funded by additional grants or other external funding.

**Anticipated Timeline Pending Board Approval**
- December 2020 – Board of Trustees consideration
- March 2020 – Construction begins
- February 2022 – Anticipated completion
Biomedical research using zebrafish began at the University of Oregon in the 1970’s. Today, more than 1000 laboratories in 41 countries use zebrafish to model human biology and disease, as well as to study basic principles of biology. UO is known worldwide as the birthplace of zebrafish research.

In addition to 8 zebrafish research laboratories, UO is home to the Zebrafish International Resource Center (ZIRC) and the Zebrafish Information Network (ZFIN), two unique resources that serve vital functions for the international research community.

The National Institute of Health (NIH) has awarded a construction grant of up to $8M to support the modernization of existing or new infrastructure for biomedical research facilities. This opportunity would allow for the modernization of the existing 10,000 square foot ZIRC building that was constructed in 1999. Grant funding would also allow for the replacement of the 20-year-old aquaculture equipment systems. 

Objectives
- Replace existing aquaculture filtration equipment that supports the main fish room.
- Expand the existing ZIRC building to create more efficient support spaces and increase their operational capacity. Building expansion will be up to approximately 5,000 sf.
- Incorporate a second quarantine room that will double current capacity.
- Improve equipment cleaning throughput and efficiency with new equipment and improvements to the circulation of dirty and clean equipment.
- Add space for cryogenic freezers to increase long-term resource storage.
- Upgrade building mechanical, plumbing, and electrical systems to support new equipment and spaces, as required.

Current Project Status
Construction Documents are being prepared for a final NIH review in early 2021.

Project Type: Equipment and Building Renovation and Expansion
Space Type: Research
Project Square Footage: 9,742
Addition 4,875 sf, Renovation 4,867 sf
Anticipated Budget: $8.8M
Funding Source(s):
$8M - CO6 Grant (Grant allowable)
$.55M – VPRI (Non-grant allowable)
$.25M – Supplemental Grant
Expected Completion: Summer 2022
Board of Trustees of the University of Oregon

Resolution: Authorization for ZIRC Renovation Project

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

Whereas, The UO is home to the Zebrafish International Resource Center (ZIRC), constructed in 1999, which helps solidify the UO’s ongoing reputation as the global pioneer and leader in zebrafish-based research;

Whereas, the UO has been awarded a total of $8.3 million in grants from the National Institutes of Health (NIH) to substantially fund much-needed renovations to the ZIRC facility, the Office of the Vice President for Research and Innovation has committed $550,000, and any remaining costs, should there be any, would be covered by additional grants or other external funds;

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

Whereas, the FY21 capital expenditure authorization previously approved by the Board of Trustees in June 2020 must be amended to include this project and associated expenditures.

Now, therefore, the Board of Trustees hereby authorizes the capital project to renovate the ZIRC facilitate as articulated in the summary materials accompanying this resolution and correspondingly increases the FY21 capital expenditure authorization limit by $8.8 million for a new total of $169.2 million (plus or minus three percent as noted in the June authorization).

--Vote Recorded on the Following Page--

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University of Oregon
Ten-Year Capital Plan

December 4, 2020
Presentation to the UO Board of Trustees

Michael Harwood, FAIA
AVP for Campus Planning and Facilities Management
Agenda

• Project Dashboard
• Project Escalation
• Capital Plan Criteria and Overview
• Capital Plan Category Description
• Additional Considerations
  – Sustainability
  – Deferred Maintenance
  – Funding Sources
  – University Debt
## Project Dashboard

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<tr>
<th>Project Name</th>
<th>Subcontractor/Compliance Rate</th>
<th>BOT Legislation Approved Budget</th>
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<th>Project Square Footage</th>
<th>Cost per Square Foot</th>
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### Comments
- NA: Not Applicable
- X: Issue identified but no action plan
- :: Issue identified and action plan in place
- :: Issue identified and action plan partially complete
- :: Issue identified and action plan in progress
- :: Issue identified and action plan completed

### BOT Legislation Budget
- Gold: Variance within budget
- Silver: Variance within 10% of budget
- Bronze: Variance greater than 10% of budget

### Schedule Performance
- Gold: On schedule
- Silver: 1-5% behind schedule
- Bronze: 6-10% behind schedule
- Red: 11% or more behind schedule

### Major Program Needs
- Gold: No major program needs
- Silver: 1-5% major program needs
- Bronze: 6-10% major program needs
- Red: 11% or more major program needs

### Unforeseen Deferred Maintenance Issues
- Gold: No unforeseen deferred maintenance issues
- Silver: 1-5% unforeseen deferred maintenance issues
- Bronze: 6-10% unforeseen deferred maintenance issues
- Red: 11% or more unforeseen deferred maintenance issues

### OED Certification
- Gold: Certification achieved
- Silver: Certification in progress
- Bronze: Certification not achieved

### Comments
- NA: Not Applicable
# Project Escalation Tracking

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*Deferred Maintenance*
Capital Plan Decision Criteria

• Supports
  – University Mission
  – Institutional Priorities
  – Research Areas of Focus

• Informed by
  – Building Condition Assessments
  – Infrastructure Assessment
  – Space Needs Analysis
Some Recently Completed Projects

- Knight Campus Phase 1
- Lylye Reynolds-Parker Black Cultural Center
- Hayward Field
- Tykeson Hall
- Klamath 3rd Floor Labs
- University Health Services
Overview of Capital Development Plan

Current Projects
- Oregon Acoustic Research Laboratory
- Housing Transformation Project Ph1
- Zebrafish Expansion (ZIRC) - Pending BOT Approval
- Huestis Hall - Deferred Maintenance - Pending BOT Approval

Projects in Planning
- Romania Site Development
- Utility Infrastructure Phase 1
- Housing Transformation Project Ph2
- Housing Transformation Project Ph3
- Knight Campus - Phase 2 (Academic)
- Knight Campus - Phase 3 (Labs)
- Campus Heritage Project: University & Villard Halls - Deferred Maintenance
- Pacific Hall Phase 2 - Classroom 123 & Lobby

Potential Future Projects
- Utility Infrastructure Phase 2
- East Campus Apartments
- Hendricks Hall - Deferred Maintenance
- Classroom and Faculty Office Building
- Klamath Hall - Deferred Maintenance
- Condon Hall - Deferred Maintenance
- Knight Library Commons & Off-site Storage
Overview of Capital Development Plan

- Current Projects
- Planned Projects
- Potential Future Projects
Breakdown of Project Types

Project Types

• Academic Projects
• Student Services and Enrollment Management
• Other Projects
# Academic Project Breakdown

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Current Academic Project Breakdown

ZIRC Expansion

Oregon Acoustic Research Lab
(off campus and not pictured)

Huestis Hall Deferred Maintenance
Projects in Planning: Academic Project Breakdown

Knight Campus Phase 3
Research Building

Campus Heritage Project
University and Villard Hall
Deferred Maintenance

Knight Campus Phase 2 Academic

Pacific Hall Phase 2
Classroom 123 & Lobby
Potential Future Academic Project

Breakdown

Classroom and Faculty Office Building

Klamath Hall Deferred Maint.

Condon Hall Deferred Maint.

Knight Library Commons & Off-site Storage

Hendricks Hall Deferred Maint.
# Student Services and Enrollment Management Project Breakdown

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This chart outlines the project breakdown for current, planned, and potential future projects, detailing their timelines from 2017 to 2028.
Student Services and Enrollment Management Project Breakdown

Housing Transformation Project – Ph3

East Campus Apartments

Housing Transformation Project – Ph2

Housing Transformation Project – Ph1
Other Projects Breakdown

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<tr>
<td>Romania Site Development</td>
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<tr>
<td>Utility Infrastructure Phase 1</td>
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<td>Potential Future Projects</td>
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</tbody>
</table>

- Romania Site Development: Project duration from 2018 to 2022.
- Utility Infrastructure Phase 1: Project duration from 2021 to 2025.
- Utility Infrastructure Phase 2: Project duration from 2027 to 2028.
Other Projects Breakdown

Utility Infrastructure Ph1
(not pictured)

Utility Infrastructure Ph2
(not pictured)

Romania Site Development
Additional Considerations

• Sustainability
• Deferred Maintenance
• Infrastructure Requirements
• Funding Sources
  • Current Projects
  • Planned/Likely Projects
• University Debt
Sustainability at the University of Oregon

December 4, 2020
Presentation to the UO Board of Trustees

Steve Mital
Director of Office of Sustainability
New interactive web-based dashboard will track performance across nearly 20 metrics.

Institutional sustainability data can be used by faculty and students to support teaching and research.
<table>
<thead>
<tr>
<th>ACTION</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOVERNANCE: Establish CAP Advisory Group</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>GOVERNANCE: Update Board Of Trustees Annually</td>
<td>ON-GOING</td>
</tr>
<tr>
<td>MONITORING: Conduct Annual Emissions Inventory</td>
<td>ON-GOING</td>
</tr>
<tr>
<td>REVIEW &amp; UPDATE: Oregon Model For Sustainable Development</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>CONSERVATION &amp; EFFICIENCY: Replace Tunnel Steam Pipe Insulation</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>CONSERVATION &amp; EFFICIENCY: Establish Energy Management Program</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>CONSERVATION &amp; EFFICIENCY: Re-launch Energy Revolving Fund</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>CONSERVATION &amp; EFFICIENCY: Launch Building Optimization Program</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>STUDY: Internal Carbon Pricing</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>STUDY: Thermal Systems Transition</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>STUDY: Temperature Set Points</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>STUDY: Winter Break Turn-Down Program</td>
<td>NOT STARTED</td>
</tr>
<tr>
<td>STUDY: LED Retrofit</td>
<td>NOT STARTED</td>
</tr>
<tr>
<td>STUDY: Sustainability Transportation Options</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>STUDY: District Heating And Cooling Efficiency Improvements</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>STUDY: Integration with State and/or Regional Carbon Policy</td>
<td>NOT STARTED</td>
</tr>
</tbody>
</table>
Deferred Maintenance Definitions

- **FCA - Facility Condition Assessment**
  - Baseline process
- **FCI - Facility Condition Index**
  - Catch up costs
- **FCNI – Facility Conditions Needs Index**
  - Catch up costs (FCI) plus 10-year needs projections
Deferred Maintenance Updates

• Deferred maintenance consultant (ISES) was hired this year to assess 66 mission critical facilities and develop a database for long-term capital planning.

• The assessment and database will allow the University to continually track, prioritize, and manage deferred maintenance in consort with institutional instructional and research objectives.

• The assessment was recently completed and identified approximately $401M in Deferred Maintenance backlog (compared to $350M identified by Sitelines 2019).
  • Neither this assessment nor Sitelines included seismic and major site and utility infrastructure deficiencies in these numbers.

• Resulting from the assessment, CPFM is starting the detailed data analysis and prioritization process that will more fully inform future Capital Plans
# Major Funding Sources – Current Projects

<table>
<thead>
<tr>
<th>CURRENT PROJECTS</th>
<th>Board Approval</th>
<th>Gifts &amp; Grants</th>
<th>State-Paid Bonds</th>
<th>Revenue Bonds</th>
<th>Cash</th>
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<tbody>
<tr>
<td>Oregon Acoustic Research Lab</td>
<td>Approved</td>
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<td>✓</td>
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<tr>
<td>Housing Transformation Project PH1</td>
<td>Approved</td>
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<tr>
<td>ZIRC Expansion</td>
<td>Pending</td>
<td>✓</td>
<td></td>
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<tr>
<td>Huestis Hall</td>
<td>Pending</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
## Major Funding Sources – Projects in Planning

<table>
<thead>
<tr>
<th>Projects in Planning</th>
<th>Gifts &amp; Grants</th>
<th>State-Paid Bonds</th>
<th>Revenue Bonds</th>
<th>Cash</th>
</tr>
</thead>
<tbody>
<tr>
<td>Romania Site Development</td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>Utility Infrastructure Phase 1</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Housing Transformation Project Ph2</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Transformation Project Ph3</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knight Campus Ph2 (Academic)</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knight Campus Ph3 (Lab)</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campus Heritage Project</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Pacific Hall Ph2</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Classroom 123 &amp; Lobby</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>
Impacts on UO’s Debt Profile

• Portions of the plan rely on state-paid bonds for funding but funding may also come from philanthropy, creative partnerships, or UO-paid debt.

• To ensure the plan remains affordable, UO-paid debt is expected to be issued at a pace that keeps the debt burden ratio between 5.5% to 6.1%.

• FY20 Debt Burden Ratio is 5.7%; below the industry's commonly accepted limit of 7.0%.
# Summary of Projects

## Current Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>New (sf)</th>
<th>Renovated (sf)</th>
<th>Project Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oregon Acoustic Research Facility</td>
<td>10,000</td>
<td></td>
<td>$8.75M</td>
</tr>
<tr>
<td>Housing Transformation Proj. Ph1</td>
<td>209,500</td>
<td></td>
<td>$86.4M</td>
</tr>
<tr>
<td>Zebra Fish Facility Expansion</td>
<td>4,875</td>
<td>4,867</td>
<td>$8.8M</td>
</tr>
<tr>
<td>Huestis Hall Deferred Maintenance</td>
<td></td>
<td>53,850</td>
<td>$63.6M</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>224,375</td>
<td>58,717</td>
<td><strong>$167.6M</strong></td>
</tr>
</tbody>
</table>
# Summary of Projects

## Projects in Planning

<table>
<thead>
<tr>
<th>Project Name</th>
<th>New (sf)</th>
<th>Renovated (sf)</th>
<th>Anticipated Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Romania Site Development</td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>Utility Infrastructure Ph1</td>
<td>N/A</td>
<td></td>
<td>$13.0M</td>
</tr>
<tr>
<td>Housing Transformation Project Ph2</td>
<td>305,000</td>
<td></td>
<td>$121.3M</td>
</tr>
<tr>
<td>Housing Transformation Project Ph3</td>
<td>N/A</td>
<td></td>
<td>$9.83M</td>
</tr>
<tr>
<td>Knight Campus Phase 2 (Acad.)</td>
<td>50,000</td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>Knight Camus Phase 3 (Lab)</td>
<td>150,000</td>
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<td>TBD</td>
</tr>
<tr>
<td>Campus Heritage Project</td>
<td>79,074</td>
<td></td>
<td>$64.4M</td>
</tr>
<tr>
<td>Pacific Hall Phase 2 – 123 &amp; Lobby</td>
<td>2,500</td>
<td>4,500</td>
<td>$6.0M</td>
</tr>
<tr>
<td>Totals</td>
<td>586,574</td>
<td>4,500</td>
<td>$214.53M</td>
</tr>
<tr>
<td>Project Name</td>
<td>Substantial Completion Date</td>
<td>BOT / Legislature Approved Budget</td>
<td>Current Project Budget</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-----------------------------</td>
<td>----------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Black Hall deferred Maintenance</td>
<td>Mar 2020</td>
<td>$22,795,569</td>
<td>$22,795,569</td>
</tr>
<tr>
<td>Black Hall Addition</td>
<td>Mar 2020</td>
<td>$22,000,000</td>
<td>$22,000,000</td>
</tr>
<tr>
<td>central kitchen /-maindrop</td>
<td>Mar 2016</td>
<td>$8,500,000</td>
<td>$8,089,240</td>
</tr>
<tr>
<td>Home Sanders Stadium</td>
<td>Mar 2016</td>
<td>$14,950,000</td>
<td>$17,205,000</td>
</tr>
<tr>
<td>JAMK Renovation &amp; Addition</td>
<td>Jun 2016</td>
<td>$96,000,000</td>
<td>$90,767,184</td>
</tr>
<tr>
<td>Wise Science Commons</td>
<td>Jan 2016</td>
<td>$16,750,000</td>
<td>$16,753,599</td>
</tr>
<tr>
<td>Warnock Hall</td>
<td>Jul 2017</td>
<td>$14,750,000</td>
<td>$14,750,000</td>
</tr>
<tr>
<td>Kalapuya Ilihi Residence Hall</td>
<td>Jul 2017</td>
<td>$45,800,000</td>
<td>$45,651,213</td>
</tr>
<tr>
<td>Apple Hall</td>
<td>Jan 2019</td>
<td>$10,700,000</td>
<td>$10,950,000</td>
</tr>
<tr>
<td>Pacific Hall (Phase 1)</td>
<td>Feb 2019</td>
<td>$8,800,000</td>
<td>$8,122,000</td>
</tr>
<tr>
<td>Oregon Hall Renovations</td>
<td>Jan 2019</td>
<td>$8,500,000</td>
<td>$11,970,000</td>
</tr>
<tr>
<td>Defense Hall</td>
<td>Jan 2019</td>
<td>$34,300,000</td>
<td>$41,584,000</td>
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<tr>
<td>Rice Hall Renovation and Addition</td>
<td>Aug 2019</td>
<td>$66,000,000</td>
<td>$68,992,000</td>
</tr>
<tr>
<td>University Health and Counseling</td>
<td>Aug 2019</td>
<td>$18,800,000</td>
<td>$20,310,000</td>
</tr>
<tr>
<td>Marston Hall - 2nd Floor</td>
<td>Sep 2019</td>
<td>$18,700,000</td>
<td>$22,000,000</td>
</tr>
<tr>
<td>Wright Campus Rig and Bridge</td>
<td>Oct 2020</td>
<td>$2,275,000</td>
<td>$2,710,000</td>
</tr>
<tr>
<td>Million Dollar Parking Structure</td>
<td>Nov 2019</td>
<td>Included in Knight campus above</td>
<td>$2,170,000</td>
</tr>
<tr>
<td>Action Center and Water Tower</td>
<td>Nov 2019</td>
<td>$12,000,000</td>
<td>$12,000,000</td>
</tr>
<tr>
<td>Housing Transformation Project Ph1</td>
<td>Jun 2021</td>
<td>$101,000,000</td>
<td>$84,500,000</td>
</tr>
<tr>
<td>Oregon Acoustics Research Laboratory</td>
<td>Dec 2021</td>
<td>$8,743,000</td>
<td>$8,743,000</td>
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<tr>
<td>Elco Hall Expansion</td>
<td>Jul 2020</td>
<td>PENDING</td>
<td>$4,858,000</td>
</tr>
<tr>
<td>Kalapuya Ilihi Endowed Maintenance Project</td>
<td>Jan 2020</td>
<td>$6,600,000</td>
<td>$6,600,000</td>
</tr>
<tr>
<td>Hartigan Site Development</td>
<td>Oct 2020</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Utility Infrastructure Phase 1</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Housing Transformation Project Ph2</td>
<td>May 2023</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Housing Transformation Project Ph2</td>
<td>Jul 2014</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

Key to icons:
- **N/A**
- **N/A**
- **N/A**
- **Budget within 5% of BOT / Legislatively approved budget and above $10M based upon program & design
- **No Schedule**
- **Program Modified**
- **BOT Issues Anticipated**
- **Additional funds above 5% (Not for Program Maintenance) but within 5% of BOT approval limit**
- **3 month delay**
- **More than 5% increase due to unanticipated DM issues**
- **Open space improvements, BOT Review/Approval has not yet occurred**

### Summary of Projects > $5 Million

- **Gold (Reduction on scope, delays, etc.)**
- **Targeting Gold (Most critical path).MediaType: BOT recommendation**
- **Gold (Reduction on scope, delays, etc.)**
- **Targeting Gold (Most critical path).MediaType: BOT recommendation**

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**December 3-4, 2020 | Page 218 of 331**
## Large Project Cost Tracking

### Years 2010 - 2020

<table>
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</thead>
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<td><strong>ACADEMICS</strong></td>
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</tr>
<tr>
<td>FENTON HALL*</td>
<td>$7,405,190</td>
<td>27,978</td>
<td>2010</td>
<td>$265</td>
<td>$270</td>
<td>$272</td>
<td>$277</td>
<td>$264</td>
<td>$307</td>
<td>$322</td>
<td>$341</td>
<td>$363</td>
<td>$384</td>
<td>$390</td>
<td>Significant seismic upgrades</td>
</tr>
<tr>
<td>STRAUB HALL*</td>
<td>$21,519,000</td>
<td>43,361</td>
<td>2013</td>
<td>$496</td>
<td>$516</td>
<td>$550</td>
<td>$576</td>
<td>$610</td>
<td>$650</td>
<td>$687</td>
<td>$699</td>
<td>includes seismic upgrades</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STRAUB &amp; EARL</td>
<td>$22,974,665</td>
<td>59,570</td>
<td>2014</td>
<td>$386</td>
<td>$408</td>
<td>$422</td>
<td>$447</td>
<td>$477</td>
<td>$504</td>
<td>$512</td>
<td>Very constrained site conditions</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>PRICE SCIENCE COMMONS</strong></td>
<td>$19,733,490</td>
<td>44,300</td>
<td>2015</td>
<td>$445</td>
<td>$466</td>
<td>$494</td>
<td>$516</td>
<td>$556</td>
<td>$566</td>
<td><strong>Underground and difficult access; deferred maintenance upgrades, unique plaza/roof</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>OBF (OREGON BACH FESTIVAL) BERWICK HALL</td>
<td>$8,787,000</td>
<td>9,419</td>
<td>2015</td>
<td>$933</td>
<td>$976</td>
<td>$1,019</td>
<td>$1,053</td>
<td>$1,102</td>
<td>$1,144</td>
<td>$1,185</td>
<td>Specialized rehearsal sound space</td>
<td></td>
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</tr>
<tr>
<td><strong>OREGON HALL RENOVATIONS</strong></td>
<td>$11,870,000</td>
<td>56,400</td>
<td>2017</td>
<td><strong>$210</strong></td>
<td><strong>$224</strong></td>
<td><strong>$237</strong></td>
<td><strong>$243</strong></td>
<td><strong>$249</strong></td>
<td><strong>$255</strong></td>
<td><strong>$260</strong></td>
<td>Significant surging of staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHAPMAN HALL</td>
<td>$10,850,000</td>
<td>23,388</td>
<td>2017</td>
<td>$464</td>
<td>$494</td>
<td>$522</td>
<td>$532</td>
<td>$539</td>
<td><strong>$540</strong></td>
<td><strong>$543</strong></td>
<td>Added basement mid-way through design</td>
<td></td>
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<tr>
<td><strong>TYKESON HALL</strong></td>
<td>$42,548,000</td>
<td>64,000</td>
<td>2017</td>
<td><strong>$665</strong></td>
<td>$708</td>
<td>$748</td>
<td>$761</td>
<td><strong>$764</strong></td>
<td><strong>$767</strong></td>
<td><strong>$770</strong></td>
<td>Added basement mid-way through design</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>RESEARCH and SCIENCES</strong></td>
<td></td>
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</tr>
<tr>
<td>PACIFIC HALL B-2 FLOOR LABS*</td>
<td>$22,120,000</td>
<td>31,365</td>
<td>2016</td>
<td><strong>$705</strong></td>
<td><strong>$748</strong></td>
<td><strong>$797</strong></td>
<td><strong>$842</strong></td>
<td>$856</td>
<td></td>
<td></td>
<td>Significant deferred maintenance to MEP systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>KNIGHT CAMPUS</strong></td>
<td>$214,500,000</td>
<td>173,630</td>
<td>2018</td>
<td><strong>$1,192</strong></td>
<td><strong>$1,260</strong></td>
<td><strong>$1,335</strong></td>
<td><strong>$1,382</strong></td>
<td></td>
<td>Cost/SF excludes $7.5M for property acquisition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MILLRACE DRIVE - PARKING GARAGE (part of Knight Campus project)</td>
<td>$22,500,000</td>
<td>118,980</td>
<td>2019</td>
<td><strong>$189</strong></td>
<td><strong>$209</strong></td>
<td><strong>$209</strong></td>
<td><strong>$209</strong></td>
<td></td>
<td></td>
<td>Cost/SF excludes $7.5M for property acquisition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KLAMATH 3RD FLOOR RENOVATION</td>
<td>$22,900,000</td>
<td>25,000</td>
<td>2019</td>
<td><strong>$916</strong></td>
<td><strong>$968</strong></td>
<td><strong>$985</strong></td>
<td></td>
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<td><strong>ATHLETICS</strong></td>
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<td>JANE SANDERS STADIUM New Stadium</td>
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<td>Square foot numbers represent the building, not the field</td>
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</tr>
</tbody>
</table>

* Deferred Maintenance
Ten-Year Capital Plan

December 2020

Prepared by:
Campus Planning and Facilities Management
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- Knight Campus – Phase 3 (Lab)
- Campus Heritage Project: University Hall and Villard Hall Deferred Maintenance
- Pacific Hall Phase 2 – Classroom 123 & Lobby

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Projects in Planning
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- Utility Infrastructure Phase 1

Potential Projects
- Utility Infrastructure Phase 2
<table>
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<tr>
<th>ID</th>
<th>Task Name</th>
<th>Mode</th>
<th>Task</th>
<th>Split</th>
<th>Milestone</th>
<th>Summary</th>
<th>Project Summary</th>
<th>Manual Task</th>
<th>Start-only</th>
<th>Deadline</th>
<th>Progress</th>
<th>Manual Progress</th>
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<td>Oregon Acoustic Research Laboratory</td>
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<td>Zebra Fish Expansion (ZIRC) - Pending BOT Approval</td>
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<td>Huestis Hall - Deferred Maintenance - Pending BOT Approval</td>
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<td><strong>Projects in Planning</strong></td>
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<td>Romania Site Development</td>
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<td>Knight Campus - Phase 2 (Academic)</td>
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<td>Knight Campus - Phase 3 (Lab)</td>
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<td>Campus Heritage Project: University &amp; Villard Halls - Deferred Maintenance</td>
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<td>14</td>
<td>Pacific Hall Phase 2 - Classroom 123 &amp; Lobby</td>
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<td>Hendricks Hall - Deferred Maintenance</td>
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<td>Classroom and Faculty Office Building</td>
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<td>22</td>
<td>Knight Library Commons &amp; Off-site Storage</td>
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**Project: 2020 Capital Plan**

**Date: December 2020**
Academic Projects
The Oregon Acoustics Research Laboratory will be used to do acoustic testing of floor-ceiling construction assemblies, develop innovative mass timber assemblies, develop acoustical isolation technologies, and conduct human factors comfort and physiology research.

**Objectives**
- The proposed facility will attract industry engagement and co-development of intellectual property because of its high acoustical performance and high throughput testing capabilities.
- UO will be the only institution of higher education in North America with such a facility and it will support advancement of mass timber technologies, building acoustic material designs, and acoustics education and research programs.

**Design and Construction Scope**
Build-to-suit a 7,000-10,000 square foot acoustic facility off campus to conduct research of mass timber and other construction assemblies, development of acoustical isolation technologies, building acoustics education, and industry contracted testing of floor-ceiling assemblies. The facility will split time between research, education, and industry contracted acoustical testing.

**Current Project Status**
The project Design for the Acoustic Chamber has been completed through the design development phase. The process of selecting a partner to complete the design, and then construct & operate the facility is underway. A site in Springfield has been selected that is suitable for this specialized facility.

**Project Type:** New Building  
**Space Type:** Design and research  
**Square Footage:** 7,000-10,000  
**Current Projected Budget:** $8.75 M  
**Funding Source(s):** Awarded grant from Business Oregon ($702K), TallWood Design Institute State Allocation ($150K), other Grants, Gifts, and the UO Internal Bank.  
**Project Completion:** Winter 2021
Biomedical research using zebrafish began at the University of Oregon in the 1970’s. Today, more than 1000 laboratories in 41 countries use zebrafish to model human biology and disease, as well as to study basic principles of biology. UO is known worldwide as the birthplace of zebrafish research.

In addition to 8 zebrafish research laboratories, UO is home to the Zebrafish International Resource Center (ZIRC) and the Zebrafish Information Network (ZFIN), two unique resources that serve vital functions for the international research community.

The National Institute of Health (NIH) has awarded an up to $8M CO6 construction grant to support the modernization of existing or new infrastructure for biomedical research facilities. This opportunity would allow for the modernization of the existing 10,000 square foot ZIRC building that was constructed in 1999. Grant funding would also allow for the replacement of the 20-year-old aquaculture equipment systems

Objectives
- Replace existing aquaculture filtration equipment that supports the main fish room.
- Expand the existing ZIRC building to create more efficient support spaces and increase their operational capacity. Building expansion will be up to approximately 5,000 sf.
- Incorporate a second quarantine room that will double current capacity.
- Improve equipment cleaning throughput and efficiency with new equipment and improvements to the circulation of dirty and clean equipment.
- Add space for cryogenic freezers to increase long-term resource storage.
- Upgrade building mechanical, plumbing, and electrical systems to support new equipment and spaces, as required.

Current Project Status
Construction Documents are being prepared for a final NIH review in early 2021. NIH approved drawing set will be used for single phase permitting though the City of Eugene. Bidding is projected to occur in spring of 2021. Construction is forecasted for 10 months for a spring 2022 complete.

Zebrafish International Resource Center (ZIRC)
Research Restoration and Expansion

Project Type: Equipment and Building Renovation and Expansion
Space Type: Research
Project Square Footage: 9,742
Addition 4,875 sf, Renovation 4,867 sf
Anticipated Budget: $8.8M
Funding Source(s):
$8M - CO6 Grant (Grant allowable)
$.55M – VPRI (Non-grant allowable)
$.25 – Supplemental Grand
Expected Completion: Spring 2022
Huestis Hall was constructed in the early 1970s. The raw concrete façade and repetitive windows are features typical of the Brutalist architecture style popular during the time. The four-story building is part of the science complex and is connected to Streisinger Hall. The Lokey Laboratories expansion is beneath Huestis Hall.

Objectives

- Replace the original building mechanical, electrical, and plumbing systems and equipment
- Create modular lab spaces by revising layouts and equipping them with casework systems designed to adapt to a changing environment
- Modernize the circulation corridors and shared public areas.
- Reduce the energy and maintenance costs
- Update the fire alarm, notification, and sprinkler system

- Renew the network infrastructure and pathways
- Increase the program square footage in the basement by relocating mechanical equipment from the basement to the roof (750 SF gain)
- Address the building envelope leaks that have plagued the facility
- Retrofit the seismic lateral-force-resisting system to achieve current life safety performance levels

Project Status

In Programming/Concept design

Project Type: Building Renovation

Space Type: Laboratory and Classroom Teaching Labs

Project Square Footage: 53,850

Anticipated Budget: $63.6M

Funding Source(s):

Q Bonds: $50.8M
G Bonds: $6.36M
UO Match: $6.36M

Project Completion: January 2024
Knight Campus Phase 2 provides for an expansion of academic endeavors associated with the mission of the Knight Campus initiative. Located on the northern edge of the campus seven-minute walking circle, this site provides the best opportunity to integrate undergraduate and graduate education into the programs being developed within the Knight Campus.

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

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

Project Status
Project is in pre-planning

Project Type: New Construction
Space Type:
Academic classroom space, scientific and engineering teaching labs.

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

Anticipated Budget: TBD

Funding Source(s): Gift Funds

Expected Project Duration: 3-4 years
The Knight Campus for Accelerating Scientific Impact has planned for a Phase 3 facility that will provide an opportunity to expand the breadth of research potential through the development of additional laboratories and associated support spaces.

**Objectives**

- Expand the range of research activities available within Knight Campus.
- Build a bridged connection to the first Knight Campus research building to continue the interconnectivity of the research community.

**Design and Construction Scope**

Development of this facility will further define an open space framework and enhance the campus presence north of Franklin Boulevard.

**Project Status**

The project is in pre-planning.

---

**Project Type**: New Construction  
**Space Type**: Research  
**Net Square Footage**: 120,000 - 150,000  
**Anticipated Budget**: TBD  
**Funding Source(s)**: Gift Funds  
**Expected Project Duration**: 3-4 Years
University and Villard Halls are the two founding buildings of the University of Oregon. In 1876 University Hall was the first building constructed. Villard Hall followed in 1885. Both are listed on the National Register for Historic Places. Both buildings are designated National Historic Landmarks.

University Hall encompasses multiple math classrooms supporting approximately 17,000 students annually. The building also contains faculty and staff offices. Villard Hall is currently the home of the Theater Arts Department and the Comparative Literature Program supporting approximately 5,000 students in a typical academic year.

Objectives
- Replace all building systems (mechanical, electrical, plumbing, fire protection, computer network, access controls, and security). These new systems will meet energy performance requirements of the Oregon Model for Sustainable Development and LEED Gold certification.
- Improve building exterior envelope conditions, including historic preservation treatments as well as energy efficiency improvements.
- Provide corrective life/safety and accessibility measures to the building.
- Upgrade the building structural systems to comply with current building code to ensure a structurally sound building in a seismic event.
- Provide corrective improvements to building utility systems (storm water, sanitary sewer, domestic water, fire protection water, and natural gas), and capitalize on the connection to the Central Power Station.
- Revitalize building spaces to meet current campus standards and improve the student experience. Improvements to the building interior environment will include finishes, lighting, and quality of space to meet campus standards.
- Improve the south entrance to Villard Hall as it has become the primary entrance to the building. This in turn will improve accessibility both entering and navigating the building.
- Improve the south parking lot to provide a link between University and Villard Halls and to enrich the pedestrian experience.

Project Status
Building assessments have been completed

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Planned Project</th>
<th>Project Stats</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Hall: 26,616</td>
<td>Villard Hall: 32,000</td>
<td>Robinson Theater: 19,153</td>
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<tr>
<td>Anticipated Budget: $64.35M</td>
<td>Funding Source(s):</td>
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<tr>
<td>Q Bonds Bonds: $52.65M</td>
<td>G Bonds: $5.85M</td>
<td>UO Match: $5.85M</td>
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<tr>
<td>Project Type: Renovation, Restoration and Deferred Maintenance</td>
<td>Project Duration: 3-4 years</td>
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</table>
Pacific Hall is one of our core science and research buildings. It is located at the far edge of the science complex, immediately to the west of Onyx Bridge. Built in 1950, it recently underwent a major renovation to the south wing. In addition to housing major research laboratory facilities, this building also contains a 200-seat classroom which supports the academic mission of the science programs. This classroom is in need of significant renovation. Additionally, the lobby entrance to the building, which is adjacent to this classroom lacks ADA-compliant access for the building, appropriate staging for the classroom, and does not support the function of the building.

Objectives
- Upgrade classroom 123 to meet current academic standards for classroom use, including ADA compliance, improved audiovisual technology, new seating, energy efficient lighting and improved acoustics.
- Renovate and expand the west lobby in order to provide an ADA compliant entrance and improve functions of the space to support the building needs.

Design and Construction Scope
The proposed project consists of renovating a 200-seat classroom and expanding/improving the lobby on the West side of the building.

Project Status
The project is in pre-planning

Project Type: Addition and Renovation
Space Type: Classroom and Public
Square Footage:
Addition: 1500
Renovation: 3800
Anticipated Budget: $6M
Funding Source(s):
Revenue bonds
Gift Funds
Project Duration: 3-4 Years
This project will provide necessary classroom seats (approximately 750 new seats) and faculty offices to address capacity challenges as the university increases student enrollment in the coming years.

**Objectives**
- Add classroom seats to facilitate more robust scheduling options for students.
- Incorporate faculty offices to better house existing faculty throughout campus and accommodate new faculty growth as enrollment grows.

This project is to design and construct a 60,000 SF classroom building that supports the teaching initiatives of the university.

**Project Status**
At end of schematic design phase and on hold.

| **Space Type:** Classroom and Office  
| **Square Footage:** Approx. 60,000  
| **Anticipated Budget:** $56.7M  
| **Funding Source(s):** Revenue Bonds  
| **Gifts**  
| **Project Duration:** 3-5 years  

### Design and Construction Scope

**Project Type:** New Building
Hendricks Hall was built in 1918 and serves the College of Arts and Sciences, Career Services, and the College of Design. Hendricks is an unreinforced masonry building which frames the Women’s Memorial Quad.

Objectives
- Replace building systems that are at the end of their useful life.
- Bring building up to current seismic standards.
- Bring building into ADA compliance.
- Reduce energy and maintenance costs.
- Improve functional efficiency for occupying departments.

Design and Construction Scope
This project will replace the building infrastructure including HVAC, plumbing, and electrical systems. This project will also provide improvements to the building envelope to increase building performance, increase energy efficiency, and improve thermal comfort.

Project Status
Project is in pre-planning

Project Type: Building Renovation and Systems Replacement
Space Type: Existing: Offices
Square Footage: 28,568
Anticipated Budget: TBD
Funding Source(s): TBD
Expected Project Duration: 3-4 years
KLAMATH HALL DEFERRED MAINTENANCE

Klamath Hall was built in 1967 and is a poured concrete building in the Brutalist architecture style. This building is core to the science complex and is also attached to Onyx Bridge, Willamette Hall, Streisinger Hall, the Lewis Integrative Science Building, and the Price Science Commons and Research Library at the basement level.

Objectives

- Replace building systems that are at the end of their useful life and put research at risk due to leaks and loss of power.
- Create safe laboratories that meet current safety standards and building codes.
- Remove office functions and maximize square footage of research laboratories to help support faculty recruitment and retention.
- Replace building systems to provide capacity in the facility for research to grow. Current systems have no additional capacity.
- Reduce energy and maintenance costs.

Design and Construction Scope

This project will replace the 1960's building infrastructure including HVAC, plumbing, and electrical systems. This project will also provide a new exterior building envelope to increase building performance, increase energy efficiency, and improve thermal comfort. As the current configuration relies on a neighboring building for vertical transportation, a new elevator supporting Klamath will be included. This project will complement the 3rd Floor renovation project that is currently underway.

Project Status

Building assessment completed

Existing Lab Conditions

Project Type: Building Renovation and Systems Replacement
Space Type:
Existing: Laboratory, Instruction and Office
New: Laboratory and Instruction
Square Footage: 80,000
Anticipated Budget:
Phase 1: $50M
Future Phases: $47.4M
Funding Source(s): Q-Bonds
Expected Project Duration: 4-5 years
The original portion of Condon Hall was built in 1925 and is an unreinforced masonry building. In 1966 a major addition was added to the south. This building is a concrete structure with a brick clad exterior. It currently houses the Geography and Anthropology departments. It also contains eight classrooms.

**Objectives**
- Replace building systems that are at the end of their useful life.
- Bring building up to current seismic standards.
- Bring building into ADA compliance.
- Reduce energy and maintenance costs.
- Improve functional efficiency for occupying departments.

**Design and Construction Scope**
This project will replace the aged building infrastructure including HVAC, plumbing, and electrical systems. This project will also upgrade exterior building envelope to increase building performance, increase energy efficiency, improve thermal comfort.

**Project Status**
Long-term exploration

**Project Type:** Building Renovation and Systems Replacement

**Space Type:**
Research Laboratories, Faculty Offices, Classrooms and Administrative Offices

**Square Footage:** 42,325

**Anticipated Budget:** TBD

**Funding Source(s):** TBD

**Expected Project Duration:** 3-4 years
Knights Library, originally constructed in 1937 has had a number of major renovations and additions, the last occurring in 1994. Through the decades of change, the function of the building has continually transformed. With the influx of technological resources available to students, faculty and staff the building is in need of another transformation to build more collaborative learning environments that support current and future educational trends. This renovation also involves a need to develop off-site storage for the volumes of books and reference materials that are still used today, just not at the frequency that they have historically. An off-site storage facility that maintains access to this material will free up much needed space within the current building, located in the core of campus, for the development of commons learning spaces that will support the future trends of higher education learning environments.

Objectives
- Free up and renovate precious space within the core of campus to support future learning spaces.
- Relocate book stacks to an off-site storage facility in order to maintain availability.

Design and Construction Scope
This project may construct a new off-site storage facility with appropriate environmental controls for the storage of the materials being relocated (leasing space is also an option). Renovations to the existing library will be made to develop commons learning spaces that provide environments that are appropriate for current collaborative and interactive learning techniques.

Project Status
Project in pre-planning

Project Type: New Storage Structure and Existing Building Renovation
Space Type: Library and Materials Storage
Square Footage: TBD
Anticipated Budget: TBD
Funding Source(s): TBD
Expected Project Duration: 4-5 years
Dynamic and attractive communities are needed now to help drive and support student recruitment and retention in a very competitive environment. Walton Hall and Hamilton Hall are in need of mechanical, electrical, plumbing, roofing, and other major systems replacement, as well as significant contemporary improvements.

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

**Design and Construction Scope**
Design and construct new facilities in three phases between 2019 and 2024.
- Phase I: Building A
- Phase II: Buildings B & C
- Phase III: Hamilton demolition and open space restoration.

**Phase I Construction Scope**
Complete the design and construct a 700-bed residential facility, including Academic Residential Communities and associated learning spaces, a Faculty in Residence Apartment, new dining venues, and a prospective students recruitment and visitors center. Building A will have 7 floors, including a mezzanine, for a total of 209,500 GSF.

**Project Status**
Phase I is 50% through construction. Completion early summer 2020.

**Project Type:** Building(s) Replacement  
**Space Type:** Housing, Dining, Academic Residential Community Space, Prospective Student Recruitment and Visitors Center.  
**Square Footage:** Phase I 209,500 GSF  
**Anticipated Total Project Budget:** $86.4M  
**Funding Source(s):** Revenue Bonds/Internal Bank; University Housing Carry Forward; Funding Raising/Sponsorships  
**Target Completion Date:** Phase I: Spring 2021; Phase II: Spring 2023, and Phase III: Fall 2024
Dynamic and attractive communities are needed now to help drive and support student recruitment and retention in a very competitive environment. Walton Hall and Hamilton Hall are in need of mechanical, electrical, plumbing, roofing, and other major systems replacement, as well as significant contemporary improvements.

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

Design and Construction Scope
Design and construct new facilities in three phases between 2019 and 2024.
- Phase I: Building A
- Phase II: Buildings B & C
- Phase III: Hamilton demolition and open space restoration.

Phase II Scope
Complete the design and construct two residential facilities: building B, 700-beds, building C, 400-beds. Facilities will include Academic Residential Communities and associated learning spaces, a Faculty in Residence Apartment.

Project Status
Phase II is currently at 50% Construction Document design.

Project Type: Building(s) Replacement
Space Type: Housing, Dining, Academic Residential Community Space, Prospective Student Recruitment and Visitors Center.
Square Footage: Phase II 305,000 GSF.
Anticipated Total Ph2 Budget: 121.3M
Funding Source(s): Revenue Bonds/Internal Bank; University Housing Carry Forward
Target Completion Date: Phase II: Summer 2023
Dynamic and attractive communities are needed now to help drive and support student recruitment and retention in a very competitive environment. Walton Hall and Hamilton Hall are in need of mechanical, electrical, plumbing, roofing, and other major systems replacement, as well as significant contemporary improvements.

Objectives

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

Design and Construction Scope

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

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

Phase III Construction Scope

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

Project Status

Phase III is currently at the end of Schematic Design, and the design will be taken through Construction Documents beginning in March of 2020. Phase III will begin in the summer of 2023 with the demolition of Hamilton Hall, and will finish in the fall of 2024.

Project Type: Building(s) Replacement

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

Square Footage: Phase III 154,595 GSF

Anticipated Total Ph3 Budget: $9.9M

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

Target Completion Date: Phase III: Fall 2024
The University of Oregon’s on-campus housing space options are limited to traditional residence halls, graduate student apartments and primarily family apartments and houses. Dynamic and attractive housing facilities and communities for upper-division students are needed to help drive retention.

**Objectives**
- Explore the development of apartments and townhouses of a 500-bed capacity in this area for graduate students.

**Design and Construction Scope**
Design and construct up to a 500-bed residential complex.

**Project Status**
Pre-planning

**Project Type**: New Building; P3 delivery
**Space Type**: Housing
**Square Footage**: TBD
**Anticipated Budget**: TBD
**Funding Source(s)**: TBD
**Expected Project Duration**: 3-4 Years
The Romania site is located on the eastern edge of the university campus on the south side of Oregon Highway 126/Franklin Boulevard. The tract is approximately 4 acres which includes a 46,000 SF building. The use prior to university acquisition was as a car dealership and warehouse. The 1960 showroom, with its unique and concave roofline, is listed in the National Register of Historic Places.

Objectives
- Enter into a public-private partnership with a developer to design, finance, build, and operate a modern, university-centric entity/facility.
- Upgrade the use of the real estate to provide revenue to the University from a long-term ground lease.

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

Project Status
The Request for Qualifications (RFQ) process to select the developer were completed in November 2018. Project^ was the selected developer. Negotiations of the terms of the public-private partnership have been concluded A Nonbinding Ground Lease Term Sheet was executed in June 2020.

Project Type: Public-Private Partnership

Space Type: Mixed-use development with office, retail, hotel and residential uses. Adequate parking to support all uses is included.

Square Footage: 180,338 (4.14 acre)

Anticipated Budget: TBD

Funding Source(s): TBD

Expected Project Duration: 3+/- Years
The University utility system includes an electrical distribution system comprised of 16 miles of high voltage electrical cables, switches, and other equipment that deliver electrical power to campus buildings through a series of underground vaults and 4.5 miles of tunnels. Significant upgrades are required to improve safety, increase reliability of electrical power to campus, reduce disruptions during maintenance and testing, and continue meeting the 24/7 requirements of the institution’s critical science and research efforts.

The University utility system also includes a campus chilled water plant and 12 miles of chilled water supply and return piping. System cooling capacity must be increased to meet demand generated from campus growth and to maintain existing resiliency. The chilled water production and distribution systems must be upgraded in order to maintain continuity of campus business operations requiring campus chilled water.

**Objectives**

- Increase chilled water production capacity by installing a 3 to 4M gallon thermal energy storage system (TES) including tank and associated piping.
- Update the Chilled Water Plant controls to incorporate the TES, improve system efficiency and reduce operational costs.
- Install additional cooling towers and increase low load (free cooling) heat exchanger capacity.
- Upgrade the electrical distribution system to provide redundancy to critical research buildings and improve safety.
- Increase the capacity and efficiency of the campus chilled water distribution system to support increased cooling demand and campus growth.
- Upgrade building control systems, improve heating and cooling performance and decrease building energy consumption, thereby reducing future costly utility system expansion.

**Design and Construction Scope**

**Phase 1A**
- Design and construct a thermal energy storage system (TES)
- Update Chilled Water Plant controls and production efficiency
- Install additional cooling towers and heat exchanger capacity

**Phase 1B**
- Upgrades to electrical distribution system

**Phase 1C**
- Increase chilled water distribution system capacity

**Phase 1D**
- Upgrade building control and energy performance

**Project Status:**
- Phase 1A: Starting schematic design
- Phase 1B: Assessing scope and budget
- Phase 1C/D: TBD

**Project Type:** Utility Infrastructure

**Space Type:** N/A

**Square Footage:** N/A

**Anticipated Budget:**
- Phase 1A: $7.5M - $8.5M
- Phase 1B/C/D: TBD

**Funding Source(s):**
- Phase 1A: $6M Utility Service Center Infrastructure Renewal Reserves
- $2.5M System Development Funds
- Phase 1B/C/D: Up to $12M Revenue Bonds

**Project Duration:**
- Phase 1A: 18 months
- Phase 1B-1D: 2-5 years
The University utility system consists of electrical, steam, and chilled water components of various ages and life expectancies, which use an underground tunnel system to distribute campus utilities.

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

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

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

This Study will develop options for the use of non-fossil fuels on campus. System types, campus impacts, resiliency, timeline and cost will all be considered as part of the Study.

Objectives

- Establish redundant electrical supply feeders to campus buildings.
- Repair or replace the east utility tunnel running under Franklin Blvd.
- Replace tunnel sections that do not have sufficient space to accommodate additional piping or electrical cables.
- Steam piping phased replacement.
- Evaluate transitioning from steam to a water based distribution system, utilizing heat recovery chillers and electric hot water boilers.

Project Status

Dependent upon the completion of Phase 1

Project Type: Utility
Space Type: N/A
Square Footage: N/A
Anticipated Budget: TBD
Funding Source(s): TBD
Project Duration: TBD