

**Board of Trustees of the University of Oregon
Finance and Facilities Committee
Public Meeting
9:00 am – March 3, 2016
Ford Alumni Center, Giustina Ballroom**

Convene

- Call to order and roll call
- Approval of December 2015 FFC minutes (Action)
- Public comment

- 1. Quarterly Treasury Report**, *Director of Treasury Operations Karen Levear*
- 2. Bond Issuance Authorization**, *Vice President for Finance and Administration/CFO Jamie Moffitt and Director of Treasury Operations Karen Levear*
- 3. Quarterly Financial Report and Update on State Budget Workgroup**, *Vice President for Finance and Administration/CFO Jamie Moffitt*
- 4. Framework Vision Project Overview and Capital Planning Update**, *Consultant Robert Sabbatini AICP FASLA and Vice President for Finance and Administration/CFO Jamie Moffitt*

Meeting Adjourns



Agenda Item #1

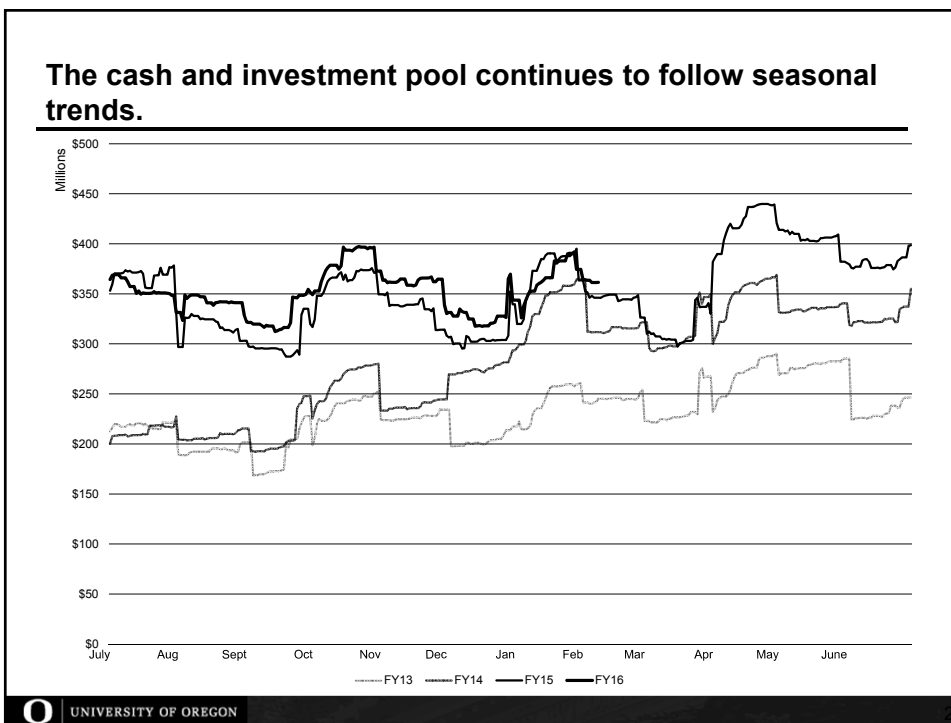
Quarterly Treasury Report

O UNIVERSITY OF OREGON

Treasury Update

March 2016
Presenter: Karen Levear, Director of Treasury Operations
Finance and Facilities Committee
Board of Trustees of the University of Oregon

O UNIVERSITY OF OREGON



Cash & Investment Pool Holdings

\$352 million as of 1/31/16

Estimated Average Accounting Yield in Q2 FY16 was 1.04%

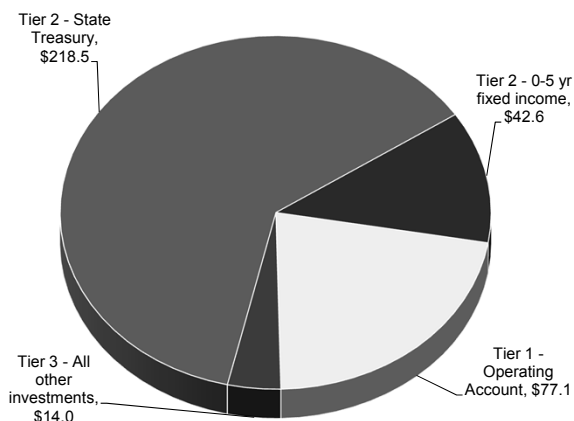
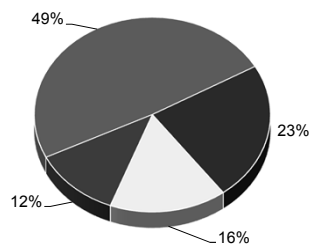


Chart shows average daily balances November 1, 2015 through January 31, 2016

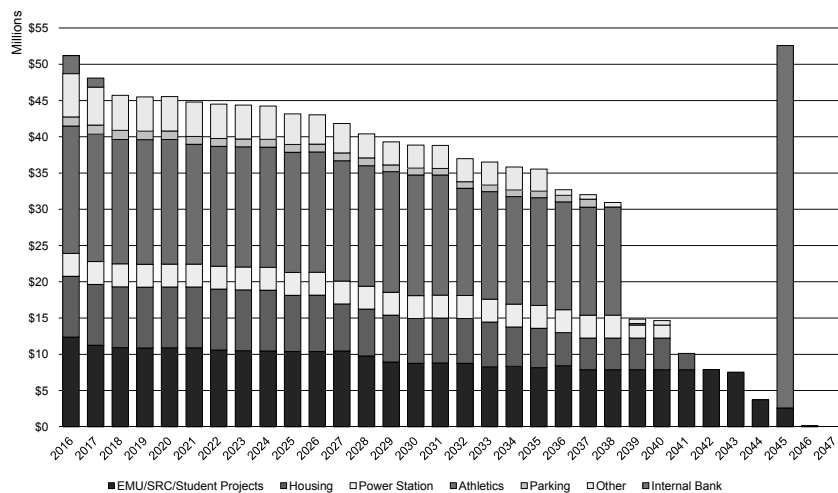
Interim Portfolio Targets



Update on Activities

- Cash and Investment Pool
 - Finalizing Tier 3 cash investment options
 - Finalizing the Tier 2 strategies
 - More actively managing movement between Tier 1 and Tier 2 to boost income from “idle” bank balances
- Debt Activities
 - Completed the annual post-issuance compliance notice to the state of Oregon
 - Long-term rates have remained low so we have been re-evaluating the desirability of accelerating our FY17 bond sale into FY16
 - Working on several small capital projects that require coordination for funding

There are various debt-paying entities across campus.





Agenda Item #2

Bond Issuance Authorization

The Board of Trustees is asked to authorize the issuance of general obligation bonds in an amount not to exceed \$60,000,000. The UO's Treasury Management Policy requires board approval for any financing activity in excess of \$5 million.

Proceeds from these bonds will be used to provide capital to UO's internal bank so that it has long-term funds to lend for authorized capital projects that benefit the university. The largest recipient is expected to be Student Housing as they construct the new residence hall. (The timeline of the residence hall project would not change.) The remainder is planned for various small (less than \$5,000,000) capital projects, to cover costs related to the bond sale, and to cover any capitalized interest costs.

This request was originally anticipated to be before the Board in fiscal year (FY) 2017. However, due to persisting historically low interest rates, the university may be able to benefit from issuing the bonds sooner in order to capture longer-term savings. If rates normalize, the university may need to revert to its original schedule. Thus the purpose of board action at this time is to give the university flexibility to issue the bonds at whichever time is expected to be most beneficial. University staff consults with a professional team of financial advisors and underwriters to understand the ramifications of these timing differences. Staff will keep the board apprised of the timing of the issuance.

These bonds would be issued not later than June 30, 2017 and would mature by October 31, 2047. Treasury Management estimates that the yield of this bond issuance, if issued within the next three months, could range between 3.25% and 3.75% depending on structure and types of bonds issued. The annual interest payment is expected to be approximately \$2,500,000. Depending on the structure of the bond sale and the type of bonds sold, our financial advisors estimate that if long-term interest rates rise by even a small increase between the time we actually sell the bonds (likely Spring 2016) and Spring 2017 (as originally anticipated), that the long-term savings in capital costs will more than offset the negative carrying costs of issuing the bonds a year early.

The resolution authorizes the UO's treasurer, or her designee, to issue the bonds, manage payment of the principal and interest, establish the structure of the bonds, and issue additional bonds to defease or refund other outstanding long-term obligations for the purpose of reducing costs.

The UO's policy relating to liability management states that the Board will consider the following with respect to such authorizations: the impact of the new liability on the institution's ability to achieve its mission, the cost of capital, and how the transaction affects the institution's ability to meet existing obligations.



Bond Issuance

March 2016


Presenter: Karen Levear, Director of Treasury Operations

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



Bond Sale Resolution Overview

- Contemplated UO bond sale of \$50-\$60 million
 - Money borrowed will be used by the internal bank to fund anticipated capital projects
- Resolution
 - Requires the sale be completed by the end of FY17
 - Limits the financing to a maximum 30-year term
- Why so early?
 - Low long-term interest rates have persisted longer than expected
 - Short term rates have risen so the cost of the “negative carry” has declined
 - Analysis from our financial advisor indicates that if we can issue the bonds for 11-22 bp less than what we could get one year later, that the reduction in long-term costs will be greater than the negative carry will cost



Required Considerations

Excerpt from the Treasury Management Policy:

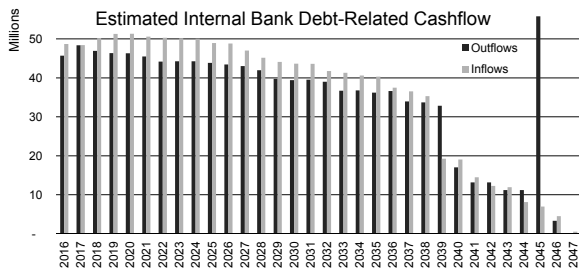
3.3 Debt is a limited resource and when contemplating the use of debt, the Board will consider:

- 3.3.1 The impact of new liabilities on the University's ability to achieve its mission and strategic objectives;
- 3.3.2 The cost of the capital funding source; and
- 3.3.3 How the transaction affects the University's ability to meet its existing obligations

Cost of the Obligation

- Effective interest cost for the transaction will be based upon many factors
 - Structure and maturity
 - Use of taxable debt
 - Credit rating
 - Premiums received
 - Demand
 - Market conditions at time of sale
- Fair estimate could be between 3.25% and 3.75%
- Estimated annual interest payments could range from \$2.5 million to \$2.9 million

Ability to Pay



Our policy states that we evaluate bonds using an amortizing structure as our base case.

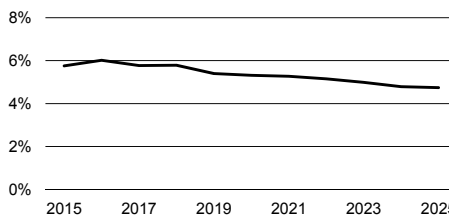
To lock in low rates for the longest time possible, we may choose some type of bullet structure again.

Inflows = \$1.143 B
Outflows = \$1.114 B

Industry experts often cite that institutions with Debt Burden Ratios under 7% find it easier to issue additional debt.

This forecast includes not only this bond sale but potential future sales to support the student housing renewal plan.

Forecast Debt Burden Ratio



Impact on Mission

- Uses some of the university’s debt capacity that could be used for other institutional purposes
- New student facilities enhance the student experience and favorably impact recruitment and enrollment
- Other renovated spaces, particularly labs, enhance research and the educational experience
- Improvements to other structures are important to operate the university efficiently

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

Resolution: Authorization of 2016 General Revenue Bonds

WHEREAS, ORS 352.087(1)(b) authorizes the University of Oregon (the “University”) to borrow money for the needs of the University in such amounts, at such times, and upon such terms as may be determined by the University acting through its Board of Trustees (the “Board”); and

WHEREAS, ORS 352.408(1) authorizes the University to issue revenue bonds for any lawful purpose of the University in accordance with ORS chapter 287A, and to issue refunding bonds under ORS 287A.360 to ORS 287A.380 of the same character and tenor as the revenue bonds replaced; and

WHEREAS, Section 3.1 of the University Treasury Management Policy provides that the University may use debt or other financing agreements to meet its strategic objectives and, pursuant to Section 3.2 of the Treasury Management Policy, the Board, or its designated Committee, must authorize debt transactions, financing agreements, hedging instruments, and other derivatives when the par or notional amount is greater than \$5,000,000; and

WHEREAS, Section 3.4.2 of the University Treasury Management Policy authorizes the Treasurer to enter into financing transactions for the purpose of mitigating the risk of existing obligations and/or reducing the overall cost of debt; and

WHEREAS, the University has previously issued and has outstanding its General Revenue Bonds, 2015A in the aggregate principal amount of \$50,000,000 (the “2015 Bonds”), and the University now desires to authorize the issuance of one or more series of general revenue bonds on a parity with or subordinate to the pledge securing the payment of the principal of an interest on the 2015 Bonds in an aggregate principal amount not to exceed \$60,000,000; and

WHEREAS, ORS 352.087(1)(t) authorizes the University to delegate any and all powers and duties, subject to the limitations expressly set forth in law;

WHEREAS, the Board has considered the impact of the general revenue bonds and general revenue refunding bonds authorized by this resolution on the University’s ability to achieve its mission and strategic objectives, the cost of issuing and paying the bonds, and how the bonds will affect the University’s ability to meet its existing obligations, and has determined that it is in the best interests of the University to approve the issuance of the bonds as set forth in this resolution, and to delegate the powers of the Board related to the bonds to the Treasurer of the University, and her designee, to approve the sale of the bonds and certain terms of the bonds; 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 hereby refers to the Board as a seconded motion this resolution, recommending its adoption, as follows:

1. Appointment of Authorized Representative. The Board hereby authorizes the Treasurer of the University, and her designee, each acting individually and on behalf of the University and not in his or her personal capacity (the "Authorized Representative"), to act as the authorized representative for and on behalf of the University in connection with the issuance and sale of general revenue bonds (the "New Money Revenue Bonds") and general revenue refunding bonds (the "Refunding Revenue Bonds" and, together with the New Money Revenue Bonds, the "Revenue Bonds") to carry out the purposes and intent of this resolution. The signature of the Authorized Representative or his or her designee shall be sufficient to bind the University with respect to any Revenue Bonds, certificate, agreement or instrument related thereto, and shall be sufficient to evidence the Authorized Representative's approval of the terms thereof.

(a) Revenue Bonds Authorized.

(i) New Money Revenue Bonds. The Board hereby authorizes the issuance of not more than Sixty Million Dollars (\$60,000,000) in aggregate principal amount of New Money Revenue Bonds under ORS 352.087(1)(b) and/or ORS 352.408 for University purposes, to fund debt service reserves, if any, and to finance other costs related to issuing a series of New Money Revenue Bonds, including but not limited to capitalizing interest.

(ii) Refunding Revenue Bonds. The Board further hereby authorizes the issuance of Refunding Revenue Bonds under ORS 352.087(1)(b) and/or ORS 351.408 to defease, prepay or refund short-term or interim financing incurred under Section 3.4.1 of the University Treasury Management Policy, to defease, prepay or refund any or all of the payments to be made by the University in connect with bonds issued by the State of Oregon for the benefit of the University, to pay costs of issuance, and to pay defeasance, prepayment and refunding costs.

2. Special Obligations of the University. The Revenue Bonds shall be special obligations of the University that are payable solely from legally available revenues of the University that the University pledges to pay the Revenue Bonds.

3. Bond Sale Authorized. The Authorized Representative is hereby authorized, on behalf of the Board and without further action by the Board, to take any of the following actions that may be required if needed in connection with the issuance and sale of Revenue Bonds authorized herein:

(a) Issue the Revenue Bonds in one or more series and at different times; provided that any series of Revenue Bonds under this resolution shall be issued on or before June 30, 2017.

(b) Pledge all or any portion of the legally available revenues of the University to pay and secure the payment of the principal of and interest on each series of Revenue Bonds, and determine the lien status of each pledge.

(c) Apply the proceeds of any series of New Money Revenue Bonds to pay or reimburse costs of the University, to fund debt service reserves, if any, and to pay other costs related to issuing a series of Revenue Bonds, including but not limited to capitalizing interest.

(d) Determine whether to pay or refinance short-term or interim financing or to defease, refund or prepay University obligations including any or all of the payments to be made by the University in connection with bonds issued by the State of Oregon for the benefit of the University.

(e) Apply the proceeds of any series of Refunding Revenue Bonds to pay or refinance short-term or interim financing, to defease, refund or prepay University obligations including any or all of the payments to be made by the University in connection with bonds issued by the State of Oregon for the benefit of the University, to pay costs of issuance, and to pay defeasance, prepayment and refunding costs.

(f) Participate in the preparation of, authorize the distribution of, and deem final the preliminary and final official statements and any other disclosure documents for any series of Revenue Bonds.

(g) Establish the final principal amount, maturity schedule, interest payment dates, interest rates, denominations and all other terms for each series of Revenue Bonds; provided, that the true interest cost of any New Money Revenue Bonds shall not exceed eight percent per annum, and the final maturity date for any New Money Revenue Bond shall be on or before October 1, 2046.

(h) Select one or more underwriters or lenders and negotiate the sale of that series of Revenue Bonds to those underwriters or lenders, and execute and deliver one or more bond purchase agreements.

(i) Undertake to provide continuing disclosure for any series of Revenue Bonds in accordance with Rule 15c2-12 of the United States Securities and Exchange Commission.

(j) Apply for rating(s) for any series of Revenue Bonds.

(k) Draft and approve the terms of, and execute and deliver, one or more bond declarations which pledge all or a portion of the legally available revenues of the University to particular series of Revenue Bonds, make covenants for the benefit of owners of the Revenue Bonds, describe the terms of the Revenue Bonds that are issued under that bond declaration, and describe the terms under which future obligations may be issued on a parity with those Revenue Bonds.

(l) Appoint and enter into agreements with paying agents, escrow agents, bond trustees, verification agents, and other professionals and service providers.

(m) Issue any series of Revenue Bonds as taxable bonds, including as taxable bonds that are eligible for federal interest subsidies or tax credits.

(n) Issue any series of Revenue Bonds as governmental and/or 501(c)(3) tax-exempt bonds, hold public hearings, take actions and enter into covenants to maintain the tax status of that series of Revenue Bonds under the Internal Revenue Code of 1986, as amended (the "Code").

(o) Provide for the Revenue Bonds to be held in certificated or uncertificated form.

(p) Execute and deliver any agreements or certificates and take any other action in connection with the Revenue Bonds that an Authorized Representative finds will be advantageous to sell and issue the Revenue Bonds and carry out this resolution.

4. Ratification and Approval of Actions. The Board hereby ratifies and approves all prior actions taken on behalf of the Board or University related to such Revenue Bonds. The Board hereby authorizes, empowers, and directs the Authorized Representative to take further actions as may be necessary or desirable related to such Revenue Bonds, including, without limitation, the execution and delivery of agreements necessary or desirable to carry out such actions or arrangements, and to take such other actions as are necessary or desirable for the purposes and intent of this resolution.

5. Effective Date. This resolution shall take effect immediately upon adoption by the Board.

Moved by _____

Seconded by _____

Trustee	Yes	No
Bragdon		
Colas		
Gary		
Gonyea III		
Kari		
Schill		

Date: _____

Recorded: _____



Agenda Item #3

Quarterly Financial Report and Update on State Budget Workgroup

Below are key takeaways for this quarterly financial report as identified by the Chief Financial Officer. These are based on completed reports of the E&G fund from FY2016 – Q2 (September-December 2015) and projections for the remainder of FY2016 only.

- Overall, the updated E&G fund projections are consistent with last quarter. We are still projecting to be roughly run rate even, with recurring revenue just covering recurring expense. There are, however, shifts in individual line items.
- Tuition revenue is projected to be higher than initial estimates (up \$2 million or 0.5%).
- Salary and wage costs are projected to be higher than initial estimates (up \$2 million or 0.8%)
- Total OPE (benefits costs) are projected to be higher than initial estimates (up \$1.2 million or 0.8%)
 - Medical costs are \$1.6 million higher than initial projections
 - Retirement costs are \$1.3 million lower than initial projections
 - Other OPE costs are \$0.9 million higher than initial projections

FY15 Year End Report - All Funds Except Agency Funds

	Education and		Designated Ops		Restricted Gift					Total
	General	Center	Auxiliaries	Grant Funds	Funds	Other Funds	Plant Funds	Internal Bank		
State Appropriation	\$ 56,111,454	\$ 1,216,016	\$ 440,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 31,448	\$ 57,858,918	
Tuition and Fees	\$ 372,366,154	\$ 12,267,619	\$ 38,787,466	\$ 211	\$ (27,981)	\$ -	\$ -	\$ 3,288,507	\$ 426,681,976	
Gifts Grants & Contracts	\$ 336,508	\$ 5,796,236	\$ 103,974	\$ 107,381,539	\$ 57,096,891	\$ 2,000	\$ 11,954,359	\$ -	\$ 182,671,506	
ICC Revenue	\$ 19,185,870	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,311,975	\$ -	\$ 20,497,845	
Federal Student Aid	\$ -	\$ -	\$ -	\$ 24,381,695	\$ -	\$ -	\$ -	\$ -	\$ 24,381,695	
Interest and Investment	\$ 5,186,262	\$ 12,827,784	\$ 481,532	\$ 13,596	\$ 1,315,306	\$ (611,780)	\$ 617,793	\$ 2,341,526	\$ 22,172,019	
Internal Sales	\$ 24,075	\$ 34,989,109	\$ 13,087,757	\$ 18,413	\$ 2,250	\$ -	\$ -	\$ 21,701,056	\$ 69,822,660	
Sales & Services	\$ 2,561,521	\$ 11,134,093	\$ 133,642,285	\$ 1,082,146	\$ 1,736,593	\$ -	\$ -	\$ -	\$ 150,156,639	
Other Revenues	\$ 2,394,119	\$ 2,255,718	\$ 2,004,119	\$ -	\$ 352,716	\$ -	\$ 105,605	\$ -	\$ 7,112,277	
Transfers From Ore State Agencies	\$ 259,292	\$ -	\$ -	\$ 7,615,280	\$ -	\$ -	\$ 14,588,911	\$ 4,902,962	\$ 27,366,445	
Total Revenue	\$ 458,425,256	\$ 80,486,575	\$ 188,547,133	\$ 140,552,879	\$ 60,475,776	\$ (609,780)	\$ 28,578,643	\$ 32,265,499	\$ 988,721,980	
Salaries and Wages	\$ 239,906,266	\$ 23,301,395	\$ 54,105,857	\$ 37,363,520	\$ 13,278,157	\$ -	\$ -	\$ 149,508	\$ 368,104,702	
OPE Health Benefits	\$ 50,044,694	\$ 5,281,566	\$ 11,872,839	\$ 7,521,017	\$ 1,307,960	\$ -	\$ -	\$ 16,169	\$ 76,044,245	
OPE Retirement	\$ 39,273,259	\$ 3,975,510	\$ 7,788,454	\$ 5,432,711	\$ 1,711,493	\$ -	\$ -	\$ 18,061	\$ 58,199,488	
OPE Other	\$ 22,381,290	\$ 2,045,247	\$ 4,132,984	\$ 2,454,131	\$ 2,342,573	\$ -	\$ -	\$ 12,202	\$ 33,368,427	
OPE GTF Remissions	\$ 21,621,966	\$ 372,311	\$ 115,807	\$ 1,808,500	\$ 203,086	\$ -	\$ -	\$ -	\$ 24,121,669	
Total Personnel Services	\$ 373,227,474	\$ 34,976,028	\$ 78,015,942	\$ 54,579,879	\$ 18,843,269	\$ -	\$ -	\$ 195,940	\$ 559,838,531	
Service & Supplies	\$ 90,732,899	\$ 26,176,026	\$ 70,915,276	\$ 26,066,897	\$ 17,186,820	\$ 633,491	\$ 4,215,015	\$ 28,309,519	\$ 264,235,942	
Merchandise-Resale/Redistribution	\$ 3,030	\$ 14,925,166	\$ 13,260,827	\$ 4,000	\$ 145	\$ -	\$ -	\$ -	\$ 28,193,168	
Internal Sales Reimbursements	\$ (17,059,355)	\$ (2,194,983)	\$ (1,229,573)	\$ (26,102)	\$ (68,913)	\$ -	\$ -	\$ -	\$ (20,578,926)	
Indirect Costs	\$ 473,595	\$ 2,234,456	\$ 5,904,975	\$ 20,541,869	\$ 4	\$ 271,341	\$ -	\$ -	\$ 29,426,240	
Depreciation/Amortization Expense	\$ -	\$ 4,374,360	\$ 23,292,735	\$ -	\$ -	\$ -	\$ 26,815,394	\$ -	\$ 54,482,489	
Student Aid	\$ 4,527,042	\$ 363,710	\$ 7,813,201	\$ 36,277,777	\$ 17,435,672	\$ 159,177	\$ -	\$ -	\$ 66,576,579	
Total General Expense	\$ 78,677,211	\$ 45,878,735	\$ 119,957,441	\$ 82,864,441	\$ 34,553,727	\$ 1,064,009	\$ 31,030,409	\$ 28,309,519	\$ 422,335,491	
Net Transfers Out/(In)	\$ 7,290,091	\$ (3,139,405)	\$ 1,865,515	\$ 1,440,188	\$ 4,822,572	\$ 4,472	\$ (12,283,433)	\$ -	\$ 0	
Total Expense	\$ 459,194,776	\$ 77,715,358	\$ 199,838,898	\$ 138,884,508	\$ 58,219,567	\$ 1,068,481	\$ 18,746,976	\$ 28,505,458	\$ 982,174,022	
Net	\$ (769,520)	\$ 2,771,216	\$ (11,291,765)	\$ 1,668,371	\$ 2,256,208	\$ (1,678,261)	\$ 9,831,668	\$ 3,760,041	\$ 6,547,958	
Beginning Fund Balance*	\$ 77,280,262	\$ 52,768,061	\$ 247,107,718	\$ 434,738	\$ 14,427,227	\$ 58,942,402	\$ 344,037,133	\$ 19,512,241	\$ 814,509,783	
Capital Expenditures	\$ (5,776,409)	\$ (68,273)	\$ (2,208,910)	\$ (1,617,697)	\$ (451,246)	\$ -	\$ (89,309,964)	\$ -	\$ (99,432,498)	
Net (from above)	\$ (769,520)	\$ 2,771,216	\$ (11,291,765)	\$ 1,668,371	\$ 2,256,208	\$ (1,678,261)	\$ 9,831,668	\$ 3,760,041	\$ 6,547,958	
Fund Additions/Deductions**	\$ (4,068,255)	\$ 4,640,687	\$ 51,939,129	\$ (558,418)	\$ 2,590,046	\$ (31,405,723)	\$ 211,327,518	\$ 4,025,797	\$ 238,490,781	
Ending Fund Balance	\$ 66,666,078	\$ 60,111,693	\$ 285,546,172	\$ (73,006)	\$ 18,822,236	\$ 25,858,418	\$ 475,886,355	\$ 27,298,079	\$ 960,116,024	
Year-End Accounting Entries ***	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Net Capital Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Other Restricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Unrestricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Total Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	

* - Year-End Accounting Manual Adjustment to Plant Fund and Internal Bank Fund Balance

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

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

FY16 Budget Projection - September - All Funds except Agency and Clearing

	Designated Ops				Restricted Gift				Total
	Education and General	and Service Center	Auxiliaries	Grant Funds	Funds	Other Funds	Plant Funds	Internal Bank	
State Appropriation	\$ 65,199,000	\$ 1,216,000	\$ 440,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 66,915,000
Tuition and Fees	\$ 388,020,000	\$ 8,135,000	\$ 40,027,000	\$ 200	\$ (1,190)	\$ -	\$ -	\$ 3,200,000	\$ 439,381,010
Gifts Grants & Contracts	\$ 350,000	\$ 4,080,000	\$ 100,000	\$ 107,500,000	\$ 58,321,000	\$ 2,000	\$ 16,500,000	\$ -	\$ 186,853,000
ICC Revenue	\$ 20,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000,000
Federal Student Aid	\$ -	\$ -	\$ -	\$ 24,500,000	\$ -	\$ -	\$ -	\$ -	\$ 24,500,000
Interest and Investment	\$ 5,110,000	\$ 12,550,000	\$ 438,003	\$ 14,000	\$ 1,302,512	\$ 936,340	\$ 149,952	\$ (264,395)	\$ 20,236,412
Internal Sales	\$ 50,000	\$ 34,848,000	\$ 12,841,000	\$ 19,000	\$ 4,000	\$ -	\$ -	\$ 27,915,281	\$ 75,677,281
Sales & Services	\$ 2,922,000	\$ 10,944,000	\$ 133,990,000	\$ 1,000,000	\$ 1,694,000	\$ -	\$ -	\$ -	\$ 150,550,000
Other Revenues	\$ 1,529,000	\$ 2,092,000	\$ 2,000,000	\$ -	\$ 363,000	\$ -	\$ 100,000	\$ -	\$ 6,084,000
Transfers From Ore State Agencies	\$ -	\$ -	\$ -	\$ 7,600,000	\$ -	\$ -	\$ 9,500,000	\$ -	\$ 17,100,000
Total Revenue	\$ 483,180,000	\$ 73,865,000	\$ 189,836,003	\$ 140,693,200	\$ 61,683,322	\$ 938,340	\$ 26,249,952	\$ 30,850,886	\$ 1,007,296,703
Salaries and Wages	\$ 250,204,000	\$ 21,542,000	\$ 57,448,000	\$ 35,621,000	\$ 15,669,000	\$ -	\$ -	\$ 215,000	\$ 380,699,000
OPE Health Benefits	\$ 50,142,000	\$ 4,889,000	\$ 13,000,000	\$ 7,379,000	\$ 1,721,000	\$ -	\$ -	\$ 29,184	\$ 77,160,184
OPE Retirement	\$ 44,470,000	\$ 4,221,000	\$ 8,484,000	\$ 5,545,000	\$ 2,000,000	\$ -	\$ -	\$ 37,000	\$ 64,757,000
OPE Other	\$ 20,335,000	\$ 1,794,000	\$ 4,105,000	\$ 2,515,000	\$ 2,175,000	\$ -	\$ -	\$ 17,857	\$ 30,941,857
OPE GTF Remissions	\$ 22,060,000	\$ 133,000	\$ 116,000	\$ 1,700,000	\$ 334,000	\$ -	\$ -	\$ -	\$ 24,343,000
Total Personnel Services	\$ 387,211,000	\$ 32,579,000	\$ 83,153,000	\$ 52,760,000	\$ 21,899,000	\$ -	\$ -	\$ 299,041	\$ 577,901,041
Service & Supplies	\$ 96,000,000	\$ 22,442,000	\$ 71,013,000	\$ 26,000,000	\$ 17,521,000	\$ 163,000	\$ 6,450,000	\$ 29,315,457	\$ 268,904,457
Merchandise-Resale/Redistribution	\$ 2,000	\$ 15,867,000	\$ 12,459,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 28,338,000
Internal Sales Reimbursements	\$ (16,531,000)	\$ (941,000)	\$ (1,062,000)	\$ (30,000)	\$ (100,000)	\$ -	\$ -	\$ -	\$ (18,664,000)
Indirect Costs	\$ 508,000	\$ 2,533,000	\$ 6,332,000	\$ 20,000,000	\$ -	\$ 280,000	\$ -	\$ -	\$ 29,653,000
Depreciation/Amortization Expense	\$ -	\$ 4,100,000	\$ 24,100,000	\$ -	\$ -	\$ -	\$ 28,000,000	\$ -	\$ 56,200,000
Student Aid	\$ 2,000,000	\$ 941,000	\$ 1,504,000	\$ 37,000,000	\$ 21,515,000	\$ 200,000	\$ -	\$ -	\$ 63,160,000
Total General Expense	\$ 81,979,000	\$ 44,942,000	\$ 114,346,000	\$ 82,980,000	\$ 38,936,000	\$ 643,000	\$ 34,450,000	\$ 29,315,457	\$ 427,591,457
Net Transfers Out(In)	\$ 8,000,000	\$ (1,360,158)	\$ (4,002,763)	\$ 1,440,000	\$ 3,800,000	\$ (4,000)	\$ (7,873,079)	\$ -	\$ -
Total Expense	\$ 477,190,000	\$ 76,160,842	\$ 193,496,237	\$ 137,180,000	\$ 64,635,000	\$ 639,000	\$ 26,576,921	\$ 29,614,498	\$ 1,005,492,498
Net	\$ 5,990,000	\$ (2,295,842)	\$ (3,660,234)	\$ 3,513,200	\$ (2,951,678)	\$ 299,340	\$ (326,969)	\$ 1,236,388	\$ 1,804,205
Beginning Fund Balance	\$ 66,666,078	\$ 60,111,693	\$ 285,546,172	\$ (73,006)	\$ 18,822,236	\$ 25,858,418	\$ 475,886,355	\$ 27,298,079	\$ 960,116,024
Capital Expenditures	\$ (5,500,000)	\$ (70,000)	\$ (86,000)	\$ (1,795,000)	\$ (249,000)	\$ -	\$ (122,550,000)	\$ -	\$ (130,250,000)
Net (from above)	\$ 5,990,000	\$ (2,295,842)	\$ (3,660,234)	\$ 3,513,200	\$ (2,951,678)	\$ 299,340	\$ (326,969)	\$ 1,236,388	\$ 1,804,205
Fund Additions/Deductions*	\$ -	\$ 504,460	\$ 50,000,000	\$ -	\$ -	\$ -	\$ 50,000,000	\$ -	\$ 100,504,460
Ending Fund Balance	\$ 67,156,078	\$ 58,250,311	\$ 331,799,938	\$ 1,645,194	\$ 15,621,558	\$ 26,157,758	\$ 403,009,386	\$ 28,534,467	\$ 932,174,689
Year-End Accounting Entries **	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Net Capital Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Other Restricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Unrestricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Total Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

* - Due to Capital Improvements and Debt Accounting entries

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

FY16 Actual's Quarter 2 (July - Dec) Report - All Funds except Agency and Clearing

	Education and		Designated Ops		Restricted Gift					
	General	Center	Auxiliaries	Grant Funds	Funds	Other Funds	Plant Funds	Internal Bank	Total	
State Appropriation	\$ 39,026,449	\$ 608,012	\$ 226,600	\$ 30,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,891,961
Tuition and Fees	\$ 268,508,550	\$ 5,267,135	\$ 26,941,395	\$ -	\$ (1,700)	\$ -	\$ -	\$ 2,237,501	\$ -	\$ 302,952,882
Gifts Grants & Contracts	\$ 314,651	\$ 1,965,262	\$ 1,187	\$ 53,090,646	\$ 32,148,487	\$ -	\$ 8,349,816	\$ -	\$ -	\$ 95,870,048
ICC Revenue	\$ 10,812,798	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,812,798
Federal Student Aid	\$ -	\$ -	\$ -	\$ 9,022,499	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,022,499
Interest and Investment	\$ 2,204,046	\$ 6,549,505	\$ 227,097	\$ 10,811	\$ 152,300	\$ 252,833	\$ 9,572	\$ 16,312	\$ -	\$ 9,422,475
Internal Sales	\$ 45,654	\$ 17,127,634	\$ 6,280,411	\$ -	\$ 3,752	\$ -	\$ -	\$ 19,527,506	\$ -	\$ 42,984,957
Sales & Services	\$ 1,209,446	\$ 6,275,922	\$ 76,430,539	\$ 197,880	\$ 720,337	\$ -	\$ -	\$ -	\$ -	\$ 84,834,125
Other Revenues	\$ 213,677	\$ 1,073,311	\$ 5,106,386	\$ -	\$ 364,989	\$ -	\$ 3,235	\$ -	\$ -	\$ 6,761,597
Transfers From Ore State Agencies	\$ -	\$ -	\$ -	\$ 3,487,619	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,487,619
Total Revenue	\$ 322,335,271	\$ 38,866,780	\$ 115,213,615	\$ 65,840,355	\$ 33,388,165	\$ 252,833	\$ 8,362,623	\$ 21,781,319	\$ -	\$ 606,040,960
Salaries and Wages	\$ 114,166,738	\$ 10,822,244	\$ 25,839,431	\$ 19,825,483	\$ 7,800,677	\$ -	\$ -	\$ 107,689	\$ -	\$ 178,562,263
OPE Health Benefits	\$ 24,001,806	\$ 2,300,700	\$ 5,734,845	\$ 3,576,988	\$ 622,348	\$ -	\$ -	\$ 14,712	\$ -	\$ 36,251,399
OPE Retirement	\$ 19,482,275	\$ 2,005,909	\$ 3,652,859	\$ 3,090,873	\$ 955,994	\$ -	\$ -	\$ 10,222	\$ -	\$ 29,198,130
OPE Other	\$ 8,653,339	\$ 929,862	\$ 1,847,148	\$ 1,373,502	\$ 446,431	\$ -	\$ -	\$ 7,979	\$ -	\$ 13,258,262
OPE GTF Remissions	\$ 10,370,224	\$ 121,426	\$ 56,016	\$ 732,352	\$ 88,056	\$ -	\$ -	\$ -	\$ -	\$ 11,368,074
Total Personnel Services	\$ 176,674,383	\$ 16,180,140	\$ 37,130,299	\$ 28,599,198	\$ 9,913,507	\$ -	\$ -	\$ 140,601	\$ -	\$ 268,638,128
Service & Supplies	\$ 47,369,233	\$ 13,491,436	\$ 33,321,811	\$ 11,575,181	\$ 15,136,194	\$ (527,973)	\$ 1,401,636	\$ 16,148,108	\$ -	\$ 137,915,627
Merchandise-Resale/Redistribution	\$ 305	\$ 6,151,287	\$ 5,221,478	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,373,071
Internal Sales Reimbursements	\$ (9,547,391)	\$ (211,673)	\$ (715,216)	\$ (24,800)	\$ (98,634)	\$ -	\$ -	\$ -	\$ -	\$ (10,597,714)
Indirect Costs	\$ 270,540	\$ 1,230,639	\$ 2,824,135	\$ 10,812,910	\$ -	\$ 272,335	\$ -	\$ -	\$ -	\$ 15,410,558
Depreciation/Amortization Expense	\$ -	\$ 2,136,897	\$ 12,015,497	\$ -	\$ -	\$ -	\$ 13,936,841	\$ -	\$ -	\$ 28,089,235
Student Aid	\$ 2,084,797	\$ 401,793	\$ 746,899	\$ 22,823,848	\$ 16,105,077	\$ 150,527	\$ -	\$ -	\$ -	\$ 42,312,940
Total General Expense	\$ 40,177,485	\$ 23,200,379	\$ 53,414,605	\$ 45,187,139	\$ 31,142,637	\$ (105,111)	\$ 15,338,477	\$ 16,148,108	\$ -	\$ 224,503,717
Net Transfers Out/(In)	\$ 5,304,288	\$ (1,826,172)	\$ (3,399,390)	\$ (66,230)	\$ 4,690,101	\$ -	\$ (4,702,597)	\$ -	\$ -	\$ -
Total Expense	\$ 222,156,156	\$ 37,554,347	\$ 87,145,513	\$ 73,720,107	\$ 45,746,244	\$ (105,111)	\$ 10,635,880	\$ 16,288,709	\$ -	\$ 493,141,845
Net	\$ 100,179,115	\$ 1,312,433	\$ 28,068,102	\$ (7,879,752)	\$ (12,358,079)	\$ 357,944	\$ (2,273,257)	\$ 5,492,610	\$ -	\$ 112,899,115
Beginning Fund Balance	\$ 66,666,078	\$ 60,111,693	\$ 285,546,172	\$ (73,006)	\$ 18,822,236	\$ 25,858,418	\$ 475,886,355	\$ 27,298,079	\$ -	\$ 960,116,024
Capital Expenditures	\$ (3,083,462)	\$ (36,001)	\$ (236)	\$ (996,681)	\$ (418,761)	\$ -	\$ (43,800,215)	\$ -	\$ -	\$ (48,335,356)
Net (from above)	\$ 100,179,115	\$ 1,312,433	\$ 28,068,102	\$ (7,879,752)	\$ (12,358,079)	\$ 357,944	\$ (2,273,257)	\$ 5,492,610	\$ -	\$ 112,899,115
Fund Additions/Deductions*	\$ (46)	\$ 392,328	\$ (150,915)	\$ -	\$ -	\$ -	\$ 4,032,400	\$ -	\$ -	\$ 4,273,767
Ending Fund Balance	\$ 163,761,685	\$ 61,780,453	\$ 313,463,122	\$ (8,949,438)	\$ 6,045,396	\$ 26,216,362	\$ 433,845,282	\$ 32,790,689	\$ -	\$ 1,028,953,550
Year-End Accounting Entries **	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Net Capital Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Other Restricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Unrestricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Total Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

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

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

FY16 UO BOT Quarter 2 - Education and General

	FY16 Q1 Projection	FY16 Actual Q2	FY16 Q2 Actual as percent of projection	FY15 Actual Q2	FY16 Q2 inc/(dec) from FY15 Q2	FY15 Total Actual	FY16 Q1 Projection compared to FY15 Total as percent	FY16 Updated Projection Q2	Updated Projection compared to FY15
State Appropriation	\$ 65,199,000	\$ 39,026,449	59.9%	\$ 32,824,583	18.9%	\$ 56,111,454	16.2%	\$ 65,199,000	16.2%
Tuition and Fees	\$ 388,020,000	\$ 268,508,550	69.2%	\$ 254,862,119	5.4%	\$ 372,366,154	4.2%	\$ 390,000,000	4.7%
Gifts Grants & Contracts	\$ 350,000	\$ 314,651	89.9%	\$ 30,800	921.6%	\$ 336,508	4.0%	\$ 350,000	4.0%
ICC Revenue	\$ 20,000,000	\$ 10,812,798	54.1%	\$ 10,130,884	6.7%	\$ 19,185,870	4.2%	\$ 20,000,000	4.2%
Federal Student Aid	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ -	-
Interest and Investment	\$ 5,110,000	\$ 2,204,046	43.1%	\$ 1,451,093	51.9%	\$ 5,186,262	-1.5%	\$ 5,110,000	-1.5%
Internal Sales	\$ 50,000	\$ 45,654	91.3%	\$ 19,477	134.4%	\$ 24,075	107.7%	\$ 100,000	315.4%
Sales & Services	\$ 2,922,000	\$ 1,209,446	41.4%	\$ 963,878	25.5%	\$ 2,561,521	14.1%	\$ 2,922,000	14.1%
Other Revenues	\$ 1,529,000	\$ 213,677	14.0%	\$ 401,279	-46.8%	\$ 2,394,119	-36.1%	\$ 1,529,000	-36.1%
Transfers From Ore State Agencies	\$ -	\$ -	-	\$ 32,009	-100.0%	\$ 259,292	-100.0%	\$ -	-100.0%
Total Revenue	\$ 483,180,000	\$ 322,335,271	66.7%	\$ 300,716,123	7.2%	\$ 458,425,256	5.4%	\$ 485,210,000	5.8%
Salaries and Wages	\$ 250,204,000	\$ 114,166,738	45.6%	\$ 108,427,585	5.3%	\$ 239,906,266	4.3%	\$ 252,167,000	5.1%
OPE Health Benefits	\$ 50,142,000	\$ 24,001,806	47.9%	\$ 23,887,770	0.5%	\$ 50,044,694	0.2%	\$ 51,700,000	3.3%
OPE Retirement	\$ 44,470,000	\$ 19,482,275	43.8%	\$ 17,676,684	10.2%	\$ 39,273,259	13.2%	\$ 43,200,000	10.0%
OPE Other	\$ 20,335,000	\$ 8,653,339	42.6%	\$ 7,632,644	13.4%	\$ 22,381,290	-9.1%	\$ 21,200,000	-5.3%
OPE GTF Remissions	\$ 22,060,000	\$ 10,370,224	47.0%	\$ 13,637,126	-24.0%	\$ 21,621,966	2.0%	\$ 22,060,000	2.0%
Total Personnel Services	\$ 387,211,000	\$ 176,674,383	45.6%	\$ 171,261,810	3.2%	\$ 373,227,474	3.7%	\$ 390,327,000	4.6%
Service & Supplies	\$ 96,000,000	\$ 47,369,233	49.3%	\$ 41,476,481	14.2%	\$ 90,732,899	5.8%	\$ 96,000,000	5.8%
Merchandise-Resale/Redistribution	\$ 2,000	\$ 305	15.3%	\$ 570	-46.4%	\$ 3,030	-34.0%	\$ 2,000	-34.0%
Internal Sales Reimbursements	\$ (16,531,000)	\$ (9,547,391)	57.8%	\$ (6,510,046)	46.7%	\$ (17,059,355)	-3.1%	\$ (16,531,000)	-3.1%
Indirect Costs	\$ 508,000	\$ 270,540	53.3%	\$ 216,369	25.0%	\$ 473,595	7.3%	\$ 508,000	7.3%
Depreciation/Amortization Expense	\$ -	\$ -	-	\$ -	-	\$ -	-	\$ -	-
Student Aid	\$ 2,000,000	\$ 2,084,797	104.2%	\$ 1,472,250	41.6%	\$ 4,527,042	-55.8%	\$ 2,000,000	-55.8%
Total General Expense	\$ 81,979,000	\$ 40,177,485	49.0%	\$ 36,655,623	9.6%	\$ 78,677,211	4.2%	\$ 81,979,000	4.2%
Net Transfers Out(In)	\$ 8,000,000	\$ 5,304,288	66.3%	\$ 5,830,650	-9.0%	\$ 7,290,091	9.7%	\$ 8,000,000	9.7%
Total Expense	\$ 477,190,000	\$ 222,156,156	46.6%	\$ 213,748,083	3.9%	\$ 459,194,776	3.9%	\$ 480,306,000	4.6%
Net	\$ 5,990,000	\$ 100,179,115	1672.4%	\$ 86,968,040	15.2%	\$ (769,520)	-878.4%	\$ 4,904,000	-737.3%
Beginning Fund Balance	\$ 66,666,078	\$ 66,666,078	100.0%	\$ 77,280,262	-13.7%	\$ 77,280,262	-13.7%	\$ 66,666,078	-13.7%
Capital Expenditures	\$ (5,500,000)	\$ (3,083,462)	56.1%	\$ (2,778,463)	11.0%	\$ (5,776,409)	-4.8%	\$ (5,500,000)	-4.8%
Net (from above)	\$ 5,990,000	\$ 100,179,115	1672.4%	\$ 86,968,040	15.2%	\$ (769,520)	-878.4%	\$ 4,904,000	-737.3%
Fund Additions/Deductions*	\$ -	\$ (46)	-	\$ -	-	\$ (4,068,255)	-100.0%	\$ -	-100.0%
Ending Fund Balance	\$ 67,156,078	\$ 163,761,685	243.9%	\$ 161,469,839	1.4%	\$ 66,666,078	0.7%	\$ 66,070,078	-0.9%
Year-End Accounting Entries **	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Net Capital Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Other Restricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Unrestricted Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Total Net Assets	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

* - Due to Capital Improvements and Debt Accounting entries

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

Current Service Level (CSL) Analysis

FY16 / FY17 - \$100 million

FY18 / FY19 - \$103 million

**3.0%
CSL**

FY2016
\$49 M

FY2017
\$51M

FY2018
\$50.5M
-1.0%

FY2019
\$52.5M
4.0%

FY16 / FY17 - \$100 million

FY18 / FY19 - \$108 million

**7.9%
CSL**

FY2016
\$49 M

FY2017
\$51M

FY2018
\$52.9
3.8%

FY2019
\$55.1M
4.2%



Agenda Item #4

Framework Vision Project Overview and Capital Planning Update



Robert Sabbatini is a planner, landscape architect, and urban designer with 37 years of experience.

His work has benefited students, faculty, and staff of 38 institutions of higher education and their neighbors, through more than 76 projects ranging from master plans to design.

Robert has directed planning and design work for campuses and cultural institutions including the University of California, Berkeley; University of Oregon, University of Washington, Seattle; Washington State University, Pullman; University of Nevada, Reno; Texas Tech University, Lubbock; Pierce College, Los Angeles; and Santa Clara University.

His work has been recognized with awards from the American Society of Landscape Architects, the Society for College and University Planning, the American Planning Association, and other professional organization.



**UNIVERSITY OF OREGON
CAMPUS PHYSICAL FRAMEWORK VISION**

SUMMARY and KEY FINDINGS

**Board of Trustees
Finance and Facilities Committee**

03.03.16

Robert Sabbatini AICP FASLA | PLACE | Perkins + Will

AGENDA

- **Key Findings**
- **Capacity Findings**
- **Campus Framework Findings**
- **Implementation Findings**
- **Further Studies**
(if time allows)
- **Discussion**



President and the Senior Leadership Team – 02.02.16

PROJECT GOAL

To create a comprehensive physical framework vision of open spaces and buildings, that will bring greater specificity to the *Campus Plan*, better inform decisions on how to accommodate growth and change, and preserve the beauty and functionality of the campus.

PRINCIPLES/VALUES

The University of Oregon's campus in Eugene supports the University Mission Statement by:

- Being **accessible, safe, and welcoming** to foster social and academic collaboration—a shared responsibility between open space and buildings
- Enhancing **identity through memorable places** embodied by its high-quality open space system, distinctive cultural heritage, architecture, and unique location
- Being a **residential campus** - a second home for its students
- Integrating **ecological care** into all aspects of campus life, practices, and operations
- Being **distinctive** in character and yet, **connected and welcoming** to its neighbors
- Providing an **extension of the learning environment** - in mind, body, and spirit.

CAMPUS THEMES

Applying Principles/Values to the Campus Physical Environment:

- **Open space framework** comprised of:
 - Connected series of open spaces
 - Quads, courts, axes, and greens
- **Edges that serve as:**
 - Transitional space between uses
 - Blend the margins
 - Good neighbors to adjacent uses
- **Loose fit - long life (growth and flexibility) to:**
 - Meet space needs
 - Allow for flexible use
- **Engage and celebrate the Millrace and Willamette River to:**
 - Utilize as an educational resource
 - Restore
 - Accommodate campus uses
 - Storm water system
 - Living laboratory
- **Campus access giving priority to:**
 - Pedestrians first
 - Entire community
- **Campus linkages to:**
 - Millrace
 - Research Park
 - River
 - Autzen
 - EWEB, Downtown, Walnut Station, Glenwood

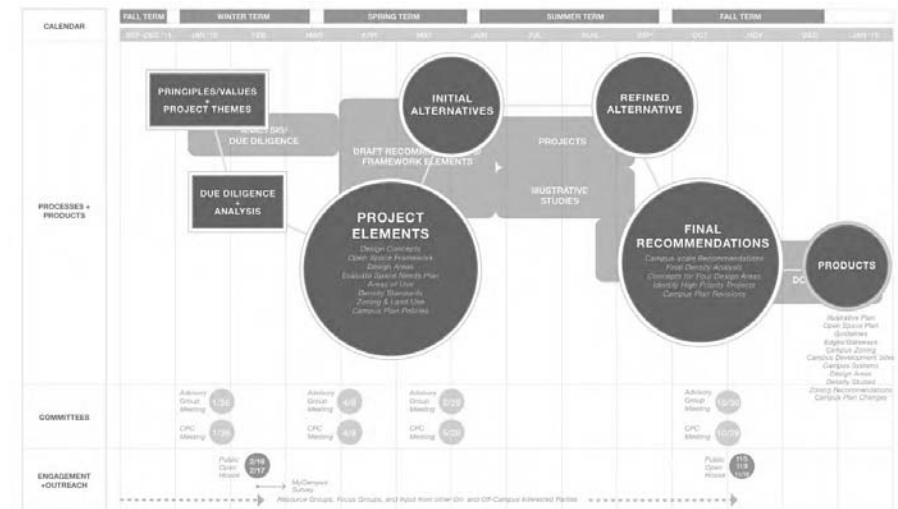


KEY FINDINGS

1. With changes to the *Campus Plan* and City of Eugene land use codes, the campus has excess capacity for the projected program needs to accommodate 34,000 student FTE
2. The campus can meet expansion needs by building upon the established and well-functioning campus framework of open spaces and pedestrian connectors
3. Implementing the tools contained in the report along with strong leadership will improve the university's ability to guide growth and change on the campus

14-MONTH PROCESS

- Four Work Sessions with the Campus Planning Committee
- Four Work Sessions with the Advisory Group
- Five Public Outreach Sessions
- Numerous One-to-Ones



ADVISORY GROUP

Frances Bronet, Interim Provost Dean of Architecture & Allied Arts (AAA)

Larry Bruton, FAIA, UO Foundation Trustee, Architect (ZGF Architects, LLP)

James Chrisman, Student / AIA Student Chapter President

M. Boone Hellmann, FAIA, LEED AP BC+C, Retired Campus Architect, University of California San Diego

Robin Holmes, Vice President for Division of Student Life

W. Andrew Marcus, Interim Tykeson Dean, College of Arts and Sciences

Jamie Moffitt, Vice President for Finance and Administration /CFO

Ginevra Ralph, Vice Chair, UO Board of Trustees

Chris Ramey, AIA, LEED Green Associate, University Architect, Associate Vice President, Campus Planning, Design and Construction,

Brad Shelton, Interim Vice President for Research and Innovation

Edward Teague, Head, AAA Library, University Senate member/representative to the Campus Planning Committee (CPC)

Rob Thallon, Associate Dean, AAA, Associate Professor, Architecture, Campus Planning Committee chair, Space Advisory Group member

Roxi Thoren, Associate Professor, Landscape Architecture and Architecture, Director, The Fuller Center for Productive Landscapes



President and the Senior Leadership Team – 02.02.16

Robert Sabbatini AICP FASLA | PLACE | Perkins + Will

CONSULTANT TEAM

Robert Sabbatini AICP FASLA – Campus Planning and Design, Landscape Architecture

PLACE– Landscape Architecture

Simon Bequillard, Project Designer

Charles Brucker, ASLA, Principal

Jennifer Huang, Architectural Intern

Matthew Noyes, Project Designer

Colleen Wolfe, Project Manager

Perkins + Will – Campus Planning and Design, Architecture

Brodie Bain, FAIA, AICP, Campus Planning Director

Jaclynn Treat, AIA, Campus Planner



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THE FUNDAMENTAL QUESTION WE ASKED

Can the campus accommodate growth while respecting and enhancing its beauty and culture demonstrated in its landscape and ensemble of buildings?



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CAPACITY FINDINGS

- ❑ Infill opportunities exist in the established areas of the campus
- ❑ Land north of the railroad tracks is only needed for playing fields
- ❑ A large portion of the land in the North Design Area is not needed to meet the 34,000 student enrollment—a significant opportunity for partnerships or as a land bank for unforeseen future program needs
- ❑ Only a minor portion of the Walnut Station area (Romania etc.) is needed; it too offers a significant opportunity
- ❑ Building north of Franklin Boulevard will initially challenge the culture within and among departments; this will be remedied over time as the area develops



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INFILL OPPORTUNITIES

Capacity Findings

NOTE: Buildings shown are for coverage and capacity analysis only. They do not reflect the US OPFF guidelines. Future buildings will undergo site evaluation studies.



- Building by Scenario - Capacity & Coverage**
- Scenario one
 - Scenario two
 - Scenario three
 - Scenario four
 - Future building potential
 - Outdoor classroom
 - 7-minute walk
 - Structured parking
 - Gas, air classroom on ground floor proposed

University of Oregon Campus Physical Framework Vision
 University of Oregon Campus Planning Design and Construction
 Robert Sabbatini AICP FASLA, PLACE | Perkins + Will
 October 21, 2015

NORTH OF RAILROAD = PLAYING FIELDS

Capacity Findings

NOTE: Buildings shown are for coverage and capacity analysis only. They do not reflect the US OPFF guidelines. Future buildings will undergo site evaluation studies.



- Building by Scenario - Capacity & Coverage**
- Scenario one
 - Scenario two
 - Scenario three
 - Scenario four
 - Future building potential
 - Outdoor classroom
 - 7-minute walk
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University of Oregon Campus Physical Framework Vision
 University of Oregon Campus Planning Design and Construction
 Robert Sabbatini AICP FASLA, PLACE | Perkins + Will
 October 21, 2015

LARGE PORTION OF NORTH DESIGN AREA NOT NEEDED

Capacity Findings

NOTE: Buildings shown are for coverage and capacity analysis only. They helped inform the UO CDFV guidelines. Future buildings will undergo site evaluation studies.



MINOR PORTION OF ROMANIA SITE NEEDED

Capacity Findings

NOTE: Buildings shown are for coverage and capacity analysis only. They helped inform the UO CDFV guidelines. Future buildings will undergo site evaluation studies.



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GROWING NORTH OF FRANKLIN = CULTURE CHALLENGE

Capacity Findings



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CAMPUS FRAMEWORK FINDINGS

- ❑ Open space and pedestrian connectors are the key elements of the campus framework
- ❑ The campus framework will create a cohesive campus as the university expands north and east from its historic core
- ❑ There is the opportunity to create pedestrian-first zones on East 13th and 15th avenues to East Campus
- ❑ Creating a large heart-of-campus space will generate a shared focal point for the campus community
- ❑ There is the opportunity to connect to the river's edge and possibly the creation of a river edge park
- ❑ Safely crossing Franklin Boulevard is essential to the achieving the campus framework



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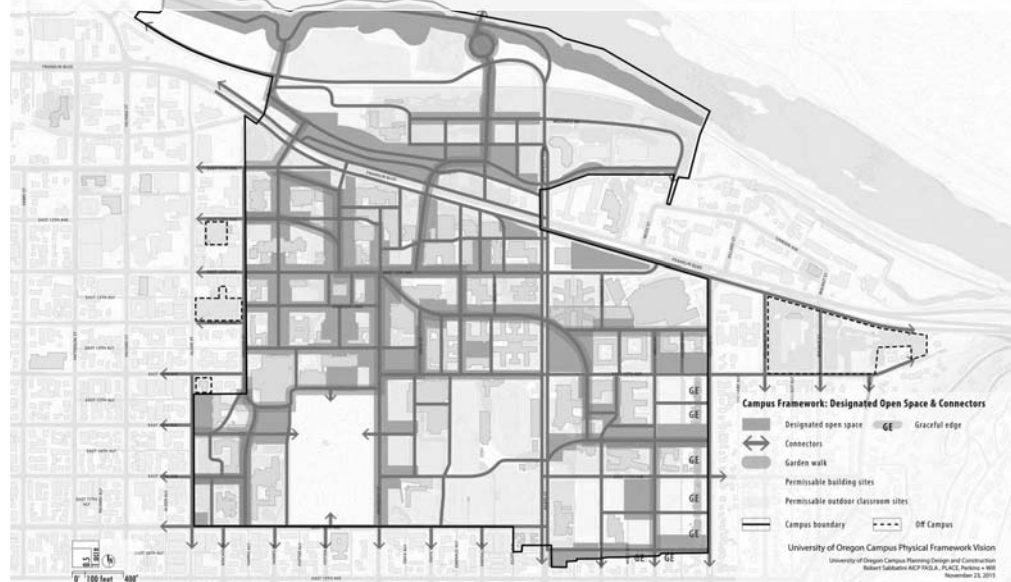
CAMPUS FRAMEWORK

Campus Framework Findings

Designated Open Spaces and Connectors are the primary elements that define the campus framework--the physical image of the campus. Together, they dictate the arrangement of buildings.

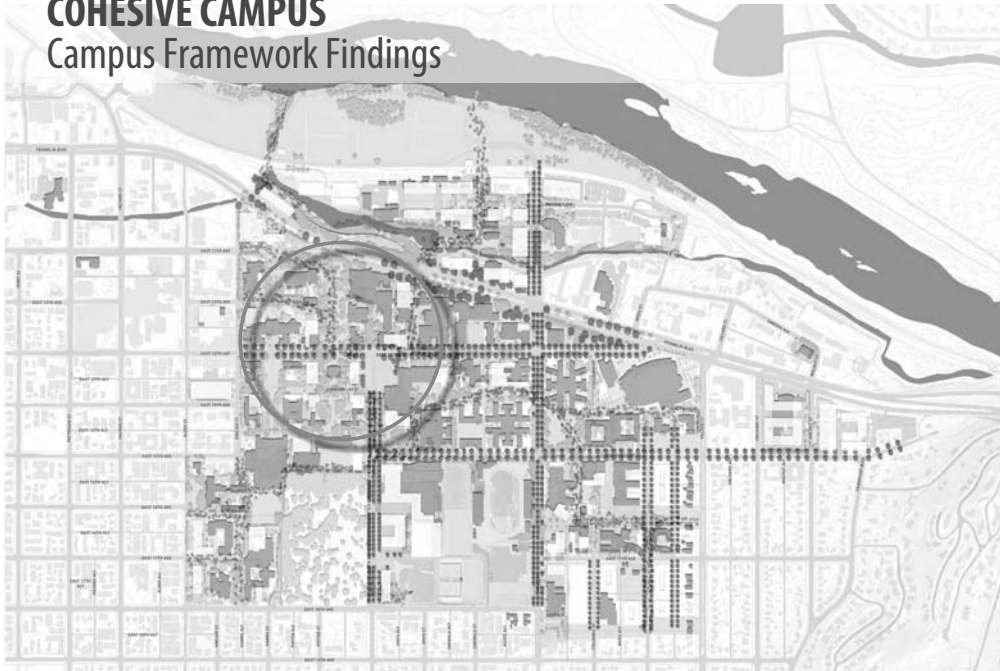
CAMPUS FRAMEWORK - OPEN SPACE AND CONNECTORS

Campus Framework Findings



COHESIVE CAMPUS

Campus Framework Findings

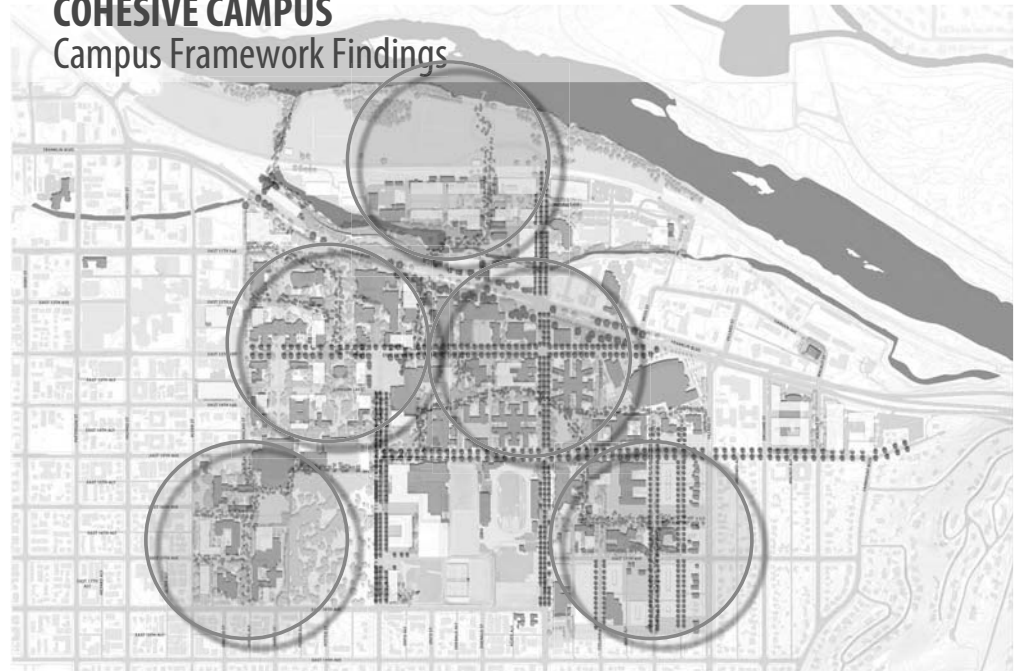


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COHESIVE CAMPUS

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PEDESTRIAN-FIRST ZONES

Campus Framework Findings



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EAST 13TH AVENUE

Campus Framework Findings



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EAST 15TH AVENUE

Campus Framework Findings

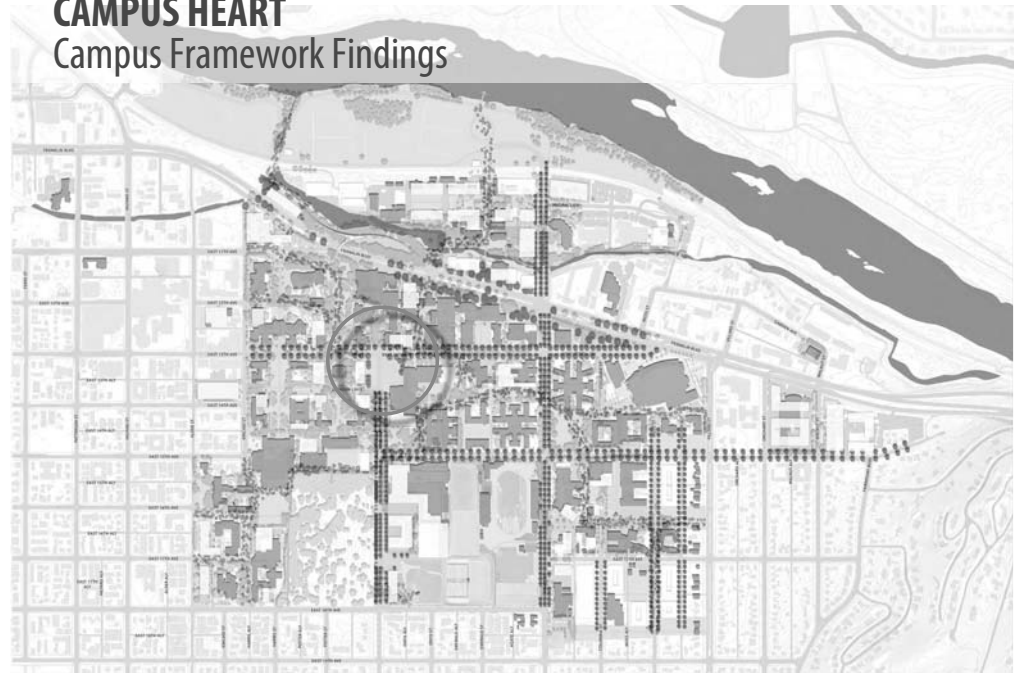


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CAMPUS HEART

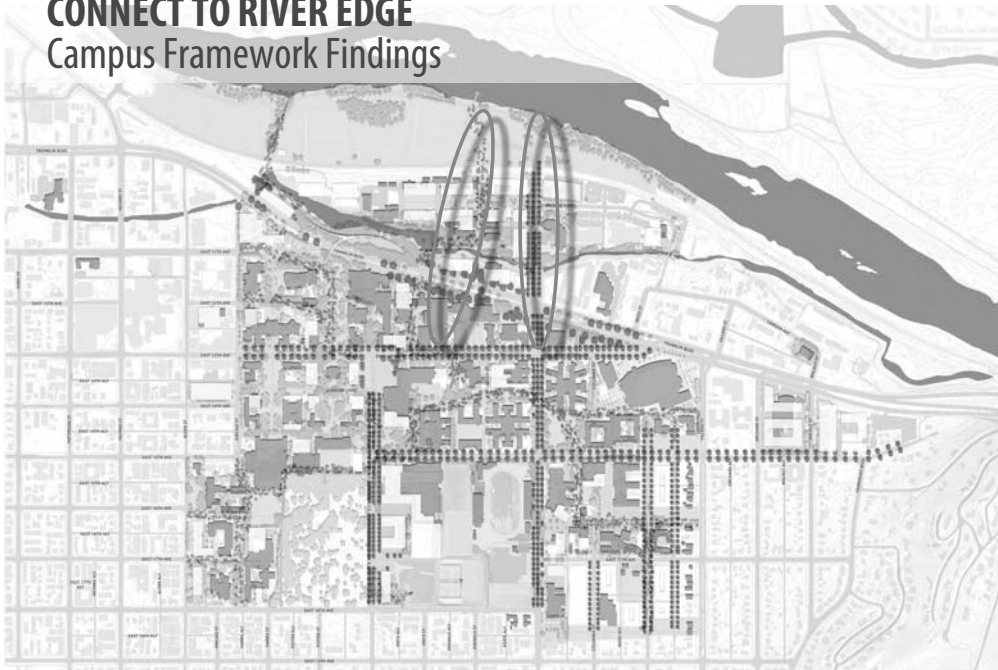
Campus Framework Findings



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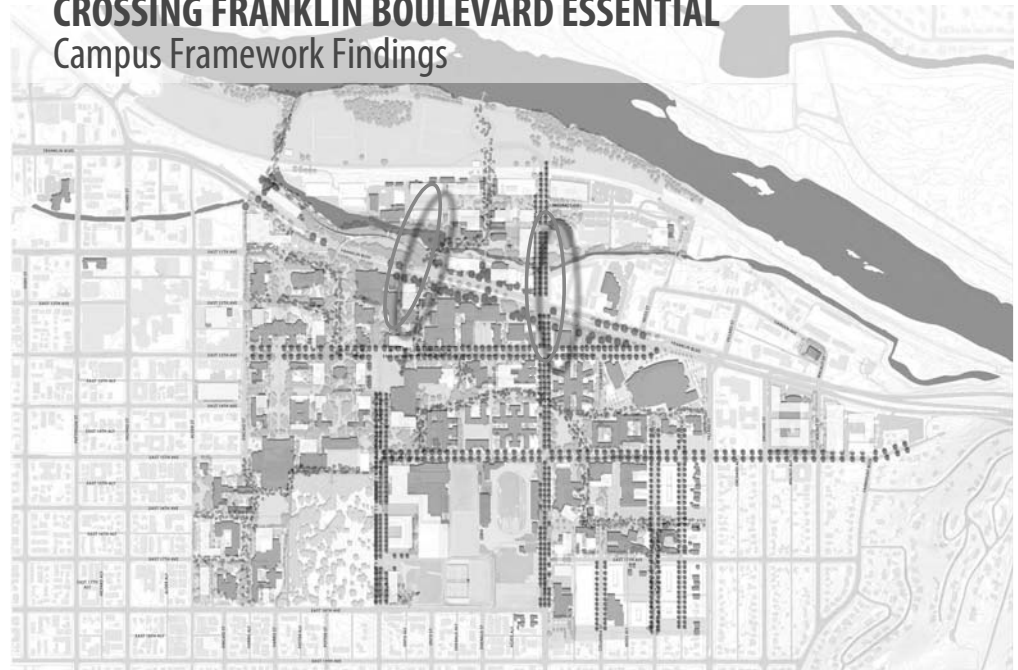
CONNECT TO RIVER EDGE Campus Framework Findings



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CROSSING FRANKLIN BOULEVARD ESSENTIAL Campus Framework Findings



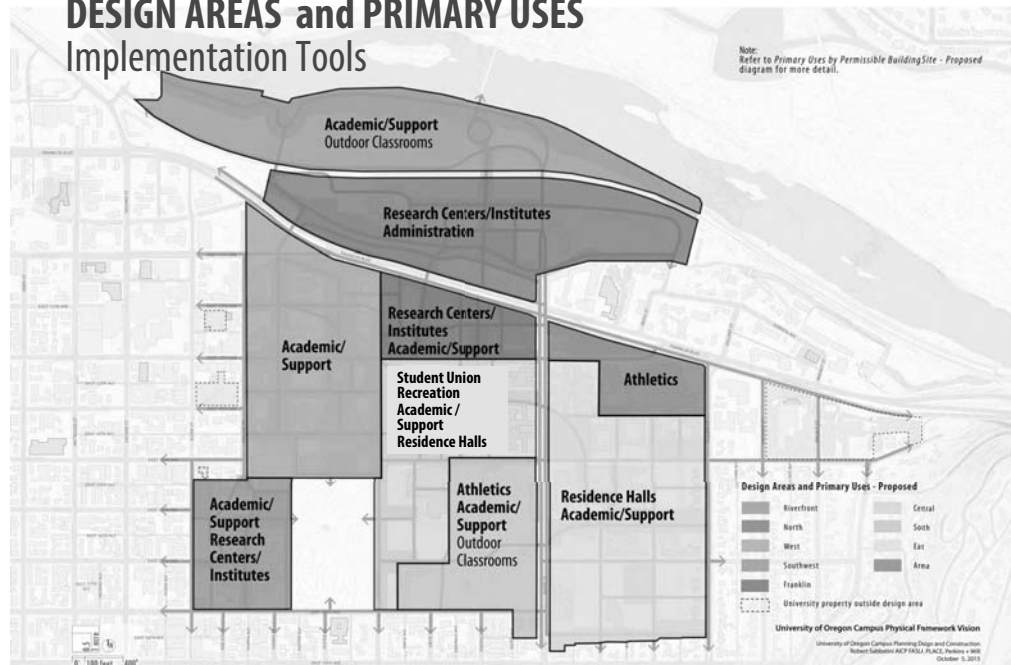
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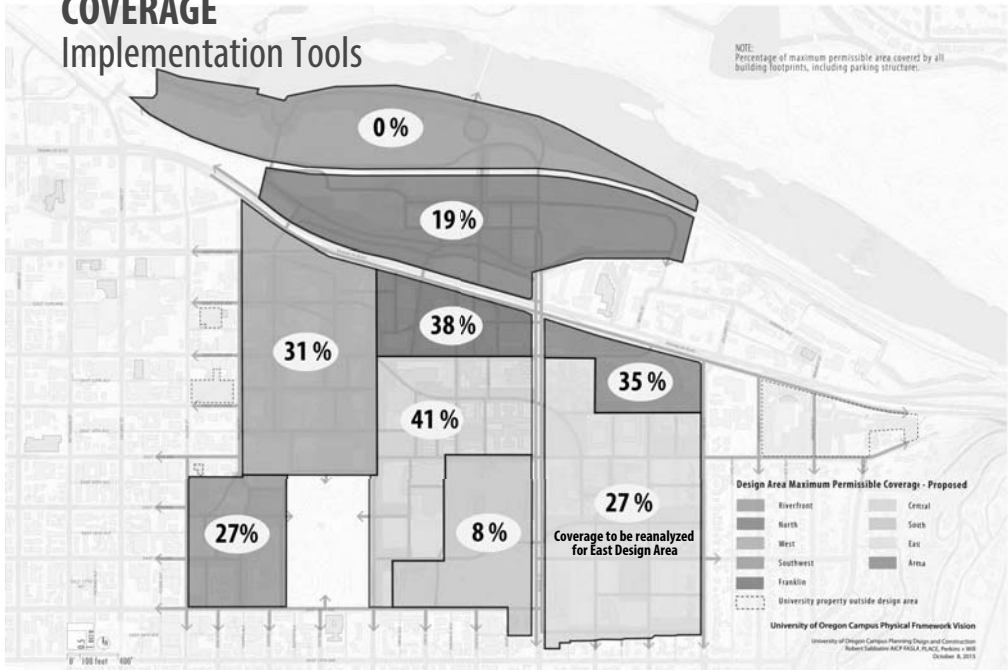
IMPLEMENTATION FINDINGS

- ❑ The majority of the UOCPFV can be assimilated into the existing *Campus Plan*, guided and enforced using that policy document
- ❑ There are minimal funds for the improvements that are not directly associated with building projects
- ❑ Moving to structured parking to create pedestrian zones, open space, and building sites is an essential strategy that lacks a funding source
- ❑ Additional analysis is needed to guide implementation, especially in the area of transportation and parking
- ❑ Working with the City of Eugene it may be possible to create a city park at the river's edge in exchange for city-owned land useful to the university

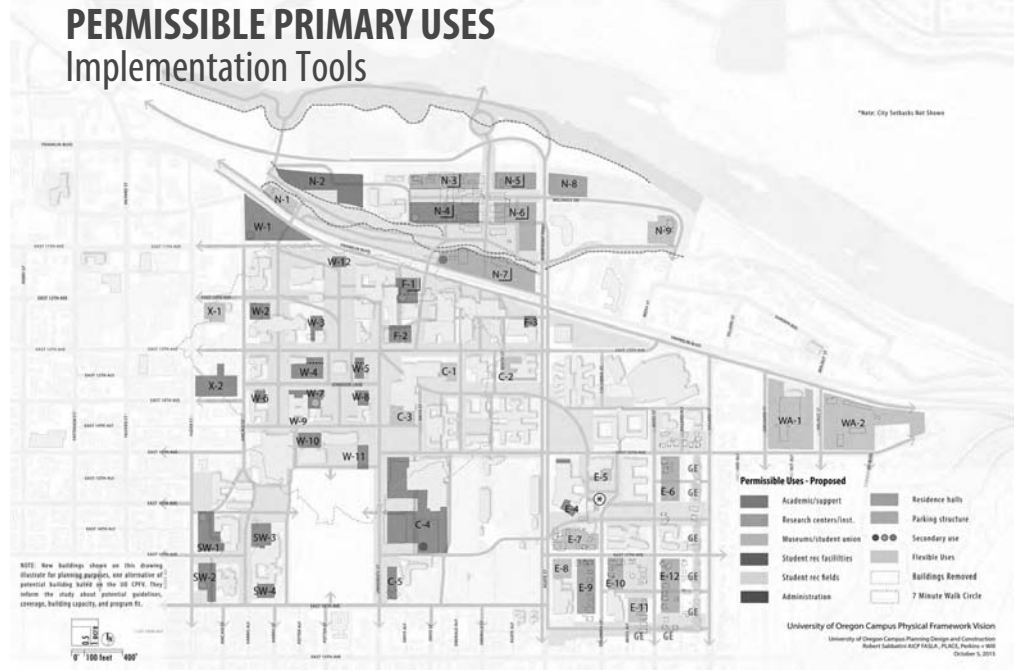
DESIGN AREAS and PRIMARY USES Implementation Tools



COVERAGE Implementation Tools

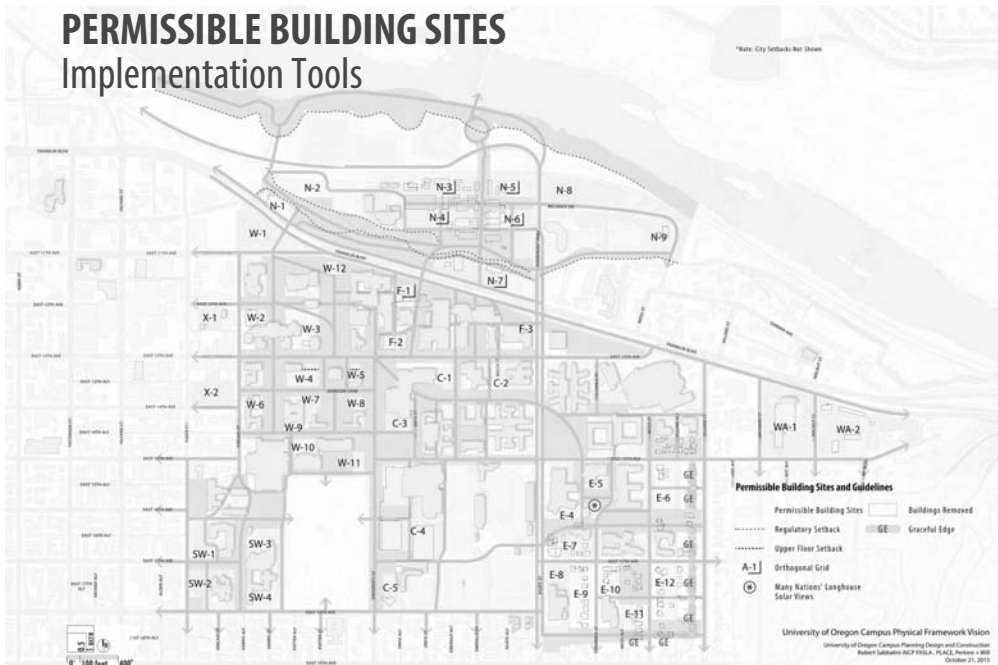


PERMISSIBLE PRIMARY USES Implementation Tools



PERMISSIBLE BUILDING SITES

Implementation Tools



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PERMISSIBLE BUILDING SITES TABLE

Implementation Tools

Permissible Building Site	Building Number	Scenario	Primary Use	Secondary Use	No. Floors	Footprint (GSF)	GSF
C-1	N023	5	Flexible Use	Flexible Use	4	13,200	52,600
C-2	N025	1	Student Health/Counseling	N/A	2	29,500	59,000
C-3	N022	2	Student Union	N/A	4	19,000	76,000
C-4	N031	4	Academic	N/A	4	47,100	188,400
C-4	N032	3	Academic	N/A	5	36,800	184,000
C-4	N033	5	Flexible Use	Flexible Use	2	23,500	47,000
C-4	N034	3	Student Recreation	N/A	3	62,200	186,600
C-4	N035	5	Flexible Use	Flexible Use	4	17,000	68,000
E-10	N047	2	On Campus Residence Halls	N/A	4	19,400	77,600
E-11	N048	5	Flexible Use	Flexible Use	4	18,000	72,000
E-12	N049	3	On Campus Residence Halls	N/A	4	23,000	92,000
E-12	N050	5	Flexible Use	Flexible Use	4	13,200	52,800
E-2	N036	4	Academic	N/A	4	3,900	15,600
E-3	N038	3	Museums	N/A	1	4,400	4,400
E-4	N039	4	Academic	N/A	3	9,500	28,500
E-5	N037	2	Museums	N/A	2	11,900	23,800
E-6	N040	4	On Campus Residence Halls	N/A	4	12,800	51,200
E-6	N041	4	On Campus Residence Halls	N/A	4	11,300	45,200
E-7	N042	3	Academic Support	N/A	2	15,700	31,400
E-7	N043	3	Administration	N/A	1	4,800	4,800
E-7	N044	2	Administration	N/A	1	7,000	7,000
E-8	N045	2	Academic Support	N/A	4	10,800	43,200



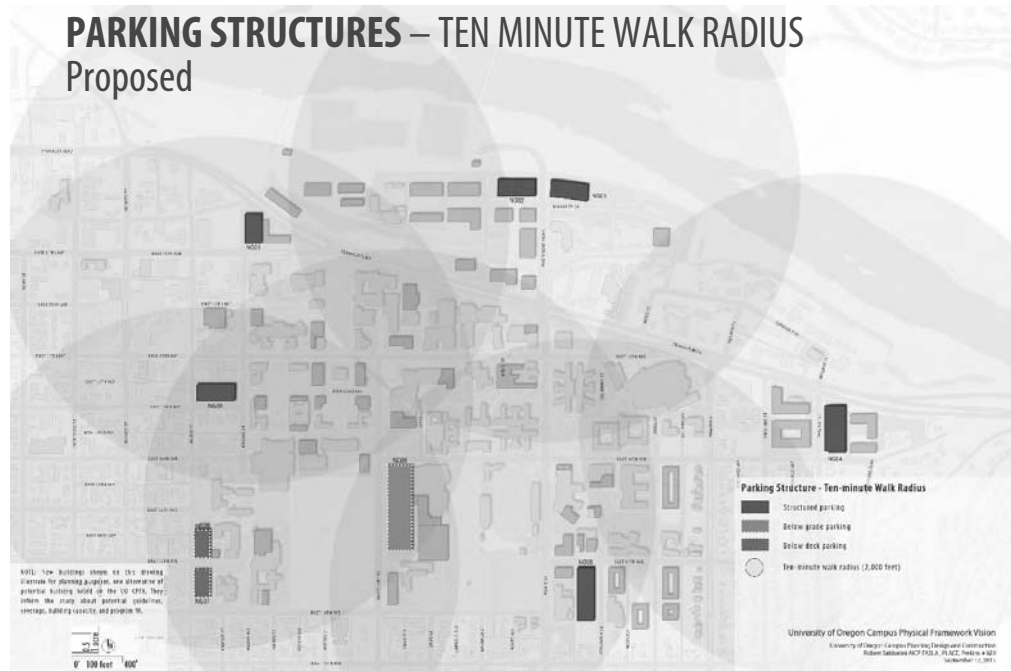
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DAILY USE VEHICULAR PARKING STRATEGY Implementation Tools

- 🕒 **Pedestrian-first in campus core** – Exclude or manage private vehicles
- 🕒 **Bicycle commuters** – Encourage bicycle parking in focused areas
- 🕒 **Capture private vehicles at campus perimeter** – Major arterials
- 🕒 **Long-term parking structures** – Ten-minute walk
- 🕒 **Near-term** – Create surface lots on future permissible building sites

PARKING STRUCTURES – TEN MINUTE WALK RADIUS Proposed



ILLUSTRATIVE Discussion



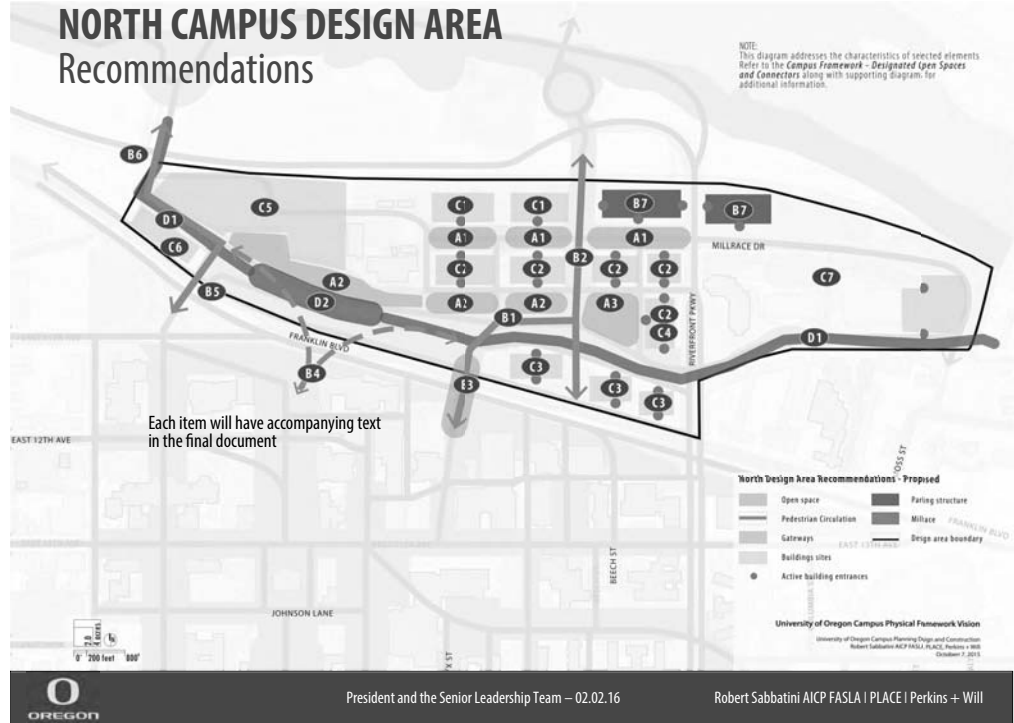
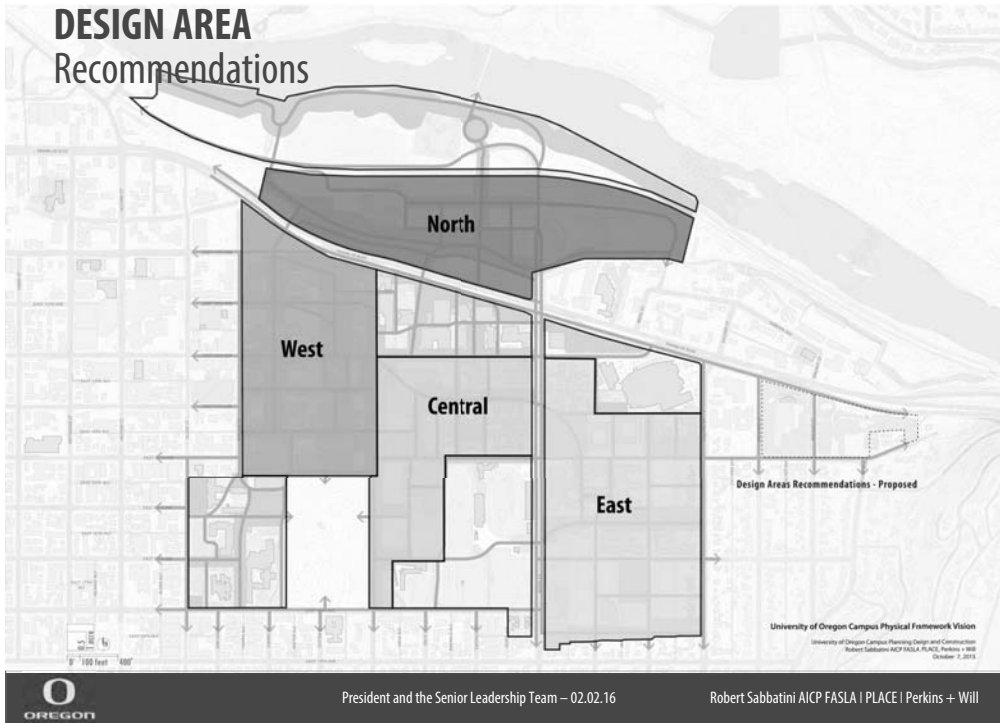
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Further Studies (If time allows)



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FOUR FOCUS STUDIES Recommendations

Garden Walk North
 Campus Heart
 Garden Walk East of EMU
 University Street



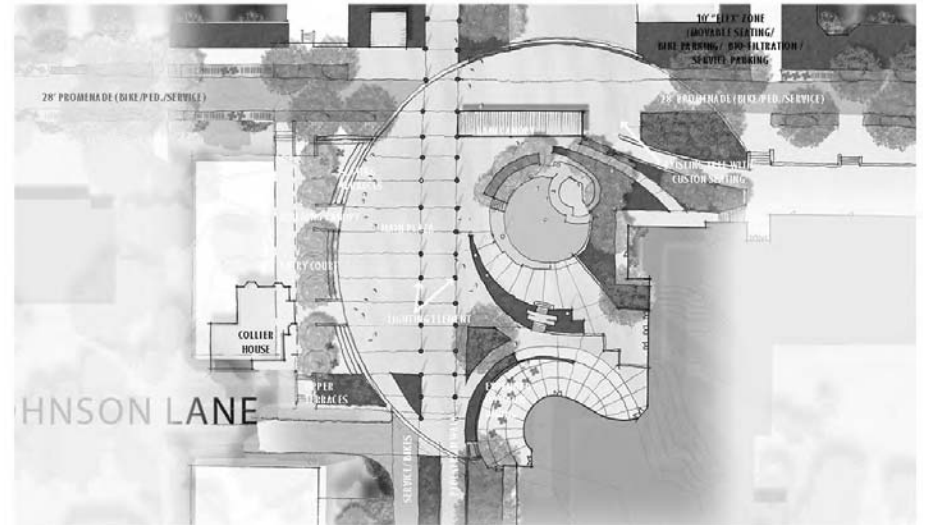
University of Oregon Campus Physical Framework Vision
 University of Oregon Campus Planning Design and Construction
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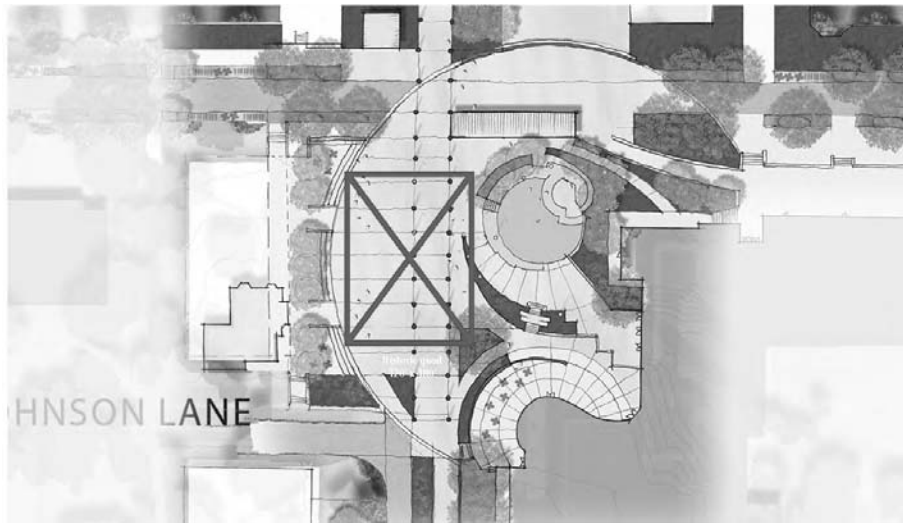
CAMPUS HEART - FOCUS STUDY Recommendations



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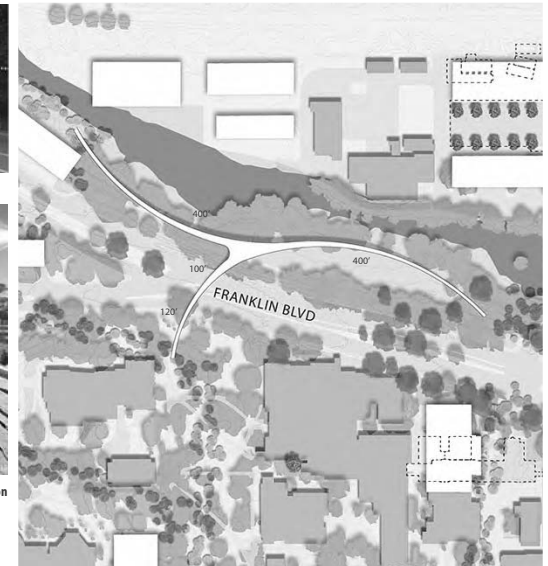
CAMPUS HEART - FOCUS STUDY Recommendations



PEDESTRIAN-BICYCLE BRIDGE Recommendations

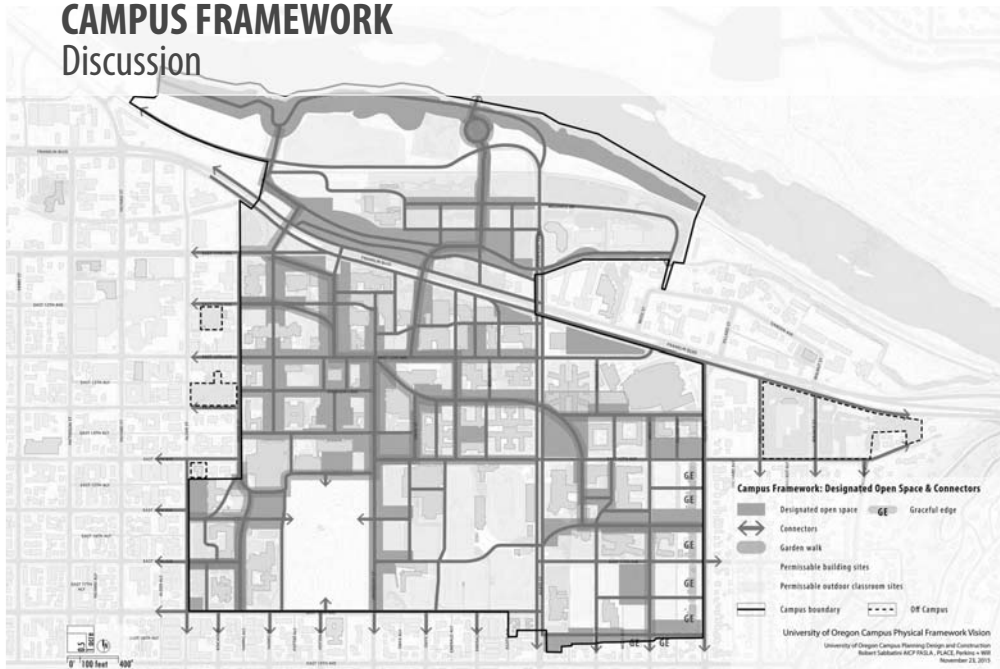


Streiker Bridge, Princeton



CAMPUS FRAMEWORK

Discussion



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Huestis Hall Renovation, Modernization, and Restoration Project

create a modern and safe space for learning, research, and innovation in biology and psychology

This project will:

- **Address critical issues related to deferred maintenance** and seismic upgrades.
- **Increase the energy efficiency** of the building, helping to reduce campus carbon emissions.
- **Modernize lab and learning spaces** to equip students with skills for jobs in science and technology.
- **Create space for innovation**, leading to economic development, licensing activity, and company formation.
- **Update** 55 existing research lab spaces used by 13 principal investigators and their teams, increasing the ability to keep talented researchers and invest in our future.

The project could start in the summer of 2018 and will create 303 jobs.

The 68,732 gross square foot Huestis Hall is home to 96 seats in 4 class labs and 55 research labs housing the work of 13 principal investigators plus affiliated post doctoral students, research staff, and graduate students. It contains faculty and staff offices for the Departments of Biology and Psychology. The building was built in 1973 and has been retrofitted numerous times to accommodate changes needed to support the research of its occupants.

The interior systems are largely without change since the building was built, and this project will replace most of these systems including windows, heating and ventilation systems, electrical systems and plumbing systems. The ventilation systems are particularly inadequate for today's research activities. They are at the end of their life spans and are on the verge of failing.

Teaching labs are very tight and not well configured for those in wheelchairs or with other mobility issues. Systems supporting the research in some of the labs housed in the building have failed or are failing and are limiting some of the research activities. The configuration of the labs is not efficient and corridors are filled with equipment due to lack of space.

This building, due to its worn out systems, seismic vulnerability and large research concentration, critically needs deferred maintenance funding.



Huestis Hall was constructed in 1973 and is home to significant research in biology and psychology and teaching laboratories.

ESTIMATED COST: \$40 MILLION

**CAPITAL REQUEST: \$40 MILLION
IN XI-Q BONDS.**



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Condon Hall Renovation, Modernization, and Restoration Project

renew and improve a historically significant building and the home to the Departments of Geography and Anthropology

This project will:

- **Completely renovate and fully renew** one of the campus's premier historic resources and home to two of the top ranked research departments in the College of Arts and Sciences.
- **Address critical issues related to deferred maintenance** and seismic upgrades.
- **Increase the energy efficiency** of the building, helping to reduce campus carbon emissions.
- **Update existing classrooms** to modern standards creating newly renovated state-of-the-art teaching and learning spaces (343 seats).
- **Modernize** the existing 23 research labs used by 14 principal investigators and numerous lab assistants, increasing the ability to retain talented researchers.

The project could start in the summer of 2018 and will create 193 jobs.

The 42,325 gross square foot Condon Hall is home to 303 university classroom seats in 9 classrooms and 40 seats in 2 class labs. It contains faculty and staff offices for the Departments of Geography and Anthropology and houses research labs for 14 principal investigators and many lab assistants. The building - part of the Memorial Quadrangle ensemble - was designed by Ellis Lawrence, the university's first architect, first campus planner, and founder of its School of Architecture and Allied Arts.

With the exception of the 1966 addition (which doubled its size) and an exterior fire escape added in 1975, the original 1925 wing remains the same as it was when built. The interior systems are largely without change since 1966. This project will replace most of these systems including windows, heating and ventilation systems, electrical systems, and plumbing systems. Over 60 offices are housed in the building, and many are marginally functional due to failing systems.

Research in some of the labs housed in the building is limited due to the condition of the existing mechanical systems. Many researchers have labs in other buildings due to the inability of the building to house their work.

This building, due to its worn out systems, historic significance, seismic vulnerability, and large user base, critically needs deferred maintenance funding.



Condon Hall was constructed in 1925 and added onto in 1966. It sits as one of a pair (the other is Chapman Hall) which mark the boundaries of the historically significant Memorial Quadrangle.

ESTIMATED COST: \$21 MILLION

**CAPITAL REQUEST: \$21 MILLION
IN XI-Q BONDS.**



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Deady Hall Renovation, Modernization, and Restoration Project

renew and improve the oldest building on campus and home to the Department of Mathematics

This project will:

- **Completely renovate and fully renew** the campus's oldest building and one of its premier historic resources.
- **Address critical issues related to deferred maintenance** and seismic upgrades.
- **Increase the energy efficiency** of the building, helping to reduce campus carbon emissions.
- **Update existing classrooms** to modern standards creating newly renovated state-of-the-art teaching and learning spaces (489 seats).

The project could start in the summer of 2018 and will create 124 jobs.

The 26,000 gross square foot Deady Hall is home to 489 university classroom seats in 12 classrooms and contains about 50 percent of the Department of Mathematics' faculty and staff offices. The University's first building, built in 1876, it has served as a gymnasium, an observatory, and a library at various moments in time.

The exterior is mostly the same as it was in the 1880s and has been relatively well maintained. The interior systems are largely without change since the 1950s or 1960s, and this project will replace most of these systems including windows, heating and ventilation systems, electrical systems and plumbing systems. Over 30 offices are housed in the building, many of which suffer from failing systems making them marginally functional.

This building, due to its worn out systems, major historic significance, seismic vulnerability, and large user base critically needs deferred maintenance funding.

ESTIMATED COST: \$13.5 MILLION

CAPITAL REQUEST: \$13.5 MILLION IN XI-Q BONDS.



Deady Hall, the first building on campus and constructed between 1873 and 1876, is a National Historic Landmark and was listed on the National Register in 1972.

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A New Research Building on Franklin Boulevard

provide a state-of-the-art research facility for the University's current and future scientists

This project will:

- **House a minimum of 20 principal investigators** and their staffs.
- **Build new core research support facilities** such as imaging, or high throughput processing, or fabrication.
- **Create a significant new and exciting 'face'** to the science mission of the university along Franklin Boulevard.
- **Expand and connect to the existing science complex** with a modern and inviting pedestrian bridge.
- **Provide opportunities to continue and expand the practice of graduate and undergraduate mentorship** in the sciences.

The project could start in the summer of 2018 and will create 1,376 jobs.

Conceived as a 100,000 gross square foot building, it will contain labs and support spaces for at least 20 principal investigators and their staff (at least 150 employees). The building will also be home to between 60 and 80 graduate students. As noted above the building will also house core research support facilities which may include imaging, high throughput processing, or other critical support activities.

The building will be connected to the existing science complex by way of an overhead pedestrian bridge creating the opportunity to continue the integrated and innovative cross-disciplinary research for which the university is known.

The building's highly visible location on Franklin Boulevard represents a rare opportunity to showcase the university's research activities to the outside world.

ESTIMATED COST: \$150 MILLION

CAPITAL REQUEST: \$75 MILLION IN XI-G BONDS MATCHED WITH \$75 MILLION IN GIFTS.

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A new and exciting home for innovative cross-disciplinary research which can lead to new discoveries, economic development, licensing activity, and company formation. This facility will help recruit the best researchers and the best students to our campus.



University Classroom and Faculty Office Building

build new classrooms and faculty offices to meet the demand of current enrollment levels and build capacity for the future

This project will:

- **Add nearly 2,700 new classroom seats** to the campus inventory to bring the campus into a more suitable ratio of students to classroom seats and create new and innovative spaces for learning.
- **Add at least 155 new faculty offices** to properly accommodate faculty currently housed in inadequate space and house new future faculty.
- **Create an academic center** for several existing academic departments that, once located in the new building, will have greater opportunity for interdisciplinary thought and learning.
- **Build for the future** by creating capacity in the inventory of classrooms and offices.

The project could start in the summer of 2018 and will create 1,100 jobs.

The 185,000 gross square foot building is expected to house classrooms on its ground floor and academic departments on the upper floors.

Its new classrooms not only will provide fresh ways to receive knowledge but also will end the scheduling pressures brought to bear on the campus by recent enrollment increases. It will provide the opportunity to house several academic departments in new and properly configured homes.

It will be located in the academic center of the campus making it easy for faculty and students to move between existing classrooms and departments on their way to and from classes.

ESTIMATED COST: \$120 MILLION

CAPITAL REQUEST: \$60 MILLION IN XI-G BONDS MATCHED WITH \$60 MILLION OF CAMPUS-ISSUED REVENUE BONDS AND GIFTS.



This project not only fulfills a long-term goal of properly housing our faculty and relieving scheduling pressures on our classrooms but also builds capacity for the future. The building will be an exciting center for the academic departments that will be housed there, creating synergies between their areas of study and opportunities for innovative cross-disciplinary research and learning.

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