NOTICE OF PUBLIC MEETING

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

Thursday, October 29, 2020, at 11:00 a.m. PT

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.

The subjects of the meeting will be a fall term operations and COVID-19 health and safety update, the University of Oregon Foundation, and UO Information Services.

Members of the public can observe the proceedings via livestream or telephone:

- Livestream link: Available day of at https://trustees.uoregon.edu/meetings.
- Teleconference: (888) 337-0215, Code - 1885958

Public Comment

Individuals wishing to provide public comment to the Board of Trustees may do so in writing via 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 October 28, 2020.

Note: this packet was updated on October 28 to correct a typo in the time when public comment is stated as due. The original document said a.m. instead of p.m. for comments received on Oct. 28. We apologize for the error.
Due to current orders regarding campus operations and social distancing, the meeting will be held remotely with a telephone conference option available for members of the media and the public. Materials and teleconference information are available at https://trustees.uoregon.edu/meetings.

Convene Public Meeting
- Call to order

1. **Fall Term Operations and COVID-19 Health and Safety Update:** Michael Schill, President; Patrick Phillips, Provost and Senior Vice President; and Andre LeDuc, Associate Vice President and Chief Resilience Officer.

2. **University of Oregon Foundation Overview:** Paul Weinhold, President, University of Oregon Foundation.

3. **Information Services Report:** Jessie Minton, Chief Information Officer.

Meeting Adjourned
Agenda Item #1

COVID-19 Update

There are no materials for this agenda item.
Agenda Item #2

University of Oregon Foundation
MEMORANDUM

DATE: October 29, 2020

TO: UO Governing Board

FROM: President/CEO Paul Weinhold

UO FOUNDATION MISSION STATEMENT

The University of Oregon Foundation supports the mission of the University of Oregon by receiving, investing and disbursing private gifts given to the university. As a charitable 501(c)(3) organization, the UO Foundation maximizes private gifts for the university’s benefit in accordance with donor intent.

- 2500 + Individual accounts for various campus purposes
- Manage donor data base for university purposes
- Build privately funded buildings
  - Hayward Field
  - Matthew Knight Arena
  - Hatfield Dowlin
  - Jaqua

- Real Estate purchase on behalf of University of Oregon
  - White Stag Building
  - 1600 Millrace
UO Foundation Total Investments
$1,303 MM
(as of June 30, 2020)

Long-Term Assets
$1,133 MM
- Willamette Investment Pool (WIP) $967 MM
- UO Managed Assets (UO T3) $85 MM
- Deferred Assets (Trusts) $81 MM

Short-Term Assets
$170 MM
- General Investment Program (GIP) $133 MM
- Intermediate-Term Pool (ITP) $37 MM
Willamette Investment Pool (WIP)  
$967 MM  
(as of June 30, 2020)

- **Growth**
  - 60%

- **Risk-Reduction**
  - 24%

- **Inflation Protection**
  - 16%

- **Public Equity**
  - 38%

- **Private Equity**
  - 22%

- **Absolute Return**
  - 17%

- **Liquidity**
  - 7%

- **Real Assets**
  - 16%

- **Endowment fee is the revenue source for the UO Foundation (1%)**

- **Market value as of June, 30 2019 $931M**
  - $58 million distributed to the University
  - $45 million in new gifts
  - $39 million investment gains
• Relative Performance

  o Nacubo data (approx. 800 institutions) not out, yet. To be presented when available

Cambridge ALL Institutions

<table>
<thead>
<tr>
<th>Count percentile rank</th>
<th>140</th>
<th>148</th>
<th>148</th>
<th>148</th>
<th>139</th>
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</thead>
<tbody>
<tr>
<td>UOF Rank</td>
<td>11%</td>
<td>52%</td>
<td>46%</td>
<td>62%</td>
<td>72%</td>
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<tr>
<td></td>
<td>125</td>
<td>72</td>
<td>81</td>
<td>57</td>
<td>38</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>June Qtr 2020</th>
<th>1 Year</th>
<th>3 Years</th>
<th>5 Years</th>
<th>10 Years</th>
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<tbody>
<tr>
<td>25th percentile</td>
<td>10.0</td>
<td>1.1</td>
<td>2.5</td>
<td>3.5</td>
<td>4.1</td>
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<td>75th percentile</td>
<td>13.1</td>
<td>11.4</td>
<td>10.1</td>
<td>7.7</td>
<td>7.9</td>
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<tr>
<td>UOF</td>
<td>6.8</td>
<td>1.2</td>
<td>4.8</td>
<td>5.3</td>
<td>7.9</td>
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<tr>
<td>Low</td>
<td>-2.5</td>
<td>-7.1</td>
<td>0.3</td>
<td>1.4</td>
<td>4.9</td>
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<tr>
<td>High</td>
<td>18.6</td>
<td>12.1</td>
<td>12.6</td>
<td>9.9</td>
<td>11.4</td>
</tr>
<tr>
<td>Average</td>
<td>11.1</td>
<td>1.5</td>
<td>5.3</td>
<td>5.2</td>
<td>7.5</td>
</tr>
<tr>
<td>Median</td>
<td>11.4</td>
<td>1.2</td>
<td>4.9</td>
<td>5.0</td>
<td>7.3</td>
</tr>
</tbody>
</table>
General Investment Program (GIP)
$133 MM
(as of June 30, 2020)

- **Liquid Assets**
  - 83%
  - (40% minimum)

- **UO Advances**
  - 11%
  - (25% maximum)

- **Illiquid Assets**
  - 17%
  - (60% maximum)

- **Other**
  - 6%

- Earnings from (GIP) transferred to the President to assist with funding of Development.
- Projected $2M for current fiscal year.
Intermediate-Term Pool
$37 MM 
(as of June 30, 2020)

Liquid Assets 100%

Wells Capital 
31%

First Republic Bank 
69%

- These funds are held separately from the (GIP) for current construction projects.
UO Managed Assets (UO T3)  
$85 MM  
(as of June 30, 2020)

Growth 69%  
Risk-Reduction 31%

- Domestic Public Equity 31%
- International Public Equity 34%
- Private Equity 4%
- Liquid Credit 26%
- Cash 5%

- Long term University of Oregon reserves managed by the Foundation.
- Three year returns 9.5%
- 60/40 stock/bond benchmark 6.2%
Agenda Item #3

Information Systems
University of Oregon
Board of Trustees
Information Technology Report

Presented by: Jessie Minton, Vice Provost for Information Services and Chief Information Officer

Date: October 29, 2020
Agenda

• Introduction of Associate CIO for Applications and Middleware, Melody Riley
• Transform IT progress and final phase
• Research technology update
• Cybersecurity update
Transform IT – 29 service categories found

Total staff support hours per week by service

Key:
- Centralized in IS
- Distributed (Libraries)
- Distributed (other)
Transform IT consolidation complete Dec 2020

Total staff support hours per week by service

<table>
<thead>
<tr>
<th>Service (group)</th>
<th>Centralized in IS</th>
<th>Distributed (Libraries)</th>
<th>Distributed (other)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Applications (On-Prem &amp; Contracted)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Help Desk</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Desktop support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Network Management</td>
<td>52.4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Classroom &amp; AV support</td>
<td>177.85</td>
<td>22</td>
<td>369</td>
</tr>
<tr>
<td>Server/system administration</td>
<td>276.4</td>
<td>22</td>
<td>369</td>
</tr>
<tr>
<td>Software &amp; applications</td>
<td>475.7</td>
<td>74</td>
<td>54</td>
</tr>
<tr>
<td>Websites</td>
<td>331.5</td>
<td>80</td>
<td>33.5</td>
</tr>
<tr>
<td>Accounts &amp; Access</td>
<td>131.5</td>
<td>208</td>
<td></td>
</tr>
<tr>
<td>Information Security</td>
<td>104.35</td>
<td>230</td>
<td></td>
</tr>
<tr>
<td>Lab management</td>
<td>284.85</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>24.5</td>
<td>260</td>
<td></td>
</tr>
<tr>
<td>Email &amp; Calendaring</td>
<td>186.9</td>
<td>3</td>
<td>76</td>
</tr>
<tr>
<td>Printing</td>
<td>249.85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchasing</td>
<td>250.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment Checkout</td>
<td>184.05</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>Teaching &amp; Learning</td>
<td>112.7</td>
<td></td>
<td>IS: 5.25</td>
</tr>
<tr>
<td>Educational technology consulting</td>
<td>80.65</td>
<td></td>
<td>125</td>
</tr>
<tr>
<td>Data Center/server closet</td>
<td>34</td>
<td>22</td>
<td>140</td>
</tr>
<tr>
<td>File Sharing</td>
<td>139.9</td>
<td>3</td>
<td>51</td>
</tr>
<tr>
<td>Training</td>
<td>142.8</td>
<td>4</td>
<td>43</td>
</tr>
<tr>
<td>Storage</td>
<td>107.4</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Videoconferencing</td>
<td>115.45</td>
<td></td>
<td>Lib: 2, IS: 10.5</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>114</td>
<td></td>
<td>Lib: 4, IS: 8</td>
</tr>
<tr>
<td>Data Back-up</td>
<td>79.5</td>
<td></td>
<td>IS: 2</td>
</tr>
<tr>
<td>Consulting/Project Adm</td>
<td>62</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instant Messaging</td>
<td>27.5</td>
<td></td>
<td>IT Units: 20.5, Lib: 4, IS: 0.02</td>
</tr>
<tr>
<td>Digital Signage</td>
<td></td>
<td></td>
<td>IT Units: 17.4</td>
</tr>
</tbody>
</table>

Key:
- **Centralized in IS**
- **Distributed (Libraries)**
- **Distributed (other)**

Board of Trustees Meeting Materials
29 Oct. 2020 | Page 17 of 28
# Transform IT moved to IS via org change FY20

## Total staff support hours per week by service

<table>
<thead>
<tr>
<th>Service (group)</th>
<th>Team 1</th>
<th>Team 2</th>
<th>Team 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Applications (On-Prem &amp; Contracted)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Help Desk</td>
<td>430.9</td>
<td>30</td>
<td>685</td>
<td></td>
</tr>
<tr>
<td>Desktop support</td>
<td>871.1</td>
<td>880</td>
<td>115</td>
<td>81</td>
</tr>
<tr>
<td>Network Management</td>
<td>52.4</td>
<td>2</td>
<td>630</td>
<td>5.5</td>
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<td>IT Strategic Planning</td>
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</tbody>
</table>

**Key:**
- **Centralized in IS**
- **Distributed (Libraries)**
- **Distributed (other)**
Transform IT in scope for in-progress projects
Transform IT — out of scope

Total staff support hours per week by service

Key:
- Centralized in IS
- Distributed (Libraries)
- Distributed (other)
Total staff support hours per week by service

**Key:**
- Centralized in IS
- Distributed (Libraries)
- Distributed (other)

---

**Business Applications (On-Prem & Contracted):**
- Total: 430.9
- Centralized in IS: 30
- Distributed (Libraries): 685
- Distributed (other): 115

---

**Help Desk:**
- Total: 871.1
- Centralized in IS: 115
- Distributed (Libraries): 836
- Distributed (other): 65

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**Desktop Support:**
- Total: 880
- Centralized in IS: 2
- Distributed (Libraries): 836
- Distributed (other): 104

---

**Network Management:**
- Total: 276.4
- Centralized in IS: 276.4
- Distributed (Libraries): 92
- Distributed (other): 80

---

**Classroom & AV Support:**
- Total: 177.85
- Centralized in IS: 177.85
- Distributed (Libraries): 630
- Distributed (other): 15

---

**Server/Systems Administration:**
- Total: 220
- Centralized in IS: 74
- Distributed (Libraries): 54
- Distributed (other): 115

---

**Software & Applications:**
- Total: 475.7
- Centralized in IS: 331.5
- Distributed (Libraries): 80
- Distributed (other): 33.5
Transform IT – applications and software

Immediate Opportunities

• Create application catalog
• Continue current implementations in progress and retire/consolidate legacy tools
• Create campus wide custom software development service and team

Further analysis

• Databases and analytic products
• Time and attendance software
• Facilities, building automation, work management tools
• Enterprise scale applications managed in distributed units

Estimate to address full scope approximately 3 years

1170 software applications found

Annual cost ~$9M/year not including staffing
On campus services

- Talapas supercomputer at Research Advanced Computing Services now part of Information Services
- Funding model for end of life replacement under development
- Research engagement hire pending to support tech consulting and allow faculty to focus on science

Statewide collaboration

- Link Oregon high speed fiber broadband for Oregon’s public and non-profit sectors - 501c3 and ORS 190 status complete
- Awarded $8.4M in CARES Act funds to fast-track fiber broadband to rural Oregon for higher ed and K12 distance learning, research, telehealth, and other shared public services
- [www.linkoregon.org](http://www.linkoregon.org)
## Cybersecurity

<table>
<thead>
<tr>
<th>Function (in priority order)</th>
<th>As of Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2-Factor Authentication (2FA)</strong>&lt;br&gt;To reduce likelihood &amp; impact of breaches</td>
<td>All staff currently active and logging into system now using 2FA. Student employee transition underway, remaining students to follow.</td>
</tr>
<tr>
<td><strong>Awareness Training</strong>&lt;br&gt;To target training &amp; decrease user susceptibility to phishing attacks</td>
<td>Funded self-phishing training internally; implementation project in planning phase.</td>
</tr>
<tr>
<td><strong>Vulnerability Management</strong>&lt;br&gt;To find and fix vulnerabilities before the adversary</td>
<td>Project implementation restarted following pause as a result of COVID-19 response.</td>
</tr>
<tr>
<td><strong>Data Loss Protection (DLP)</strong>&lt;br&gt;To curtail insecure data storage</td>
<td>Funds re-allocated for cybersecurity compliance FTE to address pressing research and administrative compliance needs.</td>
</tr>
<tr>
<td><strong>Incident Monitoring &amp; Response</strong>&lt;br&gt;To incident increase visibility &amp; response speed</td>
<td>Cyber-Physical Security Operations Center (CPSOC) funded and renovation complete. Students hired to staff center for cyber operations. Partnering with Computer and Information Science.</td>
</tr>
</tbody>
</table>

Currently working with Office of Scholarship and Financial Aid to add 2-3 scholarships for UO students studying aspects of cyber (computer science, business, law, etc.)
Appendix
**Opportunities**
- Seismic cultural shift around view of centralized leadership of technology, including strategy and projects – working to capitalize on this momentum via final phases of Transform IT.
- Stay at home order has moved university more quickly to embrace opportunities and feasibility of telework, especially in space constrained units like IT. We have proven to be highly efficient.
- Rapid expansion and adoption of cloud services accelerates the need to continue exploration and articulation of a broader cloud strategy.

**Challenges**
- Cybersecurity, especially with financial uncertainty and strategic funding process postponement.
- Data management, governance needs emerging as new business intelligence requests arise related to remote instruction data.
- Cloud services challenge our current financial model, as they typically have low one-time implementation costs and higher recurring costs.

**Key Actions Taken**
- **VPN upgrade** – 85% user capacity increase and 10x bandwidth increase.
- **Zoom implementation** – integrated with learning management system, providing virtual breakout rooms, lecture, presentation, and webinar capabilities.
- **Telehealth support** – HIPAA compliant Zoom instance and secure virtual desktop enabling health center, counseling center, HEDCO clinics, and psychology clinic to continue seeing patients.
- **Student loaner program** – laptops, webcams, and hotspots ensured that no student was without resources to continue their education.
- **Resource guides** - [https://is.uoregon.edu/remote](https://is.uoregon.edu/remote); including tracking free and low cost services to ensure no student is without access.
- **Dropbox launch** – compliant file storage and collaboration service available to all faculty and students.
- **Remote tech desk** – moved the tech support walk-up desk virtual, keeping services to faculty, staff, and students intact while continuing to provide employment for students.
- **Created virtual computer labs** - one tailored for Design and one broad for all disciplines to ensure all students could access specialty software from home.
- **Automated proctoring options** for faculty.
- **Remote call center and routing** for contact centers (student services, advancement, athletics, etc.).
- **Two-factor authentication** in place for all by July 29.

**Ongoing Efforts**
- Dropbox accounts allow reassessment of storage options; move on campus file storage to Dropbox or Office 365.
- Virtual desktop infrastructure move to the cloud.
- Cybersecurity focus as exposure expands beyond campus boundaries with work from home.
The COVID-19 Coronavirus pandemic has intensified critical internet connectivity challenges that impact education, healthcare, and access to public services in Oregon, particularly for traditionally unserved and underserved communities across the state.

**Link Oregon** is working with Business Oregon to fast-track the extension of fiber broadband connectivity into southern and eastern Oregon to better support K-12 and higher education distance learning, telehealth, research, and other shared public services. **Link Oregon** was awarded $8.4 million in COVID-19 CARES Act funds by the Oregon Legislative Emergency Board to support this effort.

**DISTANCE LEARNING for K-12 & HIGHER EDUCATION**

**Link Oregon** works closely with the Department of Education, Educational Service Districts, individual school districts, and state & community leaders to bridge the digital divide so that *all* students and teachers can access distance learning resources statewide.

**TELEHEALTH: MEDICAL CARE WHEN and WHERE IT’S NEEDED**

Virtual medical care (telehealth) can be a lifeline for residents of remote areas as well as the elderly, other-abled, and immune-compromised. Reliable and cost-effective broadband is essential for the delivery of telehealth services.

**ACCESS & CONNECTIVITY FOR LIBRARIES, TRIBES, & PUBLIC SERVICES**

**Link Oregon**’s high-speed broadband network will bolster scientific research and economic development in underserved communities; meet the needs of Oregon’s Tribal communities and remote state offices; and enable greater civic engagement and remote learning and working opportunities across the state.
Link Oregon was established in 2019 as a consortium of the Oregon State Government (Enterprise Information Services) and Oregon’s four research universities—OHSU, Oregon State University, Portland State University, and the University of Oregon. Link Oregon, the service name for the Oregon Fiber Partnership, is a federally tax-exempt, Oregon non-profit corporation whose mission is to develop and operate a high-speed, facilities-based, optical network across Oregon and into neighboring states for interconnectivity and collaboration with peer networks. Link Oregon has acquired over 2,700 route-miles of dark fiber for its statewide public and non-profit sector network from both national and local telecommunications providers. Our partnerships with forward-looking telecommunications and broadband providers that actively invest in their communities benefit the overall advancement of broadband across our state and creates greater economic sustainability.

For more information, visit www.linkoregon.org