NOTICE OF PUBLIC MEETING

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

**Friday, November 13, 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 the Knight Campus for Accelerating Scientific Impact (annual report), University Advancement and fundraising campaign update, and fall enrollment and financial aid data.

Members of the public can observe the proceedings via livestream or telephone:
- Livestream link: Available day of at [https://trustees.uoregon.edu/meetings](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 November 12, 2020.
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. **Knight Campus for Accelerating Scientific Impact:** Bob Guldberg, Vice President and Executive Director of the Knight Campus

2. **UO Advancement and Capital Campaign Update:** Mike Andreasen, Vice President for University Advancement

3. **Academic Year 2020 Enrollment and Financial Aid/Scholarships:** Roger Thompson, Vice President for Student Services and Enrollment Management; Jim Brooks, Associate Vice President and Director of Student Financial Aid and Scholarships

Meeting Adjourned
Agenda Item #1

Knight Campus for Accelerating Scientific Impact
Knight Campus Move In, September 8-9, 2020
Front of the building looking at “the connector,” the West Tower, and the bridge connecting the Knight Campus to the Lewis Integrated Science Building on the main UO campus.
This Chemistry-intensive lab is one of three instructional labs designed specifically for our Knight Campus Graduate Internship Program.
Core Facilities in the Knight Campus

- Rapid Fabrication
- 3D printing
- Clean room
- Imaging Facility
Virtual Grand Opening
December 2, 2020 at 5:30 pm
External Advisory Board

Kristi Anseth
Tisone Professor & Associate Professor of Surgery
University of Colorado Boulder

William Cornog
Partner and Global Head, KKR Capstone Business Unit
KKR

Sadik Esener
Professor of Medicine; Dir. of CEDAR, Knight Cancer Inst.
Oregon Health & Science University

Maryann Feldman
Professor of Public Policy
University of North Carolina

Ken Gall
Professor of Mechanical Engineering and Materials Science
Duke University

Andrés García
Executive Director, Petit Institute for Bioengineering & Bioscience
Georgia Institute of Technology

Stephen Gillett
Executive Advisor to CEO
Verily Life Sciences
Cofounder & Former CEO Chronicle

Natasha Hernday
Executive Vice President, Corporate Development
Seattle Genetics, Inc.

Fei Mao
Founder and President
Biotium, Inc.

David Mooney
Pinkas Family Professor of Bioengineering; Core Faculty, Wyss Institute
Harvard University

Roderic Pettigrew
CEO of Engineering Health; Exec. Dean for Engineering Med.
Texas A&M University; Houston Methodist Hospital

August Sick
Co-Founder and Managing Director
Cascade Prodrug, Inc.

Tom Skalak
Senior Advisor
Clara Wu & Joe Tsai Foundation

Peter Zandstra
Director & Professor of the School of Bioengineering
University of British Columbia

Cheryl Moody Bartel
Senior Director, Research & Development
Thermo Fisher Scientific, Inc.

Jeanne Beacham
President and CEO
Delphon, Inc.

Eric Beckman
Bevier Professor of Engineering
University of Pittsburgh

Fei Mao
Founder and President
Biotium, Inc.

Maryann Feldman
Professor of Public Policy
University of North Carolina

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Seattle Genetics, Inc.

Fei Mao
Founder and President
Biotium, Inc.
Knight Campus Faculty

Bala Ambati | Research Professor
Regenerative Medicine, Ophthalmology, Vision Research

Paul Dalton | Associate Professor
Biofabrication, 3D Printing, Melt Electrowriting, Neural Tissue Engineering

Tim Gardner | Associate Professor and Robert and Leona DeArmond Chair
Neuroengineering, High Resolution Brain Interfaces, 3D Printing Technologies

Marian Hettiaratchi | Assistant Professor
Biomedical Engineering, Controlled Protein Delivery Systems, Regenerative Medicine

Parisa Hosseinzadeh | Assistant Professor
Protein Design, Computational Biology, Biochemistry, Peptide-Based Therapeutics

Keat Ghee Ong | Professor
Bioengineering, Biosensors, Magneto-Elastic Materials, Medical Devices

Calin Plesa | Assistant Professor
Synthetic Biology/ Molecular Engineering, Large-Scale Gene Synthesis

Jonathan Reeder | Assistant Professor
Biomedical Engineering, Shape-Memory Materials, Flexible Electronics, Human-Machine Interfaces
Research Focus Areas

**Biomaterials: Functional Materials for Life**
We work at the interface of materials chemistry and biomedical engineering. We determine what is missing from the engineer’s toolbox and design new functional materials, 3-D structures, tools and devices that address key challenges in the clinic.

**Medical Sensors and Devices**
We push the envelope of implantable and wearable medical sensors and devices to change the ways we study and treat diseases and injuries, by tapping advances in materials and data science, as well as device architecture.

**Protein Engineering and Synthetic Biology**
We develop new bio-inspired methods to build biological parts (proteins, peptides, and nucleic acids) and systems with designed properties and predictable behaviors. We repurpose biological cells as factories allowing simple large-scale low-cost manufacturing of complex macromolecules.

**Neural Engineering**
We develop novel implantable interfaces to the brain and peripheral nervous system to advance fundamental science and improve human lives through therapeutic neuromodulation.
Protein Engineering for Biosensor Development

New Binding modules
Metabolite-responsive enzymes for sensing
Novel Proteins

Pathogen Host cell
Sensor module: peptide-mimetics
Gold electrode
Response

Inhibitory Helix
Metabolite
Split Protease
Sensing Domain
Fiber Formation

Building Block
Soft, Bio-integrated Microsystems

**Smart Biomaterials**
Soft, shape-changing, water-soluble polymers for implants

**Untethered Microfluidics**
Tools to capture, route, and analyze biofluids *in situ*

**Soft Neural Implants**
Tools to measure and modulate neural activity

- Bioresorbable polyesters with tunable and triggerable degradation timelines for medical implants
- Mechanically-actuated microfluidic systems for wearable bioessays and self-perfused tissue scaffolds
- Nerve cuffs for local, non-opioid pain management
- Integrated recording/blocking implants for neuroscience

Projects include mechanical design, polymer synthesis, microfabrication, and materials systems integration
# External Sponsored Projects

<table>
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<tr>
<th></th>
<th></th>
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<tbody>
<tr>
<td><strong>Total Number of Awards</strong></td>
<td>4</td>
<td>12</td>
<td>3</td>
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<tr>
<td><strong>Total Awarded (includes F&amp;A)</strong></td>
<td>$1,640,976</td>
<td>$7,889,827</td>
<td>$2,637,753</td>
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<tr>
<td><strong>Total F&amp;A Awarded</strong></td>
<td>$423,289</td>
<td>$1,806,192</td>
<td>$825,057</td>
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<td><strong>Total Number of Proposals</strong></td>
<td>7</td>
<td>43 (11 pending)</td>
<td>18 (17 pending)</td>
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<td><strong>Total Submitted (includes F&amp;A)</strong></td>
<td>$2,108,879</td>
<td>$34,058,827</td>
<td>$14,802,382</td>
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<td><strong>Total F&amp;A Submitted</strong></td>
<td>$557,823</td>
<td>$8,680,034</td>
<td>$3,923,368</td>
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</table>
The Knight Campus energizes economic possibility from within. Start-up companies founded by faculty are quietly taking shape to improve patient care with 3D-printed, patient-specific implants; orthopedic sensors that monitor healing; high-throughput medical testing; and a novel therapy for vision complications caused by diabetes. These are the first of many such startups, spawning from the world-class faculty we continue to hire, providing potential economic rejuvenation as we pursue discovery in areas such as regenerative medicine.
Entrepreneurship Speaker Series

The Knight Campus hosts a quarterly seminar series featuring world-class researchers with entrepreneurship backgrounds. In addition to giving a public talk, speakers have small group meetings with Knight Campus faculty and students.

Ken Gall, Duke University (Fall 2019)
“Translation of New Materials into Medical Implants”

Kate Rosenbluth, Cala Health (Winter 2020)
“What if Electricity Were a Medicine? An Entrepreneur’s Journey from Scientific Discovery to Category Creation”

Jennifer Elisseeff, Johns Hopkins University (Spring 2020)
“Regenerative Immunology – the Role of Technology Translation in Guiding Discovery”

Michelle Marcolongo, Villanova University (Fall 2020)
“Start-Up Campus: How to Translate Your Scientific Discovery to a Successful Product”

Chris Gibson, Recursion Pharma (Winter 2021)

Carolyn Bertozzi, Stanford University (Spring 2021)
First Knight Campus Ph.D. Student Cohort!

Recruited with:

- UO Chemistry
- UO Institute of Molecular Biology
- OSU Bioengineering
- OHSU Biomedical Engineering
UO/OSU Joint Graduate Program in Bioengineering

- Based upon OSU’s existing Bioengineering degree + Innovation/entrepreneurship
  - Approved through both universities and the state
  - Approved by NWCCU October 28, 2020

- Only joint PhD program between UO & OSU – First engineering PhD at UO

- First students to begin in January
  - Joint recruiting ramping up
  - First jointly recruited cohort for Fall 2021
2020 Oregon Bioengineering Symposium

Predicting Complex Biological Systems

November 5, 2020 | 8:00-5:00 PST
Knight Campus Undergraduate Scholars

- Immersive research experience for an undergraduate cohort for a full year in a Knight Campus-affiliated lab
- Career development programming began in January, 2019 with a cohort of 6 pairs of students and mentors
- Current cohort includes 9 pairs of students and mentors
- Program Sponsors: the Maybelle Clark Macdonald Fund, Dave and Nancy Petrone, the Clark Honors College, Thermo Fisher Scientific, Industrial Source, Inc., and Bob and Tina Guldberg
Infusing Diversity Throughout

KCGIP Inclusion Network and Fellowships
- Curriculum
- Faculty Hiring
- IMPACT week
- PeaceHealth Collaboration
- PhD and Postdoc Recruiting

Dr. Daryl Smith
Diversity’s Promise for Higher Education: Making it Work
Strategic Partnerships

Partners for Diversity

This fall, the Knight Campus and PeaceHealth announced a joint Center for Translational Biomedical Research, initially focused on facilitating clinical need-based research collaborations and supporting careers of underrepresented scientists and engineers.

This is the first collaboration of its kind between the Knight Campus and PeaceHealth. The Knight Campus will recruit fellows to work with UO faculty members and PeaceHealth providers on mentored independent research with a clinical emphasis in the PeaceHealth medical domains.
Goals for 2021

Multi-Institutional Partnerships
• Research
• Academic

Faculty Hires
• Bioengineering
• Neuroengineering

Enroll the First UO-OSU Bioengineering PhD Students
• Enrollment of first UO-based students in winter quarter, 2021
• Recruit and enroll first joint cohort fall quarter, 2021

Bioengineering Minor for Undergraduates
• Receive approval for the minor spring 2021
• Launch fall 2021
Agenda Item #2

University Advancement & Fundraising Campaign
Board of Trustees
Advancement Update

UO Board of Trustees – November 13, 2020

Michael Andreasen
Vice President
Advancement Overview

• Development
• UOAA
• Government Relations
• Community Affairs
Advancement Organization Strategy

Advancement seeks to leverage its collective programs in a coordinated and constituent centered way in support of the University of Oregon’s mission of research, teaching and community service
Advancement’s Mission Statement

Our Vision:
To transform our university and our profession

Our Core Values:
To maximize philanthropic impact at the University of Oregon and create the conditions that inspire support for the university

Our Mission:
We collaborate
We are resilient
We seek an increasingly diverse, equitable, and inclusive community
We promote healthy communication
We encourage innovation
We act ethically and with integrity

*As part of its Diversity Action Plan, Advancement is working to update its mission vision values statement by fiscal year end.
Advancement

Development

Central Development:
  • Annual Giving ($0-100K)
  • Gift Planning (Estate/Deferred Giving)
  • Major Gifts ($100k - $4.9 M)
  • Principle Gifts ($5 M +)

Schools & Colleges Development:
  • Major Gifts ($100k-$4.9 M)
UO Alumni Association

- Separate 501(c)3 with 44 member alumni board
- Dues Membership/Regional Chapters
- Affinity Groups
- Programming & Communication Efforts
Government Relations

Federal Lobbying
• Research Oriented
• Student Support/Pell Grant and Student Aid
• Regulatory Actions

State Lobbying
• Appropriation
• Capital Oriented
• Governance
Community Relations

• City & County Government Relations
• Neighborhood
• Town & Gown
The Campaign Milestones

• Quiet & Planning Phase (2010-14)
• Public $2 B Goal (2014-18)
• Public Extension $3 B Goal (2018-2021)
The Campaign Total Giving

Campaign Progress by Fiscal Year

- Current Total
- FY Year Total

Reach back:
- $0.00M
- $408.66M
- $111.80M
- $111.80M
- $185.68M
- $214.46M
- $591.01M
- $805.46M
- $1,004.59M
- $1,701.28M
- $1,827.39M
- $2,082.02M
- $2,371.86M
- $2,401.52M

9/30/20

BOT Meeting Materials
13 Nov 2020 | Page 36 of 64
## The Campaign

### Gift by Type

As of 9/30/20

<table>
<thead>
<tr>
<th>Type</th>
<th>Endowment</th>
<th>Current</th>
<th>Total</th>
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<tbody>
<tr>
<td>Gifts</td>
<td>$96,541,762</td>
<td>$930,009,704</td>
<td>$1,026,551,466</td>
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<tr>
<td>Pledges</td>
<td>$464,197,880</td>
<td>$516,310,752</td>
<td>$980,508,631</td>
</tr>
<tr>
<td>Planned</td>
<td>$262,824,166</td>
<td>$131,637,919</td>
<td>$394,462,085</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$823,563,807</strong></td>
<td><strong>$1,577,958,375</strong></td>
<td><strong>$2,401,522,182</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Type</th>
<th>Endowment</th>
<th>Current</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gifts</td>
<td>4.02%</td>
<td>38.73%</td>
<td>42.75%</td>
</tr>
<tr>
<td>Pledges</td>
<td>19.33%</td>
<td>21.50%</td>
<td>40.83%</td>
</tr>
<tr>
<td>Planned</td>
<td>10.94%</td>
<td>5.48%</td>
<td>16.43%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>34.29%</strong></td>
<td><strong>65.71%</strong></td>
<td><strong>100.00%</strong></td>
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</table>
The Campaign
Gift by Size

<table>
<thead>
<tr>
<th>Level</th>
<th>Amt</th>
<th>Pct</th>
<th>Donors</th>
<th>Pct</th>
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</thead>
<tbody>
<tr>
<td>$10M+</td>
<td>$1,359,573,7</td>
<td>56.61%</td>
<td>17</td>
<td>0.02%</td>
</tr>
<tr>
<td></td>
<td>82</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$1M-$9.9M</td>
<td>$569,945,171</td>
<td>23.73%</td>
<td>242</td>
<td>0.22%</td>
</tr>
<tr>
<td>$100K-$999K</td>
<td>$268,739,205</td>
<td>11.19%</td>
<td>1,004</td>
<td>0.89%</td>
</tr>
<tr>
<td>$25K-$100K</td>
<td>$96,713,572</td>
<td>4.03%</td>
<td>2,070</td>
<td>1.84%</td>
</tr>
<tr>
<td>&lt;$25K</td>
<td>$108,550,452</td>
<td>4.44%</td>
<td>109,168</td>
<td>97.04%</td>
</tr>
<tr>
<td>Total</td>
<td>$2,401,522,1</td>
<td>100.00%</td>
<td>112,501</td>
<td>100.00%</td>
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<tr>
<td></td>
<td>82</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Campaign

Campaign Success by the Numbers

• Comparisons to Transforming Lives Campaign
  • Raised $2.37B (thus far) vs. $0.85B
  • Increased number of donors by 62% to 141.5k
  • Increased number of gifts also by 62% to 513K
  • Average gift size rose 72%
  • Tripled the number of Principal Gifts to 59
• Doubled the endowment (to $960m by 12/31/2019)
• Improved quality/size of database
The Campaign: Points of Pride

- Knight Campus Gift- Largest gift to a public university
- $40M+ to PathwayOregon Program (FY10 thru FY20)
- Evergreen Obesity Prevention/Prevention Science Cluster Hire
- Lillis Volcanology Cluster Hire
- Anonymous Excellence Fund
- Reynolds-Parker Black Cultural Center
- Willie and Donald Tykeson Hall
- Price Science Commons
- The New Hayward Field
- Hatfield Dowlin Complex
- $960k raised for Student Crisis Fund during Covid-19 Crisis
The Campaign

Campaign Comparisons of Gift Breakdown

This Campaign – 2010 to 2020

- 59 Principal Gifts (51%)
- 1,815 Major Gifts (34%)
- 517K Non Major Gifts (15%)

Last Campaign – 2001 to 2008

- 755 Major Gifts (43%)
- 316K Non Major Gifts (23%)
- 20 Principal Gifts (34%)
Advancement

• UO Foundation Partnership/Collaboration
  • Receives/receipts all gifts
  • Invests & Manages short term & long term assets
  • Maintains donor database
  • Provides data support services
  • Recently completed a year long Data Work Group analysis/assessment of Data Quality, Tools & Technology, Roles & Responsibilities, and Digital Strategy (Jointly between UO Foundation and UO Advancement Staff)
Advancement DEI Efforts

DEI/2020-2021 Special Focus

Promote, Nurture, & Lift Up DEI at The UO

- Reynolds-Parker Black Cultural Programming
- Latinx Studies Program (College of Arts & Sciences)
- Native American Programming
- Student Recovery Corps in Portland
- DEI – Scholarships (Office Diversity, Equity & Inclusion)
Advancement
Look to the Future

• Successfully end & celebrate the campaign
• Development strategic plan in response the joint UOF Data Work Group study
• Respond & anticipate industry shifts due to COVID-19
• Embrace new techniques, tools and technologies in engaging Alumni, stakeholders & donor communities
• Prepare and pivot to an Advancement effort beyond this campaign
Agenda Item #3

Student Enrollment, Financial Aid & Scholarships
Freshman Class: Fall 2020

Student Services and Enrollment Management

Roger J. Thompson
Vice President, Student Services and Enrollment Management
New Entering Freshman—Class Size

- **Fall 2017**: 3,938
- **Fall 2018**: 4,211
- **Fall 2019**: 4,560
- **Fall 2020**: 3,940

Fall fourth week census. Includes fall and summer freshman starts. UO SSEM Research and Assessment, 11/3/2020
New Entering Freshman—Decade Averages

Fall fourth week census. Includes fall and summer freshman starts.
UO SSEM Research and Assessment, 11/3/2020
New Entering Freshman—Class Size

Fall fourth week census. Includes fall and summer freshman starts.

UO SSEM Research and Assessment, 11/3/2020
New Undergraduate Students—Class Size

Fall fourth week census.
Includes fall and summer freshman starts.
UO SSEM Research and Assessment, 11/3/2020

<table>
<thead>
<tr>
<th>Period</th>
<th>Freshmen</th>
<th>Transfer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>3,938</td>
<td>1,247</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>4,211</td>
<td>1,193</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>4,560</td>
<td>1,055</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>3,940</td>
<td>962</td>
</tr>
</tbody>
</table>

Fall 2017: 3,938 Freshmen, 1,247 Transfer
Fall 2018: 4,211 Freshmen, 1,193 Transfer
Fall 2019: 4,560 Freshmen, 1,055 Transfer
Fall 2020: 3,940 Freshmen, 962 Transfer
New Entering Freshman: High School GPA

Fall fourth week census.
Includes fall and summer freshman starts.
UO SSEM Research and Assessment, 11/3/2020
New Entering Freshman: High School GPA

Fall fourth week census.
Includes fall and summer freshman starts.
UO SSEM Research and Assessment, 11/3/2020

Fall fourth week census.
Includes fall and summer freshman starts.
UO SSEM Research and Assessment, 11/3/2020
New Entering Freshman: Domestic Minorities

Fall fourth week census. Includes fall and summer freshman starts.
UO SSEM Research and Assessment, 11/3/2020
Freshman Racial/Ethnic Diversity Fall 2020

- White: 62%
- Asian or Pacific Islander: 7%
- Black, African American: 3%
- Hispanic, Latinx: 16%
- Native American: 0.5%
- Two or More Races: 9%
- International: 1%
- Unknown: 2%

Includes fall and summer freshman starts.

Fall fourth week census.

Federal methodology.

UO SSEM Research and Assessment, 11/3/2020
First Generation University
percentage of entering freshman

Neither parent with a bachelor’s degree or better.
Includes fall and summer freshman starts.
UO SSEM Research and Assessment, 11/3/2020
New Entering Freshmen: PathwayOregon

PathwayOregon 2020 is preliminary. Includes fall and summer freshman starts.

UO SSEM Research and Assessment, 11/3/2020
Total University of Oregon Enrollment by Level

<table>
<thead>
<tr>
<th>Level</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
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</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>19,351</td>
<td>19,122</td>
<td>18,903</td>
<td>18,054</td>
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<tr>
<td>Graduate/Professional</td>
<td>3,629</td>
<td>3,638</td>
<td>3,712</td>
<td>3,746</td>
</tr>
</tbody>
</table>

Fall fourth week census. UO SSEM Research and Assessment, 11/3/2020
Financial Aid and Scholarships

Jim Brooks
Associate Vice President and Director of Financial Aid and Scholarships
Federal Student Aid

- Federal Pell Grant: 22,017,450
- FSEOG: 1,673,529
- TEACH Grant: 31,197
- Federal Work Study: 1,099,133
- Loans: 150,884,466
Cares Act Funding
Higher Education Emergency Relief Fund

- UO received $16,095,096
- 50% to be used for emergency financial aid grants to students
- $5,248,969 awarded during 2019-20 school year
- $6,401,539 awarded through November 4, 2020
- 5,439 students received funds
Federal, State, Institutional Grants

<table>
<thead>
<tr>
<th>ACADEMIC YEAR</th>
<th>Federal</th>
<th>State</th>
<th>Institutional</th>
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<tbody>
<tr>
<td>2015-2016</td>
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<td>8,006,058</td>
<td>22,853,087</td>
</tr>
<tr>
<td>2016-2017</td>
<td>32,982,280</td>
<td>8,086,652</td>
<td>22,609,343</td>
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<tr>
<td>2017-2018</td>
<td>37,700,000</td>
<td>8,018,167</td>
<td>24,086,249</td>
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<td>2018-2019</td>
<td>39,500,000</td>
<td>8,469,244</td>
<td>24,820,080</td>
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<tr>
<td>2019-2020</td>
<td>48,400,000</td>
<td>8,171,007</td>
<td>23,923,045</td>
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</table>

DOLLARS
Institutional Aid Budget

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<tr>
<th>Academic Year</th>
<th>Dollars</th>
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<tr>
<td>2016-2017</td>
<td>32,982,280</td>
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<td>2017-2018</td>
<td>37,700,000</td>
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<td>2018-2019</td>
<td>39,500,000</td>
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<tr>
<td>2019-2020</td>
<td>48,400,000</td>
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## Institutional Aid Expenditures

### Academic Year Expenditures

<table>
<thead>
<tr>
<th>Year</th>
<th>Diversity Excellence Scholarship</th>
<th>Graduate School Remissions</th>
<th>International Remissions</th>
<th>Unfunded Mandates</th>
<th>Need Based Scholarships</th>
<th>Merit Based Scholarships</th>
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<td>2015-2016</td>
<td>20,072,071</td>
<td>2,238,093</td>
<td>497,986</td>
<td>1,871,497</td>
<td>7,176,758</td>
<td>667,994</td>
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<tr>
<td>2016-2017</td>
<td>22,319,504</td>
<td>2,253,563</td>
<td>671,866</td>
<td>1,673,388</td>
<td>8,049,463</td>
<td>8,049,463</td>
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<td>2017-2018</td>
<td>24,146,034</td>
<td>2,037,548</td>
<td>682,101</td>
<td>825,724</td>
<td>9,693,094</td>
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<td>2018-2019</td>
<td>24,950,457</td>
<td>2,147,184</td>
<td>610,824</td>
<td>680,138</td>
<td>9,461,699</td>
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<td>2019-2020</td>
<td>2,290,973</td>
<td>891,088</td>
<td>542,262</td>
<td>1,335,732</td>
<td>34,085,835</td>
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</tbody>
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### Graphical Representation

- Diversity Excellence Scholarship
- Graduate School Remissions
- International Remissions
- Unfunded Mandates
- Need Based Scholarships
- Merit Based Scholarships
Questions? Discussion