



November 30, 2016

TO: The Board of Trustees of the University of Oregon  
FR: Angela Wilhelms, Secretary of the University  
RE: UPDATED Notice of Board Meeting – December 2016

The Board of Trustees of the University of Oregon will hold a meeting on the date and at the location set forth below. Topics at the meeting will include: quarterly reports from ASUO, Senate and senior leadership; AY16-17 scholarships and tuition remissions; an update on the classroom scheduling task force; the UO Portland vision statement; presentations from the Agora Journalism Center and Sports Product Management; seconded motions and referrals from December 1, 2016, committee meetings; long-range facilities and physical infrastructure planning; budget and key cost drivers; state government affairs; and the Knight Campus for Accelerating Scientific Impact.

**UPDATE:** The December 2 meeting will also include consideration of a resolution regarding the authorization of a certain legal settlement and associated capital repairs (Global Scholars Hall).

The meeting will occur as follows:

**Thursday, December 1, 2016 at 1:45 pm**  
White Stag Building, Room 142/144

**Friday, December 2, 2016 at 9:00 am**  
White Stag Building, Room 142/144

The meeting will be webcast, with a link available at [www.trustees.uoregon.edu/meetings](http://www.trustees.uoregon.edu/meetings).

The White Stag Building is located at 70 NW Couch Street, Portland, Oregon. If special accommodations, including an accommodation for a location to observe the meeting via webcast from the Eugene campus, are required, please contact Amanda Hatch at (541) 346-3013 at least 72 hours in advance.

BOARD OF TRUSTEES

6227 University of Oregon, Eugene OR 97403-1266 T (541) 346-3166 [trustees.uoregon.edu](http://trustees.uoregon.edu)

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

**Board of Trustees  
Public Meeting  
December 1-2, 2016  
White Stag Building, Room 142/144**

**THURSDAY, DECEMBER 1 – 1:45 pm (other times approximate) – Convene Public Meeting**

- Call to order, roll call, verification of quorum
- Approval of September 2016 minutes (Action)
- Public comment

*NOTE: A live teleconference will be available during public comment to accommodate individuals wishing to participate from Eugene (Ford Alumni Center, Room 403)*

**1. Reports**

- ASUO President Quinn Haaga
- Senate President Bill Harbaugh
- Provost Scott Coltrane
- President Michael Schill

**2. AY2016-17 Student and UO Scholarship/Waiver Statistics:** Roger Thompson, Vice President for Student Services and Enrollment Management; Jim Brooks, Assistant Vice President and Director of Financial Aid and Scholarships

**3. Classroom Scheduling Task Force – Findings and Next Steps:** Scott Coltrane, Senior Vice President and Provost

**4. UO Portland Vision Statement:** Jane Gordon, Vice Provost for UO Portland

**5. Portland Programs In Focus**

**5.1 Agora Journalism Center, School of Journalism and Communication:** Regina Lawrence, Executive Director, George S. Turnbull Portland Center and Agora Journalism Center; Andrew DeVigal, Chair in Journalism Innovation and Civic Engagement and Professor of Practice

**5.2 Sports Product Management, Lundquist College of Business:** Roger Best, Professor Emeritus of Marketing; Damian Vaugh, Assistant Clinical Professor of Product Management

***Meeting Recessed for the Day***

**FRIDAY, DECEMBER 2 – 9:00 am (other times approximate) – Reconvene Public Meeting**

- 6. Seconded Motions and Resolutions (Pending December 1 committee action) (Action)**  
--Recommendation from EAC: Selection of Board officers  
--Seconded Motion from FFC: Authorizing Acquisition of Property Rights  
--Seconded Motion from FFC: Authorization for Use of Certain Derivatives
- 6.1 Resolution:** Approval of Certain Legal Settlement and Related Capital Repairs (Global Scholars Hall)
- 7. Long-Range Facilities and Physical Infrastructure Planning:** Michael Harwood, Associate Vice President for Campus Planning and Facilities Management
- 8. Budget Overview and Key Cost Drivers:** Jamie Moffitt, Vice President and CFO
- 9. State Government Affairs:** Hans Bernard, Assistant Vice President for State Affairs; Libby Batlan, Senior Director for State Affairs
- 10. Knight Campus for Accelerating Scientific Impact:** Patrick Phillips, Acting Executive Director

**MEETING ADJOURNED**



## Agenda Item #1

### Reports



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# ASUO STATEMENT

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*Board of Trustees,  
December 1, 2016*

# ASUO STATEMENT



This past term the ASUO has been working on key campus issues such as safety, increasing knowledge of campus resources, tuition education, and increasing student's access to cultural competency trainings.

On November 10th, the ASUO helped co-sponsor the Campus Safety Night Walk with Campus Planning and Facilities Management, the Office of the Dean of Students, the UOPD and Safety and Risk Services. The goal of this event was to allow university community members to identify areas on campus that are poorly lit or inaccessible to students. We had a record breaking number of students participate and were also joined by Mayor-elect Vinis, Trustee Wilcox, Trustee Gary and Trustee Paustian. There were numerous places of concern that were identified during the Night Walk that are currently being mapped out by the University's infographics team, which will then be sent to the correct departments to begin addressing issue areas. Campus Planning and Facilities Management will also be sharing these points of interest with the ASUO so that we can alert students of areas to avoid on campus and pair that information with the Night Map, located on the Oregon App, which informs users of the safest routes to take when walking on campus at night.

In additional efforts to increase campus safety, the ASUO has moved our transportation services, Safe Ride and DDS, to the Departments Finance Committee where they will be housed in the UOPD. This move will help increase student's access to these important transportation services and will improve the overall safety of the services as well.

The ASUO executive has also been working on a campus resource guide. This guide will provide students a comprehensive and detailed list of resources students can engage with to make their experience at the University of Oregon as safe and accessible as possible. The guide will include student organizations, campus partners and community entities that serve students. We are looking to distribute this guide at IntroDucktion and other orientation events. We are also looking to upload this guide to the UOregon app.

# ASUO STATEMENT



As we get ready for the tuition setting process to begin this winter, the ASUO will host events that are aimed at educating students on the tuition setting process. During week 10 the ASUO will host Tuition Lingo Bingo where students can come and learn about the tuition setting process and how they can have their voices heard. The idea behind these events is to ensure students feel empowered during the tuition setting process by ensuring they have all the relevant information. The ASUO will help host additional forums for students with TFAB during winter term and will also host an online feedback form where students can post questions that they have about the process or give their personal feedback.

One of our goals coming into office was to increase access to cultural competency trainings for students. This term, the executive has been collaborating with the Office of the Dean of Students to identify campus partners to help us create a cultural competency training program for student leaders. Our hope is that all student leaders of with ASUO recognized programs will have to go through this training in order to receive their I-Fee budget. We will enforce this by putting it in the ASUO Programs Rules and setting mandatory completion dates. We are working with the Office of the Dean of Students to help us gain access to resources and staff that the ASUO does not have access to. We are hoping this can eventually be a peer-education training and will be piloted in the spring.

Looking ahead to winter term, the ASUO will be focusing our efforts again on campus safety, tuition advocacy and education, creating alternative activities for students to engage in on the weekends, and improving relations and student engagement with the Eugene local government.

In February 2017, the ASUO is hoping to host our first ever safety conference. This conference will have a key note speaker who will address issues of campus safety nationwide in regards to active shooter response. The day long event will also include self defense trainings, ally trainings, de-escalation trainings and a panel of community leaders that will discuss safety issues on campus and in the larger community.

# ASUO STATEMENT



President Haaga and Vice President Fisher will be sitting on the Tuition Fees Advisory Board as the two ASUO representatives. This year presents a very unique budgetary situation for the University. The ASUO looks forward to creating partnerships with folks in the State legislature and in the University administration in order to better our school and ensure that the University of Oregon is affordable and accessible.

Binge drinking is huge issue for students at the University of Oregon. Many think that because there are so few alternative activities on the weekend, students often resort to dangerous activities like binge drinking. The ASUO hopes to address this problem by providing additional activities for students to engage in on the weekends. We are currently planning a silent disco event for week 5 of the term that will hopefully bring students together in a positive and safe way and will be a fun event for everyone involved.

This year the ASUO introduced the Local Affairs Commissioner position. The hope behind this position is that they can act as a liaison between the City of Eugene and students. This person attends Neighborhood Association meetings and City Council meetings and gives a report back to the ASUO about any relevant City issues that directly affect students. In the coming term we are hoping to utilize this position to facilitate more campus-wide discussion about city issues affecting students. We are also hoping to sponsor more renter education initiatives and events to inform students how to party safely and be a good neighbor once they move off campus.

The ASUO has had a productive term laying the groundwork for some very important campus initiatives. We are excited to continue working hard on students behalf come winter term on issues like campus safety, and tuition advocacy.

**Sincerely,**  
**2016-17 ASUO Executive**





*Board of Trustees Statement*

**Report from UO Senate President and Professor of Economics Bill Harbaugh to the UO Board of Trustees, for their Dec 2016 meetings:**

Dear Trustees:

I know many of your contacts with the UO community are filtered so in my remarks I'll try and give you an accurate summary of recent events at UO from the faculty perspective. While I am the elected President of the UO Senate, the Senate has not vetted my comments, so please do not take them as representing the Senate's views.

**\$500M is a lot of money:**

Myself, the Senate Executive Committee, and the University that the Senate represents would like to thank Phil and Penny Knight for the gift to build the Knight Campus for Accelerating Scientific Impact. It is generous both in the sense of large, and in the sense of being helpful and needed. My academic research is on charitable giving, particularly on the "warm glow" that charitable giving produces in the brain, and I think this gift has certainly increased the warm-glow among the faculty. Thank you Mr. and Ms Knight.

To quote Stalin - which is not something us faculty do as often as some of our trustees seem to believe - "quantity has a quality of its own". But fortunately this gift will provide quantity and quality, by allowing UO to hire top faculty, give them extraordinary physical space in which to work, connect them to some of UO's strongest academic departments, provide generous funds for post-docs & graduate students, and give our undergraduates valuable research experience.

The Administration and the Senate are now working together on setting up the shared governance institutions that will meet our accreditor's requirements for academic input into governance. I expect that this will mean that the Knight Campus CASI will be initially have existing academic departments vetting hiring and tenure.

**Re-accreditation:**

This year UO is up for reaccreditation by the federally authorized Northwest Commission on Colleges and Universities. You might think that the UO Senate, given our focus on academic matters, would be heavily involved in UO's reaccreditation. But the truth is that we have generally not been. This is in part because it is difficult to find faculty who want to give up teaching and research time to help write 300 pages of boiler-plate for the draft self-study document, sit through endless meetings preparing for the accreditors site visit, read through their site visit report, revise our report, etc. Therefore the administration typically does this. There have been some years where they did not even tell the Senate that the University was going through accreditation.

This year, however, UO has agreed to participate in a NWCCU pilot program focused on student learning outcomes. The process is being ably led by Ron Bramhall, a former LCB instructor who is now UO's AVP for Academic Excellence. Faculty from the relevant Senate committees and myself have met with our accreditors, and some improvements in UO's academic practices may result. Or at least that's the hope that inspired this effort.

### **Program and course approvals:**

The Senate's Committee on Courses, Undergraduate Council, and Graduate Council meet regularly to recommend new courses, policies, and programs. This work involves heavy time commitments by many faculty and staff, and is proceeding smoothly. As you know the Senate recently approved and sent on to the Provost and you the Geography Department's proposal for a new Bachelor's degree in Spatial Data Science & Technology, and we will vote November 30th on a slate of proposals for new courses.

### **General Education and Multicultural Requirements:**

In addition to the courses required by their department for their major, UO students take a variety of courses designed to ensure they leave UO with a broad general education. In addition to writing, math, and language requirements (for the B.A.) our students typically take eleven courses spread out over the areas of Natural Sciences, Humanities, and Social Sciences, and two courses from the areas of American Cultures, Identity, Pluralism & Tolerance and International Cultures. These are respectively known as our General Education and Multicultural requirements.

The Committee on Courses determines what courses meet the requirements to be included in each list. As time has gone on, the number of approved courses has grown. Recently this growth has been driven by UO's "Responsibility Centered Management" budget model, which directs student tuition money to the colleges and departments teaching the most students. This type of budget model can be quite useful in large businesses, where it incentivizes managers to vigorously compete for new customers. In a university, however, where the number of students is essentially fixed, a RCM model creates an obvious incentive for departments to race to the bottom, by offering courses that take students from other departments, for example by offering easier grades and by focusing on topics that are popular with our students, but not necessarily most needed for a broad general education. General Education and Multicultural approval for a course increases the number of students willing to take it, and so the RCM incentives end up decreasing the quality of our the General Ed and Multicultural education we provide.

Or that is my opinion. I do not think the Senate or the administration have been fully aware of the process or its extent until recently. The Senate is now beginning to work with the administration on potential reforms to UO's General Education and Multicultural requirements and to the RCM. This will be a long undertaking, but it will be helped by the reforms to the RCM model which the administration is now undertaking.

### **Mandatory reporting of sexual harassment, discrimination, and violence.**

One of the results of the 2013 basketball rape allegations was a focus on the question of "mandatory reporting". In brief, many colleges have decided, with some encouragement from the

Department of Education's Office of Civil Rights, that faculty (and most other employees) should be designated as "mandatory reporters" and should be required to report to the administration if a student tells them that they have been the victim of sexual harassment or violence, even if the student says they just want advice and an understanding ear before deciding what to do, and even if the student specifically asks the professor not to report what has happened to them.

Last year the Senate narrowly rejected a policy that would have clarified UO's de facto rule classifying faculty as mandatory reporters. The administration then imposed the policy as an emergency policy (understandably, given the problematic existing policy we inherited from OUS). I then appointed a working group, in consultation with the administration, to write a new permanent policy. This group, led by Merle Weiner (Law) has now written a new policy which allows faculty and staff to have confidential conversations with students who are victims of sexual harassment and violence - so long as they provide the students with information about UO's counseling and help resources.

This policy was developed with constant feedback from the UO General Counsel's Office and the Title IX Coordinator, who was on the working group. I'm not going to claim that the administration endorses it, but it was repeatedly revised in response to their suggestions, and I hope they do.

The Senate unanimously adopted this policy on November 16th, and we have sent it to President Schill for review. My feeling is that this new policy and the new resources and strong hires that the administration has made for the new Title IX Office and in Student Life, and efforts to provide more confidential support services to the survivors of sexual assaults, will improve the campus climate regarding sexual harassment and violence. That said there is much more to be done.

One thing that still must be done is to adopt similar rules allowing faculty (or staff) to engage in confidential conversations with a faculty colleague who has been the victim of sexual harassment, say by another colleague. Current rules make it impossible to have those conversations without telling the colleague the university requires that you report the situation to the University's Office of Affirmative Action and Equal Opportunity, which, to be blunt, does not have a good track record.

Link:<http://senate.uoregon.edu/2016/11/12/us1617-07-student-sexual-and-gender-based-harassment-and-violence-complaint-and-response-policy-proposal/>

#### **Mandatory reporting of racial harassment:**

As with issues involving gender, the emergency policy that is now in place requires faculty relay reports that they hear of from students of racial harassment or discrimination to the administration, again to the Office of Affirmative Action and Equal Opportunity.

As was convincingly explained during the debate at which the Senate rejected this policy, this reporting requirement makes it difficult to have honest conversations with students or colleagues about race. This chilling effect is a shame, because we all really need to be able to have those conversations.

The Senate is in the first steps of figuring out how we need to revise this aspect of the mandatory reporting policy, and I hope we can do this quickly, with the cooperation of the administration. Speaking for myself, I think an emergency revision of the administration's emergency policy may be needed.

**Resolutions on diversity and sanctuary.**

At the Senate's November 16th meeting we passed, under a suspension of the normal rules requiring three weeks notice, two resolutions. The first reaffirms the Senate's commitment to the goals of diversity, equity and inclusion. The second declares the UO as a "sanctuary campus" for our undocumented students. These resolutions were prepared on very short notice by UO faculty reacting to what I view as the legitimate concerns of our students after the presidential election. I want to thank these faculty for their work, and thank the Senate for using the rule to waive the rules to get these resolutions passed.

I also want to thank President Schill for speaking at the meeting, supporting these resolutions, and explaining the steps he was already undertaking on the sanctuary issue.

Links: <http://senate.uoregon.edu/2016/11/12/proposed-senate-resolution-reaffirming-our-shared-values-of-respect-for-diversity-equity-and-inclusion/>

<http://senate.uoregon.edu/2016/11/15/notice-of-motion-declaring-uo-a-sanctuary-campus/>

**IT reorganization:**

Over the past year the board has devoted a lot of effort to IT reorganization. I am not going to claim I'm an expert, but many who are have not worried about the goal and the process. The Senate has asked the administration to open up the process, and my perception is that they have done so, with IT town halls and so on. On the other hand I recently learned that two UO IT security employees announced they were leaving UO. I wish I had more information on this situation. Provost Coltrane spoke to the Senate about it last month, but after his series of powerpoint slides there was no time for dialogue.

**TPM restrictions on free speech:**

In an "Open Mike" statement to campus President Schill announced that his General Counsel's office would be proposing restrictions on the time, place and manner of free speech on campus. The Senate is going to take up this proposal. I don't know what will come of it, but I can promise that, given the central importance of free speech to academic matters, any policy on free speech will be debated publicly by the Senate. UO's current free-speech protections are appropriately strong given our academic mission. For example:

The University of Oregon values and supports free and open inquiry. The commitment to free speech and freedom of inquiry described in this policy extends to all members of the UO community: Faculty, staff, and students. It also extends to all others who visit or participate in activities held on the UO campus.

Free speech is central to the academic mission and is the central tenet of a free and democratic society. The University encourages and supports open, vigorous, and challenging debate across the full spectrum of human issues as they present themselves to this community. Further, as a public institution, the University will sustain a higher and more open standard for freedom of inquiry and free speech than may be expected or preferred in private settings.

Free inquiry and free speech are the cornerstones of an academic institution committed to the creation and transfer of knowledge. (at <https://policies.uoregon.edu/policy/by/1/01-administration-and-governance/freedom-inquiry-and-free-speech>)

and

The University's responsibility to help students to think critically and independently requires that members of the university community have the right to investigate and discuss matters, including those that are controversial, inside and outside of class, without fear of institutional restraint. (at <https://policies.uoregon.edu/content/academic-freedom-0>)

I believe that the University has the right and the duty to make sure that campus free speech does not interfere with our academic mission, but given the strong language in existing policy, and UO's long and generally productive history of free debate, of demonstrations, of sit-ins, and signs, any restrictions on free speech will need to be carefully thought out, in public.



## Agenda Item #2

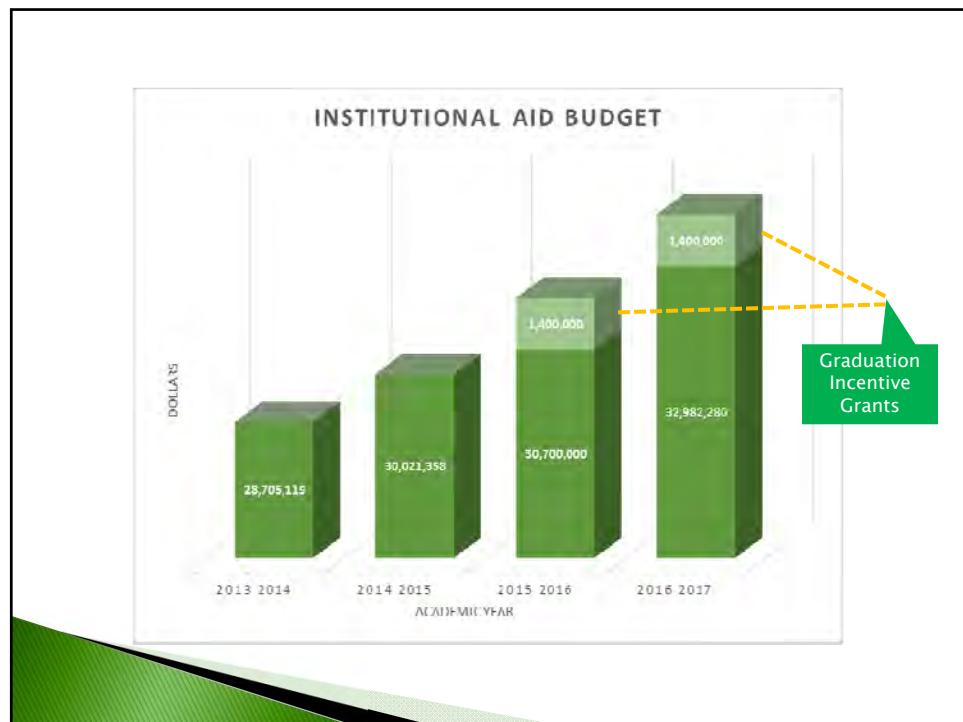
### AY2016-17 Scholarship/Waiver Statistics

# Institutionally Funded Aid

Board of Trustees Meeting  
White Stag Center  
December 1, 2016

## Four Primary Recruitment Goals

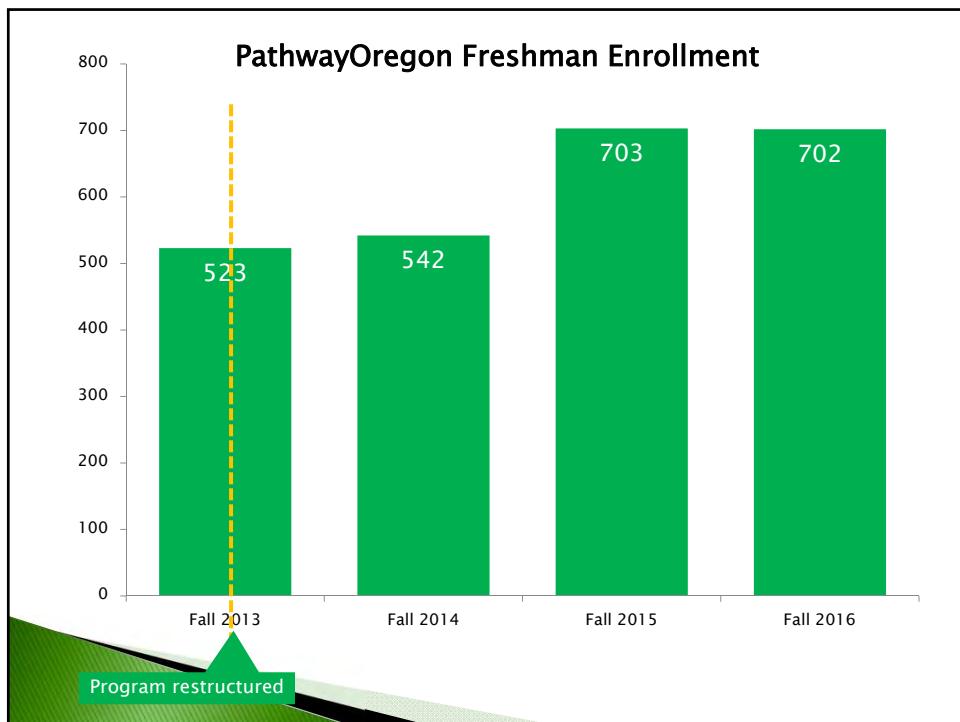
- Improve **quality** of freshman class as defined by GPA & standardized test scores
- Increase **diversity** of freshman class as defined by ethnicity & social economic status
- Increase **international** presence of the University of Oregon
- Keep UO **affordable**



## PathwayOregon

### ► Eligibility Criteria

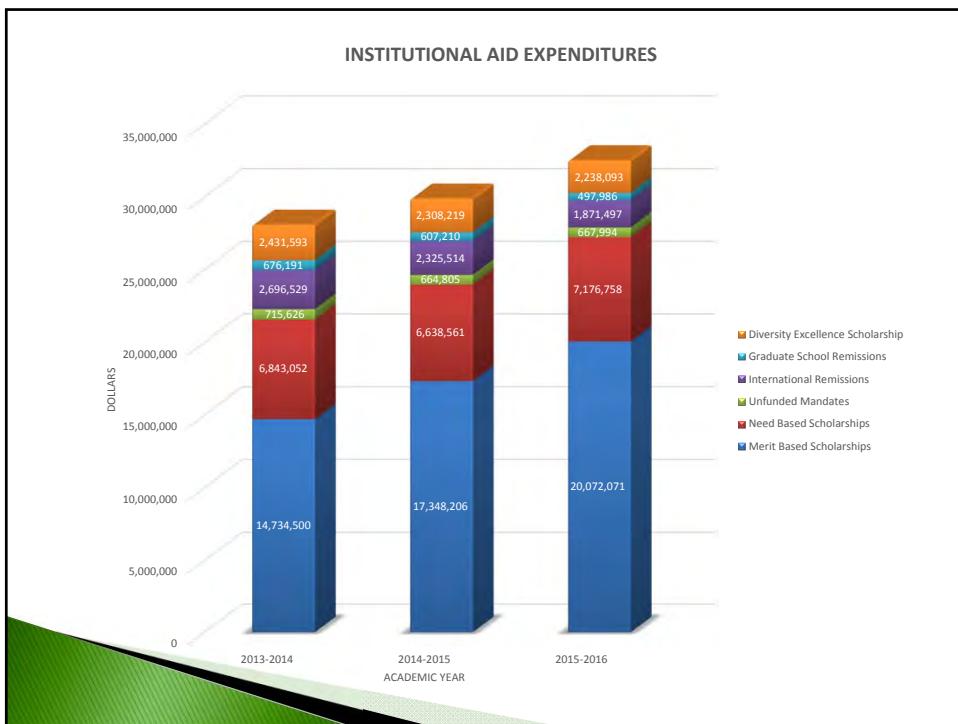
- Must be an Oregon Resident
- Must graduate from an Oregon HS with a HS GPA of 3.4 or higher
- Must be Pell Grant eligible
- Must apply to University of Oregon by January 15th



## Summit & Apex Criteria

- ▶ **Summit Scholarship:**
  - \$6,000 residents / \$9,000 non-residents
  - Requires 3.80 GPA, 1190 SAT (1260 new SAT)/ 26 ACT
  
- ▶ **Apex Scholarship:**
  - \$3,000 residents / \$4,000 non-residents
  - Requires 3.60 GPA, 1150 SAT (1220 new SAT)/ 25 ACT

January 15 application deadline



## Challenges

- ▶ Costs relative to financial aid
  - Especially non-residents
- ▶ Middle Income Students
- ▶ High Need Non-Residents
- ▶ Competition discount rates
- ▶ Program benchmarking

► Questions???



## Agenda Item #3

### Classroom Scheduling Task Force – Findings and Next Steps

# **Classroom Scheduling Task Force: Findings and Next Steps**

December 1, 2016



## **Task Force on Classroom Scheduling**

- Appointed Task Force in Fall 2015
- Co-Chaired by faculty from Academic Council
- Charged with examining options to more efficiently manage classrooms and encourage full utilization
- Met in Winter/Spring 2016
- Preliminary Findings, June 2016
- Recommendations, October 2016



## Findings

- Classroom utilization statistics at UO are within the norms for public research Universities.
- Classroom utilization is monitored and managed in the Office of the Registrar based on University Policies and Guidelines.
- Classroom utilization can be improved if we take a few low-cost approaches

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## Action Items

1. More tightly control monitoring and enforcement of classroom assignment protocols including:
  - Not crossing schedule zones
  - Closer adherence to the department level percentages of courses allowable in each zone (e.g., no department above 40% in the 10:00am-2:00pm zone)
  - Owned by the Office of the Registrar

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## Action Items

2. Require departments to follow the protocols when scheduling department controlled classrooms.

- Owned by the Office of the Registrar

3. Because temporary and department-controlled classrooms have lower utilization statistics:

prepare a list of such classrooms that can be moved  
to either joint control or Registrar control, based  
on utilization statistics and appropriateness for use.

- Owned by the Office of the Provost



## Action Items

4. Require departments to set registration limits on courses at a minimum of 80% of room capacity (thereby improving usage of largest classrooms)

- Owned by the Office of the Registrar

5. Purchase and implement the *Courseleaf Section Scheduler* software package leading to both management and classroom usage efficiencies

- Inexpensive
- Owned by the Office of the Registrar with the help of Information Services
- Expected go-live: September 2017



## Action Items

6. Develop a reliable course demand predictive tool/report to assist departments in determining which courses to offer each term.

- Owned by Academic Affairs and the Office of the Registrar, but will be kept on hold until the *Courseleaf* software package is fully installed and operational

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## Agenda Item #4

### UO Portland Vision Statement



# Portland Vision

*A Bridge to Excellence*

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OREGON

## Introduction

The University of Oregon has a long history in the city of Portland, where the law school first opened in the 1880s. From establishing a robust architecture program in the 1970s to creating a Portland-based home when the White Stag Block opened in Old Town in 2008, the university has been tied to the urban core of the state for many years.

The university's academic and research programs have grown significantly in Portland during the last decade, attracting a critical mass of faculty and students. The time has come for UO Portland to create a vision based on principles that inspire our work and guide our decision making.

At its foundation, the Portland vision incorporates the university's three priorities of access, excellence and experience, and also reflects the vision statement for the university as a whole:

*We aspire to be a preeminent and innovative public research university encompassing the humanities and the arts, the natural and social sciences, and the professions. We seek to enrich the human condition through collaboration, teaching, mentoring, scholarship, experiential learning, creative inquiry, scientific discovery, outreach, and public service.*

**What follows is a broad vision created to inspire and guide us as we engage in strategic planning. By developing specific and measurable activities and goals, we will gain a road map that we can follow towards our vision.**

## **UO Portland Vision**

Portland is a port that opens all of Oregon to the world. Known as “Bridgetown,” twelve iconic bridges span the Willamette River throughout the city. The river serves as a link, unifying the University of Oregon’s Portland campus with its main campus in Eugene. UO Portland sits on this river, inhabiting an historic set of buildings, attached to a century-old bridge. Though nestled in history, UO Portland is also anchored in an exceptionally vibrant contemporary metropolis in the heart of the Pacific Northwest.

The bridges of Portland serve as a metaphor for the vision of UO Portland. The focus for UO Portland is on diverse opportunities, interdisciplinary study, and partnerships, as well as innovative and impactful research and teaching that are relevant to our students and our broader communities, both locally and globally.

Below, connections between people, ideas and innovations are described as a series of bridges that promote movement in both directions.

***This is written in the present tense to capture UO Portland now as well as what is imagined for the years to come.***

## **Learning — Doing**

The White Stag Block, and its neighbor the Naito building, are home to distinctive graduate degree programs and other learning opportunities. Students are taught by talented faculty and distinguished practitioners. The programs in Portland provide students with critical experiential learning through access to cutting-edge industry expertise, mentoring, and networking opportunities in the economic center of our state. Additionally, executive education is offered in non-traditional formats to meet the needs of modern professionals. This includes students from the region and around the country and globe who fly in for short, intensive sessions meshed with distance education components. World-class career development series and academic conferences also bring international experts from both industry and the academy to our urban campus.

## **Students — Alumni**

From high school students to prominent alumni, those who step through the front door of UO Portland enter into a realm of lifelong education. Strong connections with high school counselors and educators and strategic partnerships with community colleges in the region help pave the way for a growing and diverse student body in Eugene. Undergraduate students from Eugene visit and attend UO Portland to enhance their education in an urban setting, joining graduate students in internships, networking, and professional development opportunities. Our alumni are also engaged, attending events, volunteering individually and on UO boards, and sharing their expertise with our students.

## **Inquiry — Impact**

What starts as a simple idea can become something that transforms lives. The research and collaboration at UO Portland make a difference in solving problems throughout the region and beyond. Discovery and creativity drive economic and social progress through faculty research, student engagement, and interdisciplinary collaboration with government and industry leaders. Faculty in both Eugene and Portland utilize the Portland region and our remarkable facilities as an expansive urban laboratory. Faculty and students collaborate across disciplines and geography to explore big-idea initiatives with measurable impacts.

## **University — Community**

A sense of community goes beyond the classroom for UO Portland students and faculty. Business, public, and non-profit neighbors recognize the importance of having UO Portland in Old Town and the benefit of the university being actively engaged in city and regional affairs. Strategic alliances with civic, philanthropic, business, community, cultural, and educational institutions around the region – thanks in part to thousands of alumni – provide ongoing academic opportunities and increase the UO's visibility and contributions to the state.

## **Portland — The World**

As home to some of the world's most innovative companies and NGOs, Portland has become a launching pad and a destination, especially among Pacific Rim countries. These relationships are increasingly mirrored in the UO Portland programs that draw a growing international student population and various enterprises interested in collaborative research and training through a global lens.

## **EUG — PDX**

The bridge between Eugene and Portland is fundamental to facilitating the flow between the cities for students and faculty. This connection is essential for accomplishing everything described in this vision. We work to make the cities closer, more accessible, and appreciative of what each campus has to offer toward the university's overall vision of excellence.



## Agenda Item #5

### Portland Programs in Focus



## Agenda Item #5.1

Agora Journalism Center, School of Journalism and Communication



Regina Lawrence is the Executive Director of the George S. Turnbull Portland Center and Agora Journalism Center. She is a nationally recognized authority on political communication, civic engagement, gender and politics, and the role of media in public discourse about politics and policy. Her two latest books are *Hillary Clinton's Race for the White House: Gender Politics and the Media on the Campaign Trail* and *When the Press Fails: Political Power and the News Media from Iraq to Katrina*.

From 2011 to 2015, Lawrence directed the Annette Strauss Institute for Civic Life at the University of Texas-Austin. She has served as chair of the political communication section of the American Political Science Association, book review editor of the journal *Political Communication*, and a research fellow at the Joan Shorenstein Center on the Press, Politics, and Public Policy at the Kennedy School of Government at Harvard University.

Lawrence studies media coverage of politics and policy and the role of media in civic engagement. Her current projects examine social media strategies of political campaigns, particularly of female candidates, and how newsrooms are incorporating “engagement” strategies into their daily work.

Lawrence has conducted numerous studies analyzing media coverage of politics and policy issues, including the 2008 Democratic primary and its historical predecessors, the so-called “death panels” controversy, the Abu Ghraib prison scandal, shootings in public schools, the obesity epidemic, welfare reform, and other issues. Her work on journalistic norms and routines, including the “game-framing” of political news and media coverage of high-profile news events, has been widely cited. Her research has appeared in *Journal of Communication*, *Political Communication*, *Political Research Quarterly*, *Social Science Quarterly*, *Journalism*, *Journalism Studies*, and the *International Journal of Press/Politics*.

## Education

- PhD, Political Science, University of Washington, 1996
- MA, Political Science, University of Colorado



Andrew DeVigal is the inaugural Chair in Journalism Innovation and Civic Engagement and the first professor of practice in the School of Journalism and Communication (SOJC). Previously, he served as the multimedia editor at *The New York Times*, where he helped guide the newspaper's print-driven format into the multimedia era and integrated new approaches to interactive storytelling into *The Times'* long tradition of journalistic excellence to help shape the industry with techniques still in use today.

With Laura Lo Forti, DeVigal co-founded A Fourth Act, an interdisciplinary collective of storytellers, facilitators, researchers, designers, and technologists using stories and technology to empower audiences in becoming agents of change in their communities.

DeVigal is an Emmy-award-winning innovative strategist who builds bridges by connecting ideas and people to produce meaningful and interactive stories. With his exceptional knowledge of possibilities and deeply innovative forward thinking, he has consistently demonstrated his ability to lead teams, engage audiences through purposeful user experiences, and invent creative new approaches to interactive storytelling.

## **Education**

BS, Computer Information Systems, San Francisco State University, 1993

## **Areas of Expertise**

- Innovating and strategizing digital media
- Synthesizing ideas
- Bringing together and leading disparate teams
- Solving problems
- Engaging audiences
- Telling multimedia and interactive stories
- Designing experiences with user-first focus
- Managing projects and fostering a climate of collaboration

# AGORA

## JOURNALISM CENTER

*The gathering place for innovation in  
communication and civic engagement*



UNIVERSITY OF  
OREGON

School of Journalism  
and Communication

Clinton's America



Trump's America



*“We inhabit a middle-class world and don’t adequately cover the part of America that is struggling and seething. We spend too much time talking to senators, not enough to the jobless.”*

– Nicholas Kristof of The New York Times, March 26, 2016



***Want to Attract More Readers?  
Try Listening to Them.***

*“What The Times and most other newsrooms mostly do now is not so much listen to readers as watch and analyze them, like fish in a bowl.”*

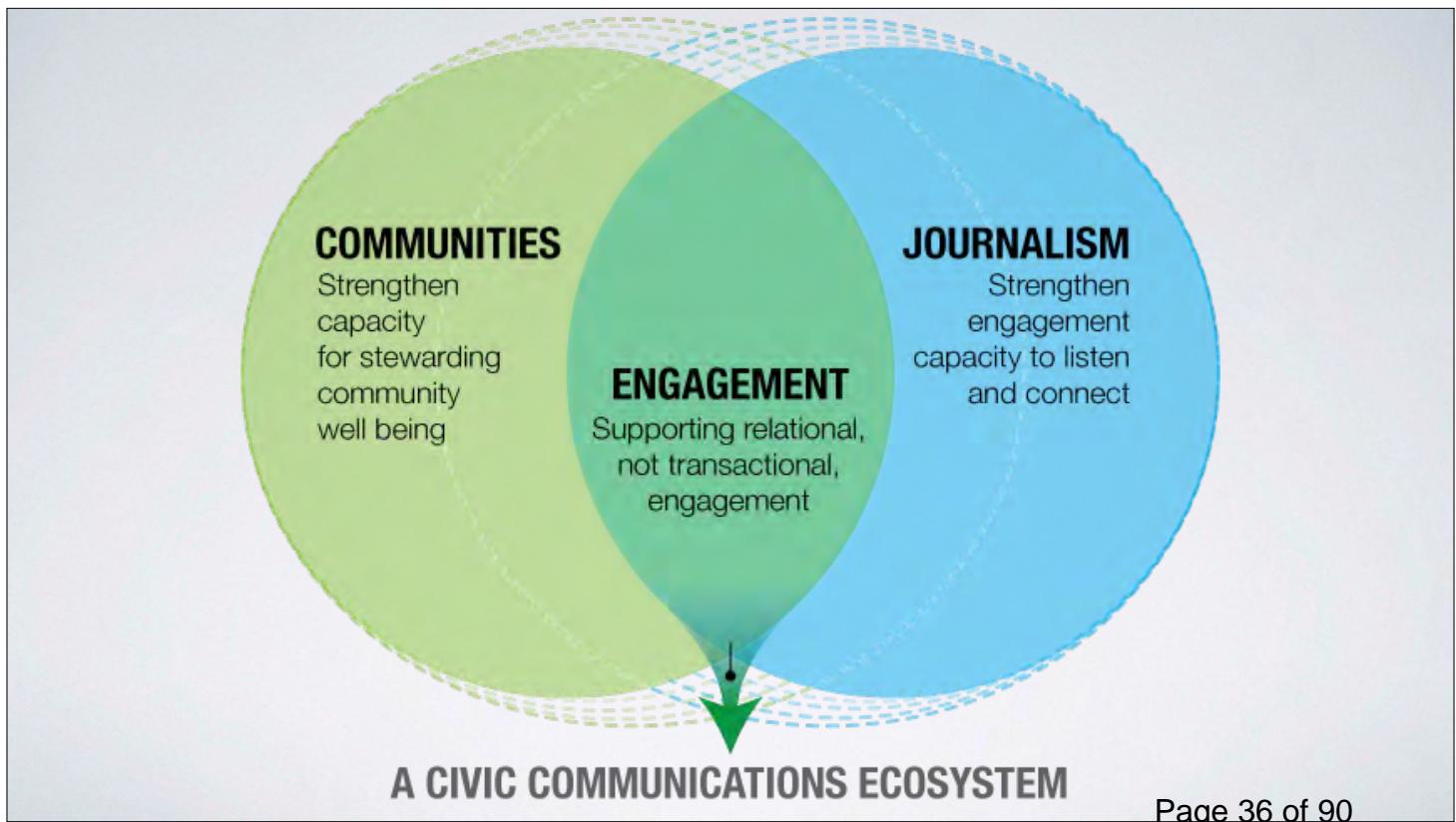
– Liz Spayd, The Public Editor at The New York Times, July 9, 2016



The cover of the report features a dark blue background with abstract geometric shapes in light blue, green, and white at the top. The title 'THE INFORMATION NEEDS OF COMMUNITIES' is in large, bold, white capital letters. Below it, the subtitle 'The changing media landscape in a broadband age' is in a smaller, lighter green font. The author's name, 'Steven Waldman', is in white, followed by 'and the Working Group on Information Needs of Communities'. At the bottom, there is small text for the 'Federal Communications Commission' and the date 'JULY 2011', along with a URL 'www.fcc.gov/infoneedsreport'. A toolbar with various icons is visible at the bottom.

*"If the United States does not have healthy media markets, communities will suffer real harm. If citizens, entrepreneurs, nonprofit groups, and businesses work collectively to fill the gaps and continue to benefit from a wave of media innovation, the nation will end up with the best media system it has ever had."*





**KNIGHT FOUNDATION**

TOPICS ARTICLES REPORTS PRESS

PROGRAMS TO

## NEW COMMUNITY JOURNALISM PLATFORM TO SPREAD LESSONS IN AUDIENCE ENGAGEMENT LED BY UNIVERSITY OF OREGON'S AGORA JOURNALISM CENTER

PRESS RELEASE

SEPTEMBER 14, 2016

SHARE:

*Knight Foundation contributes \$221,000 to support digital gathering space for people passionate about journalism and civic engagement*

Eugene, Ore. — Sept. 14, 2016 — The University of Oregon School of Journalism and Communication's Agora Journalism Center announced today that it is creating an interactive platform to connect and inform journalists working to engage audiences and advance new ways of storytelling. The John S. and James L. Knight Foundation is investing \$221,000 to support the platform and spread best practices in engagement among journalists across the nation.

The platform aims to advance the efforts of journalists working in the area of engaged journalism, an emerging field that examines the changing relationship between news providers and consumers and

**“With trust in journalism at an all-time low, journalists need to improve how they listen and engage with their communities to make journalism stronger and more relevant. With this project, we hope to create a community that will spread best practices.”**

- Jennifer Preston, Knight Foundation vice president for journalism

**UNIVERSITY OF OREGON**  
**School of Journalism and Communication**

**AGORA**  
JOURNALISM CENTER

**Knight Foundation**  
Informed & Engaged Communities

**DEMOCRACY FUND**  
OF, BY, AND FOR THE PEOPLE

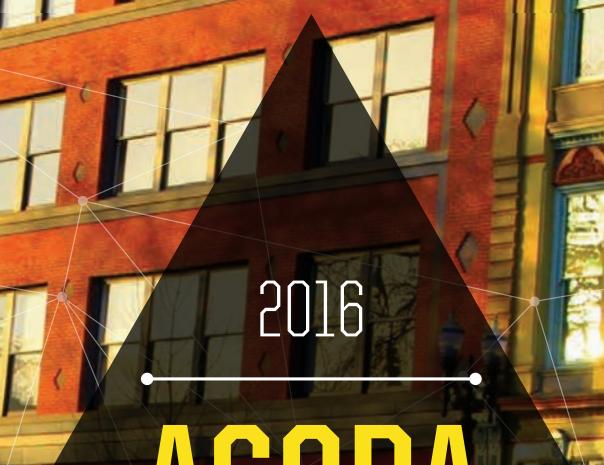
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UNIVERSITY OF  
OREGON

School of Journalism  
and Communication



2016

# AGORA

## JOURNALISM CENTER

THE GATHERING PLACE FOR INNOVATION  
IN COMMUNICATION AND CIVIC ENGAGEMENT

# CENTER UPDATE

# REIMAGINING AND REDEFINING THE FUTURE OF JOURNALISM AND COMMUNICATION

The Agora Journalism Center was created to drive innovation within SOJC and beyond. This year, Agora has spearheaded initiatives that bring together SOJC's research and professional faculty to produce innovative projects and learning opportunities. With each project, we've helped SOJC students gain cutting edge skills and create new career paths. We've also generated groundbreaking, collaborative initiatives across Portland's many media and civic organizations to enhance civic life and quality journalism for all.

From the presidential campaign trail to the tragic events in Roseburg, Orlando, and other American cities this past year, to the transformations and conflicts occurring in communities across Oregon, the need for media innovation and community engagement — in the classroom and in the newsroom — has never been clearer. Citizens need robust and thriving media willing to go beyond standard news routines to tell stories that are fresh, deep, inclusive, and truly engaged with the lives of communities.

Securing the future health of journalism requires discovering better ways to meaningfully engage readers, viewers and listeners at every stage of the story, from identifying story ideas to deeply reporting them to gathering feedback that informs future reporting. Participants in our Experience Engagement gathering last October said it best: "Listening is our superpower." Journalists who learn to listen deeply and proactively to their communities will not only produce better journalism, they will also build the relationships of trust that media outlets need to survive. Thriving media mean thriving communities, and vice versa.

Agora exists to catalyze transformational advancements in journalism and communication that enhance public knowledge and enrich civic life. We aim to help SOJC become a recognized leader among journalism schools around the world. With your continued help, we will keep leading the way toward the journalism of the future.

## ONE ISSUE, MANY PERSPECTIVES (1IMP)

*Under the leadership of **Andrew DeVigil** and funded by a gift from the Jackson Foundation, **One Issue, Many Perspectives** aims to engage journalists, community leaders, experts and broad and diverse sections of the public to document, investigate and drive real solutions to pressing public problems. Focusing on Portland's housing and homelessness crisis, the 1IMP platform and accompanying face-to-face gatherings will bring a fragmented public into a common conversation about the crisis; put essential voices, including those most deeply affected by the housing crisis, at the center of the conversation; and encourage a deeper conversation about how to address it, informed by investigative, solutions-oriented journalism. 1IMP will also help journalists make the most of limited time and resources by **facilitating connections to new sources and supporting journalistic collaborations**. Partners include **Portland Community Media** and **Oregon Humanities** as well as a number of local legacy and community news organizations, including Willamette Week, KGW, and Street Roots.*



**REGINA LAWRENCE**

Professor and Director of the George S. Turnbull Portland Center and the Agora Journalism Center

# 2015-16 YEAR-IN-REVIEW

## NEW FUNDING

This past year, Agora has attracted new funding to launch innovative, collaborative journalism and research projects, including:

- ❖ **Jackson Foundation gift (\$50,000)** to create *One Issue, Many Perspectives*—a collaboration of media outlets and civic organizations to create a more robust and inclusive public conversation around housing and homelessness in the greater Portland region. Partners in this project include Willamette Week, KGW, and Street Roots.
- ❖ **Kettering Foundation gift (\$30,000)** to produce a report, *Mapping the Intersection of Journalism Innovation and Civic Engagement*, authored by Agora director Regina Lawrence. The report, to be presented at a gathering of academics and journalists at the Kettering Foundation, will identify and connect academic organizations that recognize the mutual dependence between quality journalism and civic engagement.
- ❖ **American University (\$4,000)** to sponsor “Filmmaker and Journalist: Embracing the Genius of the ‘And’”—a discussion on the frontiers of documentary storytelling featuring filmmakers Bob Sacha and Tim Matsui.
- ❖ **Proposal submitted to Knight Foundation (\$221,000)** to build a platform to support civic engagement innovations around the country. The project, kicked off by a \$20,000 gift from Knight to fund initial research and analysis, will catalyze the network of people already working on the leading edge of journalism and communication by providing digital resources for engaging with communities to serve the public good.
- ❖ **Proposal submitted to the Meyer Memorial Trust (\$510,000)** to create PDX Pulse, a community journalism initiative to strengthen civic discourse by amplifying diverse community voices and hosting live events that engage new audiences. Partners in this project include Willamette Week, Portland Community Media, and Living Stages.

## OTHER AGORA-SPONSORED EVENTS AND PROJECTS

- ❖ Our **Data Storytelling Workshop** held April 18th at the Turnbull Center attracted over 180 participants for presentations and project sharing from Steve Duenes, director of graphics for the *New York Times*, Steve Doig of Arizona State University, and a variety of regional outlets and agencies including OPB, the Oregonian, the Seattle Times, Periscopic (a Portland-based data visualization firm) and others—funded in part by a gift from the Mozilla Foundation.
- ❖ The latest issue of SOJC's student-produced **Flux magazine** features award-winning reporting that used **Agora-led strategies for engaging communities** to enrich reporting on race relations on campus and beyond. Under the guidance of Andrew DeVigal and SOJC instructor Todd Milbourn, students were driven by what they learned from deep conversations with Eugene and UO communities. As one of the student writers at Flux described the project, it helped students learn the art of “go[ing] out into the community to find out the stories that they want to hear instead of just deciding ourselves what we think should be told.”
- ❖ **Andrew DeVigal** will be receiving SOJC's first **IBM Faculty Award (\$10,000)** to support a new digital storytelling and social media internship for SOJC students.



**ANDREW DEVIGAL**

Chair in Journalism  
Innovation and Civic  
Engagement



# 2016-2017 Agora Faculty Innovation Fellows

The SOJC selected its third cohort of Agora Journalism Center faculty fellows to pursue fully funded research and creative projects. During summer 2016, the three fellows will conduct research and work on projects that will make major contributions to the conversation around journalism, communications, democracy, and civic engagement in the digital age. The results of their work will be available in 2017.

## LORI SHONTZ

Instructor

*"Reporting Roseburg and Beyond."*

Working with SOJC students, Lori will distill interviews with reporters who covered the 2015 shooting at Umpqua Community College to spark conversation and build curriculum. Her goal is to create materials for working reporters and journalism classrooms on how to report more sensitively on communities in the wake of tragedy.

## DAMIAN RADCLIFFE

Carolyn S. Chambers Professor of Journalism

*"Understanding Media Innovation and Civic Engagement in Local Journalism."*

Damian will investigate how local media organizations in the Pacific Northwest are innovating around civic engagement. His goal is to identify tangible tools that can encourage more media innovation that engages the public.

## TORSTEN KJELLSTRAND

Professor of Practice

*"Unvanished: Seeing American Indians in the 21st Century."*

To dissolve the idea that Native people belong only in the past, Torsten will work with contemporary Native photographers to make portraits that document contemporary Native peoples' lives as they work, raise families, play, and inhabit diverse places in our country. SOJC students will work directly under Torsten's supervision to explore new ways of representing underrepresented communities.

## SEED PROJECT

In addition, the Agora Journalism Center awarded \$10,000 to Assistant Professors Donna Davis, Heather Shoenberger and Wes Pope for their proposal, **"Does 360 Video Impact Audience Behavior? A Study of Virtual Reality in Communication Strategy."**

Embargoed until Sept. 14, 2016 at 9 a.m. ET

**CONTACTS:**

[media contact for U of Oregon]

Anusha Alikhan, Director of Communications, John S. and James L. Knight Foundation, [305-908-2646](#), [media@knightfoundation.org](mailto:media@knightfoundation.org)

**New community journalism platform to spread lessons in audience engagement  
led by University of Oregon's Agora Journalism Center**

*Knight Foundation contributes \$221,000 to support digital gathering space  
for people passionate about journalism and civic engagement*

Eugene, Ore. — Sept. 14, 2016 — The [University of Oregon School of Journalism and Communication's Agora Journalism Center](#) announced today that it is creating an interactive platform to connect and inform journalists working to engage audiences and advance new ways of storytelling. The [John S. and James L. Knight Foundation](#) is investing \$221,000 to support the platform and spread best practices in engagement among journalists across the nation.

The platform aims to advance the efforts of journalists working in the area of engaged journalism, an emerging field that examines the changing relationship between news providers and consumers and explores new ways to attract audience attention. It will also support people who work at the intersection of news, information and civic engagement, providing a digital gathering space and resource repository where they can tap into a growing body of knowledge on these issues. Newsrooms will be able to use the tool to collaborate on special projects and industry-wide problems.

"We want to help journalists purposefully put the public at the center of what they do and bring together people who accurately represent diverse voices, authentically listen, and deliberately connect conversations to tell the whole story," said Andrew DeVigal, the principal investigator and chair in journalism innovation and civic engagement at the School of Journalism and Communication. "Journalism must adapt to this new interconnected reality if it is to be relevant and trustworthy. This project will deepen collaboration among journalists, help establish emerging values and norms for community engagement, and strengthen the civic information ecosystem."

The platform arose from the feedback of journalists, community leaders and technologists who attended the first "[Experience Engagement](#)" conference in October, which explored the progress and potential challenges of community engagement in journalism. The goal for the project is to

establish and spread best practices in engaged journalism while creating a model for communities of practice that can be replicated in other areas of journalism.

"With trust in journalism at an all-time low, journalists need to improve how they listen and engage with their communities to make journalism stronger and more relevant," said Jennifer Preston, Knight Foundation vice president for journalism. "With this project, we hope to create a community that will spread best practices."

"With this new interactive platform, the Agora Journalism Center aims to make a major contribution to the journalistic profession by supporting those who are pioneering the engagement of communities to further initiatives that serve the public good," said Juan-Carlos Molleda, Edwin L. Artzt Dean of the School of Journalism and Communication. "At Oregon, we are committed to designing, testing and offering groundbreaking solutions and models to news and media organizations facing an evolving marketspace."

The Agora Journalism Center and Knight Foundation will announce this initiative today at the 2016 Online News Association Conference, which continues through Sept. 17 in Denver. At the conference, DeVigal will engage industry professionals and academics to further explore how the platform can support a community of practice in engaged journalism.

Support for the Agora Journalism Center is part of Knight Foundation's efforts to advance excellence in journalism and help news organizations inform people in communities of all sizes through experimentation, innovation and leadership. Knight has made many investments in this area, including the \$5 million Knight Local Media Initiative, which has supported more than 50 online news sites around the country.

### **About the Agora Journalism Center**

The Agora Journalism Center at the School of Journalism and Communication (SOJC) is the University of Oregon's gathering place for innovation in communication and civic engagement. The center works to create and support transformational media innovations in service to civic engagement, and civic engagement that informs media innovation. Its projects employ collaboration, experimentation and public engagement to transform how journalists inform and relate to their communities. To learn more, visit [agora.uoregon.edu](http://agora.uoregon.edu).

### **About the John S. and James L. Knight Foundation**

Knight Foundation supports transformational ideas that promote quality journalism, advance media innovation, engage communities and foster the arts. The foundation believes that democracy thrives when people and communities are informed and engaged. For more, visit [knightfoundation.org](http://knightfoundation.org).



## Agenda Item #5.2

Sports Product Management, Lundquist College of Business

# Dr. Roger Best



Roger@MBM-Best.com

Bachelor of Science Electrical Engineering, California State Polytechnic University, M.B.A., California State University, Ph.D. in Marketing University of Oregon.

General Electric: Engineering & Product Management at GE Vallecitos Nuclear Center.

VP Marketing, Lucas Industries, reporting to CEO of a \$4 billion company with responsibility in leading marketing excellence and strategic marketing.

President and Owner, Roger J. Best, Inc. (1990-2012): Corporate Marketing Consulting and Executive Education in Fortune 500 companies.

Advisory Board, Lundquist College of Business, University of Oregon (2014-Present).

Co-Founder, Almetta Foods Co. (2015-present).

## Teaching

- **Emeritus Professor of Marketing – University of Oregon**, Marketing Professor, (1980-2000).
- **Co-Founder**, University of Oregon Sports Product Management Program (Fall, 2012-present)
- Also taught marketing at the University of Arizona and INSEAD in Fontainebleau, France
- Awarded 15 UO teaching awards, INSEAD MBA Teacher Award, and **AMA Distinguished Teacher of Year**.

## Author

- **Market-Based Management** (6th ed.) Published in English, Chinese, Dutch, Spanish and Russian.
- **Consumer Behavior** (10th ed.). Published in English, Chinese and Spanish
- **Marketing Metrics Handbook** (2009), Software US Patent Pending.
- More than 40 published articles (1367 citations and 16 H-Index)
- **The Academy of Marketing Science – Article of the Year** (published with C. Lillis and D. Hawkins)
- Recent publications & manuscripts, “**Value-Based Pricing ROI, The ROI of Pricing**, (Routledge Press, 2014) “**Pole Vault World Records and Sports Product Innovation**”, July 24, 2016

## Product Creation

- **Pop-Top Filer Holder** (US Patent 3,658,183) – Micron filter holder
- **Marketing Excellence Survey**, assessment tool used to benchmark a business's marketing knowledge and marketing attitudes.. Sold to **Corporate Executive Board**, 2007
- **MarkPlan**, software for building marketing plans. Sold to **CEB**, 2007
- **MarkProf** Management tool to assist managers to better measure and manage pricing and profitability.
- **BIDSTRAT**, an interactive simulation for bidding aerospace contracts. Licensed to **StratX Intl. Inc.**
- **Marketing Performance Tools**, ([www.MBM-Best.com](http://www.MBM-Best.com))
- **Marketing Metrics Handbook** - An interactive-digital handbook [www.marketingmetricshandbook.com](http://www.marketingmetricshandbook.com)
- **Almetta** – Almond Milk Mousse (launch March, 2016).
- **Oliver's Christmas List** – Children's book (in finishing stages)

## Executive Education, Consulting & Corporate Speaking

- Thirty years working extensively in marketing education, consulting and keynote speaker with 3M, Agilent Technologies, Airtouch, Blue Cross, Covidien, Dow Chemical, Dow Corning, DuPont, Eastman-Kodak, ESCO, General Electric, Hewlett-Packard, IIR Conferences, James Hardie, Lucas Industries, MediaOne Group, Oregon Dept. of Energy, Seminarium, Sprint, Tektronix, Telstra, Textron, US West, and Univentures.
- Executive education and corporate speaking engagements delivered in USA (>200), Europe (>50), Latin America (10), and Asia(10)



Damian Vaughn is the Assistant Clinical Professor of Product Management, Sports Product Management Program. Combining his background as an NFL athlete and successful entrepreneur adjoined with his education and research training in positive developmental psychology, he serves as a trusted advisor to senior leaders focused upon organizational change, leadership development, and organizational performance.

After joining the American football team as a walk-on at Miami University of Ohio in 1993, Vaughn was drafted into the National Football League (NFL) in 1998 by the Cincinnati Bengals with the 33rd pick in the seventh round of the draft. He played tight end for the Bengals from 1998 to 2000 and for the Tampa Bay Buccaneers from 2001 to 2002. As a retired American Football tight end and first Brazilian NFL player, Vaughn has made efforts to promote awareness and interest in American football among Brazilians.

Following his career in professional football, Vaughn founded The Vaughn Center, which has served to develop the leadership and positive social impact of the world's elite athletes and business leaders. As a performance and leadership coach, Vaughn has worked with Super Bowl champions, Olympians, and elite athletes with the Green Bay Packers, Tampa Bay Buccaneers, Philadelphia Eagles, Kansas City Chiefs, Arizona Cardinals, Boston Red Sox, New York Yankees, Phoenix Suns, UCLA Bruins, Oklahoma Sooners, Indiana Hoosiers, among others.

As a management consultant and executive coach, Vaughn advises senior business leaders focused on executive learning and development, senior management team assessment and performance feedback, and management assessment for pre-hire decisions.

Vaughn has also established himself as a successful entrepreneur. He began by co-founding a countertop manufacturing venture that quickly grew into a multi-million dollar business. He subsequently founded another company which served as an importer and wholesaler of rare and exotic stone for commercial application in the states of Arizona, Nevada, New Mexico, and California. Vaughn raised millions of dollars in private equity financing for the company, which went on to achieve seven-figure numbers in gross revenues. He also founded a manufacturing company in Brazil, where he holds dual citizenship.

Vaughn believes in the simple philosophy that proper fit leads to high performance with a focus on fostering multiple dimensions of fit in an organization: fit among the executive team, fit between executives and the requirements of their roles, fit between strategy and executive strengths, and fit between the developmental stage of the organization and its executives. By developing and aligning the right talent with the right positions, managers enhance the performance of their teams, functions, and enterprise.

Under the tutelage of Dr. Mihaly Csikszentmihalyi, author of *FLOW: The Psychology of Optimal Experience*, Vaughn conducts research in motivation orientation and the flow state at work and in sport.



## Roger Best



- Co-Founder SPM Program. Director of Research, SPM
- Education - BSEE, M.B.A. and Ph.D. in Marketing
- General Electric - Engineering and Product-Market Management
- GE Corporate Marketing - Marketing Consulting & Executive Education
- Lucas Industries - Marketing VP, reporting to the CEO
- Roger J. Best, Inc. - President & Owner, Marketing Productivity Software
- Professor Emeritus Professor of Marketing – University of Oregon
- Taught marketing at the University of Arizona & INSEAD in Fontainebleau, France
- Awarded 15 teaching awards including AMA Distinguished Teacher of the Year
- Consultant with 3M, Agilent Technologies, Airtouch, Covidien, General Electric, Hewlett-Packard, Dow Chemical, Dow Corning, DuPont, Kodak, James Hardie, Lucas Industries, MediaOne Group, Tektronix, Textron, US West and others.

## Damian Vaughn



- PhD Claremont Graduate University
- Former National Football League player turned entrepreneur, management consultant, and media executive
- Founded the Vaughn Center, which serves to develop the leadership and positive impact of the world's elite athletes and business leaders
- Comprehensive sports experience
- Clinical Assistant Professor of Product Management for UO SPM

## Ellen Schmidt-Devlin



- B.S. and MBA from University of Oregon. PhD candidate at Case Western Reserve University
- Collegiate Women's Track and Field Athlete
- Hired by Bill Bowerman
- 27-year Nike veteran
- Comprehensive sports product creation experience
- Co-Founder SPM Program
- Program Director for UO SPM

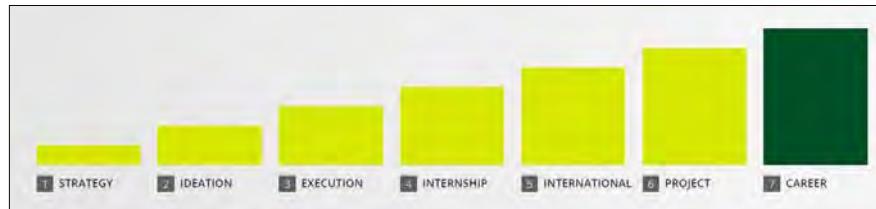
## Program Overview

- Master of Science, Sports Product Management
- Industry Engagement
- Class of 2017 and Class of 2018
- Future Plans



## 18-month Master of Science Sports Product Management

- Complete product life cycle
- Six 10-week sessions
- Partnership with Sports Product Industry



## Product Innovation Lab



## Go-To-Market: Omni-channel



## Master of Science in Sports Product Management Class of 2017 – World Class

### Diversity

Total Students	37
Average Age	28
Diverse candidates	35%
Domestic/International	81%/19%
Male/Female	70%/30%
Industry Experience	59%
Retail Experience	41%



### Previous Work Experience

- Nike Inc., adidas, Quiksilver, the NHL, Portland Trailblazers, Foot Locker, Intel, U.S. Army

### Undergraduate Degrees

- Industrial Design, Mechanical Engineering, Biomedical Engineering, Business, Exercise & Sport Science, Sport Management, Kinesiology, and more

## Summer 2016 Corporate Internships

### Placed 37 students with 23 partnership companies for paid internships

- 11 International placements (The Philippines, Thailand, Indonesia, Vietnam, Hong Kong)
- 26 Domestic placements (Portland, Baltimore, Denver, Petaluma and Ventura)

### Corporate partners include:

- 4 Asian manufacturers (Ching Luh, SportsGear, Dong In, Tong Siang)
- 4 Domestic manufacturers (Bolt Threads, Deviation, Studio 371, DrinkTanks)
- 11 International sport/outdoor brands (Columbia, Adidas, Nike, Eddie Bauer, Mizuno, Danner, Patagonia, New Balance, UA, Saucony, On)
- 3 Equipment brands (CamelBak, Hydroflask, Benchmade)



### Master of Science in Sports Product Management

## Class of 2018 - 54 students

#### Diversity

Total Students	54
Average Age	28
Diverse candidates	48%
Domestic/International	76%/24%
Male/Female	63%/37%
Industry Experience	92%
Retail Experience	68%



#### Experience

- REI, North Face, Danner, Wolverine, Dick's Sporting Goods, Footlocker, Nike, Nordstrom, adidas, Pou Chen Group, Feng Tay Enterprises, Eclat Textiles

#### Undergraduate Degrees

- Project Management, Kinesiology, Finance, Product, Fashion and Industrial Design, Informatics, Mechanical & System & Composite Materials Engineering, Marketing, Neuroscience, Accounting, and more

## Industry Engagement

### SPM Workshops

- 14 Workshops hosted since 2013
- 400+ attendees from 107 different companies and universities



### Industry Advisory Board

- Established 3 years ago
- Quarterly meetings
- 37 Sports Product company executives (Primarily Product and HR)

### Workshops

- Oct 17 Craftsmanship: The Art of Footwear Making
- Feb 22 Smart Materials
- April 21 Art of Sports Apparel Making

### Panels

- Sept 23 Outdoor Industry Panel – Portland
- April 14 Sports Product Industry HR Round Table – Portland
- May 11 Sustainability Panel – Bend

## SPM Future Plans

- New Building
- Sports Product Summer Executive Program: 28 days (Launch Summer 2017)
- Asia SPM (Target 2018)
- Masters Program: 21 month Low Residency/Online (Target launch: January 2019)







## Agenda Item #6

### Seconded Motions and Resolutions



## **ELECTION OF BOARD OFFICERS (CHAIR & VICE CHAIR)**

The bylaws of the University of Oregon (UO) establish officers for the Board of Trustees (Board), including a chair and vice chair. The bylaws further stipulate that terms for the chair and vice chair shall be three years (approximated based on the Board's meeting schedule).

Current officers are Charles M. Lillis, chair, and Ginevra Ralph, vice chair. Both were elected to their respective positions in January 2014. Thus, reelection or the selection of a new chair or vice chair is timely for the December 2016 meeting.

Chair Lillis and Vice Chair Ralph expressed interest in remaining in their respective positions. No other nominations were received for either position.

The Executive and Audit Committee will discuss this matter during its meeting on December 1 and will make a formal recommendation to the full Board for consideration during the full Board meeting on December 2.

*A resolution has not been drafted at this time pending the outcome of that committee meeting.*

**REQUESTED ACTION**

The University seeks approval from the Board of Trustees to enter into condemnation proceedings with respect to numerous parcels on Franklin Boulevard at the proposed site of the Phil and Penny Knight Campus for Accelerating Scientific Impact. The parcels impacted belong to several owners, including the University of Oregon Foundation. The property sought to be acquired abuts land currently owned by UO and currently is the site of an office building, a classroom building, and several food service businesses. By passing the proposed resolution, the Board will be authorizing UO to enter into negotiations with each impacted property owner, as well as with each affected tenant, each of which will be entitled to relocation benefits in accordance with state and federal law. UO is obligated to pay no less than fair market value to each property owner unless an owner agrees to a lesser price.

If the Board adopts this resolution of necessity, UO staff will commence negotiations with each impacted owner and tenant. Only in the event that negotiations fail to result in an agreement on the purchase of a parcel will UO initiate court action to acquire possession of the property and to establish the price to be paid. This resolution includes property that belongs to the UO Foundation in order to ensure that we are following the parameters of the law with regard to public entity acquisition of property and to clearly establish the rights of Foundation tenants (other than UO) to the protections of state and federal relocation law.

**BACKGROUND**

The Phil and Penny Knight Campus for Accelerating Scientific Impact is a \$1 billion initiative to transform research at the UO and to spur economic development in the region and state. It is proposed to be built on a roughly 2.8-acre parcel on the north side of Franklin Boulevard across from the UO's existing science complex. The UO owns much of the land needed for the project, but must take title to land belonging to the UO Foundation as well as acquire two parcels from private parties to move forward with the project. UO cannot enter into negotiations with any of the affected property owner unless and until the Board passes the resolution proposed here and has completed an appraisal of each parcel. Appraisals are currently under way for each property, and UO is obligated to offer each owner no less than fair market value for each of the parcels, as established by the professional opinion of the licensed appraiser. UO has already engaged the services of a relocation specialist to work with each non-UO owner or tenant proposed to be relocated because of the construction of the Knight Campus. The goal of the project team is to be in possession of the property in question in order to commence site preparation by the third quarter of 2017.

### **CONDEMNATION TIMELINE**

The University alerted impacted property owners and key tenants of UO's plans to create the Knight Campus just prior to the public announcement of this initiative. Immediately thereafter, UO contracted with a licensed professional appraiser, a relocation specialist and a professional real estate broker to assist the UO in this effort. UO has given the impacted owners/tenants notice of our intention to acquire the property for a public project, and the broker and the relocation professional have been in regular contact with the impacted owners/tenants and UO has been providing each with appropriate notices about their rights to benefits. Each property owner has been informed that UO cannot enter into formal negotiations unless the Board passes the resolution now before it and obtains an appraisal establishing the fair market value of the property in question.

An outline of the basic steps is set forth below:

- University notifies owners of its right to pursue condemnation. [Completed]
- University obtains a title report and provides it to an appraiser; an appraisal of the property is conducted. [Underway]
- University notifies owners and tenants of relocation services to be provided for removal/relocation of personal property. [Completed]
- Board of Trustees must authorize the university to exercise its power of eminent domain. [Relevant meetings scheduled for December 1-2, 2016]
- University serves a formal offer with appraisal to each owner. Each owner has at least 40 days to accept or reject offer.
- University to also serve 90-day relocation assistance eligibility notice.
- File condemnation proceedings if offer not accepted (no earlier than 40 days after the formal offer is made).
- Deposit estimated just compensation and serve 10-day immediate possession notice.
- Each owner has a 10-day statutory period to file an objection to our condemnation action, including the University's authority to condemn and adherence to statutory procedures. If objected to, then court will hold an emergency hearing.
- Upon receiving possession, University serves 30-day notice to vacate personal property. Once personal property is removed, the University can proceed with clearing the site.
- Condemnation action continues to litigate the value of the takings.
- There is an additional administrative process if any owner or tenant disputes relocation amount.

**Board of Trustees of the University of Oregon**

**Resolution: Authorizing Acquisition of Property Rights**

Whereas, the University of Oregon (“University”) desires to construct the Phil and Penny Knight Campus for Accelerating Scientific Impact (the “Project”) to train new generations of scientists, engage in new interdisciplinary research, forge ties with industry and entrepreneurs, and create new educational opportunities for graduate and undergraduate students;

Whereas, the Project is designed to facilitate the University’s goals and mission of carrying out public missions and services as authorized under ORS 352.039;

Whereas, in order to successfully complete the Project, it is necessary that the University take immediate possession of the real property adjacent to Franklin Boulevard that is currently owned or leased by other parties as described in this resolution;

Whereas, prior to commencing condemnation proceedings, the University will attempt to reach an agreement for the acquisition of the necessary real property interests;

Whereas, ORS 352.107(1)(L) authorizes and empowers the University to acquire, by condemnation or otherwise, private property that is necessary or convenient;

Whereas, ORS 35.235 requires the Board of Trustees of the University of Oregon (“Board”) to first declare by resolution the necessity to acquire real property and the purpose for which it is required, and to attempt to agree with the owner of the real property regarding compensation for the property, and the damages, if any, for the taking thereof; and

Whereas, the Finance and Facilities Committee has referred this matter to the full Board of Trustees as a seconded motion, recommending passage.

NOW, THEREFORE, the Board of Trustees hereby:

1. RESOLVES that acquiring the real property described in the attached Exhibit A (“Property”) is necessary and required to complete the Project, which is incorporated herein by reference as if fully set forth herein;
2. FURTHER RESOLVES that the Project is necessary for the public interest, and has been planned, designed, located and will be constructed in a manner that will be the most compatible with the greatest public good and the least injury to private parties;
3. FURTHER RESOLVES that the immediate possession of the Property is necessary;

4. FURTHER RESOLVES that University staff and legal counsel are authorized and directed to continue their attempts to agree with the owners, and any other parties of interest, as necessary, to compensate them for the acquisition of the Property and for damages. The President of the University or his designee are authorized to make binding offers of compensation. In addition, University staff and legal counsel are authorized and directed to continue their attempts to agree with any other parties of interest with respect to any other benefits such persons may be entitled to under law, including relocation assistance benefits. This authorization includes the University's engagement and payment of fees and costs of a qualified MAI appraiser to meet the requirements of ORS 35.346, and of a qualified relocation specialist to meet the requirements of ORS 35.510;
5. RATIFIES AND APPROVES all actions to date by University staff and legal counsel taken in connection with acquiring the Property for the Project;
6. FURTHER RESOLVES that, in the event no satisfactory agreement can be reached with the owners, and any other parties of interest, University staff, through its legal counsel, are authorized to commence and complete any legal proceedings that may be necessary to obtain immediate possession of the Property, including exercising the University's power of eminent domain. University staff, through its legal counsel, are authorized to make any stipulations, agreements, or admissions in the course of such legal proceedings as may be in the best interests of the University;
7. FURTHER RESOLVES that a fund will be created in the amount estimated to be just compensation for the Property. This amount will be used to obtain possession of the Property and will be deposited with the clerk of the court in which legal proceedings are commenced for the use of the parties in the proceedings;
8. FURTHER RESOLVES that the Office of the General Counsel is to draft and implement a fair and equitable process through the crafting of a procedure for affected property owners and tenants to prosecute appeals related to disputes over relocation benefits.
9. FURTHER RESOLVES that the President of the University, or his designee(s), is authorized to execute any other documents necessary for the acquisition of the Property.

Trustee	Yes	No
Ballmer		
Bragdon		
Chapa		
Colas		
Curry		
Ford		
Gary		
Gonyea		
Kari		
Lillis		
Paustian		
Ralph		
Wilcox		
Willcox		

Dated: \_\_\_\_\_

Recorded: \_\_\_\_\_

**EXHIBIT A**

**PROPERTY**

**Site Address: 1399 Franklin Boulevard, Eugene, Oregon 97403  
(Map & Taxlot No.: 17-03-32-14-01900)**

Beginning at the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56, Township 17 South, Range 3 West of the Willamette Meridian; thence North 00°50'30" East 2409.61 feet along the East line of said Claim No. 56 to the intersection with the Northerly right of way line of Franklin Boulevard; thence South 74°08'15" East 663.61 feet to an iron pin and the TRUE POINT OF BEGINNING; thence North 00°05' East 184.47 feet; thence North 88°30' East 72.19 feet; thence South 00°05' West 91.38 feet; thence South 74°22' East 5.52 feet; thence South 03°08' West 76.87 feet; thence North 74°06' West 1.28 feet; thence South 00°05' West 35.5 feet to the Northerly right of way line of Franklin Boulevard; thence along said Northerly right of way line North 74°08'15" West 75.0 feet to the true point of beginning, in Lane County, Oregon.

ALSO: Beginning at the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56, Township 17 South, Range 3 West of the Willamette Meridian; thence North 00°50'30" East 2409.61 feet along the East line of said Claim #56 to a point on the Northerly right of way line of Franklin Boulevard; thence South 74°08'15" East 738.61 feet along the North margin of Franklin Boulevard to an iron pin marking the TRUE POINT OF BEGINNING and being North 74°08'15" West 635.00 feet from an iron pipe marking the intersection of the East line of the Fielding McMurray Donation Land Claim No. 66 and the Northerly line of Franklin Boulevard; thence North 00°05' East 35.58 feet to a point marked by an iron pin; thence South 74°06' East 1.28 feet to a point marked by an iron pin; thence North 03°08' East 76.87 feet to a point marked by an iron pin; thence North 74°22' West 5.52 feet to a point marked by an iron pin; thence North 00°05' East 91.38 feet to a point; thence North 88°30' East 9.81 feet to a point; thence South 02°49'13" West 205.36 feet to the true point of beginning, in Lane County, Oregon.

Containing more or less 0.34 acres.

**Site Address: 1485 Franklin Boulevard, Eugene, Oregon 97403  
(Map & Taxlot No.: 17-03-32-14-01701)**

Beginning at the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56, Township 17 South, Range 3 West of the Willamette Meridian; thence North 0°50'30" East 2409.61 feet along the East line of said claim to the intersection of the Northerly line of the North margin of Franklin Boulevard; then South 74°08'15" East 888.62 feet along the north margin of Franklin Boulevard to a point, said point bearing North 74°08'15" West 484.79 feet from an iron pipe marking the intersection of the East line of the Fielding McMurray Donation Land Claim No.

Finance and Facilities Committee

EXHIBIT A To the Resolution: Authorizing Acquisition of Property Rights)

Parcel 1: Leasehold Acquisition

Page 1

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66 and the Northerly line of Franklin Boulevard said point also being the TRUE POINT OF BEGINNING; running thence North 0°05' East 93.52 feet; thence South 074°08'15 East 174.94 feet; thence South 8°47'55" West 90.69 feet to the North margin of Franklin Boulevard; thence North 74°08'15" West 157.67 feet along the North margin of Franklin Boulevard to the true point of beginning, all in the City of Eugene, Lane County, Oregon.

Containing more or less 0.34 acres.

**Site Address: 1475 Franklin Boulevard, Eugene, Oregon 97403-1980  
(Map & Tax Lot No.: 17-03-32-14-01700)**

Beginning at the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56 in Township 17 South, Range 3 West of the Willamette Meridian; and run thence North 0°50'30" East 2409.61 feet along the East line of said claim to a point on the Northerly right of way line of Franklin Boulevard; thence South 74°08'15" East 888.62 feet along said right of way line to a point, said point bearing North 74°08'15" West 484.79 feet from an iron pipe marking the intersection of the East line of the Fielding McMurray Donation Land Claim No. 66 and said Northerly right-of-way line of Franklin Boulevard; thence North 0°05' East 93.52 feet to the TRUE POINT OF BEGINNING; and run thence South 74°08'15" East 171.94 feet to a point; thence North 08°47'55" East 115.00 feet more or less to the center of the Mill Race; thence North 00°05'00" East following the center of the Mill Race downstream to a point of the True Point of Beginning, thence South 00°05'00" West 96.50 feet more or less, to the True Point of Beginning, in Lane County, Oregon.

Containing more or less 0.29 acres.

**Site Address: 1525 Franklin Boulevard, Eugene, Oregon 97403-1981  
(Map & Tax Lot No.: 17-03-32-14-01300)**

Beginning at the intersection of the North line of Franklin Boulevard with the East line of the Fielding McMurray Donation Land Claim No. 66, Township 17 South, Range 3 West of the Willamette Meridian, in the City of Eugene, Lane County, Oregon and running thence Westerly 255 feet along said North line to the POINT OF THE BEGINNING of this tract, and running thence North to the center of the Mill Race; thence Westerly 54.0 feet down the center of said Mill Race; thence Southerly on a direct line to a point on the North line of Franklin Boulevard Westerly from the point of beginning; thence Easterly 86 feet along said North line to the point of beginning, in Lane County, Oregon. Except right of way for Mill Race.

**Site Address: N/A (located north of 1535 Franklin Boulevard, Eugene, Oregon 97403-1981)  
(Map & Tax Lot No.: 17-03-32-14-01200)**

Beginning at the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56, Township 17 South, Range 3 West of the Willamette Meridian; thence North 00°50'30" East

Finance and Facilities Committee

EXHIBIT A To the Resolution: Authorizing Acquisition of Property Rights)

Parcel 1: Leasehold Acquisition

Page 2

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2409.61 feet along the East line of said Claim No. 56, to the North line of Franklin Boulevard; thence South 74°08'15" East 1373.38 feet to a point on the East line of the Fielding McMurray Donation Land Claim No. 66, Township 17 South, Range 3 West of the Willamette Meridian said point being South 00°14' West 910.94 feet from the stone marked C.S. marking the Northwest corner of County Survey No. 380, said point also being the Southwest corner of Lot 1, Block 1, AMENDED PLAT OF FAIRMONT as platted and recorded in Book 2, page 12, Lane County Oregon Plat Records, in Lane County, Oregon; thence North 00°14' East 311.0 feet along the East line of said Claim No. 66 and the West line of said Lot 1, Block 1, AMENDED PLAT OF FAIRMOUNT, Lane County, Oregon, to an iron pin; thence North 89°46' West 50.00 feet to a point, said point being the TRUE POINT OF BEGINNING of this description; thence North 78°30'20" West 169.89 feet to a point; thence South 00°14' West to a point on the north line of Franklin Boulevard; thence South 74°08'15" East along said North line 175 feet more or less to the Southwest corner of that parcel of land described in Warranty Deed from John G. Foster, et al., to the State of Oregon, acting by and through the State Board of Higher Education, recorded December 19, 1966, Reception No. 69750, Lane County Oregon Records; thence North 00°14' East 212.04 feet to the true point of beginning, all in Lane County, Oregon.

EXCEPT: Any portion in parcel 1201.

EXCEPT: That portion into Riverfront Parkway by Circuit Court No. 16-90-06756 and R1758/9223556 for 1992.

**Site Address: 1535 Franklin Boulevard, Eugene, OR 97403-1981**  
**(Map & Tax Lot No.: 17-03-14-01201)**

Beginning at a point which is 2409.61 feet North 0°50'30" East and South 74°08'15" East along the north line of Franklin Boulevard 1148.38 feet from the Southeast corner of the Hilyard Shaw Donation Land Claim No. 56 in Township 17 South, Range 3 West, Willamette Meridian, in Lane County, Oregon; said point being North 74°08'15" West 225 feet from the Southwest corner of Lot 1 Block 1 AMENDED PLAT OF FAIRMONT; thence South 74°08'15" East 175 feet along said north line of Franklin Boulevard to a point 50 feet North 74°08'15" West from the Southwest corner of said lot; thence North 0°14' East 150 feet, parallel with the west line of said lot; thence North 74°08'15" West 175 feet, parallel with the north line of Franklin Boulevard; thence South 0°14' West 150 feet to the place of beginning.

EXCEPT: 0.11 acre into Riverfront Parkway by Circuit Court No. 16-90-06756 and R1758/9223556 for 1992.

EXCEPT: Less than 0.01 acre (27 square feet) to Franklin Boulevard by 2004-075868 for 2005 (LTD).

## **Background**

The University of Oregon Treasury Management Policy (TMP) divides the university's cash and investment pool into three tiers with different risk/return profiles for each tier. The Tier 3 portfolio, which is invested for the longer term, is balanced by the Tier 1 and Tier 2 portfolios, whose liquidity requirements necessitate investing in shorter term assets with less volatility. UO is working with the UO Foundation to manage the Tier 3 portion as "funds functioning as a quasi-endowment" for the benefit of the university and the goal is to have these investments provide stable funding to UO which can be used to carry out its mission.

The Tier 3 investment pool is intended to be maintained in perpetuity and have little, if any, liquidity. Given that risks change over time fund managers need the ability to use sophisticated techniques that can include derivative contracts to modify risk exposures or mitigate emerging issues.

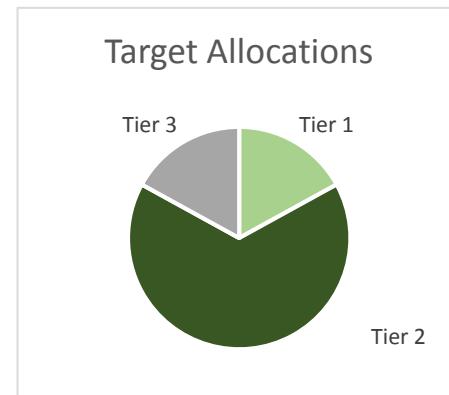
These contracts are commonly called derivative contracts or synthetic exposure and they can be used to:

1. Hedge, mitigate, or offset undesirable exposures for a defined period of time;
2. Create desirable exposures for a defined period of time;
3. Accomplish some other purpose in a cost-effective manner.

Achieving these objectives through a contract is a very useful tool to fund managers and is particularly attractive when risk exposures can be modified cost-effectively. The following examples are provided to help describe when a derivative contract might be used:

### ***Example A***

An investor acquires a tree farm that was planted 60 years ago and decides after five years that the value proposition for one of the types of trees is riskier than originally thought. For our example, assume legislation is introduced that seeks to limit the harvest of "Tree A." The investor does not know when (or if) the legislation will be enacted, but to reduce exposure to "Tree A" the investor would like to sell a portion of these trees that are on the property. Unfortunately, some of the tree plantings are commingled and it is not practical to legally divide and sell each piece of land that is planted with "Tree A." So the investor enters into a contract with a third party that promises to pay a set price for "Tree A" in 15 years. This is an example of a *forward contract*.



*Example B*

Another type of derivative contract used in investments is related to foreign currency exchange risk. These are commonly used when an ownership interest is taken in a foreign business. For example, an investor has purchased shares of a seafood cannery operating in Newfoundland, Canada. The investor likes the cash flow the cannery produces but all of its sales are in Canadian dollars. To mitigate the risk associated with fluctuations in currency exchange rates, the investor enters into a contract with a third party to provide an 18-month window in which to exchange Canadian dollars at a set price for American dollars. This is an example of a *forward foreign currency contract*.

*Example C*

An investor buys a municipal bond which pays a fixed interest rate for 30 years. The investor likes the consistent income, however after a few years begins to worry that rates will rise and their purchasing power will suffer due to inflation. So the investor enters into a contract with a third party whereby the investor gives the third party their fixed rate income and the third party gives the investor a variable rate income. This way the investor can reap the benefits of rising rates and the third party benefits from a consistent income stream. This type of derivative is an *interest rate swap*.

There are many types of derivatives that can be used to manage risk in an investment portfolio, ranging from exchange-traded standardized products to completely customized and unique arrangements. Derivatives require a firm understanding of their function, the underlying asset, and potential outcomes. There is almost always an upfront fee to enter into the contract.

**Related UO Policy**

The TMP requires Board of Trustee authorization for any derivative activity.

**Requested Action**

Per the TMP, the administration seeks approval of a resolution to authorize investment managers working for the UO Foundation, who manage the Tier 3 portion of the university's cash and investment pool, to use derivative contracts to hedge or mitigate risk exposures.

*Additional Considerations:*

- Derivative contracts can be very complex and subject to price volatility
- Public opinion can be negative due to lack of understanding and well publicized cases of misuse

*Mitigating Factors:*

- Managers selected by UOF will be experienced with these complex investment vehicles
- Chief Investment Officer at UOF is experienced with these complex investment vehicles
- Authority is limited to hedging purposes and will not include speculation

**Board of Trustees of the University of Oregon**

**Resolution: Authorization for Certain Use of Derivative Contracts**

Whereas, the University of Oregon (University) is authorized to engage the University of Oregon Foundation (Foundation) for purposes of managing and investing certain University assets, including its “Tier 3” portfolio of cash and investments;

Whereas, the Board wishes to allow the University and its fund managers flexibility to use instruments aimed at maximizing returns while mitigating risk exposure for assets held under management for and in the name of the University;

Whereas, the University’s current Treasury Management Policy (IV.03.01) stipulates that Board of Trustees (Board) approval is required for “the University’s use of investment hedging instruments and other derivatives;”

Whereas, derivative contracts and other hedge positions are sophisticated techniques used to modify risk exposure or mitigate emerging market issues and requiring Board approval for each individual transaction is inefficient and may cause timing issues that negate possible benefits of the techniques; and,

Whereas, the Finance and Facilities Committee has referred this matter to the full Board as a seconded motion, recommending passage.

Now, THEREFORE The Board of Trustees hereby authorizes the Foundation, and by extension fund managers hired by the Foundation, to enter into derivative contracts on behalf of the University provided such contracts are used to hedge or mitigate existing risk exposure for the assets held under management by the Foundation for and in the name of the University. Notwithstanding the above, speculation is prohibited.

*Vote recorded on the following page*

<b>Trustee</b>	<b>Yes</b>	<b>No</b>
Ballmer		
Bragdon		
Chapa		
Colas		
Curry		
Ford		
Gary		
Gonyea		
Kari		
Lillis		
Paustian		
Ralph		
Wilcox		
Willcox		

Dated: \_\_\_\_\_

Recorded: \_\_\_\_\_



## Agenda Item #7

### Long-Range Facilities and Physical Infrastructure Planning



UNIVERSITY OF OREGON

# University of Oregon Capital Plan

**December 2, 2016**

Presentation to the Board of Trustees

Michael Harwood, AIA  
AVP for Campus Planning and Facilities Management

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## Agenda

- Campus Statistics
- Deferred Maintenance Integration
- Overview of Capital Development Plan
- Detailed Planning
- Additional Considerations

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## Campus Statistics

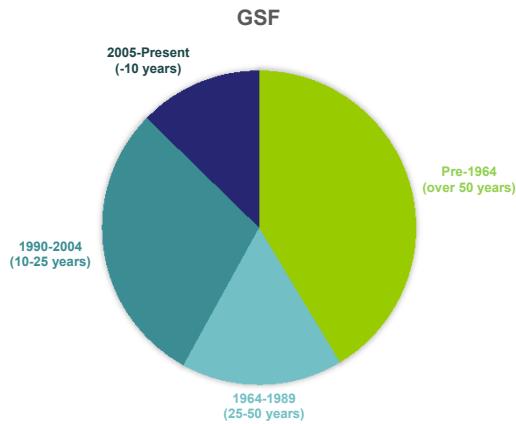
### Size of Campus

- Total Acres
  - 295 Main Campus
  - 565 Total
- 171 E&G Buildings
  - \$1,247,537,000 Value
  - 4.11 Million Gross SF
  - 54 Major Buildings (15k+)
- 154 Auxiliary Buildings
  - \$940,191,000 Value
  - 3.67 Million Gross SF
  - 31 Major Buildings

## Campus Statistics

### Age of Campus (18 small buildings not listed)

- Pre 1964 (Over 50 years)
  - 58 E&G, 23 Major
  - 39 Aux, 11 Major
- 1964-1989 (25-50 years)
  - 66 E&G, 16 Major
  - 33 Aux, 4 Major
- 1990-2004 (10-25 years)
  - 14 E&G, 4 Major
  - 61 Aux, 10 Major
- 2005-Present (-10 years)
  - 33 E&G, 11 Major
  - 21 Aux, 6 Major

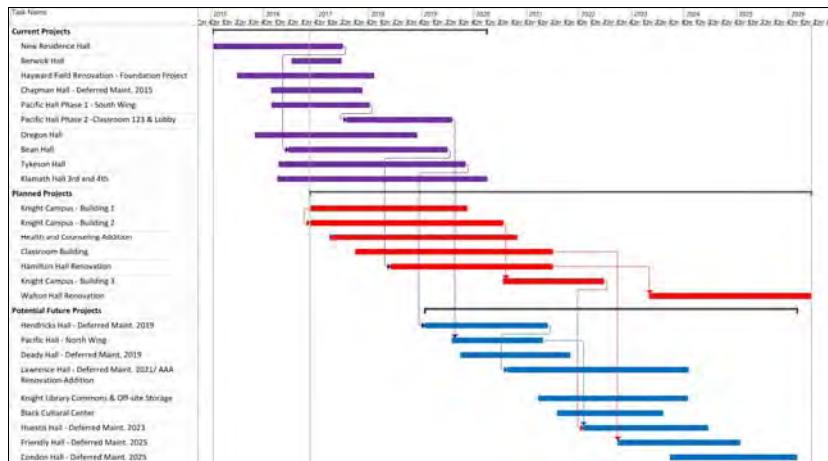


## Deferred Maintenance – Integrating into the Capital Plan

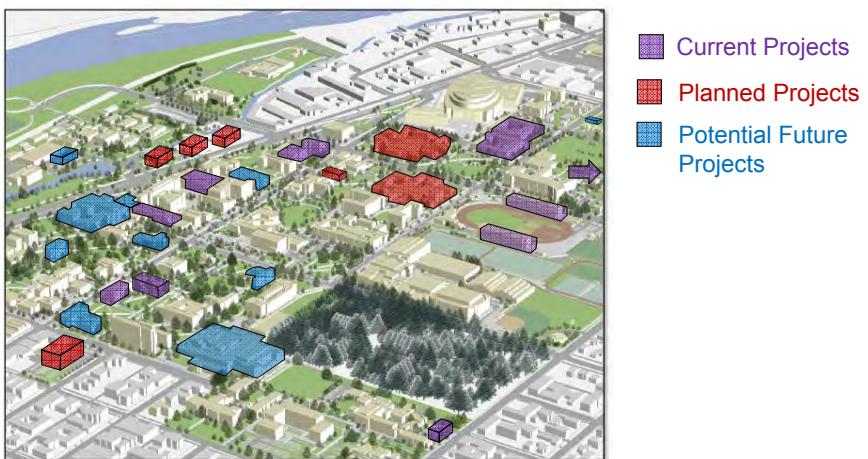
- Current Deferred Maintenance Value - 2015
  - \$185.7 Million
- 10 Year Capital Impact
  - Additional \$181 Million in systems reaching the end of life cycle in the next 10 years due to building age.
- Important Element in Developing the Capital Plan



## Overview of Capital Development Plan



## Overview of Capital Development Plan



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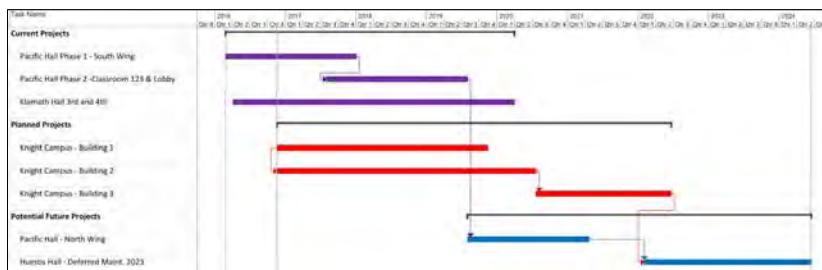
## Detailed Planning

### Project Types

- Science Projects
- Academic Projects
- Housing Projects
- Student Services and Centers
- Athletics Projects

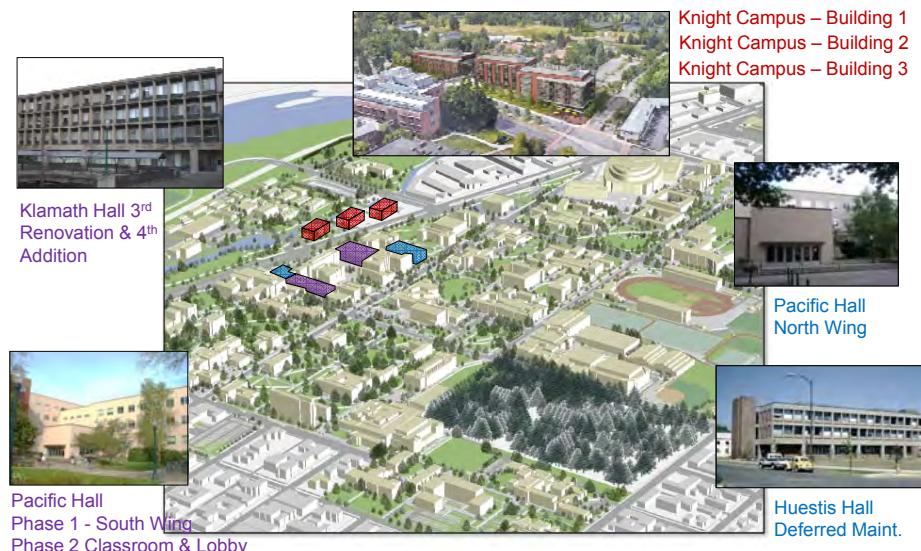
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## Detailed Planning – Science Projects



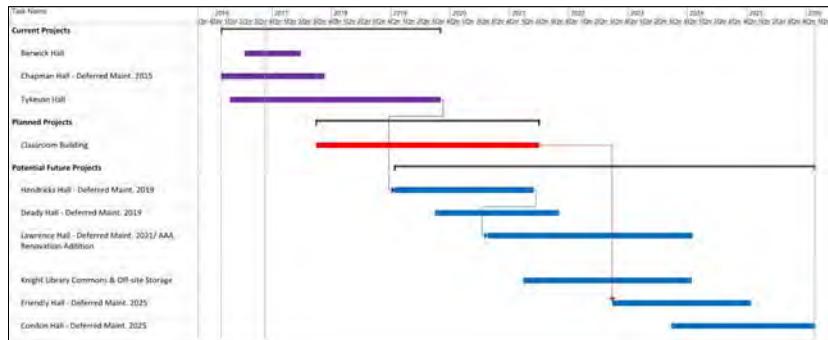
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## Detailed Planning – Science Projects

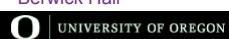


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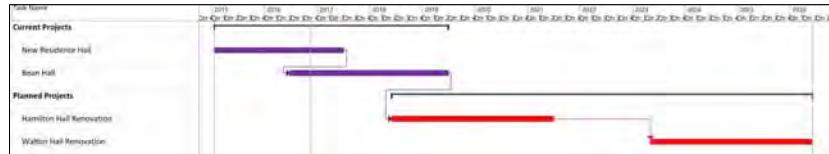
## Detailed Planning – Academic Projects



## Detailed Planning – Academic Projects



## Detailed Planning – Housing Projects



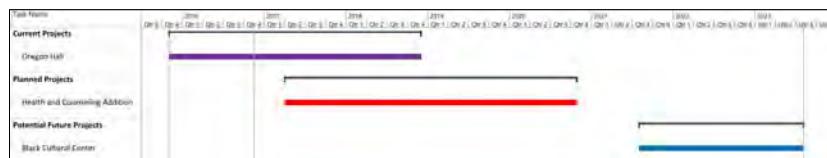
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## Detailed Planning – Housing Projects



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## Detailed Planning – Student Services and Centers



## Detailed Planning – Athletics



## Detailed Planning – Student Services and Centers



## Detailed Planning – Athletics



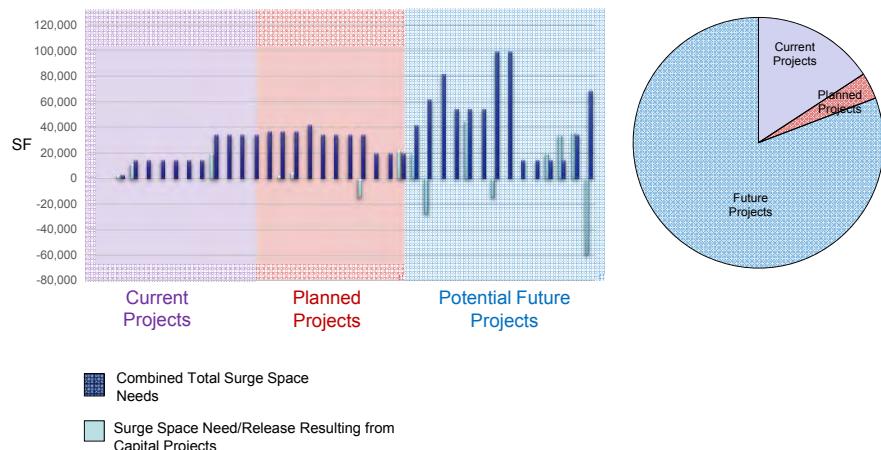
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## Additional Considerations

- Surge Space Needs
- Funding Sources
- University Debt
- Infrastructure Investments

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## Surge Space Needs

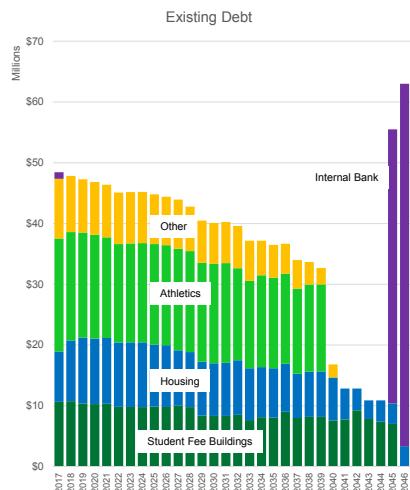


## Major Funding Sources – Current and Planned Projects

	Board Approval	Gifts	State-Paid Bonds	Revenue Bonds	Cash
New Residence Hall	Approved			✓	
Berwick Hall	Approved	✓			
Chapman Hall	Approved	✓	✓		✓
Pacific Hall – South	Approved	✓		✓	
Hayward Field	Approved	✓			
Oregon Hall	Approved			✓	
Bean Hall Renovation	Approved			✓	
Tykeson Hall	Approved	✓	✓		
Klamath Hall 3 <sup>rd</sup> /4 <sup>th</sup>	Approved		✓	✓	
Hamilton Hall Renovation				✓	
Walton Hall Renovation				✓	
Knight Campus 1 & 2		✓	✓		
Classroom Building		✓	✓	✓	
Health & Counseling				✓	✓
Knight Campus 3		✓			



# University Debt



- Current debt burden ratio is 5.9%
- Current expected needs from UO revenue bonds total \$250 million
  - \$70 million already on hand
  - Modeled future debt issuances provide some degree of contingency
    - 2018: \$55 million
    - 2020: \$55 million
    - 2022: \$45 million
    - 2024: \$45 million
- Modeled debt burden ratio peaks at 6.1% in 2018

## Summary of Projects

### Current Projects

<u>Project Name</u>	<u>New (sf)</u>	<u>Renovated (sf)</u>	<u>Project Budget</u>
• New Residence Hall	136,650		\$ 45M
• Berwick Hall	9,550		\$ 8.79M
• Hayward Field Renovation	--		--
• Chapman Hall DM		23,400	\$ 10.85M
• Pacific Hall – 2 phases		35,500	\$ 16.7M
• Oregon Hall		45,200	\$ 8.7M
• Bean Hall Renovation		162,630	\$ 48M
• Tykeson Hall	50,000		\$ 34M
• Klamath 3 <sup>rd</sup> and 4 <sup>th</sup> Floor	25,000	13,300	\$ 17M
<b>Totals</b>	<b>221,200</b>	<b>280,030</b>	<b>\$189.04M</b>

### Planned Projects

<u>Project Name</u>	<u>New (sf)</u>	<u>Renovated (sf)</u>	<u>Project Budget</u>
• Knight Campus Buildings 1&2	150,000		\$200M
• Health & Counseling Center	20,000	10,000	\$ 17M
• Classroom Building	106,500		\$ 85M
• Hamilton Hall Renovation		224,600	\$ 45M
• Knight Campus Building 3	75,000		\$100M
• Walton Hall Renovation		185,800	\$ 45M
<b>Totals</b>	<b>351,500</b>	<b>420,400</b>	<b>\$492M</b>



## Agenda Item #8

### Budget Overview and Key Cost Drivers

*There are no materials for this section*



## Agenda Item #9

### State Government Affairs

*There are no materials for this section*



## Agenda Item #10

Knight Campus for Accelerating Scientific Impact

# Knight Campus for Accelerating Scientific Impact

UO Board of Trustees Report  
December 2, 2016

Patrick Phillips, PhD  
Acting Executive Director and Professor of Biology

## The Moment is Here...

- On October 18, 2016 the University of Oregon launched a 10-year, \$1 billion investment in translational science.
- Made possible by the passage of SB 270, outstanding board and presidential leadership and a cornerstone gift of \$500 million from Phil and Penny Knight.
- Request of \$100 million in general obligation bonds from the State.
- Additional fundraising over the next decade.

## The Knight Campus by the Numbers

- **30 teams** of scientists and support staff – about **300 people**.
- Speed up the “impact cycle,” from inquiry to innovation for the greater good.
- **550 students** involved in research activity.
- **30% estimated increase** in annual sponsored research activity.
- **3 new buildings** in ten years on Franklin Boulevard.

## Interdisciplinary Innovative Translational

- The Knight Campus will drive collaborations across fields that result in more complete and richer contributions to society.
- A focus on translational science that contributes solutions to key societal issues by fast-tracking discoveries into real-world applications.
- New faculty members recruited to the Knight Campus will be engineers, data scientists, robotics experts, and scientists interested in clinical translation of new discoveries.
- Enable engineering approaches to address complex scientific problems.

## Economic Impact

During peak construction, the project will directly contribute:

- **\$99.7 million** to Oregon's economy, which would support **\$177.8 million** in total output and **1,304 in jobs.**
- This will support **\$10.9 million** in state and local tax revenues.

## Economic Impact

After the project reaches a “steady state,” operation will result in:

- **\$43.3 million** in direct local annual expenditures, which would support **\$79.4 million** in statewide output and **756 jobs.**
- We estimate expenditures will support an additional **\$6.7 million in annual tax revenue** for state and local governments.
- The Knight Campus will serve as a launch point for incubating new Oregon-based companies and serving as a training ground for a new generation of scientific entrepreneurs.

## **Priority Activities in Year One**

- Capital Planning and Design
- External Relations
- Initial Programming
- Internal Organization

## **Capital Planning and Design**

Working groups have been established and are actively addressing major actions, including:

- Financial
- Ownership and use
- Design

Acting Executive Director is visiting relevant research institutes with buildings of interest for functionality and design characteristics in preparation for user group visits in winter term.

## **External Relations**

- Acting Executive Director is visiting major research institutes with similar missions – October through December 2016.
  - Examples: BioHub, BioX, Broad, Wyss
- Recruitment firm and search committee in place and working on recruiting permanent Executive Director, posting expected soon after New Year.
- Website in place and actively updated.
- Staffing in place for governmental and philanthropic activity needed to raise additional funds.

## **Initial Programs**

Ongoing engagement with faculty groups across campus on initial programs, including:

- Graduate Internship Program
- Entrepreneurship Program
- Innovation Funding Program
- Symposia and/or Lecture Series

## **Internal Organization**

- Initial internal governance documents in drafting stages and discussions with relevant parties are ongoing.
- Initial staff has been hired and are active.
- Ongoing engagement with faculty groups across campus on programmatic and academic topics.
- Two town hall conversations led by Patrick Phillips, David Conover and Scott Coltrane in fall term engaged broad campus community.



## Supplemental Materials



## Agenda Item #6 - Supplemental

### Seconded Motions and Resolutions

**Board of Trustees of the University of Oregon**

**Resolution: Selection of Board Officers**

Whereas, the bylaws of the University of Oregon (University) establish a chair and a vice chair of the board to serve as board officers;

Whereas, the bylaws establish the term for board officers to be three years (or a close approximation thereof given board meeting schedules);

Whereas, the current chair, Charles M. Lillis, and vice chair, Ginevra Ralph, were elected to those positions in January 2014; and,

Whereas, the Executive and Audit Committee recommends to the full Board that the current chair and vice chair are reelected to their respective positions.

Now, therefore, the Board of Trustees of the University of Oregon hereby reelects Charles M. Lillis as chair of the Board and Ginevra Ralph as vice chair of the Board.

Moved: \_\_\_\_\_ Seconded: \_\_\_\_\_

Trustee	Yes	No
Ballmer		
Bragdon		
Chapa		
Colas		
Curry		
Ford		
Gary		
Gonyea		
Kari		
Lillis		
Paustian		
Ralph		
Wilcox		
Willcox		

Dated: \_\_\_\_\_ Recorded: \_\_\_\_\_



## Agenda Item #3 – Supplemental

### Classroom Scheduling Task Force – Findings and Next Steps

# National Standards for Classroom Use

- ▶ For Lecture and Seminar Spaces:
    - ▶ 30 hours/week\*
    - ▶ 65-75% seats used
  - ▶ For Laboratory Spaces:
    - ▶ 20-25 hours/week\*
    - ▶ 80% seats used
- \* Week is defined as Monday-Friday, 8 a.m. to 5 p.m. for a total of 45 hours.
- ▶ University of Oregon
    - ▶ 33 hours per week (75% of the hours between 8 a.m. and 5 p.m.)
    - ▶ **75% utilization of seats per hour**
  - ▶ University of Colorado-Boulder
    - ▶ 30 hours per week
    - ▶ 75% utilization of seats between 9 a.m. and 3 p.m.
    - ▶ 60% utilization of seats other hours
    - ▶ In a recent year, 62% of UC-Boulder's classrooms met or exceeded this usage.
  - ▶ University of Wisconsin
    - ▶ 30 hours per week
    - ▶ 67% utilization of seats per hour
  - ▶ University of Buffalo
    - ▶ 30 hours per week
    - ▶ 80% utilization of seats per hour
  - ▶ University of Utah
    - ▶ 34 hours per week
    - ▶ 75% utilization of seats per hour
  - ▶ University of Minnesota
    - ▶ 32 hours per week
    - ▶ 65% utilization of seats per hour between 8-5
  - ▶ University of Missouri
    - ▶ 30 hours per week
    - ▶ 70% utilization of seats per hour

	Number of Rooms	#/% that Met Goal	#/% with 45+ hours	Average Hours/week	Range of Hours Occupied
General Pool	107	85 (79%)	19 (18%)	38	20-50
Joint	41	30 (73%)	8 (20%)	37	18-54
Department	38	12 (32%)	3 (8%)	25	0-52
Total	186	127 (68%)	30 (16%)	35	0-54
Metric		33 hours/ week			

Note that in a recent year, UC Boulder showed 62% meeting or exceeding their standard; UO is at 68% overall, and at 79% of the General Pool classrooms meeting or exceeding the standard.

# Room Example with Full Utilization (All WR 123 - approved at 3 hours/week)

- ▶ MWF at 8
- ▶ MWF at 9
- ▶ MWF at 10
- ▶ MWF at 11
- ▶ MWF at noon
- ▶ MWF at 1
- ▶ MWF at 2
- ▶ MWF at 3
- ▶ MW 4-5:30
- ▶ TR 8-9:20
- ▶ TR 10-11:20
- ▶ TR noon -1:20
- ▶ TR 2-3:20
- ▶ TR 4-5:20
- ▶ TR 6-7:20

15 courses and 52 hours of usage;  
latest class ends at 7:20 p.m.; Fridays open after 4 p.m.

# Room Example for Large Classroom Straub 156 with seats 520

- ▶ MW 8-8:50
- ▶ MWF 9-9:50
- ▶ M 11-11:50
- ▶ MW noon - 1:20
- ▶ MWF 2-3:50
- ▶ M 4-4:50
- ▶ MW 5-5:50
- ▶ TR 8:30-9:50
- ▶ TWRF 10-10:50
- ▶ TWRF 11-11:50
- ▶ TR noon -1:20
- ▶ TR 2-3:50
- ▶ TWRF 4-4:50

13 courses and 41 hours of usage;  
latest class ends at 5:50 p.m.; Fridays open after 5 p.m.

# Classroom Scheduling Protocols

- ▶ Target Percentages for Scheduling Courses
  - ▶ Zone 1: 8-10 a.m. = 20% (Fall 2015 = 17%)
  - ▶ Zone 2: 10 a.m. - noon and noon-2 p.m. = 40% (Fall 2015 = 22% + 23% = 43%)
  - ▶ Zone 3: 2-4 p.m. = 25% (Fall 2015 = 21%)
  - ▶ Zone 4: 4-6 p.m. = 15% (Fall 2015 = 15%)
  - ▶ Zone 5: 6 p.m. and later = optional (Fall 2015 = 4%)

# Fall 2015 Enrollment by Half Hour

Zone	Time	Mon CRN	Mon Hdct	Tues CRN	Tues Hdct	Wed CRN	Wed Hdct	Thurs CRN	Thurs Hdct	Fri CRN	Fri Hdct
1 (8-10)	800	80	2911	78	1971	93	3159	72	1737	58	1393
	830	107	4255	132	5377	125	4698	122	5102	60	1416
	900	185	6189	194	6736	211	6642	190	6381	166	4255
	930	182	6165	188	6587	208	6618	185	6242	168	4260
2A (10-12) prime time	1000	227	7167	253	7761	257	8070	261	7828	203	5293
	1030	232	7263	257	7873	259	8022	265	7933	202	5282
	1100	240	7639	241	7623	261	7968	257	7941	187	4955
	1130	186	5870	165	4321	208	6211	185	4687	177	4806
2B (12-2) prime time	1200	210	7549	256	7821	241	7959	260	7858	174	4138
	1230	209	7540	255	7843	239	7918	257	7837	169	4074
	1300	227	7620	275	8031	255	8120	272	8099	166	3831
	1330	174	4800	207	4240	196	5197	199	4308	154	3565
3 (2-4)	1400	236	7550	288	7953	254	7987	297	8030	123	2431
	1430	231	7569	283	7946	254	8014	293	8019	122	2409
	1500	216	7054	244	7617	227	7504	255	7685	77	1634
	1530	160	4926	156	4527	172	5392	170	4627	72	1508
4 (4-6)	1600	179	5459	196	5894	213	6121	197	5892	37	836
	1630	181	5578	194	5816	213	6216	196	5997	37	836
	1700	152	4850	166	5059	187	5632	177	5358	12	144
	1730	108	3112	115	3038	143	3907	122	3284	11	129
5 (6 +)	1800	63	1440	70	1224	99	2215	61	1223	3	32
	1830	58	1332	69	1211	92	2095	57	1026	3	32
	1900	80	1064	52	900	62	1356	37	704	2	12
	1930	72	766	50	749	55	1069	31	592	2	12
	2000	43	192	27	345	18	298	11	162	1	1
	2030	37	118	13	252	11	217	9	130	1	1
	2100	2	5	5	29	1	1	1	1	1	1
	2130	1	1	3	17	1	1	1	1	1	1

# Friday Enrollments

	Fall 2010	Fall 2015	Fall 2016
Total CRNs	5,300	5,018	4,731
Total CRNs in a room	4,852	4,570	4,257
Classes with a Friday meeting	1,053/22%	1,110/24%	1,107/26%
Total Enrollment	23,389	24,125	23,634
Students with Friday meeting	15,163/65%	14,569/62%	14,565/62%
Unduplicated Headcount (many students have more than one Friday class)			
Grad Enrollment/Grad Classes with Friday Time	1745/160	2016/186	1945/195
UG Enrollment/UG Classes with Friday Time	26742/893	24116/924	24636/912

# Reasons for Underutilization

- ▶ Size - anything under 20 seats is difficult to use
- ▶ Condition - not accessible; limited technology; poor furnishings;
- ▶ Location - too far outside the campus core
- ▶ Department controlled for specific use (music, specimen room, architecture studio)
- ▶ Combination of the above

# Reasons for Over-utilization

- ▶ Desirable size - currently the 90-150 seat classrooms have the most demand
- ▶ Condition - accessible for students and instructor; up-to-date technology; moveable furnishings;
- ▶ Location - within the campus core; easy to get to; provide perception of safety for evening classes



## Agenda Item #6.1

Authorization: Global Scholars Hall Settlement Agreement  
and Associated Repairs

**Summary of Settlement Agreement**

In June of 2009, the University of Oregon contracted with Zimmer Gunsul Frasca Architects LLP (ZGF) to design the East Campus Residence Hall (later named Global Scholars Hall). ZGF then contracted with Catena Consulting Engineers, Inc. (Catena) to perform required structural engineering services. In March of 2010, the University executed a CM/GC Contract for the construction of the Global Scholars Hall with Hoffman Construction Company and Hoffman Corporation (Hoffman).

During Global Scholar Hall's construction, the University raised concerns with Hoffman, ZGF and Catena regarding cracking and micro-cracking of the concrete floor slabs, unexpectedly large deflections of the floor slabs (which raised structural concerns), and other issues associated with the deflection. The Parties investigated the building's condition and determined the deflections exceeded the calculated levels, but that the structural integrity of the building did not create life or safety concerns. However, the University demanded that ZGF, Catena and Hoffman repair the cracking, micro-cracking and deflection of the floor slabs, and other defects associated with the deflection.

The Parties engaged in further investigation and preliminary negotiations to resolve disputes related to the cracking, micro-cracking, deflections and resulting effects. Initial efforts to resolve the disputes failed, however, so UO filed a lawsuit in Marion County Circuit Court entitled: *University of Oregon v. Hoffman Construction Company and Hoffman Corporation, Zimmer Gunsul Frasca Architects LLP, and Catena Consulting Engineers, Inc.*, case number 15CV05974. Hoffman then filed third-party complaints against some of the subcontractors, a cross-claim against ZGF, Catena and Knife River Corporation-Northwest ("Knife River"), and a counterclaim against the University. ZGF also filed cross-claims against Hoffman and its entities, and a counterclaim against the University. Hoffman further alleged that, to the extent the University's claims arose out of construction, Pence/Kelly Concrete LLC ("Pence") and/or Pence's subcontractors were responsible. Trial for this case is set to begin on January 30, 2017.

After extensive mediation, the parties reached a settlement agreement on the evening of November 29, 2016. The settlement agreement is attached to the resolution as Exhibit A. Key provisions include:

- ZGF, Catena, Hoffman and Pence will pay the University a total cash sum of \$6,917,443 by April 15, 2017. This amount includes approximately \$5.5 million for the scope of repair, with the remainder being paid to cover other associated costs.
- At no charge to the University, Catena will provide the University structural engineering services necessary to obtain all permits relating to its repair of GSH and any special inspections required for the repair.
- The University releases ZGF, Catena, Hoffman and Pence from all claims it could have pursued against them in the litigation and any other claims related to concrete slab deflection. ZGF, Catena, Hoffman and Pence also releases the University from all claims they could have pursued against the University in the litigation and any other claims related to concrete slab deflection.

### **The Repair Plan**

During the mediation referenced above, the parties developed a repair plan to resolve issues related to the deflection. Remediating those issues will require the University execute a repair contract that exceeds \$5 million dollars. In particular, the University estimates that the scope of repair costs will be approximately \$5.5 million.

### **Requested Action**

The administration requests Board authorization to: (1) execute the settlement agreement (as articulated in Exhibit A) and; (2) execute a contact for the associated capital repairs necessary to remediate the deflection and associated issues in the Global Scholars Hall, including authorization to use alternate procurement and contracting processes as necessary to comply with timing provisions of the agreement and other uses for which the Global Scholars Hall has been previously scheduled.

**Board of Trustees of the University of Oregon**

**Resolution: Authorization of Settlement Agreement and  
Associated Capital Expenditures (Global Scholars Hall)**

Whereas, the University of Oregon (University) has reached a legal settlement agreement (Agreement) attached hereto as Exhibit A regarding construction or design defects and repairs for the Global Scholars Hall (GSH);

Whereas, the Agreement includes a cash payment to the University of \$6,917,443, plus professional engineering services necessary to complete repairs necessary to remediate deflection in the concrete floor slabs and other issues related to the deflection;

Whereas approximately \$5.5 million of the paid \$6,917,443 will be for the repair, with the remainder being paid to cover other associated costs;

Whereas, the University wishes to engage appropriate and responsible vendors to complete these repairs at the soonest possible time to meet requirements set forth in the Agreement and other uses for which the GSH has been previously scheduled; and,

Whereas, Board approval is required for the execution of instruments and capital projects which exceed \$5,000,000.

Now, therefore, the Board of Trustees of the University of Oregon hereby accepts the Agreement attached hereto as Exhibit A and approves repairs to Global Scholars Hall pursuant to the Agreement. The Board further authorizes the President or his designee(s) to take any and all action necessary to execute said repairs, including use of special procurement and contracting processes as he or his designee(s) so deem necessary.

*Vote recorded on the following page*

Moved: \_\_\_\_\_

Seconded: \_\_\_\_\_

Trustee	Yes	No
Ballmer		
Bragdon		
Chapa		
Colas		
Curry		
Ford		
Gary		
Gonyea		
Kari		
Lillis		
Paustian		
Ralph		
Wilcox		
Willcox		

Dated: \_\_\_\_\_

Recorded: \_\_\_\_\_

## EXHIBIT A

### **SETTLEMENT AGREEMENT AND MUTUAL RELEASE**

This Settlement Agreement and Mutual Release (“Agreement”) is made effective as of the date it is fully executed (“Effective Date”), by and among the University of Oregon (“UO”), Hoffman Construction Company of Oregon (“Hoffman”), Zimmer Gunsul Frasca Architects LLP (“ZGF”), Catena Consulting Engineers, Inc. (“Catena”), and Pence/Kelly Concrete LLC (“Pence”). Hoffman, ZGF and Catena are referred to collectively as “Defendants.” UO, Hoffman, ZGF, Catena and Pence are referred to herein in the singular as “Party” and/or collectively as the “Parties”.

#### **RECITALS**

WHEREAS, on or about June 5, 2009, UO contracted with ZGF pursuant to the Architect Agreement for the East Campus Residence Hall Project to design a 185,000 square foot, mixed-use student living facility on the Eugene, Oregon campus of the University of Oregon (the “Project”). ZGF, in turn, contracted with Catena to perform the structural engineering required for the Project.

WHEREAS, Hoffman provided pre-construction phase and construction phase services for the Project and, on or about February 24, 2010, Hoffman executed a contract confirming its duties and obligations as CM/GC for the Project. Pence was the concrete subcontractor for the Project.

WHEREAS, the Project was originally identified as the East Campus Residence Hall and later named the Global Scholars Hall.

WHEREAS, noticeable cracking and micro-cracking and unexpectedly large deflection of the concrete floor slabs has been observed at the Project, which raised structural concerns.

WHEREAS, the Parties engaged in an investigation and preliminary negotiations of a resolution of the disputes related to the cracking, micro-cracking and unexpectedly large deflections of the concrete floor slabs at the Project, including the resulting effects.

WHEREAS, the Parties initial efforts to resolve their disputes failed and UO filed a lawsuit against Defendants in Marion County Circuit Court entitled: *University of Oregon v. Hoffman Construction Company abn Hoffman Corporation, Zimmer Gunsul Frasca Architects LLP, and Catena Consulting Engineers, Inc.*, case number 15CV05974, (“Litigation”).

WHEREAS, the Hoffman Entities filed a third-party complaint against some of the subcontractors that worked on the Project and a cross-claim against ZGF, Catena and Knife River Corporation-Northwest (“Knife River”) and a counterclaim against UO in this Litigation. ZGF also filed a cross-claim against the Hoffman Entities in the Litigation and a counterclaim against UO.

WHEREAS, Hoffman also determined that, to the extent any of the Litigation claims arise out of construction, Pence and/or Pence's subcontractors are responsible. In return, Pence demands arbitration to resolve any such disputes pursuant to section XVII(d) of the Hoffman/Pence contract. Hoffman asserts that Pence is bound to the Owner and the demand for arbitration shall be considered as a requirement to Owner. As such, Pence's subcontractors are bound to such dispute resolution agreed upon and memorialized in this Agreement pursuant to Pence's subcontracts and purchase orders and all implicated parties will resolve all issues arising from the Litigation in the same forum.

WHEREAS, the Parties engaged in mediation of the disputes between them in the Litigation. After an extensive mediation process, the Parties negotiated a settlement whose final terms are reflected herein. This Agreement supersedes any and all prior settlement agreements, negotiations or understandings between the Parties relating to the Project.

WHEREAS, a scope of repair ("Repair Plan") was developed to address the deflection, cracking and other conditions which UO has complained about in the Project.

NOW THEREFORE, in consideration of the mutual covenants and promises contained herein and other good and valuable consideration, receipt of which is hereby acknowledged, it is hereby agreed by and between the Parties as follows:

### **AGREEMENT**

1. The Parties acknowledge that full, valid and binding consideration exists for the execution of this Agreement.

2. The recitals set forth above are representations that are intended by the Parties to be contractual in nature and not mere recitations.

3. In consideration of the terms stated herein, and as sole monetary consideration for this Agreement, Defendants shall pay UO a cash sum in the amount of \$6,917,443 (the "Settlement Payment") by no later than April 15, 2017.

4. At no cost to UO, Catena alone shall be responsible for providing the structural engineering services necessary for UO to accomplish the Repair Plan ("Catena Design Services"). The Catena Design Services shall include the services necessary for UO to obtain all permits relating to the Repair Plan and any special inspections required for the Repair Plan in time for a repair commencement date in the summer of 2017. Catena shall execute a written contract with UO, memorializing Catena's agreement to provide the Catena Design Services at no cost to UO, and confirming Catena's professional liability insurance of \$2 million for the Catena Design Services. Catena's scope of services is limited to structural engineering. All other services required for the Repair Plan are outside of Catena's scope of work.

### **EXHIBIT A: SETTLEMENT AGREEMENT AND MUTUAL RELEASE**

5. Upon UO's receipt of the Settlement Amount, UO will release to Hoffman all securities and cash in US Bank Retainage Escrow account #1615\*\*\*\*0, which were held in escrow in lieu of retainage.

6. Except for UO's release of the retainage amount remaining for the Project, UO shall owe no monetary amounts of any nature related to the Project or this Litigation.

7. Upon execution of this Agreement, the UO and Defendants shall enter into a stipulated judgment of dismissal with prejudice, without award of costs or attorneys' fees, of all claims by and between UO on the one side and the Defendants on the other side that were or could have been brought against each other side. ZGF, Catena, the Hoffman Entities and Pence shall file a stipulated motion to transfer the claims by and between them to binding arbitration as provided herein.

8. Upon the respective reciprocal releases from UO becoming effective as provided in Paragraph 9, the Hoffman Entities, ZGF, Catena and Pence for themselves, their successors and assigns, shall be deemed to have fully and finally released, dismissed and discharged all known and unknown claims, demands, suits or actions of any kind arising out of the Litigation and/or related to the Project including those which were or could have been brought by them in the Litigation and/or related to the Project against UO (and its affiliated companies or entities, board members, employees, officers, members, and consultants), thereby releasing UO of any and all liabilities, claims or potential claims, known or unknown, contingent or non-contingent, ripe or unripe, associated with or arising out of the Project and/or the Litigation. Defendants and Pence agree that no fault shall be allocated to UO during the ongoing dispute resolution proceedings agreed upon by Defendants and their subcontractors and discussed in paragraph 9 below.

9. Notwithstanding paragraph 8 above, Defendants and Pence reserve the claims they each may have against each other and against any third parties, including without limitation, those claims that Defendants and Pence have against each other and between themselves to allocate responsibility for the Settlement Payment, as well as all claims Hoffman and Pence have against each other and all subcontractors and/material suppliers that worked on and/or supplied materials for the Project (collectively, "Preserved Claims"). Defendants and Pence intend to continue to litigate the Preserved Claims through a binding arbitration process. Under any circumstance, Defendants and Pence shall not make UO a party to any legal proceedings involving the Preserved Claims and Defendants and Pence shall treat UO as a non-party to any legal proceedings involving the Preserved Claims. However, at its own expense, UO shall cooperate with requests made by Defendants and Pence in making UO's employees, and others it controls, available for depositions and hearing testimony arising from the proceedings related to the Preserved Claims, that are not unreasonably burdensome to UO.

10. UO for itself, its successors and assigns, fully and finally releases and discharges all known and unknown claims, demands, suits or actions of any kind against Defendants and Pence (and their affiliate companies or entities, employees, partners, principals, officers, shareholders, members, subcontractors, sub consultants, suppliers and insurers) arising out of the

#### EXHIBIT A: SETTLEMENT AGREEMENT AND MUTUAL RELEASE

Litigation and/or related to the Project including those which were or could have been brought by UO in the Litigation and/or related to the Project, thereby releasing Defendants and Pence (and their affiliate companies or entities, employees, partners, principals, officers, shareholders, members, subcontractors, sub consultants, suppliers and insurers) of any and all liabilities, claims or potential claims, known or unknown, contingent or non-contingent, ripe or unripe, associated with or arising out of the Project and/or the Litigation. This expressly includes a release and waiver of all claims against Hoffman, Catena, Pence and ZGF, their affiliate companies or entities, employees, officers, partners, shareholders, members, subcontractors, material suppliers (and those subcontractors' subcontractors and material suppliers), consultants and insurers, in any way relating to or resulting from any repairs associated with the deflection, as well as claims that arise or relate to UO's failure to perform repairs associated with the deflection. ZGF, Pence and the Hoffman Entities shall have no responsibility, obligations or liabilities of any kind arising out of or related to the repair of the Project, including specifically the implementation or efficacy of the Repair Plan. UO's releases as set forth above as to Hoffman, Pence and ZGF is effective upon the performance of the payment provisions set forth in paragraph 3. UO's release as set forth above as to Catena is effective upon the payment provisions set forth in paragraph 3 and Catena's performance of the obligations set forth in paragraph 4.

11. Notwithstanding the release in Paragraph 10, UO also reserves its rights related to the Parties and subjects enumerated as follows:

- a. All rights, claims, demands, suits or actions of any kind, arising out of or related to latent defects related to or arising out of the Project that are not related in any way to the issues of slab deflection and its effects or conditions alleged by UO in the Litigation. UO represents and warrants that it is currently unaware of any claims in the nature of those reserved by this provision;
- b. As to Hoffman and Hoffman's subcontractors alone, all warranties, including manufacturer warranties of any kind, related to or arising out of the Project that are not related to the slab deflection issue that were or could have been alleged by UO in the Litigation; and,
- c. As to Catena alone, the Catena Design Services referenced in Paragraph 4.
- d. Nothing in this Agreement shall be construed to waive any existing manufacturing warranties to which UO is entitled that are not related to the slab deflection issue.

As to the rights by UO enumerated in items 11(a) — (d), the Defendants and Pence reserve all their respective rights and claims, including without limitation any defenses.

12. Nothing herein related to the issues in the Litigation shall be construed as an admission of fault by any Party, as any such fault is expressly denied. Moreover, UO agrees not

#### EXHIBIT A: SETTLEMENT AGREEMENT AND MUTUAL RELEASE

to prejudice or limit the Defendants' or Pence's ability to compete for and be awarded future work on UO projects on account of the Litigation or claims raised therein.

13. If UO sells or transfers the Building to a new owner, UO agrees to indemnify, defend and hold harmless the Hoffman Entities, ZGF, Catena and Pence (and their affiliate companies or entities, employees, partners, principals, officers, shareholders, members, subcontractors, sub consultants, suppliers and insurers) from all claims, demands, suit or actions of any nature or claim arising out of or related to the Project which may be brought by any new owner or transferees, including without limitation any subsequent purchasers. Furthermore, UO agrees to modify its third party lease agreements for the Building to require lessees of the Building (other than students) to waive any possible claim of any nature or kind related to the Project against the Hoffman Entities, ZGF, Catena and Pence (and their affiliate companies or entities, employees, partners, principals, officers, shareholders, members, subcontractors, sub consultants, suppliers and insurers).

14. This Agreement is intended as a final expression of the Parties' agreements concerning the subject matter herein. There are no other agreements between the Parties regarding the subject matter herein and this Agreement supersedes any negotiations, prior agreements, or purported other agreements relating to the settlement of the Litigation. This integration clause does not apply to or in any way affect the binding arbitration agreement between and among Hoffman, Pence, Catena and ZGF.

15. This Agreement cannot be modified, amended, or altered in any way except by a written agreement executed by each Party to this Agreement.

16. This Agreement was negotiated and approved by the Parties. Any rule that would otherwise require an ambiguity in the Agreement to be construed against the drafting Party is hereby expressly waived by the Parties.

17. The Agreement shall be governed by and construed in accordance with the substantive law of the State of Oregon, without regard to any conflicts of law or choice of law principles.

18. Excluding the allocation of the Settlement Payment between the Defendants and Pence, any dispute or claim arising out of or related to this Agreement shall be determined by binding arbitration with Michael J. Scott designated as the sole arbitrator.

19. In the event any Party commences legal proceedings against any other Party to this Agreement to enforce the terms hereof, or to declare rights hereunder, or as a result of a breach of any term, covenant or condition of this Agreement, the prevailing party in any such proceeding shall be entitled to recover from the losing party its litigation costs, including attorney and expert fees, at trial, on appeal, on review or in arbitration.

20. Should any provision of this Agreement at any time conflict with any law, or be deemed unenforceable, then such provision shall continue in effect only to the extent that it

#### EXHIBIT A: SETTLEMENT AGREEMENT AND MUTUAL RELEASE

remains valid. In the event any provision of this Agreement becomes legally unenforceable, the remaining provisions of this Agreement shall remain in full force and effect.

21. The Parties represent and warrant that they have the authority necessary to execute this Agreement. The Parties represent and warrant that each has not previously assigned any substantive right (e.g. right or claims) at issue under the Agreement. No other consents or approvals of any third parties are required or necessary for this Agreement to be so binding. Upon execution by the Parties, this Agreement shall be deemed fully binding and enforceable in accordance with its terms.

22. The Agreement may be executed in any number of duplicate originals, photocopies, telecopies or PDF files, each of which counterparts shall be deemed an original, and all of which (once each Party has executed at least one such duplicate original, photocopy, telecopy or PDF version) will constitute one and the same document.

**UNIVERSITY OF OREGON**

By: \_\_\_\_\_

Its: \_\_\_\_\_

Date: \_\_\_\_\_

Approved as to form:

---

Janet Knauss Larsen, OSB No. 950279  
Lane Powell PC  
Attorneys for University of Oregon

**HOFFMAN CORPORATION**  
**HOFFMAN CONSTRUCTION COMPANY**  
**HOFFMAN CONSTRUCTION COMPANY OF OREGON**

By: \_\_\_\_\_

Its: \_\_\_\_\_

Date: \_\_\_\_\_

**EXHIBIT A: SETTLEMENT AGREEMENT AND MUTUAL RELEASE**

Approved as to form:

---

Elizabeth E. Lampson, OSB No. 975185  
Davis Rothwell Earle & Xochihua  
Attorneys for Hoffman Entities

**ZIMMER GUNSUL FRASCA ARCHITECTS LLP**

By: \_\_\_\_\_

Its: \_\_\_\_\_

Date: \_\_\_\_\_

Approved as to form:

---

Guy A. Randles, OSB No. 773100  
Stoel Rives LLP  
Attorneys for Zimmer Gunsul Frasca Architects LLP

**CATENA CONSULTING ENGINEERS, INC.**

By: \_\_\_\_\_

Its: \_\_\_\_\_

Date: \_\_\_\_\_

Approved as to form:

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Terence J. Scanlan, OSB No. 042185  
Skellenger Bender, P.S.  
Attorneys for Catena Consulting Engineers, Inc.

**EXHIBIT A: SETTLEMENT AGREEMENT AND MUTUAL RELEASE**

**PENCE/KELLY CONCRETE, LLC**

By: \_\_\_\_\_

Its: \_\_\_\_\_

Date: \_\_\_\_\_

Approved as to form:

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Rachel Nies, OSB No. 085360  
Lorber Greenfield & Polito, LLP  
Attorneys for Pence/Kelly Concrete, LLC

**EXHIBIT A: SETTLEMENT AGREEMENT AND MUTUAL RELEASE**

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## Agenda Item #8 - Supplemental

### Budget Overview and Key Cost Drivers



## University of Oregon Financial Briefing

December 2, 2016

### Agenda

- Background Budget Information
- Non-Resident Tuition Dependency
- FY15, FY16 and FY17 Budget Issues
- FY18 Projected Major Cost Drivers

## UO Budget Structure

### E&G Funds

- Tuition revenue
- State Appropriation
- F&A Return
- Overhead revenue
- Fee revenue, interest earnings

School & College Budgets

Central Admin Budgets

Institutional Expenses  
(Debt, assessments,  
utilities, leases)

### Other Funds

- Grants and Contracts revenue
- Auxiliary Revenue
- Service Center Revenue
- Designated Operations Revenue
- Restricted gifts

Grants & Contracts

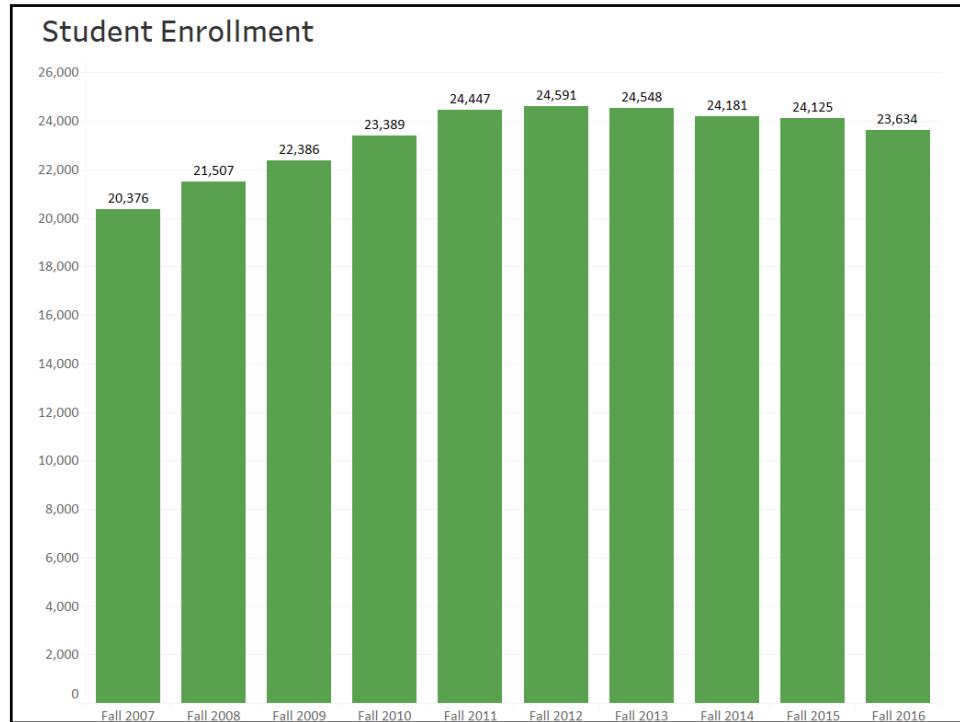
Plant Funds

Auxiliary, Service Centers,  
and Designated Ops  
Funds

Restricted Gifts

## Decreased Levels of State Appropriations





### University Resources

#### FY2016 Major Revenue Streams (E&G Fund)

State Appropriation      \$64.8 million

Resident Tuition      \$104.0 million

Nonresident Tuition      \$281.1 million

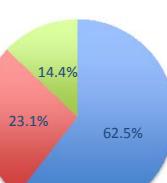
## Increasing Dependence Upon Nonresident Tuition

**FY2004 – Revenue Breakdown**

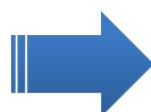


- Nonresident Tuition as % of Total Three sources
- Resident Tuition as % of Total Three sources
- State Appropriation as % of Total Three sources

**FY2016 – Revenue Breakdown**



- Non-Resident Tuition as % of Total Three Sources
- Resident Tuition as % of Total Three Sources
- State Appropriation as % of Total Three Sources



## UO Budget Structure

### E&G Funds

- *Tuition revenue*
- *State Appropriation*
- *F&A Return*
- *Overhead revenue*
- *Fee revenue, interest earnings*

School & College  
Budgets

Central Admin  
Budgets

Institutional Expenses  
(Debt, assessments,  
utilities, leases)

### Other Funds

- *Grants and Contracts revenue*
- *Auxiliary Revenue*
- *Service Center Revenue*
- *Designated Operations Revenue*
- *Restricted gifts*

Grants & Contracts

Plant Funds

Auxiliary, Service Centers,  
and Designated Ops  
Funds

Restricted Gifts

## Context – E&G Fund

- E&G Fund - Characteristics
  - 80% funded with tuition revenue
  - Funds majority of activity in schools and colleges and administrative units
  - Over 80% invested in people
- E&G Fund – Recent History
  - FY15: \$10 million deficit (\$6.5 million related to recurring issues)
  - FY16: Balanced due to state investment and tuition increase
  - FY17: Projections balanced due to tuition increase and cost containment efforts

## Summary – Major E&G Fund Cost Drivers

Cost Driver	FY17 Projected Cost Increase	FY18 Projected Cost Increase
Faculty and Staff Salary and Wages	\$7.6 million	<b>\$10.6 million</b>
GTF Salary and Wages	TBD	TBD
Medical Costs	\$2.2 million	\$2.2 million
Retirement Costs	n/a	<b>\$6 million</b>
Institutional Expenses	\$1.5 million	\$1.5 million
Strategic Investments (includes \$1 million for new faculty)	\$2.0 million	\$2.0 million
IT Infrastructure Investments	\$2.75 million	\$2.75 million?
Increase to Minimum Wage	TBD	TBD
Investments in Tenure Track Faculty	\$1.5 million	\$1.5 million
<b>Total Project Cost Increases*</b>	<b>\$17.5 million*</b>	<b>\$26.5 million*</b>

\* Does not include negotiated GTF contract increases, increases to minimum wage, additional investments needs in IT, costs related to federal FLSA regulations changes regarding eligibility for overtime pay; further investments in diversity initiatives, or individual school/college/department investments.

## Summary – Major E&G Fund Cost Drivers

Cost Driver	Original Estimates FY18 Cost Increases	Revised Estimates FY18 Cost Increases
Faculty and Staff Salary and Wages	\$10.6 million	\$11.0 million
GTF Salary and Wages	TBD	\$800K
Medical Costs	\$2.2 million	\$1.6 million
Retirement Costs	\$6 million	\$7.1 million
Institutional Expenses	\$1.5 million	\$1.0 million
Strategic Investments (includes \$1 million for new faculty)	\$2.0 million	\$2.0 million
IT Infrastructure Investments	\$2.75 million?	TBD
Increase to Minimum Wage	TBD	TBD
Investments in Tenure Track Faculty	\$1.5 million	\$1.5 million
<b>Total Project Cost Increases*</b>	<b>\$26.5 million*</b>	<b>\$25.0 million*</b>

*\*Does not include, increases to minimum wage, costs related to federal FLSA regulations changes regarding eligibility for overtime pay; further investments in diversity initiatives, or individual school/college/department investments.*

## FY18 E&G Fund Major Cost Drivers

Factor	Projected Cost Increase	Notes
Faculty and Staff Salary and Wages	\$11.0 million	Per collective bargaining agreements. Officers of Administration salary package assumed to be similar to faculty salary package. Does not include GTF salary increases
GTF Salary and Wages	\$800K	Assumes insurance cost increases only 50% of last year
Medical Cost (PEBB)	\$1.6 million	Assumes average 3.4% increase (Dec. 2016 rate) for entire year

## FY18 E&G Fund Major Cost Drivers (continued)

Factor	Projected Cost Increase	Notes
Retirement Costs (PERS)	\$7.1 million	Based on recently released updated PERS information. Assumes 400K of savings as Tier 1&2 employees retire and are replaced with Tier 3 & 4 employees. PERS Board projecting additional significant increases to occur in FY20 and FY22.
Institutional Expenses	\$1.0 million	Debt, rent, utilities, insurance and assessments.
Strategic Investment Fund	\$2.0 million	\$1 million pre-committed to tenure track faculty hires as part of cluster hires.

## FY18 E&G Fund Major Cost Drivers (continued)

Factor	Projected Cost Increase	Notes
IT Infrastructure Investments	TBD	
Increase to Minimum Wage	TBD	New minimum wage law implemented. Mostly affecting student workers at this point.
Investments in New Tenure Track Faculty	\$1.5 million	

## Summary – Major E&G Fund Cost Drivers

Cost Driver	Revised Estimates FY18 Cost Increases
Faculty and Staff Salary and Wages	\$11.0 million
GTF Salary and Wages	\$800K
Medical Costs	\$1.6 million
Retirement Costs	\$7.1 million
Institutional Expenses	\$1.0 million
Strategic Investments (includes \$1 million for new faculty)	\$2.0 million
IT Infrastructure Investments	TBD
Increase to Minimum Wage	TBD
Investments in Tenure Track Faculty	\$1.5 million
<b>Total Project Cost Increases*</b>	<b>\$25.0 million*</b>

\*Does not include, increases to minimum wage, costs related to federal FLSA regulations changes regarding eligibility for overtime pay; further investments in diversity initiatives, or individual school/college/department investments.

## Estimate of Impact of Flat PUSF (Public University Support Fund)

	<b>FY16 / FY17 - \$665 million</b>		<b>FY18 / FY19 - \$665 million</b>	
<b>PUSF</b>	<u>FY2016</u> \$327M	<u>FY2017</u> \$340M	<u>FY2018</u> \$327M	<u>FY2019</u> \$340M
			<b>-3.8%</b>	<b>3.8%</b>
	<b>FY16 / FY17 - \$126.9 million</b>		<b>FY18 / FY19 - \$126 million</b>	
<b>UO</b>	<u>FY2016</u> \$62.7M	<u>FY2017</u> \$64.2M	<u>FY2018</u> \$61.75	<u>FY2019</u> \$64.2M
			<b>-3.8%</b>	<b>+4%</b>
			<b>-\$2.5M</b>	<b>+\$2.45M</b>



## Agenda Item #9 - Supplemental

State Government Affairs



**To:** University of Oregon Board of Trustees  
**From:** Hans Bernard, Asst. Vice President for State Affairs & Special Asst. to the President - PDX  
Libby Batlan, Senior Director of State Relations  
**Subject:** 2017 Legislative Session Plan & Priorities  
**Date:** December 2, 2016

### **THE YEAR IN REVIEW**

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One year ago, the University of Oregon State Affairs team was ramping up for the 2016 February legislative session. We had an ambitious agenda, and were well-positioned for success with a solid governance structure, a thriving \$2 billion capital campaign, and a new university president.

President Schill and the Board of Trustees clearly articulated UO's three primary objectives:

1. Build our tenure-related faculty and promoting academic research.
2. Ensure affordability and access for our students.
3. Deliver a rich, excellent educational experience for our students.

State Affairs' budget and policy priorities aim to serve these objectives by increasing state support for operating and capital construction funds, minimizing unnecessary external control over university operations, using UO's network of alumni advocates to effectively move messages, and improve UO's influence as a premier research university and economic engine.

In 2016, State Affairs was able to secure key wins for UO:

- ✓ **Achieved legal certainty to invest in equities:** We were successful in passing a legislative referral to the November ballot that gives universities more financial management tools to better meet the needs of students and the institution.
- ✓ **Improved UO's relationship with the Higher Education Coordinating Commission (HECC):** UO continues to monitor, evaluate, and develop relationships with the HECC and other state agencies to ensure we inform and are informed, remain autonomous, and realize our potential under institutional governance.

## **POST-ELECTION LANDSCAPE IN OREGON**

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### **STATEWIDE OFFICES:**

Democrat Kate Brown was elected to finish Governor Kitzhaber's term. An open Secretary of State seat (vacated by Brown) will be filled by former Republican legislator Dennis Richardson. This is the first time a Republican has been elected to statewide office in Oregon since 2002. State Representative and Chair of the House Higher Education Committee, Democrat Tobias Read, won the race for State Treasurer.

### **LEGISLATURE:**

The Oregon Legislature will remain under Democratic control in both chambers. Senate Republicans picked up one seat in Southern Oregon. There will be 14 new members of the Oregon House and four new members of the Oregon Senate. The Eugene legislative delegation will see two changes. Democrat Julie Fahey will take Rep. Val Hoyle's seat, and Sen. Chris Edwards has vacated his position to take a role at UO as the new Associate Vice President of Strategic Initiatives. The statutory process has been initiated to appoint his replacement.

### **BALLOT MEASURES:**

**Defeat of Measure 97:** Prevents a gross receipts tax from taking effect. Lawmakers and stakeholders from labor and business have indicated an interest in identifying other revenue options.

**Passage of Measure 95:** Amends the Oregon Constitution to allow universities to invest in equities to reduce financial risk and increase investments to benefit students.

**Passage of Measure 96:** Amends the Oregon Constitutions to dedicate 1.5% of state lottery net proceeds to fund support services for Oregon veterans, generating approximately \$19 million. Higher education will work with the Department of Veterans Affairs to get a piece of this revenue to fund veteran student services.

**Passage of Measure 98:** Requires state funding for dropout prevention, career and college readiness programs in Oregon high schools. It dedicates at least \$800 to each enrolled high school student (\$294 million next biennium). The measure is triggered by the balance in the General Fund.

**Passage of Measure 99:** Creates "Outdoor School Education Fund" to provide outdoor school programs statewide. This will cost \$44 million next biennium and the funds will be allocated to the OSU Extension Service.

**Passage of Measure 100:** Prohibits the purchase or sale of certain wildlife species. It does not include an exemption for university research, so we will work with the Humane Society to pursue.

## **2017 LEGISLATIVE AGENDA**

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Despite the difficult budget realities facing the state, UO is well-positioned for success. We have strong and sustained leadership, healthy relationships with campus groups including labor and students, an unprecedented philanthropic gift of \$500 million to jumpstart research capacity, and ever-improving relationships with elected officials and other stakeholders.

### **OPERATING BUDGET**

The Legislature and the Governor are facing a budget shortfall of approximately \$1.7 billion next biennium. These budget challenges will require UO to work hard, but be realistic, in its expectations and strategies regarding the operating and capital construction budget. While it is always our goal to get every dollar we can from the state to protect students and services, we expect next session may mean cuts to the progress we made two years ago.

This spring, the universities submitted a joint funding request to the HECC, which highlighted and supported the following reality: For all universities to keep tuition increases at or below 5% and preserve current financial aid and student support services, state investment in the Public University Support Fund (PUSF) must increase by at least 15%—or \$100 million—in the 2017-19 biennium (to \$765 million). This is necessary due to large, state-mandated cost increases related to insurance, retirement, and bargained labor contracts.

### **Governor's Recommended Budget:**

#### Public University Support Fund:

- The Governor funded the Public University Support Fund (PUSF) at the 2015-17 Legislatively Approved Budget (LAB) of \$667.3 million. Because of the current service level calculations and the technical details on how funds are split over the biennium (49% in the first year, 51% in the second), this does represent a modest cut to UO of approximately \$2 million to \$2.5 million each year.

#### Student Financial Aid:

- The Governor increased funding for the Oregon Opportunity Grant by \$11 million from last biennium, bringing the total funding amount to \$151 million, which is estimated to provide grants to an additional 5,000 students.

#### Oregon Promise:

- The Governor recommended funding the Oregon Promise “Free Community College” program at \$39.7 million.

#### Public University State Programs

- The Governor recommended unchanged or flat funded from the 2015-17 biennium at \$39.1 million. For UO, these programs include the Center for Advanced Wood Products, the Labor Education Research Center (LERC), and the Clinical Legal Education Program.

### **Budget Timeline:**

- December 1, 2016: The Governor's Recommended Budget was released.
- February 22, 2017: Revenue forecast is released that will lead the Ways & Means Co-Chair to craft their budget.
- Early 2017 (specific date unknown): Ways & Means Co-Chairs release their budget that takes into account the Governor's budget and frames priorities for session.
- May: Revenue forecast.
- Late June/early July 2017: Legislatively Adopted Budget is approved.

Because universities will likely face some cuts in operating next biennium, it is important we can accurately articulate the impact of those cuts on students and the institution. With a cut of any form, it will be difficult to keep tuition below 5%. In addition to tuition levels, UO must also evaluate cuts to its administrative and operating budget and use of its reserves.

### **CAPITAL CONSTRUCTION**

UO took a more strategic approach to capital construction this biennium. Rather than proposing several small projects that total a large sum, we have prioritized two investments: A classroom and faculty office building and the Knight Campus for Accelerating Scientific Impact.

#### **Classroom and Faculty Office Building:**

##### \$55 million request in a combination of Article XI-G and XI-Q bonds

This project will allow the university to properly accommodate its undergraduate population by adding vital classroom space (~1,700 new seats) and faculty offices (~90). This project will alleviate the current shortage that prevents some students from gaining access to the classes required to graduate, thereby easing current capacity constraints. Adding faculty offices allows UO to properly house faculty currently assigned to inadequate spaces. The project includes funding for renovations to existing faculty office spaces, and makes way for the planned and necessary new hires to be housed on campus.

#### **Knight Campus for Accelerating Scientific Impact:**

##### \$100 million request in Article XI-G bonds

This capital investment will ensure that UO can build world-class facilities and equip them with shared instrumentation. By partnering with the state, UO can focus other portions of the gift on endowing faculty positions, building out entrepreneurial programs, and ensuring researchers have the resources needed to bring forward basic scientific discoveries that can change the world.

The \$100 million in bonds, along with a university match of \$100 million, will be used to:

- Construct two 75,000 square-foot buildings that will comprise the heart of the Knight Campus on the north side of Franklin Boulevard;
- Equip these buildings with state-of-the-art, shared scientific instruments that can be used by researchers and local Oregon companies; and
- Construct a sky bridge that will connect the Knight Campus to the main campus, enabling students, faculty, and staff to safely cross Franklin Boulevard. Both the new facilities and the sky

bridge will enhance Franklin as a gateway to Eugene and the UO while improving way-finding and enhancing bicycle and pedestrian safety in the corridor.

#### **Governor's Recommended Budget:**

The proposed budget includes approximately **\$275 million** in funding for university Capital construction projects. The budget also recommends funding for \$75 million in community college projects.

#### **UO's Projects:**

Classroom and Faculty Office Building: The Governor's budget provides **\$44 million** for UO's Classroom and Faculty Office Building. The project UO submitted to the HECC included funding to renovate faculty offices once the new building was constructed. The Governor's budget does not provide funding for those portions of the project (\$11 million).

Knight Campus for Accelerating Scientific Impact: The Governor's budget supports full funding for the Knight Campus, with the investment made over the course of three biennia. An initial investment of **\$34 million** is included in the 2017-19 budget.

#### **Public Safety:**

As recommended by the Campus Safety Work Group Governor Brown convened after the violence at Umpqua Community College, her budget includes \$15 million on bonding funds for security improvements at campus facilities.

#### **Capital Timeline:**

- August 2016: HECC approved a list of capital projects vetted by universities and forwarded that list to the Governor (this list included the classroom building request only.)
- October 2016: UO received a gift from Phil & Penny Knight to establish the Knight Campus for Accelerating Scientific Impact.
- Early November 2016: At the direction of Governor Brown, the HECC met to consider a staff recommendation for the Knight Campus, which became an opportunity for a capital match after the initial HECC approval of projects. In its meeting, the HECC approved the staff recommendation to include the Knight Campus.
- December 1, 2016: Governor Brown released her recommended budget, funding portions of the Classroom & Faculty Office Building and the Knight Campus building.
- December 2016 – June 2017: Execution of an advocacy campaign to fund both the classroom building and the Knight Campus building.

#### **POLICY**

As a result of legislative deadlines, the bill universe for the 2017 session is still unknown. Below are the highlights of the proactive agenda public universities plan to pursue next session. There will be a myriad of policies that we will have to either advocate for or defend against, and those will become clear after the first of the year.

**Changes to Postdoctoral Scholar Retirement Benefits to Stimulate Research Funding:**

Policy Overview: With United Academics and other labor organizations, universities are proposing a statutory amendment to exclude postdoctoral scholars from the employees eligible for Public Employee Retirement System (PERS) and the Oregon Retirement Plan (ORP). Institutions would independently pursue more cost effective alternatives to remain competitive in attracting postdoctoral scholars.

**Establish a University “Fighting Fund” to Help Secure and Leverage Federal Research Funding:**

Policy Overview: Seek to establish a renewable fund that would enable universities to have a source of match when seeking competitively awarded federal research grants, enabling stronger applications. The HECC would distribute funding through a collaborative process with universities.

**Endangered Species Fix:**

Policy Overview: Work with the Oregon Humane Society to pursue a legislative fix that includes an exemption for public universities that use certain animals in research as a result of the passage of Measure 100.

**Campus Public Safety:**

Policy Overview: The Governor’s Campus Safety Work Group, chaired by UO’s Andre Le Duc, has identified strategies to better support public safety and emergency management at Oregon’s postsecondary institutions:

1. Establish a Higher Education Safety and Resilience Council.
2. Appropriate \$500,000 to support a three-year statewide training initiative to advance a number of the recommendations identified in this report.
3. Hire two FTE to manage the council and develop/implement a statewide training program.
4. Establish an online training/resource portal to share promising practices and protocols.
5. Allow universities with police forces to hire retired law-enforcement officers.
6. Develop a physical-security grant program to help institutions pay for critical public safety infrastructure in existing buildings and campus infrastructure.

**Additional Services for Veteran Students:**

Policy Overview: Revise legislation passed during the 2015 session that created a priority registration process for veteran students. The primary goal is to ensure that veteran students have access to the courses they need throughout their entire academic careers to make maximum use of their federal benefits. Additionally, we will work to provide more funding for veteran’s services.

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**ADVOCACY**

UO Government & Community Relations is working with the UO Alumni Association to reimagine and enhance the university’s alumni advocate’s strategies and mechanisms. By the start of the 2017 session, we plan to unveil a new advocate’s website that will act as an information hub, community, and action center for advocates to contact elected officials and strategically push messages on various digital platforms. We are confident that we can continue to grow UO’s list of advocates and induce higher quality engagement year-round.

## **Letters Supporting Increased Funding for University Capital Construction Projects**

- Associations
  - Oregon Bioscience Association
  - Oregon Medical Association
- Campus Partners
  - Associated Students of the University of Oregon
  - United Academics of the University of Oregon
- Government to Government / Tribal Partners
  - Cow Creek Band of Umpqua Tribe of Indians
- Industry Partners
  - Electrical Geodesics Inc. (EGI)
  - NemaMetrix
- Labor Groups
  - IBEW Local 48 (International Brotherhood of Electrical Workers Local 48)
- Legislative Champions
  - Joint Legislative Letter (Oregon Legislative Assembly)
- Local Government Partners
  - Cities of Eugene and Springfield
  - Lane County Board of Commissioners
  - Lane Transit District





**ADVOCATE. CULTIVATE. EDUCATE.**

November, 10<sup>th</sup>, 2016

The Honorable Governor Kate Brown  
Oregon State Capitol Building  
900 Court Street NE, Suite 160  
Salem, OR 97301

Dear Governor Brown,

Research performed by Oregon Bioscience Association member companies – including start-ups, multinational companies and academic centers of learning – leads to developments and breakthroughs in healthcare, agriculture and environmental biotechnologies, including the manufacturing and sales of medical devices, pharmaceutical intermediaries, therapeutics and digital health technologies.

Oregon's research universities like the University of Oregon, Oregon State University and Oregon Health and Science University already excel in life sciences, engineering and medical research. However, we can do better, and an investment in higher education is an investment in Oregon's future.

Recently, Phil and Penny Knight donated an astounding philanthropic gift of \$500 million to establish the Knight Campus for Accelerating Scientific Impact at the University of Oregon. This campus will enhance the state's research capacity, benefit the local and regional economy and will also provide new investment and collaboration opportunities for Oregon Bio members.

Since this new venture presents significant opportunity statewide, we hope you will consider funding capital construction for public universities at higher levels next session. Specifically, for the UO's Knight Campus, the bonding allocation would be leveraged 10:1, which would free up critical operating dollars to endow faculty who will execute research, develop innovations of interest to Oregon Bio member companies and create new spin-off companies of their own.

The Knight Campus will also provide additional benefits to the bioscience industry and Oregon Bio members. Private sector entrepreneurs will work with UO faculty to innovate and accelerate the bench to market process. Moreover, through partnerships with Oregon businesses to understand hiring needs, the UO will expand experiential learning opportunities to train the next generation of high-tech workers, keeping the brightest Oregonians in the state.

The Oregon Bioscience Association works to cultivate adequate infrastructure and facilities at public research universities and Signature Research Centers like the OTRADI Bioscience Incubator (OBI). The state should continue to play a supportive role in ensuring these institutions are adequately funded. We know you have many tough choices before you next session, and an increased level of investment in capital construction for universities would not become the "new normal," but instead accommodate a unique biennium in which the state could benefit disproportionately.

Thank you for your consideration of this request, and we look forward to working with you next session and beyond.

Sincerely,

Denise McCarty  
Executive Director, Oregon Bioscience Association  
CC: Kate Sinner, Deputy Legislative Director  
Vince Porter, Jobs and Economy Policy Advisor

[oregonbio.org](http://oregonbio.org)

**Diamond Members**  
Biotronik/MSEI  
Davis Wright Tremaine, LLP  
Genentech  
OHSU  
TE Connectivity  
Welch Allyn

**Gold Members**  
Acumed  
Acumen Executive Search  
OTRADI  
Pfizer  
Skanska  
ThermoFisher Scientific  
Thinkfast CRM

**Silver Members**  
Abbvie  
Airgas  
Allergan  
Amgen  
Astellas  
AstraZeneca  
Bayer  
Bend Research  
Biogen  
Commissioning Agents Inc  
Eli Lilly  
Gilead  
GlaxoSmithKline  
Oregon State University  
PacTrust  
Patheon  
Perkins Coie  
PhRMA  
Publix Northwest  
Sanofi  
Schwabe, Williamson & Wyatt  
Shimadzu USA Manufacturing  
SolarWorld America  
UCB  
Vertex  
VWR



**OREGON MEDICAL ASSOCIATION**



November 14, 2016

Oregon Governor Kate Brown  
Oregon State Capitol  
Salem, OR 97301

Dear Governor Brown,

On behalf of physicians, physician assistants and medical students, the Oregon Medical Association (OMA) is requesting that you include a \$100 million bonding investment for the Knight Campus for Accelerating Scientific Impact in the upcoming 2017-19 Governor's Recommended Budget.

OMA was a strong advocate for the Knight Cancer Challenge at OHSU that will invest a billion dollars into the fight against cancer. This unique private and public investment is a way to achieve major medical advancements. We believe that the state has this opportunity again.

We envision a healthy Oregon cared for by a vibrant medical profession, and believe strongly that an investment in the Knight Campus for Accelerating Scientific Impact (Knight Campus) at the University of Oregon will have profound impacts on human health for Oregonians and across the world.

When discoveries are made, they must be tested, incubated, and refined before they can have an impact on society. Across Oregon, we are lacking sufficient spaces for these discoveries to be applied and tested. Collaborations that exist between biotech companies, OHSU, and other academic centers should be the norm, and as a state, we need to make investments that facilitate growth in these areas.

The vision of the Knight Campus has tremendous potential for scientific discovery and human health. Building out facilities, equipping them with state-of-the-art instrumentation, and attracting nationally respected researchers to Oregon will foster natural collaborations with the medical profession as we work together to discover and refine interventions that can improve health and treat diseases.

As you craft your budget, we hope you will recognize that an investment in the Knight Campus in Eugene is one that can be seen as an investment in education, economic development, and health care. As such, this investment should not come at the expense of other university capital projects, and more than justifies increasing the amount of capital allocated to higher education.

Oregon is fortunate to have philanthropists who believe in the power of scientific discovery and the promise it has for improving human health. Like the investment in the Knight Cancer Institute, a partnership with the state on the Knight Campus for Accelerating Scientific Impact is a wise investment that will improve the lives and health of Oregonians statewide.

Thank you for your consideration of this request.

Sincerely,



Robert Orfaly, MD  
President  
Oregon Medical Association

11740 SW 68<sup>th</sup> Parkway, Suite 100  
Portland, Oregon 97223-9038  
phone 503.619.8000  
fax 503.619.0609  
[www.theOMA.org](http://www.theOMA.org)

SERVING AND SUPPORTING PHYSICIANS IN THEIR EFFORTS TO IMPROVE THE HEALTH OF OREGONIANS

November 7, 2016

Dear Governor Brown,

Thank you for taking the time to visit campus and join the Associated Students of the University of Oregon (ASUO) in efforts to get out the vote on the 31st. It was so inspiring to speak with you about the importance of making sure that students vote and how much our votes truly matter.

Since taking office, you have made several trips to campus. I know our students appreciate the investment of time and energy it takes to connect in this way and I believe that those one on one connects truly do make all the difference.

I am writing regarding your proposed budget for the upcoming biennium. As you know, the University of Oregon has two significant opportunities included in the capital construction list that has been approved by the Higher Education Coordinating Commission (HECC).

The first, the classroom and faculty office building, rightly remains UO's number one priority. This building is critical to ensuring students have access to the course offerings needed to complete their degree. It will also provide much needed office space for faculty who have been displaced because of space capacity constraints. I have friends that are current Graduate Teaching Fellows and their present office conditions include cockroaches and leaky windows. Safe to say, this is not an environment that is conducive to learning or teaching.

UO's grew quickly enrollment from 2008 to 2012. This growth helped buffer the negative impacts to the university and its students from the state making major disinvestments in operating funding when the recession hit. Unfortunately, while our enrollment grew, we were financially able to build more classroom space to accommodate the new demand. This project will correct that imbalance and help UO make progress toward President Schill's important goals around student access, completion, and overall experience. I believe that these projects also contribute to the mission of the ASUO's which is to provide for the physical, social, cultural, and educational development of University of Oregon students and for their advancement within the University community and beyond.

The second project on the HECC's capital list is unlike any before it for the Eugene community and students in Oregon. The ability to leverage 10:1 the recent gift from Phil and Penny Knight and invest in applied scientific research will increase economic development, enhance research, and open educational opportunities to undergraduate and graduate scientists for generations to come.

When you look around UO, you see many buildings that were built or have been renovated through a combination of state-backed debt and generous private philanthropy. These buildings make it hard to see the reality of funding that UO gets in relation to its peer institutions. The fact is, on a resident student per capita basis, UO receives the least of all seven public universities in terms of state support for capital construction investments.

UO students encourage you to recognize these historical funding trends when crafting your budget and provide full funding for the classroom and faculty office building as well as the Knight Campus. Forcing the university to choose between the two is a false choice that impedes either academic success or scientific discovery and economic development. As a student at the university and President of the associated student body, this is not a choice we are willing to accept.

As the ASUO President, I support the entire capital construction list approved by the HECC, and encourages you to fund capital investments that will make a lasting impact on our students and our state.

Again, thank you for your commitment to access, affordability, and educational opportunity for Oregon students.

Sincerely,

Quinn Haaga  
President, Associated Students of the University of Oregon



Oregon Governor Kate Brown  
Oregon State Capitol  
Salem, OR 97301

Dear Governor Brown,

As the President of United Academics, an affiliate of the American Federation of Teachers (AFT) and the American Association of University Professors (AAUP), I am writing on behalf of the faculty of the University of Oregon. We respectfully request that you increase funding for university capital construction projects above historic levels in your upcoming 2017-19 budget.

The faculty of United Academics promote and defend quality public higher education by working together to uphold the University of Oregon's academic and research priorities. The capital construction list approved by the Higher Education Coordinating Commission (HECC) includes two projects specific to the University of Oregon: A classroom and faculty office building, and a \$100 million request to aid in the development of the Knight Campus for Accelerating Scientific Impact.

From 2008 to 2012, the University of Oregon grew its undergraduate population in part to buffer the institution against cuts we endured during the recession. During that time, space for faculty offices and classrooms did not keep pace with the increased student population. As a result, we do not currently have sufficient space needed to accommodate our student population. This project will allow us to catch up, and will provide 21<sup>st</sup> Century teaching and learning environments for our faculty and students.

The Knight Campus request provides the state an opportunity to partner with the university to improve the human condition by facilitating groundbreaking research, solidifying the UO as a premier public research university in the nation. With this campus, UO will build on its strength in the liberal arts and establish an important niche in applied sciences.

On its face, it may be tempting to say that the University of Oregon is requesting too much. I know this is a significant ask and I trust you will weigh this along with many other priorities. The opportunities to not only boost the UO at this critical moment, but accelerate economic growth in Eugene, are ripe.

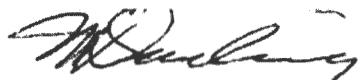
If you look past the athletic facilities and the campus buildings that have been donor funded, the University of Oregon has historically received less capital funding per resident student than all but one of our sister institutions in Oregon. I can tell you first hand as a faculty member, our professors and students have felt this disparity.

Rather than make the university prioritize one investment above another, the faculty of United Academics request that you consider the unique opportunities present this biennium. We say this out of a belief in both

UO projects, and a desire to ensure that these investments do not come at the expense of other Oregon public universities.

Thank you for your consideration of this request in your upcoming budget. We look forward to an ongoing partnership to ensure quality post-secondary education is within reach of all Oregon families.

Sincerely,



Michael Dreiling  
Professor of Sociology  
President, United Academics

CC: Elana Pirtle-Guiney, Workforce and Labor Policy Advisor



**COW CREEK BAND OF UMPQUA TRIBE OF INDIANS  
GOVERNMENT OFFICES**  
**2371 NE STEPHENS STREET, SUITE 100  
ROSEBURG, OR 97470-1399**  
**Phone: 541-672-9405  
Fax: 541-673-0432**

Governor Kate Brown  
Oregon State Capitol  
Salem, OR 97301

November 9, 2016

Dear Governor Brown,

As this election season comes to an end, the state budget for the next biennium will be your primary focus. The Cow Creek Band of Umpqua Tribe of Indians hopes you will consider the unique opportunities that are now before us and increasing the overall capital construction investments for public universities.

We work closely with many of Oregon's public universities, particularly the University of Oregon, Oregon State University, who have come to our aid in language preservation, cultural resource management and in other areas. Because of this relationship, we know how important adequate investments in capital—both new construction and repair and renewal of existing structures—are to the effectiveness of higher education to the students and residents of Oregon.

As you develop your 2017-19 recommended budget to the Legislature, we hope you will consider allotting higher levels of bonding capacity to public universities because of the distinctive opportunities they can leverage next session. Investments in infrastructure offer opportunities for economic and benefit in rural areas of the state—precisely the areas where our tribe and others are located.

Capital investments on the I-5 corridor will greatly change educational opportunities for our tribe and for all Oregonians. Such investments will inevitably stimulate economic growth in southern parts of the state.

Our support is with our universities as they face unprecedented growth and opportunities that will guide future generations. We appreciate your consideration of this request to increase overall capital construction investments for universities over these next legislative sessions. It will yield a high return on investment for us all. We look forward to working with you.

Sincerely,

Dan Courtney, Chairman





dense-array EEG

4 November 2016

Governor Kate Brown  
Oregon State Capitol  
Salem, OR 97301

Dear Governor Brown,

We write to encourage you to support the University of Oregon's launch of the Phil and Penny Knight Campus for Accelerating Scientific Impact by including bonding authority in your recommended budget for one of three facilities that will compose the new science campus.

As the founders of Electrical Geodesics, Inc. (EGI), an international medical device manufacturing company located in Eugene since its establishment in 1992. Today, we boast a workforce of 80 employees, and we know that the kind of research infrastructure envisioned by the University of Oregon and enabled by the extraordinary philanthropy of Phil and Penny Knight will enhance Oregon's innovation economy.

EGI is a medical device company that designs, develops, and commercializes a range of non-invasive neurodiagnostic products used to monitor and interpret brain activity. A key component of these products is EGI's proprietary dense array electroencephalography (dEEG) platform technology. With regulatory clearance in the US, EU, and a number of other major international regulatory bodies, the company's technology has been increasingly adopted as a powerful research tool and more recently as a cost effective and patient friendly clinical neurodiagnostic platform. The devices are used in diagnosing epilepsy and other conditions.

For about two decades, our company was a tenant of the University of Oregon's Riverfront Research Park. We left the research park when our company grew too big for the facilities that were then available. We valued proximity to the university, access to colleagues, and the opportunity to make easy connections with graduate students. We remain a University of Oregon research portfolio company. We know from experience that proximity to a university is an asset for research spin-out companies.

As you take final action on a budget request for 2017-19, we encourage you to consider an investment not only in the Knight Campus, but also all tier one university projects. The more the state can do to support research and innovation on every campus that serves students across the state, the better off Oregon will be.

Sincerely,

Don M. Tucker, Ph.D.  
UO Professor of Psychology  
CEO, Chief Scientist, Electrical Geodesics, Inc.

500 East 4th Ave., Suite 200, Eugene, OR 97401  
Phone: 541 687-7962, Fax: 541 687-7963, [dtucker@egi.com](mailto:dtucker@egi.com)

Cc: Kate Sinner, Governor's staff  
Vince Porter, Governor's staff



Governor Kate Brown  
Oregon State Capitol  
Salem, OR 97301

Dear Governor Brown,

We write to encourage you to support increased capital construction investment for public universities next biennium. Specifically, we hope you will do so by including bonding authority in your budget for the University of Oregon's Phil and Penny Knight Campus for Accelerating Scientific Impact, which is both a university construction project as well as an investment in our state's innovation economy. As a research spin-out, we know first-hand how important the combination of philanthropic and public investment can be to creating the civic and economic infrastructure that will transform Oregon's economy.

Founded in 2011, our company, NemaMetrix Inc., has its roots in federally funded research by University of Oregon faculty.

Our company developed a palm-sized device known as the NemaMetrix ScreenChip System. The ScreenChip System is a disruptive high-throughput, low cost, and easy-to-use platform for drug development based on physiological monitoring of the model organism, *Caenorhabditis elegans*, a tiny organism that measures 1 millimeter long and 50 microns wide. Approximately 60% of *C. elegans* genes match those in humans, making it a powerful experimental system for human health research. The worm's pharynx (muscular throat) pumps regularly, like a heartbeat, emitting signals that can be monitored as in an electrocardiogram or ECG. The device allows users to identify the effects of particular compounds and provides a readout of overall health. Faster and cheaper than traditional experimental animals (e.g., mice), the ScreenChip provides key data faster, streamlining the drug development pipeline, and also enables affordable screening of therapeutics for orphan and global-health diseases.

The road from discovery to commercialization is complicated. The Knight Campus will be a way to encourage and support scientific entrepreneurs, while bringing societal benefits and economic impact to the state.

NemaMetrix was pleased to attract \$1 million in seed investment led by Cascade Angels earlier this summer. The \$1M investment allowed us to grow to 15 employees skilled in the sciences. The majority of these individuals have been trained at the UO. As we continue to grow, the Knight Campus will provide an invaluable conduit for trained



scientists, to join our company and other Oregon start-ups and established businesses. We have experienced first-hand that establishing a tech company and making an impact requires sustained support and investment along the way. We benefitted from support from the Oregon Nanoscience and Microtechnologies Institute (ONAMI), the Oregon Translational Research and Development institute (OTRADI), Business Oregon and Oregon BEST.

The investment by the Knights is the next giant step that will strengthen our innovation culture and create more assets for entrepreneurs to access. As you take final action on a budget request for 2017-19, we encourage you to consider an investment not only in the Knight Campus, but also all tier one university projects more broadly. The more the state can do to support research and innovation on every campus that serves students across the state, the better off Oregon will be.

Sincerely,

Matt Beaudet, CEO  
NemaMetrix

Janis Weeks, Ph.D.  
CSO, NemaMetrix  
UO Professor, Biology

Shawn Lockery, Ph.D.  
CTO, NemaMetrix  
UO Professor Biology

Cc: Kate Sinner, Governor's staff  
Vince Porter, Governor's staff



November 15, 2016

Dear Governor Brown,

On behalf of the thousands of members of IBEW who live and work in Oregon I am writing to ask that you increase funding for University capital construction projects in your upcoming recommended budget in order to account for unique and unprecedented opportunities that if realized would have a real and true impact on our members and their families.

For over one hundred years, the skilled, trained, professional, and certified Journeyman and Apprentice Electricians of IBEW have helped the State of Oregon grow and prosper. They have provided the superior and safe electrical construction and maintenance work that has allowed this region's residences, communities, and businesses to thrive.

According to a recent report by the Sightlines, a facilities asset management firm, since 2007 state investment in public university construction projects have created nearly 14,000 jobs across Oregon. Many of these jobs have been filled by the skilled members of IBEW.

IBEW has worked hard to build a strong relationship with our states universities and consider them true partners. By law, practice and values University capital projects are prevailing wage projects. We also value the fact that investments in university projects create jobs for our members in every corner of the state.

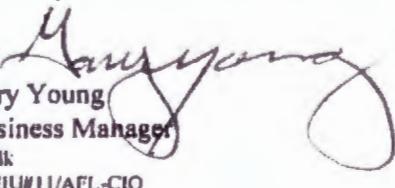
You recently stated that you intended to craft your upcoming budget with an eye toward investments that lift families out of poverty. The IBEW believes that an investment in capital projects statewide will have just that effect.

Recent acts of philanthropy at the University of Oregon, and the chance to construct the Knight Campus for Accelerating Scientific Impact, as well as the ability to begin a full build out of OSU Cascades make this biennium unique. We strongly believe that these opportunities warrant investments above historical levels and would encourage you to work with universities to provide the funding needed to fully leverage these investments.

Thank you for being a champion of the working men and women of Oregon and the members of IBEW.

We look forward to working together across Oregon to create jobs, leverage investment, and provide economic opportunity for our entire state.

Sincerely,

  
Gary Young  
Business Manager  
GY IL  
OPEIU#11/AFL-CIO



INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS LOCAL 48  
15937 NE Airport Way Portland, OR 97230-4958 Phone: 503-256-4848 Fax: 503-251-9952





## OREGON LEGISLATIVE ASSEMBLY

November 7, 2016

The Honorable Kate Brown  
Governor of Oregon  
State Capitol  
Salem, Oregon

Dear Governor Brown,

As legislators and colleagues, we understand the many demands on our state's limited debt capacity. However, we believe next session presents unique opportunities for the State of Oregon to partner with universities to increase student access and promote economic development. The high-impact nature of many of these projects warrants reimagining traditional levels of bonding capacity designated for higher education. That is why we are requesting that you propose a budget for the 2017-19 biennium that includes an increase in the amount of capital construction capacity allocated to Oregon's public universities.

The return on investment in public university infrastructure extend far beyond simple brick and mortar. With investments in facilities, Oregonians see better access for low-income, minority, and first-generation students, higher rates of college completion, enhanced quality of teaching and learning, higher capacity for research and economic development activity, more energy efficient and sustainable campuses, and job creation in every corner of our state.

Recent acts of philanthropy and opportunities to invest in growing areas of the state present a distinctive set of circumstances that merit investment above historic levels. Whether it is the opportunity to leverage 10:1 the recent gift that Phil and Penny Knight gave to the University of Oregon for applied scientific research, or the ability to increase access to education for Oregonians in Central Oregon, we believe increased investment in the upcoming budget will benefit Oregon students and the economy. Capitalizing on these unique opportunities should not come at the expense of others— instead universities should get a larger slice of the capital pie than has traditionally been served.

Public universities are the stewards for approximately half of Oregon's state-owned capital assets. Therefore, it is not unreasonable to assert they should be allocated a proportionate amount of its debt capacity.

As you weigh priorities and craft the allocation of Oregon's bonding capacity in your recommended budget, we hope you will reflect the significant size and scope of our university facilities, the unique needs of higher education infrastructure, and the valuable return Oregon sees on its investments.

OREGON LEGISLATIVE ASSEMBLY

We appreciate your consideration of this moment for Oregon's universities.

Sincerely,



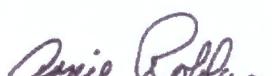
Senator Lee Beyer



Senator Chris Edwards



Senator Floyd Prozanski



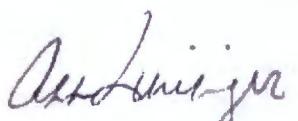
Senator Arnie Roblan



Senator Michael Dembrow



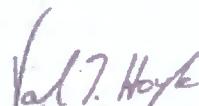
Representative John Davis



Representative Ann Lminger



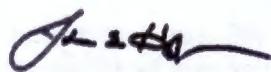
Representative Phil Barnhart



Representative Val Hoyle



Representative Dan Rayfield



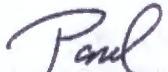
Representative John Huffman



Representative Mark Johnson



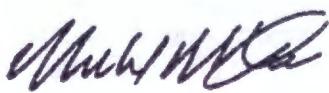
Representative Knute Buehler



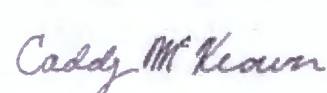
Representative Paul Holvey



Representative John Lively



Representative Mike McLane



Representative Caddy McKeown



Representative Paul Evans



Governor Kate Brown  
State Capitol Building  
900 Court Street NE, 160  
Salem, OR 97301

November 4, 2016

Dear Governor Brown:

We are writing to showcase the importance of the recent announcement of the extraordinary \$500 million lead gift from Phil and Penny Knight to the University of Oregon for the Knight Campus for Accelerating Scientific Impact. This gift will be invested in building not only the academic capacity of the University, but more directly lead the near term investment in building a scientific cluster within our priority economic development area – the River Districts.

The River Districts is a regional collaborative initiated by a US Sustainable Communities grant, whose vision is to create a set of vibrant connected urban neighborhoods to celebrate the Willamette River Greenway while sustainably capturing and driving regional economic growth. The Districts extends from our prospective downtowns and includes the northern flank of the University of Oregon Campus.

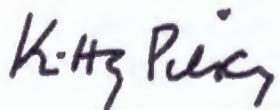
The Knight investment joins the on-going work of our communities to deliver on this vision of the River Districts. These include Springfield's investment in a redeveloped Glenwood area, complete with an award winning design for a cross-laminated timber (CLT) parking structure, to Eugene's build out of high speed broadband within the Downtown Innovation District that supports the Regional Accelerator and Innovation Network (RAIN), and our collective work on a rebuilt Franklin Boulevard. We see this project as the ideal opportunity to demonstrate the use of CLT within a state funded facility, as a means to advance the State's Pacific Northwest Manufacturing Communities catalytic project for the Federal Investing in Manufacturing Communities Partnership initiative.

As Mayors, we are always on the lookout for opportunities to partner with public entities, nonprofits, private industry, and government to leverage investments. The Knight Campus is one of the most promising opportunities for economic development that we have seen in our tenures as Mayors of Eugene and Springfield.

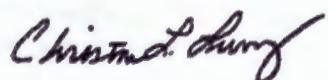
The initial economic analysis show great opportunities for peak construction jobs and on-going jobs for faculty, researchers, and staff. These family-wage jobs are critical to the economic health of our communities and support the businesses and services across the entire community. The Knight investment furthers the River Districts vision of creating an innovation hub that will spur continued investment in the Eugene/Springfield Metro region, specifically in our targeted advanced manufacturing and tech sectors.

As you finalize your recommended budget, we encourage you to consider an investment in the Knight Campus as both a university construction project, but also an investment in economic development, so that we can fully realize the potential of the Knight Campus for Accelerating Scientific Impact, to advance our River Districts Vision.

*Sincerely,*



Kitty Piercy  
Mayor of Eugene



Christine Lundberg  
Mayor of Springfield



## LANE COUNTY BOARD OF COMMISSIONERS

Jay Boziewich  
Pat Farr  
Sid Leiken  
Pete Sorenson  
Faye Hills Stewart

November 8, 2016

Governor Kate Brown  
160 State Capitol  
900 Court St  
Salem OR 97301-4047

Dear Governor Brown,

We are writing to voice our support for increased levels of capital construction investment above the norm in previous years for public universities next biennium. In making this request, we know you recognize the economic vibrancy of Lane County is tied in a myriad of ways to the University of Oregon and expansion of this tool for the University becomes critically important to Lane County, and indeed the State of Oregon's overall trajectory. For example, the University and Lane County have partnered on tech, innovation, and advanced manufacturing that is proving beneficial in both bringing new business investments to Oregon while bolstering key natural resource economies that are critical to rural communities.

We were thrilled when Phil and Penny Knight made the truly astounding cornerstone gift of \$500 million to help UO launch the Knight Campus for Accelerating Scientific Impact. The Knight Campus offers an unprecedented opportunity to leverage private investment with public resources and programs, amplifying the overall societal, scientific, and economic impact in a way we could not have imagined previously. It will radically change the process of scientific discovery at the UO, bringing more diverse scientists and scholars to join their faculty and more residents to live, work, and play in our community.

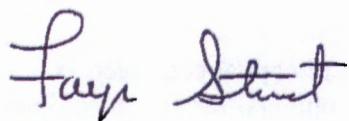
Preliminary analysis shows that investing in a new applied science facility will strengthen the foundation of the university's research while facilitating long-term economic growth in the region. It will result in an annual impact of more than \$175 million in total economic output during peak construction, and support nearly \$80 million in economic output and more than 750 jobs after ramp-up.

The possibilities for economic benefit aside from the boon in family-wage jobs are limitless. The scientific discoveries that would take place at the Knight Campus will quickly turn into innovations and companies based right here in Lane County. For businesses, we are strategically located to major markets with great air service, well-established traded sector businesses, and an enviable quality of life.

The Knight Campus provides the state a unique opportunity to have its bonds matched 10:1 by philanthropic funds. This does not come along more than once or twice in a generation. As such, we hope that as you craft your recommended budget to the Legislature, you treat bonding capacity allocated to public universities in a unique way. We are not asking that you create a new floor for investment levels, but instead recognize the profound impact capital construction in higher education could have here in Lane County. We believe that similar impacts would occur in Deschutes County with the building out of the Cascades campus, and for Union, Klamath, and Jackson Counties, each of which have relationships with public universities.

Thank you for your consideration of this request.

Sincerely,

A handwritten signature in black ink that reads "Faye Stewart". The signature is fluid and cursive, with "Faye" on top and "Stewart" below it, both starting with a capital letter.

Faye Stewart, Chair  
Lane County Board of Commissioners



November 14, 2016

The Honorable Kate Brown  
Governor of Oregon  
State Capitol Building  
900 Court Street NE, 160  
Salem, OR 97301

Dear Governor Brown:

On behalf of Lane Transit District (LTD), I am writing to ask you to support increased levels of state investment in public university capital construction projects next biennium. Taking a larger piece of the state's debt capacity and dedicating it to university projects is a smart investment of taxpayer money and will help Oregon adequately seize the unique opportunities we have in the coming biennium.

As you will remember from your recent visit and ride on EmX, LTD and the University of Oregon are integrally linked partners in the Eugene, Springfield, and broader Lane County community.

Almost 50 percent of LTD riders have a connection to the University of Oregon. Whether it is getting faculty and staff to work, students to class, or fans to sporting events, the university community relies on public transit every day.

The recent announcement of the \$1 billion initiative to create the Phil and Penny Knight Campus for Accelerating Scientific Impact presents an unparalleled opportunity for our community and our riders.

The development of Franklin Boulevard through the construction of new facilities, a sky bridge, and transportation investments will improve transit service and reliability, enhance economic opportunity, and increase safety for motorists, transit riders, and pedestrians on one of the busiest streets in Eugene. Overall, LTD feels confident that the project will enhance Franklin Boulevard., as well as assist with the City's efforts to improve traffic flow and navigability of the area.

Similar connections between public transit service providers and institutions of higher education exist in communities across Oregon--Portland State University and TriMet, and Rogue Valley Transit District and Southern Oregon University, to name a few. These partnerships are strengthened by investment in public university facilities, especially the King Campus for Accelerating Scientific Impact, and we hope that this will not come at the expense of other university projects.

As you craft the 2017-19 budget, we urge you to support funding for capital construction projects at Oregon's universities, and to consider the unique opportunities to capitalize upon in the coming biennium.

Lane Transit District would be honored to partner with you, the Legislature, and the University to realize this investment in Eugene. In addition, we look forward to working with you and your legislative colleagues to advance a comprehensive transportation funding package during the 2017 legislative session.

Sincerely,

Gary Wildish, President  
Lane Transit District Board of Directors