



August 29, 2018

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

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: a financial overview, the 2017-18 Freedom of Expression series, standing reports, the UO Portland strategic plan, two academic programs (Carnegie Global Oregon and the Prison Education Program), and actions relating to (a) the president's contract and compensation and (b) conferral of an honorary degree. There will also be an executive session (per ORS 192.660(2)(i)) for purposes of discussing the president's annual performance evaluation.

The meeting will occur in three parts, as follows. Details can be found on the posted agendas.

**Wednesday, September 5, 2:30 p.m. to approximately 4:30 p.m.**

**Thursday, September 6, 3:00 p.m. to approximately 4:00 p.m.**

**Friday, September 7, 9:00 a.m. to approximately 12:00 p.m.**

**Location: UO Portland – Naito Building, Room 136**

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

The Naito Building is located at 109 NW Naito Parkway in Portland, Oregon. If special accommodations are required, please contact Jennifer La Belle at (541) 346-3166 at least 72 hours in advance.

**Board of Trustees**  
**Meeting Agendas | September 5-7, 2018**  
**Room 136, Naito Building, UO Portland**

**WEDNESDAY, September 5 – 2:30 p.m.: Convene Public Meeting**

- Call to order, roll call, verification of quorum

**1. Financial Overview – Additional Time for Review of Financial Statements and Picture:** Jamie Moffitt, Vice President for Finance and Administration and CFO; Brad Shelton, Executive Vice Provost for Academic Operations

**2. Executive Session – Discussion of President Schill's Annual Performance Evaluation**  
*Executive Session authorized under ORS 192.660(2)(i)*

**RECESS**

**THURSDAY, September 6 – 3:00 p.m.: Convene Public Meeting**

- Call to order, roll call, verification of quorum
- Approval of June 2018 minutes (Action)

**3. Freedom of Expression on Campus and the Presidential FOE Series:** President Michael Schill; Juan-Carlos Molleda, Dean, School of Journalism and Communication

**RECESS**

**FRIDAY, September 7 – 9:00 a.m.: Reconvene Public Meeting**

- Call to order, roll call, verification of quorum
- Public comment

**4. ASUO and University Senate Reports**

-ASUO President Maria Gallegos  
-University Senate President Bill Harbaugh

**5. President's Report**

**6. Academic Programs in Focus – Carnegie Global Oregon and the Prison Education Program:** Shaul Cohen, Professor of Geography

**7. UO Portland Strategic Plan:** Jane Gordon, Vice Provost for UO Portland

**8. Presidential Evaluation and Contract (Action):** Board Chair Chuck Lillis

**9. Awarding of Honorary Degree (Action):** President Michael Schill

**ADJOURNMENT**

## **Agenda Item #1**

### **Additional Time for Financial Reviews**

***There are no materials for this segment.***

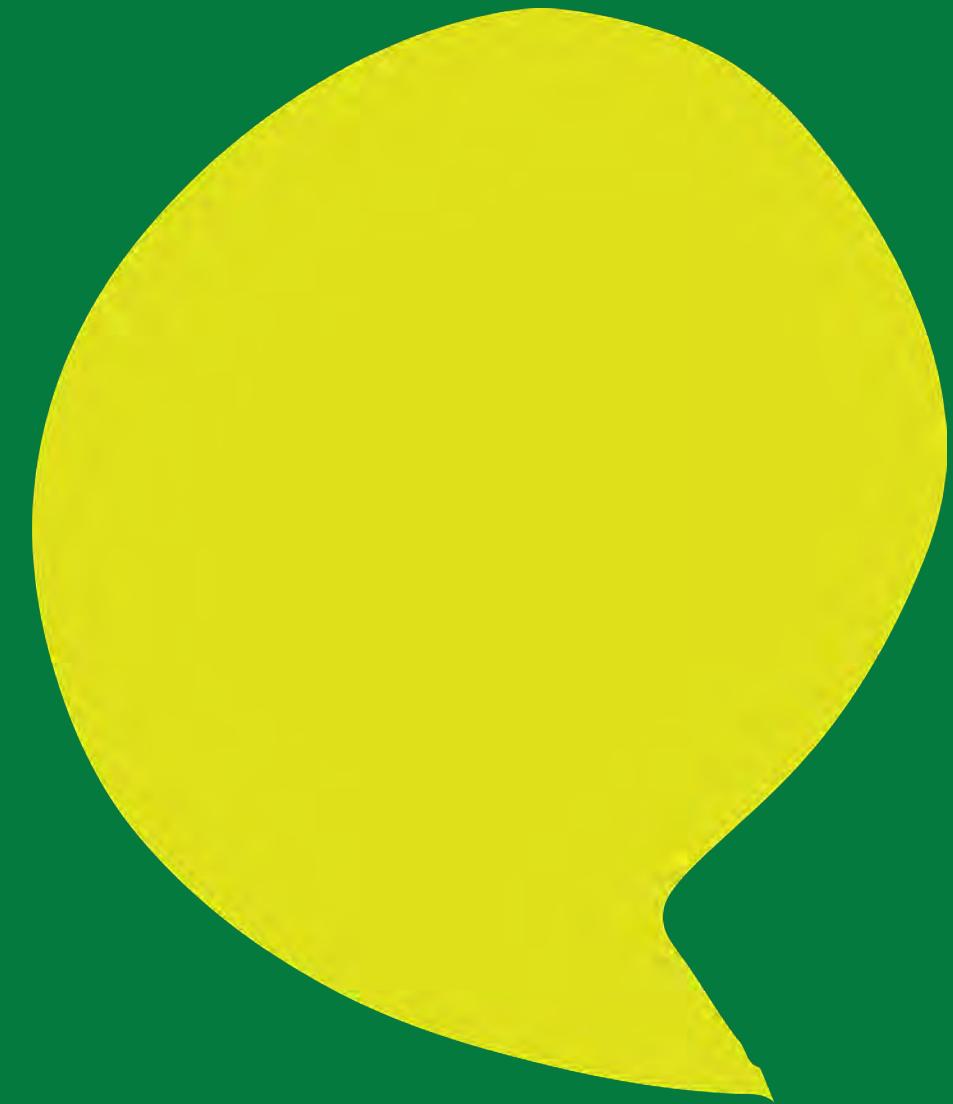
## **Agenda Item #2**

### **President's Annual Evaluation [Executive Session]**

***There are no materials for this segment.***

## **Agenda Item #3**

### **Freedom of Expression**



*listen. learn. lead.*  
freedom of expression

# Background

Colleges and universities everywhere are grappling with how to have conversations about the value of free expression, the importance of the First Amendment, and the significance of community and inclusion on our campuses. The University of Oregon decided to take a proactive approach.

The Freedom of Expression series was a presidential initiative to begin conversations and provide a safe space for the campus community to #expressUOself.

freedom of expression

# Event Series Goals

- Explore the content, scope, and limits of the First Amendment
- Nurture a conversation around free expression on college campuses
- Reaffirm our core values of diversity and inclusion

freedom of expression

# Key Proposal Considerations

- Interdisciplinary activities or topics
- Relevance to all parts of the university
- A balance of perspectives
- Diverse experiences (panels, lectures, exhibits, small group discussion)

freedom of expression

# Departments Involved



School of Law



School of Journalism  
and Communication



Office of  
International Affairs



Libraries



Lundquist College of Business



College of Design



School of Music and Dance



College of Education



College of Arts and Sciences



Graduate School



freedom of expression

# Co-Chairs

**Marcilynn Burke,**  
Dean and Dave  
Frohnmayer Chair in  
Leadership and Law

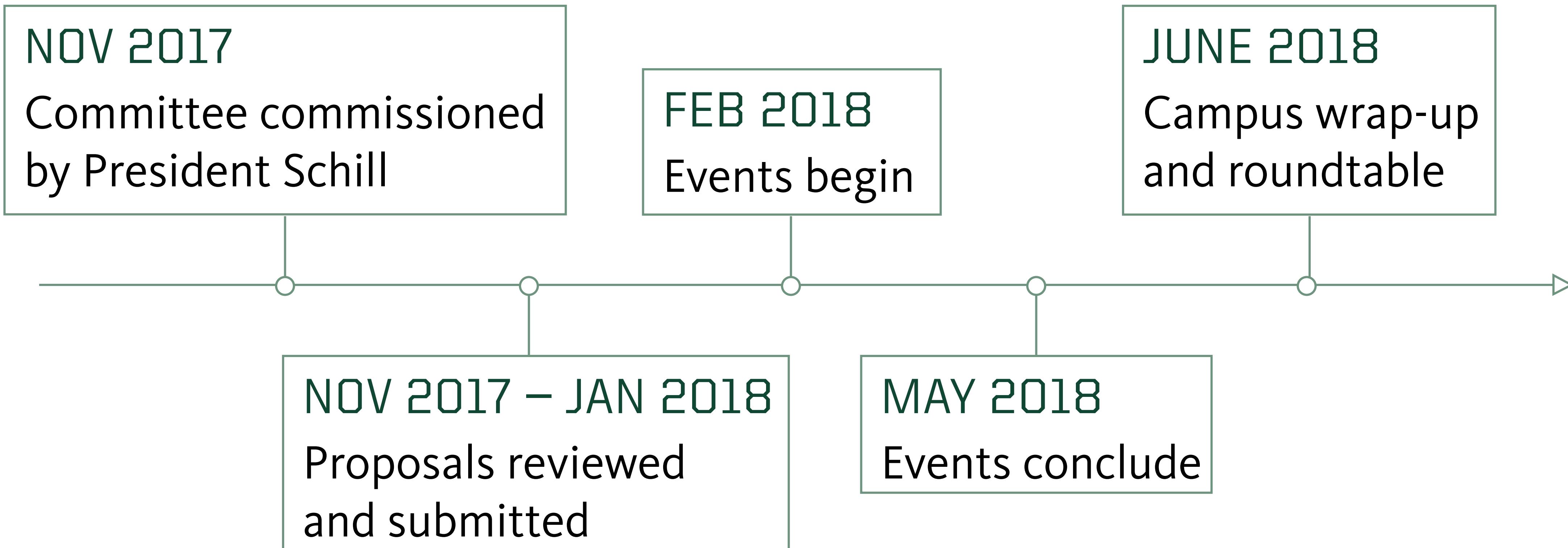
**Juan-Carlos Molleda,**  
Edwin L. Artzt Dean  
and Professor, SOJC

# Committee Members

- **Melissa Antaya**, Director of Communication, SOJC
- **Stuart Chinn**, Associate Dean for Programs and Research, Law
- **Krista Dillon**, Director of Operations, Safety & Risk Services
- **Sheryl Eyster** – Retired
- **Kyle Henley**, Vice President for University Communications
- **Lindsay Kelchner**, Project Coordinator, University Communications
- **Melanie Muenzer**, Associate VP and Vice Provost for Academic Initiatives, Provost's Office
- **Jessica Price**, UO General Counsel
- **Anna Shamble**, Senior Project Manager, Provost's Office

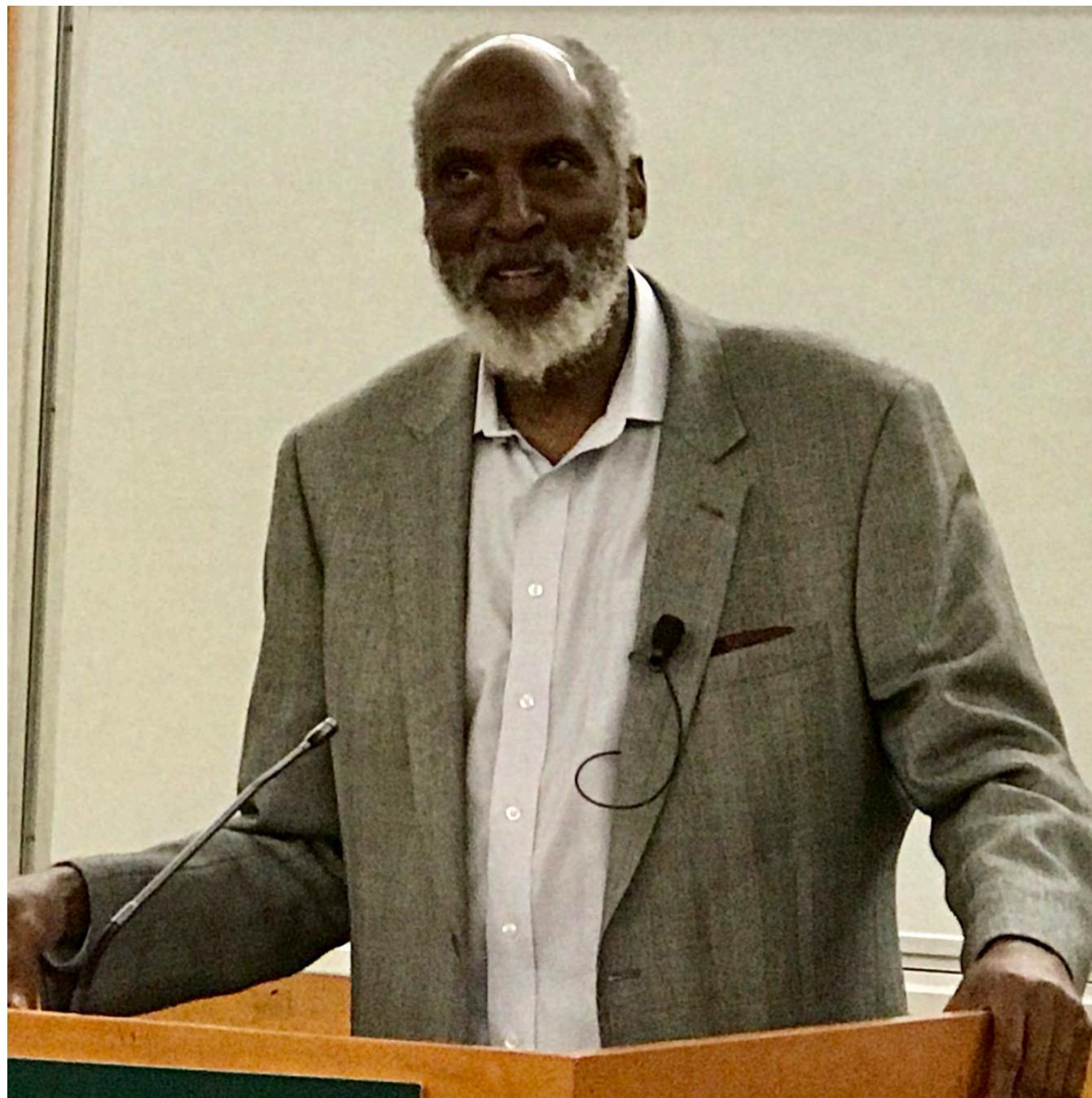
freedom of expression

# Timeline



freedom of expression

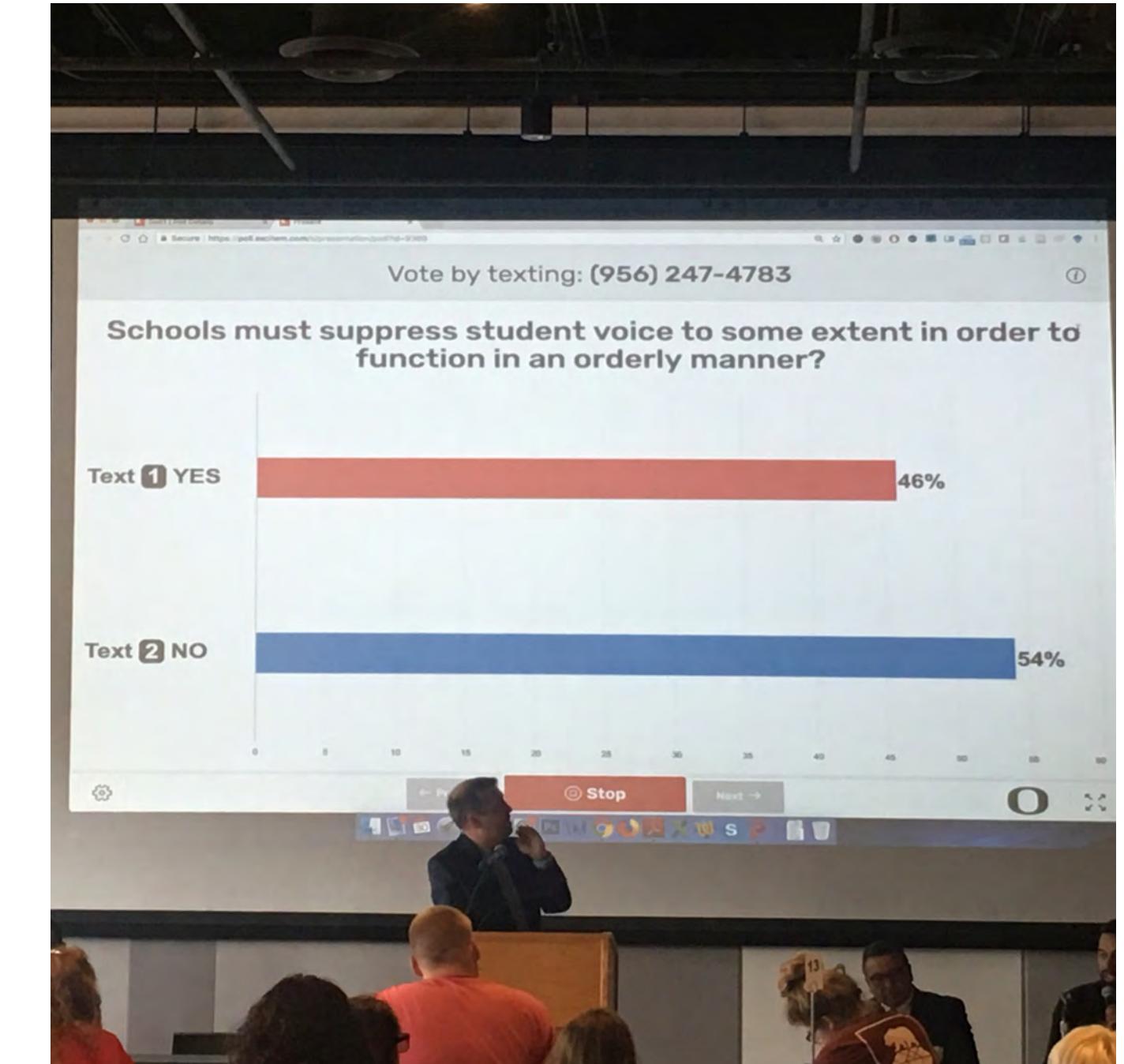
# Sample Event Topics



Harms of hate speech



Student roundtable  
about free expression



Free speech in the  
classroom

freedom of expression

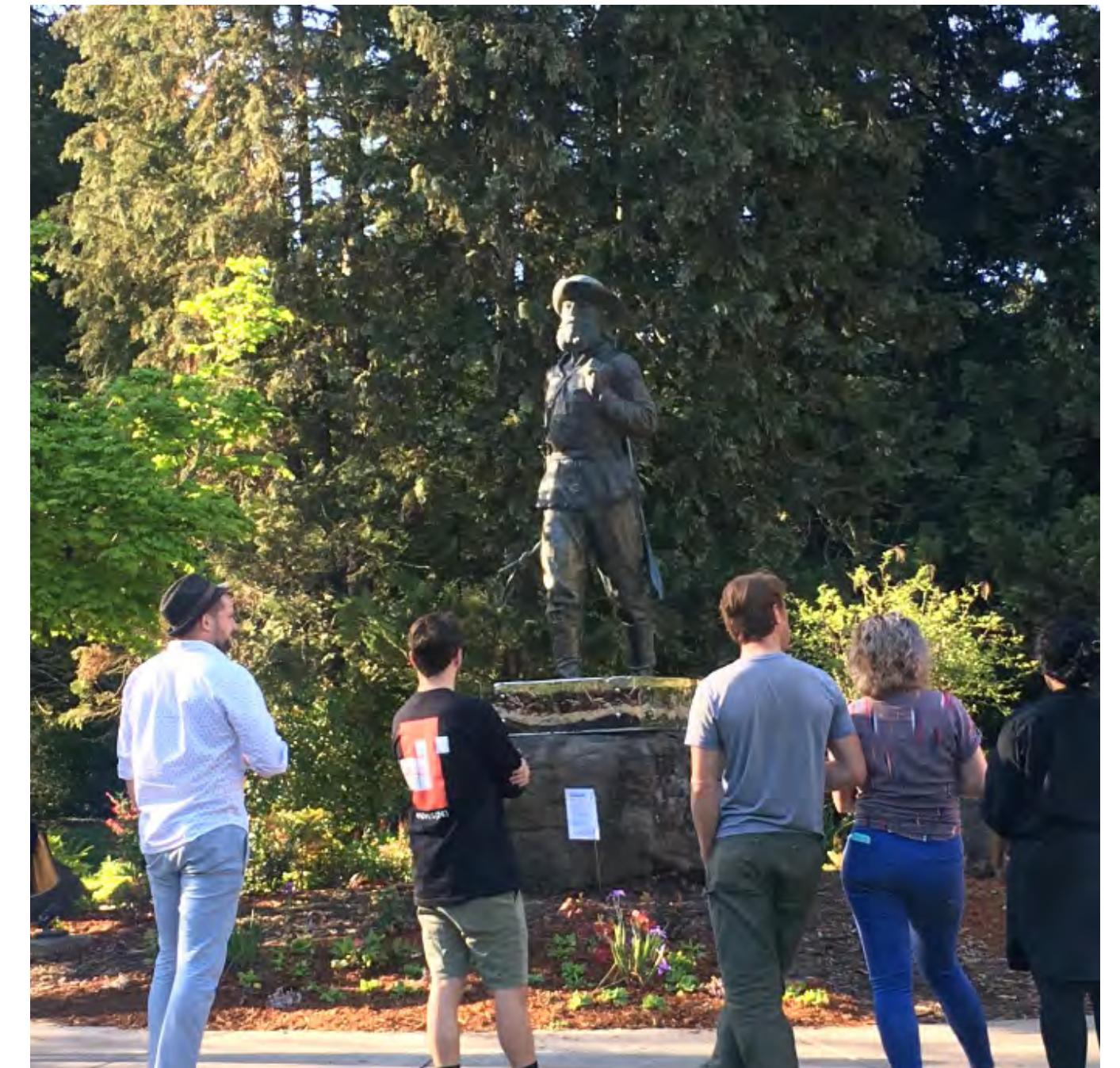




Intellectual freedoms  
and the library's role



Free speech in sports  
and sports business



Artistic displays  
around campus

freedom of expression

# Outcomes

14  
events

500+  
participants

3,300  
roundtable video  
views on Facebook

67%  
said they like  
the series

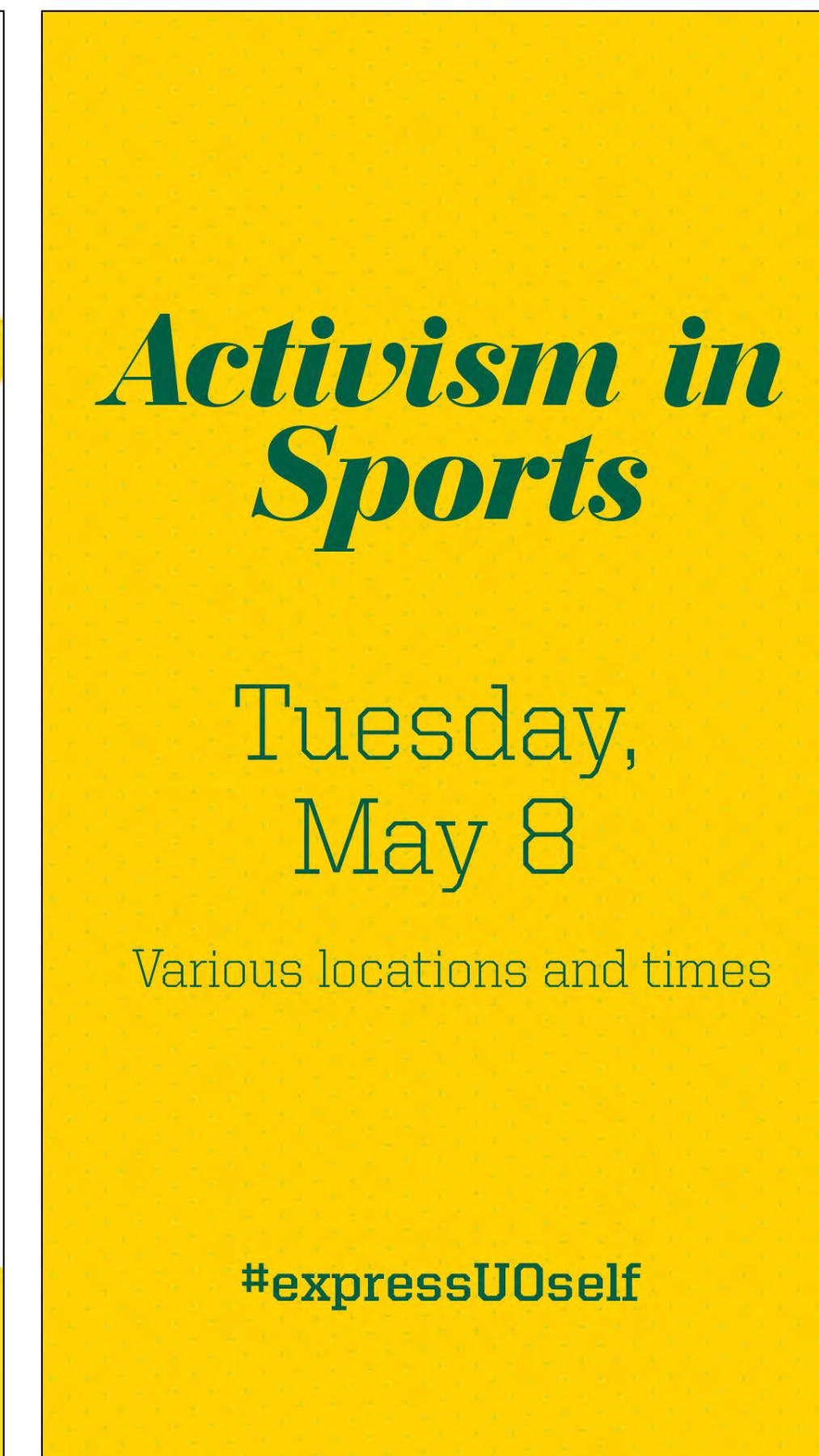
7,000  
impressions on the  
roundtable video  
Instagram story

freedom of expression

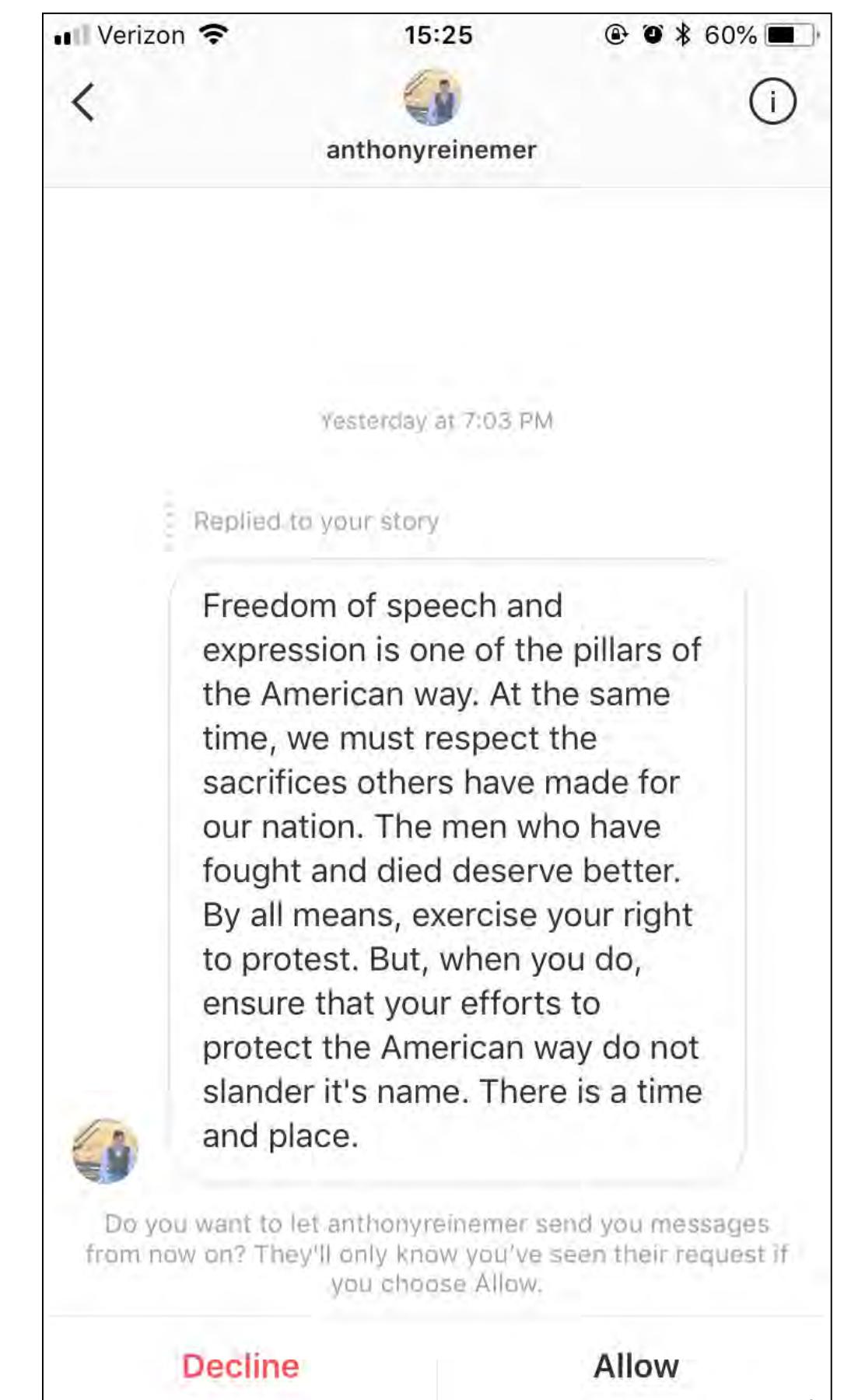
# Instagram Stories

Student-facing events were promoted through an interactive Instagram story with a swipe-up to the event page.

8,000 impressions



108 replies



# Engagement on Twitter

#expressUOself tagged 42 times and had 106 retweets



Zaria Parvez @photos\_zap · Feb 23

Had a great time discussing free expression and listening to other students! Thank you @LisaHeyamoto and @toddmilbourn for putting this amazing program together. #expressUOself #lifeasajstudent @skyler\_howe



## Tweet activity

University of Oregon @uoregon

Do you think sports teams should be social activists? Let us know and attend "Activism in Sports" to learn more.  
<https://bit.ly/2JR1qlm> #expressUOself #UObusiness



Promote your Tweet

Your Tweet has 12,890 total impressions so far.  
Get more impressions on this Tweet!

Promote your Tweet

Impressions

12,890

Total engagements

305

Votes

205

Detail expands

38

Link clicks

17

Profile clicks

13

Likes

11

Retweets

9

Hashtag clicks

8

Replies

4



University of Oregon @uoregon · Feb 5  
#expressUOself

**"If liberty means anything at all, it means the right to tell people what they do not want to hear."**

- George Orwell

#expressUOself



“We are failing to help students process these complex moments. Ideally, we want a world where we can have difficult conversations and be okay with that.”

- Rachel Alm, UO student

“If you suppress free speech, it can become more harmful because of the resentment that builds from that suppression.”

- Maria Rodriguez, UO student

freedom of expression

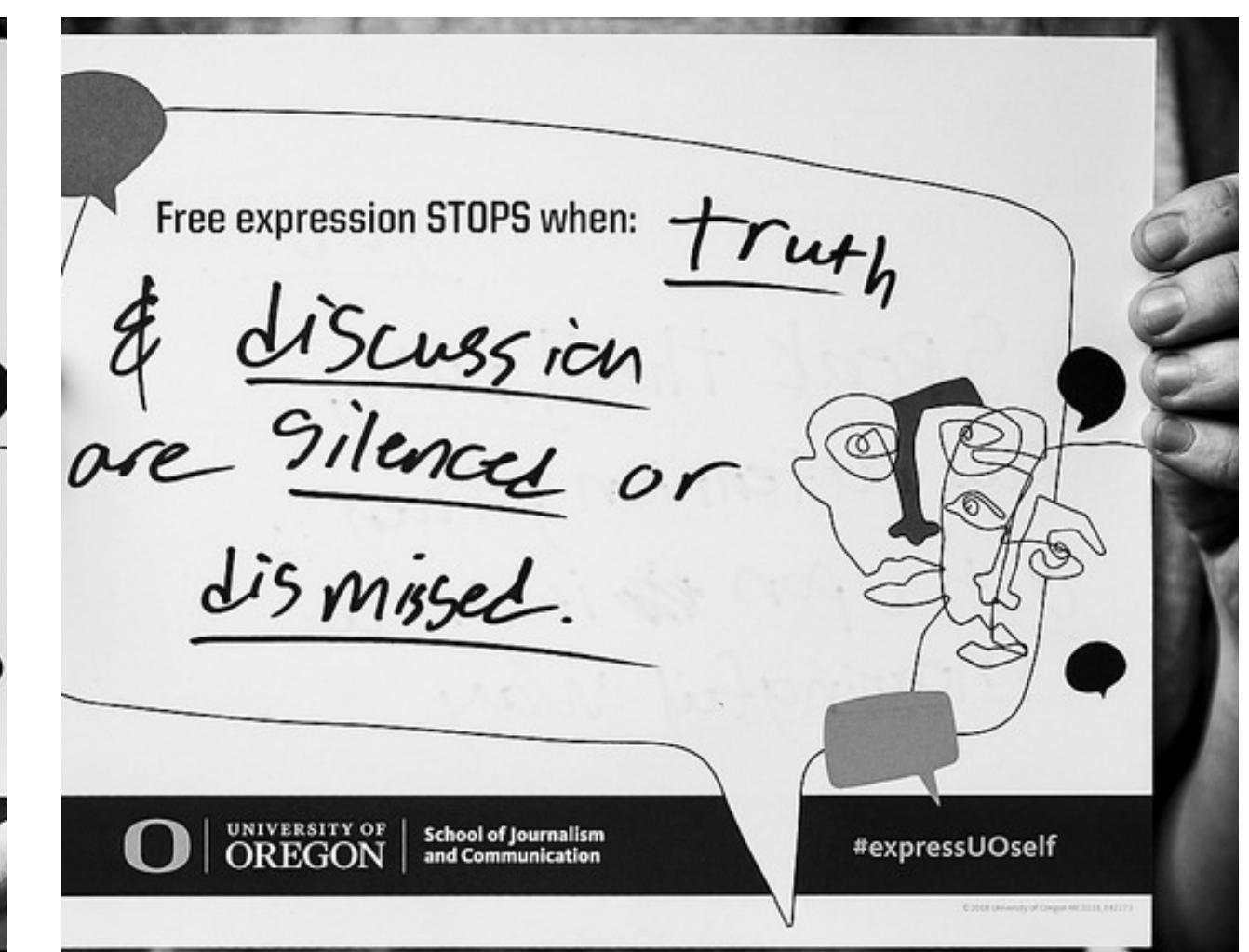
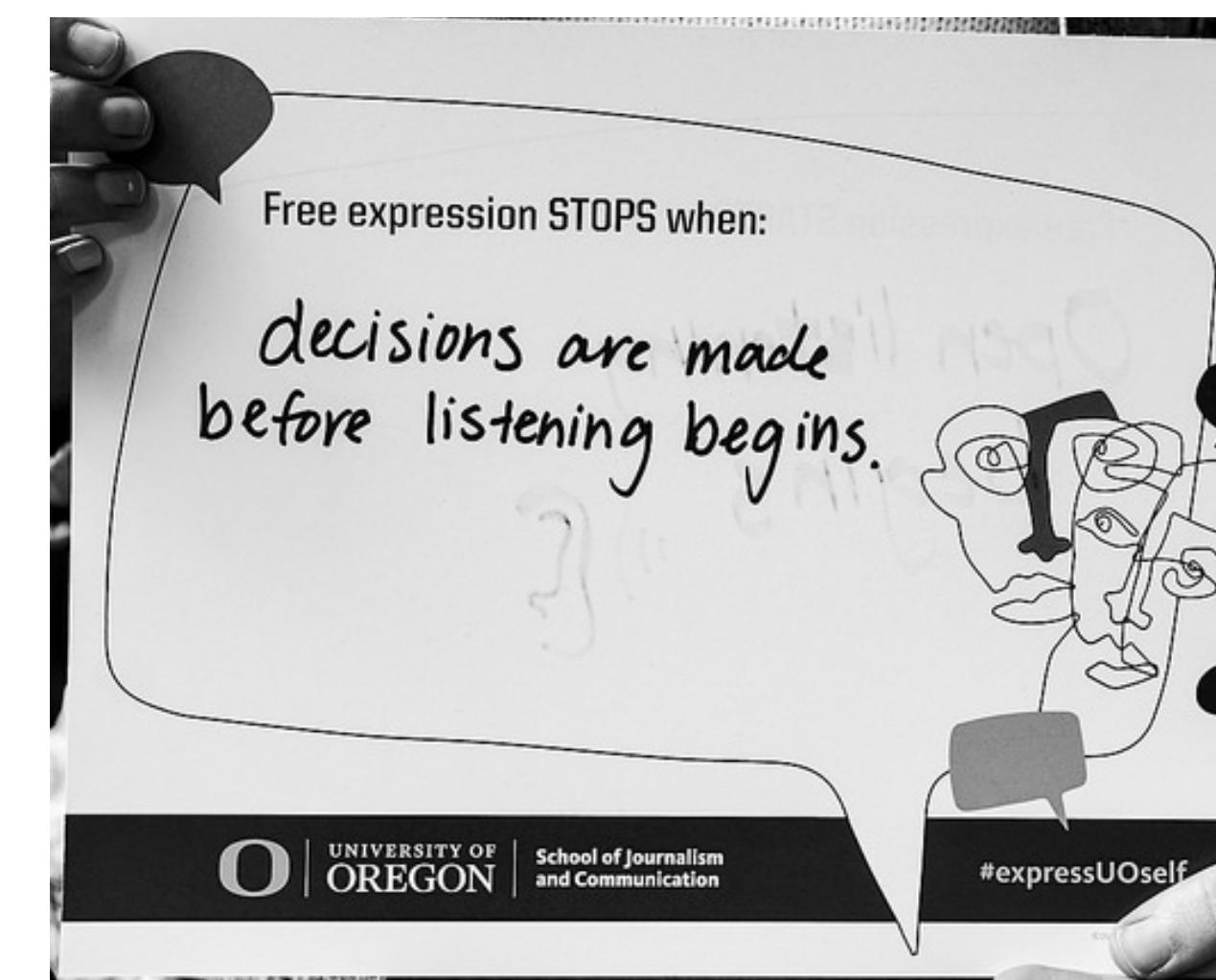
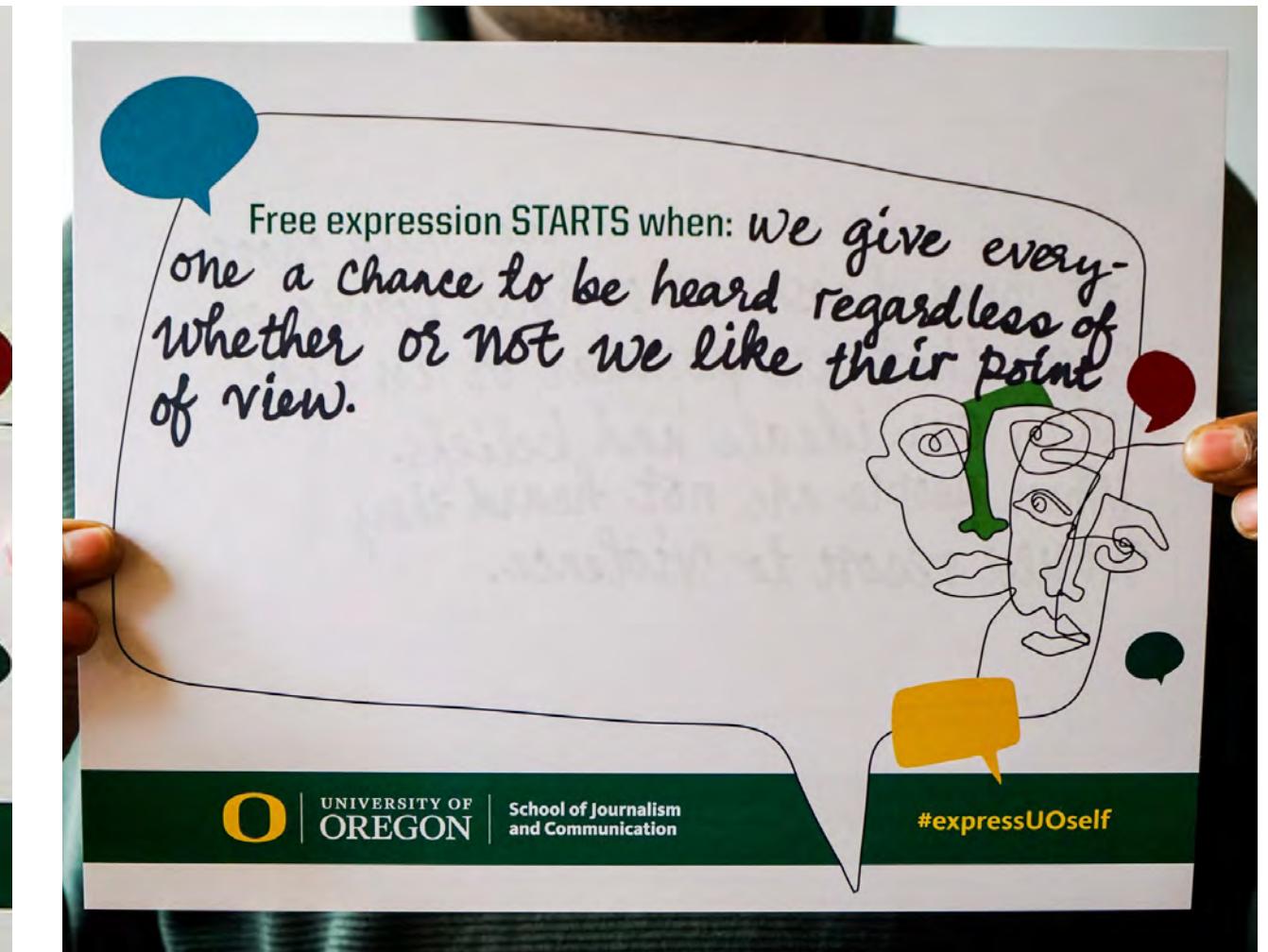
“You can be great on the court or field, you can be active, you can be involved in the community. It doesn’t have to be binary.”

- Johnny Ragin III, former Tennessee Titan and founder of E8GHT Studios

freedom of expression

# What Do Students Want?

1. Access to leadership and information
2. Transparency of decision-making – especially around tuition and funding
3. Programs that create space for dialogue or provide tools for having constructive dialogue



# Our Reflection

[around.uoregon.edu/  
freedom-of-expression](http://around.uoregon.edu/freedom-of-expression)



## The balancing act: protecting free speech while promoting inclusion

In the current cultural climate, the issue of protecting free speech on college campuses is hotly contested: How do public universities support the exchange of ideas, even controversial ones, while ensuring people feel included and safe on campus? Like many universities across the country, the University of Oregon has been wrestling with the legal, ethical, and moral issues related to free expression and First Amendment rights. The question so many universities are asking: Where is the line on free speech, and perhaps more importantly, should it be drawn?

As part of a presidential initiative, the University of Oregon examined these questions and many others in recent months during the Freedom of Expression event series. The series, which included lectures, panels, discussion groups, and art exhibitions, was designed to promote constructive conversations about the value of free expression, the importance of the First Amendment, and the effect of speech on community.

*The below information is taken from the UO's website dedicated to a summary of the Freedom of Expression series. The content, including a video of a recap discussion ("The Roundtable") is available at <https://around.uoregon.edu/freedom-of-expression>.*

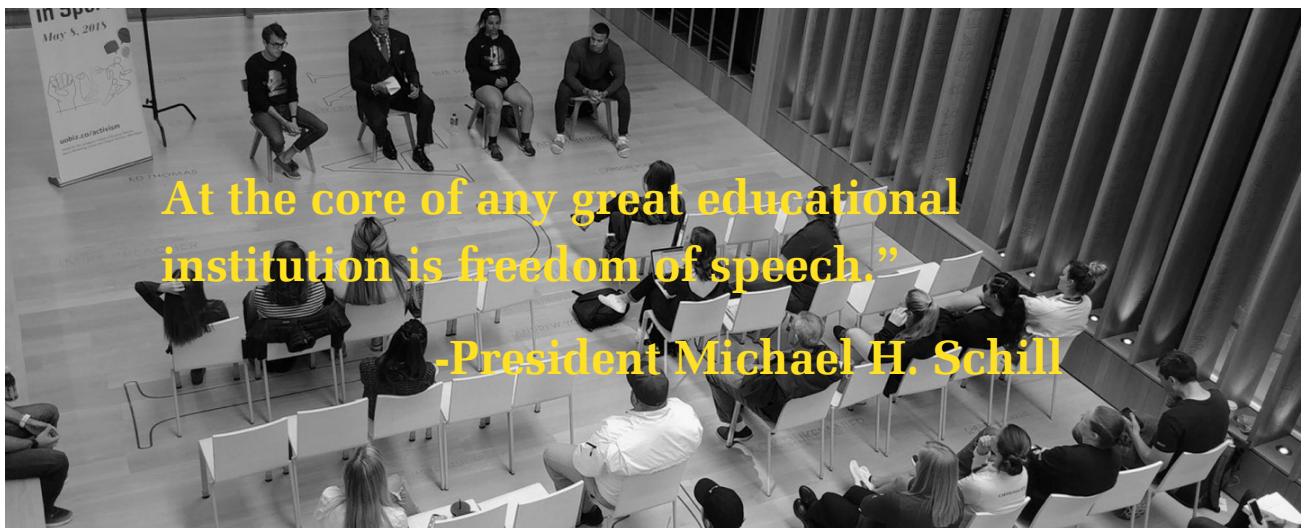
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"At the core of any great educational institution is freedom of speech and its corollary—academic freedom," President Michael Schill said. "Teaching students to be critical thinkers requires a free flow of ideas that challenge conventional wisdom and move us out of our comfort zones. However, we do have a responsibility to think about the effect of our speech on others. Just because we have a right to do something, doesn't mean that we should do it."



As a member of the Association of American Universities (AAU), the UO is working to define those boundaries and help prepare “students, faculty and staff members to engage in thoughtful, non-disruptive debate,” according to an [AAU release](#) endorsed by President Schill.

The goal of the series was to explore the content, scope, and limits of the First Amendment on college campuses and elsewhere, and encourage the conversations to continue.

During the past winter and spring terms, each event of the initiative was hosted by a different department, school, or college on campus and tailored to discuss freedom of expression from the lens of their areas of expertise. About 500 students and members of the faculty, staff and community attended the events to discuss the struggle of defining freedom of expression and the importance of open conversations.

“Is there appropriate restriction on speech, ever?” asked Peter Laufer, James N. Wallace Chair of Journalism: News-Editorial at the School of Journalism and Communication, during a panel focused on [the rural and urban divide](#).

Students also addressed the responsibility of the university in times like these.

“We are failing to help students process these complex moments,” Rachel Alm, a UO student, said. “Ideally, we want a world where we can have difficult conversations and be okay with that.”

At [an interactive event](#) with high school and college students from around Oregon, Charles Martinez, Philip H. Knight Professor with the College of Education, addressed the very idea of freedom. “For students to feel welcome with their opinions, they have to have the freedom to express themselves,” he said.



Landscape architecture students produced two art pieces displayed around campus that discussed the history of oppression in Oregon as part of the Freedom of Expression series.



Two students share what freedom of expression means to them at the School of Journalism and Communication student roundtable.



*Peter Laufer, James Wallace Chair  
Professor in Journalism at the School of  
Journalism and Communication,  
moderates the discussion about  
freedom of speech on campus and off.*

Gabriela Martínez, associate professor at the School of Journalism and Communication, spoke of the changes in freedom of expression on campus during another event about the [global perspectives](#) of free speech.

"I think it is sad that freedom of expression is shifting, where people do not actually feel free to have a communal dialogue," she said. "It has become so difficult to have open conversations without fear."

The Freedom of Expression series revealed that students want to talk about these difficult topics, as a student named Maria Rodriguez noted. "If you suppress free speech, it can become more harmful because of the resentment that builds from that suppression," she said.

The most common messages and concerns from students during the Freedom of Expression initiative was that students want to feel empowered to speak their minds, to feel that their opinions are being heard, and what is most important, that listening is key to freedom of expression.

# Series hopes to spark a dialogue on freedom of expression

Around the O -- February 2, 2018

With the goal of nurturing a productive conversation among University of Oregon community members who hold diverse academic, professional and personal perspectives, the Office of the President will inaugurate a campuswide 2018 event series dedicated to freedom of expression.

The series aims to address challenging, contemporary issues of free expression on college campuses. Lectures, panels, discussion groups, art exhibitions and other events will take place throughout winter and spring terms. Events are co-sponsored by schools and colleges, academic and administrative units, and departments.

While certain events will be open only to specific campus groups, such as faculty members or students, the majority will be open to all. Everyone in the campus community is invited and encouraged to participate in the events and in the ongoing discussions they are meant to stimulate. Use the hashtag #expressUOself to join the conversation on social media.

"At the core of any great educational institution is freedom of speech and its corollary – academic freedom. Teaching students to be critical thinkers requires a free flow of ideas that challenge conventional wisdom and move us out of our comfort zones," UO President Michael H. Schill said. "However, we do have a responsibility to think about the effect of our speech on others. Just because we have a right to do something, doesn't mean that we should do it. My hope is that this series will explore these concepts and the tensions they create."

Schill tapped two campus leaders to assist with the planning and implementation of the series. Marcilynn A. Burke is dean and Dave Frohnmayer Chair in Leadership and Law with the School of Law, and Juan-Carlos Molleda is the Edwin L. Artzt Dean of the School of Journalism and Communication.

"Colleges and universities across the country are engaged in debate over the value of free expression, the importance of the First Amendment and the impact of speech on community and inclusion on our campuses," Burke and Molleda said in a statement to campus. "The goal of the Freedom of Expression Series is to explore the content, scope and limits of the First Amendment on college campuses. It is an opportunity both to celebrate and debate the right of every American to freedom of expression while nurturing inclusive campus conversations with broad and diverse perspectives."

The series launches Feb. 13 with "[Looking Up from the Bottom of the Well](#)," a talk by John A. Powell, professor of law, African-American studies and ethnic studies at the University of California, Berkeley. Invited to UO to deliver the Derrick Bell Lecture in the School of Law, Powell is an internationally recognized expert in the areas of civil rights and civil liberties.

His talk will address constitutional dilemmas arising from the clash between fundamentally important speech principles and the potential harms caused by some forms of speech. He spells his name without capital letters.

“Free speech is a fundamental human right,” Burke said. “There is a call for various institutions to protect this right, including colleges and universities. At the same time, such institutions are being asked to try to ensure that vigorous and open dialogue is not used as a means to engender violence, oppression, exclusion or acrimony. Through John A. Powell’s talk and the rest of this series, we hope to inspire the university community to engage in a way that fosters an inclusive community aimed at the creation and advancement of knowledge and the promotion of human flourishing.”

On [Feb. 23](#) and [March 9](#), the School of Journalism and Communication and Erb Memorial Union will partner to sponsor a pair of roundtable discussions for students, “[Your Campus, Your Voice](#).” SOJC instructors Lisa Heyamoto and Todd Milbourn will facilitate the conversations; otherwise, these roundtables are open to UO students only and will focus on their ideas and aspirations for creating a campus culture that welcomes diverse, even unpopular, viewpoints while maintaining a respectful environment.

“Face-to-face conversations can take us out of our social media bubbles, help us create meaningful dialogue and explore not just what divides us, but what we hold in common, as well,” Milbourn said.

Heyamoto added, “It’s critical to have open, respectful and sometimes difficult conversations about what free expression means and how it plays out in different communities. That may entail talking not just about what is but what could be.”

Space at both the roundtables is limited; interested students are invited to RSVP through the events calendar.

Rounding out the slate of inaugural events, “[Allies, Not Enemies: Intellectual Freedom and Social Justice](#)” is a March 5 forum to be hosted by the UO Libraries. Distinguished panelists will include Jody Gray, director of the American Library Association’s Office of Diversity, Literacy, and Outreach; James LaRue, director of the association’s Office of Intellectual Freedom; and Emily Knox, assistant professor in the School of Information Sciences at the University of Illinois Urbana-Champaign.

“The perspectives of the panelists will, no doubt, enrich the conversation about freedom of expression,” said Adriene Lim, dean of libraries and Philip H. Knight Chair. “For librarians, our focus on intellectual freedom and on the Library Bill of Rights has meant that we are on guard against any ideological bias or censorship in our work, even as we also cherish our values of diversity, democracy and social justice. We know that to achieve intellectual freedom, the voices and histories of people who have been oppressed or marginalized need to be made accessible and preserved in the record.”

—By Jason Stone, University Communications and UO Libraries

## **Agenda Item #4**

### **ASUO and University Senate President Reports**

Good morning Board of trustees members,

I hope you all have had a delightful summer. My team and I have been pretty busy this summer learning the ropes to the ASUO and the university as a whole and we are pleased to update you on what we have been working on.

- ASUO and President Schill have partnered to roll out hunger alleviation programs (get specifics) such as Free Food text alerts which will be launched this coming Fall. This program will alert students who have opted into the program anytime there is food left over from a catering event. This program is one of the few steps we are taking to alleviate food insecurity on our campus and will surely have a positive impact on our campus. I commend President Schill's willingness to partner fund these programs as food insecurity on our campus and across campuses across America are a much to common overwhelming obstacle for students to be successful in higher ed.
- ASUO looking into funding HIV testing. For the past three years the UO Health Center has had free HIV testing, and by "free" I mean the ASUO was funding it from an over realized fund. This past year the Health Center ran out of money for HIV testing, and since we do not feel comfortable leaving students' with that financial barrier to such a severe STD we have decided to contribute \$20,000 to cover the cost of testing for one more year. The rate at which healthcare increases is not sustainable to our ASUO budget, so we ask all of you, the Health Center, and admin to consider making students' sexual health a priority through prevention programs and testing to alleviate the pressure young people face on our campus.
- We also working with the Oregon Student Association to recruit incoming freshman for the ASUO/OSA internship program to grow out the next generation of leaders. And of course we are always working on registering students to vote as the fall voting season is upon us.

Again thank you so much for your time and I look forward to this coming year.

**Report from UO Senate President Bill Harbaugh and VP Elizabeth Skowron  
to the  
UO Board of Trustees for their September 2018 meeting**

This report starts with a statement from Senate VP Skowron, who will take over as Senate President in June. This is followed by a report on Senate plans and goals for the coming year.

**Note to the Board of Trustees from Senate Vice President / President-Elect Dr. Elizabeth Skowron**

I am sorry that I am unable to join you this morning due to a previous commitment (I'm currently attending the first meeting of the UO Leadership Academy). By way of introduction: I am a professor in the College of Education and I serve as training director for the Ph.D. program in counseling psychology. I have been involved in faculty governance since arriving to the UO 6 years ago. During my first year here, I worked with colleagues to shepherd a new graduate program in prevention science through College and University approval processes and served as program director through 2016. My research focuses on child abuse prevention. With funding from the National Institutes of Health, my students, colleagues and I are learning exciting new things about family-based parenting programs that interrupt & end the cycle of abuse, and we're testing their ability to improve physical health outcomes along the way, like lowering inflammation and improving cardiovascular health. All towards the goal of helping parents be successful and improve the quality of life for children, youth, and families here in Oregon.

A number of you have a hand in my being here today. Remember your early meet-and-greet faculty—trustee luncheons? I do. You asked us our views—Why did we come to the UO? What makes the UO great? What are some of the biggest challenges we face? You listened and you encouraged us to get involved. So I did.

Following service on other assorted university committees, I joined the Senate leadership this year to serve in the vital mission of shared governance. I believe that a University Senate, as the primary legislative body at the University of Oregon, lies at the core of shared governance and holds a vital role in ensuring academic freedom and integrity, and in supporting our students so they leave the University as independent, critical thinkers. As I serve in these next few years, I hope to engage more faculty across campus to participate in the University Senate—in its important role of asserting effective oversight on academic matters at the university.

I will continue work already underway to strengthen effective working relationships between Faculty and the Administration, and work hard to strengthen communication and collaborative decision-making. I will lobby the Administration to engage the University Senate in Academic leadership initiatives, meetings, and decision-making. As Senate Vice President and Committee on Committees Chair, I am undertaking a comprehensive review of our existing committee structure, including standing senate committees and administrative advisory committees, to explore efficiencies, to simplify structures where appropriate, and facilitate connections to

administrative decision-making, where those exist. Together, I will work with university colleagues to support and extend shared faculty governance, to promote a diverse and inclusive academic community, to strengthen our research enterprise, and to defend academic freedom. I have been direct with Bill about my goal, which he shares, of putting his [UO Matters](#) blog out of business because of progress we achieve in these efforts.

In sum, I deeply appreciate the commitment that everyone here—faculty, staff, administrators, and this Board—has to serving our University. I think there is a lot that we can accomplish together to continue moving our University forward and I look forward to the progress we make in the coming years.

Thank you, Elizabeth Skowron

**Senate plans and goals for 2018-19, from Senate President Harbaugh and VP Skowron:**

**Strengthening shared governance and the Senate's role in it:**

Over the past 3 years President Schill has moved the university from a very decentralized system of governance - some might say an unorganized one - towards a highly centralized leadership structure. We recognize the strengths of this, and the fact that much of centralization was needed in order to quickly change the university. But the Senate is in this for the long haul, and for the long term success of the university it's essential that the faculty and the university community are participants in decision-making.

We recognize that the Senate has not always been a representative voice for the faculty and the university, and that it has not always kept its focus on the academic matters that are its domain. On the other hand, UO has not always had competent central administration either. UO needs a balance between central authority and shared governance, and over the past few years we have worked hard to ensure that the Senate and its committees are doing their part. We have made good strides in this and will to continue to pursue this agenda.

**Review of Senate committees:**

As noted earlier, VP Skowron, who also serves as Committee on Committees Chair, is undertaking a comprehensive review of our existing committee structure, including standing Senate committees and administrative advisory committees, to explore efficiencies, to simplify structures where appropriate, and facilitate connections to administrative decision-making, where those exist.

**Policies for the Hiring and Review of Academic Administrators:**

The Senate wants to make sure that the hiring and periodic review of the university's Deans, Vice Provosts, and similarly ranked academic leaders is done with the participation of the faculty

and relevant other Senate constituents. We intend to pass policies this year describing how this should be done, and will work with the Provost's office on these policies.

### **Policy Regarding New Programs and Reorganization of Existing Programs:**

At UO new degree granting programs are approved by the Senate, as is generally the rule in American higher education. When it comes to academic programs that do not grant degrees and the reorganization of policies and past practices are ambiguous. We will work with the Provost's office on a new policy clarifying the role of the Senate in these situations, to make sure that the university can quickly and responsibly meet the academic needs of our students.

### **Knight Campus Shared Governance:**

As the Knight Campus starts up it will need appropriate shared governance institutions, and Senate representation. We are looking forward to the new faculty, researchers, staff, and students, and will work with new VP Robert Guldberg's office on this.

### **Teaching Evaluations:**

Our goal is to improve teaching and learning at UO. The numerical "Student Evaluations of Teaching" (SETs) that UO relies on heavily to evaluate teaching have been found in national studies to be uncorrelated with student learning outcomes and biased against women and minority faculty. They are not a useful tool for improving the quality of teaching. The Senate has been working with Associate Vice Provost Sierra Dawson and AVP Lee Rumbarger from the Teaching Enhancement Program to redo these SETs and strengthen other methods of improving teaching, such as peer evaluations, mid-term surveys of students, and end-of-term "faculty reflections". The Senate has already passed several motions on this, and with AVP Dawson we have developed and piloted the mid-term surveys, faculty reflections and they will be implemented this fall. Our goal is to have new end-of-term surveys, and methods to report their results in a format that will be useful for promotion and merit decisions, as well as providing information that will be of practical use to the faculty.

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

In the report from Senate President Chris Sinclair he reviewed the progress the Senate made last year in passing three pieces of legislation, which revised the Multicultural Requirements, added learning outcome requirements to Core Education (i.e. breadth) classes, and allowed students to use Academic Residential Community colloquia credits toward the core education requirements. We have established a committee to continue this work.

### **Conflict of Interest and Commitments policy:**

Research universities expect and encourage faculty to engage in outside activities, while devoting their main efforts towards their own institution. Policies typically allow faculty to spend 1 day in 7 on outside activities, and include language such as:

In service of the University's goals to advance and communicate knowledge through interaction with the public, faculty have an obligation to provide, within limits, University-related public service by using their expertise to contribute to the University and/or the professions, business, the community or the public. Such activities also help faculty identify and address community needs and afford practical experience and knowledge valuable to teaching and research or creative activity. This policy seeks to balance these competing University obligations in the context of a faculty member's professional discretion in allocating time and effort across multiple activities. (UCLA)

This Fall we are collaborating with the Office of the Provost, the Office of the Vice President for Research and Innovation, and the General Counsel's office to undertake significant revisions to the UO's policy "Conflict of Interest, Potential" into "Conflict of Interest, Conflict of Commitment, and Outside Work." VP Skowron will work together with Associate Vice President for Research Cass Moseley to co-chair this ad hoc committee to develop a clear, simple policy that can be understood and followed by all employee groups. Policy revisions will be made available to the university community for an open comment process, with delivery of final recommendations to University President Schill and Senate President Harbaugh near the end of the calendar year for a Senate vote on the new policy.

### **Sexual and Romantic Relationships Policy:**

The university's policy on "Conflicts of Interest and Abuses of Power: Sexual or Romantic Relationships with Students" is outdated and needs revision. The Senate has worked with the administration to make minor changes and extend these as a temporary measure, with the goal of having a permanent policy in place by the end of the academic year.

### **Concluding remarks, from Senate President Harbaugh**

I've enjoyed working with President Schill and Provost Banavar and their staff and I am looking forward to this coming year. As you can see the Senate has a full agenda, and with the help of VP Skowron and past President Sinclair I'm hopeful we can get through it all.

## **Agenda Item #5**

### **President's Report**

*There are no materials for this segment.*

**Agenda Item #6**

**Carnegie Global Oregon**  
**&**  
**The Prison Education Program**

## **UO PRISON EDUCATION PROGRAM (PEP)**

The University's PEP creates educational opportunities in Oregon's prisons and youth facilities for campus-based ("outside") and incarcerated ("inside") students, and generates related service programs on campus and in our communities. The PEP offers upper-division UO courses, not-for-credit academic workshops and activities, and supports student organizations, clubs, internships, and alumni activities in Eugene, Salem, Portland, and elsewhere. The PEP draws from faculty in CAS, the CHC, the Law School, PPPM, and the College of Education. Together with a cadre of student leaders, the UO PEP has become a national leader in prison education and its associated campus and community programs.

### **Impact for UO students**

Over 750 UO students have taken a class in prison, and nearly 1,000 have engaged in some way with PEP programs in penitentiaries and youth facilities. Many cite these experiences as the most transformative moments of their college journeys.

UO students who participated in PEP have gone on to serve in the Peace Corps, AmeriCorps, Teach for America, and fellowships around the country. Our alumni have embarked on careers in law, medicine, education, and many other fields, and cite their PEP participation as a primary source of inspiration in their career paths.

### **Impact within the prisons and benefit for the state**

Since 2007, we have offered 50 for-credit Inside-Out classes in Salem prisons, allowing more than 600 incarcerated individuals access to college classes. Our not-for-credit programming has served an additional 400 incarcerated individuals.

- Research shows that participation in educational programs means an incarcerated individual is 43% less likely to return to prison.
- The RAND Corporation has found that for every \$1 invested in prison education, there is a \$4-5 taxpayer savings in reduced incarceration costs.
- The Oregon Criminal Justice Safety Commission found that reducing recidivism by 1% saves \$4.3 million annually in victim and taxpayer costs.
- Education is frequently cited as a primary vehicle for personal transformation, positive personal change, and increased positive engagement both within prisons and in the community.

In 2018, four incarcerated participants graduated from the University of Oregon, with an average GPA above 3.9.

### **Impact with at-risk and incarcerated youth**

Our student-led PEP programs have served over 300 high school-age youth in the past ten years. This has involved tutoring, academic workshops, activities, and outreach efforts both in Eugene detention facilities and with identified at-risk youth from Eugene, Roseburg and Salem.

## **CARNEGIE GLOBAL OREGON ETHICS PROGRAM (the CGO)**

The Carnegie Global Oregon Ethics Program is a convocation-to-commencement community for UO students who are interested in exploring the complexities of living and working in ethical ways in a world marked by challenges they encounter in their professional and personal lives. CGO members come from majors throughout the University. The program begins with a Freshman Interest Group living together on campus for their first year, and blends them with continuing sophomore, junior, and senior “Carnegies” to forge a group that transcends backgrounds, interests, and classes. Now entering its eighth year, the CGO has created unique educational opportunities for approximately 175 students, and has fostered a culture of excellence that shapes its members and prepares them for a life of leadership, service, and success, marked by an ongoing pursuit of a more ethical world.

The CGO gathers every week of the academic year in a workshop/discussion format, and after each meeting shares a meal together to continue the conversation, plan service programs, and share information about issues on campus and elsewhere. In addition to its own activities, CGO members regularly participate in special sessions designated for them with campus guests that are hosted by units such as the Humanities Center, Inclusion and Equity, University Advancement, and academic departments. The group also uses social media to communicate and organize, and continues its work throughout the summer months. CGO alumni, beginning with its first graduates in 2014 and 2015, remain active in the group from their post-campus locations around the world, and help to guide and encourage our current students

A key element of the CGO is the opportunity for small-group engagement with remarkable guests (a partial list can be found at <https://carnegieglobal.uoregon.edu/a-history-of-cgo-guests/>). The program brings to campus influential figures from sectors including government, business, the military, finance, the clergy, journalism, and education, and activists from many different spheres. Whenever possible, our guests include UO alumni (among them Professor Cohen’s former students, such as Special Forces Major Chad Plaisted and Army Captain Rob Kerr, EPA analyst and “Tiny House” specialist Lee Pera, and New York Times editor Derek Watkins), and those who are part of the UO community (Ambassador Joyce Leader, President Dave Frohnmayer, business leader Lorey Lokey). Our visitors share stories of their career paths, the ethical challenges they have encountered along the way, and how they have responded to them. Our conversations are marked by candor and openness, as students have the opportunity to explore elements that have led to success, and to failure, in the career paths that they hope to pursue.

A key element of the CGO’s success is the support that students receive from faculty and peers, and the record of accomplishment (with nearly universal on-time graduation rates, high GPAs, and many academic honors including Rhodes and Truman finalists; for a partial list see <https://carnegieglobal.uoregon.edu/our-students-excellence/>) reflects the strength of the program. The CGO has retention rates well above average, and generates leaders for many campus and community organizations. The CGO is unique at the University of Oregon, and students regularly cite it as the most powerful part of their undergraduate experience.



# The Carnegie Global Oregon Ethics Program

Cultivating ethical engagement, academic excellence, leadership,  
service, and community





Sister Helen Prejan



MacArthur Genius Chimamanda Adichie

**CGO students meet with 20-25 guests per year to talk about ethical challenges in various walks of life and work**

Home Grown Jim Shepherd!



Nobel Prize Winner Jody Williams





Advising North Eugene HS students

Mentoring “at-risk” youth



**CGO service projects grow out of student initiative, faculty direction, and community requests**



**Harvesting Food for Lane County**



Carnegies graduate on time and stay connected!



D.C. Mafia with UOAA Director Kelly Menachemson, 2018



2 15s, a 16, and a 17 visit the Ethical Society in Philadelphia, Fall 2017

# **University of Oregon Prison Education Program**

Courses, Workshops, Lectures,  
Activities, Academic Support, Campus and Community  
Programs, and Diplomas...



"Ethics and Literature: Cervantes' *Don Quixote* and Dostoevsky's *The Idiot*"

Oregon State Penitentiary – Spring 2009



**Learning with and from one another, breaking down barriers through education**





Our first “inside” graduation  
*Oregon State Penitentiary, May 2018*



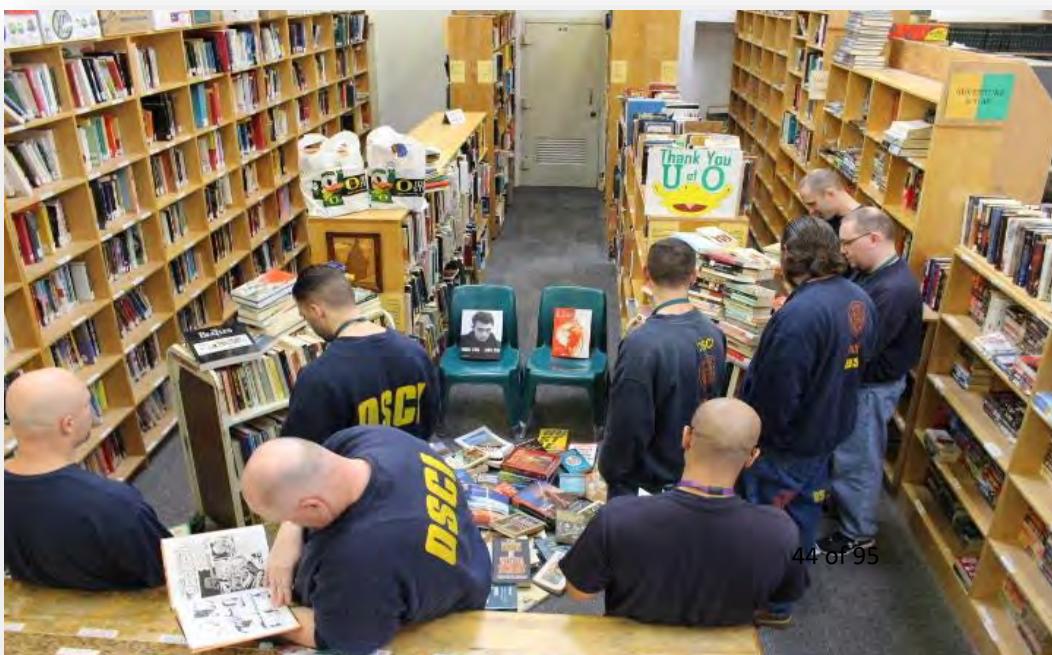
A formerly “inside” student ready to receive his diploma on campus, June 2018





**UO Side-by-Side, with Roseburg alternative High School  
students learning with brains, 2016**

**In 2017-18 UO PEP volunteers gathered over  
2000 books and brought them to Oregon's  
prisons and Youth Authority facilities**





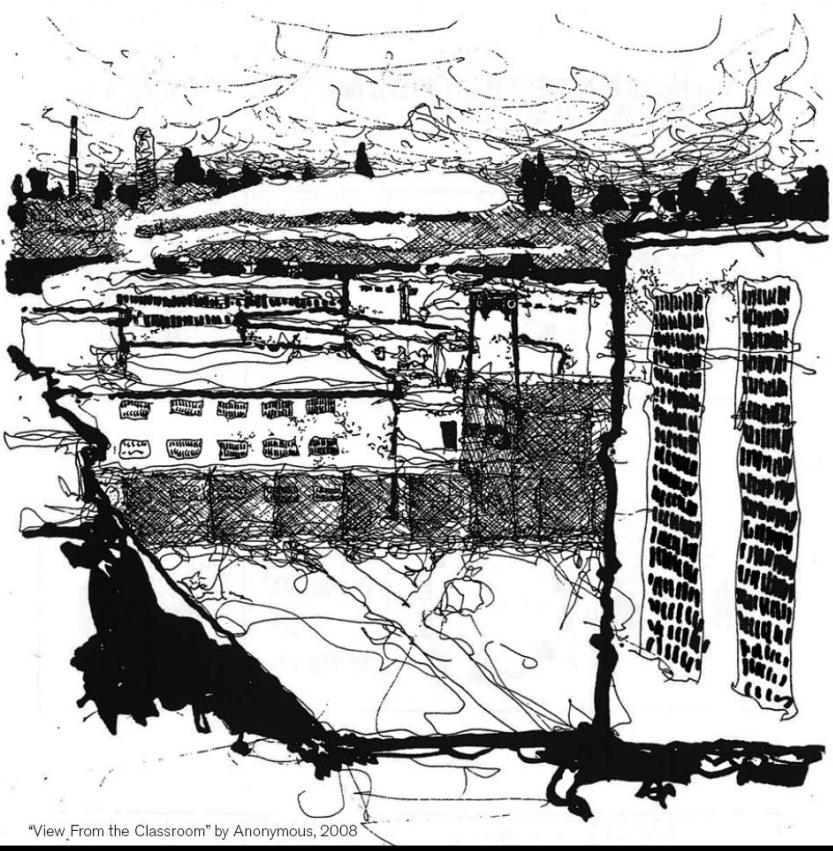
Reading Steinbeck with strangers – our first Common Reading  
John Steinbeck's *Cannery Row* OSP, Winter 2017



OSP Uhuru Sasa Club and UO Black Male Alliance Dialogue Group



OSP Lakota Oyate Ki Club – Activities, with A.V.P. and Tribal Liaison Jason Younker



"View From the Classroom" by Anonymous, 2008



IS PEOPLE  
TOGETHER  
BODY OF LAWS  
ON WELFARE  
OR BENEFITS  
RATIONED

IS PEOPLE  
TOGETHER  
BODY OF LAWS  
ON WELFARE  
OR BENEFITS  
RATIONED



**RELIGION AND POLITICS DO MIX**

**Matt Leasure, Class of 2011**  
Majored in: religious studies  
Current job: legislative correspondent, Rep. Peter DeFazio's office, Washington, DC

**Pivotal UO experience:** His part-time job program, which took him inside the Oregon State Penitentiary to study inmates and their families, and to look at crime prevention, and how to relate policy goals with attempts to promote individual change.

**On the intersection of his major and his job:** "I can't stand it that religion and politics aren't polite to talk about—it always want to talk about both."

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## **Agenda Item #7**

**UO Portland**

# UO Portland

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O | UNIVERSITY OF  
OREGON | PORTLAND

# UO Portland Academics/Research

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- College of Design
  - M.Arch in Architecture
  - M.S. in Sports Product Design
  - M.S. in Historic Preservation
  - 5<sup>th</sup> year of undergraduate study
    - B.Arch in Architecture
    - B.F.A in Product Design
- Lundquist College of Business
  - M.S. in Sports Product Management
  - Oregon Executive MBA
- School of Journalism and Communication
  - M.S. in Multimedia Journalism
  - M.S. in Strategic Communication
- School of Law
  - 3<sup>rd</sup> year
- Research Centers
  - Center on Teaching and Learning
  - Energy Studies in Buildings Laboratory
  - Labor Education and Research Center
  - Prevention Science Institute

## Vision & Strategy

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- UO Portland's focus is on distinctive professional Master's programs, interdisciplinary research, community engagement, and enhancing undergraduate and graduate student experiences
- The Vision is expressed as six bridges:
  - Learning – Doing
  - Students – Alumni
  - Inquiry – Impact
  - University – Community
  - Portland – the World
  - EUG - PDX
- 52 first-year strategic initiatives underway

## Progress on Key Initiatives

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- “Summer in the City” student internship welcome
- Urbanism Next
- Health in the Built Environment
- Virtual Reality Lab
- Engagement with Greater Portland, Inc.
- Wings
- Shuttle between Eugene and Portland

## Bridge Between Students & Alumni

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*UO Portland builds connections with high school students and local alumni through strategic partnerships.*



## Portland-Area Enrollment Strategies

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- Collaborate with Admissions recruiters to promote UO to high school students and families
- Strengthen relationships with high school counselors
- Improve visibility of the Portland campus and utilize it as a front door to Eugene
- Admissions staff stationed at UO Portland
- Specific enrollment strategies; list in supplemental materials

## Portland-Area Alumni Strategies

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- Collaborate with UOAA through events hosted at White Stag
  - Get Connected, career event
  - C-Suite breakfast/CEOs, November and May
  - Women's Roundtable
  - Portland job search group
- UOAA sponsored UO Portland student orientation event
- Around the O, Portland edition, up to 18,000 alumni recipients
- UOAA activities; list in supplemental materials

# UO Portland: Government & Community Relations

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- Work closely with Government Affairs on local issues
- Government Affairs staff engaged with our strategic initiatives
- Collaborate on many sponsorship and community engagement activities; list in supplemental materials
- Support of Greater Portland, Inc. higher education effort
- Work together supporting mission of UO Portland Council

# UO Portland and Fundraising

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- Emerging potential for UO Portland-centric fundraising and outreach
- The following potential fundraising and sponsorship opportunities are being explored:
  - Academic programming based at UO Portland—including Urbanism Next (COD), Health in the Built Environment (COD), and the Virtual Reality Lab (SOJC)—coordinating with the deans and faculty
  - Boosting student internships in Portland (including housing support to ensure equitable access)
  - Rooms that can be named – primarily, the “event” room and the outer “Light Court Commons”
  - Wings Presidential lecture series
  - Annual themed research and service engagement with the community
- Additional ideas include: incubator support for Eugene-Portland shuttle; student housing in Portland; and “Study Abroad in Portland”

## **2017/2018 Recruitment Activities in Portland Metro Area**

### ***Portland-Area Enrollment Strategies***

- **82** high school visits
- **29** college fairs
- **15** “Duck Express” application workshops (to assist students with the admissions application)
- **25** “other” events (attended community-based events or hosted events in support of various specific populations within the PDX metro area). For example:
  - Noche Bella Gala, hosted by the Latino Network
  - Oregon National Guard Back-to-School Bash
  - Roosevelt HS Latino Night
  - Hispanic Heritage Dinner, hosted by the Hispanic Metropolitan Chamber
  - Supported SOJC Press Day in Portland at the White Stag
  - Hosted a Pacific Northwest Association for College Admissions Counseling (PNACAC-  
<https://www.pnacac.org/>) sponsored event at the White Stag
- **5** receptions for prospective and admitted students
- **2** receptions for Pathway Oregon scholarship recipients
- **3** Stamps signing day celebrations for Stamps scholarship recipients
- **1** Portland high school counselor luncheon

### ***Admissions Staff Stationed at UO Portland***

- There has been an admissions recruiter stationed at White Stag. For the past year, it has been Melea Tejedas. Starting in August of 2018, Mike Mendoza, an additional admissions counselor is based in Portland to support our undergraduate recruitment efforts in the area. While Mike will also manage some out of state territories, he will support the ongoing, increased recruitment efforts in Portland. He will also be connected to the White Stag and will join Melea in working to support the UO Portland strategic plan.

### ***Collaborate with admissions recruiters to promote the University of Oregon to high school students and families through new and existing UO Portland opportunities and events***

- Shared various UO Portland events throughout the year with our counselor networks, encouraging them to attend and/or send their students, such as the SOJC Press Day in Portland, the Wings Presidential Speaker Series, and various other presentations open to the public throughout the year.
- Made regular connections between high school students, families, and counselors to the UO Portland campus. For example, admissions staff connected a local high school to the College of Design to bring high school students to tour the Architecture facilities at UO Portland.
- Supported SOJC Portland Press Day at the White Stag by presenting and providing a welcome to the high school students in attendance, as well as tabling and providing information about the admissions process.
- Supported UO Development staff based in the White Stag by providing information about activities we (Admissions) are participating in relevant to their work, and supporting their donors as a contact for admissions-related questions.

***Strengthen relationships with high school counselors through the Portland Area Counseling Consortium***

- In addition to the PACCC, there are a handful of other counselor consortiums in Portland. Generally speaking, the consortiums are specific to a particular region of Portland and prefer to meet in a more central location to their group (i.e. somewhere on the west side, east side, North Portland, etc.), but admissions staff have offered to host them at the White Stag.
- Portland admissions staff always include information about UO Portland and the resources available when presenting to counselors. UO Portland - including events and resources - was described at the counselor luncheon hosted in December, with over 70 high school counselors present. Portland admissions staff is also scheduled to present at a PACCC meeting this next year (and hopefully will be able to present to other consortiums).

***Improve visibility of the Portland campus and utilize the Portland campus as a front door to Eugene***

- In June of 2018, our team of 25 admissions recruiters (who recruit all over the country/world) spent a day in Portland at the White Stag for our admissions staff retreat. A variety of activities were arranged for the recruit team to learn more about the UO Portland- they toured the facility, learned about various graduate programs offered at the White Stag, and met with various staff/faculty who work at UO Portland. This training/exposure helped to provide the recruit team with more context to discuss the connection between UO Portland and Eugene in our undergraduate recruitment efforts.
- Admissions hosted a variety of events at the White Stag, including:
  - Invited Lincoln High School counseling team to host their staff retreat at White Stag
  - PNACAC-sponsored event to discuss supporting Dreamers, which attracted high school counselors and community members from all over Portland
  - A Fall prospective student reception, attracting nearly 100 prospective students and families
  - Worked with the Mexican Consulate to host an event at the White Stag (ultimately, the Consulate had to cancel the event, but plan to schedule again for 2018/19).
  - Many meetings throughout the year with prospective students and families from the Portland area (estimated 25-30)

## **2017/2018 UOAA Portland-Area Events**

Date	Event
8/1/17	Portland Science Night - Solar Eclipse
8/4/17	Fiesta Mexicana
8/8/17	PDX Ducks Volunteer - SnowCap charities
8/17/17	PDX Ducks Happy Hour
9/7/17	Portland Duck Lunch
9/19/17	Job Search Group
Fall	PDX Ducks Watch Parties
10/5/17	PDX Ducks Wine for Scholarships Fundraising Event
10/10/17	9th Annual Get Connected
10/19/17	OEMBA Speaker Series: Managing a Global Workforce
10/24/17	Portland Science Night - Fractal Vision
10/29/17	UOAA Members Only Nike Company Store Shopping Night
11/1/17	Civil War Blood Drive
11/9/17	PDX Member Appreciation Night
11/14/17	UO C-Suite Breakfast
1/16/17	Liszt at the Opera
11/30/17	LSAA-A Night with Laika
12/3/17	PDX Ducks -Feed Those in Need (Potluck in the Park)
1/11/18	PDX Ducks Happy Hour and Volunteer Meet-Up
1/24/18	PDX Ducks Rivalry Night with the Portland Trail Blazers
1/25/18	Portland Duck Lunch
2/6/18	Job Search Group - Winter 2018
2/13/18	Diversity Career Symposium
2/15/18	Portland Science Night - An Evening with Dr. Coffee
3/7/18	9th Annual Women's Roundtable
3/15/18	PDX Ducks March Madness Happy Hour
4/17/18	UO Portland Open House
4/20/18	Frohnmayer Award for Public Service
4/21/18	PDX SOLVE it for Earth Day
5/1/18	Job Search Group - Spring 2018
5/4/18	Lundquist Alumni: Evening at the Vineyard
5/5/18	OEMBA - An Afternoon in Wine Country
5/6/18	Patos Alumni Network Flawk
5/8/18	Portland Science Night -Mind, Brain, Reality
5/15/18	UOAA Traveler Reception and Overview in Portland
5/17/18	UO C-Suite Breakfast
6/1/18	Wings: UO Presidential Speakers Series
6/16/18	Pride Northwest
6/22/18	Good in the Hood
6/23/18	PDX Ducks Help Those in Need
6/27/18	PDX Ducks at OMSI After Dark: Ciderfest

## **UO Portland: Government & Community Relations**

### Sponsorships:

- Latino Network
- Hispanic Metropolitan Chamber
- Urban League of Portland
- SEI—Self Enhancement, Inc.
- Skanner Foundation MLK Breakfast
- Native American Youth Association
- Basic Rights Oregon

### Economic Development:

- Portland Business Alliance Membership/Sponsorship
- Greater Portland Inc. Membership
- Portland Business Journal Sponsorships/Advertising
- Technology Association of Oregon Membership
- Oregon BioScience Association Membership
- Partners in Diversity Membership

### Community Engagement:

- Presenting Sponsor, Good in the Hood Multicultural Music Festival
- Title Sponsor, Fiesta Mexicana (Woodburn)
- Festival Sponsor, Portland PRIDE
- Presenting Sponsor, TEDxPortland
- Host TEDxPDX Youth (high school TEDx)
- Sponsor Literary Arts of Portland
- Sponsor Portland Rose Festival and Grand Floral Parade
- Work closely with our neighborhood association (OTCT) and near neighbors (OCOM-Oregon College of Oriental Medicine, Mercy Corps, NWEA-Northwest Education Assessment) on various projects/celebrations, as well as neighborhood livability issues including safety and cleanliness of the area

## UO Portland Strategic Framework 2016-2021

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In the fall of 2016, a vision was developed for UO Portland. 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, which states in part, “**we** seek to enrich the human condition through collaboration, teaching, mentoring, scholarship, experiential learning, creative inquiry, scientific discovery, outreach and public **service**.”

The UO Portland Vision\* is expressed as a series of bridges connecting people, ideas and innovations. This document names each vision bridge with its related strategies and initiatives.

### Note to Readers:

- *What follows are the first-year initiatives of a five-year strategy*
- *This strategy builds upon **UO Portland's history and current** teaching, research, creative work and outreach in the Portland metro area*
- *This is a living document that will evolve as it is executed*
- *Participating schools/colleges/units had many innovative and exciting ideas as they participated in this process. Thus, **it's** critical for each to develop their own “**Plan for Portland**” in fall of 2017, in sync with this strategic framework*
- *This strategy will operate in conjunction with UO Portland’s **Diversity Action Plan***

\*Appendix 1, UO Portland Strategic Framework 2016-2021 | Overview

\*Appendix 2, UO Portland Vision

## Enhance the bridge between Learning and Doing

Portland provides students with critical experiential learning through access to cutting-edge industry experience, mentoring, networking and career opportunities in the economic center of our state.

Strategies	Year One Initiatives
1. Support and expand student experiential learning at UO Portland	<ul style="list-style-type: none"><li>Organize access to existing opportunities for undergraduate and graduate students to study, intern, and make career connections in Portland</li><li>Work with schools and colleges to expand Portland internship opportunities</li><li>Explore the concept/funding of a UO Portland “<b>Experiential Learning Director</b>” staff position</li></ul>
2. Provide opportunities for undergraduate students to study in Portland during the summer	<ul style="list-style-type: none"><li>Assess feasibility of summer term “<b>Study Abroad in Portland</b>”</li></ul>
3. Support existing, and create new, graduate degree offerings	<ul style="list-style-type: none"><li>Coordinate and enhance UO Portland graduate student recruitment</li><li>Identify potential new graduate degrees, including interdisciplinary offerings</li><li>Beta test potential programs through pilot symposia or professional development workshops</li></ul>
4. Enhance executive education, including professional certification	<ul style="list-style-type: none"><li>Clarify administrative framework to support executive education, including financial structure</li><li>Identify potential new executive education offerings</li><li>Connect schools and colleges to promote possible interdisciplinary collaborations</li><li>Seek opportunities for applied research in executive education settings</li></ul>

## Build a bridge between Students and Alumni

UO Portland builds connections with high school students and local alumni through strategic partnerships.

Strategies	Year One Initiatives
1. Involve high school and potential undergraduate students in UO Portland events and programming	<ul style="list-style-type: none"><li>• Collaborate with admissions recruiters to promote the University of Oregon to high school students and families through new and existing UO Portland opportunities and events</li><li>• Strengthen relationships with high school counselors through the Portland Area Counseling Consortium (PACC)</li><li>• Improve visibility of the Portland campus and utilize Portland campus as front door to Eugene</li></ul>
2. Increase involvement of alumni with UO Portland	<ul style="list-style-type: none"><li>• Collaborate with UOAA, LSAA, and other Portland area alumni for mentoring, hiring and speaking opportunities at UO Portland including UOAA Affinity Groups (LGBTQ, African-American, Asian-American, Latino-American)</li><li>• Engage alumni through media platforms including website, Around the O Portland and social media</li></ul>
3. Ensure alumni know about UO events in Portland	<ul style="list-style-type: none"><li>• Promote UO sponsored events in the Portland metro area to alumni</li><li>• Increase number of alumni recipients of Around the O Portland edition</li></ul>

## Support the bridge between Inquiry and Impact

The research and collaboration at UO Portland makes a difference in solving problems throughout the region and beyond.

Strategies	Year One Initiatives
1. Educate UO about research opportunities in Portland	<ul style="list-style-type: none"><li>• Ensure research center directors and faculty understand opportunities in Portland as a location to conduct studies, utilize industry expertise, and access diverse, larger populations</li><li>• Track sponsored research and associated dollars, originated and/or executed in Portland</li></ul>
2. Promote interdisciplinary research	<ul style="list-style-type: none"><li>• Host three gatherings featuring research of UO Portland faculty to encourage intersections between potential collaborators</li></ul>
3. Support research and scholarship of UO Portland faculty and students from ideation to publication	<ul style="list-style-type: none"><li>• Assess the potential for using <b>Scholars' Bank</b> to expose work by faculty and students based in UO Portland programs</li><li>• Consult with UO Portland departments and assess capacity to meet emerging needs for storing, archiving, and publishing student and faculty work, including multimedia projects</li></ul>
4. Support visibility of student research and creative work	<ul style="list-style-type: none"><li>• Showcase professional <b>master's</b> research/projects between units at an event at UO Portland</li><li>• Encourage submission at the UO Grad Fair in Eugene</li></ul>

## Strengthen the bridge between University and Community

Build strategic alliances with civic, philanthropic, business, community, cultural, and educational institutions around the region to increase the UO's visibility and contributions to the state.

<i>Strategies</i>	<i>Year One Initiatives</i>
1. Capture ways in which UO Portland faculty, staff and students are engaged in external organizations	<ul style="list-style-type: none"><li>• Survey faculty, staff and students to learn who is connected with various organizations in the Portland metro region</li><li>• Create a resource that shares collected information about existing community partnerships and consider gaps</li><li>• Identify 1-5 organizations and their needs for research, service or other support, which UO Portland programs can address</li><li>• Develop applied research related to these activities</li></ul>
2. Raise UO <b>Portland's</b> participation and visibility with local community and businesses	<ul style="list-style-type: none"><li>• Increase participation in business organization activities</li><li>• Foster strategic alliances with local businesses and community organizations</li><li>• Ensure leading organizations are consistently informed about UO Portland</li></ul>
3. Strengthen connections with local colleges and universities	<ul style="list-style-type: none"><li>• Meet with leadership at 3-5 Portland based higher education institutions to discuss collaboration</li></ul>
4. Increase public engagement	<ul style="list-style-type: none"><li>• Develop multi-year plan with topic themes</li><li>• Seek community partners</li><li>• Host events and other activities connected to the theme</li></ul>
5. Feature UO president and faculty research initiatives	<ul style="list-style-type: none"><li>• Host a series of Portland public events featuring the president and faculty researchers</li></ul>

## Expand the bridge between Portland and The World

As home to some of the **world's** most innovative companies and NGOs, Portland has become a launching pad and destination.

<i>Strategies</i>	<i>Year One Initiatives</i>
1. Establish research-based programs, institutes or centers of excellence	<ul style="list-style-type: none"><li>• Build and execute the interdisciplinary program "<b>Urbanism Next</b>"</li><li>• Explore UO Portland/UO academic strengths, as it relates to industry/community needs</li></ul>
2. Strengthen partnership with the Office of International Affairs	<ul style="list-style-type: none"><li>• Hold strategy session with the Office of International Affairs and create collaborative programs and initiatives</li></ul>
3. Host international conferences	<ul style="list-style-type: none"><li>• Support at least one international academic/research based conference in 2017-18 and plan for two in 2018-19</li></ul>
4. Recruit more international students	<ul style="list-style-type: none"><li>• Connect with international alumni network to promote UO/UO Portland</li><li>• Learn about successful recruiting initiatives for international students</li><li>• Ensure UO Portland website represents support international students receive as part of our campus, and benefit of studying in Portland</li></ul>

## Fortify the bridge between Eugene and Portland

The bridge between Eugene and Portland is fundamental to increasing access and appreciation at each campus.

<i>Strategies</i>	<i>Year One Initiatives</i>
1. Address challenges in student and faculty short-term and long-term housing	<ul style="list-style-type: none"><li>• Research student housing options with other higher education institutions</li><li>• Develop alumni/friend short term housing network for students studying in Portland for one term or less</li><li>• Research housing options for Eugene based faculty who teach sporadically in Portland, including Knight Campus employees</li></ul>
2. Develop convenient transportation between campuses	<ul style="list-style-type: none"><li>• Research how other universities and companies tackle transportation between different geographical locations</li><li>• Develop an RFP for a weekday van between Portland and Eugene</li><li>• Work with Knight Campus on transportation interests and needs</li></ul>
3. Ensure UO Portland can connect to important meetings/events using reliable IT	<ul style="list-style-type: none"><li>• Work with central IT to ensure easier connectivity and address UO Portland IT upgrades</li><li>• Make a list of spaces on Portland and Eugene campuses where IT connectivity is most successful</li></ul>
4. Encourage UO Portland to serve on UO governance committees	<ul style="list-style-type: none"><li>• Work with deans and department heads to encourage Portland faculty governance engagement</li><li>• Communicate to Faculty Senate and ASUO the unique perspective that UO Portland can provide</li></ul>
5. Assess interest of Eugene-based faculty to teach in Portland	<ul style="list-style-type: none"><li>• Survey faculty to gauge interest, as well as perceived opportunities and obstacles</li></ul>
6. Raise awareness of each campus through physical representations at the other	<ul style="list-style-type: none"><li>• Develop a visual display at White Stag highlighting Eugene campus</li><li>• Encourage physical representation of UO Portland on Eugene campus</li></ul>

## Appendices

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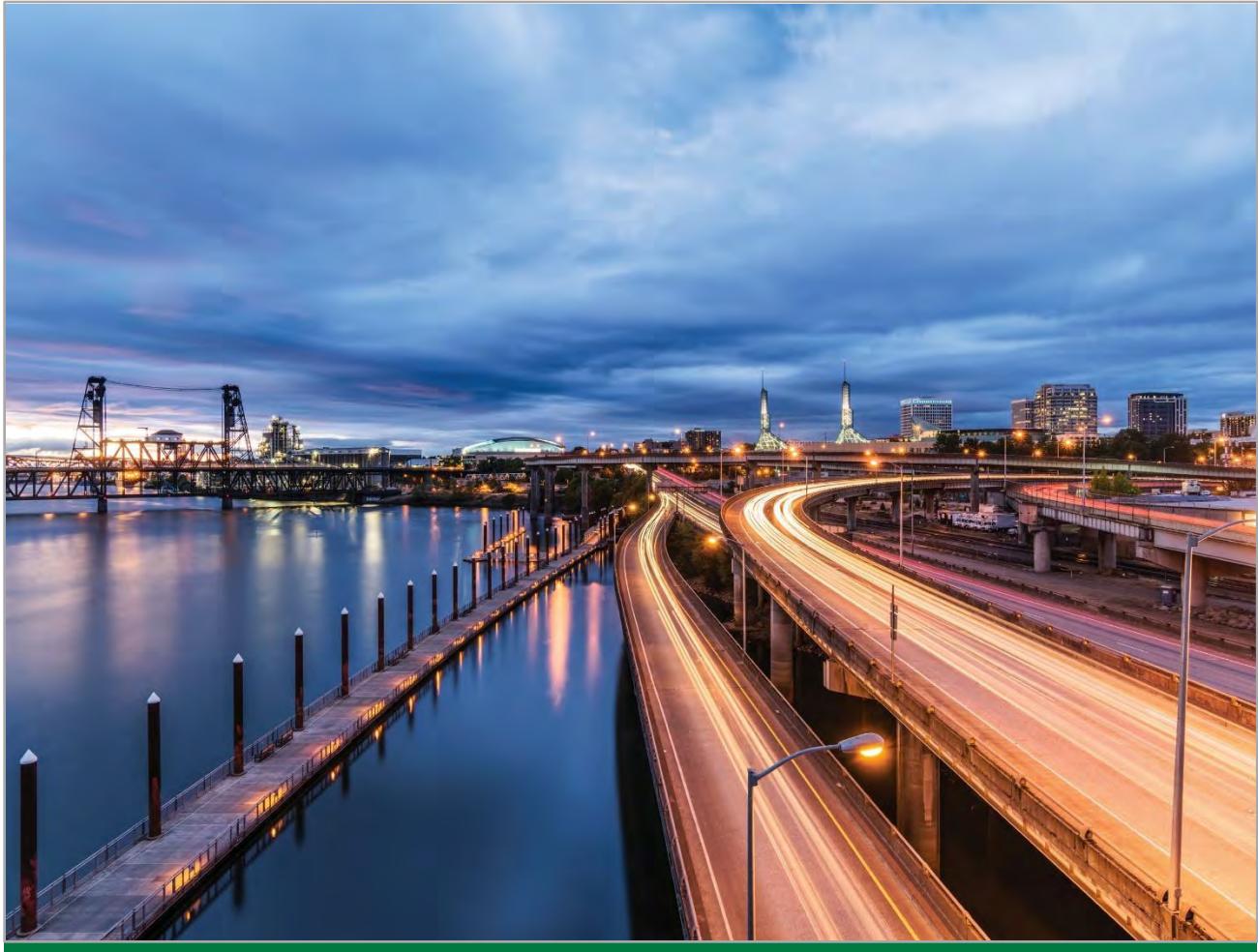
### Appendix 1

UO Portland Strategic Framework 2016-2021 | Overview..... 9

### Appendix 2

UO Portland Vision..... 10

		VISION BRIDGES					
		Learning – Doing	Students – Alumni	Inquiry – Impact	University – Community	Portland – The World	Eugene – Portland
Research				<ul style="list-style-type: none"> <li>• Educate UO about research opportunities in Portland</li> <li>• Promote interdisciplinary research</li> <li>• Support the research and scholarship of UO Portland from ideation to publication</li> </ul>	<ul style="list-style-type: none"> <li>• Feature UO president and faculty research initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Establish research-based programs, institutes or centers of excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Develop convenient transportation between campuses</li> </ul>
Access	<ul style="list-style-type: none"> <li>• Provide opportunities for undergraduate students to study in Portland during the summer</li> </ul>	<ul style="list-style-type: none"> <li>• Involve high school and potential undergraduate students in UO Portland events and programming</li> </ul>				<ul style="list-style-type: none"> <li>• Recruit more international students</li> </ul>	<ul style="list-style-type: none"> <li>• Raise awareness of each campus through physical representative at the other</li> </ul>
Student experience	<ul style="list-style-type: none"> <li>• Support and expand student experiential learning</li> </ul>			<ul style="list-style-type: none"> <li>• Support visibility of student research</li> </ul>		<ul style="list-style-type: none"> <li>• Strengthen partnerships with the Office of International Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Address challenges in student housing</li> <li>• Ensure UO Portland connects to important meetings/events using reliable IT</li> <li>• Encourage UO Portland students to serve on UO governance committees</li> </ul>
Public and alumni engagement	<ul style="list-style-type: none"> <li>• Enhance executive education</li> </ul>	<ul style="list-style-type: none"> <li>• Increase involvement of alumni with UO Portland</li> <li>• Ensure alumni know about UO events in Portland</li> </ul>			<ul style="list-style-type: none"> <li>• Capture ways UO Portland is engaged in external organizations</li> <li>• <b>Raise UO Portland's participation and visibility with local communities and businesses</b></li> <li>• Increase public engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Host international conferences</li> </ul>	
Graduate education	<ul style="list-style-type: none"> <li>• Support existing, and create new, graduate offerings</li> </ul>				<ul style="list-style-type: none"> <li>• Strengthen connections with local colleges and universities</li> </ul>		<ul style="list-style-type: none"> <li>• Address challenges in faculty housing</li> <li>• Develop transportation between campuses</li> <li>• Encourage UO Portland faculty to serve on UO governance committees</li> <li>• Assess interest of Eugene-based faculty to teach in Portland</li> </ul>



# Portland Vision

## *A Bridge to Excellence*



## 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 #8**

### **Presidential Contract**

Below is a summary of key terms in the proposed presidential employment agreement, noting where applicable any changes to the prior contract. Not all edits are reflected in this summary; those which were highly technical or more self-explanatory (e.g., removal of moving expenses from the original agreement) were omitted from this summary. All changes are visible in a redlined version of the agreement attached hereto.

#### **Term**

The proposed agreement covers a five-year period from October 1, 2018 through September 30, 2023. This agreement would supersede the prior agreement, which was five years beginning July 1, 2015 and ending June 30, 2020.

#### **Compensation**

Schill's current compensation (existing agreement) is \$660,000 per year in base salary. The new agreement proposes an increase to \$720,000 per year for just shy of two years, and then \$738,009 per year for the remainder. The proposed agreement adds \$50,000 per year in deferred compensation through an approved retirement plan; there is no such provision in the current agreement.

#### **Bonuses**

The proposed agreement provides for a retention bonus of \$200,000 after three years of service under the new agreement. This is similar to the existing agreement, which provided for a \$99,000 retention bonus after his first three years (earned June 30, 2018) and a \$120,000 retention bonus after years 4 and 5. (This latter retention bonus does not transfer.)

In addition, the new agreement outlines a structure by which Schill can earn performance bonuses for meeting or exceeding goals established by the board. The agreement articulates five overarching areas for this performance bonus: improving student success and experience, expanding and diversifying research, increasing the endowment, improving the quality of graduate programs and the institution's overall academic position, and advancing and promoting diversity, equity and inclusion. There is no guarantee of earning such performance bonuses, and such bonuses shall not exceed \$200,000 in any given year.

#### **Misc. Additions/Subtractions**

Language was added to expressly call out Schill's obligation to comply with NCAA regulations and processes.

The section relating to termination for cause was updated to better align with best practices and provide more clarity.

Language was added to the agreement to cover memberships provided by the institution or the Foundation to support Schill's performance of his presidential duties. There are no new additions to memberships provided, but there was no clause in the original agreement. Current memberships (funded with Foundation dollars, not tuition or state funds) include long-standing memberships in the Eugene Country Club and (Portland) Arlington Club, as well as frequently traveled airline clubs to aid with productivity, stewardship, events/meeting space, etc

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

**Resolution: Presidential Employment Agreement and One-Time Performance Bonus**

Whereas, Michael H. Schill has led the University effectively, providing a sense of stability and a focused vision, since joining the institution in 2015;

Whereas, it is in the best interests of the University to establish a new employment agreement with Schill that provides for a new five year term, calls out core priorities for the president's long-term work, and maintains competitive compensation rates with comparative institutions;

Whereas, the Board wishes to remunerate Schill for meeting and exceeding annual objectives during his first three years as president with a one-time performance bonus payment in recognition of work performed under the existing agreement (July 1, 2015 through June 30, 2018); and,

Whereas, ORS 352.096(1)(b) authorizes the Board to prescribe the compensation and terms and conditions of employment of the president of the University of Oregon ("University");

NOW THEREFORE, the Board of Trustees of the University of Oregon hereby:

1. Authorizes a one-time performance bonus of \$76,000 to Schill for outstanding work performed during his first three years as president, payable within 60 days of this action; and,
2. Authorizes the Chair of the Board to enter into a new presidential employment agreement with Schill, attached hereto as Exhibit A.

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

Trustee	Yes	No	Trustee	Yes	No
Aaron			Kari		
Ballmer			Lillis		
Bragdon	NA	NA	McIntyre		
Colas			Murray		
Curry			Paustian		
Ford			Ralph		
Gonyea			Wilcox		

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

# **EXHIBIT A**

## **PRESIDENTIAL EMPLOYMENT AGREEMENT**

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THIS AGREEMENT is entered into by the University of Oregon (“University”) and Michael H. Schill (“Schill”), each of whom is a party to this agreement (“Agreement”). The term “parties” hereafter refers to “University” and “Schill.” Upon full execution by the parties, the Agreement will be effective on October 1, 2018.

### **1.0 Appointment of President; Term of Agreement**

The term of Schill’s employment as President of the University commenced July 1, 2015. The term of this agreement is five (5) years, from October 1, 2018 until September 30, 2023 (“Term”), unless earlier terminated or extended as provided in this Agreement.

### **2.0 Duties and Responsibilities**

Schill is supervised by and is responsible to the Board of Trustees of the University of Oregon (“Board”) for all matters concerning the University and is an advisor to the Board in matters of policy and administration. Schill shall exercise all powers and duties delegated to the President by the Board’s “Policy on Retention and Delegation of Authority,” and shall also exercise all other powers and duties delegated by the Board to the President. Duties include, but are not limited to:

- (a) Administration of the affairs of the University as best serves the institution consistent with Board rules, policies, and directives;
- (b) Development and implementation of the University’s academic, student service, athletic and overall institutional strategies and related plans;
- (c) Service as an ex officio member of the Board of Trustees as required by ORS 352.076, and service as a Board officer pursuant to Article VI of the Bylaws of the University of Oregon;
- (d) Reporting to the Board all significant matters within the President’s knowledge related to the University;
- (e) Institutional, faculty, and educational leadership, and the fostering of productive faculty and administration relationships;
- (f) Long-range planning and budget formulation;
- (g) Management of institution buildings, grounds and equipment controlled by the University;
- (h) Student recruitment, success and services;
- (i) Senior administration and faculty recruitment;
- (j) Appointing, supervising, promoting, and dismissing employees;
- (k) Enforcing expectations concerning compliance with NCAA rules;
- (l) Preparing rules, policies, regulations, and procedures useful to the University’s welfare;
- (m) Fundraising, development, and public and alumni relations; and,
- (n) Addressing and documenting compliance with Board-identified outcomes for each year.

### **3.0 Devote Best Efforts to the Work as President**

3.1 Schill agrees to faithfully, industriously, and with maximum application of experience, ability, and talent devote his full business-time, attention and energies to the duties as President of the University.

- 3.2 Such duties will be rendered at the University's campus in Eugene, Oregon and at such other place or places as the Board and Schill deem appropriate for the interest, needs, business or opportunity of the University.
- 3.3 The expenditure of reasonable amounts of time for personal or outside business, as well as charitable and professional development activities, will not be deemed a breach of this Agreement, provided such activities do not interfere with the services required to be rendered to the University and Board under this Agreement. Upon written approval by the Board, Schill may serve on boards for nonprofit and for-profit corporations or other entities, to the extent permitted by law, rule and University policy. The Board will not consider any income in connection with outside activities in setting compensation under this Agreement.
- 3.4 Other than activities or services permitted by the Board or other University policies, and under Section 3.3 of this Agreement, Schill will not render services of any professional nature to or for any person, firm, or entity for remuneration other than to the University, and will not engage in any activity that would cause a conflict of interest with his duties to the University. The making of passive or personal investments and the conduct of private business affairs is not prohibited by this section.

#### **4.0 Academic Rank and Funding**

- 4.1 Upon the termination of employment as President, Schill may elect to remain a member of the University's faculty. If Schill remains a member of the University's faculty under such terms, his salary will be \$450,000 per year (9-mo). Schill will be subject to the current Board and University rules and policies governing faculty employment, including award of indefinite tenure and other conditions of employment, including but not limited to those conditions of employment which are customarily set forth in a letter of appointment. For so long as Schill remains a full time member of the University's faculty post-presidency, the University will provide him with 0.5 FTE in administrative support.
- 4.2 During his full-time employment at the University, Schill shall be provided an annual sum of \$25,000 for purposes of academic research support. This allotment shall not be used as remuneration to Schill. This allotment shall be managed and accounted for in accordance with all applicable federal, state and University laws, policies and regulations related thereto.

#### **5.0 Salary and Benefits for Service as President**

- 5.1 For the period October 1, 2018 through June 30, 2020, Schill's monthly salary shall be \$60,000, based on an annual salary of \$720,000 at 1.0 FTE. Beginning July 1, 2020, his monthly salary shall increase to \$61,500 based on an annual salary of \$738,000 at 1.0 FTE. The Board of Trustees may elect to increase Schill's base monthly salary during the term of this agreement. In addition, Schill shall be entitled to an annual supplemental contribution to an approved retirement plan, in an amount of \$50,000 (pro-rated for any partial year of service as President).
- 5.2 If Schill remains President as of September 30, 2021, he shall be entitled to receive a retention bonus of \$200,000.

5.3 During his term of service as President, the Board may additionally elect to provide Schill with an annual performance bonus according to the following:

- 5.3.1 The amount of the annual performance bonus will normally range from zero and \$200,000 and will be determined by the Board each year.
- 5.3.2 The target goal will be \$100,000 which shall be awarded if Schill has, in the judgment of the Board, substantially met the performance goals set forth by Board leadership for the given year.
- 5.3.3 The Board may award more than the target if, in its judgment, Schill has exceeded expectations relative to his annual goals or has made good progress toward achieving long-term objectives of the University as follows:
  - 5.3.3.1 building the University's endowment to \$4 billion,
  - 5.3.3.2 increasing the graduation rate of students at the institution and generally improving student success and experience,
  - 5.3.3.3 improving the quality of graduate programs and the institution's overall academic position,
  - 5.3.3.4 increasing and diversifying externally funded research, and
  - 5.3.3.5 advancing and promoting diversity, equity and inclusion.

5.4 Schill's progress toward achievement of the goals entitling him to payment of the bonuses described in section 5.3 shall be measured annually during the Presidential Evaluation process.

5.5 In lieu of a University-provided vehicle, Schill will receive a monthly vehicle stipend of \$1,200 funded by the University's Foundation. By accepting the monthly vehicle stipend, Schill agrees that she/he is not entitled to any vehicle-related expense reimbursement when on University business or to a University owned vehicle for the discharge of his duties as President. Subject to University rules, policies, and procedures, this section does not apply when Schill requires the use of a rental vehicle for out-of-state or air-related travel.

5.6 Unless otherwise provided for in this Agreement, Schill will receive the same benefits as other University employees, subject to applicable changes, currently including, but not limited to, medical, dental, disability, and life insurance; retirement benefits; accrual of vacation and sick leave; and staff fee privileges.

5.7 The University will provide to Schill memberships as the Board deems useful to the performance of his duties as President. The University will pay monthly dues and approved business-related expenses. Schill will be responsible for any personal charges including, but not limited to, rentals, lockers, personal dining, and lesson fees incurred.

5.8 The University shall pay for a comprehensive annual executive physical examination by a physician of Schill's choosing. Schill shall report that this requirement has been met, but is under no requirement to disclose any results of such examination to the University. The University's commitment shall be limited to \$5,000 per year, after whatever costs are covered by Schill's University-provided health insurance.

5.9 Schill will accrue 2.0 months of sabbatical leave for each contract year of service he completes as President. For partial contract years of service, Schill will accrue sabbatical leave on a pro rata basis. All sabbatical leave will be forfeited in the event that Schill's appointment is terminated for cause or in the event Schill elects to leave the University of Oregon. The sabbatical leave will start no later than thirty (30) days after the conclusion of Schill's service as President, payable at his base salary for the last month of service as President. This sabbatical leave is separately negotiated, in recognition of the Schill's inability to take a sabbatical leave during service as President, and is not subject to University rules or policies governing sabbatical leaves. A sabbatical plan is not required, nor is the approval of any University official.

## **6.0 Official Residence**

- 6.1 As a term and condition of employment for Schill and for the benefit and convenience of the University, the University will provide Schill an official residence in which he is required to reside during his service as President. The residence will be used by Schill to conduct University meetings and events on a regular and continuing basis. The residence is located in Eugene, Oregon at 2315 McMorran Street ("the McMorran House").
- 6.2 Subject to the exceptions noted below, the University will maintain the official residence in good repair and pay for utilities, telephone service, cable, Internet access, and similar expenses. The University will not be obligated to pay for any damage or expense caused by the willful misconduct or negligence of Schill, his family or personal guests (normal wear and tear excepted) for which the Schill is responsible. For purposes of this section, "personal guests" means those persons not invited to the residence as part of Schill's duties to host official and other University functions, whom Schill invites in an exclusively personal capacity. The University will maintain the grounds of the official residence. University will keep the official residence insured for fire and extended coverage and will pay for liability insurance on the property.
- 6.3 With the exception of furnishings already in the official residence or purchased for use in University related events or business, the residence will be furnished with furniture and furnishings at the cost of Schill. The cost of any insurance on the Schill's personal furnishings and contents in the official residence will be borne by Schill.
- 6.4 Schill's family will be permitted to occupy the residence under the same terms and conditions for up to ninety (90) days following (i) Schill's death or (ii) Schill's permanent disability under the terms of this Agreement. Schill and his family will vacate the residence by no later than thirty (30) days following the termination of her/his employment as President for any reason other than death or permanent disability.

## **7.0 Travel Expenses**

Except as stated at Section 5.5 of this Agreement, University will reimburse Schill, and, if applicable, Schill's spouse or companion for reasonable travel expenses, hotel bills, and other necessary and proper expenses, consistent with University's rules and policies governing travel reimbursements, when Schill is travelling on University business, except that such payment will be made on behalf of a spouse or companion only when the presence of the spouse or

companion is of benefit to the interests of the University. Such expenses shall be approved by the Chief Financial Officer or appropriate designee.

## **8.0 Expense Receipts and Documentation**

Schill agrees to maintain detailed accounting records, including original documentation of all expenses provided for in this Agreement in accordance with federal and state laws and regulations and University policies and procedures. Upon appointment, Schill may request the University's Office of Internal Audit to include a review of the President's expenditures in its audit plan for the purpose of providing stakeholders assurance that expenditures are allocated appropriately and reporting is accurate and complete. Notwithstanding the foregoing, nothing in this clause is intended to diminish the authority of the Office of Internal Audit to conduct other audits at the request of the Board, routine or otherwise, in accordance with its audit Charter.

## **9.0 Evaluation**

Schill will be evaluated annually by the Board for performance pursuant to the Board's "Presidential Review & Evaluation Policy," which is incorporated into this Agreement by this reference.

## **10.0 Termination**

10.1 The Board reserves the right to terminate Schill's employment for just cause. Just cause termination eliminates any obligation of the Board to pay Schill beyond the effective date of termination of employment as President. A termination for just cause shall end all of the University's obligations to Schill for compensation as President including, without limitation, any obligations to pay bonuses under section 5 of this Agreement. Schill shall retain all rights as a member of the University faculty, but shall be subject to any and all processes then available for responding to allegations of misconduct by members of the faculty.

Just cause means:

10.1.1 Gross negligence or willful misconduct including, but not limited to, acts of fraud, misappropriation of funds or university assets, or gross negligence.

10.1.2 Commission of a felony or a misdemeanor involving moral turpitude;

10.1.3 Material violation of this Agreement which causes substantial harm to the University and which is not remedied after thirty (30) calendar days' written notice thereof to Schill; and

10.1.4 Prolonged absence from duty for a period of thirty calendar days or longer without Board or University consent and which absence is not due to illness or disability.

10.2 The Board reserves the right to terminate Schill's employment and this Agreement prior to its expiration, without cause, upon thirty (30) calendar days' of prior written notice to Schill. In the event the Board terminates this Agreement and Schill's employment as President without cause, the University will pay Schill the current, annual base salary plus

associated benefits for one year from the effective date of the termination, together with all bonuses and benefits accrued under this Agreement up until the termination (including sabbatical accrual).

10.2.1 If in the interest of the University, Schill may be reassigned to other duties until the effective date of the termination of this Agreement without cause. Under no circumstance will the University be liable for the loss of any collateral business opportunities or any other benefits, perquisites or income from any sources that may ensue as a result of the University's termination of this Agreement without cause. The parties have bargained for and agreed to the foregoing provision, giving consideration to the fact that termination of this Agreement by the Board without cause prior to its expiration may cause loss to Schill which is extremely difficult to determine with certainty. The parties further agree that payments made based on the foregoing by the University and acceptance thereof by Schill will constitute adequate and reasonable compensation to Schill for any loss and injury suffered and are not intended to be a penalty. Any amounts payable to Schill under this section will be reduced by the amount of Schill's earnings from other employment during the period which payments under this section are paid, if applicable.

10.2.2 Should the University terminate Schill as President without cause, Schill shall retain all rights and privileges he then enjoys as a member of the faculty, including those set forth in section 4 of this Agreement.

10.3 This Agreement and Schill's appointment as President may be terminated by Schill's resignation, upon Schill providing the Board Chair with thirty (30) calendar days' advance written notice of such resignation. Upon the effective date of Schill's resignation, Schill will not be entitled to any further compensation or benefits as president, except as set forth in the University's various benefit plans with respect to vesting and rights after termination of employment.

10.4 In the event of Schill's death during the term of this Agreement, his employment and this Agreement will immediately terminate on the date of his death. Schill's estate will receive all benefits to which it is entitled pursuant to the University's insurance plans in which Schill enrolled.

10.5 If Schill becomes permanently disabled during his employment as President, this Agreement and his employment will terminate effective on the date of her/his permanent disability and. Schill will receive all benefits to which he is entitled pursuant to the University's insurance plans in which Schill enrolled. For purposes of this Agreement, "permanent disability" will mean that in the opinion of a qualified medical professional jointly selected by the University and Schill (or in the event of Schill's incapacity, the person designated in her/his power of attorney or other duly authorized representative) that Schill is unable to perform the essential functions of the job for a period of six continuous months, with reasonable accommodation (as such term is defined in 42 U.S.C. § 12111(9), as amended, and in the common law interpreting the same).

## **11.0 NCAA Compliance Expectations**

As President, Schill has an affirmative obligation to cooperate fully in any NCAA infractions process, including the investigation and adjudication of a case. Should Schill be found in violation of NCAA regulations he is subject to disciplinary or corrective action as set forth in the provision of the NCAA infractions process.

#### **12.0 Severability**

If any provision of this Agreement is determined to be void, invalid, unenforceable or illegal for any reason, it will be ineffective only to the extent of such prohibition and the validity and enforceability of all the remaining provisions will not be affected thereby.

#### **13.0 Modification**

This Agreement may not be modified or extended except by written instrument signed by Schill and authorized by the Board.

#### **14.0 Entire Agreement**

This Agreement contains the entire understanding of the parties, and there are no representations, warranties, covenants, or undertakings other than those expressly set forth herein.

#### **15.0 Prior Agreements**

This Agreement cancels and supersedes any and all prior agreements entered into between the parties.

#### **16.0 Indemnification**

To the extent permitted by Article XI, Section 7 of the Oregon Constitution, the provisions of the Oregon Tort Claims Act, and the University's Bylaws, the Board will indemnify Schill and hold him harmless against legal fees, expenses, judgments and other financial amounts incurred while serving in his capacity as President of the University. Schill will continue to be indemnified subsequent to the termination of his employment as President with respect to acts or omissions occurring while he served as President.

#### **17.0 Waiver**

No delay or failure to enforce any provisions of his Agreement will constitute a waiver or limitation of rights enforceable under this Agreement.

#### **18.0 Governing Law; Forum**

This Agreement will be interpreted and construed in accord with the laws of the State of Oregon, without regard to the principles of conflicts of laws. Any lawsuit or claim arising from this Agreement will be brought and conducted solely and exclusively within the Circuit Court of Lane County for the State of Oregon; provided, however, if a lawsuit or claim must be brought in

a federal forum, then it will be brought and conducted solely and exclusively within the United States District Court for the District of Oregon.

#### **19.0 Counterparts**

This Agreement may be executed in one or more counterparts, each of which will be deemed an original but all of which will constitute but one of the same instrument. Signatures delivered by facsimile and by email will be deemed to be an original signature for all purposes, including for purposes of any applicable Rules of Evidence.

#### **20.0 Applicable Laws and Regulations**

All provisions of this Agreement subject are to the laws of the State of Oregon and, unless otherwise stated, the rules, policies, and internal management directives of the University.

IT IS SO AGREED:

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2018:

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Michael H. Schill

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Charles M. Lillis, Chairman

## **Agenda Item #9**

### **Honorary Degree**

## MEMORANDUM

To: Board of Trustees

Fr: Michael H. Schill, President

Date: September 6, 2018

Re: Honorary Degree Recommendation

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It is with great enthusiasm that I recommend to the Board of Trustees that it confer an honorary degree upon Mr. Philip H. Knight. I hope you will support this recommendation with an affirmative vote. Mr. Knight is a terrific example of spirit, creativity, hard work, and generosity of time, talent, and treasure.

The university has reinvigorated the use of honorary degrees and I am very pleased to be able to recognize accomplished and outstanding individuals who have had an impact on the world. I believe these degrees are an important tool for the UO to engage with civic, cultural, academic and philanthropic leaders – both alumni and not. Honorary degrees can send a message about what we value, can create or enhance links to the institution, and can demonstrate gratitude for a person's impact in the world. As you know, during the previous academic year, the Board voted to respectfully honor Mr. Lorry I. Lokey and Ms. Carrie Mae Weems with an honorary degree.

### Criteria for Honorary Degrees

Under university policy, honorary degrees may be awarded to those who have shown outstanding scholarship or artistic achievement in their lifetime, or to those who have performed extraordinary public service or contributions to society in their lifetime.

### Nomination and Recommendation Process

The general process for recommending honorees to you is articulated in the policy. All work is done in confidence up until this point of your consideration. The primary steps are:

1. Solicitation of nominees by the committee. This is ongoing, but with a proactive push in the fall.
2. Review of all nominees by the committee against the criteria. Those supported by a majority of the committee are forwarded to the University Senate.
3. Review of nominees by the University Senate in its role representing the university's faculty. Those supported by a majority of the University Senate

are placed in a pool, for up to three years, from which I can make a recommendation to you.

4. Recommendation by me to you for final approval. I may recommend up to two per year from the pool.

#### *Acceptance of an Honorary Degree*

If an individual accepts this honor from the UO, we hope they will visit campus so that the community more broadly can honor them.

#### *About the Nominee*

Philip H. Knight

To summarize the impact Mr. Knight has had on our society is a nearly impossible task. Before there was Nike, there was Blue Ribbon Sports, Inc., a partnership founded in 1964 on a handshake between Mr. Knight and former UO track coach Bill Bowerman. Knight and Bowerman shared a passion for helping athletes reach their full potential. That passion, combined with a business plan that Knight wrote while earning his MBA at Stanford, planted the seed for what would become the world's largest sports and fitness company.

In doing so, this 1959 University of Oregon alumnus changed the way business and marketing have been conducted forever. Under Knight's leadership and vision, Nike not only developed products across numerous sports, partnered with the best athletes in each, but applied an entrepreneurial approach to constantly growing and ensuring that their athletes were the best, strongest and fastest.

This foresight and expectation of the best is exemplified in Knight's philanthropy as well. He and his wife Penny have made visionary gifts with the expectation that the work that results will transform society. According to the Portland Business Journal, "Knight is the most generous philanthropist in Oregon history."

Patrick Phillips, Professor of Biology and Acting Director of the Phil and Penny Knight Campus for Accelerating Scientific Impact, extolled that Mr. Knight's merits, "speak directly to an overarching vision and contribution to the academic enterprise writ large. It is a recognition couched in contributions to the entire scope of the mission of the University of Oregon and to society at large. Mr. Knight has demonstrated an unerring commitment to focus on that unstable middle ground of academia in which the mission-driven activities of the university become translated into real world impacts. In this way, Mr. Knight has provided invaluable contributions and intellectual leadership that has yielded, and will continue to yield, unbelievable benefits not only to work at the University of Oregon, but throughout the state and the nation as a whole. His additional contributions to

innovative business leadership and practice has set a national standard that is worthy of recognition in its own right.”

At Stanford University, Knight donated to the Stanford Graduate School of Business and started the Knight-Hennessy Scholars graduate-level education program. The program will admit up to 100 students with demonstrated leadership and civic commitment each year and is inspired by the Rhodes Scholarship. Students in the program are charged to tackle global challenges such as climate change and poverty. The scholars' academic experience will focus on both subject-specific knowledge and leadership development so that they can be prepared to address global challenges.

Knight's support of Oregon Health and Science University (OHSU) had an immediate impact on the cardiovascular institute, allowing it to build a team focused on innovation in the integration of clinical care and research. The next gift inspired a historic fundraising drive to support the first large-scale program dedicated to early detection of lethal cancers. Knight's \$500 million gift led to \$500 million in matching dollars allowing the OHSU Knight Cancer Institute to build state of the art research facilities and recruit 25 of the world's top researchers and 225 to 275 scientists and physicians. These recruits formed a team focused on the detection of cancer, including the early biological changes in the body that signal lethal cancer is forming.

At the University of Oregon, Knight's inspired philanthropy has led to excellence from UO Libraries to student scholarships, from athletic facilities to faculty chairs. Each of his thoughtful gifts has not only addressed an important institutional need but has led to an innovative forward-thinking approach. Mr. Knight has helped transform the lives of students, faculty, and community members through generous philanthropic support of the University of Oregon. Knight contributions include:

- The single largest gift to a public flagship institution and to the University of Oregon, \$500 million for the Phil and Penny Knight Campus for Accelerating Scientific Impact—a game-changing initiative specifically designed to fast-track scientific discoveries and the process of turning those discoveries into innovations that improve the quality of life for people in Oregon, the nation and beyond. The Knight Campus will reshape the higher education landscape in Oregon by training the next generation of scientists, forging tighter ties with industry and entrepreneurs, and creating new educational opportunities for graduate and undergraduate students. When fully realized, the Knight Campus will consist of a series of new buildings along Franklin Boulevard, with cutting-edge labs, research facilities, prototyping tools, and more. Its purpose is to create the conditions that dramatically accelerate the cycle of moving discoveries to impact. This includes bringing people together in cross-disciplinary collaboration and removing barriers that slow scientific progress

and innovation within traditional public higher education settings. Its full time research staff of about 300 will include 30 top-tier scientists and their support teams. It will be home to 250 graduate students, 150 post-doctoral researchers and 150 undergraduates.

As Drs. Bill Cresko, Karen Guillemin, and Jim Hutchison noted: “As scientists, the promise and excitement of discovery drives us to ask big questions and seek new knowledge about the world each and every day. The university provides a rich environment within which to do this work – work supported by peer scientists, graduate students, staff and academic leadership. However, on October 18, 2016, Phil and Penny Knight made a contribution that supports our work in ways few scientists will ever experience. The gift made by the Knights to establish the Knight Campus for Accelerating Scientific Impact was undoubtedly an incredible contribution to the mission of discovery to which each of us have dedicated our lives. The impact this gift will have on the process and progress of scientific research and innovation is worthy of the highest-possible level of recognition from the academy.”

- Support of innovative facilities and programs in intercollegiate athletics including the expansion of Autzen Stadium, construction of the Ed Moshofsky Sports Center, support for the UO track program, the Hatfield-Dowlin Complex, the John E. Jaqua Academic Center for Student Athletes, the Marcus Mariota Sports Performance Center, the University of Oregon Athletic Department Legacy Fund, and the redesign and renovation of Hayward Field.
- Over 30 endowed chairs and professorships across campus
- The William W. Knight Law Center
- Expansion and renovation of the UO’s main library, the heart of a research university
- Other support includes the Miller Theater Complex, various undergraduate scholarships, and support for faculty and programming

For his impact on business and society, Knight has been recognized with numerous awards including the University of Oregon Pioneer Award and Presidential Medal. For his contributions to business, corporate and philanthropic leadership Knight was elected to the 2015 American Academy of Arts and Sciences membership class. At the time, AAAS President, UO Presidential Chair and professor of chemistry and biochemistry Geri Richmond said, “His election [to the AAAS] is a reflection of the high level of respect and admiration that members of the academy have for his leadership in business and philanthropy. Members from a broad spectrum of

disciplines, including those in the humanities, arts, sciences law and public policy have chosen him as one of the elite new fellows.”

*Thank You*

Thank you for your consideration of this recommendation. I am enthusiastic about the UO’s renewed attention to honorary degrees and look forward to your consideration of Mr. Knight for this distinguished recognition.

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

**Resolution: Conferral of Honorary Degree upon Philip H. Knight**

Whereas, Philip H. Knight is a native Oregonian who has made philanthropic contributions to transform education throughout Oregon, the nation, and the world;

Whereas, Mr. Knight has forever enriched the state of Oregon through his inspirational, imaginative and innovative entrepreneurial spirit which has impacted the state's economy, encouraged healthy living across the state and world, and motivated generations of researchers, designers, business leaders and creators;

Whereas, Mr. Knight has demonstrated a tangible and transformational commitment to scientific and biomedical research at the UO as well as support across campus ranging from athletics and undergraduate scholarships to academic buildings and endowed faculty position;

Whereas, the University of Oregon has a policy governing the conferral of honorary degrees – the institution's highest ceremonial honor – allowing such degrees to be conferred upon those who have engaged in extraordinary public contributions in their lifetime;

Whereas, in accordance with the aforementioned policy and the laws of the State of Oregon, President Michael H. Schill formally recommends to the Board of Trustees that Mr. Knight receive an honorary doctorate from the UO.

NOW THEREFORE, the Board of Trustees of the University of Oregon hereby grants an honorary doctor of philosophy degree to Mr. Philip H. Knight in recognition of his outstanding achievements and contributions to the University of Oregon and to higher education well beyond Eugene.

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

Trustee	Yes	No	Trustee	Yes	No
Aaron			Kari		
Ballmer			Lillis		
Bragdon			McIntyre		
Colas			Murray		
Curry			Paustian		
Ford			Ralph		
Gonyea			Wilcox		

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



To: University of Oregon Honorary Degree Committee  
From: Patrick Philips, Professor of Biology  
Acting Executive Director  
Phil and Penny Knight Campus for Accelerating Scientific Impact  
Re: Honorary Degree Nomination for Philip H. Knight  
Date: January 17, 2018

It is my great pleasure to nominate Philip H. Knight for an honorary degree from University of Oregon. Mr. Knight is clearly our most famous and illustrious alumnus, but is that a sufficient criterion for nomination? Others will certainly have different standards, but for me a university degree, no matter how construed, must go beyond mere association—or even generosity. In Mr. Knight's case, the merits speak directly to an overarching vision and contribution to the academic enterprise writ large. It is a recognition couched in contributions to the entire scope of the mission of the University of Oregon and to society at large.

Mr. Knight has demonstrated an unerring commitment to focus on that unstable middle ground of academia in which the mission-driven activities of the university become translated into real-world impacts. In this way, Mr. Knight has provided invaluable contributions and intellectual leadership that has yielded, and will continue to yield, unbelievable benefits not only to work at the University of Oregon, but throughout the state and the nation as a whole. His additional contributions to innovative business leadership and practice has set a national standard that is worthy of recognition in its own right.

To summarize the impact Mr. Knight has had on our society is a nearly impossible task. Before there was Nike, there was Blue Ribbon Sports, Inc., a partnership founded in 1964 on a handshake between Mr. Knight and former UO track coach Bill Bowerman. Phil and Bill shared a passion for helping athletes reach their full potential. That passion, combined with a business plan that Knight wrote while earning his MBA at Stanford, planted the seed for what would become the world's largest sports and fitness company.

In doing so, this 1959 University of Oregon alumnus changed the way business and marketing have been conducted forever. Under Knight's leadership and vision, Nike not only developed products across numerous sports, partnered with the best athletes in each, but applied an entrepreneurial approach to constantly growing and ensuring that their athletes were the best, strongest and fastest. From the very first days at Hayward Field on the University of Oregon campus to the sprawling campus in Beaverton, research has been applied to ensure that Nike products are cutting edge and that Nike athletes have the tools necessary to reach their full potential.

This foresight and expectation of the best is exemplified in Knight's philanthropy as well. He and his wife Penny have made visionary gifts with the expectation that the work that results will transform society. According to the Portland Business Journal, "Knight is the most generous philanthropist in Oregon history. His lifetime gifts approach \$2 billion."

At Stanford University, Knight donated to the Stanford Graduate School of Business and started the Knight-Hennessy Scholars graduate-level education program. The program will admit up to 100 students with demonstrated leadership and civic commitment each year and is inspired by the Rhodes Scholarship. Students in the program are charged to tackle global challenges such as climate change and poverty. The first class of 50 will be admitted in fall 2018. The scholars' academic experience will focus on both subject-specific knowledge and leadership development so that they can be prepared to address global challenges.

Knight's support of Oregon Health and Science University had an immediate impact on the cardiovascular institute, allowing them to build a team focused on innovation in the integration of clinical care and research. The next gift inspired a historic fundraising drive to support the first large-scale program dedicated to early detection of lethal cancers. Knight's \$500 million gift led to \$500 million in matching dollars allowing OHSU Knight Cancer Institute to build state of the art research facilities, recruit 25 of the world's top researchers and 225 to 275 scientists and physicians forming a team focused on the detection of cancer, including the early biological changes in the body that signal lethal cancer is forming.

And at the University of Oregon, this inspired philanthropy has led to excellence from the library to scholarships, from athletic facilities to faculty. Each thoughtful gift has not only addressed an important institutional need but has led to an innovative forward-thinking approach. Knight has helped to transform the lives of students, faculty, and community members through their generous philanthropic support of the University of Oregon. The Knight contributions include:

- The single largest gift to the University of Oregon, \$500 million for the Phil and Penny Knight Campus for Accelerating Scientific Impact—a game-changing initiative specifically designed to fast-track scientific discoveries and the process of turning those discoveries into innovations that improve the quality of life for people in Oregon, the nation and beyond. The Knight Campus will reshape the higher education landscape in Oregon by training the next generation of scientists, forging tighter ties with industry and entrepreneurs, and creating new educational opportunities for graduate and undergraduate students.

When fully realized, the Knight Campus will consist of a series of new buildings along Franklin Boulevard, with cutting-edge labs, research facilities, prototyping tools, and more. Its purpose is to create the conditions that dramatically accelerate the cycle of moving discoveries to impact. This includes bringing people together in cross-disciplinary collaboration and removing barriers that slow scientific progress and innovation within traditional public higher education settings. Its full time research staff of about 300 will include 30 top-tier scientists and their support teams. It will be home to 250 graduate students, 150 post-doctoral researchers and 150 undergraduates.

- Over \$100 million in support of innovative facilities and programs in intercollegiate athletics including the expansion of Autzen Stadium, construction of the Ed Moshofsky Sports Center, support for the UO track program, the Hatfield-Dowlin Complex, the John E. Jaqua Academic Center for Student Athletes, the Marcus Mariota Sports Performance Center and the University of Oregon Athletic Department Legacy Fund.

## PHIL AND PENNY KNIGHT CAMPUS FOR ACCELERATING SCIENTIFIC IMPACT

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- A 1996 gift of \$25 million for two purposes: \$15 million to create endowed chairs and professorships across campus and \$10 million to finance construction of a 138,000-square foot building for the School of Law. The William W. Knight Law Center is named in honor of Phil Knight's father who graduated from the UO School of Law in 1932 before starting a distinguished career in law and journalism. The gift for endowed chairs and professorships requires matching funds from other donors and has led to more than 30 such positions.
- A significant family gift toward a \$27.4 million expansion and renovation of the UO's main library, the heart of a research university. Completed in October 1994, the expansion increased library space by 50 percent, tripled student seating capacity, added 22 new group-study and seminar rooms, updated facilities for computerized instruction and research, expanded the Instructional Media Center to include state-of-the-art distance learning classrooms, and modernized heating, cooling and lighting systems for user comfort and protection of perishable and often priceless library collections.
- Other support includes the Miller Theater Complex, undergraduate scholarships, faculty, and programs.

For his impact on business and society, Knight has been recognized with numerous awards including the University of Oregon Pioneer Award and Presidential Medal. In 2000, Knight was inducted into the Oregon Sports Hall of Fame for his Special Contribution to Sports in Oregon. Knight was announced as a 2012 inductee of the Naismith Memorial Basketball Hall of Fame. For his "contributions to business, corporate and philanthropic leadership" Knight was elected to the 2015 American Academy of Arts and Sciences membership class, a decidedly academic organization. AAAS President, UO Presidential Chair and professor of chemistry and biochemistry, Geri Richmond said, "His election is a reflection of the high level of respect and admiration that members of the academy have for his leadership in business and philanthropy. Members from a broad spectrum of disciplines, including those in the humanities, arts, sciences law and public policy have chosen him as one of the elite new fellows."

The efforts of Mr. Knight are well exemplified in every aspect of the mission statement of the University: *The University of Oregon is a comprehensive public research university committed to exceptional teaching, discovery, and service. We work at a human scale to generate big ideas.* Speaking on behalf of the countless faculty and students at the University of Oregon who have been inspired and empowered to pursue our big ideas and behalf of the countless citizens enabled to reach their full potential, it is difficult to imagine a more fitting nominee for an honorary degree from the University of Oregon than Philip H. Knight.

Letter of Nomination for Honorary Graduate Degree  
Philip H. Knight  
Submitted by Drs. Karen Guillemin, Bill Cresko and Jim Hutchison

As scientists, the promise and excitement of discovery drives us to ask big questions and seek new knowledge about the world each and every day. The university provides a rich environment within which to do this work – work supported by peer scientists, graduate students, staff and academic leadership. However, on October 18, 2016, Phil and Penny Knight made a contribution that supports our work in ways few scientists will ever experience. The gift made by the Knights to establish the Knight Campus for Accelerating Scientific Impact was undoubtedly an incredible contribution to the mission of discovery to which each of us have dedicated our lives. The impact this gift will have on the process and progress of scientific research and innovation is worthy of the highest-possible level of recognition from the academy. Therefore, it is our true pleasure to nominate Philip H. Knight to receive an honorary graduate degree from the University of Oregon.

Mr. Knight has had a unique and incredible impact on the University of Oregon's academic mission. From his support of the library and the law school and establishing the prestigious Knight Professors designation, to the creation of the Knight Campus, Phil Knight has made unprecedented investments in the university's academic enterprise. Indeed, Mr. Knight's thoughtful and generous contributions have allowed the University of Oregon to become a better research institution, attract prominent professors to join our faculty and enriched the learning experience for thousands of students studying in a myriad of disciplines. His philanthropy has enabled the creation of new knowledge and enhanced the university's capacity to engage in the process of discovery. In this way, Mr. Knight has made significant contributions to the University of Oregon academic community that should be recognized as meaningful and valuable to the academy writ-large.

We are proud and honored to nominate Mr. Knight for an honorary graduate degree and implore the committee to bestow this honor upon him without reservation.

**SAMPLE MODEL WITH BASELINE ASSUMPTIONS  
FOR ILLUSTRATIVE PURPOSES ONLY**

**Big Picture Assumptions**

Assumptions	Assumption FY19	Assumption FY20	Assumption FY21	Assumption FY22	Assumption FY23	Assumption FY24	Assumption FY25
<b>INPUTS (in blue)</b>							
Increase in State Appropriation	\$ 2,300,000	\$ 3,700,000	\$ 2,300,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Strategic investment Fund	\$ 1,600,000	\$ 1,600,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Tenure Track Faculty Investment Fund	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Resident Tuition Increase		4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Nonresident Tuition Increase		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Extra Nonresident Remissions Rate		1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
<i>Incremental Nonresident Remissions</i>	\$ 4,415,861	\$ 8,510,035	\$ 12,311,169	\$ 15,920,612	\$ 16,308,412	\$ 16,688,351	
<i>Original Targets — Entering Freshmen</i>							
Resident	2,215	1,880	1,880	1,880	1,880	1,880	1,880
Nonresident	1,880	2,270	2,270	2,320	2,495	2,595	2,670
International	175	300	300	300	300	300	300
Total	4,270	4,450	4,450	4,500	4,675	4,775	4,850
<i>Percentage Increase / Decrease</i>							
Resident		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Nonresident		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
International		60.0%	60.0%	65.0%	70.0%	70.0%	70.0%
<i>New Targets</i>							
Resident	2,215	1,880	1,880	1,880	1,880	1,880	1,880
Domestic Nonresident	1,880	2,270	2,270	2,320	2,495	2,595	2,670
International	175	180	180	195	210	210	210
Total	4,270	4,330	4,330	4,395	4,585	4,685	4,760
<i>Original Targets — Transfers</i>							
Resident		725	725	725	725	725	725
Nonresident		370	370	370	370	370	370
<b>OUTPUTS (in yellow)</b>							
<i>E&amp;G Fund Projections</i>							
Beginning Balance	\$ 78,013,565	\$ 79,857,934	\$ 83,830,495	\$ 91,322,874	\$ 89,672,074	\$ 90,298,834	\$ 85,580,346
Net	\$ 1,844,369	\$ 3,972,561	\$ 7,492,379	\$ (1,650,800)	\$ 626,760	\$ (4,718,488)	\$ (829,920)
Ending Balance	\$ 79,857,934	\$ 83,830,495	\$ 91,322,874	\$ 89,672,074	\$ 90,298,834	\$ 85,580,346	\$ 84,750,426
Operating Expense per Week	\$ 10,080,586	\$ 10,411,139	\$ 10,944,660	\$ 11,375,698	\$ 12,043,043	\$ 12,567,643	\$ 13,324,183
<i>Weeks of Operating Expense</i>	7.92	8.05	8.34	7.88	7.50	6.81	6.36
<i>Tuition Discount Rate</i>	10.7%	11.8%	12.6%	13.4%	13.9%	13.8%	13.6%

## E&G Fund Projections

		<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
<b>Revenue</b>	State Appropriation	\$ 72,887,100	\$ 76,587,100	\$ 78,887,100	\$ 80,887,100	\$ 82,887,100	\$ 84,887,100	\$ 86,887,100
	Resident UG	\$ 88,620,728	\$ 91,511,528	\$ 94,306,280	\$ 97,829,332	\$ 101,579,874	\$ 105,879,760	\$ 110,287,980
	Nonresident UG	\$ 268,432,652	\$ 294,390,757	\$ 317,103,537	\$ 338,509,248	\$ 363,741,270	\$ 389,594,558	\$ 414,923,847
	LCB Differential	\$ 1,508,591	\$ 1,508,591	\$ 1,508,591	\$ 1,508,591	\$ 1,508,591	\$ 1,508,591	\$ 1,508,591
	F/S, WUE	\$ 1,352,350	\$ 1,392,921	\$ 1,434,708	\$ 1,477,750	\$ 1,522,082	\$ 1,567,744	\$ 1,614,777
	Graduate	\$ 68,330,047	\$ 70,379,948	\$ 72,491,347	\$ 74,666,087	\$ 76,906,070	\$ 79,213,252	\$ 81,589,649
	Summer	\$ 22,923,676	\$ 23,611,386	\$ 24,319,728	\$ 25,049,320	\$ 25,800,799	\$ 26,574,823	\$ 27,372,068
	Tech Fee	\$ 3,536,380	\$ 3,642,472	\$ 3,751,746	\$ 3,864,298	\$ 3,980,227	\$ 4,099,634	\$ 4,222,623
	Other Tuition and Fees	\$ 24,114,163	\$ 24,837,588	\$ 25,582,716	\$ 26,350,197	\$ 27,140,703	\$ 27,954,924	\$ 28,793,572
	<b>Gross</b>	<b>\$ 478,818,588</b>	<b>\$ 511,275,191</b>	<b>\$ 540,498,652</b>	<b>\$ 569,254,822</b>	<b>\$ 602,179,616</b>	<b>\$ 636,393,286</b>	<b>\$ 670,313,106</b>
	<i>Remissions</i>	\$ 46,217,414	\$ 53,758,303	\$ 60,650,571	\$ 67,199,342	\$ 73,969,447	\$ 77,642,840	\$ 81,274,915
	<b>Net Tuition</b>	<b>\$ 432,601,174</b>	<b>\$ 457,516,888</b>	<b>\$ 479,848,081</b>	<b>\$ 502,055,480</b>	<b>\$ 528,210,170</b>	<b>\$ 558,750,446</b>	<b>\$ 589,038,192</b>
	Gifts, Grants and Contracts	\$ 315,000	\$ 315,000	\$ 315,000	\$ 315,000	\$ 315,000	\$ 315,000	\$ 315,000
	ICC Revenue	\$ 23,348,000	\$ 24,281,920	\$ 25,253,197	\$ 26,263,325	\$ 27,313,858	\$ 28,406,412	\$ 29,542,668
	Interest and Investment	\$ 6,190,300	\$ 6,376,009	\$ 6,567,289	\$ 6,764,308	\$ 6,967,237	\$ 7,176,254	\$ 7,391,542
	Internal Sales	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000
	Sales & Services	\$ 4,532,000	\$ 4,667,960	\$ 4,807,999	\$ 4,952,239	\$ 5,100,806	\$ 5,253,830	\$ 5,411,445
	Other Revenues	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
	<b>Total Revenue</b>	<b>\$ 543,223,574</b>	<b>\$ 573,094,877</b>	<b>\$ 599,028,665</b>	<b>\$ 624,587,452</b>	<b>\$ 654,144,171</b>	<b>\$ 688,139,043</b>	<b>\$ 721,935,947</b>
<b>Expenses</b>	Salary	\$ 275,168,109	\$ 284,323,802	\$ 295,794,524	\$ 309,055,730	\$ 323,992,475	\$ 339,676,326	\$ 355,812,708
	Retirement	\$ 54,860,621	\$ 65,636,638	\$ 68,340,765	\$ 82,253,362	\$ 86,318,676	\$ 101,334,237	\$ 106,247,447
	Health Insurance	\$ 58,143,502	\$ 60,948,328	\$ 63,385,012	\$ 66,174,588	\$ 69,294,442	\$ 72,568,999	\$ 75,941,322
	Total GE Fee Remissions	\$ 23,092,858	\$ 23,785,643	\$ 24,571,144	\$ 25,487,396	\$ 26,522,031	\$ 27,614,522	\$ 28,735,108
	Other OPE	\$ 22,740,114	\$ 23,506,426	\$ 24,471,599	\$ 25,586,964	\$ 26,843,165	\$ 28,162,017	\$ 29,519,374
	<b>Total Compensation</b>	<b>\$ 434,005,204</b>	<b>\$ 458,200,837</b>	<b>\$ 476,563,045</b>	<b>\$ 508,558,040</b>	<b>\$ 532,970,789</b>	<b>\$ 569,356,102</b>	<b>\$ 596,255,959</b>
	S&S	\$ 81,374,000	\$ 84,401,480	\$ 87,922,842	\$ 90,088,803	\$ 92,403,386	\$ 94,795,327	\$ 97,229,685
	Student Aid	\$ 4,500,000	\$ 4,590,000	\$ 4,681,800	\$ 4,775,436	\$ 4,870,945	\$ 4,968,364	\$ 5,067,731
	Capital Outlay	\$ 7,500,000	\$ 7,650,000	\$ 7,803,000	\$ 7,959,060	\$ 8,118,241	\$ 8,280,606	\$ 8,446,218
	Net Transfers Out	\$ 14,000,000	\$ 14,280,000	\$ 14,565,600	\$ 14,856,912	\$ 15,154,050	\$ 15,457,131	\$ 15,766,274
	<b>Total General Expense</b>	<b>\$ 107,374,000</b>	<b>\$ 110,921,480</b>	<b>\$ 114,973,242</b>	<b>\$ 117,680,211</b>	<b>\$ 120,546,622</b>	<b>\$ 123,501,428</b>	<b>\$ 126,509,908</b>
	<b>Total Expenses</b>	<b>\$ 541,379,204</b>	<b>\$ 569,122,317</b>	<b>\$ 591,536,286</b>	<b>\$ 626,238,251</b>	<b>\$ 653,517,411</b>	<b>\$ 692,857,530</b>	<b>\$ 722,765,867</b>
	<b>NET</b>	<b>\$ 1,844,369</b>	<b>\$ 3,972,561</b>	<b>\$ 7,492,379</b>	<b>\$ (1,650,800)</b>	<b>\$ 626,760</b>	<b>\$ (4,718,488)</b>	<b>\$ (829,920)</b>
	Beginning Balance	\$ 78,013,565	\$ 79,857,934	\$ 83,830,495	\$ 91,322,874	\$ 89,672,074	\$ 90,298,834	\$ 85,580,346
	Net	\$ 1,844,369	\$ 3,972,561	\$ 7,492,379	\$ (1,650,800)	\$ 626,760	\$ (4,718,488)	\$ (829,920)
	Ending Balance	\$ 79,857,934	\$ 83,830,495	\$ 91,322,874	\$ 89,672,074	\$ 90,298,834	\$ 85,580,346	\$ 84,750,426

## Long Term Projections

Set A of Scenarios

**Baseline Assumptions for All Projections (unless otherwise specified):**

Revenue	Increase in State Appropriation	<ul style="list-style-type: none"> <li>FY19: \$2.3 million</li> <li>FY20: \$3.7 million (same size increase as FY18)</li> <li>FY21: \$2.3 million</li> <li>FY22 and beyond: \$2 million</li> </ul>
	Tuition Increases	<ul style="list-style-type: none"> <li>Resident 4.5% per year</li> <li>Nonresident 3.0% per year</li> </ul>
	Enrollment Growth	<ul style="list-style-type: none"> <li>Resident: 100% of targets</li> <li>Non-resident domestic: 100% of targets</li> <li>International <ul style="list-style-type: none"> <li>FY20: 60% of target</li> <li>FY21: 65% of target</li> <li>FY22: 65% of target</li> </ul> </li> <li>FY23 and beyond: 70% of target</li> </ul>
Expenses	Operating	<ul style="list-style-type: none"> <li>In years without PERS rate increases, total annual growth ranges from 3.3% to 4.4% (includes added faculty and staff to support enrollment growth).</li> <li>In years with PERS rate increases, total annual growth ranges from 5.0% to 6.0% (includes added faculty and staff to support enrollment growth).</li> </ul>
	Strategic Investment Fund	<ul style="list-style-type: none"> <li>\$2 million per year</li> </ul>
	Investment in Tenure Track Faculty	<ul style="list-style-type: none"> <li>\$1.5 million – FY19</li> </ul>
	PERS Increases	<ul style="list-style-type: none"> <li>Significant increases included in FY20, FY22, and FY24</li> </ul>

### Directional Projections:

Note: FY18 ending E&G fund balance: \$78 million / 7.8 weeks of operating expenses

Scenario	Definition	FY25 Fund Balance	FY25 Weeks of Operating Expenses	FY25 Run Rate
1	Repeat - fall 2018 freshmen class	-\$10m to -\$30m	-3 to -1	-\$25m to -\$30m
2	Original Targets	\$165m to \$185m	12 to 14	\$20m to \$25m
3	<b>New Base Case - revised targets; increased scholarships</b>	<b>\$65m to \$85m</b>	<b>5 to 7</b>	<b>-\$1m to \$4m</b>
4	Base Case & Increased State Appropriation (\$130 million PUSF in FY20 - \$10 million to UO)	\$100m to \$120m	7 to 9	\$5m to \$10m
5	Base Case & return to full International targets	\$85m to \$105m	6 to 8	\$3m to \$8m
6	Base Case & no PERS rate increase in FY24	\$85m to \$105m	6 to 8	\$10m to \$15m
7	Base Case & decreased State Appropriation (-\$10m in FY22)	\$15m to \$35m	1 to 3	-\$13m to -\$8m
8	Base Case, but only hit 95% of growth targets	\$30m to \$50m	2 to 4	-\$7m to -\$2m
9	Base Case but labor contract 1.00% higher on annual increases	\$5m to \$25m	0 to 2	-\$21m to -\$16m

## Long Term Projections

Set B of Scenarios

**Baseline Assumptions for All Projections (unless otherwise specified):**

Revenue	Increase in State Appropriation	<ul style="list-style-type: none"> <li>FY19: \$2.3 million</li> <li>FY20: \$3.7 million (same size increase as FY18)</li> <li>FY21: \$2.3 million</li> <li>FY22 and beyond: \$2 million</li> </ul>
	Tuition Increases	<ul style="list-style-type: none"> <li>Resident 3.0% per year</li> <li>Nonresident 3.0% per year</li> </ul>
	Enrollment Growth	<ul style="list-style-type: none"> <li>Resident: 100% of targets</li> <li>Non-resident domestic: 100% of targets</li> <li>International <ul style="list-style-type: none"> <li>FY20: 60% of target</li> <li>FY21: 65% of target</li> <li>FY22: 65% of target</li> </ul> </li> <li>FY23 and beyond: 70% of target</li> </ul>
Expenses	Operating	<ul style="list-style-type: none"> <li>In years without PERS rate increases, total annual growth ranges from 3.3% to 4.4% (includes added faculty and staff to support enrollment growth).</li> <li>In years with PERS rate increases, total annual growth ranges from 5.0% to 6.0% (includes added faculty and staff to support enrollment growth).</li> </ul>
	Strategic Investment Fund	<ul style="list-style-type: none"> <li>\$2 million per year</li> </ul>
	Investment in Tenure Track Faculty	<ul style="list-style-type: none"> <li>\$1.5 million – FY19</li> </ul>
	PERS Increases	<ul style="list-style-type: none"> <li>Significant increases included in FY20, FY22, and FY24</li> </ul>

### Directional Projections:

Note: FY18 ending E&G fund balance: \$78 million / 7.8 weeks of operating expenses

Scenario	Definition	FY25 Fund Balance	FY25 Weeks of Operating Expenses	FY25 Run Rate
1	Repeat - fall 2018 freshmen class	-\$55m to -\$35m	(4) to (2)	-\$40m to -\$35m
2	Original Targets	\$140m to \$160m	10 to 12	\$12m to \$17m
3	<b>New Base Case - revised targets; increased scholarships</b>	\$40m to \$60m	3 to 5	-\$9m to -\$4m
4	Base Case & Increased State Appropriation (\$130 million PUSF in FY20 - \$10 million to UO)	\$75m to \$95m	6 to 8	-\$3m to \$2m
5	Base Case & return to full International targets	\$55m to \$75m	4 to 6	-\$5m to \$0
6	Base Case & no PERS rate increase in FY24	\$60m to \$80m	4 to 6	\$2m to \$7m
7	Base Case & decreased State Appropriation (-\$10m in FY22)	-\$5m to \$25m	(1) to 1	-\$21m to -\$16m
8	Base Case, but only hit 95% of growth targets	\$10m to \$30m	(1) to 1	-\$15m to -\$10m
9	Base Case but labor contract 1.00% higher on annual increases	-\$20m to \$0	(1) to 1	-\$29M to -\$24m

## Long Term Projections

Set C of Scenarios

**Baseline Assumptions for All Projections (unless otherwise specified):**

Revenue	Increase in State Appropriation	<ul style="list-style-type: none"> <li>FY19: \$2.3 million</li> <li>FY20: \$3.7 million (same size increase as FY18)</li> <li>FY21: \$2.3 million</li> <li>FY22 and beyond: \$2 million</li> </ul>
	Tuition Increases	<ul style="list-style-type: none"> <li>Resident 4.5% per year</li> <li>Nonresident 2.5% per year</li> </ul>
	Enrollment Growth	<ul style="list-style-type: none"> <li>Resident: 100% of targets</li> <li>Non-resident domestic: 100% of targets</li> <li>International <ul style="list-style-type: none"> <li>FY20: 60% of target</li> <li>FY21: 65% of target</li> <li>FY22: 65% of target</li> </ul> </li> <li>FY23 and beyond: 70% of target</li> </ul>
Expenses	Operating	<ul style="list-style-type: none"> <li>In years without PERS rate increases, total annual growth ranges from 3.3% to 4.4% (includes added faculty and staff to support enrollment growth).</li> <li>In years with PERS rate increases, total annual growth ranges from 5.0% to 6.0% (includes added faculty and staff to support enrollment growth).</li> </ul>
	Strategic Investment Fund	<ul style="list-style-type: none"> <li>\$2 million per year</li> </ul>
	Investment in Tenure Track Faculty	<ul style="list-style-type: none"> <li>\$1.5 million – FY19</li> </ul>
	PERS Increases	<ul style="list-style-type: none"> <li>Significant increases included in FY20, FY22, and FY24</li> </ul>

### Directional Projections:

Note: FY18 ending E&G fund balance: \$78 million / 7.8 weeks of operating expenses

Scenario	Definition	FY25 Fund Balance	FY25 Weeks of Operating Expenses	FY25 Run Rate
1	Repeat - fall 2018 freshmen class	-\$55m to -\$35m	(4) to (2)	-\$40m to -\$35m
2	Original Targets	-\$150m to -\$130m	9 to 11	\$8m to \$13m
3	New Base Case - revised targets; increased scholarships	\$30m to \$50m	2 to 4	-\$12m to -\$6m
4	Base Case & Increased State Appropriation (\$130 million PUSF in FY20 - \$10 million to UO)	\$70m to \$90m	5 to 7	-\$5m to \$0
5	Base Case & return to full International targets	\$50m to \$70m	4 to 6	-\$8m to -\$3m
6	Base Case & no PERS rate increase in FY24	\$55m to \$75m	4 to 6	-\$1m to 4m
7	Base Case & decreased State Appropriation (-\$10m in FY22)	-\$15m to \$5m	(1) to 1	-\$24m to -\$19m
8	Base Case, but only hit 95% of growth targets	\$0 to \$20m	(1) to 1	-\$17m to -\$12m
9	Base Case but faculty labor contract 1.00% higher on annual increases	-\$25m to -\$5m	(2) to 0	-\$32m to -\$27m