

# **Five Years of Institutional Governance at the University of Oregon**

**Report to the Board of Trustees**

**December 10, 2019**



# Report's Areas of Focus

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- Governance, Leadership and Finance
- Academic and Research Excellence
- Student Access and Success
- Diversity, Equity and Inclusion
- Student Experience
- Athletics



# Governance, Leadership and Finance



# Governance

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- Board of Trustees assumed authority in 2014
- Migrated, created policies and rules
- Wrote bylaws, mission statement
- Established shared services, treasury and internal audit
- Earned strong bond rating
- Hired new president



# Leadership and Governance

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- Hired new administrative and academic leadership team
- Enhanced administrative infrastructure
- Established and defined rules and policies
- Completed Excellence Strategic Framework
- Implemented CBA with United Academics
- Rebuilt relationship with University Senate
- Redesigned IT infrastructure and technology



# Finance

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- Created new academic funding system and budget model
- Advocated for and achieved growth in state funding
- Managed significant PERS and benefits increases not covered by state funding, but with impact on tuition, programming and staff
- Developed long-term financial plan
- Strategically grew enrollment without diminishing student quality



# Philanthropy

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- Raised \$2 billion
- Extended campaign to \$3 billion
- 67% academic – 33% athletics
- Includes \$373.8 million for student support
- Grew endowment by 27% to \$940+ million

**\$2.194B**

Raised since campaign began

**\$255M**

Raised in FY 2019

**104,975**

Donors to campaign





# Academic and Research Excellence





# Phil and Penny Knight Campus for Accelerating Scientific Impact

- Faculty generated concept
- \$500 million cornerstone gift
- \$70 million state of Oregon
- \$20 million additional philanthropy
- Created strategic plan
- Hired director, four faculty members, staff
- Collaborating with OSU and OHSU on degree programs and research



# Research Excellence

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- Increased tenure-related faculty by +72 net positions
- Completed cluster initiative hiring
- Launched new research initiatives in schools and colleges
- Boosted research and development expenditures by 20%
  - New awards for 2019 jumped 57%
- Renovated laboratory and research space:
  - \$60 million invested in renovating older laboratories
  - 200,000 sq. ft. of laboratory space built or renovated once Knight Campus is built



# Teaching and Curriculum

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- Improved focus on quality instruction
- Revised instructor evaluations
- Established new core learning outcomes for courses
- Added new degree programs and minors
- Reduced student-teacher ratios to 17:1
- Launched online education initiative





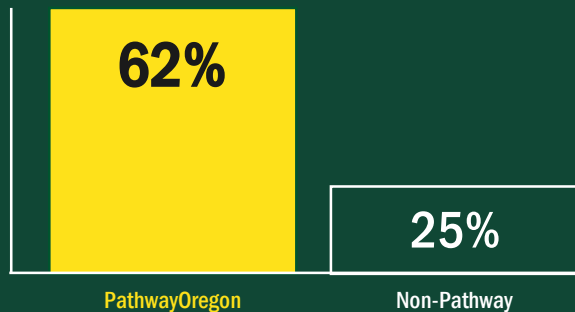
# Student Access and Success



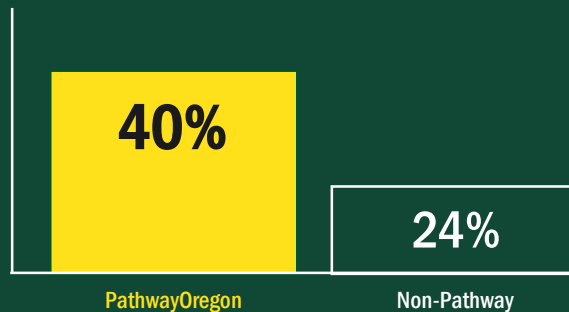
# Student Access

- Invested in recruitment programs for underrepresented and first-generation students
- Boosted scholarship assistance to Oregonians by 37%
- Doubled Stamps Scholarship program
- Expanded PathwayOregon by 40%, served 6,700+ students since inception

First-Generation Students



Students of Color



# Student Success

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- Invested in nearly 20 student success initiatives
- Enacted live-on requirement for first-year students
- Expanded first-year experience and undergraduate research opportunities
- Removed some curricular barriers to 4-year graduation
- Improved support for underrepresented students



# Student Success

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- Integrated advising, career counseling and tutoring in new Tykeson Hall
- Hired two dozen additional advisors
- Renovated academic space:
  - Chapman Hall
  - Price Science Commons and Research Library
  - 942 Olive Street art studio





# Student Success

Four-year graduation rate up 10+ points

**60.7%**

UP FROM 49.9%

4-YEAR RATE

**74.5%**

UP FROM 71.6%

6-YEAR RATE



# Diversity, Equity and Inclusion



# Diversity, Equity and Inclusion

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- Created IDEAL Framework and Diversity Action Plans
- Enacted Implicit Bias Training and active recruitment process
- Increased first-year underrepresented minority enrollment from 27% to 34%
- Modestly increased number of faculty of color from 18% to 19%
- Enacted new multi-cultural curriculum requirement



# Diversity, Equity and Inclusion

- Built new Lyllye Reynolds-Parker Black Cultural Center
- Created African American Workshop and Lecture Series
- New academic residential communities (Indigenous, Black, Latinx)
- Launched Black studies program
- Renamed Dunn Hall to Unthank Hall





# Student Experience



# Student Experience

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- Built Kalapuya Ilihi Hall and renovated Bean Hall, planning new housing
- Renovated and expanded Student Rec Center, Erb Memorial Union, Health Center, Price Science Commons and Research Library, Tykeson Hall
- Revamped Fraternity and Sorority Life support
- Invested in Title IX services, revised policies to encourage reporting and increase support





# Athletics





# Athletics

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- Won 12 national and 24 Pacific-12 championships
- Increased graduation success rate to 86%
- Student-athletes earned 14 Academic All-American honors
- Financially self-sufficient, contributing \$15 million in tuition, assessments and other funds
- Rose Bowl!



# Challenges and Opportunities

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- Financial stability
- Strategic investments in a time of budgetary scarcity
- National skepticism about higher education



# Conclusion

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- Thank you
- Questions?

