Five Years of Institutional Governance at the University of Oregon

Report to the Board of Trustees
December 10, 2019
Report’s Areas of Focus

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

- 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

- 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

• 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

- 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
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

• 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

- 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**
- PathwayOregon: 62%
- Non-Pathway: 25%

**Students of Color**
- PathwayOregon: 40%
- Non-Pathway: 24%
Student Success

- 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

- 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%

74.5%
UP FROM 71.6%

4-YEAR RATE

6-YEAR RATE
Diversity, Equity and Inclusion
Diversity, Equity and Inclusion

• 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

• 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

- 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

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

• Thank you
• Questions?