Achieving Competitive Excellence

Presented to Board of Trustees and Academic Leadership September 2014
Agenda

• Current Situation – Where are we now?

• Goal Setting – Where do want to be?

• Path Forward – How will we get there?
Current Situation – Strengths
Recognized Excellence

Membership in elite research university confederations:

- Association of American Universities (AAU)
- Association of Pacific Rim Universities (APRU)
- Pacific 12 Conference (Pac-12)
## Current Situation – Strengths

### Top Ranked Schools and Programs

**Top 20 or 20% - PhD and Professional Programs**

Comparison to high research public universities

<table>
<thead>
<tr>
<th>Anthropology</th>
<th>Architecture: Sustainable Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biology</td>
<td>Conflict &amp; Dispute Resolution</td>
</tr>
<tr>
<td>Communication Disorders</td>
<td>Counseling Psychology</td>
</tr>
<tr>
<td>Comparative Literature</td>
<td>Educational Leadership</td>
</tr>
<tr>
<td>Creative Writing</td>
<td>Environmental Law</td>
</tr>
<tr>
<td>Education</td>
<td>Interior Architecture</td>
</tr>
<tr>
<td>Geography</td>
<td>Legal Research &amp; Writing</td>
</tr>
<tr>
<td>Geological Sciences</td>
<td>Sports Marketing</td>
</tr>
<tr>
<td>Mathematics</td>
<td>Sustainable Business Practices</td>
</tr>
<tr>
<td>Physics</td>
<td>School Psychology</td>
</tr>
<tr>
<td>Psychology</td>
<td>Special Education</td>
</tr>
</tbody>
</table>

*Source: Academic Analytics*
Current Situation – Strengths
Recognized Academic and Research Excellence

• Highly engaged faculty

• Record number of research proposals – up 16.3%

• $110.3 million sponsored research expenditures – up 13%

• 59 faculty member or fellows elected to elite national academies*

*National Academy of Science, American Academy of Arts and Sciences, American, Association for the Advancement of Science
Current Situation – Strengths
Strong Enrollment Demand and Increasing Student Quality

- **Enrollment**
  - 2004
  - 2014

- **Entering Freshman GPA**
  - 2004
  - 2005
  - 2006
  - 2007
  - 2008
  - 2009
  - 2010
  - 2011
  - 2012
  - 2013

- **GPA Levels**
  - 3.42
  - 3.44
  - 3.46
  - 3.48
  - 3.5
  - 3.52
  - 3.54
  - 3.56
  - 3.58
  - 3.6

- **Categories**
  - Resident UG
  - Non-Res UG
  - International UG
  - Graduate
Strong giving and support from friends and alumni:
  • 7 years of $100 million plus giving
  • $115 million in FY 2014
  • 24,500 UO Alumni Association members

Athletic success:
  • Unprecedented success, visibility and innovation
  • Top 15 in Director’s Cup for second year
  • Strong traditional and social media brand recognition
Current Situation – Strengths
Organizational Advantages

- Board of Trustees - new governance model provides focused, flexible, highly responsive accountability to the institution
- Foundation - strong, very effective, private foundation
- Collaborative Academic Programs - interdisciplinary nature of campus spurs innovation and discovery
- Talented Faculty – strong but undersized
- Experienced Senior Administrators – skilled but lean team
Current Situation – Challenges
Education and General Operating Budget

- Strategic Investment Fund - $2,000,000
- Cluster Hire Fund - $1,500,000
- Total Investment fund – less than .8% of budget

* S&S = Service and supplies
Current Situation – Challenges
Campus Facilities Needs

Facility needs to address recent rapid enrollment and program growth:

- Additional 1300 classroom seats
- Additional faculty offices and research labs
- Science labs and start packages
- Significant deferred maintenance
- Enhanced and expanded IT infrastructure
Current Situation – Challenges
Tuition Dependency

- State disinvestment: 11% of budget*
- Tuition accounts for over 80% of budget*
- Dependence on market sensitive non-resident tuition
- Endowment: $600M, one third of average AAU public peers 2013

* Tuition Revenue $376,000,000

- Resident UG 20%
- Non-Res UG 59%
- Graduate 15%
- Other 6%

* Budget = educational and general operating budget
Current Situation – Challenges
Resources Far Below Other AAU Public Universities

Source: IPEDS Finance (FY12).
Note: The student FTE is the 12-Month FTE reported to IPEDS.
Current Situation – Challenges

Key Benchmark Metrics

• Key academic excellence metrics lag behind AAU peers

• Small tenure-track faculty base, high student to faculty ratio

• Some student access and success metrics lag behind our national public peers
## Current Situation – Key Metrics

**Excellence Measures**
- Tenure-track faculty per students
- Research & development expenditures
- Number of PhDs earned
- Top PhD and professional school programs
- Faculty academic awards
- Faculty publications and citations

**Student Access and Success Measure**
- Entering class high school GPA and SAT
- Entering class student diversity*
- Four-year and six-year graduation rates
- Oregon resident student enrollment
- Pell eligible student enrollment
- Pell eligible graduates/year

*percentage of ethnic minority and traditionally under-represented students*
## Current Situation - Key Metrics

<table>
<thead>
<tr>
<th>Key Metric</th>
<th>UO</th>
<th>AAU Public Median</th>
<th>AAU Public 25&lt;sup&gt;th&lt;/sup&gt; Percentile</th>
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<td>R&amp;D expenditures per faculty member</td>
<td>$149,787</td>
<td>$340,628</td>
<td>$277,382</td>
</tr>
<tr>
<td>PhD degrees per faculty member</td>
<td>.253</td>
<td>.332</td>
<td>.292</td>
</tr>
<tr>
<td>Top Programs: PhD / professional programs</td>
<td>22</td>
<td>NA**</td>
<td>NA**</td>
</tr>
</tbody>
</table>

**Comparative data not available**
### Current Situation - Key Metrics

<table>
<thead>
<tr>
<th>Key Metric</th>
<th>UO</th>
<th>AAU Public Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty awards per 100 faculty</td>
<td>39</td>
<td>44</td>
</tr>
<tr>
<td>Books per 100 faculty</td>
<td>76</td>
<td>69</td>
</tr>
<tr>
<td>Articles per 100 faculty</td>
<td>510</td>
<td>862</td>
</tr>
<tr>
<td>Citations per 100 faculty</td>
<td>7155</td>
<td>13166</td>
</tr>
</tbody>
</table>

*Source: Academic Analytics, 2012. Each metric attached to a specific window of time.*
# Current Situation - Key Metrics

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<td>3.60</td>
<td>3.74</td>
<td>3.57</td>
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<tr>
<td>SAT – Entering Class, Fall 2013</td>
<td>1110</td>
<td>1250</td>
<td>1170</td>
</tr>
<tr>
<td>Student Diversity – Entering Class, Fall 2013</td>
<td>26.8%</td>
<td>27.2%</td>
<td>18.6%</td>
</tr>
<tr>
<td>Four-Year Graduation Rate*</td>
<td>50.3%</td>
<td>54.5%</td>
<td>46.1%</td>
</tr>
<tr>
<td>Six-Year Graduation Rate*</td>
<td>67.1%</td>
<td>79.1%</td>
<td>70.4%</td>
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*For 4-year graduation rate AAU data are for 2008 cohort while UO data are for 2009 cohort. For 6-year graduation rate AAU data are for 2006 cohort while UO data are for 2007 cohort.
<table>
<thead>
<tr>
<th>Key Metric</th>
<th>Enrolled Fall 2013</th>
<th>Graduates 2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Students</td>
<td>11,695</td>
<td>2,961</td>
</tr>
<tr>
<td>Pell Eligible Oregonian Students</td>
<td>4,452</td>
<td>1,395</td>
</tr>
<tr>
<td>All Pell Eligible Students</td>
<td>5,271</td>
<td>1,591</td>
</tr>
</tbody>
</table>
What kind of university do we want to be?
Committed to *competitive excellence* in all we do

- Comprehensive institution focused on instructional and research excellence
- Diverse and outstanding faculty
- Focus on student access, quality and success
- Provide powerful and unique student experience
- Strong professional schools
- Financially stable and responsible
Goal Setting – Critical Strategic Initiatives

• **Attract high quality, diverse students**
  - Increase scholarships
  - Grow Honors College
  - Expand PhD graduate fellowships

• **Attract high quality, diverse faculty**
  - Add 150 tenure-track faculty
  - Launch Cluster hires

• **Student access and success**
  - Grow PathwayOregon
  - Create graduation assistance grants
  - Expand retention and completion initiatives

• **Physical infrastructure to support activities**
  - Renovate residence halls
  - Add faculty offices and classrooms
  - Build research lab complex
  - Invest in “Big Data” and IT
## Goal Setting – Strategic Initiative: Attract High Quality, Diverse Students

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
<th>Estimated Annual Cost</th>
<th>Equivalent Endowment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch “Best and Brightest” scholarship program</td>
<td>Award 400 new scholarships of $20K/year to top undergrads</td>
<td>$8 million per year</td>
<td>$200 million</td>
</tr>
<tr>
<td>Expand Presidential Scholarship program</td>
<td>Double program - Award additional 200 scholarship of $10K/year</td>
<td>$2 million per year</td>
<td>$50 million</td>
</tr>
<tr>
<td>Increase scholarship support for general recruiting</td>
<td>Increase institutional fee remission budget to $40 million/year</td>
<td>$10 million per year</td>
<td>$250 million</td>
</tr>
<tr>
<td>Initiative</td>
<td>Description</td>
<td>Estimated Annual Cost</td>
<td>Equivalent Endowment</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-----------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Expand Honors College by 50%</td>
<td>Expand capacity from 800 students to 1200 students per year</td>
<td>$3 million</td>
<td>$75 million</td>
</tr>
<tr>
<td>Expand competitive Graduate fellowships</td>
<td>80 merit based fellowships</td>
<td>$4 million</td>
<td>$100 million</td>
</tr>
<tr>
<td></td>
<td>20 promising scholar fellowships</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 additional named fellowships</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Goal Setting – Strategic Initiative: Attract High Quality, Diverse Faculty

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
<th>Estimated Annual Cost</th>
<th>Equivalent Endowment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund 30 additional tenure-track faculty per year for five years</td>
<td>Approximately 35% of hires will need high tech lab support. Add two GTF for each new faculty member. Areas of hire directed by deans and by clusters of excellence hiring program.</td>
<td>Additional $7.5 per year in operating fund ($37.5 million total). $10 million per year of start up funds ($50 million total).</td>
<td>$938 million to support operating funds.</td>
</tr>
</tbody>
</table>
### Goal Setting – Strategic Initiative: Student Access and Success

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
<th>Estimated Annual Cost</th>
<th>Equivalent Endowment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand PathwayOregon program by 65%</td>
<td>Expand scholarship and advising program to 2800 high achieving PELL eligible students</td>
<td>$4 million per year</td>
<td>$100 million</td>
</tr>
<tr>
<td>Launch UO Retention and Completion Initiatives</td>
<td>Peer advising, extra instruction, new writing &amp; research center, retention specialists enrichment, academic residential communities</td>
<td>$4 million per year</td>
<td>$100 million</td>
</tr>
<tr>
<td>Launch New Graduation Assistance Grants</td>
<td>Provide $10K to 400 juniors or seniors in good academic standing with financial roadblocks to graduation</td>
<td>$4.2 million per year</td>
<td>$105 million</td>
</tr>
</tbody>
</table>
## Goal Setting – Strategic Initiative: Physical Campus Infrastructure

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
<th>Estimated Total Capital Cost</th>
</tr>
</thead>
</table>
| Increase classroom capacity and faculty support spaces to serve existing student population | • Straub Classroom Project  
• College & Careers Building  
• AAA  
• Chapman | Complete Mar ‘15  
$34 million  
$53.25 million  
$10.5 million |
| Expand and improve student learning spaces | • Science Library  
• SRC Renovation  
• EMU Renovation  
• Library Academic Commons | Complete Jan ‘16  
Complete Jan ‘15  
Complete Sep ‘16  
$33.75 million |
| Build research lab facilities and offices for new faculty | • New research lab building  
• Phase II – research labs  
• Renovate existing lab space  
• Build new office facilities | $86.75 million  
$90 -100 million  
$35 - 40 million  
$70 - 75 million |
## Goal Setting – Strategic Initiative: Physical Campus Infrastructure

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
<th>Estimated Total Capital Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovate Residence Halls</td>
<td>Build 500 bed residence hall Renovate Bean Hall, Hamilton Hall, and Walton Hall (2100 beds)</td>
<td>$45 million</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$135 million</td>
</tr>
<tr>
<td>Invest in “Big Data” technology infrastructure</td>
<td>Technology is critical to many natural sciences and some social science fields, as well as at least six clusters of excellence Current grant-funded technology is at end-of-life</td>
<td>$20 million*</td>
</tr>
<tr>
<td>Address Deferred Maintenance Issues</td>
<td>Fund extra $10 million per year (beyond state funding) for 10 years for physical infrastructure Fund extra $30 million - $40 million for IT infrastructure</td>
<td>$130 million - $140 million</td>
</tr>
</tbody>
</table>

*Includes $17.5 M endowment to fund operating costs of big data infrastructure
# Goal Setting – Key Metrics: Moving the Needle

<table>
<thead>
<tr>
<th>Key Metric</th>
<th>Today</th>
<th>AAU Public Median or Average</th>
<th>AAU Public 25&lt;sup&gt;th&lt;/sup&gt; Percentile</th>
<th>Projected Impact of +150 faculty</th>
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<td>R&amp;D expenditures per faculty member</td>
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<td>$277,382</td>
<td>$190,000 - $210,000*</td>
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<tr>
<td>Faculty awards per 100 faculty</td>
<td>39</td>
<td>44 average</td>
<td>-</td>
<td>41-43*</td>
</tr>
<tr>
<td>Number of citations per 100 faculty</td>
<td>7155</td>
<td>13,166 average</td>
<td>-</td>
<td>8350-8850*</td>
</tr>
</tbody>
</table>

* Estimate ranges based on assumption of hiring faculty commensurate with top-20 AAU public universities.
### Goal Setting – Key Metrics: Moving the Needle

<table>
<thead>
<tr>
<th>Key Metric</th>
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<td>70.4%</td>
<td>77.0</td>
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*For 4-year graduation rate, AAU data are for 2008 cohort while UO data are for 2009 cohort. For 6-year graduation rate, AAU data are for 2006 cohort while UO data are for 2007 cohort.
Tough Questions

• Competitive Excellence
  o How do we encourage competitive excellence?
  o Can we pursue national prominence and meet state needs?
  o Can we emulate athletics success in academics?
  o How do we prioritize our goals and objectives?

• Programs and Enrollment
  o What is the right mix of academic programs?
  o What is the optimal size and mix of student enrollment?
  o How do we enhance the residential learning experience?

• Finances
  o How do we improve financial position to support initiatives?
  o How can we combine funding streams for success?
Path Forward

How do we reach our aspirations?

Fund Initiatives
Continue Planning
Tell Our Story
Path Forward – Funding Sources  
Operating Funds and (Endowment Funds) - in millions

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>New Tenure Track Faculty Hires</td>
<td>$3.75</td>
<td>$11.25</td>
<td>$18.75</td>
<td>$26.25</td>
<td>$33.75</td>
<td>$37.5</td>
</tr>
<tr>
<td></td>
<td>($93.75)</td>
<td>($281.25)</td>
<td>($468.75)</td>
<td>($656.25)</td>
<td>($843.75)</td>
<td>($937.5)</td>
</tr>
<tr>
<td>Student Scholarships and Support</td>
<td>$23.45</td>
<td>$28.7</td>
<td>$33.95</td>
<td>$39.2</td>
<td>$39.2</td>
<td>$39.2</td>
</tr>
<tr>
<td></td>
<td>($586.25)</td>
<td>($717.5)</td>
<td>($848.75)</td>
<td>($980)</td>
<td>($980)</td>
<td>($980)</td>
</tr>
<tr>
<td>Total Operating &amp; (Endowment)</td>
<td>$27.2</td>
<td>$39.95</td>
<td>$52.7</td>
<td>$65.45</td>
<td>$72.95</td>
<td>$76.7</td>
</tr>
<tr>
<td></td>
<td>($680)</td>
<td>($998.75)</td>
<td>($1,317.5)</td>
<td>($1,636.25)</td>
<td>($1,823.75)</td>
<td>($1,917.5)</td>
</tr>
<tr>
<td>Capital Projects &amp; Start Up (annual)</td>
<td>$133.3</td>
<td>$133.6</td>
<td>$157.7</td>
<td>$128.3</td>
<td>$77.9</td>
<td>$33.3</td>
</tr>
</tbody>
</table>
## Path Forward — Funding Sources

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Potential Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Tenure-track Faculty Hires</td>
<td>• Increased state appropriation</td>
</tr>
<tr>
<td></td>
<td>• Capital campaign</td>
</tr>
<tr>
<td>Student Scholarships and Support</td>
<td>• Increased state appropriation</td>
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<tr>
<td></td>
<td>• Capital Campaign</td>
</tr>
<tr>
<td>Capital and Start Up Funds</td>
<td>• State Funded G Bonds</td>
</tr>
<tr>
<td></td>
<td>• University Issued Revenue bonds</td>
</tr>
<tr>
<td></td>
<td>• Housing Revenue (for residence hall projects)</td>
</tr>
<tr>
<td></td>
<td>• Capital Campaign</td>
</tr>
</tbody>
</table>
Path Forward -
Increased State Investment in Higher Education

Next Legislative Session Goal: Restore State Funding to Pre-Recession Levels

Current state public university funding FY13-15
- $522 million (with tuition buy-down)

Re-recession state public university funding FY07-09
- $647 million

“Big Ask” FY15-17
- $742 million (with tuition buy down)

UO share of requested increase*
- $20 million/year
  ($500 million endowment equivalent)

*If increase distributed pro-rata to existing funding
Path Forward -
Capital fundraising campaign and long term giving

Fundraising is directly tied to aspiration and strategic initiatives:

- Students – attracting the diverse, best, brightest
- Faculty – recruiting of excellent, diverse faculty
- Programs – enhancing the student experience
- Capital projects – classroom, research and student space, and technology
- Endowment – securing our financial future
Path Forward -
Campus Strategic Planning

- Continue and update benchmarking reports
- Endorse new mission statement
- Develop campus facilities framework vision plan
- Launch campus-wide updating of academic plan
- Develop strategic implementation plan
- Set goals with metrics to measure progress
- Include all campus constituencies and community

*Focus on achieving Competitive Excellence*
Path Forward –
Telling UO’s story

Tell UO’s story of academic and research excellence more broadly and consistently with the launch of a branding initiative in fall.

Key audiences:

- Best, brightest and diverse students
- Quality, diverse faculty, staff and researchers
- Civic and government influencers and lawmakers
- Alumni, supporters and loyal fans
- Graduating students
- Campus decision makers, faculty and staff
- Anyone who can help tell the UO story
Path Forward – Recap

Current Situation
• Academically strong students, faculty, programs, recognized excellence
• Financial challenges and must move the needle on metrics

Goal Setting
• Attract high quality, diverse students
• Attract outstanding, diverse faculty
• Provide more access and foster more student success
• Improve our buildings and technology to support faculty and students

Path Forward
• Seek new funding
• Plan with campus
• Tell our story to support all our initiatives

To achieve **competitive excellence**