



FUNDRAISING PRIORITIES

Creating the Preeminent Residential University

ST = Short Term Priorities, FY2011-FY2015

LT = Long Term Priorities, FY2016-FY2020

SCHOLARSHIPS (PRESENTLY UNDER REVIEW FOR FUNDRAISING GOAL)

The division is currently responsible for close to \$2,000,000 in scholarship funds and will be undertaking a comprehensive review of existing scholarship fund purposes in order to cluster and enhance funds to meet division and related University student support objectives. Support will likely be oriented towards access, retention, leadership, global citizenship opportunities, and/or multicultural cohort enhancement.

Intersection with Big Ideas: existing funds already support students that have a demonstrated interest in leadership and community service. These funds could be augmented to provide greater support to students whose academic and civic engagement focus includes one or more of the Big Ideas. We would seek to collaborate with the Provost and others in designing pooled funds for this purpose.

Support of Academic Plan: scholarships are an essential component of our goal to increase undergraduate retention to 90% of each first year class and 70% graduation rates. They are also key to attracting a wider range of talented resident and non-resident students that enhance our campus in a variety of ways articulated in the Academic Plan. Again, we would seek to collaborate with the Provost and others to design effective pooled funds for this purpose.

FACULTY (PRESENTLY UNDER REVIEW FOR FUNDRAISING GOAL)

The division interfaces with important faculty positions within the learning commons and the faculty in residence programs. Supporting the funding of these positions in concert with the academic spaces within which they are housed is a priority of the division. We will be looking for opportunities to fundraise collaboratively with the associated academic units to make this effort a success.

Intersection with Big Ideas: the primary intersection with the Big Ideas is through the creation of living learning centers within the new Residential Halls. For example, we will be working very closely with many colleges across campus in the creation of the academic components of each facility. Each of these facilities, starting with the East Campus Residential Hall, are designed to creatively integrate interdisciplinary learning opportunities including those associated with the Big Ideas thematic initiatives. There is also the possibility that the division's Healthy Campus Initiative will directly raise support for faculty through inter-institutional partnerships.

Support of Academic Plan: we will need to look at this closer to see if there is a strong connection to the Academic Plan other than that described above.

FACILITIES

Project Priorities: Division leadership has carefully prioritized and sequenced construction to allow projects to proceed on parallel schedules: Residence Halls, Erb Memorial Union, Student Recreation Center, and Oregon Hall Success Center.

Project Funding: The majority of the funding for each of these projects will not come from private fundraising, but rather will come through the F bonding process. The expectation is that the bonds will be retired over time with student facility fees and, in the case of the residence halls, resident room charges. However, there is a commitment within the Division to offset the student obligation as much as possible with alternative sources of funding. We are currently reviewing the feasibility of seeking general fund bonding, where the facility includes academic learning space; Student Building Fees (in the 2011-13 bi-ennium), corporate investment partnerships; campus partnerships and dedicated private gifts.

Current Project Completion Timeline

- 2012 East Campus Residential Hall: groundbreaking in spring 2010
- 2014 Erb Memorial Union, groundbreaking date pending
- 2015 Student Recreation Center, groundbreaking date pending
- 2015 Oregon Hall Success Center, groundbreaking pending
- 2015-25 Remaining five residential halls (in order):
 1. Hamilton Residence Hall Complex
 2. Walton Residence Hall Complex
 3. Bean Residence Hall Complex
 4. East Campus Residence Hall II
 5. East Campus Residence Hall III

STUDENT HOUSING FUND

EAST CAMPUS RESIDENCE HALL:

Total Capital Cost Estimate: \$55m - \$70m

Estimated Private and Corporate Contribution: \$ 2m plus (ST)

REMAINING FIVE RESIDENCE HALLS:

Total Capital Cost Estimate: TBD

Estimated Private and Corporate Contribution: TBD

Need: The UO is currently struggling to meet increased demand for on campus housing for both incoming freshman as well as upper class student who would like to live on campus. In addition, current facilities, with the exception of the recently completed Living Learning Center, are outdated, inefficient, and in many cases had their last major renovation several decades ago. An aggressive plan for modernization of the University's residential halls is currently underway. Over 1000 new beds will be added; all facilities will include satellite academic programs and central student services as well as innovative technology designed to facilitate and enhance intellectual and social engagement.

East Campus Residence Hall: The first in this string of renovations is the East Campus Residence Hall which is expected to break ground in 2010. This facility will be designed for sophomore through senior students. It will add up to 500 new beds and provide a combination of living configurations from traditional dorm style to apartment suites.

Discussions are underway with the Honors College, the School of Music, the College of Arts and Sciences to provide an academic living learning environment for Honors College students and Language Immersion students as well as a

performance space for School of Music students. The Hall will include a faculty in residence apartment, faculty offices and public spaces designed for building community. There will also a late-shift on-site librarian to assist students in the evening hours. Fundraising efforts will be designed around these elements and in collaboration with the associated academic units.

Connection to the Big Ideas: Each of the Residential Halls can be designed in advance to maximize the integration of one or more Big Ideas into both the design of the structure as well as the academic components and desired faculty and student cohorts. In the case of the East Campus Residence Hall there is already and expected association with the Global Oregon Big Idea as well as the Americas Big Idea. There is also a window of opportunity to look at these projects through the objectives of the other Big Ideas to determine how they can be incorporated into each of the projects as they come on line for design and construction.

Support for the Academic Plan: One of the cornerstones of the quality of a student's experience out of the classroom is their experience living on campus. The renovation and modernization of our residential halls is designed to increase the population of undergraduate students that live on campus through graduation; promote a greater sense of community and inclusivity; and develop campus linkages that integrate academic engagement into the student out of classroom experience. Thoughtfully implemented, these new Halls will become a distinctive element of how we recruit and retain a richly diverse cohort of outstanding students. It can also be a place where we intentionally create space for the development of intellectual communities and thought leaders at a very human scale. The possibilities are profound and as yet untapped.

ERB MEMORIAL UNION BUILDING FUND

Total Capital Cost Estimate: \$85m – \$100m

Estimated Private and Corporate Contribution: \$5m plus (ST)

Capital Cost Fundraising Goal: please note that additional feasibility analysis needs to be completed in order to determine a realistic estimate of the overall project costs and the contribution that we will seek from corporate and private donors. An RFP for the first phase of this analysis is currently awaiting approval within the Oregon DOJ's office and is expected to go out to bid before the end of 2009. We hope to have this and a fundraising analysis completed in early 2010.

Programmatic Fundraising Goal: In addition, we will be evaluating the potential to run a parallel fundraising initiative focused on the student programs and Center-based activities that will be enhanced and expanded directly as a result of the EMU renovation. Some of these programs are already described later in this document.

Need: the EMU is in dire need of remodeling and expansion. A renovation Master Plan was completed in 2003 and will be updated this year. Funds are needed for both the capital project as well as to expand student and community programming that takes place within the Union.

Intersection with Big Ideas: this project will provide valuable new space including a state of the art conference facility and performing arts center as well as a variety of other new spaces designed to increase collaboration and community. This will be a campus and greater community focal point, attractive for hosting international symposia, conferences and leadership and executive level meetings many of which could be conducted in furtherance of particular big ideas. As the facility is developed it would also present the opportunity for design and program innovations that were directly related to the Big Ideas, such as Green Product Design; Sustainable Cities; and Global Oregon. The window for exploring these opportunities would probably be now as all of these initiatives are being discussed.

Support of Academic Plan: The remodeling of the EMU at the heart of campus has the potential to accelerate some aspects of the Academic Plan that relate to the sense of place and community engagement aspirations. Thoughtful

design of the EMU can accentuate the distinctiveness and richness of the UO campus experience; both in its legacy and in its potential for future greatness. It can be the welcoming and inclusive hub that integrates a variety of currently disparate messages and uses into one that inspires and motivates. It is also a revenue generating facility that, when renovated, is expected to yield a higher level of net revenues that directly benefit the UO.

STUDENT RECREATION CENTER BUILDING FUND

Total Capital Cost Estimate: \$45m - \$55m

Estimated Private and Corporate Contribution: \$ 2m plus (ST)

Capital Construction Fundraising Goal: please note that an additional feasibility analysis will also be conducted on this project in order to determine a realistic estimate of the overall project costs and the contribution that we will seek from corporate and private donors. There is a joint RFP for the Student Union and the Student Recreation Center that is currently awaiting approval within the Oregon DOJ's office and is expected to go out to bid before the end of 2009. We hope to have this and a fundraising analysis completed in early 2010.

Programmatic Fundraising Goal: In addition, we will also be evaluating the potential to run a parallel fundraising initiative focused on specific programming opportunities that will be enhanced and expanded directly as a result of Recreation Center expansion, such as the swimming programs.

Need: Use and demand for the Student Recreation Center currently outstrips by a significant measure, the facility's space and equipment capacity. For example, over 5,000 people, mostly students, use the facility each day. In the last renovation of the facility it was envisioned by the UO that there would be a Phase III renovation to bring the overall facility and suite of programs to modern day standards. While initiation of that phase was postponed due to other important UO priorities, the time has come. The plans have already been designed and will be undergoing a review and update this year with the intention to begin building the expanded and renovated facility within the next 12-18 months.

Connection to the Big Ideas: The Student Recreation Center has the potential to sit within a constellation of Big Ideas including Green Product Design; Sustainable Cities; and Human Health and Performance. Like the EMU, the window to explore the potential for this project to augment the Big Ideas, is now during the review and redesign phase when collaborations can best be forged.

Support for the Academic Plan: national studies, as well as studies conducted by the Student Recreation Center demonstrate that the quality of the Rec Center is an important factor in a student's decision to attend the university. It also factors into their decision to remain at the University when faced with other options. These findings include not only the facility itself but all of the programming and activities associated with the Rec Center. This project is also an integral part of the divisions' Healthy Campus Initiative.

STUDENT SUCCESS CENTER BUILDING FUND

Total Capital Cost Estimate: TBD

Estimated Private and Corporate Contribution: TBD

Need: Student services are currently spread widely throughout the campus. This initiative would provide funding to renovate and expand Oregon Hall in order to centralize key student services such as: academic and financial planning; study abroad opportunities; internships; and career preparation services. The redesigned facility will complement the new Alumni Center as a welcoming place for new and existing students. There will be an atrium like building entry, student centered spaces; and an easy to access floor and space design.

Connection with Big Ideas: this building project is designed to enhance the student experience and access to critical services. It does not have a direct relationship with the Big Ideas initiative unless it was included as a project within

the Sustainable Cities Initiative or could provide important space and services for potential or incoming students from diverse backgrounds or foreign countries and bridge a connection to the Americas or Global Oregon initiatives.

Support of Academic Plan: national studies, as well as studies conducted by the Student Recreation Center demonstrate that the quality of the Rec Center is an important factor in a student's decision to attend the university. It also factors into their decision to remain at the University when faced with other options. These findings include not only the facility itself but all of the programming and activities associated with the Rec Center. Research conducted nationally on university campuses (Kerr & Downs Research, 2003) revealed that university students who participate in fitness and recreation activities are more likely to succeed in their academic work and be more satisfied with their overall university experience. This project is also an integral part of the divisions' Healthy Campus Initiative.

PROGRAMS

HOLDEN LEADERSHIP CENTER

Total Center Endowment Goal: \$2,500,000 (LT)

Leadership Program Goals:

\$ 100,000 Annual Need (ST)

\$ 500,000 Holden Match (ST)

Service Learning Program Goals

\$200,000 Annual Need (ST)

Need: The Holden Leadership Center has become a centralized hub of high quality and well attended leadership training and service learning programs that integrate students, faculty and staff across the campus and throughout the community. Stable and sustained funding of this Center is necessary to continue to build on and enhance the valuable contribution that HLC provides to the University

Connection to the Big Ideas: each of the Big Ideas may develop a community outreach or service component that could be augmented through direct partnership with the HLC. In addition, the HLC can also provide direct support through existing programs or customized offerings for training leadership in a variety of arenas to students. While the HLC programs are primarily adopted to undergraduates, it is possible that they could be modified to meet specific graduate student needs.

Support of the Academic Plan: the HLC provides a variety of programs that directly support a variety of aspects of the Academic Plan such as leadership training, service learning, and community outreach programs that improve student performance, confidence and success.

STUDENT ENHANCEMENT FUND (VP'S DISCRETIONARY FUND)

\$200,000 Annual Need (ST)

\$500,000 Annual Need (LT)

Need: The VP for Student Affairs does not currently have an adequate discretionary fund that can be used to augment divisional funds for important and pressing student related needs. This fund will be developed primarily through annual gifts and possibly through a special VP's Circle of Support. Funds will be used at the VP's discretion.

Connection to the Big Ideas: working closely with other UO leadership, the VP will be in an excellent position to determine how and when use of Student Enhancement Funds can be instrumental in enhancing the student experience as it relates to a particular Big Ideas such as sponsoring student presentations, events etc. within the EMU or Residential Halls dedicated to a Big Idea theme.

Support for the Academic Plan: programs under the jurisdiction of the VP for Student Affairs directly impact the success of the Academic Plan. The VP, again working closely with other UO leadership, will be in a unique position to see where the use of discretionary funds can be leveraged to enhance the student experience and the attainment of Academic Plan related goals.

HEALTHY CAMPUS INITIATIVE

\$250,000 Annual Need (ST)

\$1,000,000 CUF (LT)

Need: the Healthy Campus Initiative is a bold interdisciplinary and inter-departmental program to increase the overall health of the university campus community and to develop a culture that supports, inspires and facilitates healthy lifestyle practices. This initiative is a part of an overall objective of the division to create the preeminent residential campus community.

Connection to the Big Ideas: this initiative is directly connected to several Big Ideas, most notably the Human Health and Performance Initiative , the Sustainable Cities Initiative, and the Global Oregon Initiative. The first phase of developing a concept paper for the Healthy Campus Initiative is complete and the timing for exploring direct connections with the Big Ideas is excellent.

Support for the Academic Plan: this perhaps is the more obvious of the division's initiatives for tying in directly to the Academic Plan. A healthy campus culture can only provide support to the goals and objectives of all facets of the Academic Plan – though a more direct analysis of the benefits is probably appropriate as well.

CAREER SERVICES AND RESOURCES

\$100,000 Annual Need (ST)

Need: the Career Center is in dire need of stable funding in order to continue providing high level services to UO students. The goal for this fund is intended to provide the resources needed to not only stabilize the Center but also to allow for the Center to begin implementing programs that will not only better serve its target populations but also build important partnership within the business community in Oregon.

Connection to the Big Ideas: the Career Center has the potential to be an important player in the successful execution of the Big Ideas by facilitating corporate partnerships that enhance experiential learning opportunities, internships, and recruiting exposure for students. They can also help to build corporate partnerships that add direct value to the thematic area of the Big Ideas through research, funding and other types of engagement facilitated in partnership with the Corporate and Foundation Relations staff among others.

Support for the Academic Plan: the Career Center is well positioned to be a strong player in the success of the Academic Plan. Often on the front line with students, parents, and employers, the Career Center has a presence both within the academy and outside of the academy that, when strong, can help to recruit, retain, and successfully employ UO students from a variety of backgrounds. Some thought should be given to how to more purposefully leverage this unique capacity of the Career Center.

OTHER

The priorities listed below are important to the division and will be funded in cooperation with other units when possible as they serve the larger UO community.