



**Oregon State
University**

The Board of Trustees of Oregon State University

Meeting of the Executive, Audit and Governance Committee

March 7, 2025

8:00 – 9:05 a.m.

Virtual meeting held by Zoom

MINUTES

Committee members present: Julia Brim-Edwards, Maria Chávez-Haroldson (*vice chair*), Román Hernández (*chair*), Julie Manning, Elise McClure, Jayathi Murthy (*ex-officio*)

Other trustees present: Kasaundra (Kassy) Bonanno, Stephanie Bulger, Kate Carter-Cram, Susan Clark, Grant Kitamura, Greg Macpherson, Camille Palmer

University staff present: Andrea Ballinger, Jackie Bangs, Katie Fast, Ed Feser, Alix Gitelman, Lynn Gonzalez, Becca Gose, Carla Ho'ā, Jen Humphreys, Stacy Jeffries, David McMorries, Paul Odenthal, Rob Odom, Julee Otter, Patti Snopkowski, Irem Tumer, Scott Vignos

1. Call to Order / Roll Call / Land Acknowledgement / Declaration of a Quorum

Chair Román Hernández called the meeting to order at 8:00 a.m. Board Secretary Jackie Bangs called the roll and verified a quorum.

Chair Hernández delivered the university's land acknowledgment statement.

2. Consent agenda

- a. **Minutes of the Jan. 16, 2025, Executive, Audit and Governance Committee Meeting**
- b. **Minutes of the Jan. 16, 2025, Joint Meeting of the Executive, Audit and Governance and Finance and Administration Committees**

The chair sought a motion to approve the consent agenda. A motion was made by Trustee Brim-Edwards, seconded by Trustee Chávez-Haroldson and approved by all committee members in attendance. The motion carried.

3. Action items

a. **Office of Audit, Risk and Compliance Progress Report**

Deputy Chief Executive of Audit and Risk Julee Otter and Director of the Integrity Hotline Program Lynn Gonzalez provided a progress report for the Office of Audit, Risk and Compliance (OARC).

Otter highlighted the activities of the office's audit function. She covered the results of the audit reports issued, including follow-up reports and the status of the audit plan. She provided takeaways from key audits, including:

- Final Construction Audit Report for the PRAX building: Otter noted that no material issues were found, but areas for ongoing project management improvements were identified.

- Administrative Modernization Program (AMP) Governance Audit: Otter reported that established foundational practices were in place to support successful implementation of the AMP, and that additional reviews will be conducted to confirm the foundation is working as intended.
- NCAA Financial Statement Agreed-Upon Procedures: Otter noted no exceptions were found in the procedures performed.

Otter also mentioned the follow-up reviews conducted every six months to confirm that action plans developed in response to audit recommendations were implemented and mitigating risks. She reported that most recommendations were implemented, reflecting management's commitment to addressing findings and managing risks.

She added that some IT recommendations remained past due and that there were some delays in the procurement audit due to new leadership.

Otter concluded her presentation with a look at audit activities and plans moving forward. She noted that the 2025 audit plan remains on track, with current projects listed and results to be shared at the next board meeting. She announced that recruitment for two new auditor positions is underway.

Gonzalez covered key aspects of the hotline program – an important component of an effective compliance program that allows the campus community to report suspected wrongdoing quickly and anonymously.

She added that the hotline helps maintain credibility with key funding partners by detecting issues early, addressing potential financial irregularities, research misconduct and grant mismanagement before they escalate.

Gonzalez reviewed ways to analyze hotline data to measure its success and effectiveness, including an annual benchmark with peer institutions and evaluation of the sources of complaints.

She outlined plans for improving the hotline program, including increased training and outreach efforts, meetings with investigative office partners and updates with the hotline provider to increase reporting and analytics functionality within the system.

The following topics were addressed in discussion with trustees:

In response to a question from Chair Hernández, Gonzalez explained that the spike of 51 complaints under instruction and academic support was due to increased engagement from students.

Trustee Brim-Edwards asked about the trend of complaints compared to previous years, and Gonzalez confirmed that reporting is trending toward more complaints from students in the category of instruction and academic support. Chief Executive of Audit, Risk and Compliance Patti Snopkowski provided additional context, explaining that the trend of increased complaints from students was positive, indicating that students are aware of the hotline as a resource and a safety net.

Vice Chair Maria Chávez-Haroldson commended the effectiveness and accessibility of the hotline and the OARC's collaborative efforts with other departments.

Trustee Brim-Edwards asked if there was any way to follow up on anonymous complaints to assess if the person making the report felt the issue had been dealt with, and Gonzalez noted the challenges of obtaining that information due to privacy concerns.

The chair sought a motion to accept the Office of Audit, Risk and Compliance progress report. A motion was made by Trustee Brim-Edwards, seconded by Trustee Manning and approved by all committee members in attendance. The motion carried.

4. Discussion items

b. Information Technology Ecosystem/Security, including risk management report

Vice Provost for Information Technology and Chief Information Officer Andrea Ballinger and Chief Information Security Officer David McMorries provided an overview of information technology ecosystem/security, including a risk management report.

Ballinger discussed the data modernization pathway, stating that the goal was to create a data enterprise that is agile, competitive and secure. She added that significant progress has been made using the Microsoft Data Fabric product.

She reported that her team is responsible for the Data and Information Technology Action Plan to align IT activities with the goals of *Prosperity Widely Shared*, the university's strategic plan. She added that the transition has been smooth due to foundational work done under the previous strategic plan.

Ballinger announced that preparation for AI tools at OSU is underway, with the second annual AI week scheduled for April 28 – May 2, 2025. She also noted the development of a roadmap for research computing to ensure adequate computing power for high-end AI research and other institutional needs.

She reported that efforts are being made to simplify IT choices and platforms, focusing on resilience and disaster recovery by leveraging cloud computing and state data centers.

She noted that the IT security program is based on the NIST (National Institute of Standards and Technology) security framework, operationalized as "smart access" to ensure secure access to OSU assets.

In his portion of the presentation, McMorries focused on improvements made in the information security program.

He reported that the OSU team had assessed the maturity of its program against the NIST framework and found an overall increase in maturity of about 28% since 2019, with significant improvements in the areas of detection and response.

McMorries stated that OSU faces various cybersecurity threats, noting that education and research have become a top target for cyber actors worldwide.

He reported that Microsoft provides first-level screening to protect OSU, blocking spam, phishing and malware emails, with the OSU Security Operations Center (SOC) handling incidents not screened by Microsoft. He noted that the SOC managed nearly 10,000 incidents over a 30-day period, leveraging AI and automation to respond to incidents within minutes.

McMorries said the OSU community plays a crucial role in reporting threats and enhancing cybersecurity awareness and that student workers in the SOC gain valuable experience and contribute to the program.

The following topics were addressed in conversation with trustees:

Vice Chair Chávez-Haroldson asked about student involvement in the Information Security Committee. McMorries confirmed that the eight students currently working in the SOC are invited to committee meetings and provide input, although they are not chartered members.

Trustee Bulger commented on the benefits of a scenario exercise conducted by the Cybersecurity and Infrastructure Security Agency (CISA). Ballinger acknowledged the value of such exercises and confirmed that OSU has conducted them.

Chair Hernández emphasized the importance of vigilance and raising awareness of phishing.

5. Adjournment

With no further discussion or business before the committee, Chair Hernández adjourned the meeting.

Respectfully submitted,



Stacy Jeffries
Executive Assistant, Office of the Board of Trustees

Office of Audit, Risk and Compliance Progress Report

EXECUTIVE SUMMARY

The Oregon State University (OSU) Office of Audit, Risk and Compliance (OARC) provides a progress report to the president and the other Executive, Audit and Governance Committee (EAGC) members to assist with their governance and oversight responsibilities as outlined in the EAGC's charter.

The OARC performs internal audits, plans and oversees the university enterprise risk management (ERM) process, coordinates the institutional compliance program and administers the OSU Accountability & Integrity hotline. The OARC's mission is to enhance and protect organizational value by providing risk-based and objective assurance and advice.

This progress report highlights the status of current audit activity. The audit report issued confirmed the existence of key controls and identified ways to continually improve the student conduct and case management software used by various university departments. The approved 2025 OARC audit, compliance and enterprise risk plans are on target for completion.

AUDIT ACTIVITIES

The following table outlines the audit report issued and the status of engagements in process. The OARC believes management actions planned or taken are responsive and demonstrate a commitment to continually improving operations.

Audit Reports Issued and Engagements in Process

Engagement Status and Rating	Audit Objective
<p>Application Security Audit – Maxient</p> <p><i>Issued - Medium</i></p>	<p>The OARC completed an audit of Maxient, a student conduct and case management software. The audit found practices supported the protection of sensitive information while maintaining the integrity and reliability of information. Recommendations were made to further enhance governance and data protection through updates to key governance documentation and control activities along with administrator training and acknowledgements.</p>
<p>Concur Travel and Expense Audit</p> <p><i>Summarizing Results</i></p>	<p>The OARC engaged the Controller's Unit to conduct an audit of OSU's travel and expense system, Concur. The objectives of the audit are to assess the efficiency and effectiveness of expense monitoring controls, the training program and noncompliance and escalation procedures.</p>

Engagement Status and Rating	Audit Objective
Capital Construction Audit – Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex <i>Fieldwork</i>	The OARC engaged an external audit firm to perform a construction audit of the Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex. The audit, which will be performed in stages, will ensure compliance with contract terms and conditions and that construction charges are adequately supported, verifiable and appropriately allocated to the project.
Employment Eligibility Practices <i>Planning</i>	The OARC is working with University Human Resources (UHR) to perform an audit over I-9 compliance. The objective of the audit is to confirm effective and efficient processes are in place to support the employee and compliance requirements.
Information Technology – Cybersecurity Maturity Model Certification (CMMC) Audit <i>Planning</i>	The OARC is planning an audit over CMMC, a requirement for any organization performing (or seeking to perform) research that supports the storage and transfer of controlled and classified information. The OARC is working with University Information Security and the Division of Research Innovation on the scope and objectives of the review.

The OARC internal audit function is also performing ongoing fiscal complaint investigations, external audit coordination, control assessments and data analytics.

RECOMMENDATION

Staff recommends the Executive, Audit & Governance Committee approve the Office of Audit, Risk and Compliance’s May 2025 Progress Report.



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May 8, 2025

To: Members of the Executive, Audit and Governance Committee
From: Jayathi Y. Murthy, President
Subject: Recommendation for At-Large Board Candidate

I am pleased to present my recommendation for the at-large position vacancy on the board. Typically, I would present more than one candidate, but in this case, I have found one individual who not only meets the Governor's priority to bring a regional perspective from the Oregon coast to the board but also meets the board's need for expertise in technology and innovation identified in this committee's needs assessment, as discussed at the October 2024 meeting. The candidate has demonstrated leadership in her field, a record of service and an enthusiastic willingness to serve on the OSU Board of Trustees.

I have enclosed a brief biography. The candidate brings perspectives, experience and skills to complement the board as a whole. As noted, the professional fields represented reflect the committee's discussion of the October 2024 needs assessment, which analyzed present board membership against the composition identified in Section III of the [Board Recruitment and Appointments policy](#).

If the committee concurs with my recommendation, the board secretary will submit the recommended candidate to the Governor's Office of Executive Appointments. If selected by the Governor for appointment, we anticipate confirmation by the Senate in September.

I look forward to discussing my recommendation with the committee.

Julia Phillips
(Retired) Vice President and Chief Technology Officer
Sandia National Laboratories
Gold Beach, OR

Julia M. Phillips was trained as a physicist, holding a B.S. in physics (William and Mary) and a Ph.D. in applied physics (Yale). After Yale, she spent 14 years as a staff member at Bell Laboratories in Murray Hill, NJ, performing materials science research focused first on integration of new materials into semiconductor chips and subsequently on complex oxide electronic and magnetic thin films. She then moved to Sandia National Laboratories where she spent 20 years leading science and engineering research organizations supporting the Lab's national security and energy missions, ultimately serving as vice president of research. Her contributions have been recognized by election to the National Academy of Engineering and the American Academy of Arts and Sciences, as well as numerous other honors.



Phillips has continued her professional engagement, focusing on bridging the continuum from fundamental research to societal impact, including the shrinking gap between science and engineering, the cultural divide that often separates “open” science and national security, and building communication channels between the research enterprise, policymakers, and the public.

She was appointed by President Obama to a six-year term on the National Science Board (2016-22) and reappointed by President Biden to a second term (2022-28). She is active in advising the federal government, universities, national laboratories and other organizations; communicating about the state of U.S. science and engineering and its national importance to diverse audiences; and mentoring students and researchers at all stages of their journeys.

Julia moved to Gold Beach, OR in 2015, and quickly became an active member of the community. She chairs the board of the Curry Public Library Foundation, has long served as chair of the scholarship committee and recording secretary of Soroptimist International of Gold Beach, and mentors high school students. She and her husband, John, sing in the 8-voice acapella ensemble Purely Voice. In their spare time, they enjoy gathering berries and mushrooms, and playing flute/piano music. They have two grown daughters, a violinist and a chemist.

Athletics Risk Management Report

BACKGROUND

The Executive, Audit and Governance Committee annually reviews with university leadership the top risks that may impact Oregon State University's ability to meet its mission and strategic objectives. Each of the top risks identified are assigned to the various board committees based on alignment with each committee's charter and workload. Through this process, the university identified and will track the current competitive, financial and compliance environment for the Department of Intercollegiate Athletics (Athletics) as a top risk for the university. The Executive, Audit and Governance Committee provides oversight of the university's plan for mitigating this risk.

VISION / MISSION

Athletics focuses on the holistic growth of its student-athletes through academic and athletic excellence in a progressive and inclusive environment of mutual respect. The Department of Intercollegiate Athletics revised the *Build the Dam Strategic Plan* and launched version 2.0. Alongside the strategic plan, decisions are guided by principles formed with university leaders as the collegiate athletics landscape evolves and the Pac-12 Conference rebuild continues. These guiding principles, which are listed below, are consistent with the values that inform *Prosperity Widely Shared* (PWS).

Oregon State University Guiding Principles through Realignment:

1. Prioritize the holistic development and well-being of student athletes to support their academic and athletic goals.
2. Champion the ability of OSU student-athletes to compete at the highest level possible.
3. Provide the best experience for alumni and fans to inspire engagement across all sports.
4. Create visibility for OSU nationally and globally.
5. Maximize financial resources for OSU Athletics programs and support for student-athletes.

COMPETITIVE ENVIRONMENT

After ten schools left the Pac-12 conference, only Oregon State and Washington State University remained for the 2024-25 athletic year. OSU sponsors 16 NCAA sports (plus men's rowing): baseball (men), basketball (men and women), cross country (women), football (men), golf (men and women), gymnastics (women), rowing (men and women), soccer (men and women), softball (women), indoor and outdoor track and field (women), volleyball (women) and wrestling (men).

The 2024-25 and 2025-26 scheduling agreements are as follows:

- Mountain West Conference: football (under the Pac-12 umbrella) for 2024-25 only
- West Coast Conference: men's and women's basketball, men's and women's soccer, men's and women's golf, cross country, volleyball, women's rowing and softball
- Pac-12 Conference: football (2025-26), gymnastics, baseball, wrestling, outdoor track & field
- Mountain Pacific Sports Federation: Indoor track & field and men's rowing

The rebuilding process for the Pac-12 reached a significant milestone with the addition of Boise State, Colorado State, Fresno State, Gonzaga, San Diego State and Utah State. These universities align with our values, emphasizing the health and wellbeing of student-athletes while providing top-level competition.

The revitalized Pac-12 are a formidable collection, prepared to compete at the highest level in every sport:

- The new Pac-12 composition ranks 5th in terms of weeks ranked in the CFP (College Football Playoff) poll, as well as hypothetical 12-team CFP appearances during the CFP era when modeling past seasons with conference composition as of September 2024.
- Despite having only seven football members, which is fewer than half of the A4/P4 leagues that each have 16-18 teams.
- The new Pac-12 would rank 5th in football viewership from 2018 to 2023, excluding 2020. It is significantly ahead of the 6th ranked conference.
- The new Pac-12 would place 5th in the SP+ Football Rankings for 2018-2023, excluding 2020. It is positioned close to the ACC and Big 12.
- According to the 2024-2025 Bart Torvik rankings, the new Pac-12 would rank as the 6th best basketball conference.

The conference is using set criteria to decide which institution to add to meet the NCAA's minimum of eight football-playing members and evaluating the benefits of adding more. The new Pac-12 will start competing in 2026-27.

FINANCIAL ENVIRONMENT

The landscape of intercollegiate athletics continues to see significant change and disruption. While every department in the country has been impacted, Oregon State has been disproportionately impacted by conference realignment. Since August 2024, university and athletic department leadership have worked in constant collaboration, leaning into our guiding principles, to find the best path forward for our student-athletes, athletic department and the university.

With scheduling agreements for the 2024-25 and 2025-26 athletic years completed, the next phase was the rebuilding of the Pac-12. The consummation of a media rights agreement for the rebuilt Pac-12 and the required addition of at least one more football-playing member are expected later this spring. The new media rights agreement is a primary factor in forecasting significantly decreased conference distribution.

In addition to projected decreases in conference distribution, complying with and participating in key changes expected to come via final court approval of the *House vs NCAA* class action lawsuit will have a significant financial impact.

The executive administrative team in Athletics has recurring meetings to strategize for increased revenue generation and assess expenses for potential cost reductions.

HOUSE SETTLEMENT

The *House vs. NCAA* class action settlement is likely to significantly impact the industry. This settlement, if approved, would provide the opportunity for universities to begin sharing revenue directly with student athletes, and it is important that OSU participate in the settlement to some

degree to maintain competitiveness. Structuring how OSU participates in the settlement and setting up systems of compliance with related rules is a top priority for the department.

The settlement was preliminarily approved in the U.S. District Court on October 7, 2024, and final court approval is anticipated later this spring. Under the settlement terms, these are the key changes that will go into effect July 1, 2025:

- Universities will be permitted to share up to \$20.5M a year in revenue with student-athletes to support student-athlete benefits. These benefits can be in the form of direct compensation for the use of their Name, Image, and Likeness (NIL), *Alston* academic awards, additional scholarships, new student-athlete benefits provided at the institution's discretion, etc. Currently, student-athletes can only receive scholarships and *Alston* academic awards and they can only be compensated for NIL agreements by external entities.
- Roster and Scholarship Adjustments: New NCAA roster limits will set a cap on the number of student-athletes eligible for each team, and programs will now be permitted to fund as many scholarships as available roster spots.
- NIL Backpay for Eligible Athletes: All Division I athletes who participated in collegiate sports between 2016 and 2024 are eligible for backpay for NIL earnings. For Oregon State, this expense will result in a deduction in conference distributions over the next decade.

To comply with the expected final settlement terms and adhere to Title IX regulations, roster adjustments will be implemented. Although it is anticipated that the number of permissible scholarships may increase, the Athletics department does not foresee an increase in the number of scholarships for any sport due to financial limitations. However, to remain competitive, recruit and retain student athletes, we must participate in revenue sharing at a meaningful level.

COMPLIANCE

The Oregon State University Athletics Compliance Office operates with the primary goal of protecting the university by ensuring that the athletics program operates in a manner that is consistent with the letter and spirit of NCAA, Pac-12 Conference and university rules, regulations and policies.

Athletics compliance is the responsibility of everyone associated with Oregon State University's athletics program, including coaches, student-athletes, athletics department personnel, faculty, staff, alumni, boosters and other supporters of Oregon State University. The compliance office is charged with coordinating the Athletics compliance efforts and acts as a resource for internal and external constituencies regarding NCAA and Pac-12 Conference compliance issues.

The primary functions of the compliance office are:

- To educate coaches, student-athletes, staff and supporters regarding NCAA and Pac-12 Conference rules and the compliance expectations of the university.
- To serve coaches, student-athletes, staff and supporters by providing accurate and timely interpretations of the rules and assisting them in their compliance efforts.
- To monitor the activities of the athletics department and the university in a variety of critical areas (e.g., recruiting, eligibility certification, financial aid, amateurism, benefits, playing and practice season limitations) and verify compliance with all applicable rules.
- To investigate and report violations of NCAA and Pac-12 Conference rules.

The potential for student athletes to be found to be employees for either bargaining or wage/hour is another topic that administration is following closely. The main avenue for this is legislative efforts that the conferences and NCAA are engaged in, but it is important that Oregon State stay informed on this topic. Staff and coaches are trained to not impede athletes' potential organizing efforts.

Title IX is another area that Athletics gives meaningful attention to and with a new era on the horizon in collegiate athletics, significant thought specific to Title IX has been given in scenario planning. Efforts to adhere to Title IX and mitigate risk to the university are included in *Build the Dam 2.0* (athletic department strategic plan), as well as the Athletics Facilities Master Plan, where equity in facilities was emphasized and numerous projects have been completed or are in progress.

SUMMARY

The rebuilt Pac-12 ensures our competitive future but reduces conference distribution significantly. The *House vs NCAA* settlement will allow revenue sharing with student-athletes. To stay competitive, we must share revenue meaningfully.

These changes require a new financial model for Athletics, focusing on generating additional revenue through traditional and new initiatives. We must also review resource utilization, including personnel and operations, comparing ourselves to Pac-12 members and peer institutions.

NEXT STEPS

At the May meeting, the Executive, Audit and Governance Committee will review the risk management report with staff and may identify additional follow-up actions, as needed.

**Oregon State University
Enterprise Risk Management
2025 Priorities – Collegiate Athletics**

Risk Topic Oversight Summary	
Board Oversight Committee	Executive, Audit and Governance Committee
Risk Topic	Collegiate Athletics Competitive, financial and compliance environment
University Goal	Ensure university-wide impacts of competitiveness, financial challenges and compliance obligations related to the changing collegiate sports model are evaluated and supported (including name, image and likeness, pay for play, National Collegiate Athletics Association and conference realignment).
Type(s) of Risks To be prevented	Operational, Compliance, Financial, Reputational
Risk Owner(s)	President, Vice President and Director of Athletics
Primary Risk Mitigation Strategy(ies)¹	Accept, Reduce, Share/Insure
Risk Mitigation Team	Executive Deputy Athletics Director & Chief Operating Officer of Athletics; Deputy Athletics Director & Chief Financial Officer

¹ Definitions of mitigation strategies:

Avoid: Discontinue the activities that present unacceptable risk

Share/Insure: Transfer the risk through insurance programs or 3rd party

Reduce: Implement controls, practices, programs to lessen the risk

Accept: Proceed with the activity because the benefit outweighs the risk

OBJECTIVE 1:	
Identify new revenue opportunities and strengthen current revenue streams to support the evolving challenges associated with being competitive at the highest level of college athletics.	
Actions to Satisfy Objective:	Form a committee charged with establishing a list of new revenue initiatives. The committee will review data prior to making recommendations, with instructions to include initiatives that will yield increased revenue from current streams (ex: reseat a venue in conjunction with a season ticket price increase, communicating this plan in advance, thereby allowing for an opportunity for fans to make donations, to increase their priority point total and improve their season ticket location).
	Assess list of initiatives established by the committee and establish an implementation plan based on revenue potential, feasibility and short/mid/long term time frames.
	Secure a conference-level media rights agreement that provides significant funding to the department and actively participate in conference level explorations for new revenue concepts.

OBJECTIVE 2:	
Execute operational and personnel expense reductions to align with members of the rebuilt Pac-12 and other identified peer institutions.	
Actions to Satisfy Objective:	Review the current Athletics organizational chart and evaluate for potential modifications to meet the new needs of the revised Pac-12
	Study sport program and departmentwide budgets and SOPs to identify areas for change, with an emphasis on financial and operational efficiencies at the revised Pac-12 level
	Analyze peer institutions to identify new standards and best practices to implement within OSU Athletics
	Study and determine where the use of AI could improve efficiency or result in reduced FTE

OBJECTIVE 3:	
Develop a program that enables the department to execute new revenue sharing opportunities with student-athletes, in a manner that is fiscally responsible, legally compliant, and upholds the values of the institution.	
Actions to Satisfy Objective:	Identify national best practices and evaluate their feasibility specific to OSU Athletics
	Collaborate with the Office of the General Counsel to develop policies and processes that are compliant with state and federal law and NCAA/conference/institutional guidelines
	Create responsible financial systems that meet the needs to be competitive while balancing the operational budgetary needs of the department
	Evaluate and institute compliance-related mechanisms to ensure the proper execution of revenue sharing
	Establish a comprehensive, modernized program focused on generating funds needed for revenue sharing

Performance Metrics	
Objective 1: Identify new revenue opportunities and strengthen current revenue streams to support the evolving challenges associated with being competitive at the highest level of college athletics.	
Goal	Performance metrics are being developed and will be finalized when significant industry and conference level announcements and decisions are completed. Key performance indicators such as historical revenue numbers and projections based on a number of factors, will continue to be tracked.
Objective 2: Align the Athletics personnel and operational standards with new colleagues within the revised Pac-12 conference and other identified peer institutions.	
Goal	Performance metrics are being developed and will be finalized following the addition of the NCAA required 8 th football-playing institution. Athletics tracks budget and personnel data against those of our peers and will modify that list, if needed, as we continue to track.
Objective 3: Develop a program that enables the department to execute new revenue sharing opportunities with student-athletes, in a manner that is fiscally responsible, legally compliant, and upholds the values of the institution.	
Goal	Performance metrics are being developed and will be finalized pending final settlement approval and subsequent information from the Implementation Committee. Staff is monitoring the national landscape, as well as announcements from peer institutions. Athletics will continue to track NIL data that is available under the current rules.

SB 273 Implementation: Final Report

Executive Audit and Governance Committee

May 8, 2025

Background

- Governance legislation passed by the Oregon legislature in 2023
- Public university governing boards were required to adopt policies on several operational matters
- The number of positions was increased from 15 to 17 with the addition of one graduate student position, one non-voting undergraduate student position, bringing the total number of student positions to three.

Actions

The board voted in April 2024 to:

- Update the bylaws and amend to include two additional student positions, further detail policy and board assessment
- Amend three existing policies to codify public comment practices, standing reports to the board, further detail the appointment process and the identification of the ideal characteristics of individuals chosen to fill board vacancies

Reporting Requirement

- By July 1, public university boards are required to submit a report describing implementation efforts
- Board secretaries collaborated when drafting the 2024 reports, which included feedback from shared governance partners
- A joint report was submitted to the legislature on behalf of all seven public universities in July 2024
- A final report will be submitted in July 2025
- The reporting requirement sunsets in January 2026

Discussion