



Oregon State
University

The Board of Trustees of Oregon State University

Meeting of the OSU Board of Trustees

May 9, 2025

9:15 a.m. – 4:20 p.m.

Memorial Union Horizon Rm. | Corvallis, OR

MINUTES

Trustees present: Kasaundra (Kassy) Bonanno, Julia Brim-Edwards, Stephanie Bulger, Kate Carter-Cram, Karla Chambers, Maria Chávez-Haroldson, Susan Clark, Lisa Hale, Román Hernández (*chair*), Grant Kitamura, Toby Luther, Greg Macpherson, Julie Manning, Elise McClure, Marlena (MJ) Mirho (*nonvoting member*), Jayathi Murthy (*ex officio*), Camille Palmer

University staff: Jackie Bangs, Jessica Brubaker, Bruce Daley, Tom DeLuca, Kevin Dougherty, Ed Feser, Alix Gitelman, Becca Gose, Brent Gustafson, Carla Ho'ā, Jen Humphreys, Stacy Jeffries, Stephen Jenkins, Deb Mott, Shannon Murray, Nicole Neuschwander, Vincent Nguyen, Paul Odenthal, Melanie Rose, Patti Snopkowski, Mark Swanson, Irem Tumer, Scott Vignos

Invited guests: Penny Atkins (OSUF), Ben Cannon (HECC), Whitney McFarlane (ASCC), Audrey Schlotter (ASOSU), Andrew Valls (Faculty Senate)

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

Board Chair Román Hernández called the meeting to order at 9:15 a.m. Board Secretary Jackie Bangs called the roll and verified a quorum.

Chair Hernández delivered the university's land acknowledgment.

2. Opening comments and reports

a. Chair's comments

Board Chair Román Hernández thanked students from the University Legislative Scholars Program and David Rothwell, director of the program and associate professor in the College of Health, for joining trustees for breakfast before the meeting.

Hernández expressed gratitude for the service of trustees concluding their terms: Trustee Kassy Bonanno, Trustee Julia Brim-Edwards, Trustee Susan Clark and Trustee MJ Mirho.

The chair provided an update on the reopening of President Murthy's contract, a responsibility delegated to him by the board in October 2024. He noted that the president had expressed interest in a new five-year contract, which the chair strongly supports given the president's exceptional leadership.

Hernández reported he had commissioned a survey of executive compensation at peer institutions by the Association of Governing Boards (AGB). He noted that, with support from Vice President and General Counsel Becca Gose and Board Secretary Jackie Bangs, outside

counsel had been engaged to guide the process, mirroring the approach used for the original contract.

The chair reported that discussions with President Murthy will continue over the summer, with a formal report and recommendation for a new five-year contract presented to the board in October along with the ABG compensation survey. He added that the Executive, Audit and Governance Committee would review the recommendation at its Oct. 23 meeting, followed by a vote by the full board on Oct. 24.

Hernández added that, if the board approves, a letter will be sent to the chair of the OSU Foundation Board of Trustees to request their contribution to the president's total compensation.

In closing, Hernández expressed enthusiasm for recognizing President Murthy's leadership and fulfilling the board's responsibility to ensure appropriate compensation.

b. President's report

President Murthy expressed appreciation for Chair Hernandez's leadership and affirmed her ongoing commitment to OSU.

The president provided an overview of enrollment and strategic planning, noting that fall enrollment is progressing well for both first year and transfer students despite uncertainties in the federal landscape.

She provided an update on leadership transitions and organizational alignment, reporting that the search for a new provost and executive vice president was nearing completion after recent campus visits from four finalists.

She noted that Human Resources had been realigned under the Division of Finance and Administration, with a dotted line to the provost, and that the Division of Student Affairs would now report directly to the president, reflecting its importance to student success.

President Murthy announced that Patti Snopkowski would step down from her position as chief executive of audit, risk and compliance on July 15 and that a search was underway for Snopkowski's successor.

The president reported that all 13 international students affected by recent visa terminations have had their records reinstated, adding that OSU provided legal and holistic support, including declarations and participation in an amicus brief challenging federal actions against non-citizen students and scholars.

She noted that over 300 employees had attended the inaugural "Every Student Graduates" student success summit, focusing on pedagogy, advising, student well-being and data analytics. She announced a second summit – "Big Discoveries, Big Solutions" – scheduled for Oct. 20, 2025.

President Murthy reported that OSU's annual economic impact in the state of Oregon exceeds \$3.5B, adding that alumni contribute \$260B in career-long impact and support 1.4M jobs. She added that the economic impact report also highlights OSU's influence across diverse sectors, from AI and robotics to food products.

She spoke about industry collaboration, reporting that OSU leaders had visited Agility Robotics, a company co-founded by OSU Professor Jonathan Hurst that has raised \$250M from investors and employs over 120 people in Oregon. She added that OSU and Agility had signed a new agreement to deepen collaboration in AI and humanoid robotics.

The president announced the completed \$71M renovation of Withycombe Hall and the opening celebration of the Beaver Classics Creamery, noting that OSU continues its partnership with the lead donor for the project, the Tillamook County Creamery Association.

She provided an update on athletics, noting that OSU had secured a 2025 media rights deal with The CW, ESPN and CBS ensuring national coverage. She emphasized that the academic excellence of student-athletes remains a point of pride.

In closing, the president reported that OSU's annual day of giving – Dam Proud Day – raised \$3.4M from 11,000 gifts – a 26% increase over the previous year. She added that the second annual AI Week featured events with partners like Nvidia and Microsoft and emphasized ethical and innovative AI use.

c. Associated Students of Oregon State University Report

ASOSU President Audrey Schlotter delivered her final report to the board, emphasizing the challenges and rewards of student leadership and expressing pride in the accomplishments of the ASOSU team.

She reported on a student voter registration competition with the University of Oregon to promote civic participation and noted that OSU students had participated in a successful Lobby Day in Salem, advocating for higher education funding alongside the Beaver Caucus and Alumni Association. Schlotter reported that she and her peers had organized a student-led lobby day on May 7 to maintain advocacy momentum after the dissolution of the Oregon Student Association.

On the national level, Schlotter and her peers from both the Corvallis and Cascades campuses spent a week in Washington, D.C., lobbying for affordable housing, climate action and healthcare.

Schlotter highlighted several student-centered initiatives, including a free at-home STI testing program; 24-hour library pilots during finals week; clothing swaps; and weekly international student community hours.

She stressed the importance of fiscal responsibility, noting that the student incidental fee increase had been held to just 1.6% - below historical trends.

Schlotter addressed internal challenges within ASOSU, reporting that the pause on ASOSU operations was extended to allow time for structural repair and compliance with state laws and OSU requirements. She expressed hope that the next administration would continue the work of reform.

In closing, Schlotter described her term as the most challenging and rewarding year of her life, expressing deep appreciation for the students, colleagues and administrators who supported her.

In response to a question from Board Secretary Bangs about the process for recruiting student trustees, Schlotter reported that the names of two potential student trustees had been submitted to the Governor's Office.

Vice Chair Chávez-Haroldson commended Schlotter's courage and quoted her reflection on OSU's impact: "OSU has shown me who I am and who I want to become."

d. Associated Students of Cascades Campus report

ASCC President Whitney McFarlane began her report with updates on student services and sustainability, noting that utilization of housing and childcare subsidies had declined, which is typical near the end of the academic year.

She reported that food pantry usage had grown significantly, especially with the new grocery store model and the addition of perishables. She added that partnerships with Bigfoot Beverages and local pantries were expanding support and noted the continuation of a composting program in residence halls.

McFarlane reported that the trial role of director of student affinity experiences was on track to become a permanent position. She noted the introduction of six affinity groups: Asian American/Pacific Islander; Black Student Union; First-Generation Students; Gender and Sexuality Alliance; Latinx; and Disabled Students.

McFarlane noted that ASCC members attended three Ways and Means Committee hearings and testified in support of the Cascades Capital Construction Project. In addition, students participated in OSU-Cascades Lobby Day on May 5 and the Oregon Students Speak Up Lobby Day on May 7 to advocate for funding priorities like the Oregon Opportunity Grant and Public University Support Fund.

McFarlane noted her participation in the Student Trustee Selection Committee and her role in helping recommend candidates to the Governor's Office.

She reported that a new third branch of student government – the Judicial Affairs Committee (JAC) – would launch in June 2025 with three members with the stated goal of upholding the ASCC's values of transparency, communication and efficiency.

McFarlane reported that Dam Proud Day raised over \$100K for OSU-Cascades. She noted the upcoming mini golf tournament fundraiser for the student emergency fund on May 16 and the day of service on May 19, which would include assembling food bags for K-12 students affected by funding cuts.

McFarlane thanked ASOSU President Audrey Schlotter for her mentorship and partnership in strengthening ties between ASOSU and ASCC and expressed appreciation to the board for their support.

ASCC Vice President Allison Barr provided updates on the Cascades Student Fee Committee, noting the challenges of operating without a budget manager or historical documentation. She reported that the committee had developed a sustainable budgeting framework with clear guidelines, deadlines and communication standards modeled after the University Budget Committee.

Barr reported that the student professional development fund had allocated over \$3500 for 22 students to attend conferences and obtain certifications. She added that reflections from recipients highlighted the transformative impact of the funding on their academic and career aspirations.

Trustee Mirho commended McFarlane's role in the student trustee selection process.

Vice Chair Chávez-Haroldson complimented McFarlane and Barr for focusing on food security initiatives, emphasizing their importance to student success.

e. Faculty Senate Report

Faculty Senate President Andrew Valls began his report with an overview of key activities for the faculty senate, including implementation of the new Core Education curriculum; approval of academic regulations and curriculum proposals in time for the next course catalog; and coordination of student and faculty awards.

Valls acknowledged growing anxiety among faculty due to national uncertainties affecting teaching and research. He cited concerns about academic freedom and issues related to grant cancellations, extensions and changes in overhead returns.

He reported that the Research Office continues to guide and encourage grant submissions and that a webinar on academic freedom is planned to support faculty in navigating complex teaching environments.

Valls provided comments on the student success summit, noting strong faculty participation and emphasizing that the goal of "Every Student Graduates" could be reached without lowering academic standards. He stressed that inclusivity and excellence are not mutually exclusive.

He spoke about AI Week, noting that faculty are exploring AI's potential to enhance critical thinking, assignment design, grading and instruction. He added that the Center for Teaching and Learning offers robust support for faculty integrating AI into their pedagogy.

Valls announced Professor Melissa Cheyney, OSU's newest Distinguished Professor, and recognized new endowed chairs.

In closing, he expressed hope for greater stability but affirmed the faculty's resilience and dedication and extended a standing invitation to Chair Hernández to address the faculty senate.

Trustee Manning asked about evaluating the new core curriculum. Valls explained that assessment is built into course design, with tools being developed to extract data from Canvas to monitor student outcomes and identify those needing support.

f. OSU Foundation report

Penny Atkins, chair of the OSU Foundation Board of Trustees, joined the meeting by Zoom to provide an update on foundation activities.

Atkins expressed appreciation for the opportunity to honor OSU faculty at the previous evening's faculty excellence dinner and gave an overview of the mission of the OSU foundation, which includes engaging the community, inspiring investment in Oregon State and stewarding resources to support the university's activities.

She provided recent engagement highlights, noting that Dam Proud Day on April 30 had record-breaking results for the fifth consecutive year with over \$3.4M raised from more than 11,000 gifts and participation from all 50 states and 21 countries. She added that OSU Athletics received over \$1M in donations across 21 sports and programs.

She also mentioned the Volunteer Leadership Summit on April 25, which provides an opportunity to celebrate the collective impact of OSU volunteers and strengthen volunteer relationships and advocacy for university priorities.

Atkins provided a fundraising update, noting that donors had given \$157.19M as of April 30. She announced plans to exceed the stretch goal of \$180M by June 30 and expressed gratitude to donors for their support.

She provided information on the university's endowment, which is recovering from recent fluctuations and closed the third quarter of the fiscal year with a market value of \$951.2M, down slightly from the Feb. 2025 peak of \$965.7M, the highest in OSU's history.

Chair Hernández emphasized the close partnership between the two boards, noting the OSU Foundation Board's integral role in the university's success.

Vice Chair Chávez-Haroldson expressed appreciation for the opportunity to build collaborative relationships with the OSU Foundation Board during the previous day's joint meeting of the two boards and commended Atkins' leadership.

Trustee Macpherson commented on the value of the joint meeting and commended the foundation for fostering shared learning opportunities.

3. Consent agenda

- a. Minutes of the March 14, 2025, Meeting of the Board of Trustees**
- b. Minutes of the March 14, 2025, Executive Session of the Board of Trustees (Tualatin Mountain Forest Acquisition)**
- c. Minutes of the March 14, 2025, Executive Session of the Board of Trustees (Federal Administration Actions)**

A motion to approve the consent agenda was made by Trustee Manning and seconded by Trustee Chambers. The consent agenda was approved by all board members in attendance: Trustee Bonanno, Trustee Brim-Edwards, Trustee Bulger, Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee Clark, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure and Trustee Palmer.

4. Discussion item

- a. Higher Education Coordinating Commission (HECC) Update**

Ben Cannon, executive director of the Higher Education Coordinating Commission (HECC), provided an in-depth update in place of his usual standing report to the board.

He spoke about HECC's role and scope, citing its mission to ensure that all Oregonians benefit from high-quality post-secondary education, training and workforce development. He noted that HECC oversees a \$4.1B biennial budget, 83% of which is distributed directly to institutions and students.

Cannon spoke about key challenges and pressing concerns, including declining public confidence in higher education and demographic shifts (e.g., the "enrollment cliff"). He noted that rising costs were prompting calls for better alignment between education and career outcomes and mentioned that technological change – especially AI – presents both opportunities and challenges.

Cannon emphasized the return on investment (ROI) of higher education, which significantly boosts earnings and social mobility, especially for low-income students. He added that access remains inequitable, with only 9.8% of students in Oregon's higher education system coming from the lowest income quintile despite the outsized benefits gained for that demographic. He said HECC recognizes the need to expand access and improve completion rates, particularly for students with "some college, no degree" – noting that Oregon ranks among the highest in the nation in this category.

Cannon provided an overview of funding trends, reporting that Oregon ranks 37th nationally in per-student funding for public higher education, though it has improved from 49th a decade ago. He noted that Oregon has had one of the fastest increases in per-student funding since 2011 but still lags the national average.

He spoke about HECC's legislative and policy engagement, noting they work closely with the Legislature to advocate for higher education funding. He acknowledged the difficulty in quantifying the impact of increased funding but stressed the need for clearer, outcome-based messaging.

Trustee Chambers asked about state funding per student in K-12. Cannon said it is considerably more than for higher ed, but did not have exact figures. He expressed a desire to make K-12 funding and higher education funding per student more proportional.

Trustee Kitamura asked if the Economic Revenue Forecast expected on May 14 would reflect how the \$4.1B budget for the biennium would be affected, and Cannon said the forecast would influence how much the Legislature was able to budget for higher education.

Trustee Kitamura then asked about a chart in Cannon's report showing that 17% of expenses are fixed (for debt services and administration) and 83% of the budget goes directly to institutions. Cannon confirmed that debt service is fixed but said agency administration is not, adding it was likely that reductions to the public higher education budget would affect institutions and agency administration proportionally.

Trustee Macpherson asked about advocacy efforts for higher education and if there might be more convincing arguments for changing the Legislature's resource allocation than focusing on comparisons to other states. Cannon said a more compelling pitch to legislators is to show how their increased investment in higher education will impact Oregon, though he acknowledged the difficulty of stating with precision what increased investment would mean.

Trustee Macpherson then asked how to target the demographic of Oregonians with some college but no degree. Cannon said there was a big opportunity to reconnect those adults with education and that he recommended exploring a statewide model, rather than having institutions tackle the issue individually.

Trustee Chávez-Haroldson thanked Cannon for addressing equitable outcomes and access.

President Murthy highlighted an economic impact study conducted by an outside consultant, which indicated OSU's \$3.9B annual economic impact to the state. She pointed to the study as a compelling case for investment in higher education.

Trustee Manning asked Cannon's opinion on the state funding conundrum and the implicit framework around looking at higher education with a focus on its other sources of revenue. Cannon agreed with Manning's assessment and said it was a nationwide phenomenon. He said changing established thinking is a profound challenge.

5. Public comments

There was no public comment.

6. Reports of standing committees of the board

a. Academic Strategies Committee

Committee Chair Julie Manning provided a brief overview of the May 8, 2025, meeting of the Academic Strategies Committee.

(For full details, see meeting minutes and the posted recording.)

b. Finance and Administration Committee

Committee Chair Elise McClure provided a summary of the May 8, 2025, Finance and Administration Committee meeting.

(Full details are available in the posted recording and will be included in the meeting minutes.)

c. Executive, Audit and Governance Committee

Board Chair Román Hernández summarized the May 8, 2025, meeting of the Executive, Audit and Governance Committee (EAGC).

(Full details are available in the posted recording and will be included in the meeting minutes.)

7. Action items

a.—Ten-Year Business Forecast Update

b. FY2026 Operating Budget

Finance and Administration Committee Chair Elise McClure invited Vice President for Finance and Administration Carla Ho'ā and Associate Vice President for Budget and Resource Planning Brent Gustafson to recap the presentation they shared with the committee at the previous day's meeting.

Chair McClure noted that the committee had approved the operating budget after robust discussion with Ho‘ā and Gustafson about risks, uncertainties and opportunities.

Gustafson began by providing an overview of the three major operating funds:

1. **Education and General (E&G) Fund**
 - Over \$1B – primary source of flexible funding
 - Includes tuition and fees, state support (Public University Support Fund) and indirect cost recovery from research
2. **Self-Support Funds**
 - Includes housing, dining, athletics and parking
3. **Restricted Funds**
 - Includes federal research grants, financial aid (e.g., Pell Grants), and donor-restricted gifts.

Gustafson also provided background on revenue trends, noting that OSU has experienced consistent revenue growth due to enrollment and research expansion, with a slight decline in restricted funds anticipated in FY26 due to reduced federal research funding and the completion of major projects like PacWave.

He gave an overview of budget development and realignment, noting that a 5.2% reduction in planned expenditures was implemented across administrative and academic units. He clarified that reductions were tailored to each unit's circumstances and strategic priorities. Gustafson reported that the budget also includes contractual and merit-based compensation increases; a 1% contingency reserve; and a 1% reserve for strategic investments.

He cited the following as major risks and uncertainties:

1. **Federal Research Funding:**
 - 88% of OSU's \$422M in research expenditures comes from federal sources
 - FY25 indirect cost recovery was \$55M, with a negotiated rate of 48.5%
 - A 1% reduction in recovery equates to ~\$900K loss
2. **State Appropriations:**
 - OSU's projected share of the Public University Support Fund is \$193.2M
 - A flat current service level (CSL) could reduce funding by 0.77%; a reduced CSL could mean a 1.2% cut
3. **Enrollment Volatility:**
 - International students (~2,150) contribute ~\$35K each in tuition
 - Federal policy changes or global demand shifts could impact this revenue stream
 - OSU is exploring domestic enrollment strategies to mitigate potential losses
4. **Federal Student Loan Policy:**
 - Proposed risk-sharing model could cost OSU ~\$4.5M annually
 - Not yet included in the FY26 budget due to uncertainty.

Gustafson emphasized that OSU is committed to avoiding premature or excessive cuts that could harm morale or long-term planning. He said the goal was to align budget decisions with the university's strategic plan, *Prosperity Widely Shared*.

Trustee Mirho asked if OSU was partnering with HECC to focus on student retention and enrollment growth. Carla Ho'ā replied that the university has an ongoing partnership with HECC and engages in conversation with other institutions in Oregon and across the nation. Ho'ā added that the best thing the university can do to promote student success is to improve retention and graduation rates, which produces the best outcome revenue-wise as well.

Trustee McClure acknowledged that this year's budget has a higher level of uncertainty than previous years and said she appreciated the additional work Ho'ā's team did to put numbers around those risks.

Chair Hernández sought a motion to approve the operating budget for fiscal year 2026. A motion was made by Trustee Luther, seconded by Trustee Chambers and approved by all board members in attendance: Trustee Bonanno, Trustee Brim-Edwards, Trustee Bulger, Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee Clark, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure and Trustee Palmer. The motion carried.

c. Capital Project Stage Gate II: Dixon Recreation Center Improvements

Finance and Administration Committee Chair Elise McClure provided a summary of the capital project at stage gate II for improvements to the Dixon Recreation Center, which the Finance and Administration Committee previously approved for consideration by the full board.

Bruce Daley, associate vice president for University Facilities, Infrastructure and Operations and Bill Callender, associate director for facilities and risk management for Recreational Sports, were on hand to answer questions.

Chair McClure cited a total budget of \$11.5M for the project, which will be fully funded by the Department of Recreational Sports building fund reserves and will also eliminate approx. \$7.7M in deferred maintenance.

She added that the budget includes contingency funds to address potential tariffs on construction materials and unforeseen site conditions. She reported that the project will optimize space utilization for the nearly 800,000 annual visitors to the Dixon Recreation Center and has a target completion date of fall 2026.

Board Chair Hernández sought a motion to approve a capital project budget of \$11.5M for the Dixon Recreation Center improvements project and advance the project to the construction phase.

A motion was made by Trustee Brim-Edwards, seconded by Trustee Hale and approved by all board members in attendance: Trustee Bonanno, Trustee Brim-Edwards, Trustee Bulger, Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee Clark, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure and Trustee Palmer. The motion carried.

8. Discussion Items

a. Federal Landscape Update

A discussion of the evolving federal policy and funding landscape was led by Vice President for Finance and Administration Carla Ho‘ā, Director of Federal Relations Gabrielle Serra, Vice President for Research and Innovation Irem Tumer and Vice President and Chief Diversity Officer Scott Vignos.

Serra provided a high-level overview of the federal budget landscape, reporting that the Administration is proposing \$163B in cuts to non-defense discretionary programs – a reduction of approx. 23%. She noted that the proposed cuts affect higher education and research funding, including financial aid and federal grants, adding that Congress is also considering legislation to generate \$2T in savings, which may include:

- Specific changes to the Department of Education, including federal financial aid programs and new requirements for risk-sharing requirements for institutions based on student loan repayment rates
- Changes to entitlement programs like Medicaid and SNAP, which could affect state budgets and public higher education funding.

Tumer reported that she is leading a research work group to coordinate responses to federal changes, and that the university is actively engaging with principal investigators (PIs) and advocating nationally for its research community and land grant mission.

She noted that OSU is involved in legal actions, including a lawsuit challenging the National Science Foundation’s 15% cap on Facilities and Administrative (F&A) costs, adding that she had submitted a declaration detailing the harm this cap would cause.

Tumer reported that OSU had received 47 stop-work or termination orders, with 9 rescinded. She acknowledged that this is a small fraction of OSU’s 2,200 active sponsored projects but stressed that the impact is significant for faculty and students being affected. She added that delays and changes in funding are increasing anxiety and disrupting research continuity.

Looking ahead, Tumer said that OSU is exploring new funding opportunities from industry and private foundations and considering internal investments and training to strengthen its research enterprise and prepare for future challenges. In closing, she reported that research proposal submissions remain high, reflecting faculty resilience.

Ho‘ā gave an overview of research funding risks, citing both direct funding for faculty research and indirect cost recoveries (F&A) that support infrastructure and administration.

She noted that OSU’s negotiated indirect cost rate with the federal government is 48.5% - thought actual costs are higher – which means that a proposed 15% cap on indirect cost recovery could reduce OSU’s funding by approximately \$33M based on last year’s activity.

She noted that the impact of a reduced indirect rate would be compounded if direct federal research funding also declines and said the university was evaluating best-, moderate-, and worst-case scenarios to prepare accordingly.

Ho‘ā reported that the Economic Revenue Forecast expected on May 14 would provide insight into potential reductions in state funding, noting that any federal cuts could cascade into reduced state support for higher education given Oregon’s high level of federal funding.

She added that potential federal policy changes could shift financial risk (e.g., loan repayment responsibilities) to universities, possibly costing OSU several million dollars, and that broader economic uncertainty may influence student enrollment decisions. She noted that OSU has historically maintained enrollment growth during downturns.

In closing, Ho‘ā stressed that leadership is focused on thoughtfully preparing for potential impacts.

Vignos addressed shifts in policy at the federal level that are impacting student success and the wider landscape related to OSU's inclusive excellence mission.

He reported that 13 international students whose SEVIS (Student and Exchange Visitor Information System) records were terminated had those terminations reversed. He added that OSU’s Office of International Services and other partners provided extensive support, including legal advocacy.

He noted that the National Science Foundation (NSF) had terminated funding for the Louis Stokes Alliance for Minority Participation (LSAMP), which supports underrepresented students completing STEM degrees. He said OSU is transitioning affected students into the Educational Opportunities Program (EOP) and that the Division of Student Affairs, in collaboration with colleges, is working to maintain and potentially expand support for these students.

Vignos reported that OSU anticipates further disruptions to federal grants supporting student success and that the university is closely monitoring developments and planning to uphold its student success mission despite potential funding losses.

He spoke about inclusive excellence and academic freedom, noting that federal scrutiny is increasing on programs perceived to be exclusive to certain groups. He emphasized that all OSU programs comply with federal and state law and are open to all community members regardless of background. He also noted that a webinar on academic freedom was scheduled for May 14 to help faculty navigate this environment.

Vignos stressed that diverse perspectives and inclusive dialogue are essential to academic excellence, critical thinking and solving complex societal challenges.

Presenters addressed the following topics in conversation with trustees:

Chair Hernández asked if there were particular focus areas where research cuts were more pronounced. Serra replied that university-led research is under scrutiny and that public land grant universities like OSU may have particular vulnerability due to the breadth of their federal government partnerships. Serra noted significant federal attention aimed at dismantling the forest service research mission and dismantling and restructuring the EPA, NOAA and the NSF – adding that OSU has significant portfolios across those agencies. Tumer added that a large portion of OSU’s federal funding comes from the NSF and said a 50% cut to their budget would greatly affect the university.

Trustee Manning asked if there was a change in the volume of Executive Orders (EOs) and agency-related directives. Serra noted the steady pace of EOs but added that they were getting narrower in scope. She said to expect an EO on college athletics establishing a commission to settle policy issues.

Trustee Manning then asked about OSU's natural resource / climate-related portfolio, citing the example of the Hatfield Marine Science Center in Newport and its impact on the regional economy. Tumer said OSU would approach the Hatfield the same way it approaches all other programs potentially at risk, noting the need to consider new partnerships and be entrepreneurial. Serra added that OSU's primary tactic is to keep its champions in Congress informed about how these decisions impact national goals in addition to Oregon's.

Trustee Chambers emphasized the possibility of opportunity on the other end of the current uncertainty and asked if OSU was preparing for that possibility. Tumer confirmed that the university was striving to be proactive instead of reactive, noting that the Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex and its supercomputer would give OSU a competitive edge. She said the university would also focus on areas like nuclear and forest resiliency and that colleges are helping faculty pivot toward new opportunities.

b. Governance Refresher

Board Chair Román Hernández and Vice President and General Counsel Becca Gose led an annual refresher on the fundamentals of governance and trustee responsibilities.

The chair gave an overview of key governance principles and responsibilities, citing two board policies – Delegation of Authority and Trustee Responsibilities. Vice President and General Counsel Becca Gose then provided a refresher on ethics and conflicts of interest, covering the following key topics: public official status, use of office, gifts, nepotism, campaigning and lobbying.

9. Executive Session: Federal Landscape

The board met in executive session pursuant to (1) ORS 192.660(2)(h) to consult with legal counsel concerning the legal rights and duties of Oregon State University with regard to current litigation and litigation likely to be filed, and (2) ORS 192.660(2)(f) to consider information that is exempt from public disclosure on the basis that it is protected attorney by attorney-client privilege (ORS 192.355(9)(a) and ORS 40.225).

Chair Hernández stressed that no decisions were made in executive session.

10. Action Items**

a. Resolutions of Appreciation

The board recognized the exceptional leadership and service of four outgoing trustees and the university's chief executive of audit, risk and compliance.

Trustee Macpherson delivered the board's resolution of appreciation for Kasaundra (Kassy) Kassy Bonanno, who will complete her term as undergraduate student trustee and graduate in June.

The chair sought a motion to approve the board's resolution of appreciation for Trustee Bonanno. A motion was made by Trustee Luther, seconded by Trustee Chambers and approved by all board members in attendance: Trustee Bonanno, Trustee Brim-Edwards, Trustee Bulger, Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee Clark, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure and Trustee Palmer. The motion carried.

Trustee McClure delivered the board's resolution of appreciation for Marlena (MJ) Mirho, who was graduating early and completing their service as the board's first nonvoting undergraduate student trustee.

The chair sought a motion to approve the board's resolution of appreciation for Trustee Mirho. A motion was made by Trustee Kitamura, seconded by Vice Chair Chávez-Haroldson and approved by all board members in attendance: Trustee Bonanno, Trustee Brim-Edwards, Trustee Bulger, Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee Clark, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure and Trustee Palmer. The motion carried.

Board Vice Chair Maria Chávez-Haroldson delivered the board's resolution of appreciation for Susan Clark, staff trustee and long-time member of the FAC.

The chair sought a motion to approve the board's resolution of appreciation for Trustee Clark. A motion was made by Trustee Hale, seconded by Trustee Macpherson and approved by all board members in attendance: Trustee Bonanno, Trustee Brim-Edwards, Trustee Bulger, Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee Clark, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure and Trustee Palmer. The motion carried.

Trustee Manning delivered the board's resolution of appreciation for Trustee Julia Brim-Edwards, who is completing nine years of service on the board.

The chair sought a motion to approve the board's resolution of appreciation for Trustee Brim-Edwards. A motion was made by Trustee Manning, seconded by Trustee Luther and approved by all board members in attendance: Trustee Bonanno, Trustee Brim-Edwards, Trustee Bulger, Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee Clark, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure and Trustee Palmer. The motion carried.

Chair Hernández delivered the board's resolution of appreciation for Patti Snopkowski, who joined OSU in 2014 as the university's inaugural chief executive of audit, risk and compliance.


The chair sought a motion to approve the board's resolution of appreciation for Patti Snopkowski. A motion was made by Trustee Chambers, seconded by Trustee McClure and approved by all board members in attendance: Trustee Bonanno, Trustee Brim-Edwards, Trustee Bulger, Trustee Carter-Cram, Trustee Chambers, Vice Chair Chávez-Haroldson, Trustee

Clark, Trustee Hale, Chair Hernández, Trustee Kitamura, Trustee Luther, Trustee Macpherson, Trustee Manning, Trustee McClure and Trustee Palmer. The motion carried.

11. Adjournment

With no further discussion or business before the board, Chair Hernández adjourned the meeting at 3:51 p.m.

Respectfully submitted,



Stacy Jeffries
Executive Assistant, Office of the Board of Trustees



Oregon State
University

The Oregon State University Board of Trustees
The Oregon State University Foundation Board of Trustees

Joint Meeting of the OSU and OSUF Boards

May 7, 2025

3:30 – 4:30 p.m.

OSU Foundation Center

4238 SW Research Way | Corvallis, OR

MINUTES

OSU trustees present:

Kasaundra (Kassy) Bonanno, Kate Carter-Cram, Karla Chambers, Maria Chávez-Haroldson (*vice chair*), Susan Clark, Grant Kitamura, Greg Macpherson, Julie Manning, Elise McClure, Marlena (MJ) Mirho, Jayathi Murthy (*ex officio*), Camille Palmer

OSU trustees absent:

Julia Brim-Edwards, Stephanie Bulger, Lisa Hale, Román Hernández (*chair*), Toby Luther

University staff:

Jackie Bangs, Kevin Dougherty, Dan Larson, Becca Gose, Carla Ho‘ā, Jen Humphreys, Rob Odom, Aubrie Piper, Patti Snopkowski, Irem Tumer

[Members of the OSU Foundation Board of Trustees](#)

Chair of the OSU Foundation Board of Trustees Penny Atkins welcomed members of both boards and university leadership to the meeting. OSU Board of Trustees Vice Chair Maria Chávez-Haroldson emphasized the boards' commitment to collaboration and fostering student success before reading the university's land acknowledgment statement.


Atkins introduced President Jayathi Murthy, who welcomed attendees and expressed her appreciation for both boards, emphasizing how they work together to shape the future of Oregon State University through governance, philanthropy, real-world experience, wisdom and dedication.

President Murthy introduced Kevin Dougherty, senior associate vice provost and dean of students, and Aubrie Piper, associate dean of student care services, who provided an in-depth presentation on the OSU Assist mobile crisis team program, which President Murthy cited as an important initiative for achieving the university's student success goals. OSU Assist was initiated in 2020 and launched in fall 2022 with the goal of providing timely, compassionate support to students and community members experiencing crises.

After the presentation, attendees separated into small groups to discuss the OSU Assist program, with Dougherty and Piper on hand to answer questions and facilitate conversation.

OSUF Chair Penny Atkins gave closing remarks and said she looked forward to seeing trustees at the Faculty Excellence Dinner that evening. The meeting was adjourned.

Respectfully submitted,

A handwritten signature in cursive script that reads "Stacy Jeffries".

Stacy Jeffries
Executive Assistant, Office of the Board of Trustees

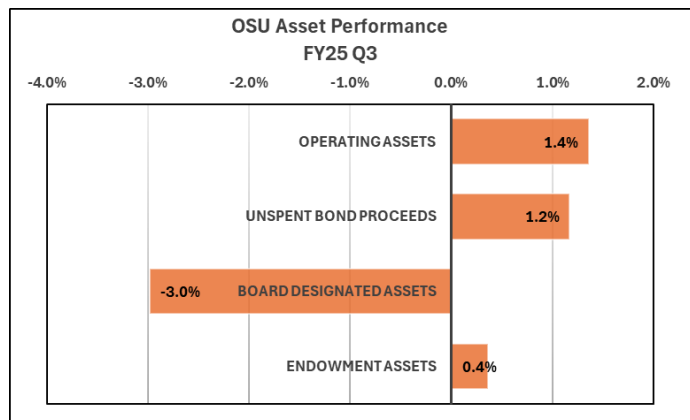
Fiscal Year 2025 Q3 Investment Report

PERFORMANCE SUMMARY

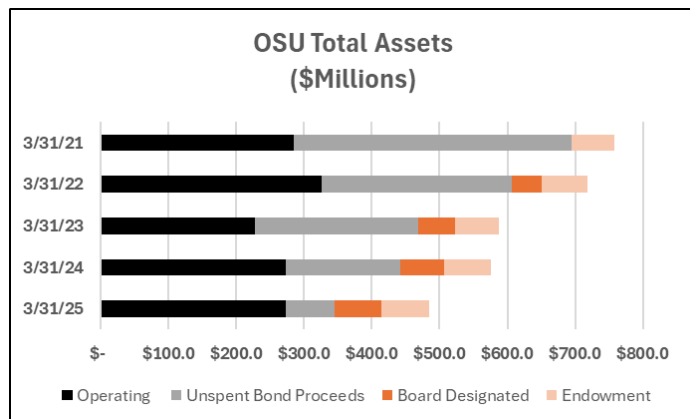
The overall performance of OSU's investments was mixed for the third quarter of fiscal year 2025, primarily due to U.S. equity market weakness. The investment performance is available in **Attachment 1**, reflecting the university's operating assets and general revenue bond proceeds invested with multiple managers, board-designated assets, the university's endowment and quasi-endowment investments managed by the Oregon State University Foundation, the land held as separately invested endowments, and the land grant endowment. **Attachment 2** includes a summary of university general revenue bond proceeds as of March 31, 2025. **Attachment 3** provides additional background information about the quarterly investment report.

Market Highlights: U.S. equities sold off as the S&P 500 declined 4.3% for the quarter due to uncertainty related to tariffs and economic growth. International equities outperformed U.S. stocks during the quarter as the Morgan Stanley Capital International (MSCI) Europe, Australasia, Far East (EAFE) index rose 6.9%. The U.S. bond market, represented by the Bloomberg U.S. Aggregate index, gained 2.8% for the period.

OSU Operating Assets: OSU's operating assets are invested in the Oregon Short-Term Fund (OSTF) and the Public University Fund (PUF). The OSTF increased 1.2% for the quarter, outperforming its benchmark by 20 basis points for the period. The PUF rose 2.4% for the quarter, matching its benchmark. As of March 31, 2025, OSU had \$146.3M of operating assets on deposit in the OSTF and \$78.7M invested in the PUF. OSU also had \$38.5M on deposit in multiple bank accounts for short-term operations.



OSU Bond Proceeds: The unspent bond proceeds invested in the OSTF gained 1.2% for the period. The short duration portfolio, managed by RBC Global Asset Management, increased 1.2% during the period, outperforming its benchmark by 20 basis points. The total market value of the unspent bond proceeds as of March 31, 2025, was \$107.1M, including \$35.4M, on deposit in university operating bank accounts.



OSU Board Designated Assets: The Bond Repayment Investment and Long-Term Equity portfolios declined 3.0% and 2.9%, respectively, for the period. U.S. equities declined as growth stocks came under selling pressure. International equities performed well as OSU's investments in the Calvert International Responsible Index Fund and Putnam International Capital Opportunities Fund each rose 5.4%, respectively, for the period. The Calvert Funds underperformed their benchmarks due to an overweight in technology stocks and an underweight in energy stocks. As of March 31, 2025, the total market value of the Bond Repayment Investment and Long-Term Equity portfolios were \$51.8M and \$17.4M, respectively.

OSU Endowment Assets: OSU's endowment assets, including those managed by the OSU Foundation, increased 0.4% for the period. The total market value of the OSU endowment assets as of March 31, 2025, was \$69.8M.

The OSU Foundation (OSUF) manages the majority of the university's endowment assets. OSUF's endowment pool increased 0.4% for the period, outperforming its benchmark by 80 basis points due to strong returns in global fixed income and absolute return funds.

Public University Fund (PUF): The PUF increased 2.4% for the period, in line with its benchmark. The PUF investment yield was 1.1% for the period. As of March 31, 2025, the PUF's market value was \$257.1M, including all participant assets.

RECOMMENDATION

Staff recommend that the Board of Trustees accept the FY2025 Q3 Investment Report.

OREGON STATE UNIVERSITY INVESTMENT REPORT

| Oregon State University Investment Summary as of March 31, 2025 (Net of Fees) | | | | | | | | | |
|--|-------------------------------|--------------------------|------------------------|----------|----------|-----------|-----------------|--|-------------------------------|
| | Quarter Ended 3/31/2025 | Current Fiscal YTD | Prior Fiscal YTD | 3 Yr Avg | 5 Yr Avg | 10 Yr Avg | Market Value | Actual Asset Allocation ¹ | Policy Allocation Range |
| OSU Operating Assets¹ | | | | | | | | | |
| OSU Cash (<i>Liquidity</i>) ² | | | | | | | \$ 38,459,769 | 14.6% | |
| Oregon Short - Term Fund (<i>Liquidity</i>) | 1.2% | 3.7% | 3.6% | 3.9% | 2.7% | 2.1% | 146,283,905 | 55.5% | |
| Benchmark - 91 day T-Bill | 1.0% | 3.6% | 4.0% | 4.2% | 2.6% | 1.9% | | | |
| PUF Core Bond Fund (<i>Intermediate-Term Fixed Income</i>) | 2.4% | 5.0% | 4.2% | 2.7% | 1.6% | N/A | 78,687,440 | 29.9% | |
| Benchmark - Bloomberg Barclays Intermediate U.S. Gov't./Credit Index Investment Yield ⁴ | 2.4% | 5.0% | 3.5% | 2.2% | 0.8% | 1.9% | | | |
| | 1.1% | 3.3% | 3.5% | 4.2% | 3.6% | N/A | | | |
| Total Operating Cash and Investments | | | | | | | 263,431,114 | 100.0% | |
| OSU Unspent Bond Proceeds | | | | | | | | | |
| Oregon Short - Term Fund (<i>Liquidity</i>) | 1.2% | 3.7% | 3.6% | 3.9% | N/A | N/A | 21,115,285 | 29.5% | |
| Benchmark - 91 day T-Bill | 1.0% | 3.6% | 4.0% | 4.2% | 2.6% | 1.9% | | | |
| RBC Short-Duration Fixed Income Portfolio (<i>Short-Term Fixed Income</i>) | 1.2% | 4.4% | 4.5% | 3.9% | N/A | N/A | 50,556,669 | 70.5% | |
| Benchmark - 91 day T-Bill ⁵ | 1.0% | 3.6% | 3.4% | 2.7% | 1.6% | 1.7% | | | |
| Total Unspent Bond Proceeds | | | | | | | 71,671,954 | 100.0% | |
| OSU PERS SLGRP⁶ | 0.0% | 5.3% | -1.7% | N/A | N/A | N/A | 10,217,586 | | |
| Total OSU Operating Assets | | | | | | | \$ 345,320,654 | | |

(continued on next page)

**Oregon State University
Investment Summary
as of March 31, 2025
(Net of Fees)**

| | Quarter Ended 3/31/2025 | Current Fiscal YTD | Prior Fiscal YTD | 3 Yr Avg | 5 Yr Avg | 10 Yr Avg | Market Value | Actual Asset Allocation | Policy Allocation Range |
|--|----------------------------|-----------------------|---------------------|----------|----------|-----------|----------------------|-------------------------|-------------------------|
| OSU Board Designated Assets | | | | | | | | | |
| Bond Repayment Investment | | | | | | | | | |
| Calvert US Large Cap Core Responsible Index Fund <i>(Domestic Equity)</i> Benchmark - Russell 1000 Index ⁷ | -5.9% | 2.4% | 19.3% | 7.8% | N/A | N/A | \$ 30,328,579 | 58.5% | 0% - 100% |
| | -4.5% | 4.1% | 19.6% | 8.7% | 18.5% | 12.2% | | | |
| Calvert International Responsible Index Fund <i>(Intl Equity)</i> Benchmark - MSCI World ex USA Index ⁷ | 5.4% | 4.5% | 11.7% | 5.5% | N/A | N/A | 12,877,504 | 24.8% | 0% - 35% |
| | 6.2% | 5.9% | 11.9% | 5.7% | 12.2% | 5.5% | | | |
| Neuberger Berman Genesis <i>(Small Cap Equity)</i> Benchmark - Russell 2000 Index ⁷ | -8.0% | -2.8% | 9.5% | N/A | N/A | N/A | 6,024,013 | 11.6% | 0% - 20% |
| | -9.5% | -0.8% | 13.8% | 0.5% | 13.3% | 6.3% | | | |
| Putnam International Capital Opportunities Fund <i>(Intl Small Cap Equity)</i> Benchmark - MSCI AC World ex USA Smid Cap Index (Net) ⁷ | 5.4% | 7.0% | N/A | N/A | N/A | N/A | 2,601,356 | 5.0% | 0% - 35% |
| | 2.7% | 3.8% | 10.1% | 2.0% | 11.2% | 4.9% | | | |
| Total Bond Repayment Investment | -3.0% | 2.4% | 15.5% | 5.9% | N/A | N/A | 51,831,452 | 100.0% | |
| Long-Term Equity | | | | | | | | | |
| Calvert US Large Cap Core Responsible Index Fund <i>(Domestic Equity)</i> Benchmark - Russell 1000 Index ⁷ | -5.9% | 2.4% | 19.3% | 7.8% | N/A | N/A | 10,128,496 | 57.9% | 0% - 100% |
| | -4.5% | 4.1% | 19.6% | 8.7% | 18.5% | 12.2% | | | |
| Calvert International Responsible Index Fund <i>(Intl Equity)</i> Benchmark - MSCI World ex USA Index ⁷ | 5.4% | 4.5% | 11.7% | 5.5% | N/A | N/A | 4,521,384 | 25.9% | 0% - 35% |
| | 6.2% | 5.9% | 11.9% | 5.7% | 12.2% | 5.5% | | | |
| Neuberger Berman Genesis <i>(Small Cap Equity)</i> Benchmark - Russell 2000 Index ⁷ | -8.0% | -2.8% | 9.4% | N/A | N/A | N/A | 1,876,774 | 10.7% | 0% - 20% |
| | -9.5% | -0.8% | 13.8% | 0.5% | 13.3% | 6.3% | | | |
| Putnam International Capital Opportunities Fund <i>(Intl Small Cap Equity)</i> Benchmark - MSCI AC World ex USA Smid Cap Index (Net) ⁷ | 5.4% | 7.0% | N/A | N/A | N/A | N/A | 937,022 | 5.4% | 0% - 35% |
| | 2.7% | 3.8% | 10.1% | 2.0% | 11.2% | 4.9% | | | |
| Total Long-Term Equity | -2.9% | 2.5% | 15.5% | 6.9% | N/A | N/A | 17,463,676 | 99.9% | |
| Total OSU Board Designated Assets | -3.0% | 2.4% | 15.5% | 6.1% | N/A | N/A | \$ 69,295,128 | | |

(continued on next page)

**Oregon State University
Investment Summary
as of March 31, 2025
(Net of Fees)**

| | Quarter Ended 3/31/2025 | Current Fiscal YTD | Prior Fiscal YTD | 3 Yr Avg | 5 Yr Avg | 10 Yr Avg ⁸ | Market Value | Actual Asset Allocation | Policy Allocation Target |
|---|-------------------------------|--------------------------|------------------------|----------|----------|------------------------|----------------------|-------------------------------|--------------------------------|
| OSU Endowment Assets | | | | | | | | | |
| OSU Foundation Endowment Pool | | | | | | | | | |
| Total Global Equity | -1.3% | 4.2% | 16.4% | 7.4% | 14.5% | N/A | \$ 30,143,133 | 47.8% | 45.0% |
| Benchmark - MSCI All Country World Index | -1.3% | 4.2% | 16.0% | 6.9% | 15.2% | N/A | | | |
| Total Global Fixed Income | 3.9% | 3.8% | 2.0% | -0.7% | 1.2% | N/A | 4,852,647 | 7.7% | 7.5% |
| Benchmark - Bloomberg Barclays Global Agg. Bond Index | 2.6% | 4.2% | 2.1% | -1.6% | -1.4% | N/A | | | |
| Total Absolute Return | 1.5% | 7.6% | 9.5% | 7.9% | 10.6% | N/A | 6,396,671 | 10.2% | 10.0% |
| Benchmark - HFRI Fund of Funds Index | -0.6% | 3.4% | 8.0% | 3.9% | 7.1% | N/A | | | |
| Total Real Assets | 2.9% | 4.7% | 1.6% | 2.0% | 8.8% | N/A | 6,081,565 | 9.7% | 12.5% |
| Benchmark - Real Assets Custom ⁹ | 5.0% | 7.6% | 4.4% | -1.0% | 8.4% | N/A | | | |
| Total Private Capital ¹⁰ | 1.5% | 6.0% | 4.0% | 2.4% | 15.2% | N/A | 14,677,683 | 23.3% | 25.0% |
| Benchmark - No benchmark provided | | | | | | | | | |
| Total Cash | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | N/A | 869,695 | 1.4% | 0.0% |
| Total OSU Endowment Assets Invested in OSUF Endow. Pool ¹¹ | 0.4% | 4.8% | 9.5% | 4.7% | 12.1% | 7.8% | 63,021,394 | 100.0% | 100.0% |
| Benchmark - 77.5% MSCI ACWI/22.5% Bloomberg Global Agg. ¹² | -0.4% | 4.2% | 12.8% | 5.0% | 11.7% | 7.1% | | | |
| Other OSU Endowment Assets | | | | | | | | | |
| Land Held as Separately Invested Endowment Funds ¹³ | 0.0% | 0.0% | 0.0% | -6.1% | 0.2% | 3.3% | 6,503,265 | 95.3% | |
| Other Endowment Assets ¹⁴ | | | | | | | 321,607 | 4.7% | |
| Total Other OSU Endowment Assets | | | | | | | 6,824,872 | 100.0% | |
| Total OSU Endowment Assets | 0.4% | 4.3% | 6.8% | 3.4% | 10.5% | 7.3% | \$ 69,846,266 | | |

(continued on next page)

Oregon State University
Investment Summary
as of March 31, 2025
(Net of Fees)

- 1 University operating asset allocations based upon liquidity needs as determined by rolling 12-month cash flow forecasts. Operating assets in excess of liquidity requirements are available for investment in the PUF Core Bond Fund and other long-term investments.
- 2 OSU Cash includes bank account balances held for operations.
- 3 100% Bloomberg Barclays Intermediate U.S. Gov't./Credit Index as of February 1, 2021. From April 1, 2017 to January 31, 2021, the benchmark was comprised of 75% Bloomberg Barclay's Aggregate 3-5 Years Index, 25% Bloomberg Barclay's Aggregate 5-7 Years Index.
- 4 The reported investment yields for the quarter and fiscal year-to-date represent earned yields for the period and are not annualized rates.
- 5 100% 91 day T-Bill Index as of September 1, 2023. From August 17, 2020 to August 31, 2023, the benchmark was ICE BofA 1-3 year US Corporate & Government Index.
- 6 During fiscal year 2021, the university funded a PERS Side Account totaling \$10,000,000 which represented approximately 2.2% of the university's unfunded actuarial liability as of June 30, 2021. PERS contributed \$2,225,203 matching contributions to the Side Account. The Side Account represents a pre-payment of OSU's future contributions. Including earnings and amortization, the account balance as of December 31, 2023 was \$10.2 million.
- 7 A benchmark index measures the performance of all investable securities as defined by its referenced universe. OSU's investment portfolios limit/exclude exposure to fossil-fuel related securities, per investment policy, and performance of OSU's investment portfolios may differ from their stated benchmark.
- 8 The OSU Foundation investment advisor, Agility, does not provide a 10-year benchmark for the individual asset classes. The 10-year benchmark is provided at the total pool level only.
- 9 Real Assets Custom Benchmark: 1/3 FTSE EPRA/NAREIT Developed Index, 1/3 Bloomberg Commodity Index, 1/3 Bloomberg U.S. TIPS
- 10 To meet financial period and reporting deadlines, private capital market value and performance figures presented may differ from actual results.
- 11 Investment returns are reported net of investment manager fees; gross of the Foundation's administrative fees.
- 12 The Endowed Pool benchmark consists of 77.5% of the MSCI ACWI and 22.5% of the Barclays Global Aggregate. During the portfolio transition period (July 2016), as agreed with OSUF, the benchmark return was equal to the actual return of the portfolio. Prior to 7/1/16, the benchmark consisted of 15% S&P 500 / 4% Russell 1000 Growth / 17% MSCI EAFE / 6% MSCI Emerging Markets / 6.5% Barclays Aggregate / 6.5% Citi WGBI / 3% Principal Diversified Real Assets Custom Blend / 18% HFRI Fund of Funds Composite Index / 3% S&P North American Natural Resources Sector Index / 3% Alerian MLP Index / 5% NCREIF Townsend Blended Index / 10% Burgiss Global Private Equity Index / 2% 91 Day T-Bills / 1% Mercer Illiquid Natural Resources Index.
- 13 Physical appraisals completed every five years. Valuations in interim years provided by faculty. Investment returns updated annually during the fiscal fourth quarter. Land held as separately invested endowments may not be sold, with the exception of the Matteson property, beginning 2/25/2035, and the Roth property. Land use is restricted to teaching and research. Partial harvests, consistent with good forestry management practices are allowed, with specified uses for ongoing funding for scholarships and an endowed chair.
- 14 Funds provided by the State which are restricted to certain bond investments.

Note: Outlined returns underperformed their benchmark.

OREGON STATE UNIVERSITY REPORT ON UNSPENT GENERAL REVENUE BOND PROCEEDS

The schedule of Oregon State University’s unspent revenue bond proceeds as of March 31, 2025, is shown in the summary below.

Unspent Revenue Bond Proceeds¹

| Issuance Year | 2017 | 2019 | 2020 | 2024 | Total ¹ |
|--------------------------------------|--------------|--------------|---------------|---------------|--------------------|
| Unspent Revenue Bond Proceeds | \$ 6,530,088 | \$ 9,522,906 | \$ 66,230,521 | \$ 20,000,000 | \$ 102,313,515 |
| <i>Allocated</i> ² | \$ 6,530,088 | \$ 9,552,906 | \$ 66,230,521 | \$ 20,000,000 | \$ 102,313,515 |
| Unallocated | \$ - | \$ - | \$ - | \$ - | \$ - |

¹ Reported value is based on book value and includes \$35,457,214 of allocated proceeds held in the operations bank account.

The market value of the unspent bond proceeds investment is comprised of the following data elements:
Book Value (\$102,313,515) – Cash in bank (\$35,457,214) + Unrealized Gains (\$4,516,549) + Earnings Receivable (\$299,104) = \$71,671,954.11.

² Allocated proceeds are bond proceeds committed to specific projects that have Stage Gate 2 approval by the Board.

PUBLIC UNIVERSITY FUND INVESTMENT REPORT

Public University Fund Performance

| | Quarter Ended 3/31/2025 | Current Fiscal Year | Prior Fiscal Year | 3-Year Avg. | 5-Year Avg. | Market Value | Asset Allocation |
|-------------------------------|--------------------------------|----------------------------|--------------------------|--------------------|--------------------|---------------------|-------------------------|
| PUF Core Bond Fund | 2.4% | 5.0% | 4.2% | 2.7% | 1.6% | \$ 257,100,353 | 100.0% |
| <i>Benchmark</i> ¹ | 2.4% | 5.0% | 3.5% | 2.2% | 0.8% | | |
| <i>PUF Investment Yield</i> | 1.1% | 3.3% | 3.5% | 4.2% | 3.6% | | |

¹ Benchmark is 100% Bloomberg Barclay's Intermediate U.S. Gov't/Credit Index as of February 1, 2021. From April 1, 2017 to January 31, 2021, the benchmark was 75% Bloomberg Barclay's Aggregate 3-5 Years Index, 25% Bloomberg Barclay's Aggregate 5-7 Years Index.

A description of the PUF's portfolio characteristics and market exposures is included in Attachment 2 of this report.

Participant Ownership

| | Market Value as of 3/31/2025 | % Ownership |
|--------------------------------------|-------------------------------------|--------------------|
| Portland State University | \$131,379,884 | 51.1% |
| Oregon State University ¹ | 78,847,509 | 30.7% |
| Oregon Institute of Technology | 20,501,129 | 8.0% |
| Western Oregon University | 13,534,092 | 5.2% |
| Eastern Oregon University | 12,837,739 | 5.0% |
| Grand Total | \$257,100,353 | 100.0% |

¹ As of March 31, 2025, Oregon State University's total PUF market value consisted of operating assets, valued at \$78,687,440 and land grant endowment assets, valued at \$160,069.

FY2025 Q3

MARKET COMMENTARY

(Prepared by Meketa Investment Group, consultants to the Oregon Investment Council)

Report on Investments – as of March 31, 2025

Economic and Market Update

In the first calendar quarter of 2025, investment flows rotated out of U.S. stocks to non-U.S. stocks while bonds rallied on uncertainty related to tariffs and growth.

- Domestic equities sold off in the first quarter with the (S&P 500) declining (-4.3%) with growth underperforming value, small-cap trailing large-cap, and defensive sectors outperforming.
- Non-U.S. developed market stocks MSCI EAFE increased 6.9% outperforming U.S. markets at the start of the year, supported by rate cuts from the European Central Bank (ECB), European Union planned increases in defense spending, and a weakening U.S. dollar.
- Emerging market stocks rose 2.9% in the first calendar quarter, largely supported by a rally in Chinese stocks (+15.0%) on DeepSeek AI enthusiasm.
- In February, the Federal Reserve held rates steady with inflation, while improving, remaining above target with the unemployment rate at near historic lows.
- Most fixed income markets posted positive returns for the quarter. The broad U.S. bond market (Bloomberg U.S. Aggregate) rose 2.8% for the quarter. Long Treasuries (+4.7%) were the best performer in the falling rate environment while high yield bonds (+1.0%) produced the smallest gains given the economic uncertainty in the U.S.
- Looking ahead, continued uncertainty related to the U.S. administration's tariff policies and their impact on the economy, inflation, and Fed policy will be key. The path of China's economy and relations with the U.S., as well as concerns over elevated valuations and technology-driven concentration in the U.S. equity market will also be important focuses of 2025.

Market Returns¹
March 31, 2025

| | Month | Quarter | YTD | 1-Year | 3-Year | 5-Year | 7-Year | 10-Year |
|-------------------------------------|-------|---------|-------|--------|--------|--------|--------|---------|
| S&P 500 | -5.6% | -4.3% | -4.3% | 8.3% | 9.1% | 18.6% | 13.2% | 12.5% |
| MSCI EAFE-ND | -0.4% | 6.9% | 6.9% | 4.9% | 6.1% | 11.8% | 5.3% | 5.4% |
| MSCI EM-ND | 0.6% | 2.9% | 2.9% | 8.1% | 1.4% | 7.9% | 1.6% | 3.7% |
| MSCI China-ND | 2.0% | 15.0% | 15.0% | 40.4% | 3.5% | 1.5% | -0.7% | 2.5% |
| Bloomberg US Aggregate | 0.0% | 2.8% | 2.8% | 4.9% | 0.5% | -0.5% | 1.6% | 1.5% |
| Bloomberg US TIPS | 0.6% | 4.2% | 4.2% | 6.2% | 0.1% | 2.4% | 3.0% | 2.5% |
| Bloomberg US Corporate High Yield | -1.0% | 1.0% | 1.0% | 7.7% | 5.0% | 7.3% | 4.9% | 5.0% |
| ICE BofAML US 3-Month Treasury Bill | 0.3% | 1.0% | 1.0% | 5.0% | 4.2% | 2.6% | 2.5% | 1.9% |
| ICE BofAML 1-3 Year US Treasury | 0.5% | 1.6% | 1.6% | 5.4% | 2.8% | 1.2% | 2.0% | 1.5% |
| ICE BofAML 10+ Year US Treasury | -0.8% | 4.8% | 4.8% | 1.7% | -6.7% | -7.6% | -0.7% | -0.4% |

¹Source: Oregon State Treasury

U.S. Equities: After a strong start to the year, U.S. equities ended the quarter lower. In late January China’s DeepSeek introduced an Artificial Intelligence (AI) model comparable to market leaders but at a much lower cost. This took investors by surprise and heavily weighed on technology stocks, particularly the “Magnificent 7”. Renewed trade tensions between the U.S. and its trading partners also caused investors to lower expectations.

Growth stocks were harder hit than value stocks across the market cap spectrum. In the large cap space, this dynamic was driven by technology stocks (NVIDIA, Broadcom, Microsoft, Apple), along with Tesla. In the small cap space, where the divergence was less pronounced, technology stocks were again the driver, mainly due to software and semiconductor stocks.

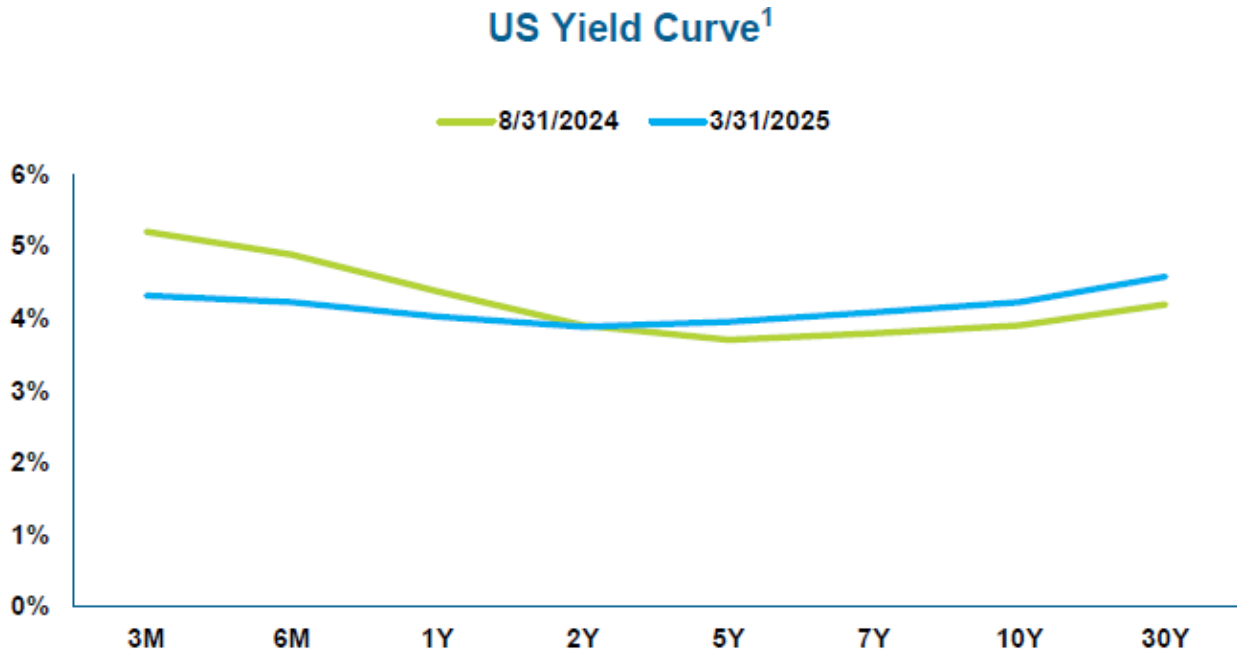
Small cap stocks (Russell 2000) trailed large cap stocks (Russell 1000) over the quarter as recession fears grew.

Foreign Equity: By contrast to the U.S., developed market equities rose in the first calendar quarter benefiting from the rotation away from U.S. technology companies. Eurozone stocks saw the highest returns, driven by plans in Germany to increase defense and infrastructure spending, strong gains in the financial sector (particularly banks), and continued rate cuts from the ECB. The UK followed closely behind, with gains led by returns in large cap energy and financials. Japan saw moderate losses, due to global trade uncertainties hurting exporters.

Emerging markets saw modest gains in the first calendar quarter, driven largely by China. China’s gains were a combination of improving sentiment towards tech following DeepSeek’s promising AI debut and the announcement of additional stimulus measures. Brazil was another strong performer in the quarter, benefitting from strong commodity gains and a strengthening currency. India saw declines due to slowing growth and weakening demand for their exports.

Valuations in U.S. stocks came down over the quarter but remained at a significant premium to non-U.S. developed and emerging market stocks. U.S. equities, priced at 35.6 times earnings, continue to trade well above their long run price/earnings average of 28.3. Non-U.S. developed market valuations are trading slightly above their long-term average. Emerging market stock valuations increased during the quarter to 15.1 but remained below their long-run average.

Fixed Income: The broad U.S. bond market (Bloomberg Aggregate) rose 2.8% with both short (+3.0) and longer dated (+4.2%) Treasury Inflation Protected Securities outperforming as inflation risks rose modestly. Long-term Treasuries (+4.7%) particularly benefited in this environment of uncertainty and falling interest rates. High yield bonds (+1.0) rose the least during the quarter as uncertainty and risk aversion grew ahead of the planned tariff announcement from the U.S. in early April.



¹ Source: Bloomberg. Data is as of March 31, 2025.

U.S. Treasury yields declined in the first calendar quarter, as investors expressed concerns about the potential policies of the new U.S. administration, economic data related to consumers weakened, and overall growth expectations fell. The more policy sensitive 2-year Treasury yield fell from 4.24% to 3.89%, while the 10-year Treasury yield declined from 4.57% to 4.21%. After the Fed started reducing interest rates in September 2024, the yield curve stopped being inverted (short-term interest rates higher than long-term interest rates) given expectations for inflation to continue to decline and policy rates to proceed lower.

While inflation has been slow to return to the Fed’s 2% average target, over the quarter the year-over-year rate fell from 2.9% to 2.4%. The month-over-month rate moved into negative territory at the quarter-end (0.1%). A slowing in the rate of increase in the services sector along with a drop in energy prices contributed to the recent decline. Core inflation year-over-year also declined over the quarter (3.2% to 2.8%) with the month-over-month rate slowing to 0.1%. A decline in the pace of shelter price increases drove results. Inflation expectations stayed relatively stable over the quarter as investors continued to evaluate the potential inflationary impacts of the new U.S. administration’s policies.

US Dollar vs. Broad Currencies¹



¹ Source: Bloomberg. Data as of March 31, 2025

After strengthening through 2024, the U.S. dollar recently started to weaken. Concerns over changing U.S. administration policies, slower growth, and corresponding lower yields have recently weighed on the value of the dollar.

Summary-Key Trends:

- According to the International Monetary Fund's January report, global growth in calendar year 2025 is expected to be slightly higher than 2024 (3.3% versus 3.2%). Growth forecast in the U.S. (+2.7%) and China (+4.6%) are lower for this year compared to last, while growth in the EU (+1.0%) is projected to be slightly higher in 2025.
- Elevated levels of uncertainty along with higher tariffs could weigh on growth while at the same time fan inflation. Inflation levels will likely lead to a slower pace of interest rate cuts by the Fed. Uncertainty in the U.S. and the potential for slower growth could continue the rotation out of U.S. assets and pressure the dollar.
- Signs of stress have started to emerge on the U.S. consumer with sentiment weakening. Consumers are particularly concerned about losing their jobs and the potential for higher prices. Overall risk to economic growth and to inflation from tariffs, as well as elevated borrowing costs, could put further pressure on consumers and lead to a weaker job market.
- A focus for U.S. equities going forward will be whether earnings can remain resilient if growth slows. Also, the future paths of the large technology companies that have driven market gains will be important.
- Trade tensions between the U.S. and China will remain a center of attention. As tariffs have soared on both sides, China continues to direct support on its economy/asset prices with a suite of fiscal and financial policy stimulus measures. Advances in AI technologies have also contributed to some optimism. Despite the policy support, consumer spending is still weak, and issues remain in the real estate sector.

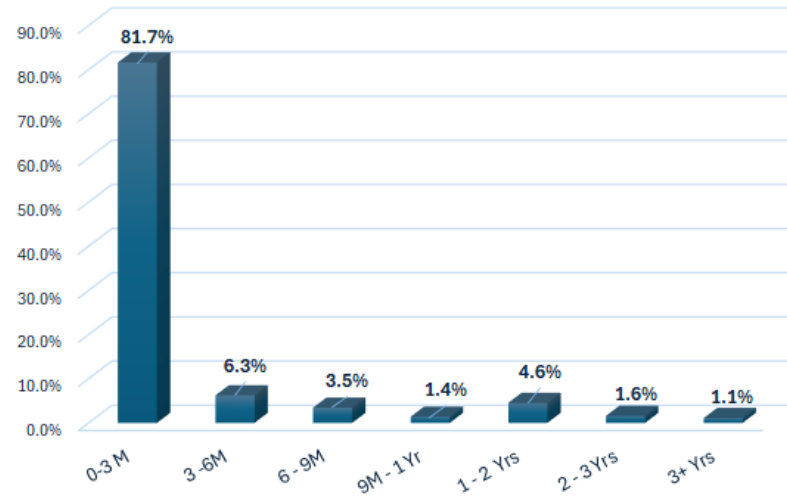
Oregon Short-Term Fund

March 31, 2025

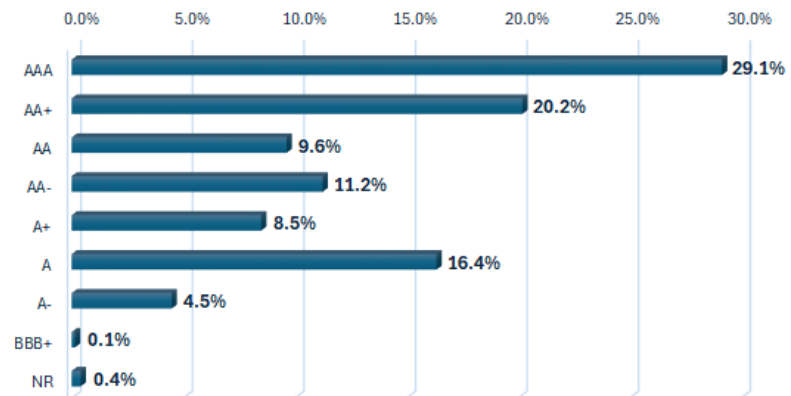
| Portfolio Characteristics | |
|----------------------------------|----------------|
| Market Value 3/31/2025 | \$ 335,164,369 |
| Weighted Average Credit Quality | AA |
| Book Yield (%) | 4.71% |
| Weighted Average Maturity (days) | 93 days |
| Duration (years) | 0.22 |
| Spread Duration (years) | 0.69 |

| Top 10 Issuers | |
|---|--------------|
| United States Treasury | 15.7% |
| Federal Farm Credit Banks | 3.7% |
| Canada Pension Plan Investment Board Capital Incorporated | 2.5% |
| American Honda Finance Corporation | 2.1% |
| Capital One Multi-Asset Execution Trust | 1.9% |
| National Rural Utilities Cooperative Finance Corporation | 1.7% |
| The Toronto-Dominion Bank | 1.6% |
| New York Life Global Funding | 1.6% |
| Toyota Motor Credit Corp | 1.6% |
| Royal Bank of Canada | 1.5% |
| Total | 33.9% |

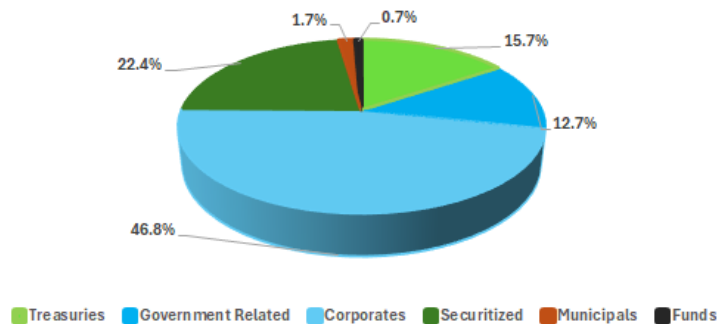
Maturity Breakdown



Credit Quality Distribution



Sector Allocations



Source: Oregon State Treasury

Core Bond Fund

March 31, 2025

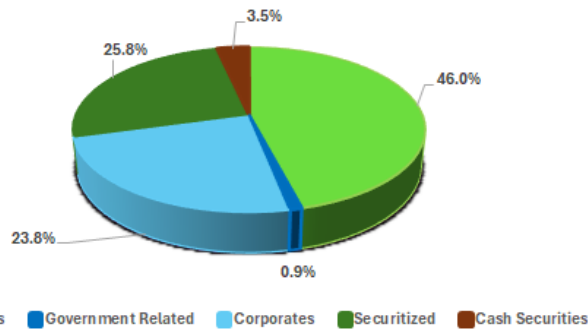
Portfolio Characteristics

| | |
|-----------------------------------|----------------|
| Market Value 3/31/2025 | \$ 257,100,353 |
| Weighted Average Credit Quality | AA- |
| Book Yield (%) | 5.16% |
| Weighted Average Maturity (years) | 4.47 |
| Duration (years) | 3.82 |
| Spread Duration (rate) | 1.93 |

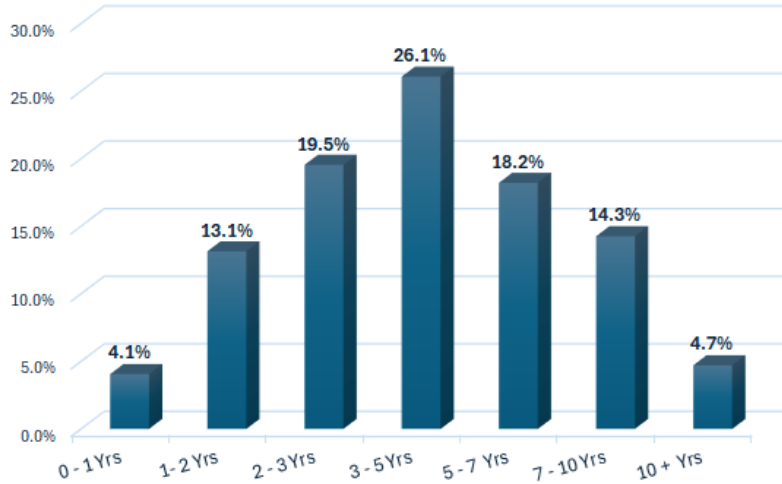
Top 10 Issuers

| | |
|--|--------------|
| United States of America | 49.0% |
| Federal Home Loan Mortgage Corporation | 4.4% |
| Wheels Fleet Lease Funding LLC 25-1 | 4.0% |
| Cash & Cash Equivalents | 3.0% |
| Federal National Mortgage Association | 2.8% |
| Agree Realty Corporation | 2.2% |
| Rexford Industrial Realty Incorporated | 2.0% |
| Wheels Fleet Lease Funding LLC 24-2 | 1.8% |
| Spirit Airlines Class A Pass Through Certificate | 1.6% |
| DT Midstream Inc | 1.5% |
| Total | 72.2% |

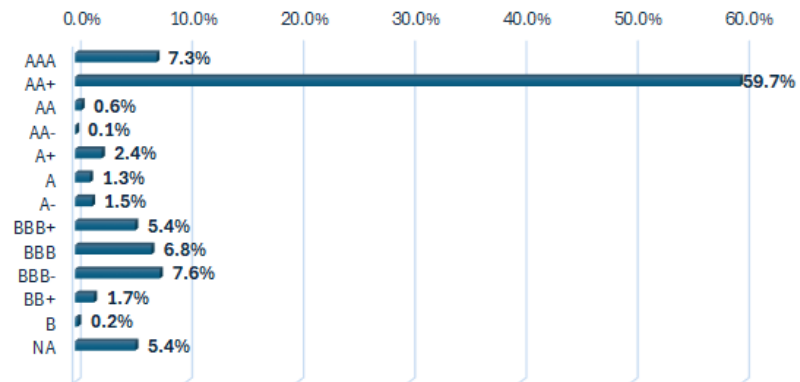
Sector Allocations



Maturity Breakdown



Credit Quality Distribution



Source: Oregon State Treasury

INVESTMENT REPORT BACKGROUND

The quarterly investment report is provided to ensure that the university's investment strategies align with the Board-approved investment policies risk/return profile. A summary of investment returns of OSU Operating Assets, OSU Board Designated Assets, and OSU Endowment Assets reflects the impacts of the university's asset allocation approach.

The Board of Trustees have responsibilities related to monitoring, distribution, administration and investment of OSU property such as operating and endowment assets. Additionally, trustees have fiduciary responsibilities for investments in the Public University Fund (PUF), due to OSU's role as Designated University for this commingled investment vehicle. The following details provide background information about the various reports included in this docket.

- **Oregon State University Investment Report** –This report reflects the performance of the university's operating assets and general revenue bond proceeds invested with multiple managers, board-designated assets, the university's endowment, and quasi-endowment investments managed by the Oregon State University Foundation, the land held as separately invested endowments, and the land grant endowment that is invested in fixed income investments.
- **Oregon State University Report on Investments of General Revenue Bond Proceeds** – This section provides a summary of unspent revenue bond proceeds as of the report date.
- **Public University Fund Investment Report** –The PUF is an investment pool that is administered by the university on behalf of all Oregon public university participants, pursuant to legislation adopted by the 2014 Legislature. The PUF invests in intermediate-term fixed income securities. The following universities participate in the PUF: Eastern Oregon University, Oregon Institute of Technology, Oregon State University, Portland State University and Western Oregon University. This report reflects the performance of all participants' assets held in the PUF.
- **Market Background** – This section provides a general discussion of the investment markets and related performance information for the reporting period available in Attachment 1.
- **Portfolio Characteristics** – Portfolio characteristics for university assets invested in the Oregon Short-Term Fund and the PUF Core Bond Fund are included in Attachment 2.

Ten-Year Business Forecast: FY2026 through FY2035

EXECUTIVE SUMMARY

OSU's Ten-Year Business Forecast is intended to identify long-term trends in the university's finances. The forecast builds from the fiscal year (FY) 2026 adopted budget and projects forward the impacts of budget decisions now as well as the trends the institution is experiencing and anticipating. This is an estimate of OSU's future financial circumstances, not a specific plan nor indication of intended outcomes.

BACKGROUND AND PURPOSE

OSU's Ten-Year Business Forecast is intended to identify long-term trends in the university's finances taking into account known or anticipated changes while balancing a sometimes significant reliance on assumptions about unknown factors, especially in out years. The forecast provides a look far enough ahead to take corrective action or to plan for additional investments, and to carefully consider the long-term impacts of current programmatic and financial decisions. The forecast considers enrollment projections; tuition rates and institutional financial aid; projections of state funding; expense projections for inflation, benefits, salaries and costs of enrollment growth; and new construction, renovation and repairs along with associated operating and debt costs.

The forecast is highly dependent on the Corvallis campus's Education and General (E&G) operations, as these have the largest impact on the university's financial position and can change the most with fluctuations in projections of tuition and enrollment. However, projections for operating and capital impacts on all funds are included in the assessment of the long-term financial metrics. These include OSU-Cascades E&G operations, self-support operations for Corvallis and OSU-Cascades, restricted funds and Statewide Public Services funds.

The forecast helps management to identify areas of concern and opportunities associated with the university's decisions and external conditions early enough to take action to maintain and improve the university's financial strength.

The Ten-Year Business Forecast takes an institutional-level view of operating and capital needs and the expected trajectories of revenues and expenses. Last year's forecast had included substantial "out-of-model" adjustments to anticipate the marginal revenue and expense impacts from the financial *pro forma* developed after the launch of OSU's *Prosperity Widely Shared* strategic plan. This forecast has refined that outlook and maintains elements of the *PWS pro forma*, but with specific adjustments.

The outlook described in the forecast and the project detail in the capital forecast are used to assess the relative impact of different strategies. Actual strategies, projects, or decisions may change as circumstances or institutional priorities evolve.

Note that projections for this forecast were built from a higher level of analysis than prior years. Aggregating revenue and expense categories during the development of the forecast were generally producing estimates that were in line with those built from lower-level detail. Combined with capacity challenges, staff have adopted a forecasting approach that relied on fewer distinct detailed assumptions, so there is less detail described in this docket.

July 8, 2025, Board of Trustees Meeting

MAJOR ASSUMPTIONS OF THE FY2026-2035 TEN-YEAR BUSINESS FORECAST

The university's forecasting software, Synario, integrates financial information across the three major operating funds and the major elements of the financial statements. This version is updated to include the fiscal year (FY) 2024 audited financial results, projected outcomes for FY25, and the board-adopted budget for FY26.

A foundational part of the forecast is the estimate of enrollment in major student categories for all locations. The forecast also assumes some growth in staffing of academic faculty, professional faculty and support services, driven largely by growth in various types of enrollment. For the most part, the specific academic programs and administrative support units in which this growth will occur are not identified here, since the forecast is at the institutional level. However, the growth assumptions are based on anticipated student demand in selected programs, priorities in the strategic plan, and associated growth critical support services.

The forecast is based on a core enrollment scenario that assumes that present trends continue (incoming class sizes, annual retention and progression rates, annual Ecampus growth, etc.).

Operating Funds

The operating forecasts for Education and General funds, self-support funds and restricted funds are based on assumptions for the major revenue and expense drivers from fiscal years 2025 through 2035. The principal drivers are noted below.

- Tuition revenue estimates are significantly driven by the university's outlook for enrollment. Enrollment at OSU is projected to increase, thus resulting in a growing base of tuition revenue. The components of enrollment growth are principally from rising numbers of Ecampus students, consistent with the goals and efforts of the *Prosperity Widely Shared* plan. Beyond that, enrollment growth is more modest for Corvallis undergraduates (largely constrained by housing capacity), OSU-Cascades and graduate and professional students. The outlook for tuition revenue also includes an assumption of a continued commitment to increased financial aid for Pell-eligible Oregon students and Western Undergraduate Exchange enrollments.
- Beyond changes in headcount, the forecast assumes rising rates of tuition charges going forward, including weighted undergraduate rate increases of 4.9% in FY26–FY28, followed by 3.5% in successive years. Included are similar rates for most graduate programs but slower rate increases for resident graduate programs in Corvallis and Ecampus to stay competitive in national markets.
- State funding is projected to increase at 6.0% per biennium. State funding changes can experience fluctuations, but the consistent rate of biennial growth smooths the highs and lows of over the forecast period. The same increases are assumed for Corvallis, OSU-Cascades and Statewide Public Services (SWPS).
- Student fee rates are assumed to increase at 3.0% per year in Corvallis and 3.0% per year at OSU-Cascades. These fee rate increases have varied on an annual basis in the past, and this rate of increase is intended to project an upward trend, while smoothing out the variability over the forecast horizon.
- Other major revenues have been adjusted downward in anticipation of more constrained federal funding. Federal funding for research is not likely to generate the marginal growth in Facilities & Administration cost reimbursement that was anticipated in last year's projection.

July 8, 2025, Board of Trustees Meeting

- Estimated growth in compensation costs over a ten-year period is included in the model. Compensation is OSU's largest expense, and the growth assumed is a combination of increases in salary, benefits costs and modest growth in employee headcount over the 10-year period.
- General inflation on goods and services is also built into the expense outlook.

These assumptions are used in Synario to forecast operating statements (revenues and expenses by major category, including transfers in and out) which are an integral part of the calculation of projected financial statements and financial metrics.

Ten-Year Capital Forecast

The Ten-Year Capital Forecast describes how OSU could provide—over the period of fiscal years 2026 through 2035—for the physical environment necessary to carry out its mission. The forecast presents projects that cost \$10M (million) or more that will be presented to the board through its [Stage Gate approval process](#). The forecast also presents minor capital projects (those with budgets less than \$10M) in aggregate. The forecast is sequenced by legislative biennium. Five biennia are covered in the 2025 Capital Forecast: 2025-27, 2027-29, 2029-31, 2031-33, and 2033-35.

The forecast lays out OSU's plans for capital investments based on current and anticipated conditions, needs, priorities, and resources. The Ten-Year Capital Forecast is guided by OSU's Strategic Plan, *Prosperity Widely Shared*, and a ten-year operating forecast. A broad array of campus leaders, staff, committees, programs and consultants provide input and assist in developing the forecast, which considers OSU's capital needs across the entire state.

The forecast is a projection based on current knowledge and assumptions about needs, gifts, debt capacity, and priorities in the future. As planning progresses, major projects are referred to the board through Stage Gate submittals for approval to proceed. The inclusion of a project in the Ten-Year Capital Forecast is not a commitment that the project is approved for funding or construction.

Debt Management Assumptions

The Ten-Year Capital Forecast is supported by previously issued debt and anticipated additional borrowings. The current balance of previously issued debt is \$898.6M and \$710.4M in interest payments for a total existing debt service obligation of \$1.6B extending through FY2060. Unspent bond proceeds of \$102.3M, as of March 31, 2025, are from issuances intended to support the Ten-Year Capital Forecast. Additionally, the university has a \$100.M commercial paper program available for short-term taxable or tax-exempt uses. The forecast assumes debt support for the first phase of the Housing Vision beginning in FY26 with incremental long-term debt totaling \$219.0M. Interest payments of \$174.6M are assumed for the new debt at a 4.9% borrowing rate for 33 years of debt service.

The expense for debt service is only included for those projects for which the board has approved issuing debt. Projects envisioned in the Ten-Year Capital Forecast that have not had board approved debt are not part of the expense outlook for the operating budget, but those costs would need to be evaluated at the time of potential future issuance.

Other Factors

Several other factors affect the university's financial statement projections:

- The state annually assigns OSU a portion of any changes in the state's PERS liability. Updates for actual investment returns, member census data, and financial information; and variable factors such as statute changes, long-term expected rate of return assumptions, inflation rate, discount rate, projected salary increase assumptions and demographic assumptions such as expected mortality are made to adjust the current net position. The pool values are allocated to OSU and are recorded accordingly in the financial statements. This is one of the areas of significant uncertainty in projecting the financial statements.
- The forecast includes \$10M for a PERS side account that OSU funded in 2021 which included \$2.2M in matching state funding. The PERS side account began amortizing in December 2020 and reduces retirement rates for over ten years.
- Changes in accounting standards in the future can change the university's financial position.

Principal changes since April 2024

The forecast was updated to begin from FY24 actual results, including the audited financial statement as well as projections for FY25. The board-adopted budget figures were then the starting point for FY26 and future years. Beyond updating actual results, this forecast now includes a number of revised assumptions related to the implementation of *Prosperity Widely Shared* plans.

Additionally, after the forecast in the spring of 2024, the university engaged Huron Consulting to evaluate the assumptions that had informed the *PWS pro forma*. Directionally consistent with that evaluation, this forecast has reduced the rate at which Ecampus enrollments are envisioned to grow as well as the level of research expenditures the university is likely to generate through the forecast period. These two areas are critical to *PWS*, and they were also the two areas where the *pro forma* analysis and the Huron analysis differed the most. The stretch goals remain in place for *PWS*, but the forecast assumes a longer time horizon in which the university will reach those goals.

Specifically, the original *PWS pro forma* assumed aggressive enrollment growth, obtaining 30,000 distance learners by 2030, and from this enrollment growth, the *pro forma* assumed substantial growth in tuition revenue. Huron's analysis of the marginal tuition growth was only 43% of the *pro forma* level. This forecast assumes Ecampus tuition revenue that is about 52% of the original *pro forma* over the duration of the forecast horizon. The forecast is actually lower than Huron's in the first couple of years, and exceeds the Huron outlook as time progresses.

The reduction in restricted revenue growth in this forecast results in an outlook that is closely aligned with the Huron analysis. Both assume that restricted research revenue will grow, and will take longer than the original *pro forma* to reach the *PWS* goal level. This is an area of significant uncertainty that has emerged since the original *pro forma* and the Huron analysis.

PRINCIPAL CONCLUSIONS AND ANALYSIS

More discussion on each of the three major funds is included below.

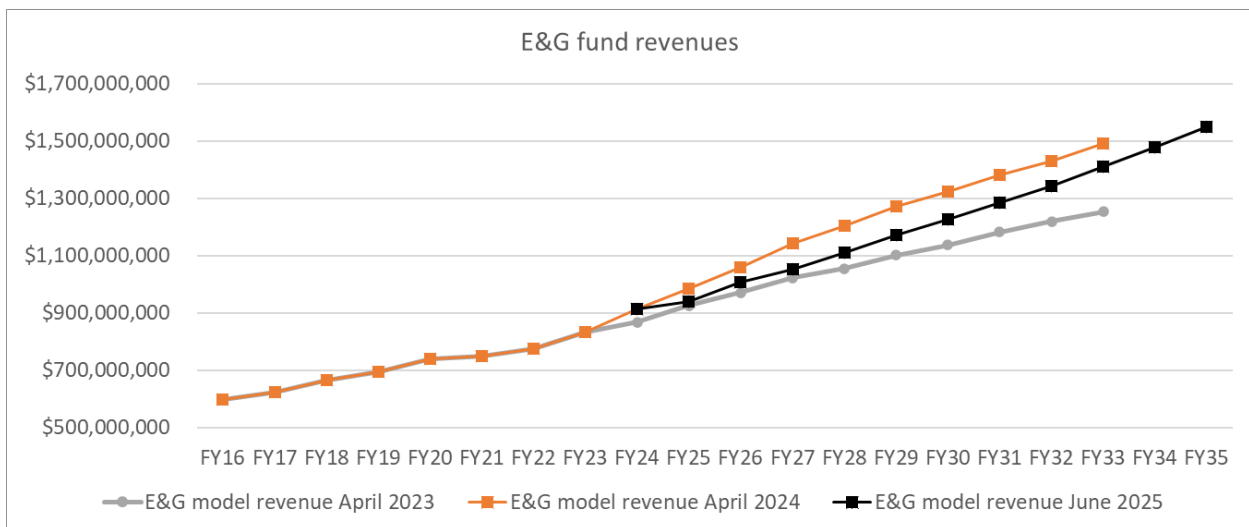
Education and General Funds: Operating and Capital

The Education and General fund forecast is impacted most significantly by the outlook for tuition revenue—OSU’s largest single source of revenue. Tuition revenue is a combined outcome of enrollment levels and the rates the University charges. Overall Corvallis enrollment is expected to grow modestly from transfer students and improvement in retention. Ecampus enrollment is the principal source of enrollment growth in the forecast. OSU-Cascades is also assumed to grow, though from a smaller base of students, so the impact on the institutional level forecast is modest.

Beyond tuition, E&G revenue growth comes principally from rising amounts of state support, albeit at a modest pace that is assumed to lag general cost pressures. The forecast projects falling E&G fund balances as a result of expense growth that exceeds the rate of revenue growth.

Unlike prior years where the Ten-Year Business Forecast has preceded the decisions of the annual operating budget, this forecast builds in the projected impacts of the budget realignment that begins with the FY26 budget year. The reduction in base expenditures carries forward into future years, and without that assumption, the outlook for E&G would be significantly worse. The budget realignment for the FY26 budget was an important step in adjusting for the structural aspect of the university’s budget environment.

Below is a graph of E&G revenue for the Ten-Year Business Forecast. While lower than projected a year ago, the expectation is still higher than it was two years ago, reflecting the outcome of PWS efforts to aggressively grow revenue, principally from Ecampus enrollment.



Self-support Funds: Operating and Capital

Among the changes in the current forecast from April 2024 is that revenues in self-support operations are forecast to drop in the near term before resuming growth on pace with prior

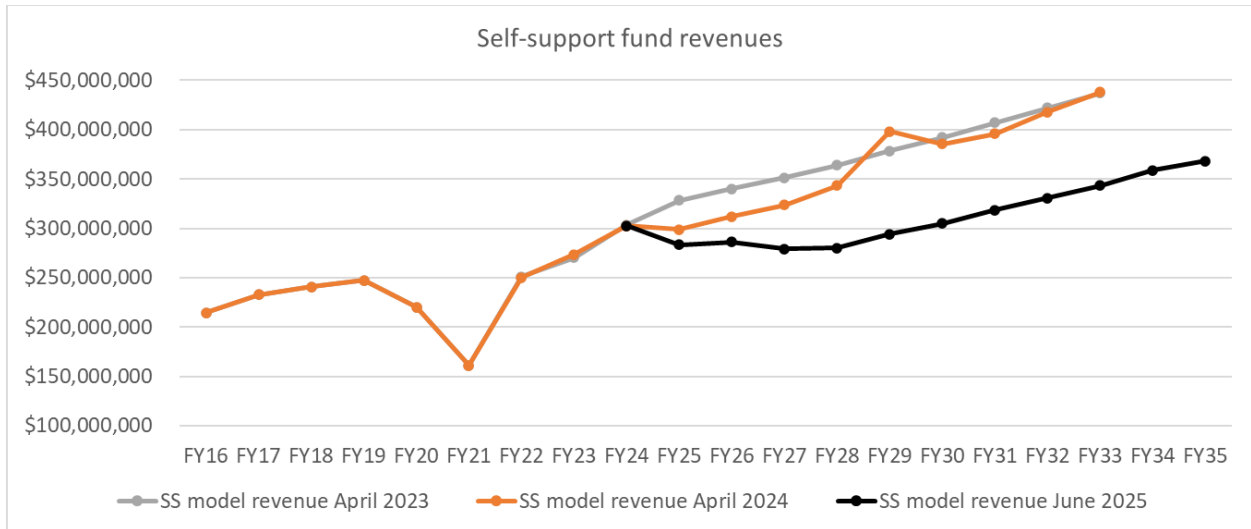
projections (albeit from a lower base). The primary reason for the decrease is the loss of revenue associated with the realignment of the Pac-12 conference that supports Intercollegiate Athletics, and that negatively impacts the overall self-support figures.

There are significant capital renewal projects planned in self-support units. These projects will rely largely on debt financing paid back by revenues from the projects, student building loan/debt fee revenues, capital reserves in self-support units and potential partnership opportunities. The specific financing of individual projects, particularly in the out years, will continue to be evaluated and decided in future years.

Providing high-quality, student-centered and desirable housing for on-campus student residents is essential to maintain competitiveness in student recruitment and retention. OSU is developing multiple scenarios to address how to viably increase the capacity of student living centers to meet expected short- and long-term demand and opportunity, and address the condition of existing centers as they approach the end of their expected lives. Generally, the first part of the coming decade will feature projects that increase housing capacity, followed by replacements and renewals in the later part of the decade. Projects could include construction, expansion, acquisition or renewal and will be debt financed from the revenue they generate.

Capital projects for Athletics are assumed to be funded entirely by gifts or other revenues (including debt-financing paid by Athletics) associated with operations of those facilities.

Below is the projected self-support revenue outlook. The decline in Athletics revenue is offset when new student housing comes online and results in growing revenue for the fund group beginning in FY 2029.

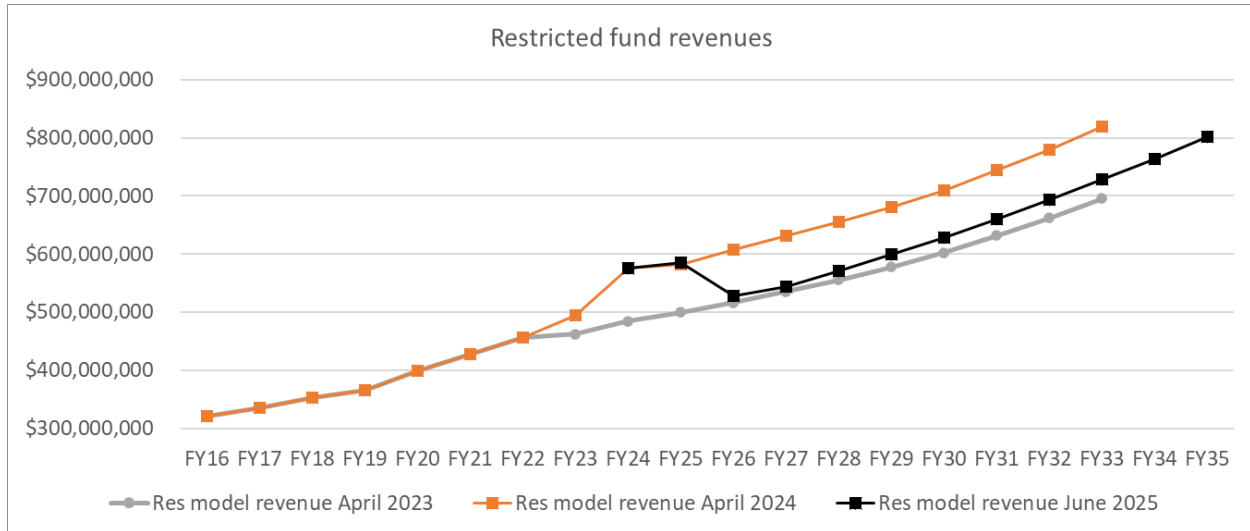


Restricted Funds: Operating and Capital

Restricted fund revenues are forecast to show steady growth after a near-term decline, though there is significant uncertainty about this outlook given changes in the landscape for federal research funding as well as federal financial aid resources. The graph below indicates that the overall level of restricted fund revenue will be more in line with the outlook from spring 2023, and the higher levels anticipated a year ago are unlikely to materialize. The April 2024 outlook

had assumed a higher level of restricted funds in line with the research growth envisioned as part of PWS.

Restricted funds are not expected to generate significant net working capital balances as they typically are spent shortly after they are committed to meet the commitments they are allocated to support.



FINANCIAL STATEMENT METRICS

The final component of the Ten-Year Business Forecast is a review of long-term trends in four of OSU’s financial metrics. The previous year’s (FY24) audited financial statements provide the baseline for the FY25-34 Ten-Year Business Forecast. The OSU Annual Financial Report, including the audited financial statements and management’s discussion and analysis, was presented at the January 2025 joint meeting of the Executive, Audit and Governance and Finance & Administration Committees. The FY20-FY24 financial metrics were presented to the Finance & Administrative Committee on that same day. The financial metrics and operating ranges, as shown in Table 2, which the Finance & Administration Committee adopted on October 7, 2021, are used to monitor the financial health of the university for historical and forecast analysis and when the use of debt capacity is assessed or considered.

The model uses institution-wide averages and trends based on completed audited financial statements. It brings together the assumptions in the operating and capital forecasts with other components of the institution’s financial statements, including non-cash components, and accounts for revenues and expenses consistent with Governmental Accounting Standards Board (GASB) requirements.

Table 1. Financial Metrics Approved in October 2021.

| Ratio | Operating Ranges | Purpose |
|--|-------------------|---|
| Operating Performance | | |
| Fund Balance | 10.0% - 20.0% | Measures the available operating balance relative to the size of the Education and General fund operations and reported in the quarterly management reports |
| EBIDA (Earnings before Interest, Depreciation and Amortization) Margin | 8.0% - 18.0% | Measures the ability to repay debt from operating revenue as well as invest in academic programs and facilities to advance strategic objectives |
| Reserve Levels and Debt Capacity | | |
| Total Cash and Investments to Operating Expenses | 0.75 – 1.25 times | Measures level of available reserves to meet the university’s operating expenditures |
| Total Cash and Investments to Adjusted Debt | 0.5 – 2.0 times | Measures the ability to repay debt and pension obligation with available financial resources |
| Debt Affordability | | |
| Debt Service Coverage | 1.5 - 3.5 times | Measures the sufficiency of operations on a cash flow basis to cover debt service |

Table 2. Financial Metrics from fiscal year (FY) 2020 projected through FY 2035. Metrics are based on the Ten-Year Business Forecast structure updated to actual results for FY24 and trends for FY25 through FY35. Horizontal lines show board-approved preferred limits (green is stronger results, red weaker results).



* The lower debt service coverage ratio in 2024 reflects a large \$40 million bullet principal payment. In their rating analysis, Moody's adjusts for this higher one-time payment because it is not reflective of ongoing debt service levels.

Operating Performance

EBIDA (Earnings before Interest, Depreciation and Amortization) Margin (see Table 2 above) measures the available cash flows generated by the university after paying operating expenses. These cash flows are available to pay debt service, reinvest in capital assets (deferred maintenance), invest in new capital projects, academic programs and strategic initiatives and to reserve funds for uncertain events and future strategic opportunities. If cash flows and other available revenues like state appropriations and tuition revenues are insufficient to meet cash needs, the university must draw on reserves.

In the forecast, EBIDA remains within the board's target range through FY29. Beyond FY29, EBIDA decreases as adjusted operating expense increase at a higher rate than operating revenues. The forecast shows that although OSU has developed reserves sufficient to meet the EBIDA range (between the green and red dashed lines in Table 2) the divergence in growth rates of revenue and expenses will continue to place stress on OSU's ability to stay within those ranges on a ten-year horizon.

Reserve Levels and Debt Capacity

Total Cash and Investments to Operating Expenses (see Table 2 above) measures the level of available financial resources to meet the university's operating expenditures. The ratio reflects the anticipated growth in cash and investments above the forecasted needs for operating expenses and is forecasted to be in range until FY32.

Total Cash and Investments to Adjusted Debt (see Table 2 above) measures the ability to repay debt and pension obligations with available financial resources. A big driver for this metric is based on forecast assumptions for adjusted net pension liability. The metric is within range and shows a decrease due to additional debt service payments on the capital project Corvallis Campus Housing & Dining Vision Phase 1 (Student Living Center and Dining Support Facility), beginning in FY28.

Debt Affordability

Debt Service Coverage (see Table 2 above) measures the sufficiency of cash flow from operations to cover debt service. The ratio remains in the target range through FY32. The dip in FY29 is due to a \$20M principal payment due on Revenue Bonds, Series 2024B related to the Administrative Modernization Program.

RECOMMENDATION

Staff recommend that the board accept the Ten-Year Business Forecast for FY2026 through FY2035, including the Ten-Year Capital Forecast as detailed in Attachment 1.

Ten-year Capital Forecast: FY2026 through FY2035

UPDATED TEN-YEAR CAPITAL FORECAST BACKGROUND

The Ten-Year Capital Forecast describes how OSU expects to provide—over the period of fiscal year 2026 through fiscal year 2035—for the physical environment necessary to conduct its mission. The capital forecast presents projects that cost \$10M (million) or more, which go before the Board of Trustees for approval through a process of Stage Gate submittals. The capital forecast also presents minor projects (less than \$10M) in aggregate. The forecast is sequenced by legislative biennium. Five biennia are covered in the 2026-2035 Capital Forecast: 2026-27, 2028-29, 2030-31, 2032-33 and 2034-35.

The Ten-Year Capital Forecast lays out OSU's projections for capital investments based on current and anticipated conditions, needs, priorities, and resources. The forecast is guided by OSU's Strategic Plan, *Prosperity Widely Shared*, and the Ten-Year Business Forecast. A broad array of campus leaders, staff, committees, programs and consultants provide input and assist in developing the Ten-Year Capital Forecast. The forecast considers OSU's capital needs across the entire state.

The Infrastructure Working Group (IWG) is charged by the provost and vice president for Finance and Administration to develop the Ten-Year Capital Forecast using the *Prosperity Widely Shared* strategic plan as the lens for prioritization of projects expected to cost \$10M or higher. In support of the IWG process, University Facilities, Infrastructure and Operations (UFIO) conducts interviews with every dean, major department, and major office to understand specific infrastructure needs. The IWG vets, prioritizes and recommends investments based on their effectiveness advancing *Prosperity Widely Shared* and their relationship to campus initiatives. A preliminary updated Ten-Year Capital Forecast is prepared for consideration by the vice president for Finance and Administration and the provost and executive vice president, who make a recommendation to the president for approval. The Ten-Year Capital Forecast is presented to the OSU Board of Trustees for acceptance as part of the annual Ten-Year Business Forecast.

Further details on the process and priorities of OSU's Ten-Year Capital Forecast can be found at: <https://ufio.oregonstate.edu/capital-forecast>.

CAPITAL PROJECT PRIORITIZATION CRITERIA

The IWG evaluates each project based on four primary criteria:

- Advancing OSU's strategic plan
- Minimizing the impact on environmental and financial resources
- Cultivating a safer, more equitable, accessible, and welcoming environment
- Leveraging funding

Advancing OSU’s Strategic Plan

Proposed projects must make a critical contribution to the advancement of OSU’s Strategic Plan *Prosperity Widely Shared* and support the unit’s strategic direction. The proposal should address how the capital project will advance one or more of the three goals, five actions, and top five targets of the plan:

Three Goals

1. A university focused on big discoveries that drive big solutions
2. A university where every student graduates
3. A university that fuels a thriving world in every dimension

Five Actions

1. Launch a campaign for timely undergraduate degree completion
2. Build international research distinction in areas of competitive advantage
3. Build faculty excellence
4. Significantly increase enrollment online and at OSU-Cascades
5. Build an enterprise approach to knowledge translation, innovation, and partnerships

Top Five Targets

1. Increase annual research expenditures to \$600M
2. Increase six-year graduation rate to 80 percent
3. Equalize six-year graduation rates
4. Increase online-only enrollment to 30,000
5. Increase OSU-Cascades enrollment to 2,200

How Projects Meet the Criterion

The renovation of Gleeson Hall into a dense and effective fume hood research facility will add quality, capacity, and energy efficiency to OSU’s aged campus-wide fume hood infrastructure. This project will also allow right-sizing of fume-hood capacity in later renovations of Gilbert, Pharmacy and other fume-hood intense buildings in response to new chemistry research paradigms allowed by the supercomputer.

Transformations of Dearborn, Pharmacy and Gilbert Halls will not only improve efficiency and functionality but will purposefully reflect OSU’s mission and values and, again, respond to modern methods of research in coordination with the supercomputer. The replacement of Hatfield Marine Science Center’s (HMSC) main building (Building 900) will modernize and improve seawater, marine and climate research in ways that the aged and un-repairable building cannot. The addition of the Plant Science Research Center and high-bay research labs at the Radiation Center will vastly improve quality, efficiency and capacity of their research endeavors.

In Bend, OSU-Cascades’ Student Health and Recreation Center delivers a vital resource for student recreation and wellness as well as providing a key asset in attracting and retaining students. The Innovation District at OSU-Cascades will be a catalyst for innovation, fostering collaboration between industry, academia, and the regional community to drive sustainable economic development, and enhance educational and research opportunities.

The ability to attract, house and provide a transformative first-year experience to OSU’s students. Directly enhancing the university’s goals of student body growth and graduation rates is the focus of the Corvallis Campus Housing and Dining Vision. The multi-year program will increase the Corvallis campus housing capacity and modernize the current housing inventory. The first phase project of the Housing and Dining Vision is now within the board’s stage gate approval process.

Minimizing the Impact on Environmental and Financial Resources

Proposed projects will be evaluated for their effect on the cost of operating campuses and facilities, and their impact on the environment. Projects should:

- Increase space efficiency and reduce the cost of maintenance and renewal
- Reduce energy usage, promote renewable energy, and improve carbon reduction
- Only involve new buildings when absolutely required.

How Projects Meet the Criterion

Stewardship of the university’s capital, operating funds and the environment is essential to how our physical assets enable OSU’s mission. Prioritization of projects and their scopes are influenced by and adhere to the comprehensive visions and long-term plans such as the [Path to Carbon Neutrality](#) and the [Sustainable Transportation Strategy](#).

Building renewals, renovations and systems upgrades replace outdated infrastructure with modern, energy-efficient solutions. This reduces the accumulated deferred maintenance, and provides resilience, operational efficiency, and increased energy savings by linking and sharing cooling and heating systems to District Utility Plants.

Much of OSU’s carbon reduction and energy efficiency efforts have been and will be accomplished within the minor capital plan. The Solar Power Program has evaluated campus buildings and other opportunities for the placement of solar arrays. These will be included on major projects, if feasible, and are strongly considered as roofs are replaced on existing buildings, such as Milam Hall and the Valley Library. Deep energy efficiency projects, primarily updating the building controls program of energy-dense buildings, create energy savings paybacks in under five years.

Cultivating a Safer, More Equitable, Accessible and Welcoming Environment

Proposed projects should advance OSU’s commitment to creating a safer, more accessible, and welcoming place for all. Projects should:

- Address how facilities and infrastructure will contribute to and support equitable outcomes for underrepresented students and employees, students and employees with disabilities, first generation students, and students with high financial need – in living, learning, teaching, research, and other uses.
- Reduce physical and perceived barriers, and advance safety and well-being.
- Improve access and internal circulation to our campuses and facilities for all modes of transportation with an emphasis towards sustainability, accessibility, and equity.
- Address building and infrastructure renewal, reliability, and preservation as well as seismic and fire-life safety.

How Projects Meet the Criterion

Prioritization of continuous improvements to safety, equity and accessibility is paramount to OSU's mission. Projects are evaluated for how they advance the welcoming and equity goals established in [the Corvallis Campus Vision](#), the [Comprehensive Accessibility Plan](#) and the [OSU Transportation Plan](#).

The replacement of Campus Way for accessibility, bike and pedestrian safety and replacement of the street's substantial underground infrastructure will be a major component of the renovation of Gleeson Hall.

Seismic safety improvements focused on life safety are part of the scope of all major renovations. Seismic safety is an important consideration in OSU's minor capital roof replacement projects, taking advantage of the opportunity to strengthen the buildings under a new roof. Besides the research enhancing aspects of the project, the HMSC Building 900 replacement project will significantly increase safety over the original building which was designed before the seismic and tsunami threats were well known.

The Oregon Veterinary Diagnostics Laboratory will increase safety for all Oregonians as it significantly increases the state's ability to address public health threats such as avian influenza.

Major projects and renewals create buildings to our high standards of safety and accessibility, but many of the continued improvements to these systems occur within the minor Capital Plan. These improvements include renewals of fire and life safety systems, continual improvements to the accessible travel grid, and lighting safety as well as accessibility and gender-neutral upgrades to restrooms.

Leveraging Funding

Proposed projects which meet the criteria above will be additionally evaluated based on their ability to attract private gifts, grants, state bonding and other outside funding as well as those that can be advanced by internal OSU funding.

How Projects Meet the Criterion

The ability to fund projects within the Ten-Year Capital Forecast must be strongly considered. Projects, such as OSU-Cascade's Innovation District, which have the ability to attract significant gifts or partnerships as well as fulfill the other three criteria, are more highly prioritized. The competitiveness of projects is based on both historic trends and the Higher Education Coordinating Commission's (HECC) rubric, which emphasizes the reduction of deferred maintenance, the impact on undergraduate and underserved students and the economy of the state as well as matching funds from gifts or the institution.

The potential use of OSU E&G Capital Improvement and Renewal (CIR) funds are also considered in prioritization. These funds come from OSU's operating budget and prioritize the renewal of university research and education infrastructure. Many of these funds will be used as institutional matches to attract state funding for renovation and renewal projects that have less philanthropic interest, such as Gleeson, Pharmacy and Gilbert.

CAPITAL FORECAST PROJECT DETAILS FOR CORVALLIS AND NEWPORT

The 2026-2035 Ten-Year Capital Forecast represents a slower pace of building and infrastructure renewals compared with past forecasts. State funding for a major capital project at the Corvallis campus for the upcoming biennium appears unlikely. As such, the STEM Learning Center has been removed from the forecast and alternative plans to address Corvallis campus renewal are being developed. Also, the planned growth of Education and General (E&G) operating funds that OSU has dedicated to capital and infrastructure renewal has been further reduced to allow additional budget flexibility to address uncertainties in federal funding, the current budget realignment efforts, and a focus on *Prosperity Widely Shared non-capital* strategic actions. As a result, some projects that had appeared on earlier forecasts are now being pushed beyond the ten-year horizon.

Figure 1 below provides details about Corvallis and Newport major capital projects.

New Construction

While most of the Capital Forecast focuses on renewals and renovations, new construction is limited to facilities that cannot be created in a renovation. These include:

- Oregon Veterinary Diagnostics Laboratory (OVDL) (\$75M-\$85M) – Replaces the aged and out-of-date laboratory with a modern, much more capable facility. The OVDL will serve the State of Oregon’s agriculture industry with modern diagnostics capability to address threats such as avian influenza. The OVDL will also improve the education and training of OSU students to increase and improve capacity to provide veterinarians for the state and world.
- Radiation Center High-Bay Addition (\$8M-\$13M) - OSU’s ability to grow grant-funded research is limited by the lack of available high-bay space near the reactor. This addition will increase OSU’s ability for research, research funding and education for undergraduate and graduate students.
- Hatfield Marine Science Center Building 900 Replacement (\$70M-\$82M) – Replaces the OSU/Hatfield 900/904 Marine Research complex which houses seawater research labs, faculty and staff offices, classrooms, graduate student spaces and the HMSC Visitor Center. This building contains half of OSU’s marine research and teaching labs at Hatfield and the entirety of OSU’s seawater research and education capacity. The building has reached the end of its useful life and is beyond economical repair.
- Plant Science Innovation Center (\$65M-\$75M) – Replaces (either on site or at a different location) the aged 1929 East Greenhouse range with a modern versatile greenhouse facility that will meet the changing needs of our current and future research and teaching programs.
- Clark Meat Center Replacement (\$20M-\$30M) – Replaces the aged and outdated 1960s facility to become a next-generation food technology center. The building will serve educational, research and experiential roles.
- Hinsdale Addition (\$15M-19M) – Provides space for civil engineering research and testing laboratories.

Renovations

- Gilkey Hall Full Renovation \$30M – The renovation of Gilkey Hall was previously presented to the OSU Board of Trustees in the 2024-2025 biennium and approved at Stage Gate II with a \$14M project budget. However, discovery of severe structural flaws that were not known until the building interior was removed compel a full structural renovation as well as systems replacement and programmatic improvements for the Counselling and Psychological Services program (important for student wellbeing), as well as the additional of general-purpose classrooms.
- Sinnhuber Aquatic Research Laboratory (SARL) Modernization \$13.5M— Funded partially through an NIH Grant, the project will modernize the Integrated Specific Pathogen Free Zebrafish Core Facility.
- Plageman Hall Repurpose (\$21M) –Repurposes the old infirmary building for computational research space in complement to the HCIC.
- Gleeson Hall Renovation (\$55M-\$59M) – Returns functionality to a research building with aged systems and a large amount of unusable space. Envisioned as a fume hood-intensive hub for all colleges preceding and enabling the renovation of fume hood-dense Gilbert Hall. This project will be coupled with the Campus Way Infrastructure project.
- Rogers Hall Renewal (\$24M-\$28M) – Renews systems and research infrastructure in the Engineering Triangle.
- Dearborn Hall Renovation (\$55M-\$65M) – Starts the renewal of the historic Engineering Triangle and updates this aged research building to modern purposes such as clean room research and education.
- Pharmacy Building Renewal (\$45M-\$53M) – Renews and strengthens the building as well as re-organizes academic, research and administrative space and provides accessibility.
- Batcheller and Covell Halls Renewal (\$45M-\$55M) – Envisions renewals and improvements to create modern and efficient academic and research space.
- Gilbert Hall Renovation (\$87M-\$97M) – Addresses OSU’s energy-intensive and distressed fume hood research infrastructure creating a safe, energy-efficient, modern facility in complement and supplement to modern facilities like Linus Pauling Science Center and Johnson Hall.

Infrastructure

- Campus Way Infrastructure Renewal (\$13M) – Renews underground and surface infrastructure through the heart of campus and implements modern transportation, streetscape and accessibility improvements. Planned to be coupled with the renovation of Gilkey and/or Dearborn Halls.

University Housing and Dining Services & Student Affairs

Figure 2 below provides details about UHDS and Student Affairs projects.

Corvallis Campus Housing and Dining Vision (CCHDV) dominates the University Housing and Dining & Student Affairs section of the Ten-Year Capital Forecast. The goal of the vision is to increase campus housing capacity to house 30% of OSU’s students over ten years (currently 22%), including a larger first-year class currently limited by housing capacity. Both OSU and national data suggest that students who live on campus in their first year are more likely to graduate than those who do not.

July 8, 2025, Board of Trustees Meeting

- CCHDV Phase I (\$190M) – The first building of Phase I of the Corvallis Campus Housing and Dining Vision will add a new ~680 bed student living center to the south campus sector. This phase will also add an off-campus dining support facility to increase the capacity of on-campus dining centers to meet the increased demands.
- Recreational Sports and Memorial Union Deferred Maintenance Projects (~ \$200M over the forecast period) – Recreational Sports and Memorial Union (MU) bundled capital projects that address critical infrastructure and safety standards across iconic buildings in both departments including the roofs, mechanical systems, MU water infiltration mitigation/prevention, synthetic turf replacement, sports surfaces, swimming pool envelope, sky lights and flooring.
- Family Resource Center Child Care /ECE Center & HDFS Lab Program (~\$30M over the forecast period) - The Family Resource Center Child Care/ Early Care and Education (ECE) centers will provide onsite childcare for university employees, students, and possibly community members while supporting Human Development and Family Sciences (HDFS) and ECE practicum experiences for students.

Minor Capital Projects

Figure 3 below aggregates budgets for planned minor capital projects (those with budgets less than \$10M).

CAPITAL FORECAST DETAILS FOR OSU-CASCADES

To meet the State of Oregon’s goals for higher education in central Oregon, OSU will expand the Bend campus through land improvements, infrastructure, and buildings over the next decade to meet the Strategic Plan goal of 2,200 students at OSU-Cascades by 2030.

Figure 4 below details the OSU-Cascades projects.

E&G buildings

- Student Health and Recreation Center (\$84M) - An E&G and student fees-supported project that remediates land to prepare for future campus growth while also building a health and recreation center vital to student recreation and wellness and key to attracting and retaining students. In all our requests and recent capital requests we show this as \$84M (\$42M State / \$31M OSU / \$7M Donors / \$4M Grant).
- Student Residential Building (\$42.5M) – Adds on-campus residential space for approximately 175 students. This project is necessary to reach the Strategic Plan goal of 2,200 students by 2030. Estimated construction in FY26-28.
- Maintenance and Engineering Facility (\$8.3M) – Adds a necessary resource for the growing campus and includes configurable space for industrial/engineering research. Replaces inadequate temporary facilities currently in use (shipping containers and tension-fabric structure).
- Academic Building 3 (\$102M) – Provides for growth in teaching and student laboratory programs.

Other Buildings

- Innovation District Building 1 – Mixed Use Commercial Building (\$55.6M) - Will be developed in a real estate deal or public private partnership to meet OSU, partner, and industry needs. May utilize private equity/debt or OSU equity/debt. Estimated construction in FY26-27.
Innovation District Building 2 – Market Rate Housing (\$69M cost to third party) – Planned to be the first building constructed in the Innovation District through either a real estate deal or a public private partnership. Estimated construction in FY26-27.
- Innovation District Building 3 – Mixed Use Commercial Building (\$50.7M) - Will be developed in a real estate deal or public private partnership to meet OSU, partner, and industry needs. Estimated construction in FY30-31.
- Innovation District Building 4 – Mixed Use Commercial Building (\$56.0M) - Will be developed in a real estate deal or public private partnership to meet OSU, partner, and industry needs. Estimated construction in FY32-33.
- Innovation District Building 5 – Mixed Use Commercial Building (\$61.7M) - Will be developed in a real estate deal or public private partnership to meet OSU, partner, and industry needs. Estimated construction in FY36-37.
- Mt. Washington Row Housing (\$35.6M cost to third-party) – Housing development on the western edge of the OSU-Cascades campus. Will be developed by a third-party developer in a real estate or public private partnership deal. Includes street and utilities improvements on and off campus.

Figure 1: FY2026-2035 Capital Forecast for Corvallis and Newport (Education & General)

| 2026-2035 OSU Capital Forecast | | | | | Projects funded in previous biennia and approved by the Board through the Stage Gate process do not appear on this forecast. | | | | | | |
|--|------------|------------|------------------|-------------------------------|--|----------------|----------------|--------------------|--------------|-----------------|---------------------|
| OSU Corvallis/Newport Major Capital Projects | | | | | Sources of Funds (\$M) | | | | | | |
| Project Name | GKSF | FCA | DM Removed (\$M) | Total Forecasted Budget (\$M) | State-Paid Bonds | State-Paid CIR | OSU-Paid Bonds | Pledged Gift Funds | E&G CIR | Unpledged Gifts | Partnerships, Other |
| 2026-2027 | | | | | | | | | | | |
| Gilkey Hall Full Renovation | 22 | 2.60 | 11.00 | 30.10 | 3.00 | 20.00 | 3.00 | - | 4.10 | - | - |
| Sinnhuber Aquatic Research Lab Modernization | 4 | 2.50 | 2.00 | 13.50 | - | 1.00 | 3.00 | - | - | - | 9.50 |
| Total | 26 | N/A | 13.00 | 43.60 | 3.00 | 21.00 | 6.00 | - | 4.10 | - | 9.50 |
| 2028-2029 | | | | | | | | | | | |
| Plageman Repurpose | 27 | 2.90 | 8.00 | 21.00 | - | 19.50 | - | - | 1.50 | - | - |
| Gleeson Hall Renovation | 39 | 2.20 | 20.10 | 57.00 | 45.50 | - | - | - | 11.50 | - | - |
| Campus Way Infrastructure Renewal | N/A | N/A | 9.00 | 13.00 | 5.50 | - | - | - | 7.50 | - | - |
| Oregon Veterinary Diagnostic Laboratory | 50 | N/A | 10.00 | 80.00 | - | - | - | - | - | - | 80.00 |
| Total | 116 | N/A | 47.10 | 171.00 | 51.00 | 19.50 | - | - | 20.50 | - | 80.00 |
| 2030-2031 | | | | | | | | | | | |
| Rogers Hall Renewal | 55 | 3.12 | 7.00 | 26.00 | 13.00 | - | - | - | - | 13.00 | - |
| Dearborn Renovation | 65 | 2.65 | 22.80 | 60.00 | 30.00 | - | - | - | - | 30.00 | - |
| Plant Science Innovation Center (East GH Repl) | 40 | N/A | - | 70.00 | - | - | - | - | - | 70.00 | - |
| Radiation Center High-Bay Addition | 8 | N/A | - | 11.00 | - | - | - | - | - | 11.00 | - |
| Clark Meat Center Replacement | 28 | 2.50 | 13.00 | 25.00 | - | - | - | - | - | 25.00 | - |
| HMSC Building 900 Replacement | 64 | 2.40 | 40.00 | 90.00 | 45.00 | - | - | - | - | 45.00 | - |
| Total | 260 | N/A | 82.80 | 282.00 | 88.00 | - | - | - | - | 194.00 | - |
| 2032-2033 | | | | | | | | | | | |
| Pharmacy Building Renovation | 41 | 2.47 | 13.00 | 49.00 | 32.00 | - | - | - | 17.00 | - | - |
| Hinsdale Addition | 19 | N/A | - | 17.00 | - | - | - | - | - | 17.00 | - |
| Batcheller & Covell Renewal | 58 | 2.61 | 19.00 | 50.00 | 25.00 | - | - | - | - | 25.00 | - |
| Total | 118 | N/A | 32.00 | 116.00 | 57.00 | - | - | - | 17.00 | 42.00 | - |
| 2034-2035 | | | | | | | | | | | |
| Gilbert Hall Renovation | 83 | 2.15 | 32.00 | 97.00 | 70.00 | - | 17.00 | - | 10.00 | - | - |
| Total | 83 | N/A | 32.00 | 97.00 | 70.00 | - | 17.00 | - | 10.00 | - | - |

* Cost are escalated at 5% per year based on 2023 estimates

Figure 2: FY2026-2035 Capital Forecast for Corvallis and Newport (Student Affairs)

| 2026-2035 OSU Capital Forecast Student Affairs | | | | | Projects funded in previous biennia and approved by the Board through the Stage Gate process do not appear on this forecast. | | | | | | |
|---|-----------|------------|------------------|-------------------------------|--|----------------|----------------|--------------------|----------|-----------------|---------------------|
| Project Name | GMSF | FCA | DM Removed (\$M) | Total Forecasted Budget (\$M) | Sources of Funds (\$M) | | | | | | |
| | | | | | State-Paid Bonds | State-Paid CIR | OSU-Paid Bonds | Pledged Gift Funds | E&G CIR | Unpledged Gifts | Partnerships, Other |
| 2026-2027 | | | | | | | | | | | |
| Corvallis Campus Housing and Dining Vision | TBD | N/A | N/A | 190.00 | - | - | 190.00 | - | - | - | - |
| Memorial Union Project 1: West Wing & Mezzanine | 20 | N/A | N/A | 15.00 | - | - | - | - | - | - | 15.00 |
| Rec Sports Dixon Gender Changing Space/Pool Renovation | 20 | N/A | N/A | 20.00 | - | - | - | - | - | - | 20.00 |
| Total | 40 | N/A | - | 225.00 | - | - | 190.00 | - | - | - | 35.00 |
| 2028-2029 | | | | | | | | | | | |
| Residence Hall and Dining Center Added Capacity and Renewal | TBD | N/A | N/A | 39.90 | - | - | 39.90 | - | - | - | - |
| Memorial Union Project 2: Historic Core HVAC, MEP | 20 | N/A | N/A | 54.00 | - | - | - | - | - | - | 54.00 |
| Rec Sports Dixon Retrofit/Expansion Weight/Cardio/Community | 20 | N/A | N/A | 35.00 | - | - | - | - | - | - | 35.00 |
| FRC Newport Child Care/ECE Center & HDFS Lab Program | TBD | N/A | N/A | 8.00 | - | - | - | - | - | - | 8.00 |
| Total | 40 | N/A | - | 136.90 | - | - | 39.90 | - | - | - | 97.00 |
| 2030-2031 | | | | | | | | | | | |
| Residence Hall and Dining Center Added Capacity and Renewal | TBD | N/A | N/A | 187.70 | - | - | 187.70 | - | - | - | - |
| Memorial Union Project 2: Historic Core HVAC, MEP | 20 | N/A | N/A | 6.00 | - | - | - | - | - | - | 6.00 |
| Rec Sports Peavy Field/Park Development | 20 | N/A | N/A | 16.00 | - | - | - | - | - | - | 16.00 |
| FRC Corvallis Child Care/ECE Center & HDFS Lab Program | TBD | N/A | N/A | 9.20 | - | - | - | - | - | - | 9.20 |
| Total | 40 | N/A | - | 218.90 | - | - | 187.70 | - | - | - | 31.20 |
| 2032-2033 | | | | | | | | | | | |
| Residence Hall and Dining Center Added Capacity and Renewal | TBD | N/A | N/A | 186.20 | - | - | 186.20 | - | - | - | - |
| Memorial Union Project 4: Internal Mezzanine Accessibility | 20 | N/A | N/A | 18.00 | - | - | - | - | - | - | 18.00 |
| Rec Sports Student Legacy Park Tennis Center/Sports Development | 20 | N/A | N/A | 9.00 | - | - | - | - | - | - | 9.00 |
| Total | 40 | N/A | - | 213.20 | - | - | 186.20 | - | - | - | 27.00 |
| 2034-2035 | | | | | | | | | | | |
| Residence Hall and Dining Center Added Capacity and Renewal | TBD | N/A | N/A | 100.80 | - | - | 100.80 | - | - | - | - |
| Memorial Union Project 5: North Entrance Accessibility | TBD | N/A | N/A | 20.00 | - | - | - | - | - | - | 20.00 |
| Rec Sports Student Legacy Park Resurface and Redevelopment | TBD | N/A | N/A | 8.00 | - | - | - | - | - | - | 8.00 |
| FRC Corvallis Child Care/ECE Center & HDFS Lab Program | TBD | N/A | N/A | 12.20 | - | - | - | - | - | - | 12.20 |
| Total | - | N/A | - | 141.00 | - | - | 100.80 | - | - | - | 40.20 |

* Cost are escalated at 5% per year based on 2023 estimates

Figure 3: FY2026-2035 Capital Forecast for Corvallis and Newport (Minor Projects)

| 2026-2035 OSU Capital Forecast Minor Capital | | | | | | Projects funded in previous biennia and approved by the Board through the Stage Gate process do not appear on this forecast. | | | | | | | |
|---|--------------|------|-----|------------------|-------------------------------|--|----------------|----------------|--------------------|-------------|-----------------|---------------------|--|
| Project Name | Project Type | GKSF | FCA | DM Removed (\$M) | Total Forecasted Budget (\$M) | Sources of Funds (\$M) | | | | | | | |
| | | | | | | State-Paid Bonds | State-Paid CIR | OSU-Paid Bonds | Pledged Gift Funds | E&G CIR | Unpledged Gifts | Partnerships, Other | |
| 2026-2027 | | | | | | | | | | | | | |
| CIR Systems Renewal | Renovation | N/A | N/A | 14.10 | 14.10 | - | 12.50 | - | - | 1.60 | - | - | |
| E&G AES (State Wide) | Renovation | N/A | N/A | 2.60 | 2.60 | - | 2.60 | - | - | - | - | - | |
| UHDS | Renovation | N/A | N/A | N/A | 14.50 | - | - | - | - | - | - | 14.50 | |
| Student Affairs | Renovation | N/A | N/A | N/A | 7.10 | - | - | - | - | - | - | 7.10 | |
| Athletics | Renovation | N/A | N/A | N/A | - | - | - | - | - | - | - | - | |
| Total | | - | N/A | 16.70 | 38.30 | - | 15.10 | - | - | 1.60 | - | 21.60 | |
| 2028-2029 | | | | | | | | | | | | | |
| CIR Systems Renewal | Renovation | N/A | N/A | 21.80 | 21.80 | - | 20.30 | - | - | 1.50 | - | - | |
| E&G AES (State Wide) | Renovation | N/A | N/A | 2.60 | 2.60 | - | 2.60 | - | - | - | - | - | |
| UHDS | Renovation | N/A | N/A | N/A | 13.00 | - | - | - | - | - | - | 13.00 | |
| Student Affairs | Renovation | N/A | N/A | N/A | 6.80 | - | - | - | - | - | - | 6.80 | |
| Total | | - | N/A | 24.40 | 44.20 | - | 22.90 | - | - | 1.50 | - | 19.80 | |
| 2030-2031 | | | | | | | | | | | | | |
| CIR Systems Renewal | Renovation | N/A | N/A | 25.70 | 25.70 | - | 24.30 | - | - | 1.40 | - | - | |
| E&G AES (State Wide) | Renovation | N/A | N/A | 2.60 | 2.60 | - | 2.60 | - | - | - | - | - | |
| Corvallis Campus Carbon Neutrality Projects | Renovation | N/A | N/A | - | 5.00 | - | - | 5.00 | - | - | - | - | |
| Corvallis Campus Electrical Infrastructure Improvements | Renovation | N/A | N/A | - | 5.00 | - | - | 5.00 | - | - | - | - | |
| UHDS | Renovation | N/A | N/A | N/A | 14.00 | - | - | - | - | - | - | 14.00 | |
| Student Affairs | Renovation | N/A | N/A | N/A | 7.60 | - | - | - | - | - | - | 7.60 | |
| Total | | - | N/A | 28.30 | 59.90 | - | 26.90 | 10.00 | - | 1.40 | - | 21.60 | |
| 2032-2033 | | | | | | | | | | | | | |
| CIR Systems Renewal | Renovation | N/A | N/A | 27.60 | 27.60 | - | 25.80 | - | - | 1.80 | - | - | |
| E&G AES (State Wide) | Renovation | N/A | N/A | 2.60 | 2.60 | - | 2.60 | - | - | - | - | - | |
| Corvallis Campus Carbon Neutrality Projects | Renovation | N/A | N/A | - | 5.00 | - | - | 5.00 | - | - | - | - | |
| Corvallis Campus Electrical Infrastructure Improvements | Renovation | N/A | N/A | - | 5.00 | - | - | 5.00 | - | - | - | - | |
| UHDS | Renovation | N/A | N/A | N/A | 16.00 | - | - | - | - | - | - | 16.00 | |
| Student Affairs | Renovation | N/A | N/A | N/A | 8.40 | - | - | - | - | - | - | 8.40 | |
| Total | | - | N/A | 30.20 | 64.60 | - | 28.40 | 10.00 | - | 1.80 | - | 24.40 | |
| 2034-2035 | | | | | | | | | | | | | |
| CIR Systems Renewal | Renovation | N/A | N/A | 53.00 | 36.80 | - | 34.80 | - | - | 2.00 | - | - | |
| E&G AES (State Wide) | Renovation | N/A | N/A | 2.60 | 2.60 | - | 2.60 | - | - | - | - | - | |
| Corvallis Campus Carbon Neutrality Projects | Renovation | N/A | N/A | - | 5.00 | - | - | 5.00 | - | - | - | - | |
| Corvallis Campus Electrical Infrastructure Improvements | Renovation | N/A | N/A | - | 5.00 | - | - | 5.00 | - | - | - | - | |
| UHDS | Renovation | N/A | N/A | N/A | 20.00 | - | - | - | - | - | - | 20.00 | |
| Student Affairs | Renovation | N/A | N/A | N/A | 10.00 | - | - | - | - | - | - | 10.00 | |
| Total | | - | N/A | 55.60 | 79.40 | - | 37.40 | 10.00 | - | 2.00 | - | 30.00 | |

* Cost are escalated at 5% per year based on 2023 estimates

Figure 4: FY2026-2035 Capital Forecast for OSU-Cascades, Bend

| 2026-2035 OSU Capital Forecast OSU-Cascades | | | | | Projects funded in previous biennia and approved by the Board through the Stage Gate process do not appear on this forecast. | | | | | | | |
|---|------------|------------|------------------|-------------------------------|--|----------------|----------------|--------------------|----------|-----------------|---------------------|--|
| Project Name | GKSF | FCA | DM Removed (\$M) | Total Forecasted Budget (\$M) | Sources of Funds (\$M) | | | | | | | |
| | | | | | State-Paid Bonds | State-Paid CIR | OSU-Paid Bonds | Pledged Gift Funds | E&G CIR | Unpledged Gifts | Partnerships, Other | |
| 2026-2027 | | | | | | | | | | | | |
| Student Health and Rec Center w/Land Dev | 40 | N/A | N/A | 84.00 | 42.00 | - | 9.00 | 7.00 | - | - | 26.00 | |
| Innovation District - Market Rate Housing | 100 | N/A | N/A | 69.00 | - | - | - | - | - | - | 69.00 | |
| Innovation District - ID2 - MUC | 60 | N/A | N/A | 55.60 | - | - | - | - | - | - | 55.60 | |
| Residence Hall 2 | 64 | N/A | N/A | 42.50 | - | - | 42.50 | - | - | - | - | |
| Total | 264 | N/A | - | 251.10 | 42.00 | - | 51.50 | 7.00 | - | - | 150.60 | |
| 2028-2029 | | | | | | | | | | | | |
| Campus Maintenance Building | 20 | N/A | N/A | 8.30 | - | - | 8.30 | - | - | - | - | |
| Innovation District - ID3 - MUC | 45 | N/A | N/A | 50.70 | - | - | - | - | - | - | 50.70 | |
| Total | 65 | N/A | - | 59.00 | - | - | 8.30 | - | - | - | 50.70 | |
| 2030-2031 | | | | | | | | | | | | |
| Innovation District - ID4 - MUC | 45 | N/A | N/A | 56.00 | - | - | - | - | - | - | 56.00 | |
| Total | 45 | N/A | - | 56.00 | - | - | - | - | - | - | 56.00 | |
| 2032-2033 | | | | | | | | | | | | |
| Row Housing - Mt. Wash | 72 | N/A | N/A | 35.60 | - | - | - | - | - | - | 35.60 | |
| Academic Building 3 | 55 | N/A | N/A | 102.00 | 51.00 | - | 31.00 | 20.00 | - | - | - | |
| Total | 127 | N/A | - | 137.60 | 51.00 | - | 31.00 | 20.00 | - | - | 35.60 | |
| 2034-2035 | | | | | | | | | | | | |
| Innovation District - ID5 - MUC | 45 | N/A | N/A | 61.70 | - | - | - | - | - | - | 61.70 | |
| Total | 45 | N/A | - | 61.70 | - | - | - | - | - | - | 61.70 | |
| * Cost are escalated at 5% per year based on 2023 estimates | | | | | | | | | | | | |

July 8, 2025, Board of Trustees Meeting

TEN-YEAR BUSINESS FORECAST: FY2026-2035

Board of Trustees
July 8, 2025



Oregon State
University

Background

The 10-year business forecast is a long-term view of the aggregate impact of near-term operating and capital decisions

- Purpose: Evaluate long-range impacts of current actions and trends
- Institutional level all-funds projection of revenue and expenses
- Forecast is not a budget or set of specific commitments
- Assumptions are key to the projections; uncertainty grows as time horizon lengthens
- Substantial downside risks related to federal action, external factors
- Passive forecast does not reflect direct choices or actions the university might take to affect the outcomes in the future
- Includes projected cost of Ten-Year Capital Forecast for approved projects
- Forecast starts from the board-adopted budget for fiscal year 2026

Overall Revenue \$1.85 billion

Education & General (E&G)

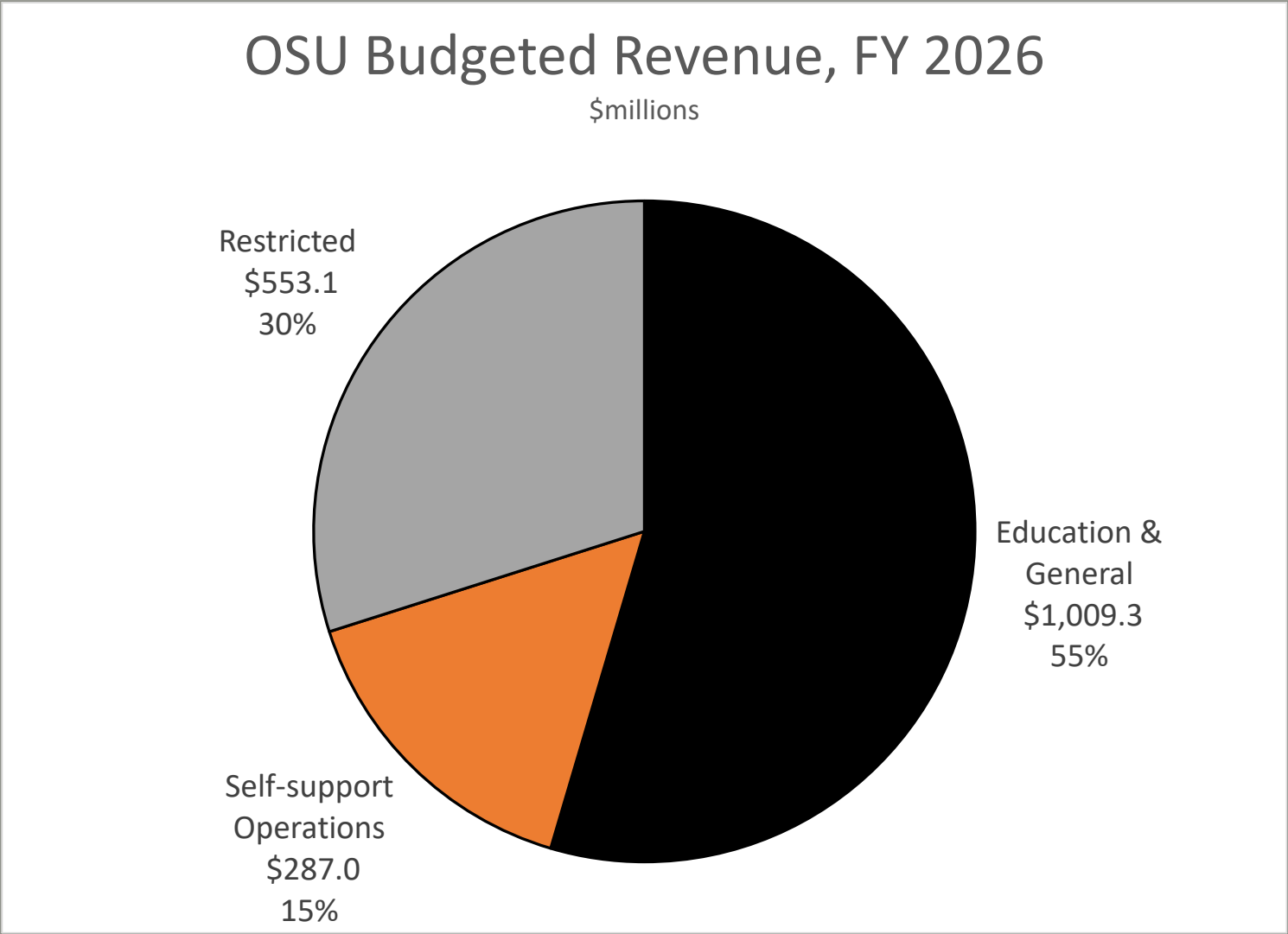
- Student tuition and fees
- State funding
- Research overhead revenue (F&A recovery)

Self-support Operations

- Auxiliary operating revenue
- Sales and services

Restricted

- Federal, state grants
- Federal and state financial aid
- Gifts and donations



Overall Revenue \$1.85 billion

Education & General (E&G)

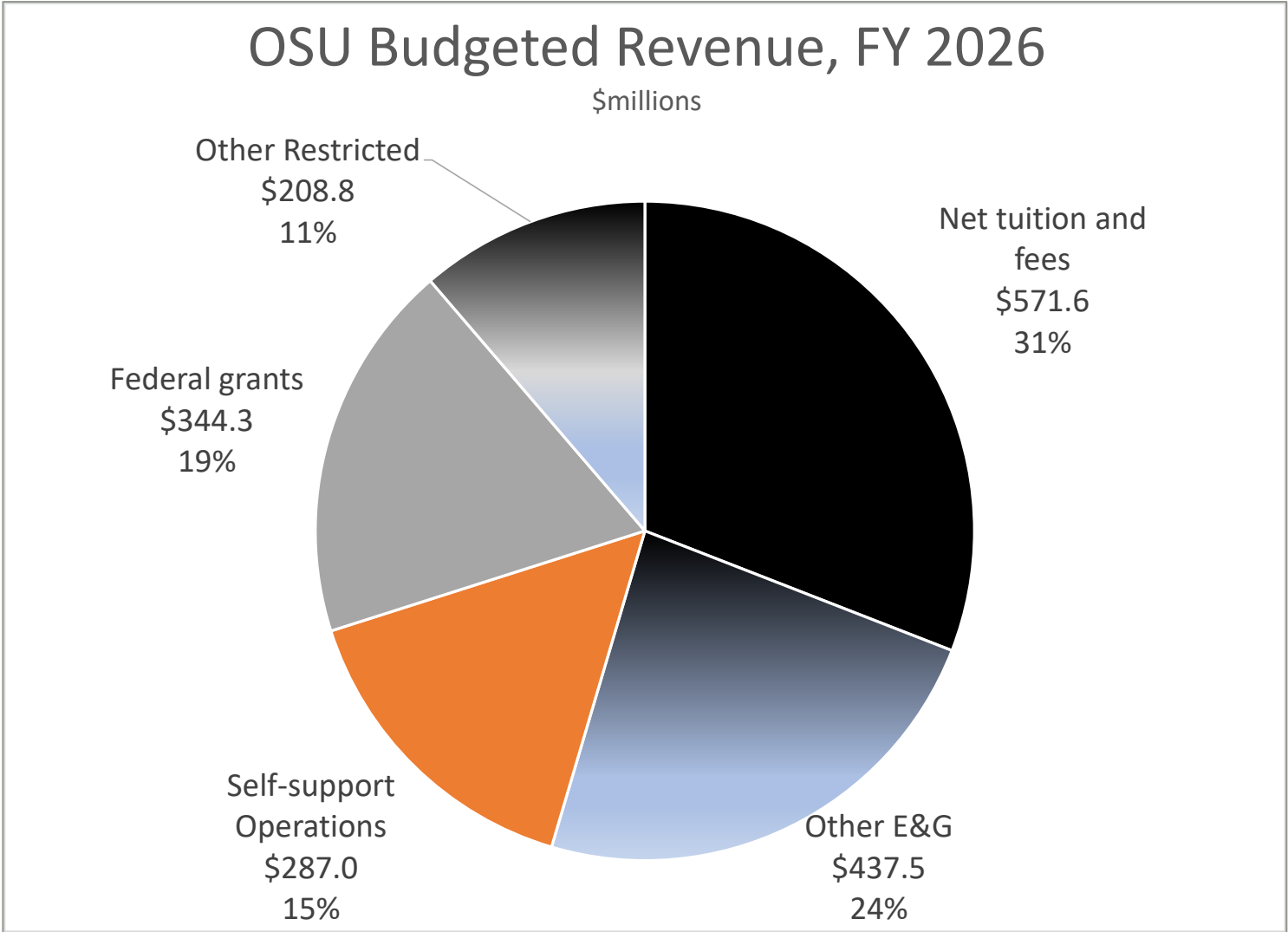
- Student tuition and fees
- State funding
- Research overhead revenue (F&A recovery)

Self-support Operations

- Auxiliary operating revenue
- Sales and services

Restricted

- Federal, state grants
- Federal and state financial aid
- Gifts and donations



E&G Revenue

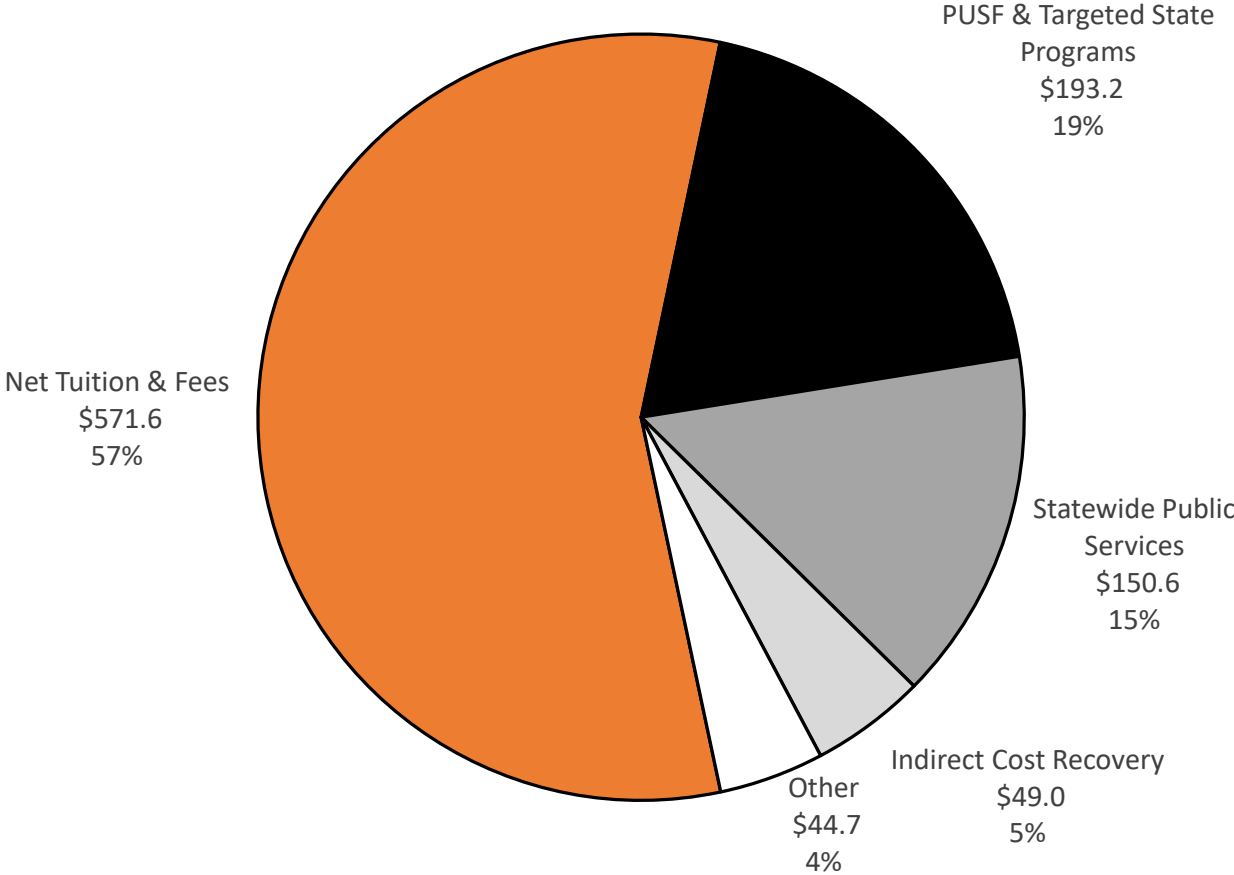
\$1.01 billion

Education & General (E&G)

- Student tuition and fees
- State funding
- Research overhead revenue (F&A recovery)

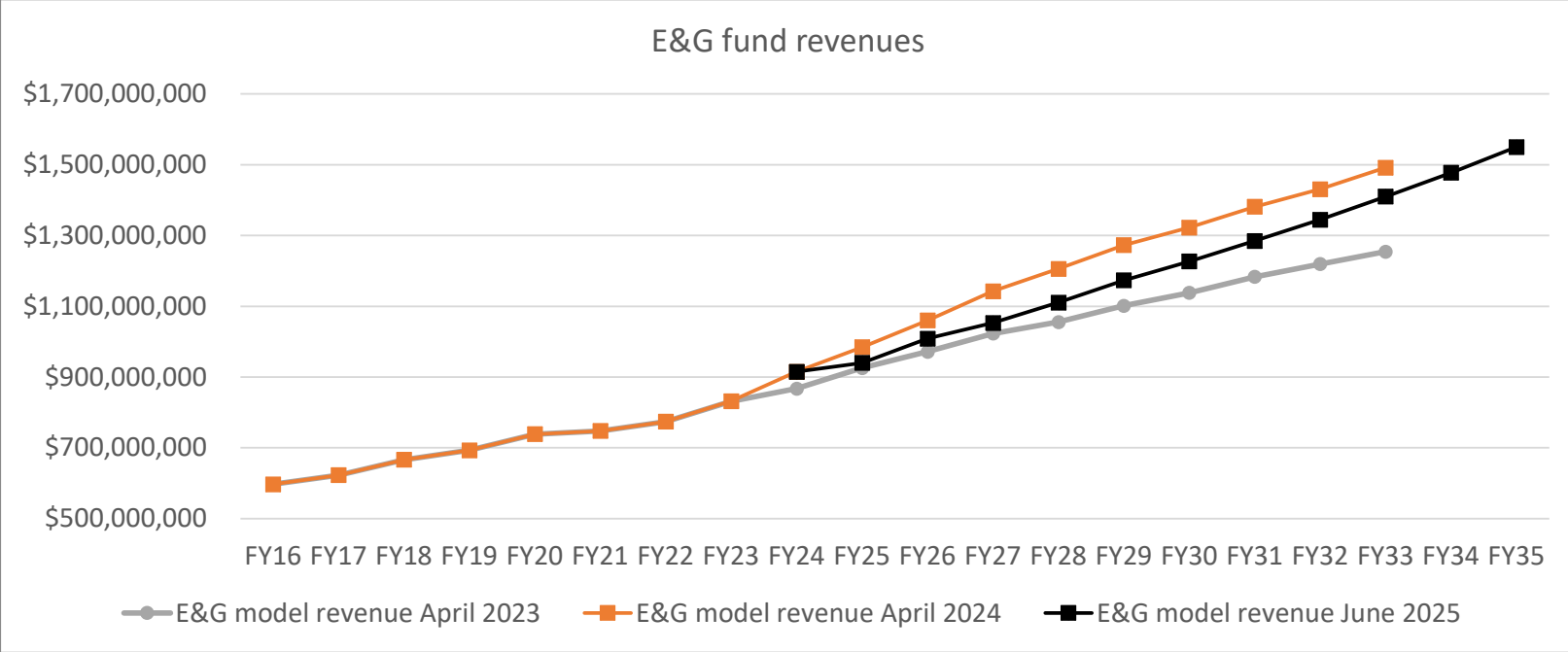
E&G Budgeted Revenue by Source, FY 2026

\$millions



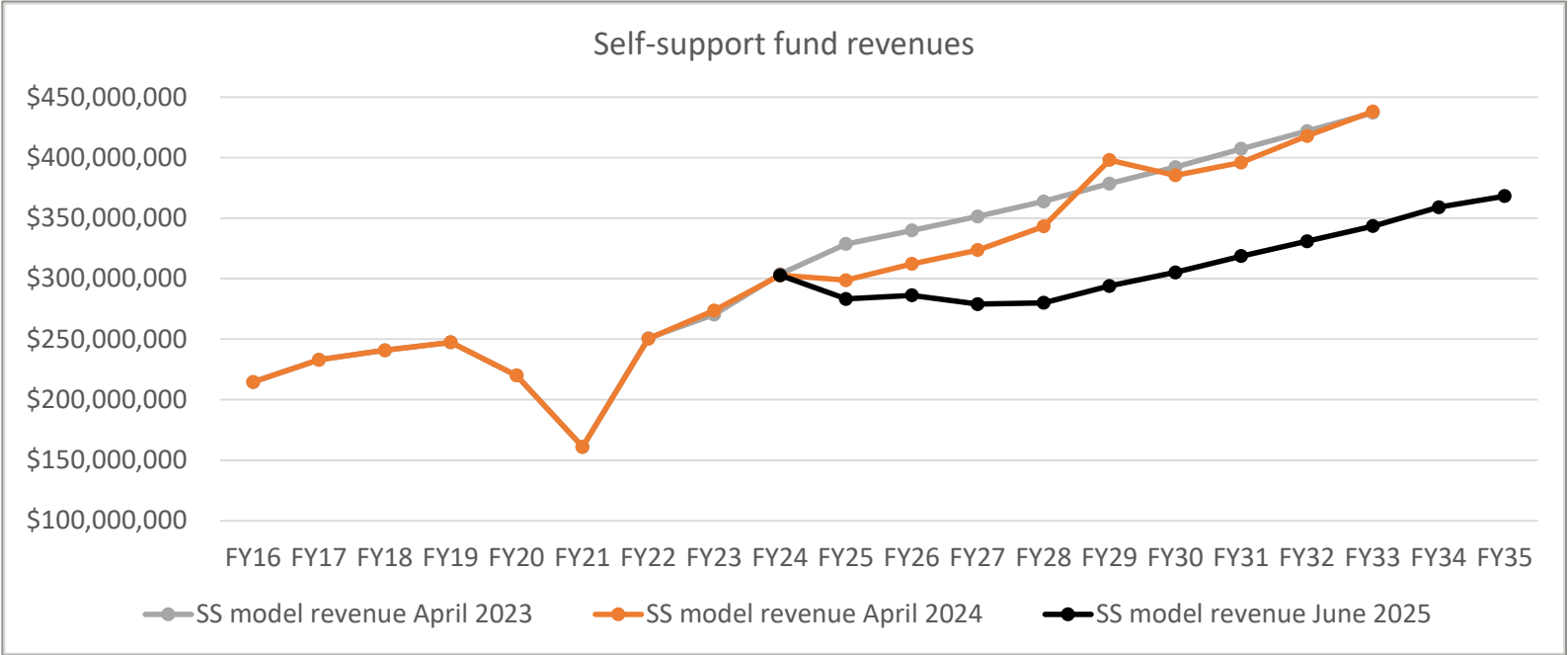
Differences from 2024 Forecast

- E&G revenue outlook lower than last year, primarily due to less rapid Ecampus enrollment growth
- Current forecast is closer to Huron outlook for Ecampus revenue growth, lower than *PWS pro forma*



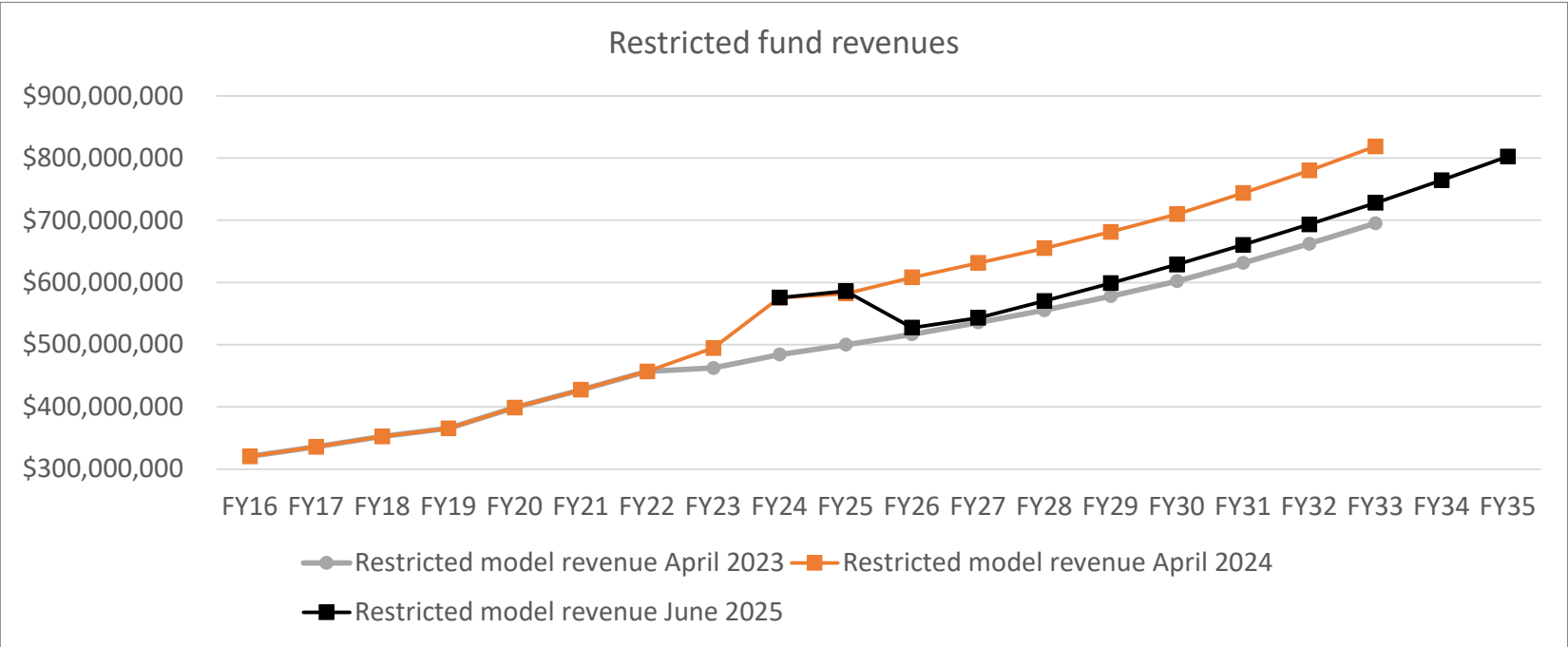
Differences from 2024 Forecast

- Self-support revenue outlook lower than last year, combined impact of Athletics and changes in timing of Housing Vision



Differences from 2024 Forecast

- Restricted revenue outlook lower than last year, primarily reflecting constrained federal research landscape
- High degree of uncertainty
- Forecast for restricted revenue closer to Huron analysis, slower path to *PWS* research goal

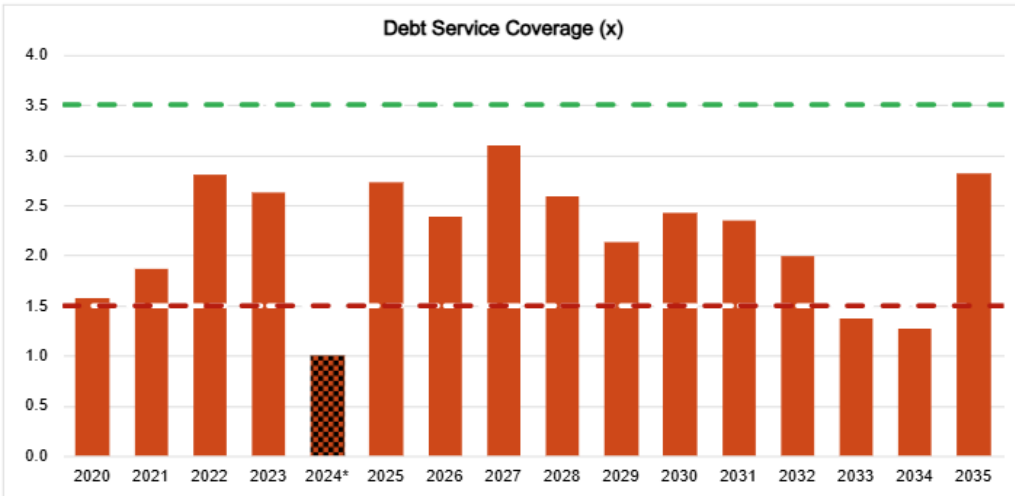
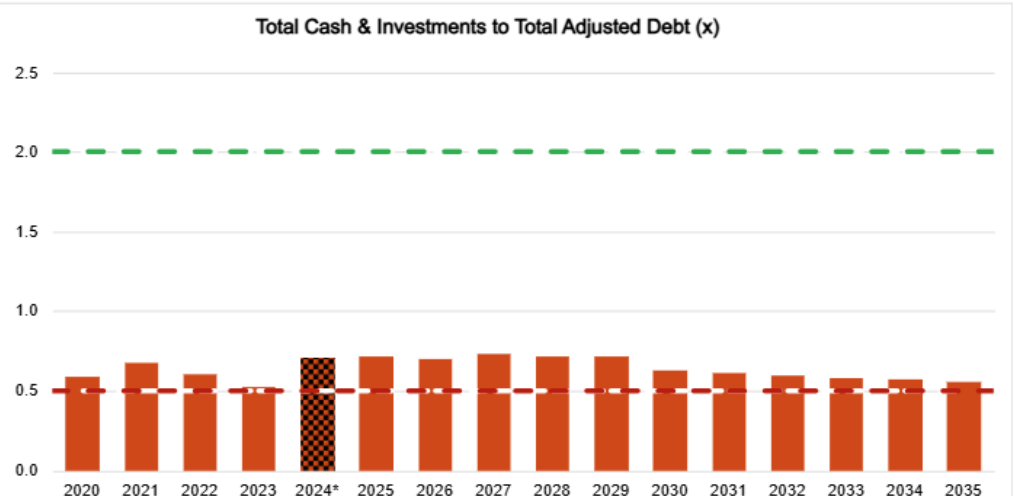
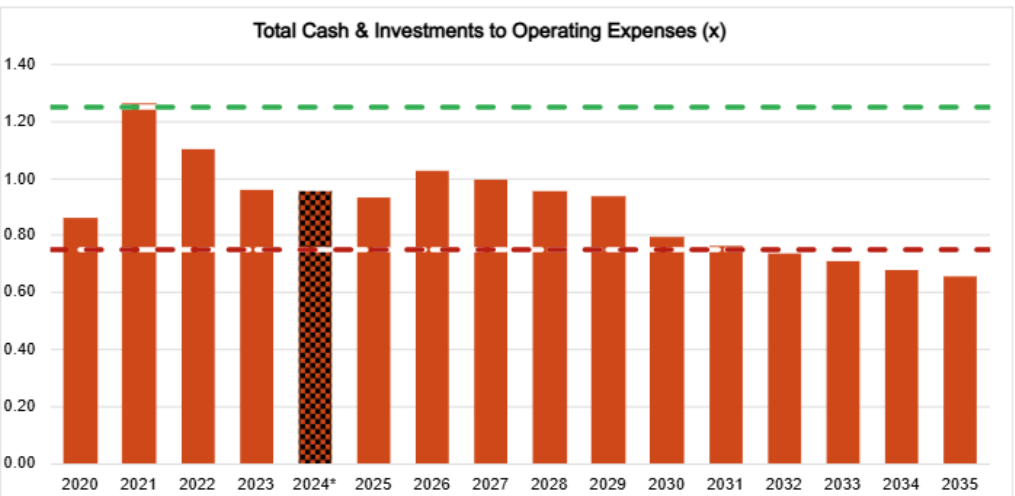
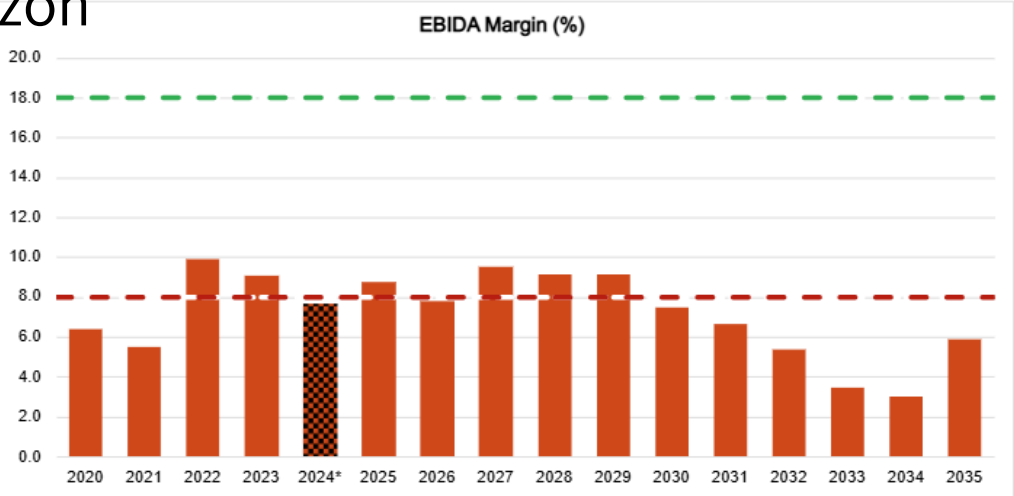


Expense Outlook

- Trend line for E&G expenses exceeds revenue growth projection (higher rate of growth)
- Budget realignment for FY26 incorporated into forecast
- Nearer term outlook close to balanced in E&G; longer term imbalances demonstrate need for scrutiny and discipline
- Self-support and Restricted fund expenses more closely tied to revenues

BOT Financial Metrics

Most metrics remain in desired range, with pressures growing in later years of forecast horizon



* The lower debt service coverage ratio in 2024 reflects a large \$40 million bullet principal payment. In their rating analysis, Moody's adjusts for this higher one-time payment because it is not reflective of ongoing debt service levels.

July 8, 2025 Board of Trustees

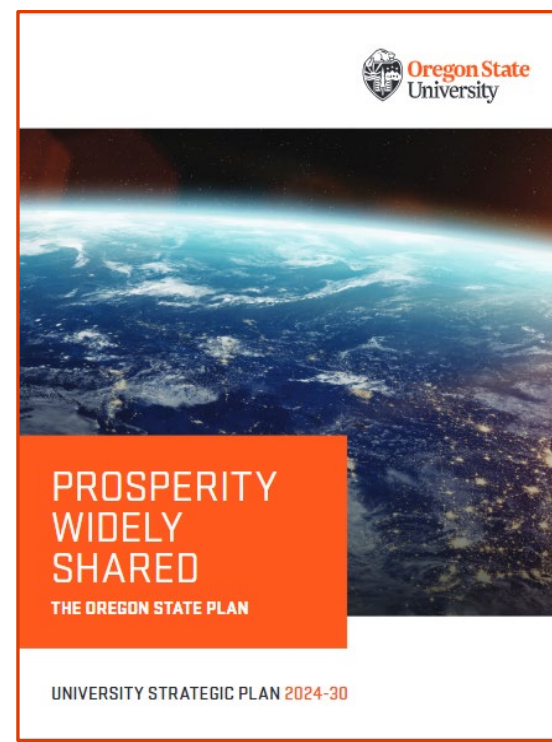
TEN-YEAR CAPITAL FORECAST: FY2026-2035



Oregon State
University

Ten-Year Capital Forecast – Annual Update Process

| | |
|---|---|
| <p>Requirements Generation</p> <ul style="list-style-type: none"> • President, Provost, and VPFA guidance • Facility Condition Assessments • Interview Deans and Departments • Update Recommendations to IWG | <p>Capital Planning and Development</p> |
| <p>Evaluation and Priority</p> <ul style="list-style-type: none"> • Recommends forecast to leadership | <p>Infrastructure Working Group (IWG)</p> |
| <p>Review</p> | <p>Provost, VPFA</p> |
| <p>Approval</p> | <p>President</p> |
| <p>Acceptance</p> | <p>Board of Trustees</p> |



- Prioritization Principles**
- Advance OSU’s Strategic Plan
 - Minimize Impact on Environmental and Financial Resources
 - Cultivate a Safer, More Equitable, Accessible and Welcoming Environment
 - Leverage Funding

Major Projects Underway

- Newport Housing
- Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex
- Kelley Engineering District Utility Plant
- Richardson Hall Mid-Life Renewal
- Sinnhuber Aquatic Research Laboratory Modernization
- Gilkey Hall Renovation*



Newport Housing



Huang Collaborative Innovation Complex

* Major scope and budget change will be requested in October 2025.

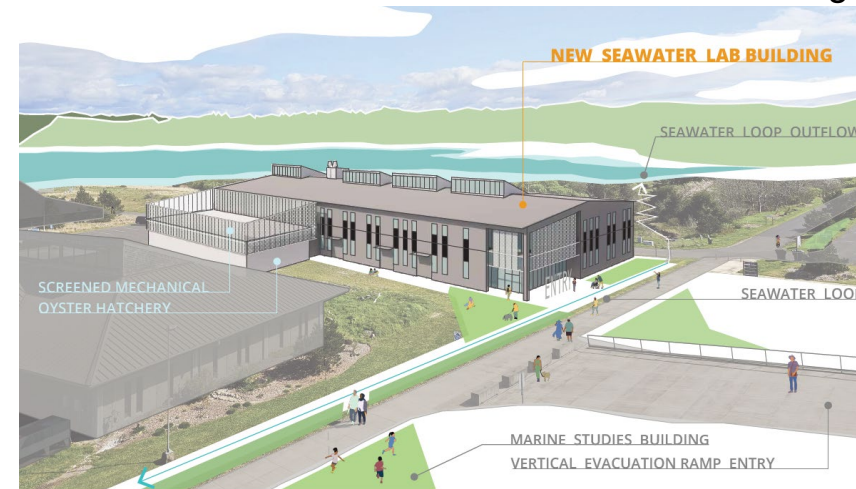
Project Examples

Corvallis & Newport E&G

- Plageman Renovation
- Gleeson Hall Renovation
- Oregon Veterinary Diagnostics Laboratory
- Dearborn and Rogers Halls Renovation
- Plant Science Innovation Center
- HMSC Building 900 Research Center Replacement
- Pharmacy Building Renovation
- Gilbert Hall Renovation

OSU-Cascades

- Student Health and Recreation Center
- Innovation District Projects
- Student Residential Building 2
- Academic Building 3



Newport HMSC Building 900 Replacement Concept



OSU Cascades Student Health and Recreation Center Concept

Project Examples

Student Affairs

- UHDS Vision Phase I
- Memorial Union Renewals
- Recreation Sports Renewals
- Family Resources Centers



Memorial Union



UHDS Vision Phase I

Ten-Year Capital Forecast Impact

| Funding by Category | |
|-----------------------------------|----------------|
| State Paid Bonds | \$362M |
| State Paid CIR | \$171M |
| OSU Paid Bonds | \$848M |
| E&G CIR | \$60M |
| Gifts, Partnerships & Other Funds | \$1055M |
| Total* | \$2.49B |

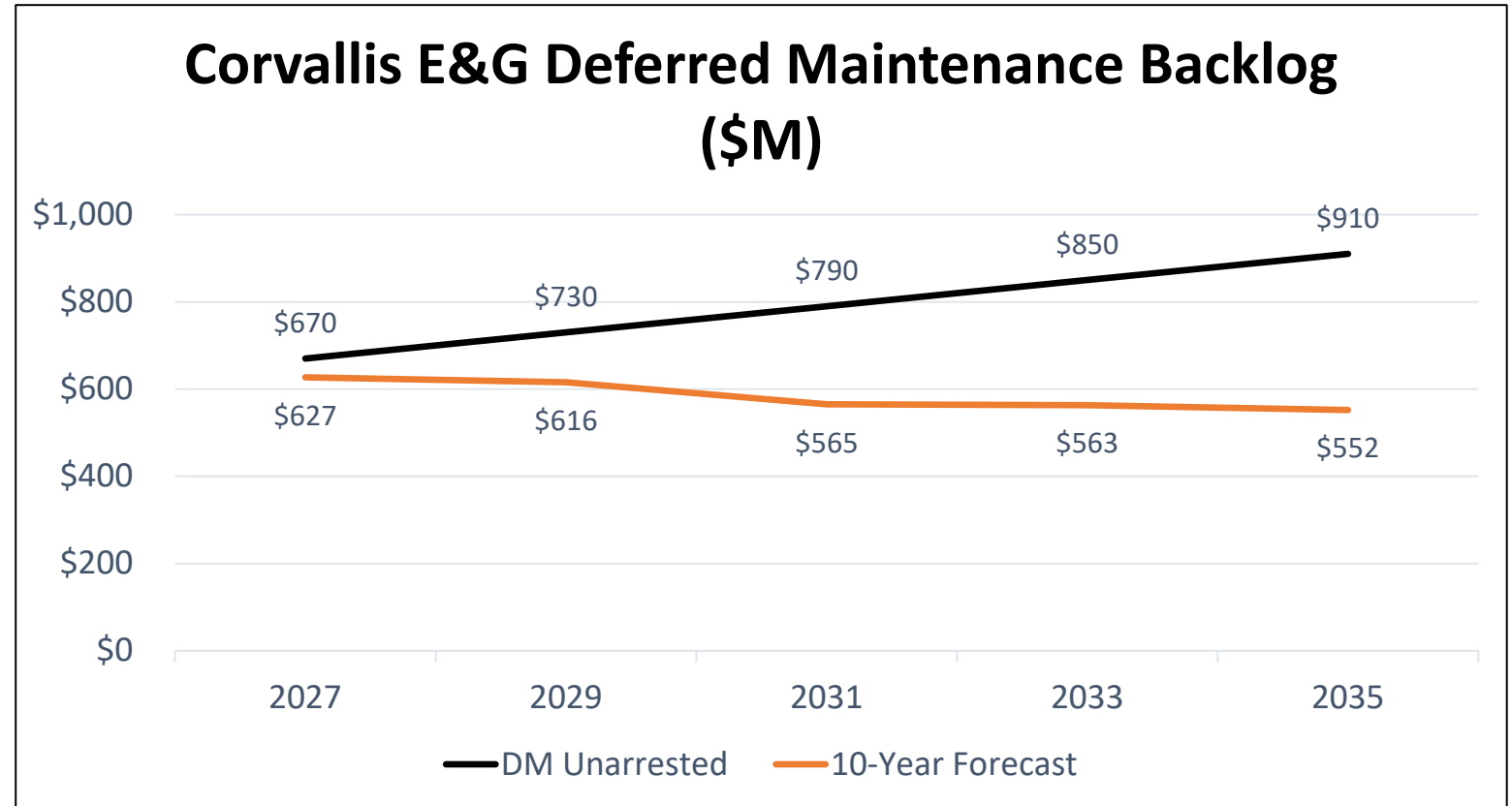
* 2024 report (\$3.37B)

| E&G Building Space Dynamics | |
|------------------------------|--------------|
| Total E&G - Corvallis | 5,300,000 SF |
| New – Corvallis | 209,000 SF |
| Demolition – Corvallis | 132,000 SF |
| Renovated – Corvallis | 394,000 SF |
| New – OSU Cascades | 546,000 SF |
| Deferred Maintenance Removed | \$346M |

SF = (Gross) Square Feet

Ten-Year Capital Forecast—Deferred Maintenance Reduction

- Deferred Maintenance (DM) is the sum of building components overdue for replacement or renewal
- Headwinds from continued aging and cost escalation is approximately \$60M per biennium (\$45M previously)
- 2033 DM projection at \$552M versus \$339M in 2024 report




Recommendation

Staff recommend that the board accept the FY2026-2035 Ten-Year Business Forecast, including the Ten-Year Capital Forecast as detailed in Attachment 1.

Capital Project Stage Gate II: Corvallis Campus Housing & Dining Vision Phase I

EXECUTIVE SUMMARY

Board approval is required for capital projects when the projected budget exceeds the \$10 million (M) threshold. The Corvallis Campus Housing & Dining Vision, Phase I project begins with the construction of a new student living center, improvements to area infrastructure, and the development of a dining support facility located off campus. The total estimated budget for the project is \$189.9M, including about \$169M for the student living center and \$21M for the dining support facility. The new student living center is near the end of the design development phase. The dining support facility is in the initial design phase, but given the timing and its connection with this new housing project, it is being included in this larger project.

| | | |
|--|--|---|
|  <p>DRAWING OF UHDS VISION PHASE I</p> | Student Living Center 175,000 sq. ft | \$168,900,000 |
| | Dining Support Facility 20,000 sq. ft | \$21,000,000 |
| | Total Estimated project budget | \$189,900,000 |
| | Funding OSU Revenue Bond - Retired by UHDS revenue | \$189,900,000 |
| | Deferred maintenance reduction | ~\$5,000,000 |
| | Estimated project completion | Summer 2027 |
| | Location | OSU main campus and off-site in Corvallis |

BACKGROUND

The first phase of the Corvallis Campus Housing & Dining Vision is included in the Ten-Year Capital Forecast. The following information is provided for consideration by the board to advance this project to the construction phase pursuant to the board’s [Approval of Capital Projects policy](#).

PROJECT SUMMARY

The Corvallis Campus Housing & Dining Vision Phase I project begins with the construction of a new student living center, improvements to area infrastructure, and the development of a dining support facility located off campus. The total estimated budget for the project is \$190M, including \$169M for the student living center and \$21M for the dining support facility. The new student living center will add 680 student beds to the campus inventory and will be approximately 175,000 square feet. The site work involved with this building includes the removal of three smaller buildings adjacent to Cascade Hall – the Cascade Industrial Annex, the Group Custodial Services House and Adams Hall. This allows for the improvement and expansion of the parking lot in this area to make up for the parking spaces lost for the student living facilities footprint.

The site improvements will improve access to the OSU Parking Garage from Western Boulevard and repair part of a failing steam line. The dining support facility will centralize and streamline dining hall food production, allowing the overall dining operation to run more efficiently and effectively with a higher on-campus resident count. The facility also provides a new location for the OSU Catering operation, creating additional capacity for on-campus food preparation and patron seating.

ADVANCING OSU’S STRATEGIC GOALS

| <p>Goal 1 A university focused on big discoveries that drive big solutions</p> | <p>Goal 2 A university where every student graduates</p> | <p>Goal 3 A university that fuels a thriving world</p> |
|--|--|---|
| <p>The facility design uses mass timber and modern utilities for sustainability, reflecting OSU's focus on collaboration and public impact.</p> <p>The new offsite Dining Support Facility increases operational capacity for a growing residential system. By consolidating the commissary kitchen and bakery, it standardizes production, improves efficiency, and ensures consistent food quality, aligning with institutional goals to modernize systems for strategic growth.</p> | <p>Expanding on-campus housing enhances retention and graduation, resolving capacity issues and improving the first-year experience. Inclusive design features such as study spaces and ADA improvements support a more welcoming environment, reflecting a commitment to student success.</p> <p>The offsite kitchen boosts dining reliability and student wellbeing by better meeting dietary needs. It also supports events and future residence hall expansions, contributing to a more positive student experience.</p> | <p>Increasing on-campus housing relieves pressure on the local rental market and offers affordable, university managed options. Facility updates reflect changing student needs, contributing to local economic and workforce development.</p> <p>The offsite Dining Facility utilizes a nearby industrial food site, maintaining local economic ties and efficiently scaling services as enrollment grows.</p> |

IDENTIFICATION OF RISKS AND MITIGATION STRATEGIES

The following risks have been identified for the project. Given these risks, the owner, design, and construction contingencies have been set at 10%, 5% and 3%, respectively.

| Risks | Likelihood | Severity | Consequences | Mitigation Strategy |
|--|-------------------|-----------------|---|---|
| Discovery of unforeseen site and design issues | High | Medium | Use of contingency funds. | An assessment of the site was completed at the start of the project. This is a concern in any new construction project. |
| Code <i>Amendment</i> required from city for SF allocation and height is delayed or denied | Medium | High | Delay to scheduled construction start and opening. | An alternative construction schedule has been prepared to allow partial building opening on time. |
| Systems and materials manufacturing delays | Medium | Low | Delayed schedule due to long lead items. | Planning to procure all long lead items early to reduce the risk of delay. |
| Cost escalation due to market conditions | Medium | High | Use of contingency funds. | Monitoring of market conditions and timing of procurement. |
| Timing of electrical service upgrades | Medium | Medium | Delayed schedule due to long lead and utility scheduling. | Continued engagement with Pacific Power. |

| | | | | |
|--|------|--------|--|--|
| Tariffs on imported construction materials could increase the cost of construction projects. | High | Medium | The effects of tariffs and when they might occur is yet unknown. Tariffs may drive up the availability and cost of construction materials. | Consider source of materials specified. Early purchase of as many construction materials as possible. Extra contingency has been added to the project in anticipation. |
|--|------|--------|--|--|

TOTAL COST OF OWNERSHIP

The estimated life cycle ownership costs for the Corvallis Campus Housing & Dining Vision Phase I project are summarized in the following table. The debt service related to the OSU-paid bonds, along with projected material impacts to utilities and maintenance costs, are detailed in the project *pro forma* in Attachment 1.

| Forecasted Total Cost of Ownership Corvallis Campus Housing & Dining Vision Phase I | |
|--|----------------------|
| ITEM | COST |
| Total Project Cost | \$189,900,000 |
| OSU Revenue Bond Retired by UHDS revenue | \$189,900,000 |
| Total Cost Avoidance | (\$5,000,000) |
| Removal of Deferred Maintenance (Demolition of 3 structures) | (\$5,000,000) |

RECOMMENDATION

Staff recommend that the board approve the capital project budget of \$189.9M for the Corvallis Campus Housing & Dining Vision Phase I Project and advance the project to the construction phase.

The debt service related to the OSU-paid bonds, along with projected material impacts to utilities and maintenance costs, are detailed in the project *pro forma* below.

| Corvallis Campus Housing and Dining Vision - Phase 1 - Site 1 | | | | | | | |
|--|---|-------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| | Total Cost: \$168,913,453 | | | | | | |
| | 30 Year Cashflow NPV* through Final Debt Service Payment: \$68,835,199 | | | | | | |
| | Years 1-5 | Years 6-10 | Years 11-15 | Years 16-20 | Years 21-25 | Years 26-30 | 30 Year Total |
| Cash Inflows (Revenue) | \$ 65,012,904 | \$ 79,098,139 | \$ 96,234,980 | \$ 117,084,568 | \$ 142,451,279 | \$ 173,313,763 | \$ 673,195,633 |
| Cash Outflows (Operating and Debt Services Expenses) | 65,139,068 | 68,023,000 | 70,196,403 | 72,840,679 | 76,057,845 | 6,957,470 | 421,831,695 |
| Net Cashflows Before Reinvestment | (126,164) | 11,075,139 | 26,038,578 | 44,243,889 | 66,393,434 | 103,739,062 | 251,363,939 |
| Cash Outflows (Capital Expenditures/Reinvestment) | - | - | 1,383,609 | 17,457,084 | 19,587,087 | - | 38,427,781 |
| Net Cashflows After Reinvestment | (126,164.00) | 11,075,139.00 | 24,654,968.00 | 26,786,805.00 | 46,806,347.00 | 103,739,062.00 | 212,936,158.00 |
| Project Cumulative Cashflows | \$ (126,164) | \$ 10,948,975 | \$ 35,603,943 | \$ 62,390,749 | \$ 109,197,096 | \$ 212,936,158 | |

| Corvallis Campus Housing and Dining Vision - Phase 1 - Site 1 and Offsite Kitchen | | | | | | | |
|--|---|-------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| | Total Cost: \$189,888,453 | | | | | | |
| | 30 Year Cashflow NPV* through Final Debt Service Payment: \$51,086,908 | | | | | | |
| | Years 1-5 | Years 6-10 | Years 11-15 | Years 16-20 | Years 21-25 | Years 26-30 | 30 Year Total |
| Cash Inflows (Revenue) | \$ 70,429,227 | \$ 85,687,923 | \$ 104,252,461 | \$ 126,839,059 | \$ 154,319,109 | \$ 187,752,792 | \$ 673,195,633 |
| Cash Outflows (Operating and Debt Services Expenses) | 77,078,594 | 81,154,932 | 84,613,261 | 88,820,846 | 93,940,018 | 88,479,855 | 541,087,505 |
| Net Cashflows Before Reinvestment | (6,649,367) | 4,532,991 | 19,639,200 | 38,018,213 | 60,379,092 | 9,927,293 | 215,193,066 |
| Cash Outflows (Capital Expenditures/Reinvestment) | - | - | 1,383,609 | 19,271,608 | 21,401,611 | - | 42,056,828 |
| Net Cashflows After Reinvestment | (6,649,367) | 4,532,991 | 18,255,591 | 18,746,605 | 38,977,481 | 99,272,937 | 173,136,238 |
| Project Cumulative Cashflows | \$ (6,649,367) | \$ (2,116,376) | \$ 16,139,215 | \$ 34,885,820 | \$ 73,863,300 | \$ 173,136,238 | |

*NPV = Net Present Value, an analysis to help determine the value of future cash flows over the life of the investment, discounted to the present time

CAPITAL PROJECT STAGE GATE II: CORVALLIS CAMPUS HOUSING AND DINING VISION-PHASE I

OSU Board of Trustees
July 8, 2025



Oregon State
University

Capital Project Stage Gate II: Corvallis Campus Housing & Dining Vision Phase I

- The first phase of the Corvallis Campus Housing & Dining Vision is included in the university's Ten-Year Capital Forecast.
- The project is currently in the Design Development phase, which includes the completion of construction documents in preparation for bid and construction.
- The board is being asked to approve the project budget and advance the project to the construction phase.

Corvallis Campus Housing and Dining Vision-Phase I

Estimated Budget

| | |
|--|-----------------|
| Construction of one mass timber residence hall | \$168.9M |
| Construction of off-site dining production kitchen | \$21M |
| Total Project Cost | \$189.9M |



Architectural rendering of the proposed residence hall

New Residence Hall Layout



Recommendation

Staff recommend that the Board of Trustees approve Stage Gate II, advancing the Corvallis Campus Housing & Dining Vision Phase I Project to the Construction Phase and approve a project budget of \$189.9M.

Issuance of OSU Revenue Bonds

EXECUTIVE SUMMARY

Consistent with the board’s Debt Policy, the university is seeking approval of the 2025 General Revenue Bond Resolution provided in Attachment 2. The proposed bond issuance is expected to provide funds for two specific projects included in the capital forecast.

The resolution authorizes the vice president for finance and administration to sell and issue bonds up to \$219M, in one or more series, and to determine the method of selling the bonds. The resolution limits the approval authority delegated to the vice president for finance and administration to (a) the board-approved total, (b) at a final maturity no later than 40 years after their date of issuance, and (c) at an interest rate not to exceed 6.5%. These authorities expire on December 31, 2026. Analysis of the issuance was conducted by PFM, OSU’s financial advisor.

BACKGROUND

If approved by the board, the revenue bond resolution provided in Attachment 2 authorizes the issuance of university revenue bonds up to \$219M. The university plans to use the bond proceeds to provide funding for two projects included in the capital forecast as well as pay capitalized interest for two years and the costs of bond issuance. Table 1 provides a summary of the projects which will be funded with the bond proceeds.

Table 1: Use of Bond Proceeds

| Projects | Amount (\$M) |
|--|-----------------|
| Corvallis Campus Housing & Dining Vision Phase 1 – Student Living Center | \$168.9M |
| Corvallis Campus Housing & Dining Vision Phase 1 – Dining Support Facility | \$21.0M |
| Total Project Funds | \$189.9M |
| Capitalized Interest* | \$23.1M |
| Cost of Issuance* | \$0.5M |
| Underwriters Discount* | \$1.0M |
| Total Bond Proceeds | \$214.5M |
| Max Bond Par Amount (including 2% discount, rounded) | \$219.0M |

* Preliminary estimates for capitalized interest (funding interest during the construction period), cost of issuance and underwriter’s discount

FINANCIAL IMPACT

Current Debt Profile

The university currently has \$898.6M in external debt outstanding composed of:

- \$632.7M General Revenue Bonds
- \$265.9M State-Issued Debt
- \$0M commercial paper outstanding of the authorized \$100M program

Credit Rating

Prior to every bond issuance, Moody’s Investors Service (Moody’s) conducts a review to provide an issuance rating specific to the general revenue bonds. Moody’s credit rating is based on both measurable and subjective data elements. With the proposed issuance, staff anticipate that the rating will be maintained at the current Aa3 level which was last confirmed in May 2024. However, Moody’s has assigned a negative outlook on the higher education sector due to the uncertainty of federal funding, the restructuring of the Department of Education, and potential changes or disruptions to federal student loans. Those general credit pressures on the sector could negatively impact the rating outcome for OSU.

Annual Repayment Costs

The annual repayment will depend on the tax status of the debt and interest rates at the time of bond pricing. A 33-year bond structure with two years of capitalized interest is estimated to cost 4.9% for tax-exempt debt and 6.2% for taxable debt⁽¹⁾. The repayment schedule below reflects this structure but is preliminary and subject to change. The university manages an internal bank which allows the university to structure external bond issuance (borrowing) differently from internal loan repayment. University Housing and Dining will receive an internal loan for the proposed residence hall and offsite kitchen, and related capitalized interest. The projected overall debt service is reflected in Attachment 1.

Table 2: Estimated annual debt costs by year

| Fiscal Year Ending | Net Debt Service Tax-Exempt Debt (1) | Net Debt Service Taxable Debt (2) | Notes |
|--------------------|--------------------------------------|-----------------------------------|-------|
| 06/30/2026 | \$0 | \$0 | (1) |
| 06/30/2027 | 0 | 0 | (1) |
| 06/30/2028 | 12,244,500 | 13,080,160 | |
| 06/30/2029 | 13,527,500 | 16,117,030 | |
| 06/30/2030 | 13,521,250 | 16,121,116 | |
| 06/30/2031 | 13,521,750 | 16,119,122 | |
| 06/30/2032 | 13,523,250 | 16,119,764 | |
| 06/30/2033 | 13,525,250 | 16,122,252 | |
| 06/30/2034 | 13,527,250 | 16,115,010 | |
| 06/30/2035 | 13,518,750 | 16,123,549 | |
| 06/30/2036 | 13,519,750 | 16,120,005 | |
| 06/30/2037 | 13,524,250 | 16,118,595 | |
| 06/30/2038 | 13,521,500 | 16,123,645 | |
| 06/30/2039 | 13,521,250 | 16,123,263 | |
| 06/30/2040 | 13,522,750 | 16,121,618 | |
| 06/30/2041 | 13,525,250 | 16,118,213 | |
| 06/30/2042 | 13,523,000 | 16,116,483 | |
| 06/30/2043 | 13,525,500 | 16,115,821 | |
| 06/30/2044 | 13,521,750 | 16,118,752 | |
| 06/30/2045 | 13,521,250 | 16,118,796 | |
| 06/30/2046 | 13,523,000 | 16,119,866 | |
| 06/30/2047 | 13,521,000 | 16,119,862 | |
| 06/30/2048 | 13,524,500 | 16,120,790 | |
| 06/30/2049 | 13,527,250 | 16,121,000 | |
| 06/30/2050 | 13,523,250 | 16,117,995 | |
| 06/30/2051 | 13,521,750 | 16,115,283 | |

| | | |
|----------------------------|----------------------|----------------------|
| 06/30/2052 | 13,521,500 | 16,114,016 |
| 06/30/2053 | 13,521,250 | 16,120,971 |
| 06/30/2054 | 13,524,750 | 16,118,499 |
| 06/30/2055 | 12,750,500 | 15,197,441 |
| 06/30/2056 | 10,571,000 | 12,602,514 |
| 06/30/2057 | 5,122,000 | 6,098,851 |
| 06/30/2058 | 1,281,000 | 1,523,379 |
| Total⁽²⁾ | \$393,568,500 | \$467,603,653 |

- (1) Based on interest rates as of June 19, 2025 plus 0.25%, and assuming capitalizing interest for 2 years.
- (2) Totals may not add due to rounding.

Financial Ratios

The board's Debt Policy requires a review of the impact of any proposed new university-paid debt on the four financial ratios included in the policy prior to issuance. The ratios presented in the 10-year forecast incorporate this new debt obligation and the net operating results from these projects and are presented in Table 2. All four of the ratios remain within target in the near term with the exception of EBIDA in FY26 which is not impacted by the project until FY28. In the outer years, the assumed growth for operating expenses exceeds operating revenues overall for the university unrelated to the project.

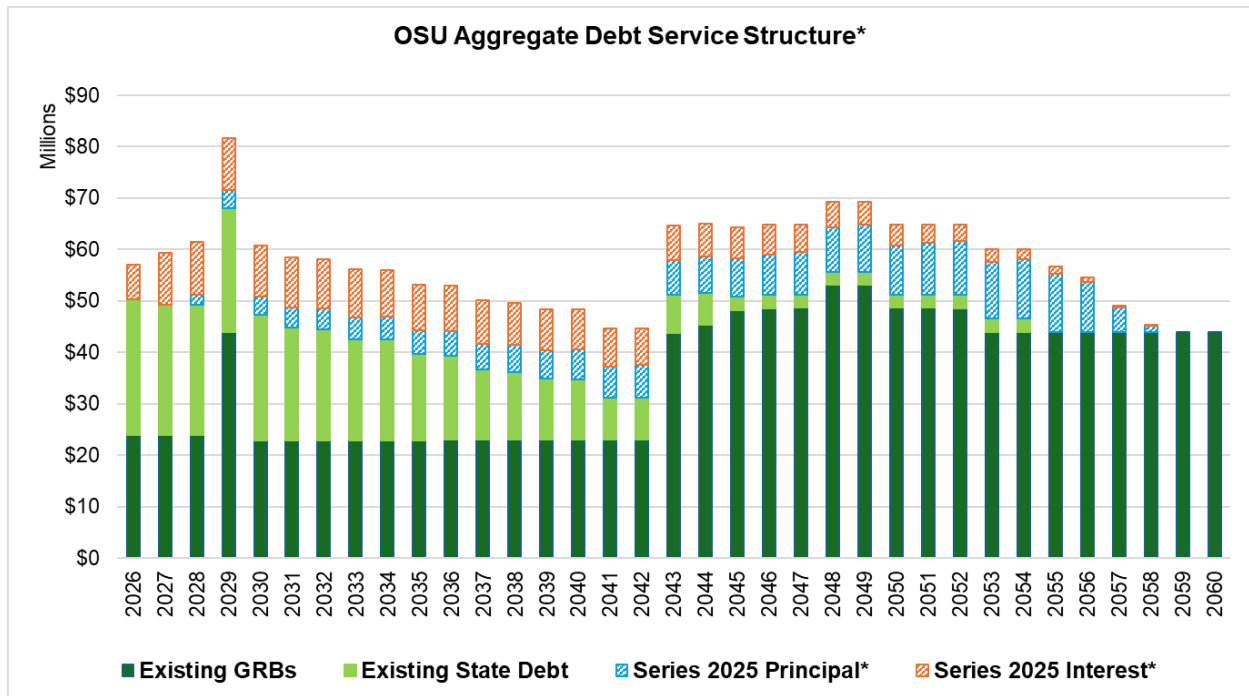
Table 2: Financial Metrics



* The lower debt service coverage ratio in 2024 reflects a large \$40 million bullet principal payment. In their rating analysis, Moody's adjusts for this higher one-time payment because it is not reflective of ongoing debt service levels.

RECOMMENDATION

Staff recommend that the board adopt the General Revenue Bonds Resolution in Attachment 2, authorizing the university to execute a bond transaction to issue General Revenue Bonds, with the aggregate principal not to exceed \$219M.



*Preliminary; subject to change. Shows tax-exempt debt service structure. Currently, it is expected that the entire issuance will be tax-exempt.

RESOLUTION NO. 25-09
BOARD OF TRUSTEES OF OREGON STATE UNIVERSITY
GENERAL REVENUE BONDS, 2025

A RESOLUTION OF THE BOARD OF TRUSTEES OF OREGON STATE UNIVERSITY, AUTHORIZING THE ISSUANCE OF ONE OR MORE SERIES OF GENERAL REVENUE BONDS OF THE UNIVERSITY IN THE AGGREGATE PRINCIPAL AMOUNT OF NOT TO EXCEED \$219,000,000 FOR THE PURPOSE OF PAYING OR REIMBURSING, OR REFINANCING COMMERCIAL PAPER NOTES ISSUED TO PAY OR REIMBURSE, ALL OR A PORTION OF THE COSTS OF UNIVERSITY PROJECTS, CAPITALIZING A PORTION OF THE INTEREST ON THE BONDS, AND PAYING THE COSTS OF ISSUANCE; PROVIDING FOR THE DISPOSITION OF THE PROCEEDS OF SALE OF SUCH BONDS; AND DELEGATING AUTHORITY TO THE AUTHORIZED UNIVERSITY REPRESENTATIVE IDENTIFIED HEREIN TO DETERMINE THE METHOD OF SALE, APPROVE THE NUMBER OF SERIES, THE SERIES DESIGNATION, FINAL PRINCIPAL AMOUNTS, DATE OF THE BONDS, DENOMINATIONS, INTEREST RATES, PAYMENT DATES, REDEMPTION PROVISIONS, TAX STATUS, AND MATURITY DATES FOR THE BONDS UNDER THE TERMS AND CONDITIONS SET FORTH HEREIN.

ADOPTED: _____, 2025

PREPARED BY
PACIFICA LAW GROUP LLP
SEATTLE, WASHINGTON

RESOLUTION NO. 25-09

TABLE OF CONTENTS*

| | Page |
|--|------|
| <u>Section 1.</u> <u>Definitions and Interpretation of Terms</u> | 10 |
| <u>Section 2.</u> <u>Findings; Authorization of Projects</u> | 15 |
| <u>Section 3.</u> <u>Authorization of Bonds and Description of Bonds</u> | 15 |
| <u>Section 4.</u> <u>Registration, Transfer and Payment of Bonds</u> | 16 |
| <u>Section 5.</u> <u>Redemption and Purchase</u> | 18 |
| <u>Section 6.</u> <u>Form of the Bonds</u> | 20 |
| <u>Section 7.</u> <u>Execution of the Bonds</u> | 21 |
| <u>Section 8.</u> <u>Disposition of Bond Proceeds</u> | 21 |
| <u>Section 9.</u> <u>Tax Covenants</u> | 22 |
| <u>Section 10.</u> <u>Bond Fund</u> | 23 |
| <u>Section 11.</u> <u>Sources of Security</u> | 24 |
| <u>Section 12.</u> <u>Covenant of the University</u> | 25 |
| <u>Section 13.</u> <u>Defeasance</u> | 25 |
| <u>Section 14.</u> <u>Sale of the Bonds; Official Statement</u> | 25 |
| <u>Section 15.</u> <u>Undertaking to Provide Ongoing Disclosure</u> | 28 |
| <u>Section 16.</u> <u>Establishment of Additional Accounts and Subaccounts</u> | 28 |
| <u>Section 17.</u> <u>Lost or Destroyed Bonds</u> | 28 |
| <u>Section 18.</u> <u>No Recourse Against Individuals</u> | 28 |
| <u>Section 19.</u> <u>General Authorization; Ratification of Prior Acts</u> | 28 |
| <u>Section 20.</u> <u>Severability</u> | 28 |
| <u>Section 21.</u> <u>Amendments</u> | 29 |
| <u>Section 22.</u> <u>Benefit of Resolution</u> | 30 |
| <u>Section 23.</u> <u>Effective Date</u> | 30 |
| <u>Exhibit A:</u> <u>Bond Form</u> | 31 |

* This Table of Contents is provided for reference only and does not constitute a part of this Resolution for which it is provided.

RESOLUTION NO. 25-09

BOARD OF TRUSTEES OF OREGON STATE UNIVERSITY

A RESOLUTION OF THE BOARD OF TRUSTEES OF OREGON STATE UNIVERSITY, AUTHORIZING THE ISSUANCE OF ONE OR MORE SERIES OF GENERAL REVENUE BONDS OF THE UNIVERSITY IN THE AGGREGATE PRINCIPAL AMOUNT OF NOT TO EXCEED \$219,000,000 FOR THE PURPOSE OF PAYING OR REIMBURSING, OR REFINANCING COMMERCIAL PAPER NOTES ISSUED TO PAY OR REIMBURSE, ALL OR A PORTION OF THE COSTS OF UNIVERSITY PROJECTS, CAPITALIZING A PORTION OF THE INTEREST ON THE BONDS, AND PAYING THE COSTS OF ISSUANCE; PROVIDING FOR THE DISPOSITION OF THE PROCEEDS OF SALE OF SUCH BONDS; AND DELEGATING AUTHORITY TO THE AUTHORIZED UNIVERSITY REPRESENTATIVE IDENTIFIED HEREIN TO DETERMINE THE METHOD OF SALE, APPROVE THE NUMBER OF SERIES, THE SERIES DESIGNATION, FINAL PRINCIPAL AMOUNTS, DATE OF THE BONDS, DENOMINATIONS, INTEREST RATES, PAYMENT DATES, REDEMPTION PROVISIONS, TAX STATUS, AND MATURITY DATES FOR THE BONDS UNDER THE TERMS AND CONDITIONS SET FORTH HEREIN.

WHEREAS, Oregon Revised Statutes (“ORS”) 352.087 authorizes Oregon State University (the “University”) to borrow money for the needs of the University in such amounts, at such times, and upon such terms as may be determined by the University acting through its Board of Trustees (the “Board”); and

WHEREAS, ORS 352.408(1)(a) authorizes the University to issue revenue bonds for any lawful purpose of the University in accordance with ORS chapter 287A; and

WHEREAS, the University Debt Policy provides that the University may use debt or other financing agreements to meet its strategic objectives and, pursuant to Section V of the Debt Policy, the Board must approve all bond issuances and the issuance of all other long- or short-term external debt of the University that exceeds \$10 million by resolution, delegating to the University Vice President for Finance and Administration authority to proceed to issue, sell, and manage such debt within specific parameters regarding the size, structure, pricing and use as set forth in the applicable bond resolution or as otherwise approved by the Board; and

WHEREAS, the University has previously issued and has outstanding (i) its General Revenue Bonds, 2015B (Federally Taxable) in the aggregate principal amount of \$10,075,000 (the “2015B Bonds”); (ii) its General Revenue Bonds, 2016A in the aggregate principal amount of \$40,165,000 and its General Revenue Bonds, 2016B (Federally Taxable) in the aggregate principal amount of \$7,095,000 (collectively, the “2016 Bonds”); (iii) its General Revenue Bonds, 2017

July 8, 2025, Board of Trustees Meetings

(Federally Taxable) in the aggregate principal amount of \$72,705,000 (the “2017 Bonds”); (iv) its General Revenue Bonds, 2019 (Federally Taxable) in the aggregate principal amount of \$125,705,000 (the “2019 Bonds”); (v) its General Revenue Bonds, 2020 (Federally Taxable) in the aggregate principal amount of \$302,945,000 (the “2020 Bonds”); (vi) its General Revenue Notes issued in the commercial paper mode from time to time in the aggregate principal amount not to exceed \$100,000,000 (the “Commercial Paper Notes”); (vii) its General Revenue Note evidencing its reimbursement obligations to T.D. Bank, N.A. in connection with the irrevocable direct-pay letter of credit securing the Commercial Paper Notes, in the maximum reimbursement amount of \$111,250,000 (the “Reimbursement Obligation”); and (viii) its General Revenue Refunding Bonds, 2024A in the aggregate principal amount of \$28,135,000, General Revenue Bonds, 2024B (Federally Taxable) in the aggregate principal amount of \$20,000,000 and General Revenue Refunding Bonds, 2024C (Delayed Delivery) in the aggregate principal amount of \$25,870,000 (collectively the “2024 Bonds” and, collectively with the 2015B Bonds, the 2016 Bonds, the 2017 Bonds, the 2019 Bonds, the 2020 Bonds, the Commercial Paper Notes, the Reimbursement Obligation, and the 2024 Bonds, the “Prior Bonds”); and

WHEREAS, the University now desires to authorize the issuance of one or more series of general revenue bonds on a parity with the pledge securing the payment of the principal of and interest on the Prior Bonds to pay or reimburse, or refinance Commercial Paper Notes issued to pay or reimburse, all or a portion of the costs of Projects defined herein, to capitalize interest and to pay costs of issuance (the “Bonds”);

WHEREAS, the Board wishes to delegate authority to the Vice President for Finance and Administration and Chief Financial Officer of the University, or any interim officer exercising, or successor to, the functions of such office, or the designee of such officer (each, an “Authorized University Representative”), for a limited time, to select the method of sale that is in the best interest of the University, to approve the number of series, the series designation, the final principal amounts, the dated date(s), the denominations, the interest rates, the payment dates, the tax status, the redemption provisions, and the maturity dates for the bonds as provided by this Resolution;

NOW, THEREFORE, the Board resolves as follows:

Section 1. Definitions and Interpretation of Terms.

(a) *Definitions.* As used in this Resolution, the following words shall have the following meanings, unless a different meaning clearly appears from the context:

Additional Bonds means bonds, leases, interest rate swaps, and other contractual obligations issued by the University and expressly secured by a pledge of General Revenues on a parity with the pledge securing the payment of the principal of and interest on the Prior Bonds and the Bonds including without limitation General Revenue Notes.

Approved Bid means the winning bid submitted for the Bonds, if any.

Authorized University Representative means the Vice President for Finance and Administration of the University and Chief Financial Officer, or any interim officer exercising, or any successor to, the functions of such office, or such officer’s designee.

Beneficial Owner means any person that has or shares the power, directly or indirectly, to make investment decisions concerning ownership of any Bonds (including persons holding Bonds through nominees, depositories or other intermediary).

Board means the Board of Trustees of the University.

Bond Act means, together, chapters 287A and 352 ORS, in each case as amended from time to time.

Bond Fund means the special fund(s) for the payment of the principal of and interest on the Bonds as required pursuant to Section 10 hereof.

Bond Purchase Contract means the purchase contract(s) for the purchase of all or a portion of the Bonds, if any, between the University and the Underwriter(s).

Bond Register means the registration records for the Bonds maintained by the Registrar.

Bond Registrar means the bank or trust company selected by the Authorized University Representative pursuant to Section 4 of this Resolution for the purposes of registering and authenticating the Bonds, maintaining the Bond Register, effecting transfer of ownership of the Bonds, and paying interest on and principal of the Bonds.

Bonds mean the general revenue bonds authorized to be issued by this Resolution.

Code means the Internal Revenue Code of 1986 as in effect on the date of issuance of the Bonds or (except as otherwise referenced herein) as it may be amended to apply to obligations issued on the date of issuance of the Bonds, together with applicable proposed, temporary and final regulations promulgated, and applicable official public guidance published, under the Code.

Commercial Paper Notes means University general revenue notes issued in the commercial paper mode from time to time pursuant to Resolution No. 24-05.

Continuing Disclosure Certificate means the certificate of the University undertaking to provide ongoing disclosure to assist the Underwriter(s) in complying with the Rule.

Debt Management Agreement means the Restated and Amended Agreement for Debt Management among the University, the State Treasurer, the Higher Education Coordinating Commission, and Department of Administrative Services dated as of July 1, 2015, as it has been and may be amended from time to time.

DTC means The Depository Trust Company, New York, New York, as depository for the Bonds, or any successor or substitute depository for the Bonds.

Fair Market Value means the price at which a willing buyer would purchase an investment from a willing seller in a bona fide, arm's-length transaction, except for specified investments as described in Treasury Regulation §1.148-5(d)(6), including United States Treasury obligations, certificates of deposit, guaranteed investment contracts, and investments for yield restricted defeasance escrows. Fair Market Value is generally determined on the date on which a contract

to purchase or sell an investment becomes binding, and, to the extent required by the applicable regulations under the Code, the term “investment” will include a hedge.

Federal Tax Certificate means the certification of the University executed and delivered in connection with the issuance of Tax-Advantaged Bonds or Tax-Exempt Bonds.

General Revenues means tuition, charges, rents, and other operating revenue of the University, except as specifically excluded below. The following items are excluded:

1. Student Building Fees and Student Incidental Fees;
2. Grant and Contract Revenue;
3. Amounts required to be transferred to the State Treasurer for deposit for University-Paid State Bonds next coming due, and without duplication, amounts required to be paid to the State Treasurer for University-Paid State Bonds next coming due; and
4. Amounts that are otherwise restricted in their use by law, regulation, and contract.

For clarity, the University notes that moneys received by the University from taxes collected by the State and gifts are not operating revenues of the University and are therefore not included in the definition of General Revenues. Unrestricted net assets, to the extent that they are received as **General Revenues**, are includable and available to pay obligations secured by **General Revenues**. Upon the addition or deletion of any income, revenues, or receipts to or from General Revenues pursuant to Section 11, this definition of General Revenues shall be deemed to be amended accordingly without further action by the University.

General Revenue Notes means the Commercial Paper Notes and any general revenue notes evidencing the University’s reimbursement obligations with respect to a liquidity or credit facility providing for the payment of maturing Commercial Paper Notes, including the Reimbursement Obligation.

Grant and Contract Revenue means revenue from grants and contracts, whether restricted or unrestricted, including for illustrative purposes the following items identified in the University’s financial statements: federal grants and contracts, state and local grants and contracts, and nongovernmental grants and contracts.

Letter of Representations means the Blanket Letter of Representations from the University to DTC.

Notice of Sale means any notice of bond sale authorized to be given pursuant to Section 14 of this resolution.

Official Statement means the Official Statement of the University pertaining to the sale of the Bonds, in either preliminary or final form.

ORS means the Oregon Revised Statutes, as now in existence or hereafter amended, or any successor codification of the laws of the State.

Permitted Investments means any permissible investment pursuant to the University

Investment Policy, but only to the extent that the same are acquired at Fair Market Value.

Prior Bonds means the 2015B Bonds, the 2016 Bonds, the 2017 Bonds, the 2019 Bonds, the 2020 Bonds, the Commercial Paper Notes, the Reimbursement Obligation, and the 2024 Bonds.

Project Fund means the fund or account designated by the Authorized University Representative for the deposit of Bond proceeds, including any account or subaccounts therein authorized to be created pursuant to Section 8 of this Resolution for the purpose of holding a portion of the proceeds of the Bonds.

Projects means the Corvallis Campus Housing & Dining Vision Phase 1 – Student Living Center, Corvallis Campus Housing & Dining Vision Phase 1 – Dining Support Facility, and any other project or projects for the design, acquisition, development, construction, improvement and/or equipping of facilities serving the needs of the University, approved by the Board (including pursuant to delegated authority) and identified from time to time as a Bond-financed project by the Authorized University Representative.

Record Date means the close of business for the Bond Registrar that is 15 days preceding any interest and/or principal payment or redemption date.

Registered Owner means the person in whose name a Bond is registered on the Bond Register. For so long as the University utilizes the book-entry system for the Bonds, DTC shall be deemed to be the Registered Owner.

Reimbursement Obligation means the University's reimbursement obligations to T.D. Bank, N.A. in connection with the irrevocable direct-pay letter of credit securing the Commercial Paper Notes, in the maximum reimbursement amount of \$111,250,000.

Resolution means this Resolution authorizing the issuance of the Bonds, adopted by the Board.

Rule means the U.S. Securities and Exchange Commission's Rule 15c2-12 under the Securities Exchange Act of 1934, as the same has been amended and as amended from time to time.

State means the State of Oregon.

State Treasurer means the Treasurer of the State.

Student Building Fee means the separate fee charged by the Board to students for the use of buildings, structures and projects under the Board's control. The Student Building Fee is in addition to tuition and other fees charged to students.

Student Incidental Fee means the separate fee charged by the Board to students pursuant to a request by the recognized student government under a process established by the student government. The recognized student government allocates the Student Incidental Fees collected for purposes pursuant to the process established by the student government.

Tax-Advantaged Bonds mean any Bonds determined to be issued on a tax-advantaged basis under the Code pursuant to Section 14.

Tax-Exempt Bonds mean any Bonds determined to be issued on a tax-exempt basis under the Code pursuant to Section 14.

Taxable Bonds means any Bonds determined to be issued on a taxable basis pursuant to Section 14.

2015B Bonds means the Oregon State University General Revenue Bonds, 2015B (Federally Taxable).

2016 Bonds means the Oregon State University General Revenue Bonds, 2016A and General Revenue Bonds, 2016B (Federally Taxable).

2017 Bonds means the Oregon State University General Revenue Bonds, 2017 (Federally Taxable).

2019 Bonds means the Oregon State University General Revenue Bonds, 2019 (Federally Taxable).

2020 Bonds means the Oregon State University General Revenue Bonds, 2020 (Federally Taxable).

2024 Bonds means the Oregon State University General Revenue Refunding Bonds, 2024A, General Revenue Bonds, 2024B (Federally Taxable) and General Revenue Refunding Bonds, 2024C (Delayed Delivery).

Underwriter(s) means one or more initial purchaser(s) of the Bonds, as selected by the Authorized University Representative.

University means Oregon State University, a public university of the State, the main campus of which is located at Corvallis, Oregon.

University-Paid State Bonds means the payments to be made by the University representing its share of debt service to be paid when due on bonds or other obligations issued by the State for the benefit of the University established by the schedule of outstanding state bonds prepared under ORS 352.415(3) and evidenced by the Debt Management Agreement entered into pursuant to ORS 352.135(2).

Vice President for Finance and Administration means the Vice President for Finance and Administration and Chief Financial Officer of the University or any interim officer exercising, or any successor to, the functions of such office.

(b) *Interpretation.* In this Resolution, unless the context otherwise requires:

1. The terms “hereby,” “hereof,” “hereto,” “herein,” “hereunder” and any similar terms, as used in this Resolution, refer to this Resolution as a whole and not to any particular article, section, subdivision or clause hereof, and the term “hereafter” shall mean after, and the term “heretofore” shall mean before, the date of this Resolution;

2. Words importing the singular number shall mean and include the plural number and vice versa;

3. Words importing persons shall include firms, associations, partnerships (including limited partnerships), trusts, limited liability companies, corporations and other legal entities, including public bodies, as well as natural persons;

4. Any headings preceding the text of the several articles and sections of this Resolution, and any table of contents or marginal notes appended to copies hereof, shall be solely for convenience of reference and shall not constitute a part of this Resolution, nor shall they affect its meaning, construction or effect;

5. All references herein to “articles,” “sections” and other subdivisions or clauses are to the corresponding articles, sections, subdivisions or clauses hereof;

6. Whenever any consent or direction is required to be given by the University, such consent or direction shall be deemed given when given by the Authorized University Representative or the Authorized University Representative’s designee, respectively, and all references herein to the Authorized University Representative shall be deemed to include references to the designee, as the case may be.

Section 2. Findings; Authorization of Projects. The Board hereby finds that it is in the public interest for the University to issue the Bonds to finance all or a portion of the costs of the Projects, to refinance any General Revenue Notes, and for any other lawful University purpose approved by the Board.

Section 3. Authorization of Bonds and Description of Bonds.

(a) For the purpose financing, or refinancing General Revenue Notes issued to finance, all or a portion of the costs of the Projects, capitalize a portion of the interest on the Bonds, and pay costs of issuance, and for any other lawful University purpose approved by the Board, the Board hereby authorizes the sale and issuance of the Bonds. The Bonds shall be special revenue bonds of the University and shall be designated the “Oregon State University General Revenue Bonds” with such additional year of issuance, series designation or other designation as determined to be necessary by the Authorized University Representative.

(b) The Bonds shall be dated as of their date of delivery; shall be fully registered as to both principal and interest; shall be in the denomination of \$1,000 or \$5,000 each as set forth in the Approved Bid or Bond Purchase Contract, or any integral multiple thereof within a series and maturity; shall be numbered separately in such manner and with any additional designation as the Bond Registrar deems necessary for purposes of identification; shall bear interest from their date

payable on the dates and at rates set forth in the Approved Bid or Bond Purchase Contract; and shall mature on the dates and in the principal amounts set forth in the Approved Bid or Bond Purchase Contract and as approved by the Authorized University Representative pursuant to Section 14. The Bonds of any of the maturities may be combined and issued as term bonds, subject to mandatory redemption as provided in the Notice of Sale, the Approved Bid or Bond Purchase Contract.

Section 4. Registration, Transfer and Payment of Bonds.

(a) *Bond Registrar/Bond Register.* The Authorized University Representative is hereby authorized to appoint as Bond Registrar a bank or trust company qualified by law to perform the duties described herein. The University shall cause a Bond Register to be maintained by the Bond Registrar. So long as any Bonds remain outstanding, the Bond Registrar shall make all necessary provisions to permit the exchange or registration or transfer of Bonds at its principal corporate trust office. The Bond Registrar may be removed at any time at the option of the Authorized University Representative upon prior notice to the Bond Registrar and a successor Bond Registrar appointed by the Authorized University Representative. No resignation or removal of the Bond Registrar shall be effective until a successor shall have been appointed and until the successor Bond Registrar shall have accepted the duties of the Bond Registrar hereunder. The Bond Registrar is authorized, on behalf of the University, to authenticate and deliver Bonds transferred or exchanged in accordance with the provisions of such Bonds and this Resolution and to carry out all of the Bond Registrar's powers and duties under this Resolution. The Bond Registrar shall be responsible for its representations contained in the Certificate of Authentication of the Bonds.

(b) *Registered Ownership.* The University and the Bond Registrar, each in its discretion, may deem and treat the Registered Owner of each Bond as the absolute owner thereof for all purposes (except as provided in any Continuing Disclosure Certificate), and neither the University nor the Bond Registrar shall be affected by any notice to the contrary. Payment of any such Bond shall be made only as described in Section 4(g) hereof, but such Bond may be transferred as herein provided. All such payments made as described in Section 4(g) shall be valid and shall satisfy and discharge the liability of the University upon such Bond to the extent of the amount or amounts so paid.

(c) *DTC Acceptance/Letters of Representations.* The Bonds initially shall be held in fully immobilized form by DTC acting as depository. To induce DTC to accept the Bonds as eligible for deposit at DTC, the University has executed and delivered to DTC a Blanket Issuer Letter of Representations. Neither the University nor the Bond Registrar will have any responsibility or obligation to DTC participants or the persons for whom they act as nominees (or any successor depository) with respect to the Bonds in respect of the accuracy of any records maintained by DTC (or any successor depository) or any DTC participant, the payment by DTC (or any successor depository) or any DTC participant of any amount in respect of the principal of or interest on Bonds, any notice which is permitted or required to be given to Registered Owners under this Resolution (except such notices as shall be required to be given by the University to the Bond Registrar or to DTC (or any successor depository)), or any consent given or other action taken by DTC (or any successor depository) as the Registered Owner. For so long as any Bonds are held in fully-immobilized form hereunder, DTC, its nominee or its successor depository shall

be deemed to be the Registered Owner for all purposes hereunder, and all references herein to the Registered Owners shall mean DTC (or any successor depository) or its nominee and shall not mean the owners of any beneficial interest in such Bonds.

If any Bond shall be duly presented for payment and funds have not been duly provided by the University on such applicable date, then interest shall continue to accrue thereafter on the unpaid principal thereof at the rate stated on such Bond until it is paid.

(d) *Use of Depository.*

1. The Bonds shall be registered initially in the name of “Cede & Co.”, as nominee of DTC, with one Bond maturing on each of the maturity dates for the Bonds in a denomination corresponding to the total principal therein designated to mature on such date. Registered ownership of such immobilized Bonds, or any portions thereof, may not thereafter be transferred except (A) to any successor of DTC or its nominee, provided that any such successor shall be qualified under any applicable laws to provide the service proposed to be provided by it; (B) to any substitute depository appointed by the Authorized University Representative pursuant to subsection (2) below or such substitute depository’s successor; or (C) to any person as provided in subsection (4) below.

2. Upon the resignation of DTC or its successor (or any substitute depository or its successor) from its functions as depository or a determination by the Authorized University Representative to discontinue the system of book entry transfers through DTC or its successor (or any substitute depository or its successor), the Authorized University Representative may hereafter appoint a substitute depository. Any such substitute depository shall be qualified under any applicable laws to provide the services proposed to be provided by it.

3. In the case of any transfer pursuant to clause (A) or (B) of subsection (1) above, the Bond Registrar shall, upon receipt of all outstanding Bonds of a series, together with a written request on behalf of the Authorized University Representative, issue a single new Bond for each maturity then outstanding, registered in the name of such successor or such substitute depository, or their nominees, as the case may be, all as specified in such written request of the Authorized University Representative.

4. In the event that (A) DTC or its successor (or substitute depository or its successor) resigns from its functions as depository, and no substitute depository can be obtained, or (B) the Authorized University Representative determines that it is in the best interest of the Beneficial Owners of the Bonds that such owners be able to obtain such bonds in the form of Bond certificates, the ownership of such Bonds may then be transferred to any person or entity as herein provided, and shall no longer be held in fully-immobilized form. The Authorized University Representative shall deliver a written request to the Bond Registrar, together with a supply of definitive Bonds, to issue Bonds as herein provided in any authorized denomination. Upon receipt by the Bond Registrar of all then outstanding Bonds of a series together with a written request on behalf of the Authorized University Representative to the Bond Registrar, new Bonds shall be issued in the appropriate denominations and registered in the names of such persons as are requested in such written request.

(e) *Registration of Transfer of Ownership or Exchange; Change in Denominations.* The transfer of any Bond may be registered and Bonds may be exchanged, but no transfer of any such Bond shall be valid unless it is surrendered to the Bond Registrar with the assignment form appearing on such Bond duly executed by the Registered Owner or such Registered Owner's duly authorized agent in a manner satisfactory to the Bond Registrar. Upon such surrender, the Bond Registrar shall cancel the surrendered Bond and shall authenticate and deliver, without charge to the Registered Owner or transferee therefor, a new Bond (or Bonds at the option of the new Registered Owner) of the same date, maturity, and interest rate and for the same aggregate principal amount in any authorized denomination, naming as Registered Owner the person or persons listed as the assignee on the assignment form appearing on the surrendered Bond, in exchange for such surrendered and cancelled Bond. Any Bond may be surrendered to the Bond Registrar and exchanged, without charge, for an equal aggregate principal amount of Bonds of the same date, maturity, and interest rate, in any authorized denomination. The Bond Registrar shall not be obligated to register the transfer or to exchange any Bond during the 15 days preceding any interest payment or principal payment date any such Bond is to be redeemed.

(f) *Bond Registrar's Ownership of Bonds.* The Bond Registrar may become the Registered Owner of any Bond with the same rights it would have if it were not the Bond Registrar, and to the extent permitted by law, may act as depository for and permit any of its officers or directors to act as member of, or in any other capacity with respect to, any committee formed to protect the right of the Registered Owners of Bonds.

(g) *Place and Medium of Payment.* Both principal of and interest on the Bonds shall be payable in lawful money of the United States of America. Interest on the Bonds shall be calculated on the basis of a year of 360 days and twelve 30-day months. For so long as all Bonds are in fully immobilized form, payments of principal and interest thereon shall be made as provided in accordance with the operational arrangements of DTC referred to in the Letter of Representations. In the event that the Bonds are no longer in fully immobilized form, interest on the Bonds shall be paid by check or draft mailed to the Registered Owners at the addresses for such Registered Owners appearing on the Bond Register as of the Record Date, or upon the written request of a Registered Owner of more than \$1,000,000 of Bonds (received by the Bond Registrar by the Record Date), such payment shall be made by the Bond Registrar by wire transfer to the account within the continental United States designated by the Registered Owner. Principal of the Bonds shall be payable upon presentation and surrender of such Bonds by the Registered Owners at the principal office of the Bond Registrar.

Section 5. Redemption and Purchase.

(a) *Mandatory Redemption of Term Bonds and Optional Redemption, if any.* The Bonds of a series shall be subject to optional redemption on the dates, at the prices and under the terms set forth in the Notice of Sale, Approved Bid or Bond Purchase Contract approved by the Authorized University Representative pursuant to Section 14 of this Resolution. The Bonds of a series shall be subject to mandatory redemption to the extent, if any, set forth in the Notice of Sale, Approved Bid or Bond Purchase Contract and as approved by the Authorized University Representative pursuant to Section 14 of this Resolution.

(b) *Purchase of Bonds.* The University reserves the right to purchase any of the Bonds

offered to it at any time at a price deemed reasonable by the Authorized University Representative. The University may, but is not required to, cancel any Bond so acquired.

(c) *Selection of Bonds for Redemption.* For as long as the Bonds are held in book-entry only form, the selection of particular Bonds within a series and maturity to be redeemed shall be made in accordance with the operational arrangements then in effect at DTC. If the Bonds are no longer held in book-entry only form, the selection of such Bonds to be redeemed and the surrender and reissuance thereof, as applicable, shall be made as provided in the following provisions of this subsection (c) or as otherwise provided in the Notice of Sale, Approved Bid or Bond Purchase Contract. Except as otherwise provided in the Notice of Sale, Approved Bid or Bond Purchase Contract (e.g., to provide for selection based on pass through of principal distribution for Taxable Bonds), if the University redeems at any one time fewer than all of the Bonds having the same series and maturity date, the particular Bonds or portions of Bonds of such series and maturity to be redeemed shall be selected by lot (or in such manner determined by the Bond Registrar). In the event that only a portion of the principal sum of a Bond is redeemed, upon surrender of such Bond at the principal office of the Bond Registrar there shall be issued to the Registered Owner, without charge therefor, for the then unredeemed balance of the principal sum thereof, at the option of the Registered Owner, a Bond or Bonds of like maturity and interest rate in any of the denominations herein authorized.

(d) *Notice of Redemption.*

1. Official Notice. For so long as the Bonds are held in book-entry only form, notice of redemption (which notice may be conditional on the receipt of sufficient funds for redemption or otherwise) shall be given in accordance with the operational arrangements of DTC as then in effect, and neither the University nor the Bond Registrar will provide any notice of redemption to any Beneficial Owners. Thereafter (if the Bonds are no longer held in book-entry only form), notice of redemption shall be given in the manner hereinafter provided. Unless waived by any owner of Bonds to be redeemed, official notice of any such redemption (which redemption may be conditioned by the Bond Registrar on the receipt of sufficient funds for redemption or otherwise) shall be given by the Bond Registrar on behalf of the University by mailing a copy of an official redemption notice by first class mail at least 20 days and not more than 60 days prior to the date fixed for redemption to the Registered Owner of the Bond or Bonds to be redeemed at the address shown on the Register or at such other address as is furnished in writing by such Registered Owner to the Bond Registrar.

All official notices of redemption shall be dated and shall state:

- (A) the redemption date;
- (B) the redemption price;
- (C) if fewer than all outstanding Bonds are to be redeemed, the identification by maturity (and, in the case of partial redemption, the respective principal amounts) of the Bonds to be redeemed;
- (D) that on the redemption date the redemption price will become due and payable upon each such Bond or portion thereof called for redemption, and that interest thereon

shall cease to accrue from and after said date;

(E) any conditions to redemption; and

(F) the place where such Bonds are to be surrendered for payment of the redemption price, which place of payment shall be the principal office of the Bond Registrar.

On or prior to any redemption date, unless such redemption has been rescinded, the University shall deposit with the Bond Registrar an amount of money sufficient to pay the redemption price of all the Bonds or portions of Bonds which are to be redeemed on that date. The University retains the right to rescind any redemption notice and the related optional redemption of Bonds by giving notice of rescission to the affected registered owners at any time on or prior to the scheduled redemption date. Any notice of optional redemption that is so rescinded shall be of no effect, and the Bonds for which the notice of optional redemption has been rescinded shall remain outstanding.

2. Effect of Notice; Bonds Due. If an unconditional notice of redemption has been given as aforesaid, or if the conditions to redemption have been satisfied or waived, the Bonds or portions of Bonds so to be redeemed shall, on the redemption date, become due and payable at the redemption price therein specified, and from and after such date such Bonds or portions of Bonds shall cease to bear interest. Upon surrender of such Bonds for redemption in accordance with said notice, such Bonds shall be paid by the Bond Registrar at the redemption price. Installments of interest due on or prior to the redemption date shall be payable as herein provided for payment of interest. All Bonds which have been redeemed shall be canceled and destroyed by the Bond Registrar and shall not be reissued.

3. Additional Notice. In addition to the foregoing notice, further notice shall be given by the University as set out below, but no defect in said further notice nor any failure to give all or any portion of such further notice shall in any manner defeat the effectiveness of a call for redemption if notice thereof is given as above prescribed. Each further notice of redemption given hereunder shall contain the information required above for an official notice of redemption plus (A) the CUSIP numbers of all Bonds being redeemed; (B) the date of issue of the Bonds as originally issued; (C) the rate of interest borne by each Bond being redeemed; (D) the maturity date of each Bond being redeemed; and (E) any other descriptive information needed to identify accurately the Bonds being redeemed. Each further notice of redemption may be sent at least 20 days before the redemption date to each party entitled to receive notice pursuant to any Continuing Disclosure Certificate and to the Underwriter(s) and with such additional information as the University shall deem appropriate, but such mailings shall not be a condition precedent to the redemption of such Bonds.

4. Amendment of Notice Provisions. The foregoing notice provisions of this Section 5, including but not limited to the information to be included in redemption notices and the persons designated to receive notices, may be amended without the consent of owners of the Bonds in order to maintain compliance with duly promulgated regulations and recommendations regarding notices of redemption of municipal securities.

Section 6. Form of the Bonds. The Bonds shall be in substantially the form set forth

in Exhibit A, with appropriate or necessary insertions, depending upon the omissions and variations as permitted or required hereby. The form of a Bond shall further be changed as necessary to reflect the year of issuance and tax status of the Bond.

Section 7. Execution of the Bonds. The Bonds of each series shall be executed on behalf of the University with the manual or facsimile signature of the Chair of the Board and shall be attested by the manual or facsimile signature of either the Secretary of the Board or the Vice President for Finance and Administration.

Only Bonds that bear a Certificate of Authentication substantially in the form set forth in Exhibit A, manually executed by the Bond Registrar, shall be valid or obligatory for any purpose or entitled to the benefits of this Resolution. Such Certificate of Authentication shall be conclusive evidence that the Bonds so authenticated have been duly executed, authenticated and delivered and are entitled to the benefits of this Resolution.

In case either of the officers of the University who shall have executed the Bonds shall cease to be such officer or officers of the University before the Bonds so signed shall have been authenticated or delivered by the Bond Registrar, or issued by the University, such Bonds may nevertheless be authenticated, delivered and issued and upon such authentication, delivery and issuance, shall be as binding upon the University as though those who signed the same had continued to be such officers of the University. Any Bond may also be signed and attested on behalf of the University by such persons as at the actual date of execution of such Bond shall be the proper officers of the University although at the original date of such Bond any such person shall not have been such officer.

Section 8. Disposition of Bond Proceeds. The Authorized University Representative is hereby authorized and directed to designate the particular Projects to be funded with proceeds of the Bonds, to apply a portion of the Bonds, if any, to capitalize a portion of the interest on the Bonds, and to complete any allocation of Bond proceeds consistent with the Federal Tax Certificate in the case of Tax-Exempt Bonds or Tax-Advantaged Bonds. In addition to the Projects designated by the Authorized University Representative, the Board may approve the use of Bond proceeds for any other lawful University purpose, consistent with the Federal Tax Certificate in the case of Tax-Exempt Bonds or Tax-Advantaged Bonds. The Authorized University Representative is hereby authorized and directed to create one or more special funds or accounts of the University to be used to pay Project costs (collectively the “Project Fund”). A portion of the proceeds of the Bonds shall be paid into the Project Fund. The money on deposit in the Project Fund shall be utilized to finance, or refinance General Revenue Notes issued to finance, all or portion of the costs of the Projects, to pay or reimburse the University for costs of the Projects and costs incidental thereto, including without limitation capitalizing interest on the Bonds, and for costs of issuance of the Bonds, to the extent designated by the Authorized University Representative, and for any other lawful University purpose approved by the Board. The Authorized University Representative is authorized to create accounts or subaccounts within the Project Fund, including without limitation a “Costs of Issuance Account” and “Capitalized Interest Account” to track the expenditure of Bond proceeds issued to fund costs of issuance and capitalized interest, respectively. Such proceeds shall be applied to fund such costs subject to applicable limitations set forth in the Federal Tax Certificate.

All or part of the proceeds of the Bonds may be temporarily invested in Permitted Investments. Except as otherwise provided in the Federal Tax Certificate, the University covenants that all investments of amounts deposited in the Project Fund, or otherwise containing gross proceeds of the Tax-Exempt Bonds or Tax-Advantaged Bonds will be acquired and disposed of at Fair Market Value.

In the event that it shall not be possible or practicable to accomplish all of the Projects, the University may apply the proceeds of the Bonds to pay the costs of such portion thereof as the Authorized University Representative shall determine to be in the best interests of the University, subject to any applicable limitations set forth in the Federal Tax Certificate.

Any part of the proceeds of the Bonds remaining in the Project Fund after all costs referred to in this section have been paid may be transferred to the Bond Fund for the uses and purposes therein provided, subject to any applicable limitations set forth in the Federal Tax Certificate.

Section 9. Tax Covenants. The University will take all actions necessary to assure the tax-advantaged status of the Tax-Advantaged Bonds, or the exclusion of interest on the Tax-Exempt Bonds from the gross income of the Owners of the Tax-Exempt Bonds to the same extent as such interest is permitted to be excluded from gross income under the Code as in effect on the date of issuance of the Tax-Advantaged or Tax-Exempt Bonds, including but not limited to the following:

(a) The University will assure that the proceeds of the Tax-Exempt Bonds are not used so as to cause such Tax-Exempt Bonds to satisfy the applicable private business use tests of Section 141(b) of the Code or the applicable private loan financing test of Section 141(c) of the Code.

(b) The University will not sell or otherwise transfer or dispose of (i) any personal property components of the Projects financed or refinanced with proceeds of Tax-Exempt Bonds (the “Tax-Exempt Projects”) other than in the ordinary course of an established government program under Treasury Regulation 1.141-2(d)(4) or (ii) any real property components of the Tax-Exempt Projects financed or refinanced with Tax-Exempt Bonds, unless it has received an opinion of nationally recognized bond counsel to the effect that such disposition will not adversely affect the treatment of interest on the Tax-Exempt Bonds as excludable from gross income for federal income tax purposes.

(c) The University will not take any action or permit or suffer any action to be taken if the result of such action would be to cause any of the Tax-Exempt Bonds to be “federally guaranteed” within the meaning of Section 149(b) of the Code.

(d) The University will take any and all actions necessary to assure compliance with Section 148(f) of the Code, relating to the rebate of excess investment earnings, if any, to the federal government, to the extent that such section is applicable to the Tax-Exempt Bonds.

(e) The University will not take, or permit or suffer to be taken, any action with respect to the proceeds of the Tax-Exempt Bonds which, if such action had been reasonably expected to have been taken, or had been deliberately and intentionally taken, on the date of issuance of the

Tax-Exempt Bonds would have caused the Tax-Exempt Bonds to be “arbitrage bonds: within the meaning of Section 148 of the Code.

(f) The University will maintain a system for recording the ownership of each Tax-Exempt Bond that complies with the provisions of Section 149 of the Code until all Tax-Exempt Bonds have been surrendered and canceled.

(g) The University will retain its records of all accounting and monitoring it carries out with respect to the Tax-Exempt Bonds for at least three years after the Tax-Exempt Bonds mature or are redeemed (whichever is earlier); however, if the Tax-Exempt Bonds are redeemed and refunded, the University will retain its records of accounting and monitoring at least three years after the earlier of the maturity or redemption of the obligations that refunded the Tax-Exempt Bonds.

(h) The University will comply with the provisions of the Federal Tax Certificate with respect to the Tax-Exempt Bonds or Tax-Advantaged Bonds, which are incorporated herein as if fully set forth herein. In the event of any conflict between this Section and the Federal Tax Certificate, the provisions of the Federal Tax Certificate will prevail.

(i) In the event the University issues one or more series of Tax-Advantaged Bonds eligible for federal tax credits, a federal interest subsidy, or other subsidy, the University will comply with the provisions of the Federal Tax Certificate setting forth or incorporating applicable requirements.

The covenants of this Section will survive payment in full or defeasance of the Tax-Exempt Bonds or Tax-Advantaged Bonds.

Section 10. Bond Fund. The Bonds shall be general revenue obligations of the University, payable from General Revenues and secured as provided herein. The University hereby establishes a special fund of the University designated as the General Revenue Bond Fund, 2025 (the “Bond Fund”), which may consist of one or more funds or accounts established or maintained for this purpose. The University covenants to deposit into the Bond Fund from General Revenues on or prior to each interest payment date, redemption date and maturity date an amount sufficient, taking into account amounts on deposit therein, to pay the interest on the Bonds then coming due and the principal of the Bonds maturing or subject to redemption and redemption premium, if any. Such payments shall be made in sufficient time to enable the Bond Registrar to pay interest on and/or principal of and redemption price of the Bonds to the Registered Owners, when due. The University may deposit other amounts legally available for this purpose to the Bond Fund in its sole discretion and without obligation.

Net income earned on investments in the Bond Fund, if any, shall be deposited in the Bond Fund. Amounts in the Bond Fund may be temporarily invested in Permitted Investments. Except as otherwise provided in the Federal Tax Certificate, the University covenants that all investments of amounts deposited in the Bond Fund, or otherwise containing gross proceeds of the Tax-Advantaged Bonds or Tax-Exempt Bonds (within the meaning of Section 148 of the Code) will be acquired and disposed of at Fair Market Value.

Section 11. Sources of Security.

(a) *Pledge of General Revenues.* The Bonds shall be payable solely from and secured by a pledge of General Revenues and the money and investments deposited into the Bond Fund. The Bonds shall not constitute an indebtedness or obligation of the State, and are not a charge upon revenue or property of the State. The Registered Owners of the Bonds shall have no right to require the State, nor has the State any obligation or legal authorization, to levy any taxes or appropriate or expend any of its funds for the payment of the principal of the Bonds or the interest or any premium thereon. The University has no taxing power.

The University hereby pledges General Revenues and the money and investments deposited into the Bond Fund to the payment of the principal of and interest on the Bonds when due. The Prior Bonds, the Bonds and any Additional Bonds shall be equally and ratably payable from and secured by a pledge of General Revenues, and the money and investments deposited into the Bond Fund, without preference, priority or distinction because of date of issue or otherwise.

Pursuant to ORS 287A.310, this pledge shall be valid and binding from the time of the adoption of this Resolution. The amounts so pledged and hereafter received by the University shall immediately be subject to the lien of this pledge without any physical delivery, filing or any other act. Except as provided in this Resolution, the lien of this pledge shall be superior to all other claims and liens whatsoever to the fullest extent permitted by ORS 287A.310.

(b) *Pari Passu with University-Paid State Bonds.* The Bond Act provides for full payment of State debt obligations evidenced by the University's obligations to make payments on University-Paid State Bonds from legally available funds. On and after the date that amounts are transferred to the State Treasurer for deposit to be credited against the University-Paid State Bonds next coming due, and on and after the date amounts, if any, are paid to the State Treasurer to pay without duplication University-Paid State Bonds next coming due, such amounts are no longer part of the definition of General Revenues available to pay the principal of and interest on the Bonds. Until such date, the University-Paid State Bonds are payable on a *pari passu* basis with the Prior Bonds, the Bonds and any Additional Bonds subject to and to the extent provided in the Bond Act.

(c) *All Bonds Have Equal Claim on General Revenues.* The Bonds, the Prior Bonds and any Additional Bonds shall be equally and ratably payable from General Revenues, without preference, priority or distinction because of date of issue or otherwise.

(d) *Additions to General Revenues.* The University reserves the right to include in General Revenues, at its sole option, in the future, other sources of revenue or income excluded from the definition of General Revenues. The addition of General Revenues shall be evidenced by a certificate executed by the Authorized University Representative identifying the items to be added. To the extent required under the Continuing Disclosure Certificate, the University will file notice regarding any addition of General Revenues consistent with the requirements of the Rule and the applicable Continuing Disclosure Certificate.

(e) *Deletions from General Revenues.* The University reserves the right to remove, at its sole option, in the future, any revenues from General Revenues, so long as no more than 10%

of General Revenues (based on the University’s most recent audited financial statements) are removed in any fiscal year. The removal of General Revenues shall be evidenced by a certificate executed by the Authorized University Representative identifying the items to be deleted. To the extent required under the Continuing Disclosure Certificate, the University will file notice regarding any removal of General Revenues consistent with the requirements of the Rule and the applicable Continuing Disclosure Certificate.

(f) *Additional Bonds.* The University shall have the right to issue one or more series of Additional Bonds for University purposes as permitted under the Bond Act or otherwise under State law. The University also reserves the right to issue obligations payable from or secured by a pledge of General Revenues that is subordinate to the pledge and lien on General Revenues as set forth in Section 11(a) of this Resolution for the Bonds, the Prior Bonds and any Additional Bonds to the extent permitted under the Bond Act or otherwise under State law. Nothing herein shall restrict the University’s right to enter into obligations in connection with University-Paid State Bonds or any other obligations that are not secured by a pledge of General Revenues.

(g) *Refunding Bonds.* The University shall have the right to issue bonds, including Additional Bonds, to refund or advance refund any Prior Bonds, the Bonds or other obligations as permitted under the Bond Act or otherwise under State law.

Section 12. Covenant of the University. So long as any Bonds are outstanding, the University covenants to pay or cause to be paid the principal of and the interest on all outstanding Bonds on the dates, at the places, from the sources of funds and in the manner, all as provided herein.

Section 13. Defeasance. In the event that the University, in order to effect the payment, retirement or redemption of any Bond, sets aside in the Bond Fund or in another special account, cash or noncallable Government Obligations, or any combination of cash and/or noncallable Government Obligations, in amounts and maturities which, together with the known earned income therefrom, are sufficient to redeem or pay and retire such Bond in accordance with its terms and to pay when due the interest and redemption premium, if any, thereon, and such cash and/or noncallable Government Obligations are irrevocably set aside and pledged for such purpose, then no further payments need be made into the Bond Fund for the payment of the principal of and interest on such Bond. The owner of a Bond so provided for shall cease to be entitled to any lien, benefit or security of this Resolution except the right to receive payment of principal, premium, if any, and interest from the Bond Fund or such special account, and such Bond shall be deemed to be not outstanding under this Resolution.

The University shall give written notice of defeasance to the owners of all Bonds so provided for within 20 days of the defeasance and to each party entitled to receive notice in accordance with any related Continuing Disclosure Certificate.

Section 14. Sale of the Bonds; Official Statement. The Board has determined that it would be in the best interest of the University to delegate to the Authorized University Representative for a limited time the authority to determine the method of sale and to approve the final interest rates, maturity dates, redemption terms, and principal maturities for the Bonds. The Authorized University Representative may also determine whether the Bonds shall be issued in

one or more series and to determine whether the Bonds (or the Bonds of a series) shall be issued as Taxable Bonds, Tax-Exempt Bonds or Tax-Advantaged Bonds.

(a) *Competitive Bond Sale.* If the Authorized University Representative determines that all or a portion of the Bonds are to be sold at a competitive public sale, the Authorized University Representative shall: (1) establish the date of the public sale; (2) establish the criteria by which the successful bidder will be determined; (3) request that a good faith deposit in the amount determined to be necessary, if any, accompany each bid; (4) cause notice of the public sale to be given (the “Notice of Sale”); and (5) provide for such other matters pertaining to the public sale as they deem necessary or desirable.

Upon the date and time established for the receipt of bids for Bonds, the Authorized University Representative shall open the bids and shall cause the bids to be mathematically verified. Such Bonds shall be sold to the bidder offering to purchase them at the lowest true interest cost to the University; *provided, however*, that the Authorized University Representative may reserve the right to reject any and all bids for Bonds and also may waive an irregularity or informality in any bid.

Subject to the terms and conditions set forth in this Section 14, the Authorized University Representative is hereby authorized to accept one or more Approved Bids for the Bonds in one or more series upon the Authorized University Representative’s approval of the final interest rates, maturity dates, aggregate principal amounts, principal maturities, and redemption rights set forth therein in accordance with the authority granted by this section so long as:

1. the aggregate principal amount of the Bonds does not exceed \$219,000,000;
2. the final maturity date for the Bonds is no later than 40 years after their date of issuance;
3. the true interest cost for any series of the Bonds (in the aggregate) does not exceed 6.5%; and
4. the Bonds conform to all other terms of this Resolution.

(b) *Negotiated Bond Sale.* If the Authorized University Representative determines that all or a portion of the Bonds are to be sold by negotiated sale, the Authorized University Representative shall solicit bond underwriting proposals and shall select the Underwriter(s) that submits the proposal that the Authorized University Representative determines is in the best interest of the University. The Bonds shall be sold to the Underwriter(s) pursuant to the terms of one or more Bond Purchase Contracts.

Subject to the terms and conditions set forth in this Section 14, the Authorized University Representative is hereby authorized to enter into such Bond Purchase Contracts for the issuance and sale of the Bonds in one or more series upon the approval by the Authorized University Representative of the final interest rates, maturity dates, aggregate principal amounts, principal maturities, and redemption rights set forth therein for the Bonds in accordance with the authority granted by this section so long as:

1. the aggregate principal amount of the Bonds does not exceed \$219,000,000;
2. the final maturity date for the Bonds is no later than 40 years after their date of issuance;

3. the true interest cost for any series of the Bonds (in the aggregate) does not exceed 6.5%; and
4. the Bonds conform to all other terms of this Resolution.

(c) *Report to Board; Expiration of Authority.* Following the sale of the Bonds, the Authorized University Representative shall provide a report to the Board, describing the final terms of the Bonds approved pursuant to the authority delegated in this section.

The authority granted to the Authorized University Representative by this Section 14 shall expire December 31, 2026. If an Approved Bid or Bond Purchase Contract has not been accepted by such date, the authorization for the issuance of the Bonds shall be rescinded, and the Bonds shall not be issued nor their sale approved unless such Bonds shall have been re-authorized by resolution of the Board. The resolution re-authorizing the issuance and sale of such Bonds may be in the form of a new resolution repealing this Resolution in whole or in part or may be in the form of an amendatory resolution approving a bond purchase contract or establishing terms and conditions for the authority delegated under this Section 14.

(d) *Delivery of Bonds; Documentation.* Upon the passage and approval of this Resolution, the proper officials of the University, including the Authorized University Representative, are authorized and directed to undertake all action necessary for the prompt execution and delivery of the Bonds to the Underwriter(s) and further to execute and deliver all closing certificates and documents required to effect the closing and delivery of the Bonds.

(e) *Preliminary and Final Official Statements.* The University hereby authorizes and directs the Authorized University Representative to approve the information contained in each Preliminary Official Statement, if any, pertaining to the Bonds, to “deem final” each Preliminary Official Statement, if any, as of its date, except for the omission of information on offering prices, interest rates, selling compensation, delivery dates and any other terms or provisions of the Bonds dependent on such matters, and the identity of the underwriter (if applicable), for the sole purpose of the applicable underwriter’s compliance with the Rule and to authorize the distribution thereof to prospective purchasers of the series of Bonds and others. The University further authorizes and directs the Authorized University Representative to approve the preparation, distribution and use of a final Official Statement or any other offering document, and to approve the information contained therein, in connection with the offering and sale of the applicable Bonds, to the actual purchasers of the Bonds and others. The University hereby authorizes the Authorized University Representative to execute each final Official Statement or other offering document described above to indicate such approval.

(f) *Bond Insurance.* The Authorized University Representative is hereby further authorized to solicit proposals from municipal bond insurance companies for the issuance of a bond insurance policy. In the event that the Authorized University Representative receives multiple proposals in response to a solicitation, the Authorized University Representative may select the proposal having the lowest cost and resulting in an overall lower interest cost with respect to the Bonds to be insured. The Authorized University Representative may execute a commitment received from the insurer selected by the Authorized University Representative. The Board further authorizes all proper officers, agents, attorneys and employees of the University to cooperate with the insurer in preparing such additional agreements, certificates, and other documentation on

behalf of the University as shall be necessary or advisable in providing for the bond insurance policy.

Section 15. Undertaking to Provide Ongoing Disclosure. The Authorized University Representative is authorized to, in the Authorized University Representative's discretion, execute and deliver one or more Continuing Disclosure Certificates in order to assist the Underwriter(s) for Bonds in complying with Section (b)(5) of the Rule.

Section 16. Establishment of Additional Accounts and Subaccounts. The University reserves the right, to be exercised in its sole discretion, to establish such additional accounts within the funds established pursuant to this Resolution, and subaccounts within such accounts, as it deems necessary or useful for the purpose of identifying more precisely the sources of payments herein and disbursements therefrom; provided that the establishment of any such account or subaccount does not alter or modify any of the requirements of this Resolution with respect to a deposit or use of money or result in commingling of funds not permitted hereunder.

Section 17. Lost or Destroyed Bonds. If any Bonds are lost, stolen or destroyed, the Bond Registrar may authenticate and deliver a new Bond or Bonds of like amount, maturity and tenor to the Registered Owner upon the owner paying the expenses and charges of the Bond Registrar and the University in connection with preparation and authentication of the replacement Bond or Bonds and upon the owner filing with the Bond Registrar and the University evidence satisfactory to both that such Bond or Bonds were actually lost, stolen or destroyed and of the owner's ownership, and upon furnishing the University and the Bond Registrar with indemnity satisfactory to both.

Section 18. No Recourse against Individuals. No Registered Owner shall have any recourse for the payment of any part of the principal of, premium, if any, or redemption price, if any, of or interest on the Bonds, or for the satisfaction of any liability arising from, founded upon, or existing by reason of, the issuance or ownership of such Bonds against any past, present or future officer, director, trustee, employee or agent of the University or any past, present or future officer, director, trustee or member of the Board in their individual capacities.

Section 19. General Authorization; Ratification of Prior Acts. The Chair of the Board and Authorized University Representative, and other appropriate officers of the University are authorized to take any actions and to execute and deliver documents as in their judgment may be necessary or desirable in order to carry out the terms of, and complete the transactions contemplated by, this Resolution. All acts taken pursuant to the authority of this Resolution but prior to its effective date are hereby ratified.

Section 20. Severability. If any provision in this Resolution is declared by any court of competent jurisdiction to be contrary to law, then such provision shall be null and void and shall be deemed separable from the remaining provisions of this Resolution and shall in no way affect the validity of the other provisions of this Resolution or of the Bonds.

Section 21. Amendments. This Resolution may be amended or supplemented by a supplemental resolution without the consent of any Beneficial Owner or Registered Owner for any one or more of the following purposes:

- (a) To cure any ambiguity or formal defect or omission in this Resolution;
- (b) To add to the covenants and agreements of the University in this Resolution, other covenants and agreements to be observed by the University that are not contrary to or inconsistent with this Resolution as in effect;
- (c) To authorize issuance of Additional Bonds or subordinate obligations payable from or secured by General Revenues;
- (d) To modify, amend or supplement this Resolution or any supplemental resolution to qualify under the Trust Indenture Act of 1939, as amended, or any similar federal statute hereafter in effect or to permit the qualification of any Bonds for sale under the securities laws of any of the states of the United States of America;
- (e) To make such additions, deletions or modifications as may be necessary or desirable to assure the tax-advantaged status of the Tax-Advantaged Bonds or the exemption from federal income taxation of interest on the Tax-Exempt Bonds;
- (f) To confirm, as further assurance, any pledge or lien created under this Resolution;
- (g) To make any change that, in the reasonable judgment of the University, does not materially and adversely affect the rights of the Beneficial Owners or Registered Owners of any outstanding Bonds; or
- (h) To modify any of the provisions of the Resolution or any supplemental resolution in any other respect whatever, as long as the modification shall take effect only after all affected outstanding Bonds cease to be outstanding.

This Resolution may be amended or supplemented for any other purpose only upon consent of the Registered Owners of not less than fifty one percent (51%) in aggregate principal amount of the Bonds outstanding; provided, however, that no amendment shall be valid without the consent of the Registered Owners of 100 percent (100%) of the aggregate principal amount of the Bonds outstanding that: extends the maturity of any Bond, reduces the rate of interest upon any Bond, extends the time of payment of interest on any Bond, reduces the amount of principal payable on any Bond, or reduces any premium payable on any Bond, without the consent of the affected Registered Owner; or reduces the percent of Registered Owners required to approve amendments to the Resolution.

Section 22. Benefit of Resolution. The covenants and agreements in this Resolution regarding the Bonds are made for the benefit of the Beneficial Owners of the Bonds and shall be enforceable by those Beneficial Owners.

Section 23. Effective Date. This Resolution shall take effect immediately upon adoption by the Board.

Moved by _____

Seconded by _____

Dated this [_____] day of _____, 2025.

Exhibit A

Bond Form

[DTC LANGUAGE]

UNITED STATES OF AMERICA

NO. _____

\$ _____

OREGON STATE UNIVERSITY
GENERAL REVENUE BONDS, [_____]

INTEREST RATE: %

MATURITY DATE:

CUSIP NO.:

REGISTERED OWNER: CEDE & CO.

PRINCIPAL AMOUNT:

Oregon State University (the “University”), hereby acknowledges itself to owe and for value received promises to pay to the Registered Owner identified above, or registered assigns, on the Maturity Date identified above, the Principal Amount specified above, unless redeemed prior thereto as provided herein, together with interest on such Principal Amount from _____, 20____, or the most recent date to which interest has been paid or duly provided for, at the Interest Rate set forth above payable _____ 1, 20____, and semiannually thereafter on each _____ 1 and _____ 1 until payment of the principal sum has been made or duly provided for. Both principal of and interest on this bond are payable in lawful money of the United States of America. For so long as the bonds of this issue are held in fully immobilized form, payments of principal and interest thereon shall be made as provided in accordance with the operational arrangements of The Depository Trust Company (“DTC”) referred to in the Blanket Issuer Letter of Representations (the “Letter of Representations”) from the University to DTC.

This bond is one of an authorized issue of general revenue bonds of the University in the aggregate principal amount of \$ _____, issued pursuant to Resolution No. _____ of the University, passed on _____, 2025 (the “Bond Resolution”), to pay or reimburse, or refinance commercial paper notes issued to pay or reimburse, all or a portion of the costs of University Projects, to capitalize interest and to pay costs of issuance of the Bonds, as further provided in the Bond Resolution. [Pursuant to the Bond Resolution, the University also has authorized the issuance of its General Revenue Bonds, [_____] in the aggregate principal amount of \$ _____ for this purpose.]

The bonds of this issue may be subject to redemption prior to their stated maturities as provided in the Bond Resolution.

This bond is payable solely from and secured by a pledge of General Revenues and the money and investments deposited into the Bond Fund, and the University does hereby pledge and bind itself to set aside from such General Revenues, and to pay into the Bond Fund described in the Bond Resolution the various amounts required by the Bond Resolution to be paid into and maintained in such Bond Fund, all within the times provided by the Bond Resolution. Bonds issued pursuant to the Bond Resolution, the University’s General Revenue Bonds, 2015B (Federally Taxable), the University’s General Revenue Bonds, 2016A and General Revenue Bonds, 2016B (Federally Taxable), the University’s General Revenue

Bonds, 2017 (Federally Taxable), the University's General Revenue Bonds, 2019 (Federally Taxable), the University's Commercial Paper Notes, the University's General Revenue Note evidencing its reimbursement obligations in connection with the irrevocable direct-pay letter of credit securing the Commercial Paper Notes, the University's General Revenue Refunding Bonds, 2024A, the University's General Revenue Bonds, 2024B (Federally Taxable), the University's General Revenue Refunding Bonds, 2024C (Delayed Delivery), and additional bonds issued on a parity therewith, shall be equally and ratably payable from and secured by a pledge of General Revenues, and the money and investments deposited into the Bond Fund, without preference, priority or distinction because of date of issue or otherwise.

Reference is made to the Bond Resolution as more fully describing the covenants with and the rights of Registered Owners of the bonds or registered assigns and the meanings of capitalized terms appearing on this bond which are defined in such Resolution.

The issuance of the Bonds has been authorized by the Bond Resolution duly adopted by the University pursuant to the laws of the State of Oregon. This Bond shall not constitute or become an indebtedness, or a debt or liability of the State of Oregon, the Legislative Assembly of the State of Oregon, or any county or city, or other subdivision or body corporate and politic within the State of Oregon or of any other political subdivision or body corporate and politic within the State of Oregon (other than the University, but only to the extent provided in the Bond Resolution) and neither the State of Oregon, the Legislative Assembly of the State of Oregon, nor any county or city or other subdivision of the State of Oregon (other than the University, but only to the extent provided in the Bond Resolution), shall be liable hereon; nor shall this Bond constitute the giving, pledging or loaning of the faith and credit of the State of Oregon, the Legislative Assembly of the State of Oregon, or any county or city, or other subdivision of the State of Oregon or of any other political subdivision or body corporate and politic within the State of Oregon but shall be payable solely from the funds pledged herefor. Neither the State of Oregon, the Legislative Assembly of the State of Oregon, any political subdivision or body corporate and politic within the State of Oregon other than the University shall in any event be liable for the payment of the principal of, premium, if any, or interest on this Bond or for the performance of any pledge, mortgage, obligation or agreement of any kind whatsoever undertaken by the University. No breach of any such pledge, obligation or agreement shall impose any pecuniary liability upon the State of Oregon or any charge upon its general credit or against its taxing power. The University has no taxing powers. The issuance of this Bond shall not, directly or indirectly or contingently, obligate the State of Oregon, or any political subdivision of the State of Oregon, nor empower the University to levy or collect any form of taxes or assessments therefor or to create any indebtedness payable out of taxes or assessments or make any appropriation for the payment of this Bond and such appropriation or levy is prohibited. Nothing in the Bond Act shall be construed to authorize the University to create a debt of the State of Oregon within the meaning of the Constitution or statutes of the State of Oregon.

This bond shall not be valid or become obligatory for any purpose or be entitled to any security or benefit under the Bond Resolution until the Certificate of Authentication hereon shall have been manually signed by the Bond Registrar.

It is hereby certified, recited and represented that the issuance of this bond and the Bonds of this issue is duly authorized by law; that all acts, conditions and things required to exist and necessary to be done or performed precedent to and in the issuance of this bond and the Bonds of this issue to render the same lawful, valid and binding have been properly done and performed and have happened in regular and due time, form and manner as required by law; that all acts, conditions and things necessary to be done or performed by the University or to have happened precedent to and in the execution and delivery of the Bond Resolution have been done and performed and have happened in regular and due form as required by law; that due provision has been made for the payment of the principal of and premium, if any, and interest on this bond and the Bonds of this issue and that the issuance of this bond and the Bonds of this issue does not

contravene or violate any constitutional or statutory limitation.

IN WITNESS WHEREOF, Oregon State University has caused this bond to be executed on behalf of the University with the manual or facsimile signature of the Chair of the Board and to be attested by the manual or facsimile signature of either the Secretary of the Board or the Vice President for Finance and Administration and Chief Financial Officer of the University.

OREGON STATE UNIVERSITY

By _____
Chair, Board of Trustees

Attested:

By _____
Secretary, Board of Trustees or
Vice President for Finance
and Administration and Chief Financial
Officer

The Certificate of Authentication for the Bonds shall be in substantially the following form and shall appear on each Bond:

AUTHENTICATION CERTIFICATE

This bond is one of the Oregon State University General Revenue Bonds, [_____] described in the within-mentioned Bond Resolution.

Registrar

By _____
Authorized Signatory

Date _____

CERTIFICATE

I, the undersigned, Secretary of the Board of Trustees (the “Board”) of Oregon State University (the “University”) and keeper of the records of the Board of the University, DO HEREBY CERTIFY:

1. That the attached resolution is a true and correct copy of Resolution No. _____ of the University (herein called the “Resolution”), as finally passed at a regular meeting of the Board of the University held on the [] day of _____, 2025, and duly recorded in my office.

2. That said meeting was duly convened and held in all respects in accordance with law, and to the extent required by law, due and proper notice of such meeting was given; that a quorum of the Board was present throughout the meeting and a legally sufficient number of members of the Board voted in the proper manner for the passage of said Resolution; that all other requirements and proceedings incident to the proper adoption or passage of said Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this certificate.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the University this [] of _____, 2025.

Secretary



Oregon State
University

BOT Agenda Item 3c

Issuance of OSU Revenue Bonds

Board of Trustees Meeting
July 8, 2025



Debt Issuance Summary

The university requests approval of the General Revenue Bond Resolution

- The Resolution allows for the sale and issuance of up to \$219M of bonds, to fund **two** projects for Phase I of the University's Housing and Dining Vision
- The Resolution stipulates that the bonds will:
 - Not exceed the board-approved total
 - Have a final maturity no later than 40 years after their date of issuance
 - Have an interest rate not to exceed 6.5%
- Financing approval allows construction to proceed towards a target opening in Fall 2027

| Projects | Amount (\$M) |
|--|-----------------|
| Corvallis Campus Housing & Dining Vision Phase I – Student Living Center | \$168.9M |
| Corvallis Campus Housing & Dining Vision Phase I – Dining Support Facility | \$21.0M |
| Total Project Funds | \$189.9M |
| Capitalized Interest* | \$23.1M |
| Cost of Issuance* | \$0.5M |
| Underwriters Discount* | \$1.0M |
| Total Bond Proceeds | \$214.5M |
| Max Bond Par Amount (including 2% discount, rounded) | \$219.0M |

* Preliminary estimates for capitalized interest (funding interest during the construction period), cost of issuance and underwriter's discount

Financial Impact on the University

The issuance of new bonds increases the university's external debt

The university currently has \$898.6M in external debt outstanding composed of:

- \$632.7M General Revenue Bonds
- \$265.9M State-Issued Debt
- \$0.0M commercial paper outstanding of the authorized \$100M program

Following the issuance, the total pro-forma debt outstanding is estimated at \$1,117.6M

Potential pressures on the university's credit rating

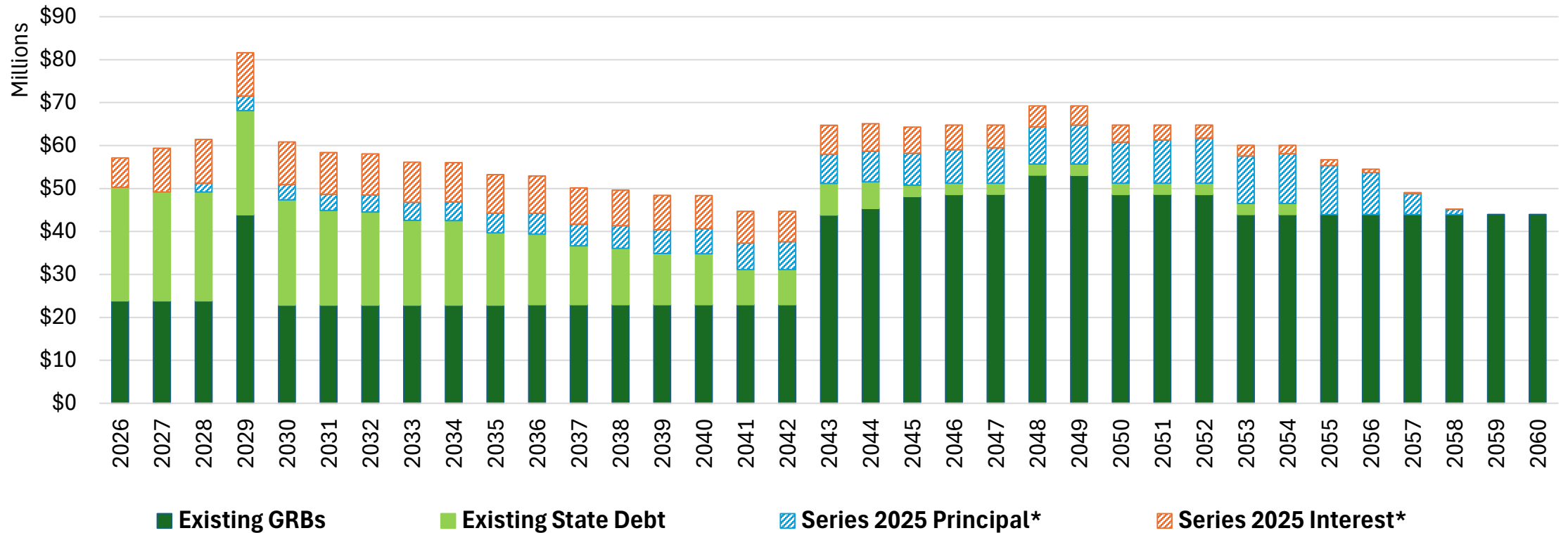
- Moody's Investors Service (Moody's) conducts a review prior to each bond issuance to provide a rating specific to the general revenue bonds – based on both measurable and subjective data
- Staff and OSU's financial advisor, PFM, anticipate that the rating will be **maintained at the current Aa3 level**, which was confirmed last in May 2024
- In March 2025, Moody's assigned a negative outlook on the overall higher education sector due to the uncertainty of federal funding, the restructuring of the Department of Education, and potential changes or disruptions to federal student loans
- These general credit pressures on the sector could negatively impact the rating outcome for OSU

Financial Impact on the University

The bond structure will depend on the market environment at issuance.

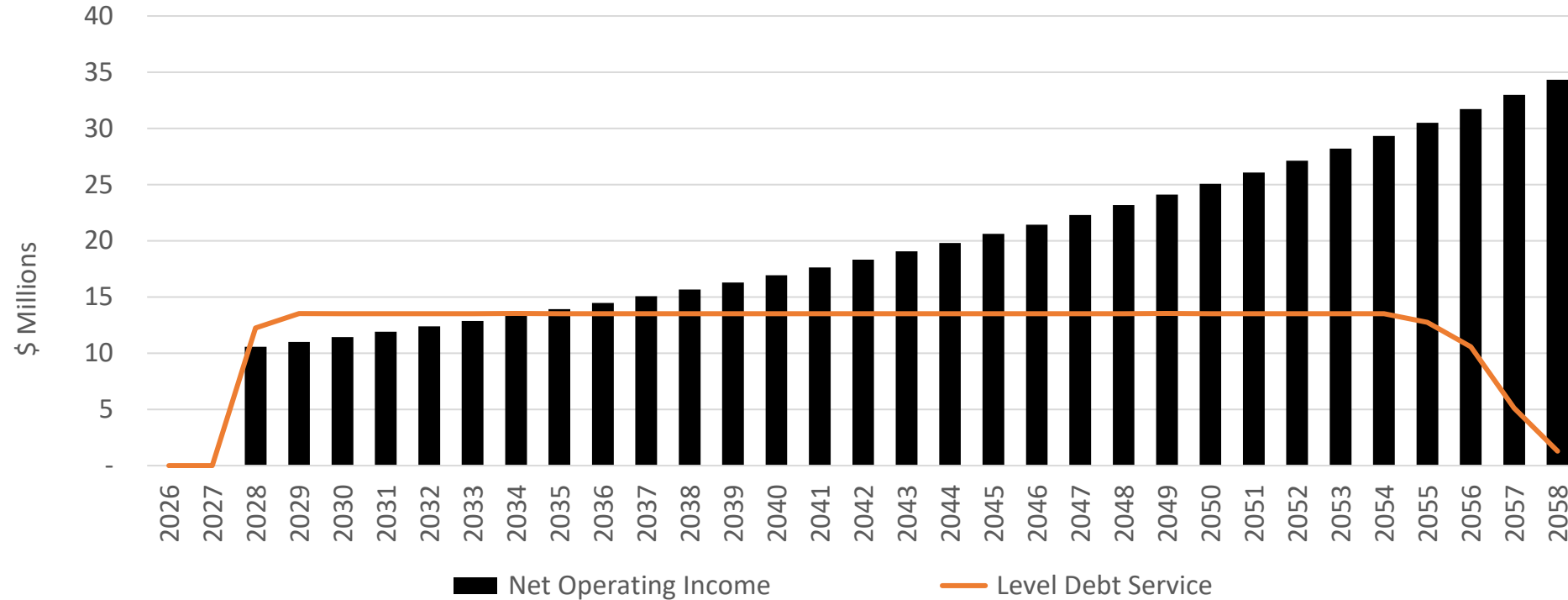
- Preliminary structure assumes a 33-year bond term with 2 years of capitalized interest

OSU Aggregate Debt Service Structure*



*Preliminary; subject to change. Shows proposed tax-exempt debt service structure. Current expectations are for fully tax-exempt structure.

Phase I of the University's Housing and Dining Vision is self-supporting



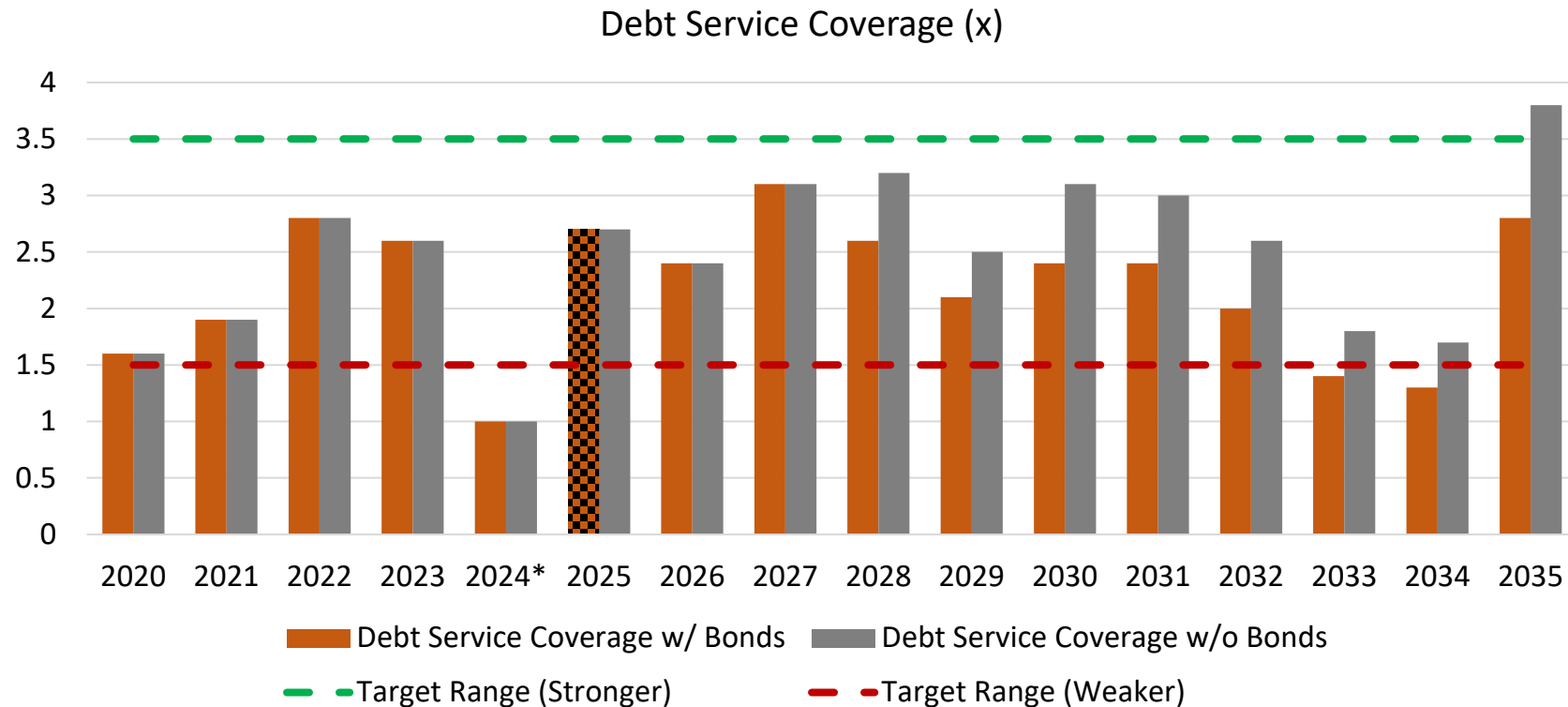
Level debt service shown with first two years of capitalized interest; flexibility exists to modify to match income in front years

*Preliminary; subject to change

Debt Service Coverage Ratio

Debt service coverage with the new bond issuance is expected to remain robust

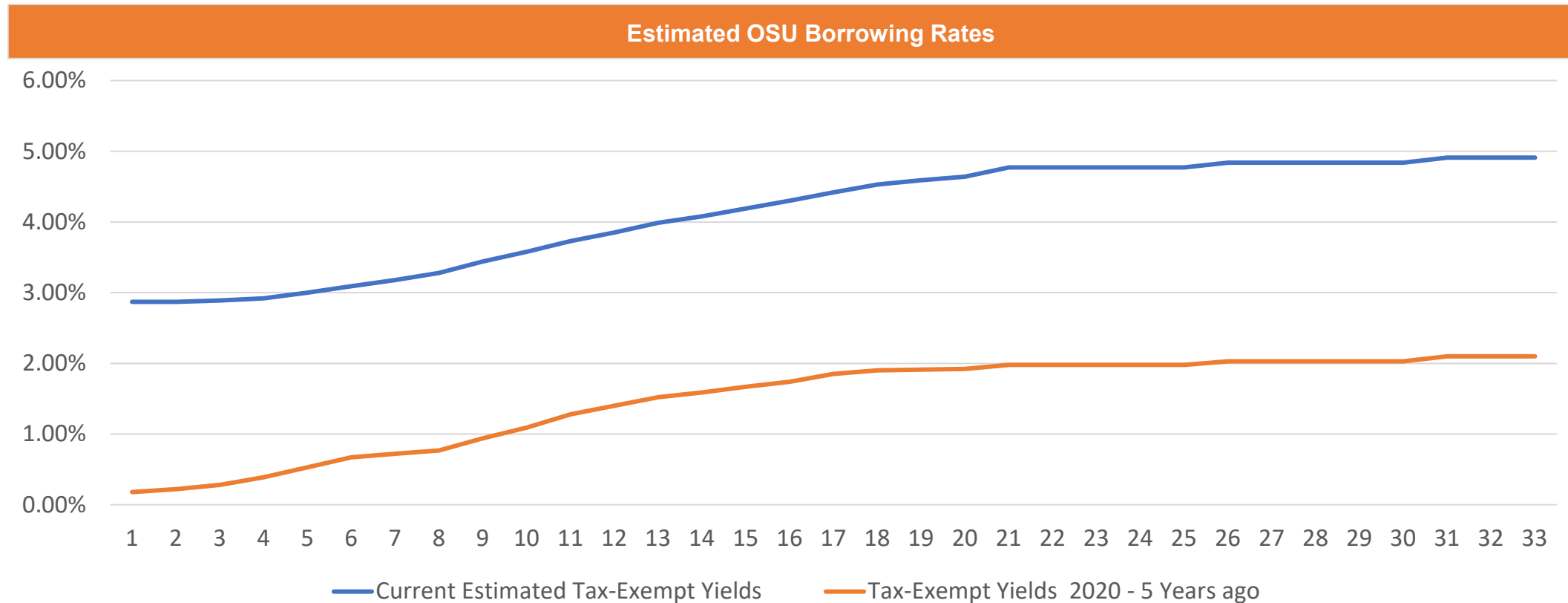
- The new residence hall revenues are projected to cover debt service payments starting 2035



* The lower debt service coverage ratio in 2024 reflects a large \$40 million bullet principal payment. In their rating analysis, Moody's adjusts for this higher one-time payment because it is not reflective of ongoing debt service levels.

Current Market Environment

- Long-term interest rates are relatively high
- Internal bank allows OSU to structure external debt flexibly to a given market environment
- External debt structure will be determined closer to the pricing date currently expected in Aug.



*Preliminary; subject to change. Shows proposed tax-exempt debt service structure. Current expectations are for fully tax-exempt structure.

Recommendation

Staff and OSU's financial advisor, PFM, recommend that the Board of Trustees adopt the General Revenue Bonds Resolution, authorizing the university to execute a bond transaction to issue General Revenue Bonds, with the aggregate principal not to exceed \$219M.