1. **ACCOUNTABILITY**

   a. **Board Composition and Appointment**  
      Public board, 11-15 members, appointed by governor, confirmed by senate, includes employees and students, includes member of State Board, requires governor to seek nominations from foundation and alumni association, two-year terms for students and employees, four or six-year terms for public members, two-term limit, board elects own chair, president as ex officio member.

   b. **Data Collection, data analysis and data systems requirements**  
      State Board requires financial and student information standard charts of accounts, data definitions, common approaches to software definitions and updates, standard reporting formats, and common understandings of student progress through an integrated system that maintains the coherence of data.

   c. **Internal Audit**  
      Both State Board and institutional board need internal audit capability.

   d. **Achievement compacts**  
      As was the case this year, the State Board must have a compact with the Oregon Education Investment Board (OEIB) and with each university with regard to the statewide compact measures and the institutional board or the president of the university must have a compact with the OEIB for institution-specific elements. Because the institution-specific elements must not conflict with the statewide elements, the State Board should review all institutional elements.

   e. **Hiring, evaluation, and termination of institution presidents**  
      Institutional board hires and reappoints president with advice and consent of State Board. Institutional board evaluates president in collaboration with Chancellor and the State Board member on the institutional board to ensure that both state and institutional matters are considered. Termination of the president would be the role of the institutional board after consultation with or the advice and consent of the State Board.
2. PUBLIC GOOD

a. **Tuition-Setting**
   Tuition for resident students would be set by the State Board with all other tuition to be set by the institutional board. Perhaps State Board could set guidelines within which the institutional board could set tuition. In any event, the tuition setting processes established pursuant to SB 242 must be maintained.

b. **Mission and program approval**
   The missions and academic programs of the universities should be set by the State Board, which also should establish the framework for collaboration among universities and between universities and other segments of the education enterprise.

c. **Interaction and advocacy with state government**
   The State Board should be responsible for ensuring the universities project a congruent and consistent message and approach, including with regard to an integrated budget request for state capital and operating funds (including state debt).

d. **Allocation of state appropriations**
   The State Board should allocate state appropriations tied to the OUS achievement compact and the performance of the universities in fulfillment of that compact. Care must be taken, too, that competition among universities for funding from the OEIB for elements specific to each university not harm other universities or the overall achievement of the OUS compact. Hence, all institutional allocation requests to the OEIB should be coordinated with and through the State Board.

e. **Capacity planning**
   Both the State Board and institutions (whether governed by an institutional board or not) have responsibility for planning for academic programs and the resources needed to conduct them, for campus facilities, and for technology. The State Board must ensure the compatibility of these plans and their alignment with the achievement of the state’s education goals.

f. **Financial Aid Policies**
   Although each university will have its own financial aid policies (presumably approved by its board, if applicable), the State Board has established affordability minimum guidelines that must be followed by all the universities and, as part of SB 242, defined that some sources of revenue must be used to provide need-based financial aid to Oregon resident undergraduate students.
g. **Applicability of state rules and policies**
   Presidents seeking institutional boards should suggest and the State Board should discuss the applicability of state rules and laws to those universities with institutional boards unless the institutional boards have powers derived from those held by the State Board (in which case, the statutes and policies governing or adopted by the State Board apply).

3. **STEWARDSHIP**

   a. **Property Ownership**
      Land and buildings should be owned by the State Board on behalf of the state and the State Board should be the only entity entitled to sell or entail them.

   b. **Bonding and Indebtedness**
      Securing approval of state backed debt is a responsibility of the State Board. Institutional boards could issue revenue bonds and certain other debt instruments under some circumstances. Debt policies of institutional boards should be developed in consultation with the State Board because all universities will continue to be responsible for repayment of some state backed debt.

   c. **Financial statement requirements**
      In order to ensure data consistency, charts of accounts, fiscal calendars, and certain other matters should be determine by the State Board.

   d. **Investment of funds**
      Investment of funds could be done on behalf of an institutional board.

   e. **Intellectual property management**
      The management of intellectual property, technology transfer, etc., could be the responsibility of an institutional board, subject to any multi-university requirements that the State Board may adopt with respect to the results of research conducted jointly by more than one Oregon public university.

   f. **Risk management**
      Risk management is a shared function between the State Board (as owner of property and, potentially, the pooler of risk to reduce insurance or other costs) and the institutional board (responsible for operations).

4. **EFFICIENT OPERATIONS**

   a. **Foundation relations**
      This is a role for the institutional board.
b. **Consistency of Legal Advice**
   This could be a role for an institutional board but a mechanism should be established to resolve differences among universities and all litigation should remain the responsibility of the State Board.

c. **Labor agreements**
   Subject to the approval of the Employment Relations Board or the legislature, labor agreements could be the responsibility of either the State Board or the institutional board. Practically, decisions about benefits may be a determinant in this.

d. **Employee benefits**
   Employee benefit plans could be developed and administered by each university, could be Systemwide, or could be administered by the state and the System (as at present). The issues are of cost, pool size, coverage, and state policies and strategies.

e. **Shared services**
   The sharing of services to reduce cost or increase revenue should be considered and decided upon regardless of whether an institution has a governing board.