



Establish  
A

Evaluatio

Evaluatio

Executive

Executive

Executive

Executive

FCCLicen

Financial

Firearms

ForeignS

HearingC

Historical

Honorary

Housingf

Instructio

Intercolle

Intercolle

InternalE

Internal

---

Off Camp

OregonH

President

Program

Rededica

Reimburs  
P

Reorgani

SexuaHæ

SexuaMi

---

(  
1  
a  
2

Historia

On Octo  
identify



should be maintained in  
traveler's snar  
businesspur  
as a reducti  
foundation, i  
by OAR580 r

### TravelAward

All employæ  
the lowest ra  
any monetar  
frequent flye  
the terms of :

(Adopted by  
2004, pp. 24

Background:

Responsible fiscal management of current and future revenues and expenditures as revenue declines as health/safety/code i

The focus of this program is the primary operating functions that occur. Budgeted operations are principally of student services; indirect costs

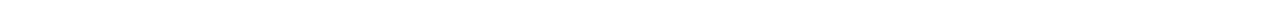
For the purpose of this study, expenditures are expressed either as expenditures sufficient to maintain the Association, for example, represents 5 to 15 percent of two months of operations

Obviously, the level of need is given the timing of quarterly while expenditures are funded over the period of dollars—the need to stream for short periods is vulnerable to shortfalls

Responsible fiscal management of budgeted operations to cover unforeseen costs or about 10 percent

At the same time, budget fees, any excesses  
Consequ

Ñ e2,ësgl \$i•FN± w0 !p 0 `Êáy —s s



approximately two months ca  
budgeted operation

### Fund Balance Define

Fund balance is defined as the  
definition, fund balance  
significantly different  
each fiscal year, can  
summer session activity  
(deferred revenue) can  
be higher than fund

As noted above, for  
Generally Accepted  
setting groups, set for  
Each OUS institution  
across all OUS institu

### Budgeted Operation

*(in thousands of dollars)*

2003-04 Beginning Fund Balance

Revenues

Expenditures and Transfers

2003-04 Ending Fund Balance

Est. Comp. Absences Liability /

Adjusted 2003-04 Ending Fund

1: Chancellor's Office ending balance of \$0.2 million.

2: Needed to complete transition

NOTE: Our annual financial a

Instituti

Higher  
not tight  
make cœ  
reasons,  
continuit  
incentive  
but are  
commitn  
for prog  
commitn  
balance.

In the e  
future re  
to meet  
within th

TheCha  
commitn  
informat

Instituti

*(amounts in th*

Distance Educ  
Faculty, Adjun  
Faculty, Bridge  
Instructional C  
Student Servic  
Renovation an  
Engineering E  
Library/Equipm  
Accreditation I  
Departmental  
Faculty Recrui

---





(  
2

(Adopted by  
29, 1977,  
n  
2

SECTION

It is reco  
and nee  
strict adf

The Boa  
Chapter  
upon cc  
requirer  
policy, o  
and guid  
to which

Boardm  
the pote  
requirer  
to cons  
appropri  
Practice  
and Pra  
Commis

The Boa  
histories  
behalf of  
includef  
the state  
acceptin  
whole of

SECTION  
the resp

TheCha  
shall file

---

state  
discredit  
State of  
OAR580

Any em  
concerni  
indirectly  
partners  
Educatio

Upon ad  
the

I.

In support  
maintain  
well as  
develop

The System  
the System  
university  
mission.

II.

The  
mission.

---

issues are consistent  
strong financial profile

Under this policy, de

- a) Maintaining a
- b) Managing the  
maintaining the  
of capital and
- c) Optimizing the  
rate, tradition
- d) Managing the  
make funds a
- e) Coordinating  
overall fundir
- f) Coordinating  
including co  
interest and i

System universities  
financing to acceler  
each project, the un  
optimal funding stru

#### IV. Oversight

The Vice Oversight  
and for ;  
approve

The exp  
for Fin  
regularly  
System

#### PRINCIPLES

#### V.

Project \  
All proje  
ensure t  
revenue  
determin

---

into consideration the whole. This review preparation, environmental construction, renovation university that estimate maintenance and development revenues will provide and uses of funds shall reviewed by the Board.

Institutional  
Institutional  
institutional  
compelling  
generate  
part of the  
years.

The following  
financial  
x P  
x C  
x C  
e  
t

In addition  
university  
allocate  
analyze

The ratio  
financial  
services

The Debt  
them will  
debt cap

VI.

In comparison  
to real price

---

to provide  
specific  
capital le  
financial  
leases ar  
not cons

Third pa





well as the adminis  
Systembelievesto b

## Derivative Products

Derivative  
portfolio  
primarily  
with the  
framewc  
rate deb  
financiŕ  
certain r  
liquidity  
removeæ

The Syst  
achieviŕ  
derivativ  
inapprç  
derivativ  
Standac

OtherFir  
Givenlin  
tradition  
The Sys\$  
tradition  
anypote

All strud  
Systemé  
developæ  
evaluate

VIII.

When tæ  
applicab  
proceed  
exemptæ

---

IX.

For purp  
Article X  
holistica  
project t  
Therefor  
optimiza  
circumst

Variable  
Exposur  
to:

- a)
- b)
- c)
  
- d)

value of  
chooset  
to the \$  
otherwis

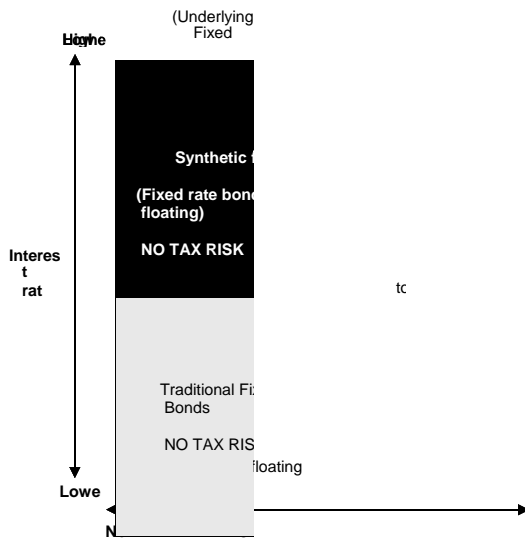
Liquidity  
The Syst  
the even  
maturing  
externall  
addition,  
(if appro  
rate stru

Justastl  
consider  
specific  
provides

A balanc  
debt, thr  
Usinga '  
also inc  
requirer  
provider

---

rate swap agreement  
 worthiness of the thing



X. Central

For purposes of this  
 debt or internal liqui

Each institution is re  
 program plus inter  
 regardless of the inte

Loan structures wit  
 System may provi  
 institutional needs il  
 Vice Chancellor fo  
 procedes for the  
 Treasury Operations

De linking External  
 The System has add  
 across all institution  
 In this regard, the S  
 central source of cap

The benefits of this program include

- a) Enabling the structuring that might not be possible
- b) providing continual access
- c) permitting the System to project specific basis,
- d) funding specific projects
- e) achieving a consistently lower interest rate,
- f) permitting prepayment
- g) achieving equity among

The diagram below outlines the central loan program, and the generated revenues

below

Fixed

Blended

The central loan program can be used by all institutions. The System manages payments from institutions are federal tax and reimbursement must be tracked.)

#### Blended Interest Rate

The System charges a blended interest rate in some instances, at the discretion of the System, based on the type and useful life of the project and the interest rate of any loan.

This



POLICY/  
The purp  
(OUS)th  
outlines  
and Boa  
Chancell

PRINCIPI  
Guiding  
TheBoa  
encoura

---



Actions-  
challeng  
envirom

Guiding  
The Boa



(f

POLICY/I  
Toensur  
Office of  
standar  
governin  
OUSnst

**AUTHOR**

- x C
- x C
- x C
- x C
- x B
- x B

**PROCEDE**  
(A) 5

(1) T  
C

(2) V  
s  
r  
T  
a

(3)

---

(b) The Board president will appoint to serve as coordinator of the search committee an ex officio member of the committee.

(4) The search committee will recommend a candidate. The president may meet with the search committee to discuss the strengths and weaknesses of the finalists.

(5) Consistent with the guidelines, the president will interview the search committee members to narrow the field of finalists.

(6) Consistent with the guidelines, the president will interview the finalist or finalists. The president will negotiate with the finalist or finalists for a preference for Chancellor. The president may seek further advice from the search committee.

(7) Upon the successful negotiation, the Board will vote on the new Chancellor.

(B) Selection of an Interim Chancellor

(1) When the position of Chancellor becomes vacant, the Board of Governors, the Board of Governance and Policy, and the Search Committee will identify a candidate for interim Chancellor.

(2) The Board president or the Board of Governors will recommend a candidate for interim Chancellor. The Board of Governors will meet in executive session to select a candidate.

(3) At its next regular meeting, the Board of Governors will appoint the interim Chancellor. The interim Chancellor's appointment will be for a period not to exceed 180 days. The interim Chancellor will serve all the duties and responsibilities of the Chancellor until a permanent Chancellor is appointed.

(4) When an incumbent Chancellor's term expires, the Board of Governors will select a replacement for a period that, in the absence of a permanent replacement, will not exceed 180 days.

tl  
P  
a

(5) T  
C  
n  
c

(6) A  
C  
r  
r  
a

(C) S

(1) V  
a

(D) E

(1) T  
s  
T  
P

(E) S

(1) T  
p  
T

(2) V  
o  
o  
a  
p

(3) A  
b  
ir

---

(a) The Chan  
with Boa  
member.

(b) The Char  
serve as  
officio me

(c) The Char  
with the s  
the searc

(4) The search  
recommen  
weaknesses  
position. The  
groups who p  
the search

(5) The Chancell  
narrow the f  
The Chancell

(6) The Boardwi

(7) Consistentw  
interview the  
Chancellorw  
preferencef  
will seek fur  
finalists.

(8) Upon the suc  
will vote on  
Board.

(F) Seletion of an Inr

(1) When the of  
re  
le  
fc

---

- (a) The Board  
interim period  
discuss
- (b) At its next  
candidate  
appointed  
relieved  
interim period
- (2) When an incumbent  
duties, takes  
warrants a term  
by the Chancellor  
campus leader  
acting president
- (a) The Board  
acting president  
discuss
- (b) At its next  
candidate  
determined  
acting president  
Through  
Board.
- (G) Selection of a
- (1) When the Board  
interim or acting
- (H) Evaluation of
- (1) The institution  
Board pursuant to  
Governance  
president will  
the evaluation

- x Former Policy for Presidential Search
  - o Adopted by the Oregon State Board, 1986, pp. 122-130
  - o Amended Meeting #560, February
  - o Amended Meeting #570, October
  - o Amended Meeting #581, October
  - o Amended Meeting #623, October
  - o Amended Meeting #627,
  - o Amended Special Meeting
  - o Amended Meeting #
  - o Amended Meeting #
  - o Repealed Meeting #
- x IMDs 1.102 through 1.15

## F

(Approved by the State Board of Higher Education  
2012)

### POLICY/PURPOSE

Oregon Revised Statutes 351.060(1) and (2) provide authority over its property. It states: "The State Board of Higher Education shall provide for, subject to the conditions of the State Board of Higher Education, the grounds, buildings, books, papers and documents of the departments or activities under the control of the State Board of Higher Education. The State Board of Higher Education shall manage, control and apply all property of the State Board of Higher Education for the use, support or benefit of any or all of the institutions of higher education under the control of the State Board of Higher Education. The State Board of Higher Education is the sole authority for the State Board of Higher Education and shall carry out all of the powers, rights and duties that are implied by law or incident to such powers, rights and duties."

Pursuant to this authority to manage its affairs, the State Board of Higher Education has an obligation to provide a safe environment for its patrons—the State Board of Higher Education governing firearms for the Oregon University System institutions.

### AUTHORITY/CROSS REFERENCES

Oregon Revised Statutes Chapter 351 (2011).

### PRINCIPLES/GUIDELINES/PROCEDURES

#### A. Control by OUS of its Premises of Attendees, and Users of Board

Subject to the exceptions prohibited, at all times, from whether or not that person:

- (1) Any person with student admitted, or any person
- (2) Any person employed by the System, including the Chair



(3) Any person, whether individually or as an agent of an entity in the University System, including the Chancellor's Office or an OUS institution, including, but not limited to independent contractors, contract with the State Board of Higher Education or the Chancellor's Office or an OUS institution. The institution, as appropriate, is encouraged to include a contractual obligation in all of its contracts, but this obligation is binding only if a clause is included. Exceptions may be made when the possession for the discharge of the duties under the contract or business include, but are not limited to armored car service to ATM boundary;

(4) Any person attending an event, including but not limited to performances, lectures or speeches, which require a ticket, the institution is encouraged to include a contractual clause in all of its tickets, which function as licenses to attend an event on controlled property, but this OUS policy is effective regardless of such clauses and

(5) Any person leasing, renting, or reserving Board property, the institution is encouraged to include a contractual clause in all such contracts with such persons, but this OUS policy is effective regardless of such clauses.

#### B. Control by OUS of its Premises Regarding Others

Subject to the exceptions stated in paragraph (C) below, no person shall possess or use a concealed handgun in any of the following places on Board owned or controlled property or in any place where a person possesses or uses a concealed handgun license:

- (1) OUS institution buildings or buildings owned or controlled by the Board;
- (2) OUS sports or performance venues or sports facilities controlled by the Board; and
- (3) OUS institution work places or work places owned or controlled by the Board.

#### C. Exceptions

The State Board of Higher Education authorizes the following exceptions to the possession of firearms:

- (1) Possession by on duty law enforcement officers of the Oregon State Police, Oregon State Parks and Recreation, Oregon State Department of Public Safety Standards and Training or other law enforcement agencies authorized to license the possession of firearms.

(2) P  
L  
(f  
a

(3) P  
g  
n

---

(Policy conti  
March 25, 19  
867 869; add  
1981, p. 592,

Presidents of  
approve

(Approved by the  
adopted by the B

#### POLICY/PURPOSE

The Oregon University System's internal controls. Internal controls of the Chancellor's Office meet the requirements of the COSO model for the System promulgated by the Congression (COSO).

#### GUIDING PRINCIPLES

The System's internal control an

- (1) Chancellor's Office and university operations efficiently;
- (2) Chancellor's Office and university policies and standards;
- (3) Chancellor's Office and university information and reports;
- (4) Chancellor's Office and university risks;
- (5) All material risks facing the university are identified and assessed, and limited to, strategic, operational, and financial risks;
- (6) Control activities and other significant risks;
- (7) Information critical to identifying university's mission and strategy is available throughout the System; and
- (8) Controls are monitored and improved.

#### POLICY RATIONALE

This policy is intended to provide a framework for the System of account and universities in re

KNOWLE  
All Syste

DEFINITI



verifications, reconciliations, reviews of operations, segregation of duties.

### Information and Communication

Pertinent information must be identified, categorized, and reported in a timeframe that enable people to carry out their duties. Reports, containing operational, financial, and other information, must be possible to run and control the business. This also includes information about external events, activities, and business decision making and external reporting. Information, in a broader sense, flowing down, across, and up the organization, must be clear and consistent. Clear messages from top management that all employees must understand their own role in the internal control system and how their activities relate to the work of others. They must also receive information upstream. There also needs to be communication with such as customers, suppliers, regulators, and other stakeholders.

### Monitoring

Internal control systems need to be monitored and evaluated. Internal control systems' performance over time. This is accomplished through separate evaluations or a combination of the evaluations of the internal control operations. It includes regular management reviews. Internal control personnel take in performing their duties. They depend primarily on an assessment of risks and internal control procedures. Internal control deficiencies are reported to top management and the board of trustees.

## RESPONSIBILITIES

### A. Chancellor

The Chancellor, through direct and indirect accountability, is responsible for the internal control system that is established and maintained for the university. Similarly, the Chancellor is also responsible for the internal control system maintained in the Chancellor's Office. To administer this policy, the Chancellor's Office must ensure the faithful execution of this policy, consistent with the law.

### B. University Presidents

Each university president, through direct and indirect accountability, is responsible for the internal control system that is established and maintained for the university. The president to administer this policy, consistent with the law, must ensure the faithful execution of this policy, consistent with the law.

POLICY F  
A. Inter

Theinter  
develop

- x C
  - x R
  - x C
  - x Ir
  - x
-

(

## I. Overview

The Oregon University's  
the authorization and  
XIF(1) of the Oregon  
management decisions  
objectives. Then at  
the specific terms or  
payment  
cashflow  
can play  
portfolio

In certain  
fixed rate  
effective  
strategic  
Derivatives  
rates.

## II. Scope

The International  
hedging  
Treasury  
universities

Addition  
the result

## III. Objectives

This policy

(i  
(i  
(i  
(i



The System views de  
As a result, it is the S  
It is also the System  
interest rate move  
derivatives may help

This policy provides  
which they may be u  
Derivatives may be u

- (i) Redu
- struct
- (ii) Mana
- (iii) Mana
- (iv) Help
- (v) Hedg

The policy also outlin  
regarding the use of  
risks.

#### IV. Oversight

The Vice Chancellor  
Oregon State Treas  
activities of the Sys  
approved by the Bc

The VCA provides c  
Operations reports  
Oversight Committe  
F&A Committee on t

#### V. Derivative Use

The System may use  
interest rate volatili  
assets ar  
projecte

To deter  
assets ar  
predeter

---

System determines what, if an desirable level over this period.

In determining when to hedge markets, and its future funding relative level of interest rates, if or decreases from the Federal R

The System analyzes and quant achieving desirable long term c System evaluates its risks includ credit risk, basis risk, rollover ris

When evaluating its hedging opt and most flexible hedging strate all these needs, the System prior

At their inception, derivatives ar passes the System's debt man with the best information avail instance the System may us Tj -3.6219 -1.22532 0s .0006 Tc (ation) Tj /TT1 .2505 0 TD .0011 Tc (strat) rate bond issuance. bonds, then the Sy issuance decisions.

In addition, manag statements per GAS identified in the Sy\$

The Oversight Com determine whether:

## VI. Allowable Deriva

The System recogni The System attempt following instrumen flexibility to help the

Interest Rate Swap rate indices, genera rate for the term of from time to time th

to change its mix of 1  
may also be used as

Interest Rate Call or  
buy or sell a security  
payment of a premium  
floors, are designed  
or below a certain floor  
risk profile, for instance  
Options to enter into  
fixed rate or floating

The System will not  
underlying exposure  
option held by the System  
sold call option.

Interest Rate Locks  
benchmark security  
benchmark security  
to help lock in a future

Before entering into  
the transaction and  
risks and benefits, are  
of each derivative

## VII. Policy Controls

The System

Operational

---

When is it  
adequate  
trade in

Appendix  
System.  
Appendix  
accounting  
account

---

Appendix A also contains a list of individual instances, unless provided for in Appendix specific transaction.

Confirmations serve the purpose of confirming System and its counterparty. Trade confirmation authority to either initiate or approve transactions

Transactions are recorded for accounting purposes and the approver. This segregation helps to ensure transactions are recorded and valued correctly on an ongoing basis.

### Exposure Controls

---

The System manages its derivatives exposure independently and also in the context of entering into a derivative transaction independently and on the asset side. Coordinate this review with the ORS 286A.132(a).

All derivatives will be monitored on a regular basis. The System will monitor the derivatives and monitor contract terms.

Appendix B to the policy establishes the maximum allowable percentage of total assets that can be invested in derivatives.

Exposure controls are in place and associated with derivatives.



## Appendix B

### EXPOSURE CONTROL

Maximum Percentage  
have no more than 10%  
Debt Policy. This per

Counterparty Credit  
Moody's and A-1 or  
determined by the  
million for counterparty  
than A-2/AA.

The System may take  
counterparty to post  
terms of any Credit  
all or a portion of  
counterparty to ob  
agreeable to the Sys

The System will also  
notional amount with  
counterparty credit  
to other System rela

Measuring Exposure  
faced by  
once per  
contract

---

(A)

It is the policy of the  
presidents  
demonstrations  
recommendations

---

designations  
issuance  
minimum  
institutions  
providing  
campus  
served to  
individuals  
addition