



Office of the President  
MAR 17 2010  
University of Oregon

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Redmond, WA 98052-3981  
425 558 4224  
Fax: 425 376 0596  
www.nwccu.org

March 15, 2010

Dr. Richard W. Lariviere  
President  
University of Oregon  
1226 University of Oregon  
Eugene, OR 97403-1226

Dear President Lariviere:

The Northwest Commission on Colleges and Universities requested that University of Oregon submit a written progress report in spring 2010. This request was reported in our letter dated 7/31/07, (copy enclosed for your convenience). In a concise manner, the University should respond thoroughly and carefully to the matters described therein.

The Commission requests the University provide eight (8) printed copies and one (1) electronic copy of the report at your early convenience, but not later than Friday, April 16, 2010. The *Accreditation Handbook*, 2003 edition, should be used in preparing the progress report. **Guidelines for reproduction and submission of the report are enclosed.**

It will not be necessary for representatives of University of Oregon to be present when the Board of Commissioners considers this matter at its July 12-14, 2010, meeting. Following the meeting, we will write to inform you of the Board's action.

If you have questions or concerns, please contact Dr. Sandra Elman, NWCCU President.

Sincerely,

A handwritten signature in cursive script that reads "Pamela Goad".

Pamela Goad  
Associate Vice President

PG:sle

Enclosures: Letter dated 7/31/07  
Guidelines for the Preparation of Progress Reports

cc: Dr. David R. Hubin, Senior Assistant to the President



## Guidelines for the Preparation of Progress Reports

Please submit eight (8) printed copies of report materials, one electronic copy of the report, and one copy of the catalog to the Commission office.

### Structure

1. Title page containing (as a minimum):
  - a) Institution name;
  - b) Type of report (i.e., Progress Report); and
  - c) Date.
2. Table of Contents.
3. Introduction regarding the context for the report (i.e., when the report was requested, why it was requested (result of Focused, Regular, or Comprehensive evaluation; result of a substantive change, etc.))
4. List each Recommendation or topic to be addressed followed by a thorough response to the Recommendation or topic. Repeat until all Recommendations and/or topics have been addressed.
5. Concluding statement summarizing the institution's progress in addressing the areas of inquiry requested by the Commission.

### Layout

1. Use letter size portrait orientation (8½ inch width by 11 inch height) with 1 inch margins on all sides.
2. Use 11- or 12-point type face for the body of the report. Larger fonts may be used for major headings. Headings should be typed in bold print face and double spaced from the text. Do not use script or italic as the primary font.
3. Number all pages (except Title page, Table of Contents, and Introduction).
4. Single space text in the body of the report.

### Publication

To conserve paper and minimize shipping costs, please adhere to the following:

#### **Print Version**

1. Use **WHITE** 20 pound paper for the report.
2. Other than the Title Page and Table of Contents page, copy on **BOTH SIDES** of the paper.
3. Three-hole punch the report and appendices (if any).
4. Staple smaller reports in the upper left corner. Clip larger reports. Do not bind or shrink-wrap reports!

#### **Electronic Version**

1. Provide the body of the report as a single Windows-compatible Adobe Acrobat file. If available, appendixes may also be sent as a single Adobe Acrobat file. *Non-Acrobat files and multi-file reports may be returned.* The file should be emailed to: [reports@nwccu.org](mailto:reports@nwccu.org).

Contact the Commission Office at 425/558-4224 if you have any questions regarding these guidelines.



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July 31, 2007

Dr. David B. Frohnmayer  
President  
University of Oregon  
1226 University of Oregon  
Eugene, OR 97403-1226

Dear President Frohnmayer: <sup>have</sup>

On behalf of the Northwest Commission on Colleges and Universities, I am pleased to report that the accreditation of the University of Oregon has been reaffirmed on the basis of the spring 2007 comprehensive evaluation visit. Congratulations on receiving this continued recognition.

The policy of the Commission is not to grant accreditation for a definite number of years. Instead, accreditation must be reaffirmed periodically. Each institution is required to conduct a self study and be visited by an evaluation committee at least once every ten years, and during the fifth year, the institution is to submit an interim report and be visited by one or more Commission representatives. In the case of the University of Oregon, the Commission requested that the institution prepare a Progress Report in fall 2008 to address Recommendation 1 of the spring 2007 Comprehensive Evaluation Report. In addition, the Commission requested that the University prepare a Focused Interim Report and host one or more Commission representatives in spring 2009 to address Recommendations 2, 3, 4, 5, 6, 7, and 8 of the spring 2007 Comprehensive Evaluation Report. A copy of these Recommendations is enclosed for your convenience.

In reaffirming accreditation, the Commission finds that Recommendations 2, 3, 4, 5, 6, 7, and 8 are areas where the University is substantially in compliance with Commission criteria, but in need of improvement. However, the Commission finds that Recommendation 1 does not meet the criteria for accreditation. According to U.S. Department of Education Regulation 34 CFR 602.20 and Commission Policy A-18, *Commission Action Regarding Institutional Compliance Within Specified Period* (enclosed), the Commission requires that the University of Oregon take appropriate actions to ensure that this Recommendation is addressed and resolved within the prescribed two-year period.

In the unlikely event the Commission should conclude that an institution is in danger of being unable to fulfill its mission and goals or to continue to meet the Eligibility Requirements, Standards or related Policies for accreditation, the Commission reserves the right to request that the institution receive an evaluation committee for a special review.

The Commission commends the University for undertaking a non-traditional approach in preparing its 2007 Self Study that thoughtfully addressed a complex question: How does the institution maintain its internationally competitive quality in light of anticipated resources and foreseeable challenges? Further, the Commission finds laudable the strength and spirit of the faculty and staff for weathering the difficult economic hardships with which the institution continues to contend and for all stakeholders' loyalty and ongoing commitment to the institution. Moreover, the Commission commends the University for creating a learning environment and intellectual climate that fosters student engagement, student loyalty, and

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President David B. Frohnmayer  
July 31, 2007  
Page Two

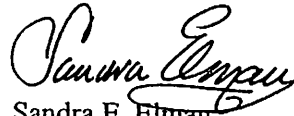
broad student appreciation of the institution as a whole as well as for fostering a culture that had led to both the spirit and reality of entrepreneurship, inventiveness, and experimentation in the management and generation of vital resources, community and state partnerships. Lastly, the Commission applauds the University for recognizing the need to implement a new Resource Allocation Model that promotes a systematic and transparent university-wide decision-making process, and for its increasing success at external fundraising and in securing major gifts as part of its Capital Campaign.

Again, congratulations on receiving this recognition. Please feel free to contact me regarding your thoughts or suggestions for improving the comprehensive evaluation process and for any assistance we may provide the institution.

We will write in spring 2008 regarding the fall 2008 Progress Report.

Best wishes for a rewarding 2007-2008 academic year.

Sincerely,



Sandra E. Elman  
President

SEE:rb

Enclosures: Recommendations; Policy A-18

cc: Dr. David R. Hubin, Executive Assistant President  
Mr. Henry Lorenzen, President, Oregon State Board of Higher Education  
Mr. George Pernsteiner, Chancellor, Oregon University System

**Comprehensive Evaluation Report  
Spring 2007  
University of Oregon**

**Recommendations**

1. Commission Policy 2.2 *Educational Assessment* requires that institutions develop and maintain an assessment plan that is responsive to their mission and needs. Apart from externally mandated programmatic assessment for some specialized programs, the University has not developed a plan or strategy systematically to assess student learning across the campus. However, the new provost and her managerial team are aware of this need and are committed to the implementation of systematic assessment on the Eugene campus and wherever the institution offers academic programming. The Committee recommends that the University of Oregon develop and implement an assessment plan in accordance with Policy 2.2 *Educational Assessment* as quickly as feasible.
2. The University of Oregon has taken several essential steps to generate alternative sources of revenue to help maintain its instructional and research quality at the AAU level, including increasing its external research support, attracting private funds, and increasing its proportion of out-of-state students. But it must identify its particular strengths and the ways it will continue to serve the state. The Committee recommends that the University of Oregon undertake an academic planning process to identify what research, instructional and state services areas it will be known for in the future and use that process to concentrate its capital and operating resource allocation decisions (Standard 1.B).
3. The University of Oregon prides itself on its status as an AAU institution. However, with the expectations for research, concern is expressed that the University may not have funds for needed laboratory and research space; therefore, the Committee recommends that the University take the necessary steps to ensure that facilities are planned and resources identified to support essential continued research growth (Standards 4.B.4; 8.A.2; 8.A.3; 8.A.6).
4. Standard 8.C *Physical Resources Planning* requires that the institution plan for and identify resources for remedying deferred maintenance. However, the evidence suggests that the level of deferred maintenance at the University of Oregon is high and that necessary building renovations are problematic given the unavailability of resources to address the needs of the physical plant. The Committee recommends that the University undertake a planning process that addresses the physical plant of the institution and that the process include constituencies from across campus to develop a building renewal agenda (Standard 8.C).
5. Commission criteria assume that there will be a commonly understood and uniformly employed set of institutional policies, rules, practices, and procedures that are employed at every level of administration. These policies should foster open communication and goal attainment. However, the Committee is concerned that the University of Oregon does not currently have these operational policies in place and that campus based decision-making procedures appear to be idiosyncratic and not uniformly applied. Therefore, the Committee recommends that the University of Oregon take steps to enhance internal communication and to review its operating policies in regard to Standard 6, *Governance and Administration*; Standard 4.A, *Faculty Selection, Evaluation, Roles, Welfare and Development* and Standard 7.C, *Financial Management*.

6. Commission criteria state that faculty workloads reflect the mission and goals of the institution. Student enrollment at the institution is at a record high but the institution has not responded with any concomitant increase in instructional resources, particularly full-time, tenure track faculty. The faculty is concerned at the prospect of growing enrollments and greater use of non-tenure instructional faculty while some students report limited access to faculty as a hindrance to their education. The Committee recommends that the institution should more closely monitor faculty teaching obligations and provide greater instructional resources to facilitate student learning (Standard 4.A.3).
7. Despite the extensive use of interlibrary loan, Standard 5 requires a core collection adequate in quality, depth, diversity and currency to support graduate curricula and research in a number of programs. The Committee recommends that the University take steps to address the sufficiency of core library holdings needed to support the institution's instructional and research missions (Standard 5.A.1; 5.A.2).
8. Commission Policy A-2 *Substantive Change* mandates that major substantive change proposals be submitted to the Commission for review and approval prior to implementation. The Committee recommends that the University work closely with the Northwest Commission on Colleges and Universities regarding its intention to expand off-campus academic offerings in Portland and elsewhere (Policy A-2).