

## **Executive Committee Agenda**

	<u>Page</u>
1. Call to Order/Roll/Declaration of a Quorum (11am)	
2. Consent	
2.1 <a href="#">Approve Minutes of February 23, 2017 Meeting</a>	1
3. Action Items	
3.1 <a href="#">Recommendation to the Full Board to Approve 2017-18 Tuition and Fees</a> (90 min) <i>VPFA Fax</i>	4
4. Adjournment (12:30pm)	



**Meeting of the  
Oregon Tech Board of Trustees  
Executive Committee**

**Mt. McLoughlin Room, Klamath Falls Campus**

**February 23, 2017**

**1:15pm – 2:45pm**

---

**DRAFT MINUTES**

**Trustees Present:**

Chair Graham

Dan Peterson

Fred Ziari (phone)

Vice Chair Sliwa

Jeremy Brown

Jay Kenton, Interim Pres.

**Other Trustees Present:**

Kathy Hill

Celia Núñez

Bill Goloski (phone)

Jill Mason

Vince Jones

**University Staff and Faculty Present:**

Lita Colligan, AVP Strategic Partnerships

Brian Fox, VP Finance and Administration

Joel McPherson, Digital Marketing Coordinator

LeAnn Maupin, Interim Provost/Dean of the College of HAS

Steve Neiheisel, VP of Strategic Enrollment Management

Hallie Neupert, Interim Dean of the College of ETM/Management Department Chair

Tracy Ricketts, AVP of Development and Alumni Relations

Di Saunders, AVP of Marketing and Public Relations

**Others Present:**

Dr. Nagi Naganathan, President Designate

**1. Call to Order/Roll/Declaration of a Quorum**

**Chair Graham called the meeting to order at 1:18pm. The Secretary called roll and a quorum was declared.**

**2. Consent**

**2.1 Approve Minutes of November 15, 2016 Meeting**

**Trustee Peterson moved to approve the consent agenda. Vice Chair Sliwa seconded the motion. With all Trustees present voting aye, the motion passed unanimously.**

**3. Action Items**

**3.1 Recommendation to the Governor for Staff and Student Board Positions**

**Chair Graham** introduced student applicant William “Liam” Perry. Trustee Goloski is the staff applicant and is eligible for reappointment as he served a partial term, having filled the position after the previous staff left the university’s employ. **Board Secretary**

explained the review and recommendation process including a review committee, President review, Board Chair and Executive Committee review and a final decision by the Governor.

**Trustee Brown moved to recommend Liam Perry and Bill Goloski to the Governor's office for appointment consideration for the position of student and staff trustees, respectively. Trustee Peterson seconded the motion. With all Trustees present voting aye, the motion passed unanimously.**

#### 4. Discussion Items

##### 4.1 HECC Evaluation Update

**Interim Provost/Dean Maupin** explained the HECC evaluation is required annually for each university previously in the Oregon University System. This was Oregon Tech's first time through the process. Oregon Tech submitted its evaluation to HECC on October 13, and received a one page executive summary from HECC in November. The full report was forwarded to the Student Success and Institutional Collaboration Committee and the full HECC for adoption. It will then go before the Legislature for review and discussion.

##### 4.2 Marketing Update

**AVP Saunders and Digital Marketing Coordinator Joel McPherson** walked the committee through a PowerPoint presentation. **Chair Graham requested Enrollment Management present with Marketing at the next meeting; specifically, show how marketing affects enrollment, how enrolled students heard about Oregon Tech, and what marketing is effective for each campus and on-line.** Discussion about advertising concepts including viral marketing and getting students involved, asking contractors/vendors to market the university when they are awarded a contract, and including alumni employed in industry in future videos.

##### 4.3 President Contract Update

**Chair Graham** stated an employment agreement was reached with Dr. Naganathan and he will be starting on April 3 as the 7<sup>th</sup> president of the university. **Dr. Naganathan** thanked the board for its support. **Chair Graham will discuss a transition plan, specifically, the communication plan for Trustees with Dr. Naganathan.** **Interim President Kenton** stated the transition is working well. **Vice Chair Sliwa** stated that Dr. Naganathan will likely create transition teams to address the various stakeholder groups - each needs a communication plan. **Trustee Goloski** thanked Dr. Naganathan for being present on the Wilsonville campus and appreciated the overlap with President Kenton.

##### 4.4 Review of Board Agenda

**Chair Graham** reviewed the agendas. **Trustee Brown** stated that the Academic Quality and Student Success Committee will request the Masters in Applied Behavior Analysis item be pulled from the consent agenda and ask the Board to authorize the committee to meet to further review the proposal, act on behalf of the Board to consider approval, and if approved, submit to the Provost Council and the HECC. Discussion regarding the review and proposal process internally and with the Provost's Council and HECC. **Vice Chair Sliwa requested Staff return at the next Board meeting with a draft process for reviewing/approving a new program, including measures for success and an off-ramp plan if the program does not work.** Suggestions were made that the AQSS

Committee review the proposals and submit them to the Provost's Council, the comments from AQSS and Provost's Council would then be brought to the full Board for action; and to delegate the authority to the AQSS to make the recommendation to the HECC on behalf of the Board.

**5. Other Business/New Business - none**

**6. Adjournment**

**Chair Graham adjourned the meeting at 3pm.**

## **ACTION**

### **Agenda Item No. 3.1**

## **Recommendation to the Full Board to Approve 2017-18 Tuition and Fees**

### **Background**

One of the primary responsibilities of the Oregon Tech Board of Trustees is to establish tuition and mandatory fees each year. This responsibility is statutorily specified as follows:

#### **Oregon Revised Statutes – re. Tuition and Mandatory Enrollment Fees:**

**352.102 Tuition and mandatory enrollment fees.** (1) Except as set forth in this section, the governing board may authorize, establish, eliminate, collect, manage, use in any manner and expend all revenue derived from tuition and mandatory enrollment fees.

(2) The governing board shall establish a process for determining tuition and mandatory enrollment fees. The process must provide for participation of enrolled students and the recognized student government of the university.

(3) The governing board shall request that the president of the university transmit to the board the joint recommendation of the president and the recognized student government before the board authorizes, establishes or eliminates any incidental fees for programs under the supervision or control of the board and found by the board to be advantageous to the cultural or physical development of students.

(4) In determining tuition and mandatory enrollment fees for undergraduate students who are enrolled in a degree program and are qualified to pay resident tuition:

(a) The governing board may not increase the total of tuition and mandatory enrollment fees by more than five percent annually unless the board first receives approval from:

(A) The Higher Education Coordinating Commission; or

(B) The Legislative Assembly.

(b) The governing board shall attempt to limit annual increases in tuition and mandatory enrollment fees for undergraduate students who are enrolled in a degree program and have established residency in Oregon to a percentage that is not greater than the percentage increase in the Higher Education Price Index, as compiled by the Commonfund Institute.

(5) The governing board may not delegate authority to determine tuition and mandatory enrollment fees for undergraduate students who are enrolled in a degree program and are qualified to pay resident tuition. [2013 c.768 §10]

**Note:** Section 30, chapter 840, Oregon Laws 2015, provides:

**Sec. 30.** (1) Notwithstanding any law limiting tuition and mandatory enrollment fee increases at public universities listed in ORS 352.002, if a public university listed in ORS 352.002 increases either resident undergraduate tuition or mandatory enrollment fees by more than three percent for the 2016-2017 academic year, the public university must report the justification for the increase to the Higher Education Coordinating Commission and the Joint Committee on Ways and Means, or the Joint Interim Committee on Ways and Means.

(2) Subsection (1) of this section does not apply to public universities currently subject to existing financial agreements or plans with the Higher Education Coordinating Commission, or to four-year tuition guarantees or high cost, high demand degree programs that currently charge differential tuition.

(3) This section is repealed on December 31, 2018. [2015 c.840 §30]

Further, the Oregon Tech Board of Trustees through its Policy on Tuition and Fees has established a tuition setting process, policy and framework, specified in Section 5.1 as follows:

Process for Setting of Tuition and Mandatory Enrollment Fees. The Tuition Recommendation Committee shall meet at least twice between January and February prior to providing the President written recommendations on proposed tuition and mandatory fee rates for the upcoming academic year. A minimum of one public forum shall be held at each campus location to discuss and obtain input on the proposed tuition and mandatory fees; and broad notification of the forum shall be made to the university community.

When advising the president, the Tuition Recommendation Committee shall include input received at the public forum and considerations regarding historical tuition and fee trends, comparative data for peer institutions, the University's budget and projected cost increases, and anticipated state appropriation levels. The President shall bring the recommendations to the Board for approval.

When setting tuition and fees, the Board may consider a number of factors, including the desire to (a) create affordable access to degree programs, (b) create a diverse student body, (c) maintain strong degree programs at every level, (d) develop and maintain the human and physical infrastructure necessary to support the university's educational outcome goals, and (e) maintain the fiscal integrity of the institution.

Oregon Tech has followed these statutory and policy processes in developing the following recommendations for establishing tuition and mandatory fee rates for 2017-18.

The Tuition Recommendation Committee (TRC), comprised of students, faculty and staff met five times, beginning in January and concluding with public forums on both the Klamath Falls and Wilsonville campuses in early April to consider tuition rates for 2017-18 Academic year. The TRC was provided with financial projections, current tuition and fee rates at other Oregon public universities and other information as background materials. This committee has submitted a recommendation to President Naganathan to increase Resident Undergraduate Tuition by 8%, and increase the Health Program and Engineering Technology differential tuition from 15% to 20% premium over base tuition (see [Attachment A](#)).

Faculty members of the Fiscal Operations Advisory Council (FOAC) sit on the Tuition Recommendation Committee and are in agreement with this recommendation.

The President has recommended to the Board of Trustees a tuition recommendation in line with that of the TRC, specifically an increase of base tuition of 8% and an increase in the Health Program and Engineering Technology differential tuition from 15% to 20% (see [Attachment B](#)). In that letter President Naganathan has outlined the ways in which the proposed changes in tuition, and the process which the TRC engaged in to develop this recommendation address the questions outlined by Governor Brown in her letter to the Chair of the Higher Education Coordinating Commission (HECC) dated April 10th, 2017 (see [Attachment C](#)). These increases come after a relatively modest tuition increase of 3% last academic year.

Through his letter to the Board, President Naganathan further recommends that a tuition "ratcheting-down" mechanism be established. Specifically for every \$20 million dollars approved by the Legislature during the 2017 Regular Session in incremental investment above the Governor's Recommended Budget of \$667.3 million dollars in Public University Support Fund (PUSF) the base

tuition for resident and non-resident undergraduate students be decreased by 1% until it reaches a floor of 4%.

If the Board approves the staff recommended tuition increases it will trigger review and subsequent approval by the HECC or the Legislative Assembly as outlined in ORS 352.102(4)(a). It is expected that five of the seven public universities will have tuition increases which trigger this review.

The Funding and Achievement subcommittee of the HECC, and the full Commission are scheduled to meet on May 10<sup>th</sup> and 11<sup>th</sup>, respectively, to review and act upon university tuition increases in excess of the statutory five percent threshold. Staff is preparing material for submission to the HECC, which will include all material submitted to the Oregon Tech Board of Trustees.

In addition, the ASOIT has concluded its incidental fee budget approval process (see [Attachment D](#)) and has submitted a recommendation for changes. Proceeds from these funds support athletics, student activities, and operations of the college union. The Student Health and Building Fees support the student health services and capital investments and vary by campus. Changes in fee rates are included within the Staff Recommendation below.

Detailed tables including both proposed changes in Tuition and Fees can be found below (see [Attachment E](#)).

### **Additional Background**

The Tuition Recommendation Committee established a set of guiding principles. These were reviewed by the Finance and Facilities Committee at its regular meeting on February 23, 2017 and by the then Interim President and President-Designate. The Guiding Principles and Process Requirements are as follows;

#### **Guiding Principles:**

- Tuition levels should have a solid rationale and justification
- Tuition shall be appropriate to ensure that quality is maintained in all academic and support programs, thus assuring an excellent return on investment for our students and their families
- The committee shall ensure that they communicate openly and transparently with all stakeholders
- Tuition levels shall be appropriate to support the long-term financial stability of the institution and in alignment with its mission, vision and values
- We will strive to reduce complexity in the tuition structure where possible

#### **Process Requirements:**

- The Committee will use data and comparisons to other peer institutions
- The Committee will understand the institution's overall budget and significant cost drivers, including which expenses and revenues are within the institution's control
- The Committee will be open to and respectful of dialogue, constructive criticism and feedback
- The Committee will strive to create conditions for real and substantive feedback from all campus constituencies including students, faculty and staff

Through its actions and recommendation the TRC believes it has executed on its Guiding Principles and Process Requirements, with the sole exception of having not substantively reduced the

complexity of Oregon Tech’s tuition structure. Staff will take this goal into next academic year’s tuition planning process.

**Public University Tuition Comparisons**

As of the publishing of this docket each public university in Oregon has either completed or will complete their tuition and mandatory fee setting process for the 2017-18 Academic year. Boards of Trustees at Portland State University and the University of Oregon have already approved tuition increases while others have recommendations awaiting approval. The approved of staff recommended tuition rates for undergraduate resident students are outlined below.

Resident Undergraduate Tuition increases approved or recommended are as follows:

Institution	Increase (%)	Proposed Tuition (\$)	Status
EOU	+5.4%	\$153.95	pending approval April 20, 2017
OIT	+8.0%	\$181.04	pending approval May 5, 2017
OSU	+4.0%	\$195.00	pending approval April 21, 2017
PSU	+9.0%	\$170.00	approved April 11, 2017
SOU	+12.0%	\$169.58	pending approval April 20, 2017
UO	+10.6%	\$219.00	approved March 3, 2017

**Staff Recommendations**

Staff recommends the committee move to recommend the Board approve tuition and fee changes as proposed by staff and outlined in the agenda report below, and authorize the President or designee to make minor adjustments to the proposed rates as needed to correct errors or inconsistencies and execute the Board’s directives.

1. Tuition and fees:
  - a. undergraduate resident and non-resident tuition rates be increased by 8% from the 2016-17 academic year rates for the 2017-18 Academic year;
  - b. graduate resident and non-resident tuition rates be increased by 6% from the 2016-17 Academic year rates for the 2017-18 Academic year;
  - c. undergraduate and graduate Engineering Technology and Health Program differential tuition be increased from 15% premium to 20% premium above base tuition for the 2017-18 academic year;
  - d. resident and non-resident Clinical Lab Sciences and Paramedic Program tuition be increased by 6% from the 2016-17 Academic year rates for the 2017-18 Academic year;
  - e. resident and non-resident Chemeketa Dental Hygiene tuition be increased by 8% from the 2016-17 Academic year rates for the 2017-18 Academic year;
  - f. summer fee rates be adjusted in accordance with the regular academic year rates; and
  - g. where applicable proration’s, discounts and options be maintained from the 2016-17 academic year for the 2017-18 academic year.
  
2. Undergraduate resident and non-resident tuition rate increases, as established in recommendation 1(a), be reduced by one percent for every \$20 million dollars of incremental investment in the Public University Support Fund (PUSF) approved by the Legislature beyond the Governor’s Recommended Budget of \$667.3 million dollars.



3. Mandatory fee rates:
  - a. the Klamath Falls Incidental Fee increase from \$325 to \$345 per term as recommended by ASOIT, and for students enrolled in less than six credits at \$182.50;
  - b. the Klamath Falls Summer Incidental Fees remain at \$70 as recommended by ASOIT;
  - c. the Klamath Falls Health Service Fee remain at \$150 per term;
  - d. the Wilsonville Incidental Fee decrease from \$64 to \$50 per term as recommended by ASOIT;
  - e. the Wilsonville Summer Incidental Fees decrease from \$64 to \$50 per term as recommended by ASOIT;
  - f. the Wilsonville Health Service Fee increase from \$30 to \$38 per term as recommended by ASOIT; and
  - g. the Building Fees remain at \$45 per term during the academic year and \$34 per term during the summer term and remain constant regardless of the number of credits enrolled.

### **Attachments**

- A [ASOIT's Tuition Recommendation Letter](#)
- B [President's Tuition Recommendation Letter](#)
- C [Governor Brown's Tuition Letter](#)
- D [ASOIT's Incidental Fee Recommendation Letter](#)
- E [Detailed Tuition Tables](#)
- F [Differential Major List](#)
- G [PowerPoint Presentation](#)

ATTACHMENT A  
ASOIT'S TUITION RECOMMENDATION LETTER

MEMORANDUM



**DATE:** April 18, 2017  
**To:** Dr. Nagi Naganathan, President Oregon Institute of Technology  
**CC:** Dr. Erin Foley, Brian Fox, and Sandra Fox  
**From:** Zachary Pascual, President ASOIT-KF and Kevin Malstrom, President ASOIT-WV  
**RE:** 2017-2018 Tuition Recommendation Committee

---

Beginning in January and continuing through community open forums in April, Oregon Tech's Tuition Recommendation Committee met to discuss budget and other factors which would guide our tuition setting recommendation for the 2017-2018 academic year. The Tuition Recommendation Committee was comprised of students from both the Klamath Falls and Wilsonville campuses as well as faculty and administrators. During our meetings we looked at prior year tuition, competitor institutions, enrollment numbers and importantly the significant cost increases coming over the next several years due to state mandated programs.

On March 2, 2017 the Committee met to discuss possible tuition increases given various state appropriation scenarios. During this meeting we reflected on the principles established by the Committee and reviewed by the Board of Trustees. The agreed upon principles are:

- Tuition levels shall have a solid rationale and justification
- Tuition shall be appropriate to ensure that quality is maintained in all academic and support programs, thus assuring an excellent return on investment for our students and their families
- The Committee shall ensure that they communicate openly and transparently with all stakeholders

- Tuition levels shall be appropriate to support the long-term financial stability of the institution and be in alignment with its mission, vision and values
- The Committee shall strive to reduce complexity in the tuition structure where possible

During the final meeting of the Tuition Recommendation Committee on March 10, 2017 the committee recommended moving forward with the tuition increases for resident undergraduate base tuition and differentials outlined below. Given the significant uncertainty in overall state funding, and the possibility that the Legislature and Governor will elect to provide additional funding beyond the Governor's Recommended Budget the Committee believes that a "ratcheted" reduction in the base tuition increase should also be included. This recommendation was discussed and feedback collected from students in Klamath Falls on April 4, 2016 and Wilsonville on April 6, 2017 at forums hosted by ASOIT.

Assuming the state funds higher education through the Public University Support Fund at the Governor's Recommended Budget, and given the work of the Tuition Recommendation Committee and feedback collected by students, faculty and other community members at the ASOIT forums, ASOIT recommends the following changes in tuition for the 2017-2018 academic year:

- **Base Tuition for resident undergraduate tuition: increase 8%**
- **Health Program Differential: increase to 20% premium over Base Tuition**
- **Engineering & Technology Differential: increase to 20% premium over Base Tuition**

Further, the ASOIT recommends that if the legislature increases support for higher education through the Public University Support Fund tuition increases for Base Tuition be decreased by 1% for every additional \$20 million dollars until it reaches a floor of 4% increase at \$747 million dollars.

Please let us know if you have any questions.

Best,

Zachary Pascual  
President  
ASOIT – Klamath Falls

Kevin Malstrom  
President  
ASOIT – Wilsonville

**ATTACHMENT B  
PRESIDENT'S TUITION RECOMMENDATION**



**OFFICE OF THE PRESIDENT**

Nagi G. Naganathan, Ph.D., ASME Fellow  
3201 Campus Drive, Klamath Falls, OR 97601  
541.885.1100 (office) 541.885.1101 (fax) naginaganathan@oit.edu

To: Board of Trustees  
Oregon Institute of Technology

From: Nagi G. Naganathan, Ph.D., ASME Fellow  
President

Re: Academic Year 2017-18 Tuition Recommendation

Date: April 20, 2017

**Tuition Recommendation**

Through this memorandum, I submit to the Oregon Tech Board of Trustees my recommendation for tuition and fees for the 2017-2018 academic year. Oregon Tech's Tuition Recommendation Committee (TRC), a dedicated group composed of students, faculty and administrators from across the institution, has been meeting since late January, concluding their process with open forums in early April. The TRC has recommended an increase of 8% to undergraduate resident tuition, and an increase of 5% for the differential rates from the 2016-17 tuition rates for next academic year (Table 1). This increase equates to a \$13.41 per credit hour change for most students and an increase of \$24.47 per credit hour for those in majors which have differential tuition. This recommendation was supported by the student, faculty and staff representatives on the TRC. Recognizing that any increase in tuition will effect students, the TRC recommended an increase in remissions by nearly 10% (Table 1)

Despite the unenviable task of establishing an appropriate tuition level in a hard budget climate, I applaud the TRC's membership for focusing on supporting our most vulnerable students and

Table 1

Oregon Tech Tuition Recommendations						
	Per Credit Hour			15 Credit Load		
	2016-17 Actual	2017-18 Proposed	Change	2016-17 Actual	2017-18 Proposed	Change
UG Resident	\$167.63	\$181.04	\$13.41	\$2,514.45	\$2,715.60	\$201.16
UG Differential	\$192.77	\$217.25	\$24.47	\$2,891.55	\$3,258.75	\$367.11

sustaining the long-term health and robustness of Oregon Tech's applied education. After thorough consideration and counsel from members of the executive staff and university community I endorse TRC's tuition recommendation.

Further, I endorse the TRC’s recommendation to reduce undergraduate base tuition in the event of substantially increased state investment in the Public University Support Fund. This latter recommendation is key to advocacy with state policy makers and recognizes the capacity of the state to invest in Oregon Tech and the next generation of scientists, engineers and health care professionals which it educates.

Detailed tables including the tuition recommendation are appended to this memo.

The following sections describe the unique value proposition that Oregon Tech provides for the students and industry of Oregon, and the strategy of the institution to protect our core teaching and learning mission for the benefit of students during a time in which rapidly increasing state mandated costs are being met with constrained state funding.

**Fiscal and Operational Background**

Driving this tuition increase is a confluence of forces, including significant increases in state mandated cost increases associated with retirement and healthcare for public employees and a recommendation from the Governor to flat fund public higher education. The Governor’s Recommended Budget (GRB) of \$667.3 million dollars for the Public University Support Fund is essentially even with the current 2015-2017 biennium. However, due to how state funding is allocated over fiscal years, this is forecast to result in decreased operational funding of nearly \$1 million dollars for Oregon Tech during the 2017-18 fiscal year. Rapidly increasing state mandated retirement and health care expenses are anticipated to result in increased costs of approximately \$2.4 million dollars (Table 2). This pressure on the expense equation is expected to continue increasing at a pace far outstripping general higher education inflation (HEPI) for the next several biennia. The vast majority of expected increased costs next fiscal year are associated with areas which the university does not have direct control. Please see Table 2.

Despite significantly expanded administrative responsibilities due to the dissolution of the university system over the past years, Oregon Tech has made significant efforts to reduce or hold flat costs through administrative efficiencies while taking on new responsibilities. These efforts include consolidating positions, increasing utilization technology and automated systems in business processes, institution-wide reductions in departmental S&S, investments in water conservation systems, aggressively negotiating favorable vendor contracts and some of the most extensive use of campus generated renewable energy in the nation.

Table 2

<b>Oregon Tech</b>	
<b>Calls on Revenues</b>	
<b>Cost Driver</b>	<b>Budget Impact</b>
PERS rate increase(+18.4%)	\$1,060,000
PERS salary base change	\$840,000
PEBB (+8%)	\$520,000
S&S & utilities (+5%)	\$540,000
Approved faculty hires (incl. OPE)	\$430,000
Strategic investments	\$500,000
Impact of 4% mid-year raise	\$460,000
<b>Total</b>	<b>\$4,350,000</b>

A recent compensation study at Oregon Tech revealed that nearly 15% of faculty are paid below their discipline floors. Because of limited salary increases, and in some years actual decreases, there have been many failed searches, unfilled positions and faculty working unsustainable amounts of overload. The Provost Leadership Team and Strategic Enrollment Management unit are engaged in strategic planning efforts which have allowed for the intentional alignment of faculty resources to growing programs and increasing the extent to which individual courses leverage our multiple locations and modalities to streamline course offerings. These efforts will increase and be a primary focus over the coming year and years as the new leadership team is fully cemented.

### **Unique Mission**

The following section establishes the rationale for the recommended tuition levels, and how this tuition level, when coupled with Oregon Tech's unique mission of offering professionally focused, technology-intensive programs, ensures best outcomes for our students. This, in-turn, helps us fulfill our statewide mission as Oregon's Institute of Technology, helping to nurture career-ready professionals for Oregon's businesses and healthcare systems.

TRC followed an extended and inclusive process which involved stakeholders within the university community; students, faculty and staff. The process was extended beyond its pre-established timeline in order to accommodate greater levels of community input and deliberation. The group held five formal meetings with participants from both university campuses, used a consensus driven decision making model, established guiding principles in accordance with and expanding upon those outlined in Board policy. This process has served as a model for increasing the level of trust, transparency and rigor in decision making at Oregon Tech.

The guiding principles and process requirements established by the TRC, and reviewed by the Finance and Facilities Committee in February, are as follows:

#### ***Guiding Principles:***

- *Tuition levels should have a solid rationale and justification*
- *Tuition shall be appropriate to ensure that quality is maintained in all academic and support programs, thus assuring an excellent return on investment for our students and their families*
- *The committee shall ensure that they communicate openly and transparently with all stakeholders*
- *Tuition levels shall be appropriate to support the long-term financial stability of the institution and in alignment with its mission, vision and values*
- *We will strive to reduce complexity in the tuition structure where possible*

#### ***Process Requirements:***

- *The Committee will use data and comparisons to other peer institutions*
- *The Committee will understand the institution's overall budget and significant cost drivers, including which expenses and revenues are within the institution's control*
- *The Committee will be open to and respectful of dialogue, constructive criticism and feedback*

- *The Committee will strive to create conditions for real and substantive feedback from all campus constituencies including students, faculty and staff*

The TRC and university administration spent considerable time analyzing tuition increase options below 5%. However, when reflecting on the principles articulated by the students, faculty and staff of the Committee it became clear that such a recommendation would seriously compromise our student's learning outcomes. It would likely turn back the recent strides in retention and increased degree completions, erode quality within the programs by limiting student and faculty interaction and cause our already strapped academic units to significantly delay purchases of key instructional equipment, defer repairs and in some cases go without needed equipment. Lastly, tuition increases below 5% with state funding at GRB levels would quickly impair the fiscal position of the university to such an extent that over the coming years it would endanger the ability to invest in our applied teaching and learning mission in technology-intensive professional fields.

It is important to underscore that the unique mission of Oregon Tech which is singularly focused on industry driven professional education, creates a unique set of challenges; particularly the expense associated with specialized labs, a heavy emphasis on math and science based hands-on curricula, and the need for expensive equipment and technology which quickly fall out-of-date.

### **Tuition Setting – Maintaining Return for Students**

Recognizing the potential negative effects of moderate tuition increases, reductions in state investment and increasing costs to our most vulnerable students, the TRC and the leadership team focused on strategies which support the students least able to bear the impact of increasing tuition. These include low-income, under-represented minority, veteran, rural and first generation students, as well as those nearing completion. In order to mute the impact of tuition increases on these student populations, the tuition recommendation allows for an expanded institutional investment in targeted tuition remissions. Importantly it also continues investments made over the past several years in student support systems, advising, retention, career placement and enhanced hands-on teaching and learning. All strategies shown to increase persistence and completion, and particularly so for the most vulnerable student populations. Oregon Tech is committed not to merely matriculate students – but to graduate career ready professionals. This is in line with the goals of the Higher Education Coordinating Commission (HECC) and needed to support continued growth of Oregon industry.

### **External Recognition**

Reflected in the principles established by the TRC, and repeatedly focused on by our students, is an emphasis on the quality of our hands-on education and ensuring a strong return on investment for our students and families. The HECC recently highlighted that Oregon Tech's average salary ten years after leaving the university is the highest in the state, and some 15% above the second ranking public university in the state and over 50% higher than the national average. A few external recognitions of Oregon Tech's high quality programs include:

- *PayScale's* 2017 Best Value School report recognized Oregon Tech as among the top 1% of all colleges and universities in student's annual return on investment – tied at #17 nationally<sup>1</sup>.
- US News and World Report as the #1 Public Regional College in the west, #3 Regional College in the west, which includes publics and privates, #2 Regional College for Veterans in the west and #35 nationally in undergraduate engineering<sup>2</sup>.
- SmartAsset—using data from the National Center for Education Statistics, *PayScale*, and College InSight—recognized Oregon Tech as having the highest post-graduate salaries in Oregon<sup>3</sup>.

In line with these results, Oregon Tech's yearly postgraduate employment survey indicated that the graduating class of 2016 had a 98% placement rate with an average starting salary of \$57,000 six months after graduation. These high returns are accruing to the nearly 60% of our graduating resident students who come from low-income families.

This is what makes Oregon Tech -- Oregon Tech. We are a vehicle for economic mobility and economic development; lifting students and their families out of poverty and into well-paying jobs. To this end, the tuition recommendation allows for strategic investments in additional faculty hires which will expand capacity or buttress demand which already exists in key programs. Equipment investment will continue apace to ensure that the tools, systems and supplies necessary for our unique program mix are available for our students.

## Conclusion

The commitment that the university makes with this level of tuition increase is a sharing of the overall cost with students. The proposed 8% increase in tuition will nearly all be dedicated to fund state mandated cost increases. I expect to bring forward a budget to the Finance and Facilities Committee, and subsequently to the full Board at their regularly scheduled meetings in May which includes planned use of reserves to make the investments outlined above. This is done so that our students see increased value with their increased investment. The recommendation continues our cycle of investment and growth by strengthening the quality and capacity of the university. The principle of shared investment from the university and students was critical to the TRC and recognizes that all members of the university community; students, faculty and staff stand together.

We are proud to be a student-centered university, with an unwavering commitment to student success.

---

<sup>1</sup> PayScale 2017 College ROI Report. <<http://www.payscale.com/college-roi>>

<sup>2</sup> US News & World Report Best College Rankings: Oregon Institute of Technology. <<https://www.usnews.com/best-colleges/oit-3211>>

<sup>3</sup> SmartAsset Best College Values. <<https://smartasset.com/student-loans/student-loan-calculator?year=2017#oregon>>



**Attachment I  
Tuition Recommendation**

**Oregon Institute of Technology  
Table 3. Tuition and Fees Comparison**

<b>Oregon Tech Tuition Proposal</b>				
		<b>2016-17 Per Credit</b>	<b>2017-18 Per Credit</b>	<b>% Change</b>
<b>Undergraduate</b>	Resident	\$167.63	\$181.04	8.0%
	WUE	\$251.45	\$271.56	8.0%
	Non-Resident	\$533.56	\$576.24	8.0%
	Differential	15%	20%	
<b>Special Programs</b>	Clinical Lab Sciences (Res)	\$231.85	\$245.76	6.0%
	Clinical Lab Sciences (NR)	\$419.21	\$444.36	6.0%
	Paramedic (Res)	\$183.34	\$194.34	6.0%
	Paramedic (NR)	\$262.91	\$278.68	6.0%
	Chemeketa Dental Hygiene (Res)	\$179.94	\$194.34	8.0%
	Chemeketa Dental Hygiene (NR)	\$584.37	\$631.12	8.0%
<b>Graduate</b>	Resident	\$391.17	\$414.64	6.0%
	Non-Resident	\$656.65	\$696.05	6.0%
	Differential	15%	20%	

<b>Fees</b>				
		<b>2016-17</b>	<b>2017-18</b>	<b>% Change</b>
<b>Klamath Falls</b>	Building	\$45.00	\$45.00	0.0%
	Incidental	\$325.00	\$345.00	6.2%
	Health Services	\$150.00	\$150.00	0.0%
<b>Wilsonville</b>	Building	\$45.00	\$45.00	0.0%
	Incidental	\$64.00	\$50.00	-21.9%
	Health Services	\$30.00	\$38.00	26.7%

**Oregon Institute of Technology  
Table 4. Tuition Reduction Scenarios**

State Funding (PUSF)	Base Tuition		Differential		Forecast	
	% Increase	Per Credit	Rate	Per Credit	2017-18 Net Revenue	2017-19 Net Revenue
\$667M	8%	\$181.04	20%	\$217.25	(\$2,746,000)	(\$3,163,000)
\$687M	7%	\$179.36	20%	\$215.24	(\$2,630,000)	(\$2,480,000)
\$707M	6%	\$177.69	20%	\$213.23	(\$2,082,000)	(\$1,254,000)
\$727M	5%	\$176.01	20%	\$211.21	(\$1,615,000)	(\$468,000)
\$747M	4%	\$174.34	20%	\$209.20	(\$1,326,000)	\$115,000
<b>Current Tuition Rates</b>		\$167.63		\$192.77		

ATTACHMENT C  
GOVERNOR BROWN'S TUITION LETTER



KATE BROWN  
Governor

April 10, 2017

Neil Bryant, Chair  
Higher Education Coordinating Commission  
255 Capitol Street NE, Third Floor  
Salem, OR 97310

Dear Chair Bryant and Commissioners,

I know that you share my concern for preserving access and affordability for Oregon resident students, and I am deeply concerned that Oregon's public universities may impose tuition and fee increases significantly greater than 5% upon resident undergraduate students.

As you know, the Higher Education Coordinating Commission (HECC) is authorized by law to review any proposed increase greater than 5%. Recognizing the revenue constraint that the 5% limit may impose, in conjunction with the challenges facing the state budget, I am nonetheless communicating my expectation to members of the HECC that any tuition proposals brought forward beyond a 5% increase not be approved, if and unless, the Commission is provided with:

1. Clear and significant evidence that the university gave serious consideration to alternatives that involved tuition and fee increases below the 5% threshold;
2. Clear and significant evidence of how Oregonians who are underrepresented in higher education, including low-income students and students of color, would benefit more under the university's proposal than one that stays within the 5% threshold;
3. A plan for how the university's board and central administration are managing costs on an ongoing basis;
4. A summary of how students, faculty and staff were consulted on the proposed tuition increases; and,
5. A summary of how tuition will be affected should additional state funds beyond the number in Governor's Recommended Budget be appropriated.

If the HECC should receive such a tuition increase proposal, it is my expectation that the Commission and agency rigorously apply the above criteria, in addition to any others they may establish. It is my expectation that the chair of each institutional board shall certify and present these findings in person to the Commission, in addition to administrative representatives of the institution.

Finally, I am acutely aware of the relationship between the state budget and tuition levels. Over both the short and long-term, I remain committed to doing everything I can to maximize the State's ability to invest in public higher education. I hope we will be joined together in this effort, just as I hope we will be joined in the equally important effort to implement every possible cost savings, reduction, and efficiency in the public services we provide to Oregonians.

Sincerely,

Handwritten signature of Kate Brown in black ink.

Governor Kate Brown

cc: University Board Chairs and Presidents

254 STATE CAPITOL, SALEM OR 97301-4047 (503) 378-3111 FAX (503) 378-8970  
WWW.GOVERNOR.OREGON.GOV



**ATTACHMENT D  
ASOIT'S INCIDENTAL FEE RECOMMENDATION LETTER**

**MEMORANDUM**



**Date:** March 10, 2017  
**To:** Dr. Nagi Naganathan, President, Oregon Institute of Technology  
**From:** Zachary Pascal, Acting President, ASOIT  
**CC:** Dr. Erin Foley, Shellie Wilson, Greg Stewart, Holly Anderson, Josie Hudspeth, Michelle Meyer, Brian Fox  
**RE:** 2017-2018 Incidental Fee Commission Recommendations

The IFC convened on February 27, 2017 and reviewed the budgets presented by the Interim Director of Athletics (Greg Stewart), the Associate Directors of Campus Life (Holly Anderson and Josie Hudspeth), and Manager of the College Union (Shellie Wilson). Financial Information is provided in more detail below.

After thorough review, the Incidental Fee Commission (IFC) has decided to recommend an increase to the Incidental Fees for the 2017-2018 academic year. The recommendation is that the Klamath Falls Incidental Fee increases from \$325 to **\$345** per term for every student enrolled in six or more credits and to **\$182.50** per term for every student enrolled in one to five credits (also an increase of \$20).

**Financial Data**

IFC Funding Areas	2016-2017		2017-2018 Recommended		
	\$ Budgeted	% of Total	\$ Budgeted	\$ Inc./ (Dec.)	New Allocation %
Athletics	\$668,105 \$30,000* [ <u>\$128,460</u> ]** <b>\$826,565</b>	42.13%	<b>\$836,565***</b> <b>30,000</b> <b>\$866,565</b>	\$40,000	41.7%
Campus Life	<b>\$585,544</b>	29.84%	<b>623,544</b>	\$38,000	30.0%
College Union	<b>\$550,000</b>	28.03%	<b>588,000</b>	\$38,000	28.3%
<b>Totals</b>	<b>\$1,962,109</b>	100%	<b>2,078,109</b>	<b>\$116,000</b>	<b>100.00%</b>

\* Increase to Athletics is to fund equipment improvements in the Fitness Center, approved in 2014, 2015, 2016.

\*\* Budget modified to reflect the dedicated contribution amount approved in 2012.

\*\*\*Dedicated amount now combined to base amount.

**Wilsonville Campus**

The Wilsonville ASOIT recommends the Incidental Fee be changed so that the fee changes from \$64 to \$50 but the Health Fee increases by \$8 (from \$30 to \$38). The net change is an overall \$6 decrease between the Incidental Fee and the Health Fee.

**Summer 2018 Incidental Fees**

The summer 2018 Incidental Fee for Klamath Falls students will remain \$70, regardless of the number hours enrolled. For the Wilsonville Campus, Incidental Fees will decrease to \$50, regardless of the number of hours enrolled.

We appreciate your consideration, and I welcome any and all questions you may have. Thank you for your time.

**ATTACHMENT E  
DETAILED TUITION TABLES**

<b>2017 - 2018 Undergraduate Tuition</b>				<b>2017 - 2018 Undergraduate Engineering &amp; Technology and Health Professions Differential Tuition</b>			
Credit Hours	Tuition			Credit Hours	Tuition		
	\$181.04/Cr Resident	\$271.56/Cr WUE	\$576.24/Cr Non-Res		\$217.25/Cr Resident	\$325.87/Cr WUE	\$691.49/Cr Non-Res
1	181.04	181.04	181.04	1	217.25	217.25	217.25
2	362.08	362.08	362.08	2	434.50	434.50	434.50
3	543.12	543.12	543.12	3	651.75	651.75	651.75
4	724.16	724.16	724.16	4	869.00	869.00	869.00
5	905.20	905.20	905.20	5	1,086.25	1,086.25	1,086.25
6	1,086.24	1,086.24	1,086.24	6	1,303.50	1,303.50	1,303.50
7	1,267.28	1,900.92	4,033.68	7	1,520.75	2,281.09	4,840.43
8	1,448.32	2,172.48	4,609.92	8	1,738.00	2,606.96	5,531.92
9	1,629.36	2,444.05	5,186.16	9	1,955.25	2,932.83	6,223.41
10	1,810.40	2,715.61	5,762.40	10	2,172.50	3,258.70	6,914.90
11	1,991.44	2,987.17	6,338.64	11	2,389.75	3,584.57	7,606.39
12	2,172.48	3,258.73	6,914.88	12	2,607.00	3,910.44	8,297.88
13	2,353.53	3,530.29	7,491.12	13	2,824.25	4,236.31	8,989.37
14	2,534.57	3,801.85	8,067.36	14	3,041.50	4,562.18	9,680.86
15	2,715.61	4,073.41	8,643.60	15	3,258.75	4,888.05	10,372.35
16	2,896.65	4,344.97	9,219.84	16	3,476.00	5,213.92	11,063.84
17	3,077.69	4,616.53	9,796.08	17	3,693.25	5,539.79	11,755.33
18	3,258.73	4,888.09	10,372.32	18	3,910.50	5,865.66	12,446.82
19	3,439.77	5,159.65	10,948.56	19	4,127.75	6,191.53	13,138.31
20	3,620.81	5,431.21	11,524.80	20	4,345.00	6,517.40	13,829.80
21	3,801.85	5,702.77	12,101.04	21	4,562.25	6,843.27	14,521.29
22	3,982.89	5,974.33	12,677.28	22	4,779.50	7,169.14	15,212.78
23	4,163.93	6,245.89	13,253.52	23	4,996.75	7,495.01	15,904.27
24	4,344.97	6,517.45	13,829.76	24	5,214.00	7,820.88	16,595.76

<b>2017 - 2018 Graduate Tuition</b>			<b>2017 - 2018 Graduate Engineering &amp; Technology and Health Professions Differential Tuition</b>		
Credit Hours	Tuition		Credit Hours	Tuition	
	\$414.64/Cr Resident	\$696.05/Cr Non-Res		\$497.57/Cr Resident	\$835.26/Cr Non-Res
1	414.64	414.64	1	497.57	497.57
2	829.28	829.28	2	995.14	995.14
3	1,243.92	1,243.92	3	1,492.71	1,492.71
4	1,658.56	1,658.56	4	1,990.28	1,990.28
5	2,073.20	2,073.20	5	2,487.85	2,487.85
6	2,487.84	2,487.84	6	2,985.42	2,985.42
7	2,902.48	4,872.34	7	3,482.99	5,846.82
8	3,317.12	5,568.39	8	3,980.56	6,682.08
9	3,731.76	6,264.44	9	4,478.13	7,517.34
10	4,146.40	6,960.49	10	4,975.70	8,352.60
11	4,561.04	7,656.54	11	5,473.27	9,187.86
12	4,975.68	8,352.59	12	5,970.84	10,023.12
13	5,390.32	9,048.64	13	6,468.41	10,858.38
14	5,804.96	9,744.69	14	6,965.98	11,693.64
15	6,219.60	10,440.74	15	7,463.55	12,528.90
16	6,634.24	11,136.78	16	7,961.12	13,364.16
17	7,048.88	11,832.83	17	8,458.69	14,199.42
18	7,463.52	12,528.88	18	8,956.26	15,034.68
19	7,878.16	13,224.93	19	9,453.83	15,869.94
20	8,292.80	13,920.98	20	9,951.40	16,705.20
21	8,707.44	14,617.03	21	10,448.97	17,540.46
22	9,122.08	15,313.08	22	10,946.54	18,375.72
23	9,536.72	16,009.13	23	11,444.11	19,210.98
24	9,951.36	16,705.18	24	11,941.68	20,046.24

<b>2017 - 2018 Clinical Lab Sciences Tuition</b>			<b>2017 - 2018 Paramedic Program Tuition</b>			<b>2017 - 2018 Chemeketa Dental Hygiene Tuition</b>		
Credit Hours	Tuition		Credit Hours	Tuition		Credit Hours	Tuition	
	\$245.76/Cr Resident	\$444.36/Cr Non-Res		\$194.34/Cr Resident	\$278.68/Cr Non-Res		\$194.34/Cr Resident	\$631.12/Cr Non-Res
1	245.76	245.76	1	194.34	194.34	1	194.34	194.34
2	491.52	491.52	2	388.68	388.68	2	388.68	388.68
3	737.28	737.28	3	583.02	583.02	3	583.02	583.02
4	983.04	983.04	4	777.36	777.36	4	777.36	777.36
5	1,228.81	1,228.81	5	971.70	971.70	5	971.70	971.70
6	1,474.57	1,474.57	6	1,166.04	1,166.04	6	1,166.04	1,166.04
7	1,720.33	3,110.52	7	1,360.38	1,950.76	7	1,360.38	4,417.84
8	1,966.09	3,554.88	8	1,554.72	2,229.44	8	1,554.72	5,048.96
9	2,211.85	3,999.24	9	1,749.06	2,508.12	9	1,749.06	5,680.08
10	2,457.61	4,443.60	10	1,943.40	2,786.80	10	1,943.40	6,311.20
11	2,703.37	4,887.96	11	2,137.74	3,065.48	11	2,137.74	6,942.32
12	2,949.13	5,332.32	12	2,332.08	3,344.16	12	2,332.08	7,573.44
13	3,194.89	5,776.68	13	2,526.43	3,622.84	13	2,526.42	8,204.56
14	3,440.65	6,221.04	14	2,720.77	3,901.52	14	2,720.76	8,835.68
15	3,686.42	6,665.40	15	2,915.11	4,180.20	15	2,915.10	9,466.80
16	3,932.18	7,109.76	16	3,109.45	4,458.88	16	3,109.44	10,097.92
17	4,177.94	7,554.12	17	3,303.79	4,737.56	17	3,303.78	10,729.04
18	4,423.70	7,998.48	18	3,498.13	5,016.24	18	3,498.12	11,360.16
19	4,669.46	8,442.84	19	3,692.47	5,294.92	19	3,692.46	11,991.28
20	4,915.22	8,887.20	20	3,886.81	5,573.60	20	3,886.80	12,622.40
21	5,160.98	9,331.56	21	4,081.15	5,852.28	21	4,081.14	13,253.52
22	5,406.74	9,775.92	22	4,275.49	6,130.96	22	4,275.48	13,884.64
23	5,652.50	10,220.28	23	4,469.83	6,409.64	23	4,469.82	14,515.76
24	5,898.26	10,664.64	24	4,664.17	6,688.32	24	4,664.16	15,146.88



<b>2017 - 2018 Klamath Falls Fees</b>				<b>2017 - 2018 Klamath Falls Fees (Summer)</b>			
Credit Hours	Fees			Credit Hours	Fees		
	Building	Incidental	Health Service Fee		Building	Incidental	Health Service Fee
1	45.00	182.50	38.00	1	34.00	70.00	0.00
2	45.00	182.50	38.00	2	34.00	70.00	0.00
3	45.00	182.50	38.00	3	34.00	70.00	60.00
4	45.00	182.50	38.00	4	34.00	70.00	60.00
5	45.00	182.50	38.00	5	34.00	70.00	60.00
6	45.00	345.00	38.00	6	34.00	70.00	60.00
7	45.00	345.00	38.00	7	34.00	70.00	60.00
8	45.00	345.00	38.00	8	34.00	70.00	60.00
9	45.00	345.00	38.00	9	34.00	70.00	60.00
10	45.00	345.00	38.00	10	34.00	70.00	60.00
11	45.00	345.00	38.00	11	34.00	70.00	60.00
12	45.00	345.00	38.00	12	34.00	70.00	60.00
13	45.00	345.00	38.00	13	34.00	70.00	60.00
14	45.00	345.00	38.00	14	34.00	70.00	60.00
15	45.00	345.00	38.00	15	34.00	70.00	60.00
16	45.00	345.00	38.00	16	34.00	70.00	60.00
17	45.00	345.00	38.00	17	34.00	70.00	60.00
18	45.00	345.00	38.00	18	34.00	70.00	60.00
19	45.00	345.00	38.00	19	34.00	70.00	60.00
20	45.00	345.00	38.00	20	34.00	70.00	60.00
21	45.00	345.00	38.00	21	34.00	70.00	60.00
22	45.00	345.00	38.00	22	34.00	70.00	60.00
23	45.00	345.00	38.00	23	34.00	70.00	60.00
24	45.00	345.00	38.00	24	34.00	70.00	60.00

<b>2017 - 2018 Wilsonville Fees</b>				<b>2017 - 2018 Wilsonville Fees (Summer)</b>			
Credit Hours	Fees			Credit Hours	Fees		
	Building	Incidental	Health Service Fee		Building	Incidental	Health Service Fee
1	45.00	50.00	38.00	1	34.00	50.00	38.00
2	45.00	50.00	38.00	2	34.00	50.00	38.00
3	45.00	50.00	38.00	3	34.00	50.00	38.00
4	45.00	50.00	38.00	4	34.00	50.00	38.00
5	45.00	50.00	38.00	5	34.00	50.00	38.00
6	45.00	50.00	38.00	6	34.00	50.00	38.00
7	45.00	50.00	38.00	7	34.00	50.00	38.00
8	45.00	50.00	38.00	8	34.00	50.00	38.00
9	45.00	50.00	38.00	9	34.00	50.00	38.00
10	45.00	50.00	38.00	10	34.00	50.00	38.00
11	45.00	50.00	38.00	11	34.00	50.00	38.00
12	45.00	50.00	38.00	12	34.00	50.00	38.00
13	45.00	50.00	38.00	13	34.00	50.00	38.00
14	45.00	50.00	38.00	14	34.00	50.00	38.00
15	45.00	50.00	38.00	15	34.00	50.00	38.00
16	45.00	50.00	38.00	16	34.00	50.00	38.00
17	45.00	50.00	38.00	17	34.00	50.00	38.00
18	45.00	50.00	38.00	18	34.00	50.00	38.00
19	45.00	50.00	38.00	19	34.00	50.00	38.00
20	45.00	50.00	38.00	20	34.00	50.00	38.00
21	45.00	50.00	38.00	21	34.00	50.00	38.00
22	45.00	50.00	38.00	22	34.00	50.00	38.00
23	45.00	50.00	38.00	23	34.00	50.00	38.00
24	45.00	50.00	38.00	24	34.00	50.00	38.00

**ATTACHMENT F  
DIFFERENTIAL MAJOR LIST**



**Tuition Differentials  
2017-18 Academic Year**

<b>Majors with Differential Tuition</b>	
<b>Health Professions Differential (20%)</b>	<b>Engineering &amp; Technology Differential (20%)</b>
Allied Health – Master’s	Health Care Management
Dental Hygiene	Civil Engineering
Diagnostic Medical Sonography	Civil Engineering – Master’s
Echocardiography	Electrical Engineering
Nuclear Medicine Technology	Electronics Engineering Technology
Polysomnographic Technology	Embedded Systems Engineering Technology
Radiological Science	Engineering – Master’s
Respiratory Care	Geomatics
Vascular Technology	Manufacturing Engineering Technology
	Manufacturing Engineering Technology – Master’s Degree
	Mechanical Engineering
	Mechanical Engineering Technology
	Renewable Energy Engineering
	Renewable Energy Engineering – Master’s
	Software Engineering Technology

<b>Majors with Other Differential Rates</b>	
Medical Lab Sciences	Dental Hygiene – Chemeketa
Paramedic	Nursing (tuition to OHSU/fees to Oregon Tech)

<b>Majors with no Differentials</b>	
Applied Mathematics	Management
Applied Psychology	Health Informatics
Communications	Information Technology
Environmental Sciences	Marriage and Family Therapy – Master’s
Biology	Operations Management
Biology Health Sciences	Population Health Management
Applied Mathematics	

ATTACHMENT G  
POWERPOINT PRESENTATION

OREGON TECH | BOARD OF TRUSTEES | 4.27.2017



# Academic Year 2017-18 Tuition & Fees Recommendation

Brian Fox | Vice President of Finance and Administration | Oregon Tech



## Tuition Recommendation Committee

## Committee Charter



This Committee is responsible for recommending the tuition and mandatory fee rates to the institutional president. This Committee is comprised of six students, representing both campuses and appointed by the ASOIT president(s); and the Fiscal Operations Advisory Council (FOAC) chair, with support from senior administrators. The institutional president shall designate one member to chair the Committee.

The Committee will meet at least twice from November to February. Its meetings shall be open to the public and broad notification of the meetings shall be made to the university community. The committee will consider the guidelines provided by the Board, the budget information provided by the Vice President for Finance and Administration, tuition rates at other public and private universities in the region and such other information as it shall deem appropriate.

3

## Tuition Principles & Process



### Guiding Principles

- Tuition levels shall have a solid rationale and justification
- Tuition shall be appropriate to ensure that quality is maintained in all academic and support programs, thus assuring an excellent return on investment for our students and their families
- The Committee shall ensure that they communicate openly and transparently with all stakeholders
- Tuition levels shall be appropriate to support the long-term financial stability of the institution and be in alignment with its mission, vision and values
- The Committee shall strive to reduce complexity in the tuition structure where possible

4

## Principles & Process Continued



### Process Requirements

- The Committee shall use data and comparisons to other peer institutions
- The Committee shall understand the institution's overall budget and significant cost drivers, including which expenses and revenues are within the institution's control
- The Committee shall be open to and respectful of dialogue, constructive criticism and feedback
- The Committee shall strive to create conditions for real and substantive feedback from all campus constituencies including students, faculty and staff

5

## TRC Membership



Richard Bailey	Faculty	Kevin Malstrom	ASOIT - WV
James Finch	Student	LeAnn Maupin	Interim Provost
Erin Foley	VP SA	Michelle Meyer*	Business Director
Brian Fox	VP F&A	Steve Neiheisel	VP SEM
Lori Harris*	Budget	Zach Pascual	ASOIT - KF
Peggy Hawkins	ASOIT - WV	Farooq Sultan*	IR
Cheyenne Low	ASOIT - KF	Terri Torres	Faculty
Anne Malinowski	Registrar's Office	Erika Veth	Dean

\*indicate committee technical support team members

6

# TRC Process



Tuition Development Timeline						
		2017				
Owner	Action	Jan	Feb	Mar	Apr	May
TRC	TRC Meets to establish meeting dates, process and review needs	■				
TRC	TRC meets for tuition review and budget information		■			
TRC	TRC meets to discuss tuition ranges			■		
TRC	TRC meets to weigh board feedback and discuss recommendation			■		
TRC	TRC meets to establish tuition recommendation			■		
TRC	TRC hosts community/student forums in KF and WV				■	
BOT	Board of Trustees meet and hear budget and tuition scenarios			■		
I Fee	Incidental Fee Committees meets to set fee recommendation	■	■			
ASOIT	ASOIT Tuition Recommendation Letter sent to Pres.				■	
ASOIT	ASOIT Incidental Fee Recommendation Letter sent to Pres.				■	
President	President makes tuition recommendation to BOT				■	
F&F	Board Executive Committee meets to recommend tuition				■	
BOT	Board of Trustees meets to make budget adoption decision					■
HECC	HECC meets to consider tuition approvals in excess of 5%					■

7

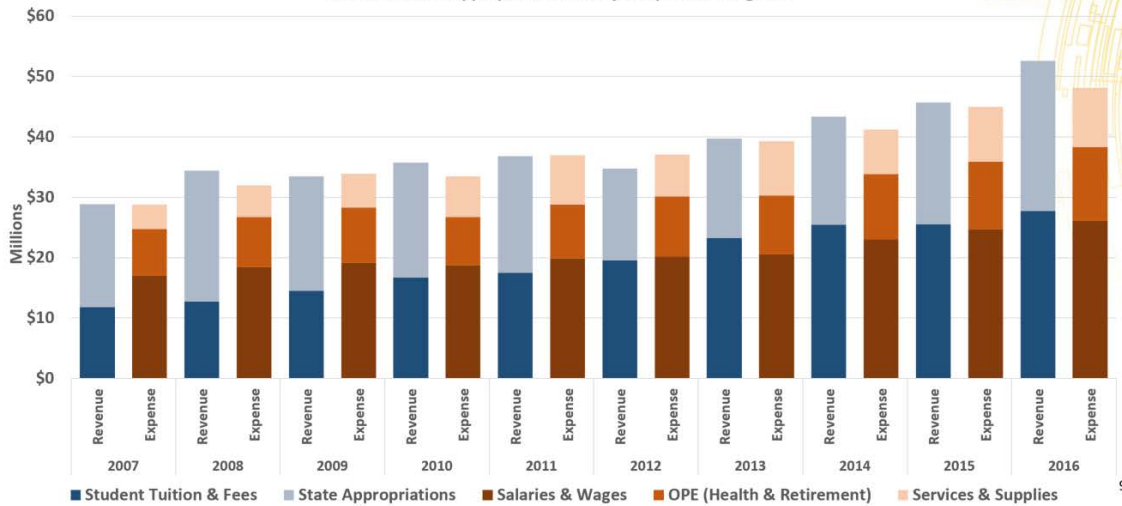


# Data Based Decision Making

# Oregon Tech Budget Hydraulics



OIT Tuition and Appropriations vs Major Expenses Categories



# University Cost Increases



Calls on Revenues	
Cost Driver	Budget Impact
PERS Rate Increase(+18.4%)	\$1,060,000
PERS Salary Base Change	\$840,000
PEBB (+8%)	\$520,000
S&S & Utilities (+5%)	\$540,000
Approved Faculty Hires (incl. OPE)	\$430,000
Strategic Investments	\$500,000
Impact of 4% mid-year raise	\$460,000
<b>Total</b>	<b>\$4,350,000</b>



## \$667M PUSF Appropriations (GRB)



State Funding	\$23.5M (FY18) \$24.8M (FY19) \$48.3 M (biennial) -- \$48.8 M (2015-17 biennia)
Enrollment	+3.0%
Fund Balance Used (2017-19)	-\$3.6M
Investment in Programs and Student Support	-\$200K
Tuition Recommendation	8% Base / 20% Differential
Remissions	+1% of tuition revenue

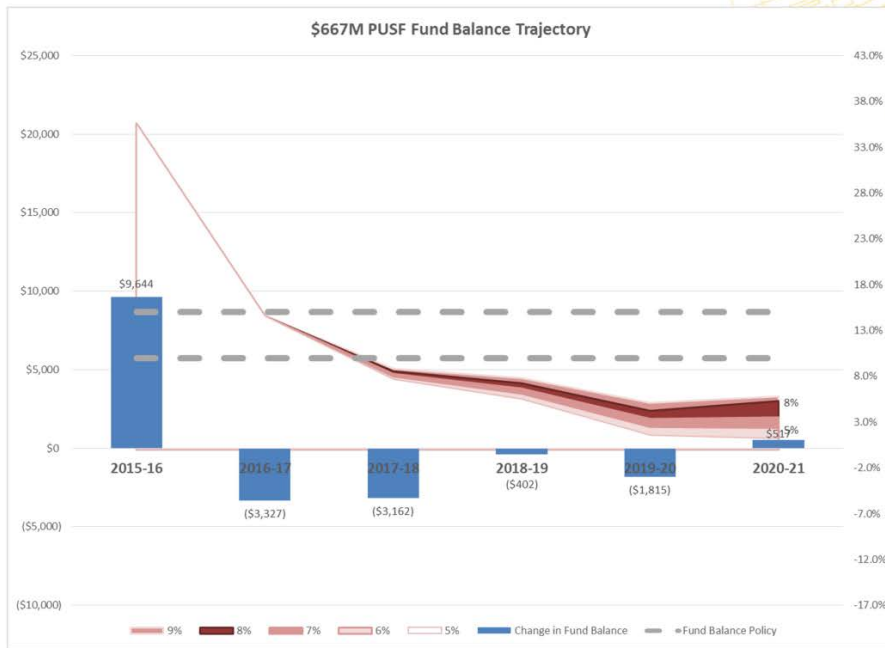
11

## Cost Context



- Average Salary and FTE
  - Salary \$68,000
  - OPE \$32,000
  - Total \$100,000
- Academic Equipment Budget
  - One Year \$600,000
- Remissions
  - 1% of Tuition \$300,000
- S&S
  - 1% of S&S\$100,000

12



## Forecast Fund Balance (%)

Base/ Differential	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
5%/20%	35.6%	14.6%	7.7%	5.5%	1.6%	1.2%
6%/20%	35.6%	14.6%	8.0%	6.1%	2.5%	2.4%
7%/20%	35.6%	14.6%	8.3%	6.7%	3.3%	3.5%
8%/20%	35.6%	14.6%	8.5%	7.2%	4.2%	5.3%
9%/20%	35.6%	14.6%	8.8%	7.8%	5.1%	5.8%



## Forecast Fund Balance Change (\$)



Base/Differential	2017-18	2018-19	Two Year Deficit	2019-20	2020-21	Two Year Deficit	Cuts (Short Term)	Cuts (Long Term)
5%/20%	(\$3,712)	(\$990)	<b>(\$4,702)</b>	(\$2,466)	(\$190)	<b>(\$2,656)</b>	(\$500)	(\$1,350)
6%/20%	(\$3,529)	(\$794)	<b>(\$4,323)</b>	(\$2,249)	\$45	<b>(\$2,204)</b>	(\$400)	(\$1,050)
7%/20%	(\$3,346)	(\$598)	<b>(\$3,944)</b>	(\$2,032)	\$281	<b>(\$1,751)</b>	(\$300)	(\$900)
8%/20%	<u>(\$3,162)</u>	<u>(\$402)</u>	<b>(\$3,565)</b>	(\$1,815)	\$517	<b>(\$1,298)</b>	(\$200)	(\$650)
9%/20%	(\$2,979)	(\$206)	<b>(\$3,186)</b>	(\$1,598)	\$753	<b>(\$845)</b>	(\$100)	(\$425)

15



## Tuition Recommendation

## Recommendation Structure



- Multi-tiered Recommendation based on \$667M Public University Support Fund appropriations.
- Establish a base and differential tuition rate at the GRB level and reduce the base tuition increase by 1% per \$20M in incremental investment by the state in public higher education down to 4%
- Focus on investments and protecting program quality and students through remissions/scholarship support
- Balance tuition increases with university spending out of its fund balance (bank account)
- Targeted reductions and efficiency improvements where possible

17

## Tuition Recommendation at GRB



TRC Recommendations				
	Per Credit	Change	15 Credit Load	Increase
Base Increase 8%	\$ 181.04	\$ 13.41	\$ 2,715.61	\$ 201.16
Differential to 20%	\$ 217.25	\$ 24.47	\$ 3,258.73	\$ 367.11

2016-17 Data	
Per Base Credit	\$ 167.63
15 Credit Load	\$ 2,514.45

2016-17 Data	
Current Differential	15%
Per Credit	\$ 192.77
15 Credit Load	\$ 2,891.62

18

## Tuition Reduction Scenarios



State Funding (PUSF)	Base Tuition		Differential		Forecast	
	% Increase	Per Credit	% Increase	Per Credit	2017-18 Net Revenue	2017-19 Net Revenue
\$667M	8%	\$181.04	20%	\$217.25	(\$2,746,000)	(\$3,163,000)
\$687M	7%	\$179.36	20%	\$215.24	(\$2,630,000)	(\$2,480,000)
\$707M	6%	\$177.69	20%	\$213.23	(\$2,082,000)	(\$1,254,000)
\$727M	5%	\$176.01	20%	\$211.21	(\$1,615,000)	(\$468,000)
\$747M	4%	\$174.34	20%	\$209.20	(\$1,326,000)	\$115,000
<b>Current Tuition Rates</b>		\$167.63		\$192.77		

19

## 2017-18 Tuition Comparisons



2017-18 Tuition Comparison					
	OIT	OSU	OSU - CC	PSU	
<b>Tuition</b>					
Undergraduate Resident	\$ 181.04	\$ 195.00	\$ 188.00	\$ 170.00	
Undergraduate Non-Resident	\$ 576.24	\$ 594.00	\$ 594.00	\$ 550.00	
Graduate Resident	\$ 414.64	\$ 457.00	\$ 457.00	\$ 401.00	
Graduate Non-Resident	\$ 696.05	\$ 843.00	\$ 843.00	\$ 605.00	
<b>Differentials Rates</b>					
Business		\$ 215.00	\$ 215.00	\$ 188.40	
Pre-Engineering		\$ 229.00	\$ 229.00		
Prof-Engineering		\$ 246.00	\$ 246.00		
Health and Human Services					
Engineering & Technology	\$ 217.25			\$ 214.40	
Health Programs	\$ 217.25				
Clinical Lab Sciences	\$ 245.76				
Paramedic Education	\$ 194.34				
Dental Hygiene - Chemeketa	\$ 194.34				
<b>Mandatory Fees</b>	\$ 428.00	\$ 573.90	\$ 338.00	\$ 460.00	

Note:  
 PSU's BOT approved tuition on 4.12.17  
 OSU's BOT meets on 4.21.17 to approve tuition

20

## Investments and Cost Sharing



- University will be splitting the cost with students – co-investing in maintaining program quality and hands-on education
- Increasing remissions/scholarships by approx. 10% focused on students most at need and those nearing degree completion
- Establishing strategic investment pool for programs and projects to support students and growth
- New faculty searches underway, totaling over \$400k in new positions in addition to current vacancies
- Maintaining investments in academic equipment for engineering, healthcare and other hands-on programs

21

## Student and University Impact



## What if we kept tuition below 5%?



- Deplete reserves by \$4.7 million over the next biennia
- Necessitate reductions in ongoing expenses of \$1.3-1.4 million annually
- Significantly reduce program offerings and limit hands-on nature of programs, eliminate or reduce certain retention and support services and minimize equipment budget
- Reductions in targeted remissions and scholarship programs
- Loss of remissions and support services would primarily impact low-income, first-generation and other vulnerable students populations
- Fund balance forecast to approach 1% by 2020-21 fiscal year

23

## What are the benefits of the proposed tuition increase?



- Maintained investment in hand-on programs including;
  - Continued investment in academic equipment, including medical simulation equipment, engineering and IT systems
  - New faculty hires in high-demand/high-growth majors
- Increases in scholarship and remissions budget targeted at those students most in need of additional support – including low-income students and those eligible for the Finish Line Fund (completion grants)
- Continued and enhanced investment in student support services and retention specialists focused on at-risk students
- Strategic investment funds to support growth programs and tactical opportunities to strengthen student's ROI

24

## How will we manage costs going forward?



- The university has made investments in technology, systems and software to streamline back office operations
- Focus on tightly aligning teaching and faculty resources with student demand
- Leveraging multiple teaching modalities to pool student demand across campus locations and online
- Focus facilities investments on energy and water savings
- Systematically examine budgets, vendor and external contracts needs to streamline and reduce operating costs
- Continued operational realignment and process redesign
- Managing labor savings, efficiencies and elimination of redundancies

25

## Questions and Discussion

