

**Board of Trustees
Agenda**

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1. Call to Order/Roll/Declaration of a Quorum (11am) <i>Chair Graham</i>	
2. Consent	
2.1 Approve Minutes of the February 23 and February 24 , 2017 Meetings	1
3. Action Items	
3.1 Request to Approve the 2017-18 Tuition and Fees and Authorize Staff to Forward both to the HECC (75 min) <i>VPFA Fox</i>	10
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5. Adjourn (12:30pm)	



**Meeting of the
Oregon Tech Board of Trustees
Mt. McLoughlin Room, Klamath Falls Campus
February 23, 2017
3pm-5pm**

DRAFT MINUTES

Trustees Present:

Lisa Graham, Chair	Bill Goloski (via phone)	Jay Kenton, Interim President
Steve Sliwa, Vice Chair	Jessica Gomez (via phone)	Jill Mason
Jeremy Brown	Kathleen Hill	Celia Núñez
Nicole Galster	Vince Jones	Dan Peterson

University Staff and Faculty Present:

Holly Anderson, Associate Director of Campus Life and Student Engagement
Aja Bettencourt McCarthy, Instruction Librarian
Lita Colligan, AVP of Strategic Partnerships
Barb Conner, Director of Retention
Erin Foley, VP of Student Affairs/Dean of Students
Brian Fox, VP of Finance and Administration
Lori Harris, Senior Fiscal Manager
Josie Hudspeth, Associate Director of Campus Life and Multicultural Inclusion Program
MariaLynn Kessler, Humanities and Social Sciences Professor
LeAnn Maupin, Interim Provost/Dean of the College of HAS
Laura McKinney, VP of Wilsonville
Michelle Meyer, Director of Business Affairs
SophiaLynn Nathenson, Assistant Professor of Humanities and Social Sciences
Steve Neiheisel, VP of Strategic Enrollment Management
Hallie Neupert, Interim Dean of the College of E/TM/Management Department Chair
Tracy Ricketts, AVP of Development and Alumni Relations
Paul Rowan, CIO/AVP Information Technology Services
Di Saunders, AVP of Marketing and Public Relations
David Thaumert, Civil Engineering Associate Professor/Faculty Senate President
Erika Veth, Dean of Distance Education

Others Present:

Clark Anderson, Student
Hans Bauman, Student
Matthew Barber, Student
Cheyenne Low, Student/ASOIT Representative
David Miner, Student

Dr. Nagi Naganathan, President-designate

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

Chair Graham called the meeting to order at 3:10pm. The Secretary called roll and a quorum was declared.

2. Reports

2.1 President's Report and Discussion

Interim President Kenton introduced **VP McKinney** who gave an update on the Oregon Manufacturing Innovation Center (OMIC) project: a 501(c)6 was created and a board of directors established; Dr. Naganathan will sit as the Director of the Board; membership agreements are almost completed/signed; a business plan should be complete by June; the OMIC Board has agreed to pay costs incurred by Oregon Tech from the date of purchase; industry partners are sponsoring rooms and donating furniture; an Economic Development Administration grant will be submitted to install an elevator, paving, and connections to city services; and the property is in the process of being annexed into the City of Scappoose. **Interim President Kenton** elaborated on the grant, stating there is a one to one required match for a total request of \$3M, the match can be made of the \$1M funding from ODOT, and Oregon Tech's and Oregon Business Development Department's equity in the building. **Vice Chair Sliwa** commended Interim President Kenton, VP McKinney, and Professor Meyers for their work and diligence.

Interim President Kenton reviewed the university accomplishments during his time at Oregon Tech and thanked the faculty and staff who made it all possible: improved budget and approval processes; extended the lease with Rockwell in Wilsonville; hired a VPFA, VPSEM, President, HR Director, CIO, Banner Applications Manager, Director of Emergency Management, Title IX coordinator, Interim Athletic Director, Facilities Project Manager, and 10-12 new faculty; resolved a lawsuit related to the geothermal pump; received several grant awards; entered into an MOU for the Rural Health Initiative with SLMC and OHSU; successfully went through accreditations; completed the university's first HECC evaluation; improved relationships with the Foundation board, KCC and the Klamath Tribes; reinstated the Native American Student Union club; began work to establish an Hispanic/Latino Student Union club; improved the campus image; and improved financial reporting (restored confidence in campus and administration).

Interim President Kenton also explained some of the needs facing the University including: ABET accreditation, by extension, of the Bachelor of Science in Mechanical Engineering degree at Wilsonville; maintaining a strong budget to fund a new student rec center and Cornett renovation and new construction; continual increase of enrollment. Finally, he thanked everyone for the honor of serving as the Interim President and for the friendships.

2.2 Oregon Tech Foundation Report

AVP Ricketts walked through the Foundation board's five goals and gave examples of successes as outlined in the agenda report: 1. Cultivating new friendships, 2. Recruiting new board members, 3. Strengthening relationships with faculty, staff and alumni, 4.

Increase scholarships and financial support, especially for fifth year students, and 5. Support capital projects deemed a priority for the university.

2.3 ASOIT Klamath Falls Report

ASOIT Administrative Officer Cheyenne Low announced a change in leadership as ASOIT President Branden “Gaius” Nikola stepped down; Zachary Pascual is Acting President. She explained the events the group assisted with and hosted including: new student orientation, holiday karaoke, student Sodexo forum, student recreation center forum, renovation of rec center forum, rec center on-line survey, super club sign up, fall blood drive, scholarship and FAFSA nights, and issuance of a letter of support regarding the proposed rec center to the president. She stated during Winter term they: are working to collaborate with the Blue Zones Project, hosted a blood drive, opened the DOW bistro, hosted the annual Blackout for Hunger basketball game, hosted the FAC budget hearing, hosted training for faculty club advisors and officers, and held Mark the Vote events. There are 60 active clubs on campus. The group plans to travel to meet the Wilsonville ASOIT; work on getting an ATM and installing water bottle refill stations on campus; host another super club signup, spring blood drive, and end of year award ceremony for club recognition; and consider establishing a student study area.

2.4 Administrative Council Report

Administrative Council Chair Hudspeth explained the makeup of the Administrative Council, that members serve on various advisory committees including the Faculty Senate, they are currently reviewing the bylaws and charter to better represent the interest of administrative staff, and are looking at how they can support staff members and help them succeed. The group believes there is a need for additional training opportunities to increase professional development. They are working to improve Oregon Tech spirit and morale.

2.5 Faculty Senate Report

Faculty Senate President David Thaemert stated the Academic Standards Committee is working on updating the Credit for Prior Learning policy, clarifying the withdrawal processes in Policy, and looking at how to document essential studies synthesis on transcripts. The Faculty Compensation Committee is waiting for the final study to give feedback and then they will update the Faculty Compensation Policy. The Faculty Welfare committee looked at how faculty engage in service opportunities within the institution and drafted a white paper about the process. They are also trying to describe workload to assist in determining how non-tenure track faculty are treated in relation to how tenure track faculty are treated. The Rank, Promotion and Tenure committee is working on a policy supporting promotion for non-tenure track positions, and discussing the possibility of limiting the size of portfolios submitted for tenure. The Sen Ex Committee is looking at the bylaws, the processes of how senators are elected across campus locations and colleges, and agenda layouts; they elected an Inter-institutional Faculty Senator and are considering adding requirements to hold that position. An Ad Hoc committee was created to look at the academic calendar, specifically the student/faculty contact time requirements and the number of classes cancelled during Thanksgiving week. They are discussing the creation of a policy outlining how the academic calendar is established and possibly modifying the school calendar to start earlier and end at Thanksgiving. He stated the Oregon Administrative Rules need to be updated and brought into compliance with university

policy and the Faculty are willing to assist. Faculty is also interested in having a university pub.

President Thaemert clarified that the faculty have not been surveyed to see what the atmosphere and climate is toward the goal of promoting transparency and shared governance. However, Faculty Senate members are reminded they represent the broader faculty. **Vice-Chair Sliwa** stated one of the goals of the Trustees is to make sure the university has a proper culture of shared governance and transparency; it is a form of self-assessment and a form of communication to the administration and board.

Trustee Brown asked if the faculty are participating in the academic strategic plan at the department level and if they feel a part of the process. **President Thaemert** stated that the faculty are somewhat engaged but constant awareness is not always maintained and the leadership has been stretched thin, so communication broadly to the faculty has not happened. He stated there is a definite need for more regular communication. **Dr. Naganathan** explained there will be a retreat in May involving faculty, staff, students and community members, to gain a sense of the issues on campus.

2.6 Legislative Session Update

AVP Colligan, on behalf of Oregon Tech, is a member of the Legislative Advisory Council, tracking 800 of 2000 bills introduced. She stated the Ways and Means Committee drafted the Co-Chairs budget and is holding public hearings around the state to obtain input. She highlighted funding issues: the proposed loss of sports lottery funding and a stagnant budget. Senator Betsy Johnson is looking for funds for OMIC; there is \$1.6M proposed in the Governor's budget for operating and she is requesting an additional \$11.1 to go to a state agency (possibly Business Oregon). She invited Trustees to attend TRU day at the Capitol on May 16. Discussion followed on how Oregon Tech can differentiate itself and how it can build a coalition for advocacy. Discussion regarding community colleges offering Applied Baccalaureates and the opportunity for community colleges and universities to merge if they choose.

2.7 Academic Quality and Student Success Committee Report

Trustee Brown stated the committee received comments from the Provost's Council regarding the proposed BS in Professional Writing and heard an explanation of why the degree is a BS versus a BA. The committee discussed a proposed MS in Applied Behavior Analysis program and will request additional time to review the proposal. They heard a Title IX report update and learned there was a substantial increase in the mandatory training compliance. It was reported that there is an external reviewer's report on the proposed DPT program, a program that will have a significant impact on the institution and will require significant investments; much due diligence has taken place regarding the program. The committee heard an update on the Academic Strategic Planning process; staff is reaching out to department chairs and faculty to obtain input. Provost candidate finalists will be coming to campus and an announcement is anticipated for late March. Lastly, there was a presentation on graduation including rates and break downs, identifying that finances have an impact on completion; the students have high success rates on testing/certification; and staff is starting to get data on placement of students by degree.

2.8 Finance and Facilities Committee Report

Vice Chair Sliwa stated the FOAC will have a standing report on the agenda to allow for open dialogue, the committee reviewed the quarterly financial statement, recommended procurement of diagnostic equipment, and established an interpretation of the Policy on Delegation of Authority: when the board is requested to approve the annual budget then all projects or expenditures greater than \$1M will be identified and approved. The committee recommended adoption of a quasi-endowment fund policy, received a letter from OSU regarding the PUF investment policy and notifying the university of the divestment from fossil fuels. OSU will consult with the other universities on future requests. The committee received an audit update that was clean and a single audit report that found two minor corrections. They heard updates on the budget setting process in relation to the tuition setting process, and on the Cornett Hall remodel. He emphasized the need to make sure technology is kept up to date on campus.

2.9 Executive Committee Report

Chair Graham stated the committee made a recommendation to the Governor for the appointment consideration of the student and staff trustee positions: Liam Perry and Bill Goloski. The HECC Evaluation process is moving forward but it is still not clear on what they will do with the information. They heard a marketing presentation; Marketing will present with Enrollment Management at a future meeting. She explained that there is a signed employment agreement with Dr. Naganathan who will start on April 3, 2017.

3. Consent Agenda

3.1 Approve Minutes of the November 16, 2016 Meeting

3.2 Approve the Procurement of Diagnostic Equipment and Authorize the President, or Designee, to Enter into a Contract in Excess of One Million Dollars

3.3 Adopt a Quasi-Endowment Investment Policy

3.4 Recommendation to the HECC to Approve a New Program: BS in Professional Writing

3.5 Recommendation to the HECC to Approve a New Program: MS in Applied Behavior Analysis and Authorize Staff to Forward the Proposal to the Provost's Council

Trustee Brown requested to pull item 3.5 from the consent agenda for further discussion at the February 24, 2017 meeting.

Vice-Chair Sliwa moved to approve the consent agenda. **Trustee Brown** seconded the motion. With all trustees present voting aye, the motion carried unanimously.

4. Adjourn to February 24, 2017 at 8:45am.

Chair Graham adjourned the meeting at 5:15pm until February 24, 2017 at 8:45am in the Sunset Conference Room.



**Meeting of the
Oregon Tech Board of Trustees
Sunset Room, Klamath Falls Campus
February 24, 2017
8:45am-12:15pm**

DRAFT MINUTES

Trustees Present:

Lisa Graham, Chair	Bill Goloski (via phone)	Jay Kenton, Interim President
Steve Sliwa, Vice Chair	Jessica Gomez (via phone)	Jill Mason
Jeremy Brown	Kathleen Hill	Celia Núñez
Nicole Galster	Vince Jones	Dan Peterson

University Staff and Faculty Present:

Aja Bettencourt McCarthy, Instruction Librarian
Lita Colligan, AVP Strategic Partnerships
Barb Conner, Director of Retention
Erin Foley, VP Student Affairs/Dean of Students
Brian Fox, VP Finance and Administration
MariaLynn Kessler, Professor
LeAnn Maupin, Acting Provost/Dean of the College of HAS
Michelle Meyer, Director of Business Affairs
Laura McKinney, VP Wilsonville
Brittany Miles, Industry Outreach – Government Relations Manager
Steve Neiheisel, VP Strategic Enrollment Management
Hallie Neupert, Interim Dean of the College of ETM/Department Chair
Tracy Ricketts, AVP of Development and Alumni Relations
Paul Rowan, CIO/AVP Information Technology Services
Di Saunders, AVP Marketing and Public Relations
Erika Veth, Dean of Distance Education
Farooq Sultan, Institutional Research Analyst Programmer

Others Present:

Matthew Barber, Student
Holly Dillemoth, Herald and News Reporter
Dr. Nagi Naganathan, President-designate
Kristi Redd, Foundation Board Member
Allie Vinson, Student

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

Chair Graham called the meeting to order at 8:47am. The Secretary called roll and a quorum was declared.

2. Action Items

2.1 Recommendation to the HECC to approve a new program: MS in Applied Behavior Analysis and authorize staff to forward the proposal to the provost's council

This item was pulled from the consent agenda at the February 23, 2017 meeting.

Vice Chair Sliwa moved to delegate the responsibility to the Academic Quality and Student Success Committee to review the proposed MS in Applied Behavior Analysis degree program and authorized the committee to submit the proposal to the Provost's Council for input, if needed, and to the HECC to move the degree forward if warranted. Trustee Jones seconded the motion.

Trustee Brown explained the Committee would like to see the full proposal prior to taking action. Discussion regarding program approval/recommendation process. **Vice Chair Sliwa** stated the Executive Committee requested, at the February 23 meeting, staff create a flowchart or template for the program approval process and bring it back for review at the next meeting. The intent is to create a streamlined process to avoid last minute requests and to bring all information including Provost Council comments to the Academic Quality and Student Success committee so a decision can be made in a timely manner. He suggested the Board consider delegating standard program approval authority to the AQSS Committee with more complex programs, which might need political support, being presented to the Board for final action. He stated that there is an expectation that when a program is proposed criteria for success are identified and the program is evaluated periodically; if a program is not successful then action is taken.

With all trustees present voting aye the motion passed unanimously.

2.2 Election of Chair and Vice Chair

Chair Graham stated that she and Vice Chair Sliwa are willing to continue in the positions of Chair and Vice Chair during the president transition but will step down if other trustees are interested in the positions.

Trustee Gomez suggested in the future the Executive Committee make a recommendation to the Board whether the Chair and Vice Chair should continue or to cycle new members in. **Trustee Núñez** asked the trustees to consider re-appointing Vice Chair Sliwa and Chair Graham for stability and to allow time for the Board to adopt a more formal process for elections. **Vice Chair Sliwa** reminded the Board that he will not step into the Chair position. **Trustee Hill** suggested having a Chair-elect instead of requiring the Vice-Chair to move into the position.

Trustee Jones moved to elect Lisa Graham and Steve Sliwa as the Chair and Vice Chair, respectively. Trustee Galster seconded the motion.

Vice Chair Sliwa suggested discussing succession planning of executive committee and at-large board members at the Board retreat in July. Suggestion to modify the Bylaws and have a draft available at the retreat. Vice Chair Sliwa will contact board

members as to their willingness to serve another term and if they are interested in being considered for a leadership position on the board (Chair Elect, Vice Chair, or Committee Chair). Suggestion to look at modifying the committee assignments based on trustee backgrounds.

With all trustees present voting aye, the motion passed unanimously.

3. Discussion Items

3.1 Strategic Enrollment Management Update

VP Neiheisel highlighted the following accomplishments: establishment of a steering group made up of three VPs and three Deans to set executive strategic direction, establishment of a coordinating workgroup made up of key upper management/directors and faculty from both campuses, establishment of an analytic and research team with the hiring of a second Institutional Research position, recruiting for an Executive Assistant, and created a structural framework to drive enrollment conversation into three categories: on campus, on-line and on-site. He stated admission and registration reports will be produced weekly. Discussion regarding when ACP student numbers are used in calculations. **Request to exclude ACP students in the summary reports but clearly show their impact. Chair Graham requested the Board look at enrollment trends at the Board Retreat and as part of strategic planning.**

Trustee Brown suggested looking at reassigning recruiters to address various markets. **Vice Chair Sliwa requested to see the return on investment, as far as revenue, to gauge the long-term success of enrollment management and to ensure a financially healthy institution. Chair Graham stated the President's report should reflect revenue in light of enrollment management. Vice Chair Sliwa would like to be able to determine the aid offered to get to students to attend as financial aid as it is an important lever. Request to have a standing strategic enrollment report identifying what is being done and what is being learned.**

VP Neiheisel reviewed the following initiatives: purchased access to a transfer-pool to learn where students are currently enrolled; e-sports, an intercollegiate competitive gaming concept; marketing efforts; predictive modeling into admissions; and creating a 4-year enrollment plan cycle to coordinate with the biennium/funding cycle.

BREAK 10:15-10:25

3.2 State Budget Context and Tuition and Budget Process Update

VPFA Fox walked through his PowerPoint presentation and the agenda report giving an overview of the: state budget, three budget development scenarios and assumptions that Oregon Tech is using, timelines for tuition and budget development, and budget and tuition setting principles. He acknowledged that the tuition structure needs to be analyzed to determine how it compares to the university's competitors. **Request to focus on strategy to increase capital funding in light of state funding continuous decline.**

Trustee Brown requested the costs to produce a graduate in each academic program. Interim President Kenton stated that part of the reason Oregon Tech receives

such a high percentage of state funding is in recognition that the curricula of the institution is the most high cost curricula in the state, as well as the applied nature of how we teach that includes externships and internships requirements of some programs.

VPFA Fox stated it is likely that a deficit budget will be brought forward next year. **Chair Graham** asked him to identify the strategy and rationale behind the proposed deficit budget when he presents the budget.

3.3 Meeting Dates to Accommodate Tuition Setting

VPFA Fox stated the HECC would like to have all proposed tuition increases that are above 5% at its early May meeting but the Board is not set to meet until May 25 and 26. He expected the proposed increase in tuition to be greater than 5% and that the Board might consider holding a special meeting of the Executive Committee and full Board prior to the May HECC meeting or moving the May 25-26 meeting altogether. **Chair Graham** would like to have tuition discussion in person but will make the determination if additional meetings are required after further discussion with staff.

3.4 Board and Trustee Evaluations

Vice Chair Sliwa stated an electronic survey was sent out to all trustees and he received a 50% response rate. He walked through the survey questions, how the results will be presented, and explained that this evaluation should be completed on an annual basis.

Trustee Peterson explained the questions were modified from an AGB publication and are similar to other universities'; the intent is to allow for self-reflection and to gather data to assess how the Board can grow and improve. The Board Secretary will resend the survey link. The results of the evaluation were proposed as a topic for the Board Retreat.

4. Natural Sciences Department Presentation

Associate Professor/Dept. Chair Rose McClure introduced herself, gave an overview of the diverse department, the two majors offered: biology health science and environmental sciences, and introduced two students. **Damon Lerma** and **Kate Hibbs** gave an overview of their majors, activities and clubs they are involved in, plans after graduation, why they chose Oregon Tech and what they enjoy about the university.

5. Other Matters – none

6. Public Comment – none

7. Adjournment

Meeting adjourned at 12:10pm.

ACTION

Agenda Item No. 3.1

Request to Approve 2017-18 Tuition and Fees and Authorize Staff to Forward both to the HECC

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 10th and 11th, 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 substantive 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 (per credit hour) approved or proposed for the seven Oregon public universities are as follows:

Table 1

Institution	Increase (%)	Proposed Tuition (\$)	Status
EOU	+5.4%	\$153.95	approved April 20, 2017
OIT	+8.0%	\$181.04	pending approval May 8, 2017
OSU	+4.0%	\$195.00	approved April 21, 2017
PSU	+9.0%	\$170.00	approved April 11, 2017
SOU	+12.0%	\$169.58	approved April 20, 2017
UO	+10.6%	\$219.00	approved March 3, 2017

Errata Sheet

Staff has made the following technical corrections to the Executive Committee docket and associated motion:

- Clinical Lab Sciences is corrected to Medical Lab Sciences to reflect the proper name of the program.
- Klamath Falls 2017-2018 Academic Year Health Fee is corrected in the fee table ([Attachment E](#)) to its proper rate of \$150 per term, which is equal to the current academic year and included in the Executive Committee Motion.

Committee Recommendations

The Executive Committee held a public meeting on April 27, 2017 and moved 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 a 15% premium to 20% premium above base tuition for the 2017-18 academic year;

- d. resident and non-resident Medical 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, prorations, 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 from \$162.50 to \$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

Oregon Tech	
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
Total	\$4,350,000

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 nationally¹.
- 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 engineering².
- 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 Oregon³.

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.

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

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

³ 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**

Oregon Tech Tuition Proposal				
		2016-17 Per Credit	2017-18 Per Credit	% Change
Undergraduate	Resident	\$167.63	\$181.04	8.0%
	WUE	\$251.45	\$271.56	8.0%
	Non-Resident	\$533.56	\$576.24	8.0%
	Differential (Health/Engineering)	15%	20%	
Special Programs	Medical Lab Sciences (Res)	\$231.85	\$245.76	6.0%
	Medical 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%
Graduate	Resident	\$391.17	\$414.64	6.0%
	Non-Resident	\$656.65	\$696.05	6.0%
	Differential (Health/Engineering)	15%	20%	

Fees				
		2016-17	2017-18	% Change
Klamath Falls	Building	\$45.00	\$45.00	0.0%
	Incidental	\$325.00	\$345.00	6.2%
	Health Services	\$150.00	\$150.00	0.0%
Wilsonville	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
Current Tuition Rates		\$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* [\$128,460]** \$826,565	42.13%	\$836,565*** 30,000 \$866,565	\$40,000	41.7%
Campus Life	\$585,544	29.84%	623,544	\$38,000	30.0%
College Union	\$550,000	28.03%	588,000	\$38,000	28.3%
Totals	\$1,962,109	100%	2,078,109	\$116,000	100.00%

* 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**

2017 - 2018 Undergraduate Tuition				2017 - 2018 Undergraduate Engineering & Technology and Health Professions Differential Tuition			
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

2017 - 2018 Graduate Tuition			2017 - 2018 Graduate Engineering & Technology and Health Professions Differential Tuition		
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

2017-2018 Medical Lab Sciences Tuition			2017 - 2018 Paramedic Program Tuition			2017 - 2018 Chemeketa Dental Hygiene Tuition		
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	1,228.80	1,228.80	5	971.70	971.70	5	971.70	971.70
6	1,474.56	1,474.56	6	1,166.04	1,166.04	6	1,166.04	1,166.04
7	1,720.32	3,110.52	7	1,360.38	1,950.76	7	1,360.38	4,417.84
8	1,966.08	3,554.88	8	1,554.72	2,229.44	8	1,554.72	5,048.96
9	2,211.84	3,999.24	9	1,749.06	2,508.12	9	1,749.06	5,680.08
10	2,457.60	4,443.60	10	1,943.40	2,786.80	10	1,943.40	6,311.20
11	2,703.36	4,887.96	11	2,137.74	3,065.48	11	2,137.74	6,942.32
12	2,949.12	5,332.32	12	2,332.08	3,344.16	12	2,332.08	7,573.44
13	3,194.88	5,776.68	13	2,526.43	3,622.84	13	2,526.42	8,204.56
14	3,440.64	6,221.04	14	2,720.77	3,901.52	14	2,720.76	8,835.68
15	3,686.40	6,665.40	15	2,915.11	4,180.20	15	2,915.10	9,466.80
16	3,932.16	7,109.76	16	3,109.45	4,458.88	16	3,109.44	10,097.92
17	4,177.92	7,554.12	17	3,303.79	4,737.56	17	3,303.78	10,729.04
18	4,423.68	7,998.48	18	3,498.13	5,016.24	18	3,498.12	11,360.16
19	4,669.44	8,442.84	19	3,692.47	5,294.92	19	3,692.46	11,991.28
20	4,915.20	8,887.20	20	3,886.81	5,573.60	20	3,886.80	12,622.40
21	5,160.96	9,331.56	21	4,081.15	5,852.28	21	4,081.14	13,253.52
22	5,406.72	9,775.92	22	4,275.49	6,130.96	22	4,275.48	13,884.64
23	5,652.48	10,220.28	23	4,469.83	6,409.64	23	4,469.82	14,515.76
24	5,898.24	10,664.64	24	4,664.17	6,688.32	24	4,664.16	15,146.88

2017-2018 Klamath Falls Fees				2017 - 2018 Klamath Falls Fees (Summer)			
Credit Hours	Fees			Credit Hours	Fees		
	Building	Incidental	Health Service Fee		Building	Incidental	Health Service Fee
1	45.00	182.50	0.00	1	34.00	70.00	0.00
2	45.00	182.50	0.00	2	34.00	70.00	0.00
3	45.00	182.50	0.00	3	34.00	70.00	60.00
4	45.00	182.50	0.00	4	34.00	70.00	60.00
5	45.00	182.50	0.00	5	34.00	70.00	60.00
6	45.00	345.00	150.00	6	34.00	70.00	60.00
7	45.00	345.00	150.00	7	34.00	70.00	60.00
8	45.00	345.00	150.00	8	34.00	70.00	60.00
9	45.00	345.00	150.00	9	34.00	70.00	60.00
10	45.00	345.00	150.00	10	34.00	70.00	60.00
11	45.00	345.00	150.00	11	34.00	70.00	60.00
12	45.00	345.00	150.00	12	34.00	70.00	60.00
13	45.00	345.00	150.00	13	34.00	70.00	60.00
14	45.00	345.00	150.00	14	34.00	70.00	60.00
15	45.00	345.00	150.00	15	34.00	70.00	60.00
16	45.00	345.00	150.00	16	34.00	70.00	60.00
17	45.00	345.00	150.00	17	34.00	70.00	60.00
18	45.00	345.00	150.00	18	34.00	70.00	60.00
19	45.00	345.00	150.00	19	34.00	70.00	60.00
20	45.00	345.00	150.00	20	34.00	70.00	60.00
21	45.00	345.00	150.00	21	34.00	70.00	60.00
22	45.00	345.00	150.00	22	34.00	70.00	60.00
23	45.00	345.00	150.00	23	34.00	70.00	60.00
24	45.00	345.00	150.00	24	34.00	70.00	60.00

2017 - 2018 Wilsonville Fees				2017 - 2018 Wilsonville Fees (Summer)			
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**

Majors with Differential Tuition	
Health Professions Differential (20%)	Engineering & Technology Differential (20%)
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

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

Majors with no Differentials	
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.

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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

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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

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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

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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%					■

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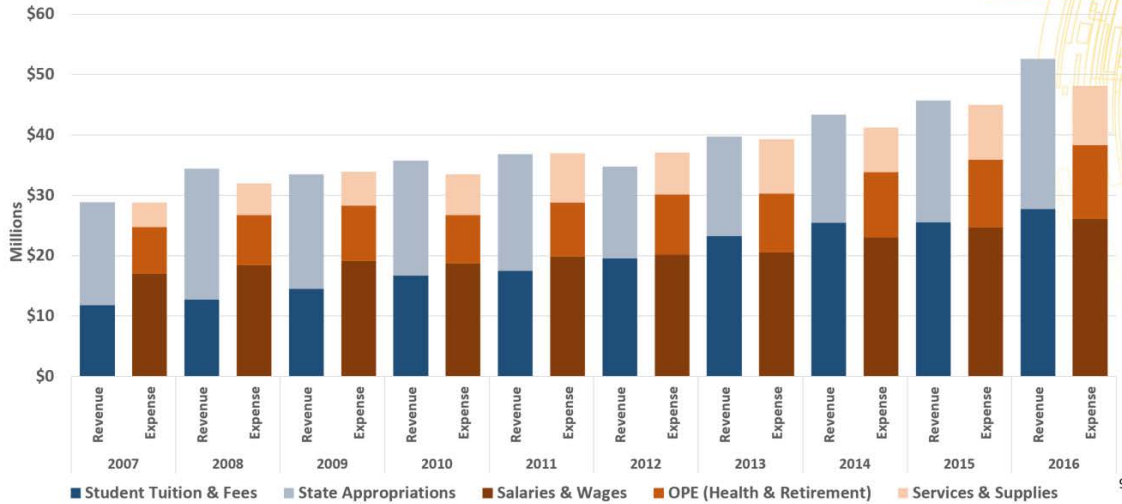


Data Based Decision Making

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
Total	\$4,350,000

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\$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

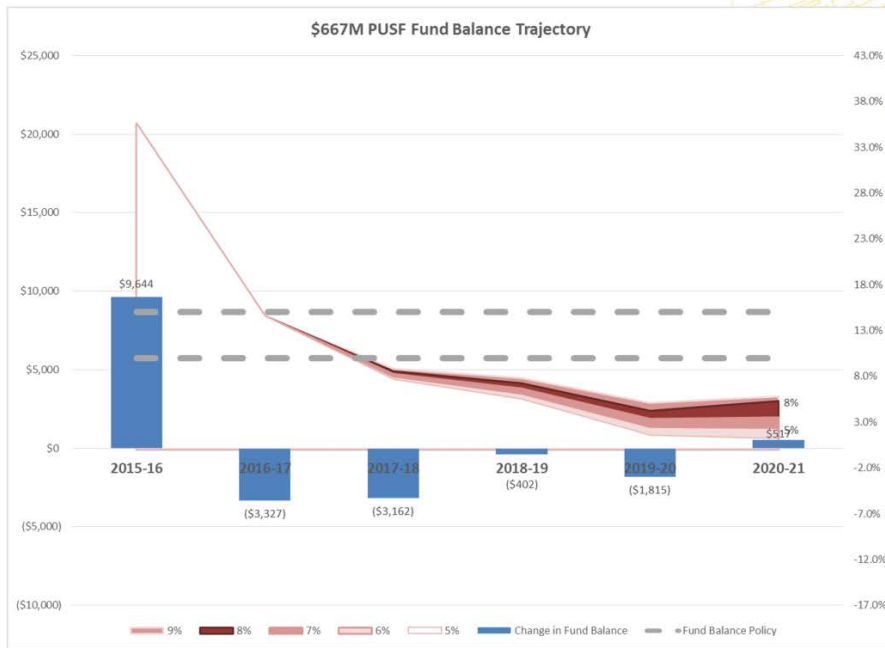
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Cost Context



- 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

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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)	(\$4,702)	(\$2,466)	(\$190)	(\$2,656)	(\$500)	(\$1,350)
6%/20%	(\$3,529)	(\$794)	(\$4,323)	(\$2,249)	\$45	(\$2,204)	(\$400)	(\$1,050)
7%/20%	(\$3,346)	(\$598)	(\$3,944)	(\$2,032)	\$281	(\$1,751)	(\$300)	(\$900)
8%/20%	<u>(\$3,162)</u>	<u>(\$402)</u>	(\$3,565)	(\$1,815)	\$517	(\$1,298)	(\$200)	(\$650)
9%/20%	(\$2,979)	(\$206)	(\$3,186)	(\$1,598)	\$753	(\$845)	(\$100)	(\$425)

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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

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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		2016-17 Data	
Per Base Credit	\$ 167.63	Current Differential	15%
15 Credit Load	\$ 2,514.45	Per Credit	\$ 192.77
		15 Credit Load	\$ 2,891.62

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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
Current Tuition Rates		\$167.63		\$192.77		

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2017-18 Tuition Comparisons



2017-18 Tuition Comparison					
	OIT	OSU	OSU - CC	PSU	
Tuition					
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	
Differentials Rates					
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				
Mandatory Fees	\$ 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

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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

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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

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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

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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

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Questions and Discussion

