Board of Trustees
Agenda
May 25, 2017

REPORT
Agenda Item No. 2.2

Strategic Enrollment Management Report

Spring 2017 Enrollment
Credit hours – 4th week

	Headcount	Change - N (vs. Spring 2016)	Change - % (vs. Spring 2016)
• On-campus	24,110	-42	-0.2%
• On-line	6,126	+528	+9.4%
• On-site			
– Wilsonville	6,324	+218	+3.6%
– Other	1,244	-312	-20.0%
• *Subtotal*	*37,804*	*+392*	*+1.0%*
• High School	4,866	+1,109	+29.5%
• *Total*	*42,670*	*+1,501*	*+3.6%*

A different approach: tactical to strategic

Tactical Fall 2017	Strategic 2018 →
Start with one-off tactics	Start with strategy
Not integrated, aligned	Align across SEM functions and stages

Campus, Site distinctions
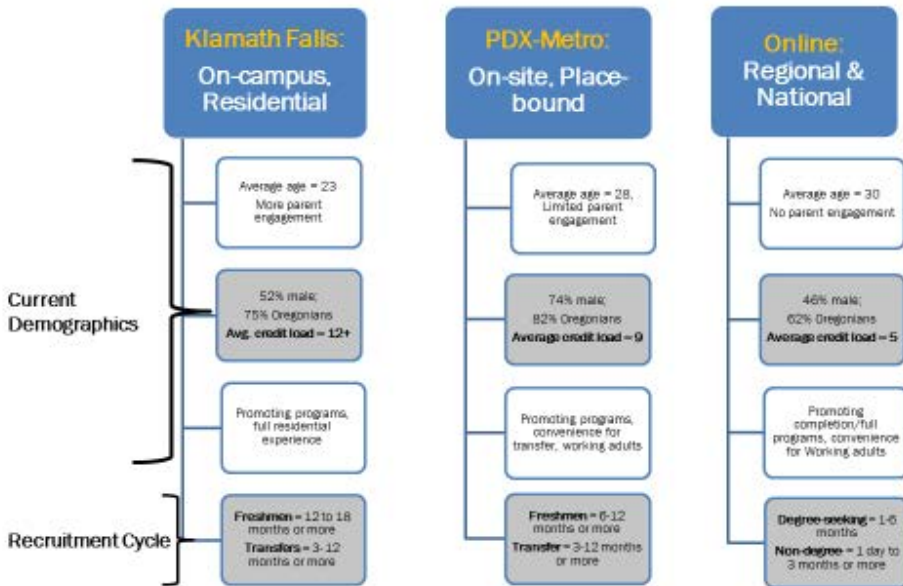
On-going efforts at distinct stages in cycle
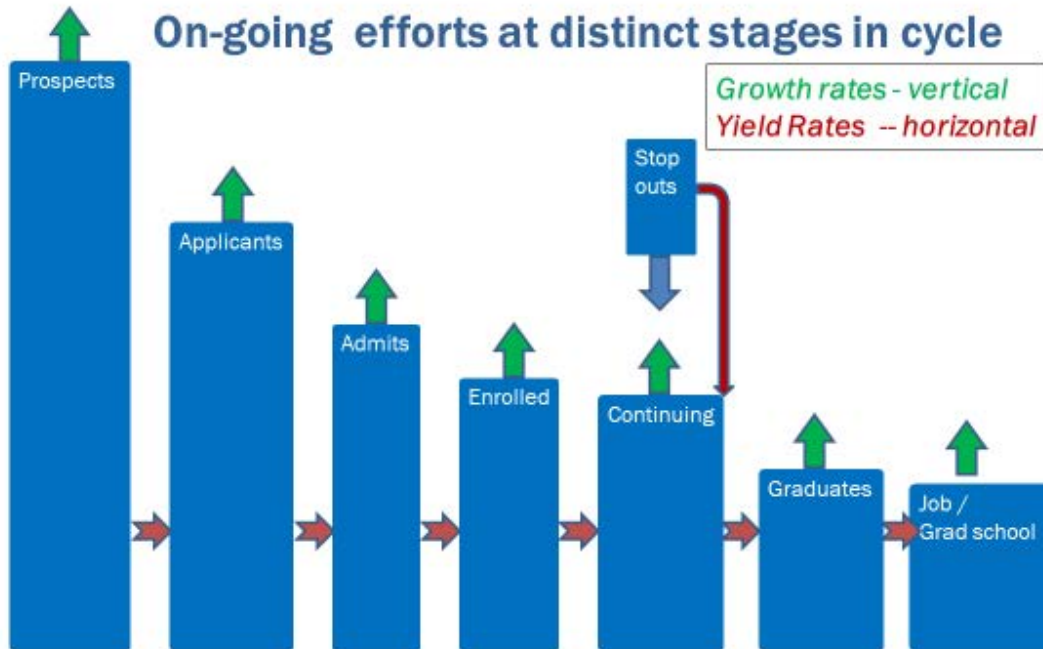
QUESTION?

How can we still influence the numbers for Fall 2017?

Based on:
Current cycles, student behaviors, our capabilities, and where we are with SEM today

Fall 2017 enrollment — new + continuing

NEW	CONTINUING

• *Increase yield rates*
  — APPLICATION TO ADMITTED
Continue to generate interest and applications; focus on completion
 	
  — ADMIT TO ENROLLED
Continue to follow-up and 'close the deal' or maintain the interest
	• *Increase continuation rate*
	  -- CURRENTLY ENROLLED
	Increase campus outreach and follow-up

Applied to admitted

Prospects

Applicants

Admits

Enrolled

Stop outs

Continue

Graduate

Job/ Grad school

Growth rates - vertical
Yield Rates -- horizontal
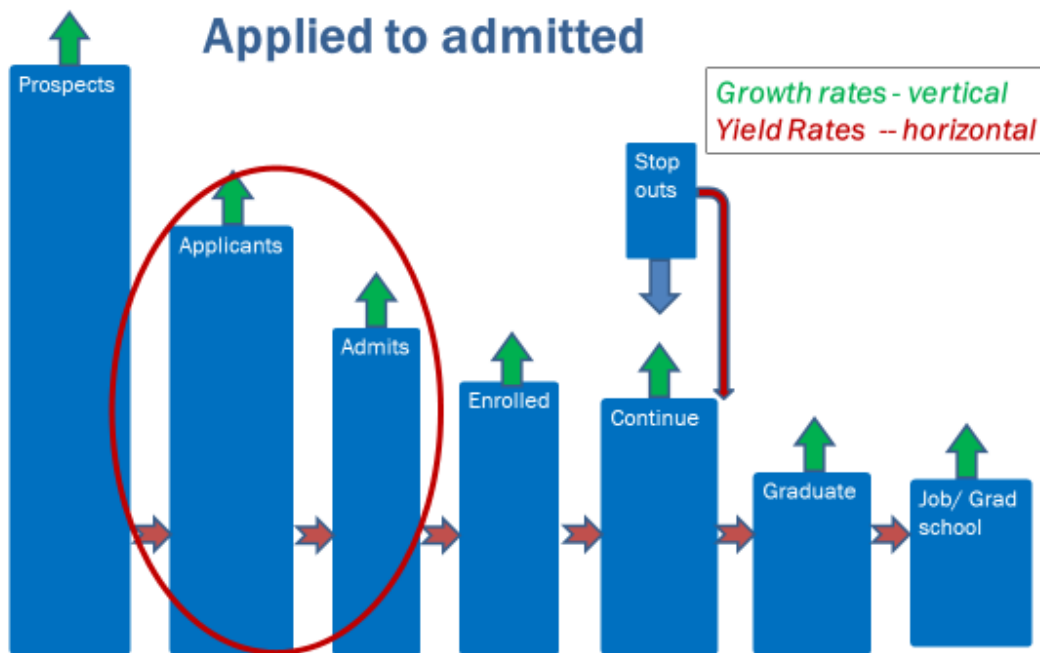
Fall Enrollment – applied to admitted

Current Status

- Applications are up modestly overall (+146; +7.6%)

- 600+ more applications (+25%); 700+ more admissions (+33%) to come

- Yield is currently 59% (down 6% from 2016 YTD; up 6% from 2015 YTD).

- TARGET = 70% (2016 Final = 73%; 2015 Final = 61%)
  - Close gap to within 3% of last year
  - Maintain application advantage

Fall Enrollment – applied to admitted

Initiatives

- *Increased personalized follow-up* including Admissions counselors, student ambassadors, and faculty

- *Simplified application process* for non-degree applicants (on-site and on-line)

- *Additional outreach* to dual credit and prior interest, transfer prospects

- *Additional events* with 'influencers'

Expectation is stable number of admits for Fall 2017

- Decline in new freshmen, other sites (e.g. Boeing)
- Increases in Transfer, Wilsonville, and On-line
- *Mix may effect credit hours*

Admitted to Enrolled

Growth rates - vertical
Yield Rates -- horizontal

Prospects

Applicants

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Continue

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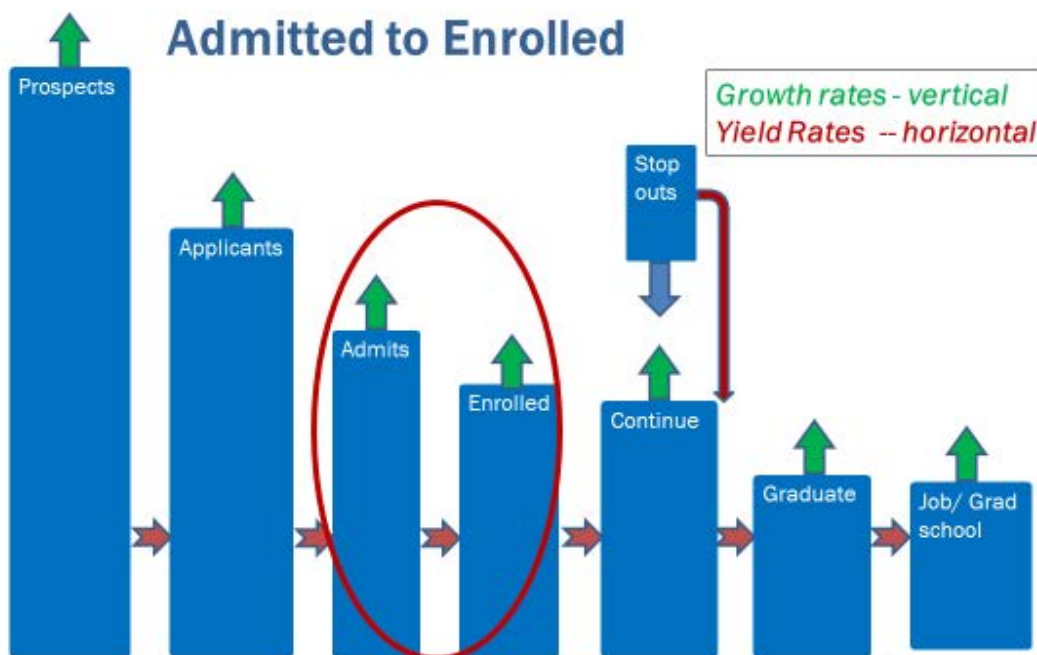
Fall Enrollment – admitted to enrolled

Current Status

Admits are down slightly overall: -57 (-4.4%)

ENROLLMENT RATES
- *Slight decline overall last two years:*
  - *Final 2015 = 55.0% ; Final 2016 = 54.2%*

- *Slight decline Klamath Falls last two years*
  - *Final 2015 = 51.0% ; Final 2016 = 50.1%*

- *On-Site improved last two years*
  - *Final 2015 = 60.0% ; Final 2016 = 61.6%*

- *On-line declined last two years (but*
  - *Final 2015 = 74% ; Final 2016 = 66%*
  - *TARGET: stabilize overall*

TARGET : STABILIZE / MAINTAIN

Fall Enrollment – admitted to enrolled

Initiatives

- *Tech Xperience program for Klamath Falls – earlier and more new students registered and committed*

- *Increased personalized follow-up including expanding staff, student and faculty engagement with use of social media*

- *Targeted marketing efforts for selected programs (examples / details later today)*

- *Expanded instructional capacity for on-line*

Expectation is stable or decreased headcount for new students for Fall 2017 (if increased, due to on-line)

- Decline in new freshmen, other sites (e. g. Boeing)
- Increases in Transfer, Wilsonville, and On-line
- *Mix may effect credit hours*

Enrolled to Continuing

Prospects

Applicants

Admits

Stop outs

Enrolled

Continue

Graduate

Job/ Grad school

Growth rates - vertical
Yield Rates -- horizontal
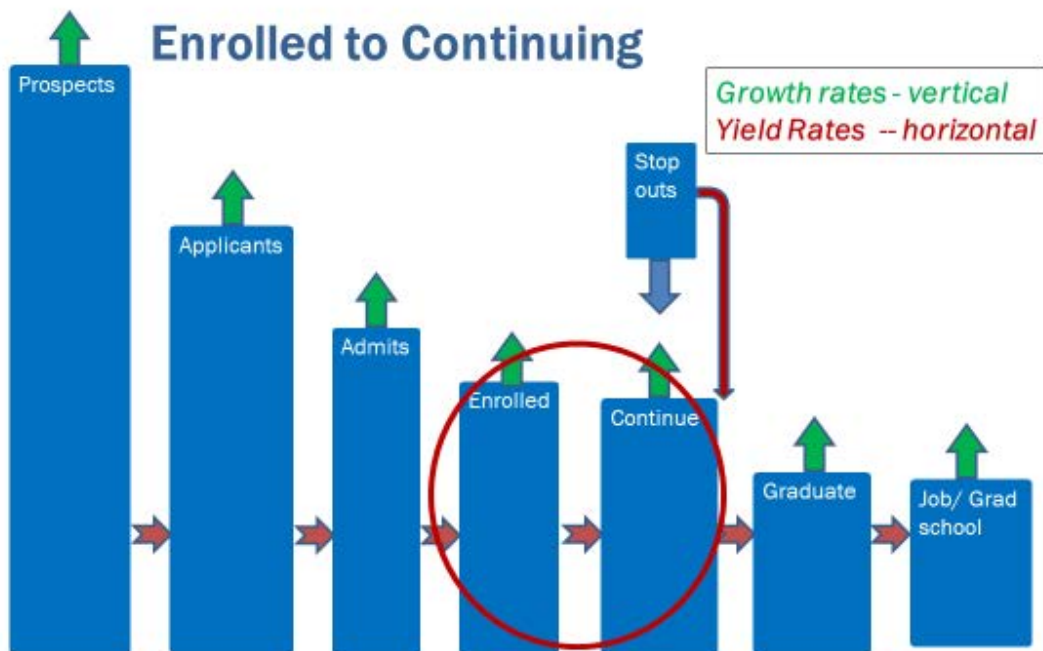
Fall Enrollment – enrolled to continuing

Current Status

- Positive multi-year trends
  - Last year → 78.8% (+2.7%)
  - Past 2 years → +3.9%
  - Past 4 years → + 10.5 % (Fall 2013 rate was 68.3%)

- Increased enrollment fourth week of Spring (+94)

Initiatives

- Retention efforts highlighted and presented at Fall Board meeting

- Financial aid programs supporting degree completion (Finish Line, degree completion and debt reduction)

- Expanded awareness campaign supporting registration prior to leaving for summer

Fall Enrollment – enrolled to continuing

- **Continuation rate** -- not just first time freshmen (retention rate).

  Every 1% increase in continuation rate is .65% increase in enrollment growth for Fall 2017.

- **TARGET = 2% increase**
  - account for half of budgeted 3% growth

- **94 additional students** (from Spring) –
  - 'average' graduation and continuation rates could account for the other half of our 3% targeted growth

Summary

NEW
- Applications up
  Target = maintain increase

- Admits down / Yield rate from applications down
  Target – improve yield rate by 3%

- Admits to enroll – trend down   New Student Registration begins May 26
  Target – maintain

CONTINUING
- Spring enrollment increase
- Multi-year trend for improved continuation
  Target – 2% increase in continuation rate

Issue: changes in mix effect on credit hours

QUESTIONS ?

3 year trend graphs

Oregon Tech Board of Trustees
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Fall Enrollment – applied to admitted

On-Campus (KF) Applied to Admit Ratio

On-Campus (KF) Applied to Admit Ratio												Last Data Point	
	January	February	March	April	May	June	July	August	September	October			Applied	Admitted
Fall 2015	44.7%	50.5%	53.3%	53.9%	54.8%	55.8%	57.3%	58.4%	59.7%	59.8%			2,074	1,240
Fall 2016	58.9%	61.2%	67.5%	70.1%	70.5%	72.2%	73.4%	74.2%	75.2%	75.4%			1,714	1,293
Fall 2017	53.6%	57.8%	60.1%	63.6%									1,489	947

Online Applied to Admit Ratio

Online Applied to Admit Ratio	January	February	March	April	May	June	July	August	September	October		Last Data Point Applied	Admitted
Fall 2015	16.7%	23.8%	29.0%	25.5%	23.2%	25.8%	37.0%	44.0%	54.3%	54.3%		265	144
Fall 2016	22.2%	25.8%	30.0%	36.5%	42.2%	44.0%	55.8%	58.7%	65.3%	65.6%		317	208
Fall 2017	13.9%	22.0%	23.0%	27.0%								74	20

Onsite Applied to Admit Ratio

Onsite Applied to Admit Ratio	January	February	March	April	May	June	July	August	September	October		Last Data Point Applied	Admitted
Fall 2015	47.3%	49.8%	53.5%	53.3%	56.8%	57.2%	59.6%	62.3%	66.4%	66.4%		655	435
Fall 2016	41.8%	46.7%	54.5%	58.5%	60.6%	61.8%	64.4%	65.3%	68.0%	68.2%		557	380
Fall 2017	39.7%	41.3%	44.7%	49.4%								445	220

Total Applied to Admit Ratio

Total Applied to Admit Ratio	January	February	March	April	May	June	July	August	September	October	Last Data Point Applied	Admitted
Fall 2015	44.8%	50.0%	52.9%	53.2%	54.1%	54.5%	56.3%	58.0%	60.7%	60.8%	2,994	1,819
Fall 2016	55.6%	58.0%	64.1%	66.5%	67.0%	67.9%	69.9%	70.5%	72.4%	72.7%	2,588	1,881
Fall 2017	49.9%	53.6%	55.6%	59.1%							2,008	1,187

Fall Enrollment – admitted to enrolled

On-Campus (KF) Admit to Enroll Ratio

On-Campus (KF) Admit to Enroll Ratio	May	June	July	August	September	October		Last Data Point Admitted	Enrolled
Fall 2015	14.7%	29.6%	37.1%	43.0%	51.0%	51.0%		1,240	632
Fall 2016	5.7%	22.6%	36.7%	43.8%	50.2%	50.1%		1,293	648
Fall 2017									
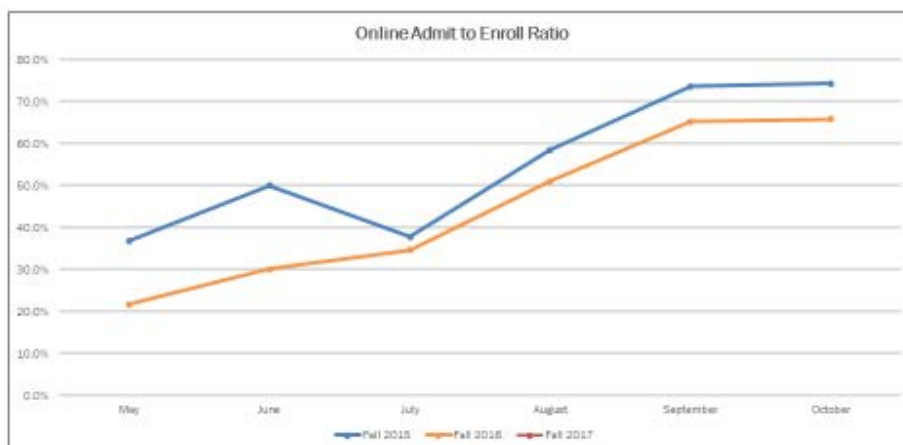
Online Admit to Enroll Ratio

Online Admit to Enroll Ratio	May	June	July	August	September	October		Last Data Point Admitted	Enrolled
Fall 2015	36.8%	50.0%	37.8%	58.6%	73.6%	74.3%		144	107
Fall 2016	21.7%	30.1%	34.7%	51.1%	65.2%	65.9%		208	137
Fall 2017									

Onsite Admit to Enroll Ratio

Onsite Admit to Enroll Ratio							Last Data Point	
	May	June	July	August	September	October	Admitted	Enrolled
Fall 2015	16.5%	30.0%	44.5%	52.2%	58.5%	60.0%	435	261
Fall 2016	17.4%	24.1%	41.5%	49.0%	61.5%	61.6%	380	234
Fall 2017								

Total Admit to Enroll Ratio

Total Admit to Enroll Ratio							Last Data Point	
	May	June	July	August	September	October	Admitted	Enrolled
Fall 2015	15.4%	30.2%	38.8%	46.1%	54.6%	55.0%	1,819	1,000
Fall 2016	8.4%	23.2%	37.5%	45.6%	54.1%	54.2%	1,881	1,019
Fall 2017								

Fall Enrollment – enrolled to continuing

On-Campus Percent Continuing

On Campus (KF)	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Prior Year Spring Eligible to Continue	2,019	1,912	1,803	1,851	1,758
Continued in Fall	1,476	1,529	1,477	1,493	1,461
On-Campus Percent Continuing	73.1%	80.0%	81.9%	80.7%	83.1%

Online Percent Continuing

Online

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Prior Year Spring Eligible to Continue	945	948	1,047	1,024	1,122
Continued in Fall	624	621	660	767	855
Online Percent Continuing	66.0%	65.5%	63.0%	74.9%	76.2%

Onsite Percent Continuing

Onsite

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Prior Year Spring Eligible to Continue	679	795	901	869	835
Continued in Fall	436	536	662	660	673
Onsite Percent Continuing	64.2%	67.4%	73.5%	75.9%	80.6%

Total Unduplicated Percent Continuing

Total (Unduplicated)	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Prior Year Spring Eligible to Continue	3,179	3,154	3,156	3,228	3,144
Continued in Fall	2,172	2,321	2,395	2,457	2,476
Total Unduplicated Percent Continuing	68.3%	73.6%	75.9%	76.1%	78.8%

REPORT
Agenda Item No. 2.5
Faculty Senate Report

Background
Faculty Senate President, Dr. David Thaemert, will reference the following Compensation Philosophy during his verbal report.

Compensation Philosophy

Purpose:
The purpose behind the importance of an organization adopting a compensation philosophy for the institution (taken from Society for Human Resource Management, 2015):

> *A compensation philosophy is simply a formal statement documenting the company's position about employee compensation. It essentially explains the "why" behind employee pay and creates a framework for consistency. Employers can benefit from being transparent about their compensation philosophy and having an official pay strategy. A well-designed compensation philosophy supports the organization's strategic plan and initiatives, business goals, competitive outlook, operating objectives, and compensation and total reward strategies. As such, most compensation philosophies seek to:*
> - *Identify the organization's pay programs and total reward strategies.*
> - *Identify how the pay programs and strategies support the organization's business strategy, competitive outlook, operating objectives and human capital needs.*
> - *Attract people to join the organization.*
> - *Motivate employees to perform at the best of their competencies, abilities and skill sets.*
> - *Retain key talent and reward high-performing employees.*
> - *Define the competitive market position of the organization in relation to base pay, variable compensation and benefits opportunities.*
> - *Define how the organization plans to pay and reward competitively, based on business conditions, competition and ability to pay.*

Draft:
Oregon Tech's goal is to engage the talent needed to define itself as a leading technological institute for the twenty-first century. Compensation and benefits will support this overall value proposition by attracting, retaining, and motivating high performing talent at Oregon Tech. As such, Oregon Tech seeks to support total compensation practices by:

> Recognizing the significant role that employees play in the accomplishment of Oregon Tech's goals and strategies.
> Providing competitive market-based salaries and benefit packages, which are supported by a transparent data-driven method.
> Providing meaningful support for professional development, so that our colleagues may engage, challenge, and inspire our students and each other.
> Recognizing internal equity, while also rewarding differences in performance and workload contributions, which create value for the Oregon Tech community.
> Promoting sound stewardship of compensation expenses in a transparent manner consistent with the financial goals of the institution.

**Special Meeting of the
Oregon Tech Board of Trustees
Teleconference and Skype
Sunset Room, Klamath Falls Campus
Room 402, Wilsonville Campus
May 8, 2017
11:00am - 12:30pm**

Draft Minutes

Trustees Present:

Lisa Graham, Chair	Jessica Gomez	Dan Peterson
Steve Sliwa, Vice Chair	Kathleen Hill	Paul Stewart
Nicole Galster	Vince Jones	
Bill Goloski (W)	Nagi Naganathan, President	

University Staff and Faculty Present:

Erin Foley, VP of Student Affairs/Dean of Students
Brian Fox, VP of Finance and Administration
Jim Jones, CIO/AVP IT
Laura McKinney, VP of Wilsonville
Steve Neiheisel, VP of Strategic Enrollment Management
Di Saunders, AVP of Marketing and Public Relations
Erika Veth, Dean of Distance Education

Others Present:

Lyle Ahrens, KOTI Television Reporter
Christy Lynn, KLAD Radio News Director

1. **Call to Order/Roll/Declaration of a Quorum**
   Chair Graham called the meeting to order at 11:03am. The Secretary called roll and a quorum was declared.

2. **Consent**
   2.1 **Approve Minutes of the February 23 and February 24, 2017 Meetings**
   Trustee Peterson moved to approve the consent agenda. Trustee Sliwa seconded the motion. With all Trustees present voting aye, the motion passed unanimously.

3. **Action Items**
   3.1 **Request to Approve the 2017-18 Tuition and Fees and Authorize Staff to Forward both to the HECC**
   President Naganathan thanked the members of the Tuition Recommendation Committee, acknowledged that consideration of any increase in tuition rates is difficult and is not taken lightly, and that the university is committed to sharing the burden of covering

the increases in state mandated costs. **VPFA Fox** walked through a PowerPoint presentation, addressing the tuition recommendation process, adopted committee principles, actions to be taken including a presentation to the HECC subcommittee and full HECC, revenue sources and expense categories, various state funding scenarios, and proposed fee and tuition increases.

Vice Chair Sliwa moved to approve 2017-18 tuition and fee changes as proposed by staff, recommended by the Executive Committee, and outlined 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.

Trustee Peterson seconded the motion.

Trustee Peterson thanked participants of the Tuition Recommendation Committee, appreciates the transparency throughout the process, finish line fund/remissions project, and that the university is splitting the cost and sharing in the solution by not placing the burden entirely on the students. **Trustee Goloski** believes that the university adequately addressed the Governor's specific concerns outlined to the HECC. **President Naganathan** stated he and VPFA Fox met with Ben Cannon, HECC Director, regarding the need to increase tuition at Oregon Tech and the rationale. **Trustee Jones** clarified that the fee remissions will be available for returning and new students. **VPSEM Neiheisel** stated there are three categories of students that will be impacted by the increase in remissions: high need students who are not fully covered by Pell funding, students who narrowly do not qualify for Pell funds, and students who qualify for finish line funds. It is estimated that 34% of students qualified for Pell funds. **VPFA Fox** stated there is a remissions budget for student athletes and the Legislature recently agreed to continue to provide Sports Lottery funds to universities this year. **Vice Chair Sliwa** thanked everyone for the transparent process, explained the Executive Committee recommended approval based on its review, and suggested the tuition/fees and budget not be held at special meetings. **He suggested the Board and staff create a schedule at the Board retreat so tuition and budget approvals can be handled at regularly scheduled meetings.**

Chair Graham asked the Secretary to call for the vote by roll and with all Trustees present voting aye, the motion passed unanimously.

Trustee Stewart recommended for future meetings the Board request public comment prior to calling the vote.

4. **Public Comment** - none

5. **Adjournment**
    Chair Graham adjourned the meeting at 12:07pm

ACTION
Agenda Item No. 4.1

Adoption of the 2017-18 Education and General Fund Operating Budget

Background:

The Education and General fund operating budget is the primary budget for Oregon Tech. It includes revenues from tuition and fees, State General Fund appropriations and other income. These revenues are used to fund instruction, research, public service, academic support, student service, physical plant and administrative expenses of the institution. Adoption of this budget is one of the primary duties of the Board of Trustees each year.

Process:

The process used to adopt the budget included the following steps:

For revenues, using the projected 2016-17 revenues as a base:

1. We inflated tuition and fees based on the tuition and fee increase approved by the Board at its May 8th, 2017 special meeting. This increase included 8% for undergraduate regular tuition, increasing the differential to 20% of base tuition, graduate tuition increase of 6% and various amounts for other special tuition rates, which generated nearly $2.47M in new revenues for the 2017-18 fiscal year.
2. We initially budgeted for a 3% enrollment increase for all enrollment, and 12% in online for 2017-18 which also increased revenues by another $1.37M.
3. Fee remissions were budgeted at 12.1% of gross tuition revenues an increase 10% from the approximate 11% of gross tuition revenues from the current year.
4. State appropriations are budgeted based on projections made by the HECC at the Governor's Recommended Budget (GRB) level for the upcoming biennia and result in a reduction $1.44M.
5. Other income was also increased based on enrollment growth and inflation in certain fees and higher cash balances which will generate increased investment earnings.

For expenses, again using the 2016-17 projected expenditures as the base:

1. The position roster rolled from 2016-17 which includes 14 positions (4% of the total positons) that had been vacant in 2016-17.
2. A modest set aside has been established which includes cost of increasing all faculty who are below range into range during the upcoming fiscal year as well as other inflationary increases if enrollment targets are met. Student pay was increased by 14% to additional student hires and the implementation of increased minimum wage rates.
3. Retirement expenses were calculated using the published 2017-19 PERS Tier 1 and 3, and OPSRP/Tier 3 rates.
4. Health care expenses were increased based on expected 8% increase in premiums for the upcoming fiscal year.

5. Services and supplies were increased recognizing roll forward of unused S&S. Utilities are anticipated to increases significantly for a combination of a) under-budgeting in prior years and b) increases in on-grid electrical usage and increased sewer/water treatment costs.
6. Capital outlay was reset to previous budget levels, which is a reduction from FY 2017 which included unspent prior year carryforwards.
7. Transfers were increased to fully fund the agreements made with athletics and the library.
8. A strategic investment fund has been created, the distribution of which will allow for targeted investments in revenue producing or cost reducing efforts at the university. These will be determined by the executive team during the upcoming fiscal year.

Other Budget Items to be Highlighted:

This budget contains the following reserves totaling $2,519,307:

General Reserve - YRV001	Amount
Academic Equipment Reserve	$ 660,000
Strategic Initiatives, targeted programs and compensation	1,552,007
Less 5% Services & Supplies Budget Reduction	(33,000)
Total General Reserve	$ 2,179,007
Various Departmental Reserves (*Includes 5% Reduction*)	
Accreditation Costs – PVT041	$ 80,750
Equipment Replacement-Facilities-PLT019	56,250
Equipment Replacement-RBC-Labs-PVT034	79,800
Small One-Time Campus Projects-YRV007	95,000
Small Rehab Projects-Faciliteis-PLT045	28,500
Total Departmental Reserves	$ 340,300
Total Reserves Budget	**$ 2,519,307**

Salary increases are predicated on a 3% enrollment (SCH) increase, excluding dual enrollment and distance education. Should enrollments fall below projection, salary increase pool and strategic investment fund will be adjusted. Oregon Tech is forecast to end FY 2017 with $9.7M in reserves or 17.1% fund balance, thus adequate reserves are in place should enrollment targets not be met. Forecasts indicate that Oregon Tech will hit 11.0% fund balance eat the end of FY 2018, within policy range.

The budget includes 12.82 FTE of new positions in the following areas:

New FY18 Positions	FTE
CSET ESET Wilsonville Professor of Practice or NTTF	1.0
CSET SET Wilsonville T/T	1.0
MGT Cybersecurity T/T	1.0
MGT Online – Current 1.0 FTE in-person to online	1.0
MGT Business Wilsonville .49 FTE Professor of Practice (backfill online shift)	0.49
MGT IT Wilsonville .33 FTE Professor of Practice (backfill online shift)	0.33
NSC Wilsonville T/T	1.0
COM Klamath Falls NTTF	1.0
MIT DMS Klamath Falls FTE T/T	1.0
HSS Klamath Falls Professor of Practice	1.0
Online Comp & Technical Writing	1.0
General Counsel	1.0
General Counsel Assistant	1.0
Associate Provost	1.0
New Positions Added in FY18	**12.82**

The 2017-18 budget also includes 4.5 FTE in new positions added in 2016-17 that were not filled in 2016-17 as follows:

New Positions in FY17-Never Filled	FTE
Associate Provost - Research	1.00
ETIC - EERE-WLV-Power Engineering	1.00
ETIC - MMET-WLV	1.00
Assistant Professor – NWCSM Grant	.50
Program Representative – Captionist	1.00
Total New FY16 Positions Not Filled	**4.50**

Positions reflect current or expected salaries.

Planned Use of Carryforward Balances:

All units, including administrative and academic units have been granted the use of carryforward supplies and services (S&S) budgets that were unspent during the current fiscal year. This creates a positive incentive structure for departments to save and invest funds. This comes after the current fiscal year in which significant equipment investments were made after relatively few investments during the prior 2015-16 fiscal year. The academic equipment budget is established at $660K, which includes $30K in discretionary equipment funds for each college.

With the filling of the Director for Budget and Resource Planning role and the new CIO, a comprehensive review equipment and IT needs, replacement cycles and S&S budgets for all departments to align budgets with resource needs. This is anticipated to be completed over the next fiscal year.

Comparing the proposed 2017-18 E&G budget to last year's budget and projected 6/30/17 actuals yields the following:

	2016-17 Approved Budget	6/30/17 Projected Budget	2017-18 Proposed Budget	FY 18 to FY 17 (Projected)
Education and General Fund				
2017-18 Proposed Operating Budget				
Revised Projection as of May 15, 2017				
Revenues:				
Gross Tuition	$32,552	$32,535	$37,038	$4,503
Fee remissions	($3,415)	($3,579)	($4,278)	($699)
Net Tuition	$29,137	$28,956	$32,760	$3,804
State Funding	$26,135	$26,391	$24,948	($1,443)
Other Income	$1,053	$1,325	$1,391	$66
Total Income	**$56,325**	**$56,672**	**$59,099**	**$2,427**
Expenses:				
Unclassified	$23,048	$22,677	$24,812	$2,135
Classified	$5,366	$5,264	$5,539	$275
Student	$739	$725	$753	$28
GTA	$40	$13	$40	$27
OPE	$13,717	$13,303	$15,737	$2,434
S&S	$10,879	$11,010	$12,504	$1,494
Travel	Incl. above	Incl. above	Incl. above	Incl. above
Capital Outlay	$807	$1,642	$802	($840)
Service credits	($933)	($1,366)	($1,107)	$259
Transfers	$1,190	$1,204	$1,334	$130
Debt Service	$1,472	$1,472	$1,472	($0)
Total Expenses	**$56,325**	**$55,944**	**$61,886**	**$5942**
Other Non-Recurring				
Harmony Sale		$0		
Capital Match/Remodel	($435)	($896)		
OMIC	(1,700)	($1,700)		
Planned use of F/B	($1,442)		($430)	
Transfers-In	250	115		
Net	($3,327)	(1,753)	($3,217)	
Fund Balance	$9,394	$9,692	$6,475	

The budget recommended year, though includes planned use of reserves, provides for increases in faculty in needed and growing programs, increases in remissions for targeted student populations which most need additional support, and a strategic investment pool for the President as tactical and strategic opportunities present themselves. The strong reserve position of the institution allows for continued investment to fuel and sustain continued enrollment growth into the next fiscal year, and over the medium-term.

Recommendation:

Staff recommends adoption of the proposed Fiscal Year 2017-18 Budget. The Finance and Facilities Committee reviewed the proposed Fiscal Year 2017-18 Budget at its May 25, 2017 meeting and was asked to recommend the Board approve and adopt the budget. Any proposed changes will be addressed at the May 25, 2017 Board meeting.

DISCUSSION
Agenda Item No. 5.1

Marketing and Strategic Enrollment Management Update

Background

Vice President for Strategic Enrollment Management, Dr. Steve Neiheisel, Di Saunders, Associate Vice President for Communications and Public Affairs, and Erika Veth, Dean of Online Campus, work collaboratively on aligned strategies and approaches that increase enrollment at Oregon Tech. Staff will report on how approaches have changed recently with new leadership, report on examples of initiatives that are beginning to show positive results, and plans for the future.

Recommendation

No recommendation. Item is a report only.

Attachments

Presentation on approaches and initiatives (Power Point)

Linking Enrollment with Strategic Marketing at Oregon Tech

May 25, 2017

Dr. Steve Neiheisel, VP, Strategic Enrollment Management
Di Saunders, AVP Marketing/Communications/Public Affairs Department
Dr. Erika Veth, Dean, Online Campus

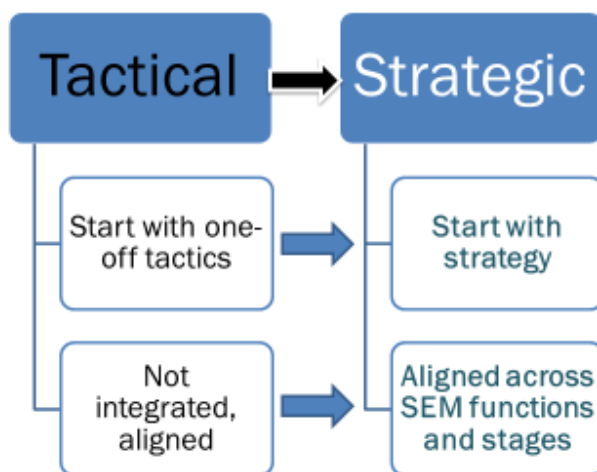**How prospective students learn about Oregon Tech**

Student's current institution & influencers

Web presence and search services ("stealth apps")

Email, mail campaigns

Digital and other advertising

Social media outreach

Admissions events (deepening connections)

Intensifying and focusing marketing efforts

Mine & Target	Focus & Personalize	Connect & Engage	Involve & Support
Prospect	Applied	Admitted	Enrolled

Marketing and Communications contribute at all stages of the cycle

A different approach: tactical to strategic

Tactical ➡ Strategic

Tactical	Strategic
Start with one-off tactics	Start with strategy
Not integrated, aligned	Aligned across SEM functions and stages
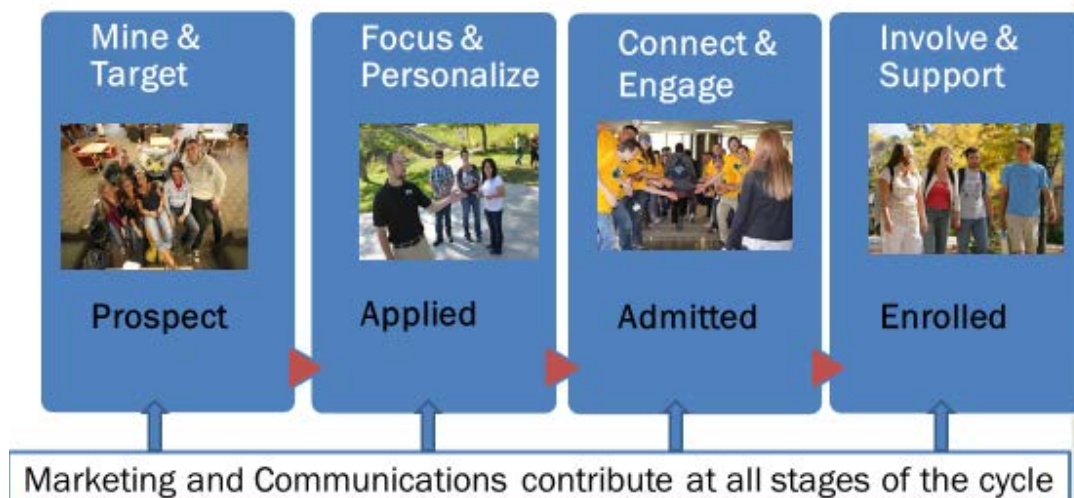
Evolving approaches to improve targeting

Before...		...Now & Future...
HS visits Nat'l /Regional Fairs	➕	Target influencers
Purchased names	➕	Predictive modeling
Reactive to inquiries	➕	Proactive - Track / Profile

Snapshot: Campus, Site distinctions matter for targeting

	Klamath Falls: On-campus, Residential	PDX-Metro: On-site, Place-bound	Online: Regional, National
Current Demographics	Average age = 23 More parent engagement	Average age = 28. Limited parent engagement	Average age = 30 No parent engagement
	52% male; 75% Oregonians Avg. credit load = 12+	74% male; 82% Oregonians Average credit load = 9	46% male; 62% Oregonians Average credit load = 5
	Promoting programs, full residential experience	Promoting programs, convenience for transfer and working adults	Promoting completion/full programs, convenience for working adults

Snapshot: Campus, Site distinctions matter for targeting

Getting granular for effective targeting
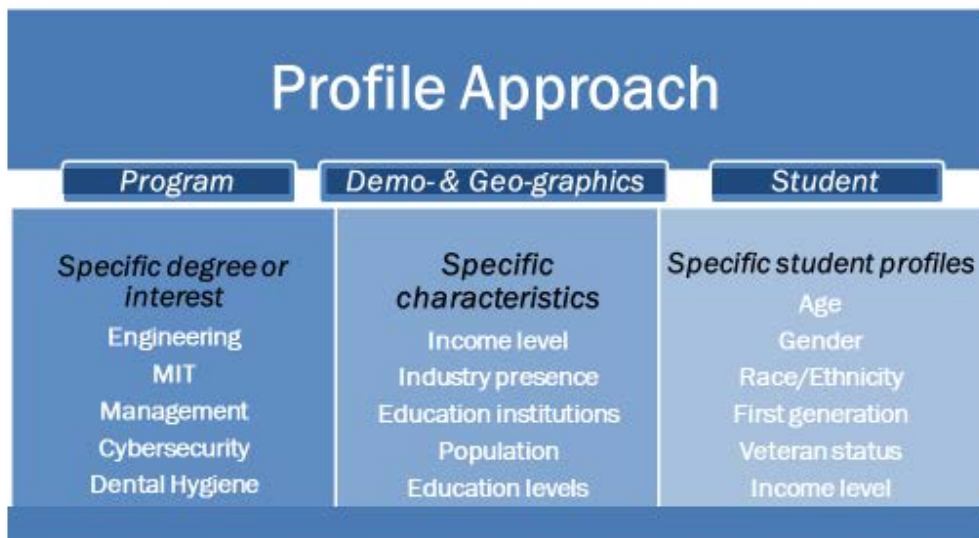
Customization to increase "leads" and "conversions"

Digital advertising "follows" recruiters' visits at schools, colleges, events

Using earned media for PHM: program branding, contract revenue for program growth

Student profiles allow for recruitment and marketing targeting

Using social media to ensure admits to enrollees

@ Tech *Xperience*
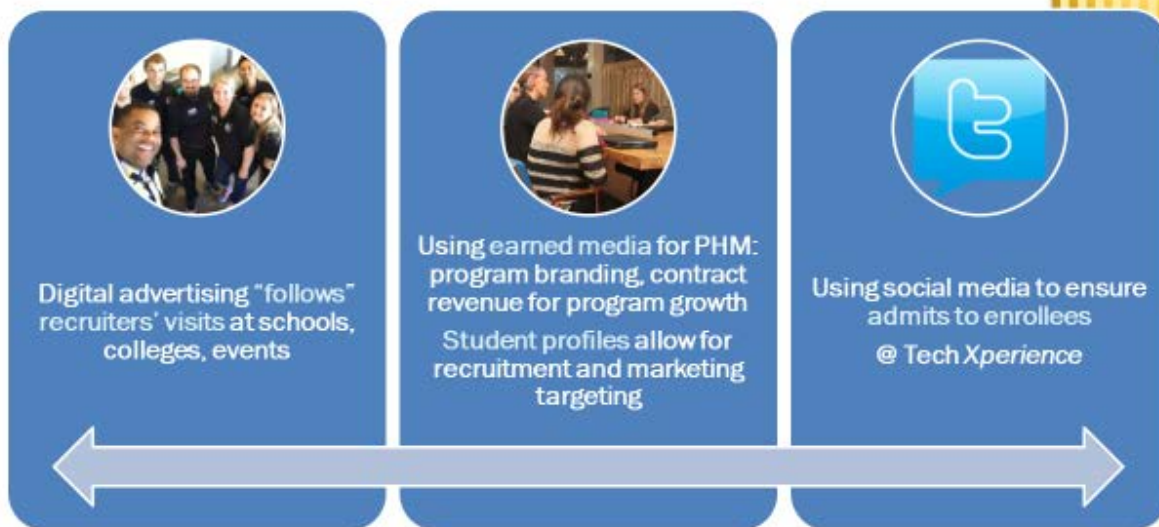
Assessing the ROI: seeing results

"On the road" support of recruitment team

- Geo-targeted social media ads (Instagram & SnapChat) before/during/after events, fairs (OR & HI)
- Grand Total — $630 with a cost per lead (CPL) of $8.50; with 66,383 impressions ($9.50 CPM)
- Q1/2 2017 was the first occurrence; evaluate and potentially run again fall 2017
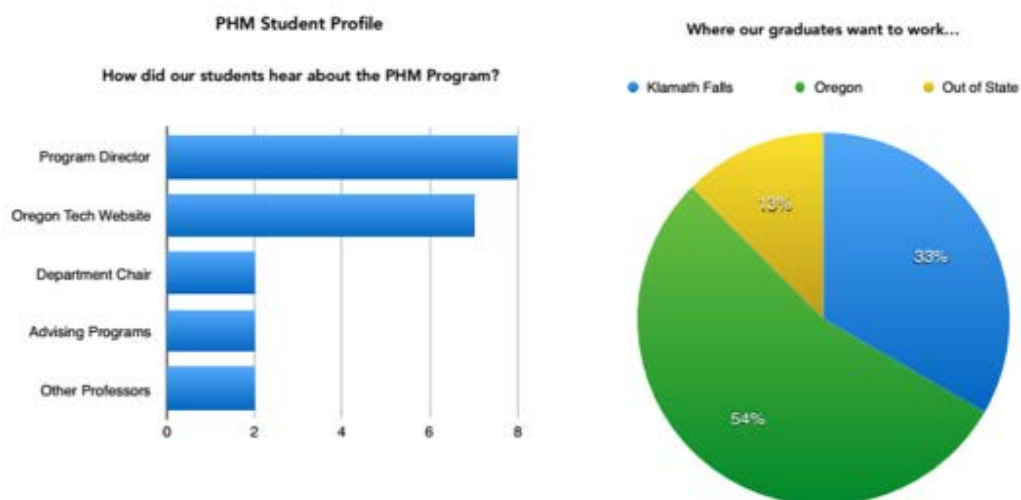
Assist with leads & conversions

- Targeted email addresses (provided by SEM) used to keep Oregon Tech top-of-mind in college decision process, generate actionable leads via digital ads (Facebook, twitter, and Google)
- 113% YoY Q1 increase in ad-related lead generation (Request Information conversions)

Advertising On-Campus Events: before and after

- Traditional/digital ads in Southern OR and Portland Metro markets to promote Tech Trek + Open Houses: Traditional Radio (Southern OR); Internet Radio (Southern OR + PDX-Metro)
- Social Media (Facebook, Instagram, Twitter); Google AdWords (regional)
- Tech Trek attendance up more than 100% 2017 to 2017 (more than 300 attendees)
- Spring Open House up 76% to 216 (includes Tech Xperience)

Student profiles: target, customize, enroll

PHM Student Profile

How did our students hear about the PHM Program?

Where our graduates want to work...

● Klamath Falls ● Oregon ● Out of State

In students' words: who is typical PHM student?

"Social, understanding, and eager to listen."

"Altruistic, community driven, creative problem solvers, view humanity as one integrated system."

"Caring, problem solvers."

"Driven, cares about community and community health, believes in prevention, passionate, caring, hard working, optimistic, and excited about their contributions to the future."

"Outgoing, people person, strong, independent, driven, sensitive, to others, conscience of the bigger picture."
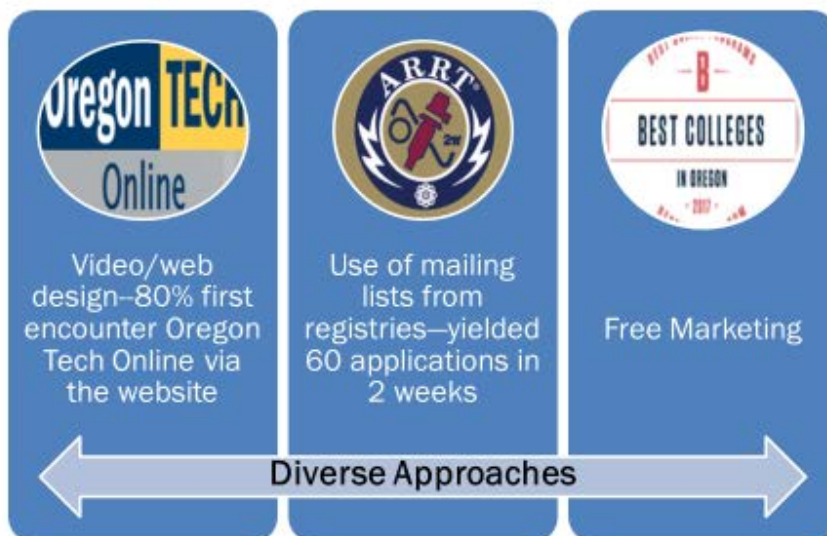
"Open-minded, dedicated to serve others, and analytical thinkers."

"Very outgoing and passionate about helping others."

"Cares about health and wellness, who likes working with people but doesn't want to do so in a clinical setting."

Marketing Online degree programs: converting leads to enrollments

Video/web design—80% first encounter Oregon Tech Online via the website

Use of mailing lists from registries—yielded 60 applications in 2 weeks

Free Marketing

Diverse Approaches

Approaches to marketing Online programs

Digital Advertising
- Social media—Facebook & Instagram
- Google AdWords—Drove 1200 prospective students to our webpages in March
- Targeted web advertising—zip codes

Data-Driven Marketing
- Prime marketing timelines (3 months to 3 weeks before term)
- Information requests—peak in July
- Use of student surveys—online vs. on-campus

Extending our markets
- Niche market—STEMM ONLINE
- Focus on outside of Oregon—66% fully online students live outside of Oregon

Questions and comments...

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