Strategic Plan Development

Specificity and metrics

Align budget with targets

10 years is too long

Oregon Tech: 2020 Vision

Oregon Tech will be a nationally recognized, public polytechnic university delivering in-demand, industry-focused degrees and graduates ready to meet workforce needs in Oregon and the Northwest.

Measuring success by...

Growing and transforming

Expanding access for Oregon students

Diversifing financial resources

Defining Oregon Tech

Relevant
- Applied
- Specialized

Hands-on
- Small classes
- "Doing" in practice not theory

Polytechnic
- Industry related
- Student ROI

Real World
- Globally competitive
- Real Skills for Real Jobs in Real World

Goal #1: Student Success

Retention

Intern-/Externships

Graduate Success

Goal #2: Faculty and Staff Success

Diverse
Faculty Tracks

Diverse
Faculty & Staff

Supported
Faculty & Staff

Goal #3: Economic and Workforce Connections

Academic Master Plan

Partnerships

Sustainability

Goal #4: Student Access and Diversity

Broad Diversity

Oregon Students

Rural Focus

Goal #5: University Financial Success

Enrollment Segments

Facilities Master Plan

Endowment Growth

Looking Ahead...

New Board

Legislative Session

Changing Higher Ed Landscape
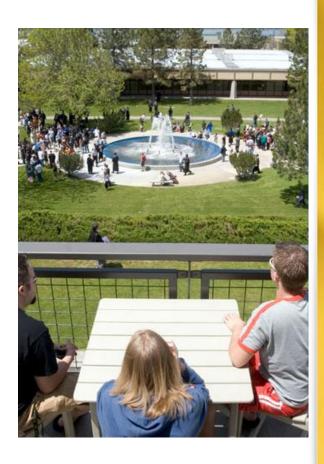
Academic Report

Brad Burda, Provost

Board of Trustees Orientation

January 20, 2015

Welcome

- **University's reputation is built on the work of its faculty**
  - National rankings
  - Quality of academic programs
  - Teaching excellence
- **Change**
  - Internal
  - External
- **Opportunity**
  - Unique mission and industrial partnerships
  - Reinvestment in academics

Governance

Internal

– Strong Dean model

- Policy changes

- Budget and authority

– Board of Trustees

External

- HECC
- Presidents' council
- Provosts' council
- Program approval process
  - Campus
  - Board
  - Provosts' council
  - HECC

Budget

Internal
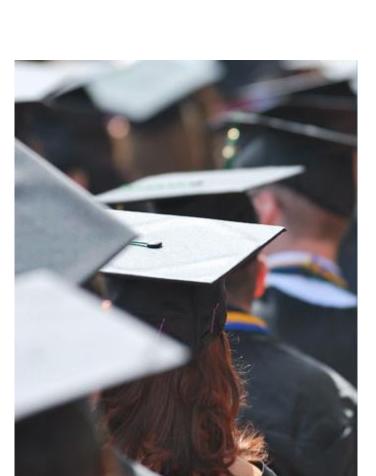
- Five year projection
  - 2.5% enrollment increases
  - 3% tuition increases
  - Maintain minimum 5% fund balance
- Equipment - $550,000
- Professional development - $1,000

External

- HECC
  - CSL - $624 million
  - $755 - million ask
- OBF

Academic plan

- **Enrollment Target** – 5,500 Headcount by 2020
  - 300 Klamath Falls
  - 300 Wilsonville
  - 300 On-Line
  - 100 Extension
- **Formalized plan**
  - Environmental scan
  - New programs/initiatives – academic themes
  - Facilities and staff

Academic plan (cont)

- **Program innovation**
  - PIT crew
  - New programs
    - BS in Emergency Medical Systems Management
    - BS in Optical Engineering (Dual major - ETIC funded)
    - BS in Health Informatics
    - BS in Systems Engineering and Technical Management
(Dual major – ETIC funded)
    - MS in Engineering (in approval process – ETIC funded)
    - BS in Population Health Management
    - MS in Marriage and Family Therapy

Academic plan (cont)

- **On-Line**
  - Five programs brought totally on-line
  - New faculty track
  - Departmental incentives – addition to stipend/release model
    - 0.25 release for each multiple of 100 HC
    - $3,000 stipend for each multiple of 50 HC
- **Applied research and scholarship**
  - Supported by Office of Sponsored Projects &Grant Administration, Office of Innovation & Technology Transfer, Office of Strategic Partnerships
  - Connected to our educational mission
  - Scholarship

Initiatives

- General Education
- Rural Health Care
- ETIC
- STEM
- Cornett remodel – new academic building
- Klamath promise

Conclusion

- Change
- Opportunity
- Questions or comments

BUDGET & FISCAL MANAGEMENT

- Fund Accounting Education & General Fund (E&G)
- Major Funding Sources for the E&G Fund
  - Changes in State Appropriation Allocation
  - Changes in Tuition and Fee Setting

- Current Budget Approval Process
- Future Budget Approval Process

- Fund Balance Policy

FISCAL MANAGEMENT
Fund Accounting in Higher Education

- Method of classifying resources in accordance with their intended source and use
  - "Know purpose and restrictions of the source of funds" key to understanding

- Funding sources are classified so that they comply with activities or objectives as specified by donors, regulations, restrictions, or limitations imposed by sources outside the institution

FISCAL MANAGEMENT
E&G Operating Funds

- Primary Operating Fund - Education and General Fund

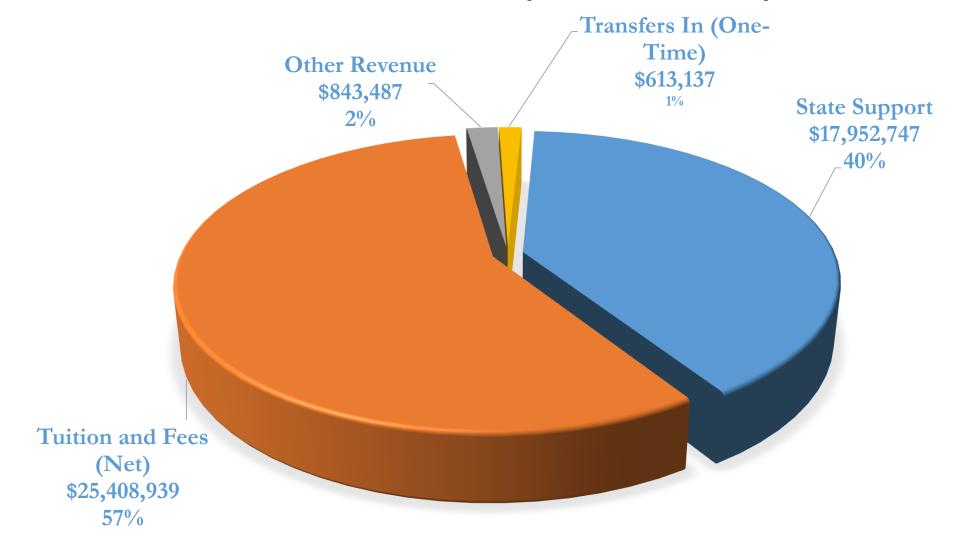- E&G - General Educational Operations

FISCAL MANAGEMENT
Major Funding Sources E&G

- Government Funding – Appropriations authorized by State of Oregon 40% FY 2014

- Student Tuition net of fee remission

- Student Fees-Course fee, application fee so forth, excludes non-academic fees used for student activities

- Student Tuition & Fees – 57% FY 2014

- Other Revenues - Interest income, indirect cost revenue, late fees, so forth – 3% FY 2014

BUDGET & FISCAL MANAGEMENT
Major Funding Resources E&G Uses

- Primarily for Compensation – Our People 79%

- Largest Functional Areas
  - Instruction   59%
  - Academic Support   12%
  - Student Support   7%
  - Institutional Support   12%
  - Physical Plant/Utilities   8%
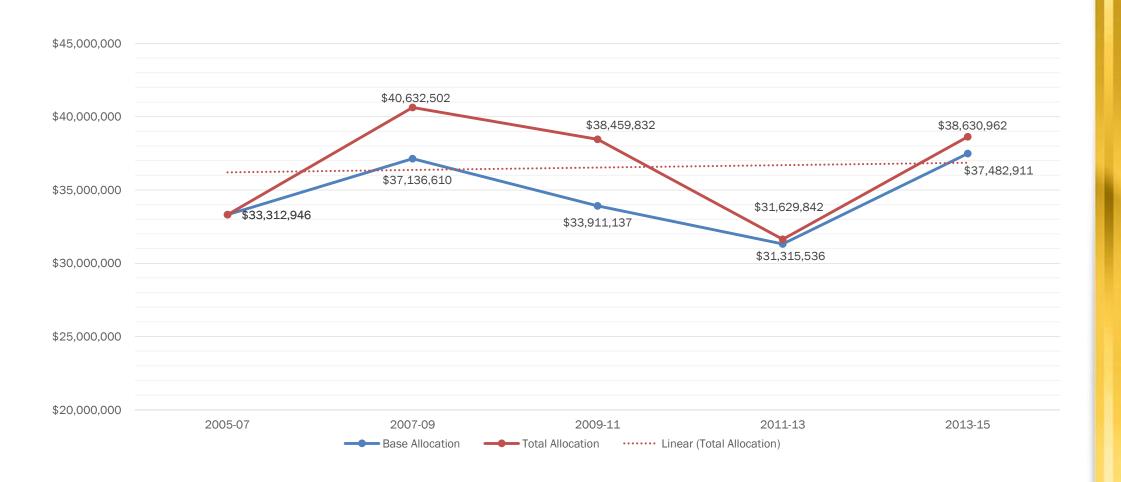 - Athletic/Other Support   2%

BUDGET & FISCAL MANAGEMENT
Funding Sources-Appropriation

- State Appropriation
  - 2014-15 allocation based on RAM established by OUS and approved by SBHE

  - 2015-16 and future allocation of Public University Support funding based on Outcome Based Funding through HECC

E&G Allocation History-Biennial Base Allocation vs Total Allocation

$45,000,000

$40,632,502

$40,000,000

$38,459,832

$38,630,962

$37,136,610

$35,000,000

$33,312,946

$33,911,137

$31,629,842

$37,482,911

$30,000,000

$31,315,536

$25,000,000

$20,000,000

2005-07   2007-09   2009-11   2011-13   2013-15

●──● Base Allocation   ●──● Total Allocation   ····· Linear (Total Allocation)

BUDGET & FISCAL MANAGEMENT
Funding Sources-Tuition & Fees 2015-2016

- Tuition and Fee Setting 2015-16 Process SBHE
  - SBHE Finance and Administration Committee has provided the general guidance and expectations
  - With passage of SB 270, all public universities were exempted from state rulemaking requirements for the tuition and fee setting process
  - Required to engage enrolled students and student government in the process

BUDGET & FISCAL MANAGEMENT
Tuition & Fees 2015-16 (continued)

– Oregon Tech has established processes and advisory committees that address student involvement

– Joint recommendation of the recognized student government and President Maples transmitted and presented to SBHE

Funding Sources - Tuition & Fees 2015-2016 (continued)

- SBHE/Universities may not increase the total amount of tuition and mandatory enrollment fees by more than 5% annually unless the board first receives approval from:
  - The Higher Education Coordinating Commission or Legislative Assembly
- April 2015 Board meeting VP F&A present tuition & fee recommendation to full Board for "Endorsement"
- June 2015 SBHE meeting present for approval; Trustees after July 1

BUDGET & FISCAL MANAGEMENT
Funding Sources-Tuition & Fees 2016-2017

– Following Tuition and Fee language in SB 270 Section 10. (1) Oregon Tech's governing Board shall:

- Establish process for determining tuition and mandatory enrollment fees and provides for participation of enrolled students and recognized student government (ASOIT)

- Request that President Maples transmit to the Board the joint recommendation with recognized student government

- Board is responsible for authorizing recommendation

Funding Sources
Tuition & Fees 2016-2017 (continued)

- Board can also establish or eliminate any incidental fee for programs under their supervision or control found by the Board to be advantageous to the cultural or physical development of students

- In determination of tuition and mandatory enrollment fees for UG students who are enrolled in a degree program and are qualified to pay resident tuition:
  - Board may not increase the total of tuition and mandatory enrollment fees by more than five % annually unless the Board first receives approval from:
    - » HECC (Higher Education Coordinating Commission) or The Legislative Assembly

Funding Sources
Tuition & Fees 2016-2017 (continued)

- Board shall attempt to limit annual increases in tuition and mandatory enrollment fees for undergraduate student who are enrolled in a degree program and have establish residency in Oregon to a % that is not greater that the % increase in the Higher Education Price Index, as compiled by the CommonFund Institute
  – For 2014 = 3.2%
- Board may not delegate authority to determine tuition and enrollment fees for degree enrolled, resident UG students

Funding Sources
Tuition & Fees 2016-2017 (continued)

- Board may not delegate the authority to determine tuition and enrollment fees for degree enrolled, resident UG students

- Finance & Facility Committee will need to recommend Tuition & Fee Setting Process for full Board action in fall 2015 or adopt current SBHE process

BUDGET MANAGEMENT
Current Budget Approval Process

- Oregon State Board of Higher Education (SBHE) approved university operating budgets based on revenue estimates

- Primary purpose – allocate state appropriations amongst seven Oregon public universities

- Oregon Tech management establishes process for developing more detailed revenue and departmental expenditures budgets

BUDGET MANAGEMENT
Current Budget Approval Process (continued)

- SBHE monitors all fund revenues and expenditures against adopted budget and projections on a periodic basis

- SBHE questions any significant variations in the periodic projections

- SBHE will approve 2015-2016 student tuition rates and mandatory fees – June 2015

BUDGET MANAGEMENT
Future Budget Approval Process

- Initial budget approval process-presentation to the Board of the E&G fund estimates of revenues and expenditures July 2015   "Preliminary Working Budget"

- President Maples approves a "Preliminary Operating E&G Budget" in August with input from Executive Staff

- Official "Adopted Operating Budget" finalized in mid October and approved/adopted by Board

BUDGET MANAGEMENT
Future Budget Approval Process (continued)

- Initial budget approval process-presentation to the Board of the E&G fund estimates of revenues and expenditures July 2015   "Preliminary Working Budget"

- President Maples approves a "Preliminary Operating E&G Budget" in August with input from Executive Staff

- Official "Adopted Operating Budget" finalized in mid October and approved/adopted by Board

BUDGET MANAGEMENT
Future Budget Approval Process (continued)

- Periodic Management Reports presented to Finance & Facilities Committee of the Board

- Reports monitor actual revenues and expenditures against adopted operating budget

- Periodic Reports:
  - July-October prepared in November
  - November-February prepared in March
  - March-June prepared August (after closing of year end)

BUDGET MANAGEMENT
2015-16 E&G Budget Development

- Project major revenues – state funding, tuition & fees

- Identify primary expenditures assumptions – planned salary increases, anticipated health and retirement cost increases, commitments/contracts, initiatives, new positions so forth

- Office of Budget & Resource Planning (BRP) works with divisional leaders and their respective units to develop the preliminary working budgets

BUDGET MANAGEMENT
2015-16 E&G Budget Development (cont.)

- Adopted Operating Budget -Finalization of the detailed budgets typically occurs in the September-October timeframe –Reasons why?

- Fiscal Year vs Academic Year

- Uncertainties

BUDGET & FINANCIAL MANAGEMENT
E&G Fund Balance

- Responsible fiscal management – adequate reserves (fund balance)

- Fund Balance Policy

- Current policy SBHE – Target biennial of ~10% of revenues (E&G)

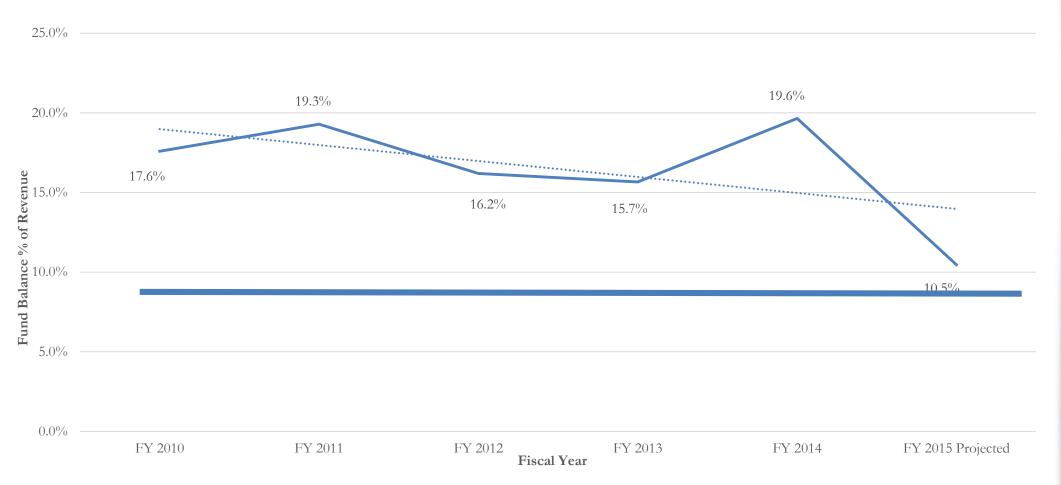- President shall inform SBHE if – below 5% or above 15%

BUDGET & FINANCIAL MANAGEMENT
E&G Fund Balance (continued)

- Oregon Tech Board Responsibility – Review current policy modify if needed
  - Maintain balance sufficient to stabilize operating revenue stream
  - Cover unforeseen contingencies = to ~ 1-3 months of annual budgeted revenues
  - Due to the nature of the income (tuition, fees, state appropriation) not to exceed 3-4 months or 15-20%
  - Currently ~ 1.8 months

Ending Fund Balance as % of Revenue E&G Funds FY 2010-2015

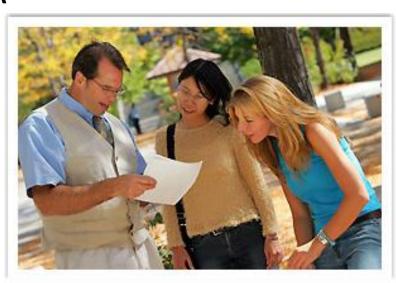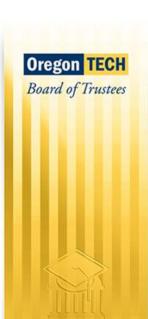# BUDGET & FISCAL MANAGEMENT

Questions?

Student Affairs

- Overview: Mission Statement, SA Superheroes, Strategic Plan
- Student Profile: Enrollment, Demographics
- Campus "Life": Campuses, Co-Curricular Experiences
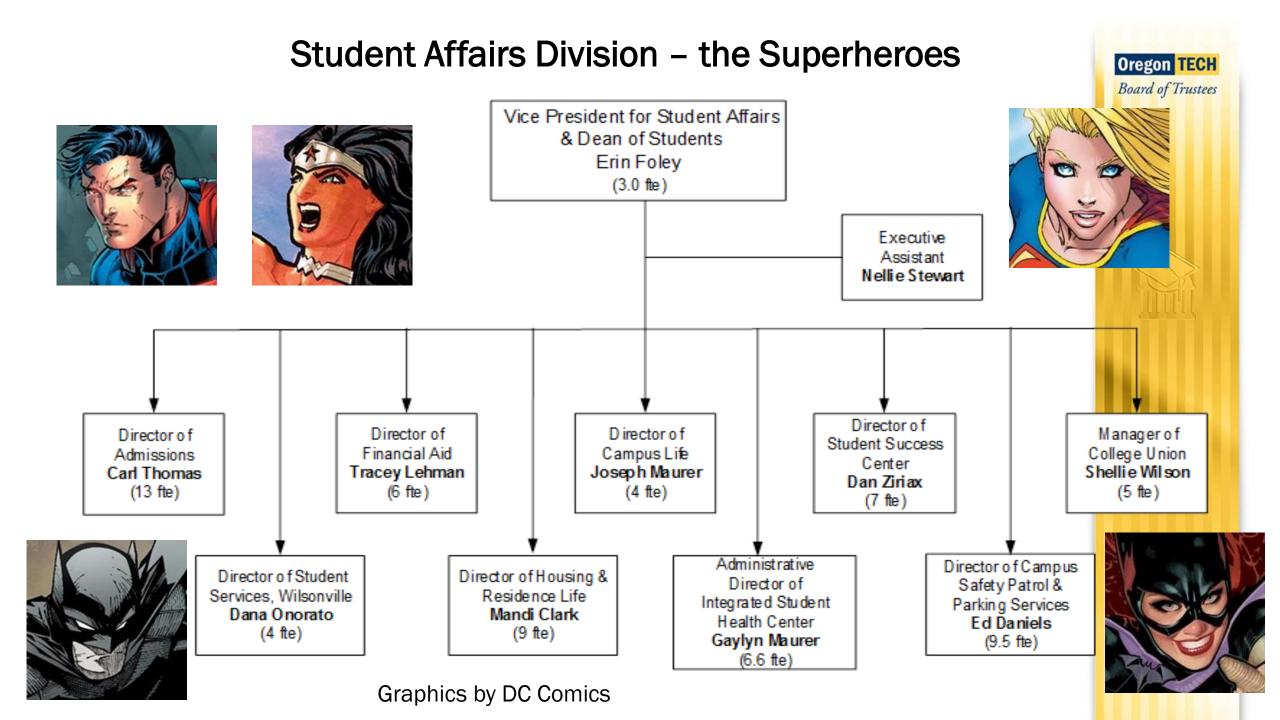- Student Enrollment Management (SEM)
- Diversity

Mission Statement

The Student Affairs Division affirms the University's mission by enhancing Oregon Tech's dynamic learning community through opportunities for access, development, and success. Student Affairs departments collaborate with students, faculty, staff, and external communities to promote engagement, encourage wellness, and support persistence to graduation, as well as the realization of educational and professional aspirations for students and alumni.

Student Affairs Division – the Superheroes

Vice President for Student Affairs & Dean of Students
Erin Foley
(3.0 fte)

Executive Assistant
Nellie Stewart

Director of Admissions
Carl Thomas
(13 fte)

Director of Financial Aid
Tracey Lehman
(6 fte)

Director of Campus Life
Joseph Maurer
(4 fte)

Director of Student Success Center
Dan Ziriax
(7 fte)

Manager of College Union
Shellie Wilson
(5 fte)

Director of Student Services, Wilsonville
Dana Onorato
(4 fte)

Director of Housing & Residence Life
Mandi Clark
(9 fte)

Administrative Director of Integrated Student Health Center
Gaylyn Maurer
(6.6 fte)

Director of Campus Safety Patrol & Parking Services
Ed Daniels
(9.5 fte)

Graphics by DC Comics

SA Strategic Plan, 2015-2020

1. Provide and promote an exceptional experience for every student from initial contact throughout their life as a student, graduate and alumnus.
2. Serve as a model of diversity, equity, inclusion, and collaboration in everything we do.
3. Prioritize decisions to maximize effectiveness and efficiencies.
4. Assess and advocate for adequate physical space, facilities and equipment that ensure safe and productive environments that improve student success and performance.

Student Profile – Enrollment

Year - Fall	Students
1999	2814
2000	2842
2001	3088
2002	3139
2003	3236
2004	3373
2005	3351
2006	3157
2007	3318
2008	3525
2009	3927
2010	3797
2011	3912
2012	4001
2013	4414
2014	4273

Klamath Falls	2,232
Wilsonville	814
Online	423
Boeing	178
DH Chemeketa	59
DH La Grande	37
ACP/HST	530

Resident	3,209	(75%)
Non-res	1,064	

Klamath County	695
Washington County	406
Clackamas County	297
Multnomah County	283

Student Profile – Demographics

	Tuition	Fees	Term Total	Academic Year
EOU	$2,040	$470	$2,510	$7,530
OIT	2,325	490	2,815	8,445
OSU	2,292	482	2,774	8,322
PSU	2,205	421	2,626	7,878
SOU	2,133	465	2,598	7,794
UO	2,760	494	3,254	9,762
WOU	2,255	503	2,758	8,274

63.2% expect to get a job to help pay for college (up from 47.4% in 2001)

13-14 Total Fee Remissions

Aid Type	Total	% of Category
Total	$ 2,508,771.	100.00%
Athletic	$ 599,955.	23.91%
Admission	$ 924,458.	36.85%
Veteran	$ 275,456.	10.98%
Graduate	$ 173,161.	6.90%
Other	$ 535,741.	21.35%

12-13 Total Fee Remissions

Aid Type	Total	% of Category
Total	$ 2,017,736.	100.00%
Athletic	$ 149,720.	7.42%
Admission	$ 898,189.	44.51%
Veteran	$ 221,661.	10.99%
Graduate	$ 98,878.	4.90%
Other	$ 649,288.	32.18%

"Other" includes: Institutional support of initiatives and scholarships; i.e., Math Counts, pageants, exchange students from another country; and OIT supplemental grant.

Campus "Life" – Campuses: K-Falls

7 categories of clubs:

- Academic/Professional (22)
- Cultural (4)
- Greek Life (2)
- Recreational/sports (11)
- Religious/Spiritual (3)
- Service (2)
- Social (2)

9 student programs:

- ASOIT (student gov't)
- Campus Activities Board
- Diversity Center
- The Edge (newspaper)
- Oregon Tech Broadcasting
- Outdoor Program
- Res Halls Association
- Women's Resource Center
- Veterans Association

Campus "Life" – Campuses: Wilsonville

12 student clubs:

- 3D Printing
- Computer Tech Club
- IEEE
- Inventors Club
- Outdoor Club
- Robotics Club

- Society of Women Engineers
- Solar Hope
- Study Club
- Sustainability Club
- Tech Owls in Action
- Technologists in Training (CLS)

Campus "Life" – Co-Curricular Experiences

- Service Learning
- Leadership Academy
- Student Employment
  - Peer Consultant, Resident Advisor, Student Success Mentor, office aid/proctor, office support, leadership positions (student programs), ITS
- Externships/internships (both paid & unpaid)

Strategic Enrollment Management (SEM)

Team members:

- Provost and VPSA, Co-chairs

- Directors of Admissions, Financial Aid; Registrar

- Academic Deans

- Associate VPs

- Retention Coordinator; SSC Director

- Articulation Agreements

- Business Affairs, Marketing representatives

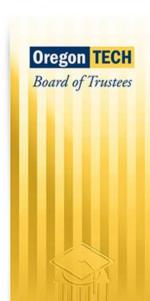# Strategic Enrollment Management (SEM)

Three legs of the SEM stool:

1. Recruitment

2. Retention

3. Pipeline partnerships

Faculty, Staff & Student Diversity

- Faculty & Staff of Color = 15.29%

- Students of Color
    - Fall 2014: 26.6%
    - Fall 2013: 24.7%
    - Fall 2012: 20%

- International – students from 20 countries; 2 from Finland this term

Oregon Tech's Legislative Strategy

- Align interests with all seven public universities through Presidents' Council, Provosts' Council, Legislative Advisory Council

- Align interests with community colleges – OCCA

- Focus advocacy with Technical and Regional Universities (TRU) including utilizing a lobbyist in Salem
  - Public University Support Fund: Governor's Recommended Budget ($624M) is a flat budget; cannot achieve 40-40-20 growth nor needed student support services with this budget

Legislative Support

- **TRU Operations**: Supplemental appropriation ($17M in 2015-17) for the TRUs to compensate for costs associated with unbundling of system

- **Sports Lottery at full 1%:** ~ $11M
(women's sports, non-revenue sports, Title IX: GRB includes $0; moves to Oregon Opportunity Grants; reduces sports budget by 20%)

- **Oregon Opportunity Grant Expansion:** $62M (GRB)
(advocate to include all students of all ages, 4 years and transfer students)

- **Capital:** Phase 1: Center for Excellence in Engineering and Technology: $10.92M GO bonds
($10.17M XI Q Bonds, $0.750M XI G Bonds, $1.712M institutional funds)

Other Legislative Issues

- STEM Council Recommendations: Support
  - **Continuation of STEM Hubs:** Oregon Tech leads South Metro-Salem STEM Hub that catalyzes student motivation, preparation for STEM careers.
  - **Strategic Talent Industry Council** to make strategic investments in post-secondary, industry-driven programs (like ETIC for healthcare, energy, and manufacturing), so we can continue innovating in response to new markets.
- **Measures to Prevent Sexual Assault on Campus:** We are engaged with all seven universities in evaluating our reporting and response process and training staff.

- **Voter Registration on Campus:** We will work with students to expand access.

- **Need-based Aid for Undocumented Students**

Capital Projects on "Tier One" List

- Total Public University Request: $351M in state funding; GRB includes $275M

- Deferred Maintenance: $72M (Oregon Tech's share is about $2M)

- Cornett-Center for Excellence in Engineering and Technology

  - Phase 1: $12.63M newly constructed, 2-level, 40,000 gsf engineering and technology center
  - Phase 2: $18.3M Cornett East Wing Modernization, 63,500 gsf
  - Phase 3: $17.2M Cornett West Wing Modernization; 56,500 gsf
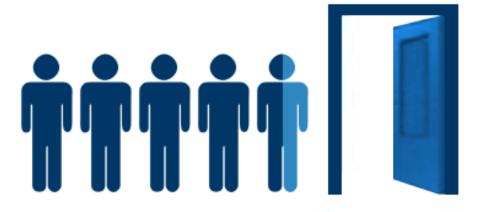 - ADA, Environmental, Seismic and added capacity for Civil, Mechanical, Renewable
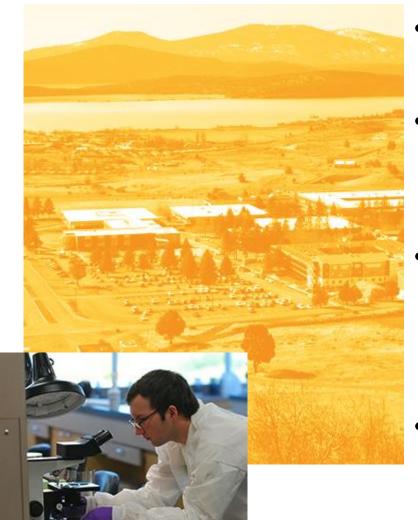
STEM Focus has high returns

STEM:
1.7 jobs for every
1 unemployed person

Non-STEM:
4.3 unemployed
people for every **1 job**

Using Growth and Innovation to Reach 40-40-20

- Increase by 23% to meet graduation targets (2.5% net gain per year)

- Improve graduation rates through proven retention strategies and expanded financial aid

- Ready the university for students who currently don't have adequate access: low-income, first-generation, rural, and students of color

- Advocate for funding & diversity revenue streams so we can support Oregon's next generation of college graduates

Delivering Value to Oregonians

- Oregon Tech has a rich history in Oregon and the Pacific NW

- Oregon Tech continues to enhance its reputation nationally as a quality polytechnic university with high ROI, hands-on education, and real-world knowledge transfer

- Oregon Tech is a key component of Oregon's economic vitality and the State's 40-40-20 goals

Oregon Tech's 2015 Legislative Schedule

- Jan 12 – 14: conducted advocacy with all universities and colleges
- Feb 2: Committee hearings begin
- Feb-Mar: Co-chairs' budget released
- April: Roadshow budget hearings
- May: Revenue Forecast Released (for final budget)
- May 19: TRU day in capitol – please save the date
- Late May/Early June: University budget bill released
- July 11: Sine die for 2015 session

Role of the Board

- Be available to advocate by phone, letter, at hearings or in capitol

- Participate in Editorial Board meetings and other outreach

- Work with Government Relations and Communications staff so messages a consistent and effective

- Utilize contacts and relationships with your legislators around the state ~ open doors and open minds!

Foundations of Oregon Tech Communications

Transparent
- Important as public entity
- Critical for credibility, reputational capital

Timely
- Internal
- External

No surprises
- You'll hear it from us first
- Heads up both ways

Avoiding an "Oops"

Social Media

- Need to wear your Board hat even with personal social media
- Once posted always searchable

Media Calls

- Don't respond if you're not prepared
- Call Di

Grocery-Store Line Accountability

- You're always "on" as a Board member
- Listen, support, be careful making promises

Teaming up on Outreach

Messaging

- Board-related work (eg, tuition, enrollment, budget, etc.)
- Urgent or emergency issues

Media Outreach - Proactive

- Editorial board meetings
- Commentary pieces, Letters to Editor

Media Responsiveness

- Responding to media inquiries
- Timeliness and transparency (what are the limits)

Other opportunities to spread the word on Oregon Tech

Community Outreach

- Chambers, Rotary Clubs, Etc. presentations
- Your work-related speeches (adding OIT "pepper")

State, Regional, National Opportunities

- Conference speaking engagements
- Legislative Testimony

Speeches, Talk shows

- Graduation, other campus-related speeches
- Radio, Web opportunities