

Oregon Public Universities Supplemental Materials

Investments and Outcomes - Plus Side Funding Scenarios

The Higher Education Coordinating Commission (HECC) requested additional quantitative information about how incremental increases of 10% (\$895 million total) and 20% (\$923 million total) to the Public University Support Fund (PUSF) would impact access, progress to degree, student outcomes, and other measures. The universities are also supplying information on the impact of a \$1 billion investment in the PUSF, which will minimize tuition increases¹ and allow for growth of critical academic and student success programs across Oregon. Achieving both objectives is imperative if Oregon is to expand access for underserved Oregonians, increase the number of career-ready graduates and decrease the time required for degree attainment.

The information below provides a framework for how campuses would use increased investment above what is needed to maintain current services and protect students and their families from rising cost drivers. Due to the wide range of factors effecting a student’s pathway to a degree, it is difficult to tie funding levels directly to a specific number of degrees awarded metric.

This document describes investments in financial aid and student services that would, over time and through sustained funding levels, increase access and increase overall levels of educational attainment. Under the structure of the Student Success and Completion Model funding formula, each institution is incentivized to identify and invest in those services and programs that best support resident students’ progress toward degree completion.

Finally, it is critical that investment is sustained and grows over time. One-time injections of cash, while welcome, are not a long-term solution to student success in Oregon and ultimate achievement of 40-40-20 and the HECC’s Strategic Plan.

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¹ ORS 352.102 grants university governing boards authority to set tuition and mandatory fees at or below five percent. Tuition estimates at various funding levels represent assessments made by university administrators and do not represent commitments from respective Boards of Trustees. ORS 352.102 requires that all tuition and mandatory fee increases above five percent be approved by the HECC or the Legislative Assembly.



Eastern Oregon University

PUSF Funding: \$895M

PUSF Increase above 17-19: \$158M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$895M	Increase Above PUSF at \$867M Increase above \$130M	Total Biennial Increase above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$20,479,664	\$22,060,742	\$22,450,362	\$389,000	\$795,144	<ul style="list-style-type: none"> Invest additional \$150K in access and diversity scholarships. Tuition increases less than 5%. 	<ul style="list-style-type: none"> Maintain current service level funding for investments in student support areas such as experiential learning facilitation/career services and student pathways to continue producing graduates prepared for the workforce and education beyond college.

PUSF Funding: \$923M

PUSF Increase above 17-19: \$186

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$923M	Increase Above PUSF at 867M Increase of \$130M	Total Biennial Increase above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$20,479,664	\$22,060,742	\$22,839,984	\$779,242	\$1,570,290	Additional investments in student support and success programs including career	<ul style="list-style-type: none"> Fund 2.0 FTE in experiential learning facilitation and career services support to

					<p>services, academic support, internships and experiential learning opportunities for students to create future-ready graduates who will drive the employment and workforce pipeline in rural Oregon and beyond.</p> <ul style="list-style-type: none"> Invest \$400K to hold tuition levels at or below 3%. Invest additional \$150K in access and diversity scholarships. Tuition increases 3% or less. 	<p>enhance student career readiness.</p> <ul style="list-style-type: none"> Permanently fund one FTE regional STEM/pathways coordinator (partnership with regional school districts).
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PUSF Funding: \$1B

PUSF Increase above 17-19: \$263

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF Increase \$130 PUSF at \$867M	FY 20 Projected Funding Amount PUSF at \$1B	Increase Above PUSF at 867M Increase of \$130M	Total Biennial Increase above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$20,479,664	\$22,060,742	\$24,142,712	\$2,081,970	\$4,248,920	Additional investments in student support and success programs including career services, academic support and experiential learning opportunities for students to create future-ready graduates who will drive the employment pipeline and workforce pipeline	<ul style="list-style-type: none"> Fund 3.0 FTE in experiential learning facilitation and career services support to enhance student career readiness. Invest \$100K in experiential learning matching and grant fund for up to 80 students.

				<p>in rural Oregon and beyond. New investments in secondary and post-secondary college access and career counselors, to provide specific guidance and college readiness programs for traditional-age as well adult students. The investment in these positions create an innovative and comprehensive programming network with adult learners, students, families, and school districts on all aspects of college readiness. Once enrolled at EOU, the students are seamlessly transferred to current student support services to ensure progress toward degree and success after college.</p> <ul style="list-style-type: none"> • Invest \$750K to hold tuition increases at or below 1%-2%. • Invest additional \$350K in access, diversity and pathways scholarships. 	<ul style="list-style-type: none"> • Permanently fund 3.0 FTE regional STEM/pathways coordinator (partnership with regional school districts). • Fund 3.0 FTE adult student education support advisors. • Invest \$100K in diversity support, LatinX and Native American programs.
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Oregon Institute of Technology

PUSF Funding: \$895M

PUSF Increase Above 17-19: \$158M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$895M	Increase Above PUSF at \$867M Increase Above \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$27,542,935	\$ 30,210,533	\$ 30,835,339	\$624,806	\$1,275,114	<p>Minor increases in financial aid (remissions) targeted towards completion grants for junior and senior students nearing completion who have exhausted other financial aid.</p> <p>Increase communications and workshops for freshmen and sophomore financial literacy.</p> <p>Expanding Scholarship opportunities for Oregonians, particularly those most in need for additional resources to attend and complete.</p>	<p>Maintain freshmen wrap around student retention system, including targeted interventions.</p> <p>Maintain faculty levels in most departments, with only minor reductions in faculty and non-faculty support roles.</p> <p>Begin redesign of advising to professional advising model. Increase investment in transfer pathways and course planning.</p> <p>Reduce investment level in maintaining and modernizing key equipment in high cost/high demand programs.</p>

PUSF Funding: \$923M

PUSF Increase Above 17-19: \$186M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$923M	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$27,542,935	\$30,210,533	\$ 31,460,148	\$1,249,615	\$2,550,231	<p>Increase financial aid (remissions) targeted towards completion grants for junior and senior students nearing completion who have exhausted other financial aid.</p> <p>Increase communications and workshops for freshmen and sophomore financial literacy, matching Foundation and other corporate investments/donations.</p> <p>Invest in expanding Foundation Scholarship opportunities for Oregonians, particularly those most in need for additional resources to attend and complete.</p> <p><i>Invest in financial aid data analysis and development of strategic plan for more efficient and effective aid dispersal through which increases retention and student planning through a partnership with a national financial aid advisory group.</i></p>	<p>Increase freshmen advising/wrap around retention support systems to include sophomores, including targeted interventions.</p> <p>Maintain faculty levels in most departments, with only minor reductions and investment in certain growth departments.</p> <p>Invest in software to predict/automate communication with students experiencing barriers to completion, including mental health, financial need, academic standing, etc.</p> <p>Continue current level of investments in maintaining and modernizing key equipment in high cost/high demand programs.</p>

PUSF Funding: \$1B

PUSF Increase Above 17-19: \$263M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF Increase \$130M PUSF at \$867M	FY 20 Projected Funding Amount PUSF at \$1B	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$27,542,935	\$30,210,533	\$33,549,238	\$3,338,705	\$6,813,683	<p>Increase financial aid (remissions) targeted towards completion grants for junior and senior students nearing completion who have exhausted other financial aid.</p> <p>Increase communications and workshops for freshmen and sophomore financial literacy, matching Foundation and other corporate investments/donations.</p> <p>Increases in financial aid remission amount for newly admitted students and dispersal over the course of the year rather than only for fall term applicants.</p> <p>Invest in financial aid data analysis and development of strategic plan for more efficient and effective aid dispersal through which increases retention and student planning through a partnership with a</p>	<p>Increase freshmen advising/wrap around support systems include all students, freshmen through seniors, including targeted interventions.</p> <p>Maintain faculty levels in most departments, with only minor reductions and investment in certain growth departments and new programs.</p> <p>Invest in software to predict/automate communication with students experiencing barriers to completion, including mental health, financial need, academic standing, etc.</p> <p>Develop professional advising center to support student success and progress to degree. This will create a holistic advising experience for transfer and first time freshmen high schools. This will increase, transfer advising, as well as retention and resource support, particularly for underserved student populations.</p>

					<p>national financial aid advisory group.</p> <p><i>Expanding Scholarship opportunities for Oregonians, particularly those most in need for additional resources to attend and complete.</i></p>	<p><i>Increase</i> investments in maintaining and modernizing key equipment in high cost/high demand programs.</p> <p><i>Develop deeper integration with high school Advanced Credit programs and home departments.</i></p>
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Oregon State
University

Oregon State University

The order of listed initiatives does not necessarily reflect priority order or imply sequential implementation, but is intended to illustrate the level of incremental progress at each funding level scenario. Any additional funding beyond the “plus \$130 million” level increases opportunity for multiple combinations of initiatives to advance outcomes.

PUSF Funding: \$895M

PUSF Increase Above 17-19: \$158M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$895M	Increase Above PUSF at \$867M Increase Above \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 121,137,135	\$ 137,902,010	\$ 142,511,943	\$4,609,933	\$9,408,026	Financial aid and scholarships , in particular expansion of two persistence/completion grant programs . A recent survey of withdrawing first-year students indicates financial reasons as second only to personal for not continuing. The proposed program would provide grants between \$1,000 and \$5,000 to students with financial holds to get back on track with coursework or complete final coursework and graduate. Additional advising and Financial Aid Office FTE would be required.	This scenario represents an estimated \$4.6M annual increase to OSU available for investment - .8% of OSU’s FY19 E&G budget of \$600M. This would allow targeted investments in: Increase funding for supplemental instruction services (tutoring) for gateway courses . Would require additional .5 FTE. Supports first-year and all other students, including a larger amount of underrepresented minority (URM) and first generation students compared to overall university population. Data supports

					<p>Expand OSU’s Bridge to Success program (started in 2008 this ensures that qualified students receive enough gift aid (financial aid and scholarships that do not need to be repaid) to cover their annual tuition and fees at OSU). Every additional \$100K will support an additional 50 students. We estimate at least 2,000 additional students have need that is not met with current resources.</p> <p>Research supports expected increases in retention rates, across all years and improvements in six-year graduation rates</p>	<p>URM students who complete SI consistently record lower DFWU rates than non-participating peers. Currently 2,800 students served; eventual full ramp-up could reach an additional 4,150 students and create 27 SI student leader jobs.</p>
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PUSF Funding: \$923M

PUSF Increase Above 17-19: \$186M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$923M	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 121,137,135	\$ 137,902,010	\$ 147,121,871	\$9,219,861	\$18,816,046		This scenario represents an estimated \$9.2M annual increase to OSU available for investment – 1.5% of OSU’s FY19 E&G budget of \$600M.

						<p>This would allow further investment in the programs mentioned above as well as additional investments:</p> <p>Expand funding for programs designed to serve historically underrepresented populations: Educational Opportunities Program, Linguistic Society of America, Multicultural Programs, TRiO. Up to 144 first-year, first-time students with the potential to move first-year retention rate for all students and close the achievement gap for underrepresented minority and low income students. Students participating in these types of programs have higher retention.</p> <p>Increase advisors, including targeted advising for transfer students and transfer articulation advising. Up to 25 additional advisors to reach adequate service ratios.</p> <p>Expand grants (\$1,000 per student participant) to undergraduate students for experiential learning experience. This can be a high impact practice that leads to higher retention and graduation rates.</p>
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PUSF Funding: \$1B

PUSF Increase Above 17-19: \$263M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF Increase \$130 PUSF at \$867M	FY 20 Projected Funding Amount PUSF at \$1B	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 121,137,135	\$ 137,902,010	\$ 162,535,543	\$24,633,533	\$50,272,515		<p>This scenario represents an estimated \$24.6M annual increase to OSU available for investment – 4.1 % of OSU’s FY19 E&G budget of \$600M.</p> <p>This would allow further investment in the programs mentioned above as well as additional investments:</p> <p>Improve faculty-student engagement using block grants. Provide a central budget for grants, including surveys and training, approximately \$250K. Could impact up to half of all incoming students.</p> <p>Instructional technology, data analytics and data management/interoperability underpin all student success initiatives. Expanding these resources provides significant support to identify and deliver the most efficient and effective programs.</p> <p>Curriculum improvements such as a transition curriculum requiring a first-year seminar course, redesign of first-</p>

						year, high-impact courses (up to 80 identified as impacting attrition).
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Portland State University

PUSF Funding: \$895M

PUSF Increase Above 17-19: \$158M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$895M	Increase Above PUSF at \$867M Increase Above \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 91,195,263	\$ 104,240,431	\$ 108,082,818	\$3,842,387	\$7,841,607	<ul style="list-style-type: none"> • Forecasted gap at approximately 5% tuition increase is between \$4M-\$8M. • Impacts the ability to sustain Four Years Free and Transfers Free remissions programs jeopardizing access for lowest income Oregonians (Pell) – a \$1M cut would mean up to 350 incoming students would not receive access to the program, which may cause the program to be unsustainable. • PSU proudly serves a growing population of veterans, differently-abled, and underrepresented students. This would 	<ul style="list-style-type: none"> • Cuts of \$180K in advising, which would negatively impact retention and substantially slow progress to degree attainment. • Cuts of \$2.6M in instructional faculty; elimination of as many as 250 course offerings jeopardizing on time degree completion, driving up student debt, and delaying entry into the workforce. • Any remaining cuts would likely come from other student services from initial recruitment through graduation leading to fewer applications, lower admission and persistence rates. • Reversal of hard fought gains to improve persistence and retention, may be as much as 1-2%.

					require the university to degrade other educational services in order to meet rigorous federal requirements including ADA and Title IX compliance.	
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PUSF Funding: \$923M

PUSF Increase Above 17-19: \$186M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$923M	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 91,195,263	\$ 104,240,431	\$ 111,925,204	\$7,684,773	\$15,683,215	At a tuition range of 3-5%, most of the negative impacts listed above will be ameliorated.	At a tuition range of 3-5%, most of the negative impacts listed above will be ameliorated.

PUSF Funding: \$1B

PUSF Increase Above 17-19: \$263M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF Increase \$130M PUSF at \$867M	FY 20 Projected Funding Amount PUSF at \$1B	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 91,195,263	\$ 104,240,431	\$ 124,772,530	\$20,532,099	\$41,902,244	<ul style="list-style-type: none"> Tuition increases at or below CPI. 	<ul style="list-style-type: none"> Increase capacity in academic programs that meet workforce demands and

					<ul style="list-style-type: none"> • \$2M-\$4M in increased remission dollars to reduce the unmet need of low income Oregonians seeking a college degree; could allow additional awards for up to 1,000 low income students, substantially increasing access and affordability. • Expand access to a university degree for those currently unable to afford college. • Increased funds for emergency grants to students with unanticipated financial hardship, housing and food insecurities. 	<p>statewide needs, including computer science, special education, public health and social work.</p> <ul style="list-style-type: none"> • Accelerate implementation of comprehensive advising and student success programs, reducing time to degree attainment. • Augmented access to on-campus mental health counseling by adding one to two additional mental health professionals and reducing wait time by 33%. • \$1- \$2M for robust and broad implementation of co-op program better preparing as many as 1,000 career-ready students to enter the Oregon workforce.
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Southern Oregon University

PUSF Funding: \$895M

PUSF Increase Above 17-19: \$158M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$895M	Increase Above PUSF at \$867M Increase Above \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 21,150,185	\$ 23,390,507	\$ 23,946,101	\$555,594	\$1,133,864	<p>For SOU, this scenario represents approximately \$750K dedicated to affordability and access.</p> <p>Additionally, SOU could fund a 3% increase in existing institutional aid for the most financially vulnerable Oregon students, including completion grants (\$250K).</p> <p>Continue to expand pathways for underrepresented students such as our Pirates, Bulldogs and Hornets to Raiders programs, which has <i>doubled</i> the college-going rate for participating Latino students. This would represent 2.0 FTE as well as other direct support to our regional high schools for support to those students (\$500K).</p>	<p>For SOU, this scenario represents approximately \$400K in additional investment in student success above the affordability and access initiatives, representing a 0.3% growth in SOU’s total Education and General Budget.</p> <p>Enhance current predictive analytics to identify our most at-risk students and connect them with intervention specialists. This would mean a 2.0 FTE increase in counselors, mental health support and intervention services (\$400K).</p>

PUSF Funding: \$923M

PUSF Increase Above 17-19: \$186M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$923M	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 21,150,185	\$ 23,390,507	\$ 24,501,695	\$1,111,188	\$2,267,730	<p>For SOU, this scenario represents approximately \$1.6M dedicated to affordability and access.</p> <p>This could allow SOU to keep undergraduate tuition rate increases below 5% for both years of the biennium. Additionally, SOU could increase funding of institutional aid by an additional 3% directly focused on supporting the most financially vulnerable Oregon students including via completion grants.</p> <p>In addition to smaller tuition increases, increased institutional scholarships, and the programming identified in the earlier scenario (\$750K total) SOU could fund additional programming that directly impacts affordability and access:</p> <p>Establish clear pathways and necessary supports for adult attainment. The traditional</p>	<p>This scenario represents approximately \$660K in additional investment in student success above the affordability and access initiatives, representing a 0.5% growth in SOU’s total Education and General Budget.</p> <p>In addition to the student success initiatives outlined in the previous scenario (\$400K), SOU would commit to the following:</p> <p>Improve and enhance advising and support services through the use of technology. This will foster early, targeted intervention before challenges become insurmountable for students. \$260K</p>

					path to higher education and models of program delivery present barriers for adult success in a rapidly changing economy. \$850K	
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PUSF Funding: \$1B

PUSF Increase Above 17-19: \$263M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF Increase \$130M PUSF at \$867M	FY 20 Projected Funding Amount PUSF at \$1B	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 21,150,185	\$ 23,390,507	\$ 26,359,368	\$2,968,861	\$6,058,899	<p>This scenario represents approximately \$3.4M dedicated to affordability and access.</p> <p>SOU anticipates keeping resident undergraduate tuition rates from 3- 4% for both years of the biennium.</p> <p>Additionally, SOU anticipates funding existing institutional aid by an additional 6% directly focused on supporting the most financially vulnerable Oregon students with completion grants.</p> <p>In addition to reduced tuition rate increases, institutional scholarships, and that</p>	<p>This scenario represents approximately \$2.6M in additional investment in student success above the affordability and access initiatives, representing a 2.2% growth in SOU’s total Education and General Budget.</p> <p>In addition to the student success initiatives outlined in the previous scenario (\$660K), SOU could commit to the following:</p> <p>Provide targeted professional development for faculty to help them transform our curriculum and pedagogy to inspire the curiosity, innovation, creativity, and critical thinking that prepares students to succeed in the workplaces of the</p>

				<p>programming identified in the earlier scenarios (\$3M total) SOU would fund additional programming that directly impacts affordability and access:</p> <p>Develop a new employer supported 4-year internship program for high financial need students. This program will facilitate experiential learning opportunities, strengthen pathways to employment post-graduation, enhance regional employer-SOU connections and greatly improve the ability of students to aspire to and afford degree attainment. \$160K</p> <p>Address the key hurdle to true expansion of Open Educational Resource by providing faculty the support they need to achieve a more rapid conversion to markedly reducing the cost to students. \$240K</p>	<p>future, including jobs that currently do not exist. \$500K</p> <p>Build employer-connected pathways for all students through the expansion of career focused work experience that provides direct support for funding their educations and prepares them for post-graduation employment \$200K</p> <p>Develop additional active learning/synchronous classrooms to serve rural students in 2+2 partnership programs. \$100K</p> <p>Fund innovative/flexible learning spaces that facilitate collaborative and multidiscipline learning for our students. \$200K</p> <p>Provide early academic advising for dual-credit students, ensuring credits earned maximize their path toward degree attainment. \$200K</p> <p>Investment in academic program development for emerging workforce needs in our region and the state of Oregon. \$750K</p>
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UNIVERSITY OF OREGON

University of Oregon

PUSF Funding: \$895M

PUSF Increase Above 17-19: \$158M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$895M	Increase Above PUSF at \$867M Increase Above \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 69,947,196	\$ 80,002,961	\$ 82,906,230	\$2,903,269	\$5,925,038	<ul style="list-style-type: none"> Tuition increases below 5 percent for both years of the biennium. Invest \$350K in scholarships/Pathway Program. 	<ul style="list-style-type: none"> Invest \$500K per year in combination of (1) food security / pantry initiatives, and (2) student emergency fund. Permanently fund 8 advisors and counselors to help support student retention and graduation efforts. Current UO student/advisor ratio, outside of the Pathway program, is around 748 to 1. Industry best practice is 300 to 1. <p>This investment will enable the UO to focus advising services on first year students, who are the most vulnerable to dropping out or losing their way. The</p>

						resulting first-year advising ratio will be close to 300 to 1. However, the ratio for the entire undergraduate population will still be around 548 to 1.
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PUSF Funding: \$923M

PUSF Increase Above 17-19: \$186M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$923M	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 69,947,196	\$ 80,002,961	\$ 85,809,500	\$5,806,539	\$11,850,076	<ul style="list-style-type: none"> Invest \$1 million per year in scholarships/Pathway Program. 	<ul style="list-style-type: none"> Invest \$1M per year in combination of (1) food security/pantry initiatives, and (2) student emergency fund. Permanently fund 16 advisors and counselors to help support student retention and graduation efforts. Current UO student/advisor ratio, outside of the Pathway Program, is 748 to 1. Industry best practice is 300 to 1. This investment will enable UO to focus advising services on first and second year students, addressing the needs of the most vulnerable

						students, while also intervening significantly in retention situations. The resulting advising ratio for first and second year students will be close to 300 to 1. However, the ratio for the entire undergraduate population will still be around 433 to 1.
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PUSF Funding: \$1B

PUSF Increase Above 17-19: \$263M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF Increase \$130M PUSF at \$867M	FY 20 Projected Funding Amount PUSF at \$1B	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 69,947,196	\$ 80,002,961	\$ 95,516,805	\$15,513,844	\$31,660,906	<ul style="list-style-type: none"> Invest \$3.2 million per year in scholarships/Pathway Program. 	<ul style="list-style-type: none"> Invest \$1.5M per year in combination of (1) food security/pantry initiatives, and (2) student emergency fund. Permanently fund 32 advisors and counselors to help support student retention and graduation efforts. Current UO student/advisor ratio, outside of the Pathway Program, is 748 to 1. Industry best practice is 300

						<p>to 1. This investment will enable UO to focus advising services on first and second year students, add much-needed professional major advisors in the College of Arts and Sciences (home to 2/3 of majors), and also increase advising support in career services. This investment will result in a 300 to 1 advising ratio for all students. First and second year advisors will provide students with critical support early in their college experience. For students beyond their second year, advisors will focus on majors, timely completion in four years, and job placement. All advisors will also have a caseload of at-risk, in-crisis, transfer and high-performing students, all of whom require specialized advising.</p> <ul style="list-style-type: none"> • Invest \$1.0M to launch new LatinX program. • Invest \$1.0M in new pipeline programs. • Invest \$1.0M in additional graduate student support. • Invest \$1.0M per year in the College of Education's
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						Oregon Research Schools Network program (see https://blogs.uoregon.edu/or/sn/ for details).
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Western Oregon University

PUSF Funding: \$895M

PUSF Increase Above 17-19: \$158M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$895M	Increase Above PUSF at \$867M Increase Above \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 24,365,899	\$ 26,973,122	\$ 27,727,547	\$754,425	\$1,539,644	<p>WOU’s commitment towards providing Oregon students an affordable education will be supported by increasing Tuition Remissions by between 5 and 10 percent. This will be a biennial investment. This initiative directly supports the Student Success, Accountability, and Sustainability and Stewardship priorities of the WOU Strategic Plan.</p> <p><u>Success Metric:</u></p> <ol style="list-style-type: none"> 1.) Improve the WOU Affordability Index from .3 to .28 or better. The index is a measure of the ratio of the WOU Net Cost of Attendance to the 	<p>WOU will add staff to key student success units to support degree completion.</p> <p>Student Enrichment Program (SEP). The SEP program serves first-generation, low-income and undergraduate students with a documented disability. The SEP program has a graduation rate of over 80%. Each additional advisor will enable the program to serve approximately 40 more students. Advisors meet students every academic term to review and support academic progress, career planning, adjustments to college, study skills and the development of financial literacy skills. These positions support WOU retention through degree efforts.</p>

					<p>Oregon median family income.</p> <p>WOU will add a staff position to coordinate the expansion of the WOU Bilingual Teacher Scholars Program and related financial aid programs. The Bilingual Teacher Scholars Program works with Oregon school districts and community colleges to increase the number of bilingual teachers that are available to teach in Oregon schools. These investments will enable WOU to more than double the number of students and geographically expand the number of school districts participating in this key workforce enhancement initiative. The position will work to coordinate the course offerings and articulation of accelerated learning and community college credits earned to ensure that students have the most efficient and effective academic pathway to a teaching degree. Additionally, this position will work with WOU faculty to successfully collaborate with high school and community college colleagues to create Professional Learning Communities that focus on</p>	<p>This initiative directly supports the Student Success, Community Engagement, and Sustainability and Stewardship priorities of the WOU Strategic Plan. WOU will support this position through the biennium and foresees this as a long-term investment.</p> <p><u>Success Metric:</u></p> <ol style="list-style-type: none"> 1. Add 40 additional students per new staff position into the SEP program without a reduction in the 80% graduation rate. <p>Multicultural Student Services Program (MSSP). The MSSP program provides direct support to WOU students from diverse backgrounds. Services include advising, counseling, workshops, support and other developmental activities. MSSP also provides direct support to the Bilingual Teacher Scholars Program. This initiative directly supports the Student Success, Community Engagement, and Sustainability and Stewardship priorities of the WOU Strategic Plan. WOU will support this position through the biennium and foresees this as a long-term investment.</p> <p><u>Success Metric:</u></p> <ol style="list-style-type: none"> 1.) Increase by 50 the number of students supported in the On-Track student success initiative within MSSP.
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					<p>student learning outcomes. This initiative directly supports the Student Success, Community Engagement, and Sustainability and Stewardship priorities of the WOU Strategic Plan. WOU will support this position through the biennium and foresees this as a long-term investment.</p> <p><u>Success Metrics:</u></p> <ol style="list-style-type: none"> 1.) Increase the number of students in the program from 100 to 200+. 2.) Increase the number of participating school districts from 5 to 10+. 3.) Increase the number of partner community colleges from 1 to 4. 	<p>The Student Success and Advising Office works directly with faculty and staff to develop and implement effective academic advising practices. The office uses a software package to support advising, tutoring and other related services. The next phase in the software is the purchase of a predictive tool that will allow the university proactively identify students who are most likely to encounter academic or adjustment challenges that could hinder their likelihood of success and graduation. This initiative directly supports the Student Success and Sustainability and Stewardship priorities of the WOU Strategic Plan. WOU will support this position through the biennium and foresees this as a long-term investment.</p> <ol style="list-style-type: none"> 1.) Improve overall retention to sophomore year rate from 74.1% to 79% for the 2018 cohort. 2.) Improve sophomore to junior year retention to 85% for the 2019 cohort.
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PUSF Funding: \$923M

PUSF Increase Above 17-19: \$186M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF at \$867M Increase of \$130M	FY 20 Projected Funding Amount PUSF at \$923M	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 24,365,899	\$ 26,973,122	\$ 28,481,971	\$1,508,849	\$3,079,284	<p>WOU’s commitment towards providing Oregon students an affordable education will be supported by increasing Tuition Remissions by approximately 10%. This will be a biennial investment. This initiative directly supports the Student Success, Accountability, and Sustainability and Stewardship priorities of the WOU Strategic Plan.</p> <p><u>Success Metric:</u></p> <ol style="list-style-type: none"> 1.) Improve the WOU Affordability Index from .3 to .26 or better. The index is a measure of the ratio of the WOU Net Cost of Attendance to the Oregon median family income. 	<p>WOU will expand the Cesar E. Chavez Leadership Conference (CECLC). The expansion will include adding a middle school program and a teacher development element that will support the enhanced instructional effectiveness of current and future K-12 teachers in supporting the educational development and success of Latino students. This initiative directly supports the Student Success, Community Engagement, and Sustainability and Stewardship priorities of the WOU Strategic Plan. WOU will support this position through the biennium and foresees this as a long-term investment.</p> <p><u>Success Metrics:</u></p> <ol style="list-style-type: none"> 1.) Increase high school attendees from 2200 to 2500. 2.) Implement a middle school conference. 3.) Provide in-person and online training and support to K-12 teachers.

PUSF Funding: \$1B

PUSF Increase Above 17-19: \$263M

FY 19 Projected Funding Amount	FY 20 Projected Funding Amount PUSF Increase \$130M PUSF at \$867M	FY 20 Projected Funding Amount PUSF at \$1B	Increase Above PUSF at \$867M Increase of \$130M	Total Biennial Increase Above PUSF at \$867M	Affordability & Access (Tuition & Financial Aid Investments)	Student Success (Academic Support, Progress to Degree, Student Outcomes)
\$ 24,365,899	\$ 26,973,122	\$ 31,004,449	\$4,031,327	\$8,227,199	<p>WOU will expand its offering of Accelerated Learning and other K-12 student-achievement focused services to support the improvement of Oregon high school graduation rates. This initiative directly supports the Student Success, Community Engagement, and Sustainability and Stewardship priorities of the WOU Strategic Plan. WOU will support this position through the biennium and foresees this as a long-term investment.</p> <p><u>Success Metrics:</u></p> <ol style="list-style-type: none"> 1.) Number of new high schools participating in the Willamette Promise. Current total is 62. 2.) Number of students earning credits through the Willamette Promise. Current number is 2,000. 	<p>WOU will add new academic programs in areas of statewide need and expand the programs that serve Oregon’s and WOU’s growing Latino student enrollment. This initiative directly supports the Student Success, Community Engagement, and Sustainability and Stewardship priorities of the WOU Strategic Plan. WOU will support this position through the biennium and foresees this as a long-term investment.</p> <p><u>Success Metrics:</u></p> <ol style="list-style-type: none"> 1.) Number of new graduate and undergraduate programs added. 2.) Number of students enrolled in the new programs. 3.) Overall student enrollment. <p>WOU will add a community college transition and completion success staffing to the office of Student Success and Advising Office focus on student transition services and connection new transfer students to campus resources and services. This initiative directly supports the Student Success, Community</p>

						<p>Engagement, and Sustainability and Stewardship priorities of the WOU Strategic Plan. WOU will support this position through the biennium and foresees this as a long-term investment.</p> <p><u>Success Metrics:</u></p> <ol style="list-style-type: none">1.) Graduation rate of transfer students.2.) Number of credits at graduation for transfer students.
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