



## FINANCE AND ADMINISTRATION

Brian Fox, Vice President  
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April 26, 2017

Andrew Rogers  
Director, University Budget and Finance  
Office of University Coordination  
Higher Education Coordinating Commission  
255 Capitol Street NW  
Salem, OR 97310

Dear Andrew,

The following letter responds to the request for additional information regarding Oregon Tech's proposed tuition increases for the 2017-2018 academic year. Below are responses to the questions from your letter, dated April 18, as well as material provided by staff to the Executive Committee of the Oregon Techs Board of Trustees which meets on April 27<sup>th</sup>. In the body of this communication we have provided information on Oregon Tech's tuition setting process as it is integral in the university's decision making process.

On April 20<sup>th</sup>, 2017, President Naganathan released his recommendation (see enclosed material) to Oregon Tech's Board of Trustees regarding tuition levels for next academic year. The recommendation provided to the Executive Committee of the Board was responsive to many of the questions in the April 10, 2017 guidance from the Governor to the Higher Education Coordinating Commission. This recommendation reflects that of Oregon Tech's Tuition Recommendation Committee or "TRC" (see enclosed material).

The TRC was formed by Board Policy to ensure open dialogue and wide stakeholder engagement around tuition setting. The students, faculty and administrators who made up the TRC met five times, from January through April 2017, hosted multiple community forums, and used a consensus driven decision making process. During its first several meetings the TRC established and refined a set of principles to guide their process, which were reviewed by the Finance and Facilities Committee of the Board in February. The guiding principles are as follows:

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



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

With these principles in mind, and through, thoughtful and deliberative consideration of current tuition, institutional budget and planning information, and the long-term needs of the university and students, among other information the TRC developed its recommendation. At its March 2, 2017 meeting the TRC recommended an 8% increase in base undergraduate resident tuition for the 2017-2018 academic year as well as an increase of 5% in the differential tuition rate. After conducting multiple open campus forums and more than a month to review the proposal, the Associated Students of Oregon Institute of Technology, the student government at Oregon Tech, submitted an official recommendation to President Naganathan in accordance with the TRC's recommendation (see enclosed material).

It is important to note that as of the date of this letter, Oregon Tech's Board of Trustees has not yet approved tuition rates for next academic year. The Executive Committee, which includes members of the Finance & Facilities as well as the Academic Quality and Student Success Committees, will meet on Thursday, April 27<sup>th</sup> telephonically to recommend tuition rates to the Board of Trustees. This meeting is open to the public, has been advertised in accordance with public meeting law and will be live streamed online. I invite you to attend, in person or electronically, if you wish to do so. The Board is scheduled to meet on Monday, May 8<sup>th</sup> to consider tuition and provide additional opportunity for public comment. Docket material submitted to the Board of Trustees will be forwarded to HECC staff as soon as it is released publically and we will proactively communicate to you actions of our Board and its committees relating to tuition.

Oregon Tech welcomes any questions you may have. We take pride in the open, deliberative and data based decision making process we have at Oregon Tech. That spirit of openness extends to the HECC, as we both are focused on ensuring Oregon's students have their place at opportunity's table. I may be reached by email at [brian.fox@oit.edu](mailto:brian.fox@oit.edu) or by phone at 541.885.1106.

Best,

A handwritten signature in black ink, appearing to read "B. Fox".

Brian Fox  
Vice President Finance and Administration  
Oregon Tech

CC: Dr. Nagi Naganathan, President, Oregon Tech  
Dr. Lisa Graham, Chair, Oregon Tech Board of Trustees  
Dr. Steve Sliwa, Vice-Chair, Oregon Tech Board of Trustees  
Ben Cannon, Executive Director, Higher Education Coordinating Commission



## HECC Tuition Question Responses

*Criteria 1: Clear and significant evidence that the university gave serious consideration to alternatives that involved tuition and fee increases below the 5% threshold.*

Finance, academic and student affairs leadership at Oregon Tech began analyzing budget and tuition scenarios for the 2017-18 academic year during the 2016 Fall Term, given the ballot measure results of the November election. The Governor's Recommended Budget (GRB) of essentially flat funding for public universities through the Public University Support Fund (PUSF), and known cost increases due to state mandated health and retirement programs, create a significant funding gap at Oregon Tech. The hydraulics facing state budgets, and by extension Oregon Tech, will continue to exist during at least the next several biennia to come. Any planning for the institution must necessarily take into account the impact of decisions over a similar time frame.

Oregon Tech is in a unique position, having grown 47% in resident enrollment from 2007 to 2016<sup>1</sup>, the largest proportional increase of any public university in the state. During a similar time frame total faculty have increased only 27%, and total administrative and executive positions have remained essentially flat, while adding student-focused staff in areas such as retention, student support, Title IX, emergency management and others. This was done while taking on significantly expanded administrative burdens due to the dissolution of the Chancellor's Office.

At the end of the current fiscal year Oregon Tech is forecasting a fund balance of 14.6%. With a 5% increase in tuition Oregon Tech forecasts a deficit of \$4.7 million dollars over the upcoming biennia and a 47% decline in ending fund balance to 5.5% over that time period; with continued rapid deterioration during the subsequent biennium. In order to maintain the fiscal integrity of the institution at levels of tuition at or below a 5% increase, recurring budget reductions in excess of \$1.3 million dollars would be required, just to slow the fiscal decline. Because Oregon Tech runs incredibly lean in back office staff, supplies and services, generates much of its own electricity and heat, and has very high equipment costs due to its program mix, cuts of this magnitude would directly impact the quality and nature of Oregon Tech's programs, and thus impact our students.

Knowing this background, seeing many vacant positions in key growth departments, and more recent information indicating that more than 10% of our faculty have salaries below their discipline floor, the students, faculty and administrators of the Tuition Recommendation Committee (TRC), along with the faculty led Fiscal Operations Advisory Council (FOAC), determined that the job losses, program reductions and deferred equipment upgrades associated with tuition levels below 5% would demonstrably and negatively impact their education and their long-term return on investment.

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<sup>1</sup> Higher Education Coordinating Commission. Oregon Public University Resident Fall, Fourth Week Headcount Enrollment Including Extended Enrollment, 2007-2016. <<http://www.oregon.gov/highered/research/Documents/Student/Univ-Fall-enrollment-resident-headcount-historical.pdf>>



**Criteria 2: Clear and significant evidence of how Oregonians who are underrepresented in higher education, including low-income students and students of color, would benefit more under the university's proposal than one that stays within the 5% threshold.**

Oregon Tech's resident graduates are 60% Pell Grant eligible. A higher proportion of Oregon Tech graduates are low-income, minority, rural or veteran students than the average across the seven public universities. Despite this, HECC reporting on national data indicates that 10 years after graduation, our students have the highest income of any public university in Oregon, 15% above the next highest and over 50% greater than the national average. Our 2016 graduates had a placement rate of 98% and an average starting salary of \$57,000. We have recently been recognized as having an ROI in the top 1% nationally in *PayScale's* 2017 College ROI Report. What Oregon Tech specializes in isn't just professionally focused technology-intensive programs, *it is economic mobility and a real promise of a better, more stable and prosperous life for Oregonians and their families.*

As outlined in the prior question, Oregon Tech has grown its resident enrollments significantly during the past decade, a time in which the PUSF has barely budged, even before accounting for inflation. New faculty hires have lagged enrollment growth and many are paid significantly below their discipline and rank floors. Total administrative and executive employment has remained flat over the past decade while significant investments have been made in student retention, completion, and needed services such as supports for equity and inclusion, disability services, testing and academic support. This has contributed to strong retention rates and increasing numbers of completions, particularly impressive given the difficult math and science based curriculum offered at Oregon Tech.

The Tuition Recommendation Committee (TRC), a group of students, faculty and administrators, recognized the importance of investing in additional faculty, enhancing investments in student support services, and increasing the university's commitment to remissions and scholarships by increasing these amounts at a higher rate than base tuition increases. These efforts primarily serve those students who are least prepared, and have the least family and community support while in higher education. Tuition increases at or below 5% would create a regressive effect in which many low-income students who rely on scholarships would have less resources available, the quality of their education would likely diminish due to hold backs in equipment and faculty lines, and the systems and safety nets which are designed to help catch them when they fall would be at risk. By progressively increasing tuition, Oregon Tech is able to increase its remissions budget and target those students who need the most support and those nearing completion who are running out of financial aid; as well as invest in equipment, faculty and staff necessary to maintain the high ROI that brings students to Oregon Tech.

Our students consistently focus not only on price, but on the value of the education they receive. The TRC recognized the ROI equation that the HECC, *PayScale*, *US News & World Report* among others have reported on, and want to ensure that it remains intact.



**Criteria 3: A plan for how the university's board and central administration are managing costs on an ongoing basis.**

Over the past year, Oregon Tech has had significant changes in leadership, including transitions with the President, VP Finance and Administration, VP Strategic Enrollment Management and Provost, the latter of whom will join Oregon Tech in July. Throughout this transition the Board of Trustees has focused its attention at increasing the quality of financial and operational reporting and accountability, and will begin focusing on establishing academic and facilities master plans. The leadership team is establishing metrics and planning tools to focus the academic enterprise on enhancing teaching and learning while containing costs. These efforts can be best understood in three major categories: streamlining and cost containment, leveraging technology and process improvements, and academic alignment with evolving program demands.

Firstly, Oregon Tech has held compensation levels in check across the institution, including faculty, administrators and unrepresented staff. At times this conservative fiscal approach has contributed to turnover and failed searches, which have hindered the institution's ability to support students or offer needed courses. A recent compensation study indicated that a significant proportion of tenure/tenure track faculty members are paid below their discipline and rank ranges. This is unsustainable and could impact faculty morale or quality for our students if left unchecked. The university will continue to manage compensation aggressively as this represents its single largest expense. A significant portion of overall compensation expense is related to state mandated benefits which are increasing at a rate far in excess of inflation and are the root cause of the tuition increases proposed for the upcoming academic year.

In back office functions Oregon Tech has streamlined systems and positions. This has allowed it to grow enrollment significantly over the past decade, without concomitant increases in overall administrative and executive staff. Consolidating positions has required bringing on highly skilled employees and continues investments in technology systems. While there are continued opportunities for some consolidations, it will likely not result in decreased labor costs because of the Board identified need for increased service levels, planning and analysis, risk management and internal controls.

Oregon Tech self-generates a significant portion of its electrical consumption through on-campus renewable power plants. This includes three innovative, low-temperature geothermal facilities and a highly productive solar array. To reduce electrical need further, Oregon Tech utilizes geothermal exhaust for campus heating and to achieve snowmelt in its cold, high desert climate. The university houses its own domestic water system reducing its reliance on city purchased water. During the last year the university has invested in water saving projects which have reduced our environmental impact and curtailed expenses associated with wastewater treatment. Efforts to decrease electrical and water usage will continue and rely on both our facilities' team expertise and the expertise of our engineering and natural sciences faculty.

Secondly, Oregon Tech is focused on leveraging technology and process improvement to increase effectiveness and reduce cost on a per student basis. The Provost's Leadership Team has identified



the need for increased information for academic departments in decision making, course management, forecasting, and equipment/technology replacement. The Chief Information Officer and VPFA, both of whom started at Oregon Tech within the past year, are beginning a process to map business processes and plan for and invest in technology as a strategic asset for the institution. The multi-campus, multi-modality structure of Oregon Tech has strained its historic single campus focused systems. However, this provides an opportunity to leverage technology to create centralized support systems and tools which can scale to larger and larger student populations while increasing the user experience and system effectiveness. The Board of Trustees Finance and Facilities Committee has directed that staff prepare technology and equipment, building and utility system replacement cycles and reporting dashboards which will be completed over the upcoming fiscal year. An integrated data team including Institutional Research, Budget and Planning and Enrollment Management will support the executive team, Board of Trustees and academic departments in establishing benchmarks, decision making tools, planning and evaluating execution of initiatives.

Finally, the newly invigorated leadership team is focused on bringing to bear data driven decision making, process improvements and leveraging digital teaching technology to streamline processes and reduce overall cost on a per student basis while enhancing program quality. The significant growth in Oregon Tech's student body, and shifts within the overall enrollment towards distance education and at various higher education and industry sites across the northwest, represents an opportunity to streamline offerings and focus on serving student needs across locations and modalities. This modern classroom experience mirrors the working environment in many cutting edge companies. Oregon Tech's statewide mission and multiple locations enables it to access expertise and specialized faculty talent located in different areas, and across the university's engineering, allied health, business and applied sciences portfolio, to teach students in urban, rural and suburban centers. This alignment will allow for an effective balancing of student demand with faculty capacity, reducing redundancies and increasing collaboration. Planning and analysis from the Provost's Leadership Team, designed to support decision making at the Dean and Department Chair levels, will bear fruit over the coming years as the leadership team and the Board fine tune the strategic direction of Oregon Tech.

Oregon Tech is intentionally leveraging business process improvements, investments in technology and aggressively controlling costs to bend the cost curve for higher education by serving more students with more technology in better and more aligned systems. The intentional focus by the Board and changes in leadership have allowed the first steps to be taken.

## **Executive Committee Agenda**

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

## **ACTION**

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

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

### **Background**

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

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

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

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

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

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

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

(A) The Higher Education Coordinating Commission; or

(B) The Legislative Assembly.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Additional Background**

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

#### **Guiding Principles:**

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

#### **Process Requirements:**

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

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

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

**Public University Tuition Comparisons**

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

Resident Undergraduate Tuition increases approved or recommended are as follows:

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

**Staff Recommendations**

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

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

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

### **Attachments**

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

ATTACHMENT A  
ASOIT'S TUITION RECOMMENDATION LETTER

MEMORANDUM



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

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

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

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

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

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

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

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

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

Please let us know if you have any questions.

Best,

Zachary Pascual  
President  
ASOIT – Klamath Falls

Kevin Malstrom  
President  
ASOIT – Wilsonville

**ATTACHMENT B  
PRESIDENT'S TUITION RECOMMENDATION**



**OFFICE OF THE PRESIDENT**

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

To: Board of Trustees  
Oregon Institute of Technology

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

Re: Academic Year 2017-18 Tuition Recommendation

Date: April 20, 2017

**Tuition Recommendation**

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

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

Table 1

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

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

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

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

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

**Fiscal and Operational Background**

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

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

Table 2

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

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

### **Unique Mission**

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

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

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

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

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

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

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

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

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

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

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

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

### **External Recognition**

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

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

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

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

## Conclusion

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

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

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

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

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

**Attachment I  
Tuition Recommendation**

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

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

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

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

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

ATTACHMENT C  
GOVERNOR BROWN'S TUITION LETTER



KATE BROWN  
Governor

April 10, 2017

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

Dear Chair Bryant and Commissioners,

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

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

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

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

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

Sincerely,

A handwritten signature in black ink that reads "Kate Brown".

Governor Kate Brown

cc: University Board Chairs and Presidents

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



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

**MEMORANDUM**




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

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

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

**Financial Data**

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

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

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

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

**Wilsonville Campus**

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

**Summer 2018 Incidental Fees**

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

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

**ATTACHMENT E  
DETAILED TUITION TABLES**

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

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

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

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

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

**ATTACHMENT F  
DIFFERENTIAL MAJOR LIST**



**Tuition Differentials  
2017-18 Academic Year**

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

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

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

ATTACHMENT G  
POWERPOINT PRESENTATION

OREGON TECH | BOARD OF TRUSTEES | 4.27.2017



# Academic Year 2017-18 Tuition & Fees Recommendation

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



## Tuition Recommendation Committee

## Committee Charter



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

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

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## Tuition Principles & Process



### Guiding Principles

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

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## Principles & Process Continued



### Process Requirements

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

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## TRC Membership



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

\*indicate committee technical support team members

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# TRC Process



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

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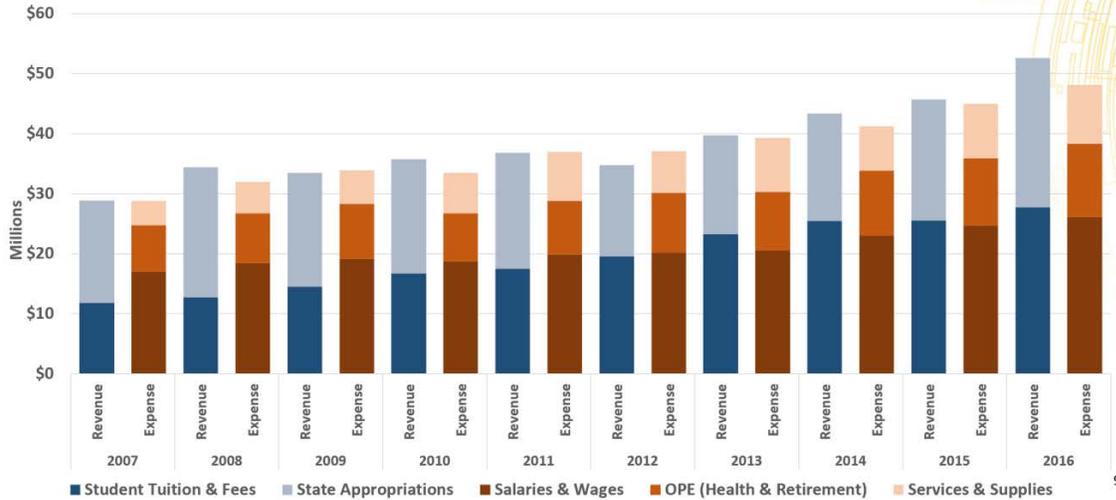


# Data Based Decision Making

## Oregon Tech Budget Hydraulics



OIT Tuition and Appropriations vs Major Expenses Categories



## University Cost Increases



### Calls on Revenues

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

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## \$667M PUSF Appropriations (GRB)



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

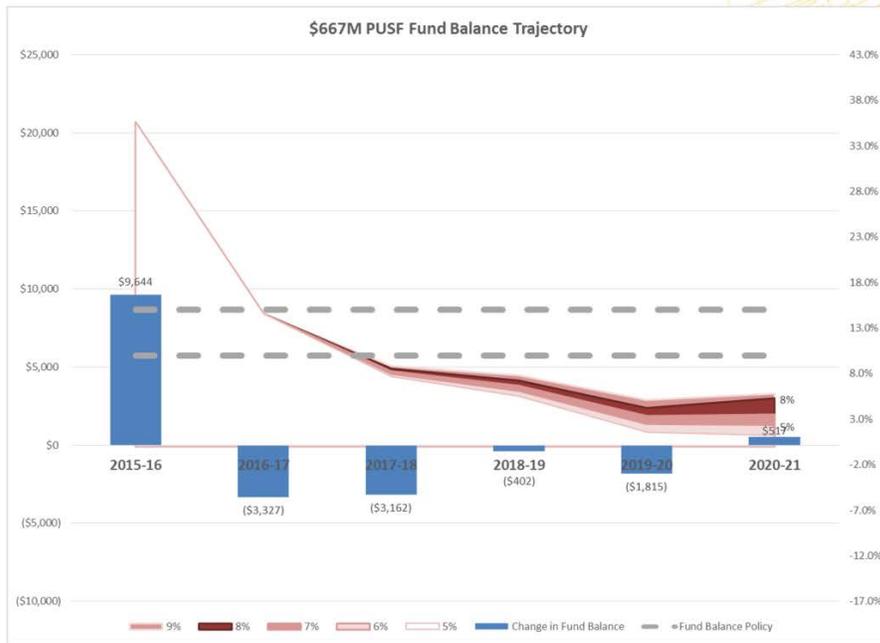
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## Cost Context



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

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## Forecast Fund Balance (%)

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



## Forecast Fund Balance Change (\$)



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

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## Tuition Recommendation



## Recommendation Structure



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

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## Tuition Recommendation at GRB



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

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

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## Tuition Reduction Scenarios



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

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## 2017-18 Tuition Comparisons



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

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

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## Investments and Cost Sharing



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

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## Student and University Impact



## What if we kept tuition below 5%?



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

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



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

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## How will we manage costs going forward?



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

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## Questions and Discussion

