



EASTERN OREGON  
UNIVERSITY

Board of Trustees

President's Update to the  
State Board of Higher Education

January 9, 2015

# Update for the State Board of Higher Education

January 9, 2015



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# Topics

- Situation analysis
- Changes made or pending:
  - Latino initiative
  - Webmaster and social media
  - Career center to open
  - Pricing changes
  - Curricular changes
  - Faculty workload changes
  - Advising/retention upgrades
  - Regional center and community college initiatives
- Enrollment update
- Financial update and projections



# Situation Analysis

- Region has been slow to recover from recession with unemployment higher than state average
- Population is aging, young people with families moving away for jobs
- Growing Latino populations
- Enrollment declines last two years, but projected to stabilize in 2015-16, then increase
- Retention has been declining
- Enrollment modalities favor on-line over on-campus
- Multiple sustainability plans contemplated over last few years



# Situation Analysis (cont.)

- **Sustainability Plans**
  - **Prior plans not fully implemented**
    - Administrative cuts realized
    - Academic cuts not fully made
    - Cuts were convenient and not strategic
  - **Current plan**
    - All cuts (both administrative and academic) in process for plan to be fully realized, though some programs deemed essential for region may be reconsidered if funds are available
    - Many faculty who received notice are in final year of contract
    - Teach out plans in place for impacted students
    - Faculty workload being revised, with new contractual standards being implemented



# Faculty Workload and Accountability

- Implementing the sustainability plan and reducing the costs of instruction
  - Enforcing 36 credit hour minimum teaching loads for tenure/tenure track faculty, 45 for fixed term and adjunct
  - Enforcing 9 credit hours of service and required reporting for tenure/tenure track faculty
  - Increase in minimum class sizes
- Many changes yet to be made pending teach-out of students and contract finalization for impacted faculty



# SWOT Analysis

## Strengths

- Affordability
- Multi-modal educational delivery (On-campus, On-line and On-site presence)
- Small classes and more personalized attention
- Nationally recognized programs for quality and affordability
- Serving the underserved, under-represented
- Support throughout the Region

## Weaknesses

- Remote location
- Program alignment with students and needs of the region
- Regional population decline
- Regional economy, with many challenges for natural resources and limited potential for industrial growth
- Institutional reserves and availability of funds for scholarships, etc.

## Opportunity

- Programmatic efforts to grow enrollments (curricular and co-curricular)
- Growing Latino populations
- New governance model
- Interdisciplinary studies programs, e.g., outdoor leadership, applied science and business degrees
- EOU's role in forging a new economy for Eastern Oregon

## Threats

- State funding situation with possible implementation of radically different funding model
- Increasing competition
- Cost of new governance model and shared services



# Latino Initiative

- 30% of the K-12 population in the 10 eastern most counties of Oregon are Latino, percentages increase in younger populations
- Hiring staff and faculty who are bi-lingual
  - Admissions staff
  - Financial aid staff
  - Faculty
  - EOU Ontario Regional Center Director
- Outreach to the Latino communities
  - Hermiston/Tri-Cities
  - Ontario/Boise
- Dual language program and partnership in Malheur County
- Adding Men's Soccer
- Investigating College Assistance Migrant Programs (CAMP) grant program





# Webmaster

- Position vacant for three years
  - Contract with a person to upgrade and maintain website while search is underway
- New website launched
  - Pictures of outdoor activities
  - Faculty and staff awards
  - Student successes
  - Social media focus
  - Custom web pages for campaigns
  - Site-wide template updates
- Much more vibrant website
- Translating pages into Spanish



# Career Center

- No career center for three years has had deleterious effect on retention
- New director to restart career center operations
- Signing many internship agreements with prospective employers
  - US Forest Service (Malheur, Wallowa-Whitman and Umatilla National Forests)
  - Calico Resources (mining)
  - Oregon Department of Transportation
  - Internship opportunities in the cities of Burns, Hines, Athena, Enterprise, Irrigon, Pendleton, Vale, and Heppner



# Pricing Changes

- Increase in Online tuition effective Winter term 2015
- Eastern Advantage
- Exploring differential tuition for business
- High school programs
  - Eastern Promise
  - Online programs
- Credit overlay programs
- Reviewing participation in WUE
- Reviewing non-resident pricing and recruitment strategies
- We must increase our average revenues per credit hour while lowering our costs



# Curricular Changes

- Implementing sustainability plan
  - Streamlined and updated curricula
  - 60-70 credit majors
  - Reduced electives with schedules based on frequency and need
  - 4-year curricular pathways and schedules available for students to plan their academic choices
  - Faculty-driven revision of Liberal Studies degree (EOU's second largest major, 95% online) to emphasize Integrative Learning, with a curriculum focused on 21<sup>st</sup> Century Learning Skills



# Curricular Changes

- Sculpting the curriculum to meet the needs of the region
  - Bachelors of Applied Science in Business Management
  - Bachelors of Applied Science in Laboratory Technology
  - New degrees in allied health fields: CNA I & II, BSN, EMS
  - CTE Teacher Endorsement
  - 2+2+2 partnership in Computer Science with regional CTEs and community colleges
  - Dual Language Education
  - Masters in Counseling
  - Interdisciplinary programs in Natural Resources



# Center for Rural Studies

- Rural areas across America are imperiled
- Re-visioning EOU as a resource, catalyst, and conduit for regional and community change
  - Faculty and student engagement in civic affairs and service learning throughout the region
  - Alignment of teaching, scholarship, research, and outreach with social, cultural, and economic trends and needs in the region
  - Opportunities for faculty and students to engage in applied, experiential, and integrative learning environments through university-business-industry-agency networks that contribute to the knowledge economy and to sustainable communities
  - Working closely with Governor's Regional Solutions Center



# Advising Initiatives

- Centralized Advising — coordinates on-campus and regional advising for increased consistency and improved service to students
- Clear Policies and Operational Procedures for university requirement waivers and course substitutions, clarifying lines of communication and eliminating retention and graduation obstacles
- Improved Information Flow between Advisors and Faculty— clarification of procedures and policies aids faculty advising; faculty regularly report to the Advising Council on curricular changes in order to increase efficacy
- Applying for TRIO Student Support Services grant – for enhanced services to disadvantaged populations



# Retention Initiatives

- Increased Advisor Communication with at-risk and suspended students to identify and correct retention obstacles
- Retention Strategies Group—led by the Provost, stakeholders from the Faculty, the Library, and Students Services are developing specific data-driven and pedagogically sound strategies for retention
- Improved Retention Efforts under the direction of the Vice President for Student Services
  - organizational re-focus to serve students from Admissions and Pre-College Outreach through Graduation
  - increased coordination of retention efforts among curricular, co-curricular, and student life units, including The Learning Center, the Center for Student Involvement, the Office of Residence Life, and the Multicultural Center
  - re-establishment of the Career Center to help students identify career pathways early (and sometimes often)—a focus recognized as key to retention





# Improved Regional Center and Community College Partnerships

- Re-Focus of Regional Center Missions
  - Integration of Admissions and Regional Centers Operations efforts in high school recruitment and outreach
  - Focus on raising EOU visibility in high population areas like Hermiston and Ontario through community relations and K-12 outreach, including 2 + 2 + 2 programs
  - Focus on 2 + 2 programs with Community College partners through articulation agreements for seamless matriculation to EOU
- Increased service in the regions for:
  - agency sponsored learning
  - staff development programs for local businesses
  - internships for EOU students, coordinated with the Rural Studies Center
  - robust dual credit programs in high schools
- Redesign of EOU Curricula Across Disciplines to meet regional needs identified by Community College, High School, and Business partners



# Enrollment Update

- Current enrollment
  - 2013-14 down 7% from previous year
  - Fall 2014 down 11% from 2013-14
  - Winter 2014 currently down ~9% from 2013-14
- Applications for Fall 2015 up 22%
- Implementing Client Relations Management software to improve communications with prospective and current students
- Reclaiming our backyard
  - 1,200 letters to high school counselors and administrators in region
  - Open houses in Hermiston and Ontario
  - Building on Eastern Promise momentum
  - Opening on-line programs to high school students
- Extending our reach
  - Sent admissions counselor to Micronesia to recruit students and re-establish relationships with community colleges in that area
  - Seeking authorization from Saudi Ministry of Education to serve Saudi students



# Rebuilding On-Campus Enrollment

- Reversing the trend toward on-line, without de-emphasizing on-line convenience education
- Need more robust campus life and activities
- Working with city and chamber officials to upgrade downtown La Grande to be more student friendly
- Upgrading campus services to accommodate increased on-campus enrollment
  - Childcare center
  - Career center
  - Sports programs
  - Enhanced outdoor program activities
- Goal: 2,000-2,500 student headcount on campus (currently around 1,500)

## EOU - Education and General Fund Financial Projections



	Actual <u>2013-14</u>	Projected <u>2014-15</u>	Projected <u>2015-16</u>	Projected <u>2016-17</u>
Beginning Fund Balance	\$533	(\$177)	\$642	\$1,359
<b>Revenues</b>				
State funding	\$14,730	\$17,142	\$17,880	\$18,522
<b>Tuition</b> (assumes flat enrollment with 5% annual tuition increases)				
On Campus Resident	\$5,982	\$4,830	\$5,132	\$5,388
On Campus Non Regional	\$560	\$484	\$508	\$534
On Site	\$1,069	\$1,051	\$1,104	\$1,159
On Line	\$8,374	\$9,483	\$10,798	\$11,338
Graduate	\$1,691	\$2,023	\$2,124	\$2,230
Special Student Tuition and Fees	\$676	\$552	\$580	\$609
Differential Tuition	\$0	\$0	\$250	\$263
Delivery Fee	\$1,835	\$515	\$0	\$0
Eastern Promise	<u>\$60</u>	<u>\$75</u>	<u>\$165</u>	<u>\$250</u>
Total Tuition	\$20,247	\$19,013	\$20,660	\$21,770
Fee Remissions	(\$1,812)	(\$1,809)	(\$2,300)	(\$2,612)
Application Fees	\$0	\$50	\$70	\$75
Other	\$535	\$535	\$535	\$535
Transfers-in	<u>\$38</u>	<u>\$1,100</u>	<u>\$0</u>	<u>\$0</u>
Total Revenues	\$33,738	\$36,031	\$36,845	\$38,290
<b>Expenses:</b>				
<b>Salaries and Wages:</b>				
Classified	\$3,985	\$4,221	\$4,432	\$4,654
Administrative Faculty	\$4,059	\$4,195	\$4,644	\$4,737
Faculty	\$9,998	\$9,034	\$8,610	\$8,722
Student	<u>\$478</u>	<u>\$500</u>	<u>\$500</u>	<u>\$500</u>
Subtotal	\$18,520	\$17,950	\$18,186	\$18,613
<b>OPE</b>				
Healthcare	\$4,409	\$4,530	\$4,422	\$4,510
Retirement	\$3,339	\$3,381	\$3,764	\$4,203
Other	<u>\$1,556</u>	<u>\$1,372</u>	<u>\$1,455</u>	<u>\$1,489</u>
Subtotal	\$9,304	\$9,283	\$9,641	\$10,202
Total Personnel	\$27,824	\$27,233	\$27,827	\$28,815
Services and Supplies + Capital	\$5,351	\$6,675	\$6,701	\$6,362
Transfers-out	<u>\$1,273</u>	<u>\$1,304</u>	<u>\$1,600</u>	<u>\$1,700</u>
Total Expenses	\$34,448	\$35,212	\$36,128	\$36,877
Revenues less Expenses	(\$710)	\$819	\$717	\$1,413
Ending Fund Balance	(\$177)	\$642	\$1,359	\$2,772
% Revenues	-0.52%	1.78%	3.69%	7.24%

**Thank you for your continued  
support.**

Questions?



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**Proposal to seek Re-purposing of Article XI-Q Bonds Authorized in the 2013-15 Legislative Session:**

**Background:**

\$2.0M in XI-Q bonds were authorized by the 2013 Oregon State Legislature to support the planning and design of a new technology and academic support facility (Eastern Learning Commons) at the Eastern Oregon University campus. However, subsequent to this authorization, EOU learned that planning and design activities that are used to fund expenditures that are not “capital expenditures” as defined by the constitutional language shown below do not qualify for funding with XI-Q bonds.

Per Article XI-Q of the Oregon constitution, the credit of the State of Oregon may be loaned and indebtedness incurred through the sale of XI-Q bonds to finance the costs of:

- a) Acquiring, constructing, remodeling, repairing, equipping or furnishing real or personal property that is or will be owned or operated by the State of Oregon, including, without limitation, facilities and systems;
- b) Infrastructure related to the real or personal property; or
- c) Indebtedness incurred under this subsection.

**PROPOSAL:**

EOU is seeking authorization to repurpose the \$2.0M in Article XI-Q bonds for EOU for the following uses:

1) IT/COMMUNICATIONS NETWORK INFRASTRUCTURE PROJECT

**a) Project Description:**

Meet critical needs to improve the campus with equipment purchases and installations in support of expanding the wireless network across campus and upgrading network switching equipment. These upgrades are necessary to meet OUS audit and EOU mission requirements. These improvements will affect the following facilities and functions:

Inlow Hall (remaining switches & Wi-Fi); Ackerman Hall (Wi-Fi); Badgley Hall (switches & Wi-Fi); Loso Hall (switches & Wi-Fi); Hoke Union (remaining switches & Wi-Fi); Alikut Hall (remaining Wi-Fi); North Hall (remaining switches & Wi-Fi); Daugherty Hall (remaining switches & Wi-Fi); Facilities Services (switches & Wi-Fi); Community Arts Building (Wi-Fi); Student Health & Counselling Services (switches & Wi-Fi); additional virtual-server computing power; additional campus-wide networked central-storage.

**b) Project Cost: \$1.0M**

- i) Aruba wireless equipment;
- ii) Juniper networking equipment;
- iii) Dell r720 servers;
- iv) Unitech CAT6 installation;
- v) Unitech fiber installation; and
- vi) Contingency.

2) CAMPUS CHILDCARE CENTER PROJECT

**a) Project Description:**

EOU has undertaken numerous studies in the past to determine the feasibility of offering childcare services to its faculty, staff and students. This is a service that continues to be in demand within the EOU campus community with relatively few options in the greater La Grande area. EOU is issuing a Request for Information to determine the feasibility of creating a childcare center on campus. Given the financial and liability risks inherent in this type of operation, EOU will provide the facility but is only considering a contract operation with a licensed provider to shield the institution from these risks.

Providers would need to be licensed by the State of Oregon and be able to offer quality childcare programs and services based on best practices. Providers must offer a nurturing and educational

program that ensures the optimal physical, social, emotional and intellectual development of each enrolled child. It is hoped that faculty and early childhood education students could be involved in operations in order to offer best practices and high quality educational and developmental services.

If feasible, this will require that a permanent facility be designed and constructed to EOU campus standards and to the specifications required by the State for child care facilities serving a broad range of ages (infant/toddlers, pre-school and school age children).

**b) Project Cost: \$350,000**

- i) Construction of building and interior facilities: \$247,800
- ii) Construction of exterior facilities: \$45,000
- iii) Furniture, Fixtures & Equipment: \$3,565
- iv) Permits, SDC, Professional Fees, Inspections/Testing: \$29,280
- v) 5% contingency: \$16,284

\*Note: Should this project be determined to not be feasible, EOU would like to use these bond proceeds to supplement the Central Campus Safety Corridor and Accessibility project below.

3) CENTRAL CAMPUS SAFETY CORRIDOR & ACCESSIBILITY PROJECT

**a) Project Description:**

EOU's central campus corridors and pathways were altered in a piecemeal manner over the years without using design or engineering professional services. As a result they contain multiple instances of not meeting code requirements for emergency vehicle and pedestrian access, creating potential risks for the University. Surveys of campus exterior lighting have identified an insufficient number and/or poor quality fixtures in these same areas. The project will address these issues.

Construct code required minimum clearance access for emergency vehicles in central campus corridors. Construct pedestrian access per current ADA requirements to Ackerman Hall, Pierce Library, Loso Hall and Gilbert Center. Purchase and install campus standard, energy efficient exterior lighting in project areas.

\*Optional additional scope: Address the same issues in optional additional campus areas, with funding contingent upon feasibility and construction of the childcare project. Additional areas include south entrance to Zabel Hall, south entrance to Hoke Union, south entrance to Quinn Coliseum, 12<sup>th</sup> street entrance to campus, Facilities Services and Central Plant. Replace the HVAC unit in Student Health and Counseling Center. Retrofit the campus chilled water system for additional energy savings.

**b) Project Cost: \$650,000**

- i) Demolition and construction in central campus corridor;
- ii) Demolition and construction of pedestrian access to central buildings;
- iii) Purchase and installation of exterior lighting;
- iv) Permits, SDC, Professional Fees, Inspections/Testing; and
- v) 5% contingency.

**c) \*Additional Scope Project Costs: \$350,000**

- i) Demolition and construction for emergency vehicle access;
- ii) Demolition and construction of pedestrian access;
- iii) Purchase and installation of exterior lighting;
- (1) Permits, SDC, Professional Fees, Inspections/Testing; and

- (2) 5% contingency:
- iv) Student Health Center HVAC;
- v) Chilled water system retrofit.

This item was presented to, and approved by, the Oregon State Board of Higher Education at its January 9, 2015 meeting. Their approval was to seek HECC authorization to obtain Legislative authorization for the change in the uses of the bonds.

**Staff Recommendation:**



## **Eastern Advantage Program Proposal**

### **Background:**

Eastern Oregon is a region that has median incomes below the state median. This region also has many children living in poverty and higher than average unemployment rates. However, being a rural area, people from this region are known for their character, which includes being hard-working and they understand the principals of an agreement whereby to get something you have to give something in return.

Given these factors and the fact that EOU needs a means to differentiate itself from other universities in the marketplace, EOU is proposing the following program, known as the "Eastern Advantage." This program combines benefits to the students, their families and the institution and is premised on an implied agreement as described below.

### **Proposal for the Eastern Advantage Program:**

The Eastern Advantage program is an optional program available to first-time freshmen in Oregon, Washington and Idaho who qualify for in-state rates. The program is premised on the following sets of responsibilities:

#### EOU's Responsibilities:

1. A fixed tuition rate for four years.
  - a. Students pay a slightly higher tuition at the inception of the program, but save money over their four years at EOU.
  - b. Required fees (incidental, health and building) are not part of the tuition guarantee, thus will change as determined by EOU student government,
2. To guarantee that all students who opt into this program can get the coursework needed to complete their program of study in four years.
  - a. Students must hold up their end of the bargain as outlined below.
  - b. Students changing majors may not be able to remain in the program.
3. To assist students in this program apply for financial aid from federal, state, institutional and private sources each year.
  - a. The EOU Financial Aid Office will offer individualized planning on financing their education for Advantage students.
4. To assist students who are nearing graduation find employment in their fields.
  - a. Help seniors find employment opportunities or assist with graduate school applications.
  - b. Assistance writing resumes, interviewing techniques, preparing portfolios, etc.

#### Student Responsibilities:

1. Students must maintain academic eligibility.
  - a. Enroll for the requisite courses each term.
    - i. Work with advisors and faculty to ensure schedule is completed correctly.
  - b. Complete all coursework with acceptable grades.
2. EOU Advantage Alumni will be encouraged to:
  - a. donate 1% of their earnings (once they become employed) to an EOU scholarship fund to support future students, or
  - b. Volunteer for the EOU Alumni association to assist in recruiting students or by working with admissions and the alumni offices.

The key benefits for this program are:

- Provides students with a specific advantage for attending EOU.
- Provides a financial and planning benefit for students and families.
- Differentiates EOU in the marketplace.
- Graduating in four years saves up to one year or more in tuition and living expenses.
- On-time graduation means faster access to the job market.
- Creates special cohorts that help student-to student connections which can greatly assist with retention. This also facilitates streamlined curricular planning for the institution.
- On-time graduation means faster access to the job market.
- Drives student engagement with advisors, faculty and staff.
- Alumni start as freshmen and stay connected with EOU through graduation and beyond with an expectation for giving back to the institution.

To implement this program, EOU needs authorization from the State Board of Higher Education and the HECC to increase tuition beyond the 5% annual threshold. For the Fall 2015, EOU proposes to increase EOU Advantage Tuition rates by 10% over that charged currently. As noted above, this results in a savings for participants over the four year term of this program (see analysis below).

180 credits generally required to graduate:

- 15 credits per term \* 3 terms = 45 credits per year \* 4 years = 180 credits
- 12 credits per term \* 3 terms = 36 credits per year \* 5 years = 180 credits

## EOU Advantage Tuition Compared to Regular Tuition

Current 2014-15 Tuition - 15 credits per term/45 credits per year	\$6,030
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EOU Advantage Tuition - 10% higher than 2014-15

2015-16	\$6,633
2016-17	\$6,633
2017-18	\$6,633
2018-19	<u>\$6,633</u>
<b>Four Year Total</b>	<b>\$26,532</b>

Four-year Non-Advantage Tuition with 5% Annual Increases

2015-16	\$6,332
2016-17	\$6,648
2017-18	\$6,980
2018-19	<u>\$7,330</u>
<b>Four Year Total</b>	<b>\$27,290</b>

Four-year Advantage Savings (15 credits per term)	\$758
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\$5,065

Five-year Non-Advantage with 5% Annual Increases (12 credits per term)

2015-16	
2016-17	\$5,318
2017-18	\$5,584
2018-19	\$5,864
2019-20	<u>\$6,157</u>
<b>Five Year Total</b>	<b>\$27,988</b>

Five-Year Advantage Savings (12-credits per term) \$1,456

One-Extra year of Housing and Required Fees add: \$9,000-\$11,000 to above savings

This item was presented to and approved by the Oregon State Board of Higher Education at its January 9, 2015 meeting. Their approval was to seek HECC approval for a tuition increase greater than 5% as required by statute.

EOU is requesting HECC authorization to:

1. Increase tuition for students opting into the Eastern Advantage program for Fall 2015-16 by 10% as noted above.

**Staff Recommendation:**