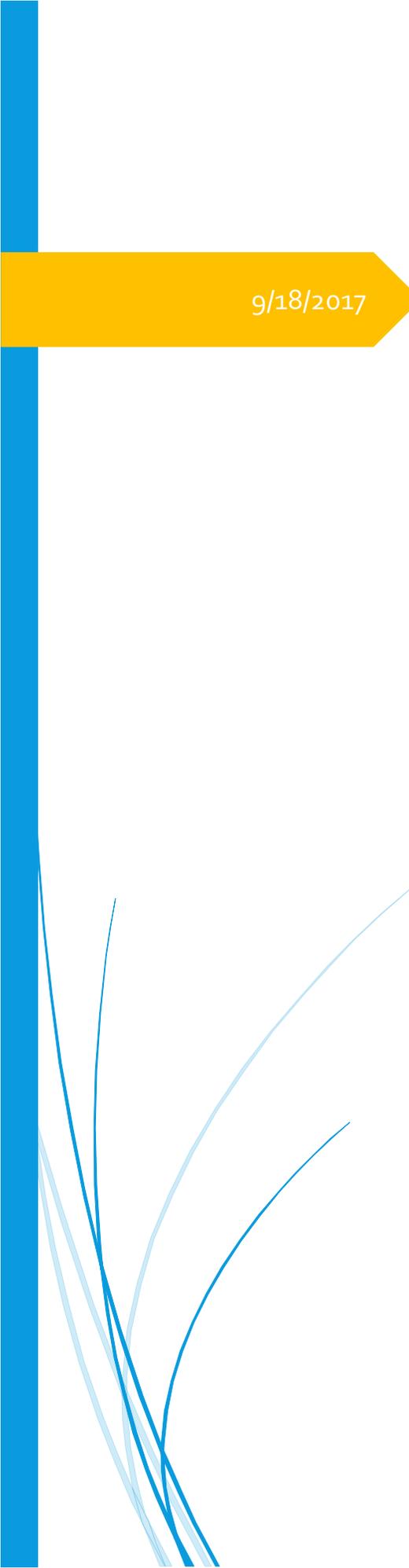




9/18/2017

EOU Tuition, Fees & Remissions Strategy

Recommendations



EASTERN OREGON UNIVERSITY – PRICING STRATEGY TEAM

PRICING STRATEGY REVIEW

EXECUTIVE SUMMARY

Competition for entering freshman will continue to increase over the next 5-7 years due to a stagnating pool of high school graduates coupled with a greater expectation of return on investment. An increase in competition for transfer students is also expected due to the growing emphasis on community college as the “direct from high school” higher education pathway.

In a recent college decisions survey, the most common reasons for attending a higher education institution are: to improve employment opportunities (91%), to make more money (90%), and to get a good job (89%). The most common “single most important factor” in deciding which institution to attend are: how much it costs (63%), the majors/programs offered (56%), and the availability of financial aid (49%).

In this competitive environment it is increasingly important to be intentional in designing our tuition, fees, and fee remission strategy as these play an important role in facilitating the attainment of long-term institutional enrollment objectives. This report focuses on the data of our competitors in categories of net price, tuition discounting, and applicant yield.

Based on the current enrollment trends and relevant data, EOU’s current approach to tuition and pricing has not accomplished our stated enrollment goals. Key indicators are our low freshman applicant yield in combination with continual declines in entering transfer students.

EOU’s competitor institutions include public and private four-year institutions in Oregon and surrounding states. The data shows rates of tuition discounting ranging from a low of 8.6% for Southern Oregon University to a high of 58.6% for College of Idaho. EOU’s tuition discounting rate in the 2015-16 academic year was 11.8%, which is below the average of 20.2% for public institutions and for private institutions at 49.1%.

In reviewing nationally available net price data, calculated from published cost of attendance less average grant and scholarship aid from all aid sources, EOU ranks in the middle of our competitors. OSU, OSU-Cascades, OIT, WOU, and private competitors all have a higher net price.

Therefore, the recommended strategy involves three primary foci, leveraging tuition discounting to shape the incoming class, leveraging tuition discounting to increase retention and on-time completion, and long-term transition to higher cost/higher discounting model. The recommended additional investment in year 1 is between \$242,000 and \$292,000. The committee also recommended tactics and evaluation expectations for each focal area as well as considerations for marketing and risk mitigation.

INTRODUCTION

The project scope was to identify a tuition, fee and fee remission plan that optimizes available and potential resources, attracts and serves the desired student population(s), aids in the financial sustainability of the university, and highlights an institutional market position of “best value” versus “low cost alternative.” Align on a recommendation that has the highest likelihood of success for attracting and retaining the desired student population and demographic in all existing service levels. Also, consider and recommend a course of action for the recently introduced but unadvertised Eastern Advantage program.

A team comprised of representatives from various institutional departments was tasked to create recommendations which accomplish the stated deliverables of providing “[s]trategically connected comprehensive tuition, fees, and remissions structure proposal” as well as “[r]ecommendations for mitigating identified transition risk(s).”

The team reviewed readily accessible sources of higher education tuition and pricing research including reports from Hanover Research and Ruffalo-Noel Levitz. Some additional sources included the Western Interstate Commission for Higher Education (WICHE) data-mart as well as various blogs, Chronicle of Higher Education articles, and National Association of College and University Business Officers (NACUBO) studies. The recommendations included herein utilized such sources as general informational guides, while incorporating EOU data on current practices and student profiles as well as desired future enrollment and strategic goals for the university.

The recommendations include an additional institutional investment estimated at between \$242,000 and \$292,000 for year 1 (2018-19). This is in line with the objective of maximizing net tuition revenue, while recruiting the most desirable student.

Based on the data analysis, general observations, a review of best practices and EOU’s current practices, the team recommends three primary strategies, along with supplemental and marketing strategies.

- Leverage tuition discounting to shape the incoming class.
- Leverage tuition discounting to increase retention and on-time completions.
- Pursue long term higher cost / higher remission model.

*Discussion of high school, graduate, and online pricing strategies are not included in this report

OBSERVATIONS

- 1) EOU has adopted a strategic plan which represents a commitment to:
 - Student success
 - Transformational education
 - Grow the numbers of lives impacted
 - Thriving university commitment
 - Relevance and interconnection
 - Financial sustainability
- 2) In order for EOU to meet the goals and achieve success, EOU must increase its enrollment.
- 3) Enrollment growth is impacted by many factors, including student demand, quality of education, institutional reputation, financial aid packaging and overall cost of attendance.
- 4) EOU currently has the lowest tuition in the state of Oregon, however increased enrollments have not corresponded to the low rates.
- 5) Between 2010 and 2015, EOU has experienced a 24.8% decline in enrollment, approximately 20% more than the national and state averages.
- 6) EOU is not meeting its [enrollment targets](#).
- 7) Higher education is price elastic and as price increases, demand tends to decrease. Yet this varies by [student \(customer\) profile](#). Institutions with higher proportions of white, middle or upper-class students and those with higher perceived quality tend to be less elastic.
- 8) From IPEDS data and regression analysis, EOU's student profile could bear a total cost of attendance (in state) of \$21,249.70 in 2016-17. Actual EOU reported total was \$21,314.00 (gap of \$64).
- 9) High school graduate rates will stagnate, [nationally](#) and in the [state of Oregon](#) through 2025.
- 10) There is an increased focus on community colleges due to the state investment in the Oregon Promise.
- 11) Nationally there is an increased focus on the return on investment of higher education.
 - Rising student debt
 - Economic returns (jobs)
- 12) [Perceived value](#), not simply cost, is the greatest influencer for student decisions (value = educational benefit / cost of an education).
- 13) Due to the Oregon [funding model](#), EOU must consider the impact of geographic origin for residents and non-residents in enrollment planning.
- 14) Both public and private competitors in our geographic region influence student's decisions.
- 15) From [EOU's mission, values & principles, and strategic framework](#), target markets are identified as:
 - Diverse populations
 - High performing/achieving/talent/engagement (PATE)
 - From rural locations
 - Local students
 - Oregon residents
 - Transfer students
 - Online students

- 16) The practice of tuition discounting has a long history of use in higher education.
- 17) EOU is lagging behind many of our competitors in the areas of [tuition discounting](#) at 11.8% compared to 20.2% average for public institutions.
- 18) [Matriculation rate](#) of new students offered institutional aid has varied from 52% to 37% since fall 2014.
- 19) EOU is also lagging behind in net price in terms of [higher net prices than competitor institutions](#).
- 20) EOU's applicant yield is influenced by tuition discounting and ultimately, net price.
- 21) As the environmental constraints of stagnating high school graduates continue, optimizing yield is of critical importance.
- 22) Annually, over 1500 freshman applications are submitted to EOU. Of those submitted, only 19% enroll.
- 23) Institutional aid above \$1500 is associated with [increased likelihood of enrolling](#) for entering freshman who are not athletes.
- 24) Results of yield analysis indicate EOU is not effectively penetrating any [market outside of Eastern Oregon](#) for freshman non-athletes.
- 25) Application fees designed as both a revenue source and to decrease the number of "soft" applications are being [deferred at an increasing rate](#).
- 26) A review of the [scholarships of competitor institutions](#) indicates our competitors have higher maximum awards for merit aid with correspondingly high criteria. At this time, EOU does not compete at these levels of merit aid.

RECOMMENDATIONS

Recommendation 1 - Leverage tuition discounting to shape the incoming class

The practice of tuition discounting has a long history of use in higher education. While rates are substantially higher overall in the private sector, it is also prevalent at public institutions. The Chronicle of Higher Education defines tuition discounting as: "The difference between what students are actually paying to attend an institution and its sticker price."

However, EOU is lagging behind many of our competitors in the areas of tuition discounting and net price, which we believe is ultimately impacting our application yield rates.

TACTICS FOR RECOMMENDATION #1:

1. Transition from passive to aggressive recruitment approach using the following methods:
 - Empower recruiters to adjust communication styles and emulate one or more components of existing institutional "high-touch" models, such as Athletics or the new plan for [ROI](#).
 - Utilize soft-offers early in the recruiting process.
 - Potential tools include letters of intent, user friendly quote sheets (matrix tool).
 - Market that funding is guaranteed if existing criteria and submission deadlines are met.
 - Utilize pro-active methods for transcript retrieval.
 - Remove separate application for transfer remission.
2. Target aid to specific populations – prioritize intersections:
 - Diversity in EO, Tri-cities, Western ID:
 - Increase total diversity achievement remission budget to **\$70,000** (with expected minimum yield of 50 students) and market availability to selected locations using best communication paths.
3. Target high Performing (P)/Achieving (A)/ Talent (T) /Engaged (E) for rural students:
 - Use WUE & REGNL as a class shaper:
 - Market WUE as scholarship and set criteria for high P/A/T/E.
 - REGNL adjust marketing of this rate to focus on high P/A/T/E in rural regions of ID /WA.
 - Note: For both WUE and REGNL applicants, enrollees have [lower average GPA](#) than those who do not matriculate. This is a cause for concern since these students receive substantial tuition discounts and the institution receives no (in the case of WUE) or a finite amount (in the case of REGNL) state support to offset the cost of educating them.*
 - Target Phi Theta Kappa (Community College Honor Society) students at partner institutions for transfer scholarships, through expansion of BMCC PTK remission criteria to target PTK members at partner community colleges. – increase remission to **\$10,000**.
 - Target local and regional students with high levels of community engagement **\$25,000**.
4. Increase program specific remissions in Art, Music, Theatre programs:
 - Increase Music departmental remission to **\$60,000** with the expectation of 42 students.

- Work with Art and Theatre to increase recruitment using current remission, evaluate annually for increases in total remissions.
5. Increase maximum award for transfer remission
 - Term maximum merit award for entering freshman is \$3500, for transfers it is \$2000.
 - Oregon will be experiencing limited growth in numbers of high school graduates and state funds are currently supporting increased “direct from high school” to community college pathways resulting in higher numbers of transfer students and increasing competition.
 - Transfers complete at higher rates and complete faster than entering freshman.
 - Total large remission lines available to entering freshman is 660,000 annually (University Scholar, University Scholarly Need, University Achievement).
 - Transfer remission is currently funded at \$290,000 annually.
 - Transfer completion is funded from the state at 66% of non-transfer completion.
 - Recommend total additional investment **\$145,000**.
 6. Re-allocate underutilized remission lines:
 - Potential for **\$50,000** available for [re-allocation](#)
 7. Enhance use of predictive analysis on institutional aid offered to monitor impact on net tuition revenue and enrollment to ensure we are spending our aid dollars efficiently:
 - Pursue a product/service to assist in institutional aid packaging for optimized yield. Recommend **\$50,000** annual investment.
 - The decision tree analyses utilized to explore applicant yields by this team are one example of the modeling that can be performed with our current resources.

Risk Mitigation for Recommendation #1:

- Ensure annual evaluation of effectiveness for all current and modified remissions.
- Ensure annual evaluation of effectiveness of new and modified recruitment methods.
- Annual training on risk mitigation for recruiters.
- Market aggressively to high achieving community college students.
- Remove and reduce barriers in current admission to registration pipeline ([Mitigation Recommendations](#)).

Recommendation 2 – Leverage tuition discounting to increase retention and on-time completions

State funding is tied to completion, and national attention on higher education’s value and return on investment inevitably include discussions of time to completion and the impact on student loan debt. Internally strategic framework KPI’s require improvement in retention and on-time degree completion. Logic dictates our tuition and pricing strategy include this as a focal area. Further, EOU’s most recently reported cohort on-time completion rate was 16%.

TACTICS FOR RECOMMENDATION #2:

1. Continue the University Achievement Award and investigate efficacy in more detail.
2. Continue the Reach the Peak completion remission.
3. Extend the institutional investment in on-time completion through a refund campaign:

- Students who complete their degree by the designated on-time duration receive a refund of their tuition paid for the final term.
- Estimate based on current tuition less remissions for 16-17 on-time completers has been preliminarily calculated at [\\$500,000](#) (approximately \$97,000 for those entering as new freshman and \$400,000 for new transfers).
 - Implementation is recommended for entering freshman beginning with the 18-19 class to accommodate marketing campaigns.
 - Additional investment could begin in any subsequent year for cohort completers.
 - Specific criteria for entering transfers should be explored if efficacy in freshman population is shown.

Risk Mitigation for Recommendation #2:

- Determine best method for facilitating on-time completion remission.
- Ensure marketing of remission during recruitment process.

Recommendation 3 – Pursue long term higher cost / higher remission model

Pursue transition to higher cost, higher discount model as we build reputation across next 5 years. Based on research, it is recognized that our current population is likely to be sensitive to “sticker shock” thus a transition period is warranted.

- Those with lower perceived quality (example given of those with US News rankings below 120 –currently EOU is in this category) and/or those with higher proportions of minority and underrepresented populations are more elastic. Minorities and underrepresented groups have been found to be more price sensitive to the extent that “sticker shock” decreases their likelihood of applying.
- Price may be a factor in the variance by ethnicity for applicants:
 - Comparison of likelihood of submission by ethnicity (using CRM data for fall 2015 – 2016 shows a significantly higher proportion of minority students never submit their application – 23.9% vs. 17.4%).
 - Minority students are also more likely to cancel or never complete requirements for admission after submission (64.0% vs. 49.1%).

Supplemental Recommendations

- 1) Increase out of state rate to 3x the UG in-state rate in 5 years to align with competitor public institutions.
- 2) Discontinue EO Advantage:
 - In its current manifestation EO Advantage does not translate a value to students. A total of 9 students have entered into the guarantee program in the last three years.
 - We are already a low-cost institution with a history of minimizing tuition increases, further EO Advantage documentation puts the onus on the student and provides no other benefit than potential cost savings on tuition.

- 3) Increase maximum awards on remissions in line with increasing tuition rates:
 - This along with increasing overall remissions can help mitigate increasing net price to students.
- 4) Discontinue or strictly limit deferment of application fee.
- 5) Encourage foundation scholarships for use in/as:
 - Legacy scholarships
 - Housing assistance

Marketing Approaches

- Focus on translating our value to students using best approach methods based on student populations.
- Free tuition campaign for those who meet criteria ([Free Tuition Projection](#)).
- Critical concentration areas are ([OR HS Counselor survey results](#); [Translating Value](#)).
- Highlight linkage to employment:
 - Show EOU graduates have high salary gains.
 - Use results from graduating students survey that shows gains from completing EOU degree (66% of all respondents; 75% of employed respondents).
 - Use results of graduating students survey that shows 83% of graduating students were employed or enrolled for further education within 1 year.

SUPPLEMENTAL MATERIALS

CURRENT EOU FEE REMISSION APPROACH/EXAMINATION

The existing tuition remission budget is approximately \$2.7 million, with remission lines broadly classifiable as merit, need, combined merit & need, departmental, diversity, military, & recruiting.

- The departmental remissions include athletic remissions, as well as, all other program specific remissions including those for Art, Music, and Theatre. Departmental remissions along with diversity remissions are managed at the unit level.
- The remissions categorized as merit, need, and combined constitute the next largest proportion of the remission budget. These are automatically awarded, with the exception of the transfer and returning student remission, and managed through financial aid.
- University Scholar, University Scholarly Need, and University Achievement are renewable awards limited to incoming freshman. University Scholarly Need has both a merit and need component, while the other two awards have only merit components. Maximum per term awards are \$3500.

- Transfer and Returning students award exists that includes merit and need component with a maximum per term award of \$2000 for students with 3.75 or higher transfer GPA and \$5000 or lower EFC.
- Recruiting remissions include a mix of remissions focused on specific populations but also include the Reach the Peak remission focused on increasing degree completion.
- Military remissions incorporate both mandated and discretionary remissions for members of the military and dependents.
- The current philosophy is to increase number of students receiving awards while limiting the ability of students to receive multiple remissions in the largest remission lines:
 - Annual tuition remission review reflects that current remission structure is accomplishing this increase of students receiving awards, with similar budget in large remission line items. (i.e. University Scholar, University Scholarly Need, University Achievement, Transfer and Returning Award, and Continuing Student Success Awards
- [Competitor Merit Comparison:](#)
 - The merit awards reviewed and compared clearly show that the majority of merit awards were provided to students with very high GPA and test scores.
 - While EOU has the potential to offer merit scholarships, a minimal number are actually awarded. EOU had zero freshman students that were awarded in the highest University Scholar Award bracket of 3.8 GPA min. and, SAT 1300 (Math & Reading) or ACT 28. EOU matriculated only two students in the 2016-17 academic year that scored in this same testing category, both in the 3.4 - 3.6 GPA ranges.
 - OSU had the highest merit award provided is from OSU of \$10,000/yr., which requires a minimum GPA of 3.85, and SAT 1900 (Math & Reading), or ACT 29. EOU has the lowest GPA and test score requirements among the identified competitors, with the University Achievement Award. EOU's University Achievement Award provides an opportunity for students with a 2.75 GPA and SAT 800 or ACT 17 scores to receive an award that has the potential of increasing by \$500 each year.
- Need Based Comparison:
 - The Need Based awards reviewed were few and far between. Many universities either do not offer a need based award, or there is no transparency to any dollar amounts that students would receive with high need. Idaho schools actually provided URL links to state offers for high need awards, which would be more or a grant than a scholarship or fee remission.
- Deadlines & Application Requirements:
 - In reviewing deadlines for freshman awards, a common practice was auto awarding based on admission date. The only exception to any application requirements were the high merit awards that required a separate application, due to these awards being competitive and limited funding. The earliest deadlines seen in this group were December 1st, with the latest deadline being March 1st. EOU auto awards many institution scholarships (remissions). However, some do require separate

applications. These include athletic awards, the diversity awards, some departmental awards, and the transfer & returning student award.

EOU APPLICANT YIELD EFFECTIVENESS

ENROLLMENT PATTERNS

- Fall 2016 FTE goal of 2425 vs. actual 2221
- Fall 2017 FTE goal of 2750 vs. projected 2115 approx.
- Low matriculation rate of new students offered institutional aid

FALL TERM	OFFERED	OFFERED & ENROLLED	% ENROLLED	OFFERED & NOT ENROLLED	% NOT ENROLLED
FALL 2014	490	257	52%	233	48%
FALL 2015	976	362	37%	614	63%
FALL 2016	1117	465	42%	652	58%

- Application fees designed as both a revenue source and to decrease the number of “soft” applications are being deferred at an increasing rate (60% of Fall 2017 freshmen applicants vs. 38% of Fall 2016 freshmen applicants).

FRESHMAN

- Institutional aid above \$1500 has increased likelihood of increasing yield for entering freshman who are not athletes.
- Results indicate we are not effectively penetrating any market outside of Eastern Oregon for freshman non-athletes.

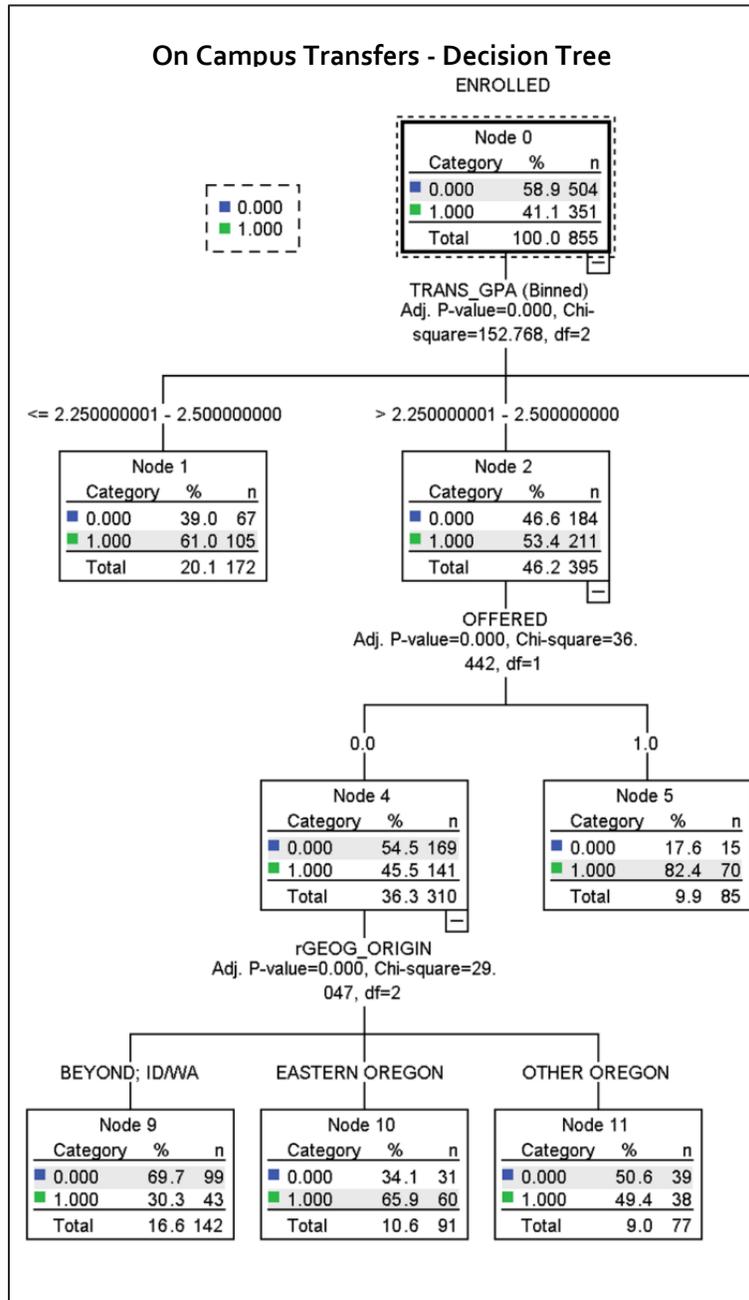
Applicant Yield by Geographic Origin (non-athlete)		Freshman	
		N	%
Geographic Origin	Eastern Oregon	381	31.4%
	Other Oregon	178	14.9%
	ID or WA	103	10.3%
	Beyond	68	5.2%

ON CAMPUS TRANSFERS

- High yields exist for students with transfer GPAs at or below 2.50 (61%).

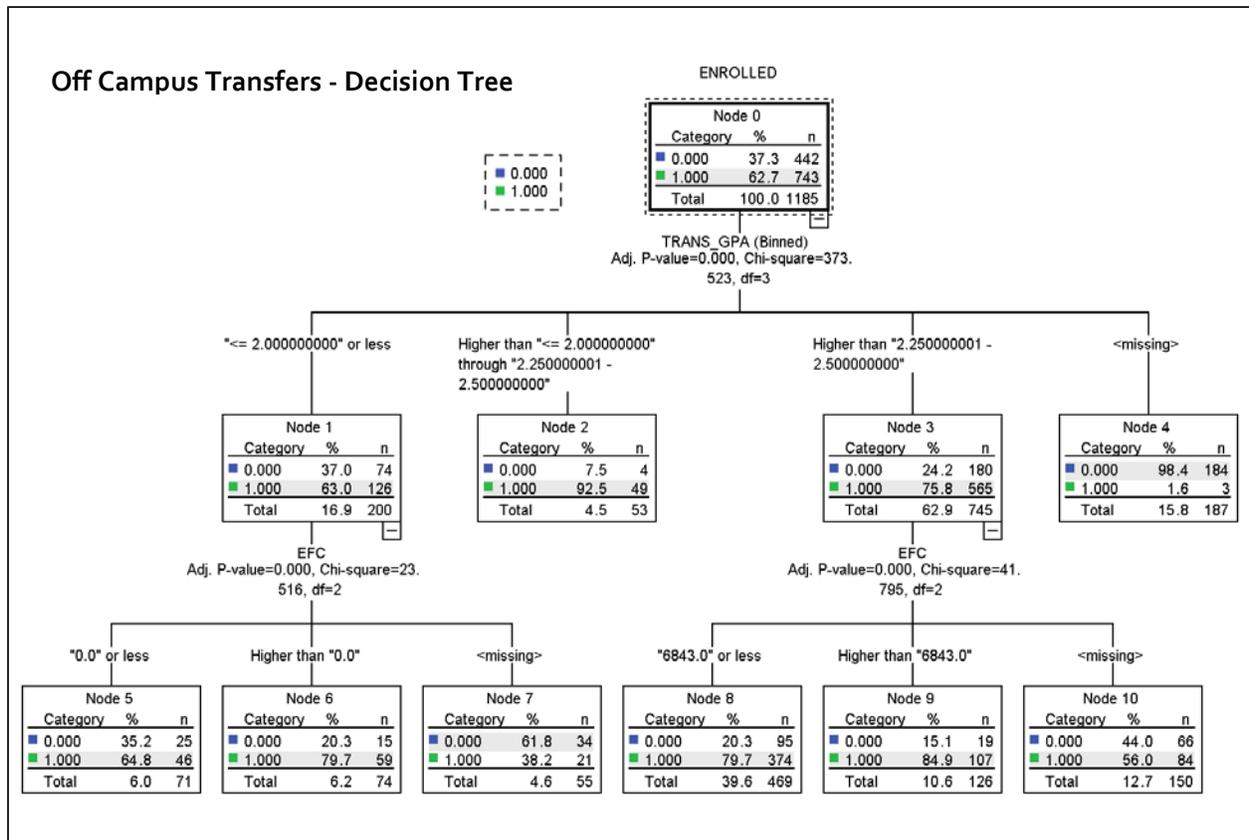
- For those with transfer GPAs above 2.50, yields are lower (53%) but can potentially be improved by offering institutional aid (no threshold yet identified – recommendation is to explore the impact of \$500 offers).

The following on campus decision tree indicates where the biggest impacts are for transfers to make their decisions.



OFF CAMPUS TRANSFERS

- Yield varies by transfer GPA and EFC.
- Institutional aid does not remain a factor likely related to the very low number of off campus transfers who are offered institutional aid.
 - It is acknowledged that the current process of requiring transfer students to complete an additional application step to receive awards could be serving as a barrier.



OFFER RATES BY APPLICATION TYPE

Offer rates by Application Type, Campus, and Admitted Status			Institutional Aid			
			Not offered		Offered	
			N	%	N	%
Freshmen	On campus	Not Admitted	1659	95.7%	75	4.3%
		Admitted	1034	33.8%	2027	66.2%
	Off campus	Not Admitted	146	99.3%	1	0.7%
		Admitted	59	79.7%	15	20.3%
Transfer	On campus	Not Admitted	293	97.7%	7	2.3%
		Admitted	454	65.4%	240	34.6%
	Off campus	Not Admitted	257	100.0%	0	0.0%
		Admitted	817	88.0%	111	12.0%
Graduate	On campus	Not Admitted	3	100.0%	0	0.0%
		Admitted	31	91.2%	3	8.8%
	Off campus	Not Admitted	22	100.0%	0	0.0%
		Admitted	238	87.8%	33	12.2%

APPLICANT CHARACTERISTICS BY SELECTED TUITION RATES

Tuition Rate Code	Admitted Applicant Characteristics (non-Athlete)	Enrollment Status of Admitted Applicants							
		Freshman				Transfer			
		Did not enroll		Enrolled		Did not enroll		Enrolled	
		N	%	N	%	N	%	N	%
REGNL		N	AVG.	N	AVG.	N	AVG.	N	AVG.
	High School GPA	541	3.35	113	3.19	28	3.40	42	3.22
	Transfer GPA	30	3.24	38	2.90	83	3.24	157	3.01
	Estimated Family Contribution (EFC)	355	\$13,862	99	\$14,271	51	\$6,914	130	\$6,219
WUE		N	AVG.	N	AVG.	N	AVG.	N	AVG.
	High School GPA	354	3.37	33	3.26	18	3.24	13	2.93
	Transfer GPA	12	2.74	13	1.51	45	3.09	41	2.79
	Estimated Family Contribution (EFC)	212	\$17,474	31	\$17,556	26	\$8,607	32	\$6,455
All other rates		N	AVG.	N	AVG.	N	AVG.	N	AVG.
	High School GPA	1151	3.36	558	3.29	83	3.19	256	3.21
	Transfer GPA	127	2.91	281	2.78	264	2.98	854	2.94
	Estimated Family Contribution (EFC)	839	\$12,773	544	\$10,084	180	\$5,087	733	\$5,481

EOU COMPLETION AND RETENTION REMISSION EFFECTIVENESS

Initial results for the new university achievement award are mixed. This award is focused on increasing retention of those receiving newly re-designed awards aimed at lower achieving students with an initial maximum of \$500 that increases to a maximum of \$2000 as they progress. Renewal rates of around

47% do not appear on the surface to be a positive result, however the majority of students who did not meet renewal criteria were still retained. Further evaluation is warranted.

<u>University Achievement Award</u>	<u>15-16</u>
<u>Renewals</u>	<u>YR 1 - Renewal</u>
<u>Yr 1 Cohort</u>	
# of Students Paid - Year 1 Students	82
Renewed - # of Students - Year 1 Cohort	39
Not Renewed	43
% Renewed - Year 1 cohort	47.56%
New Award % Offered vs. paid 15/16	41.81%

Non-Renewal Reasons : 43 Students

33 = GPA to low (minimum GPA renewal is 2.75)

8 = # of Credits taken to low (minimum credit completion is 40 credits)

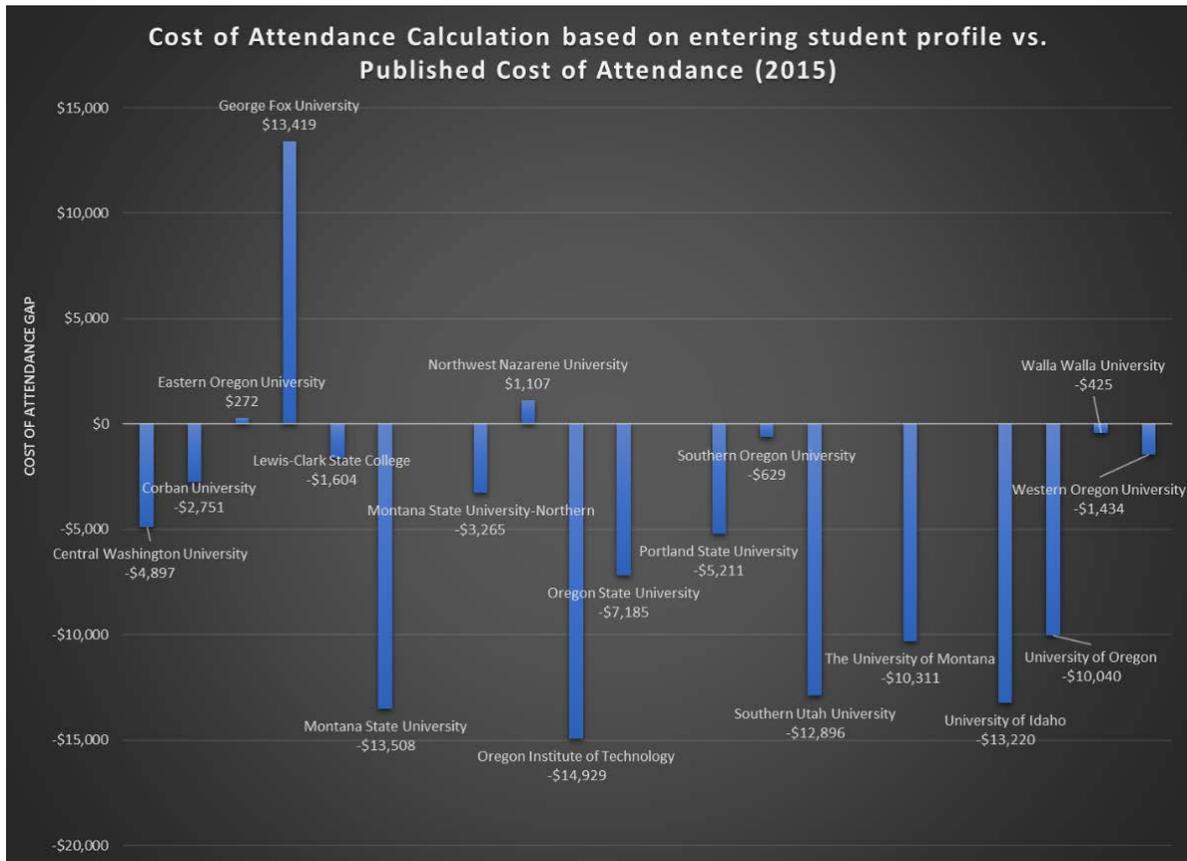
2 = Other

* 24 of these non-renewed 43 students retained into 201701 (87% of all original awardees were retained)

* 55% of students that lost the Univ. Achievement were retained into 201701

- The Reach the Peak tuition remission budget remains at \$150,000 for the 17/18 academic year. Across the previous two academic years, the remission has been disbursed to 103 students. Of those, 78 (75.7%) have earned a degree.

COST OF ATTENDANCE COMPARISON



COMPETITORS

Oregon

- Southern Oregon University (Ashland, OR)
- Western Oregon University (Monmouth, OR)
- Oregon State University (Corvallis, OR)
- Oregon State University – Cascades (Bend, OR)
- University of Oregon (Eugene, OR)
- Corban University (Salem, OR) - private
- Oregon Institute of Technology (Klamath Falls, OR)
- Portland State University (Portland, OR)
- George Fox University (Newberg, OR) - private

Washington

- Central Washington University (Ellensburg, WA)
- Walla Walla University (College Place, WA) - private

Idaho

- Lewis-Clark State College (Lewiston, ID)
- University of Idaho (Moscow, ID)
- College of Idaho (Caldwell, ID) - private
- Northwest Nazarene University (Nampa, ID) - private

Out of region

- Southern Utah University (Cedar City, UT)
- Montana State University (Bozeman, MT)
- University of Montana (Missoula, MT)
- University of Montana Western (Dillon, MT)
- Montana State University – Northern (Havre, MT)
- Montana State University Billings (Billings, MT)

TARGET POPULATIONS – INFLUENCING FACTORS

CATEGORY	GROUP	STATE FUNDING	VALUES & PRINCIPLES	MISSION / CORE THEMES	STRATEGIC PLAN	NOTES
GEOGRAPHY	OREGON RESIDENT	Y - SCH & COMPLETION	Y - DISCOVERY	Y - Eastern is the educational, cultural and economic engine of eastern Oregon	Y - EDUCATIONAL PARTNERSHIPS (CC'S & REGIONAL HIGH SCHOOLS)	
	ID/WA RESIDENT	Y - MISSION DIFFERENTIAL	Y - DISCOVERY			
	OUT OF STATE (INCLUDES INTERNATIONAL)		Y - INTERDEPENDENCE & CIVILITY	Y - responsible and reflective action in a diverse and interconnected world	Y - Support intercultural competency, inclusiveness, and diversity	
	RURAL	Y - MULTIPLIER (RESIDENTS)	Y - DISCOVERY	Y - CONNECTS RURAL OREGON TO WIDER WORLD	Y - Serve as the educational, economic, and cultural engine for rural places	
STUDENT TYPE	FIRST TIME FRESHMAN	Y - SCH & COMPLETION	Y - DISCOVERY	Y - Ensure access and success for all students, regardless of location	Y - ON-TIME COMPLETION RATES TO 50%	State funding is highest
	TRANSFER	Y - SCH & COMPLETION	Y - DISCOVERY	Y - Ensure access and success for all students, regardless of location	Y - ON-TIME COMPLETION RATES TO 70%	State funding is lower but recouped faster
DEMOGRAPHICS	ACADEMICALLY PREPARED		Y - QUALITY			Potentially positive impact on retention and completion
	RACE/ETHNIC DIVERSITY REPRESENTATIVE OF OREGON	Y - MULTIPLIER (RESIDENTS)	Y - INTERDEPENDENCE & CIVILITY	Y - responsible and reflective action in a diverse and interconnected world	Y - Support intercultural competency, inclusiveness, and diversity	
	FIRST GENERATION		Y - ALTRUISM & CIVILITY			Potentially negative impact on retention and completion
	LOW INCOME	Y - MULTIPLIER (RESIDENTS)	Y - ALTRUISM & CIVILITY			Potentially negative impact on retention and completion
	VETERANS	Y - MULTIPLIER (RESIDENTS)	Y - ALTRUISM & CIVILITY			Potentially correlated with online modality
MODALITY	ONLINE		Y - DISCOVERY	Y - Technology leveraged effectively for multiple instructional modalities	Y - FTE TO 5,000	Strong correlation with transfer students; Potential for cost-savings
	ON CAMPUS		Y - DISCOVERY	Y - Our beautiful setting and small size enhance the personal attention our students receive	Y - FTE TO 2,500	
MAJOR	STEM	Y - CIP MULTIPLIER (RESIDENTS)	Y - QUALITY	Y - high-quality liberal arts and professional programs		
	ART, MUSIC, THEATRE	Y - CIP MULTIPLIER (RESIDENTS)	Y - QUALITY	Y - high-quality liberal arts and professional programs		

2016-17 RESIDENT AND NON-RESIDENT RATE COMPARISON

2016/17			
University	Resident Rate (45 cr)	Non Resident Rate (45 cr)	Multiplier
Eastern Oregon University	\$ 6,928.00	\$ 18,247.00	2.63
Boise State University	\$ 7,080.00	\$ 21,530.00	3.04
Eastern Washington University	\$ 6,110.00	\$ 22,500.00	3.68
Oregon State University	\$ 8,715.00	\$ 27,195.00	3.12
Portland State University	\$ 7,020.00	\$ 23,535.00	3.35
Western Oregon University	\$ 8,700.00	\$ 23,445.00	2.69
Oregon Tech	\$ 7,543.00	\$ 24,009.00	3.18
University of Oregon	\$ 8,910.00	\$ 31,590.00	3.55
California State Stanislaus	\$ 5,742.00	\$ 17,622.00	3.07
Central Washington University	\$ 5,907.00	\$ 19,710.00	3.34
University of Montana Western - FR/SO	\$ 3,090.00	\$ 15,012.00	4.86
University of Montana Western - JR/SR	\$ 4,308.00	\$ 15,450.00	3.59