Regional Universities
Focus Group

Status Update
July 11, 2008
Regional schools are important contributors to delivering OUS strategic goals

• Confer 20% of undergraduate, 13% of graduate degrees
• Provide access to regional student populations, many in traditionally under-represented groups
• Contribute to knowledge creation, albeit at a proportionally lower level than the large schools
• Provide important benefits to their regional communities and economies
However, these institutions face severe financial pressure.

Financial Drivers

- Decline in state funding for higher education
- Sub-scale operations (critical mass > 5,000 student FTEs)
- Flat/declining enrollment

Implications

- Regional school students are funded at a higher level than those at the large universities (regional schools will receive $22M above the RAM model for the 2007-09 biennium)
- Loss of institutional quality and capacity; negative impact on regional school students
- Resource drain on other OUS students/institutions
## TRENDS IN HEADCOUNT ENROLLMENT
### OREGON UNIVERSITY SYSTEM
#### 1996-2007

<table>
<thead>
<tr>
<th>Year</th>
<th>EOU</th>
<th>OIT</th>
<th>SOU</th>
<th>WOU</th>
<th>Regional University Subtotal</th>
<th>Other OUS Subtotal</th>
<th>OUS Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>2,403</td>
<td>2,339</td>
<td>5,104</td>
<td>4,272</td>
<td>14,118</td>
<td>48,729</td>
<td>62,847</td>
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<td>1997</td>
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<td>2,475</td>
<td>5,436</td>
<td>4,500</td>
<td>14,872</td>
<td>49,259</td>
<td>64,131</td>
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<td>1998</td>
<td>2,460</td>
<td>2,679</td>
<td>5,465</td>
<td>4,519</td>
<td>15,123</td>
<td>49,866</td>
<td>64,989</td>
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<td>1999</td>
<td>2,611</td>
<td>2,814</td>
<td>5,751</td>
<td>4,515</td>
<td>15,691</td>
<td>51,656</td>
<td>67,347</td>
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<td>2000</td>
<td>2,784</td>
<td>2,842</td>
<td>5,502</td>
<td>4,731</td>
<td>15,859</td>
<td>53,649</td>
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<td>2001</td>
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<td>3,088</td>
<td>5,469</td>
<td>4,878</td>
<td>16,413</td>
<td>57,470</td>
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<td>2002</td>
<td>3,418</td>
<td>3,139</td>
<td>5,478</td>
<td>5,030</td>
<td>17,065</td>
<td>61,046</td>
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<td>2003</td>
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<td>3,236</td>
<td>5,505</td>
<td>5,032</td>
<td>17,060</td>
<td>62,498</td>
<td>79,558</td>
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<td>2004</td>
<td>3,338</td>
<td>3,373</td>
<td>5,161</td>
<td>4,772</td>
<td>16,644</td>
<td>63,422</td>
<td>80,066</td>
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<td>2005</td>
<td>3,533</td>
<td>3,351</td>
<td>4,989</td>
<td>4,879</td>
<td>16,752</td>
<td>64,136</td>
<td>80,888</td>
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<td>2006</td>
<td>3,425</td>
<td>3,157</td>
<td>5,002</td>
<td>4,889</td>
<td>16,473</td>
<td>64,529</td>
<td>81,002</td>
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<td>2007</td>
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<td>3,318</td>
<td>4,836</td>
<td>5,037</td>
<td>16,624</td>
<td>65,625</td>
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### 11-Year Increase
- **EOU**: 1,030
- **OIT**: 979
- **SOU**: (268)
- **WOU**: 765
- **Regional University Subtotal**: 2,506
- **Other OUS Subtotal**: 16,896
- **OUS Total**: 19,402

### Percent Increase
- **EOU**: 43%
- **OIT**: 42%
- **SOU**: -5%
- **WOU**: 18%
- **Regional University Subtotal**: 18%
- **Other OUS Subtotal**: 35%
- **OUS Total**: 31%

### 5-Year Increase
- **EOU**: 15
- **OIT**: 179
- **SOU**: (642)
- **WOU**: 7
- **Regional University Subtotal**: (441)
- **Other OUS Subtotal**: 4,579
- **OUS Total**: 4,138

### Percent Increase
- **EOU**: 0%
- **OIT**: 6%
- **SOU**: -12%
- **WOU**: 0%
- **Regional University Subtotal**: -3%
- **Other OUS Subtotal**: 8%
- **OUS Total**: 5%
OREGON HIGH SCHOOL GRADUATES BY RACE/ETHNICITY
1991-92 TO 2004-05 (ACTUAL) 2005-06 to 2021-22 (PROJECTED)
We must change to achieve our goals (indeed to survive)
Study Scope

• Determine if Regional Universities can achieve increased enrollment, administrative efficiencies, and cost savings by sharing certain administrative and student services (admissions, financial aid, registrar)

• Starting with a clean slate, describe how these services could operate at the Regional Universities to obtain maximum efficiency and effectiveness using best practices and innovative ideas

*Rationale: To make faster progress and build confidence, focus on a narrow front, initially in areas on the periphery of the institutions’ core educational mission.*
Opportunities exist to improve efficiency and effectiveness within and across the institutions:

- A common student application for all seven OUS institutions
- Electronic imaging and storage of documents
- Implementation of consistent systems and processes (student financial aid software, room and class scheduling software, limiting institutional customization of the Banner computer system)
- Physical / virtual “one stop shop” for student services

Shared services may present opportunities, but not the highest priority opportunity and the system may not be ready

Next steps:

- Quantify investments and returns for these initiatives
- Develop implementation plans
A common application could provide significant benefits for the system

Benefits:

• Increase applicant pools

• Match students’ interests with campus offerings/characteristics and help students determine fit

• Keep students in the system if they are not offered admission to their first choice institution

• Facilitate future shared service opportunities

Operation:

• Initial costs could be offset by reducing the cost of maintaining application systems at the individual campuses

• Allows processing of applications to remain with individual institutions, though some processing could take place at the center
Regional University Financial Sustainability
Areas for Future Study / Action

• Revenue enhancement
  ➢ Plan / manage enrollment system-wide
  ➢ Aggressively recruit non-resident / international students
  ➢ Significantly increase retention
  ➢ Increase post-secondary participation of OR HS graduates

• Cost productivity
  ➢ Convert quarterly calendar to semesters
  ➢ Dramatically increase on-line instruction
  ➢ Consolidate purchasing
  ➢ Align / consolidate financial functions
We’ll need to address some key strategic issues to achieve significant gains in System performance

- All OUS constituents must recognize the need for substantive change; the status quo is not a viable option
- We must increase speed/flexibility and remove barriers to change
- We must clarify and implement the portfolio strategy
  - OUS goals and strategies must be more explicitly reflected in the goals, strategies and actions of every OUS institution
  - We need to build confidence by working together successfully
- We must increase the strength and cohesion of System leadership (Chancellor, Presidents and Chancellor’s Staff)
  - While the Board must ultimately approve the strategic direction for OUS, System leadership should develop / recommend the strategy and drive operational implementation