Update for the State Board of Higher Education

January 9, 2015
Topics

• Situation analysis
• Changes made or pending:
  ▫ Faculty workload changes
  ▫ Latino initiative
  ▫ Webmaster and social media
  ▫ Career center to re-open
  ▫ Pricing changes
  ▫ Curricular 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 and helping communities cope with changing environment

**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
  o Streamlined and updated curricula
  o 60-70 credit majors
  o Reduced electives with schedules based on frequency and need
  o 4-year curricular pathways and schedules available for students to plan their academic choices
  o Faculty-driven revision of Liberal Studies degree (EOU’s second largest major, 95% online) to emphasize Integrative Learning, with a curriculum focused on 21st 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
  o Integration of Admissions and Regional Centers Operations efforts in high school recruitment and outreach
  o 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
  o Focus on 2 + 2 programs with Community College partners through articulation agreements for seamless matriculation to EOU

• Increased service in the regions for:
  o agency sponsored learning
  o staff development programs for local businesses
  o internships for EOU students, coordinated with the Rural Studies Center
  o 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 ~7% from 2013-14
- Applications for Fall 2015 up 33%
- 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
  - 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

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

Questions?