

Retrenchment Benchmarks Metrics Summary - Descriptions

No. / Category / Metric

Description of Metric

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1 Financial Ratios & Cost Savings	
Budgeted Operating Funds - Ending Fund Balance as % of Revenue	Ending fund balance / revenue for the university's budgeted operating funds. Historically, per Board policy, target ratio should be between 5% and 15%.
Contribution Ratios:	The contribution ratios show the percentages of revenue types and fund balance used to fund the expenses for the year.
Primary Reserve Ratio	The primary reserve ratio compares the university's expendable net assets to total expenses. In essence it says that the reserves are sufficient to cover x number of months of expense. Given that 1 month / 12 months equals 8.3%, a primary reserve ratio of 8.3% suggests that the university's expendable reserves are sufficient to cover one month of expenses.
Current Ratio	The current ratio determines if current assets are sufficient to cover current liabilities. A ratio of 1 to 1 or 100% suggests that current assets equal current liabilities. A ratio less than 100% says that current liabilities (amounts to be paid within the next year) are greater than current assets. To provide a cushion, industry standards would suggest that the current ratio be at least 1.5 to 1 (150%) or better yet 2 to 1 (200%). At 2 to 1, one would have sufficient current assets to meet the current liabilities as the liabilities become due.
Debt Burden Ratio	The debt burden ratio measures the percentage of annual expenditures used to pay off long-term debt. This measurement does not include long-term debt which the State of Oregon (not the university) is responsible for paying. Measurement only includes long-term debt and does not include other long-term obligations such as accrued liabilities for pensions, other post-employment benefits, and compensated absences.
One-time Savings Permanent Savings Net Realized Savings from Retirements	
2 Quarterly Management Report - Budgeted	
Revenue Payroll (including OPE) S&S and Capital Outlay	Expenditures for services & supplies, and capital outlay (e.g., real property and personal property)
Net Transfers In (Out) and Fund Additions (Deductions)	Transfers to/from other fund groups, and one time additions/deductions to fund groups (such as new liabilities)
Net Increase (Decrease)	Sum of revenue less expenses, +/- transfers and fund additions/deductions
Ending Fund Balance	Beginning fund balance + net increase (decrease) for the period.
3 Course Sizing	
Average Course Size	Total student headcount of Lecture, Online, Seminar, and Telecourses divided by the total number of those courses
Number of Low Enrollment Courses	Number of courses with fewer than 10 students, categorized as Lecture, Online, Seminar, or Telecourse
4 Faculty Load	
Percent of permanent faculty teaching ELUs to expected teaching ELUs	Faculty load is measured in ELU's (equated load units) which are roughly equivalent to the number of credit hours. For example, expectations for a full-time faculty member might be 45 ELUs, broken out into 36 teaching ELUs (36 credit hours) and 9 service ELUs.
Number of T/TT Faculty where teaching ELUs are less than 80% (or 90%) of total ELUs	
<3 ELU Release	~ 8.3% of teaching load - less than one course release
3<X<5 ELU Release	~ 8.3% - 13.9% of teaching load - one course release
>5 ELU Release	More than 13.9% of teaching load - more than one course release

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5 Enrollment Figures		
	FTE Enrollment Total	Total credit hours / 15 for undergraduate students and /12 for graduate students
	Enrolled Students (Fall only)	
	Enrolled/Admitted Ratio (Fall only)	Percentage of applicants who received an "admit" letter from the university who subsequently enrolled in the university
	Retention-all UG's Fall to Next Fall	Retention rate of admitted undergraduate students from fall term of prior academic year who either graduated or enrolled in fall term of the following academic year
	Headcount to FTE ratio (UG)	Ratio of number of admitted students to total full-time-equivalents of those students. A value over 100% indicates that, on average, admitted students are taking less than a full-load of classes and below 100% indicates that, on average, they are taking more than a full-load of classes.
	Headcount to FTE ratio (GR)	

Acronyms

- FTE Full time equivalent
- FY Fiscal year
- OPE Other payroll expenses
- S&S Services and supplies
- UG Undergraduate
- ELU Equated load units
- T/TT Tenured/tenure track
- GR Graduate

**EOU Retrenchment Benchmarks
Metrics Summary - Targets and Actuals**

No. / Category / Metric

Amounts are year to date (YTD) and presented in \$000s

Targets are in shaded cells

1 Financial Ratios & Cost Savings	Actual FY12	Actual FY13	Actual FY14	Target FY15	Target FY16	Target FY17
Budgeted Operating Funds - Ending Fund Balance as % of Revenue	7.80%	1.60%	-0.50%	1.78%	3.69%	7.24%
Contribution Ratios:						
Self Generated Revenues	47%	43%	46%	43%	43%	43%
State Appropriations	25%	25%	26%	30%	31%	31%
Nonoperating Revenue	17%	18%	15%	15%	14%	14%
(Contribution to) Use of Fund Balance	11%	14%	13%	12%	12%	12%
Total Adjusted Expenses	100%	100%	100%	100%	100%	100%
Primary Reserve Ratio	11.42%	12.11%	9.33%	9.00%	11.00%	12.00%
Current Ratio	1.0:1	1.8:1	1.1:1	>=1.5:1	>=1.5:1	>=2:1
Debt Burden Ratio	5.33%	4.59%	4.34%	<5%	<5%	<5%
One-time Savings						
Permanent Savings			\$ 1,000	\$ 840	\$ 1,096	
Net Realized Savings from Retirements				\$ 318		

2 Quarterly Management Report - Budgeted Operating Funds	Actual FY14 Q1	Actual FY14 Q2	Actual FY14 Q3	Actual FY14 Q4	Target FY15 Q1	Target FY15 Q2	Target FY15 Q3	Target FY15 Q4
Revenue	\$ 13,419	\$ 22,325	\$ 30,828	\$ 33,698	\$ 13,443	\$ 23,780	\$ 32,788	\$ 34,931
Payroll (including OPE)	(5,131)	(13,066)	(20,835)	(27,824)	(4,719)	(12,527)	(20,424)	(27,233)
S&S and Capital Outlay	(1,255)	(2,604)	(3,778)	(5,350)	(1,383)	(3,204)	(4,799)	(6,675)
Net Transfers In (Out) and Fund Additions (Deductions)			38	(1,236)	(26)	(223)	(223)	(204)
Net Increase (Decrease)	\$ 7,033	\$ 6,655	\$ 6,253	\$ (712)	\$ 7,315	\$ 7,826	\$ 7,342	\$ 819
Ending Fund Balance	\$ 7,567	\$ 7,188	\$ 6,786	\$ (179)	\$ 7,136	\$ 7,647	\$ 7,163	\$ 640

3 Course Sizing	Actual Fall 13	Actual Winter 14	Actual Spring 14	Target Fall 14	Target Winter 15	Target Spring 15
Average Course Size	16.1	15.3	14.5	16	15	14
Number of Low Enrollment Courses	181	194	216	196	215	235

4 Faculty Load	Actual Fall 13	Actual Winter 14	Actual Spring 14	Target Fall 14	Target Winter 15	Target Spring 15
Percent of permanent faculty teaching ELUs to expected teaching ELUs						
Number of T/TT Faculty where teaching ELUs are less than 80% of total ELUs						
	See attached narrative provided by the University					
<3 ELU Release						
3<X<5 ELU Release						
>5 ELU Release						

5 Enrollment Figures	Actual Fall 13	Actual Winter 14	Actual Spring 14	Target Fall 14	Target Winter 15	Target Spring 15
FTE Enrollment Total	2,713.6	2,603.9	2,410.6	2,419	2,356	2,230
All Applicants (Fall only)	2,539			2,425		
Enrolled Students (Fall only)	884			815		
Enrolled/Admitted Ratio (Fall only)	51.70%			49.9%		
Retention-all UG's Fall to Next Fall	70.0%			68.0%		
Headcount to FTE ratio (UG)	1.37	1.35	1.36	1.37	1.35	1.36
Headcount to FTE ratio (GR)	2.49	2.32	2.45	2.00	1.90	2.00

Acronyms

- FTE Full time equivalent
- FY Fiscal year
- OPE Other payroll expenses
- S&S Services and supplies
- UG Undergraduate
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- T/TT Tenured/tenure track
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2014 Board Benchmarks

EOU Faculty Loading

Prior to AY 2014-15 Eastern Oregon University did not have a centralized system to capture and report faculty service credits. As a result of Delaware study (Fox Report, Fall 2013), the recommendation was made that EOU must collect both faculty load and service credits in a centralized system. Article 6 of EOU faculty bargaining agreement requires typical tenure track appointments to have 36 credit hours of instruction and 9 credit hours of service work (For 1.0 FTE).

Eastern Oregon University is now tracking both faculty load and service credits in Banner ERP. The data is entered in the system by the dean's offices. Reports have also been developed that are either run through institutional research or the dean's office to track changes to faculty load or service credits. EOU moved to a reporting cycle where all load and service data for the year is entered at the beginning of the academic year. This is to ensure that faculty meets their contract obligations as the year progresses.

**SOU Retrenchment Benchmarks
Metrics Summary - Targets and Actuals**

No. / Category / Metric

Amounts are year to date (YTD) and presented in \$000s

Targets are in shaded cells

1 Financial Ratios & Cost Savings	Actual FY12	Actual FY13	Actual FY14	Target FY15	Target FY16	Target FY17
Budgeted Operating Funds - Ending Fund Balance as % of Revenue	8.20%	2.10%	3.50%	7.60%	7.80%	10.20%
Contribution Ratios:						
Self Generated Revenues	61%	57%	54%	52%	54%	56%
State Appropriations	15%	15%	15%	19%	18%	19%
Nonoperating Revenue	17%	17%	17%	18%	19%	20%
(Contribution to) Use of Fund Balance	7%	11%	14%	11%	9%	5%
Total Adjusted Expenses	100%	100%	100%	100%	100%	100%
Primary Reserve Ratio	18.09%	13.21%	7.94%	> 5%-7%	> 5%-7%	10.54%
Current Ratio	1.2:1	1.4:1	1.1:1	>= 2:1	>= 2:1	1.1:1
Debt Burden Ratio	4.41%	2.63%	2.51%	< 7%	< 7%	3.71%
One-time Savings				\$ 647	\$ 300	\$ 300
Permanent Savings				2,002	1,658	950
Net Realized Savings from Retirements				-	316	316

2 Quarterly Management Report - Budgeted Operating Funds	Actual FY14 Q1	Actual FY14 Q2	Actual FY14 Q3	Actual FY14 Q4	Target FY15 Q1	Target FY15 Q2	Target FY15 Q3	Target FY15 Q4
Revenue	\$ 17,677	\$ 30,486	\$ 45,828	\$ 50,048	\$ 16,280	\$ 29,372	\$ 41,959	\$ 49,364
Payroll (including OPE)	(7,345)	(19,640)	(31,691)	(43,948)	(7,346)	(19,325)	(31,304)	(43,283)
S&S and Capital Outlay	(1,723)	(3,129)	(4,967)	(7,229)	(1,987)	(3,975)	(5,962)	(5,962)
Net Transfers In (Out) and Fund Additions (Deductions)	(7)	(42)	861	1,855	67	135	202	2,699
Net Increase (Decrease)	\$ 8,602	\$ 7,675	\$ 10,031	\$ 726	\$ 7,014	\$ 6,207	\$ 4,896	\$ 2,818
Ending Fund Balance	\$ 9,621	\$ 8,694	\$ 11,050	\$ 1,745	\$ 8,758	\$ 7,952	\$ 6,641	\$ 4,563

3 Course Sizing	Actual Fall 13	Actual Winter 14	Actual Spring 14	Target Fall 14	Target Winter 15	Target Spring 15
Average Course Size	24.6	23.5	22.6	25	24	23
Number of Low Enrollment Courses	84	81	72	61	58	54

4 Faculty Load	Actual Fall 13	Actual Winter 14	Actual Spring 14	Target Fall 14	Target Winter 15	Target Spring 15
Percent of permanent faculty teaching ELUs to expected teaching ELUs						
Number of T/TT Faculty where teaching ELUs are less than 90% of total ELUs						
	See attached narrative provided by the University					
<3 ELU Release						
3<X<5 ELU Release						
>5 ELU Release						

5 Enrollment Figures	Actual Fall 13	Actual Winter 14	Actual Spring 14	Target Fall 14	Target Winter 15	Target Spring 15
FTE Enrollment Total	4,376.3	4,154.6	3,776.7	4,262	4,046	3,679
All Applicants (Fall only)	3,447			3,588		
Enrolled Students (Fall only)	1,172			1,220		
Enrolled/Admitted Ratio (Fall only)	43.91%			44.20%		
Retention-all UG's Fall to Next Fall	76.1%			77.0%		
Headcount to FTE ratio (UG)	1.22	1.23	1.24	1.20	1.21	1.22
Headcount to FTE ratio (GR)	1.46	1.52	1.46	1.45	1.51	1.45

Acronyms

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2014 Retrenchment Metrics

SOU Faculty Loading

In years past, faculty loading was only maintained internally within the academic departments. Last year, SOU created a Faculty Loading Report (FLR) which allowed for tracking, standardizing, and scrutinizing faculty loads done for the first time centrally within the Provost's Office. The 2013-14 FLR was not verified and therefore does not provide reliable data for the first year of retrenchment reporting. However, this pilot FLR for 2013-14 has positioned the institution to systematically record accurate faculty loading data for this academic year across all academic programs.

The FLR is a "living" document in that it is updated as loading changes occur. It includes tracking information such as faculty name, ID, position number and contract type. It also includes FTE, expected equated load units (ELU), assigned loading for faculty activities by type and by associated budget index codes. The latter splits a faculty member's FTE and salary appropriately across programs involved to more accurately track the cost of a program while the activity types categorize how faculty time is being allocated. The FLR uses the following activity types:

- teaching (with standard loading)
- individualized instruction
- high instructional demand
- team teaching
- course development
- undergraduate advising
- graduate advising
- professional development activity
- grant work
- scholarly activity
- program chair
- coordination of undergraduate program
- coordination of graduate program
- other programmatic assignment
- governance duties
- other institutional assignment
- professional service
- community service
- ELU bank withdrawal
- ELU bank deposit
- overload paid
- sabbatical leave

Each academic program reports faculty loading by term to account for each faculty member's expected ELUs. Data entry for Fall '14 and Winter '15 term courses have been verified by the Associate Vice President for Curriculum Management and verification of Spring '15 data will be completed soon. Additionally this new FLR process defines the amount of course release to be assigned by each program for various tasks (e.g., coordination of a graduate program and program chair) and these numbers are also being verified.