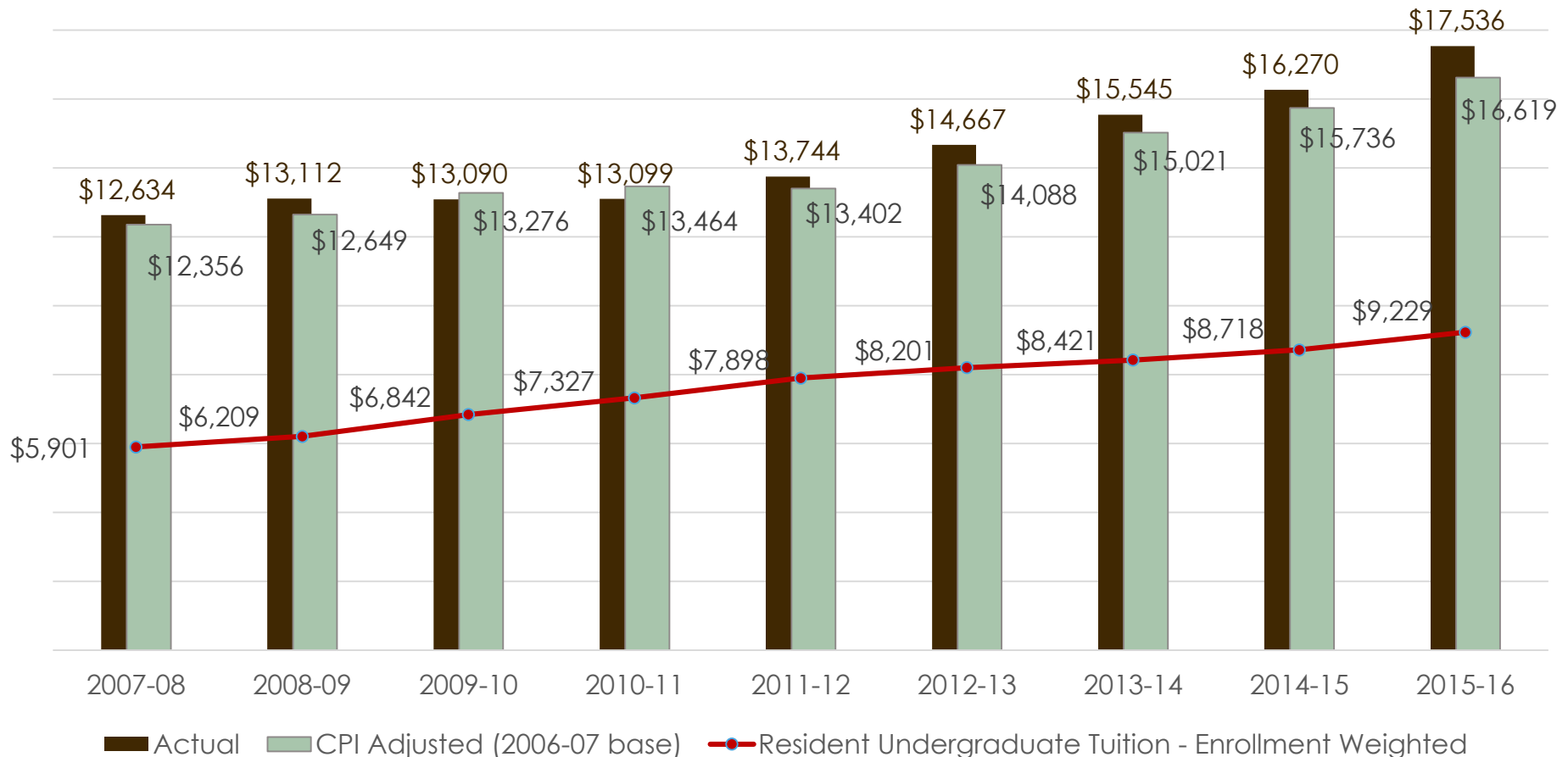


# INSTITUTIONAL REVENUES SLIGHTLY OUTPACE INFLATION

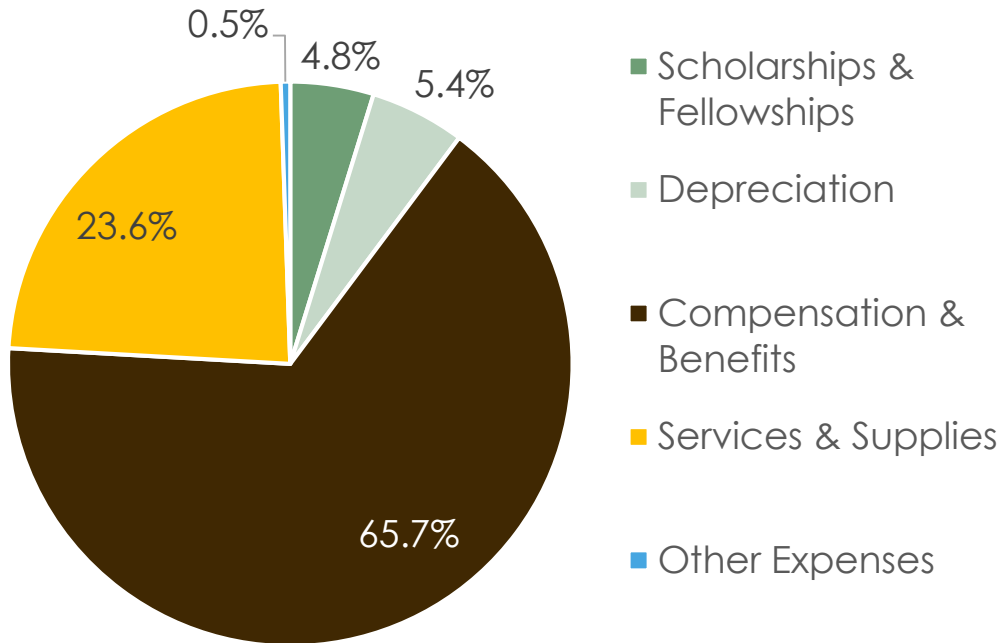
## Education & General Revenues compared to inflation, tuition



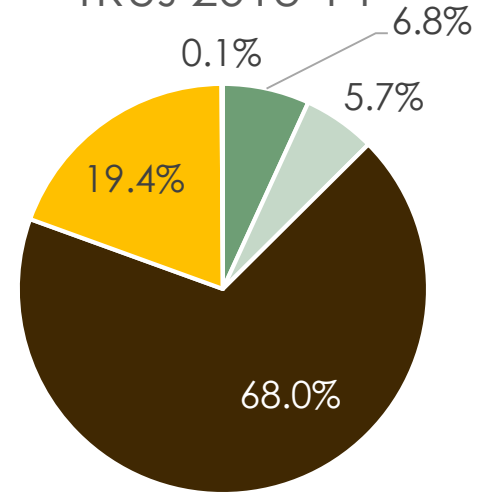
Source: HECC Office of University Coordination.

# UNIVERSITY COSTS BY CATEGORY HAVE REMAINED CONSISTENT OVER TIME

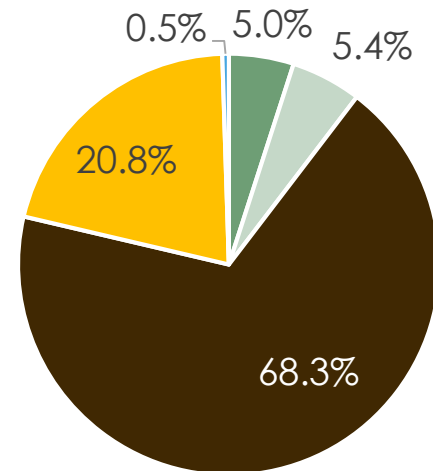
Oregon's 7 Public Universities  
(former OUS) 2006-07



TRUs 2013-14



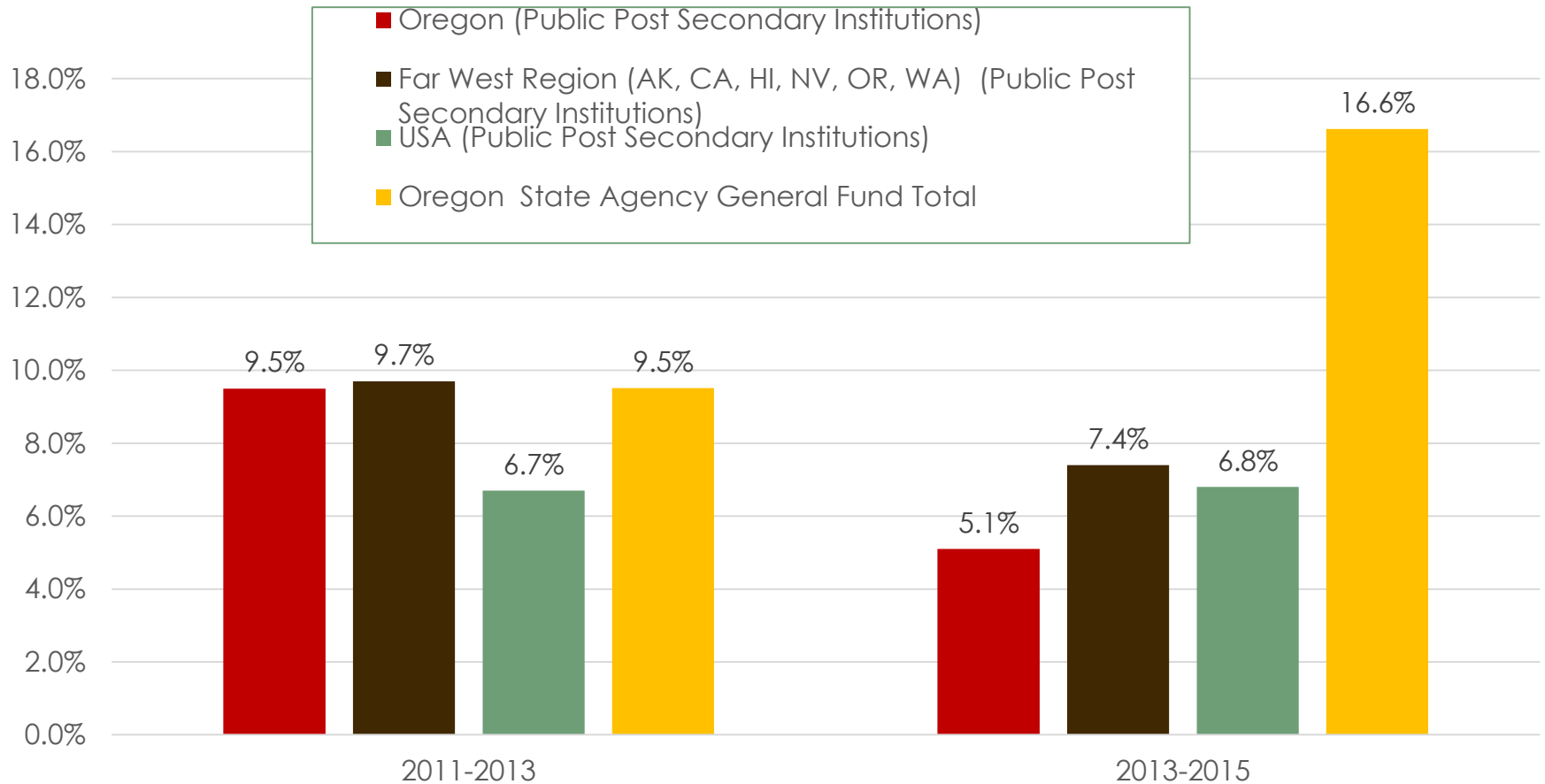
OSU, PSU, UO 2013-14



- Scholarships & Fellowships
- Depreciation
- Compensation & Benefits
- Services & Supplies
- Other Expenses

Source: OUS and institution annual financial reports. Compiled by HECC Office of University Coordination.

# CHANGE IN EXPENDITURES (BIENNIALIZED)



Sources:

Postsecondary: IPEDS

Oregon Fiscal Data based on data from the Legislative Fiscal Office (LFO):

2009-11 Actuals (Budget Highlights 2013-15 LAB, based on 2013 Special Session and 2014 Session, Pages B1-B22):

<https://www.oregonlegislature.gov/lfo/Documents/2013-15BudgetHighlightsUpdate.pdf>

2011-13 Actuals (2015-17 Budget Highlights Update, Pages B1-B19, far left column):

<https://www.oregonlegislature.gov/lfo/Documents/2015-17%20Budget%20Highlights%20Update.pdf>

2013-15 Legislatively Approved (2015-17 Budget Highlights Update, Pages B1-B19, 2013-15 Legislatively Approved column (Middle column)): <https://www.oregonlegislature.gov/lfo/Documents/2015-17%20Budget%20Highlights%20Update.pdf>

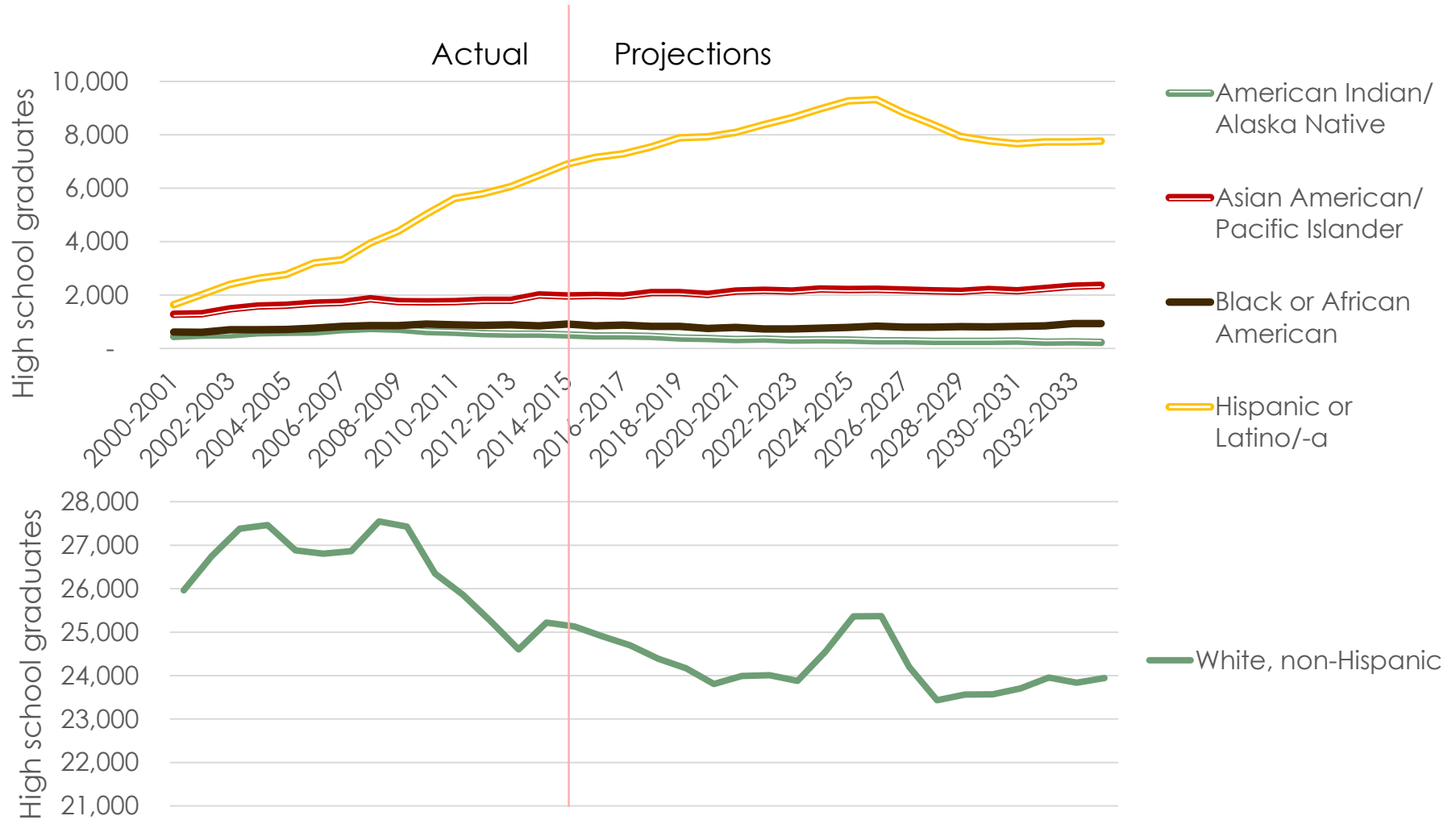


# UNIVERSITY ENROLLMENT



# OREGON YOUTH PIPELINE INCREASINGLY DIVERSE

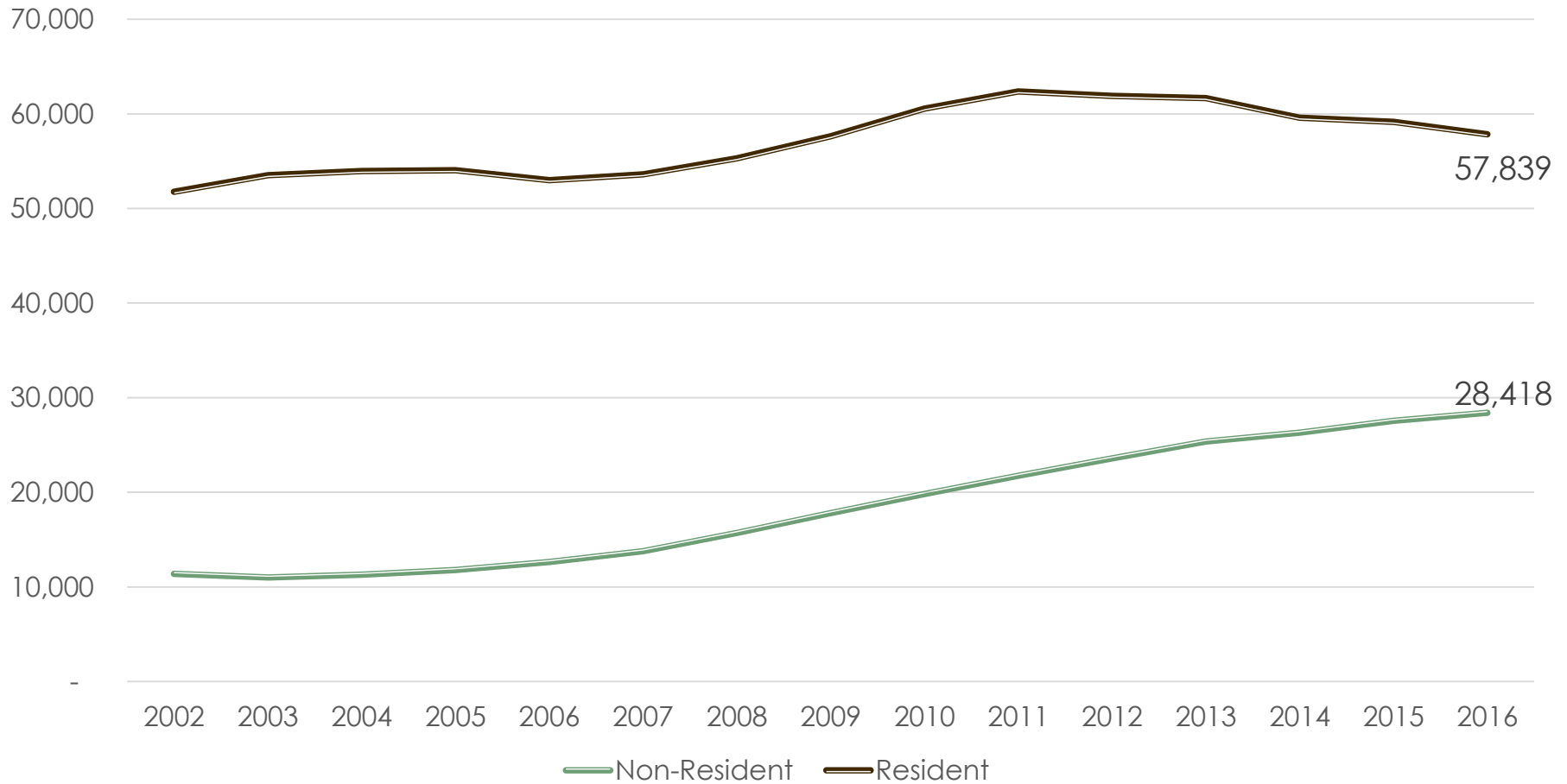
## OREGON PUBLIC HIGH SCHOOL GRADUATES BY RACE/ETHNICITY, 2000-01 TO 2014-15 (ACTUAL), 2015-16 TO 2033-34 (PROJECTED)



Notes: Projections derived from HECC analysis and include progression ratios from kindergarten through high school graduation, use the most recent four years of data, and include students entering or exiting the public school system (typically through migration). Sources: Centers for Disease Control data on Oregon birth rates by race-ethnicity, National Center for Education Statistics data on Oregon public elementary and secondary school enrollment and on private high school graduates, Oregon Department of Education (ODE) data on public high school graduates, and historic ODE data on home school graduates.

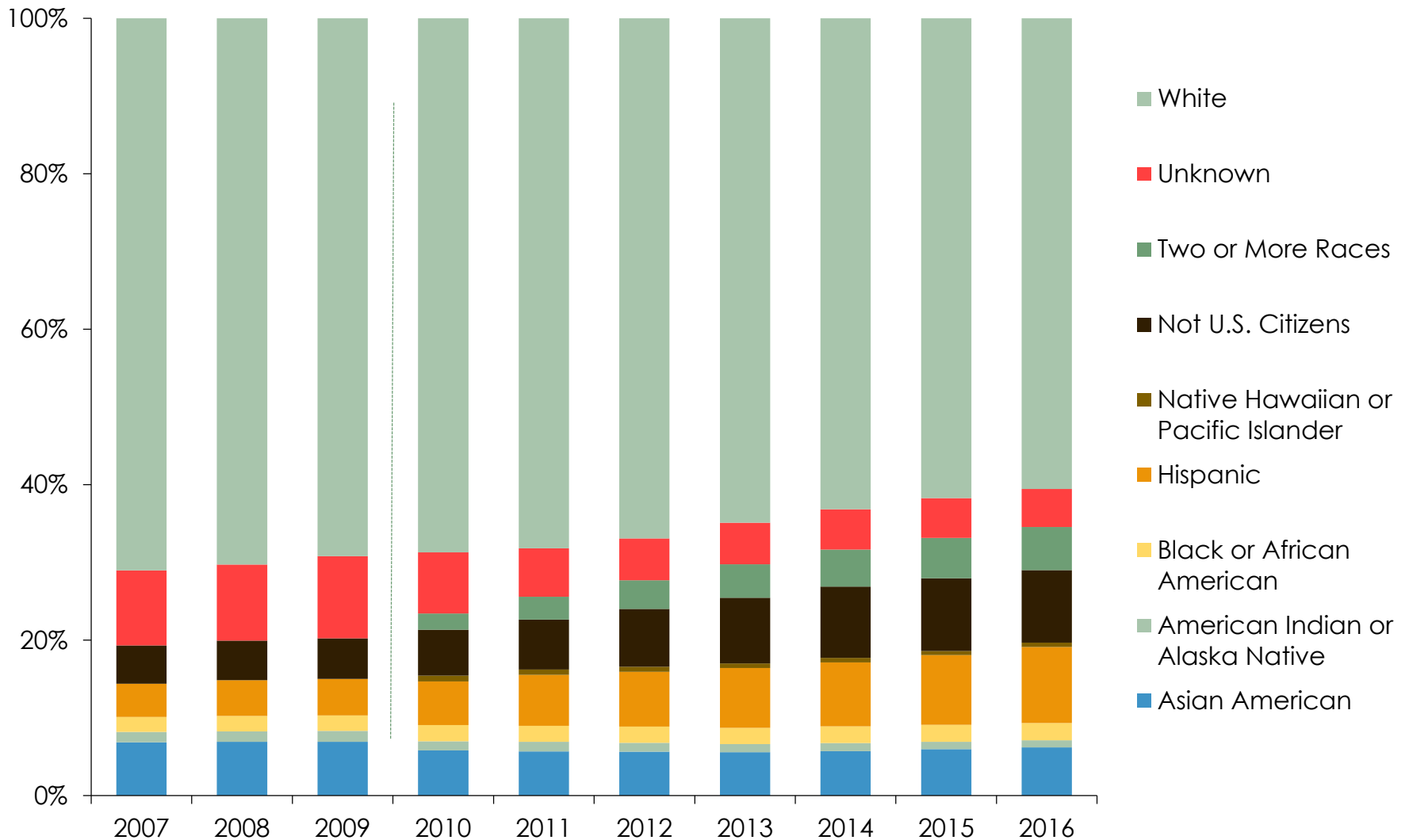
# ENROLLMENT (HEADCOUNT) BY RESIDENCY

Public University Enrollment, Fall Term Headcount by Fee Status: Resident and Non-Resident



Source: HECC Office of Research and Data.

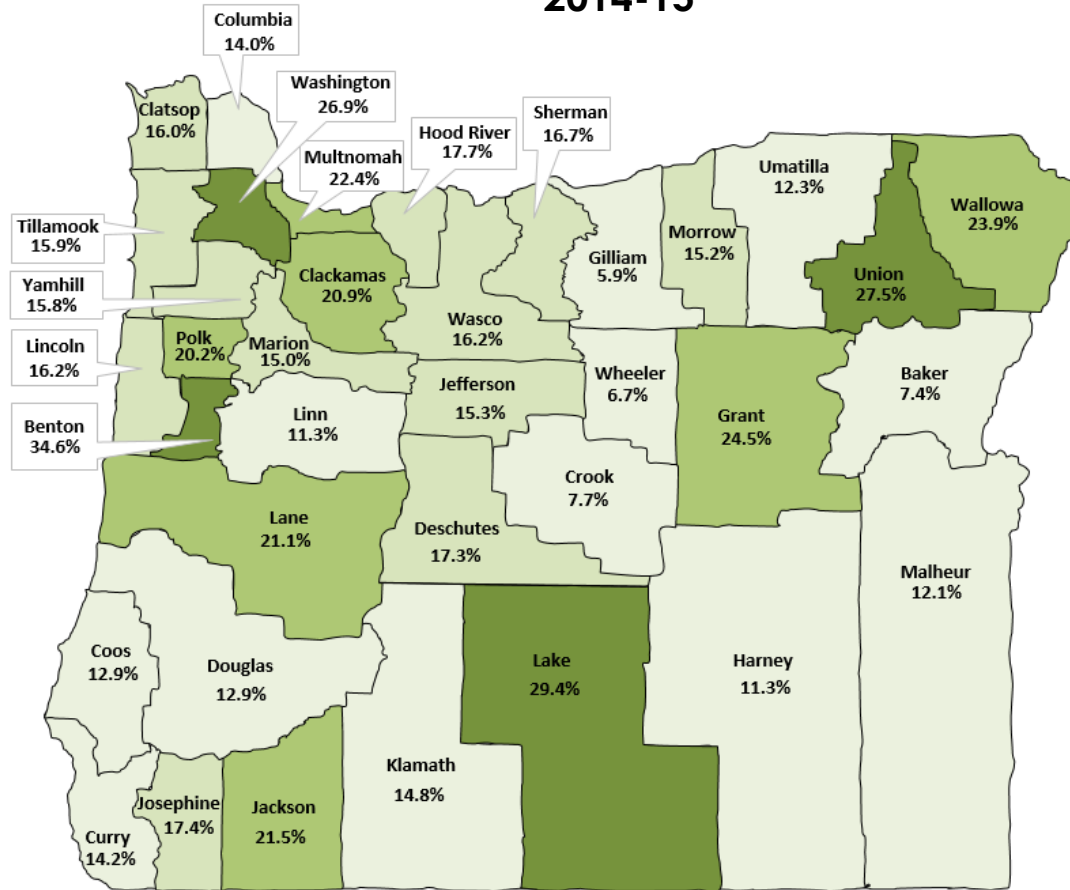
# SERVING A MORE DIVERSE STUDENT BODY: ENROLLMENT BY RACE/ETHNICITY



NOTE: Federal reporting changes in 2010 resulted in some students moving from the unknown to the minority category.  
Source: HECC Office of Research and Data

# RESIDENT FRESHMAN PARTICIPATION

**2015-16 Public University Freshman Participation Rate as a Percentage of Oregon Public High School Graduates, 2014-15**

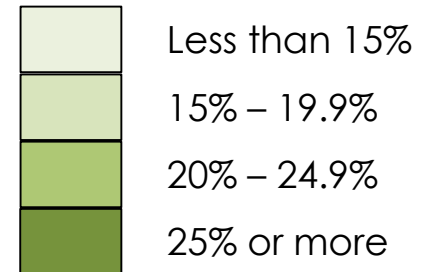


## Rural/Urban Participation Rate

Rural Counties - 15.0%

Urban Counties - 21.0%

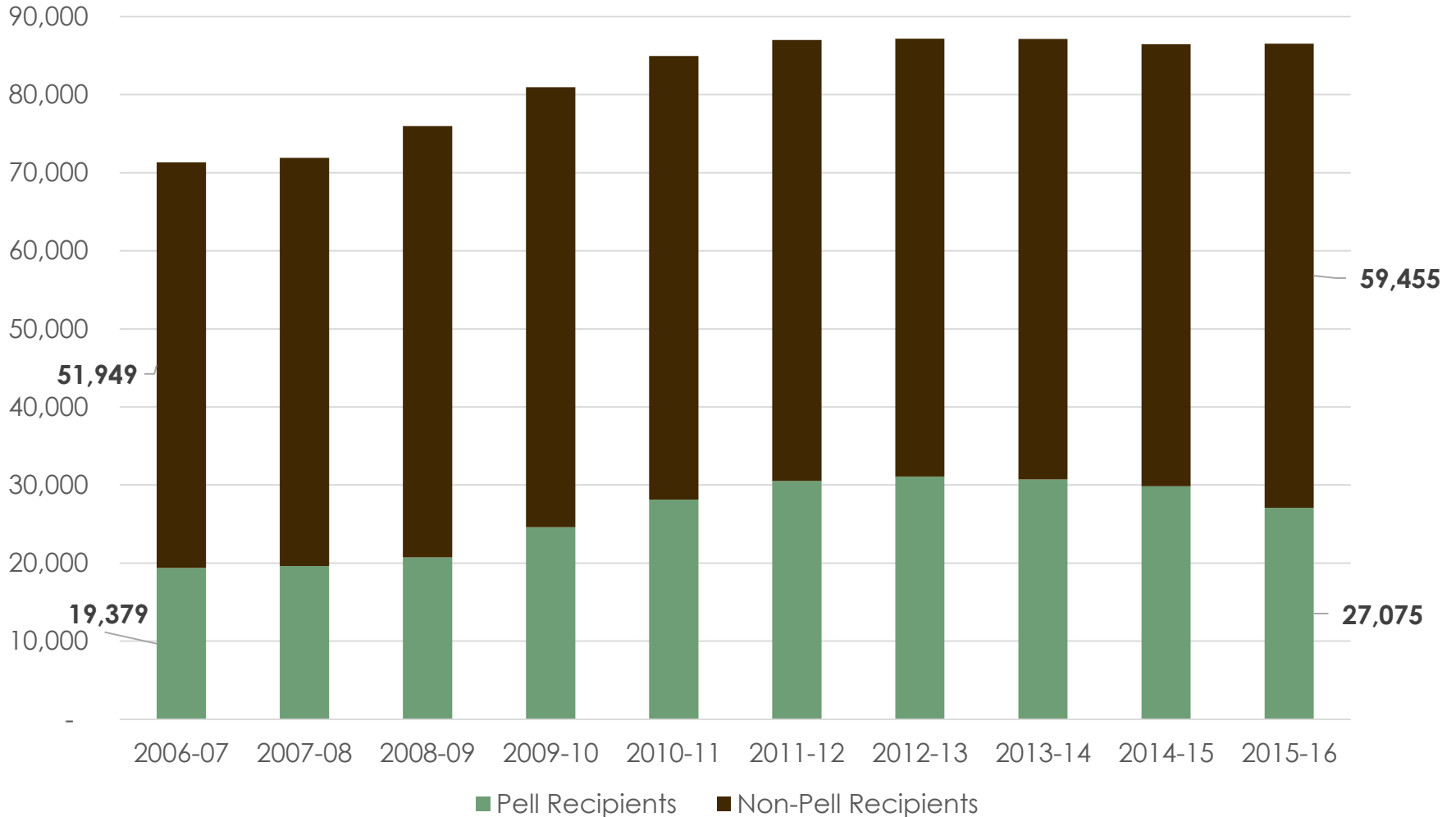
## Participation Rate



Source: HECC Office of Research and Data; Excludes home school completers and private high school graduates.

# OREGON INSTITUTIONS ARE DOING A BETTER JOB ENROLLING LOW INCOME STUDENTS

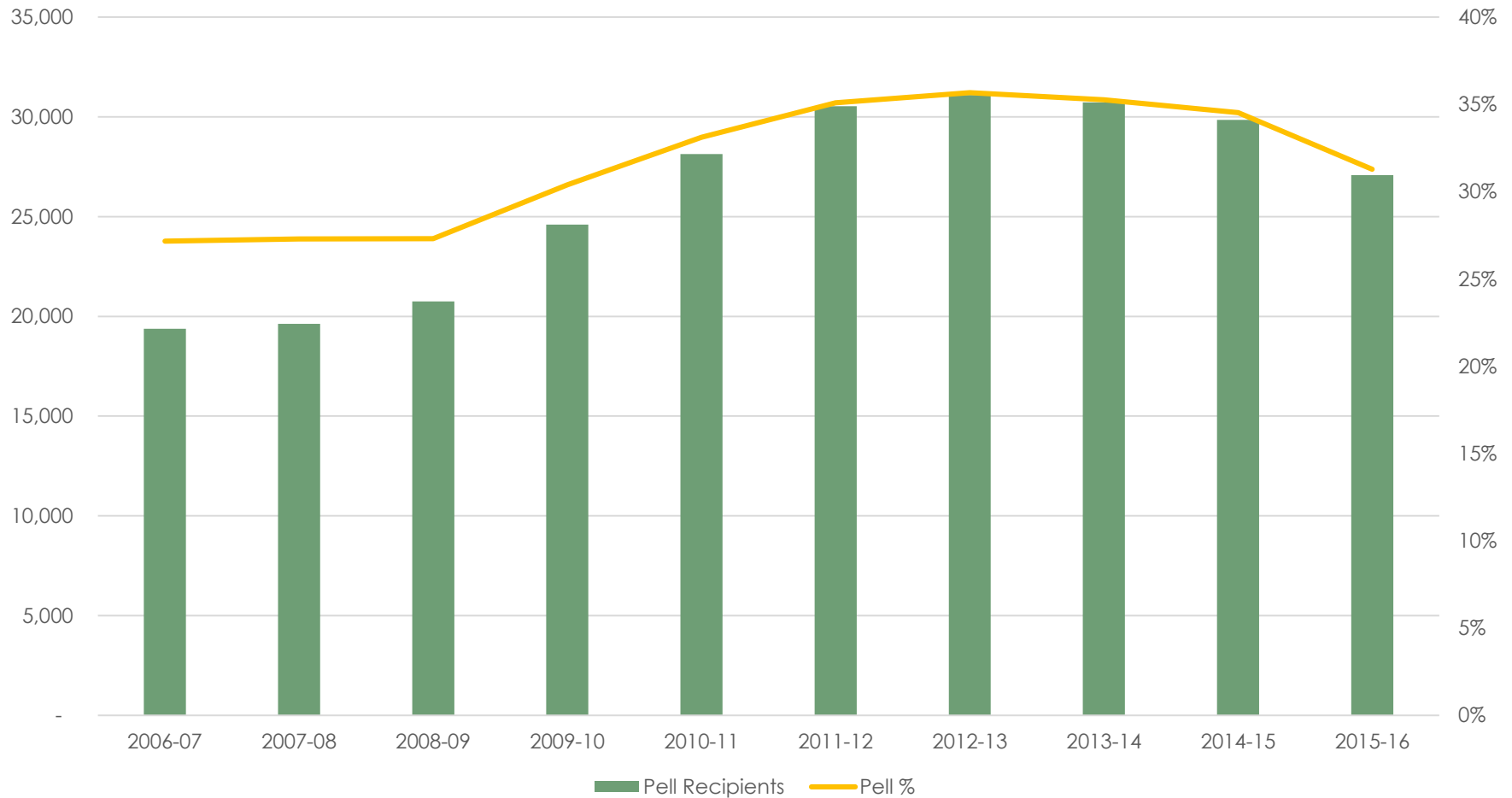
## Undergraduate Student Enrollment by Pell Status



Source: HECC Office of Research and Data.

# MANY UNIVERSITY STUDENTS QUALIFY FOR FEDERAL FINANCIAL AID

## Pell Recipients in Oregon Universities

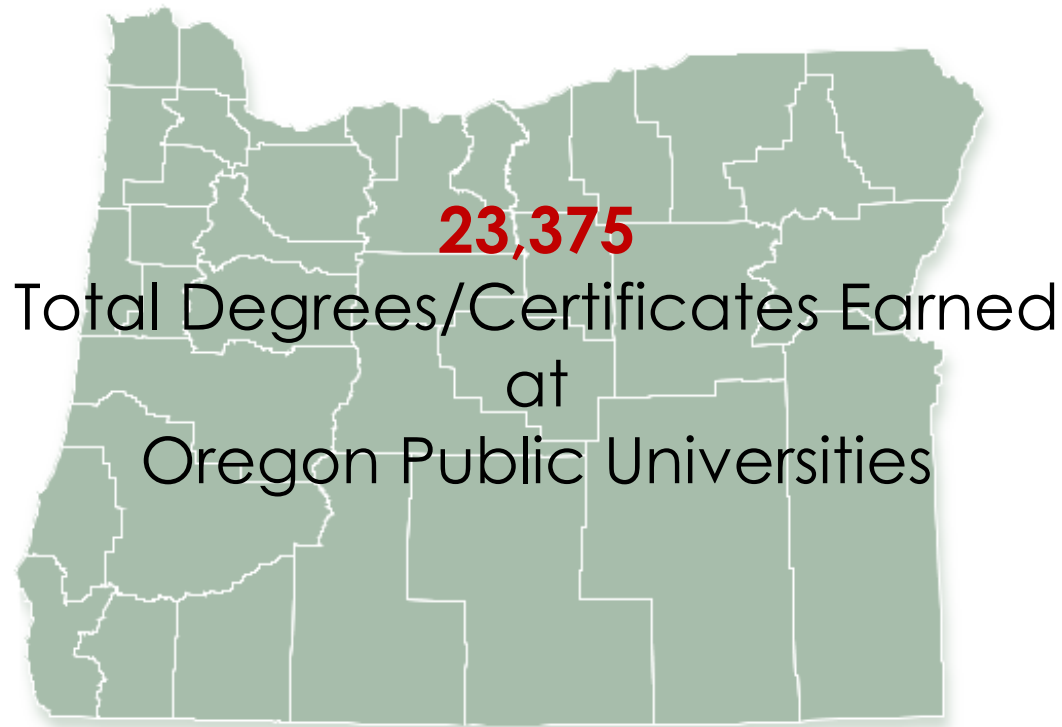


Source: HECC Office of Research and Data.



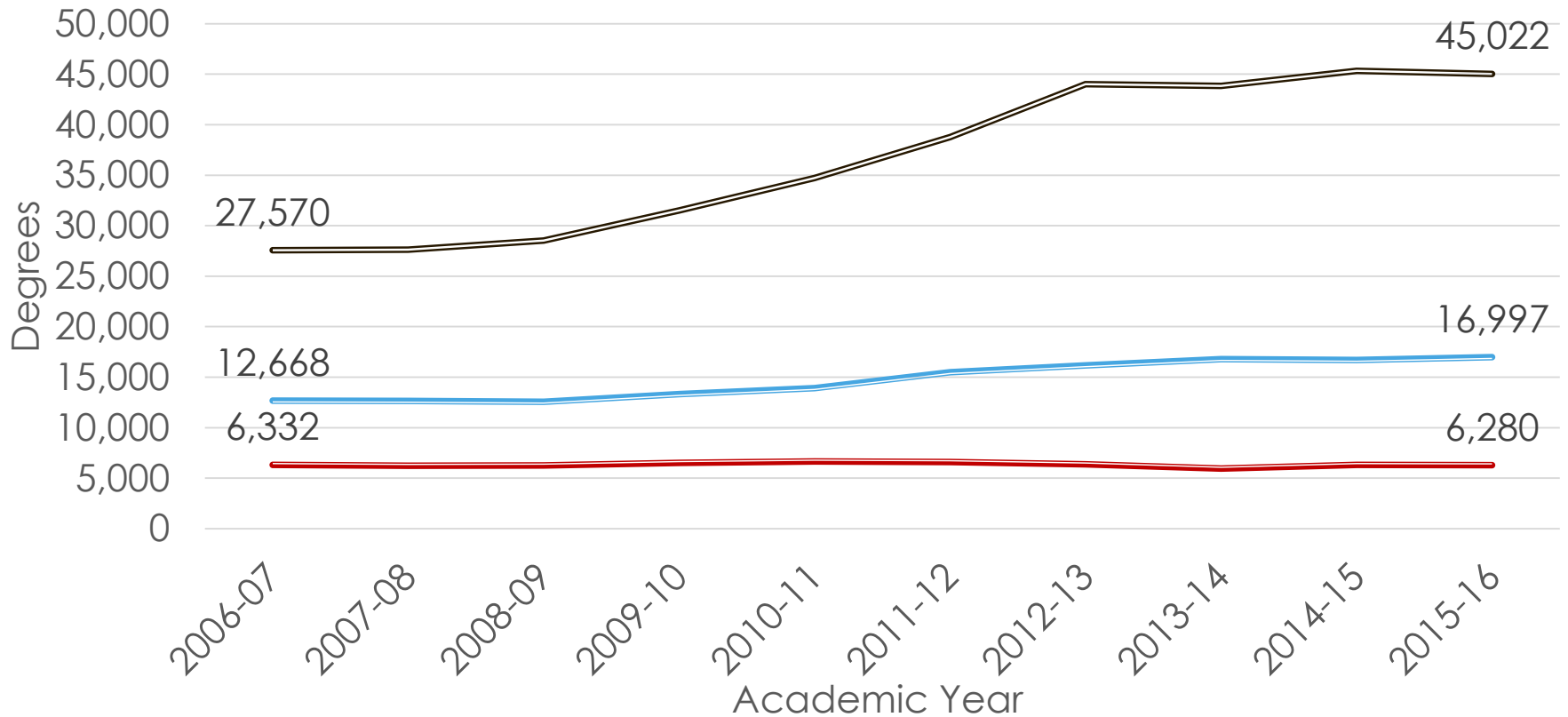
# UNIVERSITY COMPLETIONS

# 2016 COMPLETIONS





# RISING DEGREE COMPLETION AT OREGON PUBLIC UNIVERSITIES



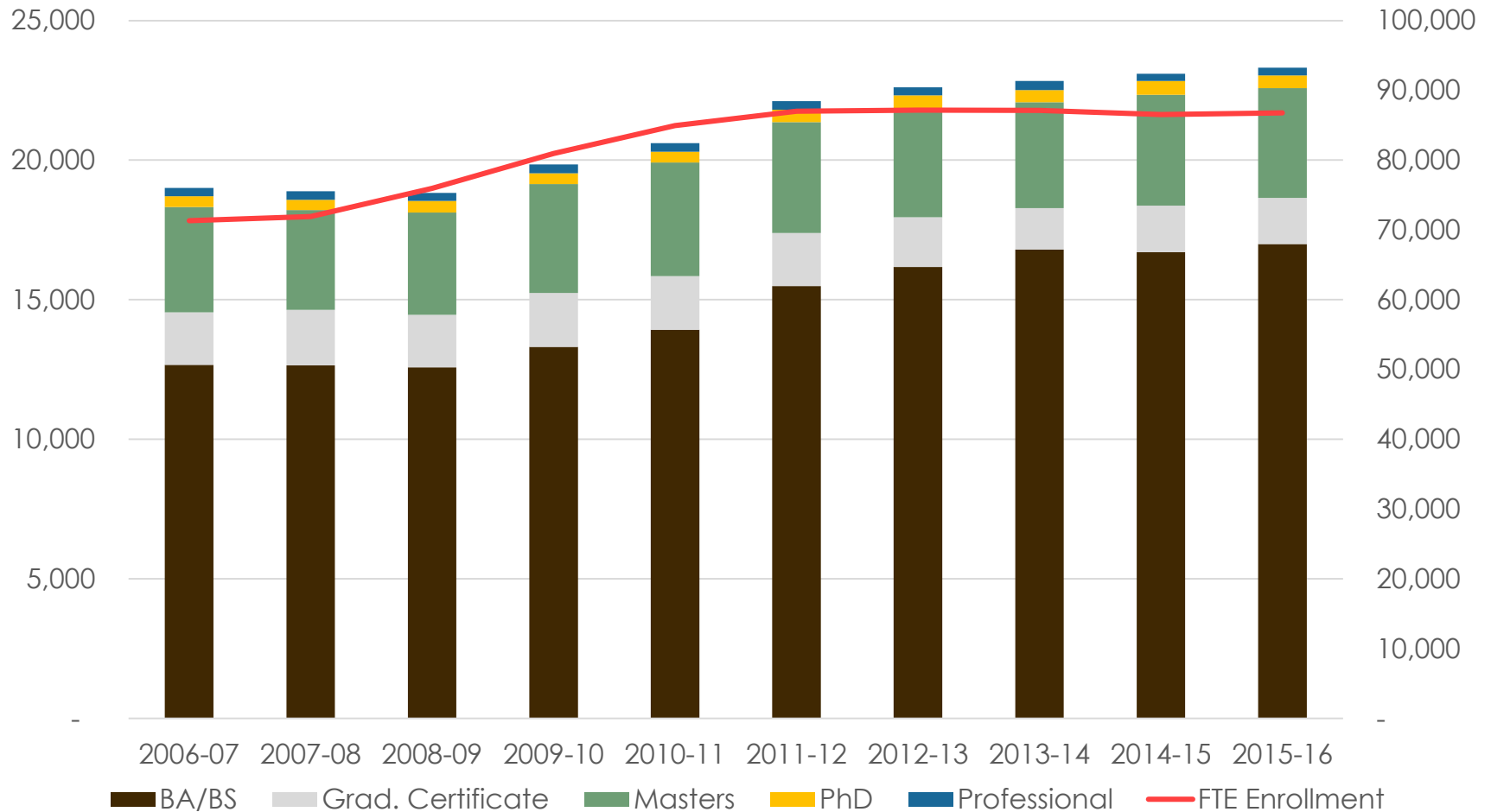
- Number of bachelor's degrees awarded
- Number of advanced degrees & graduate certificates awarded
- Total Degrees Awarded

Note: Total Degrees includes undergraduate certificates and associated degrees not included in the other lines on this chart.

Source: HECC analysis of university student-level data.

# DEGREE PRODUCTION HAS INCREASED WITH ENROLLMENT

Degrees Versus Enrollment



Source: HECC Office of University Coordination.

# EVEN AS ENROLLMENT HAS INCREASED, SO HAVE GRADUATION RATES

## Oregon public university 6-year graduation rate

Percent of students graduated within 6 years

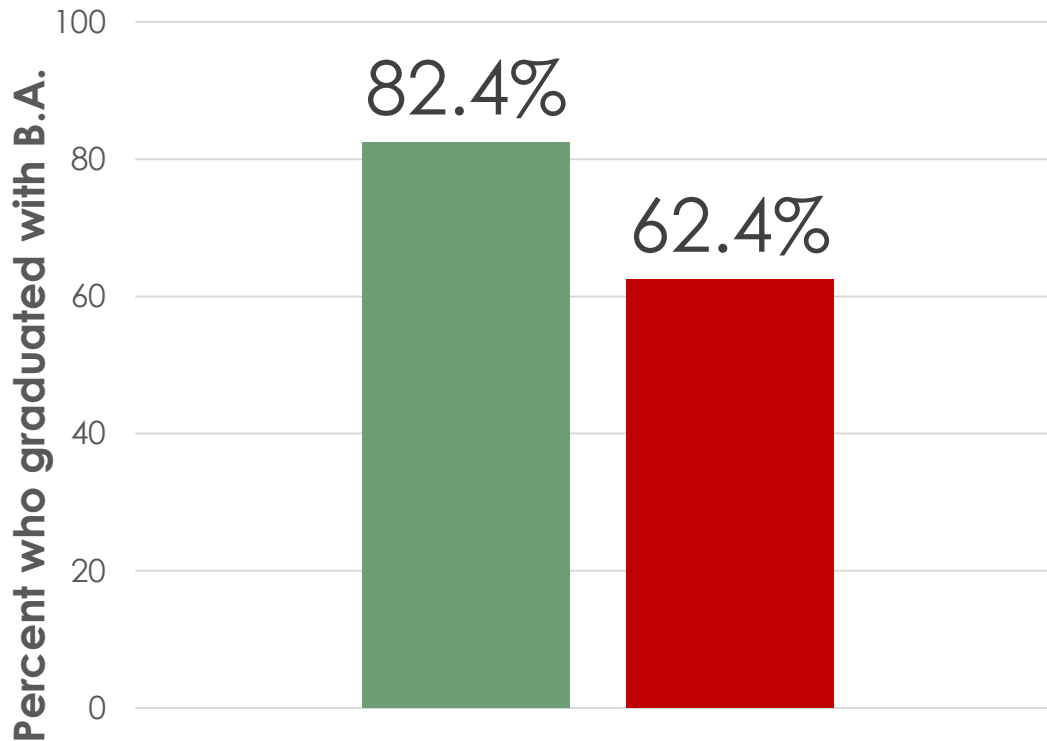


Source: HECC analysis of student-level data.

# THE MAJORITY OF “ROBUST” TRANSFER STUDENTS COMPLETE, BUT NOT AT RATES EQUIVALENT TO PEERS

## GRADUATION RATE (6-YEAR) BY TRANSFER STATUS, 2015-16

- Non-transfer students who persisted to third year
- Transfer students

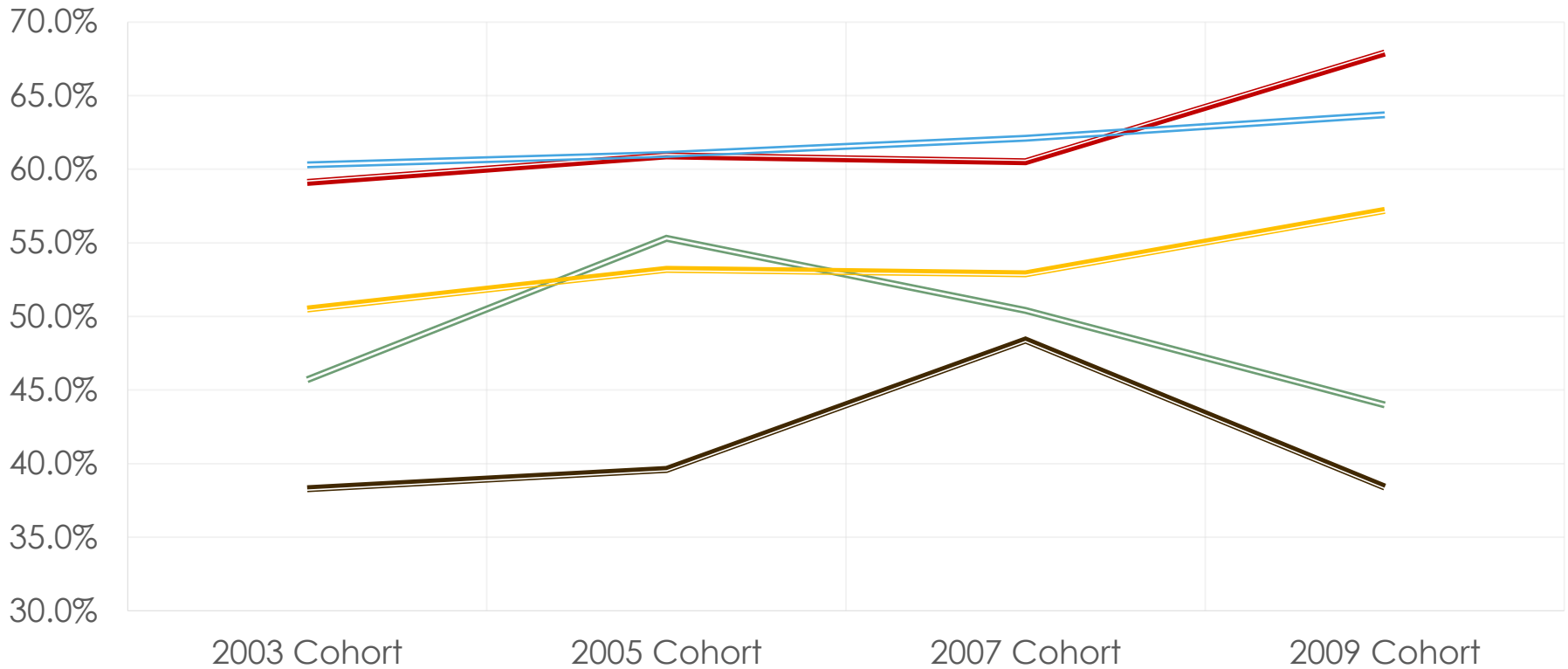


University	Students starting in cohort	Rate
EOU	278	51.8%
Oregon Tech	306	49.7%
OSU	1,198	62.4%
OSU Cascades	48	77.1%
PSU	2,275	60.9%
SOU	409	58.4%
UO	1,202	66.1%
WOU	442	63.6%

Notes: For this analysis, “transfer students” are defined as those who were admitted based on their college GPA, which generally requires having earned at least 24-36 credits. Total rate is transfers from Oregon community colleges. Institutional rates are for all transfer students.  
 Source: HECC analysis of student-level data.

# GRADUATION RATES BY RACE/ETHNICITY

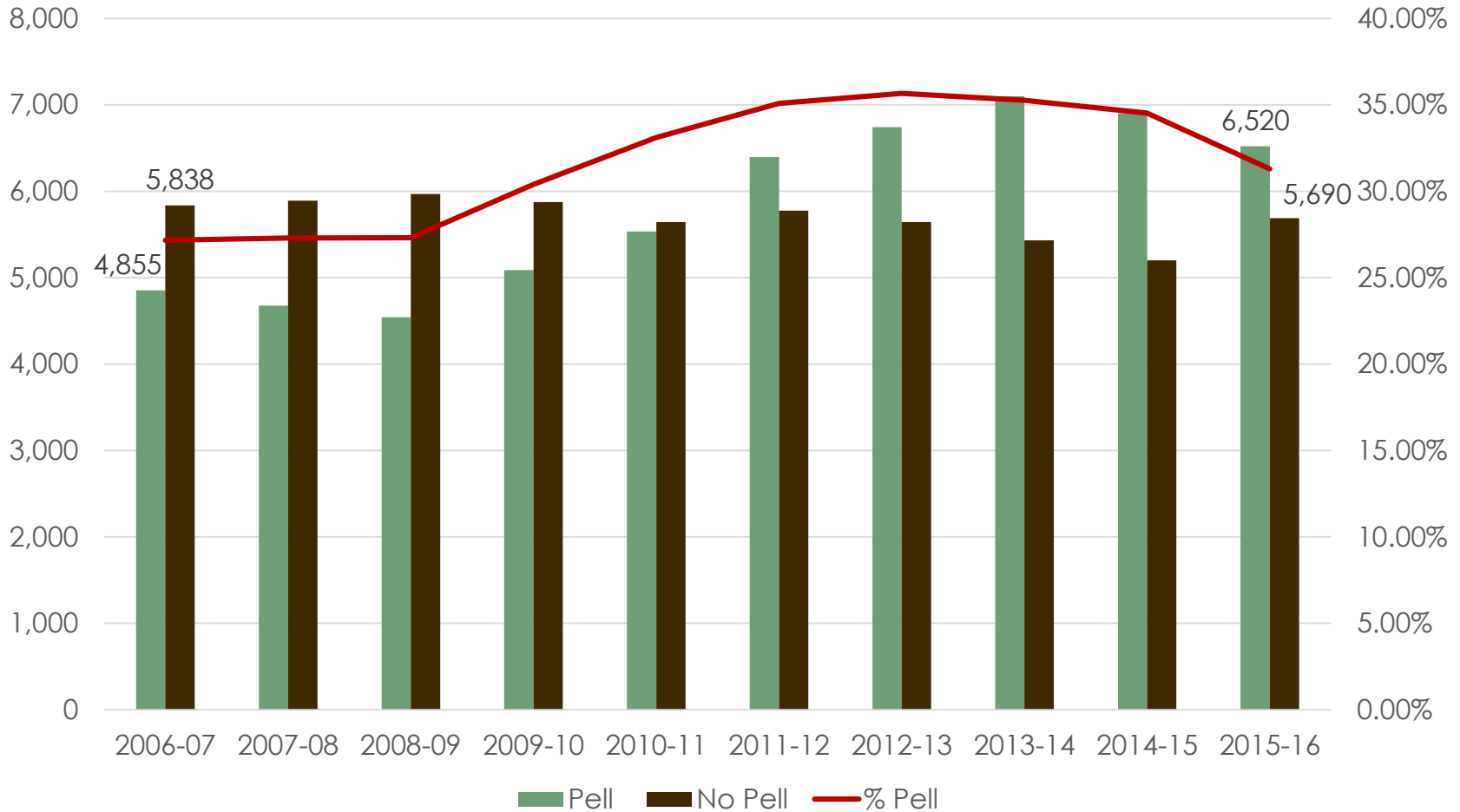
— American Indian/Alaskan Native    — Asian or Pacific Islander  
— Black/African American                      — Hispanic/Latino  
— White



<sup>1</sup>1995-96 Fall First-Time Freshman Cohort completing by June 2001  
<sup>2</sup>2000-01 Fall First-Time Freshman Cohort completing by June 2006  
<sup>3</sup>2005-06 Fall First-Time Freshman Cohort completing by June 2011  
<sup>4</sup>2007-08 Fall First-Time Freshman Cohort completing by June 2013  
 Source: HECC Office of Research and Data

# RESIDENT DEGREES AWARDED AT OREGON PUBLIC UNIVERSITIES, BY PELL GRANT STATUS

Resident Degrees by Pell Status



Notes: Degree totals do not include certificates or Associate's degrees. Collection of Pell data began in 2002-03. A student receiving a Pell in any year before graduating is included in the Pell category. **In 2008 Pell Grant eligibility was expanded significantly.**  
 Source: HECC Office of Research and Data

# GOVERNOR'S RECOMMENDED BUDGET (GRB): STATE SUPPORT FOR PUBLIC UNIVERSITIES

Activity	Description	2015-17 LAB	2017-19 CSL	2017-19 GRB
<b>Preserve Public University Support Fund</b>	Preserves critical investments made last biennium to public universities to support educational and operational expenses	\$667.3M	\$693.1M GF	\$667.3M GF
Change from 2015-17				0% from LAB -3.75% from CSL*
<b>Support Debt Service on Previous University Capital Projects</b>	Supports debt service on previously approved capital projects for the universities	\$151.6M (\$119.7M GF, \$31.9M LF)	\$193.6M (\$161.7M GF, \$31.9M LF)	\$193.8M (\$161.9M GF, \$31.9M LF)
Change from 2015-17				+21.8% from LAB +0.1% from CSL

\*The GRB includes approval of the policy decision to implement but does not fund a new Current Service Level valuation method for the Oregon public universities. This method (directed by SB 5701 in 2016) is based partially on the Community College Support Fund (CCSF) methodology.



# Making a Future for Oregon Students through Equity and Support

Ways and Means  
Subcommittee on Education  
April 12, 2017





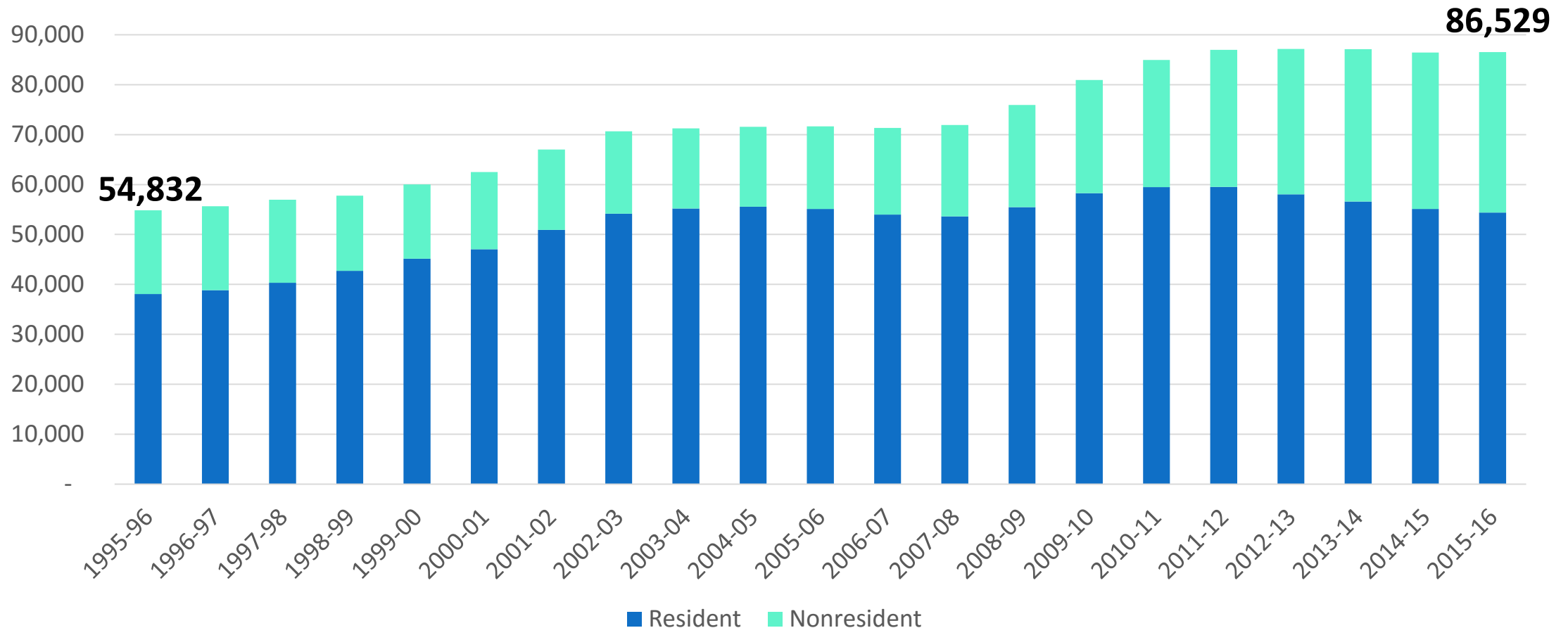
# Overview of Oregon's Public Universities: Student Population and Outcomes

# The State of Oregon's Public Universities in 2017

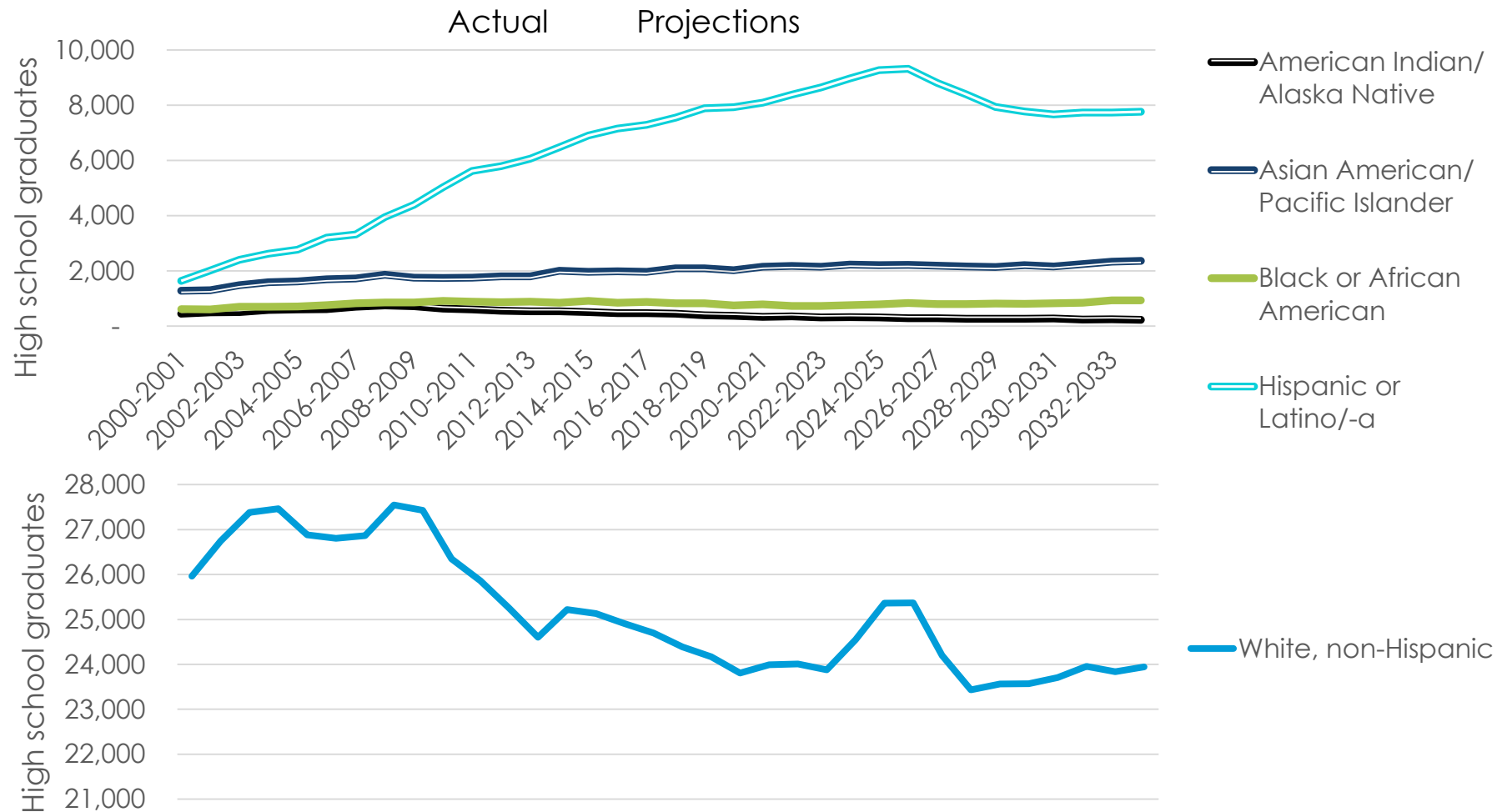
- Universities serve more than 30,000 students today than 20 years ago.
- Campuses are increasingly diverse in student and faculty populations.
- Universities serve more low-income and first-generation students.
- Completion rates and support services are improving with investment.



# Total FTE Enrollment - Campuses Are Growing



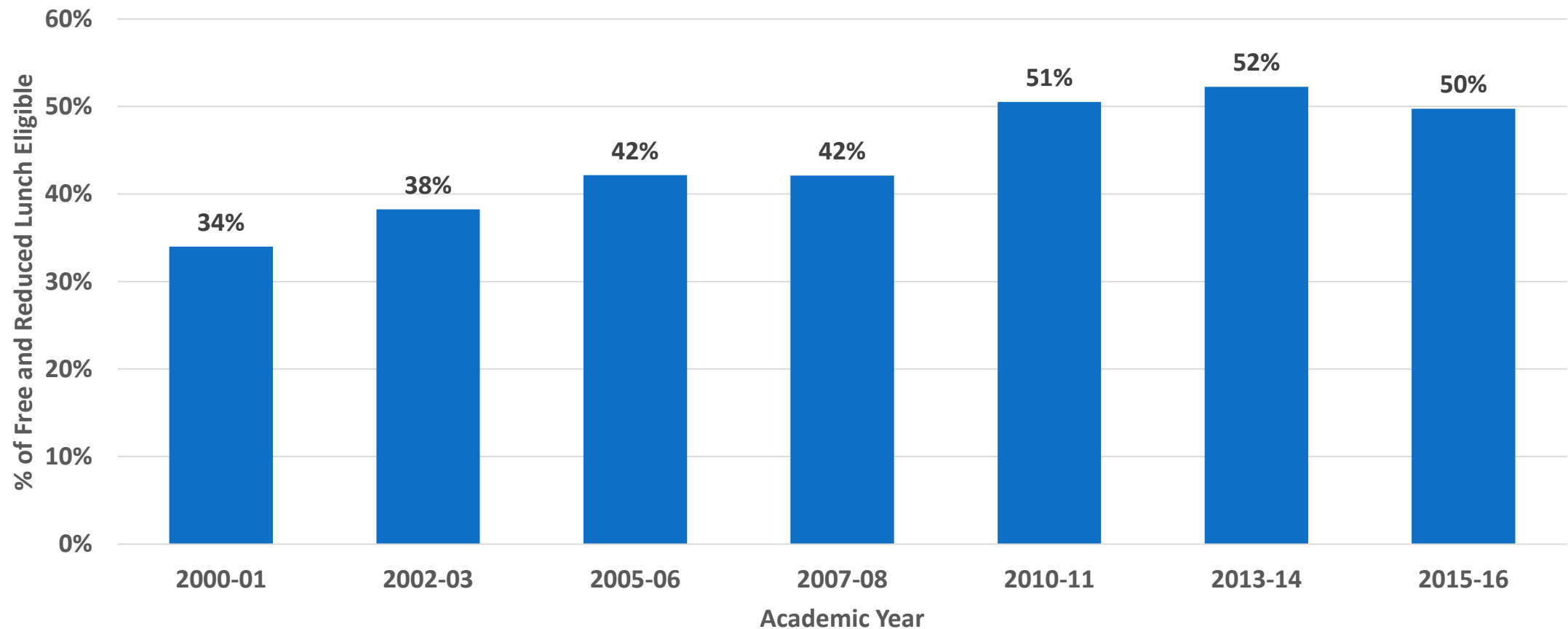
# Increasingly Diverse Student Pipeline



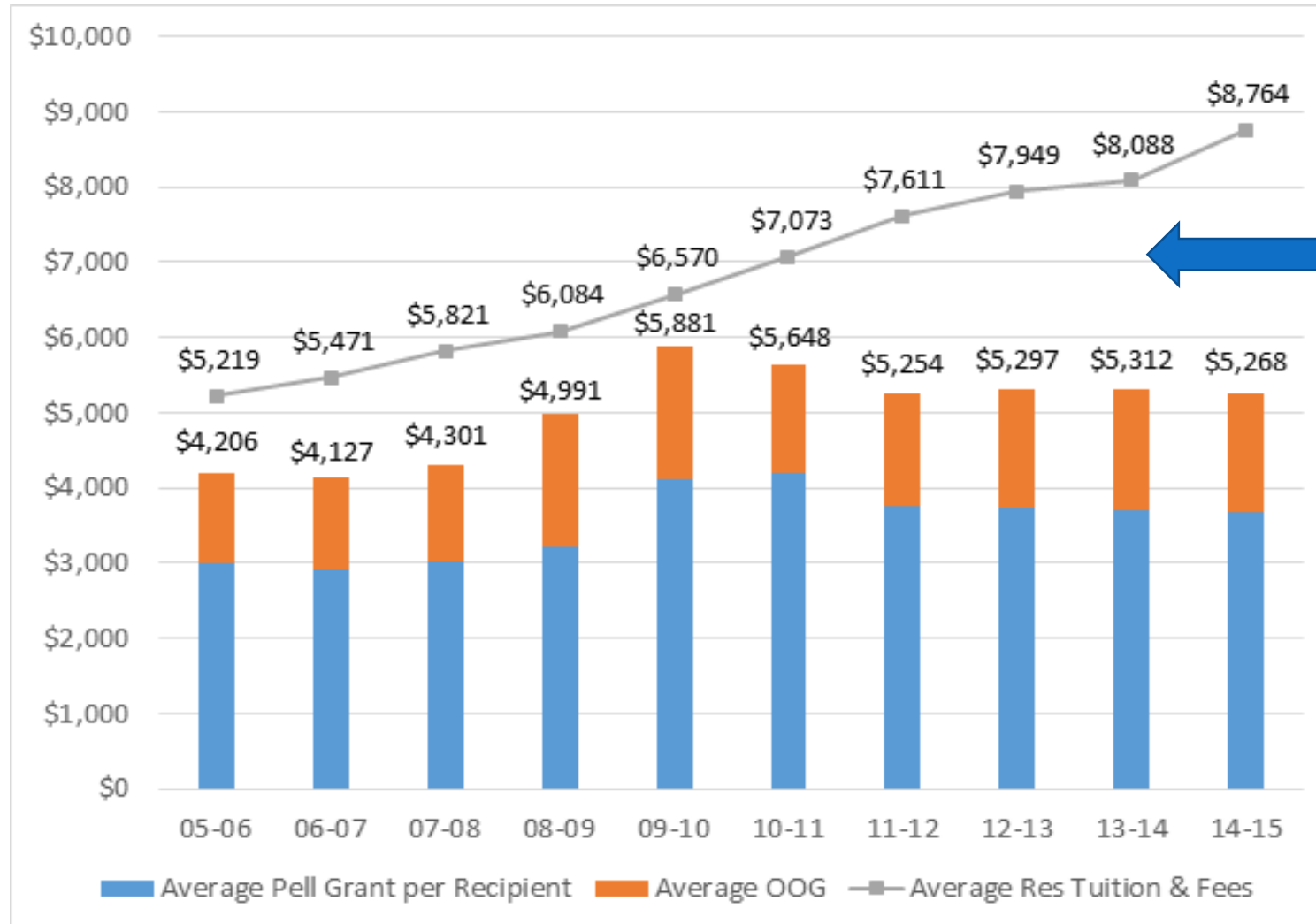
Source: Centers for Disease Control data on Oregon birth rates by race-ethnicity, National Center for Education Statistics data on Oregon public elementary and secondary school enrollment and on private high school graduates, Oregon Department of Education (ODE) data on public high school graduates, and historic ODE data on home school graduates.

# Oregon K-12 Low-Income Students

as a percent of total K-12 enrollment



# Financial Aid No Longer Covers Tuition & Fees



Institutional aid that helps fill the gap for some students

# Institutional Commitment to Closing the Gap Between Financial Aid and Cost of Attendance



**Oregon State**  
UNIVERSITY

**Bridge to Success**



Western Oregon  
UNIVERSITY

**Western Tuition Promise**



**Oregon TECH**

**Completer Grants and  
Finish Line Scholarships**



**O** | UNIVERSITY OF  
OREGON

**Pathway Oregon**



Portland State  
UNIVERSITY

**Four Years Free**



**SO** | Southern OREGON  
UNIVERSITY

**Jackson & Josephine  
County Pledge**



# Food Insecurity & Use of Self-Sufficiency Programs Among Oregon College Students

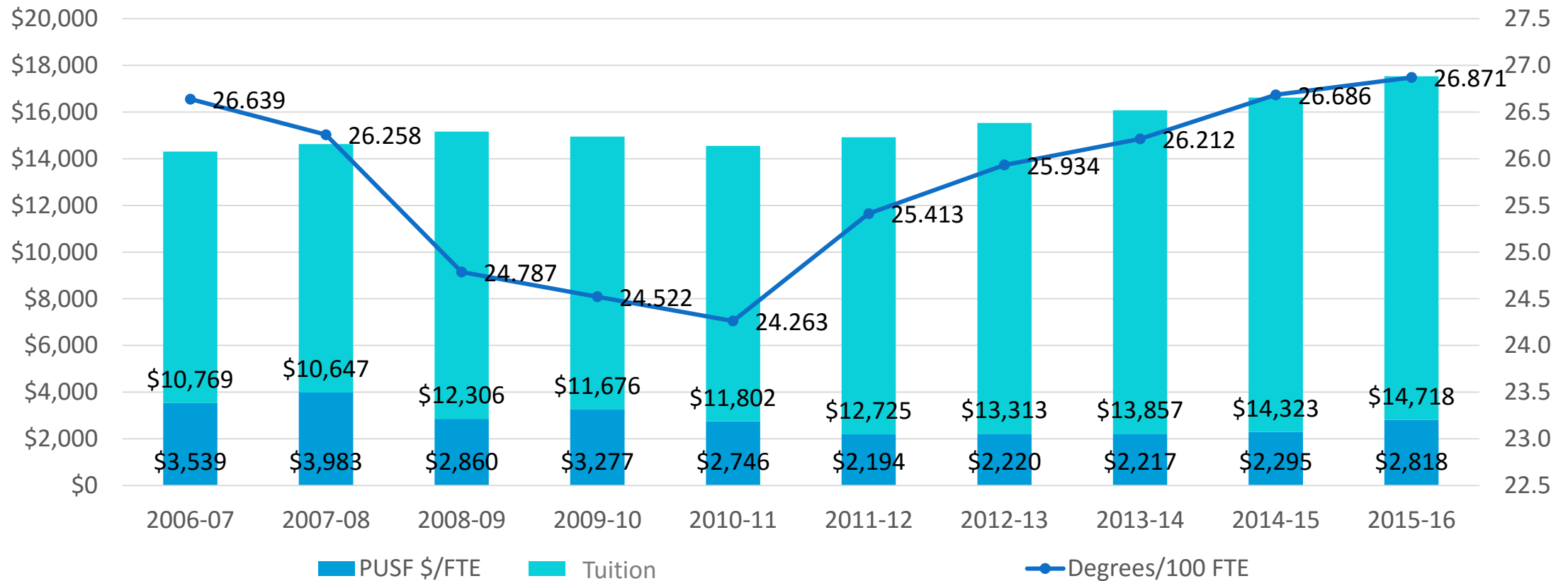
- **60%** of WOU students were food insecure during the school year.
- **11,929** students participated in Supplemental Nutrition Assistance Program (SNAP).
- Food insecurity during college years affects cognitive, academic, and psychosocial development.
- **133** Oregon families use student hours in Employment Related Day Care (ERDC).





# High Degree Output Compared to State Funding

## Education & General Revenues vs. Degree Output (Inflation Adjusted)



# Borrowing, Access, and Risk



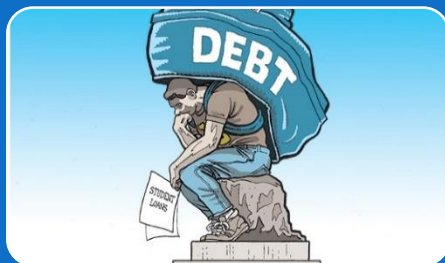
## Students most at risk of default

- Have debt, no degree (dropped out before graduating).
- Have high debt/low earnings.



## 68% of public university students borrow

- Average indebtedness about \$28,000 for OPU students (lower than avg. car loan in U.S of \$28,667).
- Students most at risk have debt exceeding their starting salaries.



## Students most at risk of over-borrowing

- Are low income with little to no family help or family borrowing experience.
- Depleted certain types of aid (e.g., Pell grants) before arriving at university.

# The Cost of Disinvestment at Universities

- **Oregon Families are Paying More and Getting Less**
  - Universities have been forced to cut academic advisors and student services
  - Opportunities for career connections have been lost – internships
  - Increased reliance on non-tenured faculty
  - Capital investments have been deferred
- **Oregon's Economy and Workforce is at a Disadvantage**
  - Competitive disadvantage for Oregon businesses
  - Average household income has stagnated
  - Oregon is less equipped to deal with changing workforce needs
  - The talent import problem

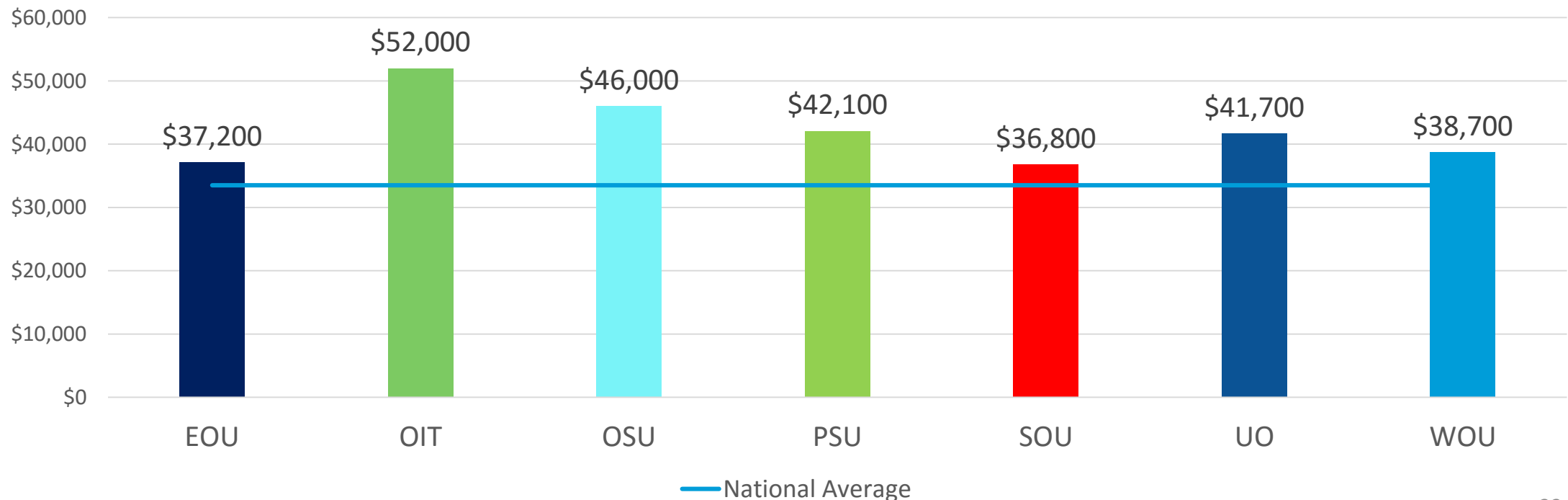
# The Value of a Degree: The Rising Cost of Not Going to College

# The Value of a College Degree

- In 2015, individuals with a bachelor's degree working full-time earned **\$24,600** per year **(67%) more** than those without one.
- The unemployment rate for individuals age 25 and older with at least a bachelor's degree has consistently been **about half** of the unemployment rate for high school graduates.
- College education is associated with healthier lifestyles, reducing health care costs, better civic involvement, and higher rates of home ownership.
- Public research universities are major engines of entrepreneurship and economic growth, ensuring states meet workforce needs.

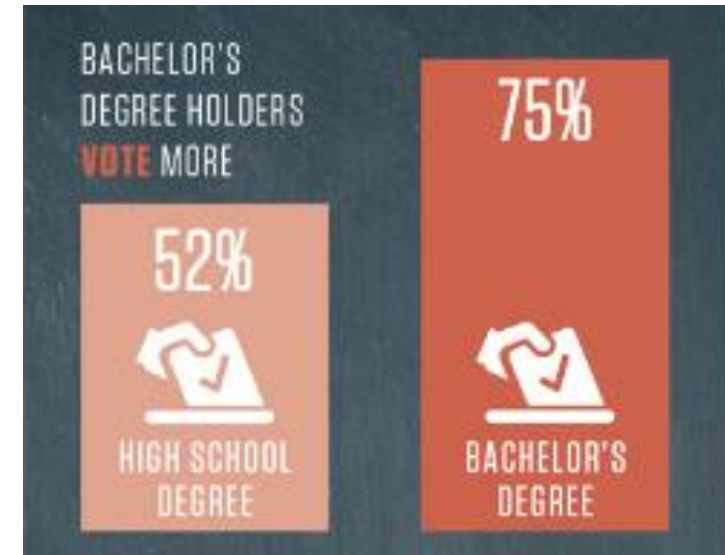
# College Pays: Oregon students exceed the national average in post-graduate income

**Salary Ten Years After Entering for Federal Aid Recipients**  
(National Average=\$33,500)





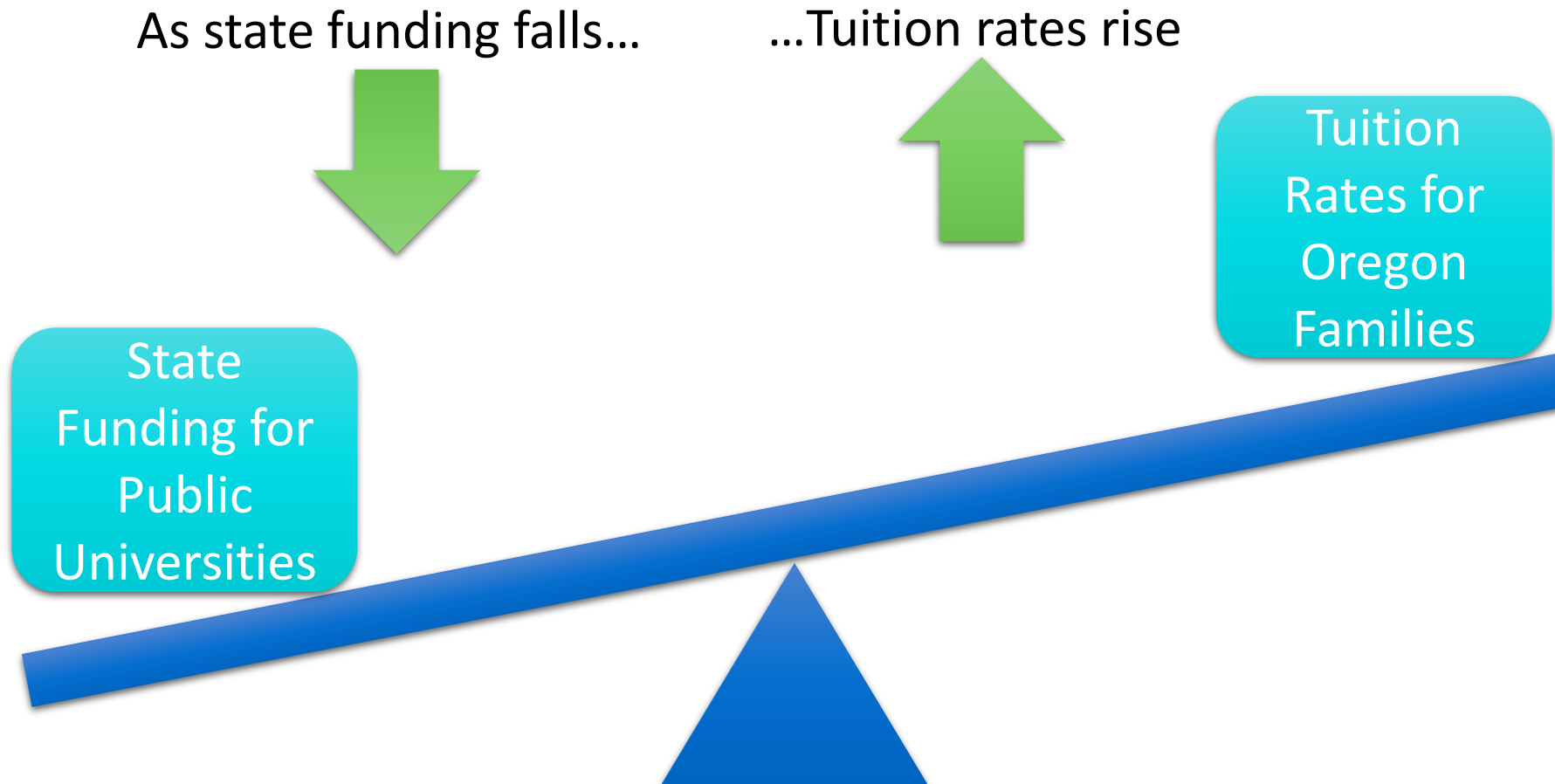
# It's More Than Economics...



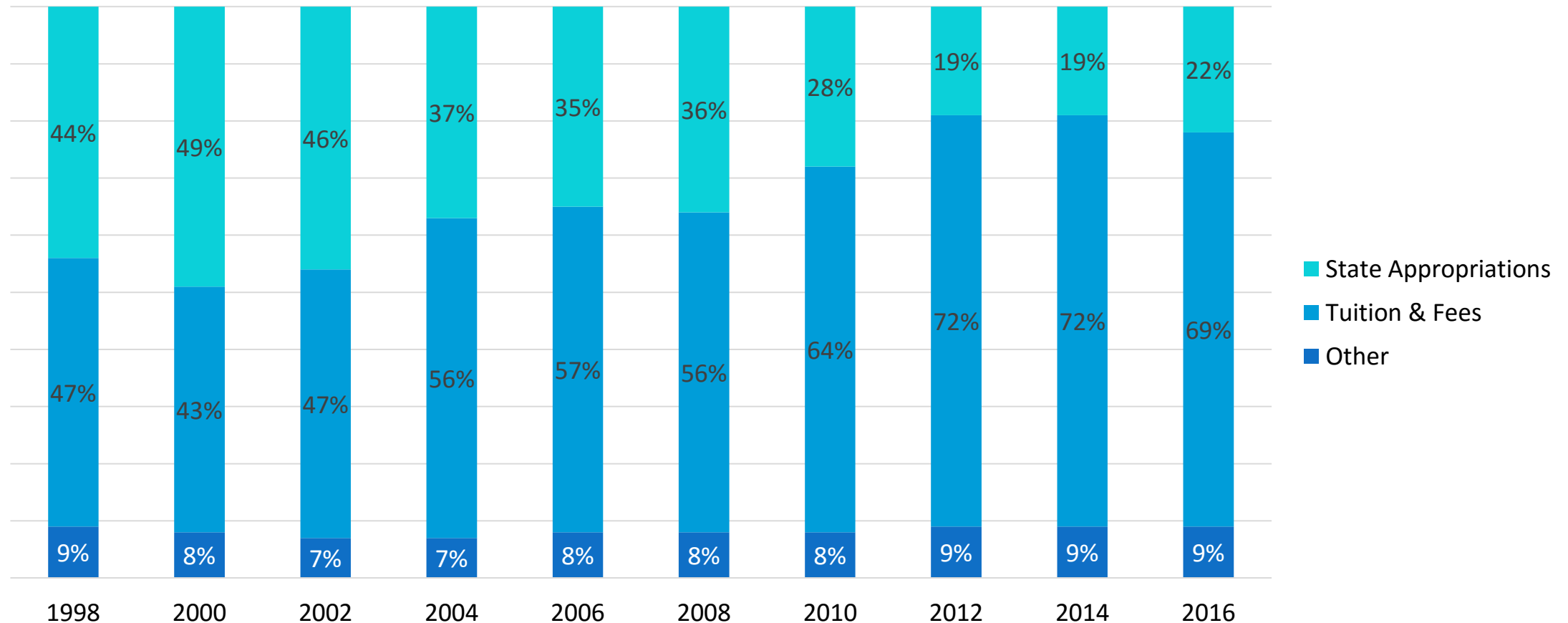
# Two Decades of Decreased State Funding: Cuts, Tuition, and Debt

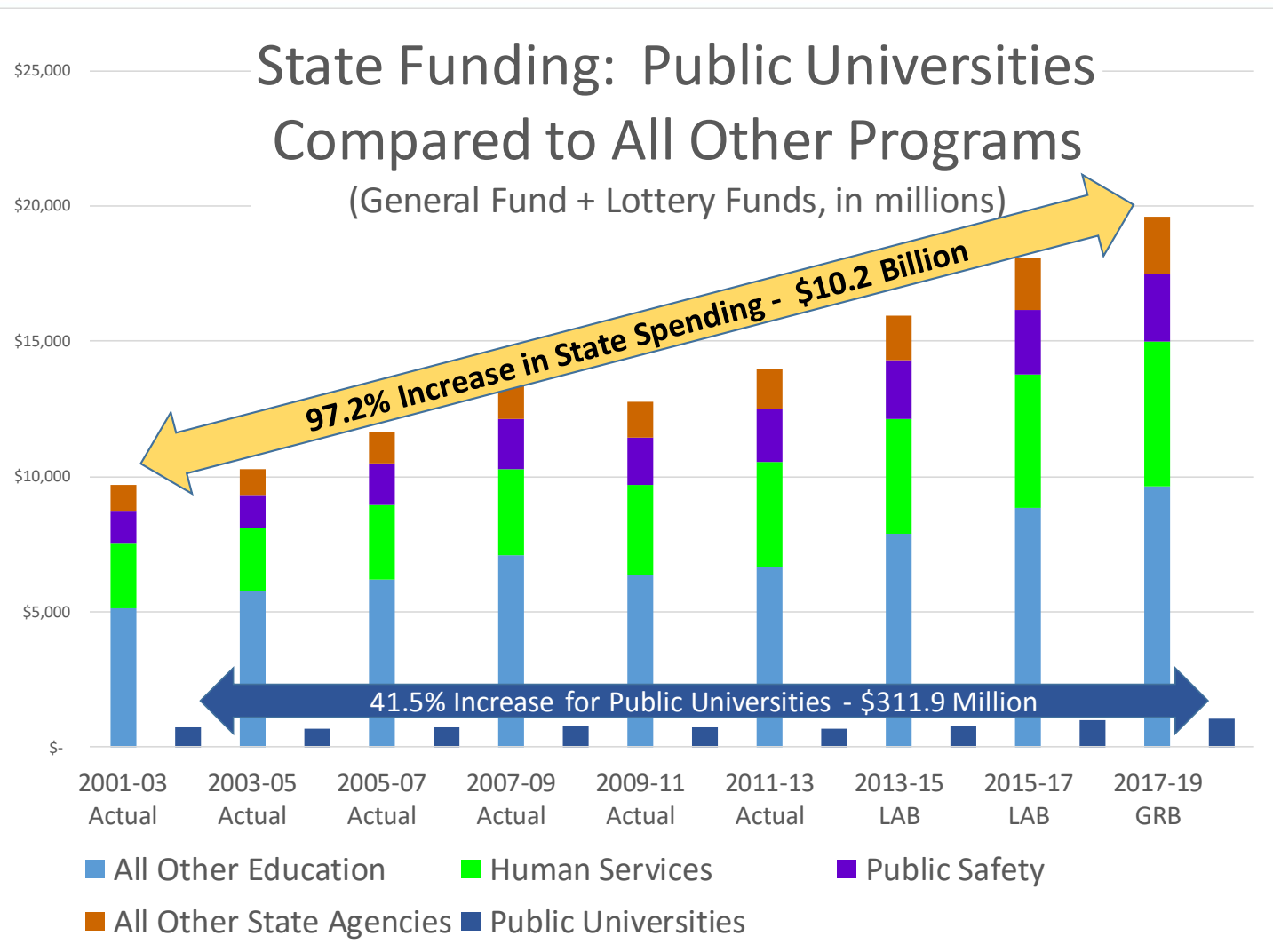


# Higher Education's Cost Shifting Problem



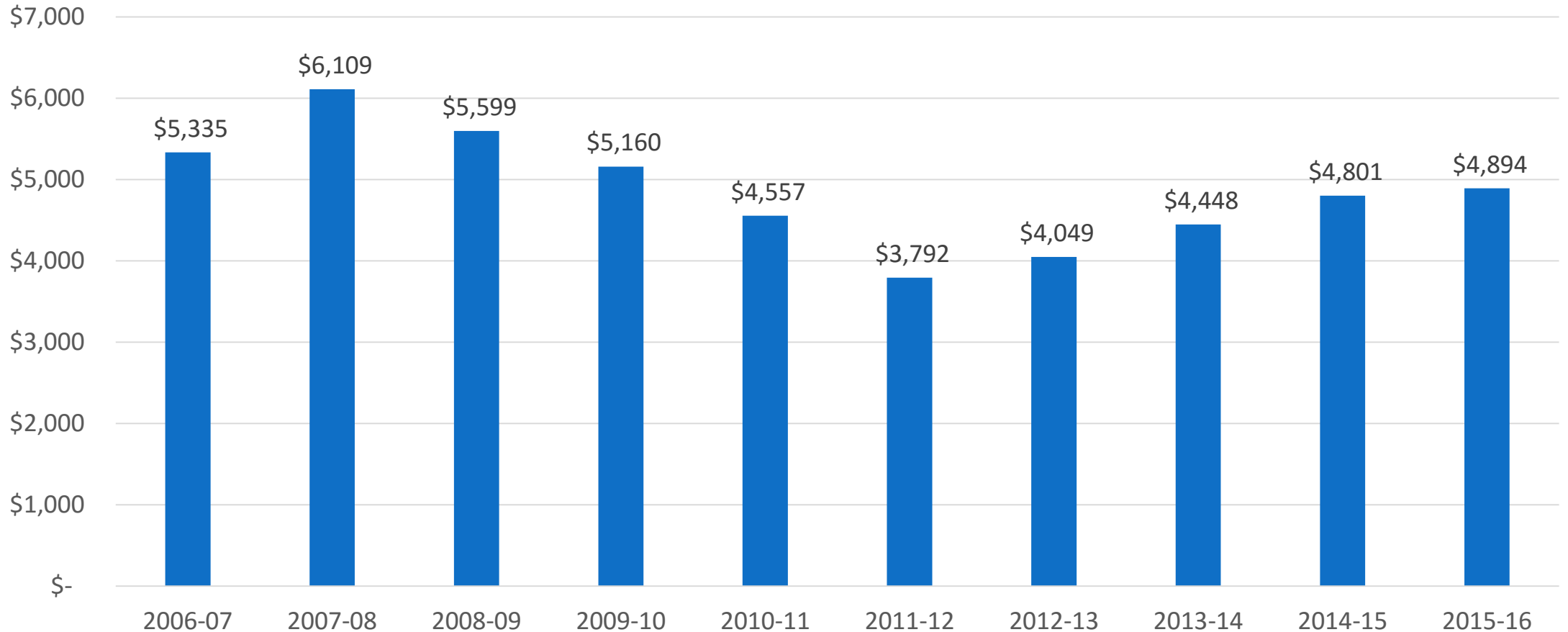
# Cost Shifting from the State to the Student





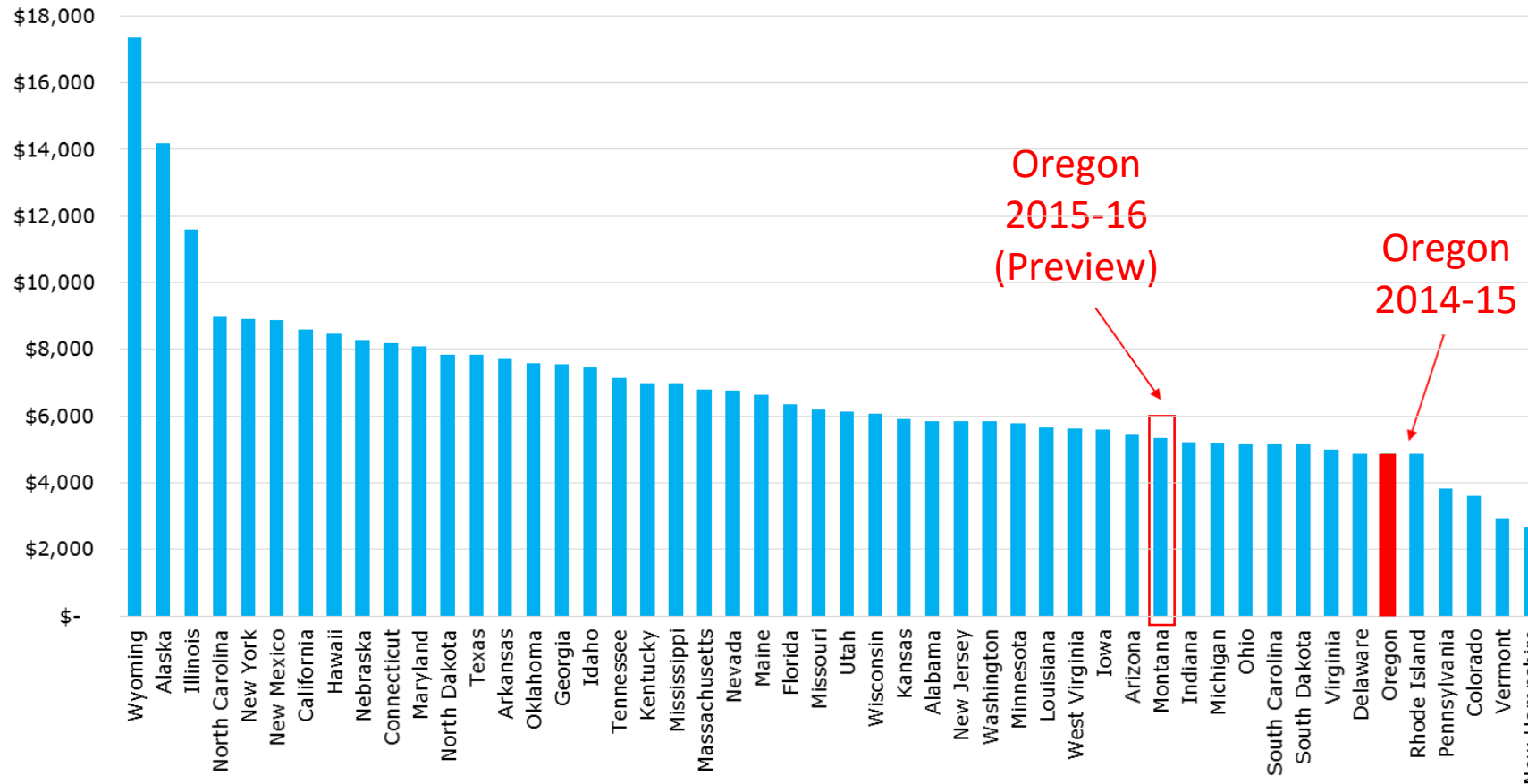
Source: 2001-03 Actual (Per LFO 2005-07 Update, May 2006); 2003-05 Actual, (Per LFO 2007-09 Update, March 2008); 2005-07 Actual (Per LFO 2009-11 Update, March 2010); 2007-09 Actual (Per LFO 2011-13 Update, March 2012); 2009-11 Actual (Per LFO 2013-15 Update, April 2014); 2011-13 Actual, 2013 Legislatively Approved, 2015 Legislatively Approved, (Per LFO 2015-17 Update, March 2016); 2017-19 GRB, (2017-19 GRB)

# Education & General State Appropriations per Student FTE



# 2015-17 Reinvestment Has Improved Oregon's Standing in Funding Per Student

## 2015 Educational Appropriations per Student



Source: 2015 State Higher Education Finance - State Higher Education Executive Officers (SHEEO)

# Cost Efficiencies & Investments in Student Success

- Investments in administrative positions are critical for student success, completion, safety, and compliance:
  - Title IX Coordinators/Investigators
  - Pre-College Coordinators
  - Disability Services
  - Career Services
  - Testing Centers
  - Retention Centers
  - Financial Aid Counselors
  - Academic Support Teams
  - Emergency Management and Campus Security



*Quality*

*Efficiency*

*Cost*

# Result of the Governor's Recommended Budget

A public university degree will be less affordable and students will be at higher risk of:

- Graduating with debt they can't afford to pay back;
- Stopping out with debt prior to graduating; or
- Not even starting college.



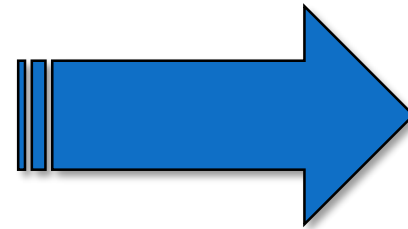
# Turning the Tide: 2015-17 Investment and Outcomes



# 2015-17 Investment Led to Student Success

**\$665 million**

**2015-17 Public University Support Fund**



Completion

Early Intervention

Sexual Assault and Violence Prevention

Enhanced Academic Advising

Student Enrichment for Veterans

Financial Aid and Affordability Programs

# Benefits of Investments



- Reduced the planned tuition and fees increase from 4.2% to 3.1% for in-state undergraduates during the 2015-16 academic year. A \$90/per student savings.
- Hiring additional academic advisors. Ratio of students to advisors at PSU was 650:1, new ratio with additional advisors is 360:1. Standard maximum is usually 300:1.
- PSU has hired a Sexual/Relationship Violence Prevention Coordinator who works with campus partners such as the Women's Resource Center, Campus Public Safety Office, and Title IX Coordinator to ensure best practices for a safe and hostile-free campus climate.

# Benefits of Investments



- Expanded the “Pirates to Raiders” program, which strives to ensure every Hispanic student in the Phoenix-Talent school district has the ability to access a college education through SOU. The program improves the college admissions process for Hispanic families; increases the number of Hispanic students who earn a bachelor’s degree and/or advanced degrees; and encourages bi-lingual teaching careers.
- Launched the Jackson/Josephine Pledge (Fall 2016) to help high school students in the two-county area navigate the transition from high school to SOU through dual-credit opportunities, early advising, reduced tuition, and wrap-around student support services.

# Benefits of Investments



- Increased fee remissions by \$1M, targeted toward specific Oregonian populations, including Western Promise students (fixed-rate tuition), first-generation students, rural students, and veterans.
- Increased capacity, including hiring additional staff, for WOU's successful Student Enrichment Program (SEP) funded in part by the federal TRIO program.
- Increased capacity, including hiring additional staff, for WOU's innovative early academic risk intervention program in academic advising and providing support for on-line access for student assistance in courses supported through Moodle, Western's on-line, open source learning platform.
- Hired additional staff as a joint Academic Affairs/Student Affairs initiative to advise veterans on academic and financial opportunities and programs.

# Benefits of Investments

- Awarded Graduation Completion Grants: Providing grants to more than 100 juniors or seniors who had exhausted state and federal financial aid.
- Added academic advisors dedicated to serving Pell-eligible students, targeting advising for low-income, first-generation, and minority students.
- Established the tenure track faculty initiative to increase tenured track faculty with an emphasis on STEM fields. A portion of these new faculty are funded by state investment.
- Improved services key to retention and completion, hiring additional retention specialists who use new analytics to identify academically or financially at-risk students and create a web of support services.



# Benefits of Investments

**Oregon TECH**

- 98% of Oregon Tech graduates employed or in graduate school 6 months after graduation (an 8% increase from the previous year).
- Increased degree completion through “completer” scholarships of \$1,200 each for 150 successful students who are close to graduation but at risk of dropping out due to financial hardship.
- Increased success for 120 first-generation and low-income students through targeted, comprehensive advising, and expanded peer consulting and mentoring (a 75% increase).
- Utilized a personalized student texting program that eliminates social and logistical barriers to accessing necessary academic supports.

# Benefits of Investments

- Grew enrollment of Oregon residents by over 350 students.
- Resident undergraduate tuition increase of 2% for 2016-17, the lowest increase in ten years.
- Increased spending for institutional financial aid by over 10% and grew scholarship funds from private donations.
- Invested in additional advisors and revamped courses with high failure or withdrawal rates.
- Began building analytics needed to maximize student degree completion through progress monitoring and proactive advising, tracking academic productivity, and identifying efficiencies.
- Expanded support services for victims of sexual violence and developed education and prevention programs for all students about sexual violence and the impact of alcohol and drug use on student success.



# Benefits of Investments

- Provided access and success to rural and underserved students: Providing student support to multicultural and bilingual student recruitment, financial aid and career services for progress towards degree completion and success after college.
- Created models of affordability by increasing student financial aid and housing remissions to enable qualified, low-income students the opportunity of a university education.
- Built pathways for completion with Eastern Promise by leveraging the success of EOU's program for accelerated learning in high school, and with community colleges by expanding transfer partnerships.







Oregon **TECH**

**OSU**  
Oregon State  
UNIVERSITY



+\$100M

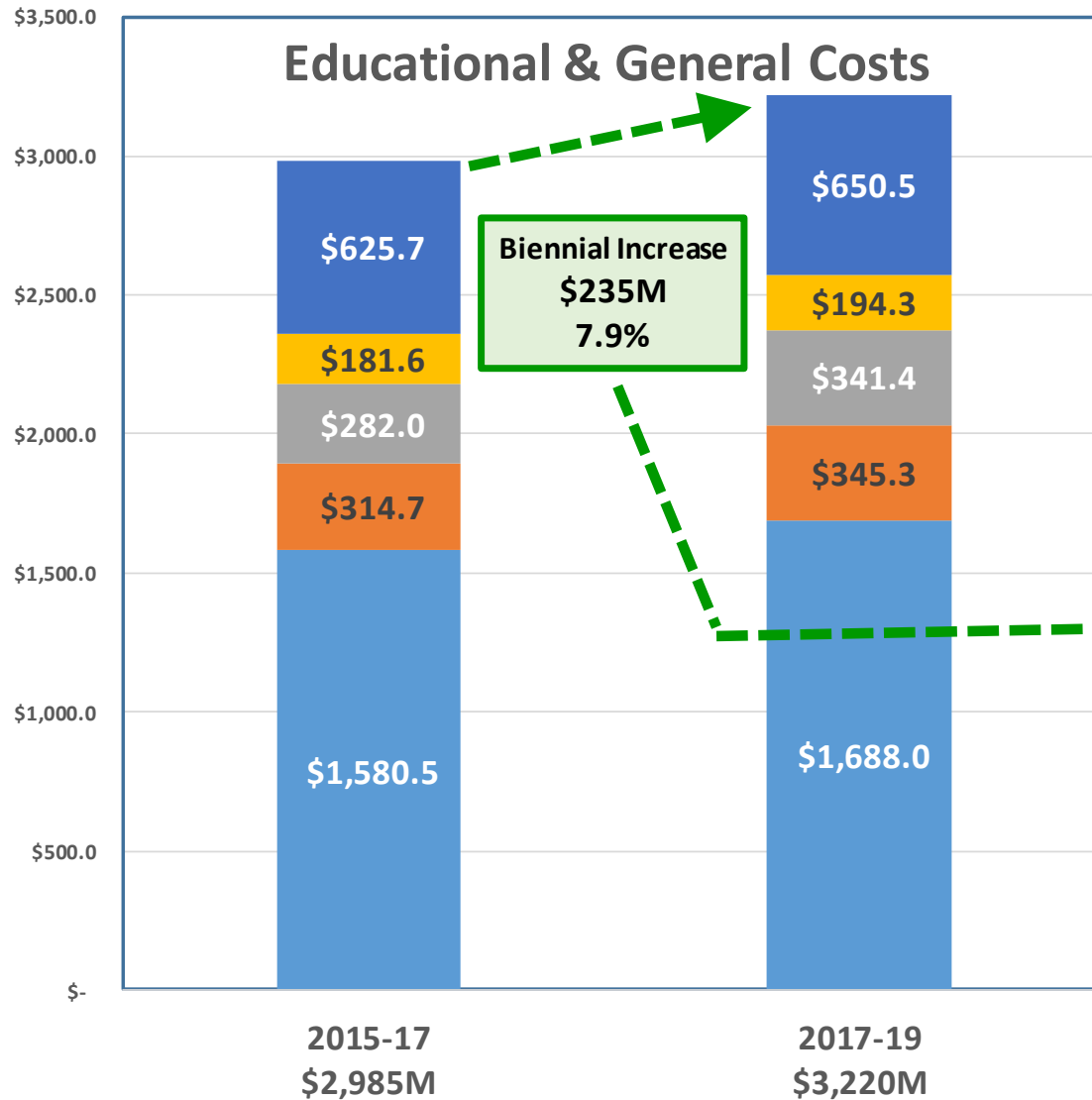
# 2017-19 University Budget Request

# A Look Back: 2015-17 By the Numbers

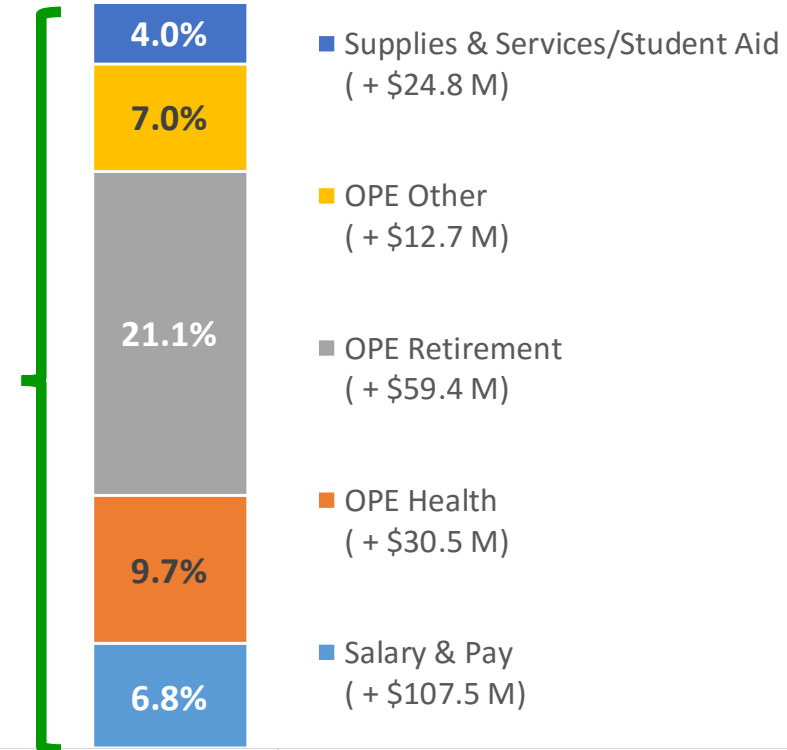
State Appropriations for Public University Operations & Student Support (in millions)	Public University Support Fund	State Programs <sup>1</sup>	Total Education and General
2007-09 Legislatively Adopted			\$692.3
2013-15 Legislatively Approved	\$522.0	\$40.6	\$562.6
2015-17 Legislatively Approved	\$667.3	\$39.1	\$706.4
2017-19 Governor's Budget	\$667.3	\$39.1	\$706.4
2017-19 Public Universities Request	\$765.0	\$41.3	\$806.3

+\$100M

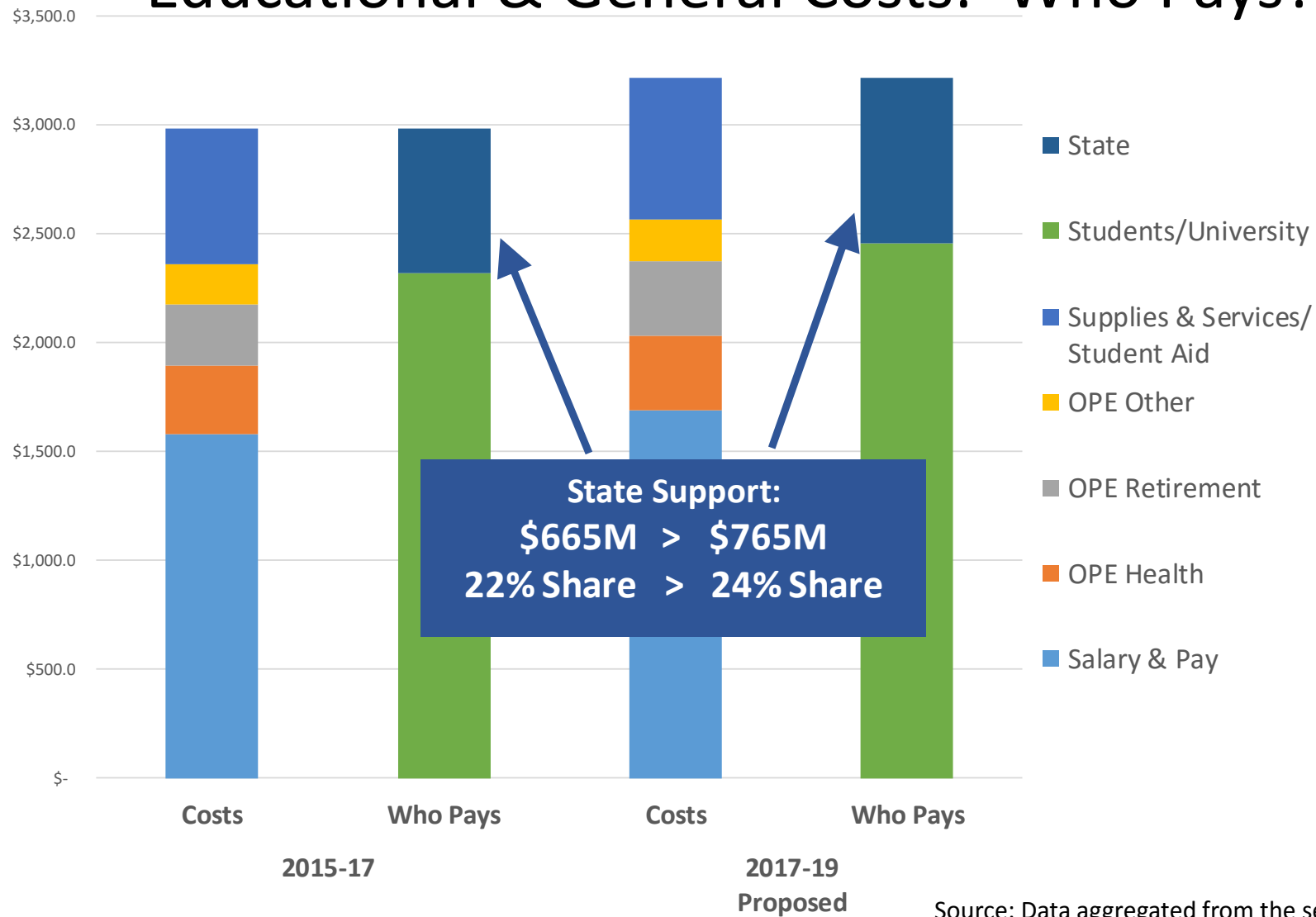
<sup>1</sup> State Programs include distinct institutes and centers across public universities, including engineering technology sustaining funds; Statewide Public Services at OSU (Ag Experiment Station, Extension Service, Forest Research Lab) are excluded.



### Biennial % Increases by Cost Driver



# Educational & General Costs: Who Pays?



# Public University Support Fund: The +\$100M Climb



**+\$765 million**

**+\$46.2M additional state support to protect students from bearing more of the full costs**

**+\$18.6M to cover states' full share of costs**

**+ \$7.4M (HECC CSL Policy Option Package)**

**+ \$27.8M (DAS Current Service Level calculation)**

**2015-17: \$665M**



# \$100 Million for Oregon Students





Oregon TECH

OSU  
Oregon State  
UNIVERSITY



+\$100M

Thank You! Questions?





Chemeketa CC



WOU



LBCC



# INTRODUCTION TO HIGHER EDUCATION CAPITAL FUNDING

BEN CANNON, EXECUTIVE DIRECTOR, HECC

ANDREW ROGERS, DIRECTOR, HECC OFFICE OF UNIVERSITY BUDGET & FINANCE

PATRICK CRANE, DIRECTOR, HECC OFFICE OF COMMUNITY COLLEGES AND WORKFORCE DEVELOPMENT

April 13, 2017

Presented to: Joint Ways and Means Education Subcommittee





# PRESENTATION SCHEDULE

Day 1-2, March 27-28	<ul style="list-style-type: none"><li>• Introduction to Higher Education Structure and Students, Progress toward State Goals, Quick Funding History</li></ul>
Day 3-4, March 29-30	<ul style="list-style-type: none"><li>• Affordability: Key Factors, State Financial Aid Programs + Intro to Student Pathways</li></ul>
Day 5, April 3	<ul style="list-style-type: none"><li>• Student Pathways and Transitions: Precollege, Inter-college, Private Postsecondary, Workforce</li></ul>
Day 6, April 4	<ul style="list-style-type: none"><li>• Public Testimony</li></ul>
Days 7-8, April 5-6	<ul style="list-style-type: none"><li>• State Support for Community Colleges</li><li>• Community College presentations</li></ul>
Day 9, April 10	<ul style="list-style-type: none"><li>• Public Testimony</li></ul>
Days 10-11, April 11-12	<ul style="list-style-type: none"><li>• State Support for Public Universities</li><li>• University presentations</li></ul>
Day 12, April 13	<ul style="list-style-type: none"><li>• Capital Construction, Other Missions of Universities</li></ul>
Day 13, April 17	<ul style="list-style-type: none"><li>• Public Testimony</li></ul>
Day 14, April 18	<ul style="list-style-type: none"><li>• OHSU Budget and Public Testimony</li></ul>
Day 15, April 19	<ul style="list-style-type: none"><li>• An Integrated postsecondary agency, HECC Operations, Conclusion</li></ul>

Start dates for presentation topics are tentative

# CAPITAL CONSTRUCTION REQUEST: **PUBLIC UNIVERSITIES**

Andrew Rogers, Director,  
University Budget &  
Finance



# GOVERNOR'S RECOMMENDED BUDGET (GRB/CSL): STATE SUPPORT FOR PUBLIC UNIVERSITY DEBT SERVICE

Activity	Description	2015-17 LAB	2017-19 CSL	2017-19 GRB
<b>Support Debt Service on Previous University Capital Projects</b>	Supports debt service on previously approved capital projects for the universities	\$151.6M (\$119.7M GF, \$31.9M LF)	\$193.6M (\$161.7M GF, \$31.9M LF)	\$193.8M (\$161.9M GF, \$31.9M LF)
Change from 2015-17				+21.8% from LAB +0.1% from CSL

NOTE: This slide focuses primarily on General Fund (GF) and Lottery Fund (LF) dollars, not Other Funds. LAB: Legislatively Adopted Budget, GRB: Governor's Recommended Budget, CSL: Current Service Level

# GOVERNOR'S RECOMMENDED BUDGET (GRB/CSL): PUBLIC UNIVERSITIES: NEW CAPITAL FUNDING

Activity	Description	2015-17 LAB	2017-19 CSL	2017-19 GRB
<b>Support University New Capital Funding</b>	Supports new general obligation bond proceeds funding 18 new capital construction projects at all seven public universities. Thirteen of these projects are funded with Article XI-G and Article XI-Q bonds repaid by state General Fund.	\$308.9M OF (\$252.0M State Paid, \$56.9 M University Paid)	N/A	\$349.8M OF Limitation (\$269.6M State Paid, \$80.3M Univ. Paid)
Change from 2015-17		N/A	N/A	N/A
<b>Support University and Community College Campus Safety</b>	Supports lottery bond proceeds related to safety infrastructure investments at Oregon public colleges and universities recommended by the Oregon Campus Safety Workgroup.	N/A	N/A	\$15.0M
Change from 2015-17		N/A	N/A	N/A

NOTE: This slide focuses primarily on General Fund (GF) and Lottery Fund (LF) dollars, not Other Funds. LAB: Legislatively Adopted Budget, GRB: Governor's Recommended Budget, CSL: Current Service Level

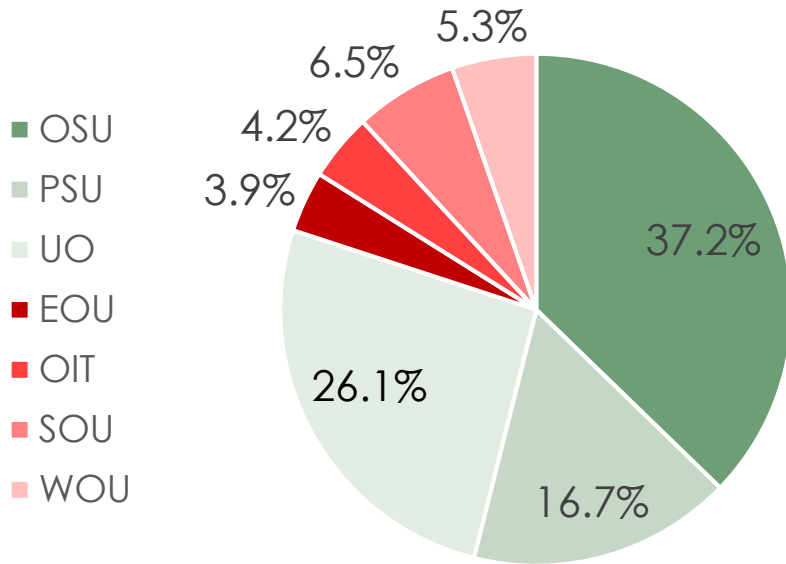
# UNIVERSITY CAPITAL PORTFOLIO

Public University E&G Capital Portfolio, Fall 2016			
	Buildings	GSF	Notes
Total University E&G	597	15,702,789	
Individual Institutions E&G GSF and Buildings			
Institutions	Buildings	GSF	% of Total E&G Space
EOU	20	606,898	3.9%
OIT	32	666,922	4.2%
OSU	265	5,848,180	37.2%
PSU	42	2,619,048	16.7%
SOU	52	1,024,655	6.5%
UO	145	4,099,221	26.1%
WOU	41	837,865	5.3%



# DISTRIBUTION OF EDUCATION AND GENERAL (E&G) GROSS SQUARE FEET BY INSTITUTION

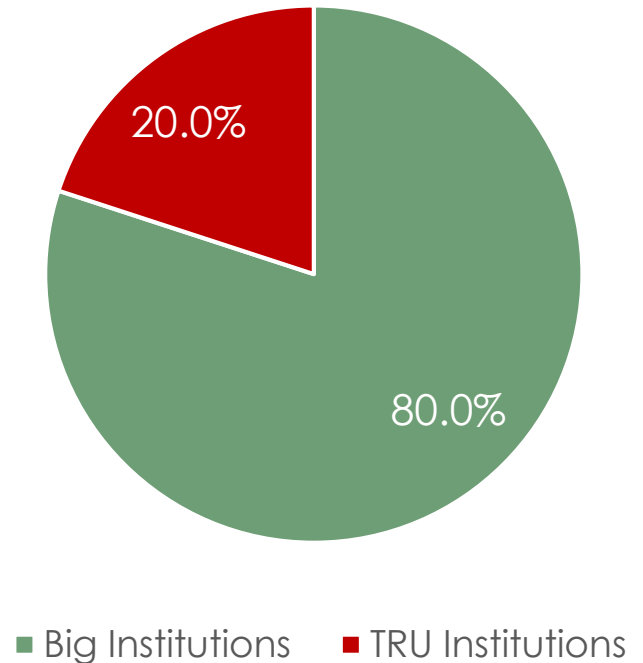
Overall Gross Square Feet (GSF) 15,702,789



Big Institutions-  
12,556,449 GSF

TRU Institutions-  
3,136,340 GSF

Big Institutions vs. Technical Regional Universities (TRUs)



# UNIVERSITY CAPITAL PROCESS

HECC Capital Principles and Scoring Rubric development: Feb.-May



University President's develop Tier I, II and III capital list: April



University capital submission: May



HECC Scoring and ARB development: May.-Nov.



Assist in GRB Considerations: Nov.



GRB finalized list: Dec.

# HECC UNIVERSITY CAPITAL PRINCIPLES

All state backed debt will support the Commission's Strategic Plan through investments in:

- Classroom, Laboratory, Research or Student Services space

Institutions must plan for ongoing operational and maintenance needs of current and future capital portfolio

State backed debt will serve either to

- Extend the useful life of current capital assets
- Expand capacity to meet needs of students
- Develop or extend key competitive advantages

Projects which generate operational cost savings will be prioritized



# HECC UNIVERSITY CAPITAL PRINCIPLES, CONTINUED

The HECC, in conjunction with institutions will evaluate key capacity constraints across the portfolio of institutions to prioritize investment

Public-private and multi-party collaborations will be encouraged

Leveraging of non-state resources, including private and university funds will be encouraged

Deferred maintenance and capital debt prioritization will focus on aligning economic incentives of institutions and state capital investment

# HECC 2017-19 CAPITAL RUBRIC

Project must meet Campus Master Plan, OEIB and HECC Strategic Plans	<ul style="list-style-type: none"> <li>• Minimum threshold</li> </ul>
HECC priorities	<ul style="list-style-type: none"> <li>• Ease capacity constraints within portfolio               <ul style="list-style-type: none"> <li>• 10 pts</li> </ul> </li> <li>• Support student completion               <ul style="list-style-type: none"> <li>• 10 pts</li> </ul> </li> <li>• Support research &amp; economic development               <ul style="list-style-type: none"> <li>• 5 pts</li> </ul> </li> <li>• Collaboration               <ul style="list-style-type: none"> <li>• 5 pts</li> </ul> </li> </ul>
Deferred maintenance and cost savings	<ul style="list-style-type: none"> <li>• 10 pts</li> </ul>
Life, safety and code compliance	<ul style="list-style-type: none"> <li>• 10 pts</li> </ul>
Campus priority	<ul style="list-style-type: none"> <li>• 20 pts</li> </ul>
Enhance current effort	<ul style="list-style-type: none"> <li>• 5 pts</li> </ul>
Leveraging campus and external support	<ul style="list-style-type: none"> <li>• 15 pts</li> </ul>
Strategic priority	<ul style="list-style-type: none"> <li>• 10 pts</li> </ul>

# BRIEF OVERVIEW OF BOND TYPES

XI-F(1) Bonds-Backed by university revenues. Can be utilized for non E&G projects.

- University pays full debt service.

XI-G Bonds-University provides dollar for dollar match to state bonding commitment. Restricted to higher education facilities (University, OHSU and CC)

- State pays debt service.

XI-Q Bonds. Fully state paid. Restricted to state owned buildings only.

- State pays full debt service.

# PUBLIC UNIVERSITY CAPITAL REQUEST (GRB)

Public University Prioritized Capital Construction Request, 2017-19 Biennium  
GRB (in thousands \$) (table one)

Institution	Project	State-Paid Debt			State Paid Cumulative Total	Campus Paid Debt & Resources			Total
		XI-G	XI-Q	State-Paid Total		XI-F	Gifts/Other	Campus Total	
<b>All</b>	<b>Capital Improvement &amp; Repair</b>		\$ 45,650	\$ 45,650	\$ 45,650				\$ 45,650
<b>PSU</b>	<b>4th &amp; Montgomery for Graduate School of Education</b>	\$ 40,500		\$ 40,500	\$ 86,150	\$ 6,000	\$ 52,000	\$ 58,000	\$ 98,500
<b>OSU</b>	<b>Gilkey Hall Renovation</b>	\$ 2,000	\$ 1,000	\$ 3,000	\$ 89,150		\$ 2,000	\$ 2,000	\$ 5,000
<b>OSU</b>	<b>Oregon Quality Foods &amp; Beverage Center</b>	\$ 9,000	\$ 0	\$ 9,000	\$ 98,150		\$ 9,000	\$ 9,000	\$ 18,000
<b>EOU</b>	<b>Information Technology Equipment Facility</b>		\$ 1,200	\$ 1,200	\$ 99,350				\$ 1,200
<b>OSU</b>	<b>Cordley Hall Renovation Phase I</b>		\$ 15,000	\$ 15,000	\$ 114,350				\$ 15,000

# PUBLIC UNIVERSITY CAPITAL REQUEST (GRB)

Public University Prioritized Capital Construction Request, 2017-19 Biennium  
GRB (in thousands \$) (table two)

Institution	Project	State-Paid Debt			State Paid Cumulative Total	Campus Paid Debt & Resources			Total
		XI-G	XI-Q	State-Paid Total		XI-F	Gifts/ Other	Campus Total	
OIT	Center For Excellence In Engineering And Technology/Renovation Of Cornett Hall	\$ 4,000	\$ 34,000	\$ 38,000	\$ 152,350		\$ 4,000	\$ 4,000	\$ 42,000
UO	Classroom and Faculty Office Building	\$ 30,000	\$ 14,000	\$ 44,000	\$ 196,350		\$ 30,000	\$ 30,000	\$ 74,000
SOU	Central Hall Modernization		\$ 6,000	\$ 6,000	\$ 202,350				\$ 6,000
WOU	Oregon Military Academy – Phase 2 Renovation	\$ 500	\$ 7,200	\$ 7,700	\$ 210,050		\$ 500	\$ 500	\$ 8,200
OSUC	Cascades Expansion- a. Site Reclamation		\$ 9,000	\$ 9,000	\$ 219,050				\$ 9,000
OSUC	Cascades Expansion- b. Campus Infrastructure		\$ 11,000	\$ 11,000	\$ 230,050				\$ 11,000

# PUBLIC UNIVERSITY CAPITAL REQUEST (GRB)

Public University Prioritized Capital Construction Request, 2017-19 Biennium  
GRB (in thousands \$) (table three)

Institution	Project	State-Paid Debt			State Paid Cumulative Total	Campus Paid Debt & Resources			Total
		XI-G	XI-Q	State-Paid Total		XI-F	Gifts/ Other	Campus Total	
UO	<b>Knight Campus for Accelerating Scientific Impact</b>	\$ 34,000	\$ 0	\$ 34,000	\$ 264,050		\$ 100,000	\$ 100,000	\$ 134,000
EOU	<b>Loso Hall Renovation, Phase One</b>		\$ 5,500	\$ 5,500	\$ 269,550				\$ 5,500
EOU	<b>Track and Field Facilities Restoration Project</b>				\$ 269,550	\$ 750	\$ 750	\$ 1,500	\$ 1,500
PSU	<b>University Center Building Land Purchase</b>				\$ 269,550	\$ 15,000	\$ 2,000	\$ 17,000	\$ 17,000
PSU	<b>12th and Market Resident Hall</b>				\$ 269,550	\$ 53,500	\$ 10,000	\$ 63,500	\$ 63,500
OIT	<b>Student Recreation Center</b>				\$ 269,550	\$ 5,000		\$ 5,000	\$ 5,000
		\$ 120,000	\$ 149,550	\$ 269,550	\$ 269,550	\$ 80,250	\$ 210,250	\$ 290,500	\$ 560,050

# SYSTEMWIDE - CAPITAL REPAIR AND RENEWAL

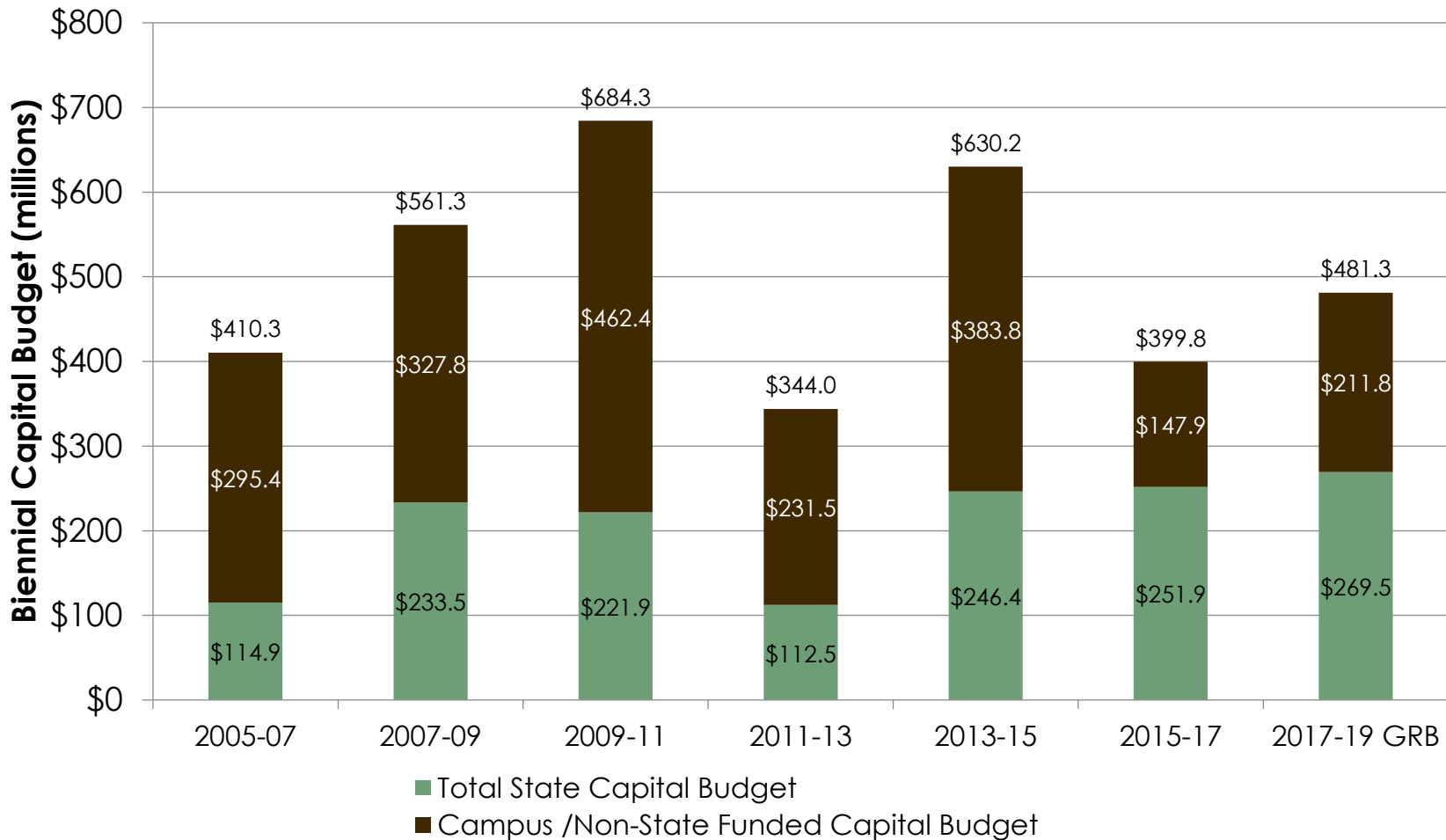
Provides  
an  
omnibus  
capital  
funding  
category  
to  
address

- Current capital improvements
- Code compliance
- ADA and safety related projects



# CAPITAL CONSTRUCTION FUNDING

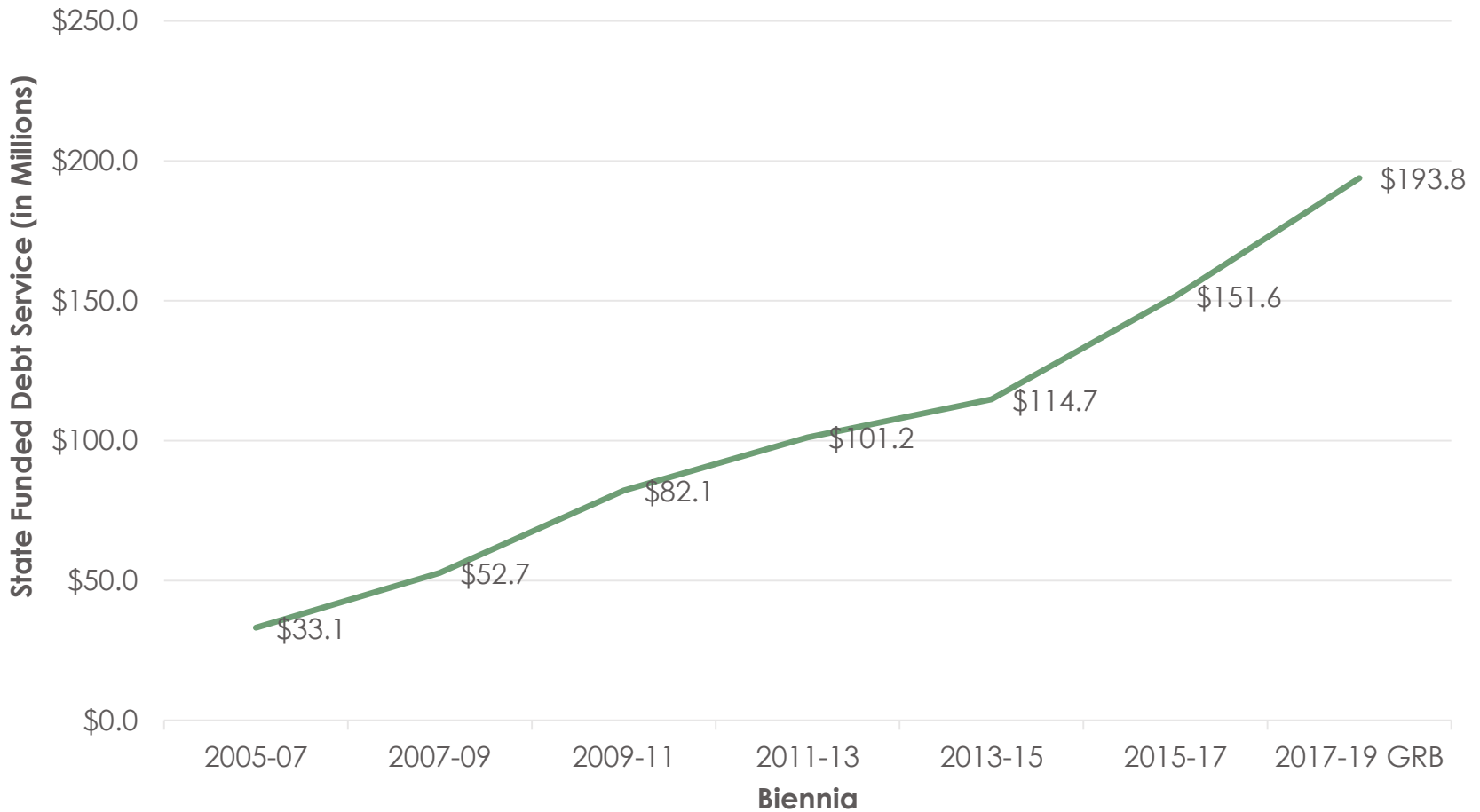
## General Fund and State Backed Debt (Public Universities)



Source: HECC Office of University Coordination

# STATE FUNDED DEBT SERVICE HISTORY

## Total State Funded Debt Service (GF+LF)



Source: OUS Budget Summaries 2005-2006, through 2014-15, HECC BRS 2016-17, and Governor's Recommended Budget (2017-19).



# CAPITAL CONSTRUCTION REQUEST: **PUBLIC COMMUNITY COLLEGES**

Patrick Crane, Director,  
Community Colleges  
and Workforce  
Development

LBCC

GOVERNOR'S RECOMMENDED BUDGET (GRB):  
**STATE SUPPORT FOR PUBLIC COMMUNITY COLLEGE  
 DEBT SERVICE**

Activity	Description	2015-17 LAB	2017-19 CSL	2017-19 GRB
<b>Support Debt Service on Previous Community College Capital Projects</b>	Supports debt service on previously approved capital infrastructure projects for the community colleges	\$35.1M (\$24.6M GF, \$10.5M LF)	\$43.8 M (\$32.1M GF, \$11.7M LF)	\$43.8M (\$32.1M GF, \$11.7M LF)
Change from 2015-17				+19.9%

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# GOVERNOR'S RECOMMENDED BUDGET (GRB): PUBLIC COMMUNITY COLLEGES: NEW CAPITAL INFRASTRUCTURE FUNDING

Activity	Description	2015-17 LAB	2017-19 CSL	2017-19 GRB
<b>Support Community College Capital Infrastructure Funding</b>	Supports bond proceeds funding eleven campus infrastructure projects at community colleges, through Article XI-G bond program.	N/A	N/A	\$75.2M OF Limitation
Change from 2015-17				N/A
<b>Support University and Community College Campus Safety</b>	Supports lottery bond proceeds related to safety infrastructure Investments at Oregon public colleges and universities recommended by the Oregon Campus Safety Workgroup.	N/A	N/A	\$15.0M OF Limitation
Change from 2015-17		N/A	N/A	N/A

# COMMUNITY COLLEGE CAPITAL RULES

Community college capital construction projects are funded by XI-G bonds or lottery funds.

Colleges may not have more than one project approved for XI-G bond funding that are awaiting match funds.

For biennia beginning on or after July 1, 2015, the aggregate amount authorized for the issuance of XI-G bonds for projects at a single college may not exceed \$8 million.

# COMMUNITY COLLEGE CAPITAL PROCESS

Due Diligence Report templates sent to colleges: Feb

Due Diligence Reports for Tier I and Tier II projects due to HECC: March

Capital Construction Workgroup conducts blind review and ranking, makes recommendations to HECC staff: April

HECC staff present overview to or process and proposals to Funding and Achievement subcommittee: April

Oregon Presidents Council finalizes recommendations for HECC staff: April

HECC reviews final staff recommendations for Tier I and Tier II projects: May



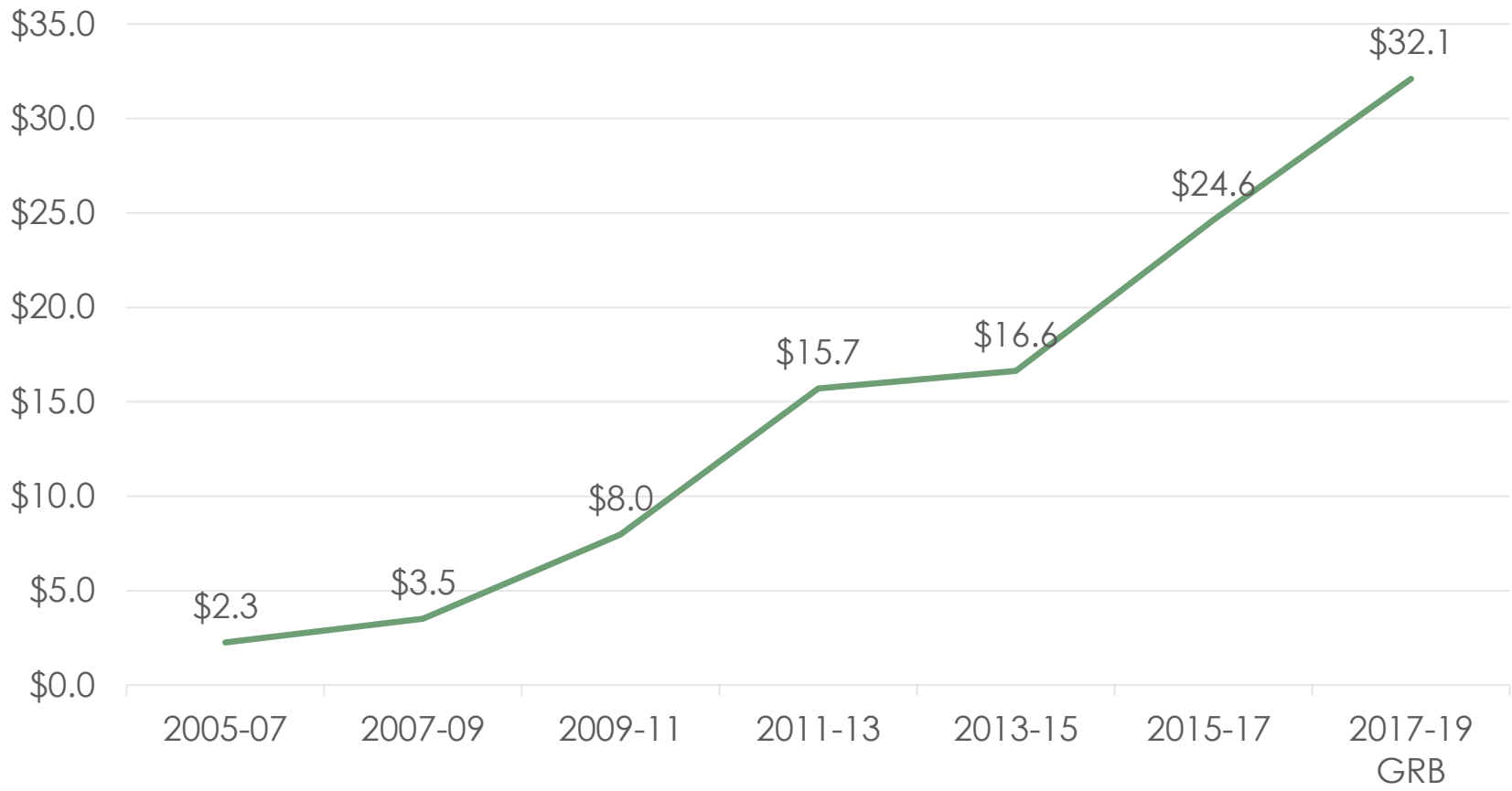
# CC CAPITAL CONSTRUCTION PROJECTS

## GRB Community College Capital Construction Projects for 2017-19 Biennium

College	Project	XI-G Bonds Requested	Total Project Cost
<b>Umpqua Community College</b>	<b>New industrial technology building</b>	\$ 8,000,000.00	\$ 20,110,414.00
<b>Linn Benton Community College</b>	<b>Student affairs and campus safety space renovation</b>	\$ 7,500,000.00	\$ 15,062,670.00
<b>Chemeketa Community College</b>	<b>New agricultural complex</b>	\$ 6,000,000.00	\$ 17,060,313.00
<b>Portland Community College</b>	<b>Health Training Building Renovation</b>	\$ 8,000,000.00	\$ 22,500,000.00
<b>Lane Community College</b>	<b>New health care village</b>	\$ 8,000,000.00	\$ 16,200,000.00
<b>Southwestern Community College</b>	<b>Dellwood Hall remodel and expansion</b>	\$ 2,749,997.00	\$ 5,499,995.00
<b>Clackamas Community College</b>	<b>DeJardin Building addition</b>	\$ 8,000,000.00	\$ 24,700,000.00
<b>Mt Hood Community College</b>	<b>New Maywood Park Center</b>	\$ 8,000,000.00	\$ 23,000,000.00
<b>Blue Mountain Community College</b>	<b>New animal science facility complex</b>	\$ 5,000,000.00	\$ 10,000,000.00
<b>Oregon Coast Community College</b>	<b>New workforce and academic building</b>	\$ 8,000,000.00	\$ 16,000,000.00
<b>Rogue Community College</b>	<b>Elk Building science building renovations</b>	\$ 6,000,000.00	\$ 12,000,000.00

# COMMUNITY COLLEGE DEBT SERVICE HISTORY

## Community College GF Funded Debt Service (In Millions)



Data Source: HECC Office of Community Colleges and Workforce Development (CCWD)



## CAMPUS PUBLIC SAFETY INVESTMENT

Ben Cannon, Executive  
Director, HECC

# GOVERNOR'S RECOMMENDED BUDGET (GRB): NEW CAPITAL INFRASTRUCTURE FUNDING: CAMPUS SAFETY

Activity	Description	2015-17 LAB	2017-19 CSL	2017-19 GRB
<b>Support University and Community College Campus Safety</b>	Supports lottery bond proceeds related to safety infrastructure Investments at Oregon public colleges and universities recommended by the Oregon Campus Safety Workgroup.	N/A	N/A	\$15.0M OF Limitation
Change from 2015-17		N/A	N/A	N/A

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# CAMPUS SAFETY WORK GROUP

Convened by Governor Brown in the wake of the 2015 Umpqua Community College tragedy

- Membership from all sectors of higher education as well as law enforcement

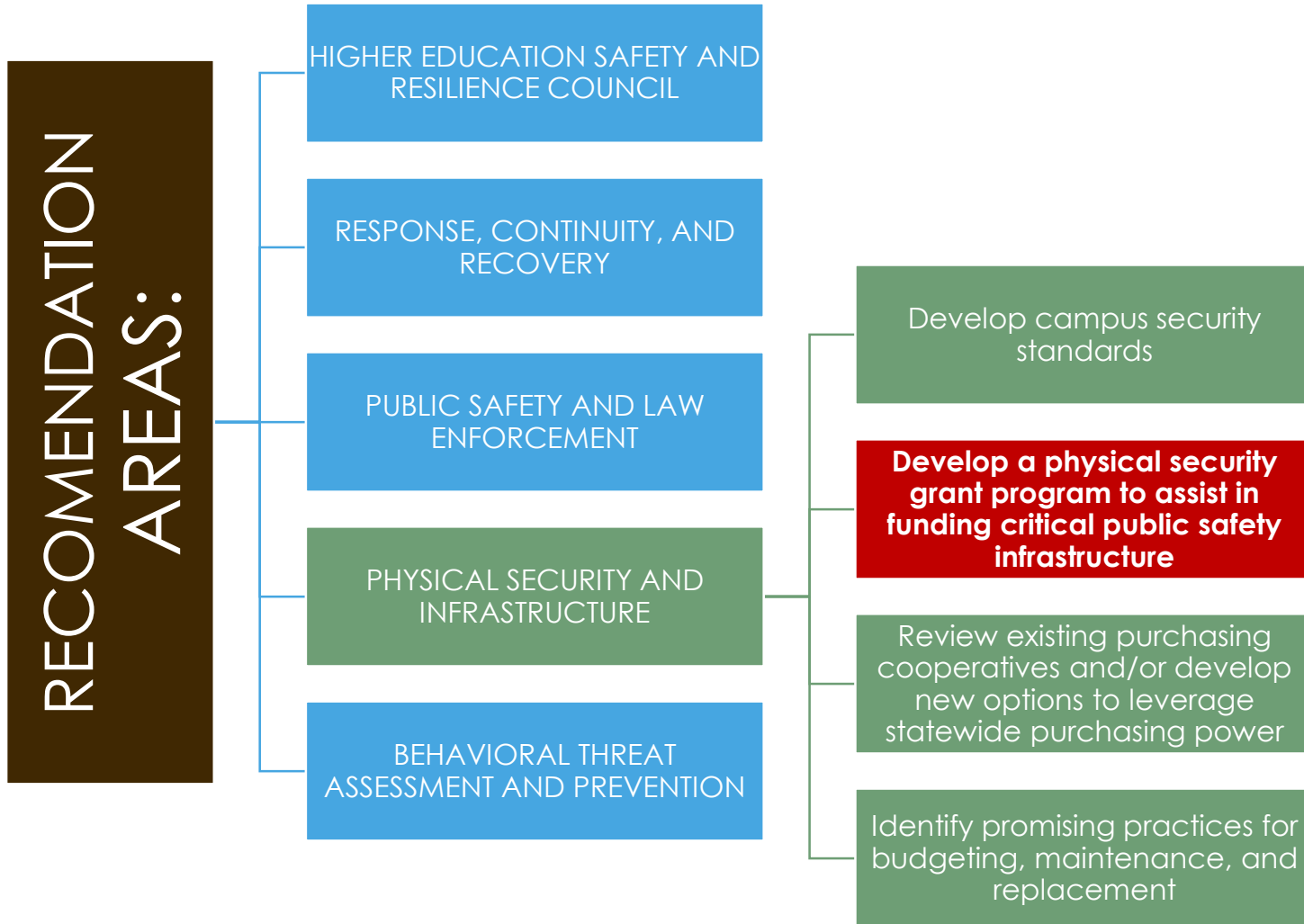
## CHARGE:

- **Ensure best practices and protocols are implemented** across all higher education institutions to maintain public safety, and prevent, prepare for, and effectively manage future crisis response efforts; and
- **Identify resource needs** and potential state policy to enable a coordinated strategy across the higher education system for public and private institutions.

Download the full report at:

<https://gis.uoregon.edu/campussafety/>

# CAMPUS SAFETY WORK GROUP: INFRASTRUCTURE IS ONE COMPONENT OF BROAD STATEWIDE SAFETY RECOMMENDATIONS



## RECOMMENDATION AREAS:

HIGHER EDUCATION SAFETY AND RESILIENCE COUNCIL

RESPONSE, CONTINUITY, AND RECOVERY

PUBLIC SAFETY AND LAW ENFORCEMENT

PHYSICAL SECURITY AND INFRASTRUCTURE

BEHAVIORAL THREAT ASSESSMENT AND PREVENTION

Develop campus security standards

**Develop a physical security grant program to assist in funding critical public safety infrastructure**

Review existing purchasing cooperatives and/or develop new options to leverage statewide purchasing power

Identify promising practices for budgeting, maintenance, and replacement

# PHYSICAL SECURITY AND INFRASTRUCTURE:

All post-secondary education institutions should have campus security standards that take into account the campus's size, complexity, and hours of operation and incorporate crime prevention through environmental design principles. These standards should be integrated into campus planning efforts, capital projects, and major remodels.

Develop a physical security grant program to assist post-secondary institutions in funding critical public safety infrastructure including access control, cameras, alarms, data storage for video, mass notification, and lighting in existing buildings and campus infrastructure.

Review existing purchasing cooperatives and/or develop new options to leverage statewide purchasing power for physical security infrastructure including, but not limited to: access control systems, cameras, alarms, data storage solutions, lighting, etc.

Identify promising practices for budgeting, maintenance, and replacement of security systems at post-secondary institutions.





# DIVERSE MISSIONS OF PUBLIC UNIVERSITIES: PUBLIC SERVICES, STATEWIDE PROGRAMS

ANDREW ROGERS, DIRECTOR, UNIVERSITY BUDGET & FINANCE

Date

Presented to: Joint Ways and Means Education Subcommittee



# PUBLIC UNIVERSITY STATE PROGRAMS

# GOVERNOR'S RECOMMENDED BUDGET (GRB): PUBLIC UNIVERSITIES: STATE PROGRAMS

Activity	Description	2015-17 LAB	2017-19 CSL	2017-19 GRB
<b>Preserve Public University State Programs</b>	Preserves funding at 2015-17 level for state programs including as engineering and technology investments to the universities, Dispute Resolution Center, Oregon Solutions, Signature Research Centers, and others.	\$39.1M GF	\$39.5M GF	\$39.1M GF (\$25.XM engineering and technology investments to universities)
Change from 2015-17			0% from LAB -1.1% from CSL	

NOTE: This slide focuses primarily on General Fund (GF) and Lottery Fund (LF) dollars, not Other Funds. LAB: Legislatively Adopted Budget, GRB: Governor's Recommended Budget, CSL: Current Service Level

# STATE PROGRAMS FUNDING REQUEST

Public University State Programs		
University	Program	Funding
All	Engineering Technology Sustaining Funds	\$25.2M
PSU & UO	Dispute Resolution Center	\$2.6M
PSU	Oregon Solutions	\$2.3M
OSU, PSU & UO	Signature Research Centers	\$1.1M
UO	Labor Education Research Center	\$699K
PSU	Population Research Center	\$449K
OSU	Institute of Natural Resources	\$411K
UO	Clinical Legal Education	\$359K
OSU	Oregon Climate Change Research Institute	\$322K
OSU	Oceangoing Research Vessel	\$639K
OSU	Fermentation Science	\$1.3M
OSU & UO	Advanced Wood Products Center	\$3.5M
PSU	Profiling Study (Temporary)	\$258K
Total		\$39.1M

# STATE PROGRAMS

Programs operated largely by the three research universities which focus on economic development, industry and public service needs of Oregon

Legislatively appropriated line items, support and extend key capacities of research universities for the betterment of the state

Programs range from mediation and conflict resolution training to demographic forecasting and maritime research





STATEWIDE  
PUBLIC  
SERVICE  
PROGRAMS

# GOVERNOR'S RECOMMENDED BUDGET (GRB): PUBLIC UNIVERSITIES: STATEWIDE PROGRAMS

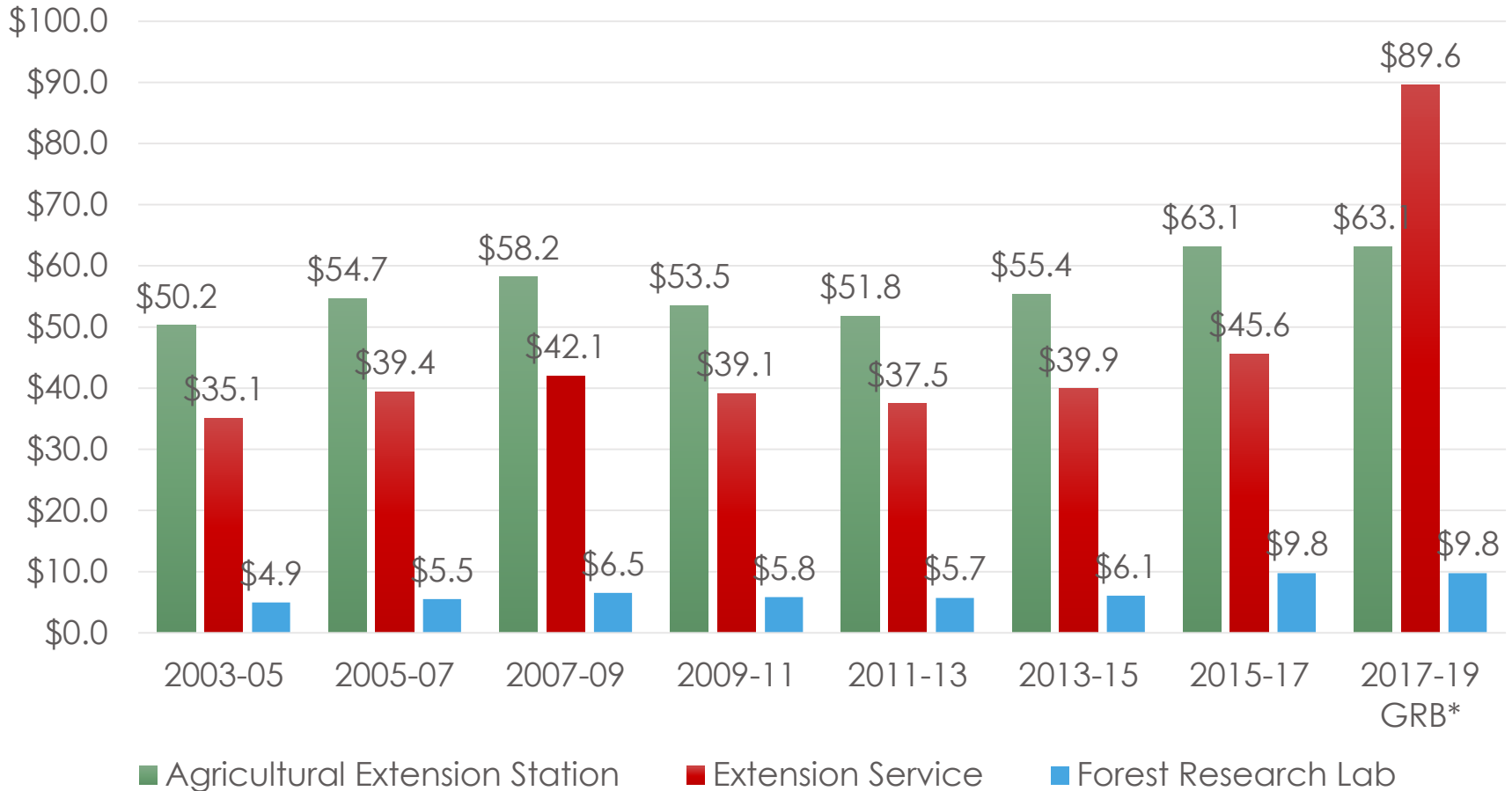
Activity	Description	2015-17 LAB	2017-19 CSL	2017-19 GRB
<b>Support the Agricultural Experiment Station</b>	Preserves funding at 2015-17 level for the Agricultural Experiment Station.	\$63.1M GF	\$65.8M GF	\$63.1M GF
Change from 2015-17				0% from LAB -4.03% from CSL
<b>Support the Forest Research Laboratory</b>	Preserves funding at 2015-17 level for the Forest Research Laboratory.	\$9.8M GF	\$10.2M GF	\$9.8M GF
Change from 2015-17				0% from LAB -4.0% from CSL
<b>Support the OSU Extension Service</b>	Preserves funding at 2015-17 level for OSU Extension Service, and adds Lottery Funds to implement voter-approved Measure 99 (2016) that establishes an Outdoor Schools Program.	\$45.6M GF \$0 LF	\$47.5M GF	\$45.6M GF \$44M LF
Change from 2015-17				0% from LAB GF -4.0% from CSL GF

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# SWPS HISTORICAL FUNDING

Statewide Public Service Funding (2003-05 to 2017-19) in Millions



\*=Includes \$44 million in lottery funds for Measure 99 Outdoor School Program.

Source: HECC Office of University Coordination

# MEASURE 99: OUTDOOR SCHOOL PROGRAM

In the November 2016 election, voters approved ballot measure 99, which dedicates lottery funds (\$44M in 2017-19) to Oregon State University's Extension Service in order to fund an outdoor school program. The goal of this measure was to ensure that every sixth grade Oregonian will get an opportunity to attend a week-long outdoor school program.

OSU's Extension Service will focus on:

- Developing and administering statewide standards related to Outdoor School programs.
- Issuing grants to school districts seeking to create and expand Outdoor School programs.



# Engaging and Serving Oregonians and Their Communities

***Ways and Means Subcommittee  
on Education***

April 13, 2017



# State Appropriations to Public Universities

*Yesterday...*

*Today's topics...*

## Public University Support Fund

- Outcomes (Degrees)
- Activities (Enrollment)
- Mission Differentiation:
  - Regional Support
  - Research
  - Public Service

## Sports Lottery

- Grants to Student Athletes
- Graduate Scholarships

## Public University State Programs

Currently 13 Research and Public Service Programs across the universities with request to include the Oregon Renewable Energy Center (OREC) at Oregon Tech

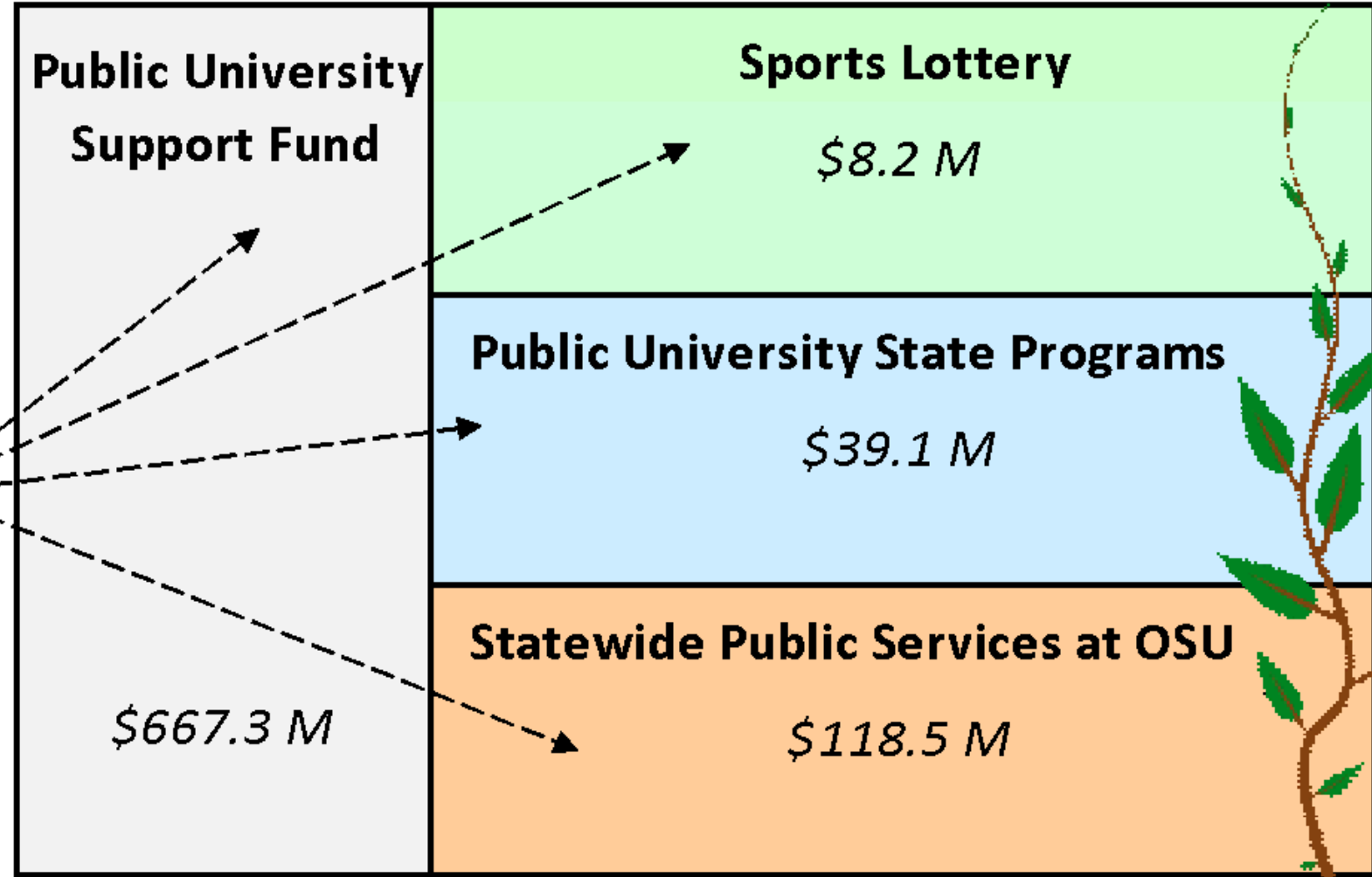
## Statewide Public Services at Oregon State University

- Agricultural Experiment Station
- Extension Service
- Forest Research Laboratory

*Our core missions are integrated within all state funded activities*

**Teaching  
Research  
Public Service**

*2015-17 Funding Levels*



*All state funded activities encourage economic development*

# Sports Lottery = Equity Scholarships



# Background

- HB 3262 (1989) Sports betting established at the Oregon Lottery. **Funding supported intercollegiate athletics.**
- HB 3466 (2005) eliminated sports betting. **Replaced with guarantee of 1% of lottery money to public institutions for athletics.**
- The public institutions received the guaranteed one percent for **only one biennium**. In subsequent biennia, total Sports Lottery has been capped. More recently, two individual institutions – OSU and UO – have been capped at \$1M each, with the remaining funding allocated among the other five institutions.

**88% of funding for intercollegiate athletics**  
 (\$7.2M for 15-17)

**12% for graduate student academic scholarships**  
 (\$1M for 15-17)



# Increasing Access and Affordability

Number of Student-Athletes Benefiting from Sports Lottery 2015-16	
Institution	Student-Athletes
EOU	323
OIT	243
OSU	245
PSU	311
SOU	426
UO	363
WOU	327
<b>TOTAL</b>	<b>2,238</b>

- Over 75% of Sports Lottery Funding **supports scholarships**. Giving access to those who might not otherwise be able to enroll at a university.
- Sports Lottery supports the universities **Title IX requirements to equitably fund women’s athletics programs**. De-funding Sports Lottery will directly affect female athletes as well as overall operations of intercollegiate sports.

# Restore the 1% - Approximately \$12.5M

- Being engaged in intercollegiate athletics while pursuing a degree has a positive effect on student performance.
- Data show that the average student-athlete has **better retention rates, GPAs and graduation rates** than the overall student population.



# Public University State Programs: Service to Oregonians

Distinct research and public service programs dealing with economic development, natural resources, and other statewide priorities

# Public University State Programs

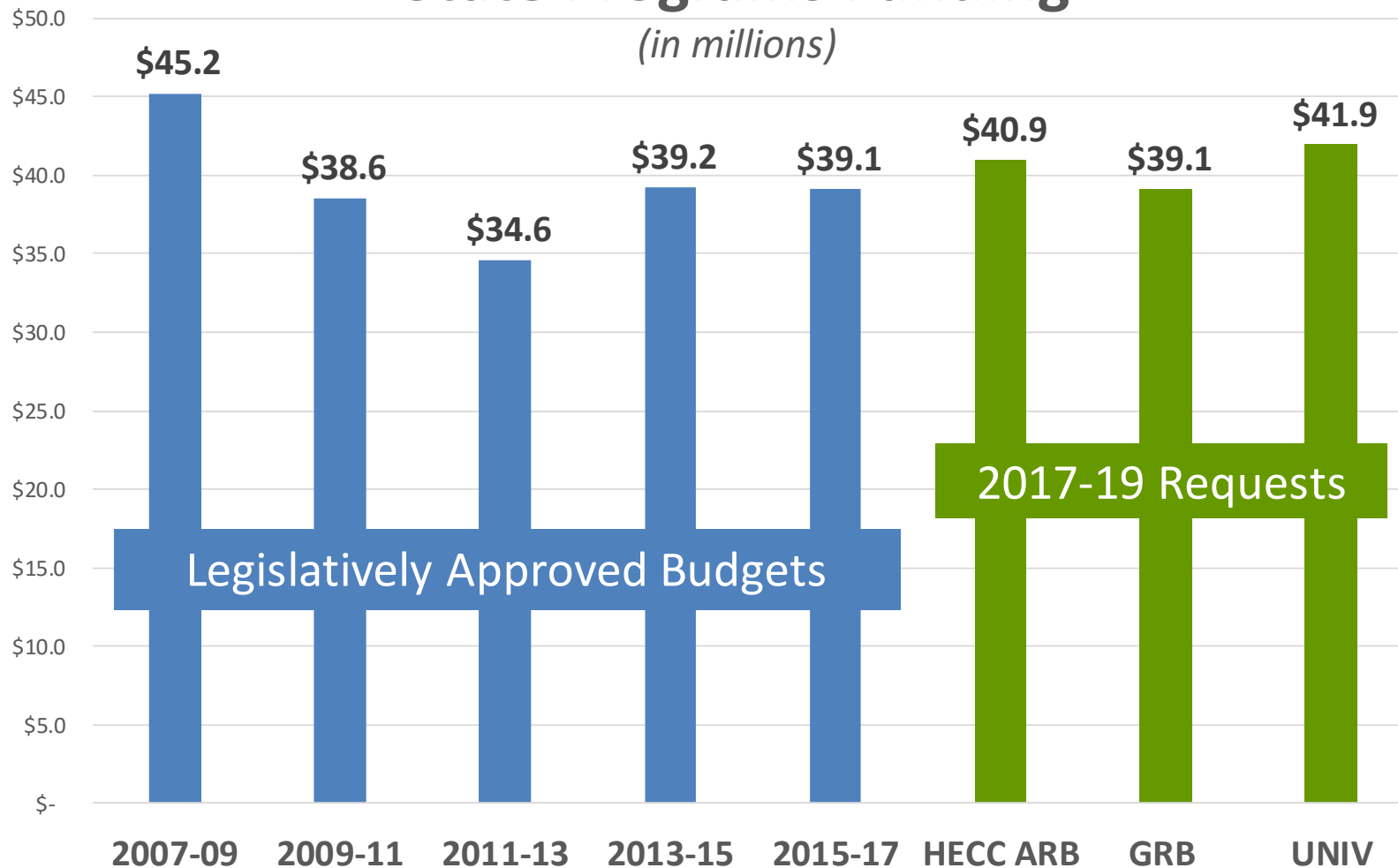
Engineering Sustaining Funds  
**TallWood Design Institute (OSU & UO)**  
 Dispute Resolution (UO & PSU)  
 PSU Oregon Solutions  
 OSU Fermentation Science  
 Signature Research (OSU, PSU, UO)  
 UO Labor Education Research Center

OSU Marine Research Vessel  
 PSU Population Research Center  
 OSU Institute for Natural Resources  
 UO Domestic Violence Legal Clinic  
 OSU Climate Change Research Institute  
 PSU Profiling  
**OT Oregon Renewable Energy Center**

*Details on all programs in supplemental materials*

## State Programs Funding

(in millions)



# Public University State Programs

Highlighting two state program investments:

## TallWood Design Institute

### (originally funded as Advanced Wood Products)

- Geoff Huntington, Oregon State University
- Judith Sheine, University of Oregon

## Oregon Renewable Energy Center (OREC)

- Josh Bratt, Power Oregon
- John Dumbauld, Oregon Tech alumnus, eWind Solutions
- Christian Diaz, Oregon Tech student



# TALLWOOD

DESIGN INSTITUTE





# National Center for Advanced Wood Products Manufacturing and Design

**is now**

# TallWood Design Institute

# TallWood Design Institute

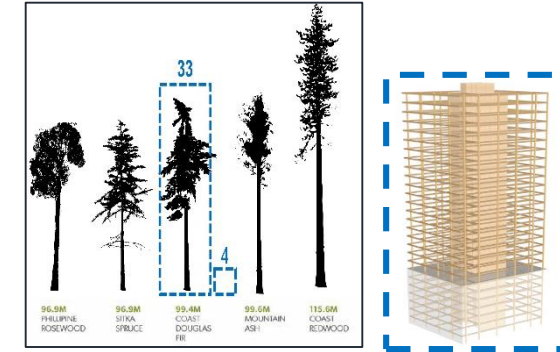


- School of Architecture and Allied Arts, University of Oregon
- College of Forestry, Oregon State University
- College of Engineering, Oregon State University

# TallWood Design Institute Vision

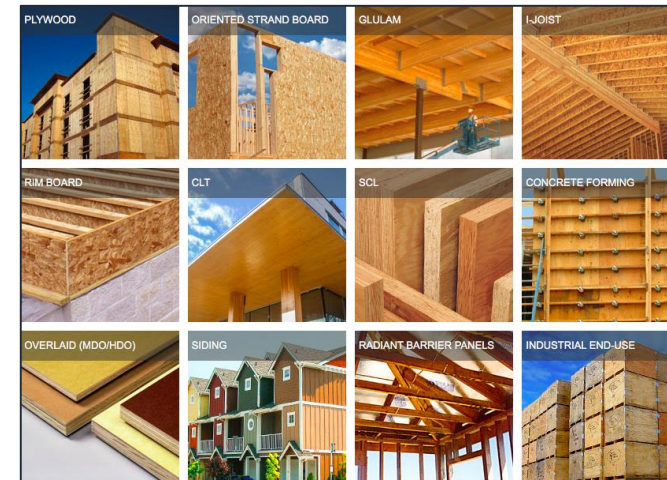
## The Institute seeks to:

- *Increase the ability of Oregon's manufactured wood products industries to compete in emerging markets for the high value wood products that are perfectly suited to the timber we grow and the stewardship ethic of our State.*
- *Support Oregon's growing reputation as a center of expertise for sustainable building design.*



## How?

- Grow the mass timber manufacturing base in Oregon
- Eliminate barriers and stimulate demand for buildings utilizing mass timber products and building systems



# What we do

- Industry-focused applied research
- Product development and testing
- Training and education

# Applied Research

*\$1.9 M in Projects Underway in 2015/2017 Budget Biennium*

- Fire Performance of CLT Wall and Floor Assemblies Made in Oregon
- Behavior of CLT Connections with Self-tapping Screws
- CLT Fastener Solutions for Tall Wood Buildings
- Composite Concrete/CLT Floor Systems for Tall Buildings
- Seismic Performance of Cross-Laminated Timber and Cross-Laminated Timber-Concrete Composite Floor Diaphragms
- Design of the Timber Pile Ground Improvement for Liquefaction Mitigation
- Post-Occupancy Performance Monitoring of Mass Timber Buildings
- Peavy Hall as a Living Lab
- Net-Zero Tall Wood Buildings
- Life Cycle Analysis of Mass Timber Buildings
- Tall Wood Buildings and Indoor Air Quality
- Launching an Annual Survey -- Taking the Pulse of the Global CLT Industry



# Product Development & Testing

*Nearly \$1 M available for testing of building components and code development*

- Partnering with manufacturers to prototype, test and refine new mass timber products
  - DR Johnson CLT Panels
  - Freres Lumber MPP Panels
  - Modern Building Systems
- Providing peer review and testing services for new mass timber projects
  - Framework Project
  - Glenwood Project
  - City of Eugene Planning Division



# Education & Training

*Programs that cross disciplines, prepare tomorrow's workforce, and train wood products professionals and regulators*

- Collate and synthesize research findings for code officials, designers and other relevant audiences
- Joint courses involving UO and OSU students
- Certificate program in mass timber manufacturing and construction for students and existing workforce





# Education & Training Outreach

## *Recent Initiatives*

- Affordable Housing and Wood Building Systems Round Table
- OSU/HP partnership examining 3-D printing applications with wood
- UO design of Glenwood Project parking structure
- UO design of modular wood classroom
- OBOA partnership to compile testing data for Oregon code officials



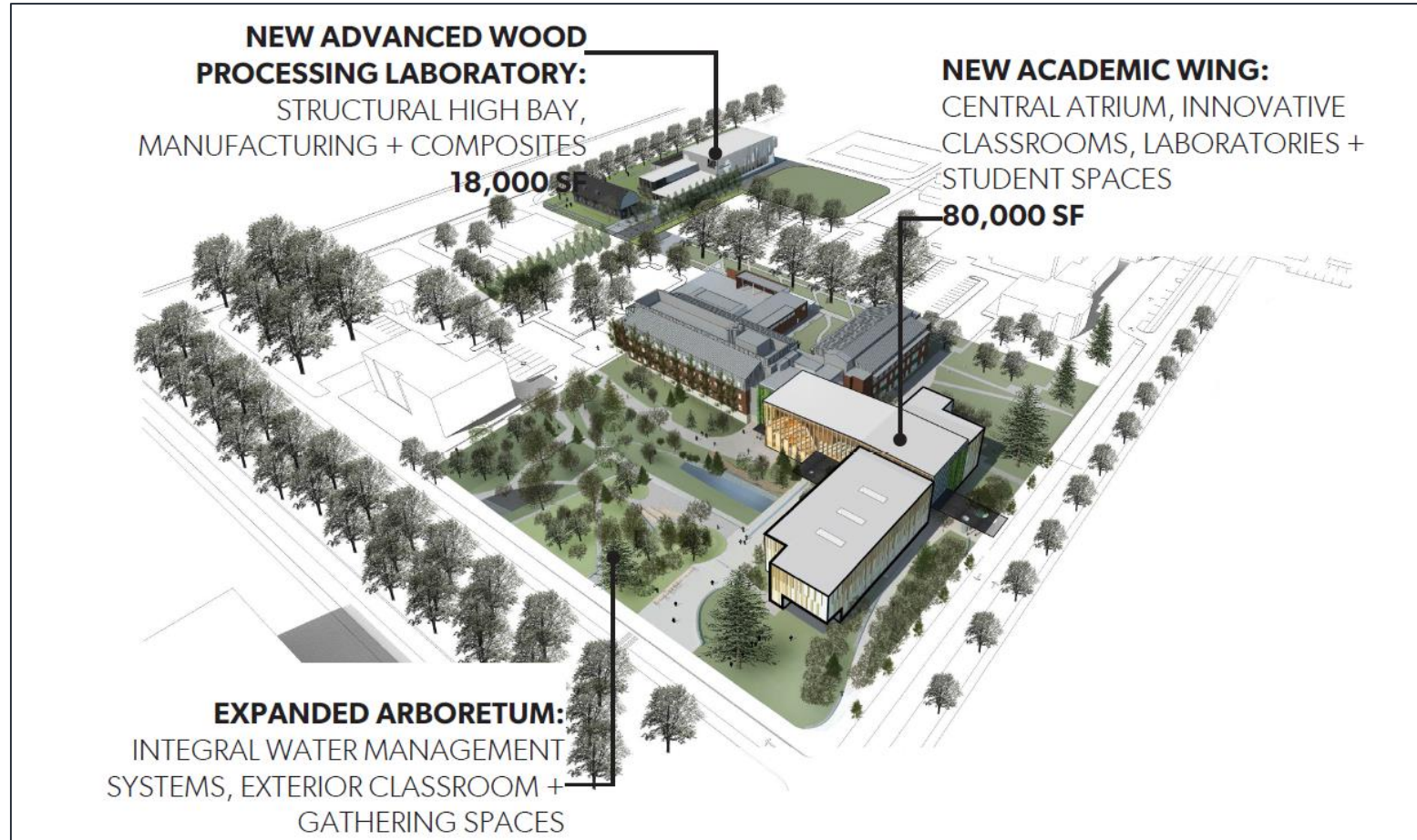


**KAITO** [box-kite]

Tom Adamson | Ryan Kiesler | Tom Moss  
Judith Sheine, Mark Donofrio, Faculty Advisors



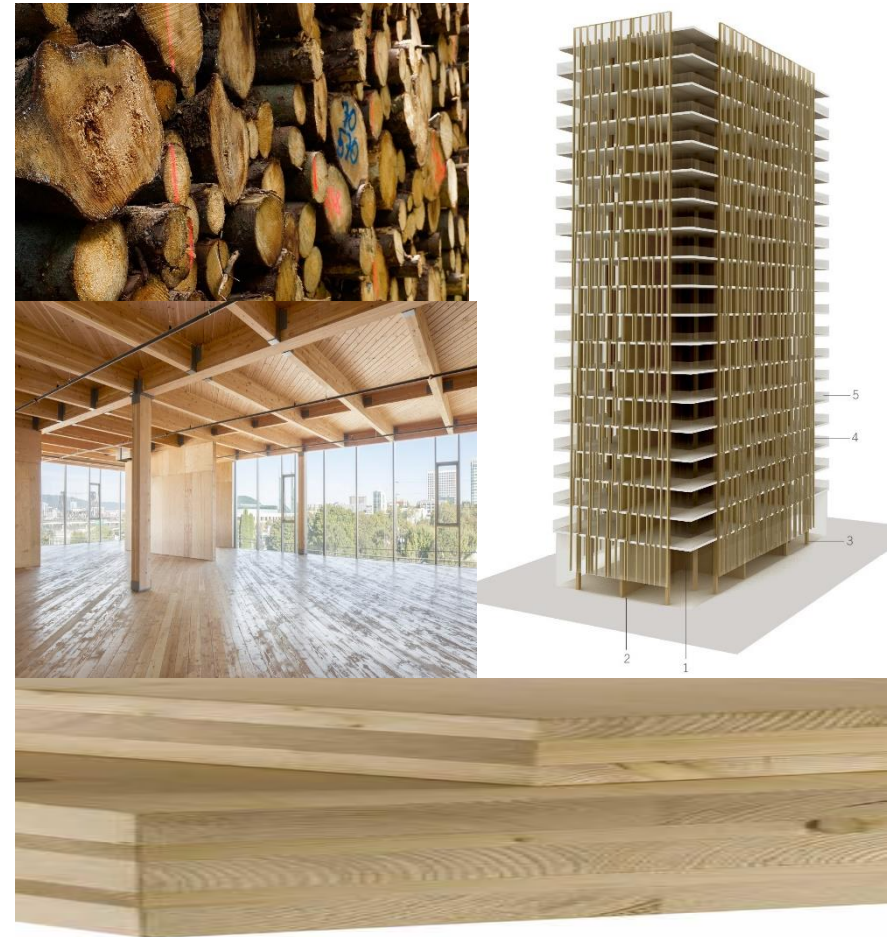
# Oregon Forest Science Complex



# TallWood Design Institute

*Helping Oregon Lead the Forest to Frame Movement*

- **\$3,579,157**  
2017/2019 **Governor's Recommended Budget**
- \$3,000,000 Anticipated match from federal and other funds
- \$1,000,000 University program commitments
- \$7,500,000 Industry donations for Advanced Wood Products Laboratory Construction





# TALLWOOD

DESIGN INSTITUTE

Advancing solutions for designers, manufacturers  
and engineers of our built environment.



# Oregon Renewable Energy Center



Josh Bratt, Power Oregon

John Dumbauld, Oregon Tech Alumnus, eWind Solutions

Christian Diaz, Oregon Tech Graduate Student



# Oregon Renewable Energy Center (OREC)

## 1. Energy Generation

- Geothermal Power Plants = **2 MW** 
- Solar Arrays = **2 MW** 

## 2. Talent Development

- Departments of Electrical Engineering and Renewable Energy, Mechanical & Manufacturing, Software and Embedded Systems

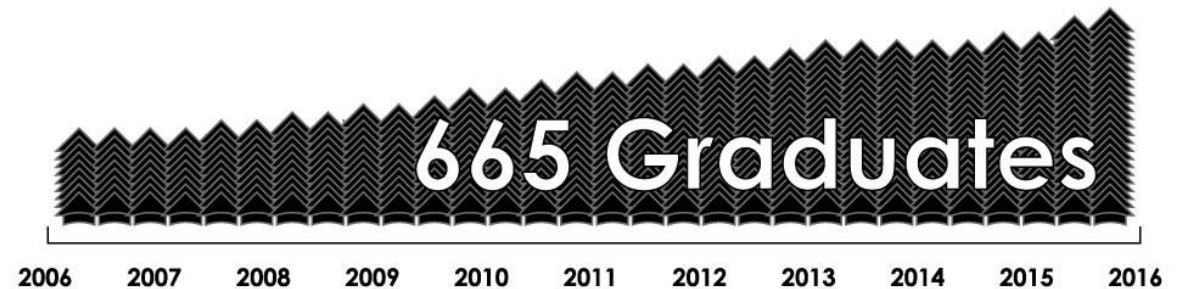
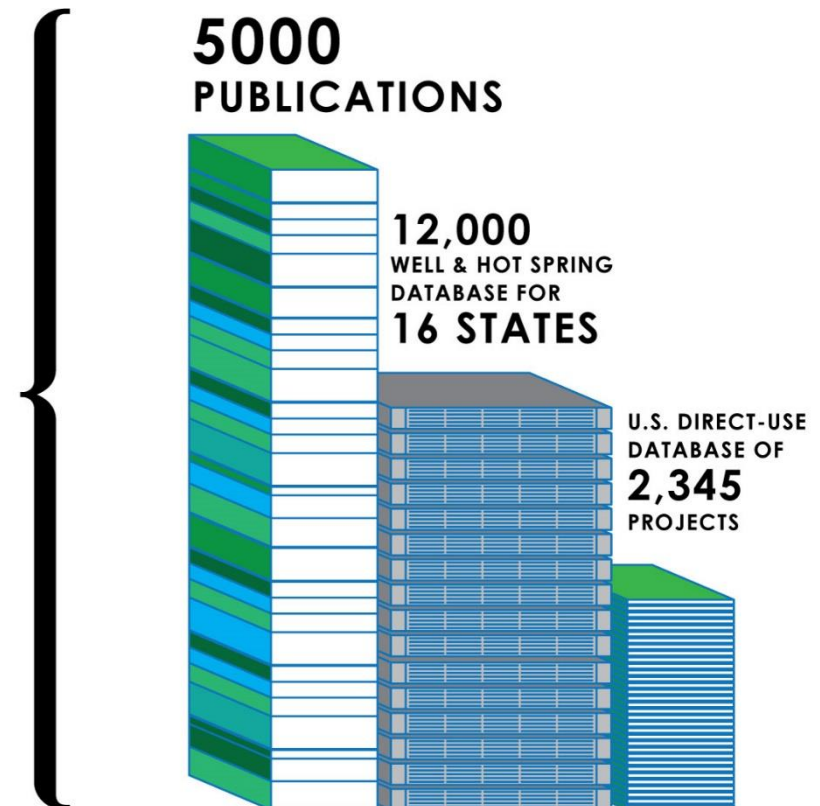
## 3. Applied Research and Technical Assistance for companies and communities

- Geo-Heat Center – Technical assistance, international resources and advice on the use of geothermal energy
- Next steps in innovation and commercialization for companies: Prototypes, Testing, Manufacturability



# OREC Accomplishments

- Klamath Falls Campus powered by **4 MW** of **Geothermal and Solar Energy**, creating learning labs for students, faculty and partners.
- **Produced graduates for the energy industry:** renewable energy, manufacturing, mechanical, software and embedded systems engineering: **over 665 graduates since 2006.**
- **Conducted technical assistance and applied research for 22 companies.**



# Industry Partner Project: PGE Energy Storage

- Independent characterization of novel battery for utility-scale energy storage
- Exposure to novel/cutting-edge technology
- Networking and contacts within industry
- Training in directly applicable industry skills





# E-Wind Solutions

- **E-Wind Solutions:** Dr. Don Lee: with two student teams
- **eWind Tether Team:** Tether System design and fabrication: John Dumbauld, Jacob Ferguson, Bradley Wirth, Jared Lathone, Joshua Erler
- **eWind Generation Team:** Electricity Generation with generator fabrication: Henry Rueda, Joseph Brannen, Amanda Cruz, Ryan Grant



## OREC Needs

- **Valuable state asset**, authorized in statute in 2001, needs to be included in **University State Programs** budget
- HECC Agency Recommended Budget includes **\$985K per biennium** for OREC operations and faculty time for applied research
- Oregon Tech will **complement state funds** with faculty teaching time, lab investments, grants and grant administration

## OREC Benefits

- Energy solutions with geothermal and other energy sources and systems  
= **Less carbon**
- Talent development  
= **Graduates ready to work**
- Economic development with assistance for small and medium-sized companies  
= **Jobs**



Oregon TECH

OSU  
Oregon State  
UNIVERSITY

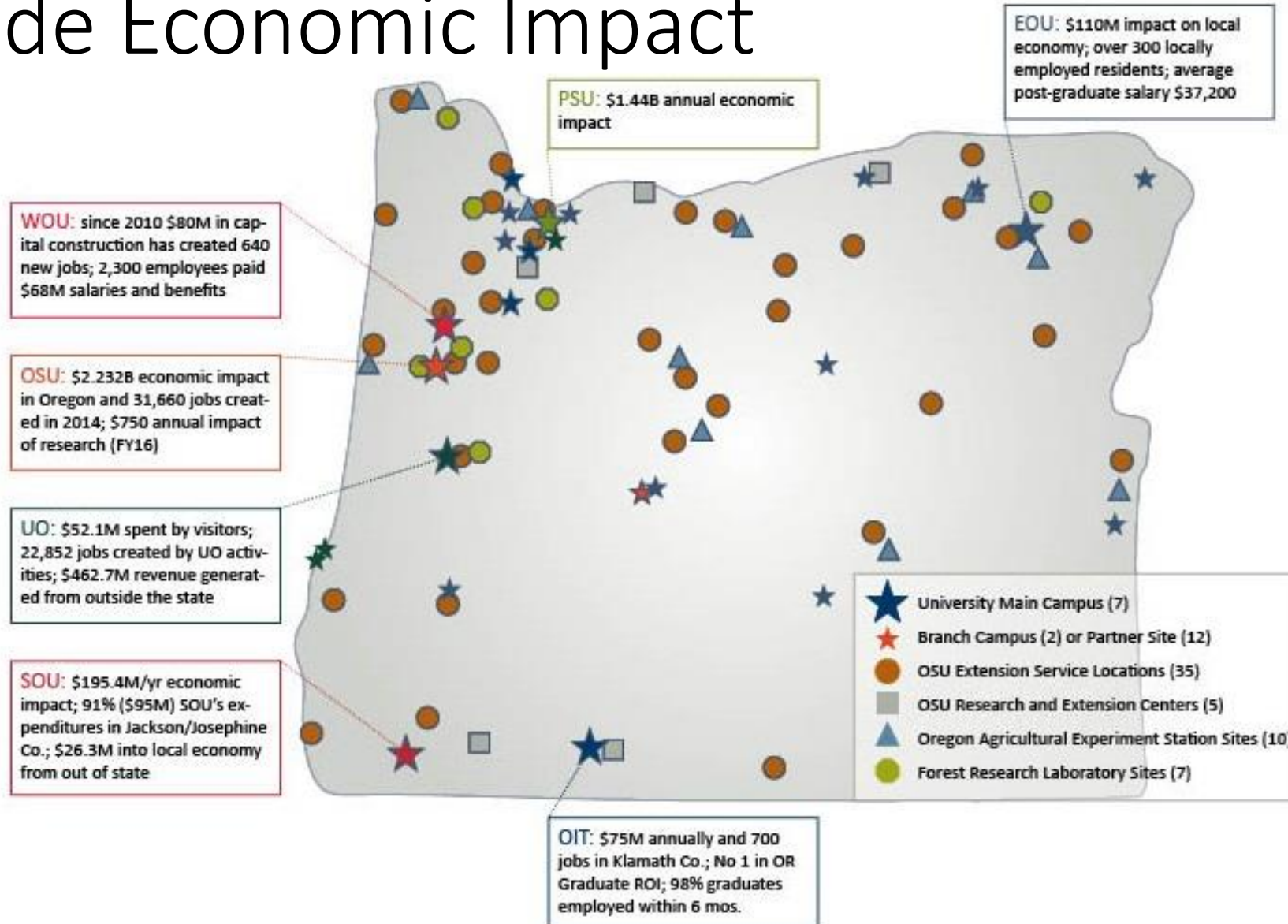


+\$100M

# Oregon Public Universities: Economic Impact and Research



# Statewide Economic Impact



# Universities are a smart investment

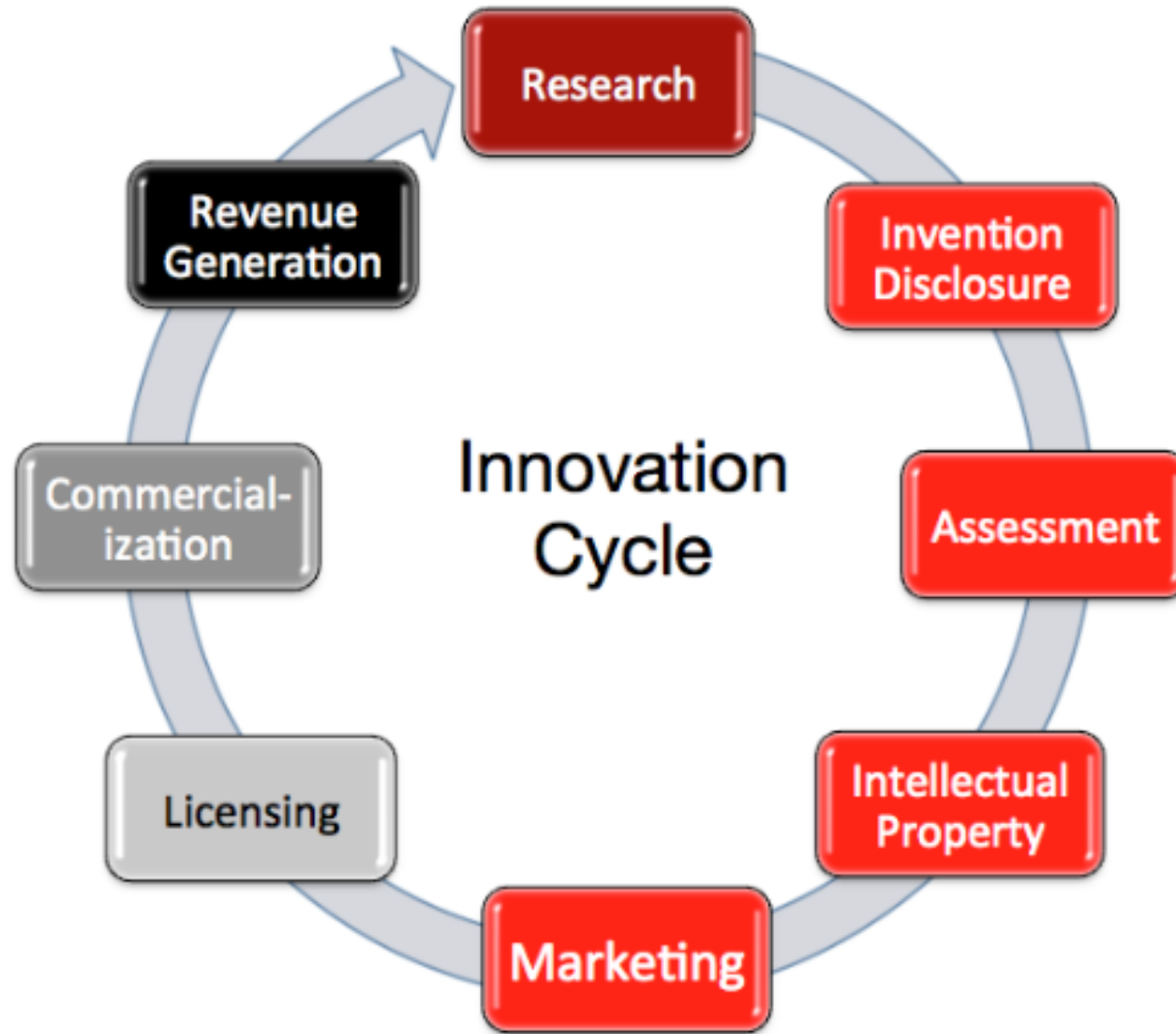
- ✓ **Develop talent for businesses**
- ✓ **Conduct research** (ONAMI, OTRADI, Oregon BEST, Federal Grants, Private Grants)
- ✓ **Increase employment in communities** (Employees and New Businesses/Startups)
- ✓ **Develop and contribute to community** (Volunteer Hours and Community Service Programs)
- ✓ **Introduce new technologies** (Patents, Inventions, Technology Transfer)
- ✓ **Create new business opportunities and support new businesses** (Technology Transfer, Small Business Development Centers, Business Accelerators)
- ✓ **Attract talent from around the world**

# University Research

## FY2016 Externally Funded Research Awards and Expenditures

	Awards	Expenditures
Federal	\$379,071,362	\$338,033,984
State of Oregon	96,922,720	66,596,343
Commercial/Industry	32,032,654	11,335,030
Non-Profit	25,560,786	23,861,809
Other States/Foreign & Local Govt	5,057,461	5,319,933
Other	5,319,236	4,409,831
<b>Total</b>	<b>\$543,964,219</b>	<b>\$449,556,930</b>

Start-ups/Spin-offs generated by the Universities from external research dollars in the last 10 years = **63**

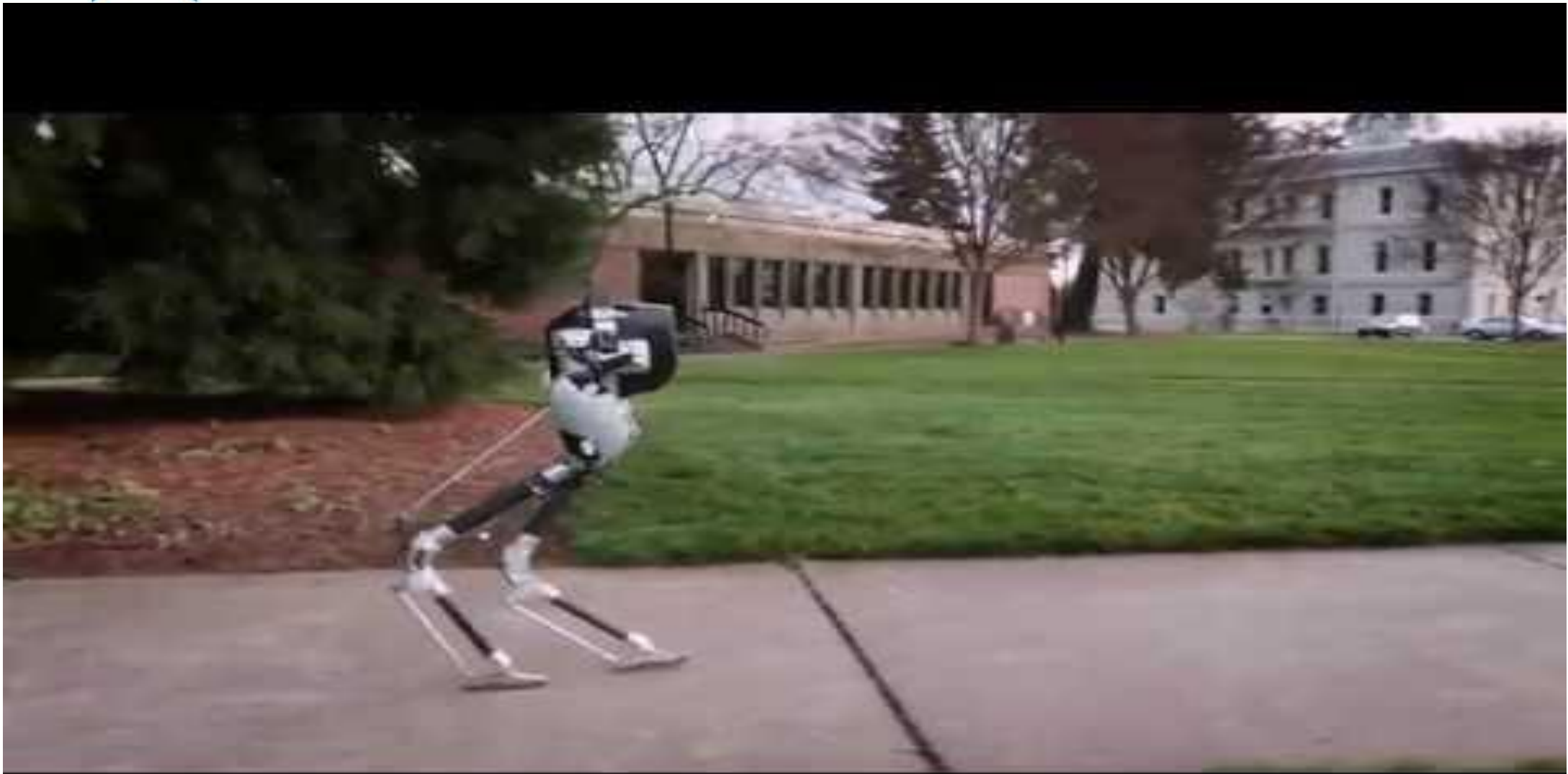




Oregon TECH



+\$100M





# Student Experience -- Bret Lorimore

## **Convolutional Neural Networks for Video Analysis:**

*Segmenting NFL game films by play & camera angle*

- Google Internship 

## **Graphics Processing Unit (GPU) Architecture:**

*Accelerating performance of deep neural networks*

- Grew out of course project
- Valuable mentoring relationship with professor
- Exposure to academic research process
- Strong recommendation for post-graduation job hunt

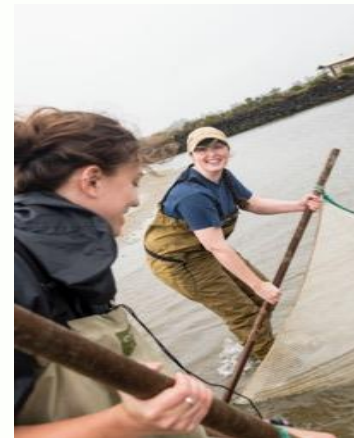


# Statewide Public Service Programs

Extension Service Scott Reed, Director

Agricultural Experiment Station Dan Arp, Director

Forest Research Laboratory Thomas Maness, Director



# OSU is Oregon's Land-Grant University 1862 Morrill Act

*SWPS are line items in Oregon's budget, matched by federal and external funds*



## **OSU Extension Service** 1914 Smith-Lever Act

**Building vitality in communities across Oregon**

More than \$10 M from funding partnerships with Oregon counties



## **Agricultural Experiment Station** 1887 Hatch Act

**Focusing the power of science on Oregon's critical issues**

More than \$58.7 M in external funding leveraged by state support



## **Forest Research Laboratory** 1941 ORS 526.225

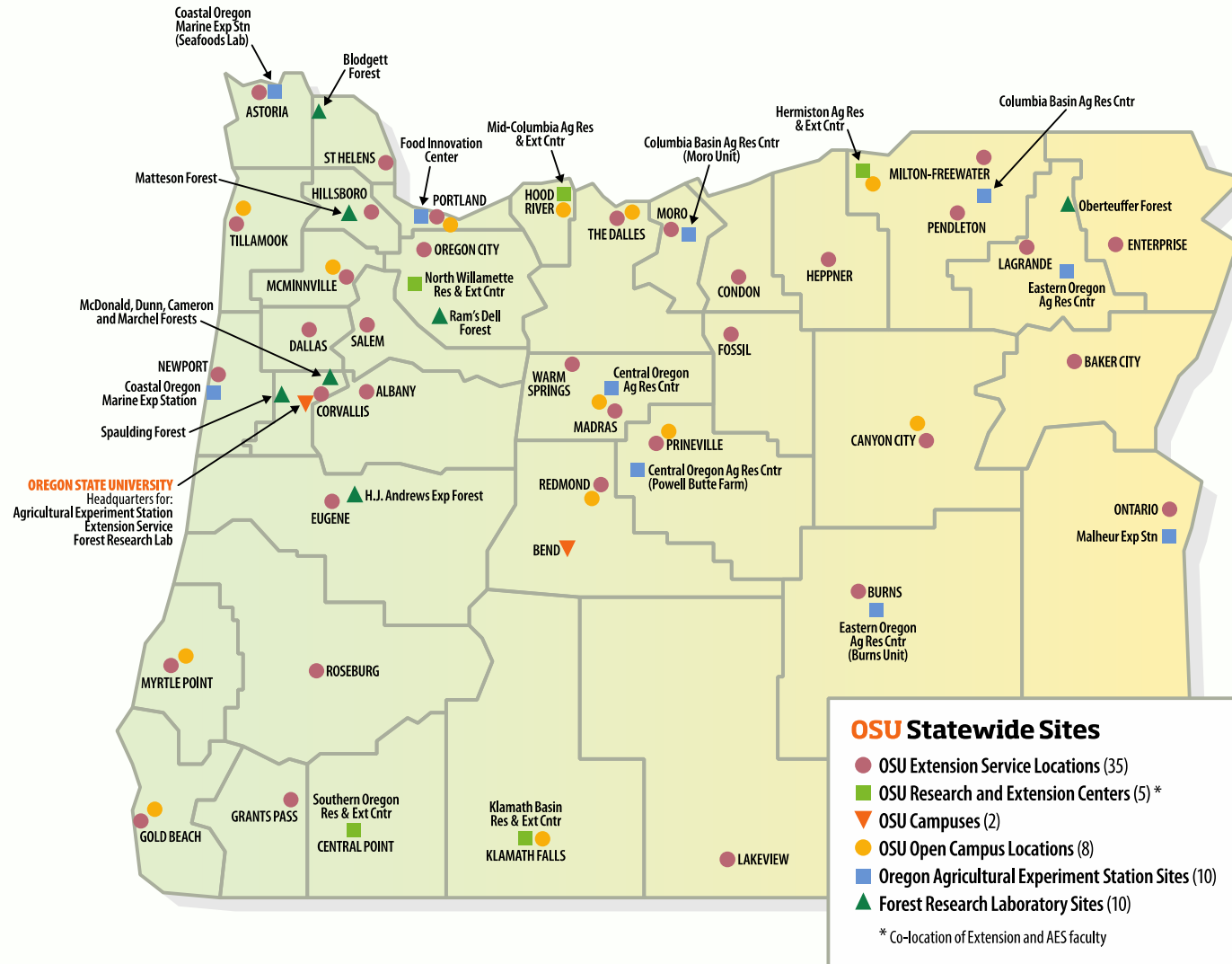
**Conducting research and analysis of forest resource issues important to Oregon**

More than \$18.8 M in external funding leveraged by state support

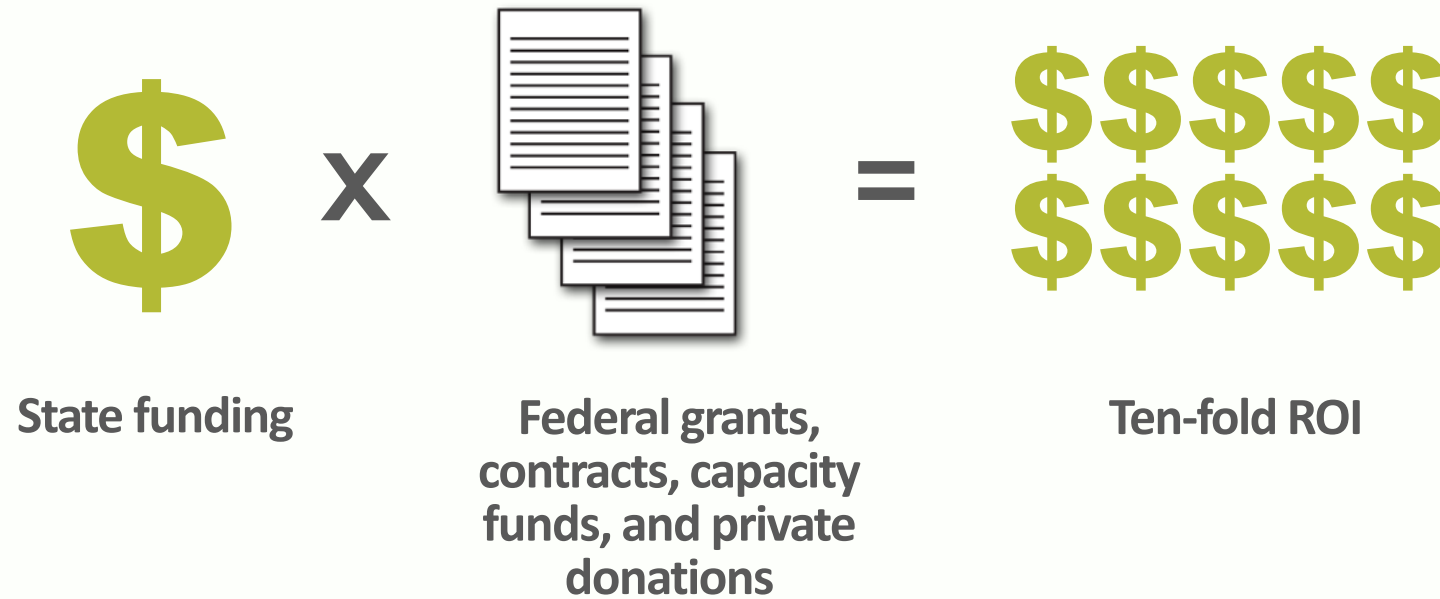


# OSU's Statewide Public Service Programs

*Solving problems and creating economic opportunities across the state*



# State funding for SWPS leverages external funding for a *ten-fold return* in economic impacts





# Extension programs *build community capacity* in urban and rural Oregon



# 2015-17 Investments in the Statewides' Budget

*New positions and expanded initiatives build vitality across the state*

<b>Urban communities</b>	<ul style="list-style-type: none"><li>• Healthy living and nutrition education</li><li>• Small-scale farming and community food systems</li><li>• Research and development in fermentation sciences</li></ul>
<b>Willamette Valley</b>	<ul style="list-style-type: none"><li>• Honey-bee and pollinator health</li><li>• Integrated pest management and slug control</li><li>• Specialty seed production and timber harvest management</li></ul>
<b>Coastal communities</b>	<ul style="list-style-type: none"><li>• Managing forest lands in marbled murrelet habitat</li><li>• Seafood safety and near-shore fishery management</li><li>• Community economic development</li></ul>
<b>Eastern Oregon</b>	<ul style="list-style-type: none"><li>• Rangeland ecology to support sage-grouse conservation</li><li>• Juniper harvest and manufacturing</li><li>• Water and nutrient management in rotation cropping</li></ul>
<b>Throughout Oregon</b>	<ul style="list-style-type: none"><li>• Increased opportunities for college and career readiness</li><li>• Experiential learning in real-world settings</li></ul>

# Budget Proposals and Impacts

Statewide Public Service	2015-17 Legislatively Approved	2017-19 OSU Trustee Request	2017-19 Governor Recommended	Shortfall
<b>Agricultural Experiment Station</b>	\$63.1 M	\$68.1 M	\$63.1 M	\$5.0 M
<b>OSU Extension Service</b>	\$45.6 M	\$49.2 M	\$45.6 M	\$3.6 M
<b>Forest Research Laboratory</b>	\$9.8 M	\$10.5 M	\$9.8 M	\$.8 M
<b>Total</b>	<b>\$118.5 M</b>	<b>\$127.9 M</b>	<b>\$118.5 M</b>	<b>\$9.4 M</b>

**SB 805** supports the Statewides' continuing service level by replacing the \$9.4 M shortfall

- Unanimously approved by Senate Environment and Natural Resources Subcommittee
- Referred to Ways and Means Committee

# OSU's Statewide Public Service Programs focus on *Oregon's critical issues*



Sustainable management  
of working landscapes



Water quality  
and quantity



Value-added manufacturing  
and economic vitality



Public health, food safety  
and security



Educating the workforce  
of tomorrow

# OSU keeps honey bees healthy

*One-third of our food is dependent on honey bee pollination*

- OSU's Honey Bee Lab examines thousands of bees from commercial hives to check for parasites, disease, and malnutrition.
- This work saves Oregon's beekeepers about \$1.4 million a year in reduced medications and \$3 million in reduced bee mortality.
- Key partners: Oregon Beekeepers Association, Oregon Dept. of Agriculture





# OSU helps save sage-grouse

*What's good for the bird is also good for the herd*

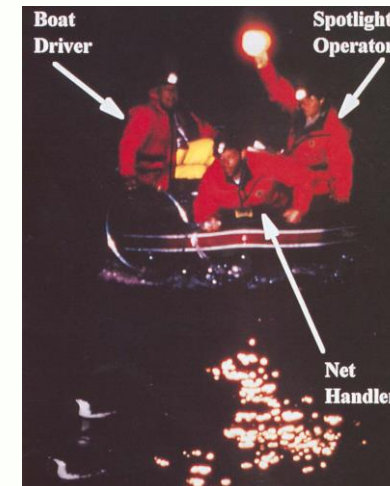
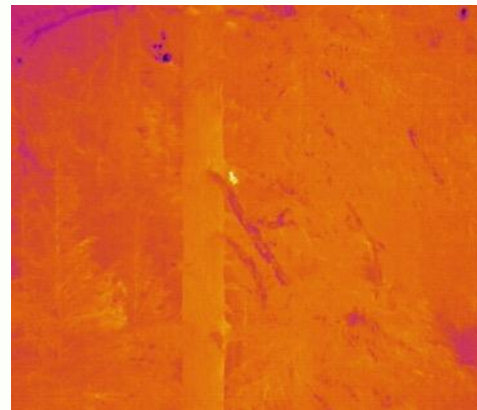
- AES research and Extension are helping landowners develop ranch-scale conservation plans to improve rangeland for both grazing and wildlife habitat.
- Key partners: Bureau of Land Management, Oregon Dept. of Fish and Wildlife, U.S. Fish and Wildlife Service



# Forest Research Laboratory Initiative

## *Better science on murrelet habitat relationship to active forest management*

- Statewide dollars support a host of research initiatives important to managing Oregon's forests.
- Capture, release, and tracking murrelets from the ocean to their nests in forests is the key to determining how to actively manage coastal forests while protecting habitat.



# Statewide Public Service Programs

[scott.reed@oregonstate.edu](mailto:scott.reed@oregonstate.edu)

**Scott Reed**

*Vice Provost, University Outreach and Engagement*

*Director, OSU Extension Service*

[dan.arp@oregonstate.edu](mailto:dan.arp@oregonstate.edu)

**Dan Arp**

*Dean, College of Agricultural Sciences*

*Director, Oregon Agricultural Experiment Station*

[thomas.maness@oregonstate.edu](mailto:thomas.maness@oregonstate.edu)

**Thomas Maness**

*Dean, College of Forestry*

*Director, Oregon Forest Research Laboratory*

The public universities, on behalf of our students, alumni, and trustees, thank you for your support.

Let's keep the momentum going...

<b>2017-19 Request (in millions)</b>	
<b>Public University Support Fund</b>	<b>\$ 765.0</b>
<b>Public University State Programs</b>	<b>\$ 41.9</b>
<b>Statewide Public Services</b>	<b>\$ 118.5</b>
<b>Sports Lottery</b>	<b>\$ 12.5</b>



# OHSU and the State of Oregon: A Powerful Partnership

Ways & Means Subcommittee on Education

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DATE: April 18, 2017

PRESENTED BY: Joe Robertson, MD, MBA, President, OHSU  
Elena Andresen, Ph.D., Interim Provost, OHSU



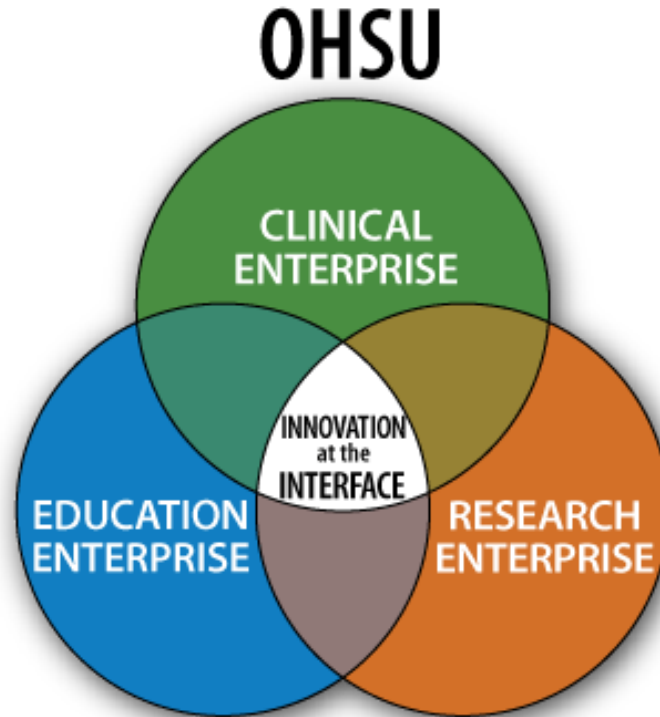
# OHSU's Statewide Vision, Mission and Impact

*OHSU will partner to make Oregon  
a national leader  
in health and science innovation  
and education for the purpose of  
improving the health and well-  
being of Oregonians.*



Oregon's only  
public  
academic  
health center

Where  
healing,  
teaching and  
discovery  
come  
together



# A powerful partnership

- State provides:
  - Flexible Public corporation structure
  - Direct state appropriation for education and select statewide programs
  - Support for OHSU mission with federal funds
  - Periodic capital infusion during times of philanthropic opportunity
    - Oregon Opportunity (2001), Collaborative Life Sciences Building (2009), Knight Cancer Challenge (2014)

# A powerful partnership

- OHSU delivers
  - World class public health care university
  - Statewide programs training Oregon's next generation of health care providers
  - Biomedical innovation, funding, and recruitment of expert faculty and researchers
  - High quality health care services in Portland and throughout the state for all Oregonians
  - Safety net services for Oregon's most vulnerable
  - Access to world-renown specialists and health care tools unique in Oregon

# Growth and Change

Fiscal Year	Operating Revenue	State Appropriations	Oregon Opportunity Debt Service	Employees	Students
1975	\$80 million	\$34 million		4,325	1,610
1985	\$190 million	\$53 million		5,200	1,200
1990	\$340 million	\$65 million		6,500	1,536
1995	\$499 million	\$60 million		6,651	1,855
2000	\$882 million	\$56 million		10,100	1,854
2005	\$1.18 billion	\$43 million	\$16 million	11,500	2,511
2010	\$1.85 billion	\$38 million	\$16 million	13,292	2,721
2012	\$2.04 billion	\$35 million	\$16 million	13,984	2,802
2013	\$2.13 billion	\$30 million	\$16 million	14,135	2,849
2014	\$2.28 billion	\$35 million	\$16 million	14,616	2,838
2015	\$2.46 billion	\$33 million	\$16 million	15,098	2,895
2016	\$2.71 billion	\$36 million	\$16 million	15,652	2,899



# 2017-2019 Current Service Level

	15-17 Ways & Means Approved	17-19 Current Service Level	17-19 Governor's Revised Budget
<b>Education &amp; General</b>	<b>\$60,621,797</b>	<b>\$63,107,291</b>	<b>\$60,621,797</b>
School of Medicine	\$24,770,841	\$25,786,445	\$24,770,841
School of Nursing	\$21,422,479	\$22,300,801	\$21,422,479
School of Dentistry	\$10,039,481	\$10,451,100	\$10,039,481
AHEC/ORH	\$4,388,996	\$4,568,945	\$4,388,996
<b>CDRC</b>	<b>\$7,964,430</b>	<b>\$8,290,972</b>	<b>\$7,964,430</b>
<b>Poison Center</b>	<b>\$2,548,619</b>	<b>\$2,653,112</b>	<b>\$2,548,619</b>
<b>Total</b>	<b>\$71,134,846</b>	<b>\$74,051,375</b>	<b>\$71,134,846</b>
<b>SHOI</b>	<b>\$5,165,000</b>	<b>\$2,688,383</b>	<b>\$5,165,000</b>
<b>Loan Forgiveness</b>	<b>\$1,033,000</b>	<b>\$537,677</b>	<b>\$1,033,000</b>
<b>OHSU Cancer Challenge Debt Service (Article XI-G)</b>	<b>\$8,522,485</b>	<b>\$26,061,385</b>	<b>\$26,061,385</b>
<b>Oregon Opportunity Program (Article XI-L)</b>	<b>\$30,868,850</b>	<b>\$30,865,850</b>	<b>\$30,865,850</b>
<b>OUS Legacy Debt (Article XI-F)</b>	<b>\$7,779,418</b>	<b>\$7,922,028</b>	<b>\$7,922,028</b>
<b>OUS Legacy Debt (Article XI-G)</b>	<b>\$598,400</b>	<b>\$598,400</b>	<b>\$598,400</b>
<b>Grand Total</b>	<b>\$125,101,999</b>	<b>\$142,725,097</b>	<b>\$142,780,509</b>



# OHSU Knight Cancer Research Building



# OHSU Knight Cancer Challenge Update

- \$1 billion challenge completed June 2015
  - State supported in 2014 with \$198 million in bonding support
  - Fundraising continues to support vision
- OHSU Knight Cancer Research Building
  - On time, on budget
  - **77%** of construction firms hired are from Oregon
- Recruitment – Sadik Esener, early detection lead
  - **22** offers out for PIs (+teams)
  - OHSU Knight Cancer Institute has added **538** new employees since the challenge began

# OHSU Knight Cancer Institute Community Partnership Program

## Statewide Cancer Program

- Nationally recognized
- \$1 million per year
- Partnerships with communities across the state
- Fund and support programs designed by communities to meet their identified needs.
- Total: 53 community-based projects (in 34 of 36 Oregon counties)
  - Examples: radon screening, colon cancer
- 89 percent in rural communities



# Mission: Education



## Education Overview

- School of Medicine
  - Includes Physician Assistants Program, Radiation Therapy Program, Nutrition Programs, Masters and Ph.D Programs
- School of Nursing
  - Statewide undergraduate programs through OCNE and all 4 regional universities and graduate programs at OHSU in Portland
- School of Dentistry
- Joint School of Pharmacy with Oregon State University
- OHSU-PSU Joint School of Public Health
- The state provides to OHSU direct general fund support to the Schools of Dentistry, Medicine, and Nursing only

## Mission: Education

### 3,736 students and trainees

- 2,899 students
  - School of Dentistry
    - Total number of DMD students : 294
    - **Percent Oregonian** : **65%**
  - School of Medicine
    - Total number of MD students : 578
    - **Percentage Oregonian** : **73%**
  - School of Nursing
    - Total number of undergraduates : 764
    - **Percentage Oregonian** : **89%**
    - Total number of graduate students: 244
    - **Percentage Oregonian** : **66%**
- 837 interns, residents, fellows, and trainees

### Statewide Partnerships

- OSU College of Pharmacy (joint PharmD degree)
- OHSU-PSU Joint School of Public Health (MPH, MS, PhD degrees)
- OIT Allied Health programs: EMT, CLS (joint AAS, BS degrees)





## OHSU is a top tier public health care university

- **OHSU has a number of nationally recognized health care training programs**
- **OHSU programs have strong applicant pools**
  - Our programs have robust applicant pools but they are weakening in some areas with respect to Oregonians
- **The OHSU student body continues to become more diverse**
  - Diversity in our programs is increasing slowly due to significant recruitment efforts & the establishment of the **President's Fund**



# National Recognition

- **US News & World Report** national rankings:
  - Family Medicine #2
  - Primary Care #6
  - Rural Medicine #4
  - Physician Assistant #5
  - Nurse Midwifery #4
  - Nursing Graduate Programs #23
- **Annals of Internal Medicine**
  - OHSU ranked #1 out of 141 medical schools in the nation based on Social Mission Score
- **American College of Nurse Midwives**
  - OHSU Midwifery Faculty Practice received a 2015 certificate of national best practice for Triple Aim Achievement



# Strong applicant pool

	All Applicants				Oregonians			
	2013/2014	2014/2015	2015/2016	2016/2017	2013/2014	2014/2015	2015/2016	2016/2017
<b>School of Dentistry (D.M.D)</b>								
Applications	1235	1328	1245	1294	127	110	110	95
Admissions	75	76	75	76	51	52	47	43
Average GPA for Admissions	3.7	3.6	3.8	3.6	3.6	3.6	3.7	3.6
<b>School of Medicine (M.D.)</b>								
Applications	5225	5755	6049	6749	461	456	457	475
Admissions	132	139	146	153	99	102	103	109
Average GPA for Admissions	3.7	3.6	3.7	3.7	3.7	3.6	3.7	3.7
<b>School of Nursing (B.S.)</b>								
Applications	1485	1268	1490	1704	1070	904	950	1140
Admissions	441	392	387	361	373	338	329	314
Average GPA for Admissions	3.8	3.7	3.7	3.6	3.7	3.6	3.6	3.7

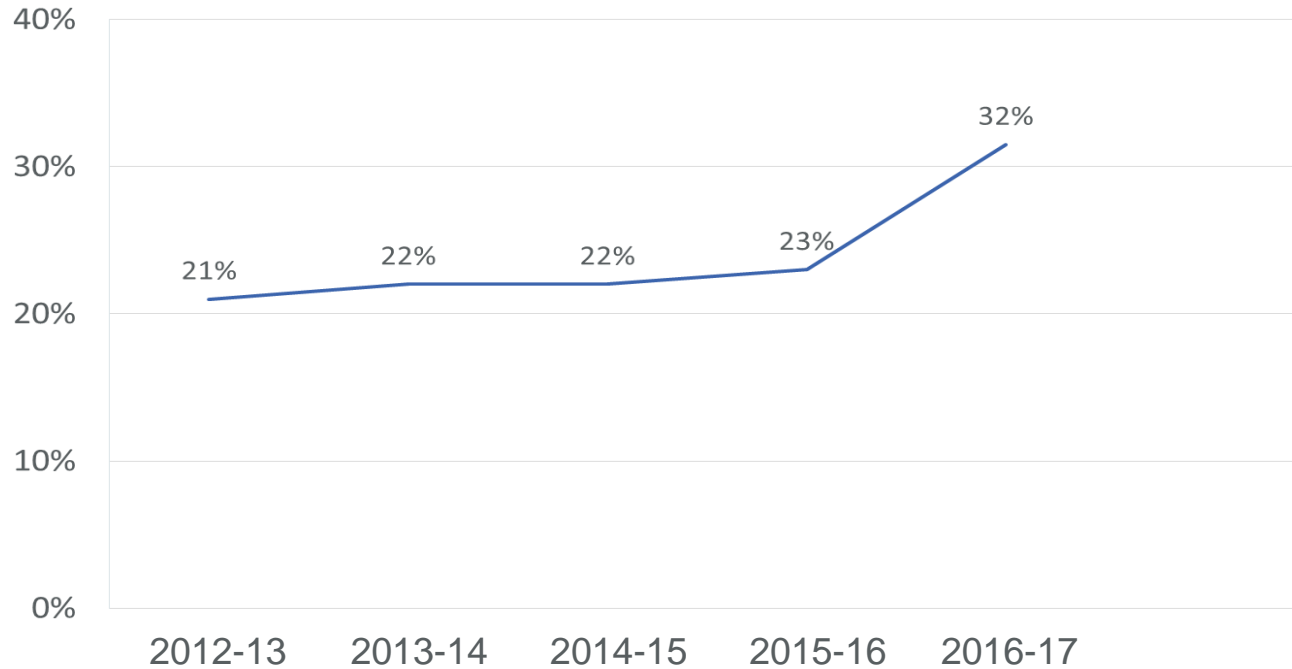


# Impact of President's Fund on Student Diversity

- Created to provide funding for students from racial or ethnic groups underrepresented in the healthcare professions, from rural environments, or who have experienced significant disadvantage.
- To date **54 students** (22 MD, 10 DMD, 13 PA, 6 BS Nursing, 3 Graduate Nursing) have been awarded funding, with many students receiving full tuition & fee funding for the entire length of their program.
- Funding is anticipated to **reduce indebtedness** for these 54 students by **more than \$6.2 million**.
- Funding has resulted in **recruiting diverse students to OHSU** by enabling OHSU to become the school of choice for these students.



## OHSU Overall Race/Ethnic Diversity Trend in Students



\*2016-2017 DMD, MD, BS Nursing: Projections as of 06/23/2016

# Immediate Challenges

- The cost of providing high-quality health profession education will continue to rise.
- Student debt does influence selection of specialty & practice location, which does disadvantage rural & underserved areas.
- The pipeline to create qualified Oregon applicants is struggling to keep up with increased workforce needs

# Meeting these challenges: Student Debt

Given the limited options for OHSU to use more traditional methods for offsetting the cost of its educational programs, the institution has adopted alternative & innovative approaches.

- OHSU has kept the first year tuition increases for State supported programs to <3% over the past biennium years
- The ***Tuition Promise*** has been a commitment to students in our health profession programs that their tuition will remain the same throughout the regular length of their program.
- In 2012, OHSU hired a ***certified financial planner*** to establish a debt counseling & financial management program, which has been extremely successful & nationally recognized.
- OHSU provides **an additional \$4.5 million annually** to students in the form of scholarships generated through endowed funds & other philanthropic gifts.

## Comparison of Total OHSU *Tuition Promise* to Total Tuition without a Tuition Promise: Students Entering in 2013-2014

	Oregon Resident Total <i>Tuition Promise</i>	Oregon Resident Total Without a <i>Tuition Promise</i>	Estimated Reduction in Indebtedness per Student	Estimated Reduction in Indebtedness for All Oregon Residents
<b>DMD</b>	\$160,812	\$186,582	\$25,770	\$1,314,270
<b>MD</b>	\$153,712	\$159,359	\$5,647	\$564,700
<b>Undergrad Nursing</b>	\$31,341	\$32,877	\$1,536	\$242,688
<b>Accelerated Undergrad Nursing</b>	\$33,480	\$34,104	\$624	\$41,808
<b>Graduate Nursing*</b>	\$41,420	\$42,512	\$1,092	\$39,312
<b>Physician Assistant</b>	\$78,196	\$79,503	\$1,307	\$24,833
<b>Radiation Therapy</b>	\$44,676	\$46,668	\$1,992	\$13,944
<b>Graduate Nursing Anesthesia*</b>	\$72,512	\$75,849	\$3,337	\$13,348
<b>Nutrition*</b>	\$53,200	\$53,200	\$0	\$0
<b>Total Estimated Oregon Resident Reduction in Indebtedness:</b>				<b>\$2,254,903</b>

*Non-Tuition Promise totals based on a continuation of the % increase in tuition incurred in 2013-2014.*

*\*Values based on sample program of study. Actual enrollment may vary by student.*

# Meeting these challenges: Provider Distribution

- The **Scholars for a Healthy Oregon Initiative (SHOI)** was established in 2013 by the State of Oregon to address **two critical challenges** that exist when educating health providers for the state of Oregon: the high cost of tuition for students & the mal-distribution of providers throughout the state.
- Research shows that students who are from a rural community are **6 times** more likely to practice in a rural community.
- Preference in the SHOI program is given to Oregon students who:
  - Are from a rural heritage
  - Are from a diverse or underrepresented community
  - Are first generation college students
  - Graduated from one of Oregon's 4 regional universities

## Scholars for a Healthy Oregon Initiative (SHOI)

- To date **61 students** (18 MD, 9 DMD, 13 PA, 21 Graduate Nursing) have been awarded full tuition & fee funding for the entire length of their program.
- These students have come from such locations in Oregon as: Albany, Ashland, Banks, Baker City, Corvallis, Dallas, Eugene, Heppner, Hermiston, Imbler, Independence, Lowell, Malin, Milwaukie, Molalla, Monroe, Pendleton, Portland, Lowell, Rainer, Roseburg, Springfield, Troutdale, Tualatin, Warrenton, & Winston.
- The service commitment is anticipated to result in a grand total **obligation of 237 years of practice** in a rural or underserved community in Oregon by these 61 students.
- Funding is anticipated to **reduce indebtedness** for these 61 students by **more than \$7.6 million**.



# SHOI – Tanya Saito – Medical Student

First year medical student Tanya Saito grew up in Portland, went to school at University of Oregon and graduated with a degree in human physiology. After two years working as a physical therapy assistant, she became a clinical research coordinator in dermatology at the Mayo Clinic.

At the physical therapy clinic in Lane County, Tanya got her first taste of providing health care in a rural setting and found it very inspiring. This increased Tanya's desire to practice medicine in a rural setting.

For Tanya, SHOI made it possible to attend Medical School at her first choice, OHSU. She hopes to practice on the Oregon Coast in Family Medicine or emergency medicine.



# SHOI – Sarah Kent – Nursing Student

Sarah is a native of Toledo, Oregon where she and others in her community were active in starting and supporting a school based clinic which served not only students, but the community at large.

She is a 2016 graduate of OHSU's School of Nursing, receiving a BSN as well as a Masters in Nursing with a specialty in Nurse-Midwifery. She is dedicated to helping provide access to health care to rural communities and is passionate about maternal-child health. As a child, she would have to take a day away from school to travel to another town to see a provider. She wants to make sure that isn't the case for the next generation.

She is currently working as a Certified Nurse-Midwife in Roseburg, Oregon.



# SHOI – Kevin Vandenneuvel – PA Student

Kevin is a graduate of Western Washington State University where he received his degree in disaster preparedness. In 2015, he was accepted into OHSU's Physician Assistant program. He had an interest in working in a rural setting and the faculty at OHSU encouraged him to apply for financial assistance through the SHOI program.

Currently half-way through the program, he has recently completed a rotation in Coos Bay as part of OHSU's rural campus and reports that he loved seeing his patients and fellow practitioners out in the community. He looks forward to working full time in rural Oregon and sees that as an extension of the of the Physician Assistant mission to extend care to places that can't support a doctor full time.





# Meeting OHSU's Statewide Mission in Education

For OHSU to continue to deliver high quality education and be recognized for education innovation, it must continue to **evolve**. Over the past few years, OHSU launched initiatives to ensure continued success over the next 10 years. These include such key initiatives as:

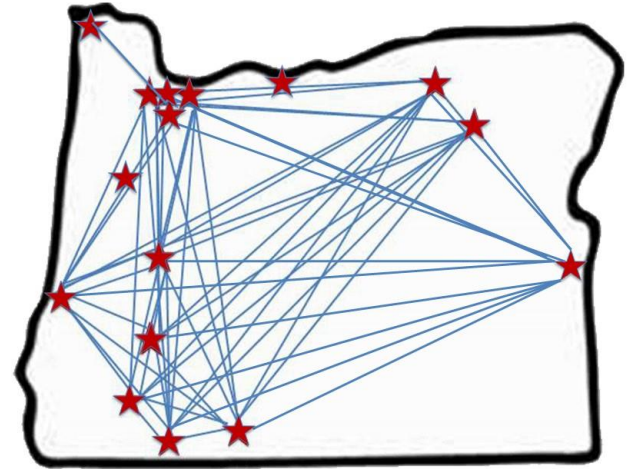
- **Campus for Rural Health**
- **Oregon Consortium of Nursing Education (OCNE)**
- **Interprofessional Education (IPE) & Collaborative Practice (IPECP) Initiative**
- **Simulation Initiative**

# Rural Expansion

- Through the Campus for Rural Health, OHSU aims to be a national leader in transforming the health of Oregon's rural communities.
- Launched Fall 2015 in Klamath County and the South Coast and expected to expand to Northeast Oregon in 2017
- Since the pilot launch, the Campus for Rural Health has:
  - Educated over 120 students enrolled in 4-week rotations or embedded for 3 to 6 months
  - Engaged over 100 affiliated rural and frontier faculty and instructors
  - Created partnerships with 16 organizations
  - Trained 51 health professionals representing 8 rural clinics and 9 health professions
- Students address unique health disparities related to their disciplines and partner with rural and frontier community organizations and faculty.

# Oregon Consortium of Nursing Education (OCNE)

- Nationally recognized collaboration of 11 Oregon community colleges, four public universities, and OHSU. Offers well-respected Bachelor of Science in Nursing (BSN) degree to students in 16 locations throughout Oregon.
- OCNE fills Oregon's nursing workforce gaps, especially in rural areas, with over 4000 graduates to date.
- Longevity in nursing education innovation and partnership (versus the independent silo approach) demonstrates an effective and efficient use of state resources.
- Innovative, cost-effective approach to expanding the capacity for delivering high-quality nursing education and enabling transferability of credits.



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# OCNE is Fiscally Efficient and Convenient for Students

Affordable, Accessible, Transferable

- 3 years of community college tuition
- 1 year of university tuition
- Community college OCNE graduates can work as RNs while finishing the BSN degree
- All coursework provided in home community
- Shared, robust curriculum makes coursework fully transferable
- Provides Oregon's rural citizens with a gateway to a full scope of nursing careers



## OCNE Student Profile – Maricela Kelly

Maricela will graduate from the OCNE program at Blue Mountain Community College this summer. The program has allowed her to pursue a practical placement in her home community – focused on hypertension at Umatilla County Community Corrections.

Maricela is a first generation college graduate and will be the first in her family to receive a Bachelor's degree. Maricela was inspired to become a nurse after delivering premature twins 11 weeks early and spending nearly two months in a neonatal intensive care unit.

Maricela will remain in Eastern Oregon after completing her degree and will work locally to provide quality and competent care to the Eastern Oregon community.



# Interprofessional Education (IPE) & Collaborative Practice (IPECP) Initiative

- Team based, collaborative care results in more effective and safer care for patients, lower healthcare costs, and better outcomes for populations.
- Since 2012, OHSU faculty and staff have worked with clinical and community environments that include OHSU learners to strengthen delivery of team-based care.
- In 2013 OHSU became an “innovation incubator” site for the National Center for Interprofessional Practice and Education (Nexus). Three ongoing OHSU projects and teams, each led by OHSU faculty, are Nexus Innovation Incubators and a growing part of the OHSU Interprofessional Initiative.
  - Assessing and enhancing clinical education (ACE) sites for IPECP
  - EHR design and user training to enhance collaborative care and patient outcomes
  - The “I-CAN” Innovation Incubator Project

# Simulation

- In the spring of 2014, two new floors dedicated to simulation activities opened in the Collaborative Life Sciences Building (CLSB) on OHSU's South Waterfront campus. The focus of this center is to train learners in teamwork, communication, and clinical skills.
- In the summer of 2014, the VirtuOHSU Simulation and Surgical Training Center opened in Richard Jones Hall on OHSU's Marquam Hill campus. The focus of this center is to train learners in technical skills, invasive procedures, and clinical anatomy.
- 27,000+ square feet of simulation space support nursing, medical, and dental students and residents.
- OHSU Simulation partners with and supports statewide simulation centers.



# Meeting the Changing Needs of the Workplace

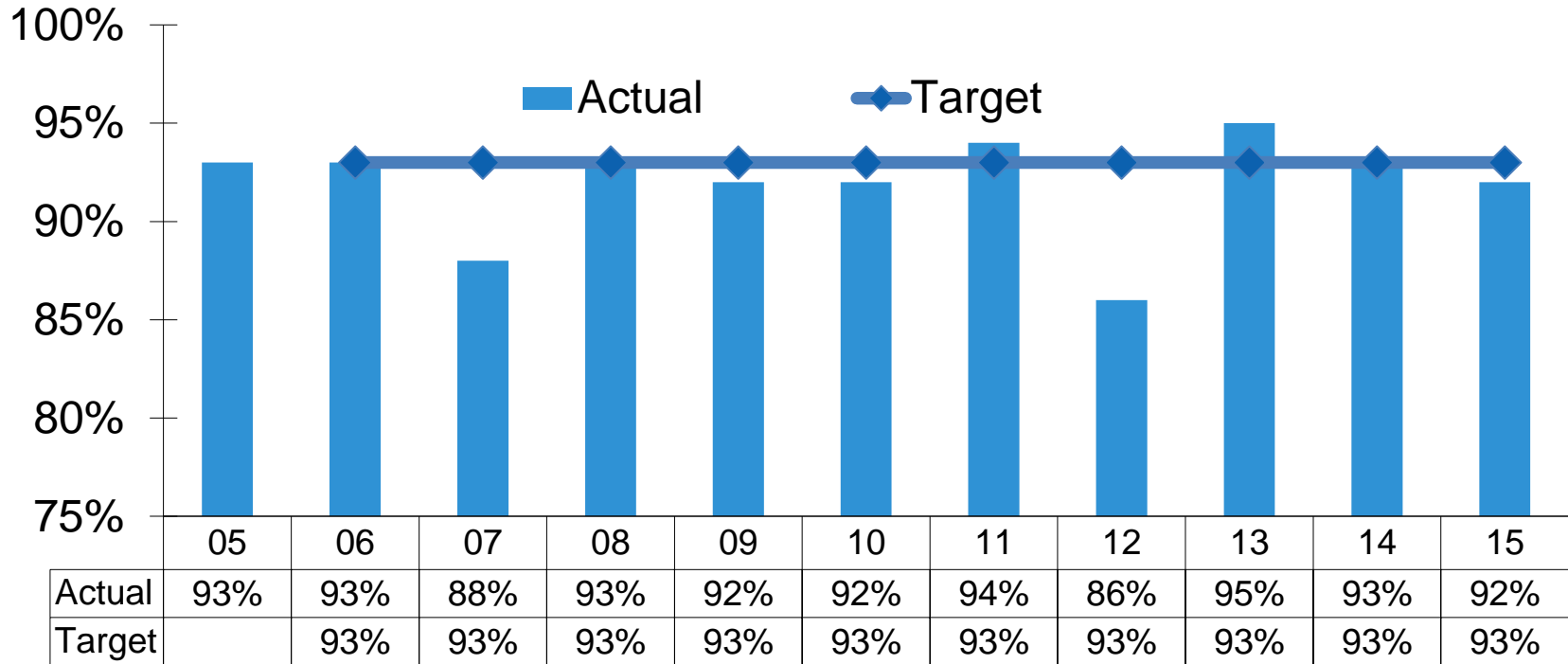
- **New Programs in Healthcare**
  - To continue to meet the healthcare needs of Oregonians, OHSU is exploring collaborations with Oregon Institute of Technology (OIT) to offer new programs in Physical Therapy (DPT), Medical Family Therapy (MedFT), and enhance existing programs like dental hygiene, ultrasound, and emergency medical services - paramedics.
- **Increasing Diversity**
  - **OHSU continues to invest time & resources into increasing the diversity of its faculty, staff, & students.** Diversity creates an environment where a variety of ideas and perspectives help promote the innovation and cultural awareness necessary to be a local and national leader in healthcare education, research, and clinical care.



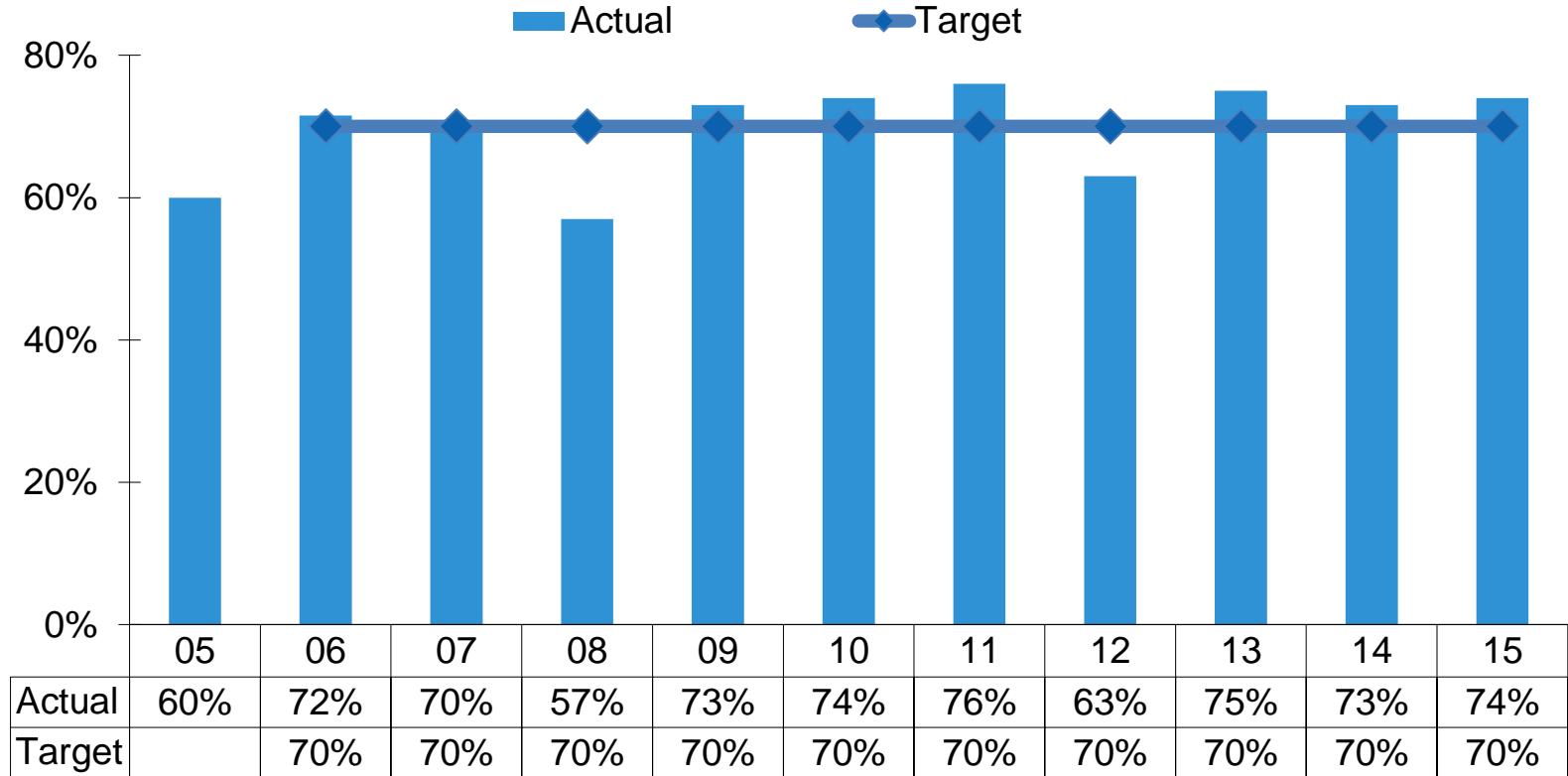
# Educational Key Performance Measures



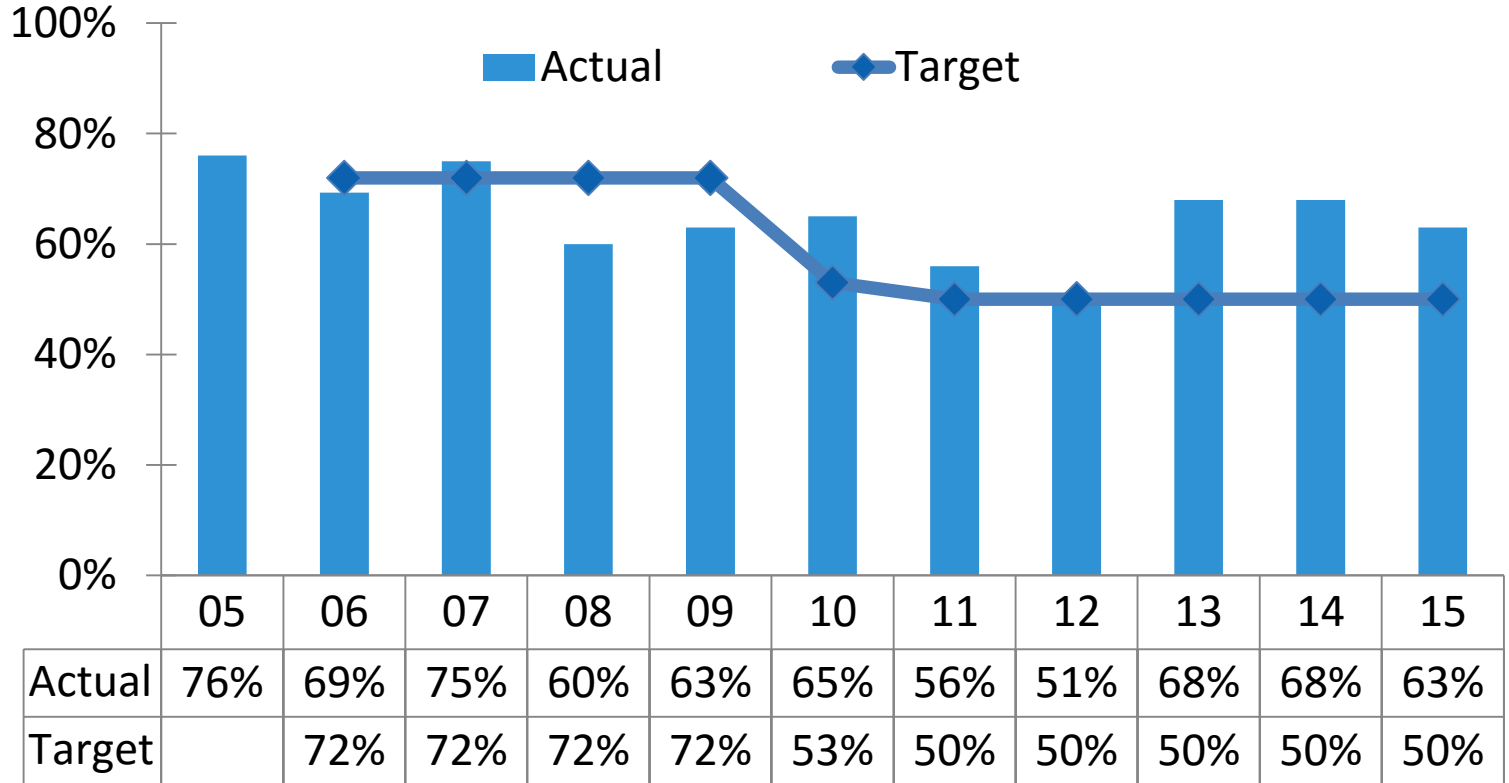
## OHSU KPM: First-Year Nursing Students That Are Oregon Residents



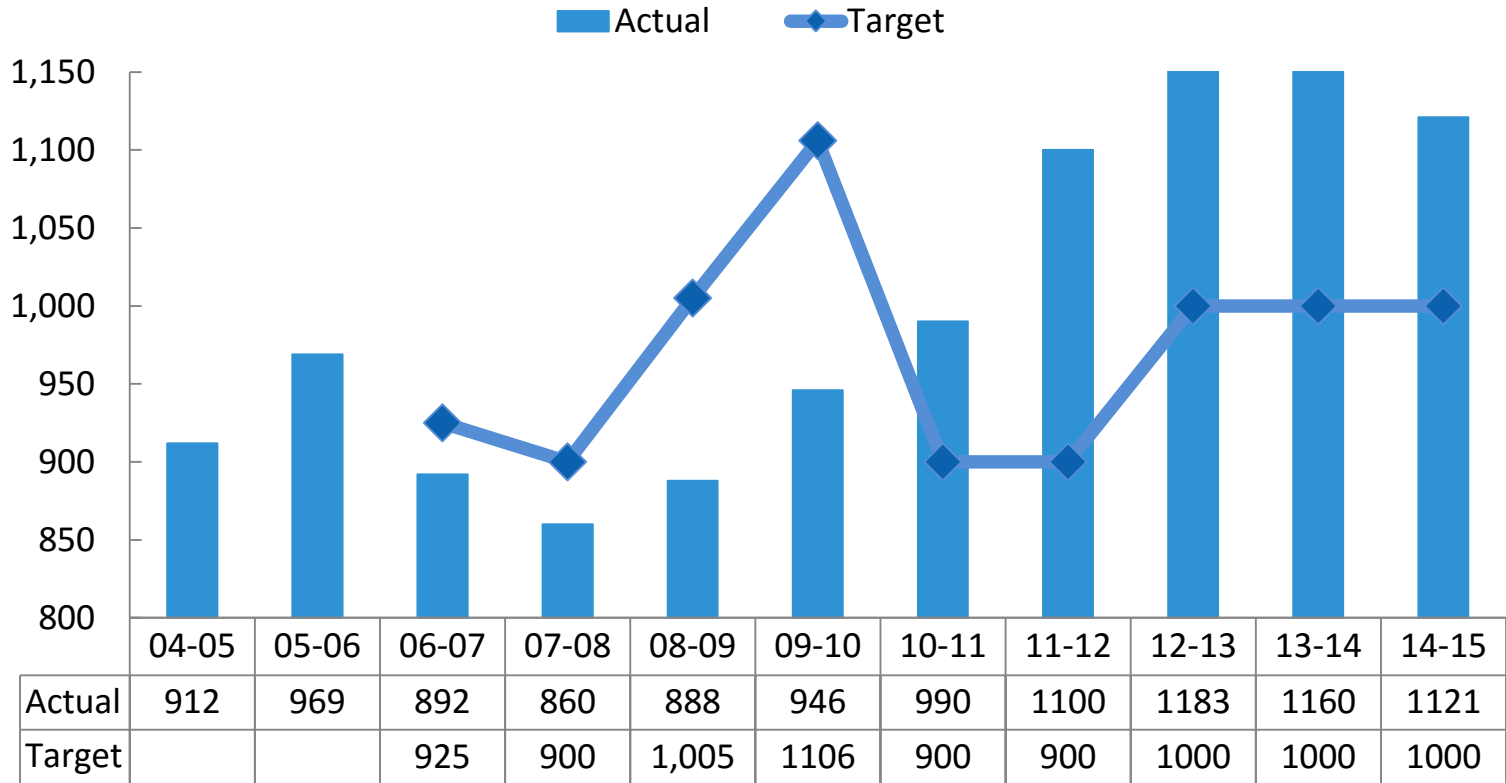
# OHSU KPM: First-Year MD Students That Are Oregon Residents



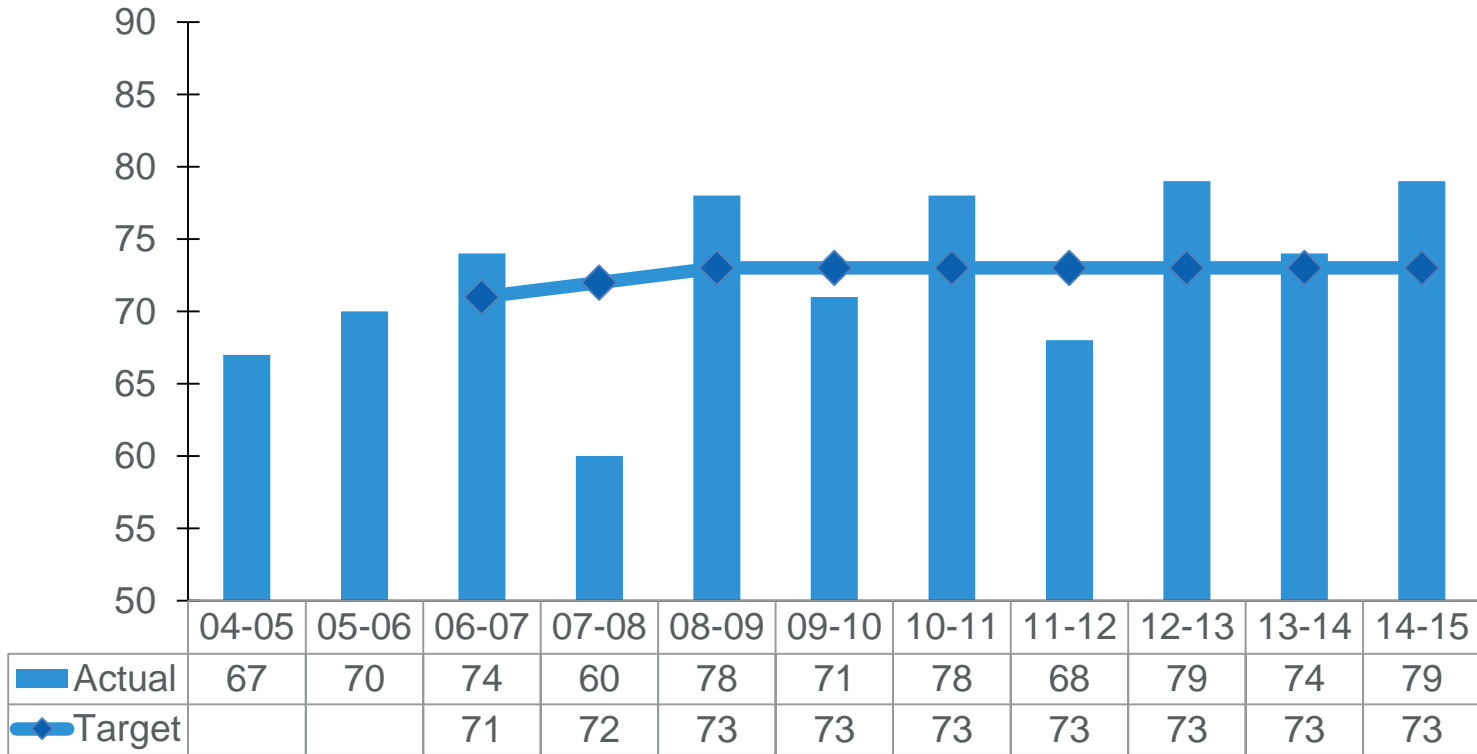
# OHSU KPM: First-Year DMD Students That Are Oregon Residents



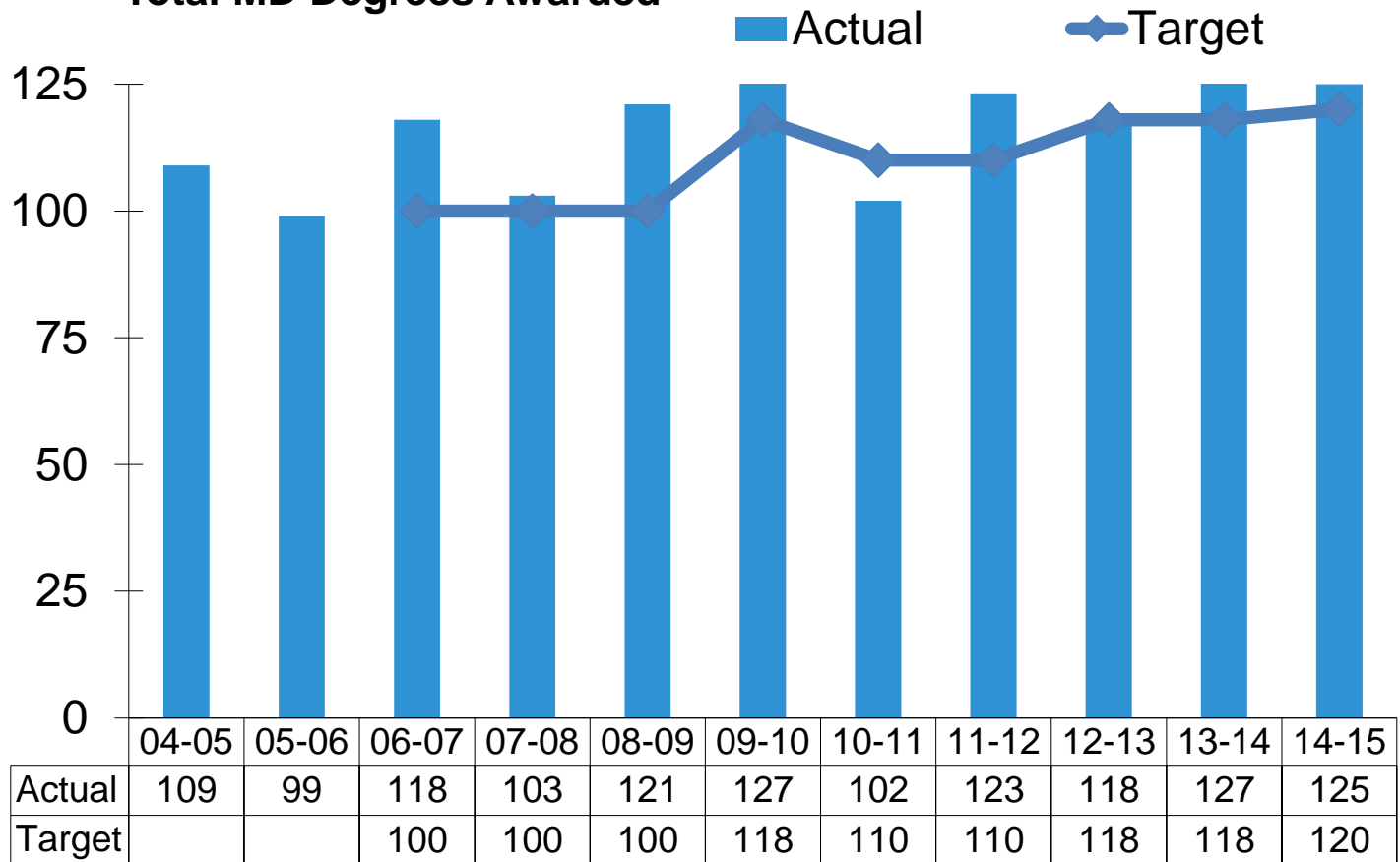
# OHSU KPM: Total Degrees and Certificates Awarded



## OHSU KPM: Total DMD Degrees Awarded

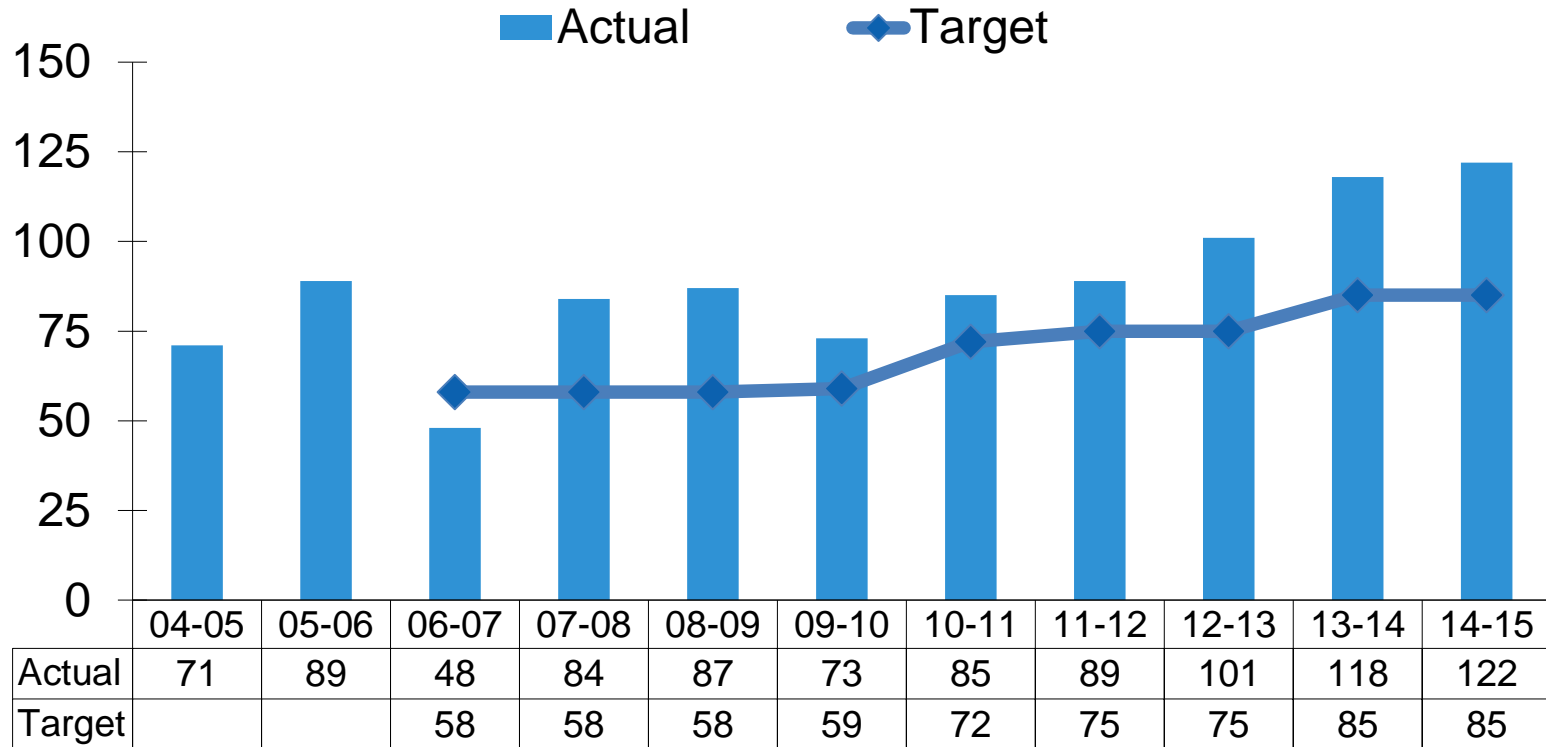


# OHSU KPM: Total MD Degrees Awarded





# OHSU KPM: Graduate Degrees & Certificates Awarded in Nursing





# Mission: Outreach



## OHSU outreach highlights:

- OHSU's total community benefit contribution: **\$369 million (2015)**
- More than **200 outreach programs** serving people throughout Oregon
- **Oregon Poison Center**, providing all of Oregon with 24/7 support
- **Institute of Occupational Health Sciences** serves workers and employers
- **Science Education Opportunities** offers internships, education for children
- **Preschool vision screening**, through a partnership with the Oregon State Elks
- **Give Kids a Smile Day** to provide dental treatment for underserved children
- **Area Health Education Centers (AHEC)** provides rural and pipeline supports



## OHSU Supports Young Learners

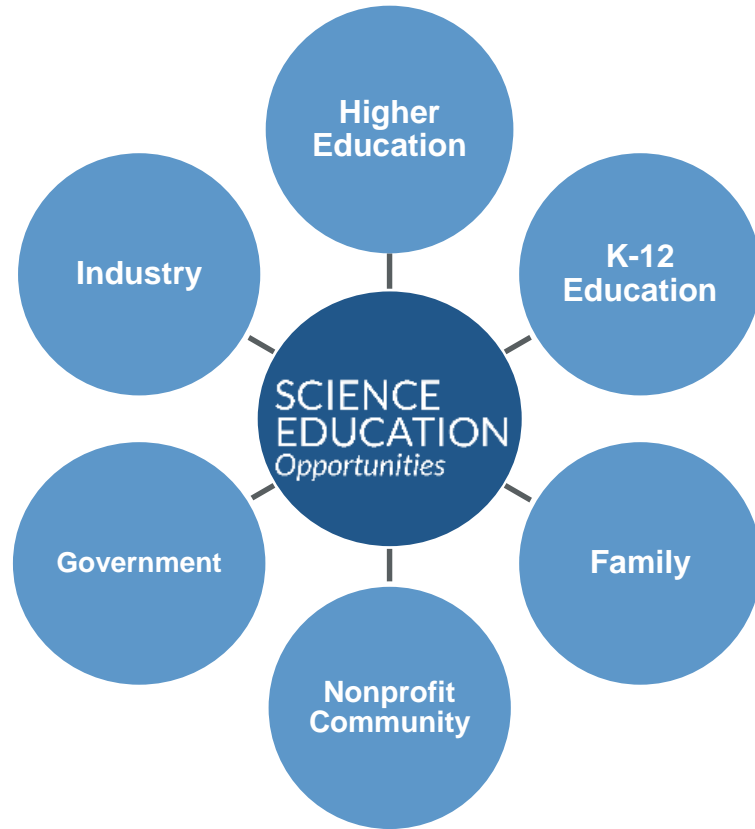
**“A strong pipeline of young, well-prepared students flowing into biomedical and science education is absolutely vital to meet the critical need for workforce development in health and science fields.”**

*-Joe Robertson, OHSU President, M.D., M.B.A.*





# Guided by Multi-Sector Partnerships



# Funding Success

Since 2013, *On Track OHSU!* has received 5 grants totaling over **\$550,000**

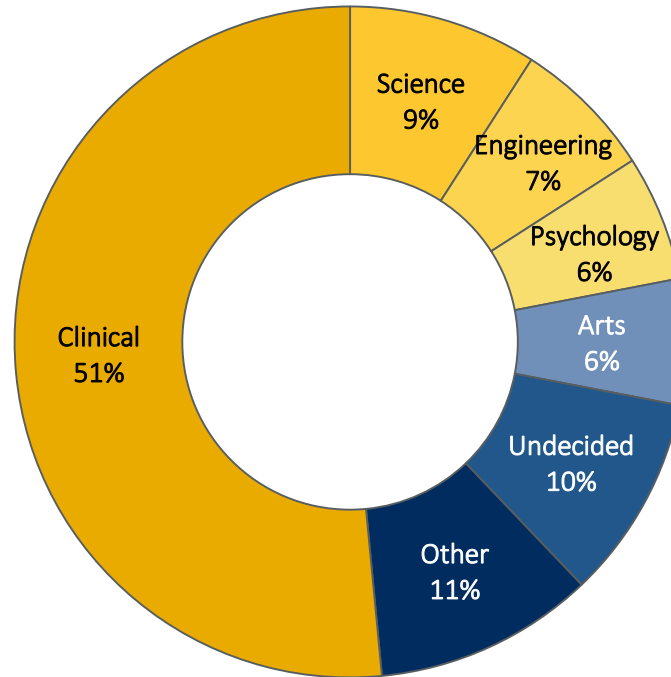
- Oregon Community Foundation
- Oregon Department of Education
- Oregon Higher Education Coordination Commission
- The Ford Family Foundation

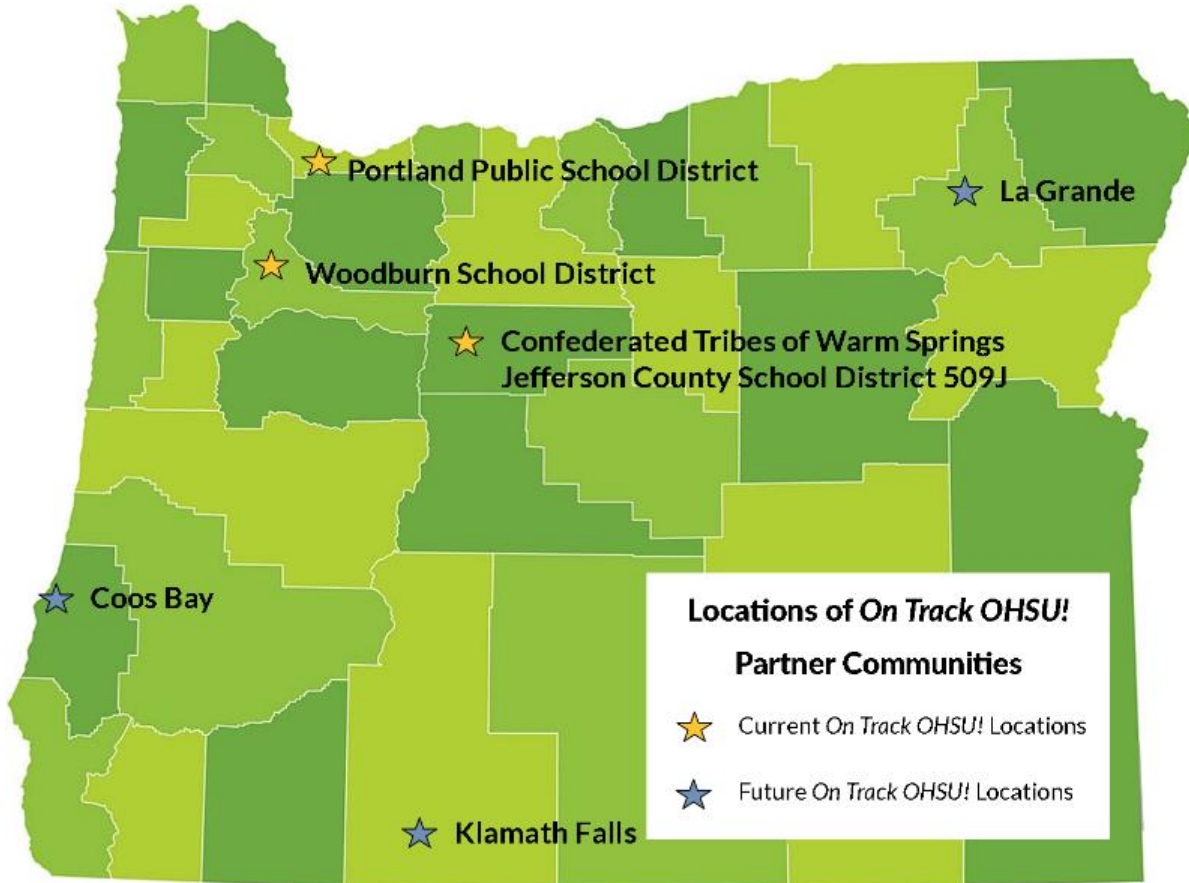






## *On Track OHSU!* High School Graduates Pursue STEAM





# Oregon AHEC System

## Oregon Pacific AHEC

[www.opahec.org](http://www.opahec.org)

Hosted by the Samaritan Health System in Lincoln City, the Center serves communities along the Oregon Coast and I-5 Corridor, including the counties of Benton, Clatsop, Columbia, Lincoln, Linn, Marion, Polk, Tillamook and Yamhill.

## AHEC of Southwest Oregon

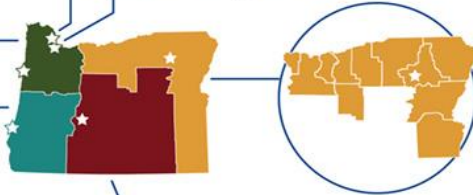
[www.healthyoregon.com](http://www.healthyoregon.com)

Located in Roseburg, the center provides services to the counties of Coos, Curry, Douglas, Lane, Jackson and Josephine.



OHSU AHEC Program Office  
[www.ohsu.edu/ahec](http://www.ohsu.edu/ahec)

Oregon Healthcare Workforce Institute  
[www.oregonhwi.org](http://www.oregonhwi.org)  
Workforce Development Data



## Northeast Oregon AHEC

[www.eou.edu/neoahc](http://www.eou.edu/neoahc)

Located on the campus of Eastern Oregon University in La Grande, the center serves Baker, Gilliam, Hood River, Malheur, Morrow, Sherman, Umatilla, Union, Wallowa, Wasco and Wheeler counties.



## Cascades East AHEC

[www.cascadeseast.org](http://www.cascadeseast.org)

Hosted by St Charles Health System in Bend, the Center serves Central and Southeastern Oregon and includes Crook, Deschutes, Grant, Harney, Jefferson, Klamath, and Lake counties plus the Warm Springs Indian Reservation.



For more information on Oregon AHEC visit: [www.ohsu.edu/ahec](http://www.ohsu.edu/ahec)

✓ Public Health Education

✓ Community Hospitals

✓ Community Organizations

✓ Health Care Providers

✓ Local Training Institutions

✓ Community/Migrant Health Centers

✓ School Systems

✓ Health Departments

# Area Health Education Centers

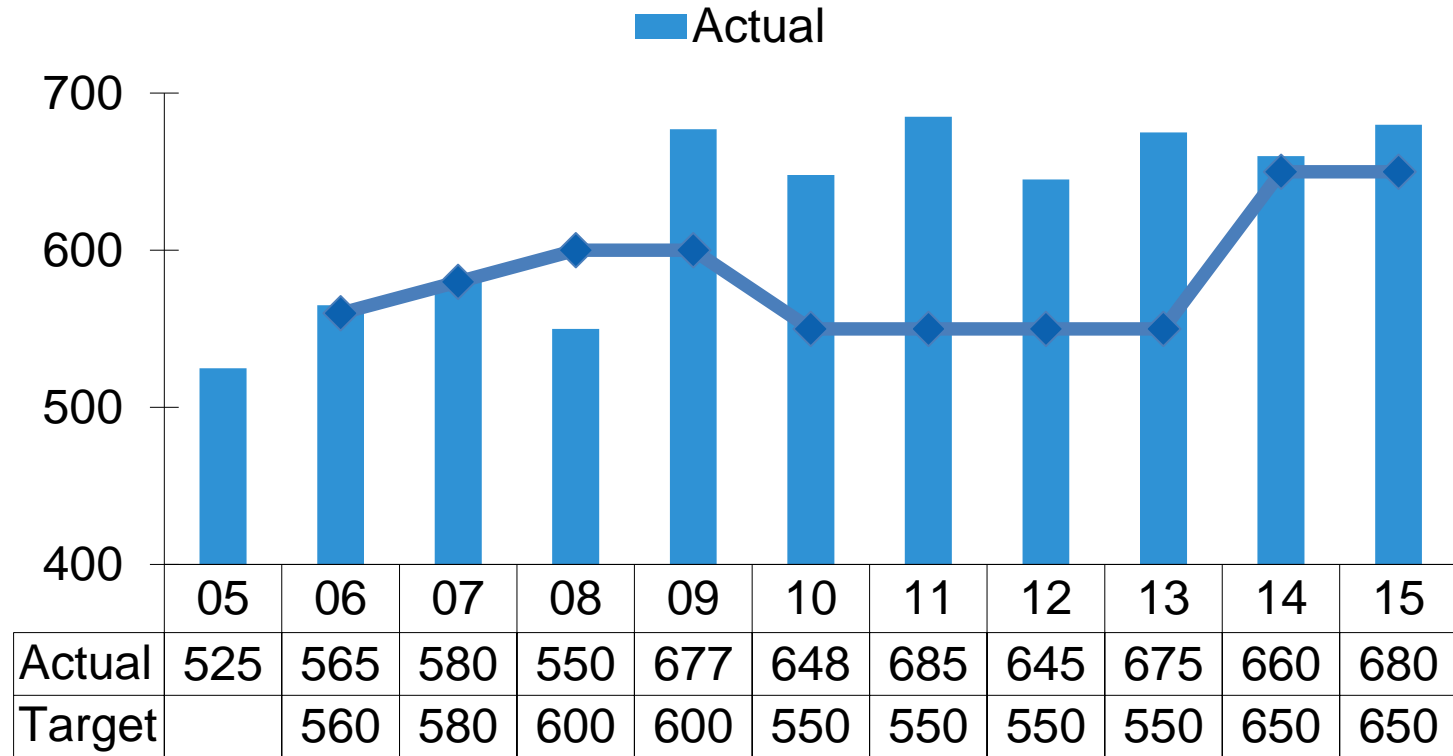
AHECs educate current and potential health care students in rural Oregon

- In the last year 132 OHSU medical students completed at least one five-week rural rotation at one of 33 sites staffed by 48 preceptors
- 10 MD students completed 15-week rotations in rural locations as part of the Oregon Rural Scholars Program
- Helped support the training of 24 family medicine residents across the state
- AHEC's Located in: Roseburg, Bend, Lincoln City, La Grande, Lake Oswego
- Provided health career education support to over 1,600 K-12 students from 33 schools across Oregon. For example:
  - Future Health Professionals of Oregon – 118
  - Girls in Science – 100
  - Healthcare Professional Preparation Program (HPr<sup>3</sup>) – 264
  - Health Occupations – 197
  - Teen Volunteer Program - 96

# Office of Rural Health

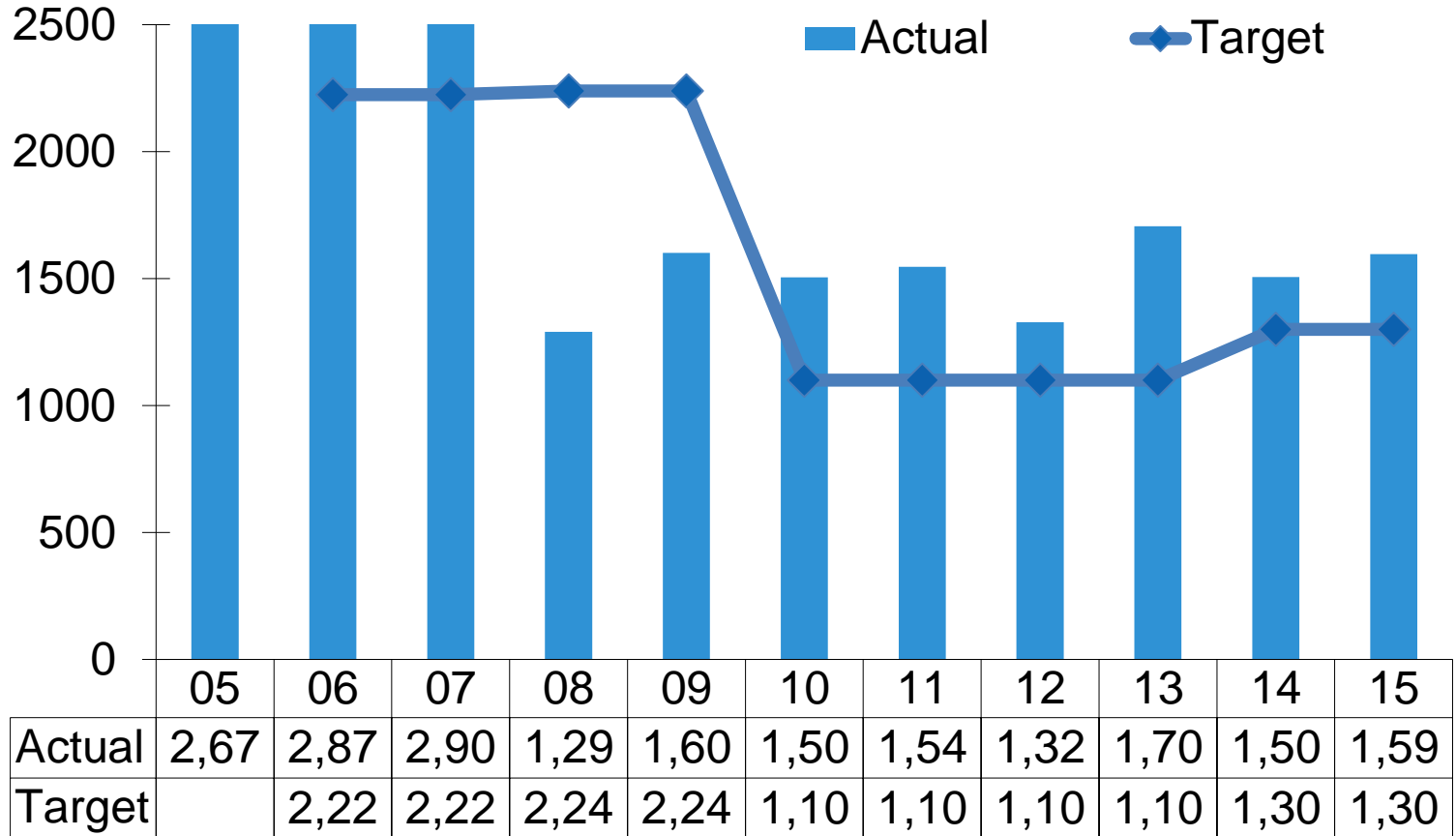
- Coordinating statewide efforts to provide health care in rural Oregon:
- Community Health Improvement Partnerships:
  - Community decision-making to improve the health status of local residents
- Administer the Oregon Rural Provider Tax Credit to 2,114 practitioners and the Rural Volunteer EMT Tax Credit to 522 Emergency Medical Service Providers
- Administers the Rural Malpractice Subsidy Program to 692 physicians and nurse practitioners
- Operate an Information Clearinghouse:
  - Community Profiles for every primary care service area in the state
- Conduct in-depth community health care needs assessments for hospitals and CCOs

# OHSU KPM: MD Student-weeks Served in Rural Communities

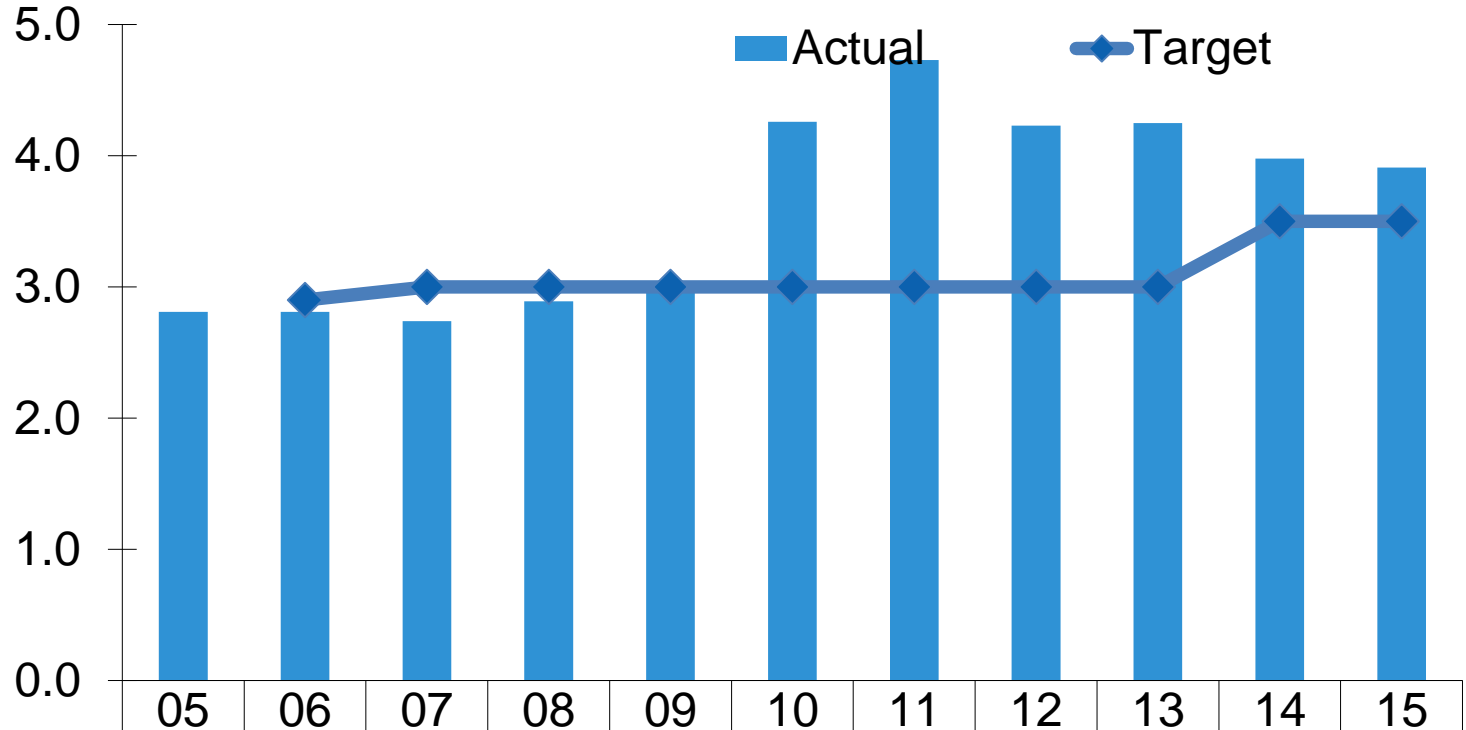




## OHSU KPM: Rural Healthcare Education Pipeline Participants



**OHSU KPM:  
Ratio of Federal Funds to State Funds contributed  
to the Office of Rural Health**



Actual	2.81	2.81	2.74	2.89	3.02	4.26	4.73	4.23	4.25	3.98	3.91
Target		2.90	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.50	3.50



# Mission: Research



# OHSU Research Highlights 2015 - 2017

“Four from OHSU join Cancer  
**Moonshot working groups**”

“OHSU Doernbecher researchers receive  
**Gates Foundation grant** to advance  
tuberculosis vaccine research”

“**Hope for patients** suffering  
from vision loss due to glaucoma  
and diabetic retinopathy”

“Five OHSU researchers among the  
**most influential scientific minds** of  
2015”

“New OHSU research suggests possible  
target in **fight against Alzheimer’s**”

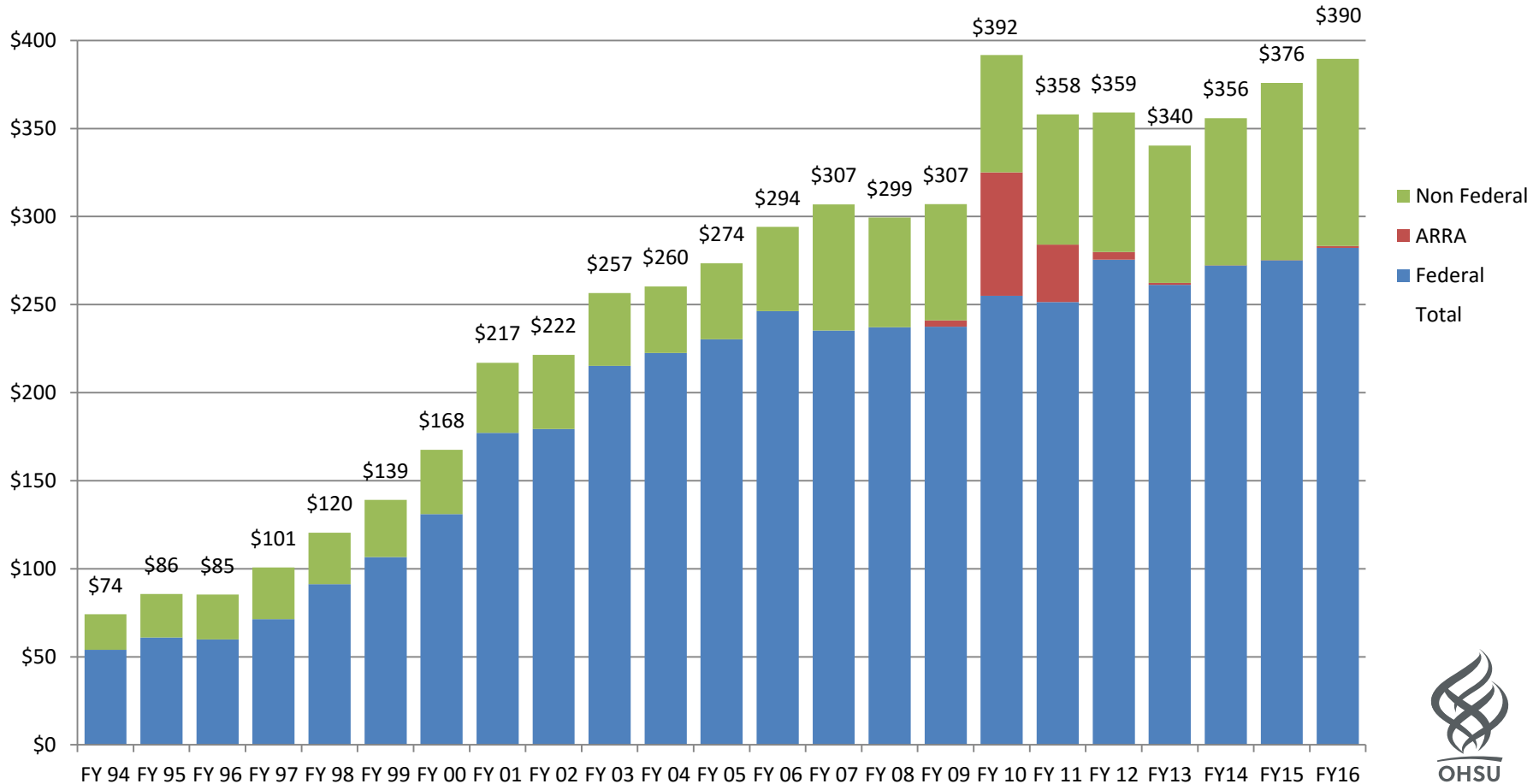
# OHSU Competitive Advantage: Recruiting Faculty

- **The Vollum Institute, Director – Marc Freeman, Ph.D.**
  - Howard Hughes Medical Investigator from U. Mass Medical School
  - Focus on glia-neuron interactions in healthy & diseased brain
- **Knight Cancer Institute, Early Detection Program – Sadik Esener, Ph.D.**
  - Led Cancer Nanotechnology Center of Excellence at UC San Diego
  - Will lead recruitment of more than 20 scientists
- **OHSU Center for Diversity & Inclusion & School of Public Health – Brian Gibbs, Ph.D.**
  - Leader in cultural competency, diversity and inclusion
  - Focus on public health strategies to reduce disparities in health care
- **Physiology and Pharmacology, Chair - Carsten Schultz, Ph.D.**
  - From European Molecular Biology Laboratory in Heidelberg, Germany
  - World-leader in chemical biology, cell signaling, fluorescent probes
- **OHSU – PSU School of Public Health, Founding Dean – David Bangsberg, M.D., M.P.H.**
  - From Massachusetts General Hospital (Director, MGH Global Health)
- **Behavioral Neuroscience, Chair – Bitu Moghaddam, Ph.D.**
  - From University of Pittsburgh, leader in neurodevelopmental disorders



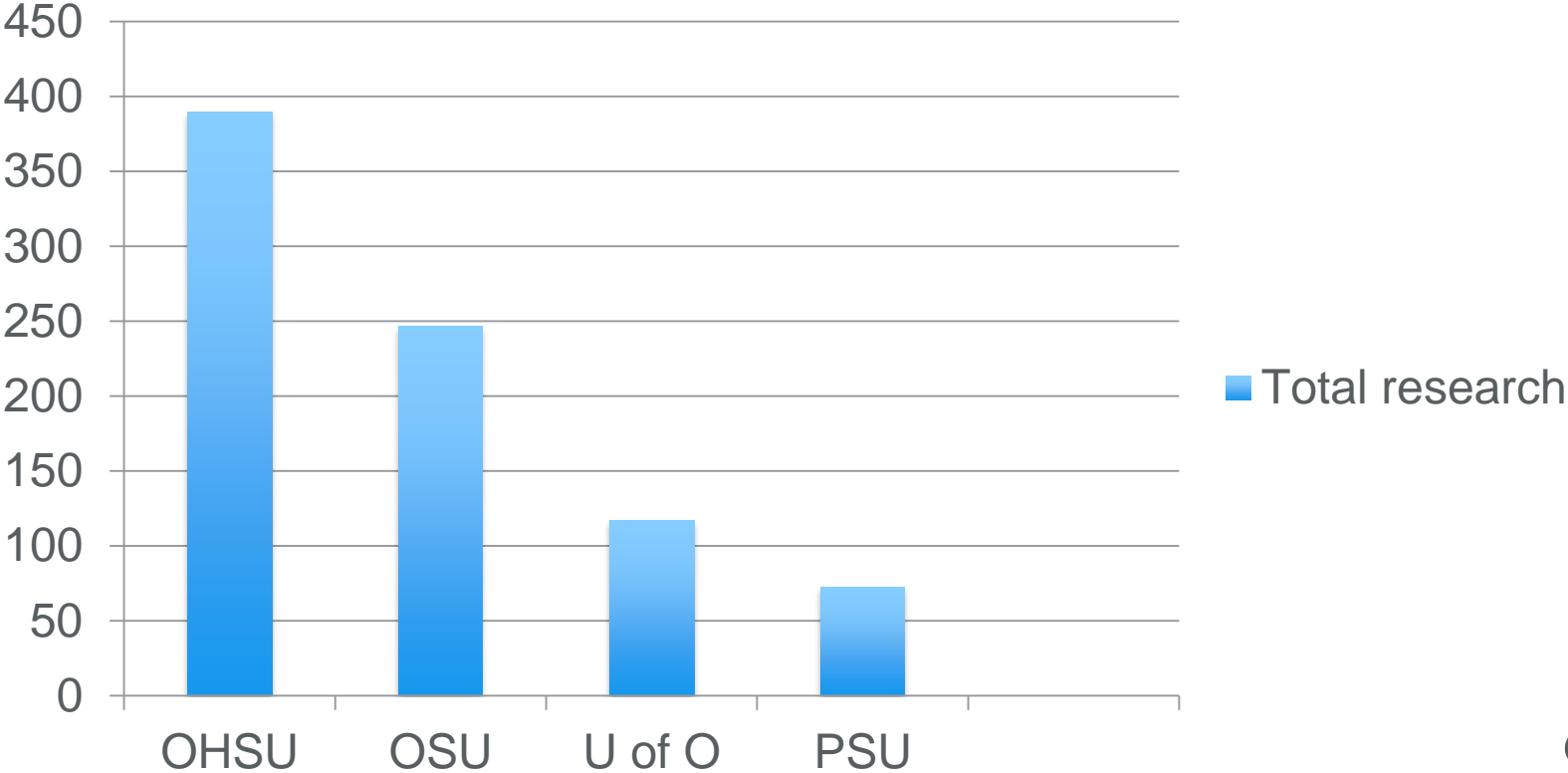
# FY 16 Total Sponsored Research Awards

(In Millions)





# Research Awards – FY16 (in millions)





# Economic Impact of OHSU Research

- 90 percent of FY 2016 research dollars came from out of state.
- Research grants are like small businesses, requiring new staff, services, and equipment—as well as generating tax revenues for the state.
- Oregon’s research grants are estimated to have a 2.13 “business multiplier effect”—for every dollar awarded, the institution generates an additional \$2.13 for Oregon’s economy
- For FY 2016, this multiplier contributed an additional **\$736 million** to Oregon’s economy.

# Research Leads to New Oregon Businesses

- Since 1998, OHSU research has resulted in 60 startup companies, over 90 total companies since the early 1970s

DISCOVERIES	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Invention Disclosures Received	116	128	117	103	128	133	153
Patent Applications Filed on New Matter	42	47	27	33	29	42	43
Total US Patent Applications Filed	59	69	54	90	67	84	103
US Patents Issued	21	12	20	26	24	21	20
New Companies Formed	3	2	1	2	4	6	6

- In 2016 OHSU research resulted in a record 153 new inventions
- In 2016 OHSU entered into a record 104 option and license agreements



# Mission: Health Care

# Healing



## OHSU Hospital and Clinic highlights:

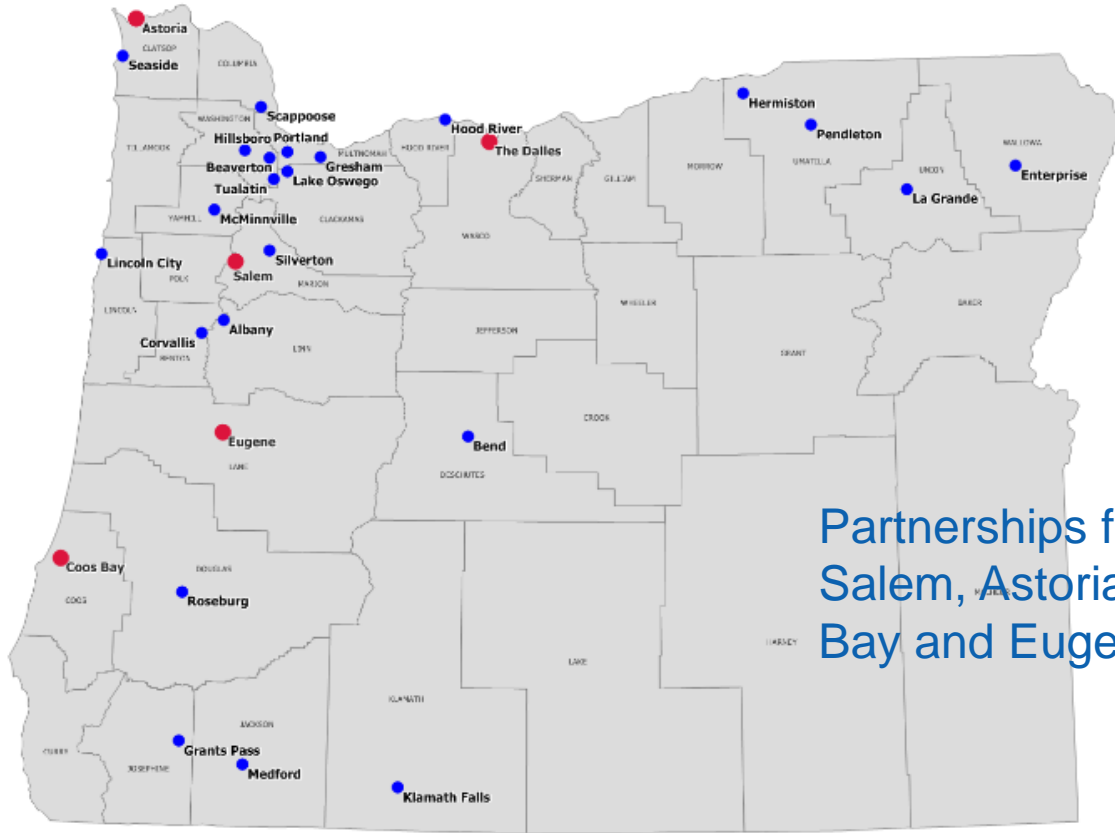
- Over **994,000 patient visits** in FY16 from every county in Oregon
- Doernbecher Children's Hospital ranks **#1 in the country in pediatric quality** out of 123 similar children's hospitals according to the University Healthsystem Consortium
- Only place in Oregon on *US News and World Report's America's Best Hospitals list*
- Only designated National Cancer Institute center in Oregon: The **Knight Cancer Institute**

# Key Elements of OHSU Clinical Care

- OHSU Hospital and OHSU Doernbecher Children's Hospital
  - 572 beds
- Catalyst for success of all other missions
  - Educational platform for
    - 811 resident physicians and fellows in advanced training around Oregon
    - 528 MD students
  - Also major clinical education site for nursing, physician assistants, pharmacists, dental and other health professionals
  - Financial support – 50% of OHSU's health care revenue is transferred to support education and research missions
- A statewide resource for tertiary (specialty) care
  - Serving all of Oregon, SW Washington, Idaho
  - About 50% of OHSU Medicaid patients reside outside Portland metro area

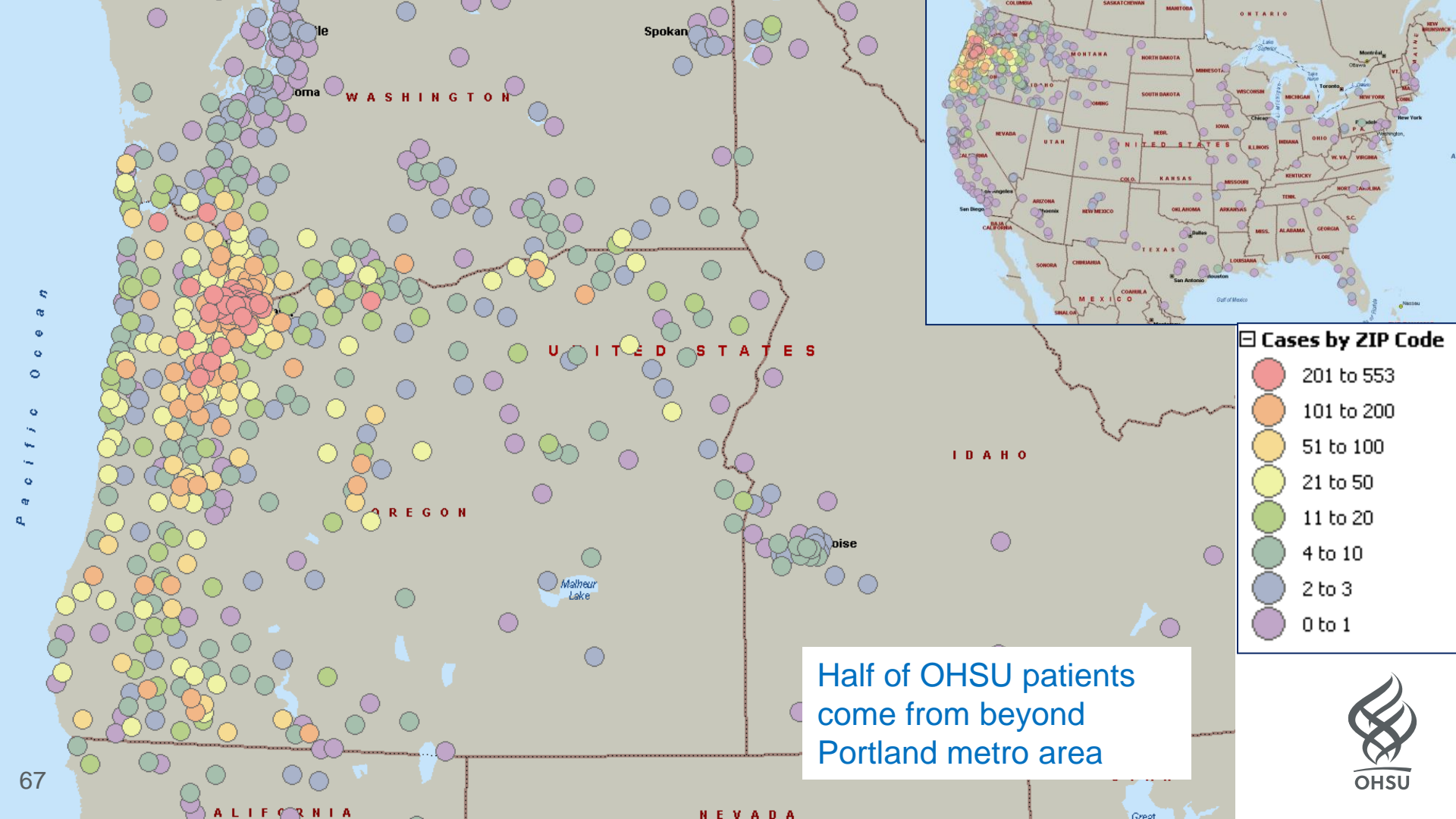


# Statewide Clinical Care



**642,439** visits  
across **55**  
affiliated clinic  
sites in Oregon in  
FY15

Partnerships for specialty care in  
Salem, Astoria, The Dalles, Coos  
Bay and Eugene



**Cases by ZIP Code**

- 201 to 553
- 101 to 200
- 51 to 100
- 21 to 50
- 11 to 20
- 4 to 10
- 2 to 3
- 0 to 1

Half of OHSU patients  
come from beyond  
Portland metro area



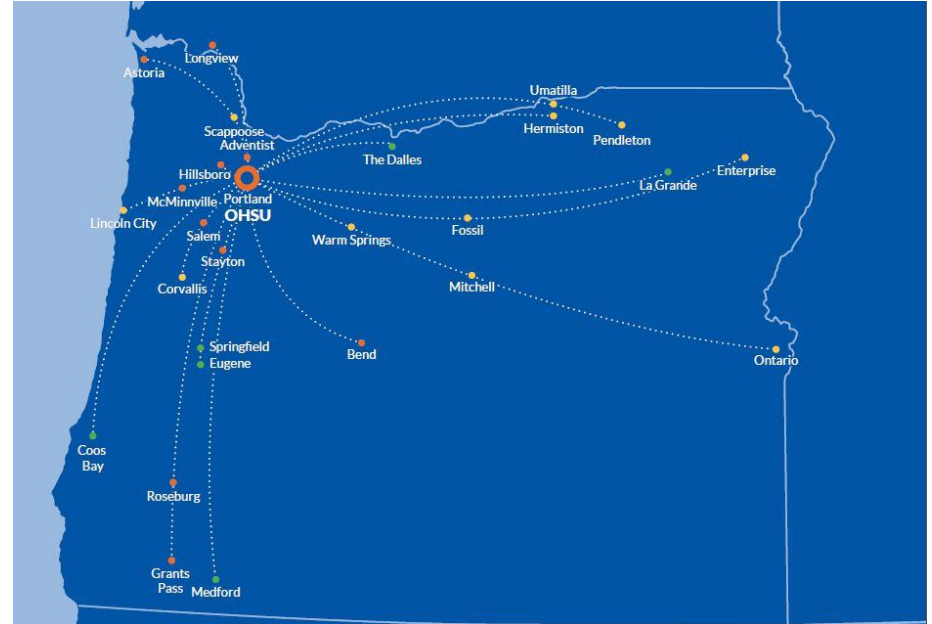


## The Partnership Imperative

- Health care market is consolidating
  - Reorganizing care to meet the demands of health reform.
- Seeking strategic partners to coordinate and integrate care
  - Oregon-based, Oregon-focused
  - Committed to health care transformation
  - Delivering world-class, value-based care

# Statewide Telemedicine Partnerships

- Healthcare dollars and patients stay in local communities
- Improves patient satisfaction
- Supports rural providers & decreases isolation
- 27 ambulatory and inpatient service sites currently
- Kept 431 inpatients (465) in their home communities
- Saved more than **\$12 million** in transport costs alone

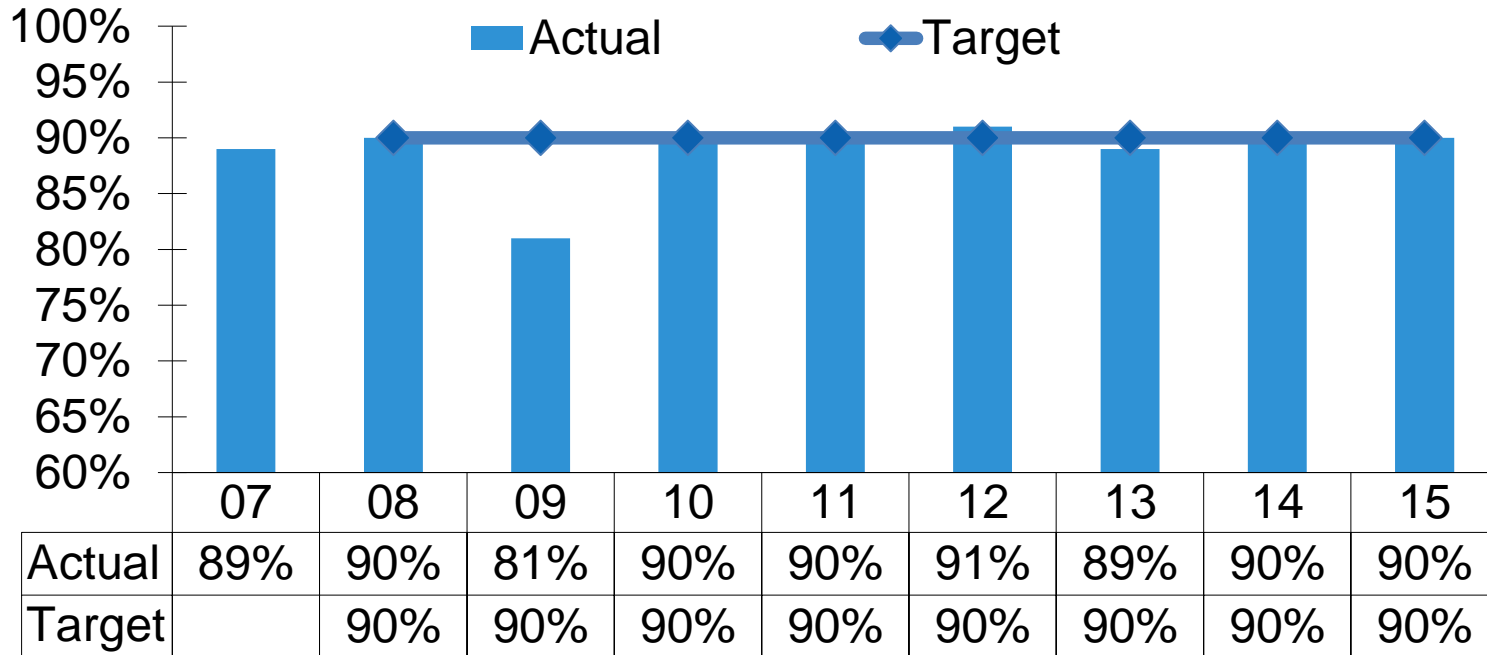


# Oregon Poison Center

- Statewide 24-hour healthcare information and treatment resource
- Staffed 24/7 by doctors, pharmacists and nurses trained in toxicology
- Handles over 41,000 calls a year
- 62% of the patients receiving assistance from the Oregon Poison Center are
- In 2016 OPC managed 90% of cases at home
- Saved an estimated **\$22M** in alternative healthcare costs in 2016



## OHSU KPM: Accidental Poisoning or Toxic Exposures Managed at Home





# Child Development Rehabilitation Center: Serving Children with Special Health Needs

- **1 in 6** children in Oregon has a disability or special health need; this ratio is expected to increase.
- Children with disabilities are typically the most complex to serve and more than half of these children have **multiple disabilities**
- 25% of rural Oregon residents who have children with special health needs report having unmet needs for specific health care services or equipment
- **OHSU Child Development and Rehabilitation Center (CDRC)** provides services to Oregon children and youth with special healthcare needs (CYSHN)



## CDRC: What We Do

- CDRC provides services to children with disabilities and special health needs from every county in Oregon
- Helps local communities meet the needs of children with the most challenging disabilities and special health needs.
- CDRC professionals work in partnership with families to ensure the best care
- More than 50% of CDRC patients come from outside the Portland metropolitan area
- Between 2000 and 2016 demand for CDRC services increased by nearly 35%



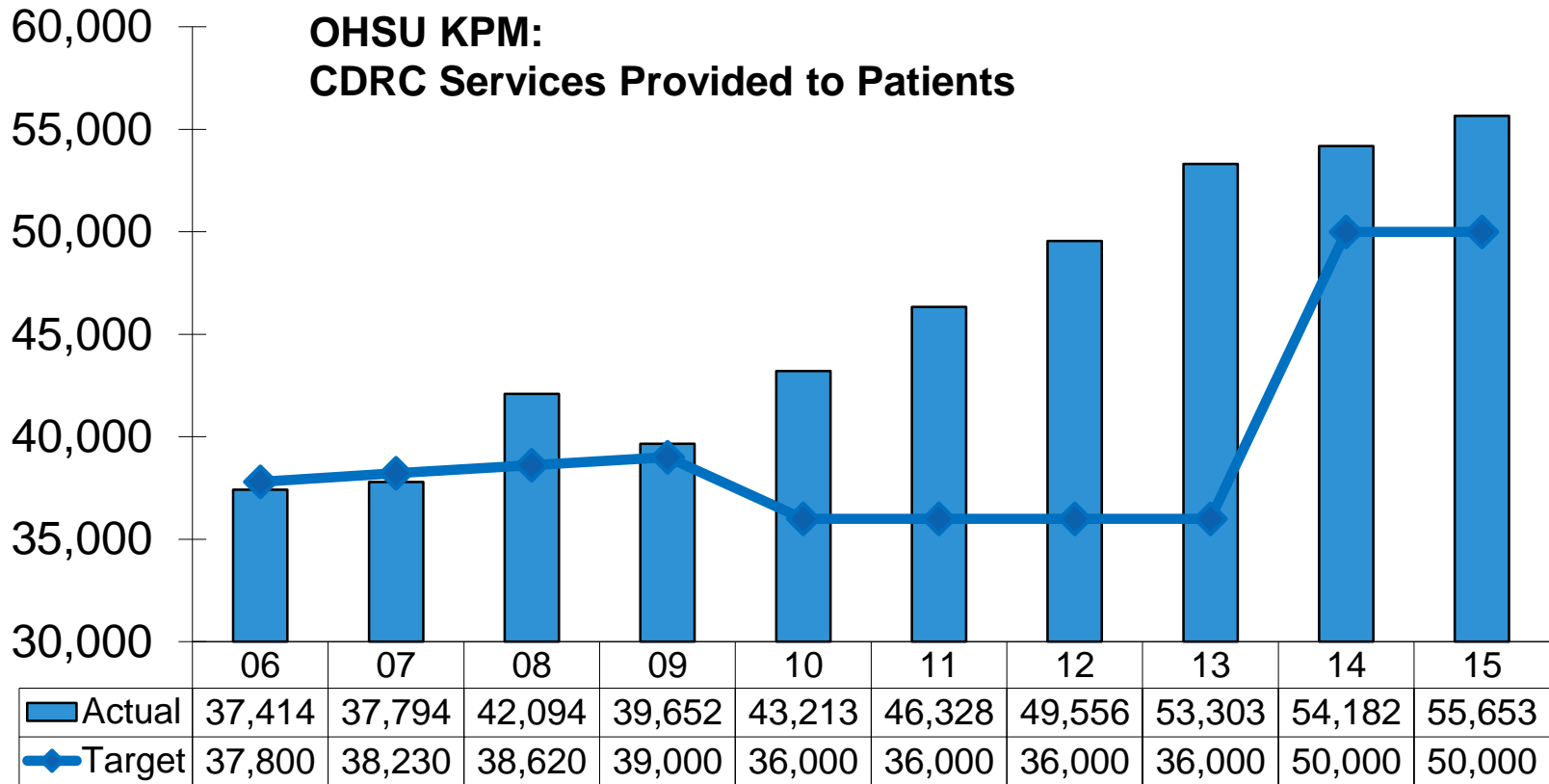
## CDRC: Who We Serve

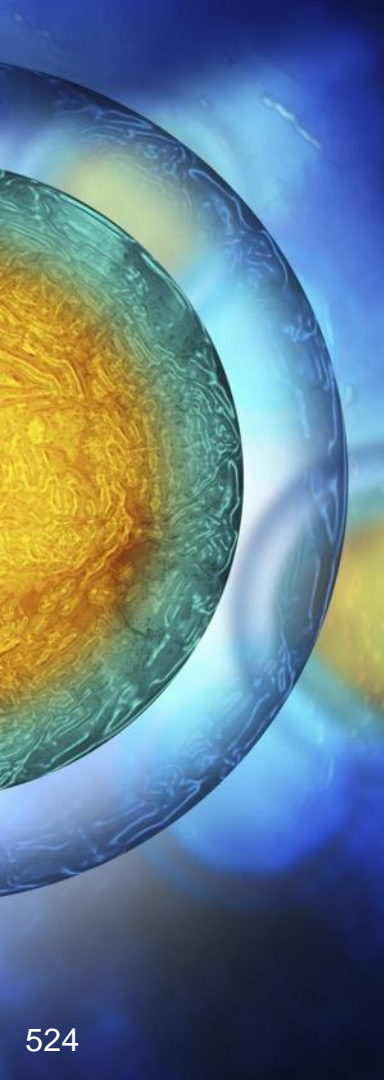
CDRC serves children, youth with developmental disabilities and complex health care needs.

*Most services provided at CDRC are not available elsewhere in Oregon.*

- Developmental Delays
- Cerebral Palsy
- Intellectual Disabilities
- Learning Disabilities & ADHD
- Communication Disorders
- Autism
- Hearing and Visual Impairments
- Spina Bifida
- Cleft Palate/ Craniofacial disorders
- Metabolic Disorders
- Genetic Disorders
- Hemophilia
- Feeding and Swallowing Disorders
- High Risk Infants
- Congenital brain anomalies
- Down Syndrome
- Pediatric Stroke

## OHSU KPM: CDRC Services Provided to Patients

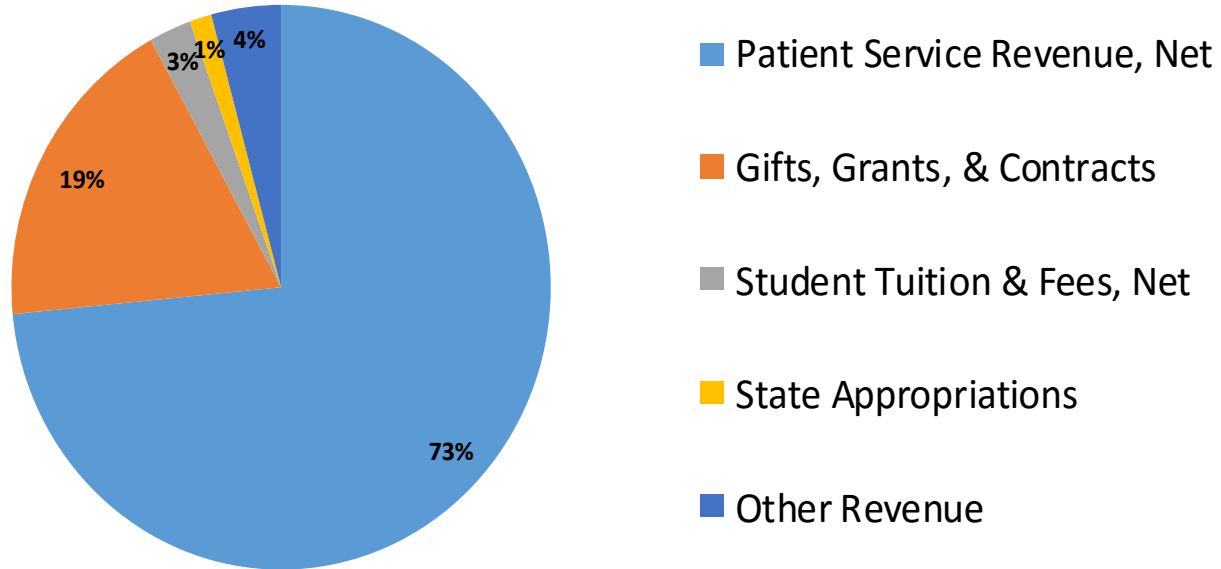




# OHSU Finances



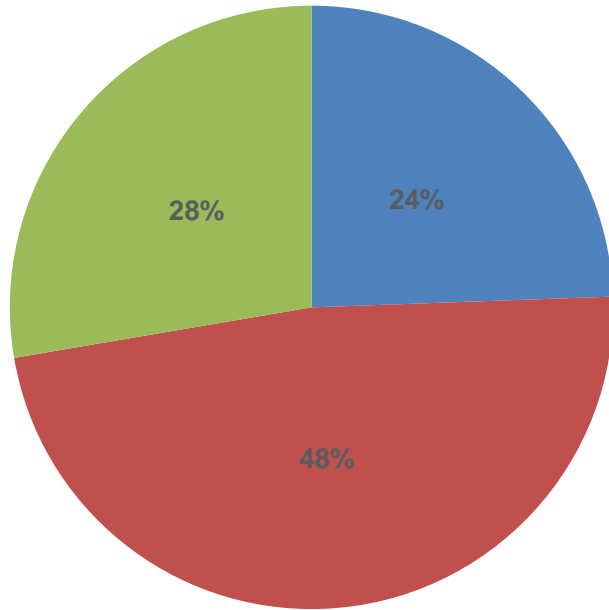
## Operating Revenue – FY 2016: \$2.71 Billion



**Note:** Patient Service Revenues include reimbursement from Oregon Medicaid.



## How are state supported education programs funded?



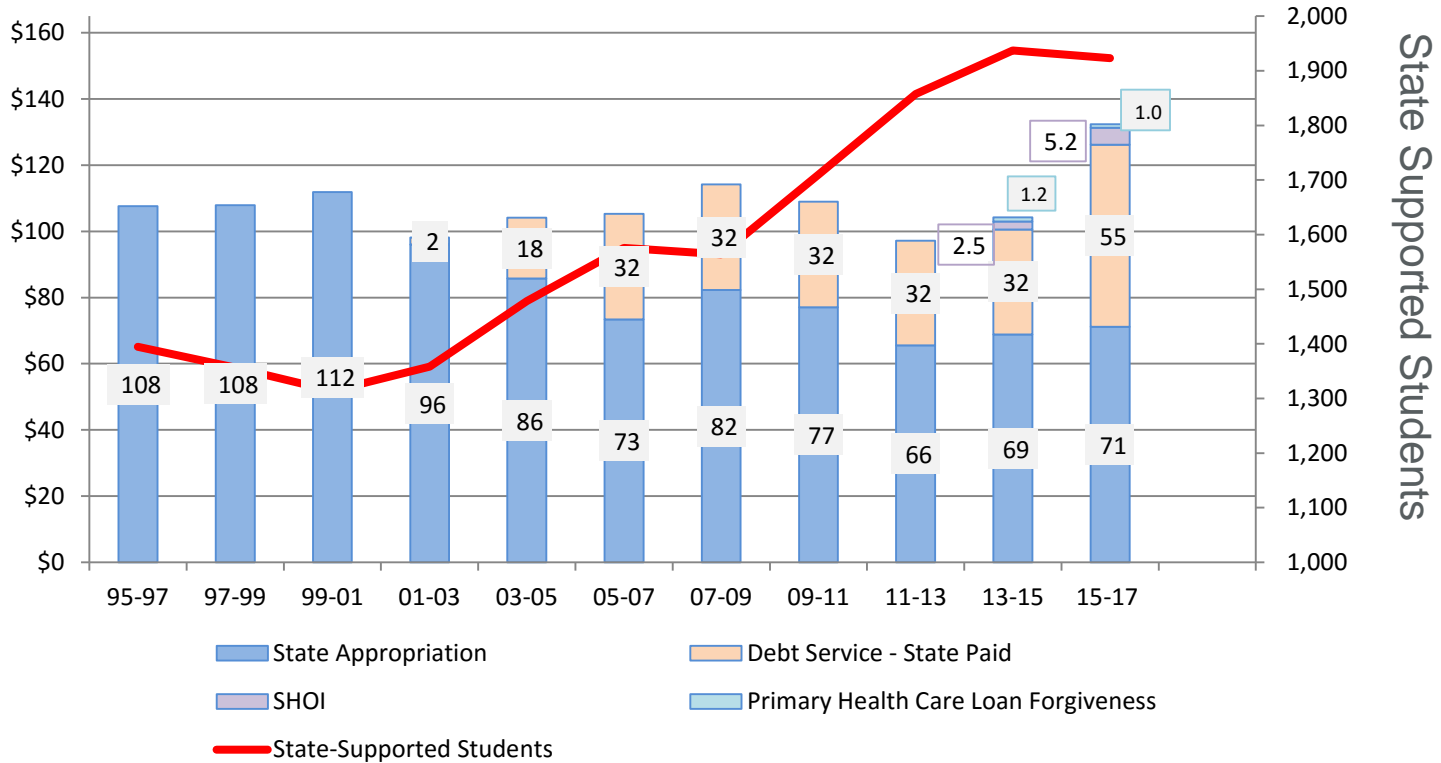
### Fiscal Year 2016

- State Appropriations (\$29.5 million)
- Student Tuition & Fees (\$59.5 million)
- Gifts, Grants and Patient Service revenue (\$35 million)

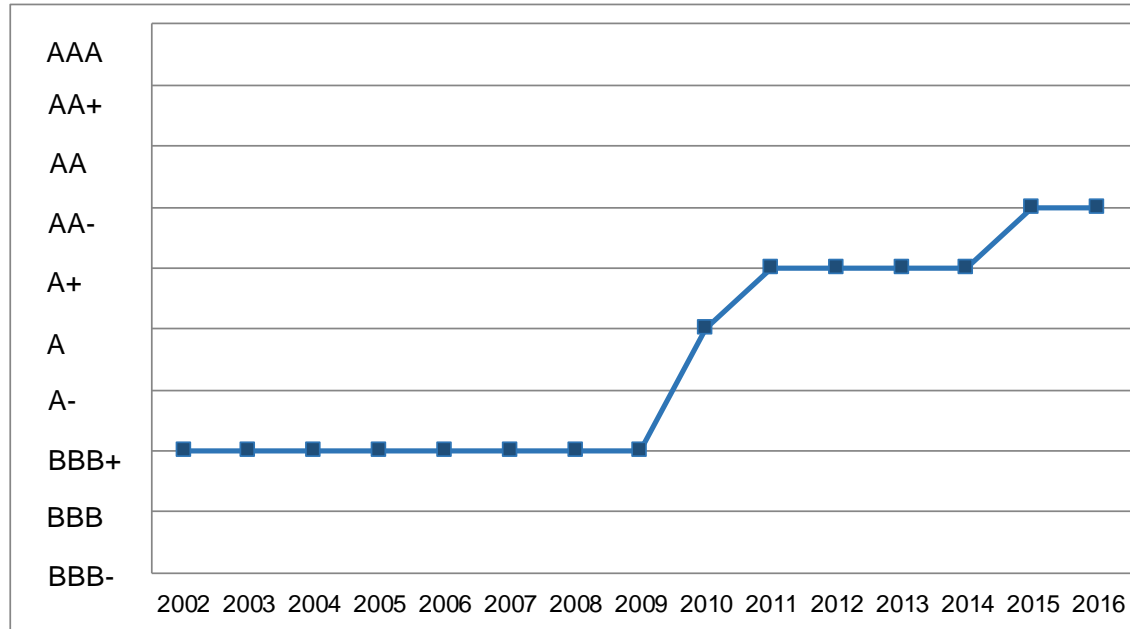
\$124 million

# OHSU State Appropriation Including Debt Service

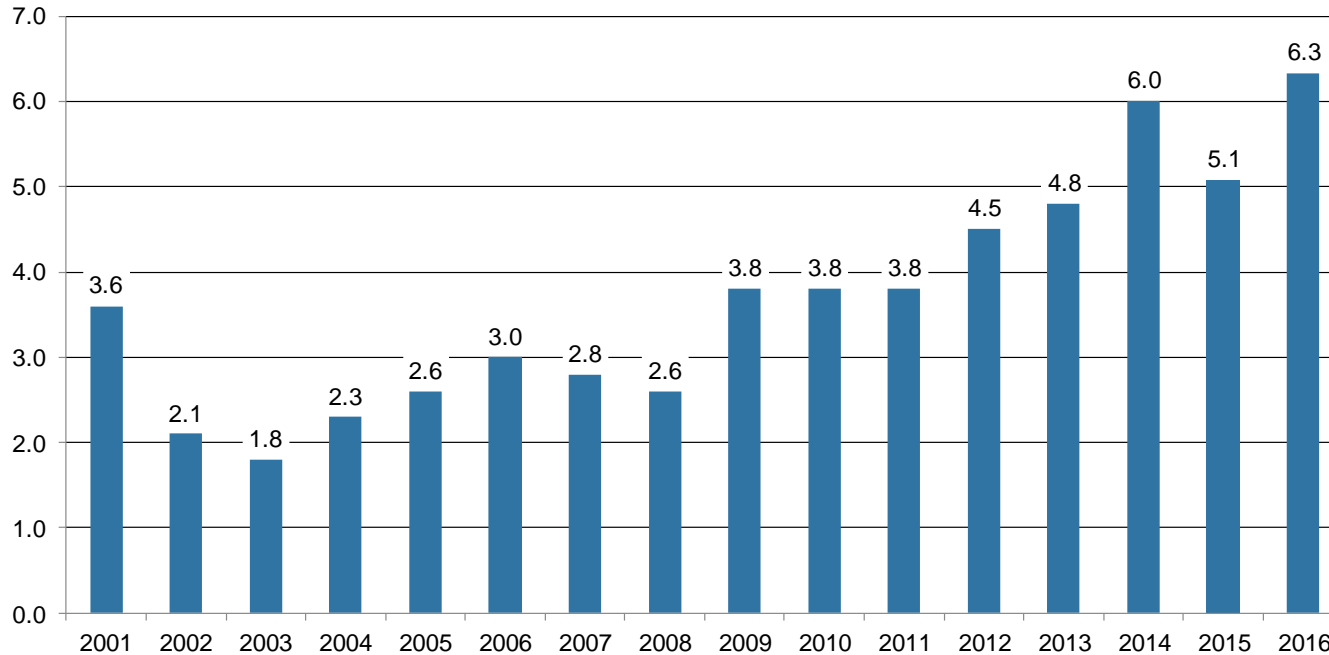
(in Millions)



# OHSU S&P Bond Ratings

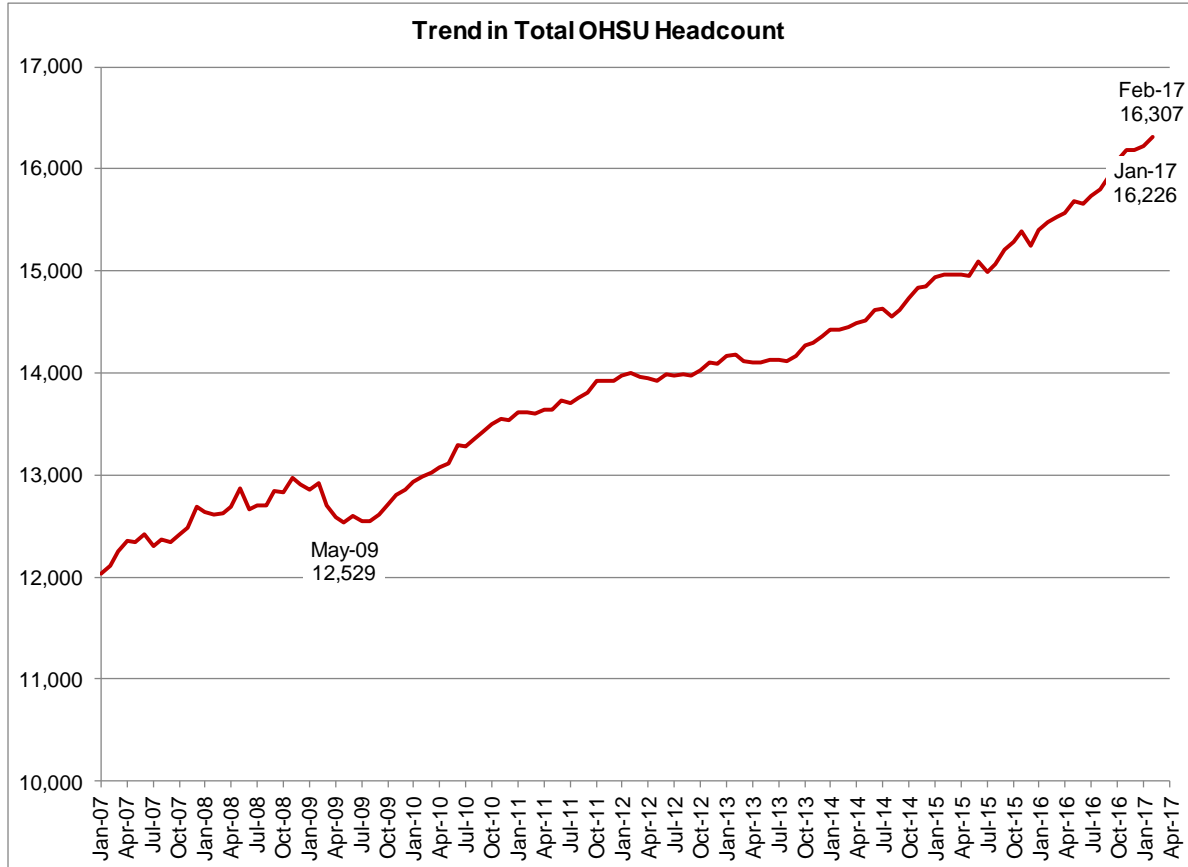


# OHSU Debt Service Ratio



Note: This ratio represents the amount of cash flow available from operations to meet the maximum annual interest and principle payment on debt.

# OHSU Creates 3,150 Jobs Since Financial Crisis



## 10% Cut Scenarios I

### **School of Dentistry (SOD)**

The impact of taking a 10% cut in CSL would have to be offset by raising tuition. The tuition rate at OHSU is already ranked in the top 10 for highest cost per DMD of all public dental schools in the USA (ADEA Survey 2013-2014). Due to the Tuition Promise discussed above, the burden would be placed on newly matriculating students.

### **School of Medicine (SOM)**

With a 10% reduction in CSL, the School would be forced to reduce its MD class to 139. A 10% reduction in CSL would also result in a decrease in the number of medical students rotating in rural and other underserved areas, an increase in tuition, and an increased number of out of state students.

### **School of Nursing (SON)**

A 10% cut in CSL would need to reduce the amount of higher cost clinical education, especially in the baccalaureate programs. The School would also have to reduce the number of students in its DNP tracks, such as midwifery, nurse anesthesia, adult-gerontology, pediatric, and psych-mental health



## 10% Cut Scenarios II

### **Rural Health Programs**

The Oregon Office of Rural Health (ORH) will have to reduce provider recruitment and retention services for rural practice sites. ORH currently works with approximately 50 practice sites, recruiting for roughly 140 open positions. With a 10% reduction in budget, ORH will reduce its recruitment services position from 1.0 FTE to .75 FTE. Services would be restricted to a subset of 30 rural clinics and hospitals, potentially leading to greater provider shortages throughout the state. With a 10% reduction in CSL the Area Health Education Center (AHEC) would have to significantly reduce the workforce K-12 pipeline programs it provides in rural Oregon.

### **Child Development & Rehabilitation Center (CDRC)**

A 10% reduction in state support would impact the care coordination services that are unique to the CDRC by reducing nursing services across all programs including the cleft palate/craniofacial program that provides over 800 nursing services annually to children with cleft palates and other cranial and facial disorders.

### **Oregon Poison Center**

Reduction in the state appropriation will result in subsequent loss of federal matching funds, which could impact the poison center from being able to sustain the staffing and service requirements to maintain accreditation and continue comprehensive service to the public and healthcare providers throughout Oregon.

# Questions?



Thank You



OSU



Chemeketa



OSU



# HECC AGENCY OPERATIONS BUDGET, CONCLUSION

BEN CANNON, EXECUTIVE DIRECTOR, HECC  
DAVE ZERBE, DIRECTOR, HECC OFFICE OF OPERATIONS

April 19, 2017

Presented to: Joint Ways and Means, Education Subcommittee



# PRESENTATION SCHEDULE

Day 1-2, March 27-28	<ul style="list-style-type: none"><li>• Introduction to Higher Education Structure and Students, Progress toward State Goals, Quick Funding History</li></ul>
Day 3-4, March 29-30	<ul style="list-style-type: none"><li>• Affordability: Key Factors, State Financial Aid Programs + Intro to Student Pathways</li></ul>
Day 5, April 3	<ul style="list-style-type: none"><li>• Student Pathways and Transitions: Precollege, Inter-college, Private Postsecondary, Workforce</li></ul>
Day 6, April 4	<ul style="list-style-type: none"><li>• Public Testimony</li></ul>
Days 7-8, April 5-6	<ul style="list-style-type: none"><li>• State Support for Community Colleges</li><li>• Community College presentations</li></ul>
Day 9, April 10	<ul style="list-style-type: none"><li>• Public Testimony</li></ul>
Days 10-11, April 11-12	<ul style="list-style-type: none"><li>• State Support for Public Universities</li><li>• University presentations</li></ul>
Day 12, April 13	<ul style="list-style-type: none"><li>• Other Missions of Universities</li></ul>
Day 13, April 17	<ul style="list-style-type: none"><li>• Public Testimony</li></ul>
Day 14, April 18	<ul style="list-style-type: none"><li>• OHSU Budget and Public Testimony</li></ul>
Day 15, April 19	<ul style="list-style-type: none"><li>• An Integrated postsecondary agency, HECC Operations, Conclusion + (optional) Capital Construction</li></ul>

Start dates for presentation topics are tentative



## HECC AGENCY OPERATIONS BUDGET:

AN INTEGRATED  
APPROACH TO  
HIGHER EDUCATION



# GOVERNOR'S RECOMMENDED BUDGET (GRB): HECC AGENCY OPERATIONS

\*The HECC agency operations budget is funded with a mix of General Fund, fee revenues, federal grants, bond proceeds, and administrative charges on scholarship funds allocated by the agency.

Activity	Description	2015-17 LAB	2017-19 CSL	2017-19 GRB
<b>Support Higher Education Coordinating Commission (HECC) agency operations</b>	Supports HECC's agency office operations including 128 permanent staff members performing policy and funding coordination across all sectors of postsecondary education and workforce.	\$19.9M GF	\$18.9M GF	20.6M GF
		\$14.3M OF	\$9.6M OF	\$17.0M OF
		<u>\$13.8M FF</u>	<u>\$14.1M FF</u>	<u>\$13.9M FF</u>
		\$47.9M TF	\$42.6M TF	\$51.5M TF
	Reductions eliminate one-time funding and limited duration positions. Permanent positions are funded as well as a one-time investment to upgrade the HECC Office of Student Access and Completion financial aid data system (FAMIS), and two positions in auditing and human resources			

Change from 2015-17

+3.8% from LAB GF  
+8.8% from CSL GF

+7.5% from LAB TF  
+20.8% from CSL TF

# GOVERNOR'S RECOMMENDED BUDGET (GRB): HECC AGENCY SPECIAL PAYMENTS

Activity	2015-17 LAB	2017-19 GRB
<p><b>Special payments to institutions, programs and partners</b></p>	<p>\$12.2M GF in <b>one-time</b> distributions to non-governmental units, institutions and programs, for example:</p> <ul style="list-style-type: none"> <li>• Umpqua Community College operating fund reimbursement</li> <li>• Oregon Promise student success investments</li> <li>• Emergency board-approved funding to local school districts and community colleges</li> </ul> <p>\$2.23 GF in <b>ongoing</b> funding obligation, including:</p> <ul style="list-style-type: none"> <li>• ASPIRE grant distributions to local school districts</li> <li>• Grant match to U.S. Department of Education for ongoing Perkins grant match (postsecondary CTE)</li> <li>• GED</li> </ul>	<p>\$1.5M GF to non-governmental units (<b>ongoing funding only, one-time eliminated</b>)</p> <p>\$1.17M GF in ongoing funding to school districts and DOE (<b>reduction</b>):</p> <ul style="list-style-type: none"> <li>• ASPIRE grant distributions to local school districts</li> <li>• Grant match to U.S. Department of Education for ongoing Perkins grant match (postsecondary CTE)</li> <li>• GED</li> </ul>

NOTE: GF: General Fund, LF: Lottery Fund, OF: Other Funds, FF: Federal Funds, TF: Total Funds, LAB: Legislatively Adopted Budget, GRB: Governor's Recommended Budget, CSL: Current Service Level

# STATE HIGHER EDUCATION STRUCTURE

Oregon Governor

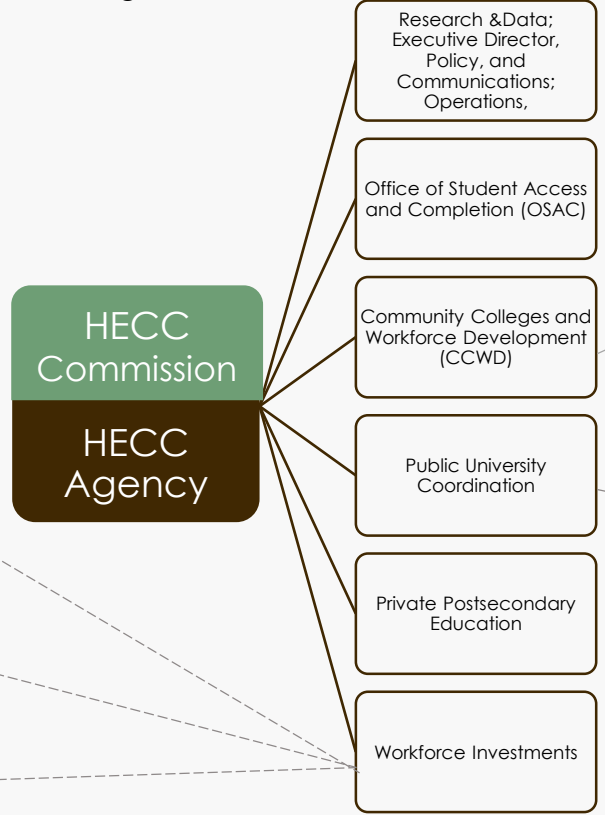
Oregon Legislature

## State Education Partners

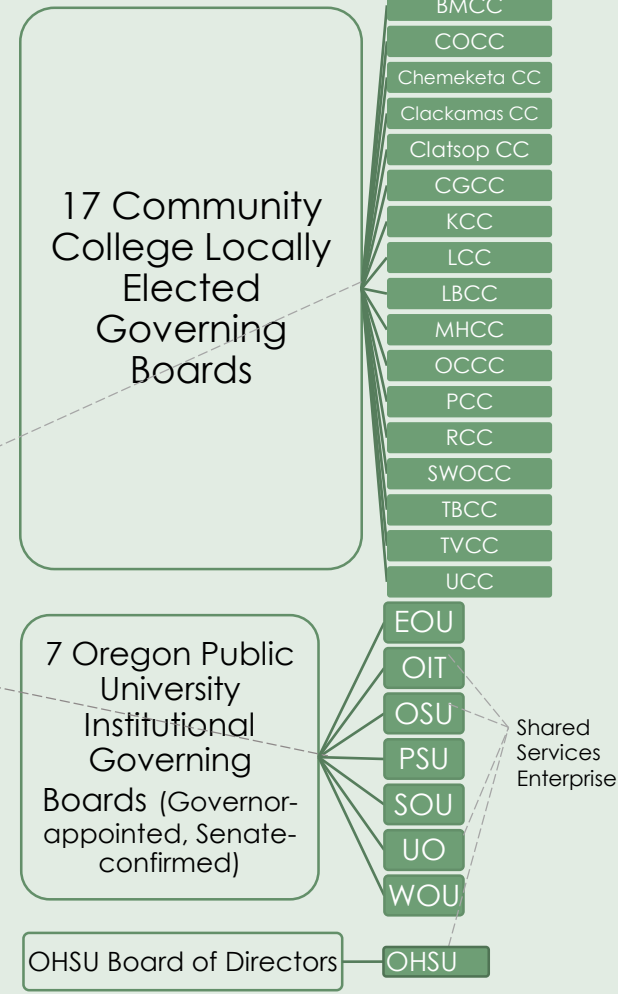


## Higher Education Policy and Funding Coordination

- Responsibility across all sectors of higher education, public and private
- A clearly-defined focus on coordination, not governance



## Public Institution Governance



# HECC COMMISSIONERS: 14 MEMBER VOLUNTEER COMMISSION

## Voting members:

NEIL BRYANT, Chair

DAVID RIVES, Vice-Chair

TERRY CROSS

BETTY DUVALL

RAMON RAMIREZ

LARRY ROPER

CARMEN RUBIO

DUNCAN WYSE

Vacancy

## Non-voting members:

LEE AYERS-PREBOSKI, faculty

ENRIQUE FARRERA, staff

FRANK GOULARD, faculty

CLAIRE McMORRIS, university student

MARIANA PAREDONES, CC student

# AN INTEGRATED AGENCY

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Office of Executive Director, Policy & Communications

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Office of Community Colleges and Workforce Development (CCWD)

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Office of Operations

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Office of Private Postsecondary Education

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Office of Research & Data

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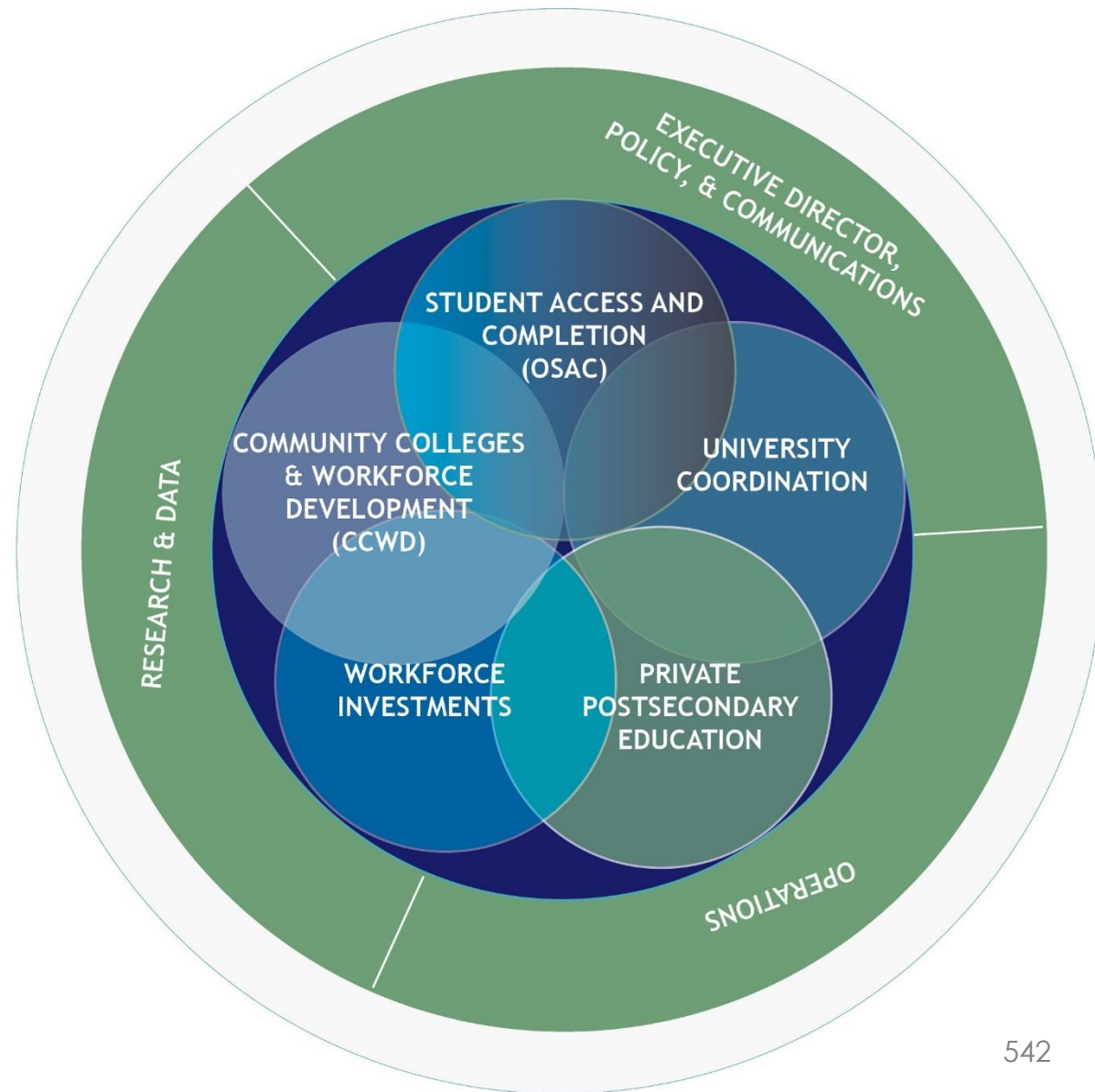
Office of Student Access and Completion (OSAC)

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Office of University Coordination

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Office of Workforce Investments



# KEY CHANGES TO HECC STAFFING

The Governor's budget continues to fund permanent positions (128 positions, 120.5 FTE), organized in eight offices.

- This is a reduction from the 2015-17 LAB of 143 positions, 124.3 FTE.
- Reductions eliminate one-time funding and limited duration positions.

Through POP 109, the budget includes \$80,274 GF to fund two new positions: one Auditor 3 position (1.0 FTE) and one Human Resources Analyst 3 position (1.0 FTE).

- Currently the agency is operating without a designated Internal Audit function. Auditor will provide ongoing oversight and recommendations to ensure that the agency establishes and maintains the highest standards for fiscal management.
- Currently, HECC HR function is not staffed appropriately for the agency size. This budget provides appropriate HR support, partially funded through savings from an interagency agreement with DAS for HR services.

The budget also reclassifies 3 positions in OSAC due to Article 81 requests through the collective bargaining contract.



# REDUCTIONS TO HECC AGENCY OPERATIONS

Reduce Personal Services by approximately 3 percent in anticipation of vacancy savings: (\$399,711) GF

Reduce Services and Supplies by approximately 6 percent: (\$336,939) GF

Reduce ongoing Special Payments by 12.3 percent: (\$365,051) GF

- ASPIRE grants: (\$210,923)
- GED funding: (\$65,570)
- Perkins Grant Match funding that is regularly transferred to Department of Education: (\$88,558)

Does not include reductions to “pass-through” funding to institutions and students such as the Public University Support Fund, State and Statewide Programs, the Community College Support Fund, Sports Lottery

# ONE-TIME INFORMATION TECHNOLOGY INVESTMENT

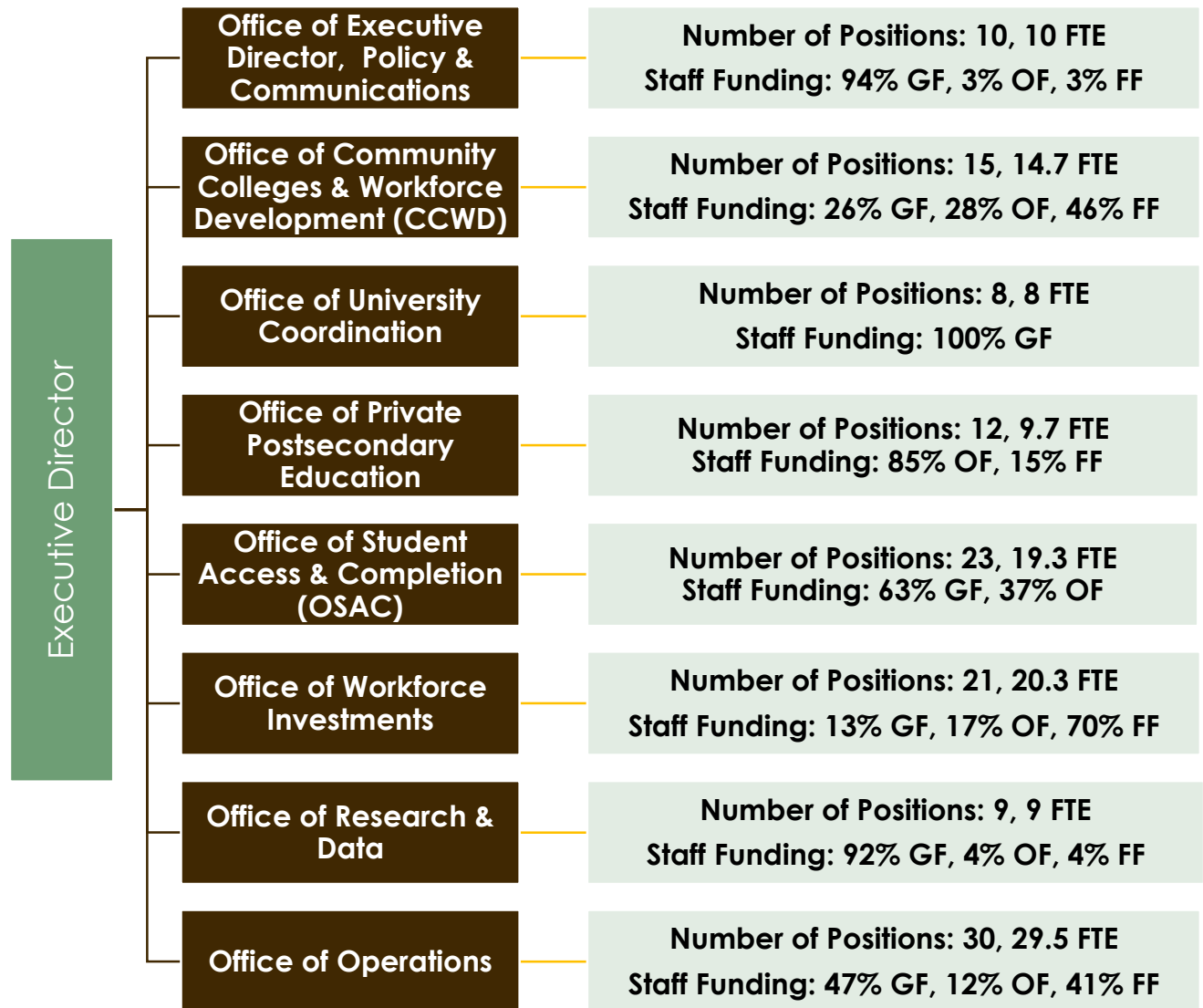
Through POP 105, the GRB funds \$2.5M GF, a one-time capital expenditure to fund the replacement of the HECC Office of Student Access and Completion Financial Aid Management Information Data System (FAMIS), which is aging and unstable.

- As the federally designated repository for Oregon residents' FAFSA data, the managing agency for the Oregon Opportunity Grant, and the administrator of more than 500 privately-funded scholarships, the HECC Office of Student Access and Completion (OSAC) handles sensitive student data from hundreds of thousands of Oregon residents annually.
- To do this work, OSAC relies heavily on a robust, secure, and reliable Information Technology (IT) infrastructure.

HECC-OSAC is waiting on the outcome of the business analysis currently being performed by an independent contracting company to evaluate the best course of action for replacing OSAC's current legacy FAMIS.

# HECC ORG CHARTS AND POSITIONS, GRB 2017-19

The HECC agency is responsible for carrying out the directives, initiatives, and statutory requirements of the Commission. **The integrated agency supported in the GRB has 128 positions (120.5 FTE), organized in eight offices. This is a reduction from the 2015-17 LAB of 143 positions (124.3 FTE)**



# OFFICE OF THE EXECUTIVE DIRECTOR, POLICY, AND COMMUNICATIONS, GRB 2017-19

Central executive leadership of the agency in regards to:

- legislative and policy development;
- coordination of efforts on the Commission's Strategic Plan;
- central communications, including website management, media relations, public notices, and newsletters;
- commission administration and administrative rules;
- human resources;
- convening state and national stakeholders and partners; and
- equity, diversity, and inclusion initiatives.

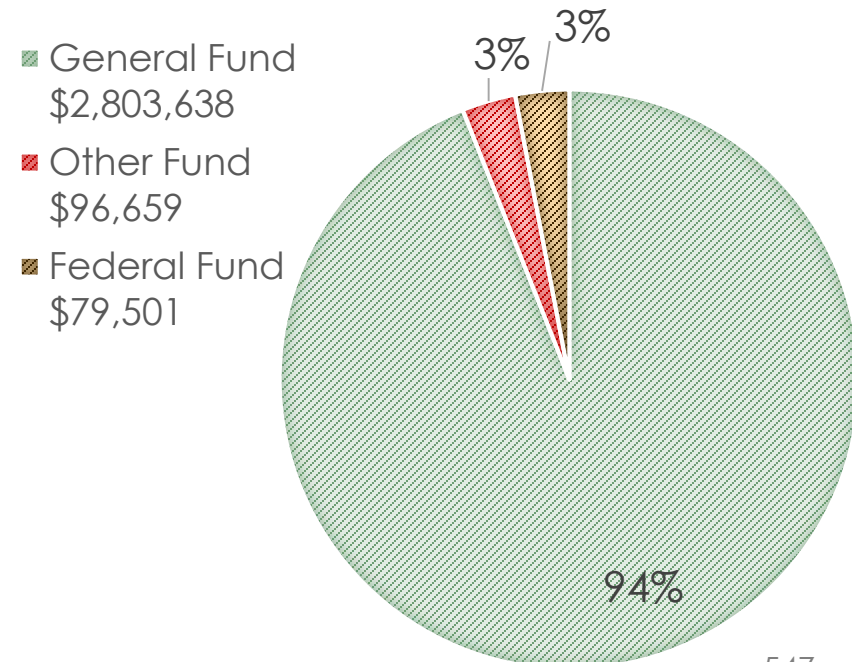
The office is based in Salem, and led by:

- Ben Cannon, Executive Director
- Bob Brew, Deputy Executive Director

Number of Positions: 10

FTE: 10

## OPERATING BUDGET FUNDING SOURCE



# OFFICE OF COMMUNITY COLLEGES AND WORKFORCE DEVELOPMENT (CCWD), GRB 2017-19

Provides coordination, leadership and resources to Oregon's 17 locally-governed community colleges, adult basic skills providers, community-based organizations and other partnerships, including:

- Oregon's workforce system
- Career and technical education
- Academic and student success efforts

Established in 1999, the CCWD was formerly the Department of Community Colleges and Workforce Development, and as of 2015, became an Office of the Higher Education Coordinating Commission.

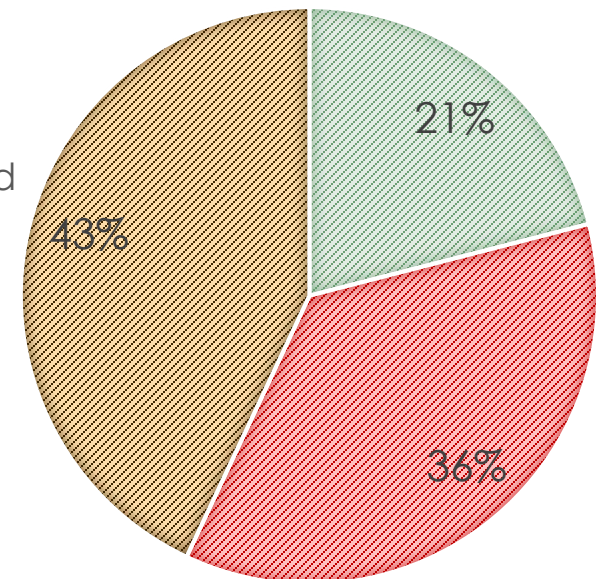
The office is based in Salem, and led by:

- Patrick Crane, Director

Number of Positions: 15  
FTE: 14.7

## OPERATING BUDGET FUNDING SOURCE

- General Fund  
\$1,192,758
- Other Fund  
\$2,106,258
- Federal Fund  
\$2,531,724



# OFFICE OF UNIVERSITY COORDINATION, GRB 2017-19

Coordinates with Oregon's seven public universities on academic and financial issues. This includes academic program review and approval, university evaluation, allocation of state funding to universities and development of related policy and guidance, administration of capital construction bond programs, coordination of tuition review process (above 5%), as well as statewide initiatives and legislative directives that promote seamless, affordable academic pathways that support degree attainment and student success.

It consists of two sub-offices:

- University Academic Planning and Policy and
- University Budget & Finance.

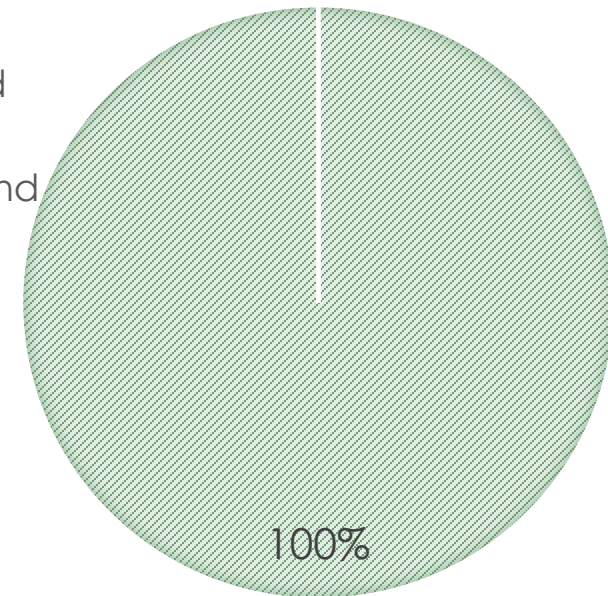
The office is based in Salem, and led by:

- Veronica Dujon, Director, University Academic Planning and Policy
- Andrew Rogers, Director, University Budget and Finance

Number of Positions: 8  
FTE: 8

## OPERATING BUDGET FUNDING SOURCE

- General Fund  
\$2,291,262
- Other Fund
- Federal Fund





# OFFICE OF PRIVATE POSTSECONDARY EDUCATION, GRB 2017-19

Oversees the quality, integrity, and diversity of private postsecondary programs in Oregon for the benefit of students and consumers. The office includes:

- the Office of Degree Authorization, which authorizes private degree-granting institutions and distance education providers;
- the Private Career Schools unit which licenses and supports private career and trade schools; and
- The State Approving Agency (SAA) for Veterans Education which provides oversight of programs for veterans.

The units above that comprise the Office of Private Postsecondary were formerly housed in the Oregon Department of Education and the Office of Student Access and Completion (formerly the Oregon Student Access Commission), and were integrated into one office of the HECC in 2013.

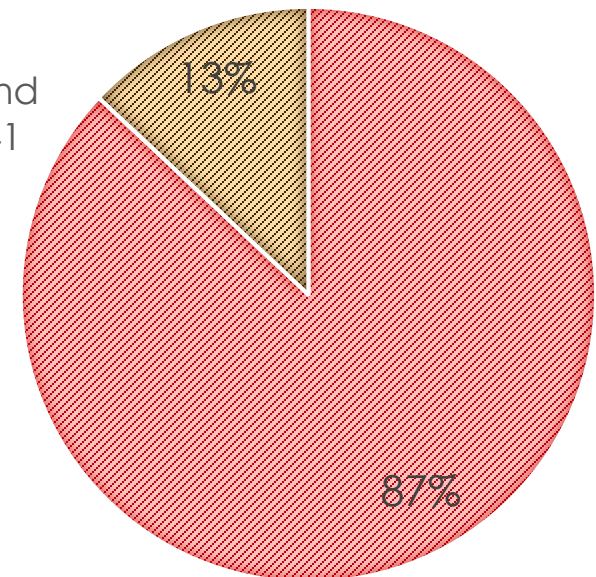
The office is based in Salem, and led by:

- Juan Baez-Arevalo, Director

Number of Positions: 12  
FTE: 9.7

## OPERATING BUDGET FUNDING SOURCE

- General Fund
- Other Fund \$2,768,541
- Federal Fund \$405,800



# OFFICE OF STUDENT ACCESS AND COMPLETION (OSAC), GRB 2017-19

OSAC is responsible for the administration of state financial aid, access programs, and private scholarships, including budget recommendations for state programs, fiscal management, policy and awarding of financial aid to Oregon students at private and public institutions statewide, including:

- Oregon Opportunity Grant
- Oregon Promise
- OSAC Scholarships
- ASPIRE Program
- Other financial aid and access programs

Formerly a separate agency called the Oregon Student Access Commission serving Oregon (originally as the State Scholarship Commission) since 1959, OSAC was renamed the Office of Student Access and Completion and integrated into the HECC beginning in 2013-14.

The office is based in Eugene, and is led by:

- Juan Baez-Arevalo, Interim Director

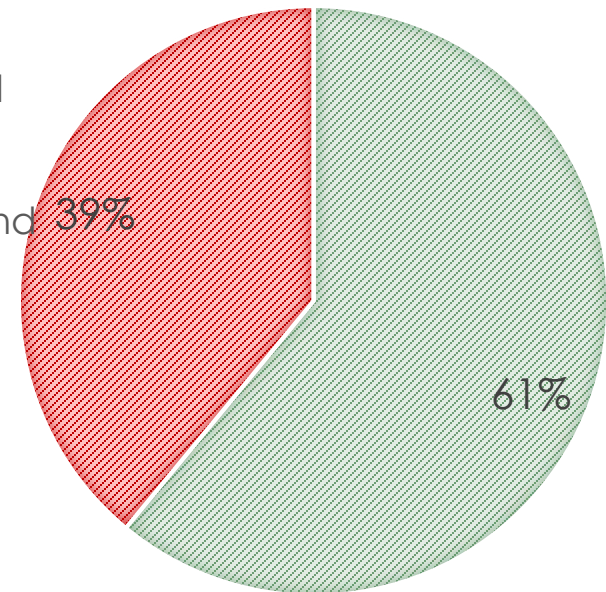
Number of Positions: 23  
FTE: 19.3

## OPERATING BUDGET FUNDING SOURCE

■ General Fund  
\$3,356,865

■ Other Fund  
\$2,166,345

■ Federal Fund 39%



# OFFICE OF WORKFORCE INVESTMENTS (OWI), GRB 2017-19

Through the Office of Workforce Investments (OWI), HECC is one of several agencies that contribute oversight, resources, and programming to the workforce development system.

The OWI, formerly a part of HECC Community Colleges and Workforce Development, is one of several state entities that contribute oversight, resources, and programming to the workforce development system. The HECC is the administrative entity for federally funded workforce and education programs authorized by the U.S. Workforce Innovation and Opportunity Act (WIOA) serving Oregonians.

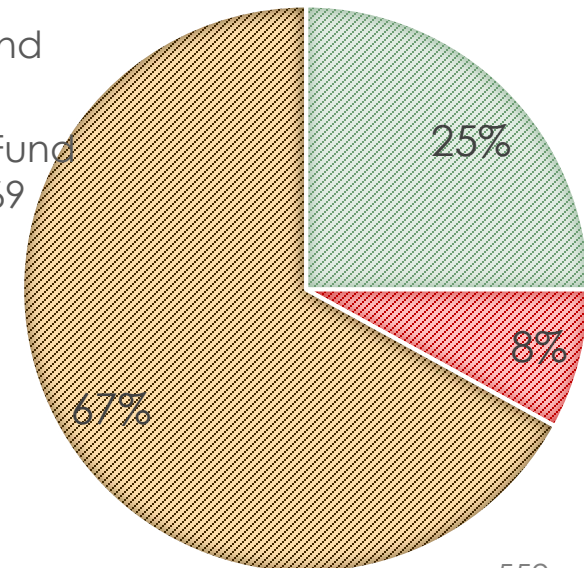
The office is based in Salem, and led by:

- Karen Humelbaugh, Director

Number of  
Positions: 21  
FTE: 20.3

## OPERATING BUDGET FUNDING SOURCE

- General Fund  
\$2,649,516
- Other Fund  
\$879,728
- Federal Fund  
\$7,030,869



# OFFICE OF RESEARCH & DATA, GRB 2017-19

Collects, analyzes, and reports research and data on postsecondary education, including data on students, courses, enrollments, academic performance, academic pathways, and equity, to comply with state and federal reporting requirements and to inform decisions on the postsecondary education enterprise.

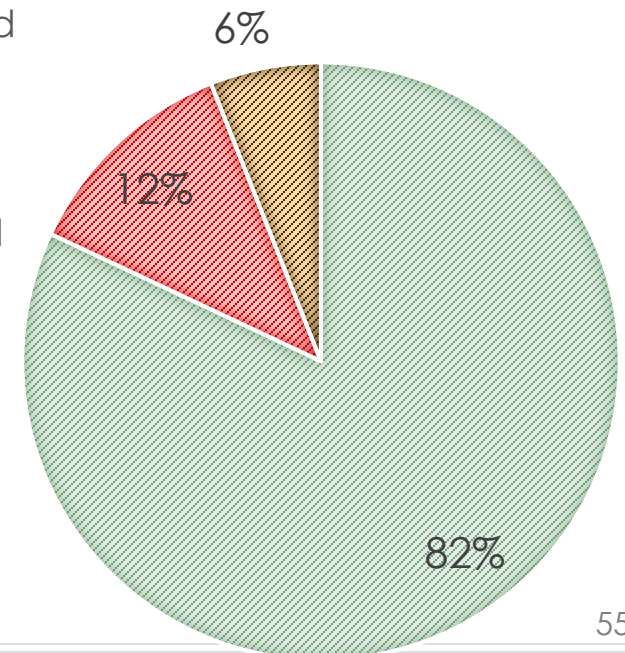
The office is based in Salem, and led by:

- Amy Cox, Director

Number of Positions: 9  
FTE: 9

## OPERATING BUDGET FUNDING SOURCE

- General Fund  
\$2,481,448
- Other Fund  
\$191,281
- Federal Fund  
\$364,314



# OFFICE OF OPERATIONS, GRB 2017-19

Provides support to all HECC offices in areas including budget, procurement, payroll, accounting, contracts management, and information technology. Operations assists the agency with developing, allocating and leveraging resources. The office provides leadership, direction and guidance with the development of policies and strategic oversight to meet the agency's mission in compliance with state policy and federal requirements.

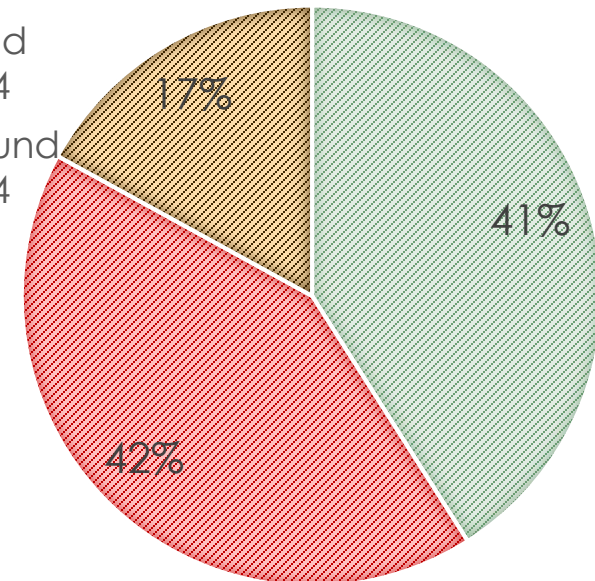
The office is based in Salem, and led by:

- Dave Zerbe, Director

Number of Positions: 30  
FTE: 29.5

## OPERATING BUDGET FUNDING SOURCE

- General Fund  
\$8,441,449
- Other Fund  
\$8,843,734
- Federal Fund  
\$3,500,964





# AN INTEGRATED AGENCY, STATEWIDE FOCUS





## Agency Mission Statement

- *By promoting collaboration and coordination between Oregon's education and workforce partners, as well as through our own programs and policy leadership, HECC staff ensure that Oregonians experience increased access, equity, and success in completing their higher education, training, and career goals.*

## Agency Values

- *Transparency, Equity, Integrity, Trust, Collaboration, Accountability, Lifelong Learning*

# A FEW HECC ACCOMPLISHMENTS SINCE 2015

Research and Policy  
to Guide State  
Decisions

- As assigned by the Oregon Legislature, convened postsecondary partners for research, work groups, and policy leadership, and **submitted 23 Reports to the Oregon Legislature in 2015-16** on topics of interest to policy leaders.

Affordability

- Successful launch of the **Oregon Promise**.
- Restructure of **Oregon Opportunity Grant (OOG)**, prioritizing lowest-income students.

Student Success

- Design and implementation of the **Student Success and Completion Model** for Oregon's seven public universities, incentivizing investments that lead to degree completion.
- Implementation of **federal workforce, career and technical education, GED, and adult basic skills programs** with community colleges, workforce partners, and other providers statewide.

Transitions between  
Sectors and  
Institutions

- **Additional standards for dual credit** and other high school based college credit partnership programs.
- **FAFSA Plus+ outreach** initiative helping more high school seniors complete the FAFSA.
- Supporting students after the sudden closure of several for-profit private postsecondary campuses. For example, after closure of ITT Tech, coordinated with Portland Community College on **teach-out opportunity for former ITT Tech nursing students**.

# HECC AGENCY RELATED KEY PERFORMANCE METRICS

Data  
included  
in  
Appendix

KPM 1: Oregon high school graduates attending college

KPM 2: College Credits earned by K-12 Students

KPM 3: Number of adult high school diplomas/GEDs earned

KPM 4: Developmental education pass rates

KPM 5: Success of developmental education students in college math and English

KPM 6: Number of community college students who have earned 15-29 college credits

KPM 7: Number of community college students who have earned 30-44 college credits

KPM 8: Number of community college students who earn at least 45 college credits

KPM 9: Certificate and Oregon Transfer Module earners

KPM 10: Associate degrees

# HECC AGENCY RELATED KEY PERFORMANCE METRICS

Data  
included  
in  
Appendix

KPM 11: Completions per 100 students (credit-bearing FTE)

KPM 12: Community college to university transfers

KPM 13: Earnings of community college completers

KPM 14: Earnings of community college completers leavers

KPM 15: First year retention rates, Oregon public universities

KPM 16: Six-year graduation rates, Oregon public universities

KPM 17: Number of bachelor's degrees awarded each academic year

KPM 18: Number of advanced degrees and graduate certificates awarded

# HECC AGENCY RELATED KEY PERFORMANCE METRICS

Data  
included  
in  
Appendix

KPM 19: Bachelor's degrees awarded to community college transfers

KPM 20: Graduation rate for non-traditional students

KPM 21: Earnings of public university bachelor's degree completers

KPM 22: Percentage of resident enrolled students who are incurring unaffordable costs, CCs and Universities

KPM 23: Percentage of resident enrolled students who are incurring unaffordable costs adjusted with institutional aid, CCs and universities

KPM 24: University graduate debt

KPM 25: Student loan default rates (CC, universities, and all higher ed)

KPM 26: Average cost of attendance, public universities

KPM 27: Average statewide tuition and fees minus grant aid and net assessed tuition and fees per resident, undergraduate FTE (colleges and universities).

KPM 28: Customer service

KPM 29: Best practices met by the Commission

HIGHER  
EDUCATION  
BUDGET  
PRIORITIES:  
  
CONCLUSION





# BUDGET PRIORITIES: AFFORDABILITY

## Invest in College Affordability and Opportunity

- Increasing and sustaining investments in Oregon's key financial aid programs, to ensure the opportunity for postsecondary success is within reach for Oregonians who are struggling financially
- Increase state **need-based aid (Oregon Opportunity Grant)** for the lowest-income Oregonians, including working adults
- Fully fund the **Oregon Promise** grant program, providing nearly tuition-free access to community college for recent high school graduates, protecting college access for families of all income levels

# BUDGET PRIORITIES: STUDENT SUCCESS

## Preserve Funding for Public Institutions to Foster Student Success

- Preserve critical investments made last biennium to public colleges and universities, and make historical investments in capital and campus safety to support the ability of campuses to support student success and completion
- **Preserve 2015-17 LAB investment levels in state support for public institutions** primarily through the Public University Support Fund and Community College Support Fund, maintaining historic state investment made in Oregon campuses last session
- Invest significant increases in **capital construction bonding** to ensure access and capacity to achieve Oregon's long term education goals
- Invest in **campus safety infrastructure** to ensure that institutions are best prepared to prevent and respond to safety emergencies

# BUDGET PRIORITIES: STUDENT PATHWAYS

## Sustain Investments to Improve and Simplify Student Pathways

- Support pathways between sectors and institutions, improving transitions from high school to postsecondary, from community colleges to universities, and from education to career
- Preserve investments in HECC agency operations dedicated to fostering pathways, including:
  - **Academic and policy coordination** across the PK-20 educational system
  - **Pre-college and financial aid outreach programs**
  - Policy leadership in accelerated learning, transfer pathways, credit for prior learning, workforce pathways, and more

# OREGON'S 40-40-20 GOAL



By 2025, 40% of adult Oregonians will hold a bachelor's or advanced degree, 40% will have an associate degree or a meaningful postsecondary certificate, and all adult Oregonians will hold a high school diploma.

ORS 350.014 (2011)

# BUDGET PRIORITIES



## **Higher education transforms lives and communities.**

In a constrained budget environment, the Governor's budget focuses on opening the doors of college opportunity and success for students and families, and the potential of postsecondary education to foster equity, economic mobility and successful futures for all Oregonians.





## APPENDIX B

### HECC KEY PERFORMANCE METRICS 2016



# POSTSECONDARY ACCESS AND PREPARATION: HIGH SCHOOL KEY PERFORMANCE METRICS (KPM) 1, 2

## KPM 1: Oregon High School Graduates Attending College

**Percentage of Oregon students enrolled in college within 16 months of their 4-year high school cohort graduation date.**

*Data source: ODE.*

High School Graduating Class	2010-11	2011-12	2012-13	2013-14
16-month college enrollment rate	63.0	59.7	60.8	59.4

## KPM 2: College Credits Earned by K-12 Students

**Amount of postsecondary credit per graduate awarded to K-12 students.** *Data sources: D4A, SCARF, ODE*

Data Year	2010-11	2011-12	2012-13	2013-14	2014-15
Total credits per student	6.63	7.27	8.22	8.53	9.24
HS 4-year graduating class size	32,587	31,962	31,440	32,877	33,347

# POSTSECONDARY PATHWAYS: HIGH SCHOOL EQUIVALENCY KEY PERFORMANCE METRICS (KPM) 3

**KPM 3: Number of adult high school diplomas/GEDs earned**

**Number of people earning GEDs and adult high school diplomas in Oregon each year.** *Data sources: GED Testing Service, ODE.*

Data Year	2011	2012	2013	2014	2015
Actual	8,523	8,085	11,658	1,877	3,058
Target	TBD	TBD	11,500	1,500	1,500

# POSTSECONDARY STUDENT SUCCESS: COMMUNITY COLLEGES KEY PERFORMANCE METRICS (KPM) 4

## KPM 4: Developmental education pass rates

Percent of students enrolled in a developmental education math or writing course below the 100 level who successfully complete the course. *Data source: D4A.*

### 4a. Developmental education pass rate: writing

KPM report year	2015	2016	2017
Data Cohort	2013-14	2014-15	2015-16
Actual	68.80%	69.03%	No Data
Target	69%	69%	69%

### 4b. Developmental education pass rate: math

KPM report year	2015	2016	2017
Data Cohort	2013-14	2014-15	2015-16
Actual	62.90%	64.60%	No Data
Target	63%	63%	63%

# POSTSECONDARY STUDENT SUCCESS: COMMUNITY COLLEGES KEY PERFORMANCE METRICS (KPM) 5

**KPM 5: Success of developmental education students in college math and English**

**Percent of students enrolled in at least 6 credits who successfully complete college-level math or writing course within 24 months of enrolling in a corresponding community college math or writing developmental education course compared to the number of students enrolled in developmental education generally.** *Data source: D4A.*

## 5a. Success of developmental education students in college math

KPM report year	2015	2016	2017
Data Cohort	2011-12	2012-13	2013-14
Actual	21%	22.8%	No Data
Target	21%	21%	23%

## 5b. Success of developmental education students in college English

KPM report year	2015	2016	2017
Data Cohort	2011-12	2012-13	2013-14
Actual	43%	43.9%	No Data
Target	43%	44%	44%

# POSTSECONDARY STUDENT SUCCESS: COMMUNITY COLLEGES KEY PERFORMANCE METRICS (KPM) 6

**KPM 6: Number of community college students who have earned 15-29 college credits**

**Number of students earning credits within the range by completing courses with a passing grade (C or better, or pass) during one academic year. *Data source: D4A.***

Data Year	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Actual	42,104	43,381	42,534	39,629	37,489	No Data
Target	TBD	TBD	TBD	37,000	37,000	38,000

## Supplemental Data

### Student who earn 15-29 credits as percent of total enrollment

Data Year	2010-11	2011-12	2012-13	2013-14	2014-15
Students earning 15-29 credits	11.6%	12.2%	12.6%	12.4%	12.2%
Total Enrollment	364,231	354,629	336,331	320,849	307,503

# POSTSECONDARY STUDENT SUCCESS: COMMUNITY COLLEGES KEY PERFORMANCE METRICS (KPM) 7

**KPM 7: Number of community college students who have earned 30-44 college credits**

**Number of students earning credits within the range by completing courses with a passing grade (C or better, or Pass) during one academic year. *Data source: D4A.***

Data Year	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Actual	27,645	27,817	26,564	25,053	23,053	No Data
Target	TBD	TBD	TBD	24,000	24,000	24,500

## **Supplemental Data**

### **Student who earn 30-44 credits as percent of total enrollment**

Data Year	2010-11	2011-12	2012-13	2013-14	2014-15
<b>Actual</b>	7.6%	7.8%	7.9%	7.8%	7.5%
<b>Total Enrollment</b>	364,231	354,629	336,331	320,849	307,503



# POSTSECONDARY STUDENT SUCCESS: COMMUNITY COLLEGES KEY PERFORMANCE METRICS (KPM) 8

**KPM 8: Number of community college students who earn at least 45 college credits**

**Number of students earning credits within the range by completing courses with a passing grade (C or better, or Pass) during one academic year.** *Data source: D4A.*

Data Year	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Actual	8,184	7,361	6,221	5,816	5,454	No Data
Target	TBD	TBD	TBD	5,800	5,800	5,850

## **Supplemental Data**

### **Student who earn at least 45 credits as percent of total enrollment**

Data Year	2010-11	2011-12	2012-13	2013-14	2014-15
Actual	2.2%	2.1%	1.8%	1.8%	1.8%
Total Enrollment	364,231	354,629	336,331	320,849	307,503

# POSTSECONDARY PATHWAYS AND STUDENT SUCCESS: COMMUNITY COLLEGES KEY PERFORMANCE METRICS (KPM) 9,10

## KPM 9: Certificate and OTM Earners

**Number of certificates awarded and Oregon Transfer Modules (OTM) earned each academic year.** *Data source: D4A.*

Data Year	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Actual	4,329	5,152	8,170	8,472	9,306	No Data
Target	TBD	TBD	TBD	8,600	8,600	8,650

## KPM 10: Associate Degrees

**Number of associate degrees completed each academic year.** *Data source: D4A.*

Data Year	2010-11	2011-12	2012-13	2013-14	2014-15
Actual	9,717	11,429	13,165	12,460	12,869
Target	TBD	TBD	TBD	11,900	11,900

# POSTSECONDARY PATHWAYS AND STUDENT SUCCESS: COMMUNITY COLLEGES KEY PERFORMANCE METRICS (KPM) 11, 12

## KPM 11: Completions per 100 students (credit-bearing FTE)

**Ratio of the number of completions (degrees, certificates, and transfers prior to completion) per 100 credit-bearing FTE.** *Data source: D4A.*

Academic Year	2012-13	2013-14
Actual	38%	40%
Target	38%	38%

## KPM 12: Community college to university transfers

**Number of students who transfer to any four-year institution each academic year.** *Data sources: D4A/SCARF/NSC match.*

Transfer Year	2013-14	2014-15	2015-16
Actual	26,720	27,125	No Data
Target	26,720	26,720	26,750

# POSTSECONDARY PATHWAYS AND STUDENT SUCCESS: COMMUNITY COLLEGES KEY PERFORMANCE METRICS (KPM) 13

## KPM 13: Earnings of community college completers

**Median earnings of community college completers four quarters and five years after completion.** *Data sources: D4A, OED match.*

### 13a. Median earnings of community college completers 4 quarters after completion

KPM Report Year	2016	2017
Completers Cohort	2013-14	2014-15
Wage Year	July 2014-June 2015	July 2015-June 2016
Actual	\$18,685.19	No Data
Target	TBD	\$20,200.00

### 13b. Median earnings of community college completers 5 years after completion

KPM Report Year	2016	2017
Completers Cohort	2008-09	2009-10
Wages Year	July 2014-June 2015	July 2015-June 2016
Actual	\$34,358.31	No Data
Target	TBD	\$36,000.00

# POSTSECONDARY PATHWAYS AND STUDENT SUCCESS: COMMUNITY COLLEGES KEY PERFORMANCE METRICS (KPM) 13

## KPM 13: Earnings of community college completers continued

**Median earnings of community college completers four quarters and five years after completion.** *Data sources: D4A, OED match.*

### Supplemental Data

#### Median annual wage of community colleges leavers, completers and bachelor's degree completers

KPM	14	13	21
Degree attained	Community college leavers	Community college completers (certificates/OTM and associate degree)	Bachelor's degree completers
Wage Year	July 2014-June 15	July 2014-June 15	July 2014-June 15
4 quarters	\$16,438	\$18,685	\$20,611
5 years	\$29,298	\$34,358	\$40,517

# POSTSECONDARY PATHWAYS AND STUDENT SUCCESS: COMMUNITY COLLEGES KEY PERFORMANCE METRICS (KPM) 14

## KPM 14: Earnings of community college completers leavers

**Median earnings of community college leavers four quarters and five years after leaving.** *Data sources: D4A/OED/NSC/SCARF match.*

### 14a. Median earnings of community college leavers 4 quarters after leaving

<b>KPM Report Year</b>	2016
<b>Leavers Cohort</b>	2013-14
<b>Wage Year</b>	July 2014-June 2015
<b>Actual</b>	\$16,437.87
<b>Target</b>	TBD

### 14b. Median earnings of community college leavers 5 years after leaving

<b>KPM Report Year</b>	2016
<b>Leavers Cohort</b>	2008-09
<b>Wages Year</b>	July 2014-June 2015
<b>Actual</b>	\$29,298.04
<b>Target</b>	TBD



# POSTSECONDARY PATHWAYS AND STUDENT SUCCESS: COMMUNITY COLLEGES KEY PERFORMANCE METRICS (KPM) 14

## KPM 14: Earnings of community college completers leavers

**Median earnings of community college leavers four quarters and five years after leaving.** *Data sources: D4A/OED/NSC/SCARF match.*

### Supplemental Data

#### Median annual wage of community colleges leavers, completers and bachelor's degree completers

KPM	14	13	21
<b>Degree attained</b>	Community college leavers	Community college completers (certificates/OTM and associate degree)	Bachelor's degree completers
<b>Wage Year</b>	July 2014-June 15	July 2014-June 15	July 2014-June 15
<b>4 quarters</b>	\$16,438	\$18,685	\$20,611
<b>5 years</b>	\$29,298	\$34,358	\$40,517

# POSTSECONDARY STUDENT SUCCESS: UNIVERSITIES

## KEY PERFORMANCE METRICS (KPM) 15, 16

### KPM 15: First Year Retention Rates, Oregon Public Universities

Percentage of Oregon public university students starting in a fall term and returning to an Oregon public university the following fall. *Data source: SCARF.*

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Cohort Year</b>	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
<b>Actual</b>	82.4%	82.0%	82.1%	82.4%	82.9%	82.9%	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	TBD	82.0%	82.0%	TBD	83.0%	83.0%

### KPM 16: Six-Year Graduation Rates, Oregon Public Universities

Percentage of full-time first-time students in an entering cohort that had graduate from an Oregon public university six years later. *Data source: SCARF.*

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Cohort Year</b>	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
<b>Actual</b>	60.0%	59.8%	60.5%	60.3%	62.2%	62.7%	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	60.0%	60.0%	TBD	60.5%	60.5%	60.5%

# POSTSECONDARY STUDENT SUCCESS: UNIVERSITIES

## KEY PERFORMANCE METRICS (KPM) 17, 18

**KPM 17: Number of bachelor's degrees awarded each academic year**

**Number of advanced degrees and graduate certificates awarded at Oregon public universities each academic year.**

*Data source: SCARF.*

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Data Year</b>	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Actual</b>	13,315	13,926	15,492	16,176	16,799	16,712	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	TBD	16,750	16,750	16,850	16,850	16,850

**KPM 18: Number of advanced degrees and graduate certificates awarded**

**Number of advanced degrees and graduate certificates awarded at Oregon public universities each academic year.**

*Data source: SCARF.*

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Data Year</b>	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Actual</b>	6,517	6,667	6,598	6,368	5,956	6,326	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	TBD	6,600	6,600	6,600	6,600	6,600

# POSTSECONDARY STUDENT SUCCESS: UNIVERSITIES

## KEY PERFORMANCE METRICS (KPM) 19, 20

### KPM 19: Bachelor's degrees awarded to community college transfers

**Number of bachelor's degrees awarded to transfer students from Oregon community colleges each academic year.** *Data source: SCARF.*

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Data Year</b>	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Actual</b>		3,382	3,933	4,106	4,389	4,406	No Data	No Data	No Data
<b>Target</b>		TBD	TBD	4,350	4,350	4,350	4,400	4,400	4,400

### KPM 20: Graduation rate for non-traditional students

**Graduation rate for newly admitted undergraduate public university students who are not first-time full-time freshman students (within six years of enrollment).** *Data source: SCARF.*

Reporting Year	2011	2012	2013	2014	2015	2016	2016	2017	2018
<b>Cohort Year</b>	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
<b>Actual</b>				62.6%	62.0%	63.5%	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	62.0%	62.0%	63.0%	63.0%	63.0%	TBD

# POSTSECONDARY STUDENT SUCCESS: UNIVERSITIES

## KEY PERFORMANCE METRICS (KPM) 21

### KPM 21: Earnings of bachelor's degree completers

**Median earnings of students graduating from public universities (BA/BS only) four quarters and five years after graduation.** *Data sources: SCARF, OED.*

#### 21A. Median earnings four quarters after graduation

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
Graduating Class	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Actual					13,324	20,611	No Data	No Data	No Data
Target	TBD	TBD	TBD	TBD	13,320	13,320	13,350	13,350	13,350

#### 21B. Median earnings five years after graduation

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
Graduating Class	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Actual					32,554	40,517	No Data	No Data	No Data
Target	TBD	TBD	TBD	TBD	32,550	32,550	32,600	32,600	TBD

# POSTSECONDARY STUDENT AFFORDABILITY: UNIVERSITIES

## KEY PERFORMANCE METRICS (KPM) 22, 23

**KPM 22: Percentage of resident enrolled students who are incurring unaffordable costs**

**Percentage of students where average cost of attendance is greater than the student's federally-defined expected family contribution.** *Data sources: SCARF, D4A, OSAC.*

2015-16 Academic Year	Community Colleges	Public Universities
Actual	85.53%	85.51%
Target	TBD	TBD

**KPM 23: Percentage of resident enrolled students who are incurring unaffordable costs adjusted with institutional aid**

**Percentage of students where average cost of attendance is greater than the student's federally-defined expected family contribution plus and federal and state grant aid received.** *Data sources: SCARF, D4A, OSAC.*

Academic Year	Community Colleges	Public Universities
Actual	74.90%	82.95%
Target	TBD	TBD

# POSTSECONDARY STUDENT AFFORDABILITY: UNIVERSITIES

## KEY PERFORMANCE METRICS (KPM) 24

### KPM 24: University graduate debt

**Average debt amount of bachelor's degree graduates accompanied by percent of graduates who are borrowers.**

*Data sources: The Institute for College Access and Success (TICAS) Annual Student Debt Reports.*

#### 24A. Average debt amount of bachelor's graduates

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
Graduating Class	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Actual</b>	\$ 22,417	\$ 23,967	\$ 25,497	\$ 26,639	\$ 25,577	\$ 26,106	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	TBD	25,000	25,000	TBD	24,700	24,700

#### 24B. Percentage of bachelor's graduates with debt

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
Graduating Class	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Actual</b>	60%	63%	63%	60%	60%	62%	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	TBD	60.0%	60.0%	60.0%	TBD	TBD



# POSTSECONDARY STUDENT AFFORDABILITY KEY PERFORMANCE METRICS (KPM) 25

## KPM 25: Student loan default rates

**Three-year official cohort student loan default rates for public universities, community colleges, and all higher education institutions.** *Data sources: The Institute for College Access and Success (TICAS) Annual Student Debt Reports.*

### 25A. Student loan default rates at oregon public universities

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Cohort Fiscal Year</b>	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>Actual</b>	No Data	No Data	No Data	7.1%	6.4%	5.1%	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	TBD	6.4%	6.4%	6.4%	6.4%	TBD

### 25B. Student loan default rates at oregon community colleges

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Cohort Fiscal Year</b>	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>Actual</b>	No Data	No Data	No Data	23.2%	20.7%	21.4%	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	TBD	22.9%	22.9%	22.9%	TBD	TBD

### 25C. Student loan default rates at all oregon higher education institutions

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Cohort Fiscal Year</b>	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>Actual</b>	No Data	No Data	No Data	15.5%	14.9%	14.1%	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	TBD	14.3%	14.3%	14.3%	TBD	TBD

The full 2016 Key Performance Metrics report for the HECC is available at <https://www.oregon.gov/highered/research/Pages/performance.aspx>

# POSTSECONDARY STUDENT AFFORDABILITY: UNIVERSITIES KEY PERFORMANCE METRICS (KPM) 26

## KPM 26: Average Cost of Attendance, Public Universities

**Average cost of attendance for resident undergraduates minus grant aid as a percentage of median income.** *Data source: SCARF.*

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Data Year</b>	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Actual</b>	25.7%	28.6%	27.8%	28.4%	27.5%	27.4%	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	TBD	27.5%	27.5%	27.5%	27.5%	27.5%

The full 2016 Key Performance Metrics report for the HECC is available at <https://www.oregon.gov/highered/research/Pages/performance.aspx>

# POSTSECONDARY STUDENT AFFORDABILITY KEY PERFORMANCE METRICS (KPM) 27

## KPM 27: Average Tuition and Fees

**Average statewide tuition and fees minus grant aid and net assessed tuition and fees per resident, undergraduate FTE (colleges and universities).** *Data source: Community colleges, universities, OSAC.*

### 27A. AVERAGE STATEWIDE TUITION AND FEES MINUS GRANT AID

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
Academic Year	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Actual	No Data	No Data	No Data	No Data	No Data	\$3,141	No Data	No Data	No Data
Target	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

### 27B. NET ASSESSED TUITION AND FEES PER RESIDENT, UNDERGRADUATE FTE

Reporting Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
Academic Year	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Actual	No Data	No Data	No Data	No Data	No Data	\$ 429	No Data	No Data	No Data
Target	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

# POSTSECONDARY EDUCATION KEY PERFORMANCE METRICS (KPM) 28

## KPM 28: Customer Service

**Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.**

This metric is only calculated every other year, and was not done in 2016.

# POSTSECONDARY EDUCATION KEY PERFORMANCE METRICS (KPM) 29

**KPM 29: Percent of total best practices met by the Commission**

**Percent of board or commission best practices (as defined by DAS and LFO) that are met by agency Commission.** *Data source: Survey of Commissioners.*

Reporting Year	2013	2014	2015	2016	2017	2018	2019
<b>Data Year</b>	2013	2014	2015	2016	2017	2018	2019
<b>Actual</b>	No Data	No Data	No Data	97%	No Data	No Data	No Data
<b>Target</b>	TBD	TBD	TBD	TBD	TBD	TBD	TBD

The full 2016 Key Performance Metrics report for the HECC is available at <https://www.oregon.gov/highered/research/Pages/performance.aspx>



## APPENDIX B

### TEN PERCENT REDUCTIONS

GOVERNOR'S RECOMMENDED BUDGET (GRB):  
 10% REDUCTION OPTIONS (ORS 291.216)  
 HECC OPERATIONS, COMMUNITY COLLEGE SUPPORT

Activity	Description	Amount and Fund Type
<b>10% General Fund Reduction</b>		
<p><u>HECC Operations</u>                      7% reduction from administration within operations.</p>	<p>This reflects 7% from the operations budget. This will impact the agency's ability to coordinate the postsecondary education enterprise across the higher education, student access, and workforce functions. This will impact the ability to process and distribute the over \$2 billion in pass-through payments this agency distributes. This will most likely need to be taken from Personal Services and would cut approximately 7-8 positions.</p>	<p>\$1,533,800 GF</p>
<p><u>Community College Support Fund (CCSF)</u>                      Community colleges rely on three complementary funding streams to support education and workforce services to local communities: General Fund appropriations through the CCSF, property taxes, and student tuition and fees.</p>	<p>This reduction would decrease the support fund to \$512.4 million (from the current \$550 million 2015-17 LAB). The impact of this reduction would be to force community colleges to have to have "make up" the tuition increases that they avoided in 2013-15 and 2015-17 to maintain operations. This will have an adverse impact on student affordability.</p>	<p>\$57,264,912 GF</p>



# GOVERNOR'S RECOMMENDED BUDGET (GRB): 10% REDUCTION OPTIONS (ORS 291.216) PUBLIC UNIVERSITY SUPPORT, STUDENT ASSISTANCE

Activity	Description	Amount and Fund Type
<b>10% General Fund Reduction</b>		
<p><b>Public University Support Fund (PUSF)</b> The Public University Support Fund is the primary means by which the state invests in the educational mission of its public universities. The Higher Education Coordinating Commission in collaboration with the seven public universities, and student and faculty leadership are undertaking a process to restructure the allocation of the Public University Support Fund to match the HECC's "Productivity Agenda" which focuses on access and completion for all resident students, with particular focus on those students who need the most support and are least likely to complete.</p>	<p>This will reduce the amount of funding that is distributed to each of the seven universities. The likely response to this reduction would be:</p> <ul style="list-style-type: none"> <li>• Program eliminations</li> <li>• Fewer course offerings,</li> <li>• Use of fund balance; depleting reserves can result in an inability to respond to emergencies</li> <li>• Tuition increases, which would further exacerbate affordability.</li> </ul>	<p>\$69,692,917 GF</p>
<p><b>Student Assistance</b> Student Assistance is the category that includes the <b>Oregon Opportunity Grant</b> which serves thousands of Oregonian's each year to help make college more affordable. This is a needs based grant program. The new <b>Oregon Promise</b> attempts to make the first 2 years of Community College affordable for qualified Oregonians.</p>	<p>This will eliminate approximately 6,500 needs based grants from the Oregon Opportunity Grant program, and reduce the number of students served by the phase-in of the Oregon Promise program due to the limited availability of funds.</p>	<p>\$16,677,970 GF</p>

# GOVERNOR'S RECOMMENDED BUDGET (GRB): 10% REDUCTION OPTIONS (ORS 291.216) WORKFORCE, STATEWIDE PUBLIC SERVICES

Activity	Description	Amount and Fund Type LAB
<b>10% General Fund Reduction</b>		
<p><b><u>Workforce Initiative</u></b> This program funds “on the job training” (OJT), which is a reimbursed “hire first” program and also the National Career Readiness Certificate (NCRC) which demonstrates that an individual has the job ready skills for which an employer is looking..</p>	<p>A reduction in the Workforce Initiative will reduce the amount of funding that can be used for preparing and assisting displaced workers find new jobs.</p>	<p>\$849,398 GF</p>
<p><b><u>Public University Agricultural Experiment Station (AES)</u></b> AES is an economic engine for much of rural Oregon, as well as for food systems and export industries in the metro area, with a multimillion dollar influence in the statewide economy.</p>	<p>A reduction in General Fund could necessitate program eliminations, including related tenure/tenure track positions and associated support staff, as well as closure of select branch stations. There would likely be a collateral negative impact on research productivity. Any actual cut scenarios would be the purview of Oregon State University Board of Trustees and administration.</p>	<p>\$6,576,596 GF</p>

# GOVERNOR'S RECOMMENDED BUDGET (GRB): 10% REDUCTION OPTIONS (ORS 291.216) STATEWIDE PUBLIC SERVICES

Activity	Description	Amount and Fund Type LAB
<b>10% General Fund Reduction</b>		
<p><b><u>Public University Extension Service (ES)</u></b> ES provides services in counties across the state. Any actual cut scenarios would be the purview of Oregon State University Board of Trustees and administration</p>	<p>A reduction in General Fund could reduce the number of community educators. This will also reduce capacity to generate external grant and contract funding. Reduced service would impact some of the state's most vulnerable populations, including limited resource families and youth.</p>	<p>\$4,748,426 GF</p>
<p><b><u>Public University Forest Research Laboratory (FRL)</u></b> The historical relationship between the state and Oregon's forest industry has provided approximately a 50/50 shared funding for FRL research and development in recognition that the economy, the environment, communities and Oregonians all gain from healthy forests.</p>	<p>A significant reduction in appropriated funding puts at risk the loss of Harvest Tax revenue for FRL. Options for managing a 10% reduction in General Fund appropriations could include reduction of research activities in water quality/riparian management, production planning/modeling, economical harvest and transport processes for biomass based energy, and green building practices.</p>	<p>\$1,017,408 GF</p>

# GOVERNOR'S RECOMMENDED BUDGET (GRB): 10% REDUCTION OPTIONS (ORS 291.216) STATE PROGRAMS, SPORTS LOTTERY

Activity	Description	Amount and Fund Type
<b>10% General Fund Reduction</b>		
<p><b><u>Public University State Programs</u></b> The State Programs category is intended to encompass General Fund support for certain institutes, centers, and programs operated by the former Oregon University System (OUS) and now, largely continued by the seven public universities that address the economic development, resource base, public service needs of the state of Oregon. Many of these programs have an industry-specific focus, and receive additional investments from the private sector and other sources.</p>	<p>During any funding reduction, the HECC would recommend a pro-rated distribution of funding reduction amongst state programs, which would reduce the effectiveness of many strategic efforts designed to support key industries and unique social and community niches filled by the public universities.</p>	<p>\$3,953,201 GF</p>
<p><b><u>Public University Sports Action Lottery</u></b> The Sports Action Lottery was established by state statutes ORS 461.535 and 461.543 to provide funding for intercollegiate athletics at the public universities. The statute sets aside 12 percent of the funds for non-athletic graduate student scholarships. The remaining eighty-eight percent is distributed to the intercollegiate athletic departments of the public universities.</p>	<p>Reduction in scholarships impedes access, affordability and retention, thereby lowering potential progress toward increased graduation rates and overall 40-40-20 goals. Campuses with athletic programs more reliant on lottery funding would be disproportionately affected.</p>	<p>\$1,245,660 GF</p>

# GOVERNOR'S RECOMMENDED BUDGET (GRB): 10% REDUCTION OPTIONS (ORS 291.216)

## OHSU

Activity	Description	Amount and Fund Type
<b>10% General Fund Reduction</b>		
<p><b><u>OHSU Programs</u></b>            OHSU receives state funding to support the Schools of Dentistry, Medicine, and Nursing: the CDRC, Oregon Poison Center, the Office of Rural Health, the AHEC and for Scholars for a Health Oregon Initiative. Funds provided to OHSU cover about 28% of the costs to educate students with the rest coming from tuition and other sources.</p>	<p>This reduction directly reduces the funds available to cover the education costs for students in the fields of Dentistry, Medicine, and Nursing.</p>	<p>\$8,050,349 GF</p>

# GOVERNOR'S RECOMMENDED BUDGET (GRB): 10% REDUCTION OPTIONS (ORS 291.216) VETERANS EDUCATION, WORKFORCE BOARDS

Activity	Description	Amount and Fund Type
10% Federal Funds Reduction		
<p><b>HECC - Veterans Education</b> HECC funds an annual performance contract with the Department of Veterans Affairs (VA) to provide assistance to the schools in the state offering programs to veterans, implement the procedures and activities necessary to meet the requirements of Chapter 1006 of Title 10 U.S.C. or Chapter 30, 32, 34,35 or 36 of Title 38 U.S.C</p>	<p>This reduction would decrease the funding available to assist veterans in meeting their postsecondary goals.</p>	\$39,790 FF
<p><b>Funding for Local and Regional Workforce Investment Board Support</b> Title IB of the Workforce Investment Act funds for adult, dislocated workers, youth employment training programs, and other workforce training programs. This program is funded by the U.S. Dept. of Labor (DOL).  Title II of the Workforce Investment Act includes funds to support developmental education for adults. This program is funded by the U.S. Department of Education.</p>	<p>Reduction includes Title IB and II of the Workforce Investment Act.</p> <p>The effect on Title IB would be a reduction of funds that pay for training, retraining, and skill upgrades to Oregonians seeking skills to enter the workforce or who have been dislocated from employment and require retraining to re-enter the workforce.</p> <p>The effect on Title II would be a reduction of support of Adult Basic Skills at community colleges and the Department of Corrections. This would negatively affect job readiness and transition to credit postsecondary education.</p>	<p>\$13,245,239 FF  Title IB and Title II</p>

# GOVERNOR'S RECOMMENDED BUDGET (GRB): 10% REDUCTION OPTIONS (ORS 291.216) HECC-ODA/PCS, CCWD OYCC, GED

Activity	Description	Amount and Fund Type
<b>10% Other Funds Reduction</b>		
<p><b><u>ODA/PCS</u></b>                      Receives license fees from private schools that allows them to operate in Oregon.</p>	<p>This program is self-funding. The State's ability to comply with required oversight would be negatively affected.</p>	<p>\$166,767 OF Fees</p>
<p><b><u>Oregon Youth Conservation Corps.</u></b> The purpose of this program is to establish and maintain education and environmental program for disadvantaged and at-risk youth.</p>	<p>Would reduce many education, training, and employment opportunities for at-risk youth ages 13-24. These youth report their OYCC experience increased their academic and work skills as well as increasing their interest in further education and job training.</p>	<p>\$262,564 Amusement Device Tax</p>
<p><b><u>General Educational Development (GED)</u></b>                      The purpose of this program is to provide the GED Test to adults without a high school credential. ORS 326.550 allows the State Board of Education to establish a nonrefundable application fee to cover the costs of administering this program.</p>	<p>This program is self-funding. The State's ability to comply with required GED Testing Service policy would be negatively affected. To use this fee for any other than GED testing would require a change in statute.</p>	<p>\$169,745 GED Fees</p>
<p><b><u>Other Grants and Private Scholarships</u></b></p>	<p>Eliminates privately funded Scholarships awards to approximately 660 students per year and student child care grants to approximately 10 students per year.</p>	<p>\$1,523,038 OF</p>