

## Analysis

### Item 6: Higher Education Coordinating Commission

#### Public Universities Cost Management

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**Analyst:** Amanda Beitel

**Request:** Acknowledge receipt of a report from the seven public universities on cost management measures implemented during the 2019-20 academic year.

**Analysis:** The budget report for HB 5024 (2019), the Higher Education Coordinating Commission's 2019-21 budget bill, included a budget note directing the seven public universities to report on cost management measures implemented during the 2019-20 academic year. The budget note specifically requested that the report include administration and program reductions, use of fund reserve balances, positions eliminated or left vacant for more than six months, and any new positions established. As separate non-state agency entities, universities do not develop and report their budgets in the same manner as state agencies. However, public university education and general (E&G) funds, which support university operations related to educational missions, are primarily funded through state appropriations and student tuition and fees. Accordingly, growth in total E&G expenditures directly impacts the need for increased state support and tuition and fee revenue. In fiscal year 2019, the universities report that the state share of total E&G funds was 23.3%, with the remaining 76.7% supported through student tuition, indirect cost recoveries, and other sources. The percentage of E&G funds supported by the state has decreased considerably, from a reported 46% in 2003 to 25% in 2018. However, during this same period, overall E&G costs have grown significantly. Therefore, increased state support in recent biennia has not substantially changed the overall share of support. As a method of offsetting tuition costs, universities have increased remissions 72.1% in the last five years, with a projected \$168,137,394 in student grants and scholarships for fiscal year 2020.

Approximately 80% of the E&G budget is related to personnel costs, including salaries, payroll taxes, and benefits. Considering that personnel expenditures are a primary cost driver, realizing significant budget savings requires cuts to personnel, which may be made by leaving vacant positions open, eliminating positions through attrition, or laying off staff. For the 2019-20 academic year, universities held vacant, eliminated, or laid off a total of 210.52 FTE, resulting in \$22,561,129 of budget savings. Alternatively, universities invested \$10,116,400 in 93.40 new FTE targeted at mission-critical areas and supporting student success, which results in overall net position savings of \$12,444,728 (117.12 FTE). The universities implemented an additional \$15,405,611 of other administrative and program reductions, including services and supplies costs, course sections, and general departmental cuts. In addition to direct budget reductions reported, universities have also implemented strategies to manage costs and create efficiencies by evaluating purchasing agreements, optimizing utility operations, refinancing outstanding debt, and executing other process improvement measures.

The public universities used \$28,310,360 of fund balances to prevent further reductions or tuition increases, which represents half of the total cost saving measures reported for the 2019-20 academic year. Although use of fund balances may prevent cuts in one year, it is a one-time measure that does not curb the growth of future costs. Additionally, on average, the universities have approximately seven weeks in operating reserves, considerably less than the recommended 21.7 weeks. Use of

reserves to cover operating costs is not a sustainable measure to balance university budgets while still maintaining sufficient fund balances to accommodate enrollment and revenue fluctuations.

The cost management measures reported by the public universities for the 2019-20 academic year are summarized below:

<b>Public Universities Cost Management Measures</b>								
<b>2019-20 Academic Year</b>								
	<i>EOU</i>	<i>OIT</i>	<i>OSU</i>	<i>PSU</i>	<i>SOU</i>	<i>UO</i>	<i>WOU</i>	<i>Total</i>
Positions Eliminated and Vacant	\$ 675,354	\$ 2,003,691	\$ 7,410,538	\$ 5,082,298	\$ 1,539,952	\$ 4,439,263	\$ 1,410,032	\$ 22,561,128
Positions Added	(247,960)	(981,103)	(4,992,753)	(509,139)	(254,591)	(2,348,158)	(782,696)	(10,116,400)
Net Position Savings	\$ 427,394	\$ 1,022,588	\$ 2,417,785	\$ 4,573,159	\$ 1,285,361	\$ 2,091,105	\$ 627,336	\$ 12,444,728
Admin and Program Reductions	399,546	1,427,368	4,000,000	1,233,972	1,417,000	5,718,951	1,208,775	15,405,611
Use of Fund Balance	357,000	1,800,000	-	10,000,000	71,625	10,300,000	5,781,735	28,310,360
<b>Total</b>	<b>\$ 1,183,940</b>	<b>\$ 4,249,956</b>	<b>\$ 6,417,785</b>	<b>\$ 15,807,131</b>	<b>\$ 2,773,986</b>	<b>\$ 18,110,056</b>	<b>\$ 7,617,846</b>	<b>\$ 56,160,699</b>

**Legislative Fiscal Office Recommendation:** Acknowledge receipt of the report.

6  
Higher Education Coordinating Commission  
Brickman

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**Request:** Acknowledge receipt of a report from the seven Oregon public universities on cost management measures implemented during the 2019-20 academic year.

**Recommendation:** Acknowledge receipt of the report.

**Discussion:** The Higher Education Coordinating Commission (HECC) submitted a letter on behalf of the seven Oregon public universities for the purposes of allowing the universities to report on cost management measures implemented during the 2019-20 academic year. This is in response to the following Budget Note included in House Bill 5024 from the 2019 Legislative Session:

“The seven Public Universities shall collectively report to the Joint Committee on Ways and Means in February 2020 on cost management measures implemented during the 2019-20 academic year. The report should include administration and program reductions, use of fund reserve balances, positions eliminated or left vacant for more than six months, and any new positions established. An updated report for the 2020-21 academic year shall be provided to the Emergency Board in December 2020. The seven Public Universities and the Higher Education Coordinating Commission (HECC) are also directed to coordinate in the interim to identify public university financial data and measures that will be consistently provided to HECC to improve transparency and accountability. Financial information may include administrative costs, financial activity by fund, fund reserve balances, and results of audits. HECC shall report to the Joint Committee on Ways and Means or the Emergency Board no later than September 2020 on this effort.”

In developing this report, the universities worked with HECC, the Department of Administrative Services Chief Financial Office (CFO), and the Legislative Fiscal Office (LFO) to determine the scope and content of the report. The data for this report focuses on what is available thus far in Fiscal Year 2020 (FY20), which began July 1, 2019. Per the Budget Note, the universities are expected to return to Ways and Means or a meeting of the Emergency Board no later than September 2020 and will have more data available for the report at that time.

The largest cost driver facing universities is personnel expense including contractual obligations related to salaries and benefits. These costs account for approximately 80 percent of the universities’ budgets. In Fiscal Year 2019 (FY19), the most recent year for which data is available, the universities also report providing \$160.6 million in tuition and fee remissions to help defray student costs.

Based on information provided within the report, the FY19 state appropriation for the Public University Operations and Student Support Fund makes up 23.4 percent of Education & General (E&G) revenue, as an average across all the universities. E&G funds are those received by the university directly from the Legislature and from student tuition. The funds are subject to expenditure limitations and allocated to colleges and departments through each university’s budget process. Other sources of funding outside E&G revenue include grants and foundation

funds and each funding type has different rules and policies associated with them. E&G funds are used to support the primary operational and educational missions of universities. The percentage of revenue the state appropriation accounts for varies from university to university ranging from 48.5 percent of E&G revenue for the Eastern Oregon University to 13.7 percent of E&G revenue for the University of Oregon.

In the executive summary, the universities referred to a 2019-21 request for \$120 million in funding above the 2019-21 Current Service Level (CSL). Because the universities are no longer subject to state budget authority, the state does not receive direct budget data from the universities in the same manner the information is received from state agencies for budgeting purposes. For this reason, the state calculates CSL based on maintaining the state's contribution to the universities, using growth factors similar to state agencies.

For the Public University Operations and Student Support Fund (the main university support fund), the 2019-21 CSL was calculated to be \$777.4 million General Fund. In the 2019 Legislative Session, the Legislature appropriated \$59.5 million above CSL for a total of \$836.9 million General Fund. The universities report this appropriation fell \$60 million short of the amount they believe is necessary to maintain programs levels at the 2018-19 academic year.

The report provides information on administration and program reductions, the use of fund reserve balances, the elimination or holding of vacant positions for FY20, and any new positions established for FY20. As the universities do not exist as one cohesive entity, information for the various actions taken will be reported on by each university.

### **Net position elimination/position creations in FY20**

#### **Eastern Oregon University (EOU)**

Eliminated or held vacant no FTE. Created 2.00 new FTE (none of which are classified positions) for a total cost of \$247,960.

#### **Oregon Institute of Technology (OIT)**

Eliminated or held vacant 18.96 FTE (4.96 FTE of which are classified positions) for a savings of \$2.0 million. Created 8.24 FTE (3.29 FTE of which are classified positions) for a cost of \$981,103. The net of which is 10.72 FTE being eliminated or held vacant for a net savings of \$1.0 million.

#### **Southern Oregon University (SOU)**

Eliminated or held vacant 30.85 FTE (11.10 of which are classified positions) for a savings of \$1.5 million dollars. Created 3.00 new FTE (one of which is a classified position) for a cost of \$254,591. The net of which is 27.85 positions being eliminated or held vacant for a net savings of \$1.3 million.

#### **Western Oregon University (WOU)**

Eliminated 20.00 FTE (none of which are classified positions) for a savings of \$1.4 million. Created 9.00 new FTE for a cost of \$782,696 (one of which is a classified). The net of which is 11.00 FTE being eliminated for a total savings of \$627,336.

### **Portland State University (PSU)**

Eliminated 34.50 FTE (1.00 of which is a classified position) for a savings of \$5.1 million. Created 5.00 new FTE (2.00 of which are classified) for a cost of \$509,139. The net of which is 29.50 FTE being eliminated or being held vacant for a total savings of \$4.6 million.

### **University of Oregon (UO)**

Eliminated 43.27 FTE (17.27 of which are classified positions) for a savings of \$4.4 million. Created 23.00 new FTE (4.00 of which are classified positions) for a cost of \$2.3 million. The net of which is 20.27 FTE being eliminated for a total savings of \$2.1 million.

### **Oregon State University (OSU)**

Eliminated or held vacant 55.94 FTE (12.10 FTE of which are classified positions) for a savings of \$7.4 million. Created 43.16 new FTE (9.00 FTE of which are classified positions) for a cost of \$4.4 million. The net of which is 12.78 FTE being eliminated or held vacant for a total savings of \$2.4 million.

### **Administration and Program Reductions**

In FY20, through administration and program reductions (separate from position eliminations) the universities anticipate to achieve approximately \$15.4 million in savings through various actions that include reductions to Services and Supplies, program, and other cuts. The following are the total administration and program reductions for each university in FY20:

- EOU - \$0.4 million
- OIT - \$1.4 million
- SOU - \$1.4 million
- WOU - \$1.2 million
- PSU - \$1.2 million
- UO - \$5.7 million
- OSU - \$4.0 million

### **E&G Reserve Fund Expenditures**

In FY20, a total of \$28.3 million in E&G reserve fund expenditures were made across the universities to defray costs. After these expenditures, the universities report as a whole, the universities have 7.30 weeks (1.69 months) of operating expenses available in those fund balances. This is in comparison to a national benchmark of keeping 21.7 weeks (5.0 months) of operating revenues. The following amounts are the FY20 expenditures of reserve funds by university:

- EOU - \$0.4 million
- OIT - \$1.8 million
- SOU - \$0.1 million
- WOU - \$5.8 million
- PSU - \$10.0 million
- UO - \$10.3 million
- OSU - \$0



# Oregon

Kate Brown, Governor

## Higher Education Coordinating Commission

Office of the Executive Director  
255 Capitol Street NE, Third Floor  
Salem, OR 97310  
[www.oregon.gov/HigherEd](http://www.oregon.gov/HigherEd)

December 9, 2019

Senator Betsy Johnson  
Senator Elizabeth Steiner Hayward  
Representative Dan Rayfield  
Joint Committee on Ways and Means  
900 Court Street NE  
H-178 State Capitol  
Salem, OR 97301

Dear Co-Chairpersons:

During the 2019 Legislative session, House Bill 5024, relating to the financial administration of the Higher Education Coordinating Commission, included a budget note directing the seven public universities to report to the Joint Committee on Ways and Means in February 2020 on cost management measures implemented during the 2019-20 academic year. The universities worked collaboratively with DAS, LFO and HECC staff to define and report on administration and program reductions, use of fund reserve balances, positions eliminated or left vacant for more than six months and new positions established as directed by the budget note.

The attached report is submitted on their behalf, and we request the Joint Committee take action to acknowledge the receipt of this report.

Sincerely,

Ben Cannon  
Executive Director

Attachment

cc: Amanda Beitel, Legislative Fiscal Office  
Debbie Koreski, Budget Director for Governor Kate Brown  
Tamara Brickman, Department of Administrative Services, Chief Financial Office  
Kyle Thomas, Legislative Director, HECC  
Jim Pinkard, Director of Postsecondary Finance and Capital, HECC  
Dana Richardson, Executive Director, Oregon Council of Presidents

OREGON PUBLIC  
UNIVERSITIES

LEGISLATIVE REPORT ON  
**HOUSE BILL 5024** (2019)

# HB 5024 (2019) BUDGET NOTE REPORT

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## Introduction

During the 2019 Legislative Session, the Oregon Legislature passed House Bill 5024 which provided funding for the Higher Education Coordinating Commission (\$25.8 million), Oregon community colleges (\$641 million), State Programs at Oregon public universities (\$42.4 million), the Oregon Opportunity Grant (\$33 million) and Oregon public universities (\$836.9 million). The Legislature also adopted the following Budget Note, directing the public universities to report to the Legislature on cost management measures:

*The seven Public Universities shall collectively report to the Joint Committee on Ways and Means in February 2020 on cost management measures implemented during the 2019-20 academic year. The report should include administration and program reductions, use of fund reserve balances, positions eliminated or left vacant for more than six months, and any new positions established. An updated report for the 2020-21 academic year shall be provided to the Emergency Board in December 2020. The seven Public Universities and the Higher Education Coordinating Commission (HECC) are also directed to coordinate in the interim to identify public university financial data and measures that will be consistently provided to HECC to improve transparency and accountability. Financial information may include administrative costs, financial activity by fund, fund reserve balances, and results of audits. HECC shall report to the Joint Committee on Ways and Means or the Emergency Board no later than September 2020 on this effort.*

To satisfy the set of requirements pertaining to the 2019-20 academic year outlined in the Budget Note, the Oregon public universities developed this report in collaboration with staff from the Legislative Fiscal Office, the Department of Administrative Services and the HECC. This report details administrative and program reductions, use of fund reserve balances, positions eliminated or left vacant for more than six months, and new positions established during the 2019-2020 academic year. For the purposes of reporting on the 2019-2020 academic year, the report will focus on FY20, which begins July 1, 2019 and ends June 30, 2020 though information about other fiscal years will be incorporated if available and updated to reflect the 2020-2021 fiscal year as those budgets are developed and adopted.

## Executive Summary

Total dollar figures represent collective savings from all seven universities. It is important to note that the following figures represent metrics that affect universities differently in terms of impact, scale (i.e. cost cutting, use of reserves), and capacity to make reductions.

Below are key highlights from the report that demonstrate the significance of the cost management measures adopted in FY20:

- On average, state appropriations comprise 23.3% of the universities' Education and General (E&G) Fund dollars that are used to support the primary operational and educational missions. The other 76.7% of funds come from student tuition and fees.
- The universities dedicated approximately \$160 million in tuition and fee remissions to defray tuition costs to students.
- The largest cost driver for universities is personnel. It accounts for roughly 80% of the universities' total budgets and includes salaries, payroll taxes and benefits.
- Overall reductions to university operations and personnel for the 2019-2020 academic year is \$56.2 million.
- In addition to budget reductions across all seven campuses, the universities sought \$120 million in state appropriations to maintain program levels at the 2018-2019 academic year but 2019-2020 appropriations fell \$20 million short of that request.

- There are three ways to reduce personnel costs: hold vacancies open, eliminate positions through attrition, or layoffs. The universities reduced 210 FTE through these three strategies for a total savings of \$22.5 million in 2019-2020.
- A total of \$10 million for new FTE for 2019-2020 was strategically invested in alignment with educational missions, providing direct Student Services for an increasingly diverse student population for.
- Universities will utilize \$28.3 million in fund balances to prevent further reductions to critical student supports and programs. Use of the fund balance is a one-time action that cannot be done on a recurring basis.
- The universities collectively only have 1/3 of the reserves recommended by industry standards; instead of having 5 months of operating costs in reserves, the universities as a whole have approximately 7 weeks of operating reserves.

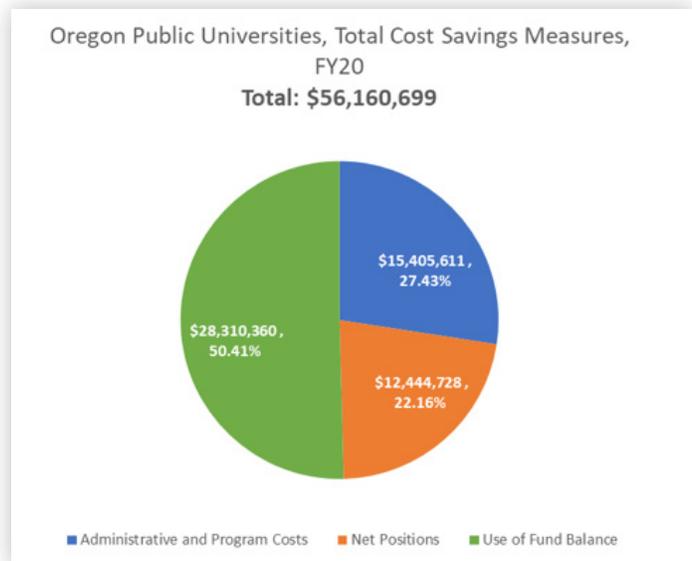


FIGURE 1

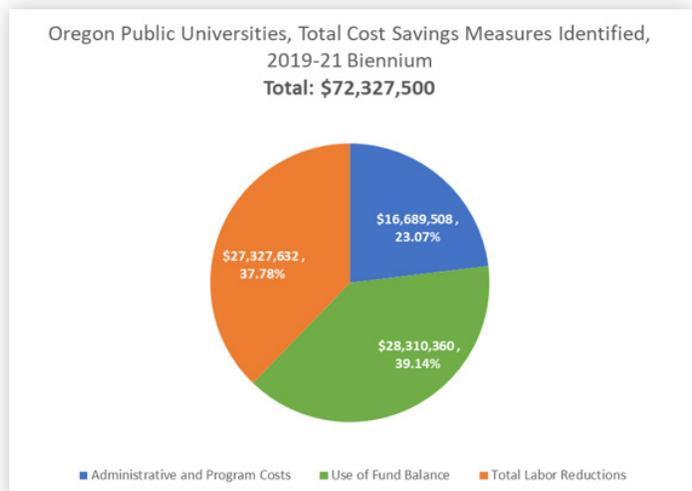


FIGURE 2

## Oregon Public University Budget Development

Public universities consist of a robust community of stakeholders who come together to make decisions about the direction of their institution. Budget development necessarily follows this model and each institution goes through a series of stakeholder meetings as part of the budget development. Most budgets are decentralized, providing individual academic units the flexibility to offer the courses and programs that best fit their student body. Flexibility in budgeting allows dynamism in the institutions, and is necessary for maintaining robust, relevant and effective academic and student programs.

Cost management efforts are embedded within budget development as well as overall mission delivery. Cost management must include incorporating required cost increases (retirement, health care, compensation in bargained agreements) into a university's financial planning, as well as considering strategies to reduce controllable costs. Additionally, leadership regularly redeploys resources to better align with mission, strategic plans, and to gain operational efficiencies.

## Education and General Funds

For the purposes of this report, all financial measures come specifically from the E&G Fund of each institution. E&G funds, which include tuition and state appropriations, are used to support primary operations related to institutional missions. Institutions also have funds that are restricted and/or auxiliary that do not allow flexibility in the ways those funds are spent.

## Cost Drivers

Oregon's economy has been thriving in recent years, with unemployment at record lows and General Fund revenues growing. However, the state faces fiscal shortfalls because of structural budget challenges and large mandatory cost drivers. The primary cost drivers faced by universities are contractual obligations related to salaries and benefits.

## Oregon Public Universities' Revenue Sources

In FY19, the most recent year in which actual data is available, the public universities received 23.35% of their E&G Funds from state appropriations, while 76.65% of those operating dollars came from tuition and fees, indirect cost recoveries, and other sources. During this same time, the public universities provided \$160,634,657 in tuition and fee remissions to students to defray their costs.

Generally, state appropriations as a total of E&G Funds have been dropping since 2003, requiring universities to rely more and more on tuition and fees to support operations. Additionally, universities have found that providing support to students is becoming more and more critical to ensure their completion and success. To offset some of the increasing burden on students, universities have been redeploying resources to provide grants and scholarships to vulnerable student populations. Grants and scholarships, reflected as remissions, come out of a university's overall tuition and fee revenues. The graph below depicts the pattern of increasing institutional commitment to students through tuition remissions from FY15 to FY20.

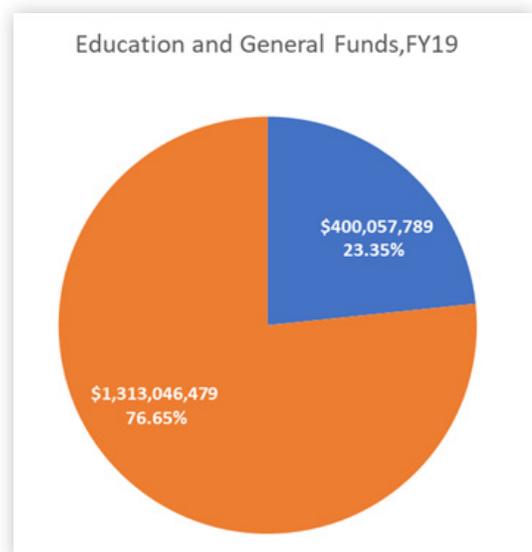


FIGURE 3

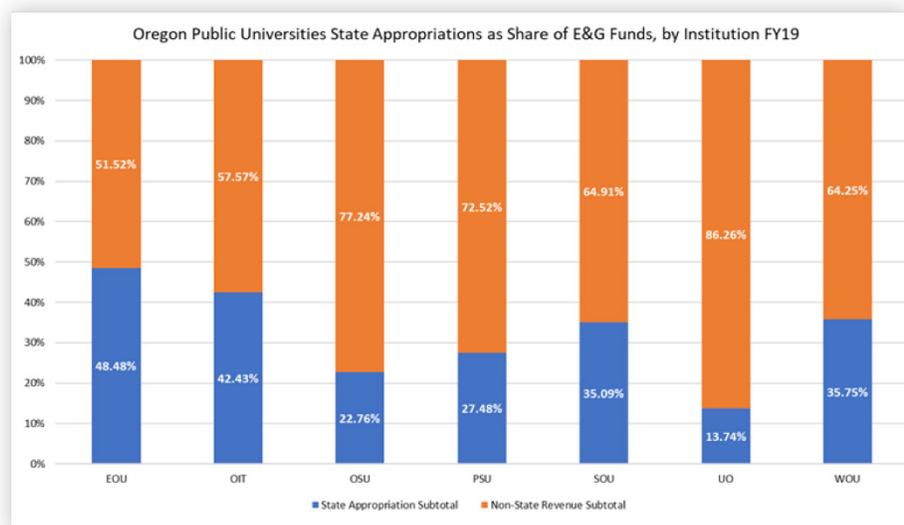
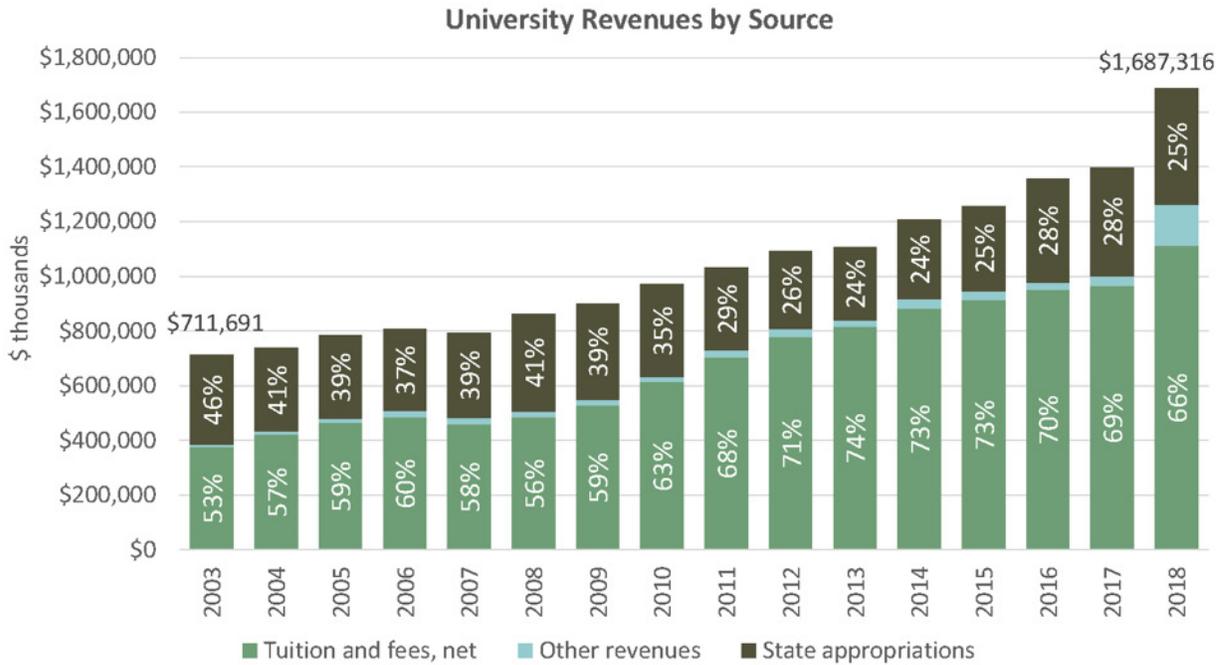


FIGURE 4

# Shift of Costs From State to Student <sup>1</sup>



301 Source: Office of Postsecondary Finance and Capital



FIGURE 5

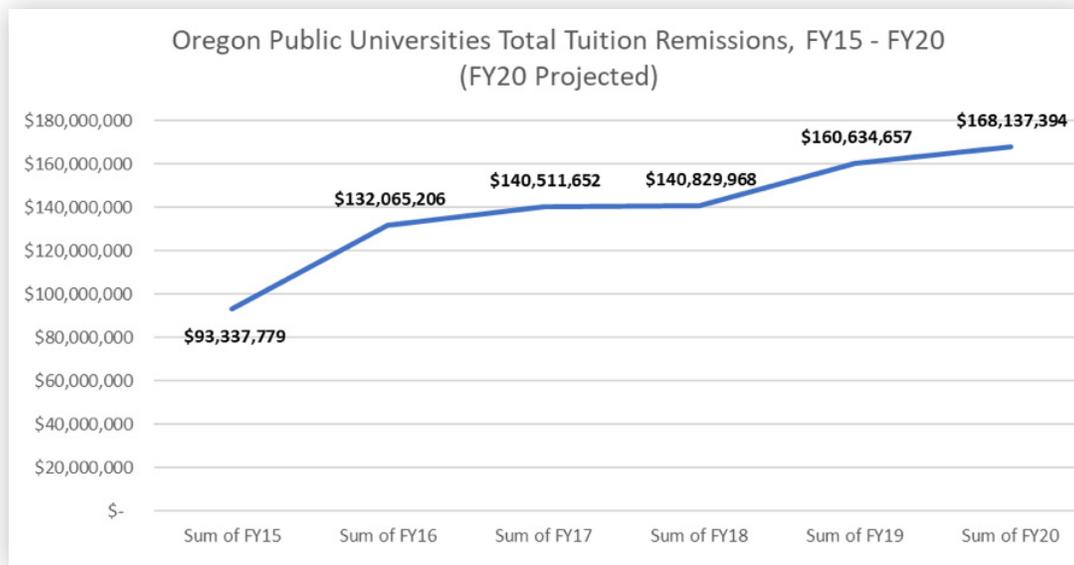


FIGURE 6

<sup>1</sup> Provided by the Higher Education Coordinating Commission. Originally presented to the Joint Ways and Means Subcommittee on Education, April 1, 2019.

## Cost Management Measures: Positions Eliminated and Vacant

Oregon's Eightieth Legislative Assembly provided \$836.9 million to Oregon public universities E&G Funds in FY20 and FY21. While this was a \$100 million increase from the previous biennium, it was \$20 million less than the universities need to continue programs at the same level from previous biennium. While the increase in funding is greatly appreciated, FY20 continues a pattern of budget and program reductions across all seven campuses.

At each institution payroll is the largest cost, representing approximately 80% of the budget. It is impossible to reduce budgets without impacting people. Cutting jobs puts university budget managers in a difficult position. Institutional leaders must strike a challenging balance between providing a high-quality and affordable education for students while also providing employees with fair wages and support to be successful. Please note that, in this report, FTE does not align one-to-one with a "position."

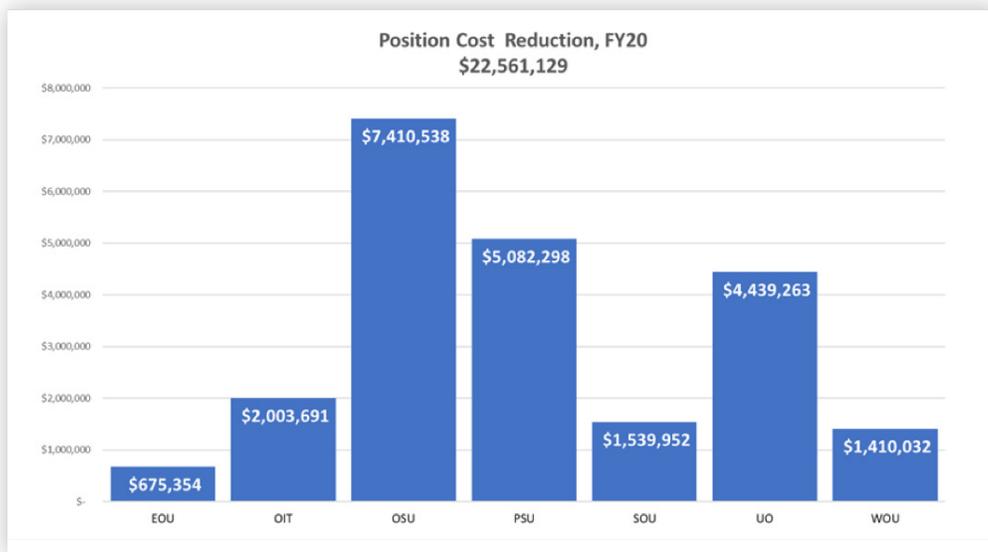


FIGURE 7

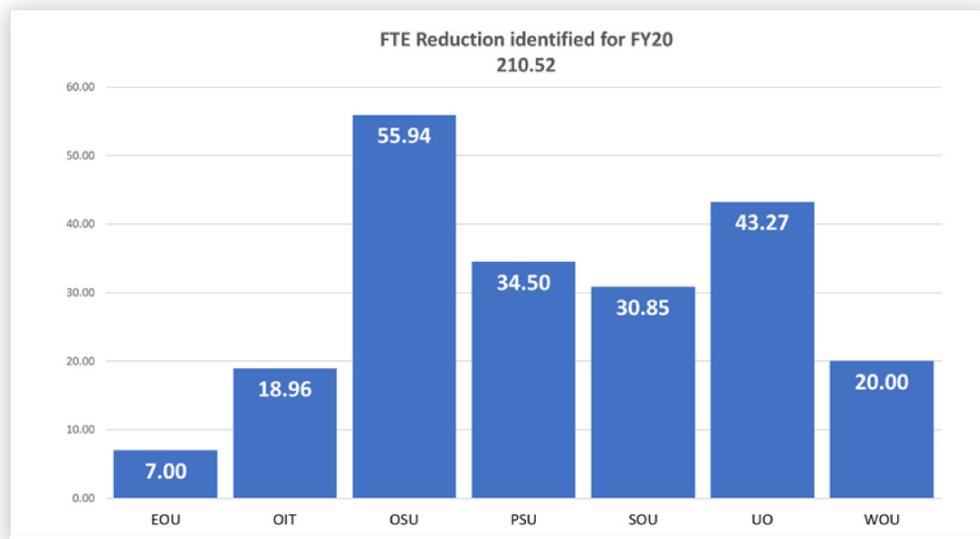
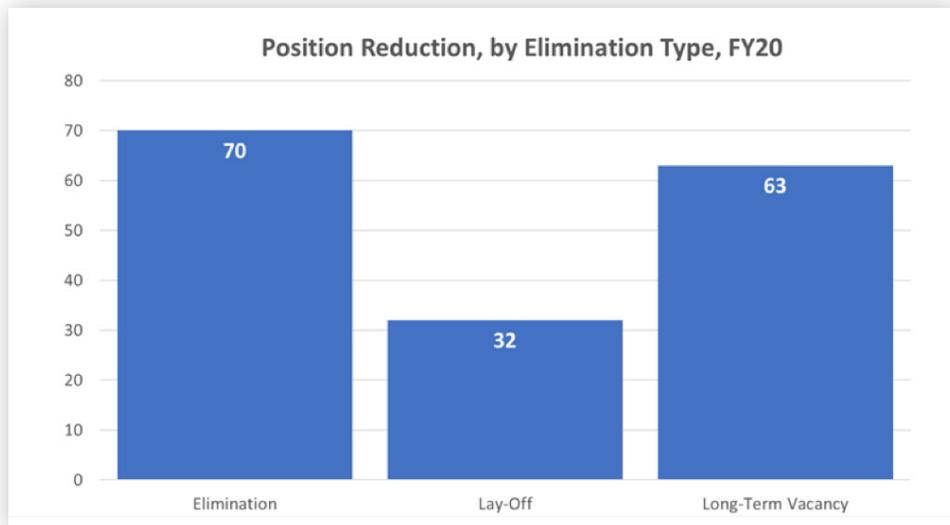
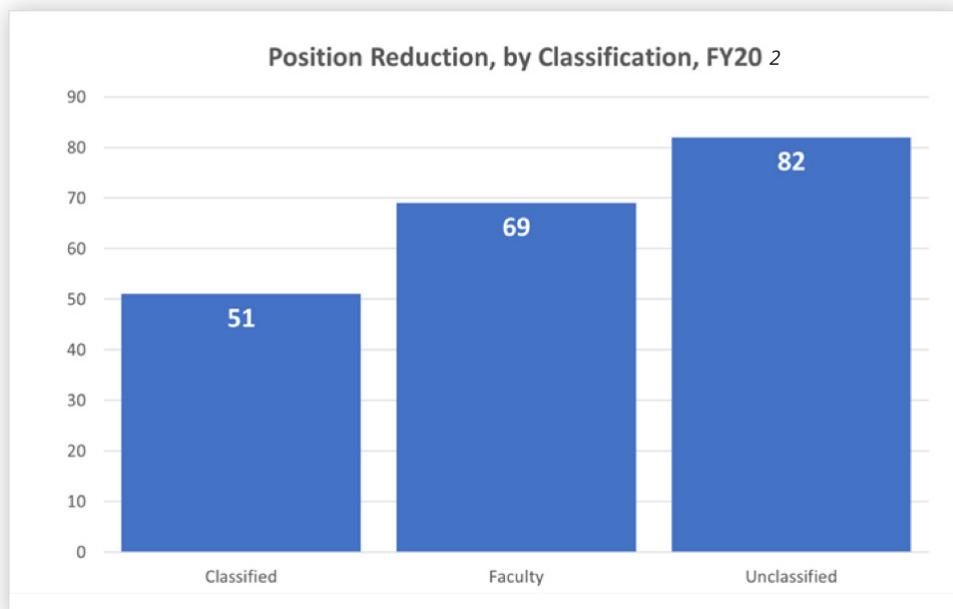


FIGURE 8

When utilizing salary savings as a temporary or permanent budget reduction solution, universities have three available strategies: elimination of a position following attrition, holding vacancies open for an extended period of time following attrition, or forcing the elimination of a currently filled position through layoffs. All of these strategies require thoughtful deliberation and planning. Holding vacancies open for a period of time is an optimistic maneuver that allows an academic unit to refill positions more quickly in the event of a budget increase. Because a layoff is the most intensive method, eliminating positions following attrition or leaving a position vacant is the preferred method of position cost reduction.



**FIGURE 9**



**FIGURE 10**

<sup>2</sup> Graduate positions are omitted from this visual due to difficulty counting these positions in a one-to-one manner

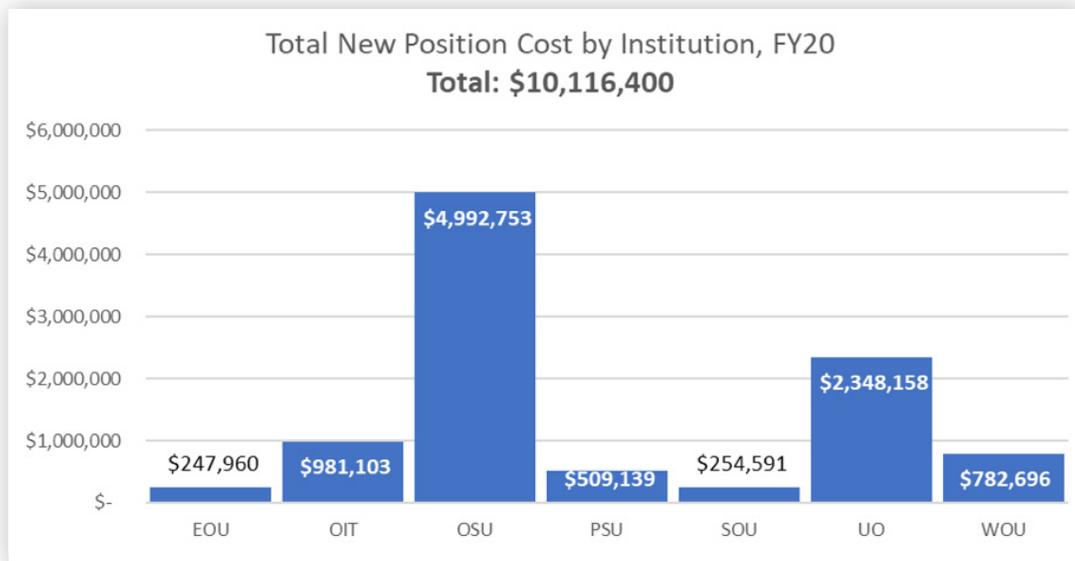


FIGURE 11

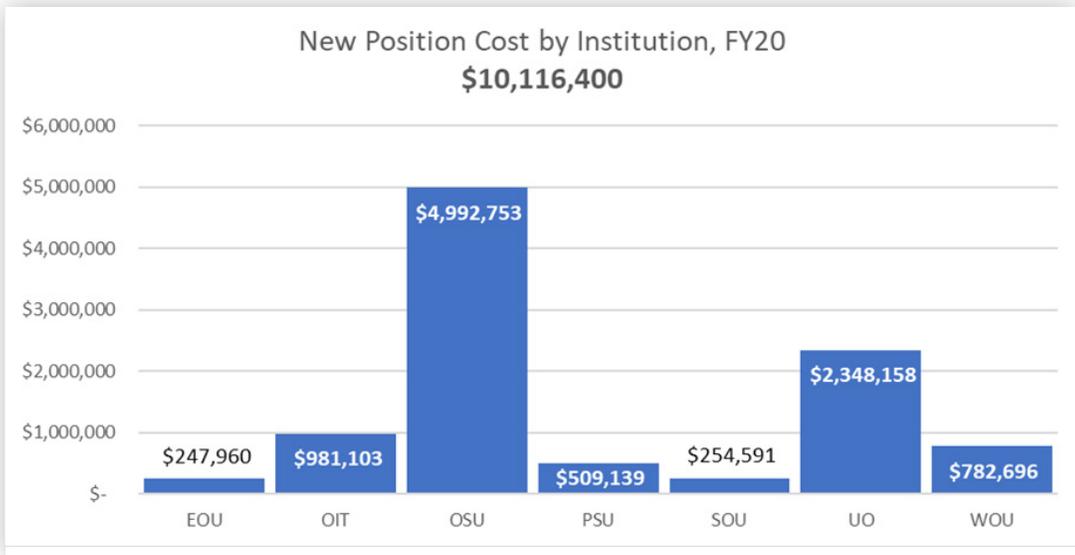
### Position Cost Reduction in FY19, FY21

Reduction of position costs is a strategy the universities have utilized over time. During FY19, position costs were reduced by \$7,574,306 lowering FTE by 60.45. Because state funding is appropriated biennially, universities have identified some position cost savings measures that will be realized in FY21. In FY21, \$14,882,904 in position costs have already been identified, further reducing FTE by 15.71. While not all universities have committed to position reductions in FY21, yet continued position reductions in FY21 are likely.

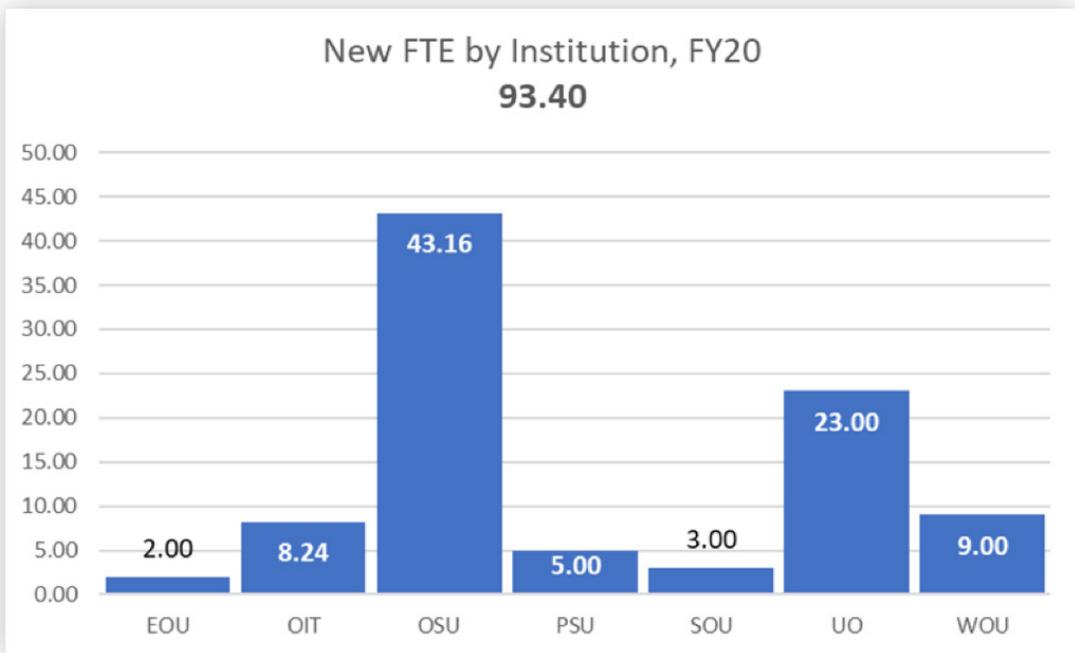
### Strategic Investments: Positions Added

While overall position costs have been reduced, universities have purposefully redeployed some funds to support strategic needs or opportunities. A direct comparison of the positions vacated with those newly established is difficult for two reasons: 1) the data is a conglomerate of seven diverse and complex institutions and does not represent a direct correlation between elimination of one position and addition of another, and 2) the numbers do not provide the nuanced context of decisions made by campus units who seek to serve their changing student bodies.

Strategic investments into key positions allow the universities to redirect resources to mission-critical areas, such as career counselors, financial aid counselors, mental health counselors, academic advising, online course development and support, and faculty. Adding these positions is necessary as the needs of students continue to require more and more support to succeed and graduate.



**FIGURE 12**



**FIGURE 13**

## Net Positions

Total position actions taken by the universities in FY20 reduced overall position costs by more than \$12.4 million and 117.12 FTE.

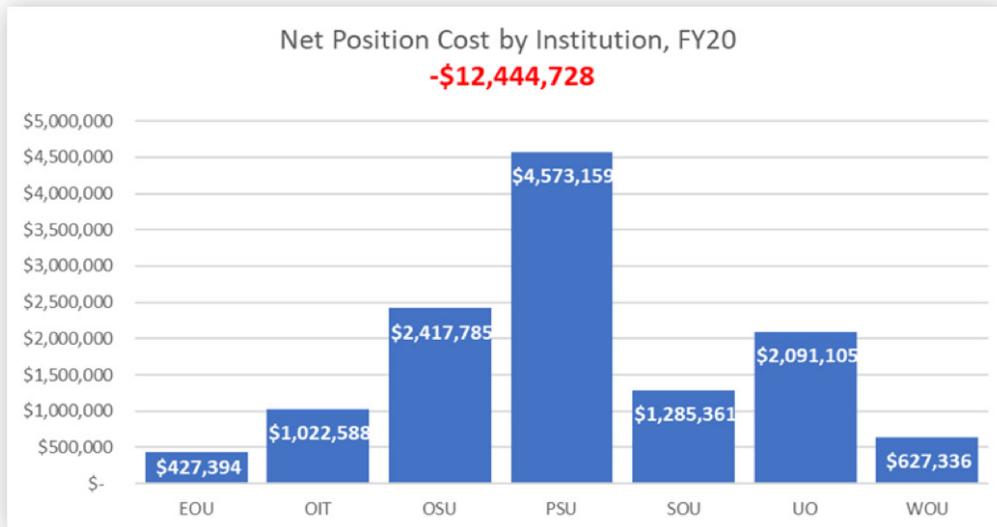


FIGURE 14

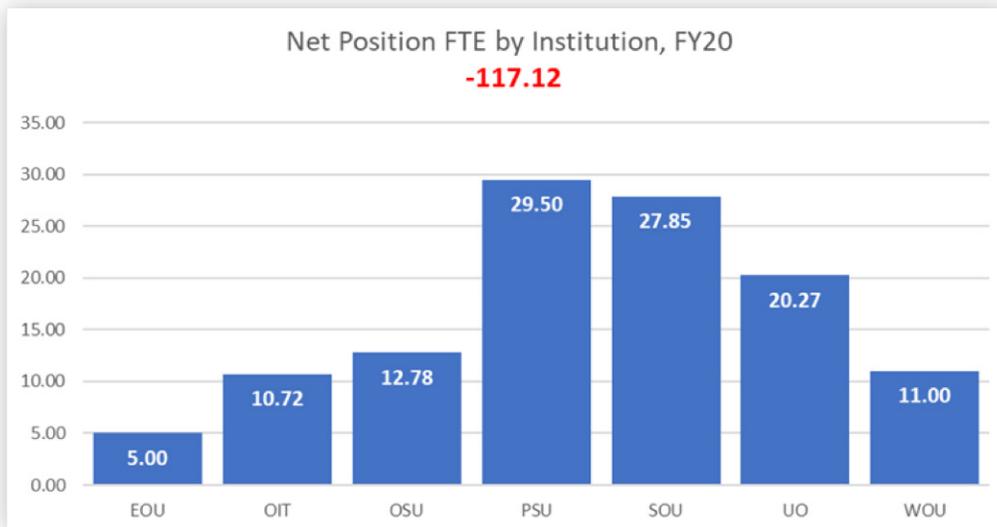


FIGURE 15

## Administrative and Program Cost Reductions

Though position costs make up the vast majority of E&G Funds, other cost containment strategies help institutions avoid painful position or program eliminations. The next set of data represents budget cuts implemented during FY20 other than position reductions. These reductions include service and supplies, course sections and general departmental cuts.

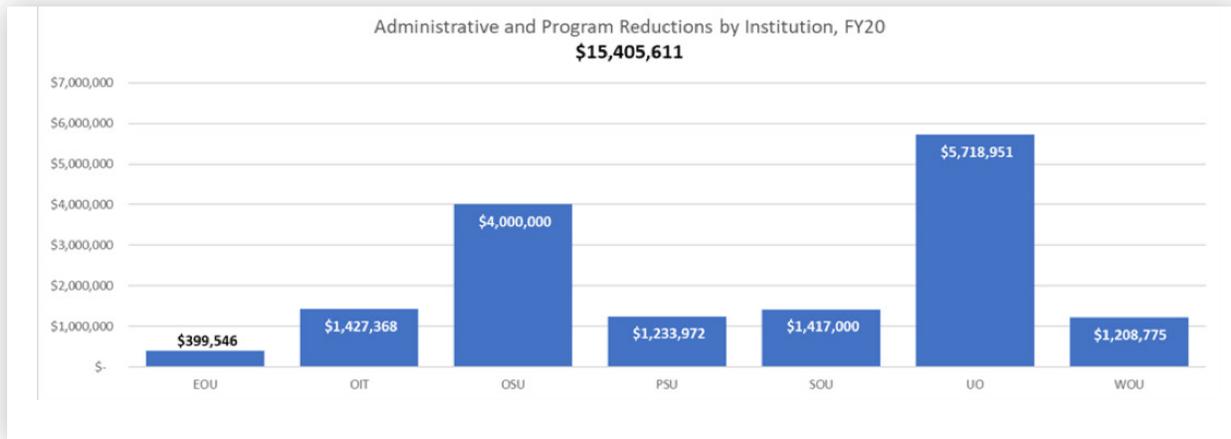


FIGURE 16

Often, a budget cut can take time to be realized; a budget cut in FY19 may not be fully realized until FY20 or possibly later. Additionally, and as noted previously, because universities must budget on both an annual and biennial basis, a look at a single fiscal year does not show the magnitude of budget reduction decisions that may have been made in a single year. While some institutions have identified budget reductions for future fiscal years, additional reductions are likely to expand. To date, a combined total of \$1,255,813 in administrative and program cost reductions have already been identified for FY21 and FY22.

## Previous Cost Management Strategies

In addition to budget cuts, universities are constantly looking to increase efficiencies. Finding alternative cost containment measures can often be the difference between retaining faculty and/or student support and losing the capacity. During the 2019 Legislative Session, the public universities reported cost management strategies employed across all seven campuses. Campuses have reexamined purchasing agreements, optimized power/utilities operations, restructured property insurance, engaged in process-improvement measures, refinanced debt, and reduced overhead administrative rates. The universities have become increasingly efficient, and will continue to do so.

## Use of Fund Balance

Maintaining sufficient fund balance is an industry-appropriate practice and allows for flexibility to respond to emerging needs, provides rating agencies with assurances to lock in favorable bond rates, and allows institutions to prepare for the inevitable economic downturns. In recent years, Oregon public universities have used E&G Fund balances to defray budget cuts. Fund balance use is a one-time funding stop-gap that cannot be used to maintain ongoing programs. In FY20, even with a \$100 million increase in biennial state funding, the universities were forced to use \$28.3 million in fund balances. As a whole, the universities have 7.20 weeks (1.66 months) of operating expenses available in fund balance, roughly a third of the 21.7 weeks (5.00 months) of operating revenues that serves as a national benchmark. As universities increase their reliance on tuition revenues, they face a higher degree of uncertainty, and as a result must also increase their fund balances to prepare for unexpected changes in enrollments.

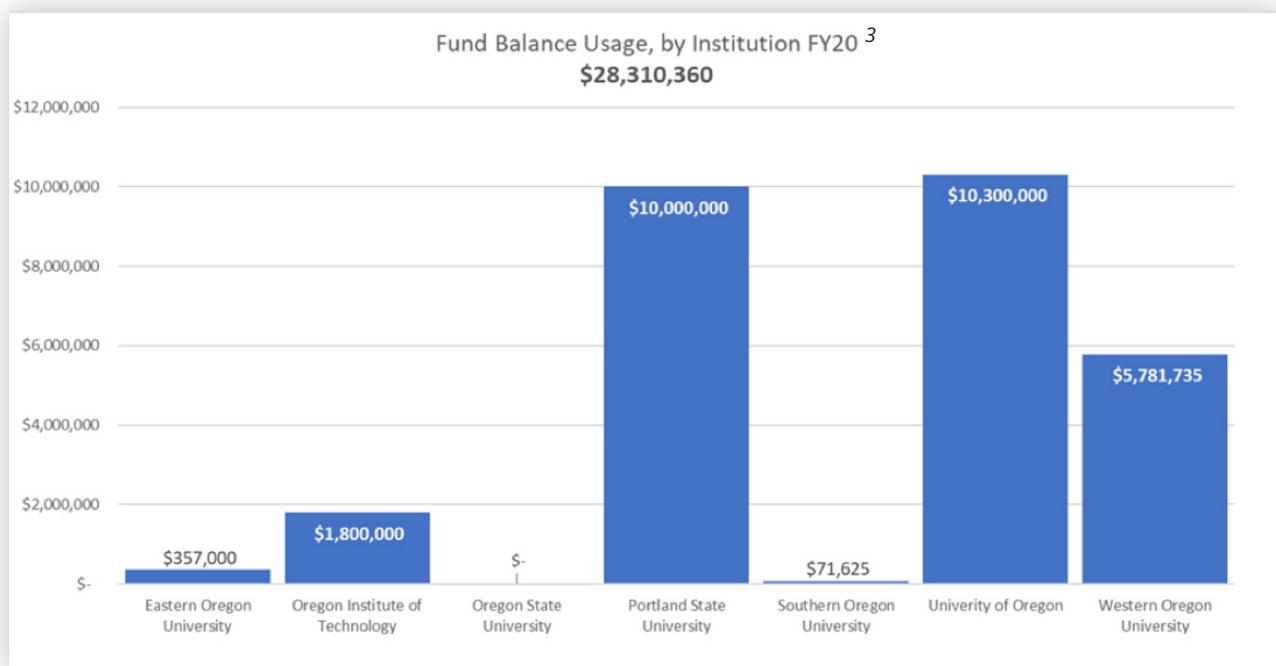
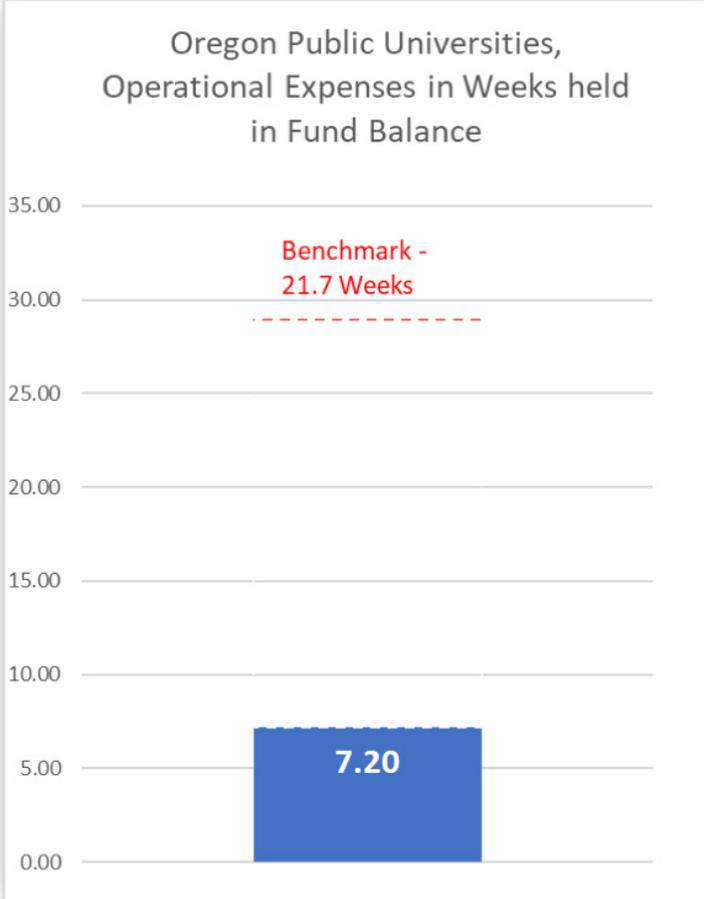


FIGURE 17

<sup>3</sup> While the current Oregon State University university-wide budget assumes a balanced budget (no use of reserves), individual units are planning to use reserves to either fill the gap due to budget cuts or for strategic initiatives.



**FIGURE 18**

# **APPENDIX**

LEGISLATIVE REPORT ON  
**HOUSE BILL 5024** (2019)

## Vacant and Eliminated Positions [FY19]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
PSU	not eliminated - left vacant for extended period	Assistant Controller	\$41,524	\$19,888	\$61,411	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	eliminated (replaced with a new position-amount listed is the delta)	Chief of Staff and VP for Public Affairs	\$60,848	\$5,379	\$66,226	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	not eliminated - left vacant for extended period; filled in FY20	Associate General Counsel	\$116,810	\$41,409	\$158,219	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	not eliminated - left vacant for extended period; to be filled in FY20	Director of Financial Aid	\$108,557	\$58,225	\$166,782	Long-Term Vacancy	1.00	Unclassified	Student Services
PSU	not eliminated - left vacant for extended period; filled in FY20	Vice President Enrollment Management	\$239,480	\$59,040	\$298,520	Long-Term Vacancy	1.00	Unclassified	Student Services
PSU	not eliminated - left vacant for extended period; to be filled in FY20	Executive Assistant to VP EM	\$58,985	\$34,505	\$93,490	Long-Term Vacancy	1.00	Unclassified	Student Services
PSU	Eliminated	AVP Strategic Partnerships	\$125,528	\$48,147	\$173,675	Elimination	1.00	Unclassified	Research
PSU	not eliminated - left vacant for extended period	VP for Academic Innovation & Student Success	\$57,546	\$21,465	\$79,011	Long-Term Vacancy	1.00	Unclassified	Student Services
PSU	not eliminated - left vacant for extended period; filled at a lower rate in FY20	VP for Academic & Fiscal Planning	\$185,124	\$70,520	\$255,644	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OIT		Research Assistant	\$46,708	\$11,677	\$58,385		0.49	Classified	Research
OIT		H99553 - Assistant Professor - EERE	\$76,156	\$48,530	\$124,686		1.00	Faculty	Instruction
OIT		H99297 - Assistant Professor - MMET	\$85,773	\$39,537	\$125,310		1.00	Faculty	Instruction
OIT		H99163 - Assistant Professor - MMET	\$68,500	\$40,326	\$108,826		1.00	Faculty	Instruction
OIT		H99392 - Assistant Professor - NSC	\$77,277	\$46,403	\$123,680		1.00	Faculty	Instruction

## Vacant and Eliminated Positions [FY19]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
OIT		H99252 - Assistant Professor - NSC	\$59,004	\$33,240	\$92,244		0.50	Faculty	Instruction
OIT		H99184-Assistant Professor	\$29,169	\$30,176	\$59,345		0.50	Faculty	Instruction
OIT		H99375-Assistant Professor	\$50,004	\$37,480	\$87,484		1.00	Faculty	Instruction
OIT		H99239-Instructor	\$51,507	\$38,007	\$89,514		1.00	Faculty	Instruction
OIT		Administrative Program Assistant - Testing	\$18,200	\$1,496	\$19,696		0.47	Classified	Student Services
OIT	Not hiring this year	H99220 - Development Officer	\$78,000	\$39,000	\$117,000		1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OIT	Not hiring until later this year	Director of Labor Relations	\$50,000	\$19,794	\$69,794		1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OIT		H99601 - Custodian	\$30,122	\$28,380	\$58,502		1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OIT		H99921 - Custodian	\$27,144	\$27,485	\$54,629		1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OIT		H99859 - Custodian	\$32,923	\$16,462	\$49,385		1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OIT	Not hiring, possibly repurposing budget	H99103 - Director of Global Engagement	\$80,000	\$40,000	\$120,000		1.00	Unclassified	Academic Support
OIT		Associate Provost for Institutional Effectiveness	\$100,000	\$50,000	\$150,000		1.00	Unclassified	Academic Support
OIT		Special Assistant to Provost for Academic Efficiency	\$100,000	\$50,000	\$150,000		1.00	Unclassified	Academic Support
OIT		H99953-Equipment Operator	\$36,912	\$18,456	\$55,368		1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OIT		H99120 - Communication Specialist	\$45,000	\$22,500	\$67,500		1.00	Unclassified	Student Services
EOU		Assoc Professor, Business	\$46,127	\$22,880	\$69,007	Elimination	1.00	Faculty	Instruction
EOU		Property Specialist	\$32,616	\$27,270	\$59,886	Elimination	1.00	Classified	Public Service

## Vacant and Eliminated Positions [FY19]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
OSU	CEOAS	Professor Geography, Environmental Sciences, and Marine Resource Management	\$104,697	\$52,349	\$157,046	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CEOAS	Professor Ocean Ecology and Biogeochemistry	\$108,720	\$54,360	\$163,080	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	HMP t/ttFaculty position (left open since 2016)	\$90,594	\$46,203	\$136,797	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	Biostatistic t/tt (left open since 2017)	\$91,152	\$33,726	\$124,878	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	EPI t/tt (left open since 2018)	\$94,573	\$36,883	\$131,456	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	Director of Strategic Initiatives (left open since 2018)	\$129,864	\$49,348	\$179,212	Long-Term Vacancy	1.00	Unclassified	Academic Support
OSU	CHPPS	Post-award support reduced FTE by .50	\$34,500	\$20,346	\$54,846	Long-Term Vacancy	0.50	Unclassified	Academic Support
OSU	CHPPS	Office of Student Success admin assist reduced FTE by .50	\$21,162	\$10,369	\$31,531	Long-Term Vacancy	0.50	Classified	Academic Support
OSU	CLA	Speech Comm T/TT C27190	\$82,374	\$47,358	\$129,732	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	COB	Director of Teaching and Learning, eliminated	\$110,160	\$71,510	\$181,670	Elimination	1.00	Unclassified	Academic Support
OSU	COB	Senior Instructor Commercialization, eliminated	\$65,034	\$37,241	\$102,275	Elimination	1.00	Unclassified	Instruction
OSU	COB	OS2 eliminated	\$42,336	\$29,978	\$72,314	Elimination	1.00	Classified	Academic Support
OSU	COB	OS2 eliminated	\$42,336	\$29,555	\$71,891	Elimination	1.00	Classified	Academic Support
OSU	CoF	Assistant Professor of Wood Preservation	\$106,668	\$50,134	\$156,802	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoF	Assistant Professor of Forest Management Policies	\$86,004	\$43,002	\$129,006	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoF	Assistant Professor of Advanced Manufacturing, vacant	\$86,004	\$43,002	\$129,006	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoF	Associate Professor of Statistics	\$70,084	\$25,660	\$95,744	Elimination	1.00	Faculty	Instruction
OSU	CoF	Professor of Eco-physiology	\$122,136	\$56,182	\$178,318	Elimination	1.00	Faculty	Instruction
OSU	CoF	Professor of Ecology	\$157,608	\$66,984	\$224,592	Elimination	1.00	Faculty	Instruction
OSU	CoF	Executive Associate Dean, Vacant	\$205,718	\$54,268	\$259,986	Long-Term Vacancy	1.00	Unclassified	Academic Support

## Vacant and Eliminated Positions [FY19]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
OSU	CoF	Department head of Forest Engineering, Resources and Management, Vacant	\$163,092	\$69,014	\$232,106	Long-Term Vacancy	1.00	Faculty	Academic Support
OSU	CoF	Trade Maintenance Worker 2	\$32,530	\$26,410	\$58,940	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	Controller	1 Business Center Manager position was eliminated	\$144,000	\$64,020	\$208,020	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OSU	CoP	Faculty in the Department of Pharmacy Practice (due to resignation), 12 months	\$104,268	\$37,548	\$141,816	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoP	Faculty in the Department of Pharmacy Practice (due to retirement), 12 months	\$177,480	\$70,992	\$248,472	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoP	Faculty in the Department of Pharmaceutical Sciences (due to retirement), 12 months	\$116,670	\$24,936	\$141,606	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	EH&S	EH&S Professional I	\$33,900	\$24,101	\$58,001	Long-Term Vacancy	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	EH&S	Environ Resource Safety Officer	\$65,982	\$31,204	\$97,186	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OSU	EH&S	Occupational Safety Officer	\$63,444	\$30,642	\$94,086	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OSU	UFIO	General maintenance mechanic	\$39,653	\$27,295	\$66,948	Long-Term Vacancy	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	UFIO	Plumber	\$63,352	\$34,382	\$97,734	Long-Term Vacancy	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	Cascades	Hospitality Management Instructor	\$24,502	\$6,799	\$31,301	Elimination	0.49	Faculty	Instruction
OSU	Cascades	Business Instructor	\$95,766	\$28,922	\$124,688	Elimination	1.00	Faculty	Instruction

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
PSU	not eliminated - left vacant for extended period	Assistant Controller	\$104,970	\$54,328	\$159,298	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	eliminated (replaced with a new position - amount listed is the delta)	Chief of Staff and VP for Public Affairs	\$87,000	\$32,000	\$119,000	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	not eliminated - left vacant for extended period; filled in FY20	Associate General Counsel	\$34,500	\$15,800	\$50,300	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	not eliminated - left vacant for extended period; to be filled in FY20	Director of Financial Aid	\$82,500	\$40,521	\$123,021	Long-Term Vacancy	1.00	Unclassified	Student Services
PSU	not eliminated - left vacant for extended period; to be filled in FY20	Executive Assistant to VPEM	\$19,333	\$12,137	\$31,470	Long-Term Vacancy	1.00	Unclassified	Student Services
PSU	Eliminated	AVP Strategic Partnerships	\$188,289	\$72,220	\$260,509	Elimination	1.00	Unclassified	Research
PSU	Eliminated	Fiscal Coordinator	\$30,622	\$20,205	\$50,827	Elimination	0.50	Unclassified	Research
PSU	not eliminated - left vacant for extended period	Department Research Administrator	\$58,095	\$35,156	\$93,251	Long-Term Vacancy	1.00	Unclassified	Research
PSU	not eliminated - left vacant for extended period	Department Research Administrator	\$61,049	\$35,444	\$96,493	Long-Term Vacancy	1.00	Unclassified	Research
PSU	not eliminated - left vacant for extended period	Department Research Administrator	\$54,895	\$33,487	\$88,382	Long-Term Vacancy	1.00	Unclassified	Research
PSU	not eliminated - left vacant for extended period	Department Research Administrator	\$54,356	\$27,347	\$81,703	Long-Term Vacancy	1.00	Unclassified	Research
PSU	not eliminated - left vacant for extended period	Department Research Administrator	\$55,300	\$27,544	\$82,844	Long-Term Vacancy	1.00	Unclassified	Research
PSU	Eliminated	Director of Instructional Technologies	\$85,318	\$48,883	\$134,201	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	Eliminated	Analyst Programmer 3	\$104,277	\$49,200	\$153,477	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
PSU	Eliminated	Assoc Director of Enterprise Applications	\$96,158	\$59,033	\$155,191	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	not eliminated - left vacant for extended period	VP for Academic Innovation & Student Success	\$230,184	\$88,715	\$318,899	Long-Term Vacancy	1.00	Unclassified	Student Services
PSU	not eliminated - left vacant for extended period; filled at a lower rate in FY20	VP for Academic & Fiscal Planning	\$37,895	\$12,433	\$50,328	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	not eliminated - left vacant for extended period	Director of the Learning Center	\$80,000	\$43,864	\$123,864	Long-Term Vacancy	1.00	Unclassified	Academic Support
PSU	not eliminated - left vacant for extended period	Director of Diversity Education	\$40,000	\$16,500	\$56,500	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	not eliminated - left vacant for extended period	VP Global Diversity & Inclusion	\$120,000	\$59,600	\$179,600	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	not eliminated - left vacant for extended period	Librarian	\$227,000	\$68,203	\$295,203	Long-Term Vacancy	3.00	Unclassified	Academic Support
PSU	not eliminated - left vacant for extended period	Tenure Track Professors	\$1,000,000	\$480,000	\$1,480,000	Long-Term Vacancy	10.00	Faculty	Instruction
PSU	not eliminated - left vacant for extended period	Non-Tenure Track Professor	\$65,000	\$36,260	\$101,260	Long-Term Vacancy	1.00	Faculty	Instruction
PSU	not eliminated - left vacant for extended period	Staff Director	\$50,000	\$31,760	\$81,760	Long-Term Vacancy	1.00	Unclassified	Academic Support
PSU		Graduate Assistants	\$252,031	\$5,241	\$257,272	Lay-Off		Graduate	Instruction
PSU		Temporary Employees	\$93,101	\$8,230	\$101,331	Lay-Off		Classified	Institutional Support, Operational, and Maintenance of Plant
PSU		Academic Year Adjuncts (Part-time Faculty)	\$303,996	\$52,318	\$356,314	Lay-Off		Faculty	Instruction

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTTFaculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS T/TT	\$58,218	\$34,993	\$93,211		1.00	Faculty	Instruction
WOU	Eliminated	LAS T/TT	\$58,218	\$34,993	\$93,211		1.00	Faculty	Instruction
WOU	Eliminated	Director of Academic Innovations	\$73,550	\$39,584	\$113,134		1.00	Unclassified	Academic Support
WOU	Eliminated	TRI Director	\$85,980	\$43,400	\$129,380		1.00	Unclassified	Research
WOU	Eliminated	TRI Support Staff	\$65,736	\$37,185	\$102,921		1.00	Unclassified	Research
UO	Associate Director, Business Development (Adv)		\$51,794	\$42,776	\$94,570	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Program Technician 1 (Adv)		\$32,614	\$25,742	\$58,356	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Communications Director (Comm)		\$88,296	\$53,198	\$141,494	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Associate Editorial Director (Comm)		\$70,083	\$42,225	\$112,308	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Public Info Rep 2 (Comm)		\$67,884	\$45,253	\$113,137	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Recruiter and Student Services Manager (DSGN)		\$50,750	\$30,577	\$81,327	Lay-Off	1.00	Unclassified	Student Services
UO	Budget Analyst (BRP)		\$32,623	\$19,655	\$52,278	Elimination	0.50	Unclassified	Institutional Support, Operational, and Maintenance of Plant

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
UO	Fiscal Coordinator (BAO)		\$35,401	\$25,263	\$60,664	Lay-Off	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Revenue Agent (BAO)		\$48,650	\$32,432	\$81,082	Lay-Off	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Office Specialist 2 (BAO)		\$42,336	\$33,416	\$75,752	Lay-Off	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Zero Waste Program Manager (CPFM)		\$76,307	\$45,974	\$122,282	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Associate Director, Work Management (CPFM)		\$98,980	\$59,635	\$158,615	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Custodians (two; CPFM)		\$70,802	\$67,296	\$138,098	Elimination	2.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Grounds Supervisor (CPFM)		\$46,464	\$44,163	\$90,627	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Emergency management and continuity position (SRS)		\$55,301	\$33,319	\$88,620	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Office Manager (SRS)		\$56,757	\$34,196	\$90,953	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Fire Marshal (SRS)		\$42,685	\$13,702	\$56,388	Lay-Off	0.48	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Purchasing and contracting position (FASS)		\$53,520	\$35,678	\$89,198	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Associate Director, International Student Services (DGE)		\$66,554	\$40,098	\$106,652	Elimination	1.00	Unclassified	Student Services
UO	International Student Advisor (DGE)		\$51,238	\$30,871	\$82,108	Elimination	1.00	Unclassified	Student Services

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
UO	Faculty Support Manager (Law)		\$66,618	\$40,137	\$106,755	Elimination	1.00	Unclassified	Academic Support
UO	Information Technology Consultant 2 (LCB)		\$59,004	\$39,334	\$98,338	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Instructor/TEP Faculty/Adviser (LCB)		\$14,688	\$4,327	\$19,015	Elimination	0.25	Faculty	Instruction
UO	Instructor, Ops & Business Analytics (LCB)		\$95,713	\$47,583	\$143,296	Elimination	1.00	Faculty	Instruction
UO	Instructor, Accounting (LCB)		\$11,958	\$3,565	\$15,523	Elimination	0.20	Faculty	Instruction
UO	Instructor, Marketing (LCB)		\$50,859	\$25,284	\$76,143	Elimination	0.70	Faculty	Instruction
UO	Information Technology Consultant 2 (Lib)		\$62,761	\$54,476	\$117,237	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Office Specialist 2 (VPRI)		\$40,393	\$31,883	\$72,275	Lay-Off	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Education Program Assistant (SOJC)		\$36,919	\$24,612	\$61,531	Lay-Off	1.00	Classified	Student Services
UO	Scholastic Journalism Outreach Coordinator (SOJC)		\$75,636	\$45,570	\$121,206	Lay-Off	1.00	Unclassified	Student Services
UO	Executive Director, Oregon Bach Festival		\$176,722	\$67,384	\$244,106	Lay-Off	1.00	Unclassified	Public Service
UO	Associate Development Director, Oregon Bach Festival		\$59,885	\$36,080	\$95,965	Lay-Off	1.00	Unclassified	Public Service
UO	Learning Specialist (UESS)		\$49,307	\$29,707	\$79,014	Lay-Off	1.00	Unclassified	Academic Support
UO	Senior Affirmative Action Specialist (HR)		\$19,653	\$11,840	\$31,493	Elimination	0.25	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Director, Business Applications (IS)		\$109,220	\$41,645	\$150,865	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
UO	Director, Information Technology (Law)		\$51,908	\$19,792	\$71,700	Elimination	0.50	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Library Technician 3		\$42,869	\$44,198	\$87,067	Lay-Off	1.00	Classified	Academic Support
UO	Office Specialist 1 (Lib)		\$23,913	\$24,655	\$48,568	Lay-Off	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Assistant Librarian		\$48,828	\$39,258	\$88,086	Elimination	1.00	Faculty	Academic Support
UO	Library Tech 2		\$39,074	\$40,285	\$79,359	Elimination	1.00	Classified	Academic Support
UO	Senior Librarian		\$67,234	\$54,056	\$121,290	Elimination	1.00		Academic Support
UO	Director, Information Technology (Adv)		\$109,333	\$65,872	\$175,205	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Sr. Assistant Director for International Recruitment (SSEM)		\$69,475	\$41,858	\$111,333	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	New Student Orientation Event Coordinator (SSEM)		\$21,950	\$13,225	\$35,175	Lay-Off	0.25	Unclassified	Student Services
UO	Instructor (SOJC)		\$17,869	\$10,766	\$28,635	Lay-Off	0.38	Faculty	Instruction
UO	Instructor (SOJC)		\$11,666	\$7,029	\$18,695	Lay-Off	0.19	Faculty	Instruction
UO	Instructor (SOJC)		\$17,577	\$10,590	\$28,167	Lay-Off	0.38	Faculty	Instruction
UO	Instructor (SOJC)		\$13,188	\$7,946	\$21,134	Lay-Off	0.19	Faculty	Instruction
UO	Assistant Dean, Student Operations (SOJC)		\$62,297	\$37,534	\$99,831	Elimination	0.73	Unclassified	Student Services
UO	Executive Support Specialist 1 (OBF/SOMD)		\$36,921	\$29,142	\$66,064	Lay-Off	0.77	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Executive Support Specialist 1 (DEI)		\$8,476	\$6,690	\$15,166	Lay-Off	0.25	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Office Specialist 2 (DEI)		\$9,230	\$7,286	\$16,516	Lay-Off	0.25	Classified	Institutional Support, Operational, and Maintenance of Plant

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
SOU	Eliminated & no longer budgeted	Government Meeting Operator	\$1,280	\$704	\$1,984	Elimination	0.10	Classified	Public Service
SOU	Eliminated & no longer budgeted	Interim Coach/Inst Men Soccer	\$46,051	\$25,328	\$71,379	Elimination	1.00	Unclassified	Student Services
SOU	Eliminated & no longer budgeted	Intern Sports Information	\$6,000	\$3,300	\$9,300	Elimination	0.25	Graduate	Institutional Support, Operational, and Maintenance of Plant
SOU	Eliminated & no longer budgeted	Asst Athletic Game & Equipment	\$4,000	\$2,200	\$6,200	Elimination	0.25	Unclassified	Student Services
SOU	Eliminated & no longer budgeted	Radio Producer/JPR	\$39,636	\$21,800	\$61,436	Elimination	1.00	Unclassified	Public Service
SOU	Eliminated & no longer budgeted	Fitness Center Coordinator	\$9,000	\$4,950	\$13,950	Elimination	0.25	Unclassified	Student Services
SOU	Eliminated & no longer budgeted	Coord of New Student Orientation	\$23,175	\$12,746	\$35,921	Elimination	1.00	Classified	Student Services
SOU	Eliminated & no longer budgeted	Coord of New Student Orientation	\$23,175	\$12,746	\$35,921	Elimination	1.00	Classified	Student Services
SOU	Eliminated & no longer budgeted	Class/Comp Employee Labor	\$60,000	\$33,000	\$93,000	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
SOU	Eliminated & no longer budgeted	Minority Outreach Programs	\$22,118	\$12,165	\$34,282	Elimination	1.00	Unclassified	Public Service
SOU	Eliminated & no longer budgeted	Program Representative 1	\$55,524	\$30,538	\$86,062	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
SOU	Eliminated & no longer budgeted	Associate Registrar	\$54,063	\$29,735	\$83,798	Elimination	11.00	Unclassified	Student Services
SOU	Eliminated & no longer budgeted	Office Specialist 2	\$20,958	\$11,527	\$32,485	Elimination	1.00	Classified	Academic Support
SOU	Eliminated & no longer budgeted	Office Specialist 2	\$30,972	\$17,035	\$48,007	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
SOU	Intentionally left vacant for FY20 (Pending BOT Adoption)	Assoc VP of Budget & Planning	\$117,601	\$64,681	\$182,282	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
SOU	Intentionally left vacant for FY20 (Pending BOT Adoption)	Trade/Maint Wkr 2	\$31,284	\$17,206	\$48,490	Long-Term Vacancy	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
SOU	Intentionally left vacant for FY20 (Pending BOT Adoption)	Trades/Maint Wkr 2	\$46,008	\$25,304	\$71,312	Long-Term Vacancy	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
SOU	Intentionally left vacant for FY20 (Pending BOT Adoption)	Carpenter	\$31,284	\$17,206	\$48,490	Long-Term Vacancy	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
SOU	Intentionally left vacant for FY20 (Pending BOT Adoption)	Accountant 2	\$48,660	\$26,763	\$75,423	Long-Term Vacancy	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
SOU	Intentionally left vacant for FY20 (Pending BOT Adoption)	Director of Service Center	\$80,735	\$44,404	\$125,139	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
SOU	Intentionally left vacant for FY20 (Pending BOT Adoption)	Administrative Program Assist	\$46,008	\$25,304	\$71,312	Long-Term Vacancy	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
SOU	Intentionally left vacant for FY20 (Pending BOT Adoption)	Director International Prog	\$91,575	\$50,366	\$141,941	Long-Term Vacancy	1.00	Unclassified	Student Services
SOU	Intentionally left vacant for FY20 (Pending BOT Adoption)	Asst Professor/ Mathematics	\$58,770	\$32,324	\$91,094	Long-Term Vacancy	1.00	Faculty	Instruction
SOU	Intentionally left vacant for FY20 (Pending BOT Adoption)	Athletic Trainer	\$45,641	\$25,103	\$70,744	Long-Term Vacancy	1.00	Classified	Student Services
OIT		Research Assistant	\$60,000	\$40,985	\$100,985		0.49	Classified	Research
OIT		H99553 - Assistant Professor - EERE	\$76,910	\$46,914	\$123,824		1.00	Faculty	Instruction
OIT		H99297 - Assistant Professor - MMET	\$76,910	\$46,914	\$123,824		1.00	Faculty	Instruction
OIT		H99163 - Assistant Professor - MMET	\$68,500	\$43,965	\$112,465		1.00	Faculty	Instruction
OIT		H99392 - Assistant Professor - NSC	\$50,004	\$37,480	\$87,484		1.00	Faculty	Instruction
OIT		H99252 - Assistant Professor - NSC	\$30,092	\$30,499	\$60,591		0.50	Faculty	Instruction
OIT		H99184-Assistant Professor	\$29,169	\$30,176	\$59,345		0.50	Faculty	Instruction

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
OIT		H99375-Assistant Professor	\$50,004	\$37,480	\$87,484		1.00	Faculty	Instruction
OIT		H99239-Instructor	\$51,507	\$38,007	\$89,514		1.00	Faculty	Instruction
OIT		Administrative Program Assistant - Testing	\$17,108	\$5,998	\$23,106		0.47	Classified	Student Services
OIT	Not hiring this year	H99220 - Development Officer	\$78,000	\$47,296	\$125,296		1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OIT	Not hiring until later this year	Director of Labor Relations	\$100,000	\$50,000	\$150,000		1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OIT		H99601 - Custodian	\$30,312	\$30,576	\$60,888		1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OIT		H99921 - Custodian	\$27,144	\$29,466	\$56,610		1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OIT		H99859 - Custodian	\$30,000	\$30,467	\$60,467		1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OIT	Not hiring, possibly repurposing budget	H99103 - Director of Global Engagement	\$88,450	\$50,960	\$139,410		1.00	Unclassified	Academic Support
OIT		Associate Provost for Institutional Effectiveness	\$35,000	\$7,262	\$42,262		1.00	Unclassified	Academic Support
OIT		Special Assistant to Provost for Academic Efficiency	\$65,000	\$42,738	\$107,738		1.00	Unclassified	Academic Support
OIT		H99953-Equipment Operator	\$36,912	\$18,456	\$55,368		1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OIT		H99120 - Communication Specialist	\$45,000	\$35,726	\$80,726		1.00	Unclassified	Student Services
OIT	New and held open	VP Advancement	\$175,000	\$81,304	\$256,304		1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
OSU	CEOAS	Professor Geography, Environmental Sciences, and Marine Resource Management	\$104,697	\$52,349	\$157,046	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CEOAS	Professor Ocean Ecology and Biogeochemistry	\$108,720	\$54,360	\$163,080	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CEOAS	Leave Vacant 2 Faculty Positions (retiring) in Professor Physics of Oceans and Atmospheres, Professor Geology and Geophysics.	\$230,070	\$115,035	\$345,105	Long-Term Vacancy	2.00	Faculty	Instruction
OSU	CEOAS	Student Services Experiential Coordinator or comparable position	\$55,690	\$29,310	\$85,000	Elimination	1.00	Unclassified	Student Services
OSU	CEOAS	Administrative Program Assistant	\$55,690	\$29,310	\$85,000	Elimination	1.00	Classified	Academic Support
OSU	CEOAS	Office Specialist	\$25,402	\$17,716	\$43,118	Lay-Off	0.60	Classified	Student Services
OSU	CEOAS	Administrative Program Assistant	\$52,414	\$27,586	\$80,000	Long-Term Vacancy	1.00	Classified	Academic Support
OSU	CEOAS	CEOAS EXO Officer	\$82,759	\$37,241	\$120,000	Long-Term Vacancy	1.00	Unclassified	Academic Support
OSU	CHPPS	HMP t/ttFaculty position (left open since 2016)	\$90,594	\$46,203	\$136,797	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	Biostatistic t/tt (left open since 2017)	\$91,152	\$33,726	\$124,878	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	EPI t/tt (left open since 2018)	\$94,573	\$36,883	\$131,456	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	Director of Strategic Initiatives (left open since 2018)	\$129,864	\$49,348	\$179,212	Long-Term Vacancy	1.00	Unclassified	Academic Support
OSU	CHPPS	Post-award support reduced FTE by .50	\$34,500	\$20,346	\$54,846	Long-Term Vacancy	0.50	Unclassified	Academic Support
OSU	CHPPS	Office of Student Success admin assist reduced FTE by .50	\$21,162	\$10,369	\$31,531	Long-Term Vacancy	0.50	Classified	Academic Support
OSU	CHPPS	KIN t/tt (left open since 2019)	\$104,679	\$54,433	\$159,112	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	33 fewer GTA positions appointed	\$199,484	\$211,823	\$411,307	Long-Term Vacancy	3.85	Graduate	Instruction

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
OSU	CHPPS	Reduce HDFS instructor FTE by .50	\$28,884	\$17,330	\$46,214	Long-Term Vacancy	0.50	Faculty	Instruction
OSU	CLA	Speech Comm T/TT C27190	\$82,374	\$47,358	\$129,732	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF T/TT 1039 Appt. May extend - Savings estimated	\$46,863	\$24,000	\$70,863	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF T/TT 1039 Appt. May extend - Savings estimated	\$31,624	\$6,276	\$37,900	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF T/TT 1039 Appt. May extend	\$48,335	\$18,254	\$66,589	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF Instructor	\$40,057	\$26,121	\$66,178	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF Instructor -Estimate of targeted savings	\$32,539	\$21,735	\$54,274	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF – 1-office support	\$25,413	\$19,200	\$44,613	Long-Term Vacancy	1.00	Classified	Academic Support
OSU	COB	Director of Teaching and Learning, eliminated	\$110,160	\$71,510	\$181,670	Elimination	1.00	Unclassified	Academic Support
OSU	COB	Senior Instructor Commercialization, eliminated	\$65,034	\$37,241	\$102,275	Elimination	1.00	Unclassified	Instruction
OSU	COB	OS2 eliminated	\$42,336	\$29,978	\$72,314	Elimination	1.00	Classified	Academic Support
OSU	COB	OS2 eliminated	\$42,336	\$29,555	\$71,891	Elimination	1.00	Classified	Academic Support
OSU	COB	Dean, College of Business, vacant	\$373,884	\$76,252	\$450,136	Long-Term Vacancy	1.00	Unclassified	Academic Support
OSU	COB	Director of Strategic Partnerships eliminated	\$102,516	\$32,833	\$135,349	Elimination	1.00	Unclassified	Academic Support
OSU	CoF	Assistant Professor of Forest Management Policies	\$43,002	\$21,501	\$64,503	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoF	Assistant Professor of Advanced Manufacturing, vacant	\$86,004	\$43,002	\$129,006	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoF	Associate Professor of Statistics	\$120,144	\$61,584	\$181,728	Elimination	1.00	Faculty	Instruction
OSU	CoF	Professor of Eco-physiology	\$122,136	\$56,182	\$178,318	Elimination	1.00	Faculty	Instruction
OSU	CoF	Professor of Ecology	\$157,608	\$66,984	\$224,592	Elimination	1.00	Faculty	Instruction
OSU	CoF	Diversity & Equity Coordinator	\$23,542	\$17,960	\$41,502	Elimination	0.50	Unclassified	Institutional Support, Operational, and Maintenance of Plant

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
OSU	CoF	Administrative Program Assistant	\$38,720	\$29,870	\$68,590	Elimination	1.00	Classified	Academic Support
OSU	CoF	Executive Associate Dean, Vacant	\$205,718	\$54,268	\$259,986	Long-Term Vacancy	1.00	Unclassified	Academic Support
OSU	CoF	Department head of Forest Engineering, Resources and Management, Vacant	\$163,092	\$69,014	\$232,106	Long-Term Vacancy	1.00	Faculty	Academic Support
OSU	CoF	Trade Maintenance Worker 2	\$32,530	\$26,410	\$58,940	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	CoF	Manager Projects & Maintenance	\$51,937	\$32,099	\$84,036	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	CoF	Buyer 2	\$22,300	\$17,855	\$40,155	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	Controller	1 Business Center Manager position was eliminated	\$144,000	\$64,020	\$208,020	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OSU	Controller	A second Business Center Manager position was eliminated	\$144,000	\$64,020	\$208,020	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OSU	CoP	Faculty in the Department of Pharmacy Practice (due to resignation), 12 months	\$104,268	\$37,548	\$141,816	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoP	Faculty in the Department of Pharmacy Practice (due to retirement), 12 months	\$177,480	\$70,992	\$248,472	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoP	Faculty in the Department of Pharmaceutical Sciences (due to retirement), 12 months	\$233,340	\$49,872	\$283,212	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoP	Faculty in the Department of Pharmaceutical Sciences (due to retirement), 7.5 months	\$104,033	\$51,270	\$155,303	Long-Term Vacancy	1.00	Faculty	Instruction

## Vacant and Eliminated Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
OSU	CoS	Will not refill one Associate Dean position	\$213,720	\$57,871	\$271,591	Elimination	1.00	Unclassified	Academic Support
OSU	EH&S	EH&S Professional I	\$35,760	\$24,723	\$60,483	Long-Term Vacancy	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	EH&S	Occupational Safety Officer	\$65,347	\$32,120	\$97,467	Long-Term Vacancy	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OSU	UFIO	Plumber	\$64,970	\$36,755	\$101,725	Long-Term Vacancy	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	Vet Med	Large Animal Medical Aide Supervisor	\$42,914	\$29,898	\$72,812	Elimination	1.00	Unclassified	Public Service
OSU	Cascades	Hospitality Management Instructor	\$25,237	\$7,003	\$32,240	Elimination	0.49	Faculty	Instruction
OSU	Cascades	Business Instructor	\$98,639	\$29,790	\$128,429	Elimination	1.00	Faculty	Instruction
EOU		Professor, Music	\$53,295	\$36,739	\$90,034	Long-Term Vacancy	1.00	Faculty	Instruction
EOU		Assoc Professor, Business	\$92,255	\$45,759	\$138,014	Elimination	1.00	Faculty	Instruction
EOU		Professor, Education	\$85,741	\$49,742	\$135,483	Elimination	1.00	Faculty	Instruction
EOU		Wellness Coordinator	\$35,375	\$28,126	\$63,501	Elimination	1.00	Unclassified	Student Services
EOU		Instructor, Education	\$45,431	\$31,643	\$77,074	Elimination	1.00	Faculty	Instruction
EOU		Grant Facilitator	\$31,031	\$27,053	\$58,084	Elimination	1.00	Unclassified	Public Service
EOU		Various Adjuncts	\$106,129	\$7,035	\$113,164	Long-Term Vacancy	1.00	Faculty	Instruction

## Vacant and Eliminated Positions [FY21]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
PSU	Eliminated	AVP Strategic Partnerships	\$188,289	\$72,220	\$260,509	Elimination	1.00	Unclassified	Research
PSU	Eliminated	Fiscal Coordinator	\$30,622	\$20,205	\$50,827	Elimination	0.50	Unclassified	Research
PSU	Eliminated	Director of Instructional Technologies	\$85,318	\$48,883	\$134,201	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
PSU	Eliminated	Analyst Programmer 3	\$104,277	\$49,200	\$153,477	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
PSU	Eliminated	Assoc Director of Enterprise Applications	\$96,158	\$59,033	\$155,191	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS NTT faculty	\$45,000	\$13,545	\$58,545		1.00	Faculty	Instruction
WOU	Eliminated	LAS T/TT	\$58,218	\$34,993	\$93,211		1.00	Faculty	Instruction
WOU	Eliminated	LAS T/TT	\$58,218	\$34,993	\$93,211		1.00	Faculty	Instruction
WOU	Eliminated	Director of Academic Innovations	\$73,550	\$39,584	\$113,134		1.00	Unclassified	Academic Support
WOU	Eliminated	TRI Director	\$85,980	\$43,400	\$129,380		1.00	Unclassified	Research
WOU	Eliminated	TRI Support Staff	\$65,736	\$37,185	\$102,921		1.00	Unclassified	Research
UO	Associate Director, Business Development (Adv)		\$52,895	\$43,685	\$96,580	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Program Technician 1 (Adv)		\$33,307	\$26,289	\$59,596	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Communications Director (Comm)		\$90,172	\$54,328	\$144,500	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant

## Vacant and Eliminated Positions [FY21]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
UO	Associate Editorial Director (Comm)		\$71,572	\$43,122	\$114,694	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Public Info Rep 2 (Comm)		\$69,327	\$46,215	\$115,542	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Recruiter and Student Services Manager (DSGN)		\$51,828	\$31,226	\$83,055	Lay-Off	1.00	Unclassified	Student Services
UO	Budget Analyst (BRP)		\$33,316	\$20,073	\$53,389	Elimination	0.50	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Fiscal Coordinator (BAO)		\$36,153	\$25,800	\$61,953	Lay-Off	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Revenue Agent (BAO)		\$49,684	\$33,121	\$82,805	Lay-Off	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Office Specialist 2 (BAO)		\$43,236	\$34,126	\$77,362	Lay-Off	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Zero Waste Program Manager (CPFM)		\$77,929	\$46,951	\$124,880	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Associate Director, Work Management (CPFM)		\$101,083	\$60,902	\$161,985	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Custodians (two; CPFM)		\$72,306	\$68,726	\$141,033	Elimination	2.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Grounds Supervisor (CPFM)		\$47,451	\$45,102	\$92,553	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Emergency management and continuity position (SRS)		\$56,476	\$34,027	\$90,503	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Office Manager (SRS)		\$57,963	\$34,922	\$92,885	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant

## Vacant and Eliminated Positions [FY21]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
UO	Fire Marshal (SRS)		\$43,593	\$13,994	\$57,586	Lay-Off	0.48	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Purchasing and contracting position (FASS)		\$54,657	\$36,436	\$91,093	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Associate Director, International Student Services (DGE)		\$67,968	\$40,950	\$108,919	Elimination	1.00	Unclassified	Student Services
UO	International Student Advisor (DGE)		\$52,327	\$31,527	\$83,853	Elimination	1.00	Unclassified	Student Services
UO	Faculty Support Manager (Law)		\$68,034	\$40,990	\$109,023	Elimination	1.00	Unclassified	Academic Support
UO	Information Technology Consultant 2 (LCB)		\$60,258	\$40,170	\$100,427	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Instructor/TEP Faculty/Adviser (LCB)		\$15,000	\$4,419	\$19,419	Elimination	0.25	Faculty	Instruction
UO	Instructor, Ops & Business Analytics (LCB)		\$97,747	\$48,594	\$146,341	Elimination	1.00	Faculty	Instruction
UO	Instructor, Accounting (LCB)		\$12,212	\$3,641	\$15,853	Elimination	0.20	Faculty	Instruction
UO	Instructor, Marketing (LCB)		\$51,940	\$25,822	\$77,761	Elimination	0.70	Faculty	Instruction
UO	Information Technology Consultant 2 (Lib)		\$64,095	\$55,634	\$119,728	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Office Specialist 2 (VPRI)		\$41,251	\$32,560	\$73,811	Lay-Off	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Education Program Assistant (SOJC)		\$37,704	\$25,135	\$62,838	Lay-Off	1.00	Classified	Student Services
UO	Scholastic Journalism Outreach Coordinator (SOJC)		\$77,243	\$46,539	\$123,782	Lay-Off	1.00	Unclassified	Student Services

## Vacant and Eliminated Positions [FY21]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
UO	Executive Director, Oregon Bach Festival		\$180,477	\$68,816	\$249,293	Lay-Off	1.00	Unclassified	Public Service
UO	Associate Development Director, Oregon Bach Festival		\$61,158	\$36,847	\$98,005	Lay-Off	1.00	Unclassified	Public Service
UO	Learning Specialist (UESS)		\$50,355	\$30,338	\$80,693	Lay-Off	1.00	Unclassified	Academic Support
UO	Senior Affirmative Action Specialist (HR)		\$20,070	\$12,092	\$32,162	Elimination	0.25	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Director, Business Applications (IS)		\$111,541	\$42,530	\$154,071	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Director, Information Technology (Law)		\$53,011	\$20,213	\$73,224	Elimination	0.50	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Library Technician 3		\$43,780	\$45,137	\$88,917	Lay-Off	1.00	Classified	Academic Support
UO	Office Specialist 1 (Lib)		\$24,421	\$25,179	\$49,600	Lay-Off	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Assistant Librarian		\$49,866	\$40,092	\$89,958	Elimination	1.00	Faculty	Academic Support
UO	Library Tech 2		\$39,904	\$41,141	\$81,045	Elimination	1.00	Classified	Academic Support
UO	Senior Librarian		\$68,663	\$55,205	\$123,867	Elimination	1.00		Academic Support
UO	Director, Information Technology (Adv)		\$111,656	\$67,272	\$178,928	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	Sr. Assistant Director for International Recruitment (SSEM)		\$70,951	\$42,748	\$113,699	Lay-Off	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
UO	New Student Orientation Event Coordinator (SSEM)		\$22,416	\$13,506	\$35,922	Lay-Off	0.25	Unclassified	Student Services
UO	Instructor (SOJC)		\$18,249	\$10,995	\$29,244	Lay-Off	0.38	Faculty	Instruction
UO	Instructor (SOJC)		\$11,914	\$7,178	\$19,092	Lay-Off	0.19	Faculty	Instruction

## Vacant and Eliminated Positions [FY21]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
UO	Instructor (SOJC)		\$17,951	\$10,815	\$28,766	Lay-Off	0.38	Faculty	Instruction
UO	Instructor (SOJC)		\$13,468	\$8,115	\$21,583	Lay-Off	0.19	Faculty	Instruction
UO	Assistant Dean, Student Operations (SOJC)		\$63,621	\$38,331	\$101,953	Elimination	0.73	Unclassified	Student Services
UO	Executive Support Specialist 1 (OBF/SOMD)		\$37,706	\$29,762	\$67,468	Lay-Off	0.77	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	New Tenure Track Faculty Hires (10 positions)		\$1,000,000	\$500,000	\$1,500,000	Elimination	10.00		Institutional Support, Operational, and Maintenance of Plant
UO	New Graduate Employee Hires (30 positions)		\$666,000	\$333,000	\$999,000	Elimination	30.00		Institutional Support, Operational, and Maintenance of Plant
UO	Executive Support Specialist 1 (DEI)		\$8,656	\$6,832	\$15,488	Lay-Off	0.25	Classified	Institutional Support, Operational, and Maintenance of Plant
UO	Office Specialist 2 (DEI)		\$9,426	\$7,440	\$16,867	Lay-Off	0.25	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	CEOAS	Professor Geography, Environmental Sciences, and Marine Resource Management	\$104,697	\$52,349	\$157,046	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CEOAS	Professor Ocean Ecology and Biogeochemistry	\$108,720	\$54,360	\$163,080	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CEOAS	Leave Vacant 2 Faculty Positions (retiring) in Professor Physics of Oceans and Atmospheres, Professor Geology and Geophysics	\$230,070	\$115,035	\$345,105	Long-Term Vacancy	2.00	Faculty	Instruction
OSU	CEOAS	Student Services Experiential Coordinator or comparable position	\$55,690	\$29,310	\$85,000	Elimination	1.00	Unclassified	Student Services
OSU	CEOAS	Administrative Program Assistant	\$55,690	\$29,310	\$85,000	Elimination	1.00	Classified	Academic Support
OSU	CEOAS	Office Specialist	\$25,402	\$17,716	\$43,118	Lay-Off	0.60	Classified	Student Services

## Vacant and Eliminated Positions [FY21]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
OSU	CEOAS	Administrative Program Assistant	\$52,414	\$27,586	\$80,000	Long-Term Vacancy	1.00	Classified	Academic Support
OSU	CEOAS	CEOAS EXO Officer	\$82,759	\$37,241	\$120,000	Long-Term Vacancy	1.00	Unclassified	Academic Support
OSU	CHPPS	HMP t/tt faculty position (left open since 2016)	\$90,594	\$46,203	\$136,797	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	Biostatistic t/tt (left open since 2017)	\$91,152	\$33,726	\$124,878	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	EPI t/tt (left open since 2018)	\$94,573	\$36,883	\$131,456	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	Director of Strategic Initiatives (left open since 2018)	\$129,864	\$49,348	\$179,212	Long-Term Vacancy	1.00	Unclassified	Academic Support
OSU	CHPPS	Post-award support reduced FTE by .50	\$34,500	\$20,346	\$54,846	Long-Term Vacancy	0.50	Unclassified	Academic Support
OSU	CHPPS	Office of Student Success admin assist reduced FTE by .50	\$21,162	\$10,369	\$31,531	Long-Term Vacancy	0.50	Classified	Academic Support
OSU	CHPPS	KIN t/tt (left open since 2019)	\$104,679	\$54,433	\$159,112	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CHPPS	33 fewer GTA positions appointed	\$199,484	\$211,823	\$411,307	Long-Term Vacancy	3.85	Graduate	Instruction
OSU	CHPPS	Reduce HDFS instructor FTE by .50	\$28,884	\$17,330	\$46,214	Long-Term Vacancy	0.50	Faculty	Instruction
OSU	CLA	Speech Comm T/TT C27190	\$82,374	\$47,358	\$129,732	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF T/TT 1039 Appt. May extend - Savings estimated	\$93,726	\$51,849	\$145,575	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF T/TT 1039 Appt. May extend - Savings estimated	\$63,248	\$26,245	\$89,493	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF T/TT 1039 Appt. May extend	\$96,670	\$52,966	\$149,636	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF Instructor	\$40,057	\$26,121	\$66,178	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF Instructor -Estimate of targeted savings	\$32,539	\$21,735	\$54,274	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CLA	SWLF – 1-office support	\$25,413	\$19,200	\$44,613	Long-Term Vacancy	1.00	Classified	Academic Support
OSU	COB	Director of Teaching and Learning, eliminated	\$110,160	\$71,510	\$181,670	Elimination	1.00	Unclassified	Academic Support
OSU	COB	Senior Instructor Commercialization, eliminated	\$65,034	\$37,241	\$102,275	Elimination	1.00	Unclassified	Instruction

## Vacant and Eliminated Positions [FY21]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	Elimination, Vacancy, or Lay-Off	FTE	Position Type	Primary Functional Area
OSU	COB	OS2 eliminated	\$42,336	\$29,978	\$72,314	Elimination	1.00	Classified	Academic Support
OSU	COB	OS2 eliminated	\$42,336	\$29,555	\$71,891	Elimination	1.00	Classified	Academic Support
OSU	COB	Director of Strategic Partnerships eliminated	\$102,516	\$32,833	\$135,349	Elimination	1.00	Unclassified	Academic Support
OSU	CoF	Diversity & Equity Coordinator	\$28,250	\$21,552	\$49,802	Elimination	0.50	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OSU	CoF	Administrative Program Assistant	\$46,464	\$35,844	\$82,308	Elimination	1.00	Classified	Academic Support
OSU	CoF	Manager Projects & Maintenance	\$65,604	\$40,546	\$106,150	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	CoF	Buyer 2	\$53,520	\$42,852	\$96,372	Elimination	1.00	Classified	Institutional Support, Operational, and Maintenance of Plant
OSU	Controller	1 Business Center Manager position was eliminated	\$144,000	\$64,020	\$208,020	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OSU	Controller	A second Business Center Manager position was eliminated	\$144,000	\$64,020	\$208,020	Elimination	1.00	Unclassified	Institutional Support, Operational, and Maintenance of Plant
OSU	CoP	Faculty in the Department of Pharmacy Practice (due to resignation), 12 months	\$104,268	\$37,548	\$141,816	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoP	Faculty in the Department of Pharmacy Practice (due to retirement), 12 months	\$177,480	\$70,992	\$248,472	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoP	Faculty in the Department of Pharmaceutical Sciences (due to retirement), 12 months	\$233,340	\$49,872	\$283,212	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoP	Faculty in the Department of Pharmaceutical Sciences (due to retirement), 7.5 months	\$104,033	\$51,270	\$155,303	Long-Term Vacancy	1.00	Faculty	Instruction
OSU	CoS	Will not refill one Associate Dean position	\$213,720	\$57,871	\$271,591	Elimination	1.00	Unclassified	Academic Support

## New Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	FTE	Position Type	Primary Functional Area
PSU	Recruiting	Financial Aid Counselor	\$45,854	\$32,295	\$78,149	1.00	Unclassified	Student Services
PSU	Hired	Mgr Fin Aid Stud Svcs	\$50,000	\$27,180	\$77,180	1.00	Unclassified	Student Services
PSU	Recruiting	Financial Aid Counselor	\$45,854	\$32,295	\$78,149	1.00	Unclassified	Student Services
PSU	Hired	Info Tech Consultant 2	\$92,610	\$50,869	\$143,479	1.00	Classified	Institutional Support
PSU	Hired	Analyst Programmer 3	\$85,000	\$47,182	\$132,182	1.00	Classified	Institutional Support
SOU		Minority Pipeline Coordinator	\$40,000	\$22,000	\$62,000	1.00	Unclassified	Academic Support
SOU		Asso Dir/Business Services	\$87,290	\$48,010	\$135,300	1.00	Unclassified	Institutional Support
SOU		Payroll Technician	\$36,962	\$20,329	\$57,291	1.00	Classified	Institutional Support
WOU		Financial Aid Counselor	\$38,304	\$28,840	\$67,144	1.00	Unclassified	Student Services
WOU		Financial Aid OS2	\$31,284	\$26,671	\$57,955	1.00	Classified	Student Services
WOU		COE T/TT line	\$58,218	\$34,993	\$93,211	1.00	Faculty	Instruction
WOU		COE T/TT line	\$58,218	\$34,993	\$93,211	1.00	Faculty	Instruction
WOU		Paralegal/Exec Asst	\$54,000	\$33,690	\$87,690	1.00	Unclassified	Institutional Support
WOU		Violence Prevention Coordinator	\$40,000	\$29,364	\$69,364	1.00	Unclassified	Student Services
WOU		IR Analyst	\$63,000	\$36,471	\$99,471	1.00	Unclassified	Institutional Support
WOU		Pre-Award Grant Administrator	\$68,000	\$38,016	\$106,016	1.00	Unclassified	Research
WOU		Post-Award Grant Administrator	\$70,000	\$38,634	\$108,634	1.00	Unclassified	Research
OIT	AA/Provost	Academic Program Specialist	\$33,900	\$31,834	\$65,734	1.00	Classified	Academic Support
OIT	Advancement	Prospect Research	\$25,000	\$28,714	\$53,714	0.49	Classified	Institutional Support
OIT	HAS	Associate Dean - HAS	\$86,250	\$50,188	\$136,438	0.75	Unclassified	Academic Support
OIT	Strategic Investment	Assistant Professor - CSET	\$52,525	\$38,364	\$90,889	1.00	Faculty	Instruction
OIT	Portland - Metro	Instrument Technologist	\$33,900	\$31,834	\$65,734	1.00	Classified	Academic Support
OIT	HAS	Behavioral Analyst	\$75,000	\$46,244	\$121,244	1.00	Unclassified	Instruction
OIT	Advancement	VP Advancement	\$175,000	\$81,304	\$256,304	1.00	Unclassified	Institutional Support
OIT	Strategic Investment	Director of Multicultural Affairs	\$75,000	\$46,244	\$121,244	1.00	Unclassified	Student Services
OIT	HAS	Clinic Manager	\$36,912	\$32,890	\$69,802	1.00	Classified	Academic Support
EOU	E&G	Dean Business	\$131,500	\$46,086	\$177,586	1.00	Unclassified	Academic Support
EOU	E&G	SR Instructor II, Computer Science	\$38,780	\$31,594	\$70,374	1.00	Faculty	Instruction
UO		Accessible Education Center Advisor	\$50,293	\$29,820	\$80,113	1.00	Unclassified	Student Services
UO		Academic Advisors (three positions)	\$160,032	\$94,888	\$254,920	3.00	Unclassified	Student Services
UO		Compensation Analyst	\$85,001	\$50,406	\$135,407	1.00	Unclassified	Institutional Support
UO	Part time faculty	Trainers - Women's Self Defense Class	\$26,453	\$8,571	\$35,024		Faculty	Instruction

## New Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	FTE	Position Type	Primary Functional Area
UO		Business Analysts - Web Accessibility Project (1.5 positions)	\$110,000	\$65,223	\$175,223	1.50	Unclassified	Institutional Support
UO		Career Counselor	\$39,383	\$31,085	\$70,468	1.00	Classified	Student Services
UO		Business Analysts - Cyber Security Project (2.5 positions)	\$218,000	\$129,259	\$347,259	2.50	Unclassified	Institutional Support
UO		Director of Class and Compensation (HR)	\$120,000	\$45,756	\$165,756	1.00	Unclassified	Institutional Support
UO	Replacing higher level position that was cut	Communications Manager	\$60,000	\$30,000	\$90,000	1.00	Unclassified	Institutional Support
UO	New Online Initiative	Instructional Designer - Online Program (5 positions)	\$270,000	\$160,110	\$430,110	5.00	Unclassified	Academic Support
UO	New Online Initiative	Videographer 2 - Online Program	\$51,108	\$40,324	\$91,432	1.00	Classified	Academic Support
UO	New Online Initiative	Exam Manager - Online Program	\$63,758	\$37,808	\$101,566	1.00	Unclassified	Academic Support
UO	New Online Initiative	Exam Proctor - Online Program	\$36,109	\$28,490	\$64,599	1.00	Classified	Academic Support
UO	New Online Initiative	Call Center Coordinator - Online Program	\$36,912	\$21,889	\$58,801	1.00	Unclassified	Academic Support
UO	New Online Initiative	Digital Marketer - Online Program	\$74,607	\$58,865	\$133,472	1.00	Classified	Student Services
UO	New Online Initiative	Recruiter - Online Program	\$71,568	\$42,440	\$114,008	1.00	Unclassified	Student Services
OSU	NEW POSITIONS TO DATE WHERE DETAILS WERE AVAILABLE							
OSU	College of Engineering	Director of Online Programs, Computer Science	\$98,712	49,456	\$148,168	1.00	Unclassified	Academic Support
OSU	College of Engineering	Senior Director of Advancement	\$132,000	60,441	\$192,441	1.00	Unclassified	Institutional Support
OSU	College of Engineering	2 new TT faculty	\$190,000	96,461	\$286,461	2.00	Faculty	Instruction
OSU	College of Engineering	5 new advisors	\$250,000	166,904	\$416,904	5.00	Unclassified	Academic Support
OSU	College of Business	Assistant Professor, Business Analytics	\$150,000	66,381	\$216,381	1.00	Faculty	Instruction
OSU	College of Business	School Head Accounting, Finance and Information Systems	\$130,000	55,561	\$185,561	0.75	Unclassified	Academic Support
OSU	College of Business	School Head Marketing, Analytics and Design	\$106,001	46,290	\$152,291	0.67	Unclassified	Academic Support
OSU	College of Business	School Head Management, Entrepreneurship and Supply Chain	\$129,296	55,328	\$184,625	0.75	Unclassified	Academic Support
OSU	College of Business	Admin Assistant to School Head	\$56,124	35,402	\$91,526	1.00	Unclassified	Academic Support

## New Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	FTE	Position Type	Primary Functional Area
OSU	College of Business	Program Manager, Bend	\$56,004	35,362	\$91,366	1.00	Unclassified	Instruction
OSU	College of Business	Graphic Designer	\$42,336	30,852	\$73,188	1.00	Classified	Institutional Support
OSU	College of Business	Marketing Coordinator	\$55,000	35,031	\$90,031	1.00	Unclassified	Institutional Support
OSU	College of Business	Assistant Director, Marketing and Communications	\$68,000	39,321	\$107,321	1.00	Unclassified	Institutional Support
OSU	College of Business	Associate School Head Accounting, Finance and Information Systems	\$86,004	36,822	\$122,826	0.50	Unclassified	Academic Support
OSU	College of Business	Assistant School Head Marketing, Analytics and Design	\$40,347	21,755	\$62,102	0.50	Unclassified	Academic Support
OSU	College of Business	Assistant School Head Management, Entrepreneurship and Supply Chain	\$52,538	25,778	\$78,315	0.50	Unclassified	Institutional Support
OSU	College of Forestry	Grant and Federal Funds Analyst	\$77,256	43,620	\$120,876	1.00	Unclassified	Institutional Support
OSU	UG Educ	Assistant Vice Provost of Academic Programs and Accreditation	\$58,872	27,868	\$86,740	0.50	Unclassified	Academic Support
OSU	Cascades	Instructor Mathematics	\$59,004	33,258	\$92,262	1.00	Faculty	Instruction
OSU	Cascades	Instructor Mathematics	\$60,003	33,535	\$93,538	1.00	Faculty	Instruction
OSU	Cascades	Instructor Biology	\$57,510	32,843	\$90,353	1.00	Faculty	Instruction
OSU	Cascades	Instructor Engineering	\$65,007	34,923	\$99,930	1.00	Faculty	Instruction
OSU	Cascades	Assistant Professor Computer Science	\$99,000	44,357	\$143,357	1.00	Faculty	Instruction
OSU	Cascades	Academic Advisor	\$45,000	28,971	\$73,971	1.00	Unclassified	Student Services
OSU	Cascades	Information Technology Consultant III	\$39,095	28,210	\$67,305	1.00	Classified	Institutional Support
OSU	Ecampus	Admin Asst to the Executive Director	\$51,000	26,617	\$77,617	1.00	Unclassified	Institutional Support
OSU	Ecampus	Analyst programmer	\$90,000	51,252	\$141,252	1.00	Classified	Academic Support
OSU	Ecampus	Asst Director for Instructional Design	\$80,004	32,856	\$112,860	1.00	Unclassified	Academic Support
OSU	Ecampus	Research Analyst 4	\$71,124	38,263	\$109,387	1.00	Classified	Institutional Support
OSU	Ecampus	Program Representative 1	\$38,592	29,903	\$68,495	1.00	Classified	Student Services
OSU	Ecampus	Student Success Coach	\$50,604	32,367	\$82,971	1.00	Unclassified	Student Services
OSU	Ecampus	Instructional Design Specialist	\$63,000	33,403	\$96,403	1.00	Unclassified	Academic Support
OSU	Ecampus	Instructional Design Specialist	\$63,000	33,403	\$96,403	1.00	Unclassified	Academic Support

## New Positions [FY20]

Institution	Notes	Position Title	Salary	OPE	Total Compensation	FTE	Position Type	Primary Functional Area
OSU	Ecampus	Corporate Education Director	\$97,850	41,836	\$139,686	1.00	Unclassified	Institutional Support
OSU	Ecampus	Program Intake Manager	\$50,000	28,404	\$78,404	1.00	Unclassified	Academic Support
OSU	Ecampus	Info Tech Consultant 3	\$60,012	35,525	\$95,537	1.00	Classified	Academic Support
OSU	Ecampus	Asst Director for Student Services	\$80,004	38,363	\$118,367	1.00	Unclassified	Student Services
OSU	Ecampus	Production Manager, Open Educational Resources	\$64,584	31,171	\$95,755	0.50	Unclassified	Academic Support
OSU	UFIO	Refrigeration Mechanic	\$51,275	32,559	\$83,834	1.00	Classified	Operation & Maintenance of Plant
OSU	UFIO	Electrician	\$68,169	37,735	\$105,904	1.00	Classified	Operation & Maintenance of Plant
OSU	Controller	Accountant 2 in the AMBC to support \$20M in new awards.	\$44,352	26,611	\$70,963	1.00	Classified	Institutional Support
OSU	EH&S	Fire and Life Safety Officer	\$42,000	9,080	\$51,080	0.49	Unclassified	Institutional Support

# Administrative and Program Reductions

Institution	Notes	Fiscal Year Implemented	Fiscal Year Savings Realized	Program Cut or S&S Cut?	Description	FY20 Savings	FY21 Savings	FY22 Savings	E&G Savings
PSU		FY20	FY20	Yes - S&S Cut	Utilities Savings	\$150,000			\$150,000
PSU		FY20	FY20	Yes - S&S Cut	Debt Restructuring	\$200,000			\$200,000
PSU		FY20	FY20	Yes - Program Cut	Student Pay - Testing Services	\$31,033			\$31,033
PSU		FY20	FY20	Yes - S&S Cut	Sponsored Project Support	\$100,000			\$100,000
PSU		FY20	FY21	Yes - S&S Cut	Eliminated campus-wide support of software		\$25,000		\$25,000
PSU		FY20	FY20	Yes - S&S Cut	Eliminated memberships/contracts (RGS)	\$25,000			\$25,000
PSU		FY20	FY21	Yes - Other	Eliminate support for Non Credit billing solution (Destiny)		\$139,000		\$139,000
PSU		FY20	FY20	Yes - S&S Cut	Eliminate recurring funds for exterior window washing	\$45,000			\$45,000
PSU		FY20	FY20	Yes - S&S Cut	Reduce classroom and student lounge funds	\$50,000			\$50,000
PSU		FY20	FY20	Yes - S&S Cut	Other various S&S reductions effecting equipment and computer replacement, waste receptacle replacement, tools replacements	\$20,000			\$20,000
PSU		FY20	FY20	Yes - S&S Cut	Travel savings	\$139,000			\$139,000
PSU		FY20	FY20	Yes - S&S Cut	IT software reductions	\$20,000			\$20,000
PSU		FY20	FY20	Yes - S&S Cut	IT equipment reductions	\$79,575			\$79,575
PSU		FY20	FY21	Yes - S&S Cut	IT equipment reductions		\$36,750		\$36,750
PSU		FY20	FY20	Yes - Program Cut	Fewer site coordinators; tech and related peripherals; promotion of paperless processes in College of Education (COE)	\$77,789			\$77,789
PSU		FY20	FY20	Yes - Program Cut	Reduced external service providers engaged in marketing on the COE's behalf	\$20,000			\$20,000
PSU		FY20	FY20	Yes - Program Cut	Reduce external vendor contracts for Criminology and Criminal Justice Online program	\$206,575			\$206,575
PSU		FY20	FY20	Yes - S&S Cut	President's Office S&S budget reduction	\$70,000			\$70,000
SOU		FY20	FY20	Yes - Other	Academic Affairs	\$517,000			\$517,000
SOU		FY20	FY20	Yes - Other	Administration and Finance	\$760,000			\$760,000
SOU		FY20	FY20	Yes - Other	Enrollment and Student Affairs	\$140,000			\$140,000
SOU		FY21	FY21	Yes - Other	President		\$90,000		\$90,000
SOU		FY22	FY22	Yes - Other	V.P. for Development			\$10,000	\$10,000
WOU		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - President	\$12,287			\$12,287
WOU		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - General Counsel	\$16,641			\$16,641
WOU		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Academic Affairs	\$32,815			\$32,815
WOU		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Library	\$11,924			\$11,924
WOU		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - LAS	\$12,784			\$12,784
WOU		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - COE	\$7,956			\$7,956
WOU		FY20	FY20	Yes - S&S Cut	Board directed S&S reductions	\$870,912			\$870,912
WOU		FY20	FY20	Yes - Other	Discontinuing Conference Service subsidy	\$87,863			\$87,863
WOU		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Graduate Studies	\$3,083			\$3,083
WOU		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Finance & Admin	\$84,970			\$84,970
WOU		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Student Affairs	\$19,723			\$19,723
WOU		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Development/Advancement	\$7,166			\$7,166
WOU		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - General Institution	\$40,652			\$40,652

# Administrative and Program Reductions

Institution	Notes	Fiscal Year Implemented	Fiscal Year Savings Realized	Program Cut or S&S Cut?	Description	FY20 Savings	FY21 Savings	FY22 Savings	E&G Savings
EOU		FY19	FY20	Yes - Other	Facilities Feasibility Studies	\$107,000			\$107,000
EOU		FY19	FY20	Yes - Other	Reductions due to reclass or rehires	\$131,013			\$131,013
EOU		FY19	FY20	No	One Time Consultant	\$60,000			\$60,000
EOU		FY19	FY20	Yes - Other	Miscellaneous Service Reductions/Efficiencies	\$44,362			\$44,362
EOU		FY19	FY20	Yes - Other	Student Employee Reductions	\$16,000			\$16,000
EOU		FY19	FY20	No	Reductions in OPE resulted in institutional savings	\$41,171			\$41,171
OIT		FY20	FY20	Yes - S&S Cut	Advancement and Marketing	\$36,052			\$36,052
OIT		FY20	FY20	Yes - S&S Cut	Academic Affairs	\$140,941			\$140,941
OIT		FY20	FY20	Yes - S&S Cut	Engineering Technology and Management	\$237,514			\$237,514
OIT		FY20	FY20	Yes - S&S Cut	Finance and Administration	\$139,620			\$139,620
OIT		FY20	FY20	Yes - S&S Cut	Health, Arts, and Sciences	\$181,498			\$181,498
OIT		FY20	FY20	Yes - S&S Cut	Institutional	\$45,318			\$45,318
OIT		FY20	FY20	Yes - S&S Cut	Portland-Metro	\$70,717			\$70,717
OIT		FY20	FY20	Yes - S&S Cut	President	\$67,571			\$67,571
OIT		FY20	FY20	Yes - S&S Cut	Strategic Enrollment Management	\$97,742			\$97,742
OIT		FY20	FY20	Yes - S&S Cut	Student Affairs	\$78,150			\$78,150
OIT		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - President	\$18,002			\$18,002
OIT		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Online	\$12,900			\$12,900
OIT		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Provost	\$41,531			\$41,531
OIT		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - HAS	\$30,725			\$30,725
OIT		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - ETM	\$9,649			\$9,649
OIT		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Student Affairs	\$10,834			\$10,834
OIT		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Strategic Enrollment Mgmt	\$31,680			\$31,680
OIT		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Portland Metro	\$34,717			\$34,717
OIT		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Finance & Administration	\$98,077			\$98,077
OIT		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - Advancement	\$7,356			\$7,356
OIT		FY20	FY20	Yes - S&S Cut	CSL of 2% removed - General Institutional	\$36,774			\$36,774
UO	Cut details - TBD	FY20-FY21	FY20 - FY21	Cut to Program	Jordan Schnitzer Museum of Art - Multi Year Budget Cut	\$153,860	\$160,140		\$314,000
UO	Cut details - TBD	FY20-FY22	FY20 - FY22	Cut to Program	Labor Education Resource Center - Multi year Budget Cut	\$162,667	\$162,667	\$162,667	\$488,000
UO	Cut details - TBD	FY20-FY21	FY20 - FY21	Cut to Program	Museum of Natural & Cultural History - Multi year Budget Cut	\$110,250	\$114,750		\$225,000
UO	Cut details - TBD	FY21	FY21	Cut to Program	Information Services - Transform IT Cut		\$500,000		\$500,000
UO	Total Cut with personnel (\$326,498)	FY20	FY20 - FY21	Cut to Program	Servicing of Perkins Loans	\$53,410	\$55,590		\$109,000
UO	Total Cut with personnel (\$221,501)	FY20	FY20	Cut to Program	Next Gen Media (Scholastic Media) Program	\$38,764			\$38,764
UO	CSL for S&S Not Distributed	FY20	FY20	S&S Cut	2% CSL - General S&S budget not allocated to departments	\$2,300,000			\$2,300,000

# Administrative and Program Reductions

Institution	Notes	Fiscal Year Implemented	Fiscal Year Savings Realized	Program Cut or S&S Cut?	Description	FY20 Savings	FY21 Savings	FY22 Savings	E&G Savings
UO	General S&S Cuts	FY20	FY20	S&S Cut	Spread across the Universities - Budgets Reduced	\$2,900,000			\$2,900,000
OSU	College of Business	FY20	FY20	Yes - Program Cut	Suspended admissions to specific program options	\$205,400			\$205,400
OSU	College of Business	FY20	FY20	Yes - Program Cut	Reduced number of class sections offered	\$128,700			\$128,700
OSU	College of Forestry	FY20	FY20	Yes - S&S Cut	Reduction in supplies and services	\$18,000			\$18,000
OSU	College of Education	FY19		Yes - Other	Consolidated program-level leadership roles and created a new college coordinator role to increase efficiencies and reduce redundancy (multiple people completing the same task, but less efficiently) Dollars TBD				
OSU	College of Education	FY19	FY20	Yes - Other	Started transition from 40/40/20 (teaching/advising, research, service) to 50/40/10 (teaching/advising, research, service) for all tenured Faculty (except counseling). Dollars TBD	\$-			
OSU	College of Education	FY20	FY20	Yes - Other	Actively working to transition our MS (a secondary teacher licensure pathway) from a face-to-face program into a hybrid program to increase the number of students in the program. Dollars TBD	\$-			
OSU	Colleges of Education & Honors	FY19	FY20	Yes - Other	One person serving as dean for two colleges, 50% each; not sustainable	\$-			
OSU	CEOAS	FY20	FY20	Yes - S&S Cut	Defer maintenance, upgrades, planned security installations	\$190,000			\$190,000
OSU	CPHHS	FY20	FY20	Yes - S&S Cut	Changed leadership retreat from a two-day offsite meeting with a facilitator to a one-day meeting	\$13,000			\$13,000
OSU	CLA, CPHHS, Controller	FY20	FY20	Yes - S&S Cut	Reduced travel budget. Dollars TBD	\$-			
OSU	Cascades	FY20	FY20	Yes - Other	Developed an Academic Portfolio Model and planning process; as a result of this process, for example, a program has been eliminated and replaced with a program that has more synergies with other programs and reduces new Faculty hires. Another degree added that only required one new course beyond current offerings. Dollars TBD	\$-			
OSU	Student Affairs	FY20	FY20	Yes - S&S Cut	Continued reduction in sponsorship of student engagement activities. Dollars TBD	\$-			
OSU	President's Areas	FY20	FY20	Yes - S&S Cut	End of limited-time investment in ADA work	\$300,000			\$300,000
OSU			FY20		Additional FY20 reductions TBD to meet targets	\$3,144,900			\$3,144,900

## Tuition and Fee Remissions

Institution	FY15	FY16	FY17	FY18	FY19	FY20
EOU	\$1,551,023	\$1,925,439	\$2,187,400	\$2,591,422	\$2,734,316	\$2,900,000
OIT	\$3,074,293	\$3,244,749	\$3,578,238	\$3,843,240	\$3,945,695	\$4,500,001
OSU	\$30,856,066	\$35,914,266	\$37,680,269	\$39,918,755	\$42,746,333	\$45,684,564
PSU	\$17,477,500	\$18,629,379	\$20,530,673	\$22,737,697	\$21,100,540	\$23,809,979
SOU	\$3,211,523	\$3,890,876	\$3,586,840	\$4,243,385	\$3,637,765	\$3,600,000
UO	\$33,754,046	\$63,866,162	\$68,729,680	\$63,359,215	\$81,372,850	\$81,372,850
WOU	\$3,413,328	\$4,594,335	\$4,218,552	\$4,136,254	\$5,097,159	\$6,270,000

## Use of Fund Balance

Institution	Use of Fund Balance in FY20
Portland State University	\$10,000,000
Southern Oregon University	\$71,625
Oregon Institute of Technology	\$1,800,000
Eastern Oregon University	\$357,000
University of Oregon	\$10,300,000
Western Oregon University	\$5,781,735
Oregon State University	\$-

**Western Oregon University:** Includes \$3.5M use of fund balance for purchase/remodel of Vick Building

**University of Oregon:** UO also spent down \$11.5M of E&G fund balances in FY19

**Oregon State University:** While the current university-wide budget assumes a balanced budget (no use of reserves), individual units are planning to use reserves to either fill the gap due to budget cuts or for strategic initiatives.

## Education and General Funds (FY19)

FY19	EOU	OIT	OSU	PSU	SOU	UO	WOU	State Appropriation Total	Non-State Revenue	Total
State Appropriation										\$-
Total PUSF	\$20,186,725	\$27,455,305	\$121,751,892	\$91,390,178	\$21,270,175	\$69,090,989	\$24,673,012	\$375,818,276	\$-	\$375,818,276
Total State Programs	\$170,451	\$1,101,256	\$13,557,493	\$5,116,991	\$201,592	\$2,819,663	\$292,867	\$23,260,313	\$-	\$23,260,313
Total Targeted and One-time Appropriations	\$-	\$255,000	\$627,300	\$66,900	\$-	\$-	\$-	\$979,200	\$-	\$979,200
State Appropriation Subtotal	\$20,357,176	\$28,811,561	\$135,936,685	\$96,604,069	\$21,471,767	\$71,910,652	\$24,965,879	\$400,057,789		\$400,057,789
% of Total	48.48%	42.43%	22.76%	27.48%	35.09%	13.74%	35.75%	23.35%		\$0
Non-State Revenue										\$-
Tuition and Fees	\$23,048,992	\$35,968,334	\$432,268,941	\$240,674,823	\$39,944,099	\$468,619,614	\$44,900,839	\$-	\$1,285,425,643	\$1,285,425,643
Remissions	\$(2,734,316)	\$(3,945,695)	\$(42,746,333)	\$(21,100,540)	\$(3,637,765)	\$(81,372,850)	\$(5,097,159)	\$-	\$(160,634,657)	\$(160,634,657)
Net Tuition	\$20,314,676	\$32,022,639	\$389,522,608	\$219,574,284	\$36,306,334	\$387,246,765	\$39,803,680		\$1,124,790,986	\$1,124,790,986
Other Revenues	\$1,320,521	\$7,066,985	\$71,913,636	\$35,401,305	\$3,408,749	\$64,087,179	\$5,057,118		\$188,255,493	\$188,255,493
Non-State Revenue Subtotal	\$21,635,197	\$39,089,624	\$461,436,244	\$254,975,589	\$39,715,083	\$451,333,943	\$44,860,798	\$-	\$1,313,046,479	\$1,313,046,479
% of Total	51.52%	57.57%	77.24%	72.52%	64.91%	86.26%	64.25%		76.65%	
Total	\$41,992,373	\$67,901,185	\$597,372,929	\$351,579,658	\$61,186,850	\$523,244,595	\$69,826,677	\$400,057,789	\$1,313,046,479	\$1,713,104,268