

FY2021 Tuition Rates, Mandatory Fees and Student Incidental Fees and Operating Budget Overview

BACKGROUND

The tuition and fee recommendations presented here are one element of an extensive, long-term financial strategy for the university that serves OSU's values and its mission to provide access to a high quality and affordable higher education for all qualified learners. This strategy includes reducing management and administrative costs at all levels; prioritizing teaching, research and engagement activities, and streamlining administrative overhead; redirecting resources to OSU's highest strategic priorities; modestly increasing tuition and learner fee rates; and strategically managing on-site and online enrollment.

In addition, the tuition and fee recommendations are informed by consideration of the emerging social, organizational and financial impacts of the global COVID-19 pandemic. While those impacts are characterized by a very high level of uncertainty at this time, it is evident that many students and families are facing unprecedented financial challenges, and at the same time, the financial security of many OSU employees is threatened. The university's decisions regarding AY20-21 tuition and fees are, therefore, especially significant in light of the university's mission as a land grant research university with a deep commitment to inclusive excellence.

OSU's Ten-Year Business Forecast includes the assumption that long-term, predictable increases in state support are unlikely, and that large tuition increases are not consistent with the mission of the university or the limited financial means of many students and families. The Board's policy on the tuition and fee process reinforces this in stating the expectation that "annual tuition rate increases will be between 2 and 5 percent." As a result, success in carrying out strategies for new enrollment growth and innovative efficiencies in administration, program and service delivery will be a foundational part of the university's operations and priorities for the foreseeable future.

The budget forecast for 2020-21—developed prior to COVID-19—anticipates slowing enrollment growth (with a modest decline in Corvallis); inflationary cost increases of 3.2%; and strategic spending to meet capital renewal needs, debt service on new revenue bonds, increased insurance costs, needed investments in the OSU Foundation and Athletics, and expansion of selected services for students and faculty. While it is too soon to predict accurately the impact of COVID-19 on the budget forecast, preliminary estimates under various enrollment, state funding, and federal funding scenarios suggest net university losses on the order of tens of millions.

SUMMARY OF RECOMMENDED CHANGES IN TUITION AND FEES FOR 2020-21

Under the [Tuition and Fee Process](#) adopted by the Board, the university considers a number of factors in developing tuition and fee recommendations. These include:

- Providing access to degree programs for students from all circumstances and recognizing challenges students and families face during this public health crisis.
- Creating a diverse student body.
- Maintaining strong degree programs at every level.

- Supporting world-class research, scholarship, and engagement aligned with the goals of Strategic Plan 4.0.
- Maintaining the human and physical infrastructure necessary to support Oregon’s educational outcome goals.
- Projected cost and revenue changes for FY2021 including inflationary cost increases, important strategic commitments, and existing commitments.
- Undergraduate financial aid need and allocations to assist students with highest need.
- Fall 2019 enrollments and enrollment targets for fall 2020.
- Comparisons of tuition rates with strategic plan peers.
- Impact of tuition increases on enrollment for undergraduate students.
- Any constraints from the Legislature on setting tuition and mandatory fees.

The University Budget Committee (UBC), which is OSU’s tuition advisory body required by ORS 352.102, recommended to President Ray at the end of February the rate changes in tuition and mandatory fees from 2019-20 to 2020-21, which are included in ~~Exhibit B~~ **Attachment 2, Appendix A**. In the face of the COVID-19 pandemic, university leadership discussed the UBC’s findings extensively.

Following that discussion, the President recommends the following tuition rate changes. The President further recommends that, if the Board adopts the recommendations, it revisit the subject of tuition at a later meeting—as the impacts of COVID-19 and the university’s financial position become more evident—to determine whether further tuition increase relief might be possible for new students, graduate students, and Ecampus students.

Rate	Recommendation	Notes
Resident and non-resident undergraduate tuition, Corvallis	No increase for continuing students; 3.2% increase for new students	Continuing students are adjusting to COVID-19 related disruptions to expected teaching modes in spring 2020, in addition to financial challenges; new students face heightened financial challenges related to COVID-19 but OSU remains a competitive option in terms of quality and affordability
Resident and non-resident undergraduate tuition, OSU-Cascades	No increase for continuing students; 4.72% new resident students; 3.2% new non-resident students	Similar scenarios as for Corvallis are included for discussion; the OSU-Cascades’ increase is higher to close the gap with tuition rates at Corvallis
Resident graduate tuition	2.5%	Lower increase rate recommended based on comparison with peers

Non-resident graduate tuition	4.5%	Higher increase rate recommended based on comparison with peers
Graduate professional program tuition increases	0% to 5%	Depending on program (Master of Business Administration, MBA; Master of Fine Arts (MFA) at OSU-Cascades, Pharmacy, etc.)
Differential tuition	No increase per SCH for continuing undergraduates; \$1- \$2 per SCH for new undergraduates	Addresses inflationary increases in Business, Engineering, Forestry, Liberal Arts (Arts, Music, Theatre only) and Education for new students
Ecampus undergraduate base tuition	3%	Increase maintains Ecampus at a competitive rate
Ecampus graduate base tuition	No increase	Current rates are at the high side of peers
Summer tuition	0%	Matches campus tuition rates, no increase for students using summer to complete
New tuition rates	As shown in Tables 2 and 3 and Attachment 1, Appendix Exhibit A	New rate for existing online MS in Radiation Health Physics and a new rate for the new online BS in Computer Science
Mandatory building and matriculation fees	No increase	
Student Health Services	7%	\$26.60 per year, to address continuing service level and increasing costs of medical staffing
Counseling and Psychological Services	17.5%	\$27.72 per year, continuing service level and adding four counselors

For continuing undergraduate students, the weighted average tuition increase for resident undergraduate majors at Corvallis is 0.41% and at OSU-Cascades, the weighted average tuition increase is 0.21%. The weighted average tuition and mandatory fee increase (the rate subject to the 5% threshold identified in statute) is 0.84% at Corvallis and 0.35% at OSU-Cascades. Detailed rates are listed in Tables 2 and 3 and Attachment 1, Exhibit A.

For new undergraduate students, the weighted average tuition increase for resident undergraduate majors at Corvallis is 3.14% and at OSU-Cascades is 4.24%. The weighted average tuition and mandatory fee increase (the rate subject to the 5% threshold identified in statute) is 3.41% at Corvallis and 4.23% at Cascades. Detailed rates are listed in Tables 2 and 3 and Attachment 1, Exhibit A.

ASOSU has recommended an increase in student incidental fees of 7.44% in Corvallis (\$88.92 annual increase). ASCC has recommend an increase in student incidental fees of 12.36% (\$99 annual increase) in Bend.

Table 1. Undergraduate Tuition Scenario Table (Corvallis campus): Precise percentage increases in each box are different than the nominal increases in per credit hour charges at the top because there is a fixed zero-credit hour charge that is part of undergraduate tuition and rates are rounded to the nearest whole dollar. Scenario B is the recommended scenario which freezes tuition for continuing undergraduate students and raises it 3.2% for new undergraduate students. Scenario A is the original recommendation from the UBC. Scenario C freezes tuition for continuing and new resident undergraduates and raises it 3.2% for continuing and new non-resident undergraduate students.

	Scenario A: Resident 3.2%, Non-resident 3.2%, all continuing and new students	Scenario B: No increase for continuing undergraduates For new undergraduates: Resident 3.2%, Non-resident 3.2%	Scenario C: All resident No increase All non-resident 3.2%
State increase second year of a biennium, +4.1%	Continuing and new resident undergraduate: 3.20% Continuing and new non-resident undergraduate: 3.06% Financial aid increase \$1.2M Surplus or (deficit): \$(7.1M) \$315 annual increase residents \$900 annual increase non-res	Continuing resident and non-resident undergraduate: No increase New resident undergraduate: 3.20% New non-resident undergraduate: 3.06% Financial aid increase \$0.5M Surplus or (deficit): \$(13.5) No annual increase for continuing students \$315 annual increase new residents \$900 annual increase new non-res	Continuing and new resident undergraduate: No increase Continuing and new non-resident undergraduate: 3.2% Financial aid increase \$0.8M Surplus or (deficit): \$(11.6) No annual increase residents \$900 annual increase non-res
	Base resident tuition & fees: 3.51% Average res. tuition & fees: 3.41%	Continuing resident tuition & fees: 0.52% Base new resident tuition and fees: 3.51% Average new res. tuition & fees: 3.41%	Base resident tuition & fees: 0.52% Average res. tuition & fees: 0.84%

- In all three scenarios, graduate tuition increase assumed at 2.5% resident, 4.5% non-resident; professional tuition at 0 to 4%, Ecampus at 3% for undergraduate rates and 0% for graduate rates, differential tuition increases as described in the text.
- Cost estimates include about 3.2% overall inflation this year because of modest increases in benefit costs; costs of growth (about 0.2% for modest growth in Ecampus, but declines in Corvallis); and new commitments (this year largely for capital renewal and repair, insurance, debt service, and the OSU Foundation).

BUDGET OUTLOOK FOR FY2021

The tuition rates established each year are part of an Education and General (E&G) budget planning process that estimates revenues and expenses for the next fiscal year. There are three major drivers of costs and revenues:

- Increases in rates for continuing the present level of programs and services. These include salary increases (some set through contractual negotiations), benefits costs for retirement and health insurance (these are set by the state), and inflationary costs on goods and services. In aggregate, these increases define the inflation rate on OSU's costs. Increases in tuition rates or state funding rates help offset these changes.
- Costs and/or revenues associated with enrollment growth. Enrollment is growing robustly for Ecampus, increasing steadily at OSU-Cascades, and flat to slightly declining in Corvallis. The growth in enrollment comes with costs for additional instructional and support staff, but also provides marginal revenue (less additional financial aid) that helps offset the costs of inflation and new initiatives. There will be additional costs as we absorb the expenses from spring term remote delivery and ongoing efforts in fall term.
- Costs or revenues associated with discrete decisions. These can include sudden changes in state funding; decisions to reduce costs or programs; commitments to fund capital renewal, additional fundraising capacity in the OSU Foundation, investments in student success, and similar initiatives; increases in services like insurance; and new academic programs or courses that create new types of enrollment and revenue.

The UBC and Student Budget Advisory Council (SBAC) reviewed projections for the 2021 fiscal year (FY2021) E&G incremental expenses and revenues for Corvallis (Figure 1). OSU-Cascades budget projections include planning for continued enrollment growth, as well as new staff and expenditures to support those students and to expand programs. UBC and SBAC discussions were prior to the COVID-19 outbreak, so they did not take into consideration the potential for disruption in the higher education market.

2020-2021 Budget Projections (pre-COVID-19)

For 2020-2021, the aggregate inflation increase is estimated at about 3.2% or \$19.6M in Corvallis, cost increases for growth are about \$0.7M (net of projected 7% growth in Ecampus but 2% to 4% declines in Corvallis), and desired strategic investments (including an additional \$2M for improvement and renewal of facilities) total about \$9.0M. Cost increases for salaries remain uncertain as negotiations are still in progress with the United Academics OSU (UAOSU) and Coalition of Graduate Employees (CGE).

These cost increases would be covered (in the originally proposed Scenario A) in part by \$1.8M from enrollment growth (net after financial aid increases, primarily from Ecampus), \$12.0M from tuition rate increases, a 4% increase in state funding (up by \$5.7M), and slight growth in other revenues (up by \$1.5M). These estimates assume the tuition rates in Table 2 and Scenario B in Table 1. They also include growth in institutional financial aid of about \$1.2M.

These pre-COVID-19 assumptions yield a gap between projected revenues and expenses (including desired strategic investments) of about \$7.1M. Reaching a plan for a balanced budget for 2020-2021 will include an assessment of whether any existing programs should be

April 3, 2020 Board of Trustees Meetings

reduced; decisions on tuition rates; updates to enrollment projections as applications and admissions proceed; updates for actual costs for items such as insurance; realized cost savings from increases in university administrative and management efficiencies; and consideration of opportunities to reduce any of the new commitments planned.

University Cost Projections and Strategic Needs Assessment

The budget projections used in assessing the impact of various tuition scenarios include a number of assumptions. Cost projections (for the present) are based on historical trends, known changes in rates for retirement and health benefits, known contractual obligations for represented employees, and increases in staff and other costs proportional to projected enrollment increases.

Cost increase assumptions include:

- Salary expenditure growth between 3.0% and 4.5%, depending on the employee group. There is significant uncertainty on salary costs, since negotiations are still underway with UAOSU and CGE.
- Benefit rate increases of about 2.7%, due principally to increases in health insurance rates. Combined salary and benefit costs will rise 4% since the salary base increases, as well.
- Projected inflation on services and supplies of 2.4%.
- Some investment in additional faculty to serve Ecampus growth (about \$0.7M).
- Additional commitments needed to address long-term issues including:
 - An incremental \$2.0M (for a total of \$15.0M in FY2021) to address capital renewal needs;
 - \$1.6 in additional debt service on new revenue bonds supporting completed projects;
 - \$2.3M in additional insurance cost increases; and
 - \$1.2M increment for the OSU Foundation and Alumni Association to build staff capacity for the next campaign.

The net costs of operational changes to respond to the COVID-19 pandemic have not yet been estimated.

Revenue assumptions include:

- Projected decline in Corvallis total undergraduate enrollment of 2% to 4%.
- Projected flat graduate student enrollment.
- Projected 7% credit hour growth in Ecampus.
- A 4.1% increase in state funding, which is the usual increase in the second year of a biennium.
- Undergraduate tuition rates for Scenario B in Table 1. Tuition for graduate and professional students, differential tuition, and other rates are at the amounts in Table 2.
- Other revenues (facilities and administrative costs from grants, sales and service revenues, interest income) are projected at growth based on recent historical trends.

There is significantly increased uncertainty in revenue projections for fall 2020. At the time of this report, enrollments for spring term continue to track historical trends and Ecampus is

April 3, 2020 Board of Trustees Meetings

showing continued growth. The coronavirus outbreak occurred during the customary international recruitment period, particularly in China. The global pandemic likely will have an impact on both international student enrollment and retention of current international students. The impact of the pandemic in the U.S., including severe declines in the stock market, likely will make U.S. students more cautious about enrolling in out-of-state schools. This will put negative pressure on non-resident domestic enrollments. Graduate enrollments historically increase during economic downturns. We anticipate that OSU's highly-ranked Ecampus likely will see enrollment growth from students looking for an online education as an alternative, particularly if the pandemic persists or recurs in the fall.

The aggregate effects of these pressures make it difficult to project enrollment for fall. Staff are continuing to monitor trends of applications, advance tuition deposits, and enrollments. Deadlines for advance tuition deposits and tuition payments have been extended to provide maximum opportunity for new students to attend and current students continue.

Figure 1: Estimates of cost increase contributors (left) and incremental revenues (and expense reductions) projected for Scenarios A, B (recommended) and C in Table 1. The proposed rates assume a combination of revenues from tuition rate increases and very modest overall enrollment growth. Reaching a plan for a balanced budget for 2020-2021 will include an assessment of whether any existing programs should be reduced, discussions on tuition rates, updates to enrollment projections as applications and admissions proceed, updates for actual costs for items such as insurance, and consideration of opportunities to reduce any of the new commitments planned.



TUITION AND FEE RECOMMENDATION PROCESS AND STUDENT CONSULTATION

Tuition Rates and Process

The committee UBC constitutes the tuition advisory body required by ORS 352.102. The committee reviews and recommends all tuition rates for Corvallis and OSU-Cascades, and mandatory fees including the building fee, matriculation fee, and health services fees. The increase in total base tuition and mandatory fees is subject to a statutory 5% threshold requiring approval from the Higher Education Coordinating Commission (HECC) or the Legislature. Specific information relevant to the reporting requirements of ORS 352.102 are included in the report to President Ray in Attachment 2.

The UBC has seventeen members with six students (including representatives of student government at Corvallis and Bend, as well as students representing historically underserved students), administrators, faculty, and staff. The committee met seven times prior to finalizing the report and met twice more in March to review any issues or questions prior to the April Board meeting. The committee membership and meeting schedule are listed in Attachment 2, ~~Exhibit~~ **Appendix B**. At the meetings, the committee discussed both specific rates and the context of those rates, and met with leadership of Student Health Services, Counseling and Psychological Services, and the School of Arts and Communication. Leadership at OSU-Cascades has met with its student government and representatives to review proposals for their health fees.

The committee received briefings on the OSU budget, how the Legislature allocates money to OSU through the HECC, and historical data regarding the relationship between resident tuition and fee rates and the amount of state appropriations to OSU that the HECC allocates to the public university. The committee spent time understanding the cost drivers for OSU's E&G budget, how those costs are managed, and what decisions might be made to reduce costs in many of the scenarios considered. The materials provided to the committee, as well as agendas and meeting notes, are posted publicly on the [Budget and Fiscal Planning website](#).

The UBC discusses and recommends a set of scenarios for undergraduate tuition rates as a standard practice. The scenarios frame choices that need to be made at different levels of state funding and tuition and illustrate the impact on the overall E&G budget (a projected budget surplus or deficit), the percentage increases and dollar increases to resident and non-resident undergraduates, and the projected increases in institutional financial aid (Table 1). The financial aid estimate this year included an additional \$2.6M to address a critical need for aid to recruit incoming students, because merit aid for returning students has consumed an increasing proportion of institutional financial aid.

The UBC received input from the SBAC, a volunteer group of 12 students from different colleges and groups on campus that reviews the same materials as UBC and provide additional student perspective.

Notices of the meetings of the UBC and a request for comment or questions were posted regularly in OSU Today. The UBC, working with the Office of Budget and Fiscal Planning, scheduled a series of nine weekly tuition forums from January through March. The forums were advertised through Orange Media and in the dorms, as well as through Student Affairs and ASOSU. Representatives of the budget office met with ASOSU's Senate, House, and Fee Committee. OSU-Cascades held meetings with the Associated Students of Cascades (ASCC)

April 3, 2020 Board of Trustees Meetings

and the Cascades Student Fee Committee (SFC). Comments, questions, and concerns from the various discussions are included later in this document.

Mandatory Enrollment Fees

The UBC process also develops recommendations for the building fee, matriculation fee, and the student health services fees, which fund Student Health Services and Counseling and Psychological Services. The student health services fees were moved from the student incidental fee process to the UBC discussions last year because those services need long-term continuity. Student advisory boards in both health services had a key role in developing the proposals made to the UBC.

Incidental Fees

Student committees recommend incidental fees at both campuses. In Corvallis, the Student Incidental Fee Committee (SIFC) reviews budgets and requests for fees for a variety of student programs. SIFC presents a fee proposal to the joint houses of ASOSU's legislative branch for approval. ASOSU approves the fees or returns them for mediation. The final fee proposals are approved by the ASOSU President and forwarded to President Ray for recommendation to the Board.

At OSU-Cascades, the SFC develops recommendations for fee increases and new fees. These are approved by the ASCC, then by Vice President Johnson, then forwarded to President Ray for recommendation to the Board.

TUITION AND FEE RECOMMENDATIONS

The President received the tuition and mandatory fee recommendations from the University Budget Committee and the incidental fee recommendations from ASOSU and ASCC at the end of February. As the COVID-19 outbreak developed through March, there were numerous conversations with university leaders, other public universities, staff leaders with the Higher Education Coordinating Commission, and state leaders. After consideration of the impact on students and OSU's commitments as the state's land-grant university, the President modified the UBC's recommendations to instead recommend no increase in tuition for continuing resident and non-resident undergraduate students. Rates for new undergraduate students matriculating to OSU in academic year 2020-21 are recommended to increase 3.2%. Other rate increases are as recommended by the UBC. Additional financial aid commitments from both university and private sources will help offset increases for students most at need.

Tables 2 and 3 provide a summary of tuition rates. These are calculated on an annual basis for an undergraduate student taking 15 credits per quarter and a graduate student taking 12 credits per quarter. The rates for resident undergraduates shown are calculated at the increases in Scenario B in Table 1 for illustration; the President has referred a set of scenarios to the Board for discussion that ranges from no increase to a 3.2% increase for resident undergraduates and 0% to 3.2% for non-resident undergraduates (Table 1).

Tuition and mandatory fees

Undergraduate base tuition has been presented to the Board in a scenario format in each of the previous four years, assuming various tuition increases (Table 1) and noting the differences in

April 3, 2020 Board of Trustees Meetings

those scenarios. The UBC has, in the past, reviewed models of the sensitivity of enrollment to tuition increases. The sensitivity analysis indicates that at tuition increases over about 5%, non-resident enrollments decline enough that net revenues actually fall. Resident enrollment falls as tuition increases but still yields positive net revenue at the increases reviewed (and through increases up to at least 15%). However, it is also clear from demographics of incoming freshmen over the last few years that, as costs increased, the students least likely to enroll are those just below and just above the threshold for Pell grant eligibility. Large tuition increases for resident students yield revenue but have a particular consequence in terms of access for lower-middle class and middle-class students.

Table 1 shows, for the three undergraduate tuition scenarios, the nominal rate increases in per credit hour charges, as well as the cost to students in dollars, the precise percentage rate increase, the increase in financial aid, and the estimated budget deficit or surplus (assuming no other changes in planning). The percentages noted are for per credit hour charges. The precise rate increases are somewhat less than the per credit hour increases because there is a fixed “zero-credit” charge included in undergraduate tuition rates. The 3.2% increase does estimate an additional \$1.2M for financial aid tuition waivers at Corvallis, with proportional increases at OSU-Cascades.

Scenario A shows the original recommendation from the UBC. Scenario B recommends no increase in tuition for continuing undergraduate students (including differential tuition rates), but raising rates as recommended by the UBC for new students matriculating to OSU for the 2020-21 academic year. Scenario C shows no increase in tuition only for resident undergraduate students (both continuing and new students) and a 3.2% increase for non-resident students (both continuing and new students.)

The President recommends Board consideration and approval of Scenario B. This recommendation is in keeping with OSU’s mission and values as a land grant research university that prioritizes inclusive excellence, access and success for all qualified learners. The university also recognizes that its students and their families have been and continue to be hit hard by the COVID-19 pandemic. The recommendation to provide for no increase in tuition for continuing undergraduate resident and non-resident students is based on the values of the university, and is centered on OSU’s land grant mission. By deciding to not increase tuition for current undergraduate students, OSU will provide some relief to its current students to help ensure they can continue to advance in their studies to graduate.

These recommendations are provided during a time of unprecedented economic and social upheaval, which makes predicting future enrollments challenging. Standard evaluations of enrollment trends and economic and budget outlook cannot be looked to as in the past for shaping our tuition decisions. This path will likely require that OSU uses some of its reserves -- dipping below the normal 10% threshold -- over the next few years in order to adjust to the new circumstances in the national higher education landscape.

New students are already considering enrolling at existing tuition rates and likely assume a modest increase, so the 3.2% inflationary increase recommended by the UBC seems appropriate.

Rates for undergraduate students at OSU-Cascades would not increase, as well. Rates for new resident undergraduate students would increase 4.72%, somewhat more than the 3.2% at

Corvallis, thereby helping to close a current gap between charges at OSU-Cascades, which are \$7 per SCH less than Corvallis, and other charges at Corvallis.

UBC understands that balancing the E&G budget will likely require some reductions in planned strategic commitments but that there is also evidence that enrollment may be somewhat better than is forecast in the numbers in Attachment 2, Appendix E. (These estimates are updated in Table 1). The adjusted recommendations will decrease revenues (Figure 1) and will require expense adjustments beyond those contemplated by the UBC.

Undergraduate differential tuition rates had no new rate proposals for face-to-face programs in Corvallis or OSU-Cascades. However, the committee did discuss and endorse a suggestion to apply the general tuition increase at the rate of inflation to the differential rate in the college. Current practice has been to only increment base tuition by the recommended percentage and to increase differential tuition only when there is a full proposal from the college for a rate change. Given the work involved in a full differential proposal, many rates have not been changed for some years, which means they have lost value due to inflation. The committee agreed that allowing differential rates to increase by the aggregate rate of inflation or the recommended rate increase, whichever is less, was a more appropriate strategy. Colleges could be allowed to opt out of that differential increase (as some have this year) if they felt the increase would put the rates for their programs too high.

At the 3.2% increase, undergraduate differential tuition per credit for new students would increase by \$1 in general engineering, forestry, business and CLA arts and music programs. Professional engineering differential tuition would increase by \$2, but Honors College differential tuition will not increase (Honors just raised their rate last year and does not feel an increase this year is necessary). With the recommended no increase in tuition for continuing students, differential charges would not increase (for continuing resident and non-resident students).

Graduate base tuition is recommended to increase 2.5% for resident students and 4.5% for non-resident students. These increases continue a multi-year effort to bring both rates in line with those of peer institutions.

Graduate differential tuition rates would also increase by inflation except where a college has opted out. Engineering rates would increase by \$2 per credit hour, but rates for the Master of Public Health would remain unchanged.

Professional program tuition for the Doctor of Pharmacy (PharmD), Doctor of Veterinary Medicine (DVM), MBA, and professional degrees at OSU-Cascades is recommended to increase from 0% to 4.5% depending on the program (see Attachment 1, Exhibit A). These rates were recommended by the particular programs after discussions with their students, an assessment of peer and market tuition rates, and an evaluation of demand for the programs. A new rate is proposed for the Doctor of Physical Therapy degree recently approved for delivery at OSU-Cascades. The UBC endorses the rate increases shown in [Attachment 2 - Appendix A](#).

Ecampus tuition rates are recommended to increase 3.0% for undergraduate base tuition and 0% for graduate base tuition. These rates were reviewed by Ecampus leadership to make sure they were consistent with market position and the recommendation was to not increase base graduate tuition, which is already somewhat higher than peers. Differential tuition per credit hour would increase by \$2 in undergraduate general engineering, \$1 in undergraduate business, \$2

in undergraduate engineering majors, \$1 in graduate education programs, and \$2 in graduate engineering programs. Online Master of Science in Business (MSB) and MBA rates would increase 1.8% to remain aligned with the market. New rates are proposed for the MS in Radiation Health Physics (the first year of two steps to bring the rate to market levels) and for a new undergraduate online BS in Computer Science. Differential rates for Public Health would not increase.

Summer tuition rates for all undergraduate students would not increase for Summer, 2020 and rates for graduate and professional students are recommended to match academic year resident per credit hour rates at the respective campuses for all students in those programs.

Health fees at both Bend and Corvallis were reviewed by the UBC. OSU-Cascades is developing their health services program, but no increase is recommended as there is existing fund balance to support services. An increase of 7% (\$26.60 per year) for Student Health Services (SHS) at Corvallis is recommended. Costs for SHS are growing faster than inflation (and in fact faster than 7%, largely because of pressure on salaries for medical professionals), but the recommendation for this year is to use some fund balance and complete a comprehensive review of the expense and fee-for-service structure of SHS. Counseling and Psychological Services in Corvallis has seen very large growth in demand for services and an increase of 17.5% in the fee (\$27.72 per year) is recommended to address inflationary costs and to support four additional counseling positions.

Other fees include the building fee and matriculation fee. No increase is proposed for either.

At the recommended undergraduate tuition rate increase of 4.5%, the base tuition and mandatory fee increase for resident undergraduate students would be 3.41% in Corvallis and 4.23% in Bend. Weighted average tuition and fee increases for resident undergraduate students across all majors in Corvallis and at OSU-Cascades would be about 3.51% (the precise percentages depends on the numbers of majors in various programs with differential tuition).

Other projected rate changes

Tuition and mandatory fees are only part of the cost of attendance for students. Student incidental fees and housing and dining rates are the other major costs that are set by the university.

Student incidental fees are recommended to the president for referral to the Board by the ASOSU and ASCC student governments based on recommendations from student-led committees and approval by the respective student government legislatures. Recommendations for incidental fee increases are 7.44% (\$88.92 per year) for Corvallis and 12.36% (\$99.00 per year) for OSU-Cascades. The increases address issues of cost inflation but also include at Corvallis funding for Memorial Union's deferred maintenance programs, increased focus on basic needs and wellness of students including increased support for food insecurity and childcare assistance, and at OSU-Cascades added funding for student recreation programs and increasing demand for fee-funded services.

Housing and dining rates include a variety of room and meal plans that vary between campuses. On average, however, housing and dining rates are projected to increase 4.5% to 5.0% (final rates are still pending) next year.

Overall, the aggregate rate increases for all costs are expected to be less than 5%. It is important to remember that the inflationary costs (particularly for retirement and health benefits) impact all operations at OSU whether E&G, grant, or auxiliary funded, and whether in Corvallis or in Bend.

Table 2. Summary of proposed tuition rate changes for Corvallis and Bend campuses for academic year 2020-21. These are shown at Scenario B (Table 1) undergraduate rates (no increase for continuing students, 3.20% for new residents, 3.06% for new non-residents), but that amount may change after the Board’s discussion of undergraduate tuition scenarios. Rates are shown as annual cost unless indicated, calculated at 15 credit hours for undergraduates, 12 credit hours for graduates.

FY2021 Change Summary						
Rate	FY20 Annual Cost**	FY21 Annual Cost**	Percentage Increase	Dollar Increase	Tuition & Mandatory Fee Total Increase	Notes
Student Incidental and Mandatory Fees						
Student Incidental Fees Corvallis	\$ 1,195.32	\$ 1,284.25	7.44%	\$ 88.92		Incidental, set by ASOSU
Student Incidental Fees Cascades	\$ 801.00	\$ 900.00	12.36%	\$ 99.00		Incidental, set by ASCC
Building Fee	\$135.00	\$ 135	0.00%	\$ -		Mandatory fee
Matriculation Fees (once)	\$350.00	\$ 350	0.00%	\$ -		Mandatory fee
Student Health Services	\$379.95	\$ 407	7.00%	\$ 26.60		Mandatory fee
Counseling and Psychological Svc	\$158.30	\$ 186	17.51%	\$ 27.72		Mandatory fee
Cascades Health Services	\$177.00	\$ 177	0.00%	\$ -		Mandatory fee
Undergraduate Tuition--continuing students						
Corvallis resident no differential*	\$9,840	\$ 9,840	0.00%	\$ -	0.52%	no increase
Cascades resident no differential*	\$9,525	\$ 9,525	0.00%	\$ -	0.00%	no increase
Non-resident undergraduate*	\$29,445	\$ 29,445	0.00%	\$ -	0.18%	no increase
General Engineering resident	\$11,370	\$ 11,370	0.00%	\$ -	0.45%	no increase
General Eng non-resident	\$30,975	\$ 30,975	0.00%	\$ -	0.17%	no increase
Engineering majors resident	\$12,135	\$ 12,135	0.00%	\$ -	0.42%	no increase
Eng majors non-resident	\$31,740	\$ 31,740	0.00%	\$ -	0.17%	no increase
Forestry resident	\$10,515	\$ 10,515	0.00%	\$ -	0.49%	no increase
Forestry non-resident	\$30,120	\$ 30,120	0.00%	\$ -	0.18%	no increase
Business resident	\$10,785	\$ 10,785	0.00%	\$ -	0.47%	no increase
Business non-resident	\$30,390	\$ 30,390	0.00%	\$ -	0.17%	no increase
Arts CLA resident	\$10,380	\$ 10,380	0.00%	\$ -	0.49%	no increase
Arts CLA non-resident	\$29,985	\$ 29,985	0.00%	\$ -	0.18%	no increase
Casc Arts CLA resident	\$10,065	\$ 10,065	0.00%	\$ -	0.51%	no increase
Casc Arts CLA non-resident	\$29,985	\$ 29,985	0.00%	\$ -	0.18%	no increase
Honors resident differential	\$11,340	\$ 11,340	0.00%	\$ -	0.45%	no increase
Honors non-resident	\$30,945	\$ 30,945	0.00%	\$ -	0.17%	no increase
Casc Honors resident differential	\$11,025	\$ 11,025	0.00%	\$ -	0.46%	no increase
Casc Honors non-resident	\$30,945	\$ 30,945	0.00%	\$ -	0.17%	no increase
Undergraduate Tuition--new students						
Corvallis resident no differential*	\$9,840	\$ 10,155	3.20%	\$ 315	3.51%	range of 1.5%, 3.2%, 4.5%
Cascades resident no differential*	\$9,525	\$ 9,975	4.72%	\$ 450	4.57%	range of 1.5%, 3.2%, 4.5% plus 1.8%
Non-resident undergraduate*	\$29,445	\$ 30,345	3.06%	\$ 900	3.17%	range of 1.5%, 3.2%, 4.5%
General Engineering resident	\$11,370	\$ 11,730	3.17%	\$ 360	3.44%	\$1/SCH increase to differential
General Eng non-resident	\$30,975	\$ 31,920	3.05%	\$ 945	3.16%	\$1/SCH increase to differential
Engineering majors resident	\$12,135	\$ 12,540	3.34%	\$ 405	3.59%	\$2/SCH increase to differential
Eng majors non-resident	\$31,740	\$ 32,730	3.12%	\$ 990	3.22%	\$2/SCH increase to differential
Forestry resident	\$10,515	\$ 10,875	3.42%	\$ 360	3.70%	\$1/SCH increase to differential
Forestry non-resident	\$30,120	\$ 31,065	3.14%	\$ 945	3.25%	\$1/SCH increase to differential
Business resident	\$10,785	\$ 11,145	3.34%	\$ 360	3.62%	\$1/SCH increase to differential
Business non-resident	\$30,390	\$ 31,335	3.11%	\$ 945	3.22%	\$1/SCH increase to differential
Arts CLA resident	\$10,380	\$ 10,722	3.29%	\$ 342	3.59%	\$1/SCH increase to differential
Arts CLA non-resident	\$29,769	\$ 30,912	3.84%	\$ 1,143	3.93%	\$1/SCH increase to differential
Casc Arts CLA resident	\$10,065	\$ 10,542	4.74%	\$ 477	4.95%	\$1/SCH increase to differential
Casc Arts CLA non-resident	\$29,985	\$ 30,912	3.09%	\$ 927	3.20%	\$1/SCH increase to differential
Honors resident differential	\$11,340	\$ 11,655	2.78%	\$ 315	3.07%	No increase to differential
Honors non-resident	\$30,945	\$ 31,845	2.91%	\$ 900	3.02%	No increase to differential
Casc Honors resident differential	\$11,025	\$ 11,475	4.08%	\$ 450	4.31%	No increase to differential
Casc Honors non-resident	\$30,945	\$ 31,845	2.91%	\$ 900	3.02%	No increase to differential

*There is a flat \$100 per SCH for residents and \$335 for non-residents per quarter in addition to the per credit hour charges

Differential charges are applied to summer term rates and Ecampus rates for applicable majors

**Summer and Ecampus are shown as cost for a 3 credit course

Table 3. Summary of proposed per student credit hour tuition rate changes for graduate tuition rates at OSU-Cascades, Ecampus for 2019-20, summer term 2019 and mandatory and student incidental fee changes for academic year 2019-20.

Rate	FY2021 Change Summary					Notes
	FY20 Annual Cost**	FY21 Annual Cost**	Percentage Increase	Dollar Increase	Tuition & Mandatory Fee Total Increase	
Graduate Tuition						
Resident graduate	\$12,933	\$ 13,257	2.51%	\$ 324	2.78%	Adjust closer to peers
Non-resident graduate	\$24,975	\$ 26,109	4.54%	\$ 1,134	4.63%	Adjust closer to peers
PharmD resident	\$24,516	\$ 25,236	2.94%	\$ 720	3.07%	Adjust closer to peers
PharmD non-resident	\$41,220	\$ 41,220	0.00%	\$ -	0.13%	Stay competitive in market
DVM resident	\$23,731	\$ 24,679	3.99%	\$ 948	4.11%	Inflationary increase
DVM non-resident	\$47,465	\$ 49,365	4.00%	\$ 1,900	4.06%	Inflationary increase
Engineering resident	\$14,913	\$ 15,309	2.66%	\$ 396	2.89%	\$2/SCH increase in differential
Engineering non-resident	\$26,955	\$ 28,161	4.47%	\$ 1,206	4.56%	\$2/SCH increase in differential
MPH differential resident	\$15,345	\$ 15,669	2.11%	\$ 324	2.36%	No increase to differential
MPH differential non-resident	\$28,755	\$ 29,889	3.94%	\$ 1,134	4.04%	No increase to differential
MBA and MS Business resident	\$27,900	\$ 28,584	2.45%	\$ 684	2.58%	Adjust to peers and market
MBA and MS Business non-res	\$47,448	\$ 49,572	4.48%	\$ 2,124	4.53%	Adjust to peers and market
Graduate Tuition						
Cascades M Coun resident	\$16,704	\$ 16,704	0.00%	\$ -	0.31%	Stay competitive in market
Cascades MS Coun non-resident	\$30,492	\$ 30,492	0.00%	\$ -	0.17%	Stay competitive in market
Cascades MAT resident	\$16,704	\$ 16,704	0.00%	\$ -	0.31%	Stay competitive in market
Cascades MAT non-resident	\$30,492	\$ 30,492	0.00%	\$ -	0.17%	Stay competitive in market
Cascades MFA resident	\$16,704	\$ 17,532	4.96%	\$ 828	5.08%	Stay competitive in market
Cascades MFA non-resident	\$16,704	\$ 17,532	4.96%	\$ 828	5.08%	Stay competitive in market
Cascades Doc Phys Therapy Res.		\$ 20,727	New			New differential rate program
Cascades Doc Phys The. non-res		\$ 30,300	New			New differential rate program
Summer (per SCH)**						
Corvallis undergraduate	\$636	\$ 636	0.00%	\$ -		Same as Corvallis continuing
Cascades undergraduate	\$615	\$ 615	0.00%	\$ -		Same as Cascades continuing
Corvallis graduate	\$1,437	\$ 1,473	2.51%	\$ 36		Same as Corvallis
Cascades graduate	\$1,437	\$ 1,473	2.51%	\$ 36		Same as Cascades
Ecampus* (per SCH)						
Undergraduate	\$927	\$ 954	2.91%	\$ 27		
Computer Science differential	\$1,497	\$ 1,524	1.80%	\$ 27		
Business Students	\$990	\$ 1,020	3.03%	\$ 30		
Pre engineering students	\$1,029	\$ 1,059	2.92%	\$ 30		
Prof Engineering students	\$1,080	\$ 1,113	3.06%	\$ 33		
BS Computer Science		\$ 1,113	New			
Developmental Math	\$672	\$ 693	3.13%	\$ 21		
Graduate	\$1,680	\$ 1,680	0.00%	\$ -		Keep competitive in market
PhD and EdD in CCL	\$1,767	\$ 1,770	0.17%	\$ 3		\$1/SCH increase in differential
PhD and EdD in LHE	\$1,767	\$ 1,770	0.17%	\$ 3		\$1/SCH increase in differential
PhD in Counseling	\$1,767	\$ 1,770	0.17%	\$ 3		\$1/SCH increase in differential
Masters of Counseling	\$1,767	\$ 1,770	0.17%	\$ 3		\$1/SCH increase in differential
Grad Certificate Public Health	\$1,881	\$ 1,881	0.00%	\$ -		
MBA and Business Courses	\$2,544	\$ 2,589	1.77%	\$ 45		Increase in differential rate
Engineering MS Rad. Health Phy	\$1,845		New			New differential rate
College of Engineering students	\$1,845	\$ 1,851	0.33%	\$ 6		\$2/SCH increase in differential

*There is a flat \$100 per SCH for residents and \$335 for non-residents per quarter in addition to the per credit hour charges

Differential changes are applied to summer term rates and Ecampus rates for applicable majors

**Summer and Ecampus are shown as cost for a 3 credit course

Table 4: Comparison of 2019-20 tuition and fee rates for OSU with peers. Rates for Ecampus are adjusted to reflect equivalent semester credit hour tuition.

	Annual Tuition		Annual Tuition and Fees	
	Resident	Non- resident	Resident	Non-resident
Undergraduate-per academic year, 15 credits per term				
Oregon State	9,840	29,445	9,840	29,445
Average Strategic Peers	10,153	30,839	12,009	32,695
Average All Land Grants here	10,414	31,156	12,164	32,906
Average Public Pac-12	10,404	35,220	12,199	37,015
Median Strategic Peers	10,197	29,178	11,840	31,244
Median All Land Grants here	10,354	29,263	11,933	31,652
Median Public Pac-12	10,710	35,403	12,500	37,104
Graduate-per academic year, 12 credits per term				
Oregon State FY16	12,933	24,975	12,933	24,975
Average Strategic Peers	11,765	28,212	13,509	29,956
Average All Land Grants here	11,661	27,718	13,333	29,391
Average Public Pac-12	12,477	28,896	14,221	30,640
Median Strategic Peers	11,442	26,544	12,995	28,794
Median All Land Grants here	11,106	26,544	13,019	28,881
Median Public Pac-12	11,720	28,383	13,556	29,603
Ecampus-per credit (compared on semester equivalent basis)				
	Annual Undergrad Tuition		Annual Graduate tuition	
	Resident	Non-resident	Resident	Non-resident
Oregon State with fee	309	309	560	560
OSU Semester equivalent	463	463	840	840
Average	397	507	638	764
Median	415	459	602	632
Standard Deviation	136	143	161	316

Land grant strategic plan peers include Ohio State, Penn State, UC Davis, Purdue, Illinois, Wisconsin, Florida, Iowa State, Colorado State, Washington State, North Carolina State, Tennessee, UC Riverside
 Other land grants include Michigan State, Texas A&M, Virginia Tech, Louisiana State, Kansas State, Arizona, Georgia
 Other PAC-12 include Arizona State, Utah, Colorado, UCLA, Berkeley, Oregon, Washington
 Online comparators include public top 20 programs from US News and World Report and BestSchools.org

STUDENT AND CAMPUS ENGAGEMENT AND COMMENTS

Students were a part of both the SBAC and UBC. Recommendations for incidental fees were developed entirely by the respective student governments and recommendations for the health fees included both student fee groups and student advisory groups to the Corvallis health services fee. The UBC recommendations, materials, meeting schedules and minutes, and information about tuition rates and the proposals were posted on the budget office website. Notices of the UBC meetings were posted regularly in OSU Today.

The UBC and the budget office scheduled nine tuition forums at various times and days in January, February and March. Forums were advertised through Orange Media Network, OSU's event calendar, Beaver Movie Streaming (on-demand streaming service) in the dorms, electronic message boards, and in the Barometer. Attendance at these forums was very low.

The budget office also met with ASOSU's Senate, House, and the Student Fee Committee at the time of docket preparation.

Tuition, fees, and budget overviews were discussed at a number of Budget Conversation forums held for faculty, staff, and students twice a month.

The questions and comments from the proposal development process and meetings to date (most of which are similar to those in previous years) include:

- While expense reduction is necessary given state funding, levels of service to faculty, staff and students are important for the teaching, research, and engagement missions to be successful. There are many areas of the university that would benefit from increased resources and those needs should be included as areas for budget increases, even as the university is looking at areas for expense reduction.
- There were many comments about how to develop other sources of revenues that could relieve the pressure on tuition revenues. Private fundraising, unrestricted endowments, state funding, the next capital campaign, and novel approaches like pledging future earnings were some of the examples discussed. This was probably the most common theme in all of the discussions.
- It was suggested that salaries, at least above a certain level, could (or should) be frozen or reduced. This often led to a discussion of the market pressures OSU faces in recruiting faculty and staff to almost any position.
- There was a question about whether tuition had to increase, with the suggestion that there may be insufficient data and analysis about areas that could be cut significantly. Discussion around this included how OSU compares to peers and how we could get better peer comparison.
- Participants (including on UBC) commented on concerns about cuts and that there was a limit to how long you could cut and maintain programs. There were questions about how decisions about reductions or cuts would be made and whether there was a plan for specific cuts.
- There was fairly common support for the capital renewal commitment in all segments of the university community and acknowledgment of the need to stay competitive through salary increases even in difficult financial times. Needs in other areas were pointed out too like student support services, and academic infrastructure.

RECOMMENDATION

The president recommends that the Board approve the resolution in Attachment 1 establishing the academic year 2020-21 and summer 2020 tuition and mandatory fees, at the rates shown in Scenario B in Table 1. The recommendation is for no increase in tuition for continuing undergraduates; 3.2% increase for new resident undergraduates, and 3.06% increase for new non-resident undergraduate students.

RESOLUTION NO. 20-__

**Oregon State University
Tuition and Mandatory Fees
For Academic Year 2020-21 and Summer Term 2020**

Whereas, the Board of Trustees of the Oregon State University (the “Board”) has the authority to determine tuition and mandatory enrollment fees in accordance with ORS 352.102 and ORS 352.105, and other applicable law;

Whereas, the Board adopted a Tuition and Fee Process on January 16, 2015 and most recently amended on October 18, 2019 setting out the factors considered by the Board in setting tuition and fees;

Whereas, the Board authorizes the collection of mandatory incidental fees recommended by the President of the University and the recognized student governments (ASOSU and ASCC) and established in accordance with provisions outlined in ORS 352.102, ORS 352.105, and other applicable law;

Whereas, the university has recommended tuition and mandatory enrollment fees for Academic Year 2020-21 through the work of campus groups including undergraduate students, graduate students, faculty and staff;

Whereas, the President, after considering historical tuition and fee trends, comparative data for peer institutions, the University’s budget and projected costs, and anticipated state appropriation levels, has approved most of the tuition recommendations from the University Budget Committee and all of the mandatory fee recommendations from the respective student governments for consideration by the Board;

Whereas, after consideration of the impact on students and OSU’s commitments as the state’s land-grant university, the President modified the recommendations to instead recommend no increase in tuition for continuing resident and non-resident undergraduate students;

Whereas, the President has reported to the Board the nature and outcomes of consultations with students and others, including any significant disagreement; and

Whereas the Board has considered the desire to create affordable access to degree programs, create a diverse student body, maintain strong degree programs at every level, and develop and maintain the human and physical infrastructure necessary to support Oregon’s educational outcome goals;

Now, therefore, the Board of Trustees of Oregon State University hereby approves the Academic Year 2020-21 and summer 2020 tuition and mandatory fee schedule attached hereto as Exhibit A [*at the levels indicated in Scenario __*]

This Resolution is effective April 3, 2020

APPROVED by the Board of Trustees April 3, 2020

Secretary to the Board

Date

April 3, 2020 Board of Trustees Meetings

Oregon State University
 Tuition and Mandatory Fee Schedules
 Academic Year 2020-21 and Summer Term 2020

EXHIBIT A:

Exhibit A Scenarios: The following tables are built on Scenario B: a 0% increase for returning undergraduates (resident and non-resident), a 3.2% per SCH resident undergraduate increase for new students and a 3.06% per SCH non-resident undergraduate increase for new students.

This table shows the cost change that approving an alternate scenario would have on all undergraduate rates for residents at Corvallis (base tuition at Corvallis and all programs with differential tuition) and Cascades (base tuition) in the academic year and summer term. Ecampus rates would not change nor would graduate and professional rates.

Scenario A	The tables for continuing undergraduate students would not be used. The tables for new undergraduate students, graduate and professional, and other students would be applicable.
Scenario B	The tables would apply as shown here. Continuing and new undergraduate students would be differentiated.
Scenario C	The tables for new undergraduate students would not be used. The tables for continuing undergraduate students would apply to all resident undergraduate students and the tables for new non-resident undergraduates would apply to all non-resident undergraduates at Corvallis and Cascades.

TAB N – Attachment 1, Exhibit A

The tables on this and the following page apply only to continuing undergraduate students at the Corvallis and Cascades campuses.

Oregon State University-Corvallis Campus Academic Year 2020-2021 Undergraduate Tuition Rates ^{1,2}								Continuing Students
Credits	Undergraduate Base Tuition ³	College of Business ⁴	College of Engineering		Arts ⁷	College of Forestry ⁸	Honors College ⁹	
	Resident	Resident	Pre- or General Engineering ⁵ Resident	Professional Engineering ⁶ Resident	Resident	Resident	Resident	
1	312	333	346	363	332	327	812	
2	524	566	592	626	564	554	1,024	
3	736	799	838	889	796	781	1,236	
4	948	1,032	1,084	1,152	1,028	1,008	1,448	
5	1,160	1,265	1,330	1,415	1,260	1,235	1,660	
6	1,372	1,498	1,576	1,678	1,492	1,462	1,872	
7	1,584	1,731	1,822	1,941	1,724	1,689	2,084	
8	1,796	1,964	2,068	2,204	1,956	1,916	2,296	
9	2,008	2,197	2,314	2,467	2,188	2,143	2,508	
10	2,220	2,430	2,560	2,730	2,420	2,370	2,720	
11	2,432	2,663	2,806	2,993	2,652	2,597	2,932	
12	2,644	2,896	3,052	3,256	2,884	2,824	3,144	
13	2,856	3,129	3,298	3,519	3,116	3,051	3,356	
14	3,068	3,362	3,544	3,782	3,348	3,278	3,568	
15	3,280	3,595	3,790	4,045	3,580	3,505	3,780	
16	3,492	3,828	4,036	4,308	3,812	3,732	3,992	
17	3,704	4,061	4,282	4,571	4,044	3,959	4,204	
18	3,916	4,294	4,528	4,834	4,276	4,186	4,416	
Each Add'l Credit Hour	212	233	246	263	232	227	212	
Credits	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident	
1	967	988	1,001	1,018	987	982	1,467	
2	1,599	1,641	1,667	1,701	1,639	1,629	2,099	
3	2,231	2,294	2,333	2,384	2,291	2,276	2,731	
4	2,863	2,947	2,999	3,067	2,943	2,923	3,363	
5	3,495	3,600	3,665	3,750	3,595	3,570	3,995	
6	4,127	4,253	4,331	4,433	4,247	4,217	4,627	
7	4,759	4,906	4,997	5,116	4,899	4,864	5,259	
8	5,391	5,559	5,663	5,799	5,551	5,511	5,891	
9	6,023	6,212	6,329	6,482	6,203	6,158	6,523	
10	6,655	6,865	6,995	7,165	6,855	6,805	7,155	
11	7,287	7,518	7,661	7,848	7,507	7,452	7,787	
12	7,919	8,171	8,327	8,531	8,159	8,099	8,419	
13	8,551	8,824	8,993	9,214	8,811	8,746	9,051	
14	9,183	9,477	9,659	9,897	9,463	9,393	9,683	
15	9,815	10,130	10,325	10,580	10,115	10,040	10,315	
16	10,447	10,783	10,991	11,263	10,767	10,687	10,947	
17	11,079	11,436	11,657	11,946	11,419	11,334	11,579	
18	11,711	12,089	12,323	12,629	12,071	11,981	12,211	
Each Add'l Credit Hour	632	653	666	683	652	647	632	

(1) A one-time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.
 (2) Students taking classes at both the Corvallis and Cascades Campus' are assessed the Corvallis campus differential rate.
 (3) Rates apply to all majors not otherwise noted in tables
 (4) Includes all majors in the College
 (5) Includes all College majors and Pre-Forest Engineering/Civil Engineering majors.
 (6) Includes all College majors and Professional Forest Engineering/Civil Engineering majors.
 (7) Charged on upper-division courses in Art, Graphic Design, Theater and Music (excluding MUP courses and some Baccalaureate Core Art courses)
 (8) Includes the following Majors: Forestry, Forest Engineering, Forest Management, Forest Operations Management, and Renewable Materials. Other College of Forestry majors charged regular undergraduate base tuition and fees. Pre-Forest Engineering/Civil Engineering majors are charged the Pre-Engineering differential and Professional Forest Engineering/Civil Engineering majors are charged the Prof-Engineering differential.
 (9) Honors College Students are assessed an additional \$500 Honors College tuition per term over the tuition applicable to the program of their major. These rates show Honors College tuition for students in majors charged at the base undergraduate tuition rate.

Oregon State University-Cascades Campus Academic Year 2020-2021 Tuition Rates¹ Continuing students

Undergraduate Tuition Rates

Credits	Undergraduate Base Tuition ²	College of Business ³	College of Engineering		Arts ⁶	Honors College
	Resident	Resident	Pre- or General Engineering ⁴ Resident	Professional Engineering ⁵ Resident	Resident	Resident
1	305	333	346	363	325	805
2	510	566	592	626	550	1,010
3	715	799	838	889	775	1,215
4	920	1,032	1,084	1,152	1,000	1,420
5	1,125	1,265	1,330	1,415	1,225	1,625
6	1,330	1,498	1,576	1,678	1,450	1,830
7	1,535	1,731	1,822	1,941	1,675	2,035
8	1,740	1,964	2,068	2,204	1,900	2,240
9	1,945	2,197	2,314	2,467	2,125	2,445
10	2,150	2,430	2,560	2,730	2,350	2,650
11	2,355	2,663	2,806	2,993	2,575	2,855
12	2,560	2,896	3,052	3,256	2,800	3,060
13	2,765	3,129	3,298	3,519	3,025	3,265
14	2,970	3,362	3,544	3,782	3,250	3,470
15	3,175	3,595	3,790	4,045	3,475	3,675
16	3,380	3,828	4,036	4,308	3,700	3,880
17	3,585	4,061	4,282	4,571	3,925	4,085
18	3,790	4,294	4,528	4,834	4,150	4,290
Each Add'l Credit Hour	205	233	246	263	225	205
Credits	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident
1	967	988	1,001	1,018	987	1,467
2	1,599	1,641	1,667	1,701	1,639	2,099
3	2,231	2,294	2,333	2,384	2,291	2,731
4	2,863	2,947	2,999	3,067	2,943	3,363
5	3,495	3,600	3,665	3,750	3,595	3,995
6	4,127	4,253	4,331	4,433	4,247	4,627
7	4,759	4,906	4,997	5,116	4,899	5,259
8	5,391	5,559	5,663	5,799	5,551	5,891
9	6,023	6,212	6,329	6,482	6,203	6,523
10	6,655	6,865	6,995	7,165	6,855	7,155
11	7,287	7,518	7,661	7,848	7,507	7,787
12	7,919	8,171	8,327	8,531	8,159	8,419
13	8,551	8,824	8,993	9,214	8,811	9,051
14	9,183	9,477	9,659	9,897	9,463	9,683
15	9,815	10,130	10,325	10,580	10,115	10,315
16	10,447	10,783	10,991	11,263	10,767	10,947
17	11,079	11,436	11,657	11,946	11,419	11,579
18	11,711	12,089	12,323	12,629	12,071	12,211
Each Add'l Credit Hour	632	653	666	683	652	632

(1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.

(2) Rates apply to all majors not otherwise noted in tables

(3) Includes all majors in the College

(4) Includes all College majors and Pre-Forest Engineering/Civil Engineering majors.

(5) Includes all College majors and Professional Forest Engineering/Civil Engineering majors.

(6) Charged on upper-division courses in Art, Graphic Design, Theater and Music (excluding MUP courses and some Baccalaureate Core Art courses)

TAB N – Attachment 1, Exhibit A

The tables on this and the following pages apply to new undergraduate students matriculating at the Corvallis or Cascades campuses in any term of academic year 2020-21 and to all other students.

Oregon State University-Corvallis Campus Academic Year 2020-2021 Undergraduate Tuition Rates^{1,2}

		New Students						
Credits	Undergraduate Base Tuition ³	College of Business ⁴	College of Engineering		Arts ⁷	College of Forestry ⁸	Honors College ⁹	
	Resident	Resident	Pre- or General Engineering ⁵ Resident	Professional Engineering ⁶ Resident	Resident	Resident	Resident	
1	319	341	354	372	340	335	819	
2	538	582	608	644	580	570	1,038	
3	757	823	862	916	820	805	1,257	
4	976	1,064	1,116	1,188	1,060	1,040	1,476	
5	1,195	1,305	1,370	1,460	1,300	1,275	1,695	
6	1,414	1,546	1,624	1,732	1,540	1,510	1,914	
7	1,633	1,787	1,878	2,004	1,780	1,745	2,133	
8	1,852	2,028	2,132	2,276	2,020	1,980	2,352	
9	2,071	2,269	2,386	2,548	2,260	2,215	2,571	
10	2,290	2,510	2,640	2,820	2,500	2,450	2,790	
11	2,509	2,751	2,894	3,092	2,740	2,685	3,009	
12	2,728	2,992	3,148	3,364	2,980	2,920	3,228	
13	2,947	3,233	3,402	3,636	3,220	3,155	3,447	
14	3,166	3,474	3,656	3,908	3,460	3,390	3,666	
15	3,385	3,715	3,910	4,180	3,700	3,625	3,885	
16	3,604	3,956	4,164	4,452	3,940	3,860	4,104	
17	3,823	4,197	4,418	4,724	4,180	4,095	4,323	
18	4,042	4,438	4,672	4,996	4,420	4,330	4,542	
Each Add'l Credit Hour	219	241	254	272	240	235	219	

Credits	Non-Resident						
1	987	1,009	1,022	1,040	1,008	1,003	1,487
2	1,639	1,683	1,709	1,745	1,681	1,671	2,139
3	2,291	2,357	2,396	2,450	2,354	2,339	2,791
4	2,943	3,031	3,083	3,155	3,027	3,007	3,443
5	3,595	3,705	3,770	3,860	3,700	3,675	4,095
6	4,247	4,379	4,457	4,565	4,373	4,343	4,747
7	4,899	5,053	5,144	5,270	5,046	5,011	5,399
8	5,551	5,727	5,831	5,975	5,719	5,679	6,051
9	6,203	6,401	6,518	6,680	6,392	6,347	6,703
10	6,855	7,075	7,205	7,385	7,065	7,015	7,355
11	7,507	7,749	7,892	8,090	7,738	7,683	8,007
12	8,159	8,423	8,579	8,795	8,411	8,351	8,659
13	8,811	9,097	9,266	9,500	9,084	9,019	9,311
14	9,463	9,771	9,953	10,205	9,757	9,687	9,963
15	10,115	10,445	10,640	10,910	10,430	10,355	10,615
16	10,767	11,119	11,327	11,615	11,103	11,023	11,267
17	11,419	11,793	12,014	12,320	11,776	11,691	11,919
18	12,071	12,467	12,701	13,025	12,449	12,359	12,571
Each Add'l Credit Hour	652	674	687	705	673	668	652

(1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.
 (2) Students taking classes at both the Corvallis and Cascades Campus' are assessed the Corvallis campus differential rate.
 (3) Rates apply to all majors not otherwise noted in tables
 (4) Includes all majors in the College
 (5) Includes all College majors and Pre-Forest Engineering/Civil Engineering majors.
 (6) Includes all College majors and Professional Forest Engineering/Civil Engineering majors.
 (7) Charged on upper-division courses in Art, Graphic Design, Theater and Music (excluding MUP courses and some Baccalaureate Core Art courses)
 (8) Includes the following Majors: Forestry, Forest Engineering, Forest Management, Forest Operations Management, and Renewable Materials. Other College of Forestry majors charged regular undergraduate base tuition and fees. Pre-Forest Engineering/Civil Engineering majors are charged the Pre-Engineering differential and Professional Forest Engineering/Civil Engineering majors are charged the Prof-Engineering differential.
 (9) Honors College Students are assessed an additional \$500 Honors College tuition per term over the tuition applicable to the program of their major. These rates show Honors College tuition for students in majors charged at the base undergraduate tuition rate.

TAB N – Attachment 1, Exhibit A

Oregon State University-Corvallis Campus

Academic Year 2020-2021 Graduate Tuition Rates¹

Credits	Graduate Base Tuition ²	College of Business ³	College of Engineering ⁴	Public Health	Doctor of Veterinary Medicine ⁵		Doctor of Pharmacy
	Resident	Resident	Resident	Resident	1st, 2nd, 3rd Yrs	4th Year	Resident
					Resident	Resident	
1	491	794	548	558	n/a	n/a	701
2	982	1,588	1,096	1,116	n/a	n/a	1,402
3	1,473	2,382	1,644	1,674	n/a	n/a	2,103
4	1,964	3,176	2,192	2,232	n/a	n/a	2,804
5	2,455	3,970	2,740	2,790	n/a	n/a	3,505
6	2,946	4,764	3,288	3,348	n/a	n/a	4,206
7	3,437	5,558	3,836	3,906	n/a	n/a	4,907
8	3,928	6,352	4,384	4,464	n/a	n/a	5,608
9	4,419	7,146	4,932	5,022	n/a	n/a	6,309
10	4,419	7,940	4,989	5,089	n/a	n/a	7,010
11	4,419	8,734	5,046	5,156	n/a	n/a	7,711
12	4,419	9,528	5,103	5,223	8,226	6,170	8,412
13	4,419	10,322	5,160	5,290	8,226	6,170	8,412
14	4,419	11,116	5,217	5,357	8,226	6,170	8,412
15	4,419	11,910	5,274	5,424	8,226	6,170	8,412
16	4,419	12,704	5,331	5,491	8,226	6,170	8,412
17	4,910	13,498	5,879	6,049	8,226	6,170	8,412
18	5,401	14,292	6,427	6,607	8,226	6,170	8,412
Hour	491	794	548	558	-	-	-

Credits	Non-Resident						
1	967	1,377	1,024	1,072	n/a	n/a	1,145
2	1,934	2,754	2,048	2,144	n/a	n/a	2,290
3	2,901	4,131	3,072	3,216	n/a	n/a	3,435
4	3,868	5,508	4,096	4,288	n/a	n/a	4,580
5	4,835	6,885	5,120	5,360	n/a	n/a	5,725
6	5,802	8,262	6,144	6,432	n/a	n/a	6,870
7	6,769	9,639	7,168	7,504	n/a	n/a	8,015
8	7,736	11,016	8,192	8,576	n/a	n/a	9,160
9	8,703	12,393	9,216	9,648	n/a	n/a	10,305
10	8,703	13,770	9,273	9,753	n/a	n/a	11,450
11	8,703	15,147	9,330	9,858	n/a	n/a	12,595
12	8,703	16,524	9,387	9,963	16,455	12,341	13,740
13	8,703	17,901	9,444	10,068	16,455	12,341	13,740
14	8,703	19,278	9,501	10,173	16,455	12,341	13,740
15	8,703	20,655	9,558	10,278	16,455	12,341	13,740
16	8,703	22,032	9,615	10,383	16,455	12,341	13,740
17	9,670	23,409	10,639	11,455	16,455	12,341	13,740
18	10,637	24,786	11,663	12,527	16,455	12,341	13,740
Hour	967	1,377	1,024	1,072	-	-	-

(1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.

(2) Rates apply to all majors not otherwise noted in tables

(3) Applies to all degree programs and certificates except the Ph.D, which is charged at base graduate rates

(4) All degrees in the College of Engineering except Medical Physics

(5) Veterinary Medicine is full-time program only. Veterinary Medicine students are not assessed the overtime fee. This exception to the general policy for other graduate programs results from the Veterinary Medicine curricular design which requires carrying larger SCH loads in certain terms for normal progress toward a degree. Fourth Year students taking a series of study, externship, and clinical rotations from the beginning of Finals Week in June to the end of Dead Week the following June are assessed the four term fees during that period of time. Fee payment dates will correspond to normal fall, winter, spring and summer term schedules.

April 3, 2020 Board of Trustees Meetings

TAB N – Attachment 1, Exhibit A

Oregon State University-Cascades Campus Academic Year 2020-2021 Tuition Rates¹ New students

Undergraduate Tuition Rates						
Credits	Undergraduate Base Tuition ²	College of Business ³	College of Engineering		Arts ⁶	Honors College
	Resident		Pre- or General Engineering ⁴	Professional Engineering ⁵		
		Resident	Resident	Resident	Resident	Resident
1	315	341	354	372	336	815
2	530	582	608	644	572	1,030
3	745	823	862	916	808	1,245
4	960	1,064	1,116	1,188	1,044	1,460
5	1,175	1,305	1,370	1,460	1,280	1,675
6	1,390	1,546	1,624	1,732	1,516	1,890
7	1,605	1,787	1,878	2,004	1,752	2,105
8	1,820	2,028	2,132	2,276	1,988	2,320
9	2,035	2,269	2,386	2,548	2,224	2,535
10	2,250	2,510	2,640	2,820	2,460	2,750
11	2,465	2,751	2,894	3,092	2,696	2,965
12	2,680	2,992	3,148	3,364	2,932	3,180
13	2,895	3,233	3,402	3,636	3,168	3,395
14	3,110	3,474	3,656	3,908	3,404	3,610
15	3,325	3,715	3,910	4,180	3,640	3,825
16	3,540	3,956	4,164	4,452	3,876	4,040
17	3,755	4,197	4,418	4,724	4,112	4,255
18	3,970	4,438	4,672	4,996	4,348	4,470
Each Add'l Credit Hour	215	241	254	272	236	215

Credits	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident
1	987	1,009	1,022	1,040	1,008	1,487
2	1,639	1,683	1,709	1,745	1,681	2,139
3	2,291	2,357	2,396	2,450	2,354	2,791
4	2,943	3,031	3,083	3,155	3,027	3,443
5	3,595	3,705	3,770	3,860	3,700	4,095
6	4,247	4,379	4,457	4,565	4,373	4,747
7	4,899	5,053	5,144	5,270	5,046	5,399
8	5,551	5,727	5,831	5,975	5,719	6,051
9	6,203	6,401	6,518	6,680	6,392	6,703
10	6,855	7,075	7,205	7,385	7,065	7,355
11	7,507	7,749	7,892	8,090	7,738	8,007
12	8,159	8,423	8,579	8,795	8,411	8,659
13	8,811	9,097	9,266	9,500	9,084	9,311
14	9,463	9,771	9,953	10,205	9,757	9,963
15	10,115	10,445	10,640	10,910	10,430	10,615
16	10,767	11,119	11,327	11,615	11,103	11,267
17	11,419	11,793	12,014	12,320	11,776	11,919
18	12,071	12,467	12,701	13,025	12,449	12,571
Each Add'l Credit Hour	652	674	687	705	673	652

(1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.
 (2) Rates apply to all majors not otherwise noted in tables
 (3) Includes all majors in the College
 (4) Includes all College majors and Pre-Forest Engineering/Civil Engineering majors.
 (5) Includes all College majors and Professional Forest Engineering/Civil Engineering majors.
 (6) Charged on upper-division courses in Art, Graphic Design, Theater and Music (excluding MUP courses and some Baccalaureate Core Art courses)

TAB N – Attachment 1, Exhibit A

Oregon State University-Cascades Campus Academic Year 2020-2021 Tuition Rates¹

Graduate Tuition Rates

	Graduate Base Tuition²	Master of Counseling	Master of Arts in Teaching	MFA
Credits	Resident	Resident	Resident	Resident
1	491	464	464	487
2	982	928	928	974
3	1,473	1,392	1,392	1,461
4	1,964	1,856	1,856	1,948
5	2,455	2,320	2,320	2,435
6	2,946	2,784	2,784	2,922
7	3,437	3,248	3,248	3,409
8	3,928	3,712	3,712	3,896
9	4,419	4,176	4,176	4,383
10	4,419	4,640	4,640	4,870
11	4,419	5,104	5,104	5,357
12	4,419	5,568	5,568	5,844
13	4,419	6,032	6,032	6,331
14	4,419	6,496	6,496	6,818
15	4,419	6,960	6,960	7,305
16	4,419	7,424	7,424	7,792
17	4,910	7,888	7,888	8,279
18	5,401	8,352	8,352	8,766
<i>Each Add'l Credit Hour</i>	491	464	464	487
Credits	Non-Resident	Non-Resident	Non-Resident	Non-Resident
1	967	847	847	487
2	1,934	1,694	1,694	974
3	2,901	2,541	2,541	1,461
4	3,868	3,388	3,388	1,948
5	4,835	4,235	4,235	2,435
6	5,802	5,082	5,082	2,922
7	6,769	5,929	5,929	3,409
8	7,736	6,776	6,776	3,896
9	8,703	7,623	7,623	4,383
10	8,703	8,470	8,470	4,870
11	8,703	9,317	9,317	5,357
12	8,703	10,164	10,164	5,844
13	8,703	11,011	11,011	6,331
14	8,703	11,858	11,858	6,818
15	8,703	12,705	12,705	7,305
16	8,703	13,552	13,552	7,792
17	9,670	14,399	14,399	8,279
18	10,637	15,246	15,246	8,766
<i>Each Add'l Credit Hour</i>	967	847	847	487

(1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.

(2) Rates apply to all majors not otherwise noted in tables

TAB N – Attachment 1, Exhibit A

Oregon State University-Ecampus

Academic Year 2020-2021 Tuition and Fee Rates^{1, 2}

Undergraduate and Postbaccalaureate Programs							
College of Engineering							
	Undergraduate programs not otherwise noted	Developmental math: MTH 065 & 095 (On-site)	College of Business students ³	Pre- or General Engineering ³	Professional Engineering students ³	Computer Science Post-baccalaureate ^{4,5}	Computer Science BS
Credits							
1	318.00	231.00	340.00	353.00	371.00	508.00	371.00
2	636.00	462.00	680.00	706.00	742.00	1,016.00	742.00
3	954.00	693.00	1,020.00	1,059.00	1,113.00	1,524.00	1,113.00
4	1,272.00	924.00	1,360.00	1,412.00	1,484.00	2,032.00	1,484.00
5	1,590.00	1,155.00	1,700.00	1,765.00	1,855.00	2,540.00	1,855.00
6	1,908.00	1,386.00	2,040.00	2,118.00	2,226.00	3,048.00	2,226.00
7	2,226.00	1,617.00	2,380.00	2,471.00	2,597.00	3,556.00	2,597.00
8	2,544.00	1,848.00	2,720.00	2,824.00	2,968.00	4,064.00	2,968.00
9	2,862.00	2,079.00	3,060.00	3,177.00	3,339.00	4,572.00	3,339.00
<i>Each Add'l Credit Hour</i>	318.00	231.00	340.00	353.00	371.00	508.00	371.00

Graduate Programs							
	Graduate programs not otherwise noted	PhD & EdD in AHE, CCL and LHE options	MCOUN and Ph.D. in Counseling	Graduate Certificate: Public Health	MBA & business courses	College of Engineering students ³	MS Radiation Health Physics
Credits							
1	560.00	590.00	590.00	627.00	863.00	617.00	652.00
2	1,120.00	1,180.00	1,180.00	1,254.00	1,726.00	1,234.00	1,304.00
3	1,680.00	1,770.00	1,770.00	1,881.00	2,589.00	1,851.00	1,956.00
4	2,240.00	2,360.00	2,360.00	2,508.00	3,452.00	2,468.00	2,608.00
5	2,800.00	2,950.00	2,950.00	3,135.00	4,315.00	3,085.00	3,260.00
6	3,360.00	3,540.00	3,540.00	3,762.00	5,178.00	3,702.00	3,912.00
7	3,920.00	4,130.00	4,130.00	4,389.00	6,041.00	4,319.00	4,564.00
8	4,480.00	4,720.00	4,720.00	5,016.00	6,904.00	4,936.00	5,216.00
9	5,040.00	5,310.00	5,310.00	5,643.00	7,767.00	5,553.00	5,868.00
<i>Each Add'l Credit Hour</i>	560.00	590.00	590.00	627.00	863.00	617.00	652.00

(1) Charges are the same for resident and non-resident students, all rates include an \$80 per credit hour distance education fee; charges also apply to Summer, 2019

(2) A one time Matriculation Fee of \$350 is assessed to all new and transfer degree seeking undergraduate and graduate students.

(3) College of Business and College of Engineering students are charged a differential in addition to the regular tuition. The above lists current tuition and fees for business and engineering majors who take Ecampus courses (in any subject).

(4) Engineering majors on Corvallis or Cascades campus are charged Engineering rates based on pre- or pro-engineering standing.

(5) Students admitted to the computer science post-baccalaureate program are charged the computer science post-baccalaureate rates.

April 3, 2020 Board of Trustees Meetings

TAB N – Attachment 1, Exhibit A

Oregon State University-Corvallis Campus Academic Year 2020-2021 Mandatory Fee Rates^{1,2}

Undergraduate Mandatory Fees					Graduate Mandatory Fees				
Credits	Building	Incidental	Health Service	Total Fees	Building	Incidental	Health Service	Total Fees	
1	23.00	362.08	197.53	582.61	23.00	364.08	197.53	584.61	
2	25.00	368.08	197.53	590.61	26.00	372.08	197.53	595.61	
3	27.00	374.08	197.53	598.61	29.00	380.08	197.53	606.61	
4	29.00	380.08	197.53	606.61	32.00	388.08	197.53	617.61	
5	31.00	386.08	197.53	614.61	35.00	396.08	197.53	628.61	
6	33.00	392.08	197.53	622.61	38.00	404.08	197.53	639.61	
7	35.00	398.08	197.53	630.61	41.00	412.08	197.53	650.61	
8	37.00	404.08	197.53	638.61	43.00	420.08	197.53	660.61	
9	39.00	410.08	197.53	646.61	45.00	428.08	197.53	670.61	
10	41.00	416.08	197.53	654.61	45.00	428.08	197.53	670.61	
11	43.00	422.08	197.53	662.61	45.00	428.08	197.53	670.61	
12 or more	45.00	428.08	197.53	670.61	45.00	428.08	197.53	670.61	

(1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students. 1,284.24

(2) Fee rates apply to resident and non-resident students

Oregon State University-Cascades Campus Academic Year 2020-2021 Mandatory Fee Rates^{1,2}

Undergraduate Mandatory Fees					Graduate Mandatory Fees				
Credits	Building	Incidental	Health Service	Total Fees	Building	Incidental	Health Service	Total Fees	
1	23.00	223.00	59.00	305.00	23.00	228.00	59.00	310.00	
2	25.00	230.00	59.00	314.00	26.00	237.00	59.00	322.00	
3	27.00	237.00	59.00	323.00	29.00	246.00	59.00	334.00	
4	29.00	244.00	59.00	332.00	32.00	255.00	59.00	346.00	
5	31.00	251.00	59.00	341.00	35.00	264.00	59.00	358.00	
6	33.00	258.00	59.00	350.00	38.00	273.00	59.00	370.00	
7	35.00	265.00	59.00	359.00	41.00	282.00	59.00	382.00	
8	37.00	272.00	59.00	368.00	43.00	291.00	59.00	393.00	
9	39.00	279.00	59.00	377.00	45.00	300.00	59.00	404.00	
10	41.00	286.00	59.00	386.00	45.00	300.00	59.00	404.00	
11	43.00	293.00	59.00	395.00	45.00	300.00	59.00	404.00	
12 or more	45.00	300.00	59.00	404.00	45.00	300.00	59.00	404.00	

(1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.

(2) Fee rates apply to resident and non-resident students

TAB N – Attachment 1, Exhibit A

Oregon State University-Corvallis Campus Summer Term 2020 Undergraduate Tuition Rates^{1,2}

	Undergraduate Base Tuition ³	College of Business ⁴	College of Engineering		Arts ⁷	College of Forestry ⁸
			Pre- or General Engineering ⁵	Professional Engineering ⁶		
Credits	Resident	Resident	Resident	Resident	Resident	Resident
1	212	233	246	263	232	227
2	424	466	492	526	464	454
3	636	699	738	789	696	681
4	848	932	984	1,052	928	908
5	1,060	1,165	1,230	1,315	1,160	1,135
6	1,272	1,398	1,476	1,578	1,392	1,362
7	1,484	1,631	1,722	1,841	1,624	1,589
8	1,696	1,864	1,968	2,104	1,856	1,816
9	1,908	2,097	2,214	2,367	2,088	2,043
10	2,120	2,330	2,460	2,630	2,320	2,270
11	2,332	2,563	2,706	2,893	2,552	2,497
12	2,544	2,796	2,952	3,156	2,784	2,724
13	2,756	3,029	3,198	3,419	3,016	2,951
14	2,968	3,262	3,444	3,682	3,248	3,178
15	3,180	3,495	3,690	3,945	3,480	3,405
16	3,392	3,728	3,936	4,208	3,712	3,632
17	3,604	3,961	4,182	4,471	3,944	3,859
18	3,816	4,194	4,428	4,734	4,176	4,086
Each Add'l Credit Hour	212	233	246	263	232	227
Credits	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident
1	212	233	246	263	232	227
2	424	466	492	526	464	454
3	636	699	738	789	696	681
4	848	932	984	1,052	928	908
5	1,060	1,165	1,230	1,315	1,160	1,135
6	1,272	1,398	1,476	1,578	1,392	1,362
7	1,484	1,631	1,722	1,841	1,624	1,589
8	1,696	1,864	1,968	2,104	1,856	1,816
9	1,908	2,097	2,214	2,367	2,088	2,043
10	2,120	2,330	2,460	2,630	2,320	2,270
11	2,332	2,563	2,706	2,893	2,552	2,497
12	2,544	2,796	2,952	3,156	2,784	2,724
13	2,756	3,029	3,198	3,419	3,016	2,951
14	2,968	3,262	3,444	3,682	3,248	3,178
15	3,180	3,495	3,690	3,945	3,480	3,405
16	3,392	3,728	3,936	4,208	3,712	3,632
17	3,604	3,961	4,182	4,471	3,944	3,859
18	3,816	4,194	4,428	4,734	4,176	4,086
Each Add'l Credit Hour	212	233	246	263	232	227

(1) A one-time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.
 (2) Students taking classes at both the Corvallis and Cascades Campus' are assessed the Corvallis campus differential rate.
 (3) Rates apply to all majors not otherwise noted in tables
 (4) Includes all majors in the College
 (5) Includes all College majors and Pre-Forest Engineering/Civil Engineering majors.
 (6) Includes all College majors and Professional Forest Engineering/Civil Engineering majors.
 (7) Charged on upper-division courses in Art, Graphic Design, Theater and Music (excluding MUP courses and some Baccalaureate Core Art courses)
 (8) Includes the following Majors: Forestry, Forest Engineering, Forest Management, Forest Operations Management, and Renewable Materials. Other College of Forestry majors charged regular undergraduate base tuition and fees. Pre-Forest Engineering/Civil Engineering majors are charged the Pre-Engineering differential and Professional Forest Engineering/Civil Engineering majors are charged the Prof-Engineering differential.

TAB N – Attachment 1, Exhibit A

OSU-Corvallis Campus Summer Term 2020 Graduate Tuition Rates¹

	Graduate Base Tuition²	College of Business³	College of Engineering⁴	Public Health	Doctor of Pharmacy
Credits	Resident	Resident	Resident	Resident	Resident
1	491	794	548	558	701
2	982	1,588	1,096	1,116	1,402
3	1,473	2,382	1,644	1,674	2,103
4	1,964	3,176	2,192	2,232	2,804
5	2,455	3,970	2,740	2,790	3,505
6	2,946	4,764	3,288	3,348	4,206
7	3,437	5,558	3,836	3,906	4,907
8	3,928	6,352	4,384	4,464	5,608
9	4,419	7,146	4,932	5,022	6,309
10	4,910	7,940	5,480	5,580	7,010
11	5,401	8,734	6,028	6,138	7,711
12	5,892	9,528	6,576	6,696	8,412
13	6,383	10,322	7,124	7,254	8,412
14	6,874	11,116	7,672	7,812	8,412
15	7,365	11,910	8,220	8,370	8,412
16	7,856	12,704	8,768	8,928	8,412
17	8,347	13,498	9,316	9,486	8,412
18	8,838	14,292	9,864	10,044	8,412
<i>Each Add'l</i>	491	794	548	558	-

Credits	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident
1	491	794	548	558	1,145
2	982	1,588	1,096	1,116	2,290
3	1,473	2,382	1,644	1,674	3,435
4	1,964	3,176	2,192	2,232	4,580
5	2,455	3,970	2,740	2,790	5,725
6	2,946	4,764	3,288	3,348	6,870
7	3,437	5,558	3,836	3,906	8,015
8	3,928	6,352	4,384	4,464	9,160
9	4,419	7,146	4,932	5,022	10,305
10	4,910	7,940	5,480	5,580	11,450
11	5,401	8,734	6,028	6,138	12,595
12	5,892	9,528	6,576	6,696	13,740
13	6,383	10,322	7,124	7,254	13,740
14	6,874	11,116	7,672	7,812	13,740
15	7,365	11,910	8,220	8,370	13,740
16	7,856	12,704	8,768	8,928	13,740
17	8,347	13,498	9,316	9,486	13,740
18	8,838	14,292	9,864	10,044	13,740
<i>Each Add'l</i>	491	794	548	558	-

(1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.

(2) Rates apply to all majors not otherwise noted in tables

(3) Applies to all degree programs and certificates except the Ph.D, which is charged at base graduate rates

(4) All degrees in the College of Engineering except Medical Physics

TAB N – Attachment 1, Exhibit A

Oregon State University-Cascades Campus Summer term 2020 Tuition Rates¹

Undergraduate Tuition Rates

Credits	Undergraduate Base Tuition ²	College of Business ³	College of Engineering		Arts ⁶
	Resident	Resident	Pre- or General Engineering ⁴	Professional Engineering ⁵	
1	205	233	246	263	225
2	410	466	492	526	450
3	615	699	738	789	675
4	820	932	984	1,052	900
5	1,025	1,165	1,230	1,315	1,125
6	1,230	1,398	1,476	1,578	1,350
7	1,435	1,631	1,722	1,841	1,575
8	1,640	1,864	1,968	2,104	1,800
9	1,845	2,097	2,214	2,367	2,025
10	2,050	2,330	2,460	2,630	2,250
11	2,255	2,563	2,706	2,893	2,475
12	2,460	2,796	2,952	3,156	2,700
13	2,665	3,029	3,198	3,419	2,925
14	2,870	3,262	3,444	3,682	3,150
15	3,075	3,495	3,690	3,945	3,375
16	3,280	3,728	3,936	4,208	3,600
17	3,485	3,961	4,182	4,471	3,825
18	3,690	4,194	4,428	4,734	4,050
Each Add'l Credit Hour	205	233	246	263	225

Credits	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident
1	205	233	246	263	225
2	410	466	492	526	450
3	615	699	738	789	675
4	820	932	984	1,052	900
5	1,025	1,165	1,230	1,315	1,125
6	1,230	1,398	1,476	1,578	1,350
7	1,435	1,631	1,722	1,841	1,575
8	1,640	1,864	1,968	2,104	1,800
9	1,845	2,097	2,214	2,367	2,025
10	2,050	2,330	2,460	2,630	2,250
11	2,255	2,563	2,706	2,893	2,475
12	2,460	2,796	2,952	3,156	2,700
13	2,665	3,029	3,198	3,419	2,925
14	2,870	3,262	3,444	3,682	3,150
15	3,075	3,495	3,690	3,945	3,375
16	3,280	3,728	3,936	4,208	3,600
17	3,485	3,961	4,182	4,471	3,825
18	3,690	4,194	4,428	4,734	4,050
Each Add'l Credit Hour	205	233	246	263	225

(1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.

(2) Rates apply to all majors not otherwise noted in tables

(3) Includes all majors in the College

(4) Includes all College majors and Pre-Forest Engineering/Civil Engineering majors.

(5) Includes all College majors and Professional Forest Engineering/Civil Engineering majors.

(6) Charged on upper-division courses in Art, Graphic Design, Theater and Music (excluding MUP courses and some Baccalaureate Core Art courses)

TAB N – Attachment 1, Exhibit A

Oregon State University-Cascades Campus Summer Term 2020 Tuition Rates¹

Graduate Tuition Rates

	Graduate Base Tuition²	College of Engineering³	Masters in Counseling	Master of Arts in Teaching	MFA
Credits	Resident	Resident	Resident	Resident	Resident
1	491	548	464	464	487
2	982	1,096	928	928	974
3	1,473	1,644	1,392	1,392	1,461
4	1,964	2,192	1,856	1,856	1,948
5	2,455	2,740	2,320	2,320	2,435
6	2,946	3,288	2,784	2,784	2,922
7	3,437	3,836	3,248	3,248	3,409
8	3,928	4,384	3,712	3,712	3,896
9	4,419	4,932	4,176	4,176	4,383
10	4,910	5,480	4,640	4,640	4,870
11	5,401	6,028	5,104	5,104	5,357
12	5,892	6,576	5,568	5,568	5,844
13	6,383	7,124	6,032	6,032	6,331
14	6,874	7,672	6,496	6,496	6,818
15	7,365	8,220	6,960	6,960	7,305
16	7,856	8,768	7,424	7,424	7,792
17	8,347	9,316	7,888	7,888	8,279
18	8,838	9,864	8,352	8,352	8,766
<i>Each Add'l Credit Hour</i>	491	548	464	464	487
Credits	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident
1	491	548	464	464	487
2	982	1,096	928	928	974
3	1,473	1,644	1,392	1,392	1,461
4	1,964	2,192	1,856	1,856	1,948
5	2,455	2,740	2,320	2,320	2,435
6	2,946	3,288	2,784	2,784	2,922
7	3,437	3,836	3,248	3,248	3,409
8	3,928	4,384	3,712	3,712	3,896
9	4,419	4,932	4,176	4,176	4,383
10	4,910	5,480	4,640	4,640	4,870
11	5,401	6,028	5,104	5,104	5,357
12	5,892	6,576	5,568	5,568	5,844
13	6,383	7,124	6,032	6,032	6,331
14	6,874	7,672	6,496	6,496	6,818
15	7,365	8,220	6,960	6,960	7,305
16	7,856	8,768	7,424	7,424	7,792
17	8,347	9,316	7,888	7,888	8,279
18	8,838	9,864	8,352	8,352	8,766
<i>Each Add'l Credit Hour</i>	491	548	464	464	487

(1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.

(2) Rates apply to all majors not otherwise noted in tables

(3) All degrees in the College of Engineering except Medical Physics

TAB N – Attachment 1, Exhibit A

Oregon State University-Corvallis Campus

Summer Term 2020 Mandatory Fee Rates^{1,2}

Undergraduate Mandatory Fees

Credits	Building	Incidental	Health Service	Total Fees
1	34.00	229.67	176.69	440.36
2	34.00	229.67	176.69	440.36
3	34.00	229.67	176.69	440.36
4	34.00	229.67	176.69	440.36
5	34.00	229.67	176.69	440.36
6	34.00	229.67	176.69	440.36
7	34.00	229.67	176.69	440.36
8	34.00	229.67	176.69	440.36
9	34.00	229.67	176.69	440.36
10	34.00	229.67	176.69	440.36
11	34.00	229.67	176.69	440.36
12 or more	34.00	229.67	176.69	440.36

Graduate Mandatory Fees

Building	Incidental	Health Service	Total Fees
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36
34.00	229.67	176.69	440.36

- (1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.
 (2) Fee rates apply to resident and non-resident students

Oregon State University-Cascades Campus

Summer Term 2020 Mandatory Fee Rates^{1,2}

Undergraduate Mandatory Fees

Credits	Building	Incidental	Health Service	Total Fees
1	34.00	-	59.00	93.00
2	34.00	-	59.00	93.00
3	34.00	112.00	59.00	205.00
4	34.00	112.00	59.00	205.00
5	34.00	112.00	59.00	205.00
6	34.00	112.00	59.00	205.00
7	34.00	112.00	59.00	205.00
8	34.00	112.00	59.00	205.00
9	34.00	112.00	59.00	205.00
10	34.00	112.00	59.00	205.00
11	34.00	112.00	59.00	205.00
12 or more	34.00	112.00	59.00	205.00

Graduate Mandatory Fees

Building	Incidental	Health Service	Total Fees
34.00	-	59.00	93.00
34.00	-	59.00	93.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00
34.00	112.00	59.00	205.00

- (1) A one time Matriculation Fee of \$350 is assessed to all new and transfer undergraduate and graduate students.
 (2) Fee rates apply to resident and non-resident students

Attachment 2: Report of the Tuition Advisory Council of the University Budget Committee to President Ray on tuition and fee rate recommendations for the ~~2019-2020~~ **2020-2021** year.

To: Edward J. Ray, President
 From: Belinda Batten, Chair, University Budget Committee
 Re: Recommendations for Tuition and Mandatory Fee Rates for 2020-2021
 Cc: Edward Feser, Provost and Executive Vice President

Summary:

The University Budget Committee (UBC) constitutes the tuition advisory body required by House Bill 4141 (ORS 352.102). The UBC recommends the following rate changes in tuition and mandatory fees from 2019-20 to 2020-21:

Rate	Recommendation	Notes
Resident and non-resident undergraduate tuition	3.2%	1.5%, 3.2%, and 4.5% ¹ increase scenarios (see Table 1) are provided for discussion by the Board of Trustees
Cascades resident undergraduate	An additional 1.52% (total of 4.72%)	To close the gap with Corvallis rates
Resident graduate tuition	2.5%	Rate is higher than peers
Non-resident graduate tuition	4.5%	Rate is lower than peers
Professional tuition increases	0% to 5%	Depending on program (MBA, MFA at Cascades, Pharmacy, etc.)
Differential tuition	\$1 to \$2 per SCH	Inflationary increases in Business, Engineering, Forestry, Liberal Arts (Arts, Music, Theatre only) and Education
Ecampus undergraduate base tuition	3%	Stay at a competitive rate
Ecampus graduate base tuition	0%	Current rates at the high side of peers
Summer tuition		Matches campus tuition rates
New rates		New rate for existing online MS in Radiation Health Physics and a new rate for the new online BS in Computer Science
Mandatory building and matriculation fees	0%	No increases to these

¹ Undergraduate rate increases noted are on the per credit hour charges, not on the base “zero-credit” charge made for resident and non-resident academic year tuition. Total increases are somewhat less than the quoted percentages because of the fixed zero-credit charge and rounding to whole dollars.

Student Health Services	7%	\$26.60 per year, to address continuing service level and increasing costs of medical staffing
Counseling and Psychological Services	17.5%	\$27.72 per year, continuing service level and adding four counselors

The weighted average tuition increase for resident undergraduate majors at Corvallis is 3.14% and at Cascades is 4.24%. The weighted average tuition and mandatory fee increase (the rate subject to the 5% threshold) is 3.41% at Corvallis and 4.23% at Cascades. Detailed rates are listed in Attachment 1, Exhibit A.

Process:

The UBC reviews and recommends all tuition rates for Corvallis and Cascades and mandatory fees including the building fee, matriculation fee, and health services fees. The increase in total base tuition and these mandatory fees is subject to the 5% threshold requiring approval from the HECC or the Legislature for increases greater than 5%. All members of UBC are members of the Tuition Advisory Council required by ORS 352.102. Specific information relevant to the reporting requirements of ORS 352.102 are included in Appendices B, C, D, and E in addition to the discussion here.

The UBC has seventeen members with six students (including representatives of student government at Corvallis and Cascades, as well as students representing historically underserved students), administrators, faculty, and staff. The committee met six times prior to finalizing this report and will meet once more in March to review any issues or questions prior to the April Board meeting. The committee membership and meeting schedule are listed in Appendix B. At the meetings, the committee discussed both specific rates and the context of those rates, and met with leadership of Student Health Services, Counseling and Psychological Services, and the College of Engineering. Leadership at Cascades has met with its student government and representatives to review proposals for the health fees at Cascades and an additional increase in undergraduate resident tuition to move towards matching tuition at Corvallis.

The committee received briefings on the Oregon State University (OSU) budget, how the Legislature allocates money to OSU through the HECC, historical data regarding the relationship between resident tuition and fee rates and the amount of state appropriations to OSU that the HECC allocates to the public university. The committee spent time understanding the cost drivers for OSU’s E&G budget, how those costs are managed, and what decisions might be made to reduce costs in many of the scenarios considered. The materials provided to the committee, as well as agendas and meeting notes, are posted publicly on the Budget and Resource Planning website (<https://fa.oregonstate.edu/budget/university-budget-committee>).

A summary of the cost and revenue estimates for the E&G budget is included in Appendix E. The overall inflation rate is estimated at about 3.2% (including estimates of salary and benefit increases, as well as general inflation on goods and services). Salary and pay costs for the Corvallis campus are expected to increase about \$10.4M, benefits costs about \$3.9M (principally health insurance costs), and general inflation costs by about \$2.8M. There will be some costs for growth in Ecampus course delivery (\$1.3M).

In addition, there are strategic needs for additional investment that the university would like to fund for capital renewal (\$7.0M), debt service for completed capital projects (\$2.3M), additional staffing in the Foundation (\$1.2M), anticipated increases in insurance costs (\$2.0M), and investments in other areas like post-awards research support (\$0.6M). These projected expense increases total about \$31M.

The revenue projections, assuming a 3.2% increase for resident undergraduates and the other rates recommended here, include \$12.4M in revenue increases from tuition rate changes, \$1.4M in increases from net enrollment growth (Ecampus is projected to grow at 7% but Corvallis undergraduate enrollment is projected to fall 2% to 4%, though some improvement on historical trends may come from work in enrollment management), and \$1.4M from growth in other funds. Total projected revenue growth in Corvallis E&G funds is about \$20M.

The gap of \$11M should not be taken as a budget shortfall---it is a planning number which shows that adjustments will need to be made based on final recommendations on tuition, updates to current year cost trajectories, and revised enrollment projections. The projections in Appendix E informed the UBC's discussions about the general trajectory of revenues and costs.

The UBC discusses and recommends a set of scenarios for undergraduate tuition rates as standard practice. The scenarios frame choices that will have to be made at different levels of state funding and tuition, and help assess the impact on the overall E&G budget (a projected budget surplus or deficit), the percentage increases and dollar increases to resident and non-resident undergraduates, and the projected increases in institutional financial aid (Table 1).

The UBC received input from the Student Budget Advisory Council, a volunteer group of about 20 students from different colleges and groups on campus that reviews the same materials as UBC and provides additional student perspective. Notices of meetings and a request for comment or questions were posted regularly in OSU Today. The UBC, working with the Office of Budget and Resource Planning, scheduled a series of weekly tuition forums from January 15th through March 11th. The forums are advertised through Orange Media and in the dorms, as well as through Student Affairs and ASOSU. Attendance at the forums has been sparse to date but ASOSU's House of Representatives, Student Fee Committee, and Senate have scheduled group meetings so far. We will continue circulating the offer and the schedule of remaining forums. OSU-Cascades held meetings with the Associated Students of Cascades (ASCC) and the Cascades Student Fee Committee (SFC). Notices of the meeting were posted on the Cascades Campus and advertised by the SFC. Comments, questions, and concerns from the various discussions will be compiled as part of the materials provided for the Board discussion in April.

Discussion of Recommendations:

Tuition and mandatory fees

Undergraduate base tuition has been presented to the Board in a scenario format in each of the previous four years, assuming various tuition increases (Table 1) and noting the differences in those scenarios. The UBC has, in the past, reviewed models of the sensitivity of enrollment to tuition increases. The sensitivity analysis indicates that at tuition increases over about 5%, non-

resident enrollments decline enough that net revenues actually fall. Resident enrollment falls as tuition increases but still yields positive net revenue at the increases reviewed (and through increases up to at least 15%). However, it is also clear from demographics of incoming freshmen over the last few years that, as costs increased, the students least likely to enroll are those just below and just above the threshold for Pell eligibility. Large tuition increases for resident students yield revenue but have a particular consequence in terms of access for lower-middle class and middle-class students particularly.

Table 1 shows, for the three undergraduate tuition scenarios, the nominal rate increases in per credit hour charges, as well as the cost to students in dollars, the precise percentage rate increase, the increase in financial aid, and the estimated budget deficit or surplus (assuming no other changes in planning). The percentages noted are for per credit hour charges. The precise rate increases are somewhat less than the per credit hour increases because there is a fixed “zero-credit” charge included in undergraduate tuition rates. The 3.2% increase does estimate an additional \$1.1M for financial aid tuition waivers at Corvallis, with proportional increases at Cascades.

The committee reached a consensus that a 3.2% increase was the preferred scenario for undergraduate base tuition. This would match the estimated overall cost inflation of about 3.2%. The consensus was that rate increases should be the same for residents and non-resident undergraduates. UBC felt that, while lower tuition increases were desirable, the 1.5% increase left too large a gap between currently projected revenues and expenses. The committee also thought the Board should see a 4.5% resident undergraduate scenario to assess the impact of higher rate increases on the budget gap and on the cost to students (but again, this is not the scenario recommended by the committee). The 4.5% increase seemed too large in a year without large PERS increases. The committee did discuss whether there was a way to smooth out the “zig-zag” increases in tuition (higher in the first year of a biennium with large PERS increases, lower in the second year). The challenges in that approach seem to be knowing what the increases are likely to be and making sure to save part of the extra increase in the year with lower PERS increases so it is available in the next year (i.e. not committing that first year increase to filling existing holes or new initiatives).

The UBC discussed its recommendation for a 3.2% increase in light of the need to develop a budget that was balanced. The committee felt that the additional revenue from a 4.5% increase was not worth the cost in lost enrollment and added cost to students (\$28 per year for residents and \$425 per year for non-residents). UBC understands that balancing the E&G budget will likely require some reductions in planned strategic commitments but that there is also evidence that enrollment may be somewhat better than is forecast in the numbers in Appendix E.

Undergraduate differential tuition rates had no new rate proposals for face-to-face programs in Corvallis or Cascades. However, the committee did discuss and endorse a suggestion to apply the general tuition increase at the rate of inflation to the differential rate in the college. Current practice has been to only increment base tuition by the recommended percentage and to increase differential tuition only when there is a full proposal from the college for a rate change. Given the work involved in a full differential proposal, many rates have not been changed for

some years which means they have lost value due to inflation. The committee agreed that allowing differential rates to increase by the aggregate rate of inflation or the recommended rate increase, whichever is less, was a more appropriate strategy. Colleges could be allowed to opt out of that differential increase (as some have this year) if they felt the increase would put the rates for their programs too high.

Based on the 3.2% increase, undergraduate differential tuition per credit will go up \$1 in general engineering, forestry, business and CLA arts and music programs. Professional engineering differential tuition will go up \$2 but Honors College differential tuition will not increase (Honors just raised their rate last year and does not feel an increase this year is necessary).

Graduate base tuition is recommended to increase 2.5% for resident students and 4.5% for non-resident students. These increases continue a multi-year effort to bring both rates in line with those of peer institutions.

Graduate differential tuition rates will also increase by inflation except where a college has opted out. Engineering rates will increase by \$2 per credit hour but rates for the Master of Public Health will remain unchanged.

Professional program tuition for the PharmD, DVM, MBA and professional degrees at Cascades is recommended to increase from 0% to 4.5% depending on the program (see Appendix A). These rates were recommended by the particular programs after discussions with their students, an assessment of peer and market tuition rates, and an evaluation of demand for the programs. A new rate is proposed for the Doctor of Physical Therapy degree recently approved for delivery at Cascades. The UBC endorses the rate increases shown in Appendix A.

Ecampus tuition rates are recommended to increase 3.0% for undergraduate base tuition and 0% for graduate base tuition. These rates were reviewed by Ecampus leadership to make sure they were consistent with market position and the recommendation was to not increase base graduate tuition which is already somewhat higher than peers. Differential tuition per credit hour would increase by \$2 in undergraduate general engineering, \$1 in undergraduate business, \$2 in undergraduate engineering majors, \$1 in graduate education programs, and \$2 in graduate engineering programs. Online MSB and MBA rates would increase 1.8% to remain aligned with the market. New rates are proposed for the MS in Radiation Health Physics (the first year of two steps to bring the rate to market levels) and for a new undergraduate online BS in Computer Science. Differential rates for Public Health would not increase.

Summer tuition rates for undergraduate and graduate students are recommended to match academic year resident per credit hour rates at the respective campuses.

Health fees at both Cascades and Corvallis were reviewed by the UBC. Cascades is developing their health services program but no increase is recommended as there is existing fund balance to support services. An increase of 7% (\$26.60 per year) for Student Health Services (SHS) at Corvallis is recommended. Costs for SHS are growing faster than inflation (and in fact faster than 7%, largely because of pressure on salaries for medical professionals), but the

recommendation for this year is to use some fund balance and complete a comprehensive review of the expense and fee-for-service structure of SHS. Counseling and Psychological Services in Corvallis has seen very large growth in demand for services and an increase of 17.5% in the fee (\$27.72 per year) is recommended to address inflationary costs and to support four additional counseling positions.

Other fees include the building fee and matriculation fee. No increase is proposed for either.

At the recommended undergraduate tuition rate increase of 4.5%, the base tuition and mandatory fee increase for resident undergraduate students would be 3.41% in Corvallis and 4.23% in Bend. Weighted average tuition and fee increases for resident undergraduate students across all majors in Corvallis and Cascades would be about 3.51% (the precise percentages depends on the numbers of majors in various programs with differential tuition).

Other projected rate changes:

Tuition and mandatory fees are only part of the cost of attendance for students. Student incidental fees and housing and dining rates are the other major costs that are set by the university.

Student incidental fees are recommended to you for referral to the Board by the ASOSU and ASCC student governments based on recommendations from student-led committees and approval by the respective student government legislatures. Recommendations for incidental fee increases are 7.44% (\$88.92 per year) for Corvallis and 12.36% (\$99.00 per year) for Cascades. The increases address issues of cost inflation but also include at Corvallis funding for Memorial Union's deferred maintenance programs, increased focus on basic needs and wellness of students including increased support for food insecurity and childcare assistance, and at Cascades added funding for student recreation programs and increasing demand for fee-funded services.

Housing and dining rates include a variety of room and meal plans that vary between campuses. On average, however, housing and dining rates are projected to increase 4.5% to 5.0% (final rates are still pending) next year.

Overall, the aggregate rate increases for all costs are expected to be less than 5%. It is important to remember that the inflationary costs (particularly for retirement and health benefits) impact all operations at OSU whether E&G funded or auxiliary funded, and whether in Corvallis or in Bend.

Table 1: Tuition Scenario Table (Corvallis campus): Precise percentage increases in each box are different than the nominal increases in per credit hour charges at the top because there is a fixed zero-credit hour charge that is part of undergraduate tuition and rates are rounded to the nearest whole dollar. Scenario B is set at the estimated overall inflationary increase and is the consensus recommendation from UBC. Rates are applied to resident undergraduate and non-resident undergraduate tuition rates.

	Scenario A: Resident 1.5%, Non-resident 1.5%	Scenario B: Resident 3.2%, Non-resident 3.2%	Scenario C: Resident 4.5%, Non-resident 4.5%
State increase second year of a biennium, +4.1%	Resident undergraduate: 1.37% Non-res undergraduate: 1.38% Financial aid increase \$0.7M Surplus or (deficit): \$(15.3M) \$148 annual increase residents \$442 annual increase non-res	Resident undergraduate: 3.20% Non-res undergraduate: 3.06% Financial aid increase \$1.1M Surplus or (deficit): \$(11.9M) \$315 annual increase residents \$900 annual increase non-res	Resident undergraduate: 4.57% Non-res undergraduate: 4.28% Financial aid increase \$1.5M Surplus or (deficit): \$(9.3M) \$443 annual increase residents \$1325 annual increase non-res
	Base resident tuition & fees: 1.85% Average res. tuition & fees: 1.74%	Base resident tuition & fees: 3.56% Average res. tuition & fees: 3.32%	Base resident tuition & fees: 4.85% Average res. tuition & fees: 4.52%

- Graduate tuition increase assumed at 2.5% resident, 4.5% non-resident; professional tuition at 0-4%, Ecampus at 3% for undergraduate rates and 0% for graduate rates, differential tuition increases as described in the text.
- Cost estimates include about 3.2% overall inflation this year because of modest increases in benefit costs; costs of growth (about 0.2% for modest growth in Ecampus, but declines in Corvallis); and new commitments (this year largely for capital renewal and repair, insurance, debt service, and the OSU Foundation).

TAB N – Attachment 2, Appendix A

Appendix A: Recommended tuition and mandatory fee rates for ~~2019-2020~~ **2020-2021**, undergraduate base tuition rates calculated at a nominal per credit hour cost increase of 3.2% (Scenario B).

2020-21 OSU Tuition and Fee Rate Recommendations, Corvallis and Cascades campuses						
Rates are shown as annual cost unless indicated, 15 credit hours for undergraduates, 12 credit hours for graduates						
Rate	FY20 Annual Cost**	FY21 Annual Cost**	Percentage Increase	Dollar Increase	Tuition & Mandatory Fee Total Increase	Notes
Student Incidental and Mandatory Fees						
Student Incidental Fees Corvallis	\$ 1,195.32	\$ 1,284.25	7.44%	\$ 88.92		Incidental, set by ASOSU
Student Incidental Fees Cascades	\$ 801.00	\$ 900.00	12.36%	\$ 99.00		Incidental, set by ASCC
Building Fee	\$135.00	\$ 135	0.00%	\$ -		Mandatory fee
Matriculation Fees (once)	\$350.00	\$ 350	0.00%	\$ -		Mandatory fee
Student Health Services	\$379.95	\$ 407	7.00%	\$ 26.60		Mandatory fee
Counseling and Psychological Svc	\$158.30	\$ 186	17.51%	\$ 27.72		Mandatory fee
Cascades Health Services	\$177.00	\$ 177	0.00%	\$ -		Mandatory fee
Undergraduate Tuition						
Corvallis resident no differential*	\$9,840	\$ 10,155	3.20%	\$ 315	3.51%	range of 1.5%, 3.2%, 4.5%
Cascades resident no differential*	\$9,525	\$ 9,975	4.72%	\$ 450	4.57%	range of 1.5%, 3.2%, 4.5% plus 1.8%
Non-resident undergraduate*	\$29,445	\$ 30,345	3.06%	\$ 900	3.17%	range of 1.5%, 3.2%, 4.5%
General Engineering resident	\$11,370	\$ 11,730	3.17%	\$ 360	3.44%	\$1/SCH increase to differential
General Eng non-resident	\$30,975	\$ 31,920	3.05%	\$ 945	3.16%	\$1/SCH increase to differential
Engineering majors resident	\$12,135	\$ 12,540	3.34%	\$ 405	3.59%	\$2/SCH increase to differential
Eng majors non-resident	\$31,740	\$ 32,730	3.12%	\$ 990	3.22%	\$2/SCH increase to differential
Forestry resident	\$10,515	\$ 10,875	3.42%	\$ 360	3.70%	\$1/SCH increase to differential
Forestry non-resident	\$30,120	\$ 31,065	3.14%	\$ 945	3.25%	\$1/SCH increase to differential
Business resident	\$10,785	\$ 11,145	3.34%	\$ 360	3.62%	\$1/SCH increase to differential
Business non-resident	\$30,390	\$ 31,335	3.11%	\$ 945	3.22%	\$1/SCH increase to differential
Arts CLA resident	\$10,380	\$ 10,722	3.29%	\$ 342	3.59%	\$1/SCH increase to differential
Arts CLA non-resident	\$29,769	\$ 30,912	3.84%	\$ 1,143	3.93%	\$1/SCH increase to differential
Casc Arts CLA resident	\$10,065	\$ 10,542	4.74%	\$ 477	4.95%	\$1/SCH increase to differential
Casc Arts CLA non-resident	\$29,985	\$ 30,912	3.09%	\$ 927	3.20%	\$1/SCH increase to differential
Honors resident differential	\$11,340	\$ 11,655	2.78%	\$ 315	3.07%	No increase to differential
Honors non-resident	\$30,240	\$ 31,140	2.98%	\$ 900	3.09%	No increase to differential
Casc Honors resident differential	\$11,025	\$ 11,475	4.08%	\$ 450	4.31%	No increase to differential
Casc Honors non-resident	\$30,945	\$ 31,845	2.91%	\$ 900	3.02%	No increase to differential
Graduate Tuition						
Resident graduate	\$12,933	\$ 13,257	2.51%	\$ 324	2.78%	Adjust closer to peers
Non-resident graduate	\$24,975	\$ 26,109	4.54%	\$ 1,134	4.63%	Adjust closer to peers
PharmD resident	\$24,516	\$ 25,236	2.94%	\$ 720	3.07%	Adjust closer to peers
PharmD non-resident	\$41,220	\$ 41,220	0.00%	\$ -	0.13%	Stay competitive in market
DVM resident	\$23,731	\$ 24,679	3.99%	\$ 948	4.11%	Inflationary increase
DVM non-resident	\$47,465	\$ 49,365	4.00%	\$ 1,900	4.06%	Inflationary increase
Engineering resident	\$14,913	\$ 15,309	2.66%	\$ 396	2.89%	\$2/SCH increase in differential
Engineering non-resident	\$26,955	\$ 28,161	4.47%	\$ 1,206	4.56%	\$2/SCH increase in differential
MPH differential resident	\$15,345	\$ 15,669	2.11%	\$ 324	2.36%	No increase to differential
MPH differential non-resident	\$28,755	\$ 29,889	3.94%	\$ 1,134	4.04%	No increase to differential
MBA and MS Business resident	\$27,900	\$ 28,584	2.45%	\$ 684	2.58%	Adjust to peers and market
MBA and MS Business non-res	\$47,448	\$ 49,572	4.48%	\$ 2,124	4.53%	Adjust to peers and market

Appendix A: Continued

Rate	FY20 Annual Cost**	FY21 Annual Cost**	Percentage Increase	Dollar Increase	Tuition & Mandatory Fee Total Increase	Notes
Graduate Tuition						
Cascades MCoun resident	\$16,704	\$ 16,704	0.00%	\$ -	0.31%	Stay competitive in market
Cascades MS Coun non- resident	\$30,492	\$ 30,492	0.00%	\$ -	0.17%	Stay competitive in market
Cascades MAT resident	\$16,704	\$ 16,704	0.00%	\$ -	0.31%	Stay competitive in market
Cascades MAT non-resident	\$30,492	\$ 30,492	0.00%	\$ -	0.17%	Stay competitive in market
Cascades MFA resident	\$16,704	\$ 16,704	4.96%	\$ 828	5.08%	Stay competitive in market
Cascades MFA non-resident	\$16,704	\$ 16,704	4.96%	\$ 828	5.08%	Stay competitive in market
Cascades Doc Phys Therapy Res.		\$ 20,727	New			New differential rate program
Cascades Doc Phys The. non-res		\$ 30,300	New			New differential rate program
Summer (per SCH)**						
Corvallis undergraduate	\$636	\$ 657	3.30%	\$ 21		Same as Corvallis
Cascades undergraduate	\$615	\$ 645	4.88%	\$ 30		Same as Cascades
Corvallis graduate	\$1,437	\$ 1,473	2.51%	\$ 36		Same as Corvallis
Cascades graduate	\$1,437	\$ 1,473	2.51%	\$ 36		Same as Cascades
Ecampus* (per SCH)						
Undergraduate	\$927	\$ 954	2.91%	\$ 27		
Computer Science differential	\$1,497	\$ 1,524	1.80%	\$ 27		
Business Students	\$990	\$ 1,020	3.03%	\$ 30		
Pre engineering students	\$1,029	\$ 1,059	2.92%	\$ 30		
Prof Engineering students	\$1,080	\$ 1,113	3.06%	\$ 33		
BS Computer Science		\$ 1,113	New			
Developmental Math	\$672	\$ 693	3.13%	\$ 21		
Graduate	\$1,680	\$ 1,680	0.00%	\$ -		Keep competitive in market
PhD and EdD in CCL	\$1,767	\$ 1,770	0.17%	\$ 3		\$1/SCH increase in differential
PhD and EdD in LHE	\$1,767	\$ 1,770	0.17%	\$ 3		\$1/SCH increase in differential
PhD in Counseling	\$1,767	\$ 1,770	0.17%	\$ 3		\$1/SCH increase in differential
Masters of Counseling	\$1,767	\$ 1,770	0.17%	\$ 3		\$1/SCH increase in differential
Grad Certificate Public Health	\$1,881	\$ 1,881	0.00%	\$ -		
MBA and Business Courses	\$2,544	\$ 2,589	1.77%	\$ 45		Increase in differential rate
Engineering MS Rad. Health Phy	\$1,845		New			New differential rate
College of Engineering students	\$1,845	\$ 1,851	0.33%	\$ 6		\$2/SCH increase in differential

*There is a flat \$100 per SCH for residents and \$335 for non-residents per quarter in addition to the per credit hour charges

Differential charges are applied to summer term rates and Ecampus rates for applicable majors

**Summer and Ecampus are shown as cost for a 3 credit course

Appendix B: Membership and meeting schedule of the University Budget Committee

Membership:

Belinda Batten, Executive Associate Dean, College of Engineering – *Chair*
Sherm Bloomer, Associate Vice President, Budget & Resource Planning – *Vice Chair*
Ebado Abdi, Student at Large
Safi Ahmad, Associated Students of OSU
Halli Barrios, Student at Large
Jon Boeckenstedt, Vice Provost, Enrollment Management
Michaela Canete, Student Budget Advisory Council chair
Bob Cowen, Director, Hatfield Marine Science Center
John Gremmels, Capital Planner; Infrastructure Working Group Representative
Rakesh Gupta, Professor, College of Forestry
Allison Hurst, Associate Professor, School of Public Policy
Drew Ibarra, Director, Physical Activity Programs, College of Public Health & Human Sciences; Faculty Senate Budget & Fiscal Planning Committee Chair
Javier Nieto, Dean, College of Public Health & Human Sciences
Kelly Sparks, Associate Vice President, OSU-Cascades
Jackie Thorsness, Manager, Agricultural Sciences and Marine Sciences Business Center
Alison Johnston, Associate Professor, School of Public Policy; Faculty Senate Representative
Jade Warner, Associated Students of OSU-Cascades Campus
Weam Elsheikh, Graduate Student, College Student Services Administration program

Fall and Winter Meeting Schedule:

November 1st
November 15th
December 6th
January 10th
January 31st
February 7th
February 21st
March 6th

Appendix C: Minority reports

HB 4141 requires that the written report must include any minority report requested by a member of the advisory body.

There were no minority reports requested.

Appendix D: Materials provided

HB 4141 requires that the written report must include “any documents produced or received by the advisory body under subsections (4) and (5)”. The full set of materials provided to the UBC as well as meeting notes are available at <https://fa.oregonstate.edu/budget/university-budget-committee/ubc-meeting-schedule> .

Subsection (4) says these materials include a plan for how the governing board and the public university’s administration are managing costs on an ongoing basis and a plan for how resident tuition and mandatory enrollment fees could be decreased if the public university receives more moneys from the state than anticipated.

- The UBC reviewed details of the drivers of cost increases and projections for costs and revenues for the E&G budget. A short summary of revenue and cost projections, as well as cost management practices, follows as Appendix E.
- As this is the second year of the biennium and state funding has already been allocated for FY21, the scenarios in Table 1 were developed in reference to the known level of state support for the next year. These helped guide the UBC’s discussions on a preferred scenario. No additional state funding is anticipated.

Subsection (5) says that “ Before making a recommendation to the president of the university that resident tuition and mandatory enrollment fees should be increased by more than five percent annually, the advisory body must document its consideration of: (a) The impact of the resident tuition and mandatory enrollment fees that the advisory body intends to recommend to the president of the public university on: (A) Students at the public university, with an emphasis on historically underserved students, as defined by the public university; and (B) The mission of the public university, as described by the mission statement adopted under ORS 352.089; and (b) Alternative scenarios that involve smaller increases in resident tuition and mandatory enrollment fees than the advisory body intends to recommend to the president of the public university.

- The UBC recommendation is for an undergraduate resident tuition increase of 3.2%. The committee did not consider a scenario with an increase over 5% for resident undergraduate tuition. However, the committee’s discussions do include consideration of the impact of tuition increases, additions to financial aid, and alternative strategies to tuition increases.

APPENDIX E: Costs and Cost Management Overview

University Budget Committee 2019-20 Academic Year

Summary of costs and cost management strategies

The UBC began its discussions with a review of cost drivers and cost estimates for the 2020-21 fiscal year. The cost drivers and estimates have been revised regularly as conditions have changed. The principal pieces of those estimates include reviews of enrollment and cost and revenue projections.

Context – Enrollment

- This year's freshmen class is down over 200 students and the senior class is up over 150 students.
- That would predict Corvallis undergraduate enrollment projections for next year down 2% to 4%.
- Projections are for flat graduate student enrollment and 7% credit hour growth in Ecampus.
- Efforts are underway to increase recruiting of non-resident students (domestic and international), graduate students, and resident undergraduates (both transfers and students direct from high school). Successful efforts would improve the current projections, but it is too early to know if they will have an impact for next year.

Context –Cost and Revenue Increase Projections

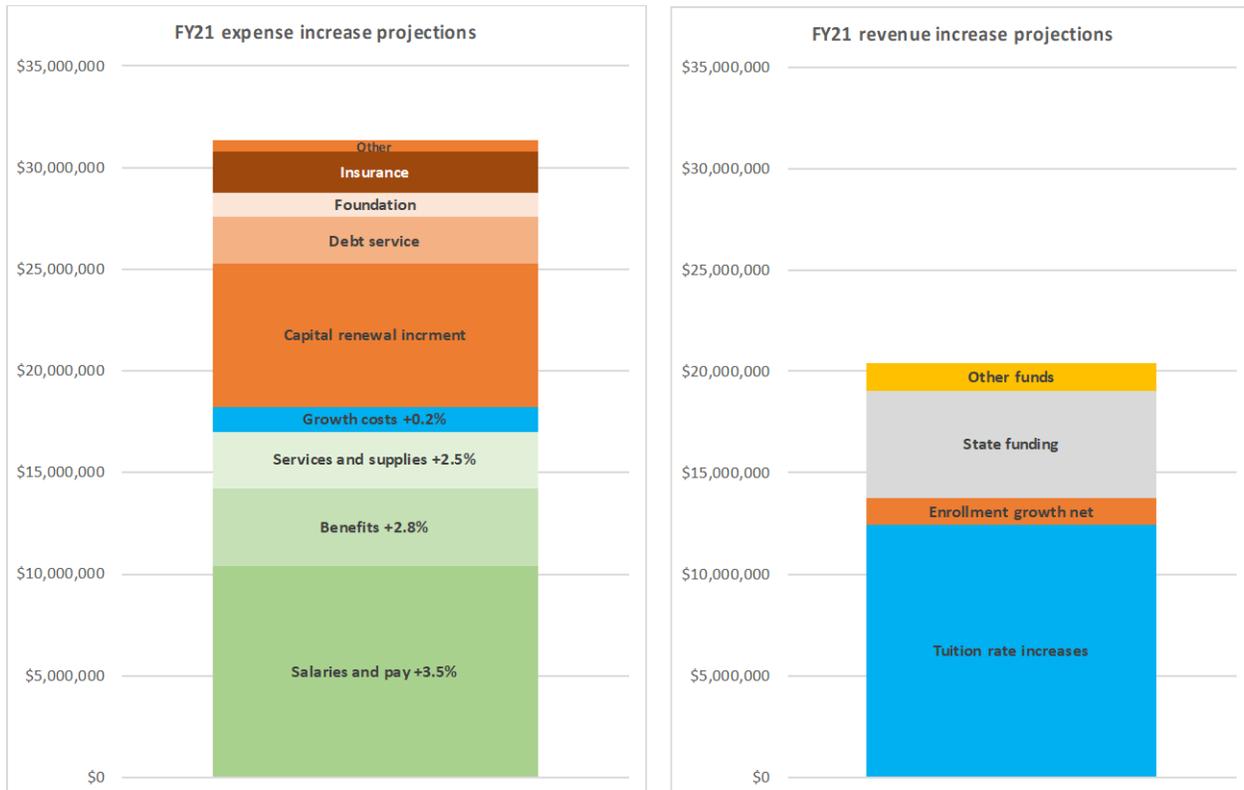
Figure 1 shows a summary of the cost and revenue projections for the Corvallis Education and General budget for FY2021. The left-hand chart shows cost increases in three categories: inflationary drivers (green shades), costs for enrollment growth (blue), and new commitments for long-term issues (brown shades). Major parts of those costs are:

- Salary costs are expected to grow between 3.0% and 4.5%, depending on the employee group. There is significant uncertainty on salary costs, since negotiations are still underway with United Academics OSU (UAOSU) and the Coalition of Graduate Employees (CGE).
- Benefit costs are estimated to increase by about 2.7%, due principally to increases in health insurance rates as rates for retirement programs went up significant this year and are flat for next year.
- Inflation on services and supplies is projected at about 2.0%.
- Aggregate inflation is estimated at about 3.2% overall, depending on the final salary agreements.
- Growth is projected in Ecampus which requires some investment in additional faculty (fairly modest at about \$1.3M).
- Additional commitments are also needed in other areas to address long-term issues including:
 - an incremental \$7.0M (for a total of \$20.0M in FY2021) to address capital renewal needs.

TAB N – Attachment 2, Appendix E

- \$2.3M in additional debt service on new revenue bonds supporting completed projects
- \$2.0M in additional insurance increases, and
- \$1.2M for the OSU Foundation and Alumni Association to build staff capacity for the next campaign.

The specific amounts in Figure 1 are for the Corvallis campus. OSU-Cascades and the Statewide Public Services (SWPS) will see the same inflationary increases.



Reaching a plan for a balanced budget for 2020-2021 will include an assessment of whether any existing programs should be reduced, discussions on tuition rates, updates to enrollment projections as applications and admissions proceed, actual costs for things like insurance, and opportunities to reduce any of the new commitments planned.

Figure 1: Growth in expense (left) and revenue (right) from FY20 to FY21 budget for Education and General budget, Corvallis.

Through various meetings, depending on the topic, discussions included reference to various cost management and cost assessment strategies employed by the university. These are summarized briefly here.

Cost Management Strategies

Over the last 11 years OSU has moved from an environment of robust enrollment growth to one with much slower or declining (for Corvallis) growth. This has led to expense reductions in each

TAB N – Attachment 2, Appendix E

of the last three fiscal years. While we often talk about these as “budget cuts” these are really expense reductions as both revenue and expense have continued to grow, the former just more slowly than the latter.

Figure 1: Corvallis E&G revenue and expense growth (including net transfer out expenses). When we talk about budget cuts we are usually talking about slowing expense growth not reducing total overall spending year over year.

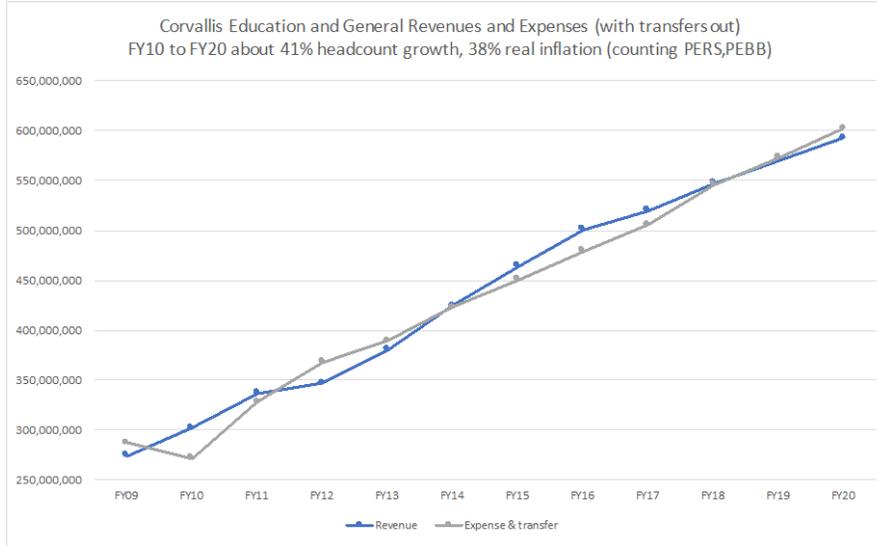
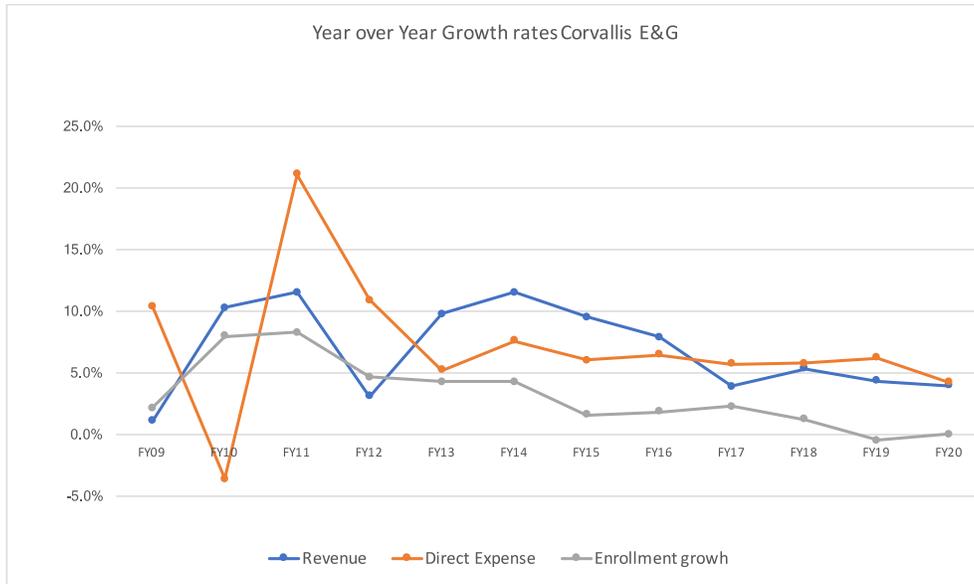


Figure 2: The year-over-year rates of growth of revenue, expense (here direct expense without transfers), and enrollment illustrate the pressures on the net budget position. The odd large rate increases in expenses in FY11 and FY12 were due to spending Federal stimulus funds.



TAB N – Attachment 2, Appendix E

The practical consequences of these trends for the Corvallis E&G budget have been expense reductions of about \$20M (\$7.6M from central resources) in 2017-18, \$7.5M in 2018-19 (taken as a mid-year rescission), and about \$14M in 2019-2020.

The university monitors and reviews costs both at the Board level and through university leadership at all levels. Those include:

Board of Trustees:

- Annual approval of budgets for all funds, which requires a review of overall expenditures, projected fund balance, and strategies for cost reductions or investments of new state funding
- Quarterly management reports assessing trajectories of actual revenues and expenses to budget, with an assessment of the reasons for changes outside set tolerances
- Review of a ten-year business forecast every two years to consider long-term trajectories for tuition, enrollments, expenditures, other revenues, and financial metrics.
- Periodic assessment of PERS liabilities and alternatives to the increasing costs of those liabilities.
- Tuition policy that states the board expects that “annual tuition rate increases will be between 2 and 5 percent” which acknowledges expense reduction will be a regular, necessary part of budget planning, as state funding and enrollment growth often will not keep up with inflationary cost growth at those tuition increases.

University Leadership:

- Maintain an annual budget development process that looks three years out and assesses relative needs and priorities across units.
- Manage a system with highly distributed budget authority (deans and senior leaders have a budget with the charge to carry out the unit mission within the allocated resources. Units have significant authority over how to use those funds).
- Periodically assess cost budget growth rates by categories and units over five-year spans to guide decisions about budget reductions or new investments
- Participating in cost benchmarking with ABC Insights, a cost benchmarking consortium that provides comparisons of costs for various kinds of services (payroll, IT, etc.) for peer institutions including the University of Oregon, University of Texas, University of North Carolina and others. The first peer comparisons should be ready in April, 2019.
- Assess salary levels relative to peer institutions for most professional faculty (classification-compensation structure) and leadership positions to make sure salaries are appropriate to market and job.
- Implemented \$20M of expense reductions for the 2018-19 academic year and \$7.2M in January of 2019 to adjust to declining enrollments and increased PERS costs. FY20 reductions will total about \$14M in strategic allocations, services and supplies spending, and personnel expenses. The specific actions taken by units are still in process.
- In these reductions have distributed a larger proportion of reductions (as a percent of budget) to service and administrative units.
- Periodically identify areas for cost-reduction strategies (BennyBuy eprocurement, BennyHire process revision for hiring students, copier contracts, efficacy of custodial contracts, utilities strategies, insurance options, etc.)
- Are working to initiate a zero-based budget review of expenses for service, support and management areas as well as productivity benchmarks for academic unit.