

MINUTES

Committee members in attendance: Jessica DuPont, Frank Chaplen, Zackery Allen, Nicole von Germeten, Tim Carroll, Joe Page, John Gremmels, Alison Johnston, Jon Boeckenstedt

Absent committee members: Aiman Khan, Lily Butler, Lisa Gaines, Shaun Bromagem, Staci Simonich, Terri Libert, Muhammad Aatir Khan

Staff in attendance: Sherm Bloomer, Nicci Dolan, Kayla Campbell

1. Membership planning for next year
 - a. Please recommend senior faculty and student reps to serve on UBC.
2. Update on Board of Trustees meeting and tuition
 - a. Differential tuition is fairly open ended right now.
 - b. On Handout:
 - i. Collapsed resident tuition to one rate for all modalities.
 - ii. Truly distant students will then pay Ecampus rates.
 - iii. If an Ecampus student wants to take Corvallis classes, then will pay an “infrastructure use fee.”
 - c. Alison: Would this change the distribution for units? Why do only non-residents get charged for campus infrastructure?
 - i. The state underwrites that cost for residents regardless of modality.
 - ii. Concern that colleges would lose tuition dollars with this change. Sherm: Should come out roughly even.
 - d. Concerns
 - i. Shifts revenue balance for colleges.
 - ii. Need to be careful that Ecampus price point is market driven.
 - iii. Will this change student behaviors? Are non-resident Corvallis campus students gaming the system or are they truly using Ecampus minimally?
 1. Sherm: 1,000 Corvallis students took Ecampus exclusively without changing campus code last fall.
 2. When would it be appropriate for a student to change campus designation. Don't want it to be easy to discourage a lot of back and forth.
3. Tuition structure issues and ideas discussion
 - a. Course fees
 - i. If keeping, make rules more restrictive so not as many small course fees are submitted. PACs, Music and Science are biggest areas using Course fees.
 - b. Differential Tuition
 - i. Keep but figure out how to manage, include deans, how to pay for high delivery services

University Budget Committee
April 15, 2022
Covell 117 and via Zoom



University Budget Committee 2022-23(categories bolded are mandated by ORS 352.102)

Category	FY21	Term	Start/End (FY20 Incumbent)	Identified by:
Senior Faculty	Nicole von Germeten	3 years	Fall, 2021- Spring 2024	Provost
Senior Faculty	Alison Johnston, CLA	3 years	Fall, 2019-Spring 2022	Provost
Dean or Associate Dean	Staci Simonich,CAS	3 years	Fall, 2020-Spring 2023	Provost
Dean or Associate Dean	Tim Carroll, COB	3 years	Fall, 2021- Spring 2024	Provost
Research Center Director or equivalent	Lisa Gaines, Inst. for Natural Res.	3 years	Fall, 2020-Spring 2023	Provost & VPR
Business Center Manager or College Fiscal Manager	Shaun Bromagem, COE	3 years	Fall, 2021- Spring 2024	Provost & VPFA
Representative, Infrastructure Working Group	John Gremmels	3 years	Fall, 2019- Spring 2022	Provost & VPFA
VP Enrollment Management	Jon Boeckenstedt	Standing	Standing	Provost
Cascades AVP Finance or other Cascades rep	Terri Libert	3 years or as appointed	Fall, 2021-	Provost & VP OSU-Cascades
Director, Budget and Fiscal Planning, Vice Chair	Sherm Bloomer	Standing	Standing	Provost, Ex officio
Faculty Senate Budget and Fiscal Planning Chair	Frank Chaplen, CAS	3 years or as appointed	Fall, 2021-	Senate
Ecampus representative	Jessica Dupont, Ecampus	3 years or as appointed	Fall, 2020-Spring 2023	Provost
ASOSU rep	Muhammad Aatir Khan	Annual	Annual	Student govt.
ASCC rep	Islam Elwefati	Annual	Annual	Student govt.
Graduate student rep	Zachery Allen	Annual	Annual	Graduate Dean
Student representing historically underserved populations (ORS 352.103)	Aiman Khan, COB, CLA	Annual	Annual	By application and invitation, Provost approval
Student representing historically underserved populations (ORS 352.103)	Lily Butler COF	Annual	Annual	By application and invitation, Provost approval
Student at large	Joe Page ASOSU Speaker of the House	Annual	Annual	Provost's discretion

Goals for tuition (and fees) structure from various discussions:

- Make it easier for students to understand and plan for tuition and fee charges.
- Simplify the overall current pricing (across base tuition, differential tuition, course fees, cohorts, residency, etc.) with the goal of making it clearer to stakeholders, easier to find and understand, and easier to manage.
- Allow students to move between modalities and locations easily so OSU “meets them where they are.”
- Appropriately recover non-resident campus student charges to help cover costs of campus infrastructure.
- Reconcile the differences in cost for resident students using Ecampus in different locations—or put another way, recognize the state contribution for Ecampus resident students.
- Address the added cost of Ecampus courses for graduate students in research programs with tuition plateau structures.
- Simplify the course fee structure and narrow the range of allowed charges to remove the “nickel and diming” feeling for students and the large amount of effort for modest funding return.
- Simplify and reduce the cost for PAC classes (depending on the outcomes of the Bacc Core discussions and for credit decisions) to encourage students to use them.
- Review the current differential charges and consider how to manage the incentives for colleges to seek differential charges to improve their programs and/or to augment budgets.
- Ensure there is accountability if differential tuition is part of a tuition strategy---how is it used, how is the use documented and shared, how is it reviewed and updated?
- Ensure there is fairness across modalities and residencies---do the price, experiences, and outcomes for students taking the same class (a resident undergraduate in Corvallis and one in Astoria, for example) make sense?

Possible approaches to address some of those goals:

- Collapse resident tuition (by cohort) to one rate per credit hour for all modalities.
- Establish a distance education infrastructure fee for non-resident Ecampus (DSC) students.
- Establish a campus infrastructure fee for non-resident students at Corvallis and Cascades
 - This could be charged as a flat-fee, a tiered fee, or a per-credit hour fee.
 - It would require standards for changing campus designations and some monitoring of course loads.
- Align graduate tuition charge structures across Ecampus and campus (per credit, plateau, flat charge)
- Roll all or most course fees into tuition charges and the distribution of the equivalent revenue into the budget model revision.
 - Provide clear guidance on when courses fees (if some are retained) are appropriate, including the use of PAC fees.
 - Revise the process for submission and management of course fees.
- Constrain differential tuition charges and structures by:
 - Creating groups of programs or colleges with differential tuition set at one level and have a community conversation about those rates and the uses of the charge.
 - Consider how to align differential for the same program across modalities (Honors for example) when the outcomes are similar, but the methods and costs may be different.
 - Develop an accountability structure for the use of differential tuition charges.

Table 1: Current tuition structure (shown per credit hour) and what different students pay per credit hour (right table) compared to an alternative pricing structure (bottom) that generates about the same revenue.

Current structure								
	Tuition	Distance education fee		Total		Corvallis course	Ecampus course	Cascades course
Corvallis (C) resident	238			238		238	346	238
Ecampus (DSC) resident	253	93		346		238	346	238
Cascades (B) resident	238			238		238	346	238
Corvallis (C) non-resident	709			709		709	346	709
Ecampus (DSC) non-resident	253	93		346		709	346	709
Cascades (B) non-resident	709			709		709	346	709
*current tuition includes \$100 per quarter flat charge residents, \$335 non-residents								
Potential structure								
	Instruction charge	Distance education infrastructure charge	Campus infrastructure charge	Total		Corvallis course	Ecampus course	Cascades course
Corvallis (C) resident	250			250		250	250	250
Ecampus (DSC) resident	250			250		250	250	250
Cascades (B) resident	250			250		250	250	250
Corvallis (C) non-resident	250		483	733		733	733	733
Ecampus (DSC) non-resident	250	96		346		346	346	346
Cascades (B) non-resident	250		483	733		733	733	733
*revised structure would drop the flat charges								

Credit hours	Revised approaches			
	Current structure	Per credit	Flat charge	Tiered charge
1	1,044	733	6,870	2,548
2	1,753	1,466	7,120	2,798
3	2,462	2,199	7,370	3,048
4	3,171	2,932	7,620	3,298
5	3,880	3,665	7,870	3,548
6	4,589	4,398	8,120	6,123
7	5,298	5,131	8,370	6,373
8	6,007	5,864	8,620	6,623
9	6,716	6,597	8,870	6,873
10	7,425	7,330	9,120	7,123
11	8,134	8,063	9,370	9,650
12	8,843	8,796	9,620	9,900
13	9,552	9,529	9,870	10,150
14	10,261	10,262	10,120	10,400
15	10,970	10,995	10,370	10,650
16	11,679	11,728	10,620	10,900
17	12,388	12,461	10,870	11,150
18	13,097	13,194	11,120	11,400
19	13,806	13,927	11,370	11,650
20	14,515	14,660	11,620	11,900

Per credit is \$733 per credit
Flat charge is \$250 per credit plus \$6620/quarter
Tiered is \$250 per credit plus \$6900 per quarter >11 credits, \$4623 per quarter 6-10 credits, \$2298 per quarter 1-5 credits)

Table 2 and Figure 1. Illustration of three ways of implementing a non-resident campus charge. Each eliminates the “zero credit” charge currently in effect (\$335 per quarter). Each generates about the same revenue from the current distribution of credit hour load (bar graph). The per credit hour approach eliminates the zero-credit charge and charges a \$483 per credit campus infrastructure charge in addition to the instruction charge. The flat campus charge approach charges a flat \$6620 in addition to the instruction charge regardless of credit hour load. The tiered charge applies, in addition to the instruction charge, a \$2298 per quarter charge at 1-5 credits, \$4623 per quarter at 6-10 credits, and \$6900 per quarter at 11 credits and above.

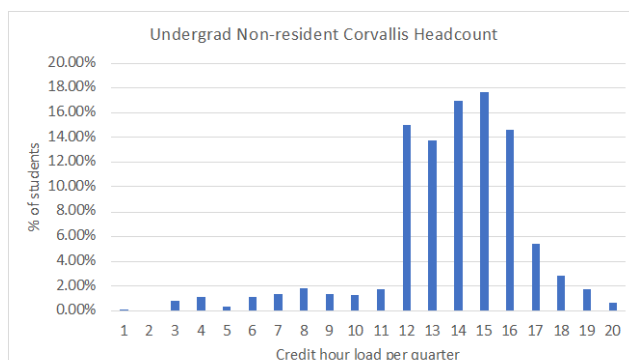


Figure 2. Percentage undergraduate tuition increase to eliminate all course fees (FY20 about totaling about \$2.6M), all fees except the PAC fee, all except the PAC and Music fees, and all fees except PAC and Music and Field Trip fees. The blue bar assumes the increase is only in campus undergraduate tuition, the orange bar that the increase is applied to all undergraduate tuition including Ecampus.

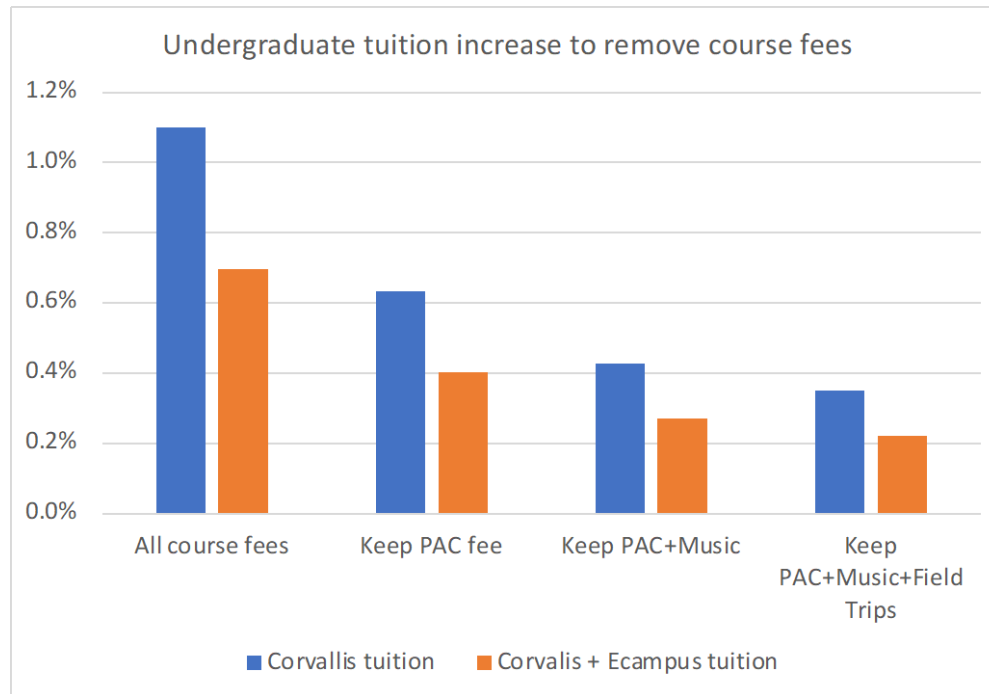
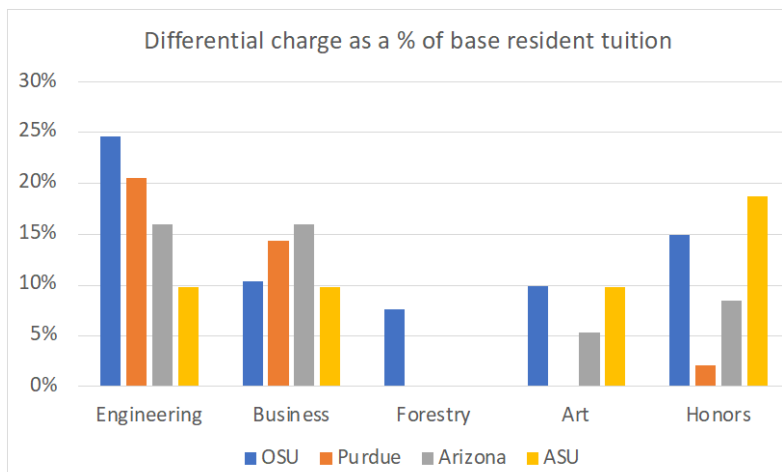


Figure 3 and Table 3. OSU undergraduate differential tuition charges as a percentage of base tuition (at 15 credits a term) compared to a couple other peer institutions (bar graph). The current approach to differential tuition (table) allows colleges or programs to request a variety of charges. A tiered approach would require a collective decision about appropriate levels and which units are assigned to which levels. In such a case, one question is whether the College of Science and the College of Liberal Arts, as providers of a large part of general education and with a wide range of disciplines, should be in the 0% category with institutional funding for high-cost programs within the colleges like music or biochemistry. There is also a question as to whether programs within a college should be allowed to have differential tuition or if such charges should be only at the college level.



	Current Differential	Tiered charge
College A	25%	20%
College B	15%	
College C	0%	
College D	0%	10%
College E	10%	
College F	10%	
College G	8%	0%
College H	0%	
College I	0%	
College J	0%	