

We are in the middle of the most challenging time in higher education that most of us have ever seen. It comes with uncertainty about many things---enrollment, new kinds of teaching, constraints on research work, job stability, and on and on. Even with that uncertainty, we need to help faculty, staff and students continue to make progress in their education, scholarship, and engagement to the best of our collective ability. We are facing an all-university and all-funds problem. The financial position of each part of the university impacts the ability of other units to be successful. Losses in one area can impact fund balance flexibility, long-term retention of employees, and progress with capital projects.

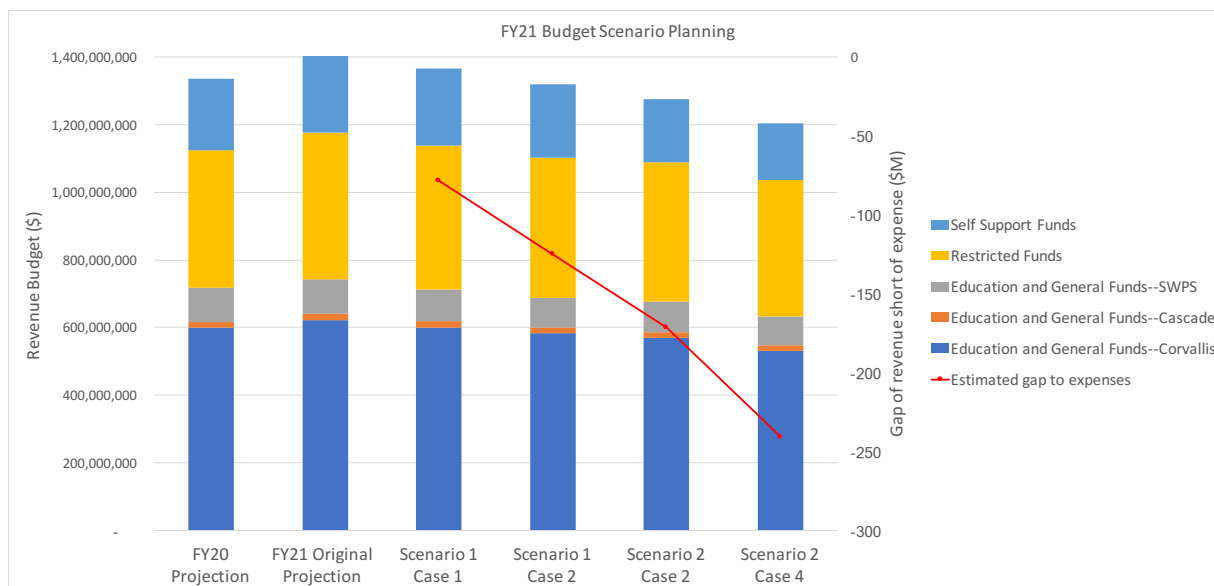
**Timelines**

We will try to start keeping a timeline of some of the important benchmarks for budget planning:

- May 20<sup>th</sup> State revenue forecast ✓
- May 21<sup>st</sup> Renewal worksheets due to Human Resources ✓
- May 28<sup>th</sup> Budget scenario worksheets due to Budget Office ✓
- May 29<sup>th</sup> Board of Trustees meeting ✓
- May to August START advising and registration sessions
- ~June 15<sup>th</sup> Preliminary initial budget—also next Budget Conversation, thereafter middle of each month
- July 30<sup>th</sup> Final initial FY21 budgets (state budget decisions June? Maybe August?)
- September 1<sup>st</sup> Budget adjustments if enrollment forecasts are solid
- September 23<sup>rd</sup> First day of fall term classes
- October 16<sup>th</sup> Board of Trustees meeting
- October 21<sup>st</sup> Fourth week enrollment census
- ~November Budget adjustments if necessary
- December 1<sup>st</sup> Governor’s recommended Budget for 2021-23

**Budget Scenarios and Planning**

The Office of Budget and Resource Planning has developed seven financial scenarios for the university which project FY21 shortfalls ranging from \$78 million to \$241 million for all funds, including \$31 million to \$101 million shortfalls in Corvallis Education and General funding (E&G) and \$800,000 to \$3 million in E&G shortfalls at OSU-Cascades. E&G funding is primarily composed of state funding and tuition and fees.



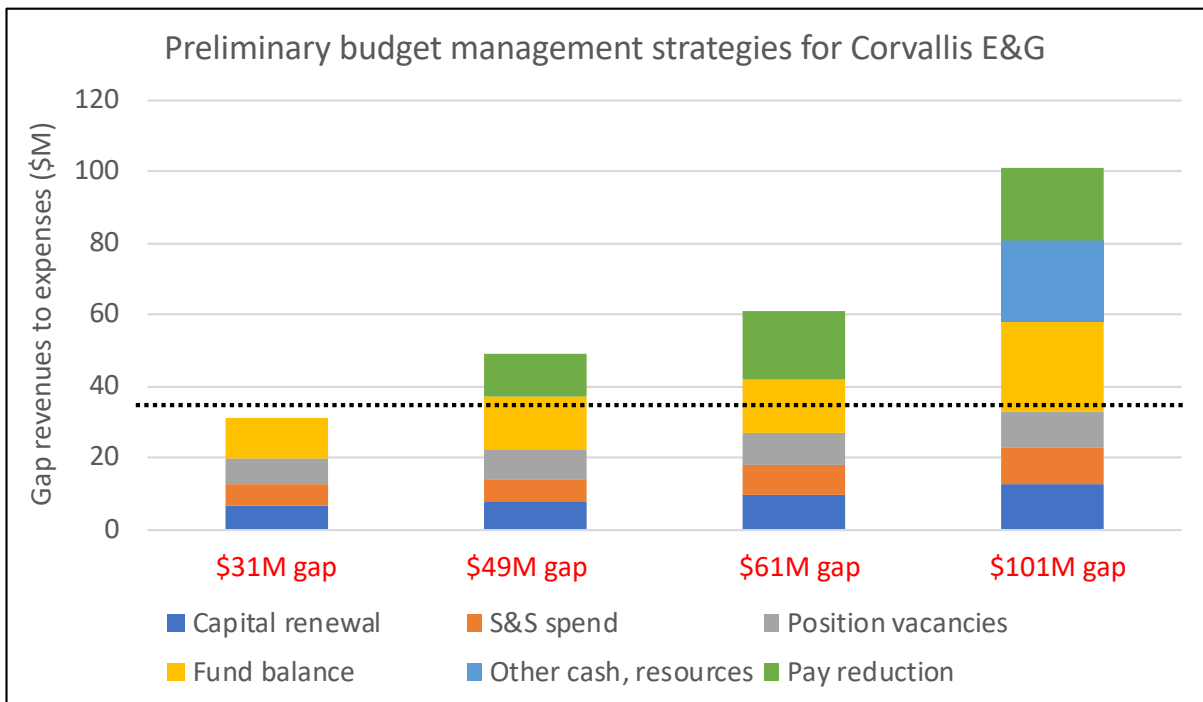
On May 26<sup>th</sup> President Ray sent a message to campus describing the current plan for the FY21 budget. The message, in part, said: “While domestic student enrollments for next year are tracking reasonably well under the circumstances, we know that international student enrollments will be down significantly, given travel restrictions and delays in visa processing. Moreover, even predicting domestic enrollment is extremely difficult given the uncertain course of COVID-19 and emerging evidence that current and prospective students are highly uncertain about their college-going plans. As well, each of our self-support auxiliary units — especially University Housing and Dining Services and OSU Athletics — absorbed substantial losses in spring and will face shortfalls again in the coming year given the anticipated lower density on our campuses and curtailed sporting events...”

The budget the Board of Trustees approved projected a \$49 million or 7.7% decline in Corvallis E&G revenues<sup>1</sup>. Recall that on April 15, we had asked all units to develop contingency plans for possible E&G reductions of 3%, 7.7% and 10% for FY21. Units have been engaged in that planning for several weeks and we are starting to gain a clearer picture of what we might do both at the unit level and university wide.

Focusing on E&G funds, here are actions we are taking — or anticipate taking — to close the projected \$49 million gap:

- Use fund balances of approximately \$15 million.
- Reduce capital renewal spending by delaying projects, saving approximately \$8 million.
- Reduce services and supplies spending by approximately \$6 million.
- Implement a university-wide and progressive temporary pay reduction — beginning with executive level positions — saving approximately \$12 million.
- Reduce staffing in selected areas where less work is needed and leave vacant positions unfilled over the course of the coming year, saving approximately \$8 million.”

This is the approach we are taking, in general, to managing various budget outcomes. Closing the gap between revenues and projected expenses will be through a mix of actions. Salary reductions would be one of those actions only at higher gaps between revenues and projected expenses.



<sup>1</sup> The Board materials and presentation are available at [https://leadership.oregonstate.edu/sites/leadership.oregonstate.edu/files/fac\\_5a\\_fy2021\\_operating\\_budget.pdf](https://leadership.oregonstate.edu/sites/leadership.oregonstate.edu/files/fac_5a_fy2021_operating_budget.pdf) and [https://leadership.oregonstate.edu/sites/leadership.oregonstate.edu/files/fac\\_5a\\_fy2021\\_operating\\_budget\\_presentation.pdf](https://leadership.oregonstate.edu/sites/leadership.oregonstate.edu/files/fac_5a_fy2021_operating_budget_presentation.pdf)