



Financial Condition of Oregon State University February 2016

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The State of Oregon and the State Appropriation to OSU



Up and up: The future looks VERY good

Ratio Analysis and Bond Ratings of OSU



Solid all around

Priorities of OSU: Instruction vs. Administration



Too much administration, not enough on instruction

Other Metrics: Class Size and Degrees Conferred

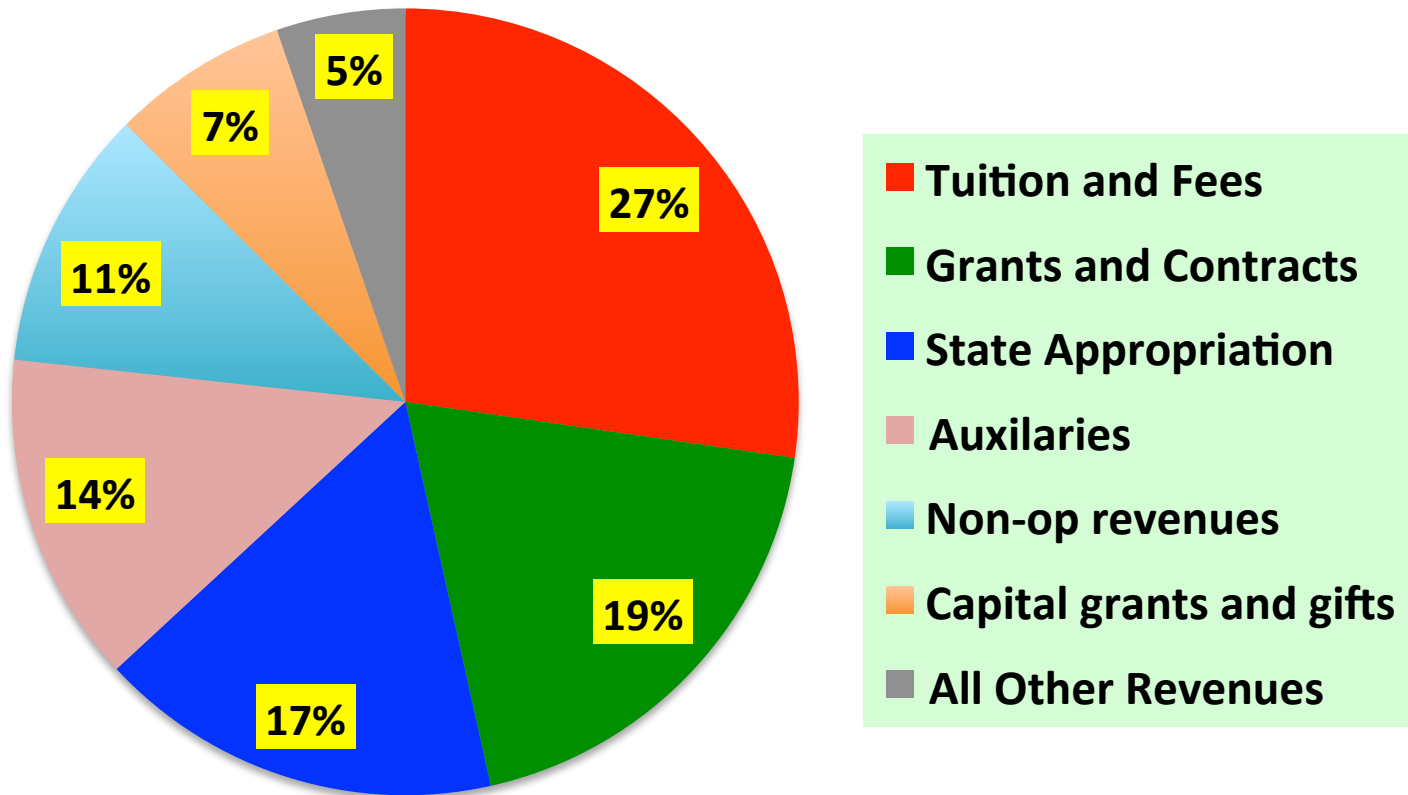


Class sizes are increasing, more degrees are earned

2015 OSU Revenue Distribution

Total Revenue = \$1.1 Billion

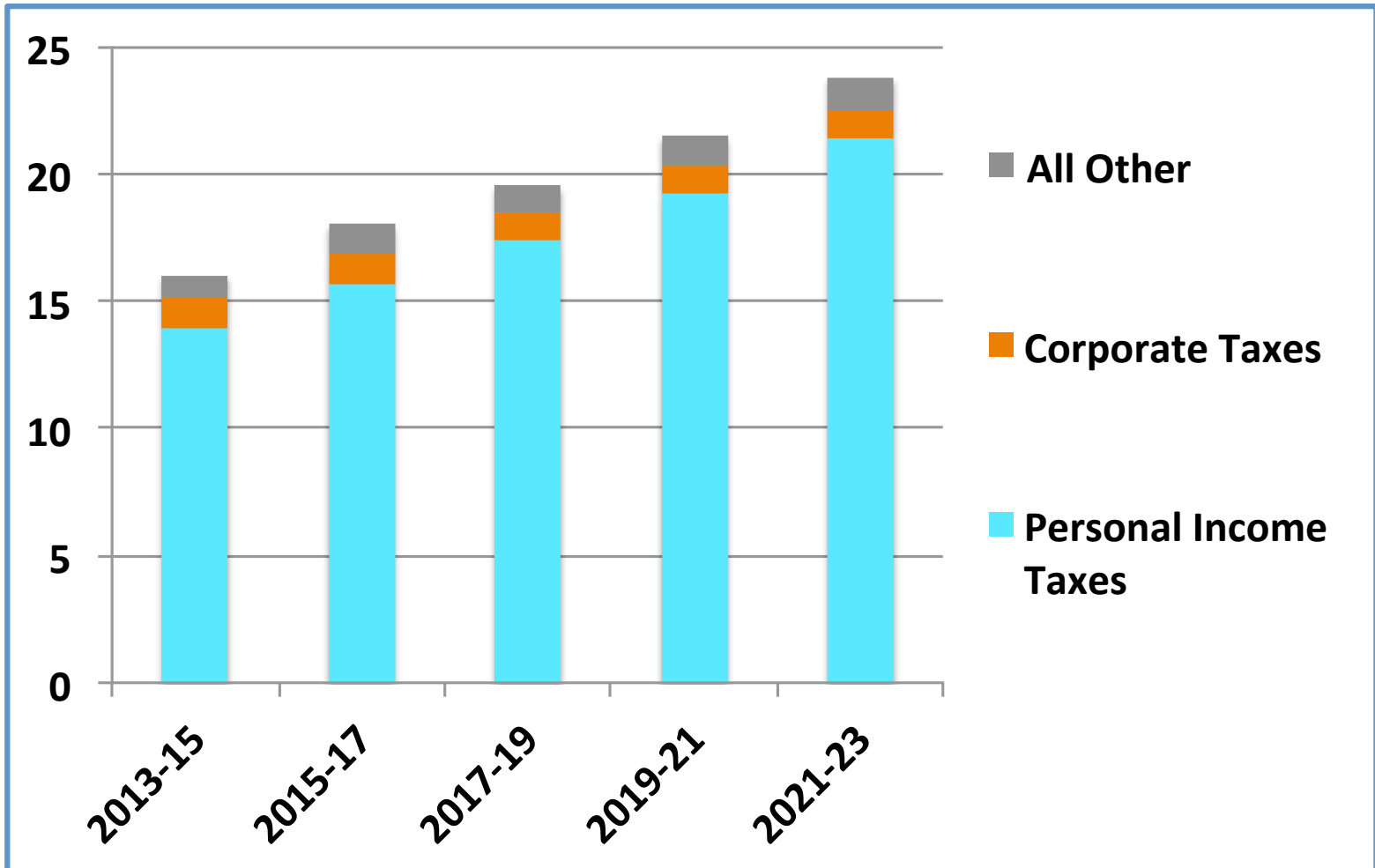
Source: OSU Audited Financial Statements



The State of Oregon and the State Appropriation To OSU

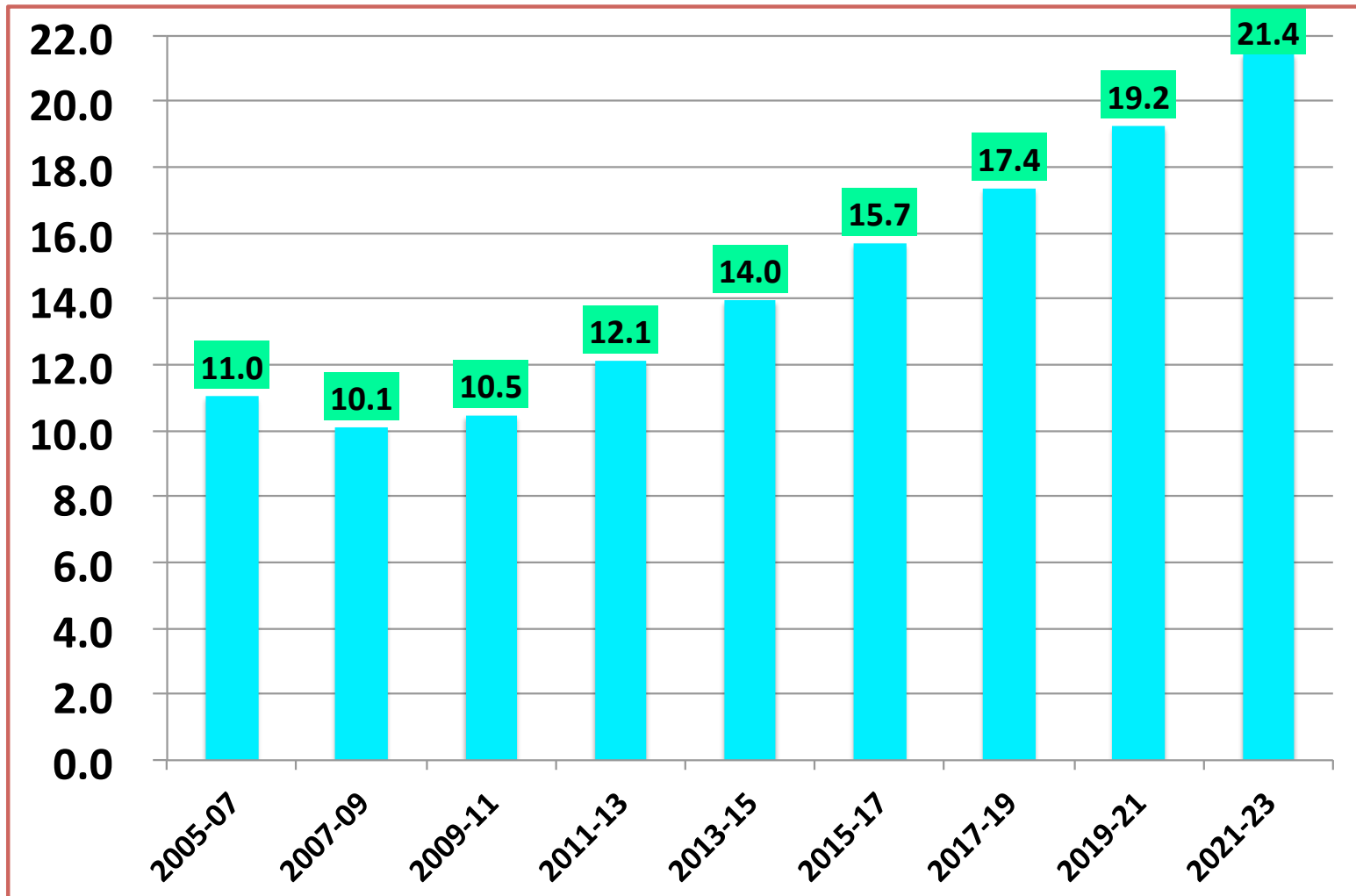
State of Oregon All Taxes Forecast, in Billions

Source: Oregon Office of Economic Analysis, 2/10/2016



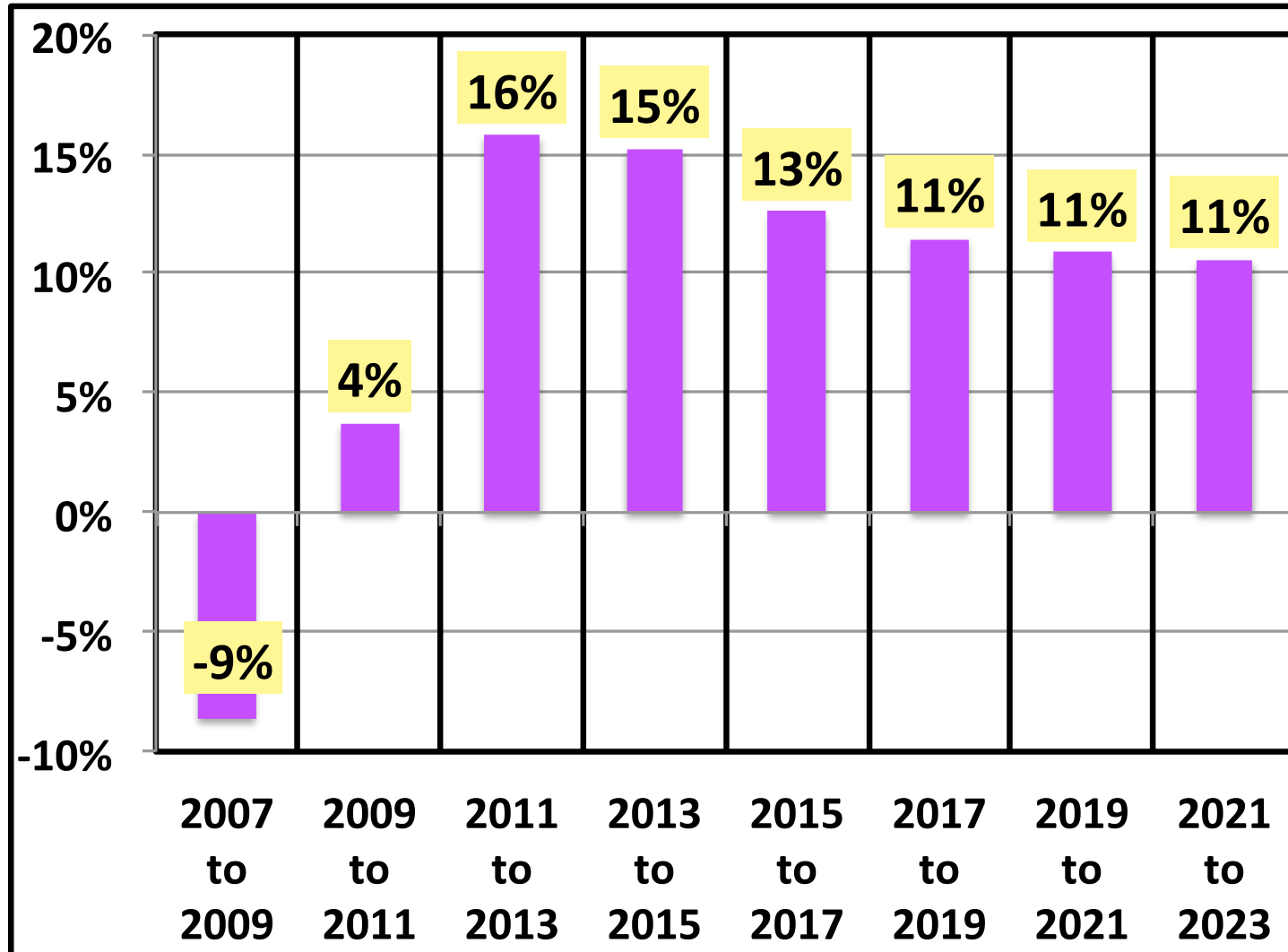
State of Oregon Personal Income Tax Revenues

Source: Oregon Office of Economic Analysis, 2/10/2016



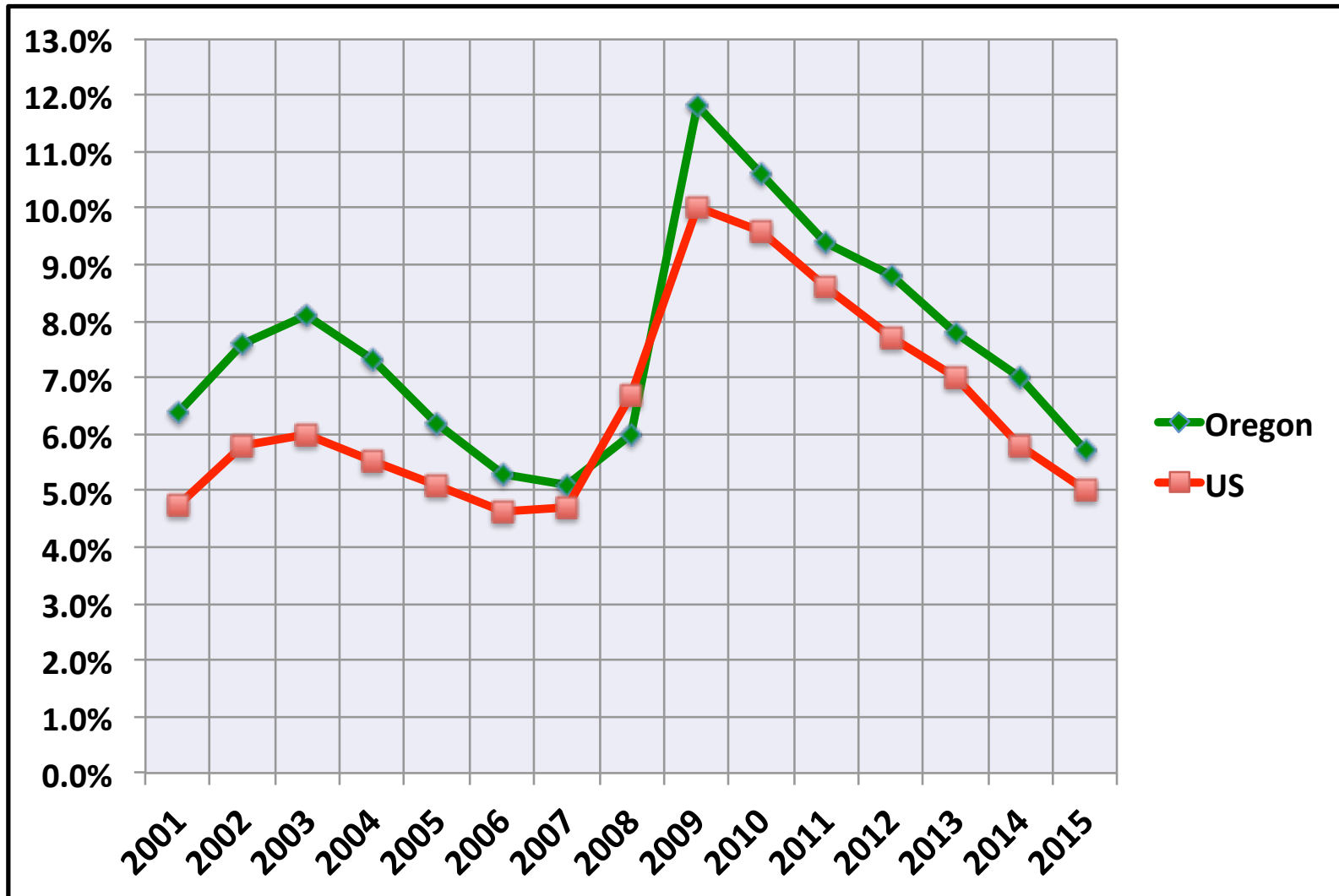
Percent Changes in Taxes

Source: Oregon Office of Economic Analysis, 2/10/2016



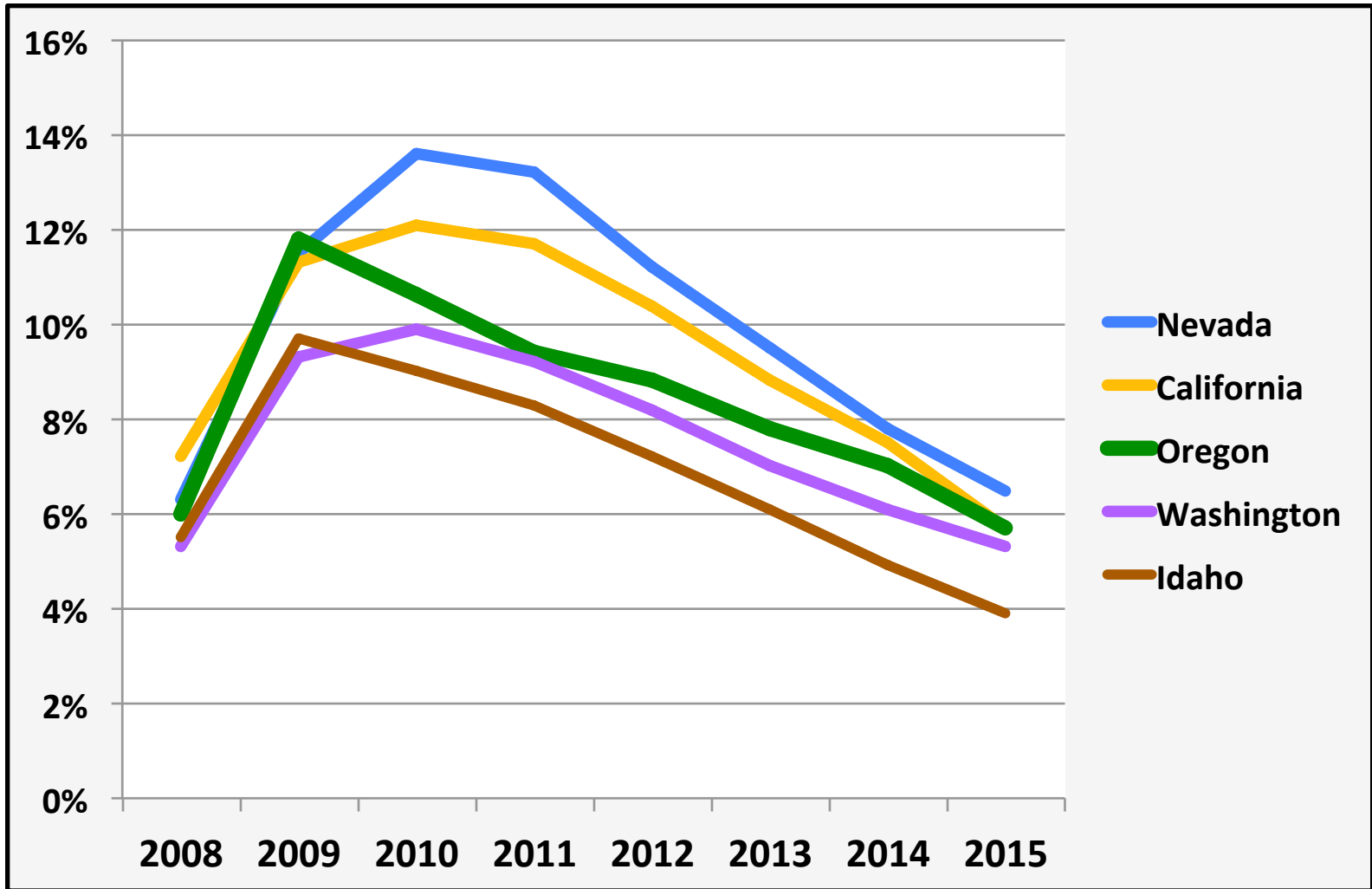
Oregon and US Unemployment Rates

Source: Bureau of Labor Statistics



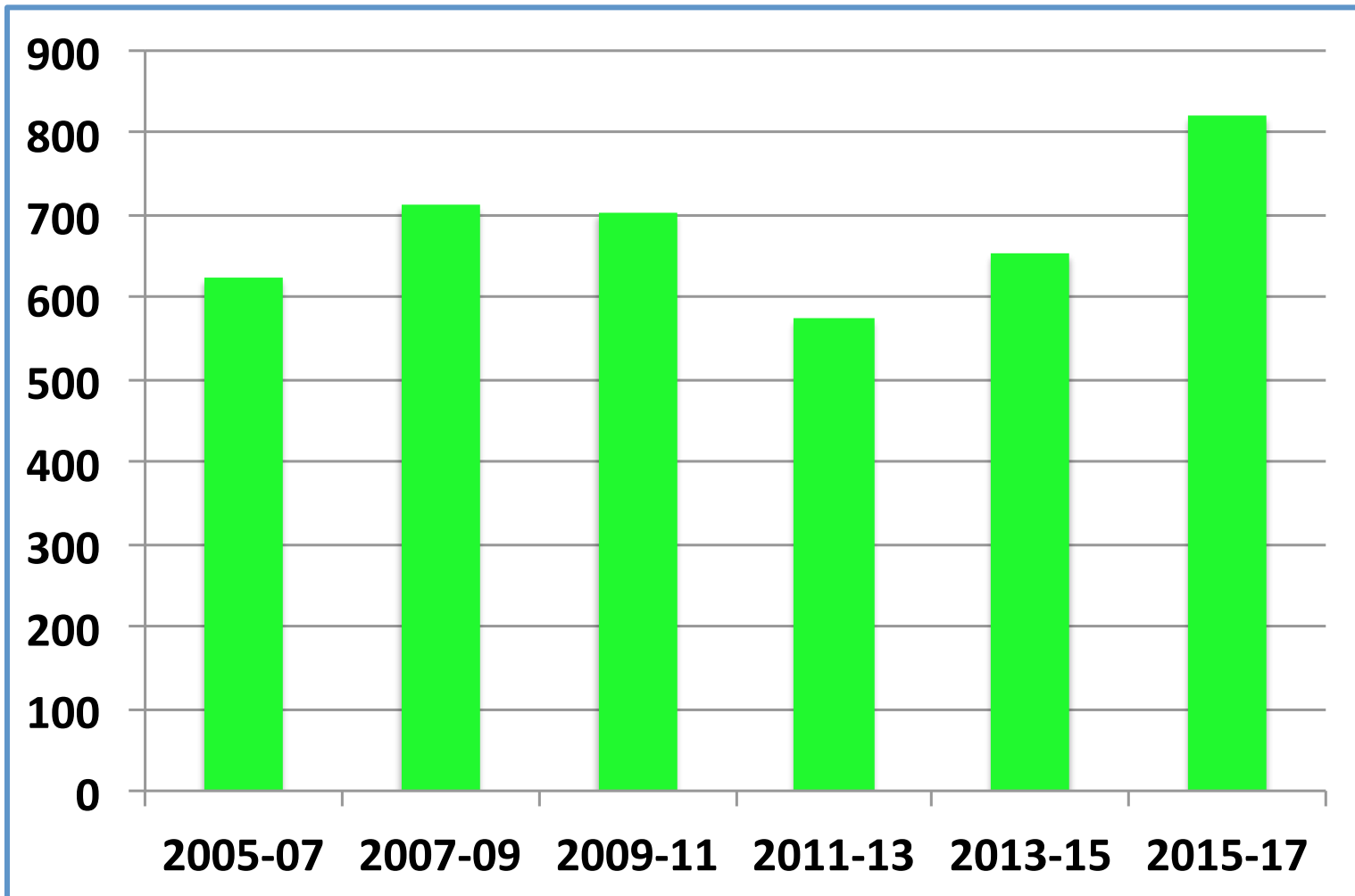
Oregon Unemployment Rate vs. Contiguous States

Source: Bureau of Labor Statistics

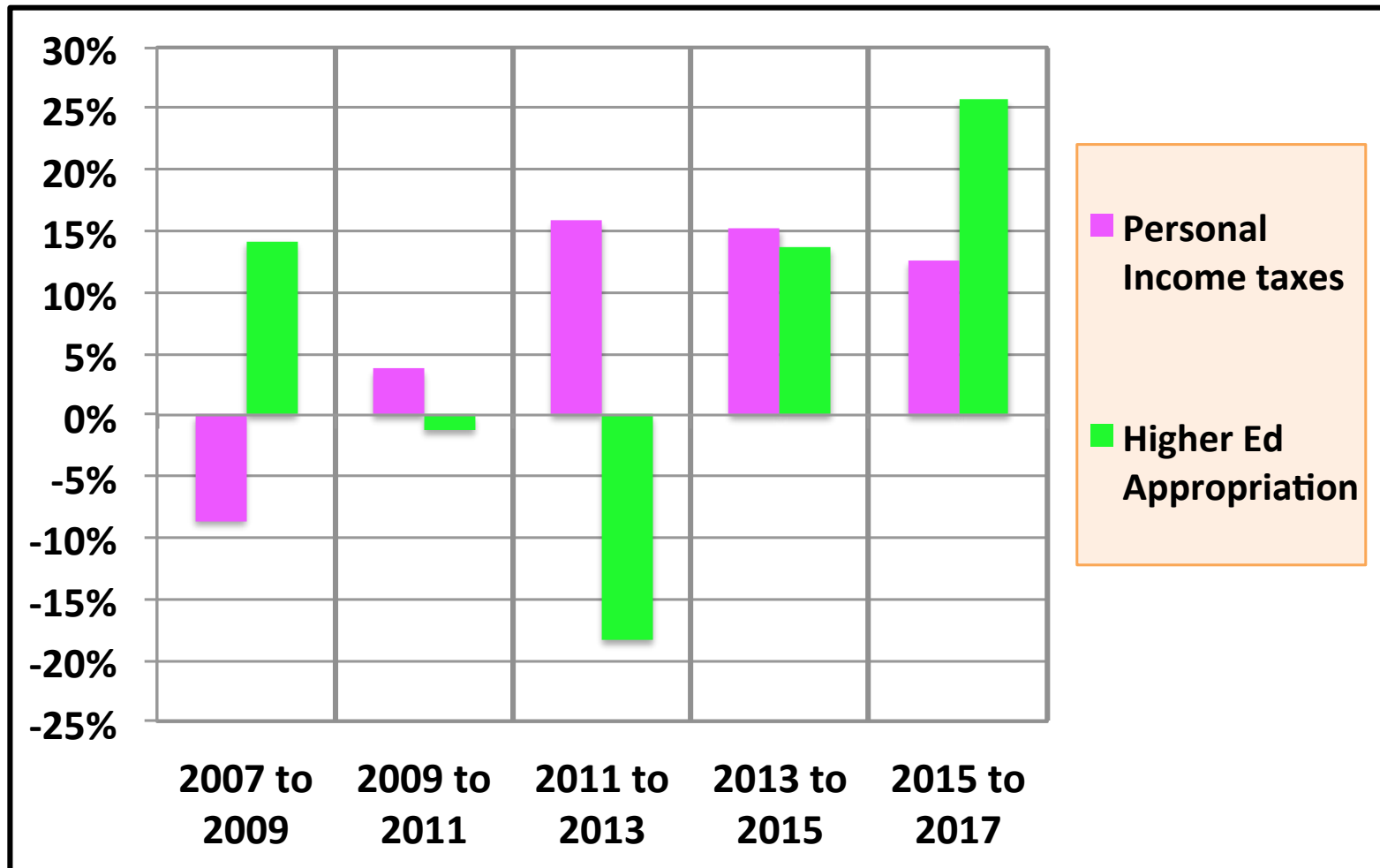


Operations and Debt Appropriation for All 4-Year Institutions (per Biennium)

Source: HECC 2015 LEGISLATIVE SUMMARY November 2015

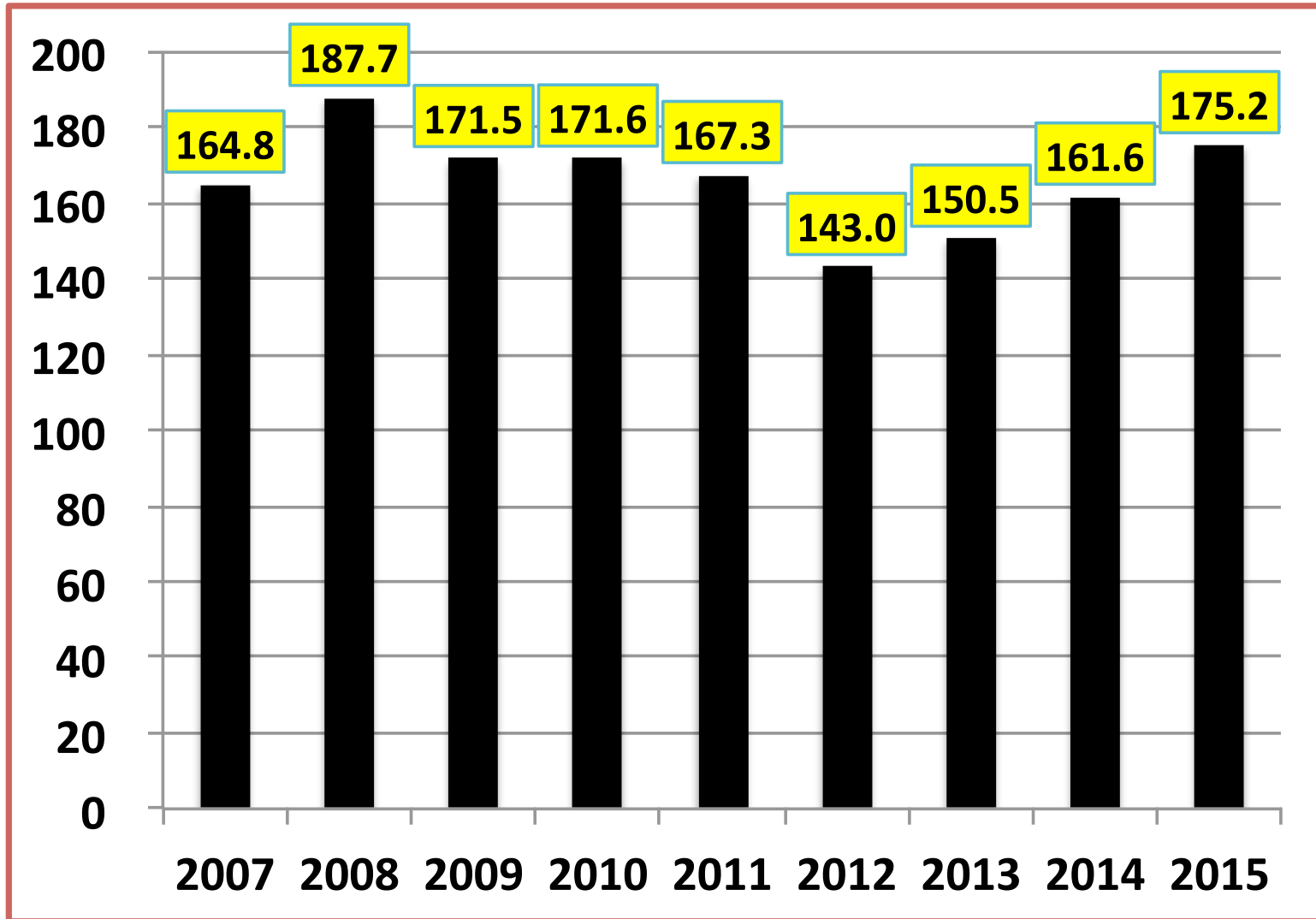


Percentage Changes in Appropriation vs. Percentage Changes in Taxes



Total State Appropriation to OSU, In Millions

Sources: Audited financial statements

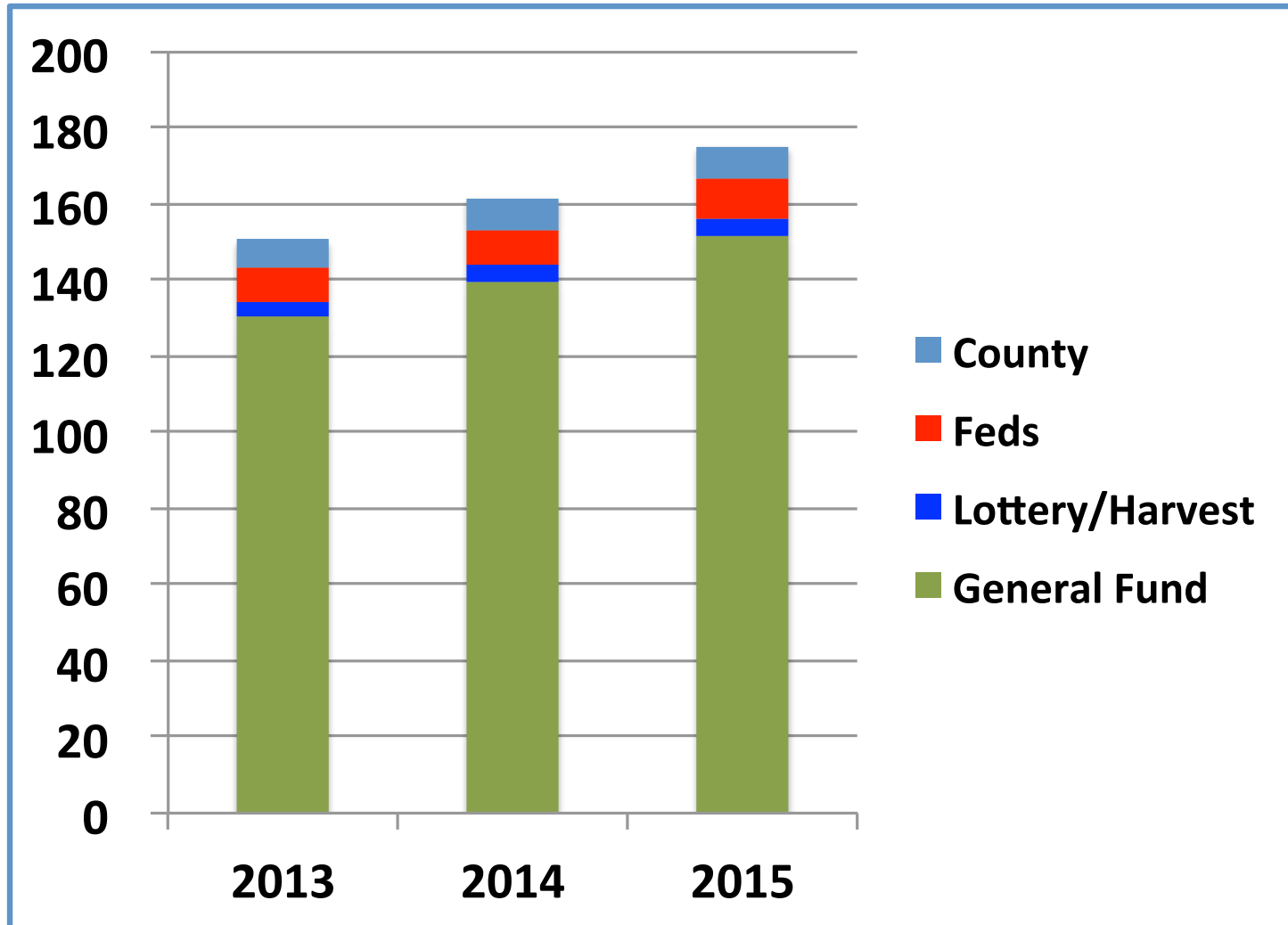


Breakdown of State Appropriation, 2013 to 2015

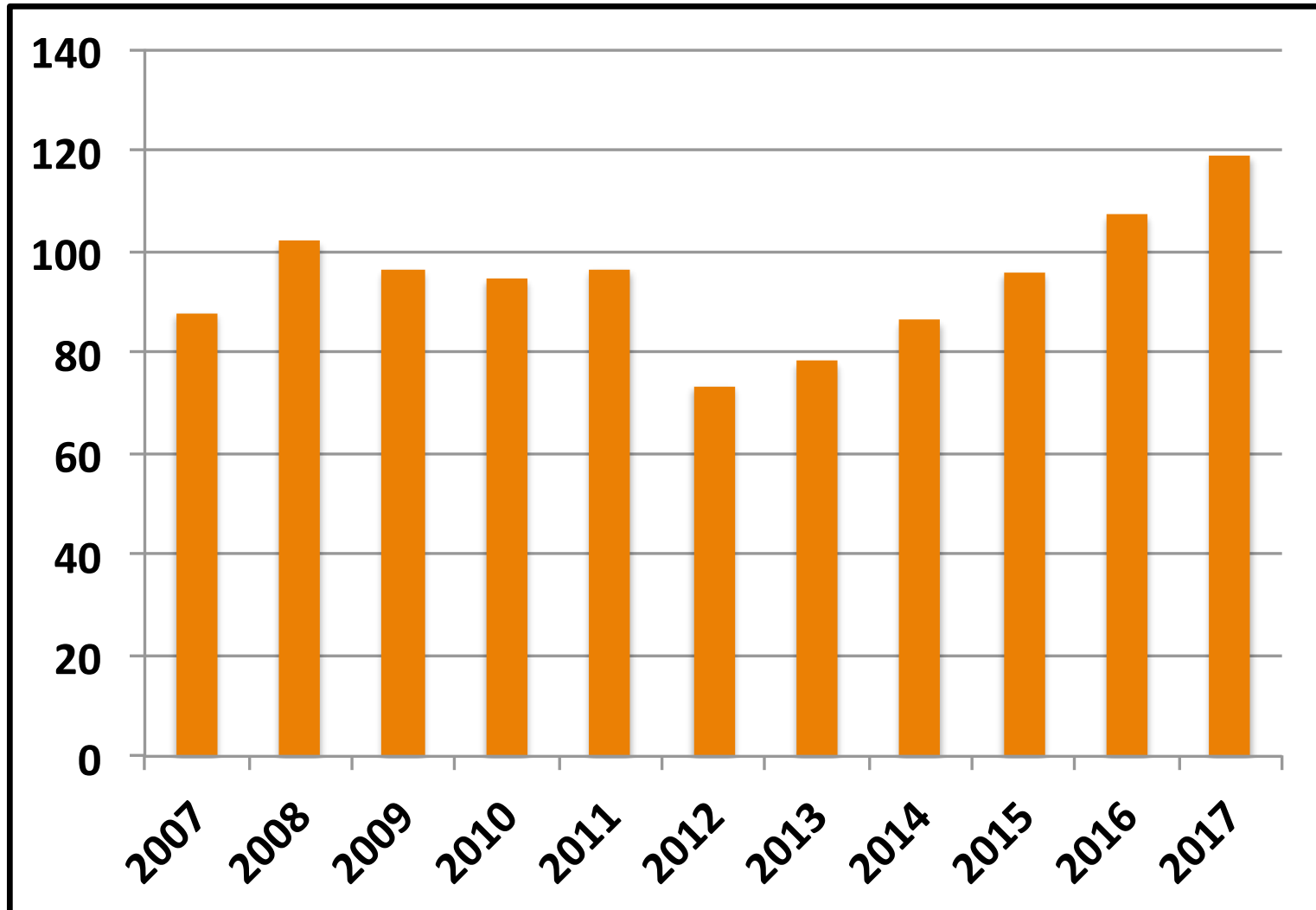
Source: Audited Financial Statements

In Millions	2013	2014	2015
General Fund Education and General	-	90.1	99.9
General Fund Statewide Public Service	-	49.6	51.7
General Fund	130.2	139.7	151.6
Lottery Funding	0.9	0.5	0.5
Harvest Tax	3.1	3.9	3.7
Total STATE	134.2	144.1	155.8
Federal Appropriation	9.0	9.3	10.9
County Appropriation	7.3	8.2	8.5
Grand Total Appropriation	150.5	161.6	175.2

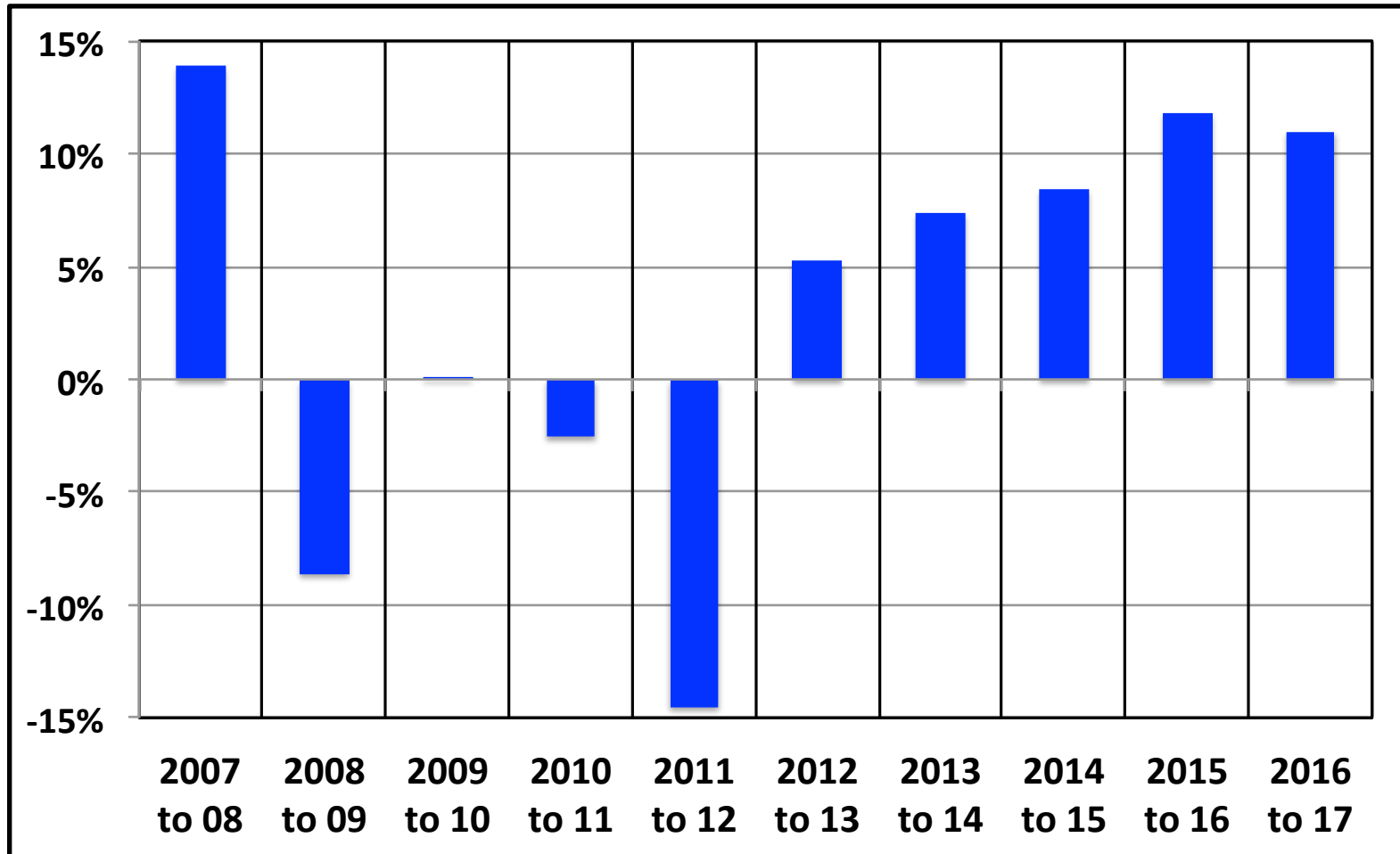
2013 to 2015 Appropriation Graphically



State Appropriation, Education and General Only, Corvallis Only per HECC (Higher Education Coordinating Commission) and OSU Budget

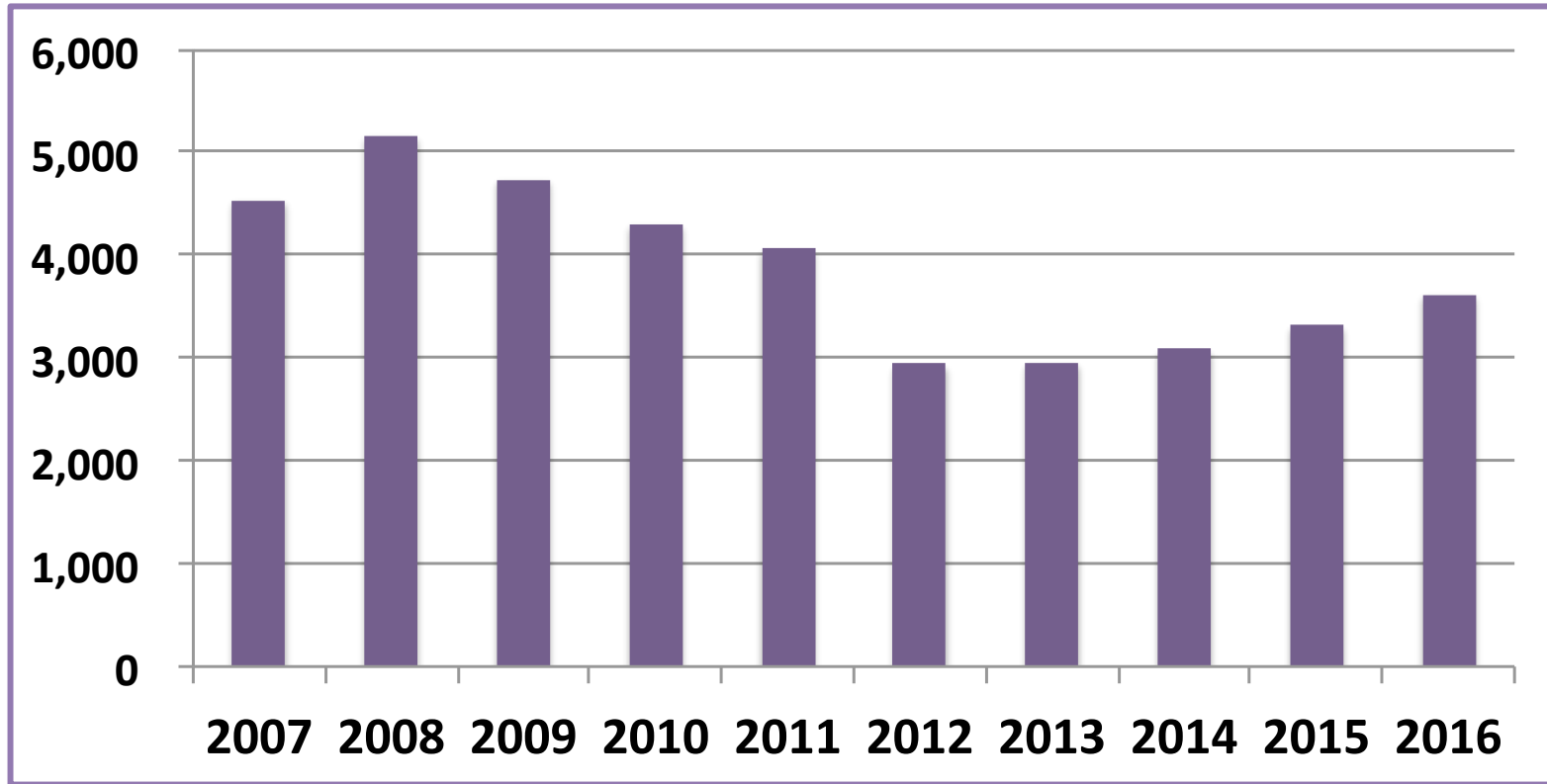


Annual % Change in E&G Appropriation to OSU



OSU E&G State Operation per Student, Corvallis

Source: OSU Office of Institutional Research

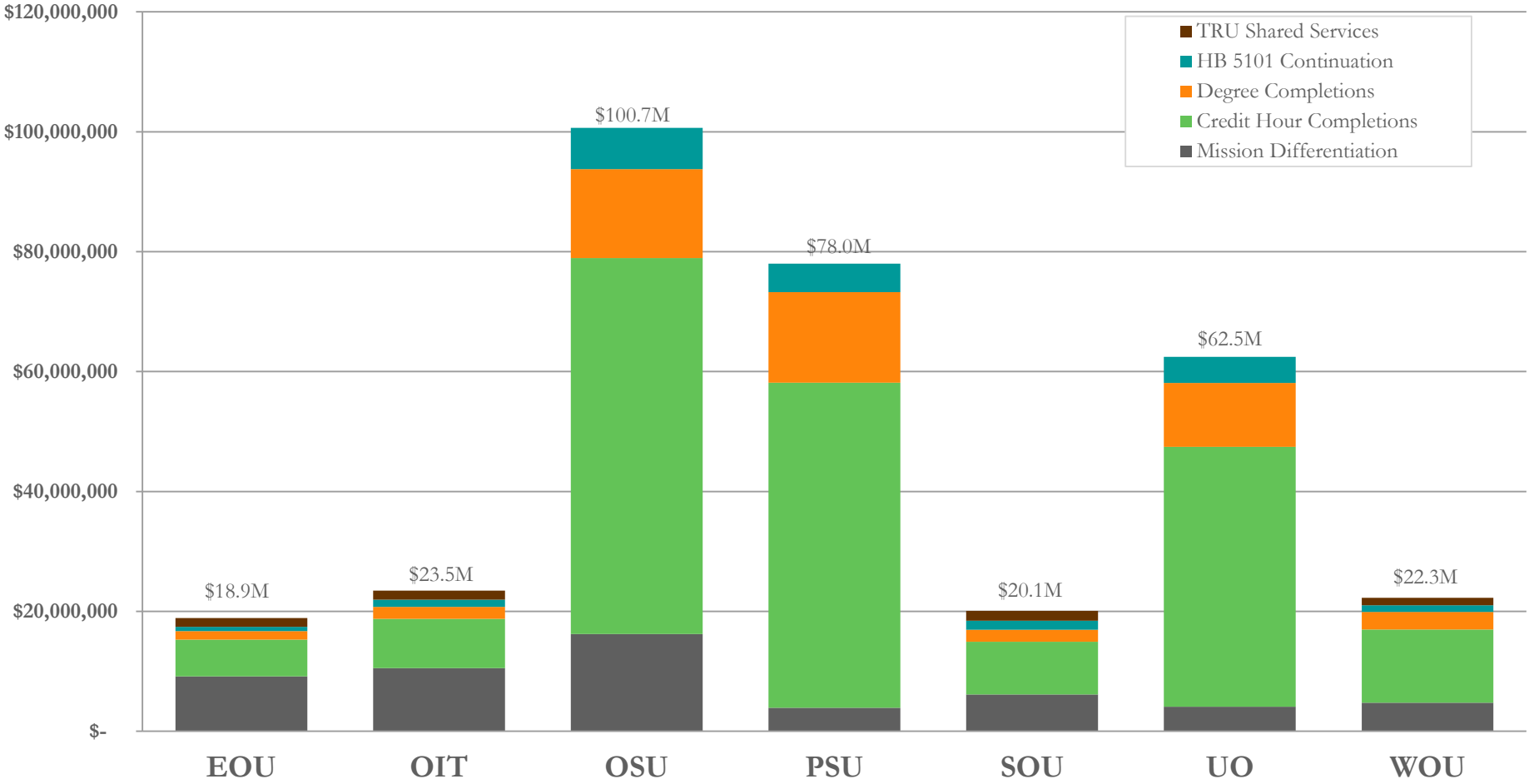


E&G Corvallis Only	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
E&G	87.8	101.9	96.3	94.5	96.4	73.4	78.1	86.2	95.8	107.1
Students	19,362	19,753	20,320	21,969	23,761	24,977	26,393	27,925	28,886	29,576
Appropriation per Student	4,535	5,159	4,739	4,302	4,057	2,939	2,959	3,087	3,316	3,621

RAM (Resource Allocation Model) to SSCM (Student Success and Completion Model)

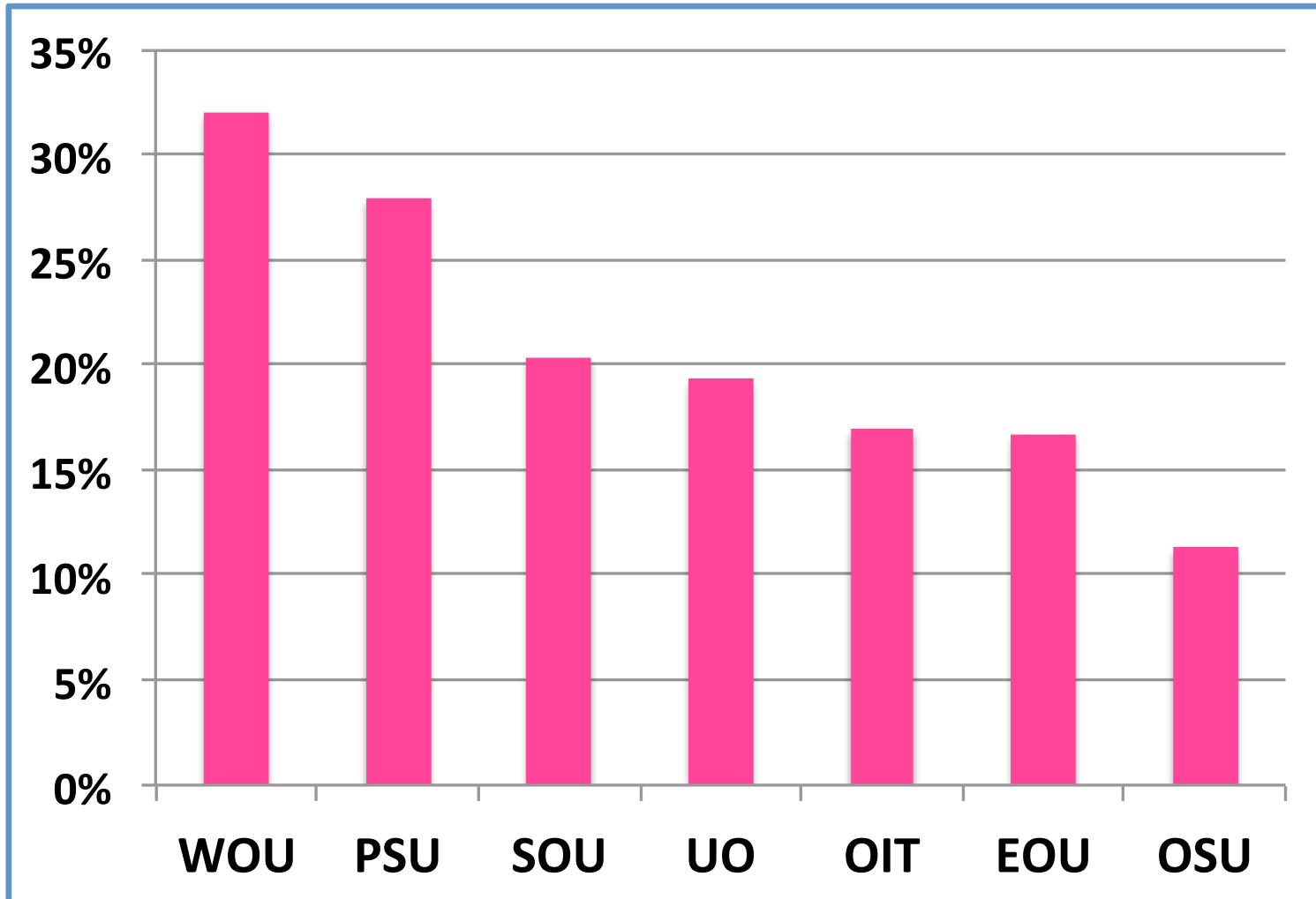
- **Mission Differentiation Funding** supporting the regional, research and public service mission of each university
- **Activity-Based Funding** which invests in credit hour enrollment of Oregon resident students
- **Completion Funding** which focuses investment in degree and certificate completion of Oregon resident students with particular emphasis on underrepresented student populations and priority degree areas

2016 SSCM FUNDING



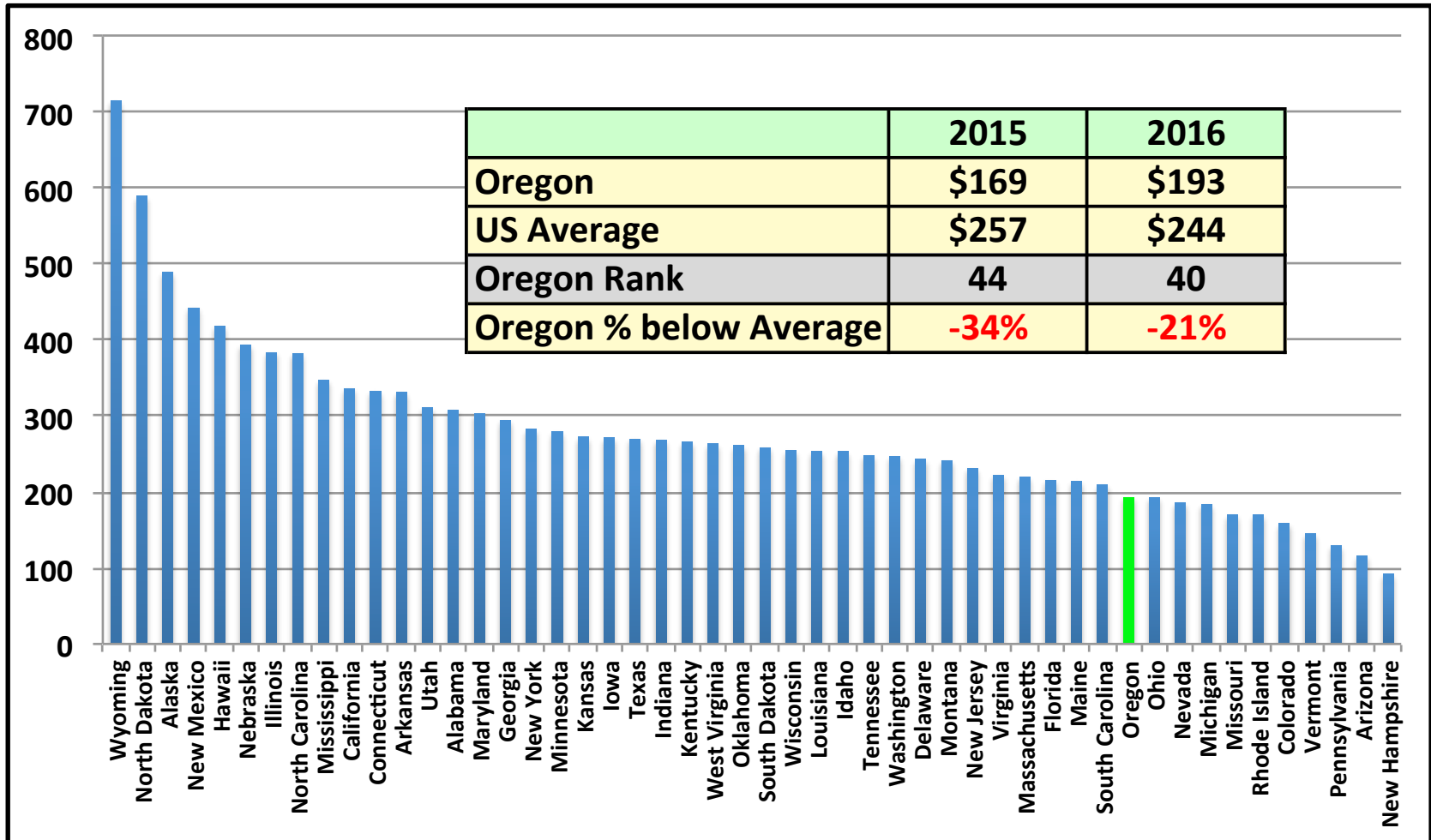
Change in Appropriation from 2015 to 2016

Source: Higher Education Coordinating Commission (HECC)



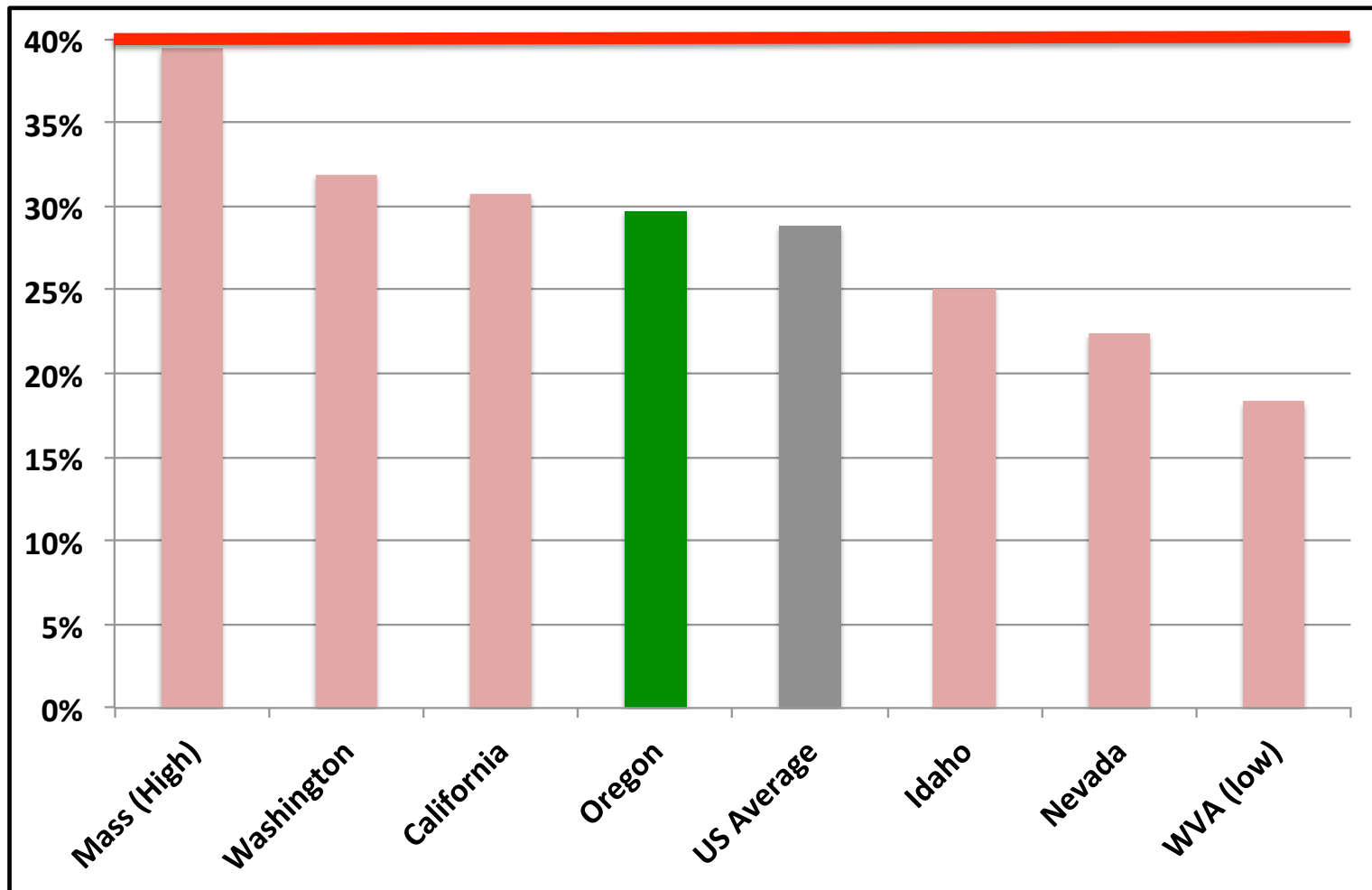
State of Oregon Higher Education: Levels 2016 Appropriation per Capita vs. Other States

Source: State Higher Education Executive Officers, January 29, 2016

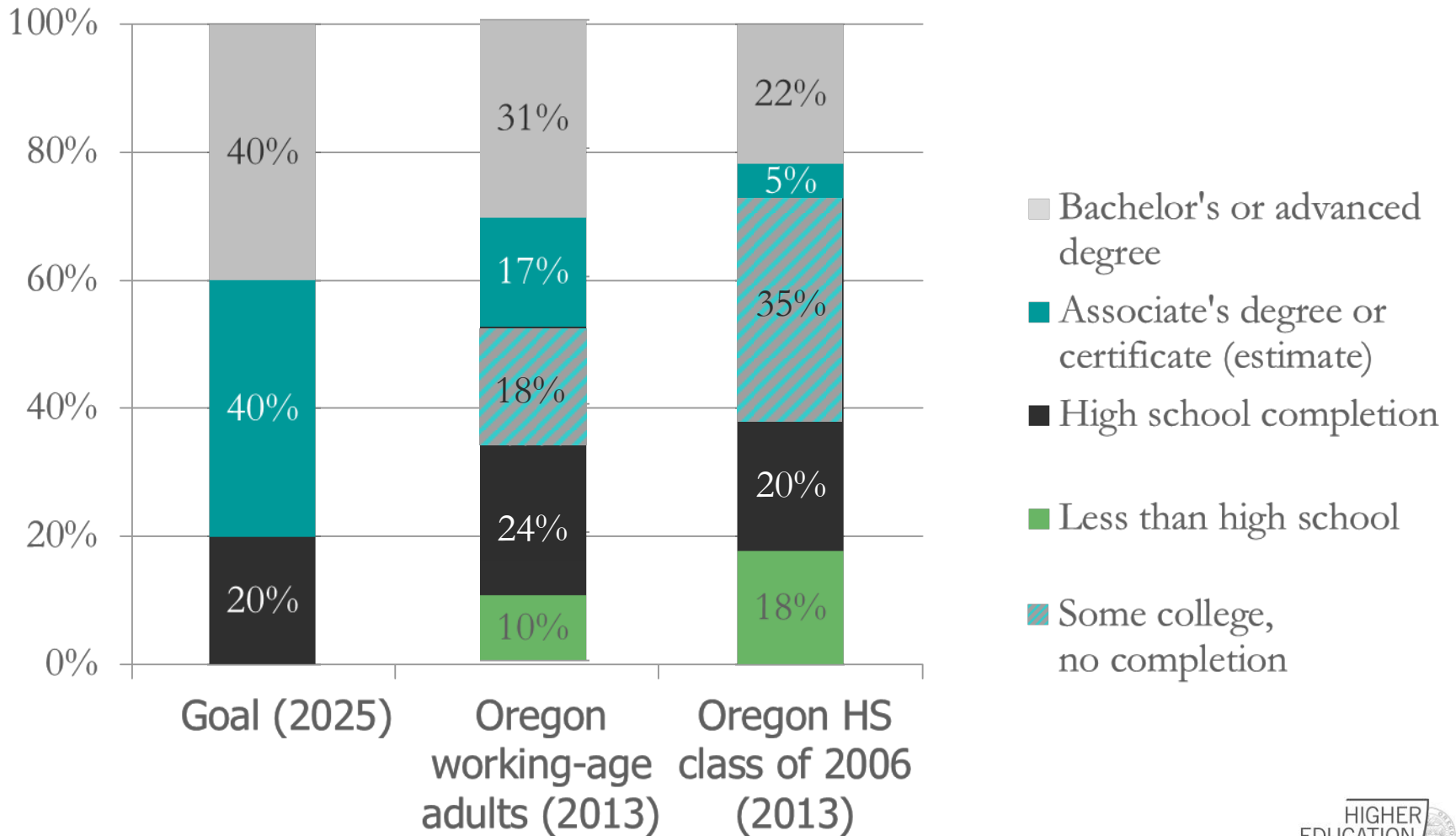


Educational Attainment: % of Adults with a Bachelor's Degree or Higher (40%?)

Source: Census Bureau



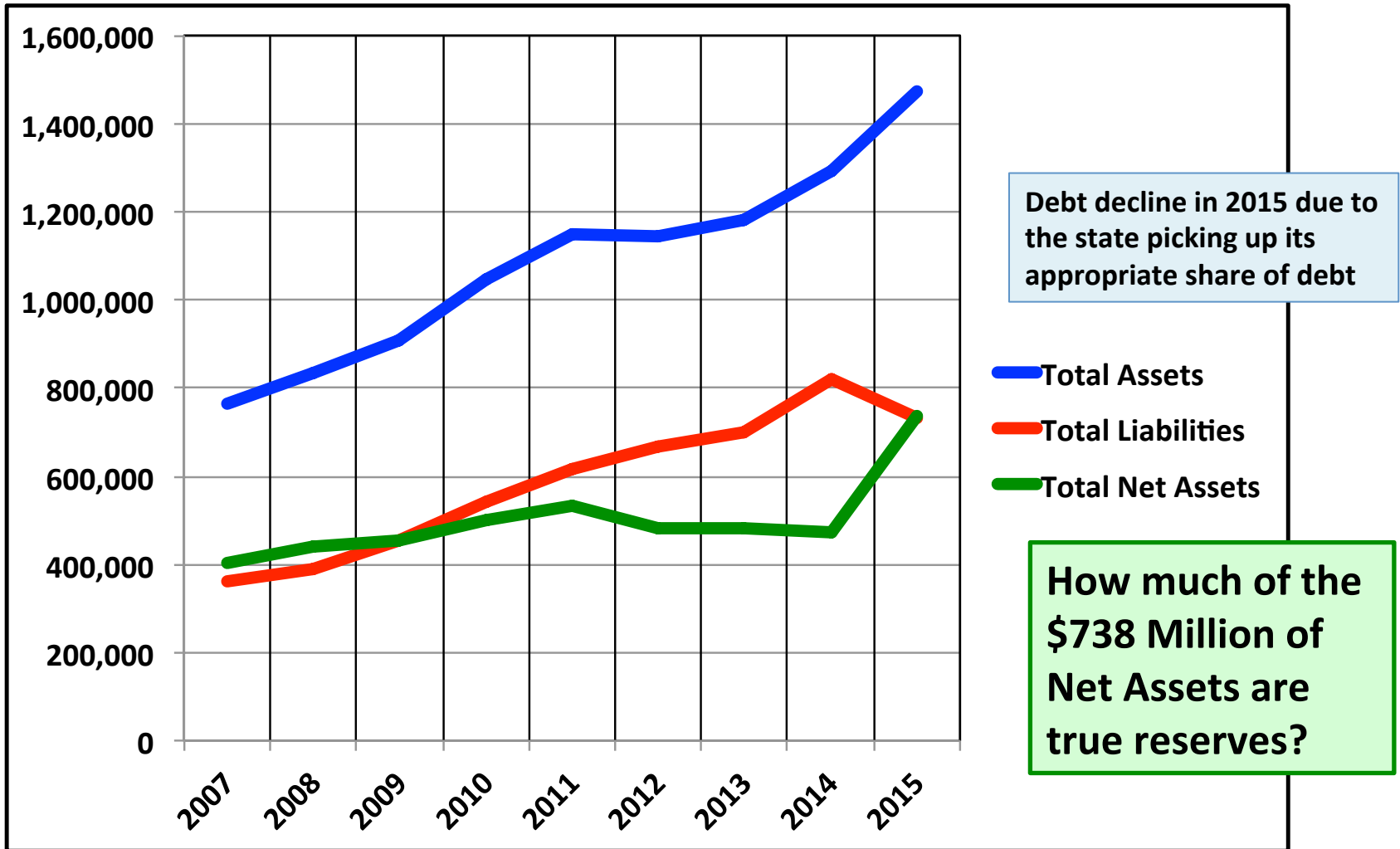
CONTEXT: 40-40-20



Financial Situation of OSU: Key Ratios and Bond Rating

OSU Balance Sheet

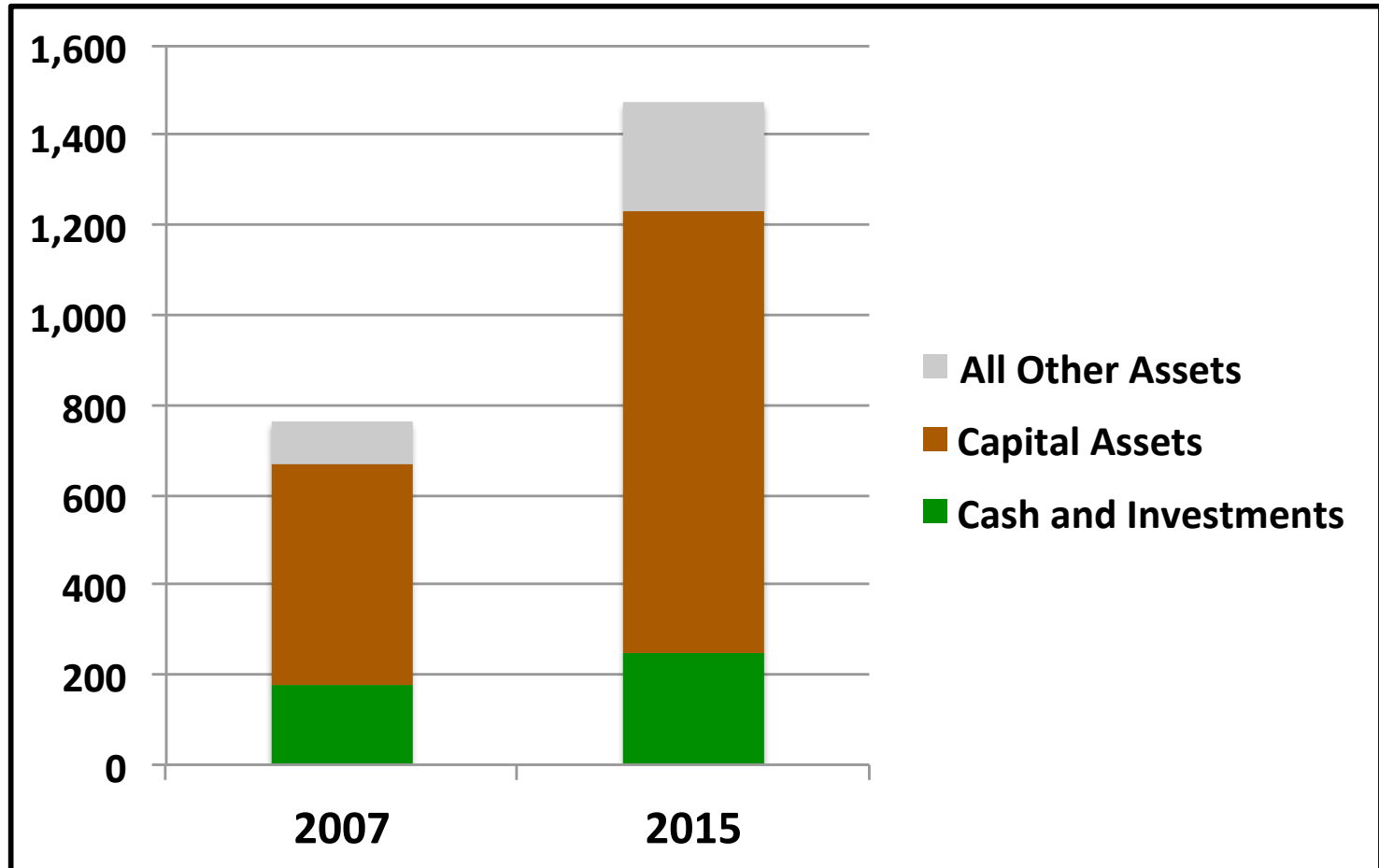
Source: OSU and OUS Audited Financial Statements, Amounts in Thousands



OSU Break-down of Assets, in Millions

(Does Not Include OSU Foundation)

Source: OSU and OUS Audited Financial Statements



Future Construction Commitments

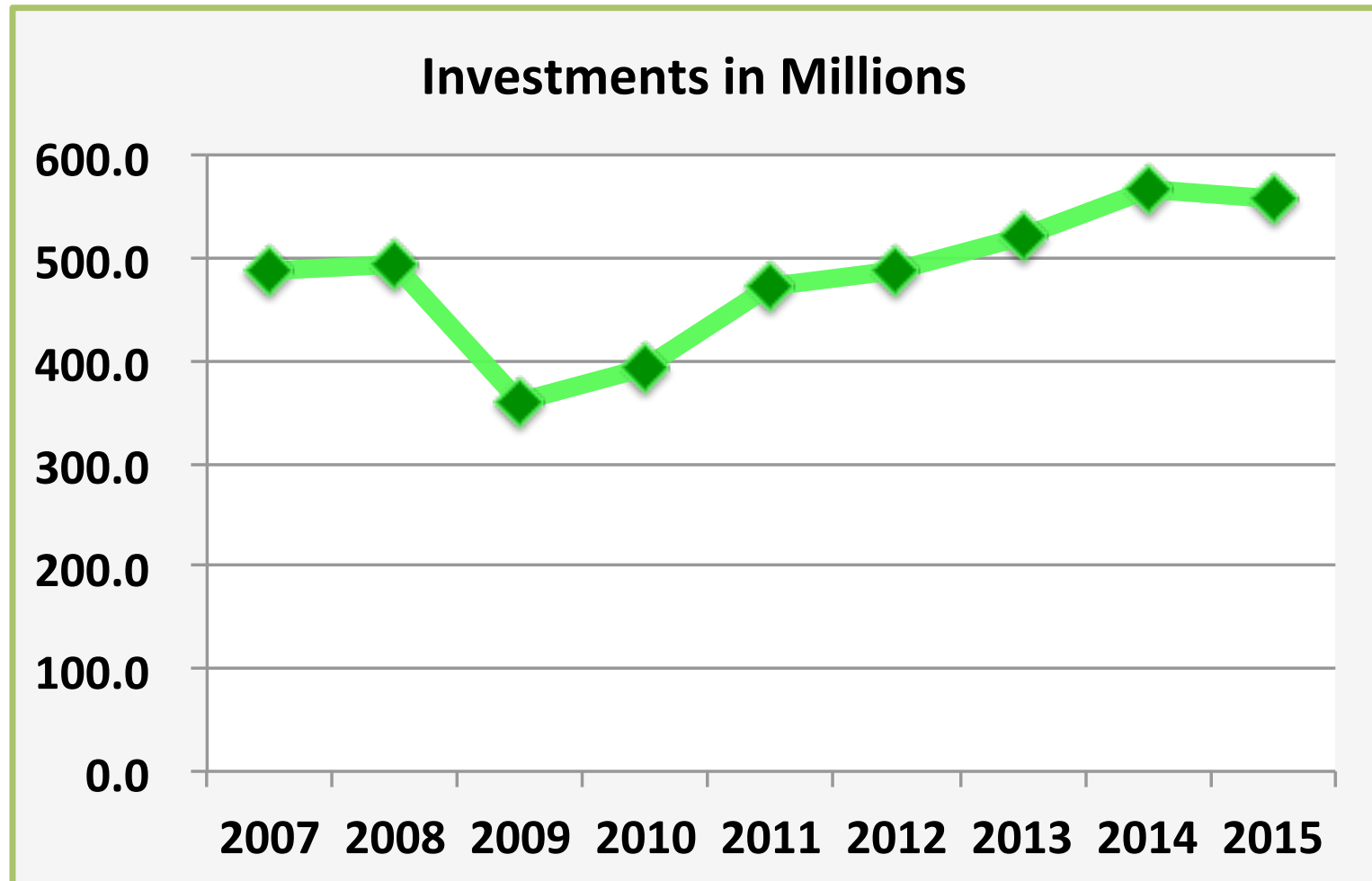
Source: OSU 2014 Audited Financial Statements

CONSTRUCTION COMMITMENTS AS OF JUNE 30, 2014

(in thousands)	Total Commitment	Completed to Date	Outstanding Commitment
AES Animal Research	\$ 2,240	\$ 100	\$ 2,140
Austin Hall (School of Business)	50,400	39,445	10,955
Beth Ray Academic Ctr (Student Success Ctr)	13,324	6,381	6,943
Capital Repair	26,447	21,285	5,162
Cultural Centers	4,015	621	3,394
Goss Stadium Locker Room	2,820	195	2,625
Johnson Hall (Engineering Building)	40,000	1,522	38,478
Learning Innovation Ctr (Classroom Bldg)	65,000	21,719	43,281
MU Renovation	9,578	7,583	1,995
OSU Cascade Campus	33,880	2,169	31,711
Space Improvement Program	3,000	848	2,152
Strand Agriculture Hall	6,851	2,101	4,750
Student Experience Center	42,800	20,198	22,602
Student Resource Center	4,400	31	4,369
Tebeau Hall (Student Residence Hall)	27,000	20,653	6,347
UHDS Renovations	4,650	677	3,973
Projects with <\$500 thousand remaining to be spent	97,201	95,232	1,969
Project Budgets <\$1 million	6,068	2,491	3,577
	\$ 439,674	\$ 243,251	\$ 196,423

OSU Foundation – Investment Assets

Sources: OUS and OSU Audited Financial Statements



OSU Foundation – Money Raised, Invested, and Spent

Source: 2014 and 2015 OSU Audited Financial Statements

	2013	2014	2015
Unrestricted Net Assets Balance, Start	532.7	579.8	653.6
Grants, Bequests, Gifts	59.9	73.4	87.9
Interest and Dividends	15.1	14.7	14.7
Investment Income (Loss)	27.6	62.2	-14.6
All other Revenues	20.1	36.8	38.3
University Support	-55.0	-69.4	-90.2
Management Expenses	-19.7	-19.6	-21.3
Investment Expenses	0.0	-10.0	-9.0
Unrestricted Net Assets Balance, End	579.8	653.6	643.4

OSU Reserves, in Thousands

Source: OSU and OUS Audited Financial Statements

Net Asset Analysis: In \$000	2014	2015
Invested in Capital Assets	312,017	558,316
Restricted Non-Expendable	4,377	4,827
Restricted Expendable	114,790	105,421
Unrestricted	40,508	69,167
Total Net Assets	471,692	737,731
	2014	2015
Unrestricted	40,508	69,167
Restricted Expendable	114,790	105,421
Total Reserves	155,298	174,588

Restricted Expendable:	2014	2015
Gifts, Grants, Contracts	43,125	43,859
Student Loans	34,666	34,744
Capital Projects	24,121	23,020
Debt Service	12,878	3,798
TOTAL	114,790	105,421

Are These Reserves Large?

Primary Reserve and Viability Ratios

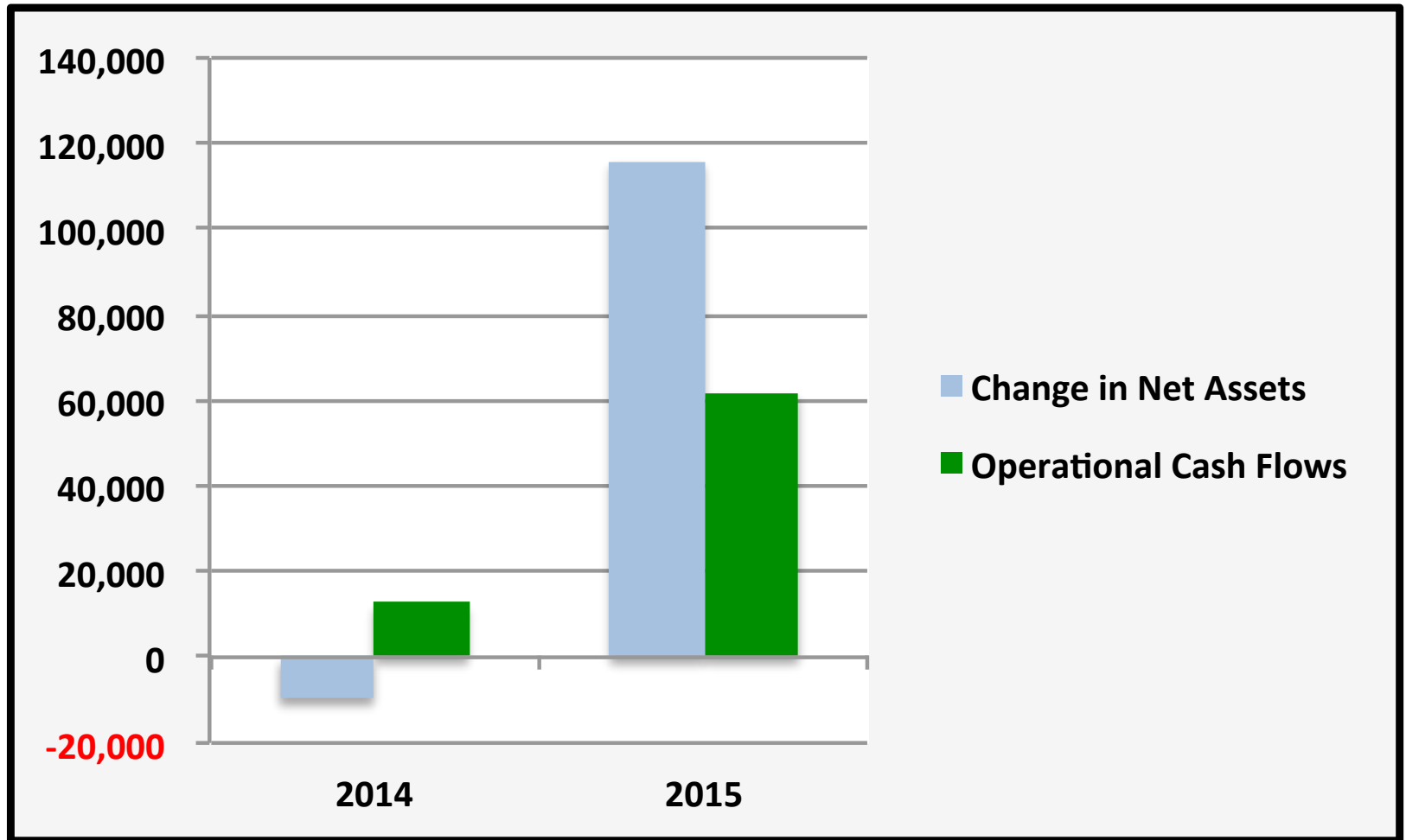
	2014	2015	
Total Reserves	155,298	174,588	
Total Expenses	936,878	938,778	
Primary Reserve Ratio	17%	19%	Average
Primary Reserve Ratio with OSU Foundation Added In:			
Total Reserves	455,411	443,826	
Total Expenses	1,035,906	1,059,231	
Primary Reserve Ratio	44%	42%	Solid
Viability Reserve Ratio with OSU Foundation Added In:			
	2014	2015	
Total Reserves	155,298	174,588	
Debt	634,309	452,559	
Viability Ratio	24%	39%	Low
Viability Reserve Ratio with OSU Foundation Added In:			
Total Reserves	455,411	443,826	
Debt	634,309	452,559	
Viability Ratio	72%	98%	Solid

2 More Ratios: Revenues vs. Expenses and Cash Flows

	2014	2015
Total Revenues	927,274	1,054,704
Total Expenses	936,878	938,778
Change in Net Assets	-9,604	115,926
Net Income Ratio (Change in Net Assets / Total Revenues)	-1.0%	11.0%
	2014	2015
Cash from Operations	-227,069	-230,799
Cash from Non-capital financing (State and Feds)	239,631	292,642
Total Operational Cash Flows	12,562	61,843
Total Revenues	927,274	1,054,704
Cash Flow Ratio (Operational Cash flows / total revenues)	1.4%	5.9%

Revenues vs. Expenses and Cash Flows

Sources: OSU Financial Statements, in Thousands



OSU Ratio Summary

Source: OSU Audited Financial Statements

	2014	2015	Definition
Viability Ratio	72%	98%	Reserves / Debt
Primary Reserve Ratio	44%	42%	Reserves / Expenses
Cash Flow Ratio	1.4%	5.9%	Cash flows / Revenues
Net Asset Ratio	-1.0%	11.0%	Profit / Revenues
Ratio Scores (0 is low; 5 is highest)			
Viability Score	2.79	3.45	
Primary Reserve Score	4.26	4.18	
Cash Flow Score	2.68	4.93	
Net Asset Score	1.29	5.00	
Fichtenbaum-Bunsis Composite Score	3.24	4.27	
Perfect Score	5.00	5.00	
Trouble	1.50	1.50	

Result of Solid Reserves and Solid Cash Flows: Solid Bond Rating in April 2015

Moody's 2015 Bond Rating for OSU: **Aa3**

4th highest out of 24 ratings

Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.

OSU Financial Health in the words of President Ray

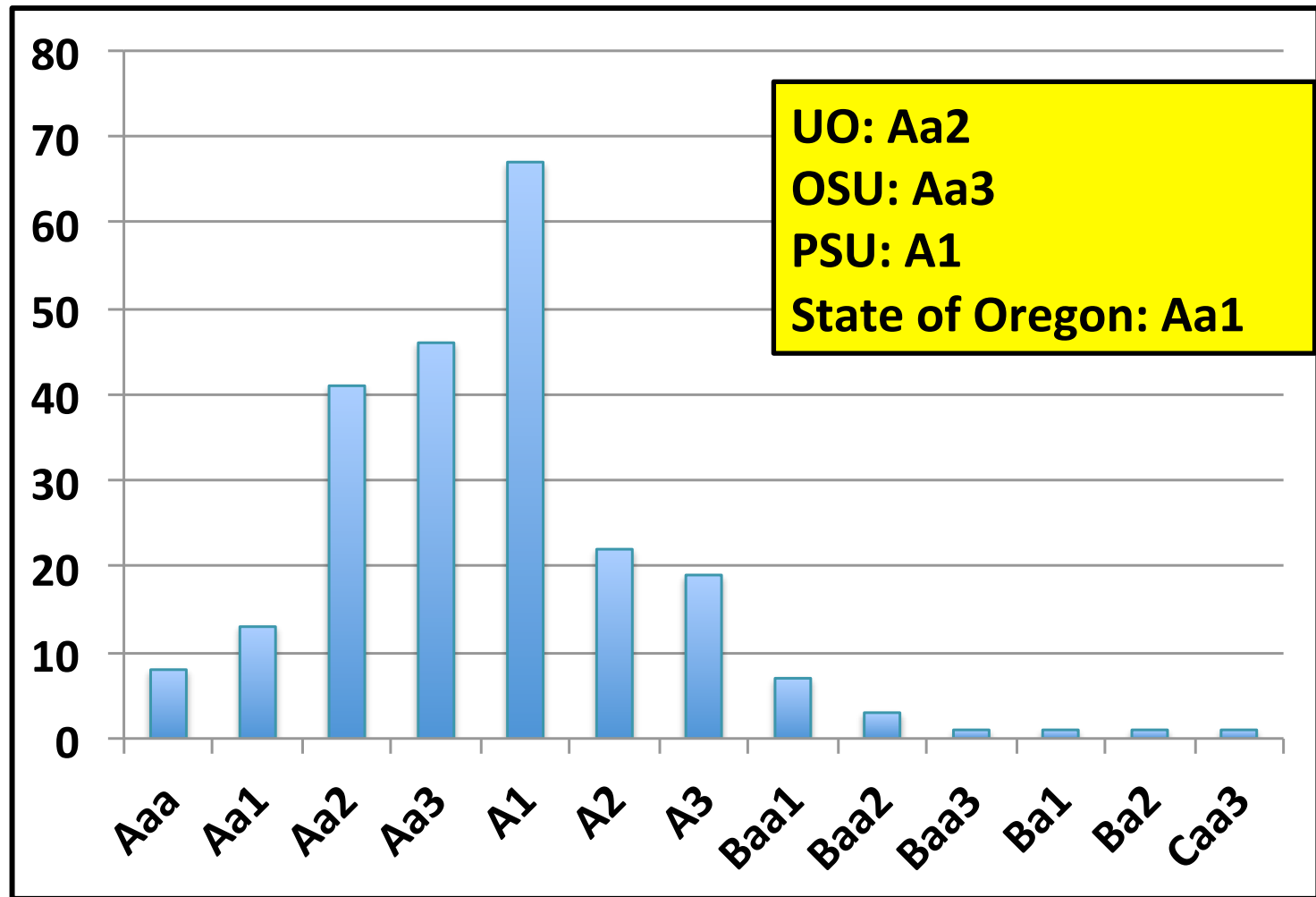
President Ray from the 2014 OSU audited financial statements:

“I am pleased to report again this year that the financial picture of Oregon State University is very strong thanks to the collective efforts of many.”

President Ray from the 2015 OSU audited financial statements:

“I am pleased to report again this year that the financial picture of Oregon State University is very strong thanks to the collective efforts of many.”

Moody's Bond Ratings in Higher Education Public Sector, July 2015



Moody's OSU April 2015

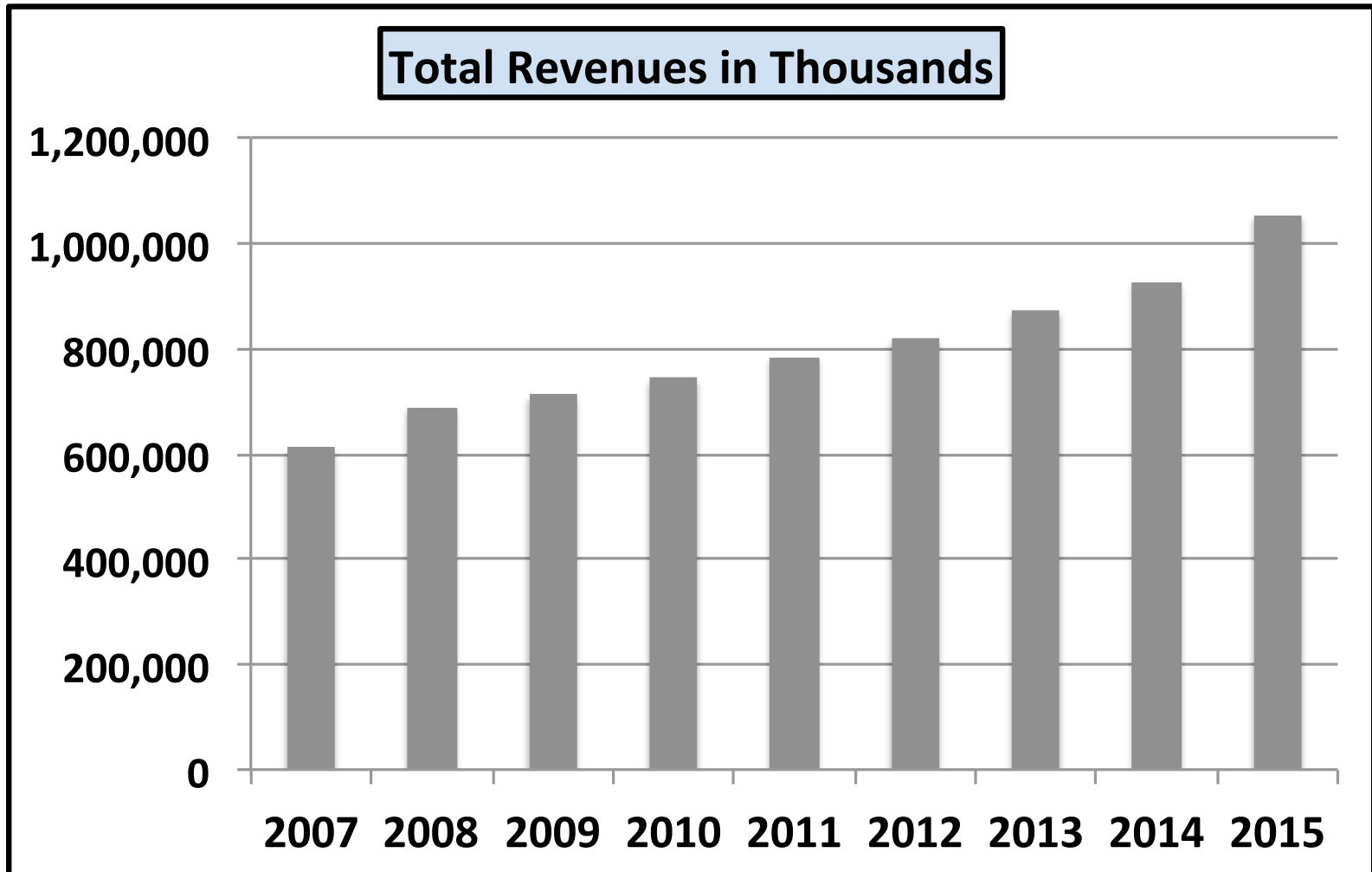
https://www.moody's.com/research/Moodys-assigns-initial-Aa3-to-Oregon-State-Universitys-523M-of--PR_322483

- **Moody's assigns initial Aa3 to Oregon State University's \$52.3M of General Revenue Bonds Series 2015A&B; outlook stable**
- **SUMMARY RATING RATIONALE**
 - Oregon State University's essential role in the State of Oregon (Aa1, stable), educating a large share of resident undergraduate students. The rating also reflects the university's growing enrollment and net tuition revenue, ongoing state capital funding, and a moderate-sized research profile reflecting its status as a land, sea, space, and sun grant university.
 - Challenges: recent deficit operations and thin cash flow as the university absorbed deep cuts to state operating appropriations and spend down of reserves in response to the need to fund key strategic initiatives (e.g., faculty hiring) related to significant enrollment growth, and the political environment, all while keeping pace with enrollment-driven expansion.
- **OUTLOOK**
 - The stable outlook reflects our expectation for modestly improved operations combined with continued growth of net tuition revenue and financial resources to support future capital plans.

**OSU Revenue Analysis:
Where is the Money
Coming From?**

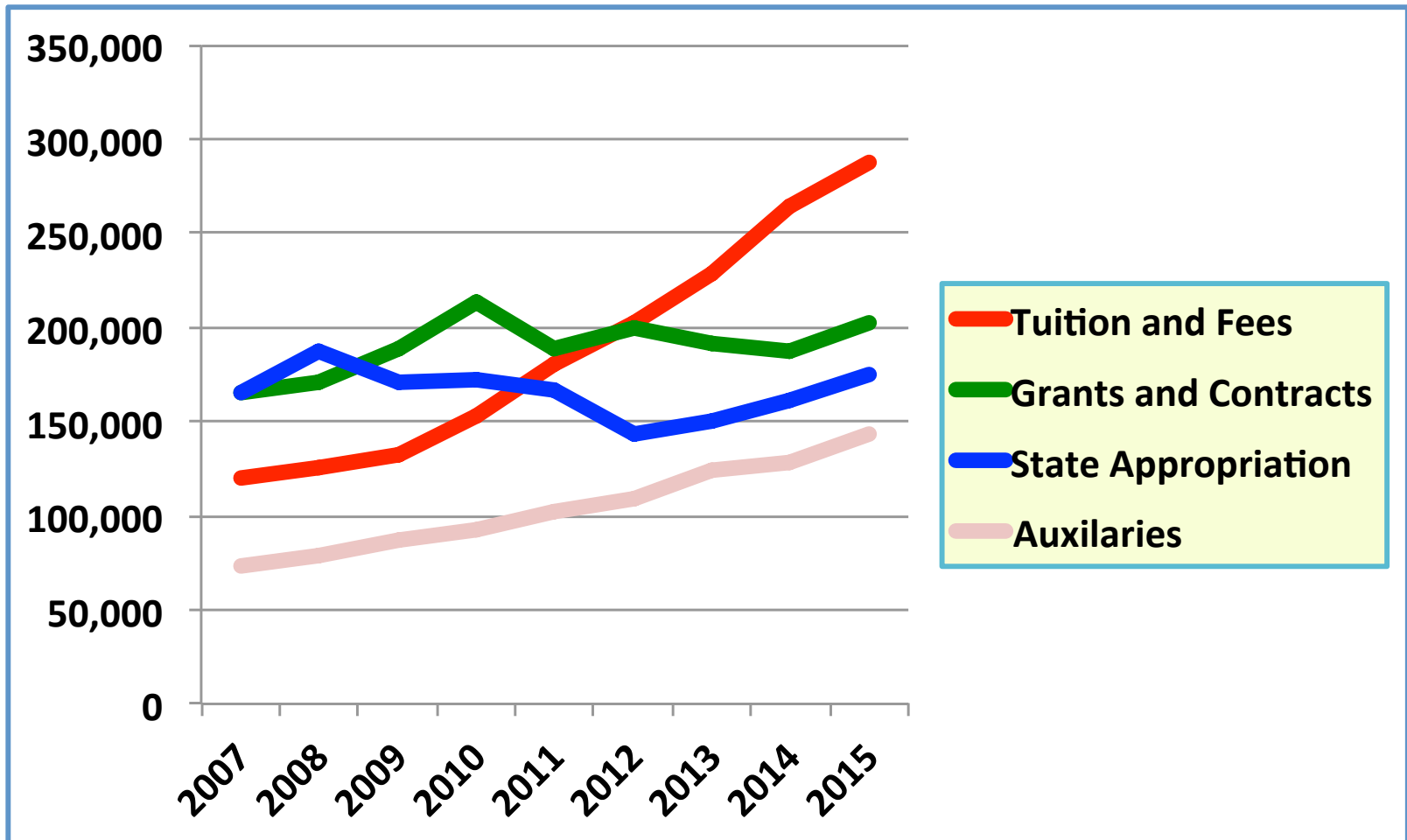
OSU Total Revenues Over Time

Source: Audited Financial Statements (OUS and OSU)



OSU Main Revenues Over Time

Source: Audited Financial Statements (OUS and OSU); In Thousands

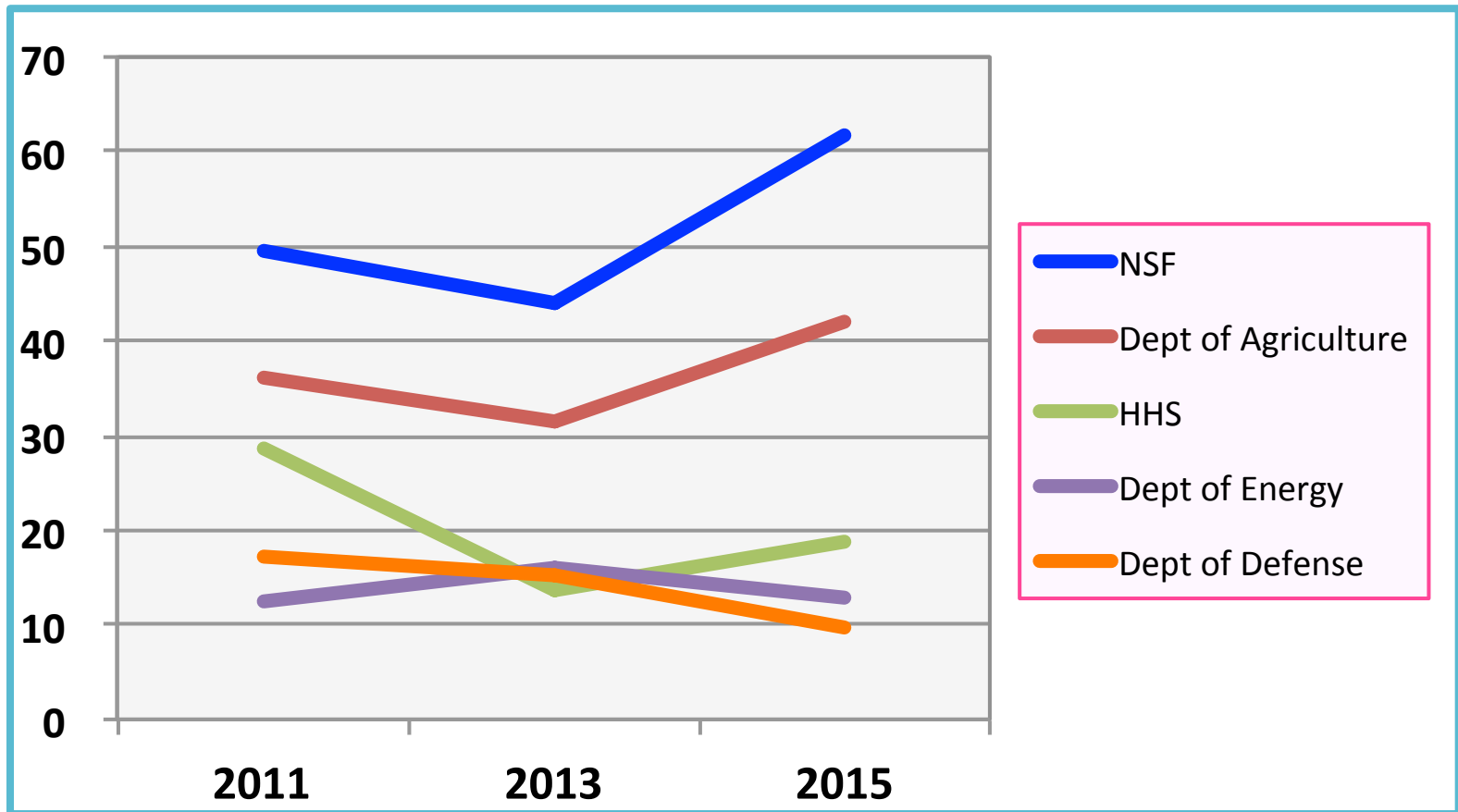


Source of External Awards

Source: <http://research.oregonstate.edu/awards>

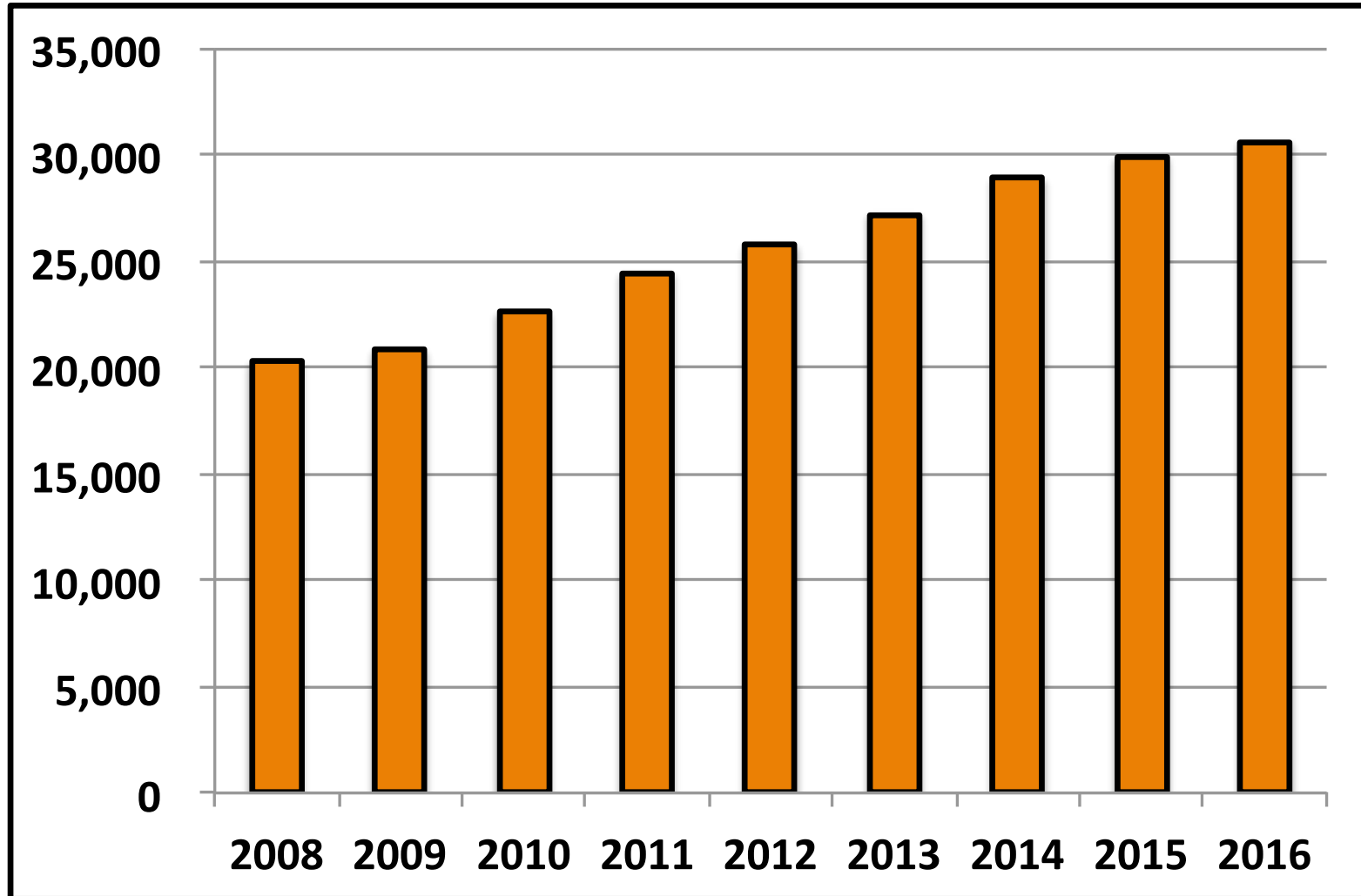
In Millions	2011	2013	2015			2011	2013	2015
NSF	49.4	43.9	61.8		Pvt Foundation	5.9	4.5	7.5
Dept of Agriculture	36.1	31.5	42.1		State of Oregon	5.0	6.5	7.4
HHS	28.8	13.6	18.9		Industry	5.4	7.1	7.2
Dept of Energy	12.3	16.2	13.0		OSU Foundation	3.4	4.5	6.6
Dept of Defense	17.2	15.1	9.6		Nonprofits	2.9	3.6	2.4
NASA	5.6	5.5	7.7		Local Gov	0.1	1.0	2.2
Dept of Interior	6.3	5.1	7.3		Foreign Gov	1.2	0.9	0.4
NOAA	0.0	8.7	6.8		Other	0.4	0.4	0.4
Dept of Education	3.0	2.5	4.8		Total Non Fed	24.3	28.4	34.1
USA ID	4.2	4.3	4.5					
Dept of Transportation	4.6	2.4	3.0					
EPA	2.3	3.8	2.6					
Dept of Commerce	11.4	0.0	1.8					
Other Federal Agencies	2.5	1.3	1.2					
Total Federal Agencies	183.7	153.8	185.2		Grand Total	208.0	182.2	219.3

Largest Federal Grant Sources Graphically



Headcount Enrollment, Fall Term

Source: OSU Office of Institutional Research



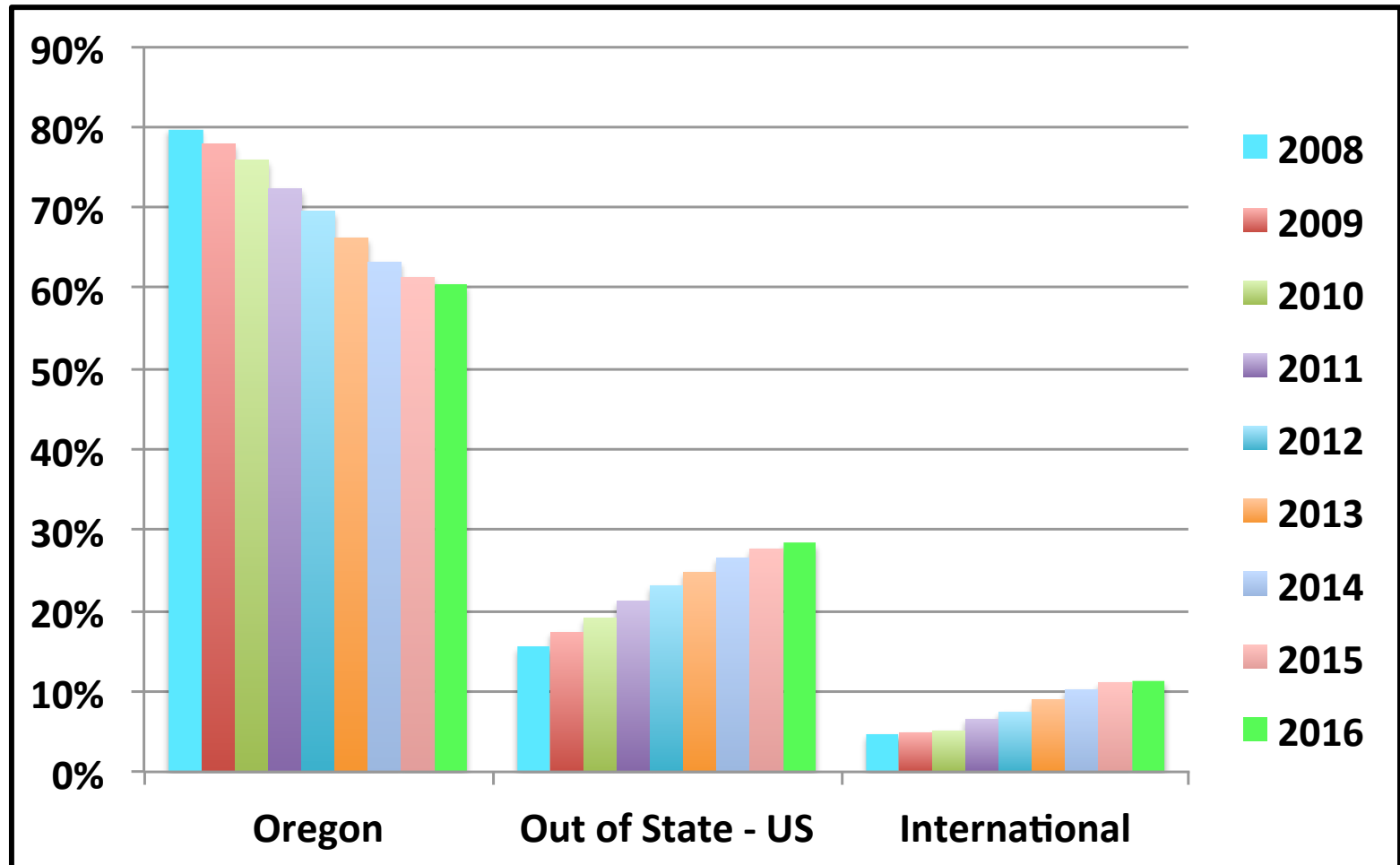
OSU Enrollment Detail

<http://oregonstate.edu/admin/aa/ir/enrollmentdemographic-reports#enroll-sum>

Corvallis	2008	2009	2010	2011	2012	2013	2014	2015	2016	# Changes 2008 to 2016	% Changes 2008 to 2016
Undergrad	16,228	16,673	18,067	19,559	20,621	21,812	23,161	23,903	24,612	8,384	52%
Grad	3,525	3,647	3,902	4,202	4,356	4,581	4,764	4,983	4,964	1,439	41%
Total Corvallis	19,753	20,320	21,969	23,761	24,977	26,393	27,925	28,886	29,576	9,823	50%
Cascades:	2008	2009	2010	2011	2012	2013	2014	2015	2016		
Undergrad	417	432	488	574	640	662	784	812	857	440	106%
Grad	80	78	123	104	124	139	152	168	169	89	111%
Total Cascades	497	510	611	678	764	801	936	980	1,026	529	106%
Grand Total	20,250	20,830	22,580	24,439	25,741	27,194	28,861	29,866	30,602	10,352	51%

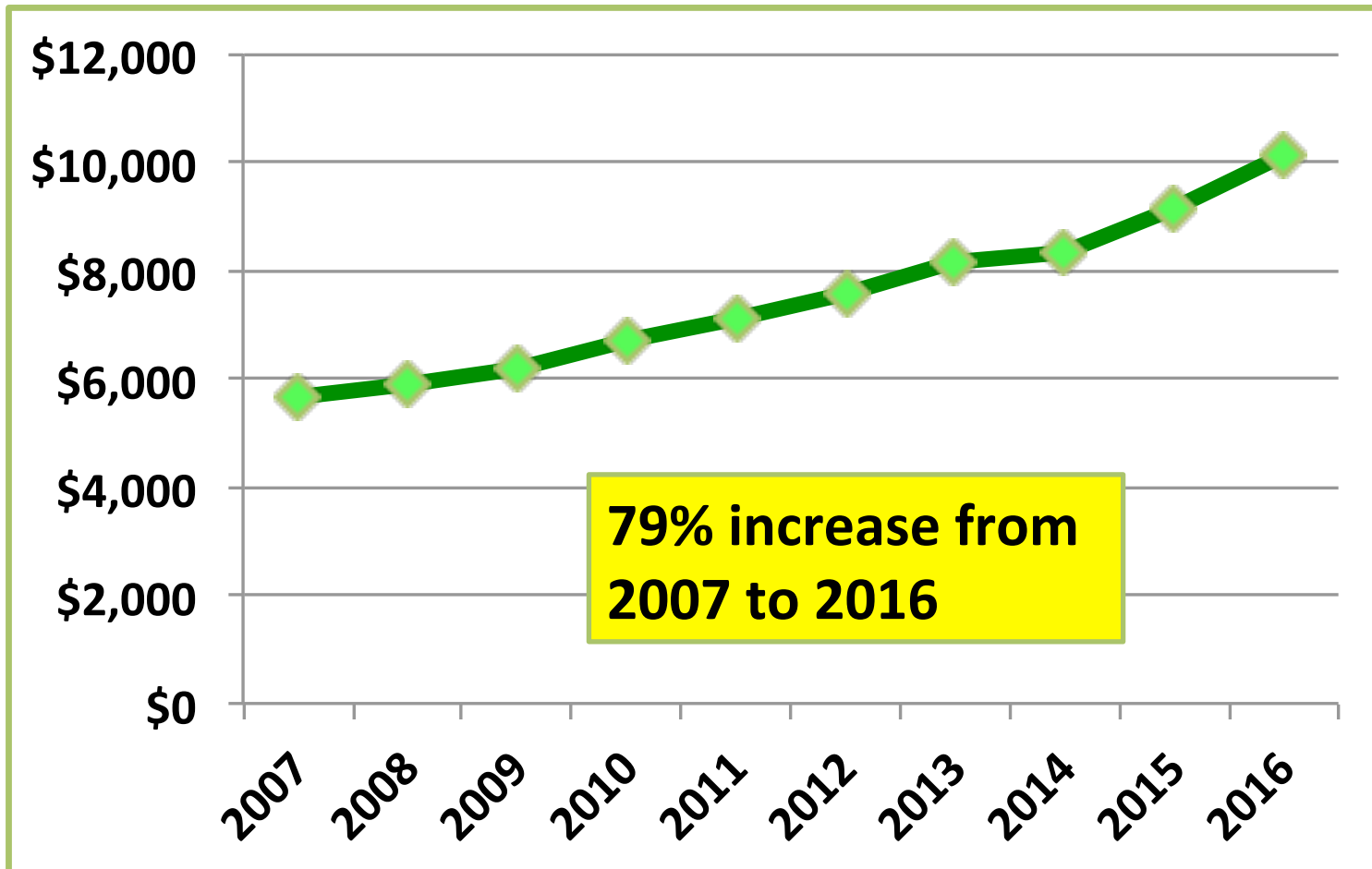
Residency of OSU - Corvallis Students

Source: OSU Office of Institutional Research



Undergraduate In-State Tuition and Fees

Source: OSU Bond Report and IPEDS (Integrated Postsecondary Education Data System of the US Dept. of Education)



Detail on Tuition Changes

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
UG Resident	\$5,643	\$5,911	\$6,187	\$6,727	\$7,115	\$7,600	\$8,139	\$8,322	\$9,122	\$10,107
UG Non-Resident	\$17,559	\$18,187	\$18,823	\$19,651	\$20,435	\$21,316	\$22,323	\$23,514	\$26,294	\$28,647
Ratio	3.11	3.08	3.04	2.92	2.87	2.80	2.74	2.83	2.88	2.83
UG Resident	2007 to 2008	2008 to 2009	2009 to 2010	2010 to 2011	2011 to 2012	2012 to 2013	2013 to 2014	2014 to 2015	2015 to 2016	2007 to 2016
\$ Changes	\$268	\$276	\$540	\$388	\$485	\$539	\$183	\$800	\$985	\$4,464
% Changes	4.7%	4.7%	8.7%	5.8%	6.8%	7.1%	2.2%	9.6%	10.8%	79%
UG Non-Resident	2007 to 2008	2008 to 2009	2009 to 2010	2010 to 2011	2011 to 2012	2012 to 2013	2013 to 2014	2014 to 2015	2015 to 2016	2007 to 2016
\$ Changes	\$628	\$636	\$828	\$784	\$881	\$1,007	\$1,191	\$2,780	\$2,353	\$11,088
% Changes	3.6%	3.5%	4.4%	4.0%	4.3%	4.7%	5.3%	11.8%	8.9%	63%

Tuition Discounting

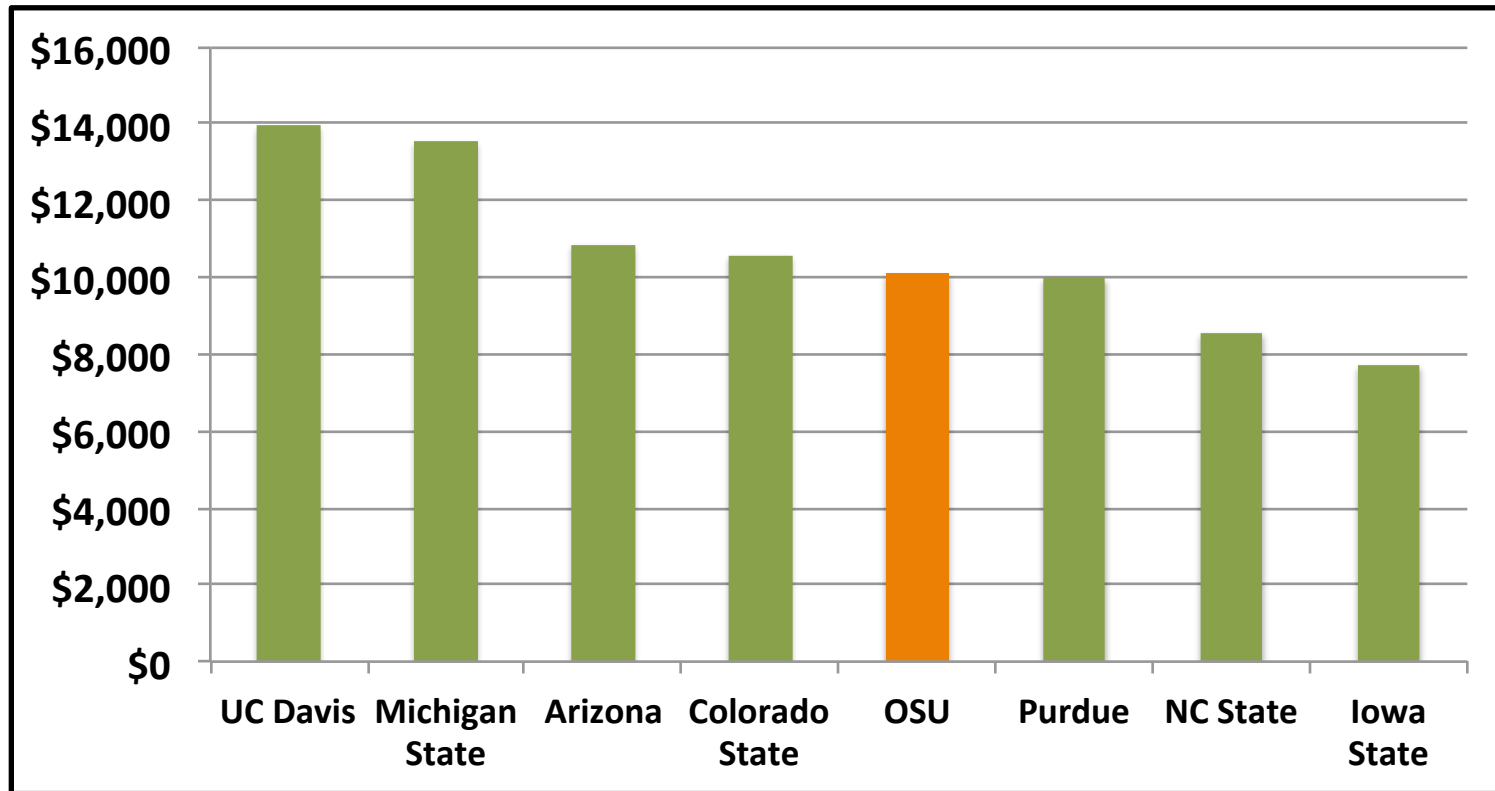
Sources: Audited Financial Statements

In Millions	2013	2014	2015
Gross Tuition Revenue	290.1	324.8	350.3
Discount	61.6	60.8	62.6
Net Tuition Revenue	228.4	264.0	287.7
Discount Rate	21.2%	18.7%	17.9%

As tuition has increased significantly,
discounting of tuition has decreased

OSU 2015-16 Tuition vs. Peers - Levels

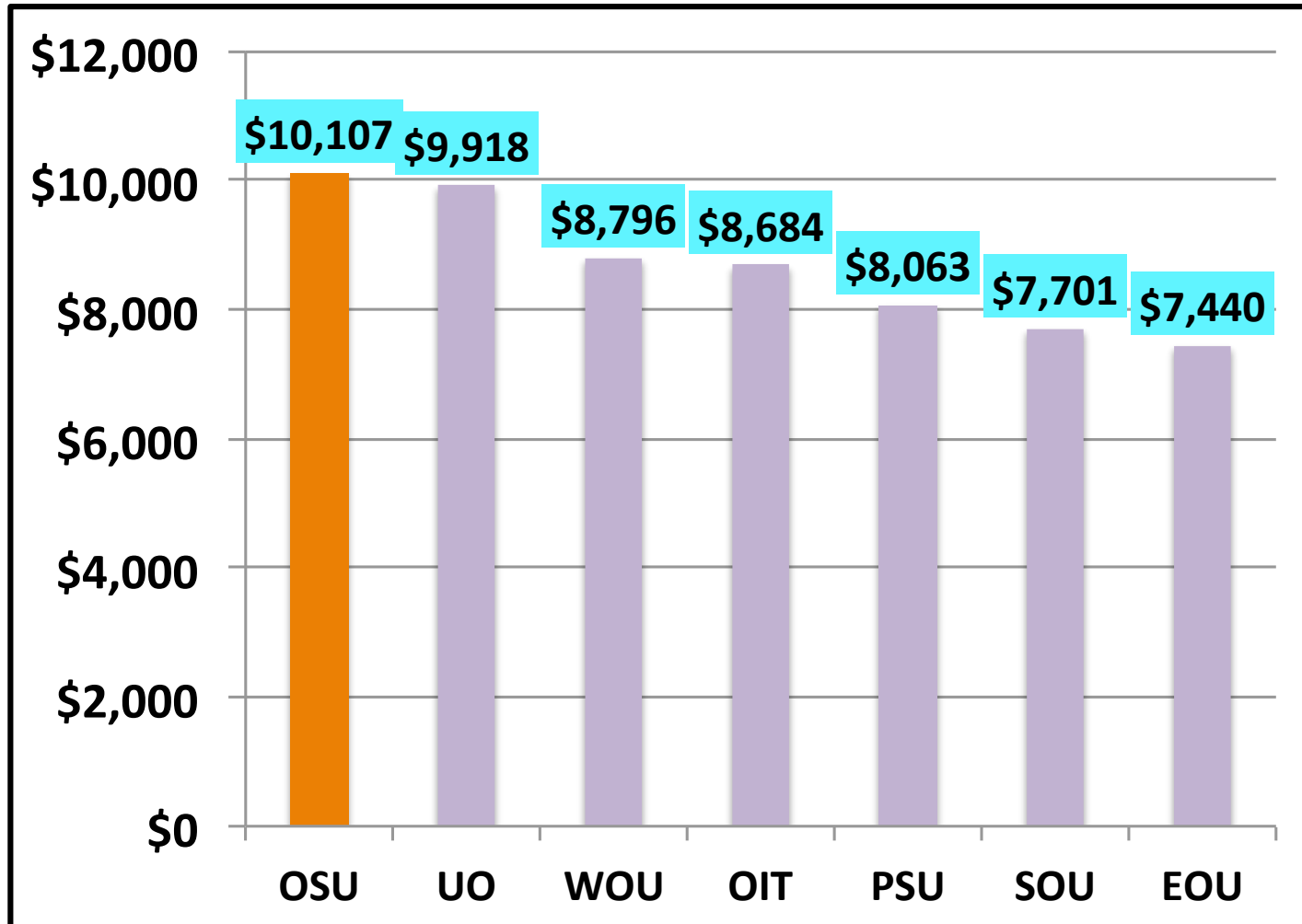
Source: US News and World Report



	In-State	Out of State
Peer Average	\$10,756	\$29,556
OSU vs. Peer Average	-\$649	-\$909
OSU % below average	-6%	-3%
OSU Rank (of 8)	5	5

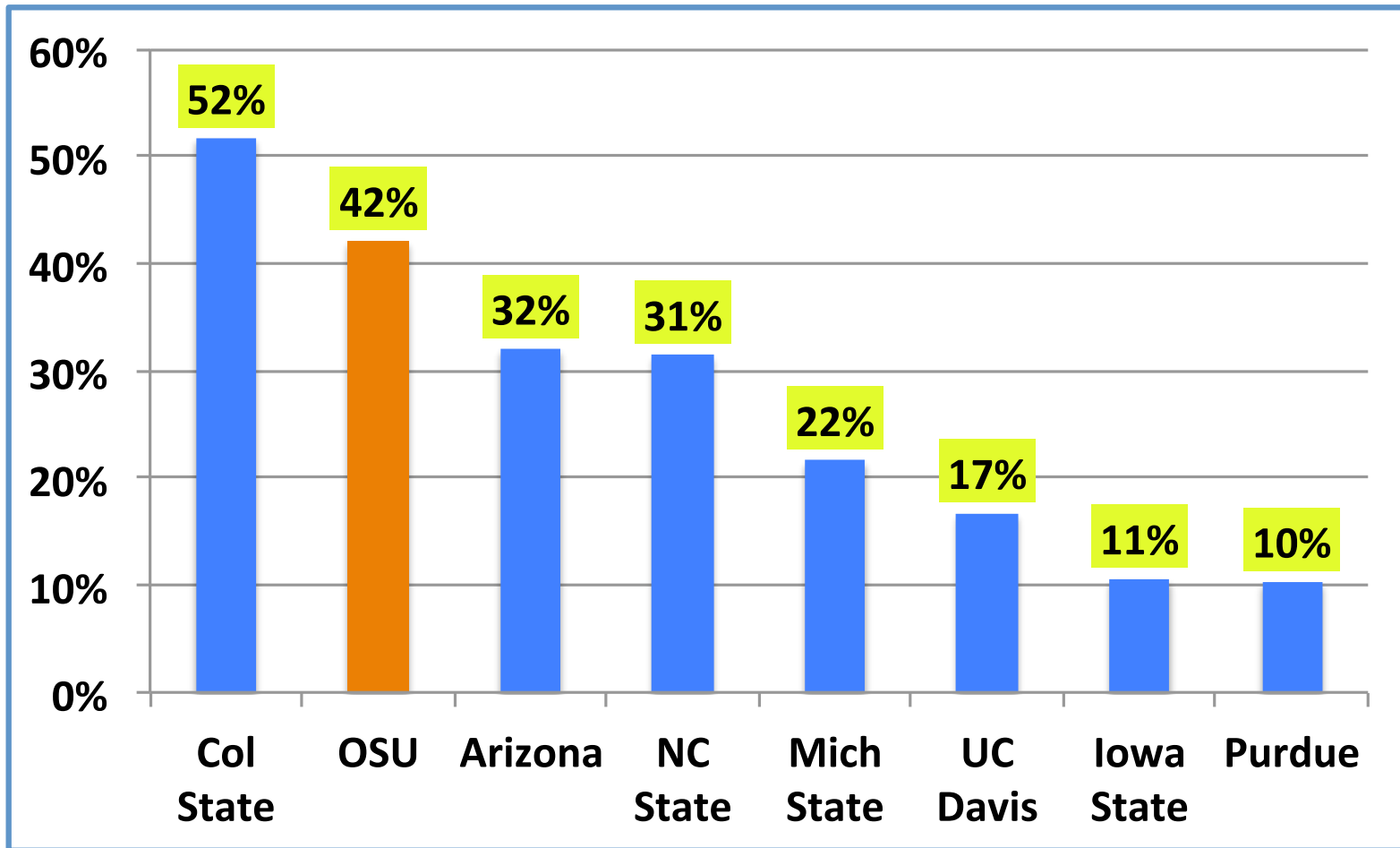
OSU 2015-16 Tuition Level vs. Oregon Peers

Source: US News and World Report

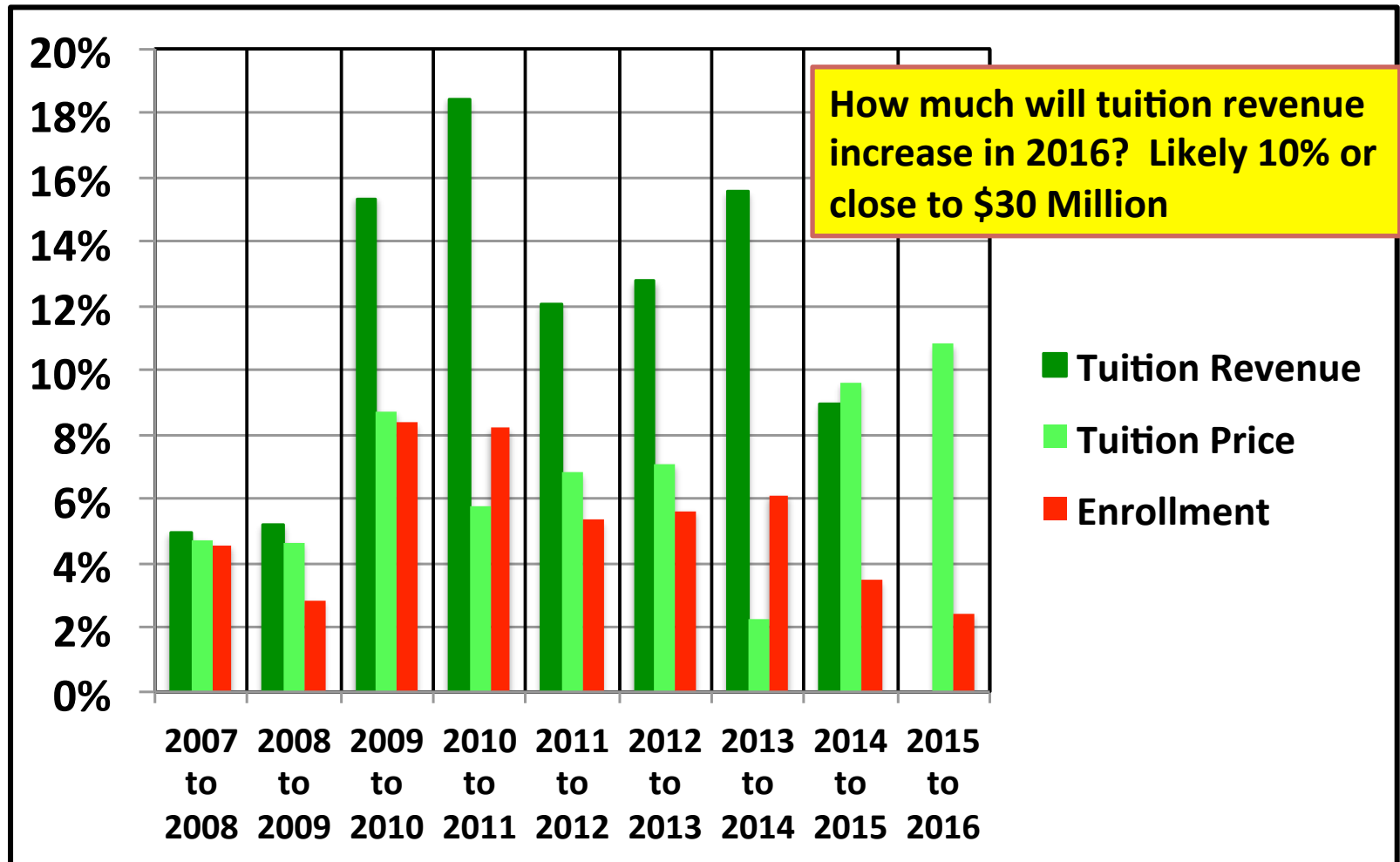


% Change in Tuition and Fees, 2011 to 2016

Source: IPEDS and US News and World Report



Percentage Changes in Enrollment, Tuition Price, and Tuition Revenue

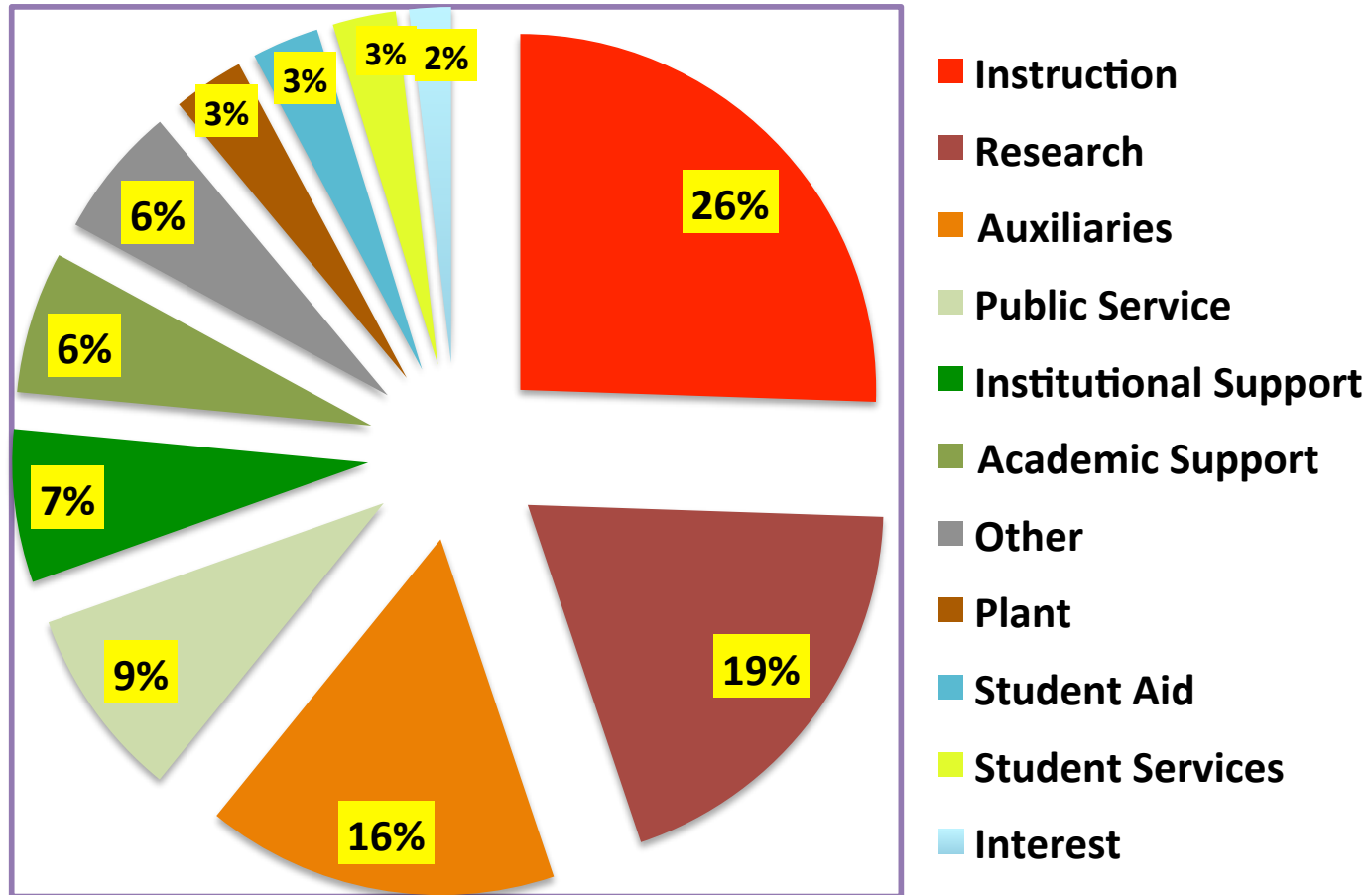


**OSU Expense Analysis:
Is the Administration
Being True to the Core
Academic Mission?**

OSU 2015 Expense Distribution

Total Expenses = \$938 Million

Source: OSU Audited Financial Statements



Expense Category Definitions

Instruction	Salaries of those who teach; academic admins are out
Academic Support	Deans and Libraries; Advising
Auxiliaries	Housing, dining, bookstore, parking, athletics
Institutional Support	Upper level administration
Scholarships/Student Aid	Direct aid to students
Plant	Buildings and grounds
Student Services	Admissions; student orgs
Research	Includes external grants and internal spending
Depreciation	Estimated decline in value of buildings
Public Service	Conferences and institutes

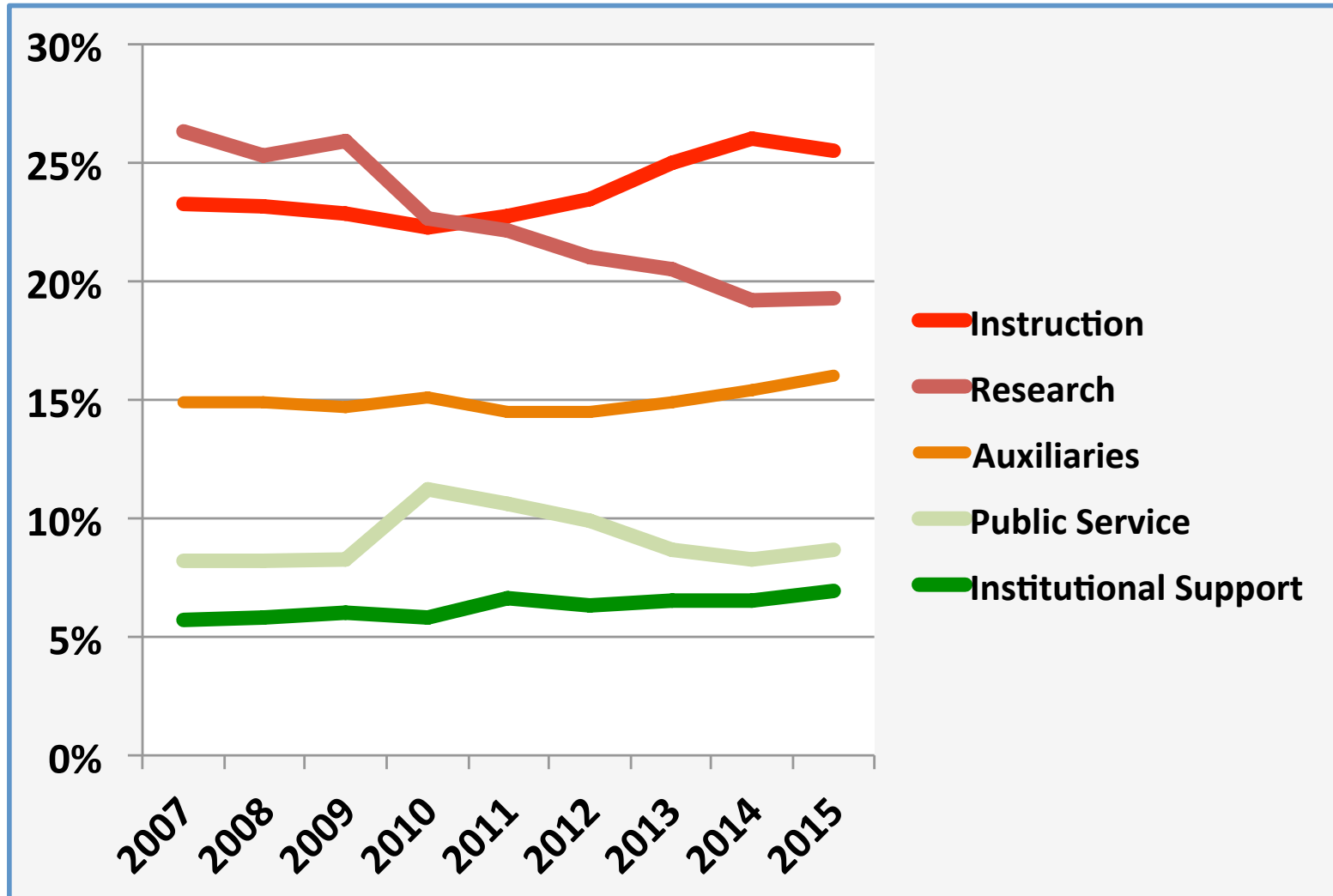
OSU Expense Distribution Over Time

Source: OUS and OSU Audited Financial Statements

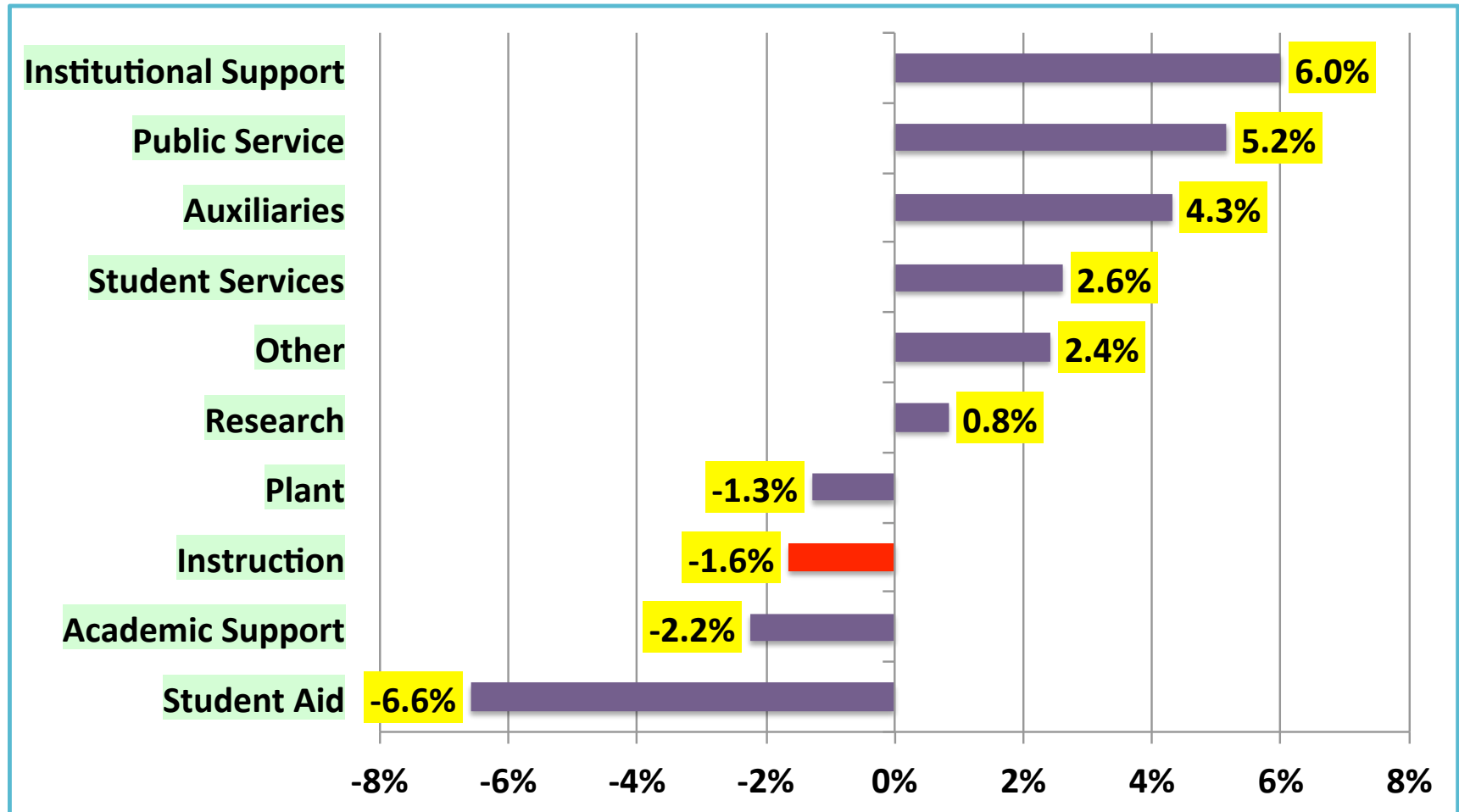
Expense Analysis:	2007	2008	2009	2010	2011	2012	2013	2014	2015
Instruction	145,570	150,700	160,264	154,394	171,954	193,636	218,010	243,734	239,732
Research	164,436	164,531	181,485	156,928	167,352	173,714	179,196	179,745	181,241
Auxiliaries	92,758	96,929	103,150	104,385	109,535	119,439	129,770	144,018	150,209
Public Service	51,248	53,322	57,696	77,866	80,207	81,878	75,395	77,820	81,836
Institutional Support	35,434	37,612	42,009	40,470	50,115	52,258	56,572	61,523	65,210
Academic Support	35,079	37,106	41,706	40,297	46,846	53,066	56,501	61,925	60,532
Other	34,626	34,295	33,454	33,996	35,527	47,032	46,559	54,938	56,264
Plant	21,489	24,099	25,279	23,802	26,846	30,463	30,653	30,805	30,411
Student Aid	14,789	17,083	18,884	23,526	25,484	26,257	28,326	30,547	28,536
Student Services	16,659	18,198	20,781	20,570	21,576	24,262	25,319	26,370	27,057
Total Operating Expenses	612,088	633,875	684,708	676,234	735,442	802,005	846,301	911,425	921,028
Interest	12,679	15,996	16,665	17,376	21,670	24,270	27,141	25,453	17,750
Total Expenses	624,767	649,871	701,373	693,610	757,112	826,275	873,442	936,878	938,778

OSU Distribution of Expenses: 2007 to 2015

Source: OUS and OSU Audited Financial Statements

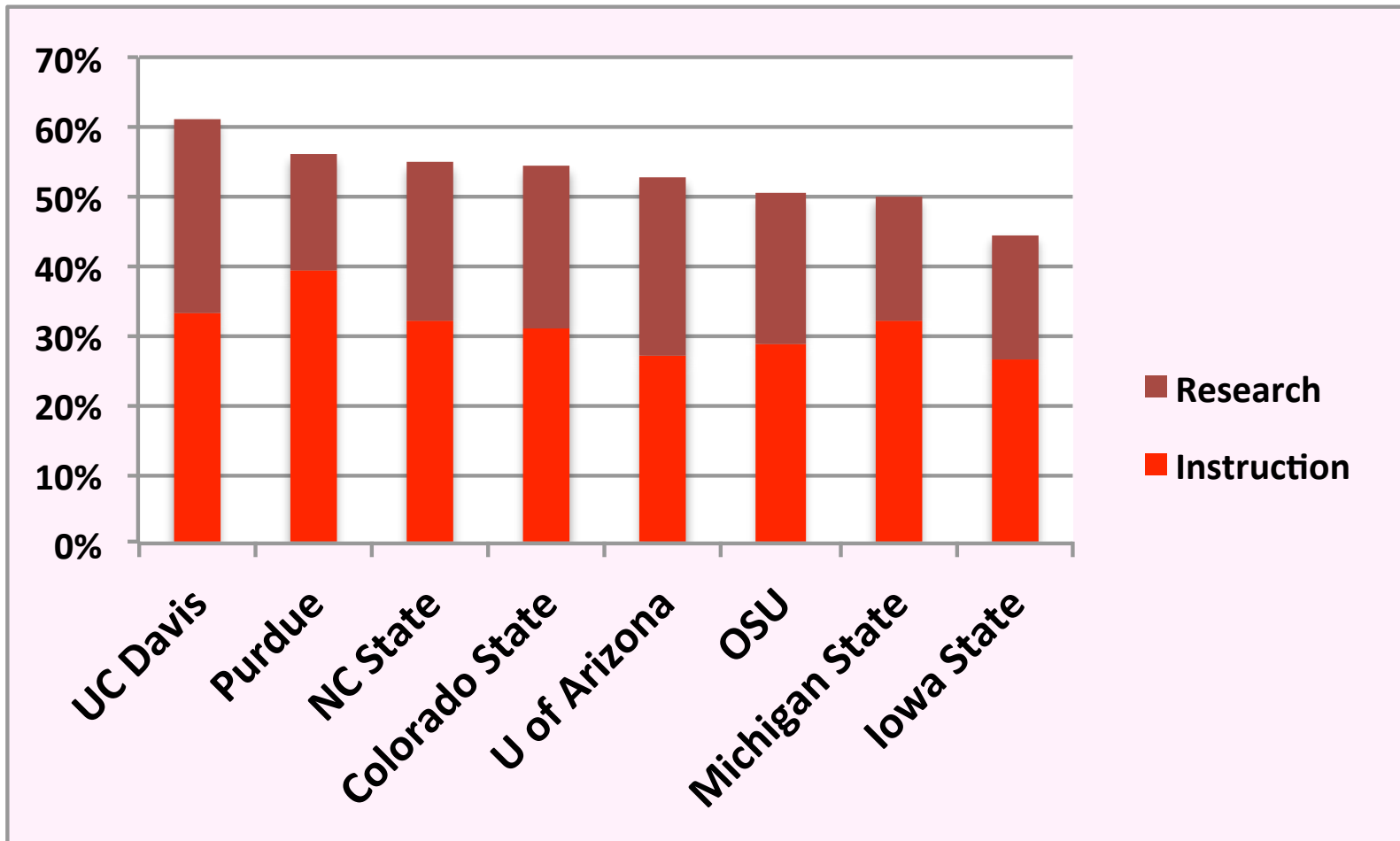


OSU % Change in Main Expenses: 2014 to 2015



Peer Institution and Research as % of Total Expenses

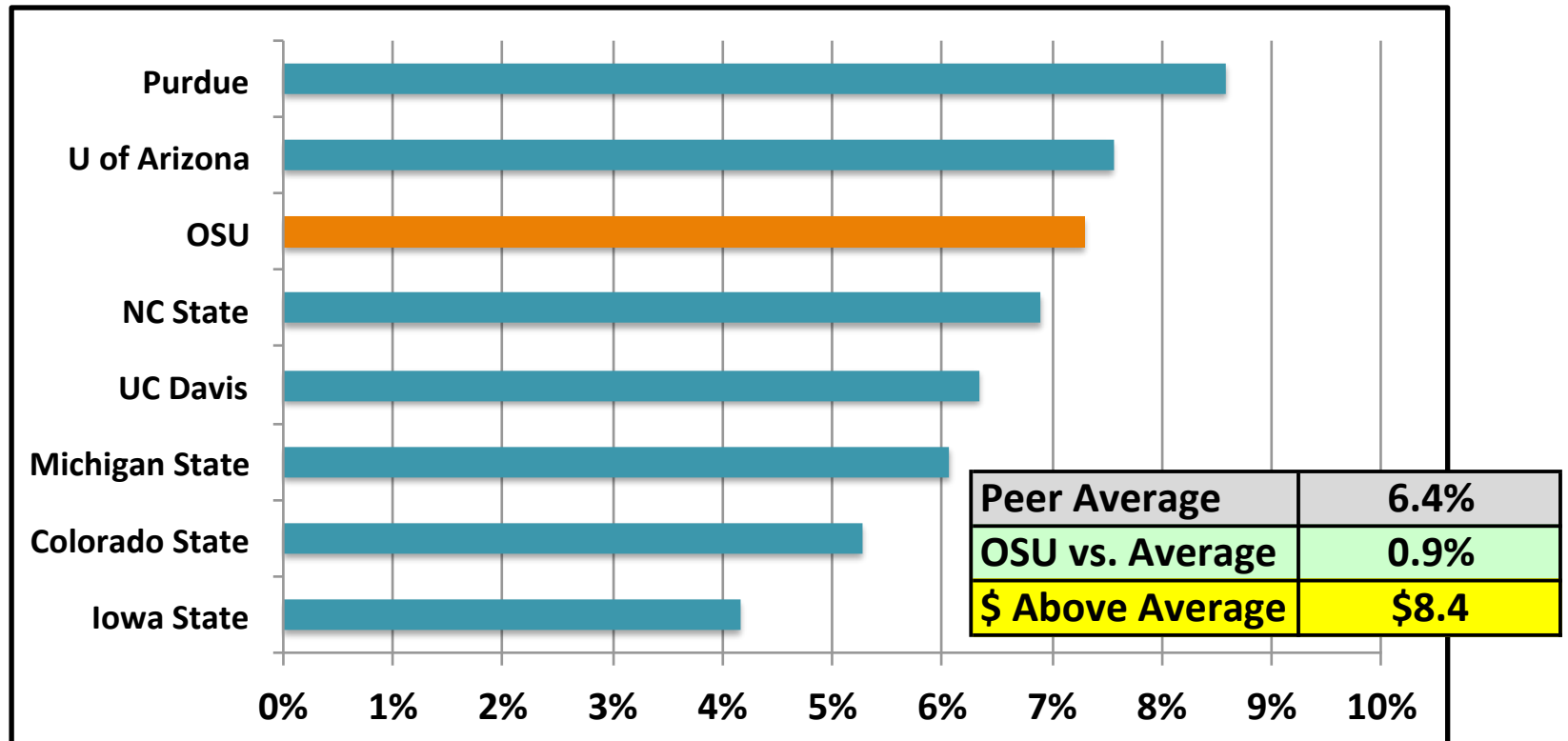
Source: IPEDS 2014



Peer Instruction and Research Expense Data Items as Percent of Total Expenses per IPEDS, 2014

	Instruction	Research	Combined
UC Davis	33.3%	27.9%	61.2%
Purdue	39.3%	16.7%	55.9%
NC State	32.1%	22.7%	54.7%
Colorado State	30.8%	23.5%	54.2%
U of Arizona	26.8%	25.7%	52.6%
OSU	28.9%	21.3%	50.2%
Michigan State	32.3%	17.7%	50.0%
Iowa State	26.3%	18.2%	44.5%
Peer Average	31.5%	21.8%	53.3%
OSU vs. Average	-2.6%	-0.5%	-3.1%
\$ Below Average	-\$25.0	-\$4.3	-\$29.3

Peer Institutional Support Expense as % of Total Expenses (Upper-level admin per IPEDS 2014)



- OSU spends \$29.3 million LESS than peer average on instruction and research
- OSU spends \$8.4 million MORE than peer average on upper-level administration

OSU: Instruction Expense in Detail per IPEDS

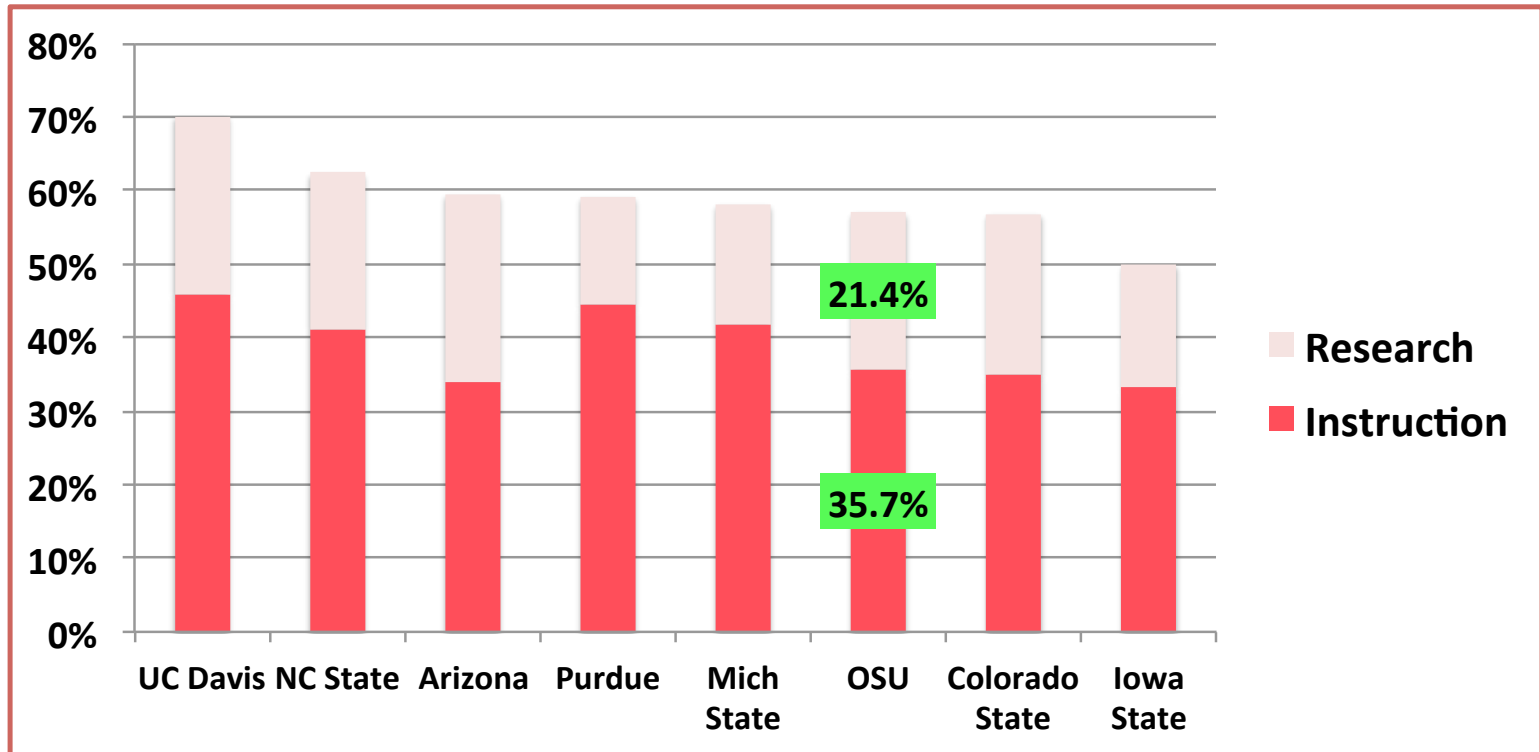
	2010	2011	2012	2013	2014
Salaries	95,404,464	101,503,858	115,150,482	128,118,228	143,692,834
Benefits	41,354,418	48,131,876	56,646,840	63,624,431	71,626,320
Plant	6,177,231	7,128,324	8,447,743	9,021,309	9,442,582
Depreciation	9,054,823	9,535,580	11,160,242	11,983,237	13,105,084
Interest	4,412,096	4,703,520	5,929,255	7,602,531	7,076,421
Other	17,634,790	22,318,030	21,838,101	26,267,571	28,414,875
Instruction Total per IPEDS	174,037,822	193,321,188	219,172,663	246,617,307	273,358,116
Salaries + Benefits + Other	154,393,672	171,953,764	193,635,423	218,010,230	243,734,029
Instruction per Audited	154,394,000	171,954,000	193,636,000	218,010,000	243,734,000

- Note how the “other” component of instruction is increasing
- Does OSU use consultants?

OSU Instruction and Research Salaries and Benefits in Context per IPEDS

Instruction Only:	2010	2011	2012	2013	2014
Total / Total OSU Expenses	24.9%	25.3%	26.5%	28.1%	28.9%
Salaries / Total OSU Salaries	30.4%	30.9%	32.7%	34.1%	35.7%
Salaries + Ben / Total OSU Salaries + Ben	30.4%	31.4%	32.9%	34.6%	36.0%
Research Only:					
Total / Total OSU Expenses	29.6%	24.6%	23.8%	23.1%	21.3%
Salaries / Total OSU Salaries	29.6%	29.1%	27.7%	22.7%	21.4%
Salaries + Ben / Total OSU Salaries + Ben	29.7%	29.1%	27.7%	22.6%	21.0%
Instruction + Research Combined:					
Total / Total OSU Expenses	54.5%	50.0%	50.3%	51.2%	50.2%
Salaries / Total OSU Salaries	60.0%	60.0%	60.4%	56.8%	57.0%
Salaries + Ben / Total OSU Salaries + Ben	60.1%	60.5%	60.6%	57.2%	57.0%

OSU vs. Peers: (Instruction + Research Salaries) / Total Salaries per IPEDS, 2014 SALARIES ONLY



	Instruction	Research	Combined
Peer Average	39.7%	20.7%	60.5%
OSU % vs. Peer Average	-6.5%	-3.9%	-10.4%
OSU \$ vs. Peer Average in Millions	-\$33	-\$20	-\$52

Is the academic voice prevalent enough?

OSU Board of Trustees

President
Edward J. Ray

OSU Alumni Association

OSU Foundation, Inc.

Athletics

Provost and
Executive Vice President

Finance & Administration
Vice President

Research
Vice President

University Relations and
Marketing
Vice President

Alumni Relations
Vice President

General Counsel

Audit Services
Chief Audit Executive

Equity and Inclusion
Executive Director

Government Relations
Director

Intercollegiate Athletics
Director

University Ombuds

OSU – Cascades
Vice President

Academic Affairs
Senior Vice Provost

Information Services
Vice Provost

International Programs
Vice Provost

Student Affairs
Vice Provost

University Outreach &
Engagement
Vice Provost

Extended Campus
Associate Provost

Enrollment Management
Assistant Provost

Graduate School
Dean

University Honors College
Dean

College Deans
Agricultural Sciences
Earth, Ocean and Atmospheric Sciences
Forestry
Business
Engineering
Education
Liberal Arts
Science
Public Health and Human Sciences
Pharmacy
Veterinary Medicine

OSU
ADMINISTRATIVE
STRUCTURE
September 2014



OSU: President's Leadership Team(Cabinet)

Is there enough of an academic voice in this room?

- President [Edward J. Ray](#)
- Provost/Executive Vice President [Sabah Randhawa](#)
- Interim Vice President for Finance Mike Green
- Interim Vice President for Administration Ron Adams
- Vice President for Research [Cynthia Sagers](#)
- Vice President for University Relations and Marketing [Steve Clark](#)
- Vice President, Alumni Relations [Kathy Bickel](#)
- Senior Vice Provost for Academic Affairs - *vacant*
- Vice Provost for Student Affairs [Susie Brubaker-Cole](#)
- Vice Provost for University Outreach and Engagement [Scott Reed](#)
- President, ASOSU Cassie Huber
- President, Faculty Senate [Mike Bailey](#)
- President, OSU Foundation [Mike Goodwin](#)
- Dean of the College of Forestry [Tom Maness](#)
- Dean of the College of Engineering [Scott Ashford](#)
- Executive Director, Equity and Inclusion [Angelo Gomez](#)
- Board of Trustees Secretary [Debbie Colbert](#)
- Chief Audit Executive, [ex officio] [Patti Snopkowski](#)
- Director, Government Relations [Jock Mills](#)
- Director, Intercollegiate Athletics [Todd Stansbury](#)
- General Counsel [ex officio] [Rebecca Gose](#)

Top OSU Administrative Salaries, 2014 (Over \$200k; N=38)

Source: http://www.oregon.gov/transparency/pages/state_workforce.aspx

CLASSIFICATION	ANNUAL SALARY		CLASSIFICATION	ANNUAL SALARY
Administrator 3-Tier 1 H-COA	\$1,060,008		Executive 3-Dean	\$235,008
Administrator 3-PAC12 Md H-COA	\$800,004		Executive 3-Dean	\$231,756
Executive 3-Athletics	\$545,508		Administrator 1-Tenure Dir	\$227,808
Coordinator-Tier 1 Asst COA	\$490,008		Coordinator-Tier 1 Asst COA	\$225,000
Executive 1-President	\$485,088		Executive 2-Vice Provost	\$224,316
Administrator 3-Rev Oly H-COA	\$323,640		Executive 2-Vice Provost	\$223,224
Coordinator-Tier 1 Asst COA	\$320,004		Executive 2-Aux Campus	\$221,460
Coordinator-Tier 1 Asst COA	\$315,000		Administrator 1-Tenure Dir	\$216,948
Executive 1-Provost/Exec VP	\$309,000		Executive 3-General Counsel	\$216,420
Administrator 3-PAC12 Md H-COA	\$275,004		Coordinator-PAC12 Md Asst COA	\$214,260
Coordinator-Tier 1 Asst COA	\$260,004		Executive 3-Dean	\$211,116
Executive 3-Dean	\$255,000		Administrator 1-Bud & Fisc Pln	\$211,056
Executive 3-Dean	\$251,172		Executive 3-Dean	\$210,804
Executive 2-Univ Rel & Mktg	\$247,224		Administrator 1-Tenure Dir	\$206,016
Executive 3-Dean	\$238,068		Administrator 1-Tenure Dir	\$204,912
Executive 3-Dean	\$237,876		Administrator 1-School Head	\$203,004
Executive 2-Fin & Admin	\$236,004		Administrator 1-Assoc Dean	\$202,236
Executive 2-CIO	\$235,692		Executive 2-Ten Vice Provost	\$202,140
Executive 3-Dean	\$235,020		Executive 3-Alumni Relations	\$200,004

2014 OSU Administrator's Salaries: \$150k to \$200k (N=62)

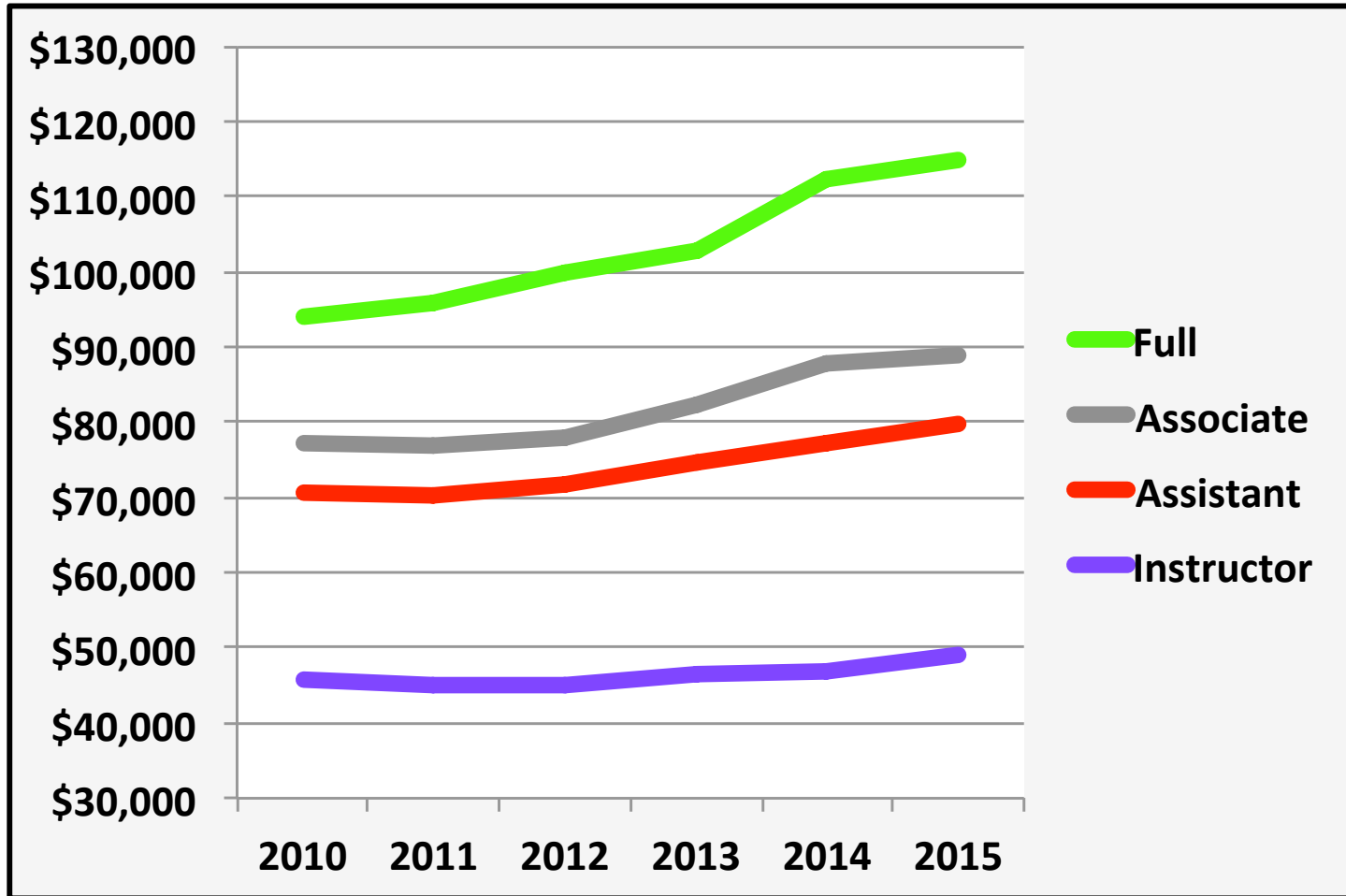
CLASSIFICATION	ANNUAL SALARY		CLASSIFICATION	ANNUAL SALARY
Administrator 1-Assoc Dean	\$197,760		Administrator 1-Assoc Dean	\$166,512
Administrator 1-Dept Head	\$194,004		Administrator 2-Med/Clin Serv	\$165,000
Executive 3-Research	\$193,728		Administrator 1-Com & Corp Dev	\$165,000
Executive 3-Dean	\$190,008		Administrator 2-Med/Clin Serv	\$164,892
Administrator 1-Assoc Dean	\$188,544		Executive 3-Bus Servs	\$164,820
Administrator 1-Assoc Dean	\$186,840		Administrator 1-Marine Project	\$164,004
Executive 3-Fin & Admin	\$186,540		Administrator 1-Assoc Dean	\$162,228
Administrator 1-Tenure Dir	\$186,324		Executive 3-Student Health	\$160,800
Executive 3-Internal Audit	\$185,004		Administrator 1-Dept Head	\$160,680
Executive 3-Assoc Provost	\$183,828		Administrator 1-Assoc Dean	\$160,428
Executive 3-Dean	\$183,768		Administrator 1-Dept Head	\$160,008
Administrator 1-Tenure Dir	\$182,124		Administrator 1-School Head	\$160,008
Coordinator-Tier 1 Asst COA	\$180,000		Administrator 1-Assoc Dean	\$159,660
Administrator 1-Tenure Dir	\$179,772		Specialist 1-End Chair	\$159,228
Executive 3-Assoc Provost	\$177,636		Administrator 1-Tenure Dir	\$158,664
Administrator 1-School Head	\$176,820		Executive 3-Dean	\$158,640
Executive 3-Univ Librarian	\$176,748		Executive 3-Dean	\$158,208
Administrator 1-Assoc Dean	\$175,680		Administrator 1-Tenure Dir	\$157,824
Administrator 3-PAC12 Md H-COA	\$175,008		Administrator 1-Tenure Dir	\$157,548
Coordinator-Tier 1 Asst COA	\$175,008		Administrator 1-Tenure Dir	\$154,632
Coordinator-Tier 1 Asst COA	\$175,008		Administrator 1-Assoc Dean	\$154,500
Administrator 1-Dept Head	\$174,648		Executive 3-Campus Architect	\$154,500
Executive 3-HR	\$173,064		Administrator 1-Attending Vet	\$154,253
Administrator 1-Assoc Dean	\$171,696		Administrator 1-Dept Head	\$153,528
Administrator 1-Assoc Dean	\$171,696		Administrator 1-Dept Head	\$153,012
Administrator 1-Dept Head	\$170,376		Administrator 1-Vet Teach Hosp	\$152,760
Administrator 1-Bud & Fisc Pln	\$169,956		Specialist 1-End Chair	\$152,520
Administrator 1-Dept Head	\$169,488		Administrator 1-Assoc Dean	\$152,184
Executive 3- Bus Affairs	\$167,820		Specialist 1-Tenured Admin	\$152,055
Administrator 1-Tenure Dir	\$166,596		Administrator 1-Dept Head	\$151,800
Administrator 1-Assoc Dean	\$166,512		Administrator 1-Tenure Dir	\$151,479

OSU Faculty Salaries

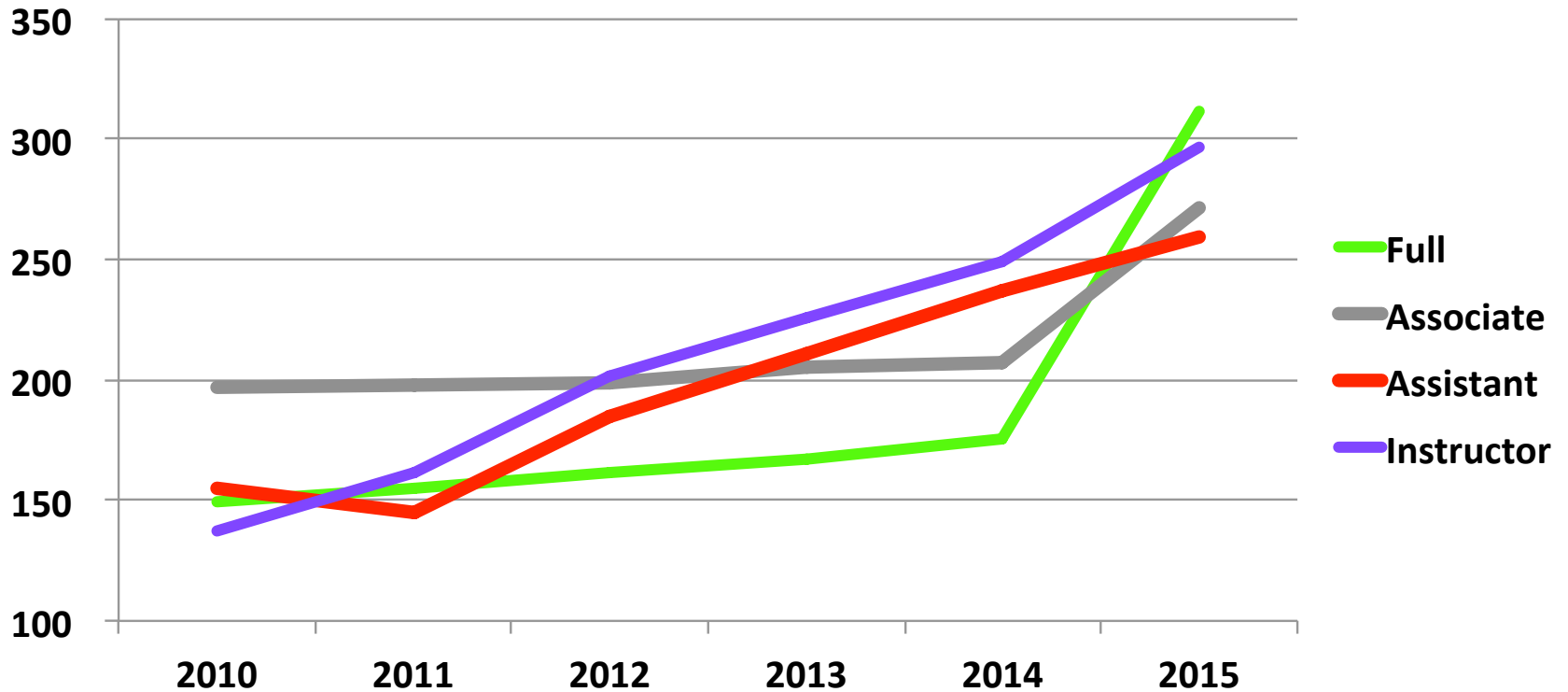
Source: AAUP Faculty Salary Survey and IPEDS for 2015 (OSU did not report to AAUP in 2015)

Salary	2010	2011	2012	2013	2014	2015
Full	\$93,945	\$95,878	\$99,920	\$102,875	\$112,133	\$114,880
Associate	\$77,109	\$76,892	\$77,776	\$82,374	\$87,951	\$88,933
Assistant	\$70,496	\$70,106	\$71,636	\$74,714	\$77,184	\$79,598
Instructor	\$45,602	\$45,138	\$45,038	\$46,410	\$46,711	\$48,882
% Changes:	2010 to 11	2011 to 12	2012 to 13	2013 to 14	2014 to 15	2010 to 15
Full	2.1%	4.2%	3.0%	9.0%	2.4%	22%
Associate	-0.3%	1.1%	5.9%	6.8%	1.1%	15%
Assistant	-0.6%	2.2%	4.3%	3.3%	3.1%	13%
Instructor	-1.0%	-0.2%	3.0%	0.6%	4.6%	7%

OSU Faculty Salaries Graphically



Number of Faculty Over Time



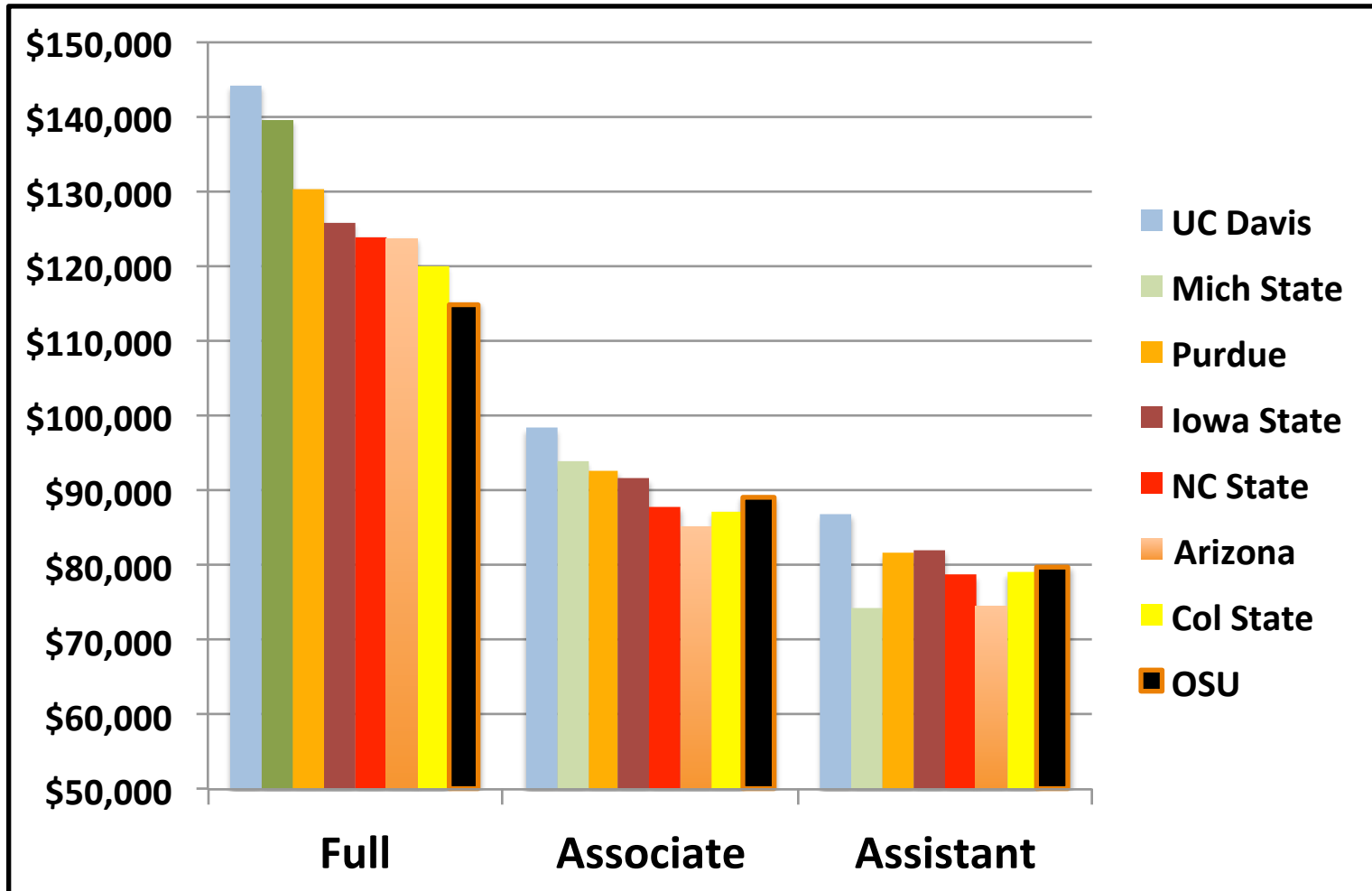
Numbers:	2010	2011	2012	2013	2014	2015	# Change 2010 to 15	% Change 2010 to 15
Full	149	155	162	167	176	312	163	109%
Associate	197	198	199	205	207	272	75	38%
Assistant	155	145	185	211	237	259	104	67%
Instructor	137	162	202	226	249	297	160	117%
No Rank	29	29	36	38	11	2	-27	-93%
TOTALS	667	689	784	847	880	1,142	475	71%

OSU Faculty Salaries vs. Peers- Levels

Peers per OUS; Data per AAUP Salary Survey

2014-15	Full	Associate	Assistant
UC Davis	\$144,019	\$98,267	\$86,800
Mich State	\$139,515	\$93,742	\$74,174
Purdue	\$130,326	\$92,497	\$81,511
Iowa State	\$125,690	\$91,472	\$81,991
NC State	\$123,963	\$87,769	\$78,656
Arizona	\$123,664	\$85,084	\$74,459
Col State	\$119,999	\$87,169	\$78,973
OSU	\$114,880	\$88,933	\$79,598
OSU Rank (of 8)	8	5	4
Average w/o OSU	\$129,596	\$90,857	\$79,509
OSU vs. Average in \$	-\$14,716	-\$1,924	\$88
OSU vs. Average in %	-11.4%	-2.1%	0.1%

OSU Faculty Salaries vs. Peers Graphically

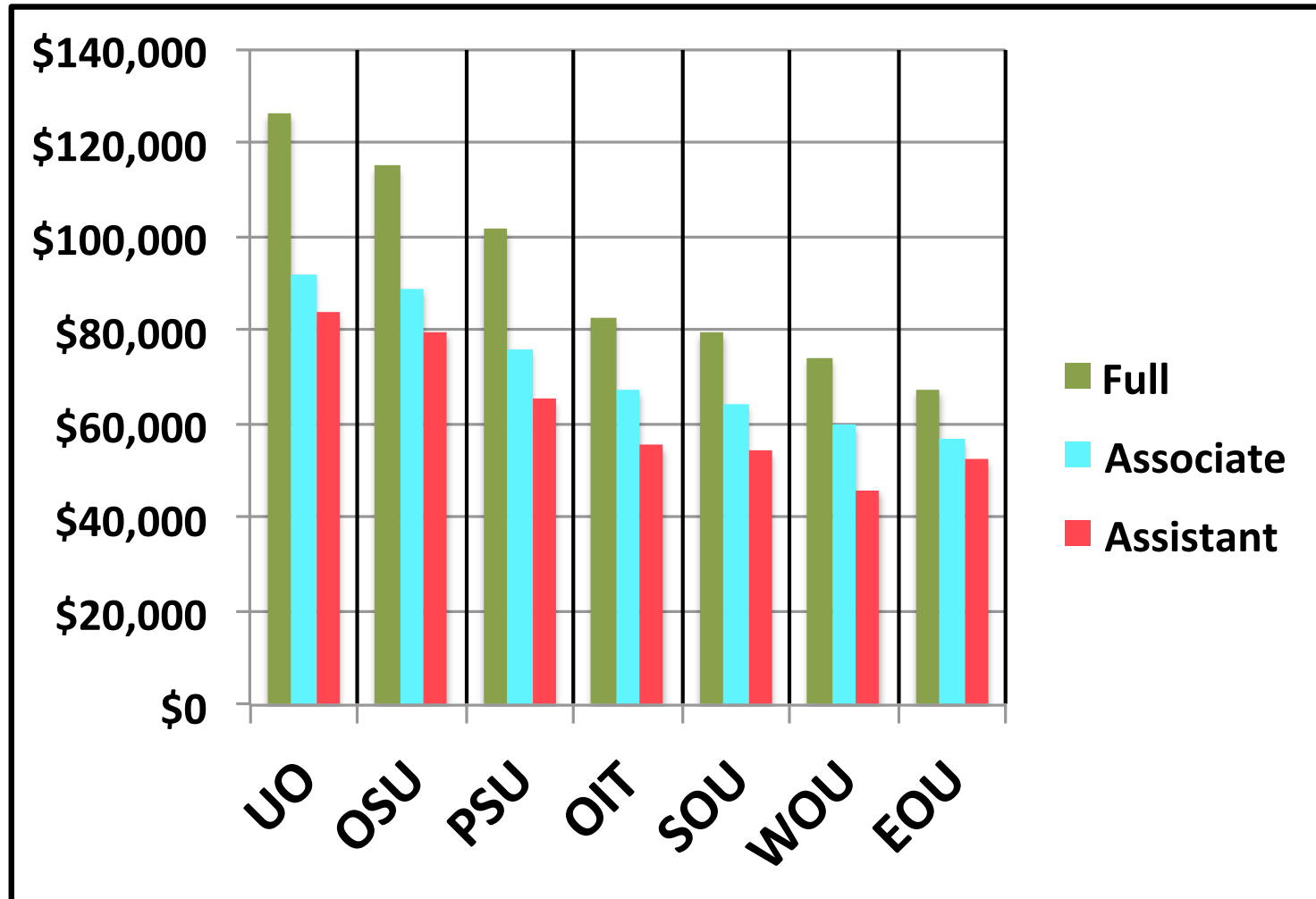


OSU Faculty Salaries vs. Peers: Changes from 2010 to 2015

	Full	Associate	Assistant
OSU vs. Peers, 2010	-22,742	-5,417	-624
OSU vs. Peers, 2015	-14,716	-1,924	88
Change from 2010 to 2015	8,026	3,493	712
OSU % vs. Peers, 2010	-19.5%	-6.6%	-0.9%
OSU % vs. Peers, 2015	-11.4%	-2.1%	0.1%
Change from 2010 to 2015	8.1%	4.4%	1.0%
OSU Rank (out of 8) 2010	8	8	4
OSU Rank (out of 8) 2015	8	5	4

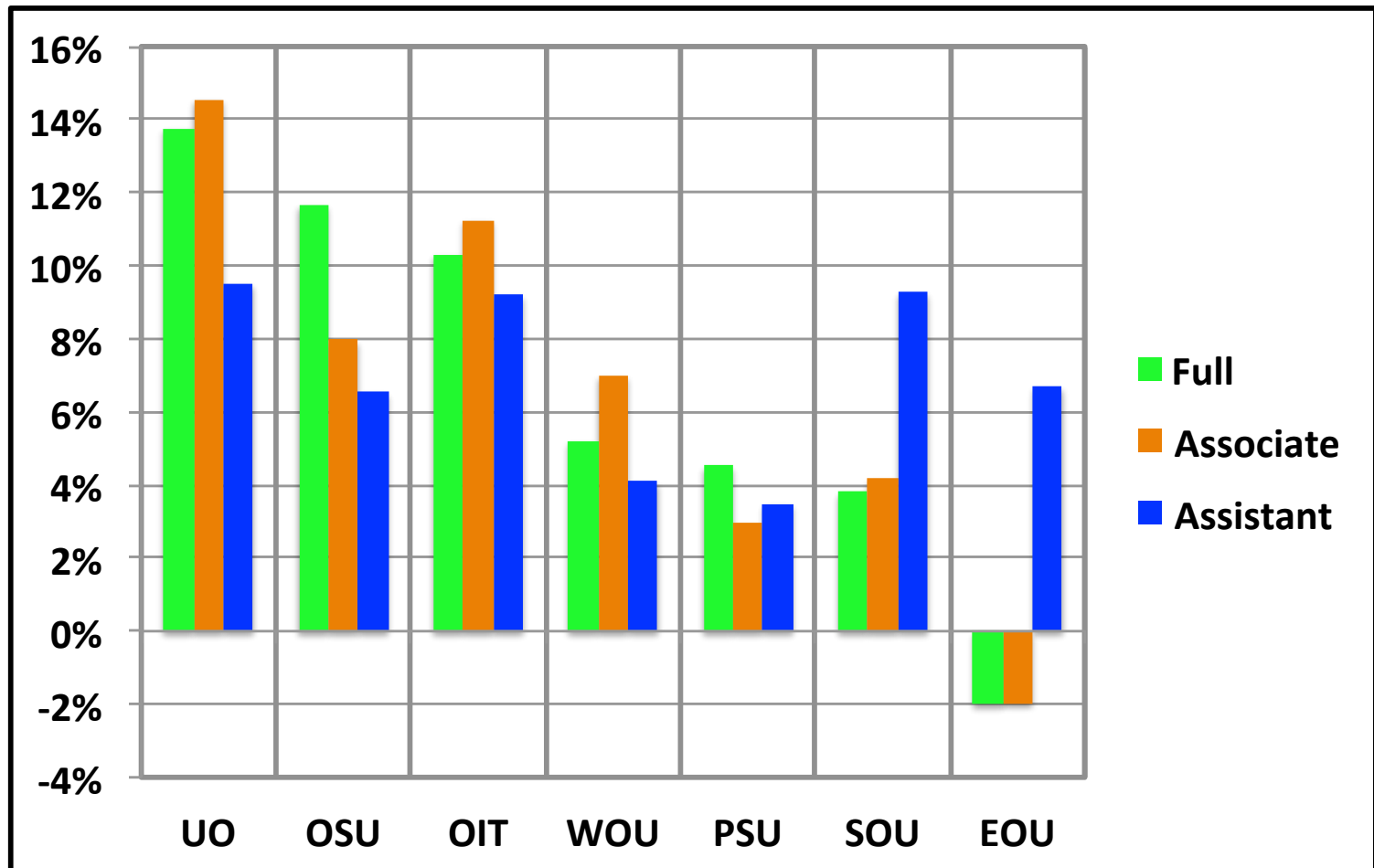
2015 OSU Faculty Salaries vs. Oregon Publics - Levels

Source: AAUP Salary Survey and IPEDS



OSU Faculty Salaries vs. Oregon Peers: % Changes from 2013 to 2015

Source: AAUP Salary Survey and IPEDS



**Number of Employees;
Class Size and Graduation Rates,
and Athletics**

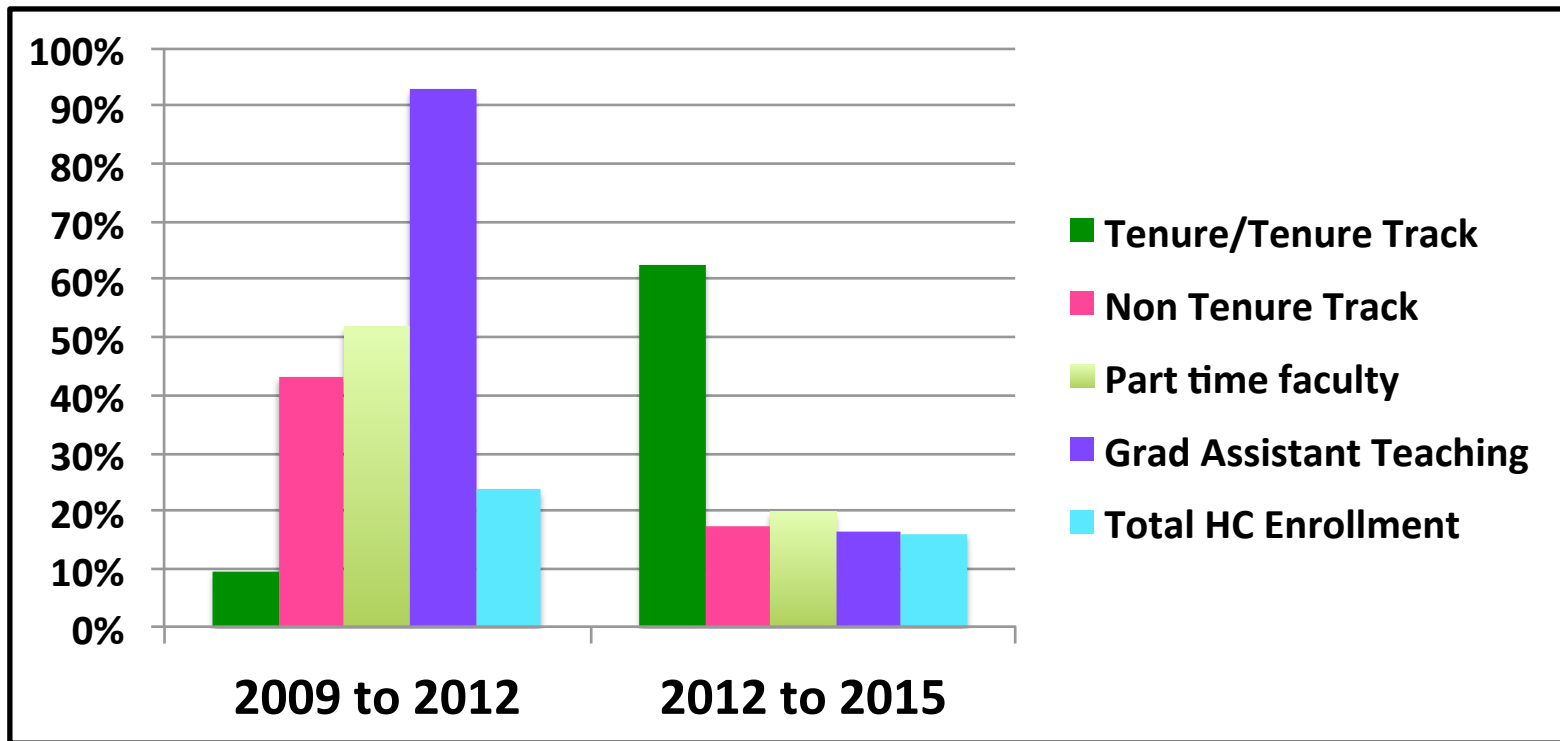
IPEDS Categories of Employees: 2013 to 2015, Non-Instructional Employees

Non-Instructional Full Time	2013	2014	2015
Research	590	598	591
Office/Support	549	539	491
Computer/Eng/Sci	315	317	369
Biz/Finance Ops	406	404	367
Community/Legal/Art	310	322	332
Student/Ac Affairs	122	154	297
Management	244	289	295
Service	196	178	198
Maintenance	149	156	151
Public Service	273	300	122
Healthcare	69	76	102
Transportation	35	31	38
Library Technicians	33	36	34
Sales	10	10	32
Librarians	3	6	24
Archivists	5	5	4
Total Non-Instructional	3,309	3,421	3,447

Number of Employees per OSU Employment Reports

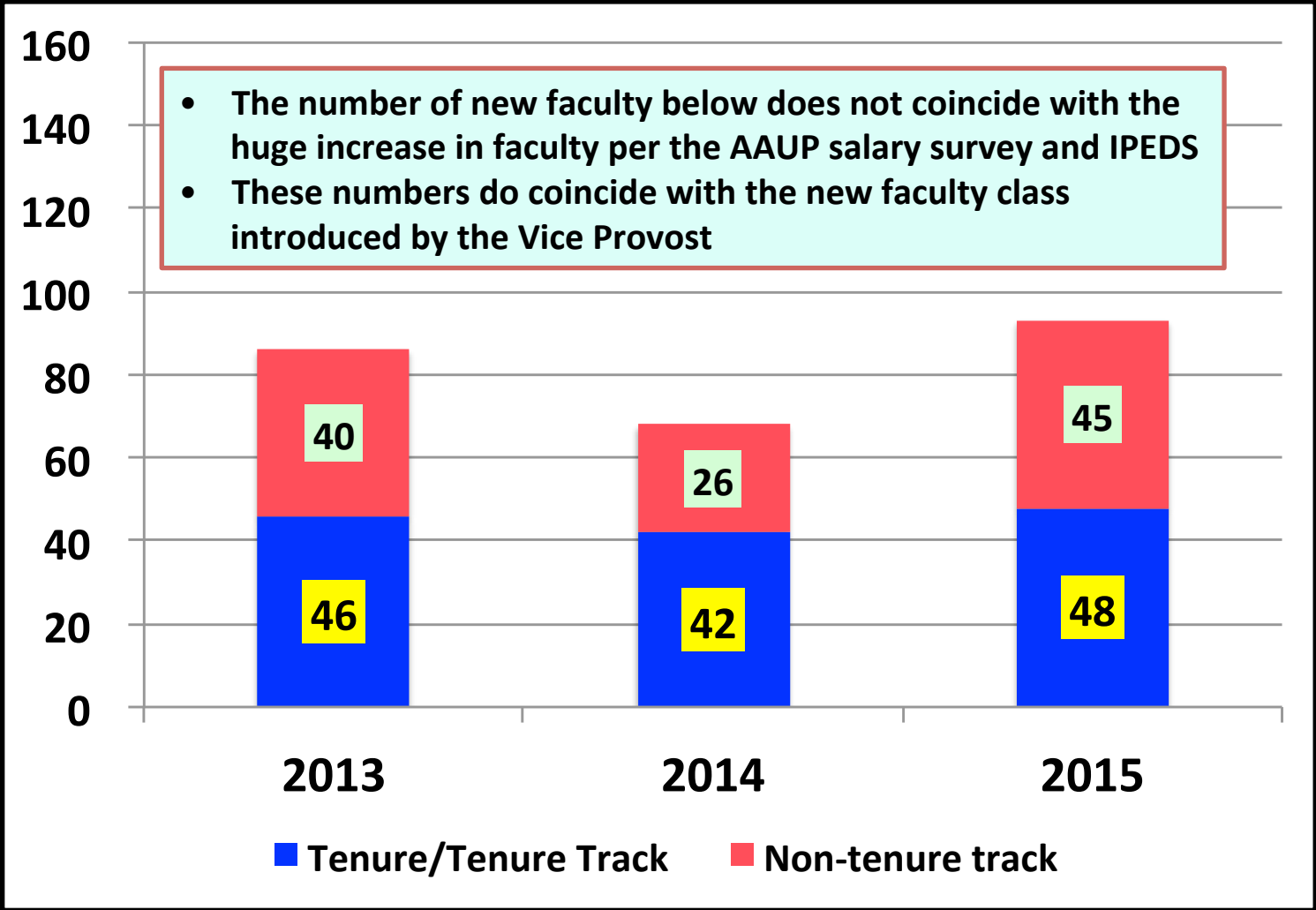
	2008	2009	2010	2011	2012	2013	2014	2015	2016
Faculty (0.5 or >)	3,006	3,080	3,081	3,185	3,328	3,397	3,563	3,691	3,739
Classified Staff	1,066	1,105	1,083	1,107	1,167	1,214	1,225	1,243	1,287
Total Full Time	4,072	4,185	4,164	4,292	4,495	4,611	4,788	4,934	5,026
Part time Faculty	461	486	467	500	544	661	681	687	594
Grad Assts (both GRA and GTA)	1,396	1,425	1,464	1,619	1,726	1,791	1,935	1,952	2,058
Total	1,857	1,911	1,931	2,119	2,270	2,452	2,616	2,639	2,652

Percentage Changes in Instructional Faculty and Enrollment per IPEDS: 2009 to 2012 and 2012 to 2015



	2009	2012	2015	2009 to 2012		2012 to 2015	
				# Change	% Change	# Change	% Change
Tenure/Tenure Track	500	548	891	48	10%	343	63%
Non Tenure Track	199	285	335	86	43%	50	18%
Part time faculty	216	328	393	112	52%	65	20%
Grad Assistant Teaching	454	875	1,017	421	93%	142	16%
Total HC Enrollment	20,830	25,741	29,866	4,911	24%	4,125	16%

Recent New Hires per IPEDS



Full Time Instructional Faculty Numbers: Large Differences from Different Sources

	2014	2015	Change
IPEDS T/TT	615	891	276
AAUP T/TT	620	843	223
New Hires T/TT for 2015			48
IPEDS NTT	315	335	20
AAUP NTT	260	299	39
New Hires NTT for 2015			45
Total FT IPEDS	930	1,226	296
Total FT per AAUP	880	1,142	262
Full time per Common Data Set	982	1,111	129
Faculty per OSU Employment report	3,691	3,739	48

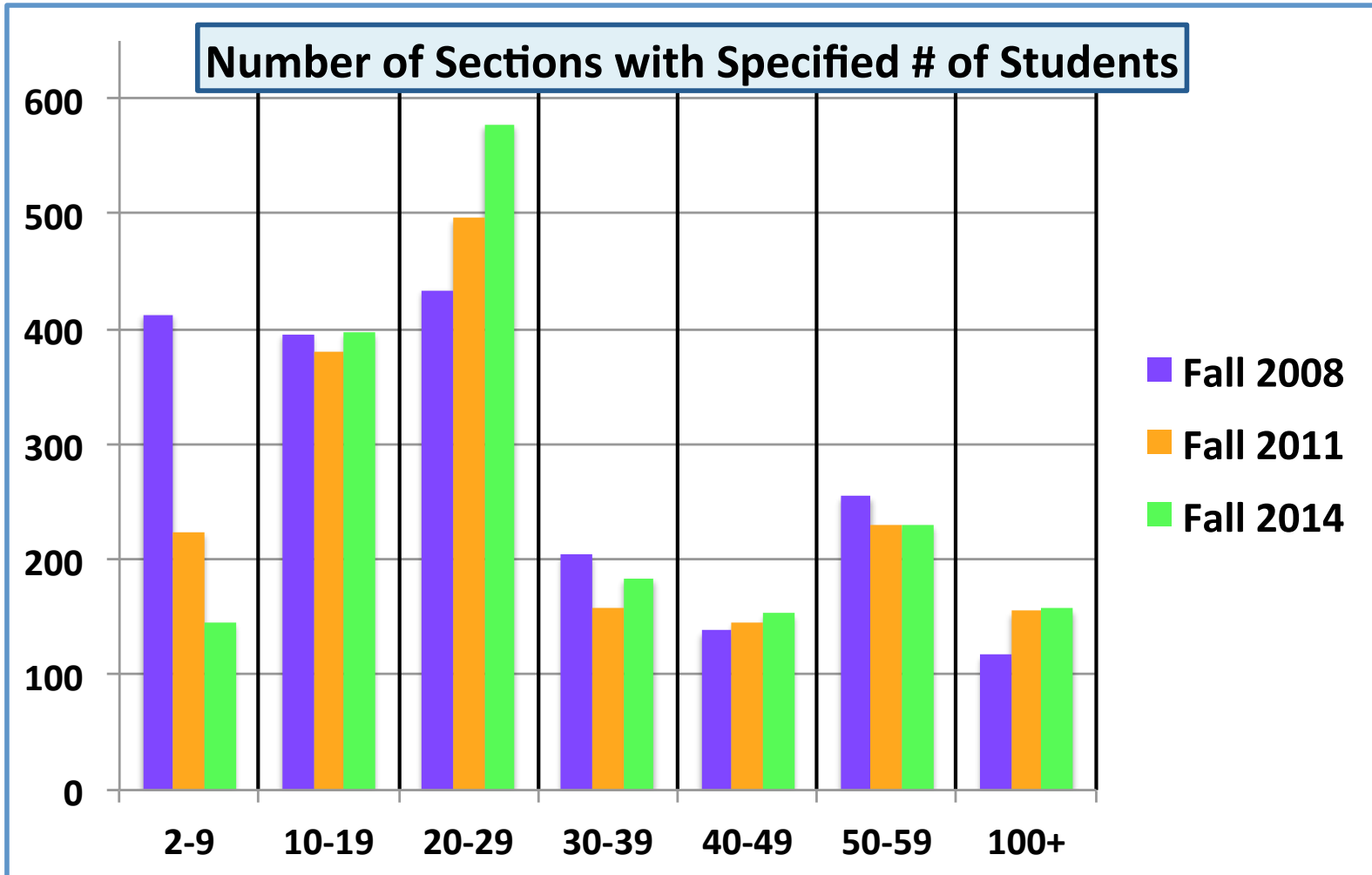
OSU Class Sizes: Number of Sections with Specified Number of Students: UG only

Source: Common Data Set

	2-9	10-19	20-29	30-39	40-49	50-59	100+	Total
Fall 2008	413	396	434	204	138	255	117	1,957
Fall 2011	224	381	496	159	146	230	155	1,791
Fall 2014	146	397	577	184	153	230	157	1,844
	2-9	10-19	20-29	30-39	40-49	50-59	100+	
Fall 2008	21%	20%	22%	10%	7%	13%	6%	
Fall 2011	13%	21%	28%	9%	8%	13%	9%	
Fall 2014	8%	22%	31%	10%	8%	12%	9%	
	2-9	10-19	20-29	30-39	40-49	50-59	100+	Total
Change from 2009 to 2012	-189	-15	62	-45	8	-25	38	-166
Change from 2012 to 2015	-78	16	81	25	7	0	2	53

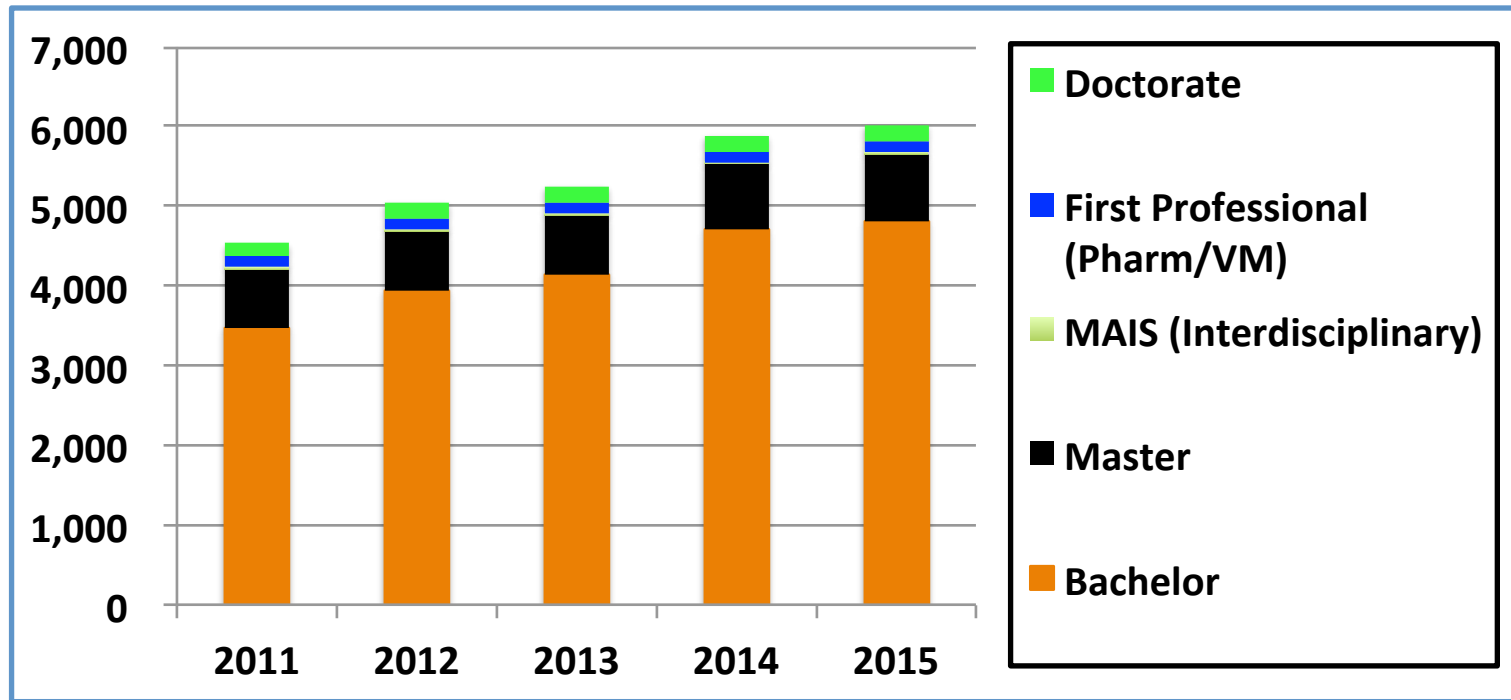
Class Size Changes Graphically

Source: Common Data Set



OSU Degrees Conferred

Source: OSU Institutional Research



Degrees Conferred	2011	2012	2013	2014	2015
Bachelor	3,484	3,932	4,157	4,702	4,803
Master	725	755	730	829	851
MAIS (Interdisciplinary)	20	19	16	19	20
First Professional (Pharm/VM)	141	144	140	145	140
Doctorate	174	205	213	196	211
TOTAL	4,544	5,055	5,256	5,891	6,025

More Detail on OSU Degrees Conferred – Bachelor Degrees

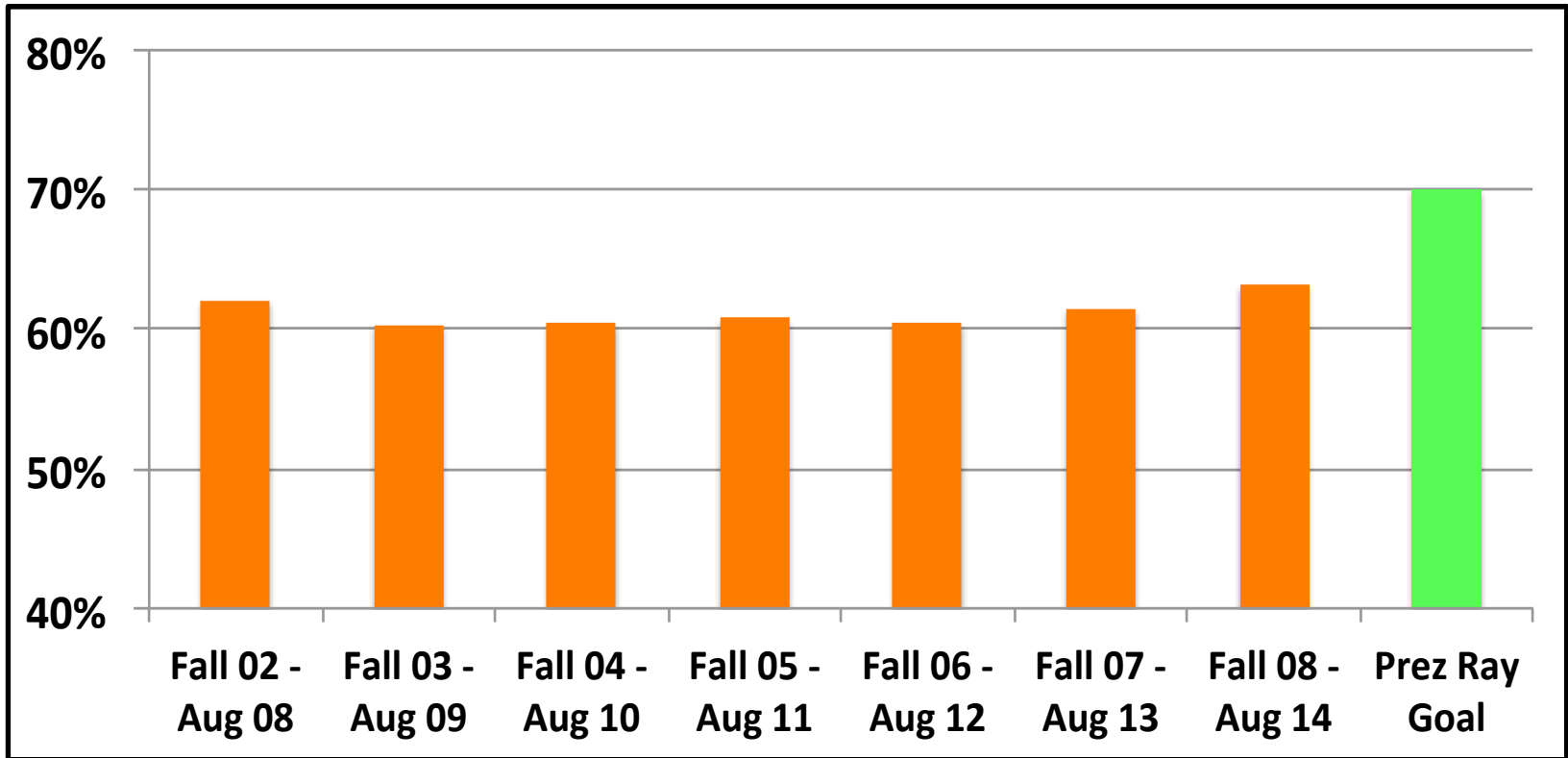
Within Bachelor of Science:	2011	2015	# Change	% Change
AGR	249	452	203	82%
BUS	493	703	210	43%
EOAS	0	107	107	
ED	39	37	-2	-5%
ENGR	555	864	309	56%
FOR	170	181	11	6%
LA	362	548	186	51%
PHHS	638	796	158	25%
SCI	446	491	45	10%
TOTAL BS	2,952	4,179	1,227	42%
Honors BS	62	144	82	132%
Bachelor of Arts	400	400	0	0%
All Other Bachelors	70	80	10	14%
Total Bachelors	3,484	4,803	1,319	38%

More Detail on OSU Degrees Conferred – Master and First Professional Degrees

Within Masters Science:	2011	2015	# Change	% Change
AGR	56	88	32	57%
EOAS	0	26	26	
ED	39	70	31	79%
ENGR	113	133	20	18%
FOR	13	25	12	92%
GRAD	28	18	-10	-36%
PHHS	22	19	-3	-14%
SCI	99	45	-54	-55%
Other MS	25	7	-18	-72%
TOTAL MS	395	431	36	9%
Master of Engineering	41	91	50	122%
MBA	50	81	31	62%
Master of Public Health	34	59	25	74%
All Other Masters	205	189	-16	-8%
Total Masters	725	851	126	17%
Within First Professional:	2011	2015	# Change	% Change
Doctor of Pharmacy	92	83	-9	-10%
Doctor of Vet. Medicine	49	57	8	16%
TOTAL	141	140	-1	-1%

6-Year Graduation Rates

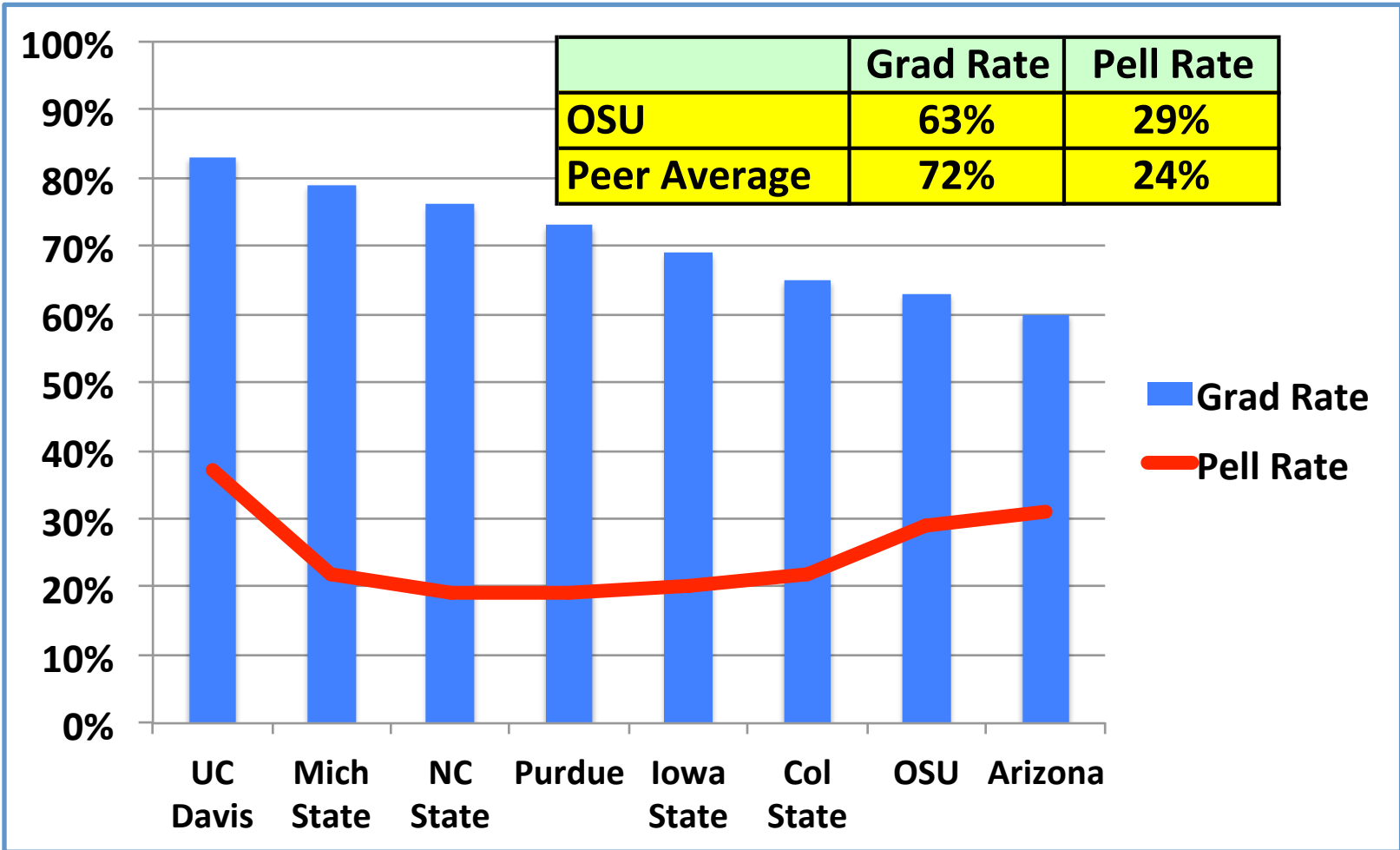
Source: Common Data Sets



Cohort	Fall 2002	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008
Grad in 4 years	33%	27%	31%	28%	29%	30%	31%
Grad in 5 years	25%	26%	23%	26%	25%	26%	25%
Grad in 6 years	5%	8%	6%	6%	6%	6%	7%
Total 6-Year Rate	62%	60%	60%	61%	60%	61%	63%

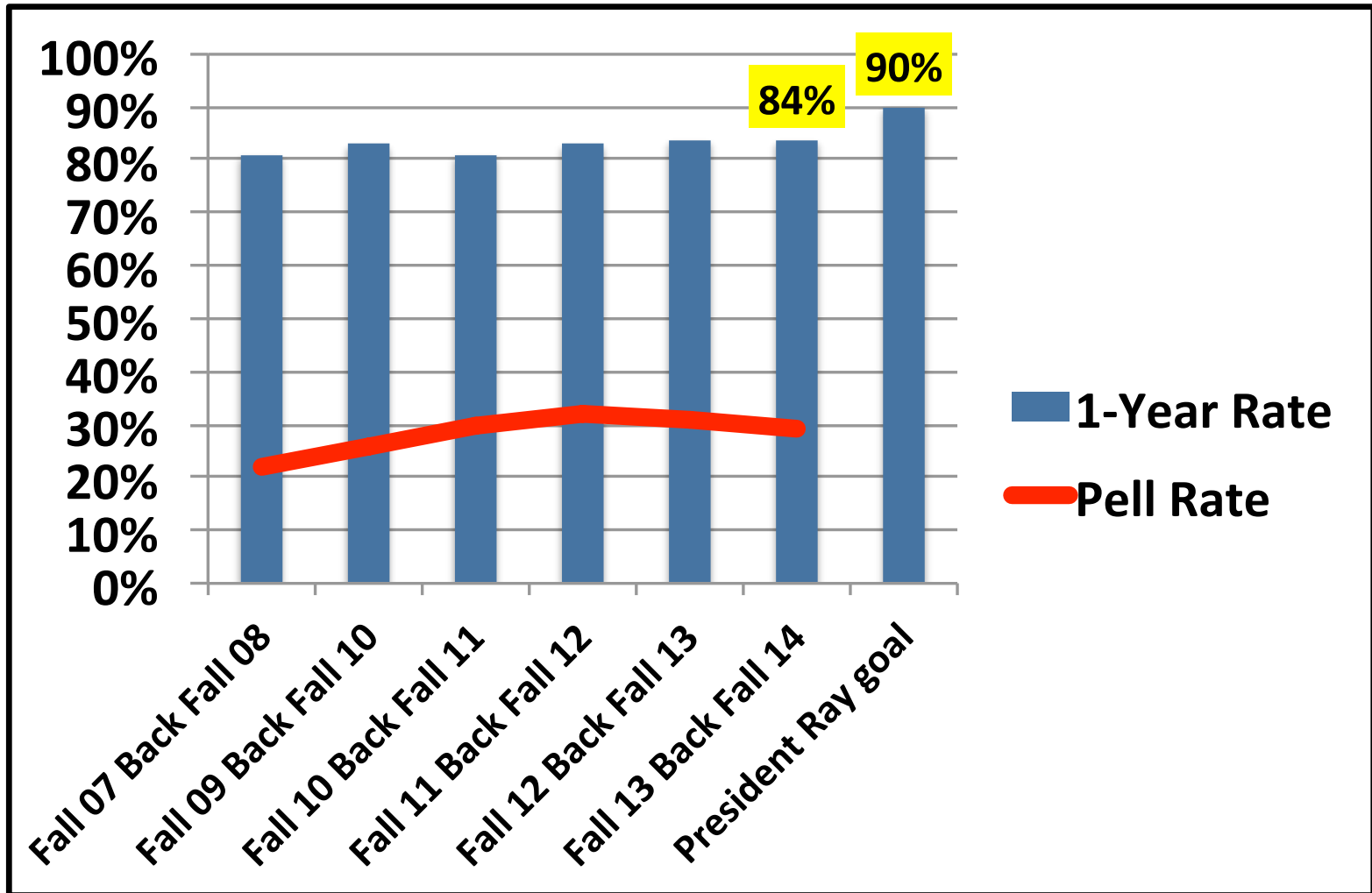
Grad Rate and Pell Grant Rate of Peers

Source: IPEDS for 2014

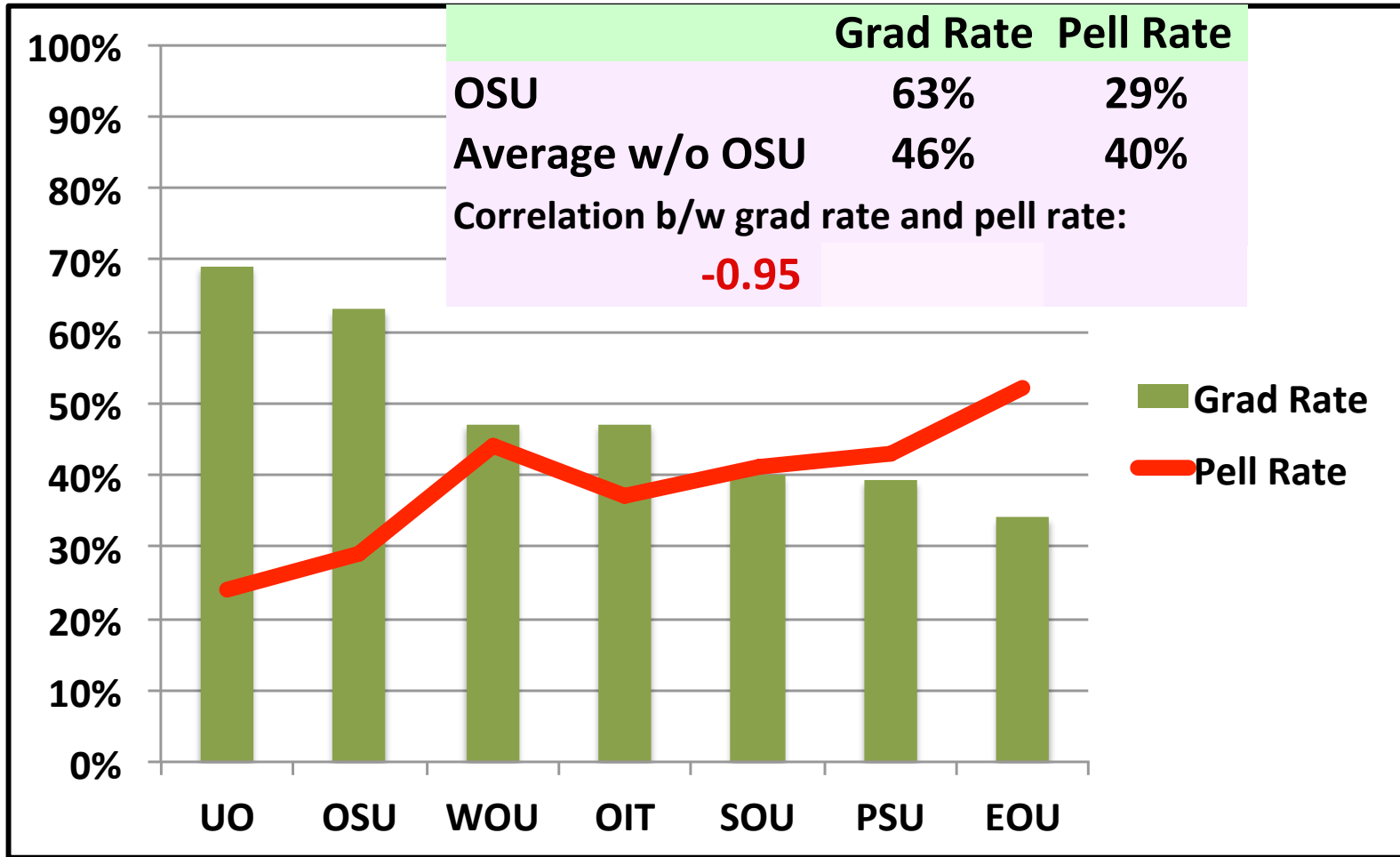


OSU 1-Year Retention Rate

Source: Common Data Sets



Graduation and Pell Rates of Oregon Public Universities per IPEDS, 2014



OSU Athletics: Overview per Equity in Athletics Data Analytics (EADA of Federal Gov.)

2014-15	Men	Women	Total
Number of Sports	7	9	16
# of Participants	275	224	499
Total Undergraduates	9,694	8,308	18,002
% of Students	2.8%	2.7%	2.8%

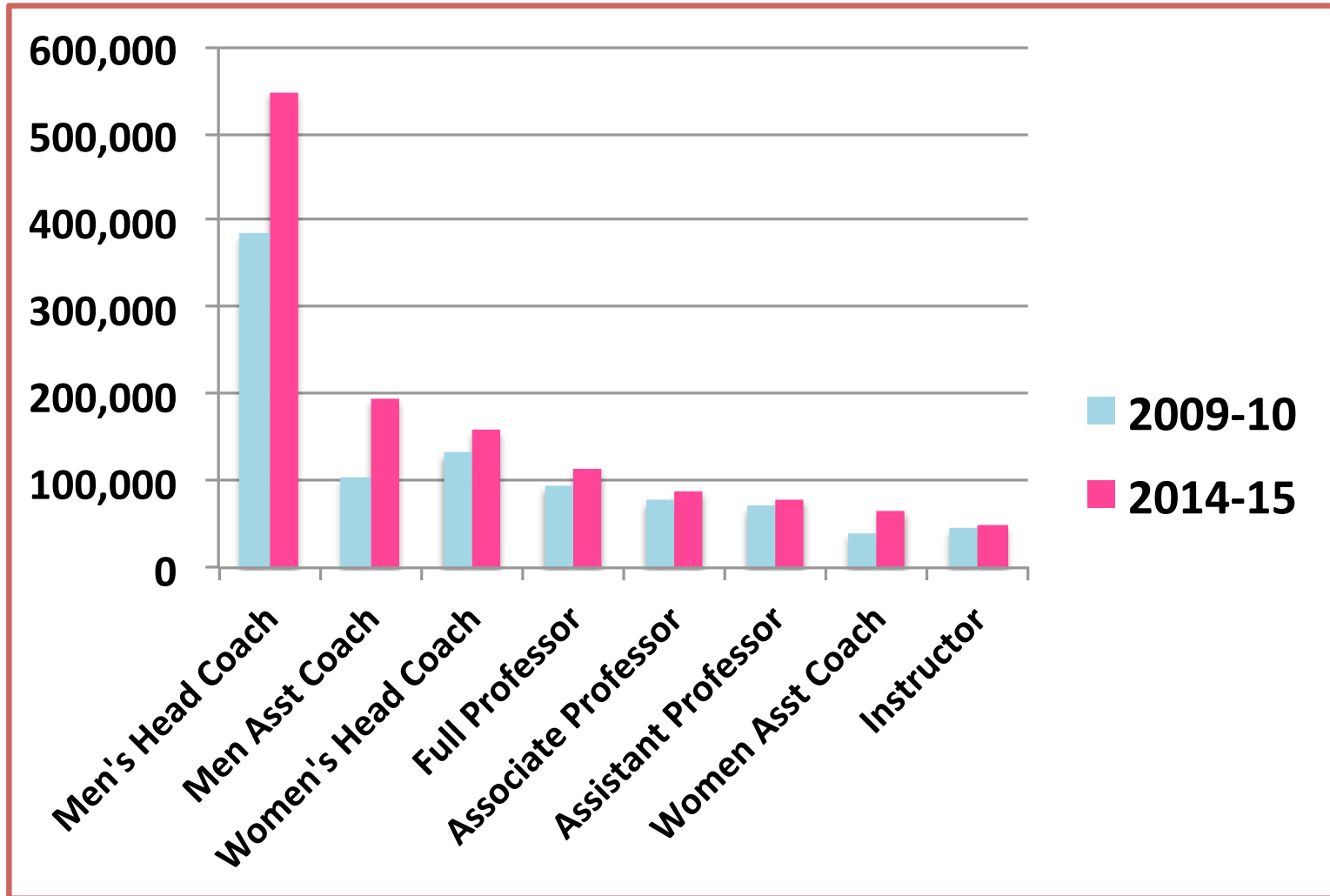
	2009-10	2014-15	\$ Change	% Change
Athletic Expenses	48,708,972	72,133,762	23,424,790	48.1%
All Other Expenses	644,901,028	866,644,238	221,743,210	34.4%
Total OSU Expenses	693,610,000	938,778,000	245,168,000	35.3%
% of Total OSU Expenses	7.0%	7.7%		

Two Different Expense Breakdowns per EADA (Equity in Athletics Data Analytics)

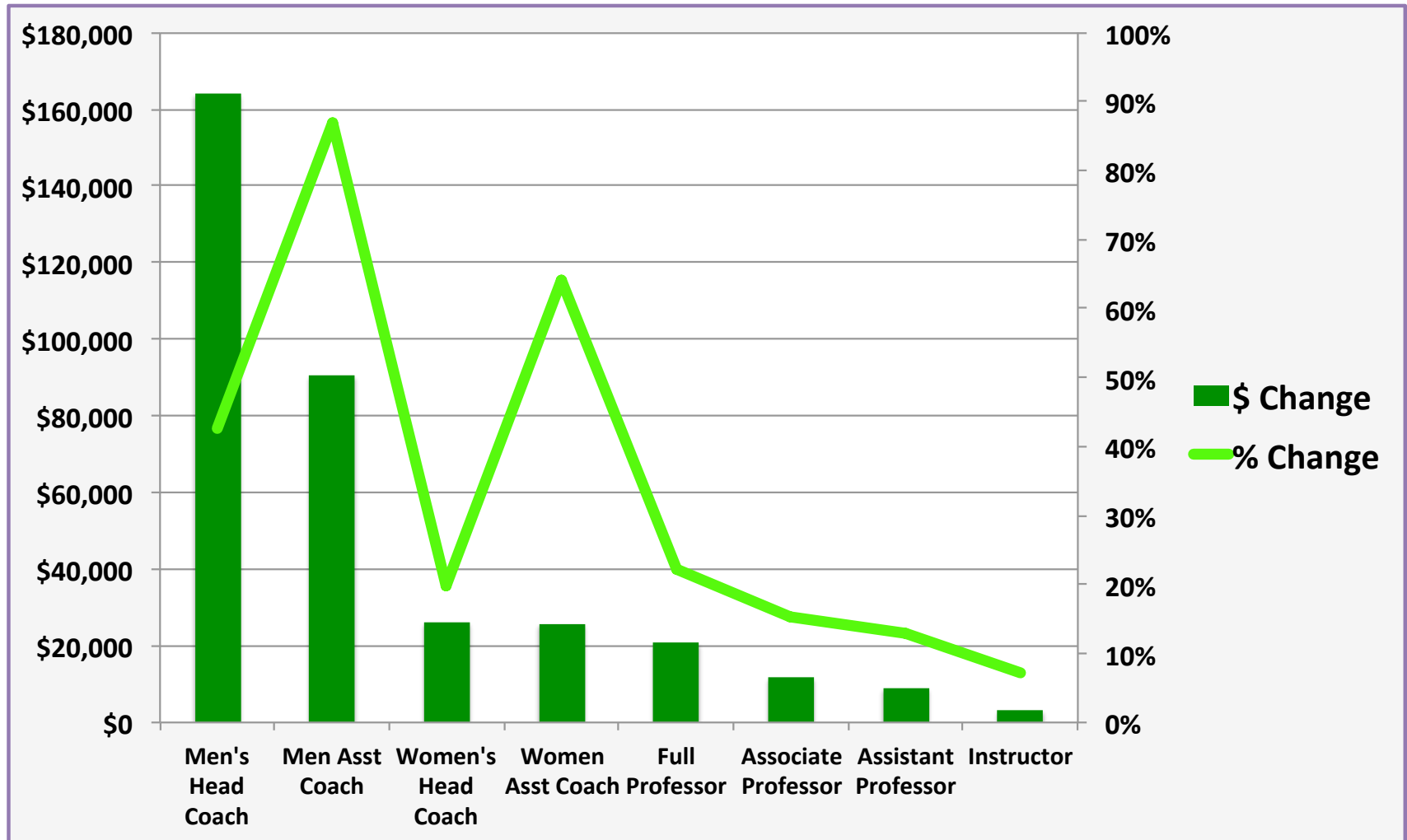
2014-15	Men	Women	Total
Basketball	4,672,485	2,651,986	7,324,471
Football	14,690,714	0	14,690,714
All Other Sports	5,883,267	9,343,816	15,227,083
Expenses	25,246,466	11,995,802	37,242,268
Not Allocated by Sport			34,891,494
Grand Total Expenses			72,133,762
	Men	Women	Total
Coaches Salaries	\$7,726,559	\$2,616,507	10,343,066
Operating Expenses	\$3,174,809	\$1,639,084	4,813,893
Athletic Student Aid	\$5,088,559	\$4,311,608	9,400,167
Recruiting Expenses	\$1,201,394	\$387,733	1,589,127
Sport Expenses	25,246,466	11,995,802	37,242,268
Not Allocated by Sport			34,891,494
Grand Total Expenses			72,133,762

Athletic Coaches vs. Faculty Salaries, 2010 and 2015

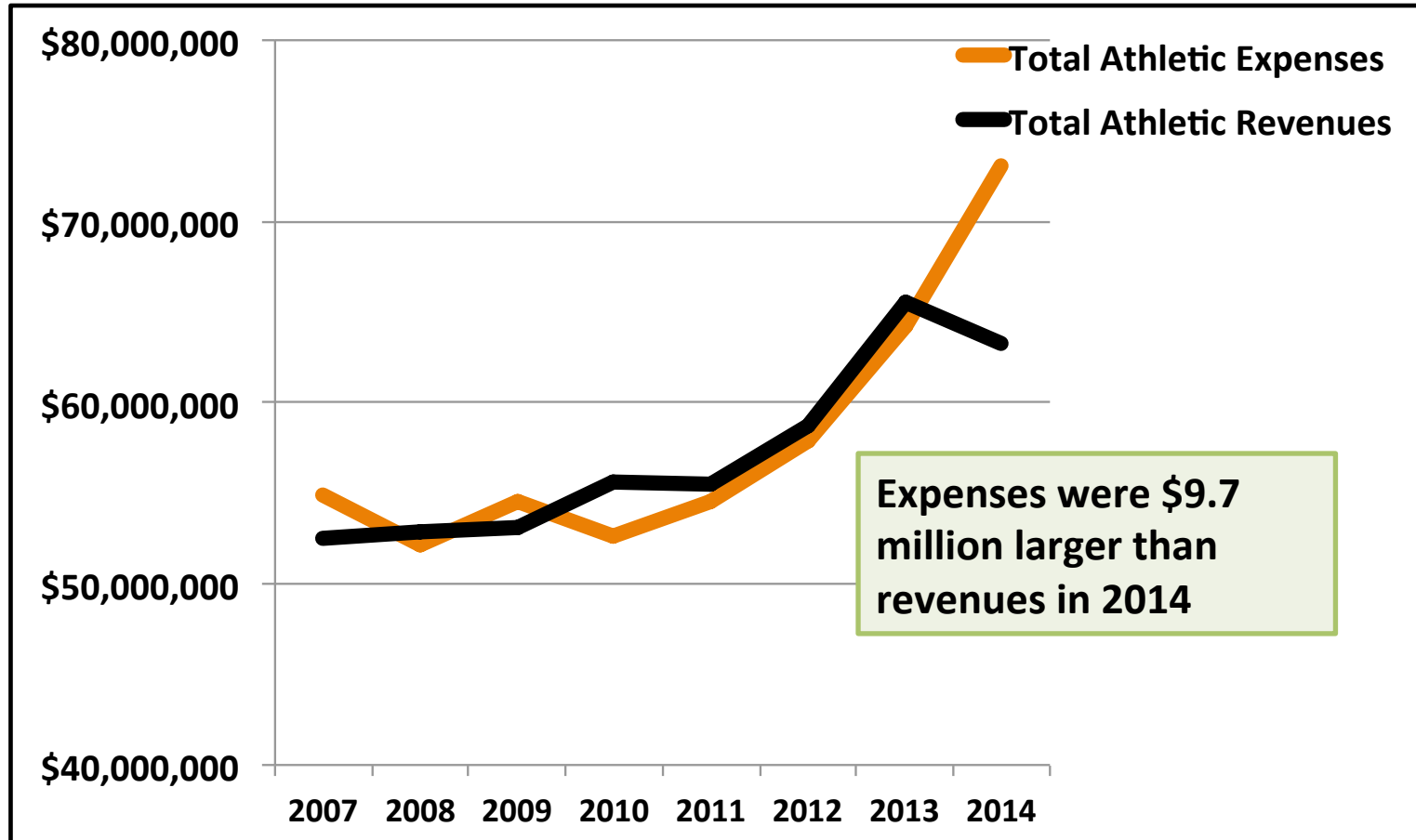
Sources: EADA and AAUP Salary Survey



Dollar and Percentage Change in Coaches and Faculty Salaries: 2010 to 2015 per EADA and AAUP Salary Survey



USA Today Athletic Database: OSU Athletic Revenues and Expenses



OSU Students are Subsidizing Athletics

Source: USA Today

	ticket sales	contributions	rights / licensing	student fees	school funds	other	total revenues
2007	\$8,986,521	\$15,646,473	\$11,544,737	\$1,494,984	\$12,664,890	\$2,133,822	\$52,471,427
2008	\$8,469,533	\$16,614,611	\$13,325,497	\$1,203,903	\$8,995,105	\$4,266,690	\$52,875,339
2009	\$10,139,347	\$11,829,544	\$16,197,375	\$2,113,218	\$9,325,885	\$3,537,520	\$53,142,889
2010	\$9,525,756	\$16,439,009	\$14,860,469	\$2,142,702	\$8,817,914	\$3,827,495	\$55,613,345
2011	\$10,389,424	\$9,535,722	\$15,039,448	\$2,277,720	\$14,688,891	\$3,612,810	\$55,544,015
2012	\$9,541,151	\$9,816,920	\$17,034,026	\$2,442,222	\$16,285,197	\$3,587,321	\$58,706,837
2013	\$10,909,633	\$12,658,820	\$27,385,484	\$2,565,348	\$9,704,893	\$2,243,792	\$65,467,970
2014	\$10,080,314	\$10,670,196	\$28,044,856	\$2,502,831	\$9,782,622	\$2,220,975	\$63,301,794
	Total Subsidy	Total Revenues	Subsidy %				
2007	\$14,159,874	\$52,471,427	27.0%				
2008	\$10,199,008	\$52,875,339	19.3%				
2009	\$11,439,103	\$53,142,889	21.5%				
2010	\$10,960,616	\$55,613,345	19.7%				
2011	\$16,966,611	\$55,544,015	30.5%				
2012	\$18,727,419	\$58,706,837	31.9%				
2013	\$12,270,241	\$65,467,970	18.7%				
2014	\$12,285,453	\$63,301,794	19.4%				

- Total Subsidy was \$107 MILLION from 2007 to 2014
- Average annual subsidy is \$13.4 MILLION

2014 Subsidies of PAC-12 Public Institutions
OSU Has the Largest Dollar and % Subsidies in the Conference
Source: USA Today

2014	Subsidy %	\$ Subsidy	Total Athletic Expenses
OSU	19.4%	\$12,285,453	\$73,020,003
Colorado	19.0%	\$12,209,473	\$64,303,100
Wash St	18.6%	\$10,104,638	\$68,141,258
Utah	17.5%	\$9,862,106	\$50,531,606
Ariz St	13.5%	\$10,073,205	\$74,553,104
Arizona	7.9%	\$7,901,134	\$95,524,260
Cal	5.5%	\$4,982,173	\$90,108,023
UW	3.5%	\$3,549,679	\$86,097,137
UCLA	3.1%	\$2,711,272	\$86,426,780
UO	1.1%	\$2,155,099	\$110,378,432
Average w/o OSU	10.0%	\$7,060,975	\$80,673,744
OSU vs. Average	9.4%	\$5,224,478	-\$7,653,741

2014 Subsidy Percentages and Total Athletic Expenses of PAC-12 Publics per USA Today

