In September 2013, the Oregon State Board of Higher Education established the Higher Education Coordinating Commission (HECC) Transition Planning Work Group, led by Director Orcilia Zúñiga Forbes to assist the State Board of Higher Education in successfully transitioning current Board of Higher Education and Chancellor’s Office responsibilities to the Higher Education Coordinating Commission. The Work Group Charge follows:

1) Develop a detailed timeline and work plan transitioning State Board of Higher Education responsibilities and authorities listed in HB 3120C to the Higher Education Coordinating Commission by July 1, 2014.

2) Identify and prioritize Board of Higher Education and Office of the Chancellor activities in service to the statewide public higher education mission that are not specifically identified in HB 3120C for transitioning to the Higher Education Coordinating Commission or another appropriate entity.

3) Recommend best practices in Oregon public university coordination to the Governor’s Office, the Oregon Legislature, the Oregon Education Investment Board, and the Higher Education Coordinating Commission.

4) Monitor progress of the Working Group on University Shared Services to identify current shared services that are not likely to move to a new shared services entity and recommend a transition strategy or discontinuation.

5) Recommend appropriate funding and staffing levels to maintain statewide coordinating activities and achieve a successful transition.

The members of the transition team include: Director Orcilla Forbes; Vice Chancellor, Karen Marrongelle; Assistant Vice Chancellor for Budget Operations, Jan Lewis; and Board Secretary, Charles Triplett on behalf of OSBHE. Executive Director Ben Cannon and University Budget and Finance Administrator, Brian Fox participated in most of the team meetings representing HECC.

Throughout the year, the workgroup developed a detailed timeline and work plan to clearly articulate responsibilities and transition points for the Higher Education Coordinating Commission (HECC). Many of these responsibilities are specifically listed in HB 3120C but the group also included activities in service to the statewide public higher education mission that are not specifically listed in the legislation.
Chancellor’s Office staff met regularly with HECC staff and commissioners to share best practice in Oregon public university coordination and worked in tandem with HECC staff to secure appropriate funding to maintain statewide coordinating activities and achieve a successful transition. Transition briefs outlining the transfer of budget responsibilities from OSBHE to HECC are included in this final report. Similarly, a matrix detailing the academic strategies transition work that has been completed to date is included below. Official notification letters to academic parties affected by the transition are also included in the appendix.

The HECC Transition Group reported to the State Board of Higher Education or one of its committees on the following dates:

- November 7, 2013: update to Academic Strategies Committee
- November 15, 2013: update to Finance & Administration Committee
- January 9, 2014: update to Academic Strategies Committee
- January 10, 2014: Interim-report to full Board
- April 3, 2014: update to Academic Strategies Committee
- April 4, 2014: Interim-report to full Board
- June 6, 2014: Final-report to full Board

The comprehensive package of materials presented or discussed at each of these meetings is in the appendix.

With the documents presented today, the Transition Team’s work plan is completed. Time sensitive areas were prioritized so that the transition work did not disrupt the institution’s operations. HECC, for example, is working with OSBHE as well as the institutions and their boards as appropriate, in preparation for the next legislative session.

All legislatively mandated items for transition are in process or completed. Any outstanding issues uncovered during the team’s process which required additional legislative action for a successful transition were completed during the special session.

In addition, many areas not mandated in the legislation or part of the Shared Services Enterprise, were reviewed and transitioned either to HECC, individual institutions, other entities, or were discontinued.

We appreciate the work of the institutional representatives who participated in the development and refinement of the transition items. We also appreciate the work of the staff at the system, institutions, and HECC. We offer a special note of thanks to the presidents, provosts, and vice-presidents of finance for their considerable efforts in addressing this transition.
HECC Transition Final Report: Academic Strategies

Per the HECC Transition Workgroup charge, transition activities related to academics involved providing the HECC with best practices and recommendations related to:

- Academic policy coordination with delegation
- Degree authorization
- Achievement compacts
- Data collection
- Approve institutional mission statements

We outline below the work done to transition academic activities to the HECC.

**Academic Programs**

It is expected that the Presidents’ Council will convene the Provosts’ Council beginning July 1, 2014. The Provosts’ Council will meet to review new academic programs, programs being offered in new locations, and significant changes to existing programs and provide input on important and timely issues facing higher education. Current OUS Provosts’ Council Documents including Processes, Forms and Reference Documents have been updated by the HECC and distributed to the Provosts’ Council. New programs and significant changes to programs will follow campus procedures for review and will follow institutional board policies for board-level review. New undergraduate and graduate programs, and existing programs offered in a new location will be reviewed by the Provosts’ Council. Institutions will submit program proposals, along with the recommendation of the Provosts’ Council, to HECC for final consideration.

OUS Chancellor’s Office staff have been consulting with HECC staff on procedures and practices for program approval.

**Achievement Compacts**

The Chancellor’s Office staff worked in concert with each of the seven OUS campuses in 2013-2014 to prepare the Achievement Compacts for 2014-2015. The OSBHE will vote on approval of the 2014-2015 Achievement Compacts in their June meeting. In AY 2014-2105, the Chancellor’s Office will again work with the four technical and regional universities to compile their 2015-2016 Achievement Compacts.
**Institutional Research**
Chancellor’s Office staff continue to work with HECC to transition Institutional Research staff, databases, and practices to the HECC. The Chancellor’s Office will retain the current roster of Institutional Research positions to achieve two goals during the 2014-2015 academic year: (1) serve the Technical and Regional Universities’ institutional research needs and help train new IR staff on the technical/regional campuses and (2) serve the HECC’s IR functions.

**Mission and Mission Alignment**
In order to provide context for the HECC’s responsibility for approving institutional mission statements, the Mission Alignment Metrics and accompanying documents, which were last approved by the State Board of Higher Education in 2011, were forwarded to the HECC.

**Other Activities**
The attached chart details the final transition of academic activities to the HECC, individual institutions, other entities, or to their completion.
<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>OUS FORMER ROLE</th>
<th>TRANSITION STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provosts’ Council/ Academic Program Approval</td>
<td>Charged by the Chancellor</td>
<td>• Provosts’ Council charge drafted and discussed at Presidents’ Council meeting (5/22/14).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provosts’ Retreat tackled remaining transition issues (5/9/14).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mission Alignment documents forwarded to HECC (4/14/14).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Program Approval discussed with HECC during various meetings.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Program Approval documents forwarded to HECC throughout the Winter and Spring.</td>
</tr>
<tr>
<td>Coordination of other student services and academic groups (Student Affairs Council, Registrars, Financial Aid Directors, Enrollment Managers, Deans of Education, etc.)</td>
<td>Coordinator</td>
<td>• Will be self-convened or convened by the Provosts’ Council.</td>
</tr>
<tr>
<td>Government-to-Government Education Cluster</td>
<td>State Agency Liaison</td>
<td>• Letter sent to Karen Quigley and each Tribe’s Education Director (4/17/14).</td>
</tr>
<tr>
<td>LEAP State Status</td>
<td>Point Person/ Agency for AAC&amp;U LEAP activities</td>
<td>• Introductory conference call between Ben Cannon, Karen Marrongelle, Terry Rhoades (AAC&amp;U), and Susan Albertine (AAC&amp;U) completed (3/12/14).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Letter sent to Susan Albertine (5/23/14).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Oregon-ized Summits report and next recommended steps produced and delivered to HECC (4/18/14).</td>
</tr>
<tr>
<td>AAC&amp;U Quality Collaboratives</td>
<td>State Point Person/ Agency</td>
<td>• Remaining grant funds used to support Teaching Talks II, May 30-31</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Final report for project will be filed by CO with AAC&amp;U.</td>
</tr>
<tr>
<td>Degree Qualifications Profile</td>
<td>University Point Person/ Agency</td>
<td>• Campus point persons will continue to participate.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Latest DQP Project report sent to Ben Cannon via email (5/27/14).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Letter sent to Carol Shaafisma and Ron Baker, Oregon Lumina grant leads (5/27/14).</td>
</tr>
<tr>
<td>ACTIVITY</td>
<td>OUS FORMER ROLE</td>
<td>TRANSITION STATUS</td>
</tr>
<tr>
<td>---------------------------------------------------------</td>
<td>----------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Multi-State Assessment Collaborative</td>
<td>State Point Person/Agency</td>
<td>• Letter sent to Julie Carnahan at SHEEO indicating that the University of Oregon will lead for Oregon (5/19/14).</td>
</tr>
<tr>
<td>Learning Outcomes &amp; Assessment Workgroup</td>
<td>Coordinator</td>
<td>• Charge and work plan forwarded to Provosts’ Council for consideration at their 6/5/14 meeting.</td>
</tr>
</tbody>
</table>
| College Readiness Partnership Project (AASCU, SHEEO, CCSSO) | Oregon Team Liaison and Coordinator          | • Email sent to Terry Janicki (CCSSO Oregon contact) indicating Hilda Rosselli, OEIB will be Oregon’s new point person (5/19/14).  
• Final report for 2013-2014 drafted and sent to Hilda Rosselli (5/22/14). |
| APLU Science and Mathematics Teaching Initiative        | University Point Person/Agency               | • Letter sent to Kacy Redd (5/1/14).                                               |
| AP/IB Statewide Coordination Policy Workgroup           | Policy review coordinator                    | • 2015-16 Policy, Work Plan for AY ’14-’15, yearly work flow, and membership forwarded to HECC (4/22/14).  
• Introductory Conference Call between Ben Cannon, Karen Marrongelle, and Adina Chapman (3/31/14).  
• Letter sent to College Board (5/1/14).               |
| Dual Credit Oversight Committee                         | University Point Person/Agency               | • Transitioned to campuses fall 2013.                                               |
| Oregon Robotics Tournament & Outreach Program           | Bruce Schaffer                               | • Received Oregon non-profit status. In January 2014, applied for federal (IRS) tax-exempt status to form a 501(c)3.  
• If IRS review is delayed, house fiduciary services at OSU. |
<p>| Common Core State Standards Policy Workgroup            | University Point Person/Agency               | • Provosts’ Council will continue representation.                                |
| College and Career Readiness Alliance (Ed NW)           | University Point Person/Agency               | • Campuses will decide on their participation.                                   |</p>
<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>OUS FORMER ROLE</th>
<th>TRANSITION STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smarter Balanced Higher Education Lead</td>
<td>Karen Marrongelle</td>
<td>• Marrongelle removed as Oregon delegate to Smarter Balanced (5/14/14).</td>
</tr>
<tr>
<td>Oregon Coalition for Quality Teaching and Learning (OCQTL)</td>
<td>Karen Marrongelle</td>
<td>• Letter sent to Lindsey Capps (5/27/14).</td>
</tr>
<tr>
<td>TSPC Licensure Redesign Committee</td>
<td>Karen Marrongelle</td>
<td>• Email sent to Vicki Chamberlain and Keith Menk (5/19/14).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hitz (PSU) and Girod (WOU) on committee.</td>
</tr>
<tr>
<td>Bisbee Grant</td>
<td>Oversee public university grant administration</td>
<td>• OCF will put grant program on hold for 2014-2015, while they seek a new grant administrator.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• OUS Final Reports were submitted to OCF for 2013-2014 program in March, 2014.</td>
</tr>
<tr>
<td>GEAR-UP</td>
<td>Stephanie Carnahan</td>
<td>• Transitioning to OSU September, 2014, pending awarding of new GEAR-UP grant.</td>
</tr>
<tr>
<td>OUS International Programs</td>
<td>Krista Lane is Director</td>
<td>• Transitioning to OSU beginning July 1, 2014.</td>
</tr>
<tr>
<td>Bernard Daly Scholarship Fund</td>
<td>Holliday is Chancellor’s representative.</td>
<td>• Statewide coordination phased out.</td>
</tr>
<tr>
<td>ETIC</td>
<td>Laura McKinney is Executive Director.</td>
<td>• ETIC funds flow through OEIB, per HB 4020.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ETIC staff report to OEIB beginning July 1, 2014.</td>
</tr>
<tr>
<td>Industry Partnerships</td>
<td>Laura McKinney</td>
<td>• Industry Partnerships report to OEIB beginning July 1, 2014.</td>
</tr>
<tr>
<td>ATLAS</td>
<td>Statewide coordination</td>
<td>• HECC will determine future of ATLAS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• College Source invoice paid through 2/2015 and appears to be transferable to HECC.</td>
</tr>
<tr>
<td>ACTIVITY</td>
<td>OUS FORMER ROLE</td>
<td>TRANSITION STATUS</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>OSTX and ITDS</td>
<td>Statewide coordination</td>
<td>• Phasing project out.</td>
</tr>
<tr>
<td>High School Course Approval</td>
<td>Statewide coordination</td>
<td>• Working with HECC to identify next steps.</td>
</tr>
<tr>
<td>Distance Education Authorization</td>
<td>Statewide point person/agency</td>
<td>• Transitioning to campuses July 1, 2014.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Letters being sent to states (ongoing).</td>
</tr>
<tr>
<td>IPEDS</td>
<td>IPEDS Coordinator for Oregon</td>
<td>• Transition to institutions.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Initial conversation with Provosts on 3/6/14.</td>
</tr>
<tr>
<td>DAS KPMs</td>
<td>Sets targets and supplies reports to DAS</td>
<td>• Per Paul Siebert’s email (2/12/14), the Chancellor’s Office will set targets for all campuses in April 2014 and compile the Annual Performance Progress Report for Fall 2014.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• After Fall 2014, the KPM responsibilities fall to the HECC.</td>
</tr>
<tr>
<td>Achievement Compacts</td>
<td>Coordinate for universities</td>
<td>• Chancellor’s Office will compile Achievement Compacts for EOU, OIT, SOU, and WOU in 2015.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• After July 1, 2015, all institutions responsible for their own Achievement Compacts.</td>
</tr>
<tr>
<td>Institutional Research</td>
<td>Maintain SCARF database; statewide point person/ agency for state and national reports</td>
<td>• HECC contracting with OUS Institutional Research for 2014-2015.</td>
</tr>
<tr>
<td>WICHE Certifying Officer</td>
<td>Joe Holliday</td>
<td>Undetermined</td>
</tr>
</tbody>
</table>
OUS – HECC Transition Brief: Allotment Schedules
(And Initial Discussion of Debt Service Payments)
April 4, 2014

Topic: Transfer of the responsibility from the OUS to the HECC for coordinating the public university allotment planning with the Department of Administrative Services (DAS)

Background
DAS manages the “allotment” process – the schedule of cash transfers of the Legislatively Approved Budget (LAB) for general fund appropriations. For state agencies, this is typically 49% of the biennial LAB in year one of the biennium, in four equal installments, and 51% in year two, again in four equal installments. OUS allotments have been an exception to the typical process in that it has received monthly installments and the operations portion has been “front-loaded”, i.e. a larger monthly amount in the early months of the fiscal year in recognition of the timing of tuition revenues (low in the initial months). Debt service is scheduled in alignment with projected debt payments. Sports Lottery is distributed quarterly. The Chancellor’s Office (CO) Budget Operations has historically worked with DAS annually on the General Fund allotment schedule. DAS distributes funds to the CO and the CO then further distributes the cash to the seven universities based on Board approved budgets for both General Fund and Sports Lottery. The schedule is adjusted if subsequent legislative actions or executive branch budget reductions result in changes to the appropriations. Due to the governance changes effective July 1, 2014 that will result in four legal entities instead of one (with the eventual possibility of up to seven entities if the remaining technical and regional universities are granted their own institutional governing boards), the HECC and DAS allotment coordination will involve scheduling for and distribution to four entities instead of one.

Transition Plan
DAS has hosted an initial meeting with Chancellor’s Office and DAS personnel to discuss the needed changes in the allotment process and debt service payments. The following steps were agreed to for the 2014-15 fiscal year (recognizing that the process will need to be revisited for 2015-17 based on legislative actions for that biennium):

- DAS will need to distribute General Fund and Lottery Funds to four entities: UO, OSU, PSU, and the Chancellor’s Office for the four technical and regional universities (TRUs). The only exception may be for debt service; see below.

- DAS will provide a list of information required from the institutions to make electronic transfers to the four entities. The institutions will provide this information by April 15th.

- HECC will make the final determination on how funds will be allocated to the seven universities in 2014-15, using a Resource Allocation Model (RAM) calculation as the
base. The Chancellor’s Office will prepare the RAM calculation and deliver it to HECC in June.

- To ensure adequate cash flow to the TRUs, the Chancellor’s Office will prepare a proposed allotment for the first 2014 distribution based on recent history. The schedule will front-load the fiscal year to reflect lower tuition revenues in the summer months. The Chancellor’s Office will deliver the calculation to DAS no later than the third week in May, so that it can be processed by DAS. DAS and the Chancellor’s Office will approach the HECC director with the recommendation that this amount be distributed as the first payment for the fiscal year, with any necessary adjustments to be made during the remainder of the year.

- DAS will shift from a monthly distribution to a quarterly distribution (in the first month of each quarter), continuing to front-load distributions in the summer to address university cash flow.

- Payments to DAS for Pension Obligation Bond debt will be made by two entities: UO and Shared Services. Further discussion may be needed with one or more of the universities.

- Distribution of funds for debt service is unresolved and will require additional consultation with Treasurer’s Office. Discussion included:
  
  - Debt service on all XI-G and XI-Q bonds and COPs sold prior to July 1, 2014 will be managed by Shared Services, with the possible exception of UO. DAS will only need to make one or two distributions rather than four. Since the 2013-15 Legislatively Approved Budget does not include debt service for any sales after July 1, 2014, this process will continue through the biennium.
  
  - DAS already makes debt service payments on Lottery Bonds, so no change in process is necessary.
  
  - Distribution of state funds for payment of SELP loans is unresolved, as those payments are made directly by the universities. Further discussion is necessary.
  
  - An agreement is being negotiated between the Chancellor’s Office, Shared Services, and the universities and the Treasurer’s Office. One result of that agreement would be that DAS transfers all state funds for debt service to the Treasurer’s Office for payment.
**Topic:** Continuation of legislatively established support for clinical legal education programs that provide civil legal services to victims of domestic violence, stalking, or sexual assault.

**Background**

The 2007 Legislature passed HB 2961, creating the Domestic Violence Clinical Legal Education Account. These monies were continuously appropriated to the Oregon University System (OUS) for the funding of clinical legal education programs at accredited institutions of higher education that provide civil legal services to victims of domestic violence, stalking or sexual assault. Originally this program was funded by a specific court fee, but later it was legislatively established as a “targeted program” within the OUS General Fund appropriation.

The OUS (known as the Department of Higher Education at the time of the legislation) was charged with the distribution of funds to eligible institutions, specifically per HB 2961:

> The department shall distribute moneys from the account to programs in amounts that are proportional to the number of victims of domestic violence, stalking or sexual assault served by the program in the preceding year as compared to the number of victims of domestic violence, stalking or sexual assault served by all programs in the preceding year.

OUS has administered the funds on an application basis. Institutions must initially establish eligibility by providing required documentation. Subsequently they must annually certify that they continue to meet the eligibility requirements. The annual application for funding requires submission of statistical reports by March 31st of each year. The proportion of specified clients served in the prior year determines each institution’s share of available funding. The OUS Chancellor’s Office would then make quarterly cash distributions in September, December, March and June. Should the State make subsequent adjustments to the General Fund appropriation for this program (through legislative action or executive branch budget reductions), the total amount of individual institution distributions would be correspondently adjusted. The OUS Fiscal Policy 56.200 provides details on the administration of the application process and related fund distributions.

**State Funding History**

Originally, any respondent to a petition for marital annulment, dissolution or separation was charged a $10 fee. These fees were deposited to the account to fund the program. From fiscal year 2008 through fiscal year 2011, the program was run through the Other Funds Limited area of the OUS budget. During the 2011 regular legislative session, the legislature passed HB 2710, which transferred the Domestic Violence Clinical Legal Education Account to the General Fund and made the Clinical Legal Education program a targeted program with the General Fund
appropriation for the OUS budget. HB 5056, also passed during the 2011 regular session, established the funding for the program at $330,000 for the 2011-13 biennium. During the 2012 legislative session, SB 5701 reduced the 2011-13 biennial funding for this program by $11,550. This reduction represented the 3.5% holdback applied to most other targeted programs during the 2011 legislative session. The Clinical Legal Education program had initially been protected from that cut. During the 2013 legislative session, HB 5031 moved the Clinical Legal Education program to a new appropriation category – State Programs – as a separately identified program within that appropriation category.

### Transition Plan

The HECC is the entity best suited to continue the administration of this legislatively established state wide program for post-secondary legal clinical education. The next round of applications will be processed during April 2014 for fiscal year 2014-15 funding. The OUS Chancellor’s Office has knowledgeable staff available to process this round of applications. However, due to governance changes effective July 1, 2014, the Chancellor’s Office will have limited staffing in FY15. Additionally, the HECC will not directly receive the appropriation for this program.

Given the unique circumstances during this transition year, it is proposed that:

- For FY15, the HECC direct the OUS Chancellor’s Office to make the distribution to the participating institutions on behalf of the HECC either 1) in a single payment at the beginning of the fiscal year if the fiscal year allotment plan with the Department of Administrative Services (DAS) is so constructed or 2) in equal quarterly payments per historical practice. The single payment option is proposed in recognition of limited CO staffing in FY15.
- For 2015-17, the HECC will take actions it deems necessary to assume responsibility for the program going forward, including the application process and distribution of funds.
Reference Documents

- HB 2961 (2007 Regular Session)
- HB 2710 (2011 Regular Session) – see Section 3 and Section 112
- HB 5056 (2011 Regular Session) – see Section 6
- SB 5701 (2012 Regular Session) – see Budget Report
- HB 5031 (2013 Regular Session) – see Budget Report, page 4
- OUS Fiscal Policy 56.200: *Distribution of Moneys Appropriated for Clinical Legal Education Programs*
OUS – HECC Transition Brief: Fiscal Impact Statement Preparation
April 4, 2014

Topic: Transfer of historical information and calculations from the Oregon University System (OUS) to the Higher Education Coordinating Commission (HECC) in support of a smooth transition in responsibility for preparing fiscal impact statements for pending legislation affecting post-secondary education.

Background
Senate Bill 270, Section 8 (7), transfers the responsibility of responding to legislative requests for information from the OUS to the HECC. The most significant requests occur during legislative sessions in the form of requests for fiscal impact statements (FIS) related to pending bills. The Chancellor’s Office (CO) Budget Operations has historically coordinated these responses on behalf of OUS and the public universities. Thus there is a “library” of prior responses including the underlying calculations.

Transition Plan
The Legislative Fiscal Office (LFO) regularly conducts training on the preparation of fiscal impact statements (at least for the long sessions). The most recent LFO resource publications for preparing FIS are available at the LFO website (https://www.oregonlegislature.gov/lfo/Pages/fis.aspx). As an additional resource for the HECC personnel responsible for coordinating and/or preparing FIS for post-secondary topics, the CO will make the most recent and most significant fiscal impact statements available to the HECC.

- As soon as HECC personnel become available, the HECC will contact the CO to arrange for an overview of the fiscal impact statement process as related to the public universities, including the general approaches taken to estimate FTE, compensation and benefits, fund splits, etc. Due to limited CO staffing in FY15, it would be preferable to schedule this prior to June 30, 2014.

- As part of the hand-off, the CO will
  1. Transfer electronic copies of prior fiscal impact statements and supporting documentation;
  2. If desired, include other historic responses to LFO such as the biennial “reduction options”, and;
  3. Provide the HECC with individual campus contact information and preferred campus protocols.

Background
In 1989 the Oregon Legislature passed HB 3262 which gave the Oregon Lottery statutory authority to establish a sports betting program. The Sports Action Lottery game was initiated in September 1989 as a way to raise money for intercollegiate athletics at the seven OUS institutions. Sports Action was a betting game based on the outcome of NFL football games. Scoreboard, a second game based on the outcome of professional football, was introduced in 2003. For a short time in 1990, NBA games were added. These did not prove as profitable as the NFL games and were discontinued. Revenue generated by Sports Action and Scoreboard was statutorily restricted to benefit intercollegiate athletics and academic scholarships at Oregon’s seven four-year colleges and universities.

Both the NFL and the NCAA opposed the sports betting games. The NFL stated that Oregon would not be considered for a franchise team or exhibition game so long as the state allowed betting on football games. The NCAA issued a statement that no post-season basketball games would be played in Oregon so long as Sports Action was available. Throughout the years, a number of bills were introduced to repeal the Sports Action betting game. In 2005, the Legislature passed HB 3466 which removed the statutory authority for the Lottery to run sports betting games. The bill replaced the revenue to the OUS with a guaranteed one percent of the lottery money transferred to the Economic Development Fund. The 2007-09 biennium was the only time a full one percent of lottery revenue was directed to OUS. In all subsequent biennium to date, the legislature has established a dollar cap on the amounts made available to OUS. From its inception through 2006, the program was referred to as Sports Action Lottery. After the passage of HB 3466, the program became simply Sports Lottery.
Campus Allocations

HB 3262 (1989) required that 88 percent of the sports lottery funds be used to fund athletic programs and the remaining 12 percent be used to fund scholarships. The scholarship funds are required to be used equally for merit based and need based aid. At the March 27, 1992 meeting of the State Board of Higher Education, the Board approved OAR 580-10-083 which further stipulated that the Sports Lottery scholarship funds were to be used for post-baccalaureate professional and graduate scholarships only. The athletic funds are to be divided 30 percent to revenue generating sports and 70 percent to non-revenue generating sports, with at least 50 percent going to women’s athletics.

The initial distribution of the Sports Action Lottery funds to the individual institutions was established by the State Board of Higher Education (Board) at its meeting on June 14, 1990. Each of the regional campuses was set to receive 4%, UO was to receive 33.5%, OSU was to receive 33.5%, and PSU was to receive 17.0%. The original allocation was based on each institution’s conference affiliation, level of participation (number of sports offered) and total athletics budget.

In July 1997, the Board established the Committee on Athletic Funding and Sports Action Lottery. The Committee was charged with reviewing “the Sports Action Lottery distribution, in light of the current status of various campus athletics programs, conference memberships and changes, and also Title IX considerations.” At the November 21, 1997 meeting of the Board, the Committee presented their findings and recommended changes to the distribution of the Sports Lottery funds. For distribution of funds to UO, OSU and PSU, the Committee factored in the average costs of sports (85%), average number of participants (7.5%) and Level of effort (7.5%). The calculations resulted in OSU receiving 30.14%, PSU receiving 18.71% and UO receiving 31.15% of the sports lottery funds. For distribution of funds to EOU, OIT, SOU and

<table>
<thead>
<tr>
<th>Biennium</th>
<th>Total Amount</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995-97</td>
<td>$ 5,300,090</td>
<td></td>
</tr>
<tr>
<td>1997-99</td>
<td>$ 4,218,608</td>
<td>-20.4%</td>
</tr>
<tr>
<td>1999-01</td>
<td>$ 4,815,258</td>
<td>14.1%</td>
</tr>
<tr>
<td>2001-03</td>
<td>$ 5,045,251</td>
<td>4.8%</td>
</tr>
<tr>
<td>2003-05</td>
<td>$ 4,205,836</td>
<td>-16.6%</td>
</tr>
<tr>
<td>2005-07</td>
<td>$ 3,559,771</td>
<td>-15.4%</td>
</tr>
<tr>
<td>2007-09</td>
<td>$ 12,232,611</td>
<td>243.6%</td>
</tr>
<tr>
<td>2009-11</td>
<td>$ 9,665,082</td>
<td>-21.0%</td>
</tr>
<tr>
<td>2011-13</td>
<td>$ 8,405,489</td>
<td>-13.0%</td>
</tr>
<tr>
<td>2013-15</td>
<td>$ 8,000,000</td>
<td>-4.8%</td>
</tr>
</tbody>
</table>
WOU, the committee recommended 5% to each university for ease of calculation. These new percentages were approved by the Board, retroactive to July 1, 1997.

At the November 3, 2006 meeting of the State Board of Higher Education, the Board approved a revised distribution methodology. The new methodology became effective July 1, 2007 when the Sports Action Lottery program was replaced by a guaranteed one percent of Lottery revenues in the Economic Development Fund (HB 3466, 2005). The new methodology added two new layers of funding distribution to the original distribution methodology. The new methodology was developed by OUS staff, with the assent of each campus president. In part, the new methodology increased funding at WOU and PSU to address their move to higher levels of NCAA competition in the preceding years. The methodology adopted by the Board in November 2006 and remained in effect until June 2013.

During the 2013 legislative session, HB 5031 was passed which limited sports lottery funding for the 2013-15 biennium to a total of $8.0 million. The Joint Ways and Means Education Subcommittee limited sports lottery funding to UO and OSU to $1.0 million each for the biennium. The remaining $6.0 million in sports lottery funds were to be distributed by the State Board of Higher Education to the other five institutions. A modification of the Board policy that incorporated the legislative limits was used to allocate the FY 14 Sports Lottery funding. The modification maintained the proportional levels of funding for the five institutions that were not limited.

<table>
<thead>
<tr>
<th>History of Annual Allocation Methodologies:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EOU</strong></td>
</tr>
<tr>
<td>1989 - June 30, 1997</td>
</tr>
<tr>
<td>July 1, 1997 - June 30, 2007</td>
</tr>
<tr>
<td>July 1, 2007 - June 30, 2012</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>2013-15 Biennium</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>July 1, 2013 - June 30, 2014</strong> as approved by the SBHE, October 2013</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>July 1, 2014 - June 30, 2015</strong> to be determined by the Higher Education Coordinating Commission</td>
</tr>
</tbody>
</table>
### ACTUAL Fiscal Year Distributions (Athletics and Scholarships Combined) for the Five Universities without Legislative Caps

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>EOU</th>
<th>OIT</th>
<th>PSU</th>
<th>SOU</th>
<th>WOU</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2008-09</td>
<td>$499,347.41</td>
<td>$499,347.41</td>
<td>$1,230,855.03</td>
<td>$499,347.41</td>
<td>$632,934.25</td>
<td>$3,361,831.51</td>
</tr>
<tr>
<td>FY 2009-10</td>
<td>$401,887.24</td>
<td>$401,887.24</td>
<td>$999,387.20</td>
<td>$401,887.24</td>
<td>$511,109.05</td>
<td>$2,716,157.97</td>
</tr>
<tr>
<td>FY 2010-11</td>
<td>$333,319.34</td>
<td>$333,319.32</td>
<td>$836,538.39</td>
<td>$333,319.32</td>
<td>$425,399.15</td>
<td>$2,261,895.52</td>
</tr>
<tr>
<td>FY 2012-13</td>
<td>$322,771.00</td>
<td>$322,771.00</td>
<td>$811,487.00</td>
<td>$322,771.00</td>
<td>$412,214.00</td>
<td>$2,192,014.00</td>
</tr>
<tr>
<td><strong>Five Year Average</strong></td>
<td>$377,526.33</td>
<td>$377,526.33</td>
<td>$941,529.37</td>
<td>$377,526.33</td>
<td>$480,658.28</td>
<td>$2,554,766.64</td>
</tr>
</tbody>
</table>

#### FY 2013-14 Allocation Approved by the SBHE

<table>
<thead>
<tr>
<th>Category</th>
<th>FY13 Total</th>
<th>FY14 Total</th>
<th>Increase over FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics - 88%</td>
<td>$390,122.00</td>
<td>$390,122.00</td>
<td>$120,549.00</td>
</tr>
<tr>
<td>Scholarships - 12%</td>
<td>$53,198.00</td>
<td>$53,198.00</td>
<td>$294,128.00</td>
</tr>
<tr>
<td><strong>FY14 Total</strong></td>
<td>$443,320.00</td>
<td>$443,320.00</td>
<td>$152,211.00</td>
</tr>
<tr>
<td>Increase over FY13</td>
<td>$120,549.00</td>
<td>$120,549.00</td>
<td>$807,986.00</td>
</tr>
</tbody>
</table>

#### Continuation of FY14 Methodology for FY15 if Adopted by the HECC

<table>
<thead>
<tr>
<th>Category</th>
<th>FY15 Total</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics - 88%</td>
<td>$390,122.00</td>
<td></td>
</tr>
<tr>
<td>Scholarships - 12%</td>
<td>$53,198.00</td>
<td></td>
</tr>
<tr>
<td><strong>FY15 Total</strong></td>
<td>$443,320.00</td>
<td></td>
</tr>
</tbody>
</table>

-18-
Transition Plan

Due to governance changes effective July 1, 2014, the HECC will assume responsibility for allocating Sports Lottery funding to the five universities that do not have legislative limits.¹ OSU and UO allocations have been legislatively determined. Given the numerous transition activities underway, it is proposed that for FY15, the HECC adopt the same allocation methodology as used by the State Board of Higher Education for FY14. This would streamline some of the budget process and give early notice to the campuses of anticipated funding levels which will help with their fiscal planning. Once the HECC formally approves an allocation of Sports Lottery for FY15, it will need to work with the Department of Administrative Services on the actual cash distributions to the universities.

Reference Documents

1) State Board of Higher Education, meeting minutes, July and September, 1989
2) State Board of Higher Education, meeting minutes, January and June, 1990
   Approval of allocation of Sports Lottery funds
3) State Board of Higher Education, meeting minutes, March, April, and May, 1992
   Designation of scholarship for graduate scholarships
4) State Board of Higher Education, meeting minutes, July 18, 1997
   Board Committee established to examine Sports Action Lottery distribution formula
5) State Board of Higher Education, meeting minutes, November 21, 1997
   Committee recommendation on change in SAL distribution formula
6) State Board of Higher Education, docket, meeting 776, November 3, 2006
   Pages 5-7 New distribution formula
7) Oregon Lottery website, history
8) ORS 461.543 (2013 – as updated by SB 270)
9) OAR 580-010-0083
10) 2005 Summary of Legislation – excerpt HB 3466
14) HB 5031 (2013) – text of bill

¹ See Senate Bill 270, Section 143b
OUS – HECC Transition Brief: National Surveys
(Surveys Related to State Appropriations, Tuition and Fees)
April 4, 2014

**Topic:** Continuation of a coordinated state response to national surveys on state appropriations and tuition and fees for post-secondary education.

**Background**
The OUS Chancellor’s Office Budget Operations has historically responded to certain national surveys on behalf of the OUS institutions. Attached is a list of recurring surveys including information requested, timing of survey, institutions covered by the survey, and contact information for the national organization. As the OUS will no longer represent all public universities as of July 1, 2014, the Higher Education Coordinating Commission (HECC) has agreed that it will be the responsible entity for survey responses beginning in FY 15. The HECC could in the future elect to no longer participate in such surveys and/or request that national organizations work directly with individual public universities. On many, if not all, of the surveys, the Department of Community Colleges and Workforce Development has correspondingly provided responses on behalf of the community colleges. In contrast, the Oregon Health & Science University (OHSU) responds to surveys on its own behalf.

**Transition Plan**
The HECC is the entity best suited to continue coordinated participation in national surveys on post-secondary education. The next round of annual requests for information will begin in July of 2014, when the HECC anticipates having staff on board to coordinate these responses. The Chancellor’s Office (CO) anticipates having staff knowledgeable about survey responses available for training of HECC personnel. The following actions for transferring survey participation from the OUS to HECC are proposed.

- As soon as HECC personnel become available, the HECC will contact the CO to arrange for training. Due to limited CO staffing in FY15, it would be preferable to schedule training prior to June 30, 2014.

- As part of the training, the CO will
  1. Transfer electronic copies of prior survey data and
  2. Provide the national organizations with the new HECC contact information
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency</td>
<td>College Board</td>
<td>Washington Student Achievement Council (WSAC) and the Connecticut Office of Higher Education (CTOHE)</td>
<td>State Higher Education Executive Officers Association (SHEEO)</td>
<td>Western Interstate Commission for Higher Education (WICHE)</td>
</tr>
<tr>
<td>Timing</td>
<td>July</td>
<td>Request received in August due by October 1</td>
<td>Request received in October - due around Dec. 11 timeframe Data reviews in December - March</td>
<td>Request received in June - due by August 1</td>
</tr>
<tr>
<td>Information Requested</td>
<td>Tuition and fees, room and board for all seven universities</td>
<td>Tuition and fees for EOU, OIT, PSU, SOU, and UO</td>
<td>Tuition &amp; fee revenue; enrollment; appropriations with breakouts for agricultural (AES, ES), medical (Vet Med, Pharmacy) and research (including FRL); lottery funding; for all seven universities</td>
<td>Tuition &amp; fees with related endnotes for all seven universities</td>
</tr>
<tr>
<td>Contact Information</td>
<td>May Cooper, Senior Data Editor, The College Board</td>
<td>Christy England-Siegerdt, Ph.D., Director of Research &amp; Planning, WSAC</td>
<td>Andy Carlson, Senior Policy Analyst, SHEEO</td>
<td>Peace Bransberger, Policy Analysis and Research, WICHE</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:mcooper@collegeboard.org">mcooper@collegeboard.org</a></td>
<td><a href="mailto:christye@wsac.wa.gov">christye@wsac.wa.gov</a></td>
<td><a href="mailto:ACarlson@sheeo.org">ACarlson@sheeo.org</a></td>
<td><a href="mailto:pbransberger@wiche.edu">pbransberger@wiche.edu</a></td>
</tr>
<tr>
<td></td>
<td>(212) 649-8430</td>
<td>(360)753-7864</td>
<td>(303) 541-1607</td>
<td>(303) 541-0257</td>
</tr>
<tr>
<td></td>
<td>Lynn Little, CTOHE</td>
<td>George Pernsteiner, President, SHEEO</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:llittle@ctohe.org">llittle@ctohe.org</a></td>
<td><a href="mailto:george@sheeo.org">george@sheeo.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(860) 947-1848</td>
<td>(303) 541-1605</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 From time to time OUS has participated in ad hoc surveys. Recent examples include a Pennsylvania State System of Higher Education Allocation Formula Survey for System Offices and a State University of New York Survey of Organization Scope.
OUS – HECC Transition Brief: WICHE Dues
April 4, 2014

Topic: Annual State Membership in the Western Interstate Commission for Higher Education (WICHE)

Background:
The OUS Chancellor’s Office has historically allocates funding for system-wide expenses administered on behalf of OUS institutions. One example includes the budgetary resources to pay dues required for the State of Oregon’s membership in the Western Interstate Commission for Higher Education (WICHE).

From the WICHE website:
WICHE and its 16 member states and territories work collaboratively to expand educational access and excellence for all citizens of the West. By promoting innovation, cooperation, resource sharing, and sound public policy, WICHE strengthens higher education’s contributions to the region’s social, economic, and civic life.

The Western Interstate Commission for Higher Education is a regional organization created by the Western Regional Education Compact and adopted in the 1950s by Western states. WICHE was created to facilitate resource sharing among the higher education systems of the West. It implements a number of activities to accomplish its objectives.

WICHE began operations in 1953 in Eugene, OR, moving to its present location in Boulder, CO, in 1955. WICHE is governed by three gubernatorially appointed commissioners from each member. Under terms of the compact, each member commits to support WICHE’s basic operations through annual dues established by the full commission. [Current Oregon Commissioners: Ryan Deckert, Oregon Business Association; Camille Preus, Blue Mountain Community College; Hilda Rosselli, Oregon Education Investment Board]

WICHE’s members include 15 Western states and the Commonwealth of the Northern Mariana Islands (the first of the U.S. Pacific territories and freely associated states to participate). Members are listed in chronological order of membership, below.

1. New Mexico: December 19, 1952
2. Montana: December 24, 1952
3. Arizona: January 6, 1953
4. Utah: January 14, 1953
5. Oregon: January 31, 1953
6. Colorado: April 20, 1953
7. Wyoming: April 28, 1953
8. Idaho: May 13, 1953
12. Nevada: June 2, 1959
13. Hawai‘i: June 23, 1959
14. North Dakota: July 1, 1984
15. South Dakota: July 1, 1988

Cost of Membership History
WICHE membership dues have been funded as part of the “Systemwide Expenses” – a targeted program line item within the OUS budget model. The most recent cost history follows:

<table>
<thead>
<tr>
<th>FY</th>
<th>WICHE DUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>$131,000</td>
</tr>
<tr>
<td>FY13</td>
<td>$125,000</td>
</tr>
<tr>
<td>FY12</td>
<td>$125,000</td>
</tr>
<tr>
<td>FY11</td>
<td>$125,000</td>
</tr>
<tr>
<td>FY10</td>
<td>$125,000</td>
</tr>
<tr>
<td>FY09</td>
<td>$120,000</td>
</tr>
<tr>
<td>FY08</td>
<td>$116,000</td>
</tr>
<tr>
<td>FY07</td>
<td>$112,000</td>
</tr>
<tr>
<td>FY06</td>
<td>$108,000</td>
</tr>
<tr>
<td>FY05</td>
<td>$105,000</td>
</tr>
<tr>
<td>FY04</td>
<td>$103,000</td>
</tr>
</tbody>
</table>

FY 15 dues are anticipated to be $137,000 per attached memorandum.

Transition Plan
The Higher Education Coordinating Commission (HECC) is the entity best suited to continue WICHE membership on behalf of the State of Oregon. The following actions for transferring membership responsibility from the OUS to HECC are proposed:

- For FY 15, the HECC continues the General Fund allocation for Systemwide Expenses and directs OUS to 1) pay the FY 15 WICHE dues on behalf of the HECC and 2) concurrently notify WICHE that future invoices are to be directed to the HECC, providing appropriate HECC contact information to WICHE.

- For 2015-17, the HECC will take actions it deems necessary to assume responsibility for the state membership in WICHE going forward, including any related legislative budget requests in support of the membership expense.
Topic: The Department of Administrative Services (DAS)' historical approaches to calculating the current service level (CSL) values for the Oregon University System (OUS) as part of the state’s biennial budget development – in contrast to the calculations for the communities colleges

Background
The passage of SB 242 (2011) created substantive reforms in public higher education in Oregon, mainly by redefining the OUS as a public university system, rather than a state agency. The reforms allowed the OUS more authority and independence to manage its affairs, operations and obligations.

From a technical budget building perspective, it was anticipated that the budget methodology used by the DAS for OUS would use a block grant funding model rather than a detail line item budget, similar to the approach used for community colleges and including the a CSL calculation comparable to the one applied to the Community College Support Fund. The community colleges are allowed inflationary increases for health insurance, retirement, pension obligation bond debt, salary and other personnel costs, services and supplies, and capital outlay costs.

During the development of the 2013-15 budget, OUS submitted a Current Service Level Exception request to DAS. The request proposed that DAS use the same CSL calculation for the public universities as used for the Community College Support Fund. DAS determined that the public universities were only eligible for a general inflation increase and thus denied the exception request on the basis that legislative approval would be required to authorize a change in methodology. As a result of this decision, DAS only applied a 2.4 percent standard inflation rate to the OUS’s 2011-13 Legislatively Approved Budget in the calculation of the 2013-15 CSL budget.

Considerations for the HECC Going Forward
As the Higher Education Coordinating Commission (HECC) has heard from both public universities and community colleges on various topics, Commissioners have noted differences between the two higher education segments. While some differences may be inherent to the distinctive natures of the two segments, this particular variation creates a disparity in the budget process that, at a minimum, needs to be transparent to all involved but particularly to the agency charged with requesting and allocating state funding for higher education.

For the 2015-17 budget development, the DAS general inflation factor is estimated to be 3%. From the HECC’s review of recent public university funding submissions for 2015-17 (and certain cost increase assumptions provided by HECC itself in the process) it has hopefully become clear that a general 3% increase simply does not cover the actual anticipated cost increases for continuing to provide the same level of service to students.
The purpose of the brief is to ensure that the HECC is aware of this technical aspect of the state budget process and thus may consider whether or not to recommend to the legislature that the public universities participate in the more realistic CSL calculation applied to community colleges.
OUS – HECC Transition Brief:
State Funding Requests and Allocations to Public Universities
June 6, 2014

Topic: Transfer of responsibility from the OUS to the HECC for state funding requests and the subsequent allocation of those resources to the institutions

Background:
Of the responsibilities transferred from the OUS to the HECC in HB 3120 (2013), two of particular significance are 1) coordinating funding requests from the public universities and recommending a state higher education budget request to the Governor and the Oregon Education Investment Board (OEIB) and 2) distributing state appropriations to the public universities based on allocation formulas developed in consultation with the public universities.

The most immediate requirements involve:

- The allocation of Fiscal Year 2014-15 funding to the universities
  The HECC has elected to have the Chancellor’s Office provide an FY15 allocation using the OUS Resource Allocation Model (RAM).

- The development of a 2015-17 state funding request – both operating and capital
  The HECC is currently engaging with the universities to develop these requests.

- The development of a new funding formula to allocate state funds to the universities
  The HECC has convened a work group to develop a proposal for the new formula.

Transition Activities

November 19, 2013  Jay Kenton and Jan Lewis presented budget information at HECC meeting
Materials provided:
- RAM line item descriptions
- Detail General Fund allocations for FY14 by campus
- Comparison of RAM line items from 1999-00 to 2013-14
- Five-year history of tuition rates for resident undergraduates by campus
- Twenty-year history of tuition and fees for resident and nonresident, undergraduate and graduate students by campus

December 4, 2013  Jay Kenton and Jan Lewis presented information to the HECC Subcommittee meeting on Achievement Compacts, Budgets and Funding
Materials provided:
- Typical OUS Biennial Budget Development Cycle
Considerations for 2015-17 Budget Development
Information about the 2013-15 Budget process
OUS Capital Project Prioritization Scoring

December 30, 2013
Melody Rose and Jan Lewis attended a meeting with Ben Cannon, Tim Nesbitt, Duncan Wyse and others to discuss 2015-17 budget development and possible approaches the HECC might take.

January 2014 -
The HECC Funding and Achievement Subcommittee began engaged with the Ongoing universities, soliciting 2015-17 funding needs and developing processes for capital request prioritization.

May 29, 2014

June 5, 2014
The HECC Funding and Achievement Subcommittee is scheduled to approve the 2014-15 RAM funding allocation to the public universities. It recognizes actions taken during the 2014 legislative session, such as the transfer of ETIC funding allocations from the OUS to the OEIB. Currently the HECC plans to allocate the portion set aside as incentive funding in the fall once Academic Year 2013-14 metrics area available.

June 6, 2014
The HECC will convene the initial meeting of the Outcomes-Based Funding Technical Workgroup. It will include a representative from each public university and the Oregon Student Association. It will receive facilitation and research support from an external entity to be determined. It is expected to have a proposal developed by December 2014. OUS did provide the HECC with the November 2013 report to the SBHE on the efforts of the OUS Outcomes Based Budgeting Workgroup which met February through June, 2013.

July 24, 2014
The HECC is scheduled to present strategic initiatives for higher education to the OEIB Outcomes and Investments Subcommittee.

August 29, 2014
The HECC will submit a consolidated funding request for public universities and community colleges in the form of an Agency Request Budget (ARB) to the Department of Administrative Services (DAS) constituting its recommendation to the Governor and the OEIB.
APPENDICES
The Higher Education Coordinating Commission (HECC) Transition Planning Work is led by Director Orcilia Zúñiga Forbes to assist the State Board of Higher Education in successfully transitioning current Board of Higher Education responsibilities to the Higher Education Coordinating Commission, the Planning Group shall:

6) Develop a detailed timeline and work plan transitioning State Board of Higher Education responsibilities and authorities listed in HB 3120C to the Higher Education Coordinating Commission by July 1, 2014.

7) Identify and prioritize Board of Higher Education and Office of the Chancellor activities in service to the statewide public higher education mission that are not specifically identified in HB 3120C for transitioning to the Higher Education Coordinating Commission or another appropriate entity.

8) Recommend best practices in Oregon public university coordination to the Governor’s Office, the Oregon Legislature, the Oregon Education Investment Board, and the Higher Education Coordinating Commission.

9) Monitor progress of the Working Group on University Shared Services to identify current shared services that are not likely to move to a new shared services entity and recommend a transition strategy or discontinuation.

10) Recommend appropriate funding and staffing levels to maintain statewide coordinating activities and achieve a successful transition.

Approved by OSBHE 091013
In our first report to the OUS Board on October 4, 2013, we outlined the assumptions and framework for our work plan. On November 15, we reported to Board committees and others on the progress of our work plan, with a special focus on a number of questions that had been raised by various individuals and groups that needed to be posed to HECC representatives prior to proceeding on a detailed work plan.

Fortunately at our work group meeting of November 15, 2013, Ben Cannon—newly appointed executive director of HECC—and Bill McGee from the Department of Administrative Services (DAS) were able to attend and respond to the questions. This has allowed us to make considerable progress in outlining a time frame and detailing the items that will transfer to HECC by July 1, 2014.

We agreed at the November meeting to outline a 6- to 12-month plan that both OUS and HECC support and will follow for each major category of responsibilities: academic affairs, budgeting and finance, and capital requests. This plan forms the basis for the Interim Report to the Board.

Due to the incredible work of the OUS and HECC staff, I am confident that we will be able to outline all of the areas of responsibility that will transfer to HECC on July 1, 2014 prior to that deadline.
Budget Operations – Status of Transitions to HECC as of 1/6/14

Recent Activities

November 15, 2013  HECC Transition Planning Work Group met with Ben Cannon and Bill McGee for initial transition discussion

November 19, 2013  Jay Kenton and Jan Lewis presented budget information at HECC meeting
Materials provided:
- RAM line item descriptions
- Detail General Fund allocations for FY14 by campus
- Comparison of RAM line items from 1999-00 to 2013-14
- Five-year history of tuition rates for resident undergraduates by campus
- Twenty-year history of tuition and fees for resident and nonresident, undergraduate and graduate students by campus

December 2, 2013  Requested data provided to HECC staff (state funding, tuition revenues, FTE data, degrees awarded, and completion rates)

December 4, 2013  Jay Kenton and Jan Lewis presented information to the HECC Subcommittee meeting on Achievement Compacts, Budgets and Funding
Materials provided:
- Typical OUS Biennial Budget Development Cycle (will attach)
- Considerations for 2015-17 Budget Development (will attach)
- Information about the 2013-15 Budget process
- OUS Capital Project Prioritization Scoring

December 18, 2013  Jan Lewis spoke with Ben Cannon regarding the three universities preparing 2015-17 budget requests in expectation of meeting April 1 deadline referenced in SB 270. [will provide more details]

December 30, 2013  Melody Rose and Jan Lewis attended a meeting with Ben Cannon, Tim Nesbitt, Duncan Wyse and others to discuss 2015-17 budget development and possible approaches the HECC might take

January 3, 2014  Requested information on recent tuition buy down provided to HECC staff
Academic Program Approval Timeline and Recommendations DRAFT

Proposed Timeline for Program Approval Transition:

December, 2013: OUS and CCWS Staff initially meet with Chair Nesbitt, Commissioner Dyess, and Executive Director Cannon to introduce commissioners to the current program approval practices.

January – March, 2014: OUS staff continue to work with HECC Executive Director, staff, and Commissioners on the transition of Program Approval to HECC. Work will include (but not limited to):

- Developing or adapting documentation for program approval to be submitted to the HECC
- Developing principles for program approval
- Developing frequency of Provosts’ Council meetings and HECC subcommittee meetings
- Developing protocol for programs to be presented to the HECC
- Communication of the above to the Provosts

April, 2014: By this time, the following questions should be answered and Provosts’ Council meetings scheduled for July – December, 2014.

- Who will co-chair the Provosts’ Council?
- Who will provide administrative support to the Provosts’ Council?
- Who will keep records for the Provosts’ Council?
- How will OUS program approval records be archived, copied, or transferred?

Updates to the Provosts’ Council about Program Approval transition are ongoing and will continue through June, 2014.

Recommendations

Recommended membership of the Provosts’ Council: Provosts from all seven public universities, provosts from OHSU, Inter-institutional faculty senate representative, OUS representative (for ’14-‘15), community college representative.

We recommend the Provosts’ Council retain the co-chair structure, appointing (with Presidential approval) a new Provost co-chair to begin July, 2014 and a HECC staff member as the second co-chair.

We recommend at least a 0.25 FTE support staff to assist with the Provosts’ Council meetings and record-keeping.
Academic Program Approval Questions DRAFT

The following list is a set of questions to help the HECC Commissioners and Executive Director develop principles for academic program approval for Oregon’s public universities. For each question below, the HECC may consider also the implications for community college; specifically what aspects will be the same in university and community college requirements and which will be different.

Which program changes will be required to be reviewed by the HECC?

Current practice:
- All new undergraduate and graduate programs must be approved by the OSBHE.
- Change in location, including moving an on-site program to an online program and new certificates are approved by the Provosts’ Council only (no Board approval needed)

Questions:
1. What kinds of programs need HECC approval? For instance, adding a track to an existing degree program? Re-naming a program? Offering the program in a new location?

Nuts and Bolts

Current practice:
- Programs are submitted to the Provosts’ Council administrator at least two weeks prior to the Provosts Council meeting and forwarded to all of the Provosts for review.
- Once the program is approved by the Provosts’ Council for forwarding to the Academic Strategies Committee, it typically takes at most a month for Academic Strategies final approval.
- All new graduate programs require external review before undergoing final review by the Provosts’ Council and Academic Strategies Committee.
- OUS provides a template for program and budget review.

Questions:
2. How long should it take to get approval from HECC once a program is submitted?
3. Which programs warrant an external review (e.g., Ph.D only, all graduate, etc.)? What is the weight and role of external review in the approval process?
4. What role should the HECC play in determining the balance of on-site versus online programs?
5. What documentation will be submitted to HECC for program approval? Should forms be consistent across campuses or will campuses be able to submit documentation unique to the school?
6. What evidence will expected for (basically quality, need, cost...others?):
   a. Relationship to institution mission/goals
   b. Faculty quality
   c. Need/demand
   d. Outcomes
   e. Program quality assessment
   f. Impact on other programs in the state
   g. Financial sustainability
   h. Integration/collaboration
Considerations for Program Approval and Program Management

7. What is the role of institutional mission in approving programs?
8. What approach will HECC take to program management (e.g., “portfolio” approach)?
9. What is the value on inter-institutional partnerships in developing new programs?
10. What view on assessment, outcomes, and accountability will the HECC bring to program approval?
11. How will new programs be tied to budgeting?
12. What is the right balance of minimizing duplication versus creating a marketplace to respond to demand? How will the “best” producer be identified?
13. Does the HECC want to see a short-term (4-5 year) plan from the campuses regarding programs that they are thinking about developing? If so, how will campuses report on this and what impact (if any) will it have on the program approval process?
14. How will programs be evaluated/reviewed by HECC, if at all, and under what timeline, and understanding that institutions engage in review processes with their accreditors?
15. Will the HECC initiate program elimination?
16. What will be the role of the Provost’s Council?
   a. What if not all Provosts agree on a program? What if the majority do?
17. What will be the role of accreditation and communicating with accreditors?
18. Would the HECC ever send proposals back to the Provosts Council or back to the campuses for more work? Under what conditions?

Feedback from Stakeholders outside of HECC

19. How will HECC view the offerings of the Private institutions in Oregon when considering program approval?
20. What should be the industry voice in the program approval process, particularly for those programs that are in high visibility industry in Oregon?
21. What should be the voice of other educational institutions in the program approval process?
22. What kind of opportunity for public comment should be made available?
Academic Program Approval Flow Chart – taking effect July 1, 2014

Institution completes internal program approval process (department, college, senate, etc.) and is submitted to institutional governing board (OSU, PSU, UO) or State Governing Board (EOU, OIT, SOU, WOU for AY 2014-15)

Proposal is submitted to Provosts’ Council

Proposal is submitted to HECC

Institution provides notification to NWCCU.
Upcoming Meetings

January 9, 2014  HECC meeting (OUS not scheduled to present; agenda includes HECC Budget Subcommittee update)

January 14, 2014  OUS Budget Operations staff scheduled to meet with HECC staff for an OUS budget orientation including identification of resources

January 15, 2014  HECC Achievement Compacts and Biennial Budgets Subcommittee meeting

Specific Transition Goals

January 2014  Remaining items to be provided to HECC prior to Jan Lewis’ transition to OSU

- Transition brief on any statutory parameters that may affect HECC (likely to be Clinical Legal Education funding and tuition/fee remissions)
- Transition brief on Sports Lottery funding and allocation process
- Transition brief on allotment process
- Background and contact information for national surveys (state funding and tuition surveys)
- Other specific information as may be requested by HECC

February 2014  Capital request to W&M (likely to be staffed by Jay Kenton with participation of campus representatives)

Fiscal Impact Statement support to be continued by Trina McGaughy

March – June 2014  Support for HECC in 2015-17 budget development (OUS staffing resources: Jay Kenton, Trina McGaughy plus Jan Lewis on loan from OSU if needed)

June 2014  “Run the RAM” for FY14 settle-up on General Fund and Tuition Buy Downs

“Run the RAM” for 2015-17 planning to provide a baseline from which HECC will then determine actual recommendations/requests

Will need to identify specific RAM elements that are affected by final outcome of Shared Services entity (such as disposition of IT Fifth Site funding)

(OUS staffing resources: Jay Kenton, Trina McGaughy, Ken Mayfield (on wage apt as needed)}
HECC Transition Work Group

INTERIM REPORT – March 26, 2014

On January 10, 2014, we discussed our Interim Report on Higher Education Coordinating Commission (HECC) Transition work group activities with the Board. This Interim Report provides an update on progress to date in moving certain functions to HECC as provided in legislative action. I am pleased to report that Charles Triplett, Karen Marrongelle, Jan Lewis, and I have been meeting regularly with Ben Cannon and have made progress on our work plan.

We had outlined a six to 12 month plan that OUS and HECC supported in an effort to complete our work by the required time frame-July 1, 2014. There has been considerable progress on each of the components and today Karen and Jan will report on the two major areas: 1) Budget, Finance, and Capital and 2) Academic Strategies. We also have updated information on data responsibilities, which were not addressed in the last report.

You are aware that the three institutions with individual boards and OUS on behalf of the TRUs have received information regarding the budget planning process from HECC. Jan will report on remaining items that have been or will be addressed. Karen will report on the Academic Affairs Strategies section. Karen has also provided information on some of the items that will be shifted to the institutions for their follow up. There are additional items that may go to the institutions if we cannot place them with HECC or Shared Services.

The final report may be in the form of a written report to Board members and others since we will not be meeting prior to the July 1, 2014, deadline.

Again, I want to express my appreciation to the Charles, Karen and Jan for all of their work on behalf of our institutions and HECC.

– Chair Forbes

HECC Transition Update: Academic Strategies

ACADEMIC PROGRAMS AND PROVOSTS’ COUNCIL

It is expected by the HECC that the Provosts’ Council will meet to review new academic programs and significant changes to existing programs and provide input on important and timely issues facing higher education. The HECC will convene the Provosts’ Council beginning July, 2014. HECC staff will co-chair Provosts’ Council. OUS Provosts’ Council Documents including the Charge, Policies, Processes, Forms and Reference Documents have been or will be forwarded to the HECC for updating (all are available on the OUS website). New programs and significant changes to programs will follow campus procedures for review and will follow institutional board policies for board-level review. The program will be reviewed by the
Provosts’ Council and the recommendation of the Provosts’ Council will be forwarded to HECC for final consideration.

When a HECC staff member is identified, OUS Chancellor’s Office staff are prepared to train HECC staff on procedures and practices for staffing the Provosts’ Council.

MISSION AND MISSION ALIGNMENT
The Provosts’ Council is updating the Mission Alignment Metrics and accompanying documents, which were last approved by the State Board of Higher Education in 2011. The updated Mission Alignment documents will be forwarded to the HECC.

LEARNING OUTCOMES AND ASSESSMENT
Chancellor’s Office staff coordinated an initial meeting between HECC staff and the Association of American Colleges & Universities (AAC&U). The AAC&U coordinates many activities related to program quality, learning outcomes, and assessment of learning outcomes. AAC&U Leap State Status is expected to continue under HECC leadership. Final reports on the Quality Collaborative, Degree Qualifications Profile, and Multi-State Assessment Collaborative have been written or are being finished and will be forwarded to the HECC. The Learning Outcomes & Assessment workgroup (currently convened by the Provosts) anticipates continuing to meet to lead state work in outcomes and assessment.

INSTITUTIONAL RESEARCH
Chancellor’s Office staff continue to work with HECC to transition Institutional Research staff, databases, and practices to the HECC. The Chancellor’s Office will retain the current roster of Institutional Research positions to achieve two goals during the 2014-2015 academic year: (1) serve the Technical and Regional Universities’ institutional research needs and help train new IR staff on the technical/regional campuses and (2) serve the HECC’s IR functions.
## OTHER ACTIVITIES

<table>
<thead>
<tr>
<th>Activity</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Placement and International Baccalaureate Statewide Coordination Workgroup</td>
<td>Workgroup members have all agreed to continue next academic year; when policy is approved this year, CO staff will handoff to HECC staff.</td>
</tr>
<tr>
<td>Institutional Research</td>
<td>Part of current staff will contract with HECC for 2014-2015 AY</td>
</tr>
<tr>
<td>Inter-institutional Coordination (e.g., Registrars, Financial Aid Directors, etc.)</td>
<td>Will review status of these groups with the Provosts during April and May and develop a transition plan with the HECC</td>
</tr>
<tr>
<td>WICHE Certifying Officer</td>
<td>Transitioning to HECC</td>
</tr>
<tr>
<td>Government-to-Government Education Cluster, Higher Education representation</td>
<td>Transitioning to HECC</td>
</tr>
<tr>
<td>Dual Credit Oversight Committee</td>
<td>Transitioned to campuses Fall 2013</td>
</tr>
<tr>
<td>Oregon Robotics Tournament &amp; Outreach Program</td>
<td>Forming 501c(3) organization</td>
</tr>
<tr>
<td>GEAR-UP</td>
<td>Transitioning to OSU</td>
</tr>
<tr>
<td>International Programs</td>
<td>Transitioning to OSU</td>
</tr>
<tr>
<td>ETIC</td>
<td>Transitioning to OEIB</td>
</tr>
<tr>
<td>Industry Partnerships</td>
<td>Transitioning to OEIB</td>
</tr>
<tr>
<td>APLU Science Mathematics Teacher Initiative</td>
<td>Transitioning to HECC or OEIB</td>
</tr>
<tr>
<td>Smarter Balanced Higher Education Lead/Alternate</td>
<td>Transitioning to HECC</td>
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<tr>
<td>College Readiness Partnership Project and other Common Core State Standards activities</td>
<td>Transitioning to OEIB</td>
</tr>
<tr>
<td>ATLAS</td>
<td>Transitioning to HECC</td>
</tr>
<tr>
<td>Teacher licensure/teacher education groups</td>
<td>Transition to campuses or phase out</td>
</tr>
</tbody>
</table>
April 10, 2014

To: Ben Cannon, Executive Director, Higher Education Coordinating Commission
    Tim Nesbitt, Chair, Higher Education Coordinating Commission
    Kirby Dyess, Member, Higher Education Coordinating Commission

From: Karen Marrongelle, Interim Vice Chancellor for Academic Strategies

RE: Mission Alignment Metrics

Dear Ben, Tim, and Kirby,

Enclosed you will find the Mission Alignment Metrics, which were approved by the Oregon State Board of Higher Education on July 8, 2011. I want to draw your attention to this document and these metrics because they embody the "portfolio approach" to the seven Oregon public universities that was discussed at the April 10, 2014 Higher Education Coordinating Commission Meeting.

The metrics and matrices are a snapshot of the seven Oregon public universities at a particular point in time, namely in 2011. The institutions have grown and transformed since 2011 and it is unlikely that the metrics represented in these documents are exactly the metrics that the institutions would keep today. Nonetheless, these metrics and matrices represent a starting point and may be useful as you approach your work on the Commission, particularly as you (1) develop statewide metrics for monitoring progress to 40-40-20; (2) approve university missions and establish program approval process; and (3) develop evaluation criteria and communicate to university boards.

The front matter (first four pages of the enclosed document) describes the envisioned uses of the Mission Alignment Metrics by the Oregon State Board of Higher Education. I think that you will find some of the intended uses still applicable to the Higher Education Coordinating Commission.

I’m happy to answer any questions about the Mission Alignment Metrics and I’m pleased to be able to pass them along to you.

Sincerely,

Karen Marrongelle
Interim Vice Chancellor for Academic Strategies
April 17, 2014

Ramona Halcomb
Education Director
Confederated Tribes of the Umatilla Indian Reservation
46411 Ti’mine Way
Pendleton, OR 97801

Dear Ramona,

This letter confirms that the Higher Education Coordinating Commission will be the state agency serving as the liaison between Oregon’s seven public universities and the State of Oregon Government to Government Agency Education Cluster, beginning June 1, 2014. Joe Holliday, the current liaison for the Oregon University System, is moving on to a new position in Washington with its State Board for Community and Technical Colleges, beginning June 1, 2014. In order to ensure the smoothest possible transition of these responsibilities, please contact Joe or myself if you have any questions or concerns between now and then. Our important work together will continue as part of the larger Government to Government relationship in Oregon.

Sincerely,

Karen Marrongelle
Interim Vice Chancellor for Academic Strategies
Oregon University System
503.725.5718
karen_marrongelle@ous.edu

cc: Ben Cannon, Executive Director, Higher Education Coordinating Commission
Joe Holliday, Assistant Vice Chancellor for Student Success, Oregon University System
April 17, 2014

Karen Quigley, Executive Director  
Legislative Committee on Indian Services  
900 Court Street NE, Room 167  
Salem, OR 97301

Dear Karen,

This letter confirms that the Higher Education Coordinating Commission will be the state agency serving as the liaison between Oregon’s seven public universities and the Legislative Commission on Indian Services, beginning June 1, 2014. Joe Holliday, the current liaison, is moving on to a new position in Washington with its State Board for Community and Technical Colleges, beginning June 1, 2014. In order to ensure the smoothest possible transition of these responsibilities, please contact Joe or myself if you have any questions or concerns between now and then. Our important work together will continue as part of the larger Government to Government relationship in Oregon.

Sincerely,

Karen Marrongelle  
Interim Vice Chancellor for Academic Strategies  
Oregon University System  
503.725.5718  
karen_marrongelle@ous.edu

cc: Ben Cannon, Executive Director, Higher Education Coordinating Commission  
    Joe Holliday, Assistant Vice Chancellor for Student Success, Oregon University System
April 17, 2014

Tammie Hunt
Cow Creek Band of Umpqua Indians

Dear Tammie,

This letter confirms that the Higher Education Coordinating Commission will be the state agency serving as the liaison between Oregon’s seven public universities and the State of Oregon Government to Government Agency Education Cluster, beginning June 1, 2014. Joe Holliday, the current liaison for the Oregon University System, is moving on to a new position in Washington with its State Board for Community and Technical Colleges, beginning June 1, 2014. In order to ensure the smoothest possible transition of these responsibilities, please contact Joe or myself if you have any questions or concerns between now and then. Our important work together will continue as part of the larger Government to Government relationship in Oregon.

Sincerely,

Karen Marrongelle
Interim Vice Chancellor for Academic Strategies
Oregon University System
503.725.5718
karen_marrongelle@ous.edu

cc: Ben Cannon, Executive Director, Higher Education Coordinating Commission
Joe Holliday, Assistant Vice Chancellor for Student Success, Oregon University System
April 17, 2014

Bryan Langley  
Interim Education Director  
Confederated Tribes of the Grand Ronde Community of Oregon

Dear Bryan,

This letter confirms that the Higher Education Coordinating Commission will be the state agency serving as the liaison between Oregon's seven public universities and the State of Oregon Government to Government Agency Education Cluster, beginning June 1, 2014. Joe Holliday, the current liaison for the Oregon University System, is moving on to a new position in Washington with its State Board for Community and Technical Colleges, beginning June 1, 2014. In order to ensure the smoothest possible transition of these responsibilities, please contact Joe or myself if you have any questions or concerns between now and then. Our important work together will continue as part of the larger Government to Government relationship in Oregon.

Sincerely,

Karen Marrongelle  
Interim Vice Chancellor for Academic Strategies  
Oregon University System  
503.725.5718  
karen_marrongelle@ous.edu

cc: Ben Cannon, Executive Director, Higher Education Coordinating Commission  
Joe Holliday, Assistant Vice Chancellor for Student Success, Oregon University System
April 17, 2014

Valerie Swizler
Education Director
Confederated Tribes of the Warm Springs Indian Reservation

Dear Valerie,

This letter confirms that the Higher Education Coordinating Commission will be the state agency serving as the liaison between Oregon’s seven public universities and the State of Oregon Government to Government Agency Education Cluster, beginning June 1, 2014. Joe Holliday, the current liaison for the Oregon University System, is moving on to a new position in Washington with its State Board for Community and Technical Colleges, beginning June 1, 2014. In order to ensure the smoothest possible transition of these responsibilities, please contact Joe or myself if you have any questions or concerns between now and then. Our important work together will continue as part of the larger Government to Government relationship in Oregon.

Sincerely,

Karen Marrongelle
Interim Vice Chancellor for Academic Strategies
Oregon University System
503.725.5718
karen_marrongelle@ous.edu

cc: Ben Cannon, Executive Director, Higher Education Coordinating Commission
Joe Holliday, Assistant Vice Chancellor for Student Success, Oregon University System
April 17, 2014

Bridgett Wheeler
Coquille Indian Tribe

Dear Bridgett,

This letter confirms that the Higher Education Coordinating Commission will be the state agency serving as the liaison between Oregon’s seven public universities and the State of Oregon Government to Government Agency Education Cluster, beginning June 1, 2014. Joe Holliday, the current liaison for the Oregon University System, is moving on to a new position in Washington with its State Board for Community and Technical Colleges, beginning June 1, 2014. In order to ensure the smoothest possible transition of these responsibilities, please contact Joe or myself if you have any questions or concerns between now and then. Our important work together will continue as part of the larger Government to Government relationship in Oregon.

Sincerely,

Karen Marrongelle
Interim Vice Chancellor for Academic Strategies
Oregon University System
503.725.5718
karen_marrongelle@ous.edu

cc: Ben Cannon, Executive Director, Higher Education Coordinating Commission
Joe Holliday, Assistant Vice Chancellor for Student Success, Oregon University System
April 17, 2014

Beverly Youngman  
Education Director  
Confederated Tribes of the Siletz Indians of Oregon

Dear Beverly,

This letter confirms that the Higher Education Coordinating Commission will be the state agency serving as the liaison between Oregon’s seven public universities and the State of Oregon Government to Government Agency Education Cluster, beginning June 1, 2014. Joe Holliday, the current liaison for the Oregon University System, is moving on to a new position in Washington with its State Board for Community and Technical Colleges, beginning June 1, 2014. In order to ensure the smoothest possible transition of these responsibilities, please contact Joe or myself if you have any questions or concerns between now and then. Our important work together will continue as part of the larger Government to Government relationship in Oregon.

Sincerely,

Karen Marrongelle  
Interim Vice Chancellor for Academic Strategies  
Oregon University System  
503.725.5718  
karen_marrongelle@ous.edu

cc: Ben Cannon, Executive Director, Higher Education Coordinating Commission  
    Joe Holliday, Assistant Vice Chancellor for Student Success, Oregon University System
April 17, 2014

Brenda Frank
General Council
Klamath Tribes

Dear Brenda,

This letter confirms that the Higher Education Coordinating Commission will be the state agency serving as the liaison between Oregon’s seven public universities and the State of Oregon Government to Government Agency Education Cluster, beginning June 1, 2014. Joe Holliday, the current liaison for the Oregon University System, is moving on to a new position in Washington with its State Board for Community and Technical Colleges, beginning June 1, 2014. In order to ensure the smoothest possible transition of these responsibilities, please contact Joe or myself if you have any questions or concerns between now and then. Our important work together will continue as part of the larger Government to Government relationship in Oregon.

Sincerely,

Karen Marrongelle
Interim Vice Chancellor for Academic Strategies
Oregon University System
503.725.5718
karen_marrongelle@ous.edu

cc:  Ben Cannon, Executive Director, Higher Education Coordinating Commission
     Joe Holliday, Assistant Vice Chancellor for Student Success, Oregon University System
April 17, 2014

Kerry Opie
Education Director
Burns Paiute Tribe

Dear Kerry,

This letter confirms that the Higher Education Coordinating Commission will be the state agency serving as the liaison between Oregon’s seven public universities and the State of Oregon Government to Government Agency Education Cluster, beginning June 1, 2014. Joe Holliday, the current liaison for the Oregon University System, is moving on to a new position in Washington with its State Board for Community and Technical Colleges, beginning June 1, 2014. In order to ensure the smoothest possible transition of these responsibilities, please contact Joe or myself if you have any questions or concerns between now and then. Our important work together will continue as part of the larger Government to Government relationship in Oregon.

Sincerely,

Karen Marrongelle
Interim Vice Chancellor for Academic Strategies
Oregon University System
503.725.5718
karen_marrongelle@ous.edu

cc:  Ben Cannon, Executive Director, Higher Education Coordinating Commission
     Joe Holliday, Assistant Vice Chancellor for Student Success, Oregon University System
April 17, 2014

Angela Bowen
Education Director
Confederated Tribes of Coos, Lower Umpqua & Siulaw Indians

Dear Angela,

This letter confirms that the Higher Education Coordinating Commission will be the state agency serving as the liaison between Oregon’s seven public universities and the State of Oregon Government to Government Agency Education Cluster, beginning June 1, 2014. Joe Holliday, the current liaison for the Oregon University System, is moving on to a new position in Washington with its State Board for Community and Technical Colleges, beginning June 1, 2014. In order to ensure the smoothest possible transition of these responsibilities, please contact Joe or myself if you have any questions or concerns between now and then. Our important work together will continue as part of the larger Government to Government relationship in Oregon.

Sincerely,

Karen Marrongelle
Interim Vice Chancellor for Academic Strategies
Oregon University System
503.725.5718
karen_marrongelle@ous.edu

cc: Ben Cannon, Executive Director, Higher Education Coordinating Commission
Joe Holliday, Assistant Vice Chancellor for Student Success, Oregon University System
April 22, 2014

Neil Bryant, Commissioner
Higher Education Coordinating Commission
775 Court Street NE
Salem, OR 97301

Neil,

Enclosed you will find a number of documents that will be useful to the Higher Education Coordinating Commission (HECC), as the Commission coordinates the Advanced Placement/International Baccalaureate Policy workgroup on July 1, 2014. The AP/IB Policy workgroup has been meeting since 2005, when, upon passage of SB 342, Oregon’s public colleges and universities were directed to develop uniform standards for awarding college credit for Advanced Placement. Later, the Joint Boards of Education directed the Workgroup to include the International Baccalaureate program in their work.

I have enclosed for you the following:

1. The 2015-2016 AP/IB Policy draft and policy background materials. The Oregon State Board of Higher Education approved the policy revisions on April 4, 2014. The Oregon State Board of Education will consider the policy revisions at an upcoming meeting. Lisa Reynolds (CCWD) is coordinating the docket information for the State Board of Education. The 2015-2016 policy should be available on the HECC website for students, parents, teachers, counselors, and other stakeholders to access. The policy will no longer be available on the Oregon University System website on July 1, 2014.
2. The current (approved in 2013) AP and IB policies.
3. A list of the Workgroup members for 2013-2014, all of whom have agreed to serve again in the 2014-2015 Academic Year.
4. A process schedule for the Workgroup, for your consideration.
5. Notes from the February 13, 2014 meeting of the Workgroup.

I anticipate convening the Workgroup one more time before July 1, 2014, in order to debrief on the reviews of the IB Science disciplines (Biology, Chemistry, Design Technology, and Physics). We began the review of IB courses early this year because there are a larger number of revised IB courses than normal that we must review. You, or a HECC staff member, are certainly welcome to join us at that meeting. I will forward information once the meeting is scheduled.

I will copy you on a letter that I will send to the College Board alerting them to the transition of the Workgroup from the Oregon University System to the HECC. Ben and I already spoke with Adina Chapman from the College Board on March 31, 2014, to alert her to the transition. The IB program does not have a
similar level of outreach as the College Board does, so we will not need to notify anyone in the IB office.

Some outstanding issues that the HECC might direct the Workgroup to take up in 2014-15 or future years include:

- Coordinated credit for the IB Theory of Knowledge essay
- Coordinated credit for the IB Diploma
- Coordinated credit for the AP Capstone courses
- Maintaining updated information on the IB webpages
- State funding to increase access to AP and IB programs

Please don't hesitate to contact me should you have any questions or concerns.

Sincerely,

Karen Marrongelle
Interim Vice Chancellor for Academic Strategies
Oregon University System
karen_marrongelle@ous.edu
503.725.5718

cc: Ben Cannon, Tim Nesbitt
May 1, 2014

Pamela Kerouac
Senior Director, AP Higher Education Policy
The College Board, College and University Services
1545 Raymond Diehl Road, Suite 250
Tallahassee, FL 32308

Dear Pam,

This letter confirms that the Higher Education Coordinating Commission will be the state agency coordinating the Oregon Advanced Placement Statewide Credit Policy as of July 1, 2014. The Executive Director of the Higher Education Coordinating Commission, Ben Cannon, and I had an initial conversation with Adina Chapman on March 31, 2014 to introduce Ben and Adina and orient Ben to the College Board AP programs.

I have attached the most recent AP Statewide Policy, recently adopted by the Oregon State Board of Higher Education, for your records. Materials and previous processes already have been transferred from the Oregon University System to the Higher Education Coordinating Commission.

On a personal note, I am looking forward to continuing my participation in the APHEAC, although no longer as a representative from the statewide system in Oregon.

Sincerely,

Karen Marrongelle
Interim Vice Chancellor for Academic Strategies
Oregon University System
503.725.5718
karen_marrongelle@ous.edu

cc: Adina Chapman, The College Board
Ben Cannon, Executive Director, Higher Education Coordinating Commission
Neil Bryant, Higher Education Coordinating Commission
May 1, 2014

Kacy Redd
Director, Science & Mathematics Education Policy
Association of Public and Land-grant Universities
1307 New York Ave, NW, Suite 400
Washington, DC 20005-4722

Dear Kacy,

This letter confirms that the Oregon University System will no longer participate in the Science and Mathematics Teacher Imperative (SMTI), as a system, as of July 1, 2014, due to university governance changes in Oregon. I outlined this change in an email to you on March 14, 2014, when I forwarded the Teacher Production Data for Academic Year 2013. The individual institutions who are member institutions are Portland State University, Oregon State University, and the University of Oregon. The Deans of Education at those institutions are cc’d on this letter.

For inquiries and data calls in the future, please contact the institutions or Ben Cannon at the Higher Education Coordinating Commission or Hilda Rosselli at the Oregon Education Investment Board.

Thank you for the opportunity for Oregon's public teacher preparation programs to participate in this exciting project. If you have any questions about this transition, please don’t hesitate to contact me.

Sincerely,

Karen Marrongelle
Vice Chancellor for Academic Strategies
Oregon University System
503.725.5718
karen_marrongelle@ous.edu

cc: Ben Cannon, Executive Director, Higher Education Coordinating Commission
    Hilda Rosselli, Oregon Education Investment Board
    Larry Flick, Oregon State University
    Randy Hitz, Portland State University
    Mia Tuan, University of Oregon
    Bob Kieran, Oregon University System
May 19, 2014

Julie Carnahan
Senior Associate
State Higher Education Executive Officers
3035 Center Green Drive, #100
Boulder, Colorado 80301

Dear Julie,

This letter confirms that the University of Oregon will assume leadership for Oregon's participation in the Multi-State Assessment Collaborative to Advance Learning Outcomes Assessment as of July 1, 2014. Ken Doxsee will be Oregon's State Point Person. The University of Oregon will be the fiscal agent for the project and will be responsible for any reporting requirements associated with the state stipend. As you know, Ken has been participating in the project since its inception and over the past several months has been assuming the responsibilities of the State Point Person.

Thank you for the opportunity to participate in this exciting project. I will be following the development of the project closely. If you have any questions about this transition, please don't hesitate to contact me.

Sincerely,

Karen Marrongelle
Vice Chancellor for Academic Strategies
Oregon University System
503.725.5718
karen_marrongelle@ous.edu

cc: Gloria Auer, State Higher Education Executive Officers
Ken Doxsee, University of Oregon
Scott Coltrane, University of Oregon
Ben Cannon, Executive Director, Higher Education Coordinating Commission
TO: Oregon Community College Counselors and Administrators, Oregon Student Access Commission, and college access partners

FROM: Joe Holliday, Assistant Vice Chancellor for Student Success Initiatives, Oregon University System

RE: Oregon University System (OUS)—Transition of Student Success Resources

DATE: May 21, 2014

CC: Karen Marrongelle, Vice Chancellor for Academic Strategies, Oregon University System; Melody Rose, Chancellor, Oregon University System; Ben Cannon, Executive Director, Higher Education Coordinating Commission

I am writing to update you on governance changes that affect student success resources for Oregon community colleges and our college access partners so that we can work together to continue to serve the higher education needs of our students and our state. Beginning on July 1, 2014, the Oregon University System’s three largest public universities—Oregon State University (OSU), Portland State University (PSU), and University of Oregon (UO)—will have their own institutional governing boards, and will no longer be governed by the State Board of Higher Education. As of July 1, 2015, the four regional and technical universities, Oregon Institute for Technology (OIT), Western Oregon University (WOU), Eastern Oregon University (EOU) and Southern Oregon University (SOU) also will have their own institutional boards.

As a result of this and related governance reform, the central administrative office of the OUS (also known as the Chancellor’s Office), will have a reduced and different set of functions, and the student and counselor resources currently managed by the system office will transition to campus coordination, to the Higher Education Coordinating Commission (HECC), and perhaps other entities. All seven Oregon public universities will continue to collaborate with one another in many ways as they do now. The HECC will ensure effective engagement with our community college partners as well as between our universities so that student graduation and other outcomes are reached that will help the state meet the 40-40-20 higher education attainment goal. We hope the information provided here helps you to find the key resources needed to serve Oregon students in their college goals.

OUS VIEWBOOK: The OUS Viewbook, a publication providing information for prospective freshmen and transfer students considering Oregon’s seven public universities, will discontinue at this time, with the 2015-16 Viewbook distributed during the 2014 Spring Tour as the last issue. The Viewbook has been historically produced by the Chancellor’s Office in partnership with the seven campuses to support the high school Visitation Program/Tour, and other college outreach events. However, effective July 1, 2014, the Chancellor’s Office will no longer be staffed to develop and distribute system-wide publications. The information in the Viewbook is available in campus-specific materials and websites, and the current issue will be available at www.ous.edu through the next year.

ADMISSIONS POLICY: The official admissions policy for the 2015-16 academic year approved by the State Board of Higher Education is accessible on the OUS website at www.ous.edu, in the Prospective Students section. After July 1, 2014, this document will appear in a section titled Student and Counselor Resources. In 2015, OSU, PSU, and UO
Admission Policy will be approved by their institutional boards and available on their campus websites, and it is likely that the other four institutions will do likewise the following year.

COUNSELOR CONFERENCES: The OUS Counselor Conferences will continue and will be managed by an inter-institutional team instead of being managed by the Chancellor's Office. More information will be coming on this in the near future. If you have questions, contact icar@oit.edu.

COUNSELOR HANDBOOK: The OUS Counselor Handbook will discontinue at this time. The Chancellor’s Office has traditionally developed the Handbook for counselors and attendees of the OUS Counselor Conferences. The 2014-15 Counselor Handbook distributed in the fall of 2013 was the last issue of this publication. Again, admissions leaders at the universities plan to make sure that information in the handbook continues to be available in campus-specific materials and on campus websites.

ARTICULATED TRANSFER LINKED AUDIT SYSTEM (ATLAS): Decisions on ATLAS will be determined by the Higher Education Coordinating Commission. ATLAS is a web-based service that uses u.select software to help students effectively transfer credits between community colleges and OUS institutions, and up to this time it has been administered by the Chancellor’s Office.

STUDENT AND COUNSELOR MATERIALS ON THE OUS WEBSITE: The Prospective Student, Transfer Student, and Counselor Resource sections of the OUS website will be reduced in size and scope by July 1, 2014 to reflect the changed role of the Chancellor’s Office. The new consolidated section will be called Student and Counselor Resources and will remain active during the next academic year through 2015. The OUS site will no longer be a central prospective student resource site for all seven universities, so prospective student information will be housed primarily on individual campus websites. Central system-wide information that will continue on the site through the next academic year includes: the Admissions Policy, information on Tuition Equity (House Bill 2787), information on the Foster Youth Tuition and Fee Waiver (House Bill 3471), Residency policy information, and system-wide Veterans’ Benefits.

TUITION AND FEE INFORMATION: The OUS website will continue to include information on Tuition and Fees for 2014-15 for EOU, OIT, SOU, and WOU until July 1, 2015, here: www.ous.edu/factreport/tuition. For detailed information on tuition at OSU, PSU, and UO for the 2014-15 academic year and afterward, please go to campus websites. After July 1, 2015, please go to the 7 institutional websites for all tuition and fee information.

Thank you for continuing to be a wonderful partner with Oregon’s public universities in helping Oregon students to achieve their college goals. I will soon be leaving my position at OUS to serve as Director of Student Services for the Washington State Board of Community and Technical Colleges. If you have questions on the transitioning of Chancellor’s Office programs and services, contact 503-725-5700. If you have questions on the services led by the campuses, please contact Carl Thomas, Director of Admissions at Oregon Tech, and Chair of the Inter-Institutional Council on Admissions and Recruitment, at icar@oit.edu.
I am writing to update you on governance changes that affect student success resources for Oregon high schools so that we can work together to continue to serve the higher education needs of our students and our state. Beginning on July 1, 2014, the Oregon University System's three largest public universities—Oregon State University (OSU), Portland State University (PSU), and University of Oregon (UO)—will have their own institutional governing boards, and will no longer be governed by the State Board of Higher Education. As of July 1, 2015, the four regional and technical universities, Oregon Institute for Technology (OIT), Western Oregon University (WOU), Eastern Oregon University (EOU) and Southern Oregon University (SOU) will also have their own institutional boards.

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SPRING TOUR (OUS HIGH SCHOOL VISITATION PROGRAM): The Spring Tour, also known as the Visitation Program, will continue and will be continue to be managed by an inter-institutional committee of admissions leaders, though some system-produced materials will discontinue. Every two years, the Tour leadership rotates to a different university, and the 2015 lead will be EOU. In the future, questions on campus recruitment and outreach efforts may be directed to the Inter-Institutional Council on Admissions and Recruitment at icar@oit.edu.

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HIGH SCHOOL COURSE APPROVAL: The future administration of the High School Course Approval process is still under consideration. The contact on the Approval process through July 1, 2014 will be Judy Moll, Judy_Moll@ous.edu.

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OREGON GEAR UP: Oregon’s highly successful GEAR UP college access program will be transitioning to Precollege Programs at Oregon State University (OSU) later this year. OSU is a natural fit, given their long-standing commitment to Oregon through the Statewide Public Service Programs.

Thank you for continuing to be a wonderful partner with Oregon’s public universities in helping Oregon students to achieve their college goals. I will soon be leaving my position at OUS to serve as Director of Student Services for the Washington State Board of Community and Technical Colleges. If you have questions on the transitioning of Chancellor’s Office programs and services, contact 503-725-5700. If you have questions on the services led by the campuses, please contact Carl Thomas, Director of Admissions at Oregon Tech, and Chair of the Inter-Institutional Council on Admissions and Recruitment, at icar@oit.edu.
May 23, 2014

Susan Albertine  
Vice President  
Office of Diversity, Equity, and Student Success  
Association of American Colleges & Universities  
1818 R Street NW  
Washington, DC 20009

Dear Susan,

This letter confirms that the Higher Education Coordinating Commission will be the agency coordinating future statewide LEAP work for Oregon as of July 1, 2014. The Executive Director of the Higher Education Coordinating Commission, Ben Cannon, and I had an initial conversation with you on March 12, 2014 to introduce you and Ben and orient Ben to the LEAP program and Oregon's involvement in LEAP.

It has been a pleasure working with you and the AAC&U staff over the past few years. I look forward to continuing to work with you in the future.

Sincerely,

Karen Marrongelle  
Vice Chancellor for Academic Strategies  
Oregon University System  
503.725.5718  
karen_marrongelle@ous.edu

cc: Terrel Rhodes, Association of American Colleges & Universities  
Ben Cannon, Executive Director, Higher Education Coordinating Commission
May 27, 2014

Lindsey Capps
Coalition Chair
Oregon Coalition for Quality Teaching and Learning
c/o Oregon Education Association
6900 SW Atlanta Street
Portland, OR 97223

Dear Lindsey,

Due to recent governance changes in Oregon’s higher education system, it will no longer be feasible for the Oregon University System Chancellor’s Office to provide a participating member to the Oregon Coalition for Quality Teaching and Learning. This letter confirms that as of July 1, 2014, the Chancellor (or designee) will no longer be a member of the Coalition. I’m sure that you have discussed the changes necessary to your Bylaws to accommodate the governance changes.

It has been a pleasure serving on behalf of the Chancellor to the Coalition for the past three years. I very much enjoyed the discussions and camaraderie in the Coalition meetings. I wish you the best of luck with this very important work in the future.

Sincerely,

Karen Marrongelle
Vice Chancellor for Academic Strategies
Oregon University System
503.725.5718
karen_marrongelle@ous.edu

cc: Hilda Rosselli, Oregon Education Investment Board
Ben Cannon, Executive Director, Higher Education Coordinating Commission
Melody Rose, Chancellor, Oregon University System