Agenda

• Enrollments
• FY’14, FY’15 and beyond
• RCM
• Subsidy Model
• Professional Support Initiatives
• Future Planning
# Enrollment Summary Headcount

## Fall 2012 – Spring 2014

<table>
<thead>
<tr>
<th>Campus</th>
<th>Fall 2012</th>
<th>Spring 2013</th>
<th>Fall 2013</th>
<th>Spring 2014*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chillicothe</td>
<td>2,291</td>
<td>2,297</td>
<td>2,330</td>
<td>2,306</td>
</tr>
<tr>
<td>Eastern</td>
<td>1,087</td>
<td>1,069</td>
<td>1,091</td>
<td>1,123</td>
</tr>
<tr>
<td>Lancaster</td>
<td>2,575</td>
<td>2,637</td>
<td>2,596</td>
<td>2,544</td>
</tr>
<tr>
<td>Southern</td>
<td>2,127</td>
<td>2,204</td>
<td>2,012</td>
<td>2,118</td>
</tr>
<tr>
<td>Zanesville</td>
<td>1,970</td>
<td>2,003</td>
<td>2,042</td>
<td>2,078</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,050</strong></td>
<td><strong>10,210</strong></td>
<td><strong>10,071</strong></td>
<td><strong>10,169</strong></td>
</tr>
</tbody>
</table>

*Provided by Institutional Research. *As of February 7, 2014*

- **Increase** Fall 2012 to Fall 2013: **.21%**
- **Decrease** Spring 2013 to Spring 2014: **.4%**
- **Overall Increase** 2012-13 to 2013-14: **.1%**
Enrollment Summary Headcount
Fall 2012- Spring 2014

Chillicothe  | Eastern  | Lancaster  | Southern  | Zanesville
---|---|---|---|---
Fall 2012  | Spring 2013  | Fall 2013  | Spring 2014*

*Spring 2014 as of February 7, 2014.
# Enrollment Summary FTE
## Fall 2012 – Spring 2014

<table>
<thead>
<tr>
<th>Campus</th>
<th>Fall 2012</th>
<th>Spring 2013</th>
<th>Fall 2013</th>
<th>Spring 2014*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chillicothe</td>
<td>1,567</td>
<td>1,493</td>
<td>1,491</td>
<td>1,456</td>
</tr>
<tr>
<td>Eastern</td>
<td>619</td>
<td>536</td>
<td>617</td>
<td>574</td>
</tr>
<tr>
<td>Lancaster</td>
<td>1,630</td>
<td>1,576</td>
<td>1,633</td>
<td>1,500</td>
</tr>
<tr>
<td>Southern</td>
<td>1,405</td>
<td>1,384</td>
<td>1,314</td>
<td>1,282</td>
</tr>
<tr>
<td>Zanesville</td>
<td>1,295</td>
<td>1,193</td>
<td>1,205</td>
<td>1,143</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,516</strong></td>
<td><strong>6,182</strong></td>
<td><strong>6,260</strong></td>
<td><strong>5,955</strong></td>
</tr>
</tbody>
</table>

*Decrease Fall 2012 to Fall 2013: 3.9%  
Decrease Spring 2013 to Spring 2014: 3.7%  
Overall Decrease 2012-13 to 2013-14: 3.8%*

Decrease of 483 FTE represents approximately $4.9 million in revenue.

*Provided by Institutional Research. *As of February 7, 2014*
Enrollment Summary FTE
Fall 2012 – Spring 2014

*Spring 2014 as of February 7, 2014.
## Percentage of Full Time Students
### Fall 2011 – Fall 2013

<table>
<thead>
<tr>
<th></th>
<th>Fall 2011</th>
<th>Winter 2012</th>
<th>Spring 2012</th>
<th>Fall 2012</th>
<th>Spring 2013</th>
<th>Fall 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chillicothe</td>
<td>65%</td>
<td>60%</td>
<td>57%</td>
<td>55%</td>
<td>50%</td>
<td>49%</td>
</tr>
<tr>
<td>Eastern</td>
<td>49%</td>
<td>48%</td>
<td>42%</td>
<td>43%</td>
<td>34%</td>
<td>41%</td>
</tr>
<tr>
<td>Lancaster</td>
<td>59%</td>
<td>54%</td>
<td>51%</td>
<td>50%</td>
<td>43%</td>
<td>47%</td>
</tr>
<tr>
<td>Southern</td>
<td>66%</td>
<td>56%</td>
<td>53%</td>
<td>55%</td>
<td>50%</td>
<td>53%</td>
</tr>
<tr>
<td>Zanesville</td>
<td>52%</td>
<td>49%</td>
<td>48%</td>
<td>55%</td>
<td>45%</td>
<td>43%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>59%</strong></td>
<td><strong>54%</strong></td>
<td><strong>51%</strong></td>
<td><strong>52%</strong></td>
<td><strong>46%</strong></td>
<td><strong>47%</strong></td>
</tr>
</tbody>
</table>

*Overall change Fall 2011 to Fall 2013, decrease of 12%.***
FY’14, FY’15 and beyond

• Compensation/Personnel
  – COMP2014
  – Equity Adjustments
  – Total Faculty Compensation
  – Pay raises
  – Overload teaching rates increases
  – Faculty promotion increases (Group I and II)
  – Patient Protection & Affordable Care Act

• Staffing/Hiring Plans

• Other Budget related items
  – Healthcare cost increase (projection 7%)
  – RCM Budget Model
  – Subsidy Model
  – Tuition cap of 2%
## Staffing Composition

<table>
<thead>
<tr>
<th>Position Type</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrators</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>6</td>
<td>9%</td>
</tr>
<tr>
<td>Academic Support Administrators</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>8</td>
<td>12%</td>
</tr>
<tr>
<td>Classified Staff</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>0</td>
<td>7</td>
<td>10%</td>
</tr>
<tr>
<td>Academic Support Classified Staff</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>4</td>
<td>6%</td>
</tr>
<tr>
<td>Faculty (Tenure-Track)</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>6</td>
<td>2</td>
<td>0</td>
<td>14</td>
<td>20%</td>
</tr>
<tr>
<td>Faculty (Non-Tenure)</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>6</td>
<td>9</td>
<td>5</td>
<td>26</td>
<td>38%</td>
</tr>
<tr>
<td>Faculty (Group IV)</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>8</td>
<td>3</td>
<td>19</td>
<td>26</td>
<td>5</td>
<td>69</td>
<td></td>
</tr>
</tbody>
</table>

64% Faculty, 17% Academic Support, 19% Non-Academic
<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty: Tenure Track</td>
<td>124</td>
</tr>
<tr>
<td>Faculty: Non-Tenure Track</td>
<td>81</td>
</tr>
<tr>
<td>Faculty: Group IV</td>
<td>6</td>
</tr>
<tr>
<td>Faculty: Early Retirees</td>
<td>18</td>
</tr>
<tr>
<td>Administrators</td>
<td>89</td>
</tr>
<tr>
<td>Classified</td>
<td>106</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>424</strong></td>
</tr>
</tbody>
</table>
Responsibility Centered Management

- RCM OHIO is a decentralized approach to budget allocation that assigns greater control over resource decisions to academic colleges and deans.

- Revenue generating areas are referred to as “responsibility centers” with all or most of the institution’s revenue and support costs assigned to them.
RCM Model Structure

Revenues
- Subsidy & Tuition
- Other Revenue

Direct Expenses
- Salaries & Benefits
- Supplies, Travel, Communication & Maintenance

Indirect Cost Allocations

- **Academic Indirect Costs**
  - Units provide both services & extensions to the learning environment.

- **Administrative Indirect Costs**
  - Academic, Central and Facilities Admin & Services

*Regional campuses are excluded from some indirect cost pool allocations.*

Responsibility Centers

- **Colleges**
- **HCOM**
- **Regional Campuses**
- **Auxiliaries**

- Library*
- Kennedy Museum*
- WOUB* Support through Direct Charge
- Athena*
- Child Development Center*
- Wellworks*

- President
- Provost
- Enrollment Management
- VP Research
- Marketing & Communications
- VP Advancement
- OIT
- VP Finance & Admin
- HR
- Central Pool
- *Facilities, Grounds, Maintenance & Custodial*
RCM Subvention/Strategic Pool Allocation

- Revenues within a responsibility center are subject to a subvention “tax” which is used to create a Strategic Investment Pool.

- The rate is 12.5% and is applied to particular revenues:
  - Subsidy
  - Undergraduate & Graduate Tuition
  - F&A Recovery

- The central Strategic Investment Pool is then reallocated back to responsibility centers in line with the University mission.

Regional campus subvention is maintained in the Regional Higher Education system for FY’15.
RCM Transition Timeline

• FY2013 (prior year)
  – Model Development
• FY2014 (current year)
  – Parallel Budget Process – Neutral Conversion
  – Hold Harmless and Hold Benefit
  – No Rebalancing
• FY2015
  – Limited Hold Harmless
  – Set Rebalancing Levels
• FY2016
  – Full Implementation
  – Hold Harmless Phasing Out
  – Case-by-Case Rebalancing (potentially over multiple years)
• FY2017
  – Five-Year Review
RHE and RCM

• Current Year FY’14:
  – Subvention calculation from RHE approximately $7.4 million
  – Indirect Cost Allocations from RHE approximately $12.7 million
  – Employee Fee Waivers from RHE approximately $.8 million
  – Strategic Pool Allocation transfer to RHE $14.1 million
  – End Results: Overall charge $6.8 million

• Prior Year FY’13:
  – Overhead calculation (8.52% of total revenue) approximately $5.8 million
# State Subsidy Model

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Completions</td>
<td>89.00%</td>
<td>100.00%</td>
<td>30.00%</td>
</tr>
<tr>
<td>Degrees</td>
<td>0.00%</td>
<td>0.00%</td>
<td>50.00%</td>
</tr>
<tr>
<td>Medical Set-Asides</td>
<td>0.00%</td>
<td>0.00%</td>
<td>7.90%</td>
</tr>
<tr>
<td>Doctoral Set-Asides</td>
<td>0.00%</td>
<td>0.00%</td>
<td>11.80%</td>
</tr>
<tr>
<td>Earmarks</td>
<td>11.00%</td>
<td>0.00%</td>
<td>&lt; 1%</td>
</tr>
<tr>
<td>Stop-Loss**</td>
<td>96%</td>
<td>NO</td>
<td>NO</td>
</tr>
</tbody>
</table>

*In FY15 the allocations and the distribution formula for university main and regional campuses are combined. ** SSI Bridge funding added by the General Assembly with the intent of preventing university main and regional campuses from receiving an FY14 allocation that is less than 96% of FY13 allocation. (Eastern and Southern)*

Source: Ohio Board of Regents, [www.ohiohighered.org/financial](http://www.ohiohighered.org/financial)
Future Planning

• Strategic/Academic/Staffing Plans
• RCM Budget Model
• Create new partnerships/collaboration for new degree opportunities
• Promote/market current degree programs
• Build collaborative course schedules conducive to student and program needs (Scheduling Summit – December, April)
  – Intercampus collaboration
  – Evening and weekend
• Provide quality academic advising, student support and retention programs to promote success
• Attract and retain quality faculty and staff
• Provide development opportunities for faculty and staff
Faculty Support Initiatives

- Faculty promotion increase
- Faculty Total Compensation
- Increase to overload teaching rates
  - Published rates based on class size of 50
  - RHE DRAFT proration model
- Faculty positions FY 2013-15 (44 positions or 64% of Total)
  - Tenure Track: 6 New, 8 Replaced
  - Non-Tenure Track: 6 New, 20 Replaced
  - Group IV: 4 New
- Academic Support positions FY2013-15 (11 positions or 17% of Total)
  - Administrators: 2 New, 6 Replaced
  - Staff: 3 Replaced
- Student Service, Facilities and Administrative Support positions FY2013-15 (14 positions or 19% of Total)
  - Administrators: 6 Replaced
  - Staff: 1 New, 7 Replaced
Faculty Total Compensation

- Report of the Faculty Total Compensation Task Force
  - Available on the Provost’s webpage

- Charge:
  - Developing a strategy to competitively position Ohio University’s overall faculty compensation among peer institutions.
  - Over a three-year timeline

- Resulting Recommendations:
  - Move the average salary for tenure-track faculty on the Athens campus to the position of 3rd of each rank among the four-year public universities in Ohio by investing $1.3 million per year for three years for a total of $3.9 million;
  - Invest the same percentage (2.19%) in compensation for regional tenure-track faculty (Estimated investment $540,000 over three years);
  - Invest the same percentage (2.19%) in Group 2 faculty (Estimated investment up to $740,000 on the Athens campus and up to $940,000 on the regional campuses);
  - Evaluate employee health benefits and the impact of the Patient Protection and Affordable Care Act on total compensation.
Personnel Investments

- FY 14: Faculty represent 67% of salaries and wages
  - Administrative salaries 22%
  - Classified wages 11%

- FY 15: investments contingent upon enrollments and approval of staffing requests
  - Faculty increase 11% from FY 14
  - Administrative increase 3% from FY 14
  - Classified wages 10% from FY 14

- FY 15: Faculty represent 69% of salaries and wages
  - Administrative salaries 21%
  - Classified wages 10%
## Overload Teaching Rates & Proration Model 2014-15

<table>
<thead>
<tr>
<th>Professor</th>
<th>Class Size</th>
<th>Amount</th>
<th>Sr. Lecturer</th>
<th>Class Size</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 9</td>
<td>141/SCH</td>
<td></td>
<td>1 - 7</td>
<td>141/SCH</td>
<td></td>
</tr>
<tr>
<td>10 - 25</td>
<td>1,418/CRH</td>
<td></td>
<td>8 - 25</td>
<td>1,190/CRH</td>
<td></td>
</tr>
<tr>
<td>26 - 49</td>
<td>47/SCH</td>
<td></td>
<td>26 - 49</td>
<td>47/SCH</td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>2,780/CRH</td>
<td></td>
<td>50</td>
<td>2,333/CRH</td>
<td></td>
</tr>
<tr>
<td>Assoc. Professor</td>
<td>Class Size</td>
<td>Amount</td>
<td>Assoc. Lecturer</td>
<td>Class Size</td>
<td>Amount</td>
</tr>
<tr>
<td>1 - 8</td>
<td>141/SCH</td>
<td></td>
<td>1 - 7</td>
<td>141/SCH</td>
<td></td>
</tr>
<tr>
<td>9 - 25</td>
<td>1,335/CRH</td>
<td></td>
<td>8 - 25</td>
<td>1,163/CRH</td>
<td></td>
</tr>
<tr>
<td>26 - 49</td>
<td>47/SCH</td>
<td></td>
<td>26 - 49</td>
<td>47/SCH</td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>2,592/CRH</td>
<td></td>
<td>50</td>
<td>2,279/CRH</td>
<td></td>
</tr>
<tr>
<td>Asst. Professor</td>
<td>Class Size</td>
<td>Amount</td>
<td>Lecturer</td>
<td>Class Size</td>
<td>Amount</td>
</tr>
<tr>
<td>1 - 7</td>
<td>141/SCH</td>
<td></td>
<td>1 - 7</td>
<td>141/SCH</td>
<td></td>
</tr>
<tr>
<td>8 - 25</td>
<td>1,215/CRH</td>
<td></td>
<td>8 - 25</td>
<td>1,134/CRH</td>
<td></td>
</tr>
<tr>
<td>26 - 49</td>
<td>47/SCH</td>
<td></td>
<td>26 - 49</td>
<td>47/SCH</td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>2,362/CRH</td>
<td></td>
<td>50</td>
<td>2,224/CRH</td>
<td></td>
</tr>
</tbody>
</table>

SCH = Student Credit Hour
CRH = Course Credit Hour

Highlighted rate represents 2% increase from 2013-14 academic year rate
Teach one three credit hour course both fall and spring semesters. 
Class size: 30

<table>
<thead>
<tr>
<th>Rank</th>
<th>2013-14</th>
<th>2014-15 DRAFT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>8,340</td>
<td>9,918</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>7,776</td>
<td>9,420</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>7,086</td>
<td>8,700</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>6,672</td>
<td>8,550</td>
</tr>
<tr>
<td>Associate Lecturer</td>
<td>6,672</td>
<td>8,388</td>
</tr>
<tr>
<td>Lecturer</td>
<td>6,672</td>
<td>8,214</td>
</tr>
</tbody>
</table>

Summer 2015 proration and modeling is currently under review.