Oregon TECH

Board of Trustees
Agenda

October 26, 2017

![Oregon Tech ASOIT - Associated Students of Oregon Institute of Technology](logo)

October 16, 2017

To the Board of Trustees:

Please accept this report in lieu of a verbal report from an ASOIT Officer. We regret that we are unable to attend the meeting; we will all be in class.

We are proud to inform you of the following accomplishments.

New marketing tactics to boost our student involvement:
ASOIT purchased three inflatable penguins that we put out whenever ASOIT is hosting an event or has a general meeting to make students start asking questions.

Non-Traditional Student Officer:
We hired our Non-Traditional Student Officer recently and we are now a complete team.

The officers updated the club recognition process to create a less tedious and more efficient system:
Now the students who want to start a club have an online form that they will be able to fill out.

The Blood Drive is the 26th and 27th of this month!
Open to students, staff, and community!

Thank you for your continued support of Oregon Tech and the students.

Faith Lee
ASOIT President
Oregon Institute of Technology
faith.lee@oit.edu

Strategic Enrollment Management Update

October 26, 2017

Dr. Steve Neiheisel, VP, Strategic Enrollment Management

Enrollment Numbers

(excluding high school - as of Friday October 6th)

Positives

- Overall applications up over 6%

- Admissions yield (admit to enroll) – overall (up 1%); Klamath Falls (up 2.6%)

- On-line and overall continuation / retention rates are up

- New transfers are up (20 headcount ; 7.6%)

Challenges

- Admits down nearly 5% while applications are up –
  - Completions from application to admit down in all areas

- Enrollment
  - Headcount is down slightly (0.4%)
  - Credit hours is down nearly 3%

- Census date is Friday, October 27; final numbers will change slightly
- Press and institutional release expected week of November 6 with full details

What went wrong? Issues and Solutions

- Systems

- Communications

- Initiatives

Identified issues are fixable. Solutions ARE in process.

When we have fixes and infrastructure changes in place
Systems --- Personnel --- Processes
we can see the desired and necessary growth.

What is going right?

- Engagement
  - Focus
- Data and analytics
- Staff Alignment and Support
- Issue identification and resolution

Positive factors and changes take longer for results.
Negative factors generally have a more immediate impact.

We have a PLAN
full details on website

- **Targets** (9 categories)

- **Initiatives** (linked to targets)
  - Infrastructure
  - Targeted Enrollment Segments
  - Targeted Academic Programs

- **Outreach and Events**
  - Influencers
  - High Schools, Community Colleges and Fairs
  - Campus- based

We have a TEAM
working across the institution

WORKGROUPS

- **Steering**
  - Executive and strategic leadership

- **Coordinating**
  - Directors / Faculty: input and feedback

- **Operations**
  - SEM leaders: tactical and operational

We are MONITORING

- **Data**
  (with location / student type breakouts)
  - Admissions (weekly)
  - Registration (weekly – when applicable)

- **Initiatives**
  - Monthly

- **Projections**
  - Each quarter

We need to *continue* to PLAN

- **Four year SEM plan developed by Fall 2018** *(2019-2022)*

We must get ahead of the cycles

Keys to Success

- Senior leadership commitment, support and engagement

- Full campus engagement

- Complete alignment of personnel, systems and processes

- Successful execution of initiatives including resource commitments

- Successful planning for multi-year (2019-2022) SEM effort

Information Technology Services Update

Report to the Board of Trustees

October 27, 2017

Respectfully submitted by: AVP CIO Jim R. Jones

Power Up Oregon Tech

In July ITS launched the "Power Up! Oregon Tech" campaign. The goal of the Power Up campaign is to improve communication and keep the community informed of upcoming changes in campus technology or processes. There are many projects and changes that will be made in the upcoming months that will be branded with Power Up Oregon Tech graphic. Rather than send individual communications related to discreet projects, the Power Up Oregon Tech campaign will couch relevant information under one *Power Up Oregon Tech* heading. If OIT community members receive an email with a subject line of Power Up Oregon Tech it means something is happening that is relevant to them, their team, or how they interact with IT services and, hopefully, will attract more attention than a standard informative email. Below are some of the Power Up projects that are in progress.

Infrastructure

Redundant Internet Service Provider (ISP): Prior to July this year, there was only one ISP providing connection to the Internet at the Klamath Falls campus. This project established a secondary ISP from a different physical entrance point on campus creating geographic and provider redundancy. This significantly reduces the risk of interruptions to core IT services due to hardware failures, a provider loss of service, or damage to a fiber optic line. – *COMPLETED August 2017*

Cloud Migration: Redirected IT resources to implement a cloud first strategy. Progress is underway; authentication, OIT.edu website, and Wilsonville email have been successfully migrated to the cloud. Document storage services and the phone system are currently in progress of cloud migration and will be completed by December 31st. There are currently projects underway to migrate 90% of remaining IT services to hosted solutions by June 2018 and be fully cloud based by December 2018.

Skype for Business: The current Avaya phone system will be end of life and end of support by December of this year. ITS is aggressively migrating to the cloud version of Skype for Business as a replacement strategy. This will modernize the phone system and seamlessly integrate into the Microsoft Office 365 productivity suite.

Office 365: OIT Email service is currently hosted in the on premise data center in a server cluster with servers that are out of warranty. In January, ITS will launch a migration project to move on premise email to hosted email with Office 365 (Note: Wilsonville email was successfully migrated over the summer).

Faculty Engagement: Collaborated with the Council on Classroom Technology (CCT) to create the Faculty Innovation Center (FIC) scheduled to be completed January. The FIC is a dedicated space for faculty to experiment with technology and transition new pedagogical methods into the classroom. The FIC will also serve as an experimental space and provide opportunities for faculty to seek and apply for new grants.

Business Process Improvement:

Analyzed business processes: Travel and Reimbursement, and Recruitment to Conversion. Analysis of the Travel and Reimbursement has shown that the primarily paper process requires over 4,100 hours of labor to process about 500 employee travel requests annually. A project to digitize the travel process will launch later this year.

Streamlined PC purchasing: The computer purchasing process has been changed to have a stock of standard devices. Now OIT employees can use an online store for purchasing and approval of standard computers and peripherals. The new process reduces the time from purchase to install from about 10 weeks to five business days.

Purchasing bottlenecks: Changed IT purchasing and journal voucher processing which was primarily paper based by eliminating JV requirements for any items under $120. Has saved IT staff approximately 18 to 20 hours of labor monthly.

Information Security

Cyber Security Insurance: Established the Cyber Security Insurance policy to protect the university from costs related to potential data exfiltration.

Information Security Awareness Training: Launched the RiskTool Cyber Security Awareness training service. The service is available to all employees and students. There are currently 13,000 users in the system assigned five cybersecurity awareness self-paced training videos.

IT Security Framework: Created framework for transitioning the University to a more secure security posture. The IT Security Framework is a strategic and phased approach that aligns process, policy, and technical interventions with budget resources. The IT Security Framework establishes an incremental and steady process to mature information security.

Coming Soon

ITS Strategic Planning Process: On December 12, ITS will begin developing a five year Strategic Plan in a series of workshops with representation from all areas of campus. Ron Yanowsky, top strategic planning researcher from the Education Advisory Board, will be on campus in Klamath Falls to kick off the planning workshop series with key stakeholders. A draft ITS Strategic Plan will be completed shortly after the workshop series is completed.

Business intelligence overhaul: The current FAST system used for reporting was developed in an ad-hoc format, is heavily customized, and labor intensive. The system is currently being reviewed for viability and future growth. A BI infrastructure project will be launched in January to modernize the BI stack, improve accessibility, and automate reporting.

Virtual labs: A proof of concept project was launched in fall term to analyze the effectiveness of virtual labs. A virtual lab is a hosted, interactive environment for creating and conducting simulated experiments, and expanding access to software applications and other IT resources and services. If the project proves successful, ITS will begin transitioning appropriate lab services to a virtual environment. This should increase available lab resources to students using any device and provide an opportunity to repurpose valuable physical space.

Supporting Students

The CIO has been reviewing and renegotiating vendor contracts to provide a more direct benefit to students.

- OIT Network hardware provider Presidio will now provide up to five internships for OIT students.
- CDWG is in the process of developing internship program geared towards CSET students.
- Amazon Web Services has provided faculty and student incentives to migrate workloads to AWS, experiment with virtual labs, and artificial intelligence development.

Innovations

Augmented (AR) and Virtual Reality (VR): ITS created the first Augmented Reality view book for marketing purposes. Projects are in the initiation phase to; create course material supplements using AR/VR; create a course development service within ITS in collaboration with Distance Ed; create AR experiences for marketing purposes and to support virtual reality enhanced curriculum.

Artificial Intelligence: ITS has sponsored a senior project to develop an OIT Voice User Interface (VUI) built on the DynamoDB platform using Alexa artificial intelligence skills. The VUI will be a voice interactive AI knowledge base that will integrate with the OIT.edu website and mobile app. The VUI will be able to analyze voice commands to answer questions and direct users to resources.

**Meeting of the
Oregon Tech Board of Trustees
Room 402, Wilsonville Campus
May 25, 2017
1:00pm-5:20pm**

DRAFT MINUTES

Trustees Present:

Lisa Graham, Chair	Jessica Gomez	Kelly Minty Morris
Steve Sliwa, Vice Chair	Kathleen Hill	Celia Núñez
Jeremy Brown	Vince Jones	Dan Peterson
Nicole Galster	Nagi Naganathan, President	Paul Stewart
Bill Goloski	Jill Mason	

University Staff and Faculty Present:

Sandra Bailey, Director of Academic Success
Lita Colligan, AVP of Government Affairs and Industry Partnerships
Erin Foley, VP of Student Affairs/Dean of Students
Brian Fox, VP of Finance and Administration
Jim Jones, CIO/AVP IT
Jennifer Kass, Administrative Council Representative/Director of Career Services
LeAnn Maupin, Interim Provost/Dean of College of HAS
Laura McKinney, VP of Wilsonville
Steve Neiheisel, VP of Strategic Enrollment Management
Hallie Neupert, Interim Dean of College of ETM/Department Chair
Dana Onorato, Associate Dean of Students
Adria Paschal, Senior Executive Assistant to the President
Di Saunders, AVP of Marketing and Public Relations
Aaron Scher, Assistant Professor EERE
Maureen Sevigny, Program Director of Distance Education
David Thaemert, Associate Professor Civil Engineering and Faculty Senate President
Erika Veth, Dean of Distance Education

Others Present:

Nicholas Babcock, BS/MS Renewable Energy Engineering Student
Peggy Hawkins, ASOITW Incoming President
Austin Hinman, Electrical Engineering Student
Kevin Malstrom, ASOITW President
Jacob Niska, Electronics Engineering Technology Student

1. **Call to Order/Roll/Declaration of a Quorum**
   Chair Graham called the meeting to order at 1:01pm. The Secretary called roll and a quorum was declared.

2. **Reports**

   2.11 **President's Report and Discussion**
   President Naganathan walked through a PowerPoint presentation. He explained the ongoing goal setting process that included a transition team of internal and external stakeholders and an internal stakeholder retreat that will lead to a larger set of aspirational goals to be addressed over the next few years. He recapped his activities including legislative activities, meetings with the Jeld-Wen CEO, and Sheffield's Manufacturing Innovation Center, dedication of a laboratory for John and Lois Stillwell on the Klamath Falls campus; hosting a delegation from PSG Institute of India to establish a relationship of transferring students to Oregon Tech, and holding a community meeting to gain support for the Center for Excellence and Engineering Technology project. He highlighted that Oregon Tech became the lead university for OMIC and is now an official Blue Zones workplace. He mentioned new administrative staff: Dr. Gary Kuleck and CIO Jim Jones, and thanked outgoing student leaders Kevin Malstrom and Zach Pascual, and welcomed incoming leaders Peggy Hawkins and Faith Lee.

   2.12 **Strategic Enrollment Management Report**
   VP Neiheisel walked through a PowerPoint presentation explaining the strategy behind enrollment management: improve the number of applications, enroll more students, and retain more students. He outlined current activities to accomplish this including the Tech Experience, registering new students early. **Chair Graham suggested additional discussion regarding enrollment management at the retreat.** Discussion regarding remissions and assessing success rates. **VP Neiheisel** stated he did not observe an impact on enrollment based on the Oregon Promise. **Trustee Minty Morris** exited the meeting.

   2.13 **ASOIT Wilsonville Report**
   President Kevin Malstrom stated he is graduating in June and introduced Peggy Hawkins as the incoming President. He gave an overview of recent activities including the approval of funds to purchase new study cubicle furniture for common spaces, the proposal of a bill to allow college students to use the FAFSA application to apply for food stamps, attendance at TRU day at the capitol, and appropriating funds to replace projectors in classrooms, and purchasing 3D printers. **Peggy Hawkins** thanked ASOIT for funding TECH Talks this year.

   2.14 **Administrative Council Report**
   Administrative Council Representative, Jennifer Kass gave an overview of accomplishments including amending the mission to focus on building community; hosting spirit week; partnering with HR to look at the onboarding process, addressing how to retain administrative staff; and hosting elections. She stated a draft work plan for next year was created identifying the need to maintain streamlined communication with more outbound communication, build on the relationship with HR regarding recruitment and training, and create more involvement to build the sense of community on campuses.

   2.15 **Faculty Senate Report**
   President David Thaemert gave an update on faculty senate activities: the Academic Standards Committee continues to evaluate the credit for prior learning policy, digital badging process and standards, transferability of courses and accumulation of credits by transfer students, and the effect it could have on academic standards; the Elections

Committee held elections in early May. The Faculty Compensation Committee continued to work on the compensation study, and discussed the board adopting a compensation philosophy for faculty, to provide guidance to help determine how to position pay and ranges. The Faculty Welfare committee provided a framework document for discussion on workload including how faculty serve the institution through committees, commissions and councils. The Rank Promotion and Tenure Committee focused on tenure and non-tenure track faculty balances. The Senate Executive Committee looked at how transparent the committee is and how effective it is; they will send out a survey at the end of the academic year and report back to the Board in the fall. Faculty are looking forward to the new provost and thanked the deans and interims. He stated the faculty response to strategic enrollment management is flat-lined but there is a positive relationship. Discussion regarding background and rationale of the proposed compensation philosophy. **Vice Chair Sliwa** stated the board would like to ensure there is good shared governance and trustees ask questions of him to ensure there is conversation around the topic on campus. **Trustee Brown requested to see the final compensation report.** The trustees would like to know where staff sees enrollment growing; would like faculty-led thoughts on what they would like to see grow.

2.16 Legislative Session Update

AVP Colligan referenced the information in the agenda packet and added that the most recent budget forecast estimates the 'kicker' will be initiated; the Legislature is still working on cost-containment (PERS and PEBB reform) and new revenue options; both chambers and parties want a transportation package but it will surface after education is addressed. Discussion regarding CTE funding and partnering with local schools. **Chair Graham** thanked AVP Colligan for her service and wished her well in her retirement.

2.17 Academic Quality and Student Success Committee Report

Trustee Brown stated the bachelor of science in professional writing degree received HECC approval and will be marketed after receiving accrediting agency approval. The masters in applied behavior analysis is awaiting HECC approval and accreditation approval. Staff will submit a request to extend the BSME degree to the Wilsonville campus and students currently enrolled have options of completing the degree. He stated staff will work with the new provost on a degree-review process and timeline. He reviewed the presentation on NSSE.

2.18 Finance and Facilities Committee Report

Vice Chair Sliwa stated the committee reviewed the quarterly financial report and the full board will receive a tutorial explaining the report at a future meeting. The committee reviewed the proposed budget and made a recommendation for the full board to approve it as proposed. As the audit committee, the trustees heard an update on the internal audit. They received a report from FOAC and he noted that some faculty have a wait and see attitude about the investments such as OMIC because of past investments and broken promises, but because of the increased transparency faculty is now more optimistic. He explained the board's desire for increased shared governance. Johnson Controls gave an update on the geothermal plant; there are issues but the company is willing to work with Oregon Tech until the plant is brought online, hopefully this fall.

2.19 Executive Committee Report
Chair Graham stated there is proposed legislation to amend the annual evaluation process of the university by HECC to every two years; and staff is still uncertain on the outcome of the information we submitted. The committee reviewed the board agenda with a focus on the budget recommendation.

3. Consent
3.1 Approve Minutes of the May 08, 2017 Special Meeting
With no amendments proposed, the minutes stand approved as published.

BREAK 3:05-3:20pm

4. Action Items
4.1 Recommendation to Adopt the 2017-18 Education and General Operating Fund Budget
VPFA Fox walked through a PowerPoint presentation reviewing information in the agenda packet. He explained there is a decrease in state funding and increased costs for retirement and healthcare expenses. The proposed budget aims to ensure stability by not making radical changes, and allow the president to make strategic investments. The budget proposes income of $59.1M and expenses of $61.9M with an operating loss of $3.2M of which $1.5M is for the strategic investment pool. He stated the fund balance should be in the 10-15% range or operating expenses per board policy but this year is expected to end at 17.1%; with the proposed budget it would be down to 11% next year. This budget includes several faculty positions (12) in growing programs and programs with capacity; it also includes a position for on-site legal counsel and an associate provost.

Vice Chair Sliwa moved to adopt the 2017-18 Education and General Operating Fund Budget as proposed. Trustee Stewart seconded the motion.

Vice Chair Sliwa stated the Finance and Facilities Committee does not support deficit spending but there was thought behind the decision to recommend approval of the budget to the board. Discussion regarding paying for things that the university has no control over such as PERS/PEBB and those things that can be improved including processes and facilities to save funds. **Trustee Jones** is confident that these changes can be made so that the budget improves over time and deficit budgets will not be brought before the board again. **Request to see metrics at regular board meetings to see how the budget compares to estimates. Dr. Nagi** stated we don't have enough precision to identify specifically what investments need to be made right now but we must increase the number of students, create partnerships, and identify opportunities to increase credit hours but not overload faculty. He explained that members of the institutions are being engaged to manage their budget, to look at the revenue side of the equation, too. **VPFA Fox** stated over the last decade resident enrollment increased 55%, faculty increased 25%, and the administrative and executive ranks remained flat but those positions took on significant responsibilities with the divestment of OUS.

A roll call vote was taken and with all Trustees present voting aye, the motion passed unanimously.

5. **Discussion Items**
   5.1 **Marketing and Strategic Enrollment Management Update**
   VP Neiheisel walked through a PowerPoint presentation and explained how students are finding the university and how the university, using marketing and strategic enrollment management, responds to the various types of students. He stated it is a personalized service that requires selective targeting and customization of the message to students and the influencers: parents, counselors, and instructors. He emphasized the need to be proactive and find the students; identifying the experience various students are looking for and market that rather than the university in general. **AVP Saunders** walked through the various means of marketing and explained the use of digital advertising to follow recruiters when they are on the road; targeting in the physical vicinity of the recruit location. **Dean Veth** explained distance education has its own marketing budget and focuses on marketing at the program level using digital advertising with social media and Facebook, GoogleAd words, targeted web advertising based on zip codes, and mailings every summer. She emphasized that all online marketing decisions are data driven. There is also a concentration of niche marketing out of state for certain programs such as dental hygiene.

   5.2 **Review of Board and Trustee Evaluations**
   Vice Chair Sliwa stated there were 12 responses to the survey and the plan is to have the results printed out and available at the board retreat. He identified three themes from the responses: a desire to increase the orientation of new members to the rest of the board; the acknowledgment that trustees aren't here to manage the institution but rather they want to be involved in navigating the future and hope the agendas move in that direction; and the request to bring back the roundtable/wrap up on the agenda. This evaluation will be a benchmark for the future.

   Chair graham reminded the board of the board retreat dates: July 20-21.

6. **Innovation and Entrepreneurship Presentation**
   Professor Scher walked through a PowerPoint presentation and explained how the Essential Studies Synthesis Experience (ESSE), a new general education program that supports student development, works-in six essential student learning outcome areas to courses (ethics, diverse perspective, communication, teamwork, quantitative literacy, and inquiry analysis).

   Students **Austin Hinman** and **Jacob Niska** gave a presentation on their ESSE/Capstone project explaining the concept and origin, methods and design processes, fabrication, testing, and potential product development. They highlighted their interaction with industry and university mentors as well as the assistance from the Oregon Tech 3-D print club.

   Student **Nicholas Babcock** gave a presentation on his experience with research and innovation at Oregon Tech. He explained his pathway started with the Cleantech Challenge in 2015, moved onto work in the wireless power transfer lab including development and testing of prototypes and a presentation at the 2016 ASEE conference in Boise, Idaho; and ultimately to his graduate research project.

7. **Public Comment** - none

8. **Roundtable**
   Trustee Galster thanked the Trustees for the experience of being a member of the board. **Trustee Stewart** stated he enjoyed and was inspired by the student presentations. **Trustee Gomez** liked to see the new staff members working together and is looking forward to increased enrollment. **Trustee Goloski** appreciated the quality of presentations. **Trustee Brown** appreciated the participation and engagement of trustees. **Trustee Peterson** is grateful for the expertise and thoughts each trustee brings to the table. **Trustee Hill** is interested in making this a rewarding institution and would like to support all students. **Trustee Núñez** is proud of leadership and the trustees' commitment to the university. She would like to hear more about OMIC. **Vice Chair Sliwa** feels like Trustees are being rewarded in their commitment to help the university achieve its potential. **Trustee Jones** appreciates consolidating the meetings to one day and that the board makes major decisions to ensure things can be accomplished. **Trustee Mason** liked the proactive, adaptive, and strategic manners of staff in addition to being data driven, and collaborative. **Dr. Nagi** thanked his colleagues for all of the prep work and getting work out on time. **Chair Graham** appreciated the courage of the trustees to come to meetings and make major decisions; the courage of staff to present and be excited about where the university is going; and the courage of our students to share their goals and accomplishments.

9. **Adjournment**
   Chair Graham adjourned the meeting at 5:42pm