

Board of Trustees Agenda

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1. Call to Order/Roll/Declaration of a Quorum (1:10pm) <i>Chair Graham</i>	
2. Reports	
2.1 President's Report and Discussion (20 min) <i>President Naganathan</i>	
2.2 ASOIT Report (1:20pm) (10 min) <i>President Lee</i>	
2.3 Administrative Council Report (1:30pm) (5 min) <i>Chair Hudspeth</i>	
2.4 Faculty Senate Report (1:35pm) (20 min) <i>President David Thaemert</i>	
2.5 Enrollment Report (1:55pm) (10 min) <i>AVP Veth</i>	1
2.6 Academic Quality and Student Success Committee Report (2:05pm) (10 min) <i>Trustee Brown</i>	
2.7 Finance and Facilities Committee Report (2:15pm) (10 min) <i>Vice Chair Sliva</i>	
2.8 Executive Committee Report (2:25pm) (10 min) <i>Chair Graham</i>	
3. Consent Agenda (2:35pm) (5 min) <i>Chair Graham</i>	
3.1 Approve Minutes of the March 22, 2018 Meeting	5
3.2 Approve the Naming of the New Softball Stadium	13
BREAK 2:40pm – 2:55pm	
4. Action Items	
4.1 Approve 2018-19 Fiscal Year All-Funds Budget (2:55pm) (40 min) <i>VPFA Fox</i>	18
5. Discussion Items - none	
6. Other Matters (3:35) (5 min)	
7. Public Comment (3:40) (15 min)	
8. Roundtable (3:55) (5 min)	
9. Adjournment (4:00pm)	

Grab and Go Dinner and Catalyze Klamath – Crater Lake Complex (4:00pm-7:00pm)

Friday, May 18

Investiture Rehearsal – Danny Miles Court in the Gymnasium (8:00am)

Breakfast with the Foundation Board of Directors – Mt. Mazama Room (9:00am)



Oregon TECH

Strategic Enrollment Management

Erika Veth

Board of Trustees
May 17, 2018

Fall 2018 Admitted

Admitted		Same Day Comparison		Same Day Comparison	
	Fall 2017	Fall 2018	Difference	% Change	
On Campus (Klamath Falls)	945	996	51	5.4%	
* Freshmen	667	730	63	9.4%	
* Transfer	260	253	-7	-2.7%	
* Post-Bac	18	13	-5	-27.8%	
* Graduate	0	0	0	-	
Online	26	33	7	26.9%	
Onsite Total	221	222	1	0.5%	
* Portland Metro	219	220	1	0.5%	
* Other	2	2	0	0.0%	
Sub-Total	1,192	1,251	59	4.9%	
High School (ACP & HST)	0	0	0	-	
Grand Total	1,192	1,251	59	4.9%	

Target Example

FR_KF Fall 2017

Final Enrolled = 315

Fall '18 Projection = 305; -10 (-3.17%)

High (20%) = 378 (893 Admits)

Mid (15%) = 363 (858 Admits)

Minimum (10%) = 347 (820 Admits)

Monday Admits 720

FR_KF 1 percentage increase on yield = +5 FR_KF

Actions to boost fall enrollment

- **Admissions overseeing yield/conversion**
 - Counselors making calls, texting, emailing admitted students
- **Approximately 1200 “May 1 Nudge Letters” were sent to FR and TR**
 - Follow-ups included text messages to students on May 1 asking them to reply with Y, N, or M to gauge interest
 - Early results are strong with over 350 responses of Y (they plan to come)

Actions continued...

- Awarding Presidential scholarships through spring and summer rather than stopping at March 1 deadline
- Application workshop to all TR fall 2018 inquiries in late May (about 450)
- Working to free up complicated processes for applicants



Retention/ROCK

- Writing Early Alert Pilot Program
- Warrior-Scholar Project (WSP)
- Financial Insecurities and Unpaid Bills
- Fast Forward Project
- Department Wellness check



SEM Strategic Plan: Taking Shape

- **Data:** Creating consumable, clear dashboards for varying audiences; identifying enrollment targets; stability in projections.
- **Partnerships:** High schools, community colleges, industry, town & gown
- **Academics & SEM:** Working together
- **Marketing:** Crucial for successful recruitment
- Higher Education as a **Marketplace**
- **Communication** internally and externally
- More efficient **project management**
- **Implementing** new—and **optimizing**—existing **systems**
- **Structures** within SEM



Strategic Planning Action Items

- SEM Retreat
 - Gaps
 - Overarching themes
 - Next Steps
- Using data to make decisions
- Pursuing College Board SAT/ACP list purchases
- Project Management Team
- Desk audits
- Think Tank(s)
- Expanding 10 targeted programs
- Visiting all academic departments
- Using and communicating about enrollment data
- Reviewing our approach to admissions practices—modernizing
- Marketing Specialist
- Communications Specialist
- Review of existing structures
 - Departments within and outside of SEM
 - Organization across campuses and departments





**Meeting of the
Oregon Tech Board of Trustees
Room 402, Portland-Metro Campus in Wilsonville
March 22, 2018
1:00pm-5:30pm**

**Board of Trustees
March 22, 2018
DRAFT MINUTES**

Trustees Present:

Lisa Graham, Chair
Jeremy Brown
Jessica Gomez
Kathleen Hill

Vince Jones
Jill Mason
Kelley Minty Morris
Nagi Naganathan, President

Liam Perry
Dan Peterson
Paul Stewart

University Staff and Faculty Present:

Brian Fox, VP Finance and Administration
Josie Hudspeth, Associate Director of Campus Life and Multi-Cultural Student Services *via skype*
Jim Jones, AVP of Information Technology/CIO
Gary Kuleck, Provost/Dean of Academic Affairs
Laura McKinney, VP Wilsonville
Dana Onorato, Associate Dean of Student Affairs
Adria Paschal, Senior Executive Assistant
Tracy Ricketts, AVP Development and Alumni Relations
Di Saunders, AVP Communications and Public Affairs
Stuart Sockman, Director of Emergency Management
David Thaemert, Faculty Senate President/Associate Professor Civil Engineering *via skype*
Erika Veth, Dean Oregon Tech Online

Others Present:

Litonya Bergstrom, Student
Adam Davis, DHM Research
Peggy Hawkins, President Wilsonville ASOIT
Marie May, Vice President Wilsonville ASOIT

1. Call to Order/Roll/Declaration of a Quorum

Chair Graham called the meeting to order at 1:03 pm. The Secretary called roll and a quorum was declared.

2. Reports

2.1 President's Report and Discussion

President Naganathan stated that the graduate success rate continues to rise, he identified new hires, and outlined fundraising progress and donor and alumni events. He

mentioned the hiring of Mark Young as a campaign manager consultant; he will help set up processes to increase our fundraising potential - with a goal of raising \$2.75 million.

Trustee Brown questioned the amount of the campaign and the impact it might have on future fundraising. **President Naganathan** explained that this is a short-term campaign allowing us to build processes and identify changes in fundraising; and this is a short-term goal. He identified upcoming dedications including the Gerda Hyde environmental sciences watershed laboratory in May or June, the Brian Leach engineering design resource lab and the new softball field. **Chair Graham** applauded the effort to create a list of things we can request funding for to include benefits for people, programs and projects.

President Naganathan gave an update on OMIC including the search for the Executive Director, arrival of new equipment, research projects, and strategic planning by the board of governors. He briefed the board on marketing and recruitment initiatives, engaging the students for success with a Latino student event, career fairs, and tuition forums. He gave an overview of legislative short session outcomes, and identified opportunities for partnering with the Energy Trust of Oregon. He announced Governor Brown will speak at the Klamath Falls commencement and identified student competitions coming to the Klamath Falls campus. **Trustee Gomez** requested an update on the strategic plan process.

President Naganathan explained part of the purpose of the short-term action plan was to prepare the university for the strategic plan; two retreats were held, champions and teams were formed and are working to address the 11 short-term action goals. He stated he would bring his thinking around the strategic plan to the board and emphasized the importance of increasing enrollment. **Trustee Brown** asked about OSU-Cascades.

President Naganathan stated the university needs to be very active and very focused.

2.2 ASOIT Wilsonville Report

President Hawkins explained the new mission statement and purpose of the ASOIT at Portland-Metro. **Vice President May** explained the results of the spring survey that had a return rate of 25%: desire to have extended campus hours, keeping the 'We Deliver Eats Food' service, support for a Veteran's space, and support for a program to sell used book on campus. ASOIT outreach efforts included attending University Day at the Capitol and initiatives to engage and assist the students including support of on-campus clubs, and the desire to have Oregon Tech swag for sale on campus. **ASOIT President Hawkins** outlined the financial efforts including the student fee setting and tuition forum and funding of travel for various groups. The future projects include hosting a club banquet, creating officer transition manuals, and electing 2018-19 officers.

2.3 Administrative Council Report

Chair Hudspeth joined the meeting via skype and congratulated the Klamath Falls ITS department for winning the 2018 Spirit Week competition. Administration Council is continuing efforts with HR to offer professional development opportunities to staff. Nominations for the council will be accepted in April with the election period beginning in May. She stated a membership packet was created including a charter, work plan, bylaws, calendar of events and FAQs. She outlined the four goals of the Council: serve in an advisory capacity to the President and other administrators; maintains ongoing contact with the Faculty Senate; consider appropriate campus-wide issues where the input and/or interests of administrative staff are relevant, and make appropriate recommendations regarding these issues; and review proposed OIT policies and procedures and advise appropriate parties accordingly.

2.4 Faculty Senate Report

President Thaemert joined the meeting via skype and outlined the progress of the various committees. The Academic Standards committee made a recommendation to remove the foreign language admissions requirement, and replace it with an advising recommendation; this requires Provost approval. He stated his term of service ends after the June 10, 2018 meeting and Professor Terri Torres will be the new Faculty Senate President. The Faculty Compensation committee is working on standing charges; there is a great deal of discussion related to comparator universities. The Faculty Welfare committee is working with the Provost to clarify and update a workload report to reflect the direction received from the Provost and President. The committee is also reviewing the Charter to clarify the requirements for senate committee chairs. He stated the committee will likely be the key component to an ad hoc committee to consider the inter-link between workload, compensation and rank/promotion/tenure. The R/P/T committee is working to clarify and update the non-tenure track policy and is looking at the third-year faculty review process. The SenEx group looked at retooling a proposal to amend the school start date for the 19-20 academic year to address issues caused by the Thanksgiving week break. He mentioned conversations with the Provost, HR and VPFA regarding gaps between expectations and directives about how HR functions with faculty. He reported on the opportunities at regular meetings with President Naganathan to give feedback. He stated there is comfort with the direction in which President Naganathan is leading the university. He identified a faculty concern that proposed policy changes are being made only for the sake of change. **Trustee Gomez** and **Chair Graham** thanked Dr. Thaemert for his continued communication, thorough assessment, honesty, and desire to work with administration. **President Naganathan** stated there are policies for compensation, workload and tenure/promotion but they do not connect with each other. He stated there was a study initiated about compensation and comparators and he is bringing together an ad hoc faculty administration committee to look at a long-term compensation policy and philosophy. He wants people to be compensated fairly and well, but the process needs to be sustainable and scalable. He relayed a merit policy exists but was rarely, if ever, used. He also stated that there are trainings underway to empower the chairs and deans so they can make many of the compensation/merit decisions. **Trustee Peterson** asked Dr. Thaemert to report these statements back to Faculty. **Chair Graham** expressed the board supports faculty in every way that makes sense.

2.5 Legislative Session Report - Written submission in agenda packet.

2.6 Enrollment Report

AVP Veth gave a presentation including national and state high school graduation trends, and community college growth trends. She addressed spring and fall figures for admitted students, applications received, credit hours, and student head count. She identified many issues and solutions to address them. She explained the need to: focus on programmatic marketing, become more strategic, create prospective and current student profiles, and work on academic agreements and partnerships. She outlined her proposal to include clear employee goals, creation of a recruitment notification form and follow up to keep admissions informed, and a working communication system to contact and track students. She emphasized the need to focus on transfer students, remain nimble, work with industry, forge relationships, and identify where target markets are located. She stated that best practices will be established for all locations and experienced marketing staff will be hired

to focus on programs. **Trustee Stewart** asked if there was a line of site on the targeted programs and the return from the State's funding model. **AVP Veth** stated the system infrastructure is not in place to determine that. Discussion regarding STEMHubs and the university's ability to line up activities and goals. **AVP Veth** explained the current recruitment practices and the ideal practices.

2.7 Academic Quality and Student Success Committee Report

Trustee Brown gave an overview of the committee meeting. The committee discussed General Education reform and the impact on transfer students, support given to faculty, the diversity of the faculty body through hiring, the imminent need for a new program approval process. He requested the board discuss the program approval process at the May meeting. The committee also identified potential agenda topics for future meetings.

2.8 Finance and Facilities Committee Report

Trustee Jones represented the committee in Vice Chair Sliwa's absence. The committee learned the number of degree completions will be included on the dashboard, and heard an update on the OMIC budget. The HECC Budget Director presented the state's funding model for universities. He mentioned that Johnson Controls is still having issues with the geothermal plant and the committee would like to have discussion on potential next steps.

2.9 Executive Committee Report

Chair Graham reminded the trustees that the investiture is an event put on by the Board, focuses on the good of the university, and is structured as a community event. She also discussed board terms and recommendations for new faculty and staff trustees. She explained the presidential review process and the need to hold an executive session at the May meeting with the formal evaluation in the fall.

3. Consent Agenda

3.1 Approve Minutes of the October 26, 2017 and December 7 and 8, 2017 Meetings

With no amendments proposed, the minutes stand approved as published.

4. Action Items

4.1 Approve 2019 Meeting Dates

Trustee Brown moved to approve the 2019 meeting dates. **Trustee Minty Morris** seconded the motion.

Chair Graham read the proposed dates and location:

January 24 - Wilsonville
 March 21 – Klamath Falls
 May 30 – Klamath Falls
 July 25-26 - Retreat
 November 21 – Wilsonville

Discussion regarding the impact of holding a meeting the week of finals.

With all trustees present voting aye, the motion passed unanimously.

4.2 Approve 2018-19 Tuition and Fees

Trustee Jones moved, as recommended by the Finance and Facilities Committee, to approve the following:

- a. undergraduate resident and non-resident tuition rates be increased by 4.5% from the 2017-18 academic year rates for the 2018-19 Academic year as outlined in the following table;

Oregon Tech Tuition Recommendation			
		2017-18 Per Credit	2018-19 Per Credit % Change
Undergraduate	Resident	\$176.01	\$183.93 4.5%
	WUE	\$251.45	\$262.77 4.5%
	Non-Resident	\$533.56	\$557.57 4.5%
	Differential	20%	25%
Special Programs	Medical Lab Sciences (Res)	\$245.76	\$256.82 4.5%
	Medical Lab Sciences (NR)	\$444.36	\$464.36 4.5%
	Paramedic (Res)	\$194.34	\$203.09 4.5%
	Paramedic (NR)	\$278.68	\$291.22 4.5%
	Chemeketa Dental Hygiene (Res)	\$194.34	\$203.09 4.5%
	Chemeketa Dental Hygiene (NR)	\$631.12	\$659.52 4.5%
Graduate	Resident	\$414.64	\$427.08 3.0%
	Non-Resident	\$696.05	\$716.93 3.0%
	Differential	20%	25%

Oregon Tech Fee Recommendation			
		2017-18	2018-19 % Change
Klamath Falls	Building	\$45.00	\$45.00 0.0%
	Incidental	\$345.00	\$360.00 4.3%
	Health Services	\$150.00	\$165.00 10.0%
Wilsonville	Building	\$45.00	\$45.00 0.0%
	Incidental	\$50.00	\$50.00 0.0%
	Health Services	\$38.00	\$38.00 0.0%

- b. graduate resident and non-resident tuition rates be increased by 3% from the 2017-18 Academic year rates for the 2018-19 Academic year;
- c. undergraduate and graduate Engineering Technology and Health Program differential tuition be increased from 20% premium to 25% premium above base tuition for the 2018-19 academic year;
- d. resident and non-resident Medical Lab Sciences and Paramedic Program tuition be increased by 4.5% from the 2017-18 Academic year rates for the 2018-19 Academic year;
- e. resident and non-resident Chemeketa Dental Hygiene tuition be increased by 4.5% from the 2017-18 Academic year rates for the 2018-19 Academic year;

- f. summer tuition rates be adjusted in accordance with the regular academic year rates; and
- g. where applicable, proration, discounts, and options be maintained from the 2017-18 academic year for the 2018-19 academic year.

And that mandatory fee rates be established as follows:

- a. the Klamath Falls Incidental Fee be increased from \$345 to \$360 per term as recommended by ASOIT, and for students enrolled in one to five credits a prorated amount be charged as follows: for the first credit enrolled, a student will be charged \$185, and an additional \$35 for every additional credit enrolled until a student reaches six credits;
- b. the Klamath Falls Summer Incidental Fees remain at \$70 as recommended by ASOIT;
- c. the Klamath Falls Health Service Fee be increased to \$165 per term;
- d. the Wilsonville Incidental Fee remain at \$50 per term as recommended by ASOIT;
- e. the Wilsonville Summer Incidental Fees remain at \$50 per term as recommended by ASOIT;
- f. the Wilsonville Health Service Fee remain at \$38 per term as recommended by ASOIT; and
- g. the Building Fees remain at \$45 per term during the academic year, \$45 per term during the summer term, and remain constant regardless of the number of credits enrolled.

And, authorize the President or designee to make minor and technical adjustments to these proposed rates as needed to correct errors, inconsistencies, or omissions, and execute the Board's directives. Trustee Stewart seconded the motion.

VPFA Fox gave a presentation on the tuition and fee setting process and the responsibilities of the university. He identified the assumptions made that led to the proposed rates. Trustee Brown discussed the number of students who are eligible for assistance but do not apply and recommended staff assist those students with the application process.

With all trustees voting aye, the motion passed unanimously.

5. Discussion Items

5.1 Campus Safety and Emergency Response Plan

Director Sockman showed a PowerPoint presentation and explained the goals of the Emergency Response plan; to: reduce the likelihood of an emergency happening, mitigate what might happen, increase institutional capabilities regarding emergency procedures, and minimize negative impacts. He identified the various areas of the plan and explained the next step is to train individuals with roles in the plan. Plans will be developed for the Klamath Falls, Portland-Metro and Scappoose campuses. Federal suggestions will be followed in regards to what sections of the plan are made public. President Naganathan stated there will likely be an open forum with students regarding campus safety and the policy regarding firearms on campus.

5.2 Brand Equity

Adam Davis DHM Research gave a presentation on the research his firm conducted and the results. He discussed Oregonian's impressions of the name of the university, what can be learned to help inform people's thoughts about the name, and how the results can help with messaging and communications. Oregon Institute of Technology is the preferred name followed by Oregon Tech, and lastly OIT. He explained many people have not heard enough about the university to form an opinion. Messages about graduate success rates and salaries are very credible. These results give the university a baseline.

5.3 ITS Annual Report

CIO/AVP Jones showed a video representing the work the ITS team accomplished over the past year. He stated the faculty innovation center should be up and running in a few days. **President Naganathan** stated the Trustees can come and look at the center at the open house and student symposium in May.

5.4 Board Terms

Chair Graham requested each trustee get back with her or the board secretary with their requested term on the Board. **President Naganathan** stated less than 50% of the board members may request to serve a two-year term rather than 4-year term.

6. Other Matters

Trustee Brown would like, during budget discussions, to see how much it costs to run a degree program. How much does it cost to produce a student in a particular area? **Chair Graham** would also like to know how our average graduate salary rate compares with other universities. She requested this be placed on the May agenda whether the figures are solid or not. **President Naganathan** stated the first set of cost information for the programs was created and draft data could be presented at the May meeting. **Trustee Brown** would like a schedule of courses offered each term and the enrollments in those classes. He is concerned we might be offering too many classes in a particular area or there could be a trend of courses with low enrollments. **Chair Graham** will work with President Naganathan to shape that conversation and bring it to a board appropriate level.

7. Public Comment - none

8. Roundtable

Trustee Stewart appreciated the first OMIC status report at the F&F Committee, the tuition review process, and the brand equity information to guide our marketing. **Trustee Brown** thanked the staff for professional presentations; appreciated the clear map for the agendas of the AQ&SS Committee, and administration identifying issues and the work to resolve them. **Trustee Gomez** appreciated filling the vacant positions and is encouraged by the enrollment management strategies. **Trustee Mason** liked the increased communication and energy of staff and faculty. **Trustee Hill** liked the effort to energize faculty, which is good for the students. She also liked the expansion into the research from a teaching institute which means growth and creativity. She is excited to see the university make people aware of the university through brand management. **Trustee Perry** suggested the ASOIT Presidents print fliers to notify students because emails aren't read. **Trustee Minty Morris** noticed a reoccurring use of the term 'opportunity' which was encouraging. She appreciated addressing topics that have been identified many times in the past. She is looking forward to discussing campus safety more.

Trustee Peterson has empathy for the students with the tuition increase and appreciates the concern of the board for the faculty. **President Naganathan** acknowledged the diverse stakeholder groups and stated he will actively listen to all concerns to understand the issues. He noted that he offered a town hall meeting to faculty to discuss any items they wish to bring up. **Chair Graham** appreciated the theme of communication and the willingness to continue communication. She explained the new administration requires trust and benefit of the doubt to achieve lofty ambitions. She thanked all Trustees for their continued attendance and engagement.

9. Adjournment

Meeting adjourned at 5:53pm.

Respectfully submitted,



Sandra Fox
Board Secretary

CONSENT

Agenda Item No. 3.2

Recommendation to the Full Board to Name the New Softball Stadium

Background

The softball complex located on the Klamath Falls campus will undergo a complete renovation beginning mid-May thanks to a major contribution by John and Lois Stilwell. The new softball stadium will sport a new turf field, bullpens, wrap-around bleachers with improved press box, improved walkways and a field house that will include concessions, restrooms and a team room. The Stilwell's contribution is the catalyst to improving the facilities, which complements Oregon Tech's short-term goal to *promote university pride and elevate our campuses to be the preferred destinations for students, employees, and the community.*

The Board of Trustee's policy on Delegation of Authority states that the board retains the right to approve the naming and renaming of University buildings or outdoor areas, and other assets, in recognition of individuals or organizations. University policy OIT-50-050 provides the opportunity to recognize significant gifts that have an impact to the campus by acknowledging donors with a naming opportunity and may do so after a living person if the Board of Trustees finds that the donor contributes a substantial share of the cost of construction. The policy also states that buildings and structures may be named for a donor when the gift constitutes more than 50% of the total cost of the project.

The Stilwell's contributions are ultimately designated for the softball renovation project and meet the requirements of policy OIT-50-050. The Oregon Tech Foundation held a meeting on February 9, 2018 and proposed that the new softball field be named in honor of John (living) and Lois (deceased) Stilwell. The naming would recognize the Stilwell's significant contribution to this project, their significant support of students through a number of endowed scholarships, and their long-time athletic support as both donors and fans.

Recommendation

The President and Foundation Board recommended the Executive Committee of the Board of Trustees make a recommendation to the Full Board to name the new softball stadium the ***John and Lois Stilwell Stadium*** in honor of John and Lois Stilwell, to recognize their generous gifts in support of this project and Oregon Tech.

Attachments

- Oregon Institute of Technology policy OIT-50-050, Property Naming
- Softball field renderings

OREGON INSTITUTE OF TECHNOLOGY

Property Naming OIT-50-050

On occasion, the Oregon Institute of Technology seeks to recognize the efforts and contributions of individuals by the naming of buildings, structures, interior spaces, and landscape elements. This policy establishes a uniform and consistent procedure to gain approval.

Under OAR 580-50-0025, the President is authorized to name buildings or structures, but may not do so after a living person unless the Oregon State Board of Higher Education makes an exception. The Board's legal staff has defined "structure" to include large outdoor spaces such as courtyards. The permissible exceptions are for a donor who contributes a substantial share of the cost of construction or for other unusually meritorious reasons. Those honored with such a naming might be:

- Staff or faculty members, or persons not connected to the Institute who have contributed significantly to the social, academic, scholarly, research, or political life of the Institute.
- Persons not connected to the Institute who have contributed to its growth and development.
- An illustrious alumni member.
- An outstanding states-person, educator, or scholar.

The naming, or renaming, of a building or structure is considered a major event in the history of the institution requiring due consideration and consultation. The President of OIT, by this policy, also is authorized to name parts of buildings, interior spaces (classrooms, atria, conference room, laboratories, seminar rooms, lounges, offices, etc.) and landscape elements (plazas, quadrangles, open spaces, fields, streets, etc.).

I. Naming in recognition of a gift

- a. Buildings and structures may be named or renamed for a donor when the gift covers the total cost of the new building or facility or provides funding for the portion of the cost which would not have been available from other sources (state or federal appropriations, student fees, bonds, etc.) and which would constitute a significant portion, normally not less than 50%, of the total cost.
- b. All other naming opportunities are to be set for values determined by the Oregon Tech Foundation after consultation with the OIT president and his or her designees. The Oregon Tech Foundation will take under consideration the gift amounts used to name like facilities or areas on

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campus and the general market value of such naming opportunities on other campuses.

II. Naming for an individual not in recognition of a gift

- a. Naming opportunities are generally reserved for donors. However, an individual's name may be affixed to a facility or space (interior or exterior) in posthumous recognition of unusually meritorious service to the Institute or to society at large.
- b. Normally a period of at least one year shall have elapsed between the individual's death and the proposal for naming.

III. Functional Names

- a. The use of functional names should be avoided, as the whereabouts of functions can change over time.
- b. In cases where functions change within a building, the name will remain with the building and the functional name will be deleted.

IV. Signage and Plaques

- a. All interior and exterior signage on campus will conform to established guidelines.
- b. Plaque text must be reviewed and approved by the Vice Presidents for Finance and Administration and Institutional Advancement.
- c. The use of terms such as Center, Hall, Building, Courtyard must be approved by the OIT president and shall be consistent with other such named spaces on campus.

V. Procedures

- a. For building names, a formal letter of request should be submitted to the Office of the President. The letter should discuss the importance of the naming to the Institute; the nature of the gifting and/or meritorious activity; and other conditions, concerns, or impacts of the naming. A resume or discussion of the individual(s) who would be honored should be included.

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- b. All other recommendations for naming opportunities should be submitted to the Vice President for Institutional Advancement. The Vice President for Institutional Advancement will review these recommendations with the Executive Staff. Final approval will be given by the President.

VI. Responsibility

No individual may commit OIT to naming unless specific formal acceptance has been granted by the President or the Vice President for Institutional Advancement as described in the Procedures section of this policy.

Recommended:

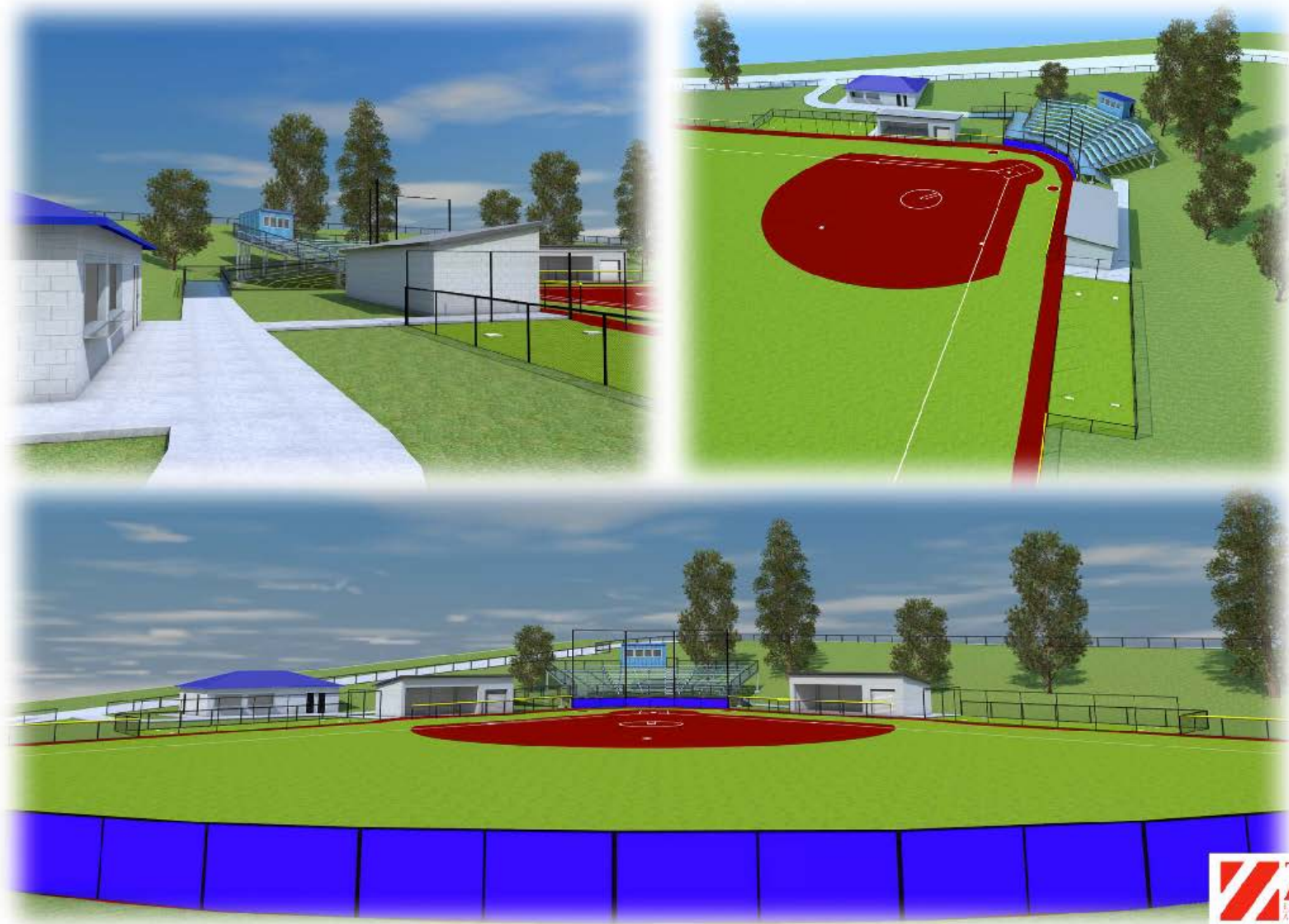
Administrative Council – November 13, 2002

Faculty Senate – November 7, 2002

President's Council – October 8, 2002

Approved: /s/ Martha Anne Dow
Martha Anne Dow, President

Date: November 7, 2002



ACTION

Agenda Item No. 4.1

Adopt the Fiscal Year 2018-19 Oregon Tech All-Funds Budget

Summary

The FY 2019 budget process was aligned with the President's 11 Short-Term Action Plan goals and the Board's One-Time Funding Budget Philosophy. It balances General Fund operations before proposing a series of strategic investments. The process created, for the first time, an opportunity for departments and units to have direct involvement in developing their own budgets based on their unique needs and is a first step towards a redesigned budget process.

The requested budget increases, significantly, investments in professional development for faculty and administrative staff. Adjunct and overload pay, which has traditionally been funded by the Provost and separate from the course planning and assignment process has been moved into the departmental budgets with a reserve housed at the Dean level. This aligns expenses with the units responsible for planning and approving courses and creates an incentive for prudent fiscal management when paired with a deliberate budget rollover program.

Investments for upgraded classroom computing equipment and campus projects have been included within core operations as these are needed ongoing expenses. Because the institution's capacity to plan and forecast has improved for the first time the university is anticipating salary savings within the budget. As accuracy improves this number will increasingly reflect expectations reducing budget to actual variances.

Additional investments in personnel are aligned around three primary tasks, those that support immediate growth potential, increase operational effectiveness, and foster long-term growth opportunities for Oregon Tech. A modest contingency and strategic investment fund has been established in the President's budget in order to support implementation of Short-Term Action Plan goals and to manage through unforeseen conditions.

Background

The following docket provides the Education and General, Auxiliary, Service Operations and Designated Operations Funds budget. The General Fund (GF) is the primary operating budget for the university and will be the bulk of the report. The GF includes revenues from tuition and fees, State General Fund appropriations and other income. These revenues are used to fund instruction, research, public service, academic support, student service, physical plant, and administrative expenses of the institution. Service and Designated Operations funds are minor pools of restricted or highly purpose-driven resources and are *de minimis* portions of the budget. The Auxiliary budgets include residence hall operations, campus life, athletics, parking, student health and other various non-core operations, but are of significant size, scope and importance to the university overall.

The overall goal of the process was to balance revenues and expenses based on continuing operations in the General Fund budget, and to identify areas for additional investment that will advance the institution over the short and medium term time horizon.

Strategy

The 2018-19 fiscal year budget is designed to accomplish two primary tasks: sustain continued operations while increasing flexibility, and make progress towards the President's Short-Term Action Plan's 11 goals. The senior leadership team recognizes the need to adjust the universities organizational chart, departments and investments over time to ensure that the institution can grow in areas of high demand, respond in areas with less demand, and maintain a lean but responsive administrative operating environment. In particular, academic administration is undersized and lacking key positions necessary to support academic programs and faculty in an expedient manner or to effectively manage, plan, execute and grow new initiatives. Investments and reorganizations in enrollment management have been accomplished over the past year and will continue into the next.

Short Term Action Plan Goals

The President established a set of 11 action-oriented goals, and assigned champions for the development and implementation of actions around these goals from the senior executive team. The goals are as follows:

1. Increase Reputational Capital
2. Increase Enrollment
3. Grow Student and Campus Diversity
4. Extend Academic Planning I (Essential Studies)
5. Extend Academic Planning II (Classroom Technology)
6. Invest in Talent
7. Grow Our Culture of Pride
8. Organizational Improvement I (Business Processes)
9. Organizational Improvement II (Entrepreneurial Culture)
10. Build Alumni Relations and Philanthropy
11. Leverage Academic and Industry Partnerships

Process

The Budget and Planning Department led an inclusive budget development process, building from department/division up the institution's budget using input from across the university. Established executive level review and finalized budget assumptions and investment decisions with a lead from the President and Vice-President of Finance and Administration and significant input from other senior staff members. This process included the following major steps:

1. Established assumed enrollment, tuition and state funding rates and incorporated these into the budget build.
2. Distributed budget development templates to the vice-presidents and the President's direct reports.
 - a. Shifted 85% of trailing three-year average overload and adjunct expenses into departments and remainder to dean and provost level (previously all housed in the Provost's office).
 - b. Increased professional development for faculty, and for the first time created specific professional development budgets for administrative and classified positions.

- c. Scheduled meetings of the budget staff with provost, deans, department directors and auxiliary units to answer questions related to budget development for their respective units.
 - d. Created opportunities for departments to request additional investments or change line items for executive review.
3. Reviewed and requested clarifying or additional material, explanation and justification from departments for new budget requests.
4. Aggregated budget requests from all departments for the President and Vice President of Finance and Administration to review and establish goals and priorities.
5. Worked with Senior Leadership Team and Vice Presidents to prioritize investments, new and replacement positions.
6. Finalized the budget for presidential approval.

Budget Assumptions

The following assumptions were used in establishing the 2018-19 GF budget:

Revenues (utilizing 2017-18 forecast budget as the base for comparison):

1. Tuition was increased as approved by the Board through its tuition and fee approval on March 22, 2018. Briefly summarized as increases of 4.5% on base undergraduate tuition for resident, non-resident and Western Undergraduate Exchange (WUE) students and for various other programs as well as an additive increase of 5% to tuition differentials. Enrollment was assumed to remain flat in all categories except for Distance Education where a 5% growth assumption was used. This generated approximately: \$2.2M in additional revenues compared to the 2018-19 fiscal year-end forecast.
2. Fee remissions were budgeted at 12.1% of gross tuition (increased by 1% over the current fiscal year), resulting in an addition of \$410k in total remissions from the current fiscal year-end forecast.
3. State appropriations are budgeted using the HECC derived forecast. This assumes level degree production from the 2016-17 academic year, and funding for the Public University Support Fund (PUSF) as approved by the 2017 Legislature. This funding level will change incrementally, but is likely to remain within a fairly tight range unless unforeseen legislative action were to occur. Engineering Technology Sustaining Funds (ETSF) funding is assumed to be essentially flat. This resulted in a 5.9% increase in state funding from forecast and budget, or \$1.6M.
4. Other income was assumed to remain essentially flat from the current year.
5. Resulting in a net increase in General Fund Revenue of \$3.25M from the current year.

Expenses (utilizing 2017-18 forecast budget as the base for comparison unless otherwise noted):

1. Total Labor was established as follows:
 - a. The position roster rolled from 2017-18 into 2018-19, which includes 480 total individuals and 39 currently vacant positions (8% of the total).
 - b. The full impact of prior year pay-plan increases were folded into a complete fiscal year.
 - c. Steps and COLAs, as established through the SEIU Collective Bargaining Agreement, were included.
 - d. A significant increase in student employment was included.

- e. The net change in labor expense, excluding OPE, was an increase of \$2.0M in expenses from forecast or \$169K from prior year budget after incorporating an expected \$1.0M in salary savings. Total budgeted positions have increased by a total of \$1.2M (see Expenses 7).
2. Retirement expenses were calculated using the published 2017-19 PERS and OPSRP rates, these rates remain flat during the 2018-19 fiscal year as they are adjusted biannually. Health care expenses were increased based on published PEBB rates. This results in \$2.0M in increased expenses from forecast or \$608K from prior year budget.
3. Professional development was inserted into the budget, totaling \$416K.
4. Services and supplies were decreased by 5% to offset increases in professional development and to close the budget. Utilities are anticipated to increase ratably from current year forecast given continuing uncertainty surrounding the geothermal power plant. This prevents budgeting anticipated savings. Capital Outlay was increased, which includes portions of what was previously classified as S&S expenses but tends to be in capitalizable assets. The net change was an increase of \$1.9M including, net transfers and the President's strategic fund and contingency funds (see Expenses 6).
5. Additional Investments embedded in the budget request include:
 - a. Emergency Fund – increase emergency reserve fund for insurance loss claims and ready access if a situation were to arise requiring immediate access to liquid capital.
 - b. ITS – funds the replacement of 25% of classroom computing equipment and various small-scale, classroom equipment installation projects.
 - c. Facilities – increase funding for exterior beautification projects to support continued investments in improving the campus.
 - d. Various minor adjustments in departments reflecting additions and subtractions to support known programmatic changes.
6. The President's Strategic Investment Fund includes a total of \$1.06M for investment and to meet contingencies as they arise. This includes a contingency fund and resources for possible adjustments in salaries and resources for strategic or tactical investments throughout the year where it is deemed appropriate to seize on unanticipated opportunities.
7. Certain new hires in areas designed to result in immediate growth, increase operating effectiveness and decision making and ensure long-term growth were made, resulting in \$1.2M in new salary and OPE.

General Fund Budget Request	
Revenue	
State Funding	\$29,301,174
Tuition & Fees	\$35,557,629
Remission	(\$4,110,518)
Other	<u>\$1,556,975</u>
Total Revenue	\$62,305,260
Expenses	
Labor & OPE	\$48,229,090
Planned Salary Savings	(\$1,000,000)
Other Expenses	<u>\$15,030,778</u>
Total Expenses	\$62,259,868
Net Revenue	\$45,392
Investments	
Contingency Fund	\$250,000
Strategic Fund & Salary Pool	\$814,480
New Positions	<u>\$1,166,880</u>
Total Strategic Fund	\$2,231,360
Total FY19 Budget	(\$2,185,969)

Fund Balance:

Oregon Tech is forecast to end FY 2018 with \$13.4M in General Fund reserves or 22.7% in operating reserves. With the FY 2019 budget as presented, ending fund balance would be \$11.2M in General Fund reserves or 17.9% in operating reserves, if no transfers to the Quasi Endowment are made.

Budget Investments:**Position Requests**

The President and Senior Leadership Team identified a series of investments in positions across several divisions, and outlined a strategic rationale for investments in strategic reserves. New positions approved for this year fall into several major categories including; investing in immediate growth potential, increasing operating effectiveness and investing in long-term growth.

The budget includes 12.0 FTE of new positions in the following areas:

New FY19 Positions		FTE
Immediate Growth Potential		
Academic Affairs	Asst. Professor, Communications	1.0
<ul style="list-style-type: none"> - Fill position in outstanding need, particularly focused on expanding online course offerings needed to support general education requirements 		
Academic Affairs	Asst. Professor, Marriage and Family Therapy	1.0
<ul style="list-style-type: none"> - Support new degree program with necessary additional staff as Marriage and Family Therapy program grows and reaches scale 		
Academic Affairs	Instructional Designer (Distance Education)	1.0
<ul style="list-style-type: none"> - Critical faculty support for designing high quality online education - Necessary organizational change with shift of Dean Veth to SEM Leadership 		
SEM	Marketing Specialist	1.0
<ul style="list-style-type: none"> - Lead marketing efforts for SEM in conjunction with Marketing Communications and Public Affairs which has its own competing priorities. - Support departments and programs with marketing collateral development and ensuring availability of supplies/material as necessary - Partner with Admissions on program/academic cluster based recruiting efforts 		
Student Affairs	Career Center Employee Relations Specialist	1.0
<ul style="list-style-type: none"> - Create additional capability to proactively prepare students in connecting with prospective employers - Work with departments and Career Center leadership in establishing relationships with employers and facilitating connection with students 		
Student Affairs	Wilsonville Campus Life Coordinator	1.0
<ul style="list-style-type: none"> - Support increasing international students and their unique needs (visas, SEVIS documentation etc.) - Support Portland-Metro based student clubs, veterans and student activities 		
Operating Effectiveness		
Academic Affairs	Assoc. Provost for Institutional Effectiveness	1.0
<ul style="list-style-type: none"> - Coordinate and increase effective management of Academic Affairs operations, including course scheduling, faculty utilization, and workload/release management - Lead accreditation and institutional effectiveness processes 		
Finance & Admin.	Budget Analyst	1.0
<ul style="list-style-type: none"> - Create capacity to allow for robust ad hoc analysis and data based decision making - Enhance capability to analyze changes in operational environment and support Assoc. Provost for Institutional Effectiveness and executive team in planning and execution - Implement departmental margin analysis and decentralized budget modeling processes 		
ITS	Director of IT Security & Compliance	1.0
<ul style="list-style-type: none"> - Necessary to comply with US DOE requirements and payment card industry regulations. - Increase protection/decrease probability of adverse cyber event and increase post-event reaction capability 		

New FY19 Positions		FTE
Long-Term Growth		
SEM	Academic Program Recruiter	1.0
<ul style="list-style-type: none"> - Key hire to support SEM shift from purely region based recruiting to program based recruiting - Support the definition and execution of academic cluster designations for programs which can be related for the purposes of marketing and recruiting 		
Academic Affairs	Dir. International Programs	1.0
<ul style="list-style-type: none"> - Strategic investment necessary to prepare the institution to grow international student population - Work directly with departments and partner institutions on cohort/joint enrollment programs with partner institutions - Identify and cultivate opportunities for expanded enrollment partnerships with foreign governments and institutions 		
Academic Affairs	Research Assistant/Grant Writer	1.0
<ul style="list-style-type: none"> - Match funded position with OREC - Designed to create capacity to identify and execute on grant opportunities for creative works across institution - Partner with Deans, Faculty and Vice Provost for Research and Academic Affairs to increase creative works 		
New Positions Added in FY19		12.0

Position and Organizational Review

The President has asked for all Directors and Vice Presidents to submit a justification for filling all currently vacant positions that do not currently have a search underway. These will be reviewed by the President and a determination made to move forward or to hold vacant as necessary.

President's Strategic Fund Investments

The Office of Budget and Planning has designed an investment template for members of the university to utilize when requesting additional investments throughout the year from the President's Strategic Fund ensuring alignment with mission/goal attainment. These investments will be designed to align with the Board's One-Time Funding Budget Philosophy¹:

One-time monies will yield one or more of the following outcomes in order to meet the criteria outlined above:

1. Generate increased revenue through creation of new or expanding existing applied-degree programs and/or university revenue producing functions that are affordable while being responsive to industry and student demand.
2. Generate recurring cost savings for both financial and human capital.
3. Contribute to the strategic mission of Oregon Tech.

¹ Oregon Tech Board of Trustees. "[Strategic View of Budget and One-Time Funding Budget Philosophy](#)."

4. Address unmet needs that do not necessarily result in increased revenue and/or generate recurring cost savings, especially where the nature of unrestricted funds can be used.

Investments will also support a reframed strategic plan for the institution and advance the 11 Short-Term Action Plan Goals established by the President and endorsed by the Board of Trustees. Workgroups formed around each goal are developing reports, actions and funding requests to implement these goals. Many have been funded through department budgets during this fiscal year, or the Strategic Fund has been tapped where necessary. For those investments that carry into next year, the President's Strategic Fund will be the main source of funding.

Recommendation

Staff recommended the Finance and Facilities Committee support the proposed Fiscal Year 2018-19 All-Funds Budget as outlined in the Attachments, and recommend adoption by the full Board of Trustees.

Attachments

- A. [General Fund Budget Overview](#)
- B. [Auxiliary Fund Budget](#)
- C. [Service Operations Budget](#)
- D. [Designated Operations Budget](#)

ATTACHMENT A
General Fund Budget Overview

General Fund Summary			
Acct	FY19 Budget	FY18 Forecast	FY18 Budget (Adjusted)
State Allocations	\$29,301,174	\$27,657,000	\$27,656,930
Tuition & Fees	\$35,557,629	\$33,353,903	\$37,038,081
Remissions	(\$4,110,518)	(\$3,700,000)	(\$4,428,445)
Other	\$1,556,975	\$1,519,000	\$2,084,198
Total Revenue	\$62,305,259	\$58,829,903	\$62,350,764
Unclassified	\$24,593,769	\$23,561,378	\$25,379,534
Classified	\$6,000,017	\$5,348,135	\$5,747,192
Student	\$1,034,136	\$823,186	\$781,716
GTA	\$152,000	\$40,000	\$40,000
OPE	\$16,616,048	\$14,592,201	\$16,007,923
Total Labor	\$48,395,970	\$44,364,900	\$47,956,365
Travel	\$1,018,177	\$0	\$702,310
Professional Development	\$416,634	\$0	\$0
Supplies and Service	\$11,308,381	\$12,498,000	\$12,408,243
Capital	\$1,179,229	\$465,000	\$1,190,713
Net Transfers	\$1,082,098	\$1,095,000	\$1,390,803
Debt Service	\$1,468,483	\$1,272,000	\$1,471,570
Internal Sales	(\$491,400)	(\$1,107,000)	(\$1,107,064)
Equipment Sinking Fund	\$113,656	\$0	\$0
Total Non-Personnel Expense	\$16,095,258	\$14,223,000	\$16,056,575
Total All Expenses	\$64,491,228	\$58,587,900	\$64,012,940
Net (Revenue - Expenses)	(\$2,185,969)	\$242,003	(\$1,662,176)

ATTACHMENT B
Auxiliary Fund Budget

Auxiliary Fund Summary		
Acct	FY19 Budget	FY18 Budget
Carryover	\$664,373	\$0
Incidental Fee Revenue	\$3,127,423	\$3,229,765
Room Fees	\$2,741,314	\$3,884,847
Board Fees	\$1,211,760	\$0
Other Revenue	\$3,298,348	\$2,860,217
Total Revenue	\$11,043,218	\$9,974,829
Unclassified	\$1,759,758	\$1,373,522
Classified	\$842,878	\$731,241
Student	\$504,135	\$386,674
GTA	\$0	\$0
OPE	\$1,559,425	\$1,345,375
Total Labor	\$4,666,196	\$3,836,812
Travel	\$543,099	\$20,260
Professional Development	\$0	\$0
Supplies and Service	\$4,826,788	\$6,481,762
Capital	\$215,150	\$3,000
Net Transfers	(\$1,571,698)	(\$1,150,361)
Debt Service	\$1,343,605	\$1,214,130
Internal Sales	(\$8,000)	(\$16,575)
Equipment Sinking Fund	\$69,000	\$0
Total Non-Personnel Expense	\$5,417,944	\$6,552,216
Total All Expenses	\$10,084,140	\$10,389,028
Net (Revenue - Expenses)	\$959,078	(\$414,199)

ATTACHMENT C
Service Operations Budget

Service Operations Summary		
Acct	FY19 Budget	FY18 Budget
Carryover	\$156,531	\$0
New Revenue	\$75,000	\$470,815
Total Revenue & Carryover	\$231,531	\$470,815
Unclassified	\$0	\$33,337
Classified	\$27,000	\$0
Student	\$12,740	\$9,000
GTA	\$0	\$0
OPE	\$3,267	\$315
Total Labor	\$43,007	\$42,652
Travel	\$0	\$0
Professional Development	\$0	\$0
Supplies and Service	\$341,461	\$461,500
Capital	\$0	\$0
Net Transfers	\$0	(\$33,337)
Debt Service	\$57,900	\$0
Internal Sales	(\$290,000)	\$0
Equipment Sinking Fund	\$0	\$0
Total Non-Personnel Expense	\$109,361	\$428,163
Total All Expenses	\$152,368	\$470,815
Net (Revenue - Expenses)	\$79,163	\$0

ATTACHMENT D
Designated Operations Budget

Designated Operations Summary		
Acct	FY19 Budget	FY18 Budget
Carryover	\$196,351	\$0
Other Revenue	\$32,000	\$45,158
Total Revenue	\$228,351	\$45,158
Unclassified	\$25,800	\$500
Classified	\$0	\$0
Student	\$0	\$4,431
GTA	\$0	\$0
OPE	\$4,386	\$196
Total Labor	\$30,186	\$5,127
Travel	\$0	\$8,000
Professional Development	\$0	\$0
Supplies and Service	\$27,075	\$52,423
Capital	\$0	\$0
Net Transfers	\$0	\$0
Debt Service	\$0	\$0
Internal Sales	\$0	\$0
Equipment Sinking Fund	\$1,000	\$0
Total Non-Personnel Expense	\$28,075	\$60,423
Total All Expenses	\$58,261	\$65,550
Net (Revenue - Expenses)	\$170,090	(\$20,392)