



**Meeting of the  
Oregon Tech Board of Trustees  
Virtual Meeting  
Sunset Room, Klamath Falls Campus  
November 15, 2018  
1:10pm - 5:00pm**

## Executive Session of the Full Board of Trustees

**Executive Session** (12:15pm – 1:00pm) *Counselor Groff*

The Board will meet in Executive Session per ORS 192.660(2)(f) and ORS 40.225 Rule 503 to consider information or records that are exempt by law from public inspection and to have confidential communication subject to attorney-client privilege.

## Board of Trustees Agenda

	<u>Page</u>
1. Call to Order/Roll/Declaration of a Quorum (1:10pm) <i>Chair Graham</i>	
2. Reports	
2.1 <a href="#">President's Report and Discussion</a> (20 min) <i>President Naganathan</i>	1
2.2 <b>ASOIT Report</b> (1:30pm) (10 min) <i>President Junmin Yee</i>	
2.3 <b>Administrative Council Report</b> (1:40pm) (10 min) <i>Chair Sandi Hanan</i>	
2.4 <a href="#">Faculty Senate Report</a> (1:50pm) (20 min) <i>President Terri Torres</i>	10
2.5 <a href="#">Foundation Report</a> (2:10pm) (10 min) <i>AVP Tracy Ricketts</i>	16
2.6 <a href="#">Legislative Report</a> (2:20pm) (5 min) <i>Director Brittany Miles</i>	19
2.7 <b>Academic Quality and Student Success Committee Report</b> (2:25pm) (10 min) <i>Trustee Brown</i>	
2.8 <b>Finance and Facilities Committee Report</b> (2:35pm) (10 min) <i>Trustee Jones</i>	
2.9 <b>Executive Committee Report</b> (2:45pm) (10 min) <i>Chair Graham</i>	
<b>BREAK</b> 2:55pm – 3:10pm	
3. Consent Agenda (3:10pm) (5 min) <i>Chair Graham</i>	
3.1 <a href="#">Approve Minutes of the August 13, 2018 Meeting</a>	22
3.2 <a href="#">Approve New Program Approval Process</a>	26
3.3 <a href="#">Approve a Resolution on Bond Issuance for Recreation Center (XI-F(1) Bond)</a>	28
4. Action Items	
4.1 <a href="#">President Evaluation Report and Approval of Goals</a> (3:15pm) (25 min) <i>Chair Graham</i>	31
5. Discussion Items	
5.1 <a href="#">Enrollment Report</a> (3:35pm) (45 min) <i>AVP Erika Veth</i>	41
6. Other Matters (4:25) (10 min)	
7. Public Comment (4:35pm) (15 min)	
8. Roundtable (4:50pm) (10 min)	
9. Adjournment (5:00pm)	

# Looking ahead, hitting the mark



**Oregon TECH**

Oregon Institute of Technology

Board of Trustees Meeting: November 15, 2018

**Oregon TECH**  
Oregon Institute of Technology

## Reaching towards our 10-year target

### 7,500 Students

More freshmen in Klamath Falls, more capacity in Portland-Metro, converting dual-enrolled, industry programs like Boeing model

### Grow Endowment

Grow Oregon Tech Foundation endowment in strategic ways



### Extend Industry Partnerships

Degree programs, more internships; at least 3 established innovation centers linked to industry

### Build on Reputational Capital

Establish among the global leaders in polytechnic education and innovation

### Grow Town-Gown Integration

Explore and implement new ways to connect and engage with our local communities

# 11 short-term goals address areas of opportunity and improvement



## Long-term Strategic Planning Process

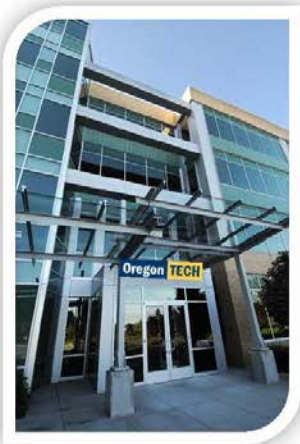


# Enrollment Results Fall 2018



5

# Portland-Metro Campus operations



- ▶ Stabilizing campus operations management
- ▶ Program connections and reporting structure
- ▶ Campus infrastructure improvements for students

6



## Faculty investments prepare us for future



**19 new faculty in 2017-18**

**All faculty searches successful**

**New leadership in place**

## Update on Collective Bargaining

**Faculty Union and Senate independently collaborate with Administration, support vision**

**Mutual respect, fairness and collaboration as the framework for our work**

**ERB hearing completed regarding unionization of Chairs; decision expected in early December**

# Improving student learning environment

Portland-Metro – Study Spaces; Commons, Testing, Peer Consulting Center furniture



K-falls + Portland-Metro – Classroom upgrades, redesign



New furniture, carpet, elec. distribution systems, projectors, large displays, electronic projection screens



New computer, faculty lectern, faculty friendly one touch room control system



Intercom to direct dial tech support, Remote support



Faculty innovation Center completed and ready for use

6 classrooms Klamath Falls and 3 Portland-Metro completed (avg. \$10k each)



# Extending expertise through practice



Ribbon Cutting October 29th



Behavior Improvement Group

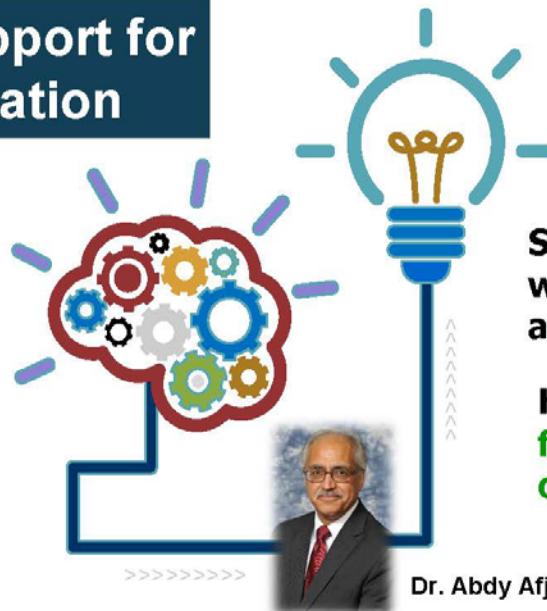


## New faculty support for research, innovation

Increase support for faculty **professional development**

Streamline, improve **grant management** processes

Support **proposal development** and writing



**Broaden training, mentorship**

**Strengthen ties with funding agencies**

**Help identify funding opportunities**

Dr. Abdy Afjeh, Assoc. Provost

11

## Banner 9 Update



Task	Due Date	Completed	% Complete	Status
Banner 9 Pre-Production environment	31-Aug	27-Aug	100%	Green
Banner 9 Production instance up and in steady state	31-Aug	21-Oct	100%	Green
<b>User Acceptance Testing and migration</b>	31-Dec	In progress	8%	Yellow
FIS (Financial Information System)		In progress	15%	Yellow
AR (Accounts receivable)		In progress	5%	Yellow
GEN (Banner General)		In progress	10%	Yellow
HR (Human Resources)		In progress	0%	Yellow
SIS (Student Information System)		In progress	10%	Yellow

12



# CEET visioning readies us for groundbreaking



13

# Cornett Renovation: moving forward!

**Now: Phase II**

**Completion: Jan. 2020**

**Next: Integrate w/CEET**

14



# 2019 Legislative Session: our "asks"



15

# Campaign for the Future of Oregon Tech



- KICKED OFF**  
Launched \$4M Campaign for Future of Oregon Tech
- PROJECTS: \$3.1M**
  - Engineering Complex
  - Equipment & Technology
- PROGRAMS: \$750K**
  - An Owl's Worth Fiscal Literacy
  - Student/Faculty Innovation Fund
  - Rural Communities Dev. Fund
- PEOPLE: \$150K**
  - Merit Scholarship Program
  - Society of Scholars
  - Staff Innovation Award
- STATUS:**  
\$3.3M raised so far; \$700k to go!

16

**THANK YOU!**



17

## Faculty Senate Board of Trustees Report

- Faculty Achievements
- Strategic Plan
- Shared Governance

*Hands-on education for real-world achievement.*

## Faculty Achievements

- Addressing High Cost of Textbooks
- New Initiatives
- Essential Studies

*Hands-on education for real-world achievement.*



## High Cost of Textbooks

Mechanical Engineering **\$7602** on textbooks

In a single year Electrical Engineering **\$1500**

In single term Medical Laboratory Science **\$500**

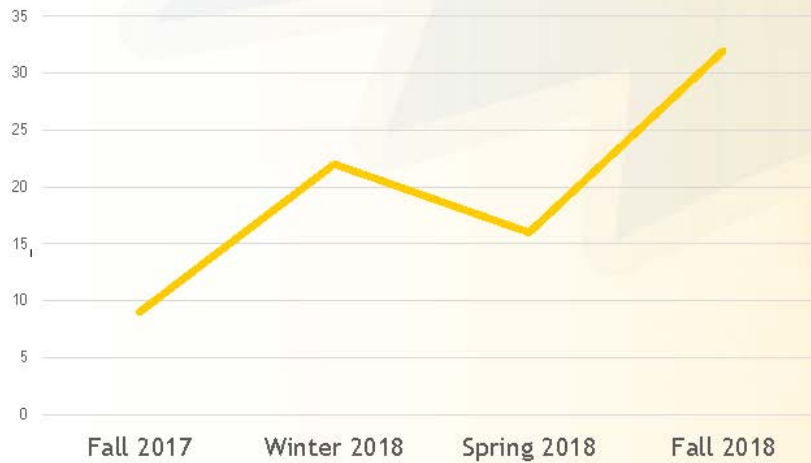
*Hands-on education for real-world achievement.*

## Faculty Response

- Mini grants \$500-\$1000
- Upper division and unique classes
- 14 applications / 12 awarded
- \$10,000

*Hands-on education for real-world achievement.*

## Impact in One Academic Year



**350%**  
increase in  
courses using  
free textbooks

*Hands-on education for real-world achievement.*

## New Initiatives

- Cybersecurity
- Applied Behavioral Analysis Clinic

*Hands-on education for real-world achievement.*

## Essential Studies

- Faculty-led process
- Outcomes based, integrated GE model
- Interdisciplinary junior capstone (ESSE)
- 2016 Faculty Senate vote to implement

*Hands-on education for real-world achievement.*

## No Strategic Plan

- Lack of Progress
- Unplanned Growth in Administration
- Declining Faculty Morale

*Hands-on education for real-world achievement.*

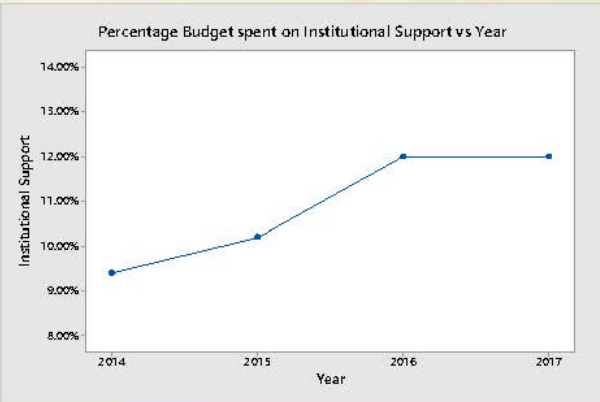
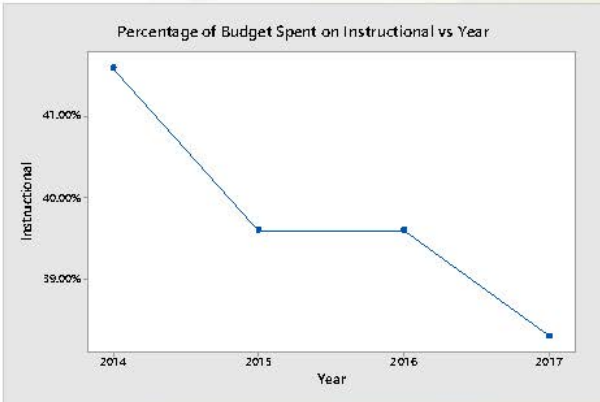


# Lack of Progress

- Stalled Initiatives
- Policies awaiting approval
- Flat Enrollment

*Hands-on education for real-world achievement.*

# Growth



*Hands-on education for real-world achievement.*

## Unplanned Growth in Administration

- No Organizational Chart
- No Job Descriptions
- Appointed versus Search

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## Declining Faculty Morale

- Replacements with non-tenure track
- No non-tenure track policy
- Unionized

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## Shared Governance the Solution

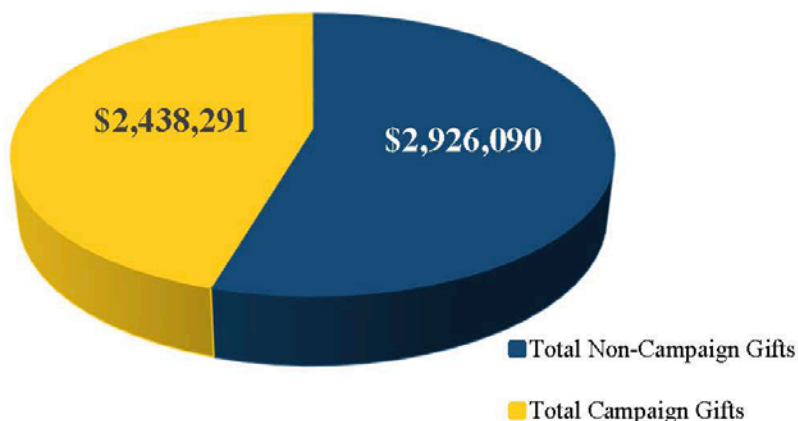
- Value faculty committee work
- Articulate vision in strategic plan
- Decisions data-informed & transparent

*Hands-on education for real-world achievement.*





**FISCAL YEAR 2018 CONTRIBUTIONS OVERVIEW**  
**\$5,364,381**



Nearly \$5.4 million was raised in fiscal year 2018, representing more than a quarter of the total amount raised in the past 10 years. Noteworthy for this year, the Oregon Tech Foundation and University Development Office launched a foundational *Campaign for the Future of Oregon Tech*. The initial investments by donors quickly surpassed our goal of \$2.75 million, which ushered in a new goal of \$4.0 million to be raised by June 2019. The goal of the campaign is to provide students with a truly distinctive experience that centers around an innovation ecosystem of entrepreneurial resources, modernized and integrated labs and facilities, exceptional faculty, and professional mentors.

With this campaign, investments are being made in programs, projects, and people.

PROGRAMS	PROJECTS	PEOPLE
<p><b>\$750,000</b></p> <p>Fiscal Literacy, Student &amp; Faculty Innovation Fund, Rural Communities Development Fund</p> <p>We are creating and expanding programs to foster collaborative entrepreneurs, and in doing so, helping prepare students for lifelong professional success.</p>	<p><b>\$3,100,000</b></p> <p>Engineering Complex, Equipment &amp; Technology</p> <p>Exceptional polytechnic universities must be steadfast in their pursuit of state-of-the art equipment, modernization of classrooms, and thoughtfully created spaces which foster an innovation ecosystem.</p>	<p><b>\$150,000</b></p> <p>Merit Scholarships, Society of Scholars, Staff Innovation Fund</p> <p>We are recruiting inspirational leaders, industry experts, and professional mentors to join our team; attracting the best and brightest students, faculty, and staff.</p>



### **The Oregon Tech Foundation**

The Oregon Tech Foundation was established in 1969. Its mission is to:

- Further the educational, cultural, charitable, and service activities of Oregon Tech;
- Acquire financial support through gifts, grants, bequests, and capital campaigns;
- Promote the public relations aspect of the university to expand and improve the understanding of its programs among students, alumni, potential employers of graduates, friends of Oregon Tech and other individuals, groups, organizations, or publics.

The Foundation is a 501(c)(3) organization and is a separate legal entity from the University governed by a governing board currently populated with 21 volunteer board members who are tasked with management and growth of the assets of the Foundation. The Foundation Board meets three times per year.

### **The University Development Department**

The University Development Department supports the mission of Oregon Tech by connecting donors, alumni, and friends with philanthropic opportunities at the university.

The Development team expands the network of Oregon Tech friendships and donors by explaining Oregon Tech's mission, hosting activities, promoting our initiatives, and spreading the word about the exceptional national rankings of Oregon Tech and the success of Oregon Tech graduates.

Currently, there is a staff of 9 personnel who operate the Development Department, Alumni Relations efforts and the day-to-day operation of the Foundation, and are jointly funded by the Foundation and Oregon Tech. The Exchange Agreement between Oregon Tech and the Foundation details our common goals and support for the Oregon Tech Foundation/Development Department.

### **Current Officers**

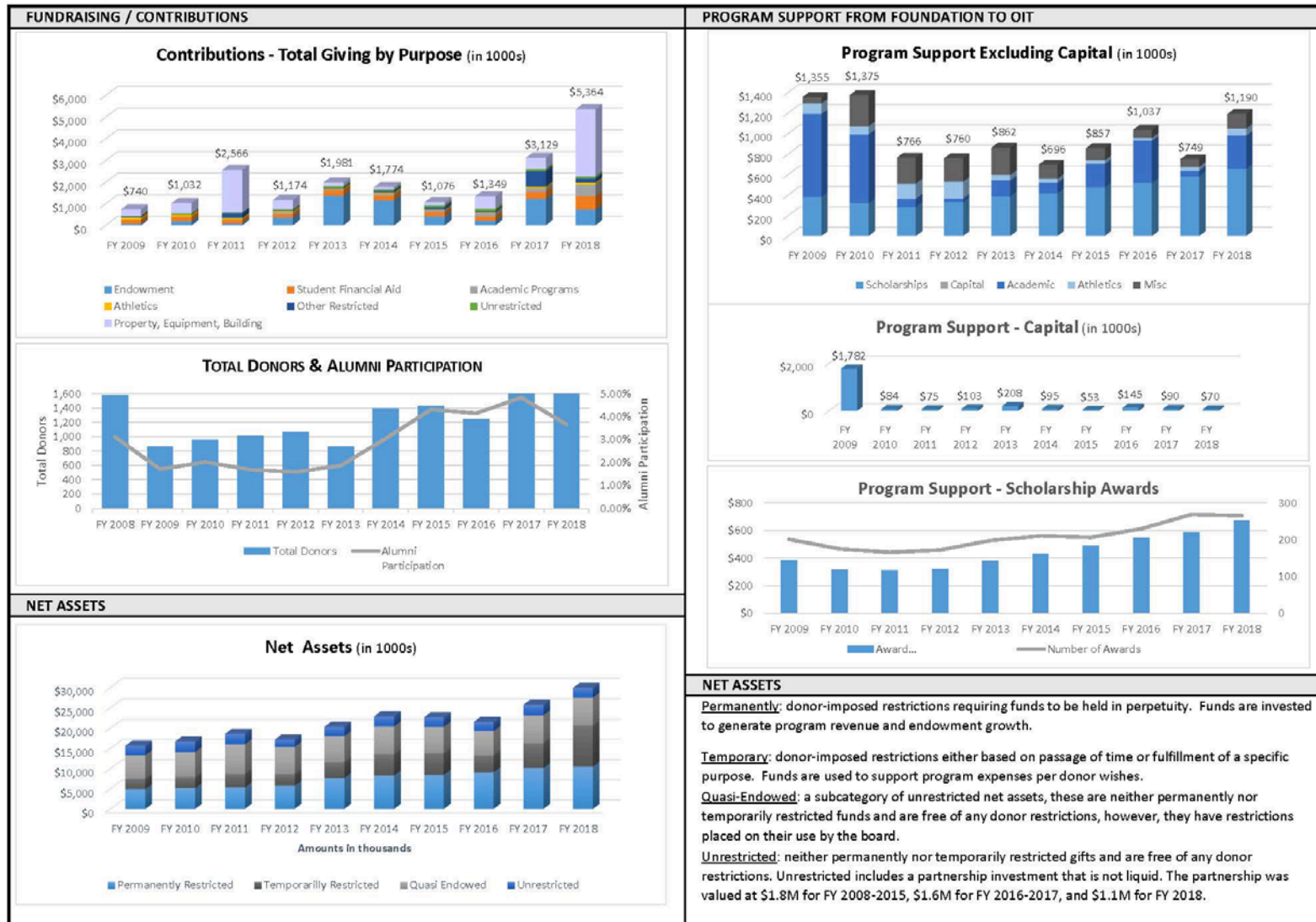
Diedra Thompson, Board President, Intel, retired

Alan Polaski, Board Vice-President, Intel

James Blair, Board Secretary, Integrated Risk Management Solutions, LLC

Don Young, Board Treasurer, JELD-WEN, Inc., retired

OREGON TECH FOUNDATION  
TRUSTEE DASHBOARD FOR FISCAL YEAR 2018



The financial reporting methodology was changed from cash basis to accrual basis in this report. For comparison purposes, all years of data being reported have been updated to the new reporting methodology.



**To: Board of Trustees**  
**From: Brittany Miles, AVP of Government Relations**  
**Subject: Government Relations update**

**Oregon Tech's legislative priorities for the 2019 legislative session:**

- Operating funds: **120 million increase** in operating funds
- 18 Million in capital to renovate Boivin Hall
- .5 Million in on-going funds for OREC
- Maintain sports lottery funding
- Funding and support for university research and innovation
- Monitoring all introduced legislation that impacts university operations and academics

***Oregon Tech specific top legislative priorities:***

- 18 Million in capital to renovate Boivin
- On-going funding of .5 million dollars for OREC

***Collective public university priorities:***

- At least **120 million** increase in operating funds
- 65 Million in capital construction funding for capital improvements
- Maintaining sports lottery funding
- Funding and support for university research and innovation
- Monitoring all introduced legislation that impacts university operations and academics

**Budget Development**

**Affordability Budget Request**

- The Universities are requesting a **120 Million** increase in operating dollars from the state in order to maintain our current service level (CSL). This number was calculated by combining the university CSL (8.4% or ~\$53 Million) and shielding students from the burden of PERS increases (~\$56 Million). This level of funding would keep tuition increases for resident, undergraduate students at or below 5% for both years of the biennium. The affordability request for the public university support fund (PUSF) is for **857 Million**.

**Restore Funding to Public Universities Request**

- In addition to submitting a budget request that would allow universities to continue to operate at current service levels, the public universities also submitted a budget request to the state, asking them do more. We asked that they **reinvest** in Oregon's public universities. **Restoring** funding to Public Universities would be a **1 Billion** dollar investment from the state. This level of funding would:
  - **restore** per pupil spending to 2001 levels
  - keep **tuition increases lower**
  - allow for significant **investment in student success, retention and completion**



### Challenges in achieving Oregon Tech’s legislative agenda

While the Oregon economy is thriving, the state continues to struggle with the rising cost of PERS and PEBB. In order to balance the state budget, the legislature’s **only options are to increase revenue and/or significantly cut existing spending**. The state’s economist have forecasted a recession to begin in 2020. In the past, the legislature has **failed to pass a significant revenue package**. Even though Democrats now have a supermajority in the house and senate **the path to passing a meaningful revenue package remains far from certain** because any revenue package that is passed by the legislature will be referred to voters the following November.

The Legislative and Executive priorities have been explicit

- a revenue package in order to increase k-12 spending
- Cap and Invest (*formerly known as Cap and Trade*)

### Budget Advocacy

The advocacy effort for operating funds started with the public universities’ budget requests to the HECC in May 2018 and will continue through June 2019. **We will be asking for the Board’s support in this effort.**

### Key Dates for Legislative Session

- **November 2018** – Last revenue forecast before release of the Governor’s budget
- **December 4, 2018** – Release of the Governor’s Recommended Budget
- **January 21, 2019** – Session begins
- **Late April/Early May 2019** – Final revenue forecast before legislative budget decisions are made
- **June 28, 2019** – Constitutional end of session

### Capital Advocacy

Significant resources, time, and attention will be invested in advocating for Oregon Tech’s request of **18 million in bonding for Boivin Hall**. These efforts will include but are not limited to the following activities:

- Hiring a contract lobbyist
- Engaging Oregon Tech’s legislative delegation
- Engaging Klamath Falls influencers
- Engaging stakeholder organizations
- Engaging Oregon Tech board members

### Agency Advocacy

In statute, the Higher Education Coordination Commission must approve all public university tuition increases for undergraduate Oregonians above 5%. Most likely, Oregon Tech will need to request HECC approval for an increase in tuition above 5%. In 2017 the approval process was difficult. Last month, HECC staff drafted new criteria for commissioners to consider when approving increases above 5%. Many of the HECC’s draft criteria are an overreach into Oregon Tech’s governance.

A **HUGE THANK YOU** to Trustee Kathleen Hill who traveled to Newport in October to speak on behalf of Oregon Tech’s Board regarding this critical issue. Largely due to Trustee Hill’s advocacy efforts, a

working group of HECC staff, university staff, university board members, and HECC commissioner will convene to rework tuition approval criteria that is more amenable to all parties.

### **Election Update**

#### *Oregon*

Governor Brown won reelection.

Democratic supermajorities in the House and Senate of the Oregon State Legislature.

#### *Federal Level*

Republicans keep control of the Senate. Democrats take control of the House.

Peter DeFazio: Ranking Member on House Transportation Committee

Earl Blumenauer: Ranking Member on Ways and Means – wants to set up a separate Ways and Means infrastructure sub committee.



**Meeting of the  
Oregon Tech Board of Trustees  
The Grand Hotel in Salem Board Room  
August 13, 2018  
9:00am – 4:00pm**

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**Board of Trustees Agenda  
DRAFT MINUTES**

**Trustees Present:**

Lisa Graham, Chair  
Steve Sliwa, Vice Chair  
Jeremy Brown  
Jessica Gomez  
Kathleen Hill

Rose McClure  
Jill Mason  
Kelley Minty Morris  
Nagi Naganathan, President  
Liam Perry

Grace Rusth  
Paul Stewart  
Fred Ziari

**University Staff and Faculty Present:**

Dave Groff, Legal Counsel  
Adria Paschal, Senior Executive Assistant to the President

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

Chair Graham called the meeting to order at 9:10am. The Secretary called roll and a quorum was declared.

**2. Consent Agenda**

**2.1 Approve Minutes of the May 17, 2018 Meeting**

Trustee Minty Morris moved to approve the consent agenda. Trustee Mason seconded the motion. With all trustees present voting aye, the motion passed unanimously and the minutes stand as published.

Trustee Ziari arrived at 8:13am.

**3. Action Items**

**3.1 Committee Appointments**

Chair Graham explained the makeup of the board changed since the last time members were appointed to committees. She proposed to appoint new trustees McClure and Rusth to the Academic Quality and Student Success and Finance and Facilities committees, respectively. She also proposed to appoint Trustee Jones as the chair of the Finance and Facilities Committee.

Trustee Stewart moved to approve the appointment of Trustee McClure to the Academic Quality and Student Success committee, Trustee Rusth to the Finance and Facilities committee, and Trustee Jones as the chair of the Finance and Facilities committee. Trustee Minty Morris seconded the motion.

**Vice Chair Sliwa** explained with the upcoming capital projects, the Finance and Facilities committee will be shifting focus from budget and finances to facilities and the chairmanship should reflect this. Trustee Jones is an expert on building and related infrastructures in the public domain.

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

#### 4. Discussion Items

##### 4.1 University Strategic Directions

**Chair Graham** explained the intent for today is to have open conversation on the strategic directions of the university. Discussion regarding balancing the local needs with the desire to take large risks.

**President Naganathan** started a PowerPoint presentation, giving a progress report on the 11 Short-term Action Plan goals, identifying opportunities and challenges facing the university, current mission and vision statements, 2020 Strategic Plan core themes, the aspirational vision, and where he would like to see the university in 10 years. Specifically, his 10 year vision included: being clearly identified as ‘industry’s university’; having evidenced global leadership in polytechnic education and applied research, nurturing career-ready professionals and leaders of tomorrow; at least 7,500 students strong with a diverse student body; at least three well-established Innovations Centers strategically linked to industry; and a truly engaged university through our mission, partnering with the communities we serve. He addressed strategic directions for faculty, staff and students; programs; and funding.

Discussion regarding where Oregon Tech might be able to establish geographic footprints to increase brand awareness, protect the university from other university expansions, encourage students to come to the main campus in Klamath Falls, and the unfounded concerns that the main campus will move. **Trustee Gomez** identified the potential for growth in the medical fields in Medford and stated there is a desire to have Oregon Tech’s presence there. **Trustee Rusth** saw it as an effort to bring Medford (or other areas) to Oregon Tech. She recommended putting more effort into academic agreements and establishing an Oregon Tech office in the downtown Medford Rogue Community College/Southern Oregon University Higher Education Center office. **Chair Graham** acknowledged the university is in a competitive environment and we need to do more than we have in the past. **Vice Chair Sliwa** complimented staff for not spending the strategic investment money approved in the deficit budget last year, and challenged staff to create a cadence of new programs, at least one per year, to open up aperture and agility.

Break 11:00-11:15

**President Naganathan** addressed the new budgeting process that gives the Deans and Chairs more autonomy, explained a conditional analysis of all campuses is underway, and clarified other programs are welcome in the Center for Excellence of Engineering and Technology and the space will promote interdisciplinary work.. **Trustee Brown** requested the short-term plan be tied to the long-term strategic plan and include all stakeholders to address shared governance. **President Naganathan** stated his goal for the strategic plan is to have 10-15 measurable and specific goals for the institution over 10 years, with a



timeline, to show on a dashboard. **Trustee Hill** expressed concern about the nomenclature used in short-term goal #3 (b) and (c) related to diversity. It was agreed to amend (b) to read “Elevate our partnership with the Tribes and Native American communities” and (c) to reflect the desire to strengthen the partnership with the Latino organizations and communities.

Discussion regarding specific goals. **Vice Chair Sliwa** recommended the addition of a goal addressing the desire to improve shared governance and to show the work towards achieving the goal. **Chair Graham** recognized the advancement made on the short-term action plan approved in 2017 and made it clear the next conversation needs to focus on long-term goals and planning. She wants a handful of measurable goals for the 5-year and 10-year timeline.

**Trustee Gomez moved to endorse the short-term action plan and the progress made, and requested the president take the input from the Board and refine the plan as he moves forward. Trustee Minty Morris seconded the motion. With all trustees present voting aye, the motion passed unanimously.**

**President Naganathan** addressed opportunities and challenges facing the university including alumni and donor cultivation. **Chair Graham** announced the Executive Committee made a recommendation to the Governor to nominate Mike Starr to the Board. He is a senior executive with Boeing, an alum, and a KF native. **Vice Chair Sliwa** reiterated the need to have a safe and inviting residential campus, and to provide additional student services to recruit and retain freshman and international students. Discussion regarding on-campus living and a potential requirement of freshman and sophomores to live on campus.

## LUNCH

**Chair Graham** received the following input from Trustees during a general discussion: the desire and need to update, refresh, and improve our product; strategy for technology development, brand/name awareness and polytechnic label; identification of aspirational peer institutions; the effect of growth on faculty and staff; and the concern there is administrative bloat and growth. Other topics included: growth in existing programs and/or the creation of new degree programs; defining the desired relationship with community colleges; capitalizing on and getting recognition through STEM Council; working with OHSU rural health campus; increasing diversity; increasing retention; and getting better before we get bigger – especially concerning infrastructure.

**President Naganathan** reminded the Board of the current mission statement, the legal document, approved by HECC and reviewed by our accreditors, and those of the university’s aspirational peers. Discussion regarding tuition for various categories of students and the need to create a model. Discussion regarding the creation of new programs, where ideas come from, and that not all programs can come from bottom-up; they need to come from the top-down also.

Trustee Gomez exited the meeting at 3:40pm.

**Trustee Brown** encouraged incentivizing entrepreneurship. Discussion regarding the utilization of campuses during summer months and the need for summer programs.

**5. Other Matters**

**Chair Graham** asked for Board representation at the Paramedic and MLS graduations. **Trustee McClure** volunteered for the MLS graduation. Trustees identified key takeaways from the meeting or something they are excited about going forward.

**6. Public Comment - none**

**7. Adjournment**

**Meeting adjourned at 4:12pm**

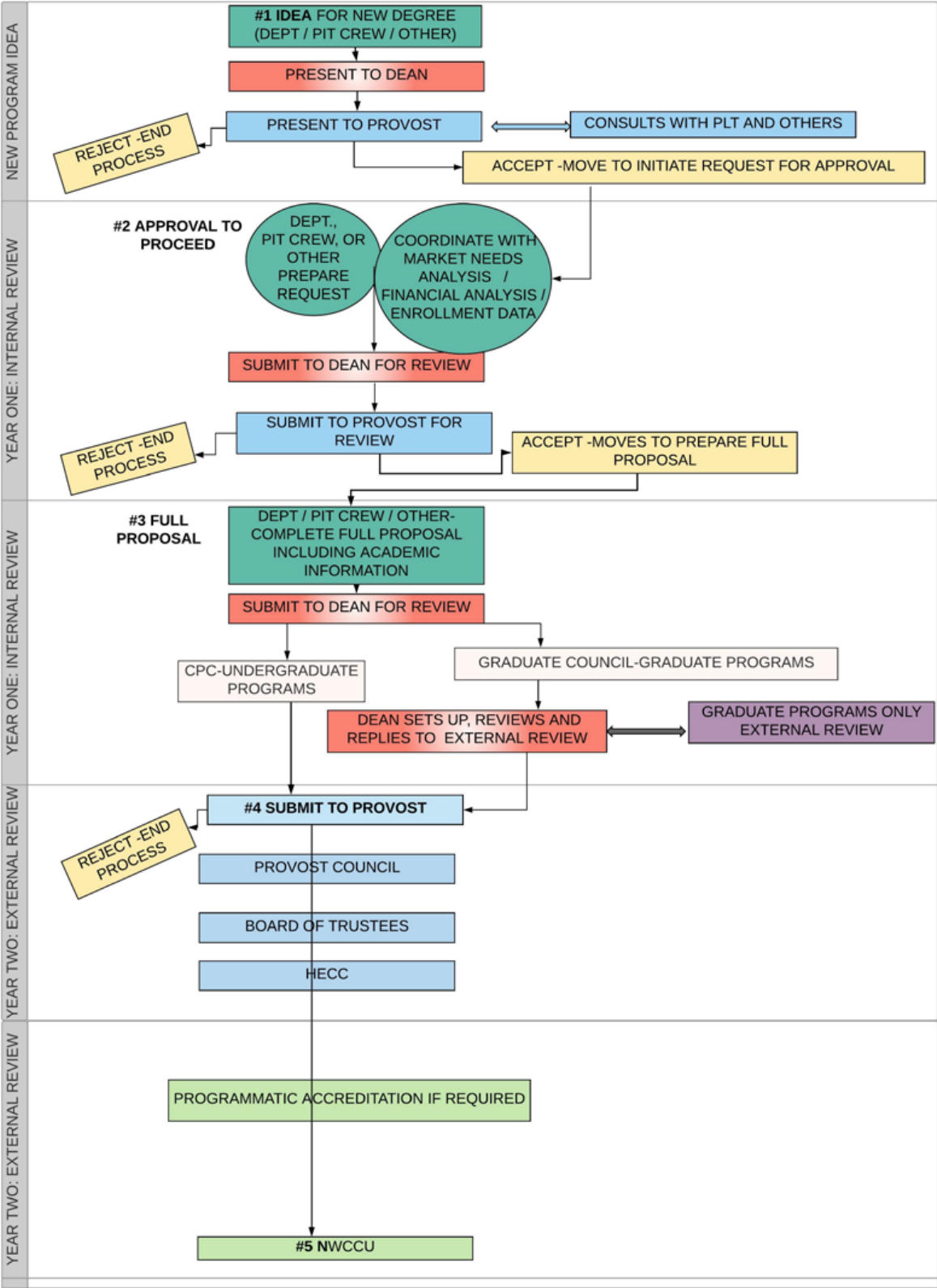
Respectfully submitted,



Sandra Fox  
Board Secretary

**The Board convened to Executive Session from 4:30pm to 5:30pm on August 13 for annual ethics training and from 9:00am to 11:30am on August 14 to discuss General Counsel issues and labor negotiations.**

### GRADUATE AND UNDERGRADUATE NEW PROGRAM APPROVAL PROCESS FLOW CHART



<b>NEW PROGRAM APPROVAL PROCESS</b>		<b>New Program</b>	<b>New Location</b>	<b>Substantive Revision</b>	<b>Lesser Revision</b>	<b>New Minor, Certificate, Option or Specialization over 45cr.</b>	<b>New Minor, Certificate, Option or Specialization under 45cr.</b>	<b>New Emphasis</b>	<b>Discontin. of Program</b>	<b>Discontin. of Minor, Certificate, Option or Specialization</b>	<b>Name Change of Program, Minor, Certificate, Option or Specialization</b>	<b>Course Change, New Course</b>
<b>Idea</b>												
<b>Approval to Proceed</b>	Chair	as needed	as needed	as needed	N/A	as needed	as needed	N/A	N/A	N/A	N/A	N/A
	Budget Office				N/A			N/A	N/A	N/A	N/A	N/A
	Dean	1-Mar of prelim. year	1-Mar of prelim. year	1-Mar of prelim. year	N/A	1-Mar of prelim. year	1-Oct of year 1	N/A	N/A	N/A	N/A	N/A
	Provost	1-Apr of prelim. year	1-Apr of prelim. year	1-Apr of prelim. year	N/A	1-Apr of prelim. year	15-Oct of year 1	N/A	N/A	N/A	N/A	N/A
	back to department	15-Jun of prelim. year	15-Jun of prelim. year	15-Jun of prelim. year	N/A	15-Jun of prelim. year	1-Nov of year 1	N/A	N/A	N/A	N/A	N/A
<b>Full Proposal</b>	Chair	as needed	as needed	as needed		as needed	as needed	as needed	as needed	as needed	as needed	as needed
	Dean	1-Dec of year 1	1-Dec of year 1	1-Dec of year 1	1-Jan of year 1	1-Oct of year 1	1-Dec of year 1	N/A	1-Dec of year 1	1-Feb of year 1	1-Feb of year 1	1-Feb of year 1
	CPC	1-Jan of year 1	1-Jan of year 1	1-Jan of year 1	1-Feb of year 1	15-Oct of year 1	1-Jan of year 1	N/A	1-Jan of year 1	15-Feb of year 1	15-Feb of year 1	15-Feb of year 1
	Provost	1-Apr of year 1	1-Apr of year 1	1-Apr of year 1	1-Apr of year 1	1-Dec of year 1	15-Feb of year 1	N/A	1-Feb of year 1	1-Apr of year 1	1-Apr of year 1	1-Apr of year 1
	Board of Trustees	1-May of year 1	1-May of year 1	1-May of year 1	N/A	1-Jan of year 1	1-Mar of year 1	N/A	1-Mar of year 1	N/A	N/A	N/A
	Provost Council	1-Aug of year 1	1-Aug of year 1	1-Aug of year 1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	HECC	1-Oct of year 2	1-Oct of year 2	1-Oct of year 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	NWCCU	1-Jan of year 2	1-Jan of year 2	1-Jan of year 2	N/A	1-Feb of year 1	N/A	N/A	N/A	N/A	N/A	N/A
	Registrar's office	15-Apr of year 2	15-Apr of year 2	15-Apr of year 2	15-Apr of year 1	15-Apr of year 1	15-Apr of year 1	15-Apr of year 1	15-Apr of year 1	15-Apr of year 1	15-Apr of year 1	15-Apr of year 1
<b>Implementation</b>	Fall of year 3	Fall of year 3	Fall of year 3	Fall of year 2	Fall of year 2	Fall of year 2	Fall of year 2	Fall of year 2	Fall of year 2	Fall of year 2	Fall of year 2	



**RESOLUTION NO. 18-1**

**BOARD OF TRUSTEES OF OREGON INSTITUTE OF TECHNOLOGY**

**A RESOLUTION THAT SUFFICIENT REVENUE EXISTS TO SUPPORT  
FULLY SELF-FINANCING AND SELF-LIQUIDATING ARTICLE XI-F(1) BONDS,  
TOTTALLING FIVE MILLION DOLLARS IN NET PROCEEDS  
THROUGH ARTICLE XI-F(1) BONDS TO BE ISSUED BY  
THE STATE OF OREGON FOR THE BENEFIT OF OREGON TECH  
FOR THE RENOVATION OF FITNESS FACILITIES**

**WHEREAS**, the Oregon Legislative Assembly has authorized the issuance of State of Oregon (“State”) general obligation bonds for the benefit of Oregon Institute of Technology (the “University”) under Article XI-F(1) of the Oregon Constitution through Senate Bill 5505 (2017) or “Bond Bill;” and

**WHEREAS**, the 2015-2017 Bond Bill authorized \$5,115,000 dollars including estimated issuance costs of \$115,000 dollars, for updating, expanding, and restoring fitness facilities on campus, including the Student Recreation Center; and

**WHEREAS**, this University Board of Trustees desires that the University receive the fully authorized funds, exclusive of issuance costs, for purposes as allowed by the authorizing, and that issuance of the necessary Article XI-F(1) bonds proceed as authorized by the 2017-19 Bond Bill for the benefit of the University, and as may be provided by law and as otherwise required by law for the 2017-19 biennium without requiring further action of this Board; and

**WHEREAS**, Article XI-F(1) of the Oregon Constitution requires the University shall not incur the indebtedness of Article XI-F(1) bonds unless it conservatively estimates that it shall have sufficient revenues to pay the indebtedness and operate the projects financed with the proceeds of such bonds; and

**WHEREAS**, for these purposes, this Board desires that the State of Oregon take any steps necessary for the timely issuance of such bonds on or about May 2019, this motion having been made and seconded;

**Now, therefore**, the Board of Trustees resolves as follows:

**Section 1**

There are moneys available to the University to pay the indebtedness of the proposed Article XI-F(1) bonds using separately and subsequently approved student fees and constitutionally allowed University sources for the specific use and purpose of providing sufficient revenues to pay the indebtedness of the Student Recreation Center project.

**Section 2**

Article XI-F(1) Projects. Bonds are authorized to be sold under the Act for the benefit of the University and consistent with the authorization of the 2017-2019 Bond Bill. The University hereby

approves and requests that the State of Oregon take such steps as necessary to ensure the issuance and sale of such bonds on or about May 2019, in an aggregate principal amount sufficient to provide \$5,000,000 dollars in net bond proceeds, and to pay costs of issuance, for updating, expanding, and restoring fitness facilities on campus, including the Student Recreation Center. In so doing, this Board acknowledges that it will be necessary to approve a new student fee and provide specific University funding from constitutionally allowed sources.

**Section 3**

Terms, Sale and Issuance. The XI-F(1) bonds authorized by this resolution (the “Bonds”), shall be issued in such series and principal amounts as the State Treasurer, after consultation with the applicable related and/or project agency/agencies, shall determine are required to pay or reimburse costs of the projects referenced in this resolution. The Bonds shall mature, bear interest and otherwise be structured, sold and issued as the State Treasurer determines after such consultation.

**Section 4**

Maintenance of Tax-Exempt Status. The Vice President of Finance and Administration of the University or his or her designee (the “Authorized University Representative”) is hereby authorized to covenant, on behalf of the University, to comply with the provisions of the Internal Revenue Code of 1986, as amended, that are required for interest on tax-exempt bonds to be excluded from gross income for federal income taxation purposes, for Bonds issued on a tax-exempt basis and to execute and deliver such agreements, documents or certificates required for such Bonds to be issued on a tax-exempt basis.

**Section 5**

Ratification and Approval of Actions. The Board hereby ratifies and approves all prior actions taken on behalf of the University related to the Bonds. The Board hereby authorizes, empowers, and directs the Authorized University Representative to take further actions as may be necessary or desirable related to the Bonds, including, without limitation, (i) covenanting to perform on behalf of the University, and performing, any actions necessary to comply with requests from the State Treasurer authorized under ORS chapter 286A to administer the Bonds, (ii) the execution and delivery of any agreements, documents or certificates, including any loan, grant or trust agreements with the State Treasurer and any other party, if necessary, as may be necessary or desirable to carry out such actions or arrangements, and (iii) to take such other actions as are necessary or desirable for the purposes and intent of this resolution

**Section 6**

This Resolution shall take effect immediately upon approval by the Board.

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

Trustee	Yes	No
Jeremy Brown		
Jessica Gomez		
Lisa Graham		
Kathleen Hill		
Vince Jones		
Rose McClure		
Jill Mason		
Kelley Minty Morris		
Liam Perry		
Grace Rusth		
Steve Sliwa		
Paul Stewart		
Fred Ziari		
VACANT POSITION	n/a	n/a

Approved and dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

\_\_\_\_\_  
Lisa Graham  
Board Chair

ATTEST:

\_\_\_\_\_  
Sandra Fox  
Board Secretary

I, \_\_\_\_\_, Secretary of the Board, do hereby certify that the foregoing is a true and correct copy of a Resolution duly adopted by the Oregon Institute of Technology Board of Trustees at the meeting held on the \_\_\_\_\_ day of \_\_\_\_\_, 2018, and thereafter approved and signed by the Chair and attested by the Secretary of the Board.

\_\_\_\_\_  
Secretary of the Board

# **ACTION**

## **Agenda Item 4.1**

### **President Evaluation Report and Approval of 2018-19 Goals**

#### **Summary**

The Board of Trustees is charged with the supervision of the President, including annually assessing his performance to inform and support his successful leadership and the strategic directions of the University. Chair Graham and Vice Chair Sliwa reviewed President Naganathan's self-assessment report and issue this report to the Board for their review. Per Board Policy, the board is to review the report, draw conclusions, develop feedback for the President, and approve goals for 2018-19.

#### **Background**

The Board Policy on Presidential Evaluation Process requires the Board to conduct an annual evaluation of the President. The Board approved the President's initial set of goals on October 27, 2017. On July 31, 2018, as part of the annual evaluation process, President Naganathan submitted a self-assessment report describing progress toward the short-term action plan goals and proposed additional goals for the coming year. This report was sent to the Chair and Vice Chair of the Board for their review.

President Naganathan discussed the progress on the short-term action plan goals at the August 13, 2018 board meeting and received general feedback from the trustees. Trustees are pleased with the meaningful and substantial progress toward the goals and the fair and honest assessment of progress.

With respect to opportunities for improvement, trustees and others encourage the President to continue focusing on the short-term action plan and the newly proposed goals:

1. Recalibrate the 2020 Strategic Plan.
2. Implement steps to achieve improved financial stability through focused enrollment and retention strategies, implement a revised budget process that empowers deans and chairs to pursue entrepreneurial steps for the advancement of their programs, students, faculty, and staff, and promote new academic programs.
3. Implement a cadence for periodic assessment of current programs and for development and approval of new program offerings. New program offerings should include a consideration of both bottoms up and top down initiatives that are designed to respond to strategic market opportunities.
4. Evaluate the possibility of finding innovative ways to develop facilities that reinforce the residential campus student life experience in support of enrollment strategies.
5. Assess the possibility of pursuing other teaching sites across the state that are underserved and could be strategically valuable.



6. Negotiate the first faculty union contract through constructive and collaborative negotiations.
7. Continue university-wide efforts for growing collaboration and cohesion among our multiple teaching units (residential campus, metro Portland teaching sites, distributed teaching sites, and distance education).

On September 11, 2017, Chair Graham met with the President to share the feedback on the self-assessment report and proposed goals for the 2018-19 year. In particular, the president is urged to focus proactively on revenue growth, cost containment, strategic opportunities, and financial sustainability for the university. Trustees praised the talent of recent hires; the President is encouraged to continue to build a strong team, seek the input of senior leaders on key questions and decisions, and ensure the Board is engaged in how the university is addressing challenges and strategic issues.

### **Recommendation**






The Chair and Vice Chair request the Board review, discuss, and approve this submitted report, including the Short-term Action Plan and newly established goals for 2018-19.




### **Attachments**






- 2018-19 Short-term Action Plan

Summary Dashboard - Oregon Tech Short-term Action Plan for 2017-18 and 2018-19 Academic Years		Progress
<b>Goal #1: Increase Reputational Capital</b>		
<i>Implement a clear, branding strategy in three major markets (Klamath Basin, Portland-Metro, and Medford region).</i>		
a) Engage with external research firm		
b) Collect and analyze data for target markets		
c) Expand strategic advertising/branding		
d) Redesign Admissions collateral		
e) Explore new website design		
<b>Goal #2: Increase Enrollment</b>		
<i>Support aggressive, aspirational enrollment growth -- average 6% during next 5 years. Put mechanisms in place to:</i>		
a) Increase the number of direct from high school students		
b) Increase the number of Transfer students		
c) Improve overall retention (New students 1st to 2nd year and 1%; and retention beyond 1st year)		
d) Pursue use of digital badges and micro-credentials		
<b>Goal #3: Grow Student and Campus Diversity</b>		
<i>Elevate Oregon Tech's commitment to nurture our environment of diversity and inclusion, by pursuing multiple modalities to celebrate and strengthen diversity among faculty, staff, and students.</i>		
a) Create and staff a multi-cultural office		
b) Elevate our partnership with the Tribes and Native American Communities		
c) Create a partnership with Latino organizations and communities		
d) International student recruitment		
<b>Goal #4: Extend Academic Planning Part I</b>		
<i>Implementation of our modernized general educational component—Essential Studies</i>		
<b>Goal #5: Extend Academic Planning Part II</b>		
<i>Quality of instructional experience for Oregon Tech faculty &amp; students in multi-modal, multi-site course delivery of our programs.</i>		
a) Establish the Faculty Innovation Center		
b) Implement two coordinated hi-tech classrooms, one in K-Falls & one in Wilsonville		
<b>Goal #6: Invest in Talent</b>		
<i>Pilot at least two formalized mentoring and professional development programs with an objective to help faculty prepare for leadership positions such as department chairs, program directors, etc., and to help staff advance in their professional careers.</i>		
<b>Goal #7: Grow our Culture of Pride</b>		
<i>Promote university pride and elevate our campuses to be the preferred destinations for students, employees, and the community.</i>		
a) Launch the first phase of the facilities master-plan to include a comprehensive condition analysis across the university		
b) Expand our beautification efforts on our campuses		
<b>Goal #8: Organizational Improvement Part I</b>		
<i>Improve efficiency and effectiveness of Oregon Tech's business processes and expand our use of technology</i>		
a) Launch business process analysis services within ITS		
b) Launch employee hiring process (HEROES – Hootie's Employee Recruitment, Onboarding, and Exiting System)		
c) Launch Recruiter		
d) Launch Banner 9		
<b>Goal #9: Organizational Improvement Part II</b>		
<i>Encourage an entrepreneurial culture in academic programming [Academic Affairs &amp; Finance Divisions, in collaboration with FOAC.]</i>		
a) Implement a contribution margin awareness project to encourage operational efficiency		
b) Develop an open & participatory budget process so all units can share plans and aspirations during the planning cycle		
<b>Goal #10: Build Alumni Relations and Philanthropy</b>		
<i>Elevate Oregon Tech's efforts and outcomes in advancement, in partnership with Foundation and Alumni boards.</i>		
a) Create a sustainable friend-raising and fund-raising framework		
b) Create & execute a mini-campaign to raise at least \$2.75M in support of the CEET project and student & faculty innovation		
<b>Goal #11: Leverage Academic and Industry Partnerships</b>		
<i>Enhance our partnerships with academia and industries.</i>		
a) Viability of Doctorate in Physical Therapy degree program proposal in fall 2018		
b) Cyber Defense Center		
c) Oregon Manufacturing Innovation Center (OMIC)		
d) Off-campus research and innovation center in K-Falls to bring together current initiatives (Catalyze, ABA Clinic, etc.)		







## Oregon Tech Short-term Action Plan for 2017-18 and 2018-19 Academic Years with Status Descriptions







Goal	Progress	Status Description
<b>Goal #1: Increase Reputational Capital</b>		
<i>Implement a clear, branding strategy in three major markets (Klamath Basin, Portland-Metro, and Medford region). The initial phase will be focused on increasing enrollment.</i>		
a) Engage with external research firm		a) DHM Research (Portland) was identified and hired as a market research firm. They conducted a market survey of more than 400 Oregonians and also obtained feedback from nearly 300 Oregon Tech students. The statewide results were shared with the Board of Trustees. The survey clearly demonstrated the lack of brand identity for Oregon Tech and the very limited understanding of the scope of our programming. On the other hand, the on-campus survey results showed the high level of student satisfaction at Oregon Tech. 96% of the students rated their educational experiences highly.
b) Collect and analyze data for target markets		b) Actions based on the results of the DHM Research seeing implementation across all channels; for example, advertising copy; admissions/recruitment materials; external and stakeholder presentations by Oregon Tech leadership.
c) Expand strategic advertising/branding		c) Director of Marketing hired in July and a comprehensive Marketing/Branding strategy is currently under development, including a strategic advertising approach to reach prospective students and key market segments while also increasing name recognition and reputational capital. Outdoor media implemented regionally as a media mix reinforcement: billboard on Hwy. 97, digital advertising in Medford, and billboard in downtown Klamath Falls. On waiting lists for Medford airport terminal advertising and Hwy. 205 billboard in Portland.
d) Redesign Admissions collateral		d) Hired a Strategic Enrollment Marketing (SEM) Specialist in July. The Specialist is working to design print collateral for academic programs to augment program-specific recruitment. Search for a graphic designer is underway to assist in additional admissions and recruitment collateral design as well as general design needs for Oregon Tech.
e) Explore new website design		e) Comprehensive planning and strategy for a new website will begin fall 2018.





Goal	Progress	Status Description
<b>Goal #2: Increase Enrollment</b>		
<i>Support aggressive, aspirational enrollment growth -- average 6% during next 5 years. Put mechanisms in place to:</i>		
a) Increase the number of direct from high school students		a) High School--Redesigning influencer events to reach broader audience and to provide broader overview of Oregon Tech with an emphasis on analytics; purchasing student names from College Board based on ACT/SAT scores and aptitude areas relevant to Oregon Tech; SEM absorbed the Academic Agreements group in the Provost's Office [now Educational Partnerships and Outreach (EPO)] and will focus on Advance Credit Program (ACP or Dual Credit) student recruitment and pre-college camps and summer offerings; partnering with EAB (formerly, the Education Advisory Board) for financial aid optimization to increase enrollment; designing incoming freshmen applicant communication plan using Recruit software; additional recruiter hired to allow for more strategic focus in California freshman recruitment.
b) Increase the number of Transfer students		b) Transfer--Redesigning influencer events to reach broader audience and broader overview of Oregon Tech; SEM absorbed EPO and can focus on community college and military/veterans partnerships; partnering with EAB for financial aid optimization to increase enrollment for transfers; purchased transfer evaluation software to provide early information for prospective transfer students; designing transfer applicant communication plan using Recruit; Recruit now working for communication and sends auto-response after application and inquiry; exploring partnership with KCC for pipeline to Oregon Tech; actively working to develop international recruitment plan.
c) Improve overall retention (New students 1st to 2nd year 1%; and retention beyond 1st year)		c) Retention--Researching professional advising center; repurposing several vacant positions into transfer advising staff for transfer students (in addition to ROCK); hiring new data analyst to provide much needed weekly reports and data; hiring additional ROCK staff; assessing Retention/ROCK structure.




Goal	Progress	Status Description
d) Pursue use of digital badges and micro-credentials		d) Badging--Task force to reconvene in fall term; badges under exploration include non-credit boot camps, dental hygiene, respiratory care/sleep health, and soft-skills (communication-focused). [OTHER—Holding quarterly SEM half-day, all-staff retreats to check in on progress of strategic planning process as related to enrollment; working to improve outdated or time-consuming processes; working with the Associate Dean of Student Services on the Portland-Metro campus to evaluate needs in Portland-Metro regarding retention, advising, and recruitment.]
<b>Goal #3: Grow Student and Campus Diversity</b>		
<i>Elevate Oregon Tech's commitment to nurture our environment of diversity and inclusion, by pursuing multiple modalities to celebrate and strengthen diversity among faculty, staff, and students.</i>		
a) Create and staff a multi-cultural office		a) Multicultural Student Services office created; staffed with 1.0 FTE coordinator who has developed a programming model in February 2018 engaging students and community members on issues of diversity, identify, and cultural awareness and celebration (please see <a href="http://www.oit.edu/campus-life/multicultural-student-services">www.oit.edu/campus-life/multicultural-student-services</a> ); Student Empower Mentors selected for fall '18 start with six upperclassmen providing peer mentoring to incoming students predominantly from underrepresented minority groups; Empower Mentors will host a multicultural event during new student orientation in the fall; Project Unity will also launch fall '18.
b) Elevate our partnership with the Tribes and Native American Communities.		b) Multi-cultural Coordinator meeting regularly with tribal leadership; Youth Summit in August; Native American visit day set for October 8, 2018; NASU programming efforts increased last year.
c) Create a partnership with Latino organizations and Communities.		c) Hosted 'Latinos Unidos' (Latino student recruitment event) on February 27, 2018 with 30 students attending and it is scheduled again for January 2019; Multi-cultural Coordinator meets with Latino Club regularly and has ongoing interaction with the Latino students.
d) International student recruitment.		d) Currently drafting a position description for international student support and recruitment and determining the scope of international student services on our campuses across Student Affairs, Provost, and SEM divisions.



Goal	Progress	Status Description
<b>Goal #4: Extend Academic Planning Part I</b>		
<i>Implementation of our modernized general educational component— Essential Studies</i>		Ad hoc task force consisting of leading faculty and staff are working this summer to come with recommendations for a flexible, cost-effective, implementable solution(s) to modernize our general education component.
<b>Goal #5: Extend Academic Planning Part II</b>		
<i>Quality of instructional experience for Oregon Tech faculty and students in multi-modal, multi-site course delivery of our programs.</i>		
a) Establish the Faculty Innovation Center		a) Faculty Innovation Center is completed. The room has been used by the CCT for meetings and training sessions and events are scheduled for the fall.
b) Implement two coordinated hi-tech classrooms, one in K-Falls & one in Wilsonville.		b) Future classroom projects funding built into budget which should support accomplishing this goal. The Academic Technology Advisory Council will develop a strategic funding model in the upcoming academic year. One time funding has been received to begin the renovations of critical classrooms. Model hi-tech classrooms equipment that support synchronous delivery will be evaluated in fall term and installed over winter break.
<b>Goal #6: Invest in Talent</b>		
<i>Pilot at least two formalized mentoring and professional development programs with an objective to help faculty prepare for leadership positions such as department chairs, program directors, etc., and to help staff advance in their professional careers.</i>		Staff Training program established; Training website, registration, communications, evaluation tools, and resources established; continuous development of training offerings, training partnerships, HR Heroes, and community connections. [PENDING – establish required supervisory training and obtain comprehensive online training technology system.]
<b>Goal #7: Grow our Culture of Pride</b>		
<i>Promote university pride and elevate our campuses to be the preferred destinations for students, employees, and the community.</i>		
a) Launch the first phase of the facilities master-plan to include a comprehensive condition analysis across the university.		a) Fluent Engineering was selected to complete the Comprehensive Conditions Analysis (CCA), the kickoff meeting between the Fluent team and Facilities staff was held on 7.26.18. Scheduled completion for the CCA is Fall 2018.
b) Expand our beautification efforts on our campuses.		b) Summer of 2018 beautification efforts are currently underway, work continues on a three-year campus beautification project plan. Also, the campus exterior handrail painting project is

Goal	Progress	Status Description
		currently underway, with scheduled completion of early Fall 2018.
<b>Goal #8: Organizational Improvement Part I</b>		
<i>Improve efficiency and effectiveness of Oregon Tech’s business processes and expand our use of technology.</i>		
a) Launch business process analysis services within ITS		a) A business analyst was hired in ITS in spring. The analyst is being brought up to speed and is focusing on business processes that impact the implementation of Banner 9.
b) Launch employee hiring process (HEROES – Hootie’s Employee Recruitment, Onboarding, and Exiting System)		b) HEROES online hiring system has been implemented and trainings held for users. Existing positions have been inventories and position descriptions are being updated which will speed up future hiring efforts. Onboarding and exiting processes have been formalized. Efforts to train and get support across functional units continues. Baseline metrics and process reporting tools are being established to judge effectiveness.
c) Launch Recruit Software		c) Recruit CRM has been implemented and is in production. Recruit software is now operational and is supporting the recruitment process; but still needs refinement and additional features rolled out.
d) Launch Banner 9		d) Banner 8 has been hosted. Banner 9 test environment is up and running in the cloud. User acceptance testing will begin in August. This project is currently on schedule for completion in November 2018.
<b>Goal #9: Organizational Improvement Part II</b>		
<i>Encourage an entrepreneurial culture in academic programming, Oregon Tech’s Academic Affairs and Finance Divisions, in collaboration with FOAC.</i>		
a) Implement a contribution margin awareness project to encourage operational efficiency.		a) IR in conjunction with Budget Office are in the final stages of developing a contribution margin analysis which incorporate actual tuition payments, state funding by department, enrollment and completion as well as internal direct costs. Roadblocks related to data systems have been encountered, including workload management and tracking and the recording of tuition revenue at the student level have been mitigated. Ongoing recording and planning of workload will be required by the Registrar’s Office for the system to be repeatable.
b) Develop an open and participatory budget process so all units can share		b) FOAC established a budget process development task force which included

Goal	Progress	Status Description
plans and aspirations as part of the planning process.		academic, finance and faculty leadership. This task force established a new budget model which pushes responsibility and funding to departments and colleges and balances predictability and responsiveness. Portions of the model, including increased training funds, predictable roll overs and departments equipment “savings accounts” have been established. The model will be fully implemented over the next several years.
<b>Goal #10: Build Alumni Relations and Philanthropy</b>		
<i>Elevate Oregon Tech’s efforts and outcomes in advancement, in partnership with Foundation and Alumni boards.</i>		
a) Create a sustainable friend-raising and fund-raising framework.		a) We collaborated with the foundation board, alumni advisory board, and campus partners to create programs and events designed to increase engagement of alumni, donors and prospects. The outcome of these partnerships include an expanded calendar of alumni events, focused on regional and thematic diversity, a program to support departments in the scheduling and execution of their alumni events, and execution and planning of donor recognition events.
b) Create and execute a mini-campaign this year to raise at least \$2.75M in support of the CEET project and student and faculty innovation.		b) We exceeded the original goal of the mini-campaign (\$2.75M). Expanded the campaign to include a broader set of initiatives and increased our goal to \$4M. Currently finalizing case materials and scheduling tours of Cornett Hall.
<b>Goal #11: Leverage Academic and Industry Partnerships</b>		
<i>Enhance our partnerships with academia and industries.</i>		
a) Viability of Doctorate in Physical Therapy degree program proposal in fall 2018		a) The campus proposal is getting close to being finalized and OHSU Provost has offered her support. However, the approval process is very involved and requires substantial up-front investment and identification of adequate number of clinical sites.
b) Cyber Defense Center		b) The Center was formally opened on Nov 20, 2017 when Gov. Brown came to Oregon Tech Portland-Metro campus to proclaim the Oregon Cyber Day. A proposal to launch the baccalaureate degree in Cyber Security is going through campus review and will be ready for Board review in AY’18-’19. New faculty member hired in Information Technology to help drive the impact of the Center across Oregon Tech.

Goal	Progress	Status Description
c) Oregon Manufacturing Innovation Center (OMIC)		c) OMIC infrastructure (physical, personnel, policies) in place - new Executive Director, funding (Economic Development Authority [EDA]), agreements and policies are either underway. As host university, Oregon Tech, prepared and submitted a \$3M EDA grant proposal and has just been awarded the same.
d) Off-campus research and innovation center in Klamath Falls to bring together current initiatives (Catalyze, ABA Clinic, etc.)		d) Significant outcomes in this area include the following so far.
		<ul style="list-style-type: none"> <li>• Hosting the 4th Annual Catalyze Klamath and attracting the statewide InventOR competition involving more than 300 attendees from 11 colleges and universities and related communities to our Klamath Falls campus. The InventOR competition was co-sponsored by Lemelson Foundation and Portland State University.</li> </ul>
		<ul style="list-style-type: none"> <li>• The Behavior Improvement Group @ Oregon Tech (BIG) is a product of our new Applied Behavior Analysis program. A community clinic was opened off-campus by our faculty.■</li> </ul>

# **DISCUSSION**

## **Agenda Item 5.1**

### **Enrollment Report**

#### **Background**

AVP Erika Veth will report on Strategic Enrollment Management figures and activities.

#### **Recommendation**

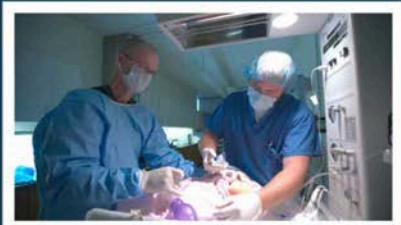
None. Item is informational only.

#### **Attachments**

PowerPoint Presentation



# Strategic Enrollment Management Update



**Oregon** **TECH**

Oregon Institute of Technology

Dr. Erika Veth, Associate Vice President, Strategic Enrollment Management; Dean, Online Campus

Board of Trustees Meeting: November 15, 2018

**Oregon** **TECH**  
Oregon Institute of Technology

## Overview: Strategic Enrollment Management



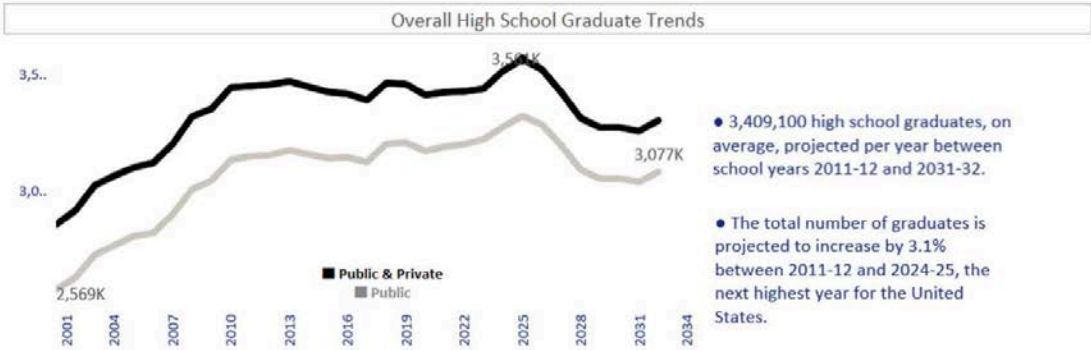
## Fall 2018 Headcount

Headcount Using Primary Campus	Student Headcount			
	Fall 2017	Fall 2018	Difference	% change
Klamath Falls	2,182	2,218	36	1.6%
Portland-Metro	827	870	43	5.2%
Online	688	642	-46	-6.7%
Other	191	169	-22	-11.5%
<b>Subtotal (Excluding High School)</b>	<b>3,888</b>	<b>3,899</b>	<b>11</b>	<b>0.3%</b>
ACP Dual Credit at HS	1,509	1,377	-132	-8.7%
HST Dual Credit at OIT	93	65	-28	-30.1%
<b>Subtotal (High School Students)</b>	<b>1,602</b>	<b>1,442</b>	<b>-160</b>	<b>-10.0%</b>
<b>Grand Total</b>	<b>5,490</b>	<b>5,341</b>	<b>(149)</b>	<b>-2.7%</b>

## Fall 2018 Overview...continued

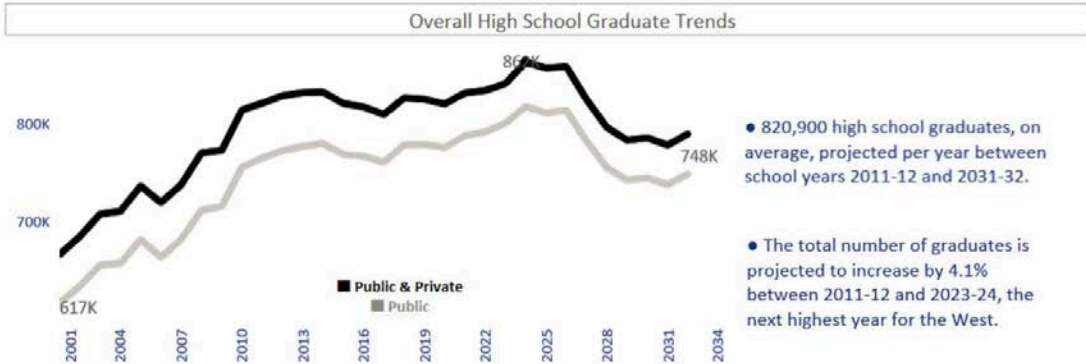
Credit Hrs Using Course Campus	Student Credit Hours			
	Fall 2017	Fall 2018	Difference	% change
Klamath Falls	26,007	25,936	-71	-0.3%
Portland-Metro	7,552	7,543	-9	-0.1%
Online	6,558	7,544	986	15.0%
Other	1,182	1,160	-22	-1.9%
<b>Subtotal (Excluding High School ACP)</b>	<b>41,299</b>	<b>42,183</b>	<b>884</b>	<b>2.1%</b>

# National High School Graduation Trends



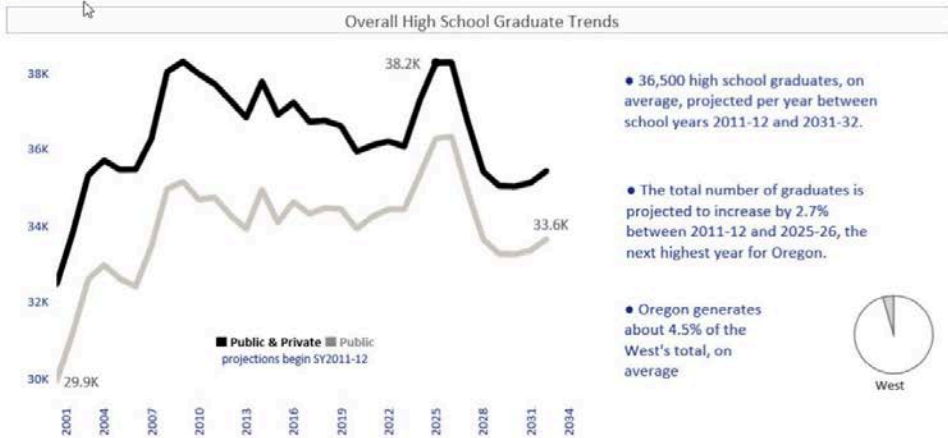
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# High School Graduation Trends in the West



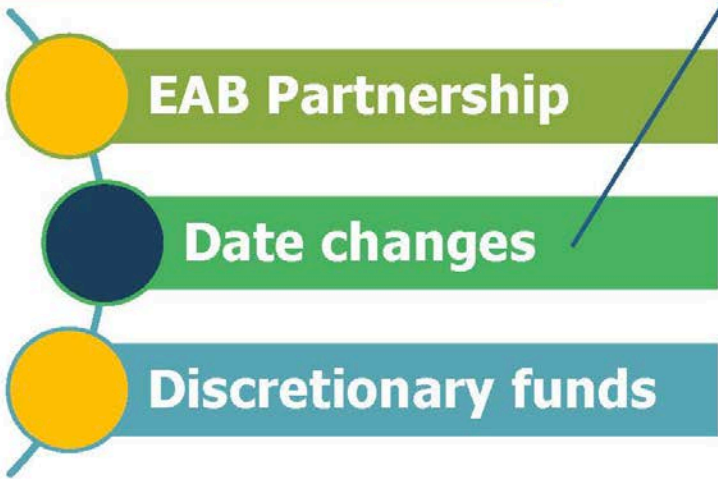
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# Oregon High School Graduation Trend



7

# Financial Aid Strategy



Extended Presidential Scholarship application deadline to Aug. 15<sup>th</sup> (instead of March 1<sup>st</sup>); many transfers apply for admission after they graduate spring term which was too late.

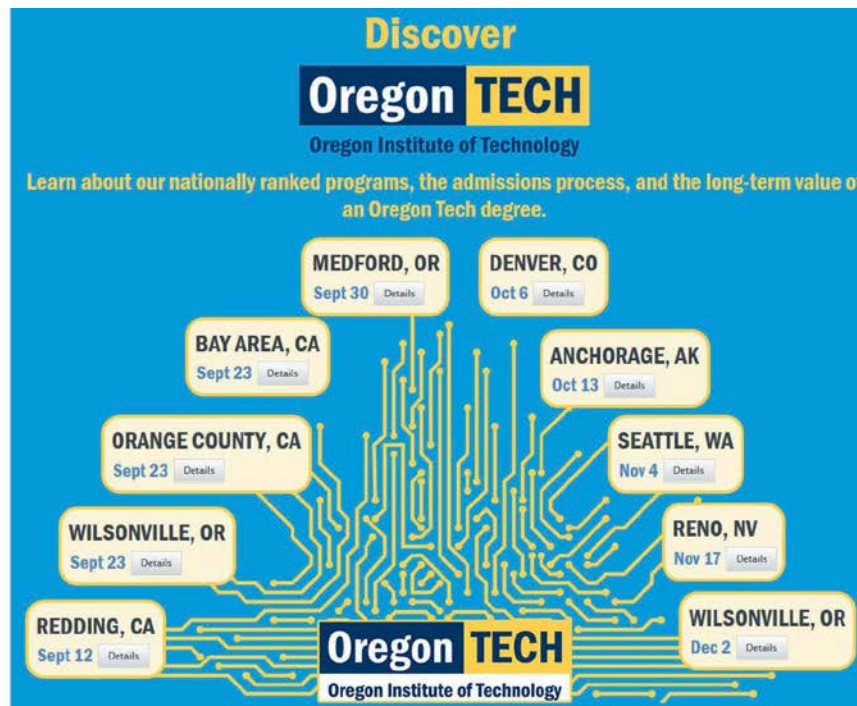
Extended Presidential Scholarship application deadline for freshmen to June 15<sup>th</sup>

8



## Fall '19 Recruitment (& beyond)

- Strategy to reach target of **7,500**)
- New Admissions **tactics**
- Admissions **visiting** 3-4 high schools per day, many in Portland area
- Expanding **influencer** event locations and increasing frequency
- Admissions hiring Portland-based transfer **recruiter**
- Added Communication **Specialist & Data Specialist** in Klamath Falls
- Admissions developed a **fast-response** communication plan
- Expanding **territories** for recruitment
- Moving to new **CRM**, away from Recruit



## Travel Schedule

- Alaska, Arizona, California, Colorado, Hawaii, Idaho, Oregon, Texas, Utah, Nevada, & Washington during September, October, & November
- Spring travel expanding to 17 new Discover Oregon Tech events in these regions
- <https://www.oit.edu/admissions/general-info/visit/travel-schedule>



11



## International Recruitment

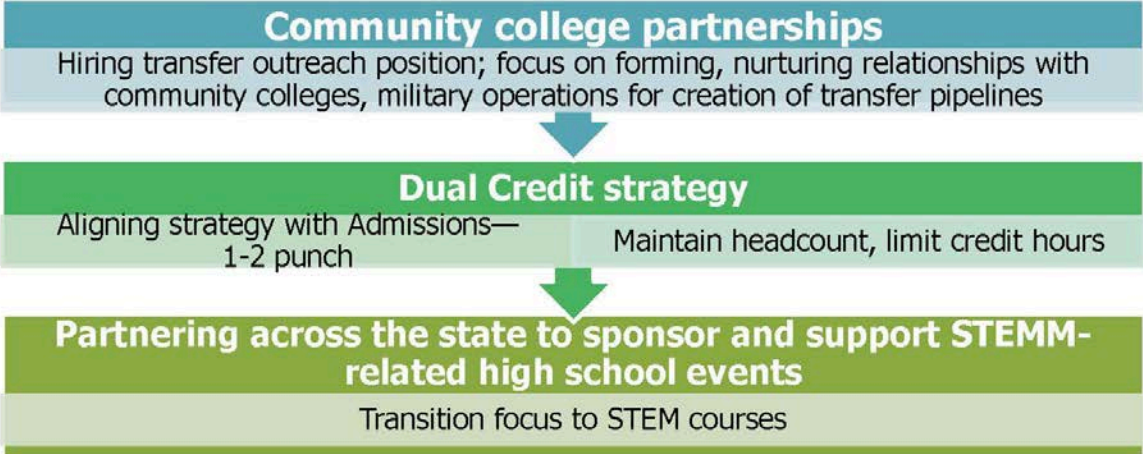


12



# Educational Partnerships & Outreach (EPO)

Changing the way we talk about dual credit



13

# Data-based decision making



**Reports requested include:**

- Dual-credit matriculation
- Retention data
- Not-coming data
- Program enrollment data
- Course planning data

14

## Strategic planning



15

## Additional Investments Proposed to President

Initiative	Increase requested	Total expenditure
EAB	\$140,000	\$200,000
College Board	\$25,000	\$50,000
Admissions S&S/Travel	\$220,000	\$600,000
Discretionary Funds	\$50,000	\$50,000
Professional Advising	\$145,000	\$300,000
Robust Student Worker Pool	\$75,000	\$170,000
Marketing for SEM initiatives	\$100,000	\$185,000
<b>TOTAL</b>	<b>\$755,000</b>	<b>\$1,555,000</b>
Total current SEM budget	\$ 3,633,864	
Total proposed SEM budget	\$ 4,388,864	

16

# Headcount Targets

## HEADCOUNT Targets: 4<sup>th</sup> Week Fall

	2018-19	19-20	20-21	21-22	22-23	24-25	25-26	26-27
<b>Number</b>	5341	5612	5850	6200	6455	6736	7017	7299
<b>Growth</b>	--	5.1%	4.2%	6.0%	4.1%	4.4%	4.2%	4.0%

18

# Excited for the Future

- Looking forward to growing our enrollments in areas where it makes most sense
- New partnerships
- New focus on strategy and data-based decision making
- Strong, focused team approach to enrollment growth



19