

FACULTY SENATE

Minutes

February 2, 2016 6:00 PM, Mt. McLoughlin Room, College Union

Attendance/Quorum

President Robyn Cole called the meeting to order at 6:00 p.m. All senators or alternates were present; a quorum was determined. All representatives to the Faculty Senate were present except Shellie Wilson (Administrative Council), Kristen Marsters (ASOIT), Leann Maupin (HAS), and Hallie Neupert (ETM).

Approval of Minutes

Minutes of the January 5, 2016, meeting were approved with the following correction to the President's Report. The Board of Trustees' Finance & Facilities Committee actually voted on two motions: the first, to approve the soccer project as proposed, failed as a result of a tie vote; the second motion was unanimously approved to continue the item to the February 22-23 Committee and Board meeting, authorized an amount not to exceed \$150,000 for engineering and design work, and granted the President time to bring the project to the campus and community.

Report of Officers

Report of the President – Robyn Cole

- The Senate Executive Committee (SenEx) thanked Erin Foley and her support staff for providing an opportunity to learn more about dealing with difficult student situations. Feedback indicated the presentation was very professional, informative and enjoyable.
- The university contracted with the Association of Governing Boards (AGB) to assist the Board in developing a presidential evaluation policy. Dr. Carol Cartwright will be on the Wilsonville and Klamath Falls campuses Feb. 2-5; she will meet with various stakeholder groups to identify criteria to be used in an evaluation process and outline what the process might look like. The intent is not to discuss the current president's performance.
- SenEx submitted a letter to the Board of Trustees' Finance and Facilities (F&F) Committee regarding lack of process and oversight for the proposed soccer field project. The F&F meeting can be viewed from the Board of Trustees webpage.
- SenEx is working on a procedure/process to submit names to the board to be seated as the faculty trustee in the future. Dan Peterson's current term expires in June 2016.
- President Maples has endorsed the Welfare Committee recommendation to implement additional Automatic External Defibrillator devices on campus. President Maples has passed this information on to Sherry Himelwright, Oregon Tech Environmental Health, to collect quotes and move the process forward.
- Board Policy on the Conduct of Public Meetings (<http://www.oit.edu/docs/default-source/board-of-trustees-documents/2015-meetings/january/adopted-conduct-of-public-meetings-22jan15.pdf>), paragraph 4.5 Written Information: policy states an individual who wants to provide written information to the Board may do so by: (1) sending the material electronically to Board@oit.edu; (2) delivering the material to the Office of the Board Secretary; or (3) mailing the material to the Office of the Board Secretary. The Chair, President and Secretary will determine whether and, if so when, submitted material is appropriate for dissemination to trustees based on the University's bylaws and relevant Board actions. Materials may be subject to disclosure under the Public Records Law.

- SenEx recommended that adjustment of student fees related to the College level Examination Program (CLEP) will require further deliberation.
- SenEx met with Faculty Compensation Committee (FCC) chairs to discuss the next steps in providing a direction in the way we address compensation issues.
- SenEx will meet with AGB to discuss the university president review process.
- Provost Brad Burda indicated that a Request For Proposal (RFP) is in process to eventually utilize an electronic method for student course evaluations. For this Winter term, evaluations will continue in paper format.
- The Welfare Committee may change their method for data collections in the future as concerns have been raised about the validity of the results they obtain with their current methodologies.

Report of the Vice President – Terri Torres

- Terri confirmed that she has been to one meeting of the Academic Council as Vice President. At the meeting, the discussion concerned the university's new approach to long-term planning and how decisions will be made for the academic long-range 5-year plan, faculty and administrative positions, equipment, etc. There will be a presentation at Convocation outlining this plan. This will be the first-ever academic plan tied to the strategic plan and will help drive facilities and marketing. In response to a question, online education will be included in this planning effort.

Reports of Standing Committees

Faculty Rank Promotion & Tenure (RPT) – Hugh Jarrard

- RPT's sought feedback concerning packet pages 7-8 on instructional faculty and librarian promotions.
- The committee recommends that, in place of college-level review, an external review board made up of Orbis-Cascade Alliance members, be used. This would entail pulling 4-6 library specialists to be on a review committee. There would be no fees for this as these are members of the library consortium. He asked if there were any objections. One question was whether the Library Director, who serves as a pseudo-Dean and Department Chair, should serve on this committee. Those Deans and Department Chairs polled voiced no objections.
- Another point raised was any risk using non-OIT methods/policies. The committee responded that the point of this change is to look at the librarians' skills.
- Another concern is the perception of lack of input in this process from faculty. Would there be an open comment period? Current policy does not have an open forum for librarians. Clarification is warranted in this area.
- Promotion Advisory Committee (PAC) members were not contacted for information or response on this issue. This will be explored.
- Provost Burda raised the thought that a librarian's job responsibilities are totally different than faculty members. He questioned the value of a PAC review. This whole issue was discussed at the last FRPT meeting. PAC has limited information. No PAC means there is no way for faculty to add input. Conversely, there is no way for librarians to evaluate faculty.
- Another question was who, if anyone, evaluates the Library Director?
- Hugh stated that currently procedural changes are being reviewed to bring to the faculty. They welcome a discussion with Provost Burda to bring information back at the next meeting.

Faculty Welfare – Don McDonnell

Don stated they are prioritizing a list of concerns, the pros and cons to present to the Board at the Feb. 22, 2016 meeting.

- One concern the committee has is that they do not want to bring a report that is all "gripes". They are trying to develop a method for gathering valid data. Thus far, they have been using prompting questions. Welfare members are attending department meetings and are obtaining good data so far.
- The current plan is to gather information, document it, pass to Senate and the Senate, upon approval, can pass along to President Maples. Questions were raised and discussed whether the committee should engage those on

campus who specialize in survey design to ensure valid data is gathered. One concern was that prompting questions result in biased data. Sean St.Clair was asked if he would assist with this endeavor and he agreed.

- The purpose of the questions is that the Board requires the Senate President to present the viewpoint of the campus in order to better make larger decisions.
- Provost Burda will be meeting with the committee on Feb. 22.

Academic Standards – Chris Caster

- The committee will have a final draft on credit for prior learning at the March 1, 2016 meeting.
- They had their first meeting regarding online courses. Quality is a big issue. More information will be provided at the next meeting.

Faculty Compensation (FCC) – Joe Reid

Joe reported that he will present a report at the next meeting. They are still looking at comparative models, data reliability, etc. in OUS models, whose foundations are shaky. Better data methods are needed.

- Sharon Beaudry reported the need to hire an outside consultant to review the entire faculty compensation process, and that the Administration has already requested proposals from 10 consulting firms. The selected consultant's compensation study will need to include tenure-track and non-tenured salary and benefits. The proposed timeline is to complete the report by the end of the current school year. She stated that, as a firm has not yet been chosen, the format has not yet been determined.
- It was stated that faculty has no risk in this, the risk lies with administration.
- Cost is unknown, again no firm has been contracted. Provost Burda stated he thought the cost would be in the \$50-60,000 range.
- Several present stated that they wanted “unfettered” study of compensation.
- Another request was that the chosen consulting firm 1) provide their data collection methods, and 2) include a comparator model that can be maintained over time.
- It was stated that regardless who the consultant is, the information will go out to all.
- A last request was that the firm should consider that this is a technical school, not a liberal arts, and include that emphasis in their study.

Reports of Special or Ad Hoc Committee

Ad Hoc Welfare – Tiernan Fogarty

Tiernan referred to page 9 in the meeting packet. The committee has listed recommendations for non-tenured track positions (included in these minutes as attachment #1).

- He moved, and it was seconded, to accept these recommendations. Discussion followed. Tiernan noted that the wording in these recommendations was left vague so that each department could define.
- The conversation then covered teaching, professional development and scholarship. Provost Burda stated that tenure is not just instruction but all three of these elements. In response to the question of why this policy is necessary, Provost Burda stated that, of the 18½ positions currently open, all but 1½ are tenure track. He stated that it is not desirable to have all tenured faculty. This then becomes a fixed cost that cannot be adjusted easily. With non-tenured faculty, staffing adjustments can be made faster.
- The motion was restated, that the ad hoc committee recommends that non-tenured faculty positions be allowed within the university academic structure, and that the Faculty Welfare and RPT committees can be charged to develop the policy for these positions.
- Maureen Sevigny and Ken Usher were not comfortable adding non-tenured positions that have no salary increases, except COLA, and no promotion possibilities. Ken Usher will provide an amended proposal to recommend these non-tenured positions. The motion was seconded by Jim Ballard.
- Ken Usher proposed several amendments via a handout (included in these minutes as attachment #2) for consideration. Upon receiving clarification that, if the amended motion is approved, Welfare and RPT would

then be charged by SenEx to develop policy. Ken withdrew his amendments to the motion. Such policy would also be coordinated with the Provost.

- The vote was taken with 2 abstentions, for passage of the original motion to recommend the non-tenured positions and send to Senate committees for relevant policies to be written.

Unfinished Business

- In response to Board of Trustees' discussions, SenEx proposed a resolution to the Board requesting engagement in periodic presidential review processes. Sean St.Clair moved and it was seconded to adopt the presidential review resolution, with one minor word change ("gird" to "fosters"). The motion was voted on and passed. The final resolution is included in these minutes as attachment #3.

New Business

None.

Open Floor Period

- Terri Torres summarized the General Education Review Task Force (GERTF) meeting on December 11, 2015, in which they discussed making improvements on the compensation model. The supporting Frequently Asked Questions (FAQ) on GERTF Process for faculty and staff is included in these minutes as attachment #4.
- Tiernan Fogarty brought up the topic of distance education and Post-Tenure Review (PTR). Currently there is no apparent policy to address how distance education efforts, completed by faculty on regular contracts, could be considered in a PTR process. He thought RPT could look at this issue. Tiernan also asked how Annual Performance Evaluations (APEs) are being used to assess distance education, also noting that Advance Credit Program (ACP) courses are not addressed on APEs.
- Tiernan's second issue was the soccer field. He stated that a survey of students was conducted. The student survey found that they want the gym updated rather than a new soccer field. Evidently, the survey results have been ignored. Suggestions from the floor were to have students write statements and send them to the Board or ASOIT.
- Ken Usher brought up the lack of announcement at graduation, either vocally or in print, of minor degrees. He asked why minors were not addressed, while Greek letters (honor society memberships) were announced and printed.

Report of the Provost – Brad Burda

- The Provost stated the Master of Science in Allied Health degree has been approved and sent to the Higher Education Coordination Commission (HECC) for consent. It is on the HECC agenda for February 11, 2016. The program should be approved by mid-February.
- Evaluations for Winter term will still be done on paper. Negotiations are still underway for online evaluations.

Report of the President's Council Delegate – Robyn Cole

No report.

Report of the AOF Representative – Christian Vukasovich

- Christian Vukasovich reported on an article in the Chronicle of Education that University of California professors are objecting to a new system, installed secretly, to monitor emails and use of computer networks. Installing this new system without telling anyone demonstrated a lack of transparency. He stated that Oregon Tech faculty would probably not be in favor of "data dipping".
- Christian Vukasovich stated that AOF is reviewing SB113 which covers Adjunct health care (part-time faculty).

Report of the IFS Representative – Ryan Madden

Ryan Madden stated there will be a transition in the IFS Presidency. His report on AOF activities is included in these minutes as attachment #5.

Report of the FOAC Representative – Terri Torres

The Fiscal Operations Advisory Council (FOAC) had two meetings in this last month, both related to the financial proposal for the announced soccer field project. FOAC concerns initially addressed the process and lack of financial documentation to support the project. The second meeting concentrated on the project *pro forma* as this information was not previously available. As the provided *pro forma* was deemed to still be insufficient in detail, FOAC did not endorse the project. FOAC's limited analyses were provided to the President, courtesy copied to the Board of Trustees' Finance and Facilities Committee, and are included in these minutes as attachments #6 and #7.

- There is concern that FOAC's recommended views are being taken too lightly. Mark Clark recommended that Senate task SenEx to follow up on FOAC's recommendations.
- Joe Reid moved that Faculty Senate not support the soccer field proposal in its current form. Motion was seconded. SenEx was directed to prepare a documenting resolution to this effect, allowing for Senate review of the resolution text before submittal to the President and Board. The motion carried with 1 abstention.

Report of the Administrative Council Delegate – Tracie Houtz

- Admin Council will meet to discuss the review process of the President.
- The university has purchased a software program addressing sexual assault. Training will be given to all staff and faculty in how to deal with those who may be, or are, victims of sexual assault. Admin Council members will pilot the software course.
- Spirit Week, largely sponsored by Admin Council, will be the second week of February. The focus of the week will be a tribute to Danny Miles.

Report of the ASOIT Representative – Kristen Marsters

No report.

Adjournment

Motion and second to adjourn. Motion carried. The meeting adjourned at 9:24.

Respectfully submitted,
David Thaemert, Secretary
/jp

ATTACHMENT #1

Ad Hoc Welfare

Charge: Create policy recommendations for the implementation of a line of Non-Tenure-Track-Faculty positions.

As the Oregon Tech Governing Board adopted OAR 580-020-005, the Ad Hoc Welfare committee recommends that section 1-c be utilized for staffing a line of Non-Tenure-Track-Faculty. Section 1-c reads:

(c) INSTRUCTOR: A NTTF (Non-Tenure Track Faculty) appointment for individuals with unclassified instructional appointments whose functions are devoted exclusively or primarily to undergraduate instruction. Such appointments include advising and mentoring expectations congruent with creative and engaged undergraduate instruction, including the possibility of involvement in design and development of courses and the curriculum. Ranks in this category in ascending order are instructor, senior instructor I, senior instructor II.

We recommend that these faculty positions would be very similar to existing Tenure-Track-Faculty at Oregon Tech with a few differences:

- 1) A greater emphasis on teaching, 15 credits per term instead of 12 so that a full-time, nine-month contract would require 45 credit-hours instead of 36. Identical advising responsibilities would be expected of both Tenure and Non-Tenure track faculty.
- 2) While employees hired in these positions would be free to vote for and serve on Faculty-Senate and all other campus-wide committees and governance structures, there would be no expectation of service outside the department (for any of the three ranks).
- 3) Multi-year contracts would be available, possibly rank-dependent.
- 4) One-year timely-notice of termination would be given.
- 5) As all the other OUS institutions are between 70% and 85% tenure-track (while OIT is currently 92%), we recommend that a (OIT) campus-wide minimum of 75% tenure-track positions be maintained in the future.
- 6) We recommend that NTTF positions will be subject to the same departmental salary floors that are used for the tenure-track positions.
- 7) We also recommend that policy for appointment to and promotion between the three instructor ranks be created by RPT and that a compensation policy be created by FCC. Language will also need to be altered in the faculty handbook to accommodate this new position.
- 8) Finally we recommend that Faculty Senate asks the board to clarify the final sentence in the following OAR: 580-021-100 C. Fixed-term appointments are designed for use at the discretion of the president in such cases as, but not limited to, appointments of visiting faculty (or similar category); academic staff members whose support wholly or principally comes from gift, grant or contract funds, the cessation of which funding would eliminate the budget base for the position in question; part-time faculty; administrative staff with faculty rank; and faculty appointments during an initial probationary period where an institutional policy has been adopted or negotiated that establishes such probationary period. Fixed-term appointments offered to visiting faculty or similar category shall not exceed a total of seven years.

ATTACHMENT #2

Ken Usher's amendments (in **bold**) to recommendations from Ad hoc Welfare committee, for Faculty Senate, Feb 2, 2016

I agree with the committee's recommendations, including (#7) that we should establish a promotion path from Instructor to Senior Instructor I, II, with increases in pay. The following amendments take their recommendations as my premise.

Changes to current policy and practice:

1. **Make the standard for ALL 9-month Instructor positions 45WLU/year (an increase of 25% over 36 WLU/yr) AND Increase Instructor salaries by 20%. (addition to Ad hoc committee recommendation #1)**
 - a. University still saves a little on salary paid /WLU, and substantially on benefits paid /WLU
 - i. It would cost the university \$5400/yr just to pay adjunct/overload scale for this workload. The differential between that and 20% is some, but not a lot. For example, an instructor earning \$36k/yr now would earn \$7200 more, up \$1800 from earning that as overload.
 - b. **Allow current instructors to choose (without prejudice) between more work (45WLU) for more pay, or a 0.8FTE (36WLU) workload for their current pay.**
 - i. **Also offer this option to new Instructor hires for their first year**, to allow them to get adjusted.
2. **Make the salary floor for Instructors the same as that for assistant professors. Reduce that floor by an amount to be determined by FCC for Instructors who do not hold an advanced degree (Masters or higher).**
(addition to Ad hoc committee recommendation #6)
 - a. This parallels Faculty Compensation Policy (OIT-20-015), which provides for "Doctoral Degree salary adjustments: Faculty members who received relevant doctoral degrees ... receive a base salary adjustment of \$750 applicable at the beginning of the next academic year."
 - b. Assistant professors have less instructional workload, but more institutional responsibility
 - i. As a university, we need both types of positions, and people in them who are happy with the type of work that they do
3. **Remove the requirement that "Indefinite tenure is required for promotion to associate professor"**
(This is a tangent to the committee's main charge, but it is relevant and helpful.)
 - a. One purpose: it may help retain some faculty whose appointments include outside funding that is not guaranteed forever.
 - b. Another purpose (or the same one restated): it prevents fixed term appointments at the assistant professor level from being a dead end
 - c. 3rd purpose: May help the provost feel less pressure to move fixed-term faculty onto the tenure track
4. **Remove the requirement that all members of PAC must be tenured, while retaining the requirement that they must be full professors**
(Again, this is a tangent to the main charge, but it is relevant and helpful)
 - a. This would allow the *possibility* of a full professor from the library to serve on PAC
 - i. Library faculty are all non-tenured, but they are reviewed by PAC.
 - ii. Having (at least sometimes) a library faculty member on PAC might help them all feel more included, and it might help make at least one library faculty member more directly experienced with/aware of the standards and process that PAC uses as a whole.
5. **Remove the exception from OIT-20-040 (Academic Rank and Promotion for Instructional Faculty) that states "However, instructors who complete the master's before serving four full years in rank will be eligible to apply for promotion the following April if they meet all other criteria."**
 - a. Increasing the salary (and workload) of instructors as described above decreases the need for this provision, and keeps this requirement parallel to what is likely for promotion to senior instructor.

Current policies/practices that we should keep as-is.

1. Instructors are always on fixed-term appointments (not on tenure-track)
2. Instructors are eligible to apply for promotion to assistant professor
 - a. Instructors would now have a choice though, to *apply for* promotion to senior instructor or to assistant professor, with different requirements and advantages
 - i. It seems difficult (and risky?) to set up a policy that would dictate which kind of promotion they can apply for.
 - b. Senior instructors would also have that eligibility, to apply for promotion to assistant professor
3. Assistant professors may have tenure-track appointments or fixed-term appointments.
 - a. Department chairs are able to request that fixed-term assistant (or associate) professor faculty members be moved to the tenure track, which the provost may approve or deny.
 - i. Requests may or may not include one or more years of credit granted towards promotion or tenure
4. "Indefinite tenure is required for promotion to (full) professor" for instructional faculty

ATTACHMENT #3

Resolution Regarding Board of Trustees' Review of the University President

Whereas the former Oregon University System Chancellor's Office conducted review of its university presidents, relying on its own sources and metrics but not seeking intra-institutional feedback;

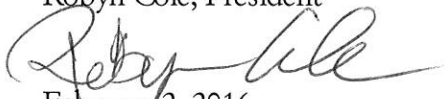
Whereas such review of the university president is one of the Board of Trustees' most important responsibilities, and a fully-informed review is implicit in such responsibility; and

Whereas the Board has hired an external consultant— the Association of Governing Boards of Universities and Colleges— to support the Board in establishing its processes for review of the president; now, therefore, be it

Resolved, that the Oregon Tech Faculty Senate:

1. Supports the Board's decision to utilize an outside consultant to lead the Board's initial review of the university president;
2. Requests the Board of Trustees provide the full university with opportunity for input for its consideration, soliciting the perspectives of faculty, staff, students, alumni, community partners, and various other stakeholders, all as part of a fair, transparent process that fosters sound institutional decisions; and
3. Anticipates being a long-standing and valuable partner to the Board in this review effort.

Oregon Institute of Technology Faculty Senate
Robyn Cole, President



February 2, 2016

ATTACHMENT #4

FAQs on GERTF Process for Faculty and Staff

What is going on right now? Where are we in the process?

Currently, the General Education Review Task Force (GERTF) is reviewing the feedback received during fall term 2015 from academic departments and the six Essential Student Learning Outcomes (ESLO) committees. The GERTF met on December 11, 2015 to generate ideas on how to improve the working model based on the valuable input received. On January 5, the GERTF issued the following charge to the ESLO committees through the General Education Advisory Council (GEAC):

1. Develop criteria for course approval based on outcome and level.
2. Work with Gen Ed departments to examine the alignment of current course offerings with the ESLOs and the working model.
3. Identify potential impacts of current recommendations (e.g., departments, transfer, students).

The GERTF will continue to hold weekly meetings through winter term 2016 and has begun drafting a final report. The GERTF Broadcasting and Marketing subcommittee is working on the most intuitive naming of components of the model and will be holding focus groups with students later this term.

If I'm concerned about something, how do I get my input heard?

The GERTF is very interested in your input. You can continue to provide feedback through various channels: [GEAC](#), [ESLO committees](#), and the [GERTF](#). Contact members of these committees to share your concerns and ideas.

Based on the last round of input, what has changed?

The GERTF met for a retreat, attempted to identify strong themes in the feedback, explored ways of addressing the most significant problems identified, and determined that additional work (see What is going on right now?) was necessary before suggesting further changes. The model is still based on achievement of the six ESLOs and three levels of development.

What problems and/or concerns were identified?

- Most programs identified additional credits needed based on mapping their current curriculum to the working model.
- Specific courses required at the foundation level cause workload and transfer issues that need to be addressed.
- There is a tradeoff between intentionality, which up to now has been the focus of the model development, and flexibility necessary for our wide variety of programs and transfer students; both are important.
- Faculty have told us they can't move forward and fully identify impacts on programs, without course lists and criteria for each outcome and level.
- The Growth and Exploration category does not seem to be achieving the intended need which was poorly understood and ill defined.
- The Essential Studies Synthesis Experience needed further definition, approach to implementation, and articulated goals.
- Resource needs resulting from various model components were a common concern.

How are transfer issues being addressed in the process?

The GERTF has been aware of the issues surrounding transfer since the initial stages of the review and understand the implications of changes to general education on articulation agreements. Transfer processes will remain much the same. The implementation plan will include work with community colleges, the Office of Articulation and Transfer, and the Registrar's Office to update articulation agreements and course equivalencies where necessary.

What are the next steps in the process including decisions that will be made?

The next steps are to carefully consider the diverse feedback we received from ESLO committees and academic departments in the fall and determine the specific requirements for general education.

Based on the input from GEAC and ESLO committees working with general education departments this term, we will

- 1) Establish criteria for courses at each level
- 2) Initiate the course approval process
- 3) Refine general education requirements
- 4) Develop an implementation plan.

What is the timeline? (Should I be panicking today?)

No, you should never panic! As identified in the original charge to the General Education Review Task Force, our work is scheduled to culminate at the end of winter term 2016. This group will submit a final report in early spring term, based on its review and include recommendations for changes to the general education program, as well as a plan for implementation. It is projected that an updated general education program will appear in the catalog no sooner than fall 2017 and include a plan for students currently in the pipeline.

ATTACHMENT #5

IFS Report to OIT Faculty Senate

For

February 2, 2016

IFS met on January 22-23 at the University of Oregon.

Veronica Lujon, HECC Director of Academic Planning and Research briefly reported on the process of University Evaluations which she sees as still in an evolutionary phase. She noted that HECC is formatting benchmarks related to Student Success, Access and Affordability, Academic Quality, and Research.

Senator Michael Dembrow reported on the upcoming Legislative Short Session. He noted it will be a short but intense session with four main areas or issues: Minimum Wage, Housing in urban areas, Foster Care, and Energy/Climate Change Policy. In terms of education he mention possible bills related to confidentiality of student health records and allocations to help students finish their last quarter. The discussion then turned to an Initiative Proposal for a 2.5% corporate tax on sales over 25 million in Oregon, which could help with the PERS issue. If it goes forward to ballot he predicts a spirited campaign for and against.

U of O Provost Scott Coltrane and VP of Academic Affairs Ken Doxsee gave an overview of Legislation related to Higher education that was passed in the last Legislative Session. Included were SB 81, SB 418, HB 2525, HB 2871, and HB 2973. Coltrane also noted that the University Evaluation by HECC were still a work in progress.

Senator Arnie Roblan, Chair of the Senate Education Committee, briefly joined the group via the phone to discuss the Short Session and identified similar issues as Dembrow. He also mention the tax measure on the horizon.

President Jeff Dense reported that he will be part of other groups pursuing statutory authority in the upcoming Legislative Short Session. These groups include the Oregon Student Association, Oregon Community College Association, and the Oregon Alliance of Private Colleges. Dense will remain IFS President until the end of the Legislative Short Session and then will step down. Robert Kyr of the

University of Oregon will then take over as President. Jeff and Robert are working together to ease the transition of leadership. During the presidents report there was also a discussion of accelerated learning. Topics included instructor qualifications, transferability, and compensation. The Accelerated Learning Workgroup is planning a meeting later in February.

Vice President Robert Kyr presented on the “Future of IFS” with the transition to new leadership. He proposed IFS concentrate on the following “streams” in its future meetings.


- Structure: Create a more user friendly and accessible website by working with OSU’s IT, where the site is hosted. Assign appropriate “designees” for IFS members if they cannot make a meeting. Focus meeting more on action items in meetings but still provide written reports.
- Legislative: Continue to maintain positive relationships but also form workgroups to track legislation important to faculty.
- Issues: Identify issues of import for IFS. He mentioned Campus Safety (update will come before the next IFS meeting), connecting curriculums, diversity, inclusion, equity, textbooks, accelerated learning, academic quality, importance of the TRUs to the state.
- Relationships: Maintain and foster positive relationships with HECC, Provost Council, Faculty Senates, Unions, Community Colleges, K-12, etc...

Individual university reports were included in the Faculty Senate’s February meeting packet.



Memo

To: Dr. Chris Maples, University President

From: Fiscal Operations Advisory Council (FOAC); David Thiemert, PhD, PE, chair 

cc: Board of Trustees, Finance & Facilities Subcommittee

Date: 22 January 2016

Re: Soccer Facility Proposal

FOAC met on Thursday, 21 January 2016, to review the soccer facility proposal, in response to your statement (made in the Tuesday, 19 January 2016, open forum on the same project) that such a proposal would be presented to FOAC twice before the Board of Trustees meeting in later February. Mike Schell, Oregon Tech Athletic Director, attended FOAC's meeting to further present the project and answer questions of council members. While the discussions were informative, no detailed review was conducted or concrete feedback provided on the proposed soccer facility as no supporting proposal documents were provided to FOAC. It should be noted that FOAC is fully supportive of the intent of the proposed soccer facility—to build campus life, bolster athletic programs, and further enhance the university's reputation. However, as that body charged to advise the University President on budget and financial matters, recommend fiscal management priorities to align with the university's strategic goals, and advise on the development of new budget initiatives and allocations, FOAC has significant concerns about project implementation.

In the absence of financial particulars, FOAC's deliberations focused on project process and necessary documentation to support a prudent fiscal evaluation. Specific questions or concerns include the following:

- A soccer project, in some form, has been in progress since at least Summer 2014, yet FOAC has not yet seen any written *pro forma*, let alone one that is consistent and complete. Potential debt repayment sources indicated since 2014 have included student athletic incidental fees, fundraising, or the university's general fund, but these sources continue to change in project discussions. Such *pro forma* should have already been evaluated by campus entities such as FOAC well in advance of presentation to the Board of Trustees and its subcommittees.
- Even if the project implementation is phased over several years, the project proposal should account for full initial development of the field, fencing, seating, lighting, and any other appurtenant components. The proposal should also include a reasonable cash flow analysis for the duration of the bonding period, addressing debt repayment, periodic maintenance,

escrow for periodic turf replacement, utility expense (if any), external cost avoidance (i.e., Steen Sports Park contract), and anticipated revenues from advertising support or camps.

- Estimates of the artificial turf longevity have not been consistent nor comprehensive. According to Mr. Schell, the most recent indication of material life span is exceeding 15 years, based on a public park facility in the Portland area. Given the elevation and number of clear days in Klamath Falls, greater intensity and duration of ultraviolet light exposure is expected, typically leading to shortened material life, and thus leading to accelerated replacement expense. The project proposal should address this concern either by more similar project comparison or substantiated manufacturer's literature.
- While FOAC does not exist to evaluate competing project proposals, opportunity costs should be considered in the context of the soccer facility proposal. Are there other university projects that meet the specific criteria (intent, timing, lifespan) of the 2014 bond issue? How do those other projects compare to the soccer facility proposal to support the university's strategic goals? Essentially, is this project the highest and best use of university funds? As current budgets are already nudging up the university's debt percentage toward the 7% cap, and the location where shared debt is carried (such as Q bonds issued on behalf of the university but paid by the state) is currently uncertain, the sense of FOAC is that the institution needs to be circumspect about how and when our remaining debt opportunities are incurred.
- While not a focus point of this meeting, the planning, vetting, and timing of the Athletics Department's new bus purchase are also called into question. FOAC is concerned again by the pattern of a potentially-incomplete proposals, revenue allocation, and debt usage to also support this athletic component.
- The university's financial staff also need timely and complete information on this proposed project, such that analysis and projections related to cash flow and debt burden can be completed. Just as FOAC needs to review and evaluate the project's financial proposal, FOAC also needs to review and evaluate the university's financial context.

FOAC has requested the soccer facility financial *pro forma* from the Athletics Department—and subsequent update of the financial model from Finance & Administration staff—before our continued discussion of this project on 28 January. At that time, we plan to complete our review based on more complete information and then provide more-substantiated advice to your office.



Memo

To: Dr. Chris Maples, University President

From: Fiscal Operations Advisory Council (FOAC); David Thiemert, PhD, PE, chair

cc: Board of Trustees, Finance & Facilities Subcommittee

Date: 1 February 2016

Re: Soccer Facility Proposal—Further Consideration

A handwritten signature in red ink, appearing to be "DVT", written over the name "David Thiemert" in the "From:" line.

FOAC met again on Thursday, 28 January 2016, to review the soccer facility proposal, continuing in response to your statement (made in the Tuesday, 19 January 2016, open forum on the same project) that such a proposal would be presented to FOAC twice before the Board of Trustees meeting in later February. Mike Schell, Oregon Tech Athletic Director, attended FOAC's meeting to further present the project—specifically the requested *pro forma* for the project—and answer ongoing questions of council members. While the discussions continued to be informative, no detailed review could again be conducted as the *pro forma* was provided to FOAC during the meeting, rather than with any lead time.

FOAC continues to have significant concerns about project implementation. Specific questions or concerns stemming from the provided document include the following:

- A soccer project, in some form, has been in progress since at least Summer 2014, yet the provided *pro forma* was prepared only hours in advance of this meeting. This method of barely-in-time fiscal analysis does not bode well for accuracy of the supporting figures or successful future project management.
- The provided spreadsheet includes obvious errors, such as no expenses incurred for team camps when such camps are offered in future years. A more detailed quality control review should be conducted of the computational model.
- Revenue projections appear to be very optimistic. While contingency is considered for project construction expense, it may also be wise to consider contingency (or negative variance) related to revenue projections.
- A savings or expenditure avoidance is, of itself, not revenue. To reflect the redirection of other revenues that were previously used to pay for the Steens contract, those should be shown from their source (such as advertising revenues or ticket sales, for example) and not the prior Steens expense that such revenues covered.

- The financial forecasts generally indicate a net zero effect of revenues balancing expenses, exclusive of debt service, thus indicating the likely need for funding sources external to the Athletics Department to repay the incurred debt.
- The proposal indicates plans to use funds from other athletic programs as a partial source of debt service revenue, encouraging those programs to make up any shortfall by their own fundraising efforts. FOAC is concerned that this approach—both the funding reductions and the resulting competing fundraising efforts—could adversely affect the health of all the athletic programs. As a university auxiliary, should Athletics fall short, then other university auxiliaries (i.e., housing, College Union, parking) would have to make up such shortfalls.
- FOAC has noted the significant subsidy increases in general fund support to the Athletic Department during the past five years (whether in the form of cash transfer or fee remission). FOAC strongly recommends that no additional funds—over and above current levels—should be allocated from the university general fund to athletic support.

Given the quality of information provided and now-shortened timeline for response, FOAC has not come to consensus on this proposed soccer facility. Several council members recognize the time-sensitive opportunity associated with this particular bond sale to underpin construction, while others note that a demonstrated record of fund-raising success, comparable to that fund-raising effort being relied upon in the *pro forma*, would provide a greater measure of confidence in the Athletic Department's and institution's ability to succeed with this endeavor. Given these constraints of sound financial modeling and demonstrated fund-raising success, FOAC cannot yet endorse the soccer facility project.