

## Minutes

The Faculty Senate met June 8, 2021, via Zoom, due to COVID-19 social distancing requirements.

## Attendance/Quorum

President Christopher Syrnyk called the meeting to order at 6:00pm. All Senators or alternates were present.

## Approval of Minutes

The minutes for the May 18, 2021 Faculty Senate meeting were approved with no changes.

**Note:** I (Faculty Senate Secretary) made a statement to explain that the monthly minutes will no longer include links to the video recordings of Senate sessions and that those recordings will no longer be made publicly available, in the name of protecting Senators from legal repercussions.

## Reports of the Officers

### Report of the President – Christopher Syrnyk

- There was a President’s Council meeting on 6/3, wherein the purpose of the Council was reviewed and discussed. “The Policy On Policies,” OIT-01-001, was also discussed in the hope of expediting the policy drafting and revision process. Christopher said he will follow up on this second item.
- FPC met yesterday, and reviewed the purpose of the Commission, with an eye toward meeting more regularly. They also discussed the possibility of completing deferred maintenance on the KF campus.
- Christopher thanked the outgoing Senators.
- Questions?
  - Cristina Negoita asked about the NTTTF policy that was supposed to be reviewed by President’s Council.
    - Don McDonnell answered that the policy will be reviewed at the next meeting, which will happen in AY 2021-2022.
- Christopher will be sending out his most recent FOAC report to Senators either at the end of this term or the beginning of fall term, as he doesn’t have it with him for this evening’s meeting.
- End of report.

### Report of the Vice President

- There was no Report of the Vice President, as Christopher has taken over in an interim capacity after Don McDonnell’s resignation from the position of President and the Vice President position, vacated by that change, had not yet been filled.

### Report of the ASOIT Delegate – Mason Wichmann

- This is Mason’s last report as ASOIT President, as Brie Landis has been elected to the position for AY 2021-2022.
- Mason thanked everyone for including him in the year’s Senate meetings.
- End of report.

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### Reports of the Standing Committees

#### Faculty Rank Promotion & Tenure (RPT) – Monica Breedlove

- RPT has not met, and is waiting to hear what happens with the NTT faculty promotion policy at President's Council.
  - Monica expressed frustration at the continuing lack of action with regard to this policy.
- End of report.

#### Faculty Welfare – Yasha Rohwer

- Yasha thanked his co-chair, Sarah Fitzpatrick, for her work.
- Welfare has completed all their charges, so there is no report.

#### Academic Standards – Addie Clark

- The committee's year-end report is included in the May 2021 Senate packet.
- Addie thanked her committee members and co-chair.
- End of report.

#### Faculty Compensation (FCC) – Sean Sloan

- FCC has not met since the last Senate meeting.
- Sean said that we need to discuss whether FCC will continue to exist next year, considering that many of its traditional functions are now under the union's purview. Sean recommends that this conversation occur within Faculty Senate.
  - Christopher said that SenEx has already been discussing this, and that Academic Standards' 2019 report on the reorganization of Senate post-unionization remains the starting point for a broader conversation.
  - Mark Clark weighed in to explain that faculty members who *aren't* part of the bargaining unit would still need representation on issues of compensation, which would still fall under the purview of FCC (or an FCC-like body).
- End of report.

### Reports of Special or Ad Hoc Committee

- Currently, there are no Special or Ad Hoc committees.

### Unfinished Business

- There was no unfinished business.

### New Business

- There was no new business.

### Open Floor

#### Jaron Hartman

- Jaron was at Senate to report on the most recent comparator study from Institutional Research. Broadly, he covered three topics:

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- Review the methodology of the study
- Discuss variables and weights
- Review the resulting comparator list
- For the sake of brevity in the minutes, I have not transcribed everything that Jaron said directly. He has instead provided his slides, which are included in this packet **on pages 8-16**.
- Questions?
  - While presenting the slides, Jaron was asked a question by Cristina: does Faculty Degree data that has been obtained from the Common Data Set (CDS) include full time, part time, and adjunct faculty?
    - Jaron clarified that the set only looks at full time faculty.
  - Based on a question from Christopher, Jaron clarified that our “Total Headcount” of 5,313 (as presented on the slides) includes our entire headcount, despite having the city listed as “Klamath Falls” only. In theory at least, this also includes all of our dual credit students.
    - Cristina also pointed out that taking total headcount as a data point out of context is dangerous because, for example, there is a huge disparity at Oregon Tech between the total headcount and the FTE (5,313 vs. 3,577, as presented on the slides).
  - Mark asked why HBCUs were excluded from the comparator study.
    - Jaron explained that the variables can be changed and the study run again, which would allow us to see if any HBCUs would emerge as comparators to Oregon Tech.
  - Terri asked why there are different data sets used to determine tuition, administration salaries, faculty salaries, and so on, and suggested that we could benefit from having one unified comparator list in the future.
    - Jaron couldn’t speak to why different data sets are used in different contexts currently, but agrees that having a unified list would be useful in the future. He also recommended updating the comparator list every few years in the future.
  - Terri also recommended that future studies consider how many students graduate from each degree.
    - Jaron responded that we could address this in greater detail by using more specific CIPs, but said that the current study attempts to consider this a bit already.
  - Cristina commented that she wasn’t particularly interested in more specific CIPs, but that the distribution of degrees could be a useful variable to consider. She then asked what the reason for the analysis was in the first place.
    - Jaron said that there were two reasons: 1) to update our peer list for benchmarking reasons, and 2) updating was required for accreditation.
  - Mark spoke briefly to the difficulty of establishing comparators to a university that is in some ways fundamentally unique.
  - CJ Riley asked if the previously-done MGT study was considered at all during this study.
    - Jaron said he was aware of the MGT study, but it didn’t play a role in the formation of this study.
  - CJ also asked about why only one university on the list (Montana Tech) is ABET-accredited.
    - Jaron just said that this observation was “a great point.”
  - CJ then asked when we would use CUPA data instead of IPED data to determine salary.
    - Jaron said when talking about salary, using CUPA is probably more useful.
      - Dr. Mott spoke to direct the conversation away from using a comparator list to determine faculty salaries and back toward why a comparator list is required for our university accreditation. Dr. Afjeh spoke briefly about why this comparator list is necessary for our accreditation.
  - Sean spoke of his perceived need for a more specific set of criteria for a re-run of the study, to provide results that are more actionable.

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- He also pointed out that the MGT study looked at IPEDS and CUPA data, and recommended that Jaron look at that study for future reference.
  - Dr. Afjeh spoke to clarify that this study was meant to provide university-level data, not program-specific data, hence the limited scope as perceived by several faculty members.
- Mark asked what role Senate might play in the ongoing development of and use of these study results with regard to accreditation.
  - Dr. Afjeh said that the administration is open to input and suggestions going forward.
    - Mark followed up to ask when the list of comparators would be finalized.
      - Dr. Afjeh said it would be completed in fall term at the latest.
- Cristina asked if any financial information was considered as part of the analysis.
  - Jaron said yes, they were included, and that the data will be sent out. He also said he was willing to help faculty access IPEDS data so they can do their own research.
- Maureen Sevigny spoke to point out that all the comparators on the list except for Fairmont State have lower costs of living than Klamath Falls.

### Monica Breedlove

- Monica spoke of a frustration she's heard from multiple colleagues regarding administration's insistence on requiring job candidates to have Ph.D.s even in fields where that is not the terminal degree. For example, the terminal degree in Monica's field is a Bachelor's, not a Ph.D. In her field, having multiple certifications is a more meaningful currency than a Master's or Ph.D.
  - She also cited a particular case in which a job call was altered by administration in a way that she contended made the job search less likely to succeed. She cited this as a hallmark of the lack of meaningful communication between administration and faculty that is continuing to divide the university.

### Vanessa Bennett

- Vanessa spoke to agree with Monica's comments.
- Vanessa also had a few items from her constituents to share:
  - Her department is concerned about the lack of information about summer contracts. This was brought up at the previous Faculty Senate meeting but has not yet been addressed.
    - She also requested information about the compensation formula that will be used for these summer contracts.
    - Vanessa explained that to teach without contracts would violate the department's accreditation agreement and so if the faculty do not have summer contracts before Monday (the beginning of classes) they will not teach summer classes.
      - Dan Peterson said that he has spoken with the department chair and will be following up before Monday.
  - Vanessa also asked how online courses will be offered/staffed in the future. There is concern that there is no Online/Distance Education department.
    - Dr. Mott spoke to reassure the faculty that the Online department still exists, and that concerns about staffing online courses should be directed to the department chair.
      - Monica spoke to assert that department faculty have already spoken with the chair, and the chair has not been able to get answers from higher up in the administration.

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### Lindy Stewart

- Lindy spoke to bring Senate Bill 854 to the Faculty Senate’s attention. A number of faculty and students have spoken in support of this bill already, and the bill attempts to address concerns about growing mistrust between university administrations and employees at schools across the state.
  - Over twenty people testified in favor of this bill, and it is a statewide concern.
- Cristina also spoke in favor of the bill, in particular because the bill could give faculty more input into large-scale programmatic and major/minor changes.

### Christopher Syrnyk

- Christopher spoke briefly about the importance of unity at Oregon Tech, and also emphasized the point that we are a university before we are a business.
- He encouraged all Faculty Senators to be more active in seeking out their constituents and speaking with them on a regular basis. He also spoke of the importance of Klamath Falls faculty building connections with Portland-Metro faculty, and vice-versa.
- Christopher spoke of the need to hire more faculty at both campuses.
- He also offered to meet with any individuals that would like to do so, to discuss concerns, answer questions, and so on.
- He stated that starting in the fall, it will be important for us all to work together to decide what role Senate will fill going into the future.
- He requested that in the fall, the Senate and the rest of Oregon Tech have a town hall with Klamath Falls citizens.
- Christopher also stated that he is seeking the Senate’s permission to postpone an election for Don McDonnell’s replacement as Senate President until the fall. In the meantime, he will serve as Senate President in an interim role.
  - Cristina asked a question about the timeline for an election: would we vote in September or October?
    - Mark spoke to clarify that we would begin the election process in September and hold the actual vote in October.
  - Mark clarified as well that the entire Senate votes to elect the President, but the outgoing President suggests the new SenEx slate. Therefore, if Christopher is *not* elected officially in the fall, the incoming SenEx slate will resign as well, to be replaced by a slate proposed by the new President.
  - Seth Anthony spoke in support of the plan, and suggested that we pass the details of the plan on to all faculty so they are informed.
  - Senate voted unanimously to support the plan of Christopher serving as Senate President in an interim role until fall term.

### Report of the Provost – Dr. Joanna Mott

- Dr. Mott began by addressing how COVID funds are being spent.
  - The American Rescue Plans have to be spent by May of next year. She is currently awaiting some clarification on the deadline(s) for requests from faculty and staff regarding how this money should be used.
- Promotion letters will be going out in the next day or two.
- Dr. Mott has had a few meetings in the last few days about “implementation questions.”
  - She met with Yasha Rohwer and Kyle Chapman about improving research culture at Oregon Tech.
  - She also met with the Physics faculty about an Applied Physics major.
- The DICE Director candidates have all been interviewed, and we will hopefully be making an offer soon.
- The request for proposals for the university climate survey is underway. It will go out on Friday.
- Dr. Mott thanked everyone who was involved with organizing and planning graduation celebrations.

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- She also thanked the Senators for their service this year.
- Questions?
  - Mark asked if, assuming we are teaching face-to-face in the fall, faculty will still have to work to accommodate students who can't attend class in person in the ways we had to throughout this year.
    - Dr. Mott said that we should be planning at this point for entirely face-to-face instruction in the fall, and that any specific questions would be best directed to Erin Foley.
  - Cristina asked how the committee for the RFP (mentioned above) was chosen.
    - Tom Keyser answered this question on Dr. Mott's behalf. He said the university was charged by the Board of Trustees with carrying out a climate survey. Requests went out first to the Strategic Planning Committee members, and the RFP committee was formed from there. In part, this approach was taken to make sure the committee could be formed quickly, before the end of the academic year.
    - Sandra Fox also spoke to explain that it was assumed that members of the Strategic Planning Committee, who had already been granted such a prestigious position, would be well-prepared enough to serve meaningfully on the RFP committee.
  - Maureen stated that *Academe Today* has included other Oregon universities on a list of schools that are requiring the COVID vaccine, but not Oregon Tech. She recommended that we check in with this publication to make sure we end up on the list.
    - Dr. Mott said she would follow up on this item.
  - Lindy thanked Dr. Mott for the gift cards that were sent out to Senators as an end-of-year recognition.

### Report of the President's Council Delegate – Christopher Syrnyk

- This report was already given as part of the President's Report.

### Report of the Association of Oregon Faculties (AOF) Representative – Mark Clark

- No report.

### Report of the Inter-institutional Faculty Senate (IFS) Representative – Lindy Stewart

- No report.

### Report of the Fiscal Operations Advisory Council (FOAC) Representative – Christopher Syrnyk

- No report, but it will be forthcoming soon.

### Report of the Administrative Council Delegate – Brenda Campbell

- No report.

### Adjournment

Christopher Syrnyk adjourned the meeting at 7:51pm.

Respectfully submitted,  
Ben Bunting, Secretary



# OIT Comparator Universities - Z-Score Analysis

Jaron Hartman, Institutional Research

June 8, 2021

# Objective

- Review methodology used to determine Oregon Tech Top 10 Peer List
  - IPEDS 2017-18 Dataset
  - Z-score Analysis
- Discuss Variables and Weights
  - Variable weights
- Top 10 Comparator List Quick Look
  - Review overall Top 10 comparator Universities



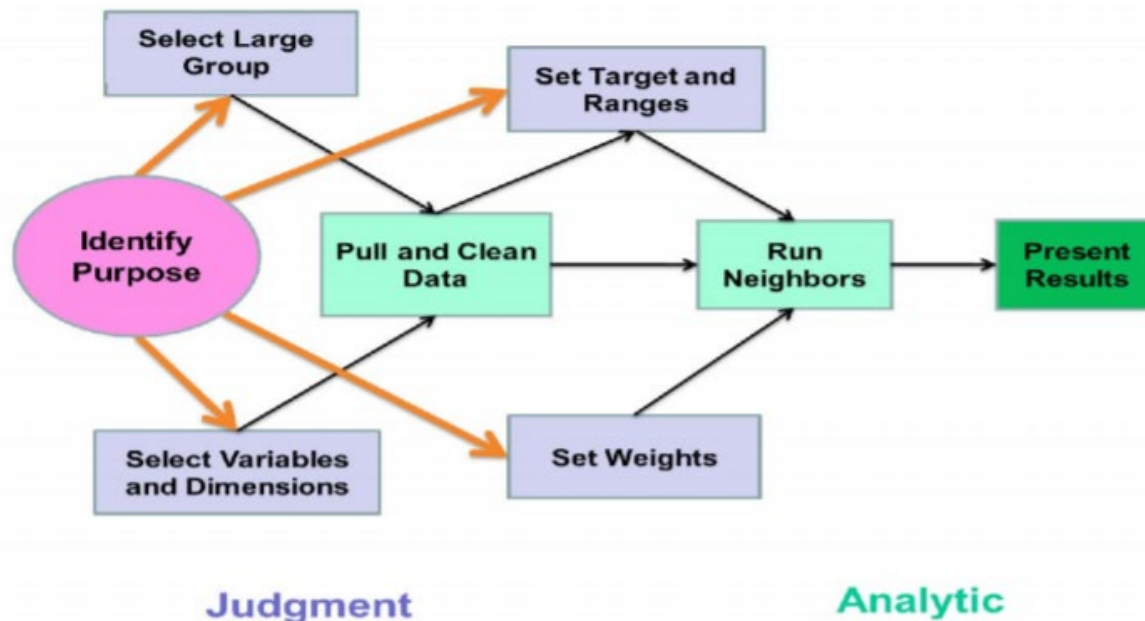
# Peer List

- Determine peer list for institutional benchmarking
  - Update 2010 OUS peer list
  - Tool for improving institution and moving toward strategic goals
- Accreditation
  - Necessary component of the accreditation process

# Hybrid Approach Methodology

\*McLaughlin et al, 2011

Figure 1. Methodology for forming reference groups



- Calculate z-scores for all variables and dimension
- Distance =  $|z\text{-score}_{\text{OIT}} - z\text{-score}_{\text{comparator}}|$

$$\text{overall score} = \frac{\sum(\text{distance}_i * \text{weight}_i)}{\sum \text{weight}_i}$$

# Threshold Variables - IPEDS

- Selecting the “Group”
  - 4 yr. Public University
  - Omit: HBCU, MEDICAL, HOSPITAL, TRIBAL
  - Total Degrees Conferred = 1500 or fewer
    - Confer > 10 BS Degrees in CIP 51 and in CIP 14 or CIP 15 (80%+ OIT degrees)
    - BS conferred > 0
    - MS conferred > 0
- Result
  - 28 potential comparator universities!

# Data Standardization

- Standardize the data to ensure z-score analysis is meaningful
  - Q-Q Plot for normalization
- Find Average and St. Dev. for the group and compare against OIT z-score.

$$\text{overall score} = \frac{\sum(\text{distance}_i * \text{weight}_i)}{\sum \text{weight}^i}$$

- Where institutions were omitted, highest score + 0.5 was given

# Comparator Variables & Weights - IPEDS



<b>Characteristic</b>	<b>Variable</b>	<b>Characteristic</b>	<b>Variable</b>	<b>Characteristic</b>	<b>Variable</b>
<b>Enrollment (10%)</b>	12-Mo. Headcount	<b>Academic Offerings (30%)</b>	% Major conferred in OIT CIP	<b>Instructional FTE (2.5%)</b>	Instructional FTE as % of total FTE
	%UG		CIP 03		
	12-Mo. FTE		CIP 09	<b>Faculty Tenure (5%)</b>	FT Instructional Faculty
	Headcount/FTE		CIP 11		Tenured Faculty
% of UG that are degree-seeking	CIP 14		Tenured Track Faculty		
	CIP 15		Non-tenured track Faculty		
	CIP 26				
<b>Degree Type (10%)</b>	Total Conferred			<b>Faculty Education (15%)</b>	% with Phd or Terminal Degree
	%AAS	CIP 27			% with MS
	%BS	CIP 42			Total FT Faculty
	%MS	CIP 51			Total FT with Phd or Terminal Degree
	%PHD	CIP 52			Total FT with Masters
	CIP not offered at OIT				
<b>Student Success (5%)</b>	6 year BS grad rate			<b>Financials (5%)</b>	Instruction expense per FTE
	Retention rate	<b>Student Profile (7.5%)</b>	% White		
	Student-Faculty Ratio		% Female		
	% UG Awarded Pell				
	%FT-FT UG Awarded Pell				
<b>Research Expense (5%)</b>	Research expense as % of core				
<b>Institution Locale (5%)</b>	Locale – Remote Town (per IPEDS)		% Exclusively Distance Ed.		

# Faculty Degree Data & Discrete Data

- Faculty Degree data obtained from Common Data Set (CDS)
  - 17 Institutions had CDS data readily available online
  - Institutions without data were given the average Distance score from the group of 17.
- Locale data from IPEDS was assigned scores based on ‘closeness’ to OIT locale indicator
  - E.g. City locale was assigned higher score than suburban locale

# Comparator List - Top 10 Quick look

INSTNM	CITY	ST	Total Headcount	Ug Enrl	Grad Enrl	FTE	Degrees Conferred
<b>Oregon Institute of Technology</b>	<b>Klamath Falls</b>	<b>OR</b>	<b>5,313</b>	<b>5,172</b>	<b>141</b>	<b>3,577</b>	<b>761</b>
Fairmont State University	Fairmont	WV	3,803	3,563	240	3,351	866
Southwestern Oklahoma State University	Weatherford	OK	4,961	4,123	838	4,265	1,326
University of South Carolina-Upstate	Spartanburg	SC	6,308	5,853	455	5,308	1,293
Midwestern State University	Wichita Falls	TX	5,969	5,226	743	4,969	1,474
Montana Tech of the University of Montana	Butte	MT	1,714	1,493	221	1,540	546
Shawnee State University	Portsmouth	OH	3,641	3,466	175	3,146	733
Bemidji State University	Bemidji	MN	4,897	4,490	407	3,821	1,104
Nicholls State University	Thibodaux	LA	6,491	5,906	585	5,712	1,358
Missouri Western State University	Saint Joseph	MO	5,608	5,367	241	4,313	842
Rogers State University	Claremore	OK	3,585	3,549	36	2,811	581
<b>GROUP AVERAGE 2019-20 IPEDS Data</b>			<b>4,754</b>	<b>4,383</b>	<b>371</b>	<b>3,892</b>	<b>989</b>

# The Recommendation of the Academic Standards Committee Regarding Faculty Senate Committee Structure Upon Unionization at Oregon Tech

In the fall of 2019, the Academic Standards Committee was charged with the following:

- Prepare proposal for changes to Faculty Senate committee structure and overall organization in light of the pending faculty collective bargaining agreement, with a particular focus on bringing the undergraduate and graduate curriculum under Faculty Senate control for review and approval.

In response to this charge, and at the direction of the Provost, Dr. Joanna Mott, the committee looked into comparator schools, both inside and outside of Oregon and both union and non-unionized. The following recommendations are based on that research and are based on the assumption that the only Faculty Senate committees which will remain after restructuring are Elections and Academic Standards.

1. The committee recommends the integration of the following committees to Faculty Senate: Curriculum Planning Commission (CPC), General Education Advisory Commission (GEAC), Commission for College Teaching (CCT), Graduate Council, Assessment Committee, Online Learning Advisory Committee (OLAC), Advising Commission, and the Admissions Committee. In our research, it was unusual for curriculum committees to not be under Senate, whether the school was unionized or not. We believe this list encompasses all of the relevant curriculum committees.
2. As part of these additions, we also recommend that Academic Standards be dissolved as a *standing committee*, because there is a significant overlap of duties and responsibilities with CPC. Should something indirectly related to CPC come about, an *ad hoc* Senate committee of Academic Standards should be formed to address it.
3. Additionally, it is the view of the committee that some CPC duties should go to GEAC such as the review and approval of General Education Courses. GEAC should be responsible for approval of whether a course should be marked as general education, taking care of the bulk of approvals before passing to CPC for final approvals.
4. All committees should be streamlined as much as possible (with #2 being a specific example of this) and given a *specific purpose*. This will give more weight to recommendations made by the committees, more productive work coming out of the committees, and generate more respect for the work that is completed.
5. These committees should be internally restructured to house rotating leadership, where a chair and assistant chair serve together, with the idea that the assistant chair will one day take over as the chair. This would allow for the preservation of institutional knowledge, especially in what has previously been tried by a committee in past years.

Though outside the exact purview of this charge, we also recommend that the combination of standing committees outside Faculty Senate be considered, with a cultural shift to



relying more on ad-hoc committees to deal with issues as necessary. This would require a shift in institutional thinking and definition of institutional service, but the committee agrees with points made during the February Faculty Senate meeting that service points is not a good reason to have a large number of committees and that there are other ways to impact the institution in a service capacity.

We would also agree with the February Faculty Senate note that many standing committees are too large to be effective. We would advise against committees larger than 7-9 individuals (an odd number avoids ties in voting), with a default of 5 members for most committees. Committees larger than this make it hard to schedule meetings at times everyone can attend, come to a consensus on any decisions that need to be made, or making sure that the voices of all members are adequately heard.

We also suggest that the model of leadership we are proposing in #4 above be applied (especially) to all standing committees. We would also advocate for a better way to rotate people on and off all committees so that many people with talents relevant to the committees have a chance to serve.

The selection process for all committees should involve more people than just the President of Faculty Senate and the Provost. We propose an application process in which applications are reviewed by the individual chair and assistant chair of the respective committees, with the final assignment approved by the Faculty Senate President and the Provost to ensure that one person is not assigned to too many committees.

*The research for this report is held by Academic Standards Committee Chair, Addie Clark (Natural Sciences) and can be produced upon request.*