Oregon TECH
Oregon Institute of Technology

Meeting of the
Oregon Tech Board of Trustees
Room 402, Portland-Metro Campus
And virtually via Microsoft Teams
October 18, 2022
10:15am – 03:50pm

Board of Trustees Meeting
Agenda

Page

1. **Call to Order/Roll/Declaration of a Quorum** (10:15 am) *Chair John Davis*

2. **Reports**
   - **2.1 President** (10:20am) (30 min) *President Naganathan* – Report forthcoming
   - **2.2** ASOIT (10:50am) (15 min) *Presidents Sasha Rabich (KF) and Billy Kimmel (PM)* **1**
   - **2.3 Administrative Council** (11:05am) (10 min) *Chair Becky Burkeen* Verbal only
   - **2.4 Faculty Senate** (11:15am) (15 min) *President Terri Torres* Verbal only
   - **2.5 Foundation Report** (11:30am) (5 min) *Jim Blair* Verbal only
   - **2.6** Strategic Enrollment Management (11:35am) (15 min) *Provost and VP for Academic Affairs and Strategic Enrollment Management Joanna Mott* **5**

Recess

12:00 to 1:00 Social Luncheon with Invited Guests

Reconvene

2. **Reports, continued**
   - **2.7 Academic Quality and Student Success Committee** (1:15pm) (5 min) *Trustee Jeremy Brown*
   - **2.8 Finance and Facilities Committee** (1:20pm) (5 min) *Vice Chair Vince Jones*
   - **2.9 Campus Climate Assessment Update** (1:25pm) (5 min) *Chair John Davis*
   - **2.10 Executive Committee** (1:30pm) (5 min) *Chair John Davis*

3. **Consent Agenda** (1:35pm) (5 min) *Chair John Davis*
   - **3.1 Approval of the Minutes of the July 19-21, 2022 Retreat Meeting** **7**
   - **3.2 Approval of the Minutes of the August 24, 2022 Special Meeting** **12**

4. **Action Items**
   - **4.1** Doctor of Physical Therapy (DPT) Program FY 2022-23 **Tuition Recommendation** (1:40pm) (10 min) *VP John Harman* **21**
   - **4.2** Authorization for Staff to Negotiate and Execute a Multi-year Agreement for Professional Audit Services (1:50pm) (10 min) *VP John Harman* **25**

5. **Discussion Items**
   - **5.1** **Strategic Plan** (02:00) (30 min) *Provost and VP for Academic Affairs and Strategic Enrollment Management Joanna Mott & Pillar Chairs* **26**
   - **5.2** **Board Outreach** (2:30) (20 min) *Chair John Davis*
   - **5.3** **Board Dashboard Conversation** (2:50) (15 min) *Provost and VP for Academic Affairs and Strategic Enrollment Management Joanna Mott & Pillar Chairs* **35**
   - **5.4** **Board Development – Trustees Fiduciary Role** (3:05) (30 min) *Chair John Davis*

6. **Other Matters** – none

7. **Public Comment** (3:35pm) (15 min)

8. **Adjournment** (3:50pm)

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ASOIT Report to the Board 10-18-22

With the start of the 2022-2023 school year, ASOIT-KF is excited to continue from last year to continue to supplement the social, cultural, physical, and educational interests in its members, and to represent the individual and collective interests of the students of Oregon Tech. To accomplish this we have had a number of changes that we wanted to bring to the Boards attention, as well as inform you of the New Student Orientation event (SOAR).

New Mission Vision and Execution

The purpose of the ASOIT is to supplement the social, cultural, physical, and educational interests in its members, and to represent the individual and collective interests of the students of Oregon Tech. The membership consists of all currently enrolled students at Oregon Institute of Technology. While ASOIT in the past has been operating mostly as a Club focused Program; however, in the past few years ASOIT has begun to focus more and more on toward Policy and Institutional activism. To help accomplish this better we have reorganized and repurposed some previous positions on the ASOIT Board.

The Communications, Clubs, and Non-Traditional Student Officer have been replaced by the Academic Affairs and Student Engagement Officer. The Academic Affairs Officer will be charged with advocating on behalf of students for necessary change or adjustment of current procedure including but not limited to accessibility to key areas on campus dedicated to academic success and current academic procedure. The Student Engagement officer will be charged with communicating engagement opportunities to students frequently utilizing Oregon Tech governance structure to effectively advocate for student concerns and feedback, coordinating partnerships and collaborative initiatives with the various campus departments. We believe that these refocused positions will allow us to focus better on transmitting student voices in a direct and impactful manner, while also building meaningful connections with stakeholders on campus.

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Goals for the Year

With a new school year, and a new reorganized board, new goals to attempt to reach for the year are also in order. We will be using these goals as deterministic benchmarks throughout the year in an attempt to measure our success. Broadly these ideas can be narrowed down to increasing knowledge of campus resources and opportunities, strengthening ties for students between the faculty and administration, building better connections between Oregon Tech and the Klamath Falls Community. Oregon Tech has a large breadth of resources that can be offered to students. From aptitude tests provided by Career Services in the LRC, to dental services provided in Semon hall, to many other resources and opportunities that pop up throughout the year, ASOIT wants to help compile and amplify the availability of these things to students. Many of these resources, while seemingly minor on their own, make substantial differences for students in need. By increasing knowledge of campus resources, ASOIT hopes to make the lives of students easier across their time here.

ASOIT's shift into heavier Policy focus can be arguably stemmed from tensions and a divide that have grown between students, faculty, and administration. ASOIT wants to take steps to further our relations in the coming year both with faculty stakeholders and Administrative stakeholders. We believe that building strong connections with others through the lens of shared governance is pivotal to students, allowing them to feel heard, and encourage them to make impacts on their campus that would simply be unachievable without feeling truly connected to their institution. By strengthening student relations between these two key parties, we are able to build pathways to success, and giving students an opportunity of autonomy in the betterment of their campus.

Lastly ASOIT wants to further build relations between Oregon Tech and the City of Klamath Falls. While Oregon Tech is a part of Klamath Falls, often times due to our placement relative to the city, students lack many opportunities to explore and appreciate the environment they reside in. Likewise, Klamath Falls has opportunities to further benefit the Oregon Tech community. While Oregon Tech already interacts on occasion through senior projects and student organizations, the Klamath Falls campus feels as a separate entity adjacent to Klamath Falls rather than a core member. ASOIT wants to look into ways to further interaction with Klamath Falls, and give students better opportunities to interact and appreciate the unique environment they find themselves in.

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SOAR-ing into Success

With the start of the term brings in a wave of new students, and with it a flood of new spirit and identity. To help assist with interacting and utilizing Oregon Tech, the office of Student Involvement and Belonging has proved SOAR (standing for Find Support, Explore Opportunities, Achieve Academic Success, Build Resiliency), as an opportunity to learn and prepare freshmen for their future at Oregon Tech, SOAR was a three day long event that gave 361 students opportunities to strengthen themselves academically, socially, and help them find their place on campus.

Over their SOAR journey, students covered topics like "Being an Active Owl", where they learned how to use the Oregon Tech app to hear about the exciting happenings on campus; "Academic Pride", where new students heard about the amazing accomplishments within the colleges of HAS and ETM; and "Choose Your Adventure Segments", where students got to personalize their experiences engaging with breakout sessions of their choice. Overall SOAR has contributed to electrifying and helping new students prepare for their first year at Oregon Tech, a palpable effect already being reflected within these first days of the semester.

In Conclusion

ASOIT is excited to amplify and utilize student voices for the further betterment of Oregon Tech, and are excited to see the work the Board of Trustees will accomplish in the year to come in terms of its impact on the Student Experience, and the Oregon Tech Community at Large.

Sasha Rabich

ASOIT President 22-23

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OFFICE OF THE PROVOST

Dr. Joanna Mott

3201 Campus Drive, Klamath Falls, OR 97601

Enrollment Report for the Board of Trustees, October 2022

FALL 2022 Enrollment data (as of September 30, 2022) comparison with last year

Headcount (Based on Primary Campus)	Same Week Comparison			Fall 2021 vs. Fall 2022	
	Fall 2020	Fall 2021	Fall 2022	Difference	% Change
On Campus (Klamath Falls)	**2,227**	**2,103**	**1,977**	**-126**	**-6.0%**
Online	**720**	**584**	**555**	**-29**	**-5.0%**
Onsite Total	**963**	**838**	**779**	**-59**	**-7.0%**
* Portland Metro	770	689	634	-55	-8.0%
* Seattle	78	50	56	6	12.0%
* Chemeketa	59	58	60	2	3.4%
* Joint Program	1	0	1	1	-
* HST at OIT	55	41	28	-13	-31.7%
Sub-Total	**3,910**	**3,525**	**3,311**	**-214**	**-6.1%**
High School (ACP)	233	427	374	-53	-12.4%
Grand Total	4,143	3,952	3,685	-267	-6.8%

Credit Hours (Based on Course Campus)	Same Week Comparison			Fall 2021 vs. Fall 2022	
	Fall 2020	Fall 2021	Fall 2022	Difference	% Change
On Campus (Klamath Falls)	**26,369**	**24,780**	**22,933**	**-1,847**	**-7.5%**
Online	**9,068**	**8,303**	**9,143**	**840**	**10.1%**
Onsite Total	**8,123**	**7,188**	**6,030**	**-1,158**	**-16.1%**
* Portland Metro	6,964	6,146	5,077	-1,069	-17.4%
* Seattle	485	329	333	4	1.2%
* Chemeketa	608	606	620	14	2.3%
* Joint Program	66	107	0	-107	-100.0%
Sub-Total	**43,560**	**40,271**	**38,106**	**-2,165**	**-5.4%**

Note that compared with fourth week (census for fall 2021) credit hours are - 2.4%.

Student Status (All Locations)

	Same Week Comparison			Fall 2021 vs. Fall 2022	
	Fall 2020	Fall 2021	Fall 2022	Difference	% Change
Total New	**1,340**	**1,390**	**1,209**	**-181**	**-13.0%**
- New Freshman	462	442	470	28	6.3%
- New Transfer	489	435	352	-83	-19.1%
- New Post Bac	70	65	44	-21	-32.3%
- New Graduate	40	50	31	-19	-38.0%
- New Non-Admit UG	269	393	308	-85	-21.6%
- New Non-Admit GR	10	5	4	-1	-20.0%
Continuing	**2,621**	**2,339**	**2,259**	**-80**	**-3.4%**
Returning After Absence	**182**	**223**	**217**	**-6**	**-2.7%**
Total	**4,143**	**3,952**	**3,685**	**-267**	**-6.8%**

Student Status (Portland Metro)

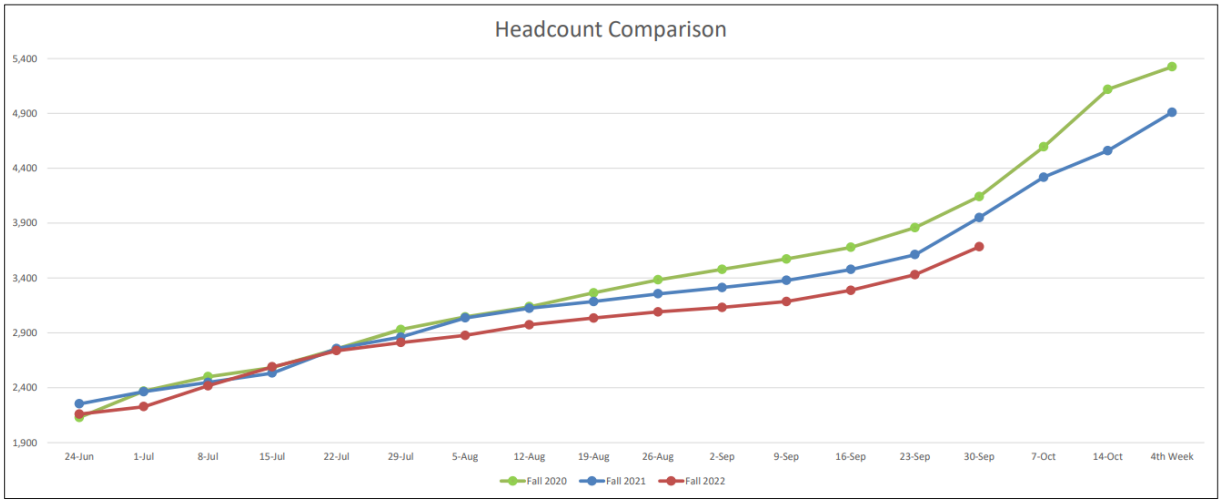
	Same Week Comparison			Fall 2021 vs. Fall 2022	
	Fall 2020	Fall 2021	Fall 2022	Difference	% Change
Total New	**225**	**206**	**190**	**-16**	**-7.8%**
- New Freshman	43	47	55	8	17.0%
- New Transfer	124	88	84	-4	-4.5%
- New Post Bac	28	36	33	-3	-8.3%
- New Graduate	10	14	7	-7	-50.0%
- New Non-Admit UG	17	17	9	-8	-47.1%
- New Non-Admit GR	3	4	2	-2	-50.0%
Continuing	**513**	**452**	**404**	**-48**	**-10.6%**
Returning After Absence	**32**	**31**	**40**	**9**	**29.0%**
Total	**770**	**689**	**634**	**-55**	**-8.0%**

Applications

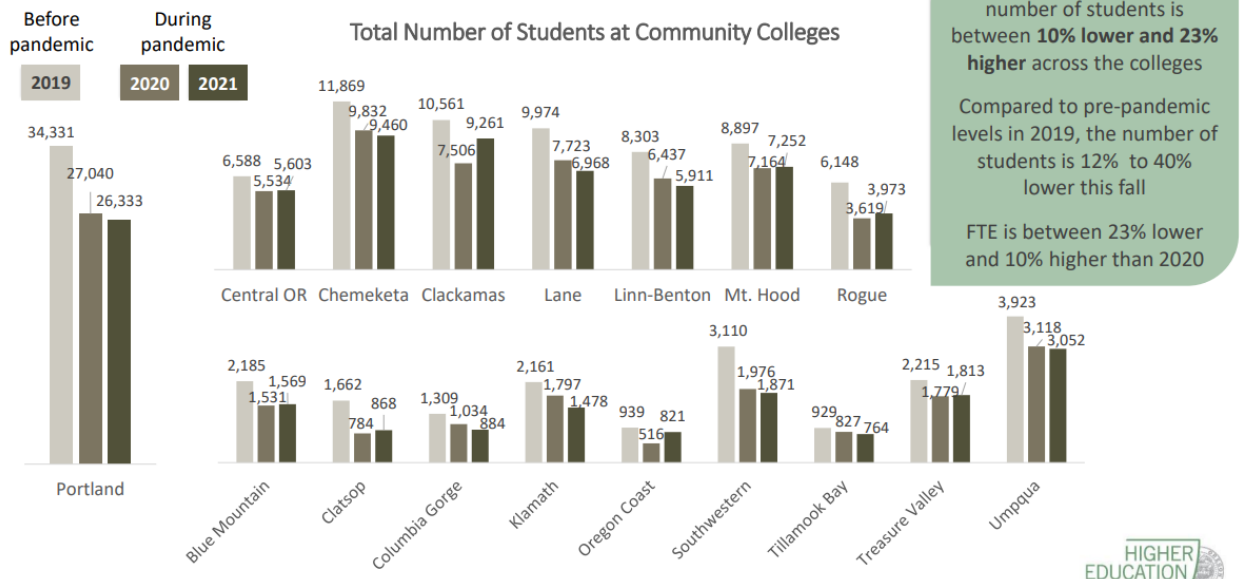
	Same Day Comparison		Same Day Comparison	
	Fall 2021	Fall 2022	Difference	% Change
On Campus (Klamath Falls)	**4,874**	**4,774**	**-100**	**-2.1%**
* Freshmen	4,304	4,324	20	0.5%
* Transfer	479	380	-99	-20.7%
* Post-Bac	45	27	-18	-40.0%
* Graduate	46	43	-3	-6.5%
Online	**247**	**185**	**-62**	**-25.1%**
Onsite Total	**521**	**440**	**-81**	**-15.5%**
* Portland Metro	511	432	-79	-15.5%
* Other	10	8	-2	-20.0%
Sub-Total	**5,642**	**5,399**	**-243**	**-4.3%**

Admitted (Includes Admitted Cancelled)

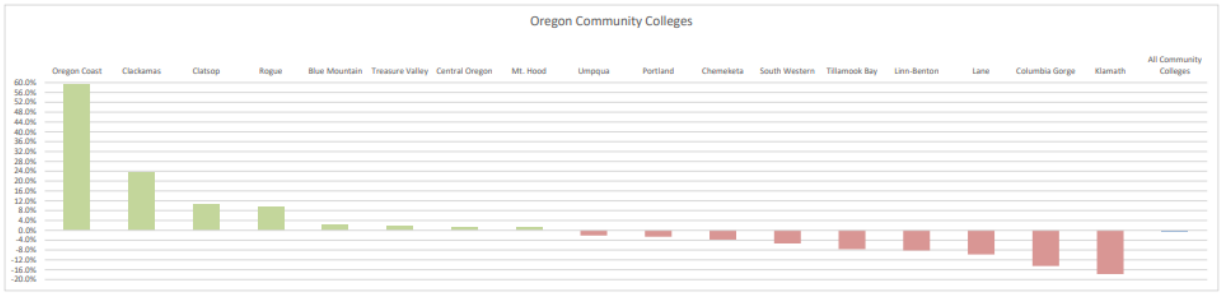
	Same Day Comparison		Same Day Comparison	
	Fall 2021	Fall 2022	Difference	% Change
On Campus (Klamath Falls)	**4,468**	**4,458**	**-10**	**-0.2%**
* Freshmen	3,915	4,028	113	2.9%
* Transfer	471	362	-109	-23.1%
* Post-Bac	45	27	-18	-40.0%
* Graduate	37	41	4	10.8%
Online	**224**	**168**	**-56**	**-25.0%**
Onsite Total	**476**	**397**	**-79**	**-16.6%**
* Portland Metro	466	390	-76	-16.3%
* Other	10	7	-3	-30.0%
Sub-Total	**5,168**	**5,023**	**-145**	**-2.8%**



Enrollment stabilized or increased at some community colleges and declined further at others



4 Source: Fall enrollment data provided by as aggregate counts by community colleges. Data show headcount enrollment. Students enrolling in more than one institution in fall are included in both institutions' counts. Full-time equivalent counts in the colleges as the total number of clock hours in which all students enrolled divided by 510.



	Oregon Coast	Clackamas	Clatsop	Rogue	Blue Mountain	Treasure Valley	Central Oregon	Mt. Hood	Umpqua	Portland	Chemeketa	South Western	Tillamook Bay	Linn-Benton	Lane	Columbia Gorge	Klamath	All Community Colleges
Fall 2019	939	10,561	1,662	6,148	2,185	2,215	6,588	8,897	3,923	34,331	11,869	3,110	929	8,303	9,974	1,309	2,161	**115,104**
Fall 2020	516	7,506	784	3,619	1,531	1,779	5,534	7,164	3,118	27,040	9,832	1,976	827	6,437	7,723	1,034	1,797	**88,217**
Fall 2021	821	9,261	868	3,973	1,569	1,813	5,603	7,252	3,052	26,333	9,460	1,871	764	5,911	6,968	884	1,478	**87,881**
Difference	305	1,755	84	354	38	34	69	88	-66	-707	-372	-105	-63	-526	-755	-150	-319	**-336**
Percent Change	59.1%	23.4%	10.7%	9.8%	2.5%	1.9%	1.2%	1.2%	-2.1%	-2.6%	-3.8%	-5.3%	-7.6%	-8.2%	-9.8%	-14.5%	-17.8%	**-0.4%**

Housing numbers:

Fall 2022 705 (as of October 6, 2022)

Fall 2021 690 (official 4th week census)

Fall 2020 630 (official 4th week census)

Institution Enrollment Goals 2022-23

1. Increase degree seeking undergraduate enrollment overall – at least a 2% growth in new students and a 2% growth in the retention of continuing students.
2. Stabilize enrollment at Portland-Metro Campus with at least a 2% growth.

Strategic Enrollment Management Plans to meet the goals:

Admissions:

- Expand prospect sources from 4 to 7 to try to improve prospect conversion rates.
- Implement an AI-powered text bot to assist students with application completion, enrollment steps, and to keep them engaged.
- Hire a student marketing ambassador to assist with social media (Zeemee) to drive engagement, prospect to inquiry conversion, and app conversion.
- Enhance communication plan to reach more students over a longer period of time with CTAs to inquire and apply.
- Contract with Niche for digital ad remarketing to prospects and inquiries (both first year and transfer).
- Launch enhanced communication campaigns for online prospects and inquiries, in addition to digital ads for the same audience on Instagram, Facebook, and LinkedIn.
- Complete RNL Enrollment Opportunity Analysis in late October, and begin drafting Fall 24-26 recruitment plan using their recommendations.
- Complete viewbook refresh, send to print and digitize by end of fall term.
- Refresh virtual tour by end of winter term.

Academic Advising and retention:

- Review the retention data – non returns from spring to fall to identify trends in those not continuing and address for next year.
- New Civitas software is being used by academic advisors, and faculty will be trained this fall. This will enhance tracking, increase ability to identify at risk students for proactive advising.
- Connect low persistence, academic warning, and probation students with intervention services—advising, tutoring, faculty support, & other campus resources.
- Establish engagement/support with new transfer and continuing students.
- Develop and improve outreach material on advising and peer tutoring services.
- Identify best practices and develop processes that align with the needs of the student (transfer, first-year, online, etc.).
- Implement/support faculty-led tutoring and supplemental instruction model
    - Expand tutoring and supplemental instruction to include faculty support and student services.
    - Increase number of tutors and supplemental instructors available to students.
    - Create and improve tutoring/SI programs and software.
    - Working with department chairs coordinating faculty-led study sessions.

- Already increased instructional support to 27 SI's and 14 peer tutors.

Financial Aid:

- Increased reach out and engagement with more prospective students as well as engaging in efforts to support our current student (retention efforts).
- Participate in FAFSA filing event - College Goal Oregon on October 12th for prospective and current students. All the local high school counselors were notified and we are listed on the state wide College Goal Oregon website.
- Reach out to high schools for in person financial aid nights (done pre-covid but suspended during the pandemic). Three scheduled for fall so far.
- Once the new retention software is functional, pertinent financial aid information will be available to advisors to assist in directing at risk students to financial aid.

Educational Partnerships and Outreach:

Focus on Transfers

- Purchase and implement transfer portal software to provide support for unofficial transcript evaluations.
- Develop weekly CC on-site advising for strategic CC partners.
- Implement 2+2 degree maps for strategic CC programs.
- Collaborate with Admission to integrate pre-admission processes for transfer students.

Academic Affairs Plans to meet the goals:

- Colleges and departments to develop and implement enrollment and retention plans for their programs.
- Increase participation in recruiting as requested by admissions.
- Continue strategic hiring with review of enrollment trends and growing programs.
- Chairs with declining enrollment programs to review schedules and adjust numbers of electives, examine needs for freshmen vs transfer student courses.

Steps to address the <u>Portland Metro</u> campus enrollment and retention goal:

1. Freshmen:
   - Admissions plans include PM as well as KF and will be targeting some majors that have been losing enrollment such as renewable energy at PM.
2. Transfers:
   - Increase outreach to the local CCs – last year still restricted access at many campuses.
   - Deans in discussion with Clackamas and Chemeketa regarding seamless transfers
   - More invitations to CC students to visit PM campus
3. To address loss of continuing students, which is the biggest cause of enrollment drops, need to increase retention efforts:
   - Student survey to identify issues that are affecting retention.

- Students have expressed need for more faculty-student interactions, in-person classes. Provost conveyed message to faculty at PM Convocation, scheduling will take into account the need to increase in-person classes.
- Chairs at KF with department faculty at PM expected to travel to PM at least once per term, preferably once per month, and meet with students and Academic advisor to hear and address issues quickly.
- Scheduling issues with course conflicts to be addressed.
- Mapping of courses to be reviewed and issues in timing of offerings of courses addressed.
- Work with student leadership team (ASOIT) to improve retention.
- Student affairs to increase in person PM activities and events to engage students now that covid restrictions lifted.

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Retreat Meeting of the
Oregon Tech Board of Trustees
Boardroom, Salishan Lodge, Gleneden Beach, OR
July 19, 20 and 21, 2022

Board of Trustees Meeting
DRAFT MINUTES

Trustees Present:

Stefan Bird	Kathleen Hill	Kelly Minty
Jeremy Brown	Acting Chair Vince Jones	Nagi Naganathan (*ex officio*)
John Davis	Jill Mason	Celia Núñez

Trustees Unable to Attend:
Kanth Gopalpur
Mike Starr
Michelle Vitali

University Staff and Faculty Present in person:
David Groff, General Counsel & Interim Board Secretary
Pam Grove, Assistant to University General Counsel & Interim Board Secretary
Larry D. Large, AGB
Phong Nguyen, Incoming Trustee/Associate Professor – Computer Systems Engineering Technology
Adria Paschal, Senior Executive Assistant to the President
Mason Wichmann, Incoming Trustee/Student

July 19, 2022 Meeting

9. **Call to Order/Roll/Declaration of a Quorum**
   Acting Chair Jones called the meeting to order at 12:21pm. The Board Secretary called roll and a quorum was declared.

2. **Approval of the Minutes of the June 2, 2022, Meeting**
   No changes voiced. Minutes approved as submitted.

3. **Welcome and Introductions**
   All Trustees in attendance introduced themselves and provided individual experience and background details.

   Meeting recessed at 1:08 for Executive Committee meeting.

Meeting reconvened at 3:27pm.

4. **Comprehensive Evaluation of the President**
   The Board met in Executive Session per ORS 192.660(2)(f) to consider information or records that are exempt by law from public inspection and ORS 660(2)(i) to review and evaluate the employment-related performance of the chief executive officer.

Meeting recessed at 4:47pm

July 20, 2022 Meeting

Meeting called to order: 9:09am

5. **President's Report & Discussion** *President Naganathan*
   President Naganathan reviewed his PowerPoint presentation and discussed Presidential Goals for 2021-22, which included the completion of the Climate Assessment Survey process on campus on behalf of the Board of Trustees, continued efforts to increase new freshmen by at least another 3% and stabilize the overall enrollment in Fall 2022, and to create and implement a strategic faculty hiring plan with a goal for them to engage industry in innovation and applied research both at OMIC and beyond. He shared further goals include the development of an education and research center with an emphasis on applied computing and data analytics, the development of the academic and facilities master plans, and in partnership with the Oregon Tech Foundation, begin to explore the feasibility and scope of a capital campaign for Oregon Tech and raise $2 million by the end of Fall 2022.

   President Naganathan shared results, to include finishing the school year with measurable student progress with nearly 800 graduates despite the continuing pandemic conditions, multiple successful accreditation visits to programs, two business programs approved by the HECC for Portland-Metro, an Academic Master Plan draft developed through an inclusive process which secured $1 million in federal appropriations in support of faculty research, successful Regional Innovation Hub Planning Grant proposal at $140,000 to plan a Regional Innovation Hub in Klamath Falls, and new strategic enrollment management initiatives in place to avoid repeating 2021 summer melt of new and continuing students.

   President Naganathan advised that Oregon Tech launched the Diversity, Inclusion, and Cultural Engagement (DICE) off with Dr. Jennifer Wilson as the Executive Director; a climate assessment vendor was selected, who completed institutional surveys through an inclusive and transparent process; Oregon Tech exceeded its fundraising goal for the year with $4.4 million raised; Oregon Tech worked collaboratively with the Higher Education Coordinating Commission (HECC) to realize additional permanent funding for Oregon Tech which helped lower AY22-23 tuition rate. He also advised that a strategic faculty hiring plan is in place which includes tenure-track hires through a global outreach with masters or higher credentials, and Academic Affairs prioritizing hiring instructors for departments needing primarily teaching power. The first ever Academic Master Plan is being developed and led by Dr. Mott. President Naganathan discussed the Facilities Master Plan which is being led by VP John Harman in consultation with stakeholders, including the Facilities Planning Commission. He advised that

Oregon Tech's financial status remains strong through fiscal year ending 21-22, despite an unexpected 7.8% decline in student enrollment and the lingering impact of COVID, Oregon Tech is projecting a fiscal year-end general fund net surplus from operation of approximately $2.8 million, net of transfers.

6. **Strategic Plan and Academic Master Plan Update & Brainstorming Big Ideas**
   President Naganathan reviewed his PowerPoint presentation and discussed Oregon Tech's vision for the future as a student-centered, world-class polytechnic university that inspires students to become tomorrow' leaders; the Academic Master Plan Charges to develop academic vision and mission statements for Oregon Tech, as Oregon's Polytechnic University, fiscally sustainable growth through an array of innovative, forward-looking academic programs, initiatives that will increase enrollment, retention, and four-year graduation rates, and a path for progress in entrepreneurial and collaborative applied research. He also discussed enrollment, new programs – early notice.

7. **Higher Education Business Models Under Stress**
   Larry D. Large reviewed his PowerPoint presentation and discussed Higher Education Business Models Under Stress, which included contemporary challenges to leadership, leading with strategic agility, changing business models, governance, student debt and student loan history, and tuition.

8. **Campus Climate Assessment and Next Steps**
   Acting Chair Jones provided background for the new Trustees on the Campus Climate Assessment. He explained that Oregon Tech commissioned Modern Think to conduct a Campus Climate Assessment to identify the real campus issues and come up with recommendations on how best to address the issues. Acting Chair Jones suggested a discussion with the new board to address next steps and of Modern Thinks' report once it is received. He explained that the board has decided to address the issues raised in the report and do everything possible to work with President Naganathan to improve the culture of the university.

   Trustee Minty asked about the timing of receipt of the report from Modern Think and legal interpretation of their contractual obligations. The Board met briefly in Executive Session per ORS 192.660(2)(f) and ORS 40.225 to consider information or records that are exempt by law from public inspection, including attorney-client privilege.

   Regular session resumed and **Acting Chair** Jones asked for discussion regarding next steps regarding the Modern Think Campus Climate Assessment report once it is received. The Board asked that Counsel quickly review the report after receipt to assure it is publishable from a legal perspective, and contains no personally identifiable information that may need to be redacted. Chair Jones said it is important to expeditiously share the full report with the community. Trustees, and the campus community must have confidence that the report has been done in the spirit it was intended, and that any hiccups getting it out due to logistics are not an attempt to shape the report. Chair Jones said the report sits as it is, and should be shared as soon as possible so we can begin taking any appropriate actions.

The Board decided to have a special meeting on August 24, 2022, 1:00pm – 4:00pm to discuss the Campus Climate Assessment report and other agenda items as determined by the Acting Board Chair.

Trustee Brown: Raised concerns about input received by faculty and students that the Board is not responding to their concerns. He stated that Trustees have asked for information from the institution and the information is not being received, leading to the perception that the Board is being derelict in their duties. Groff offered some recommendations based on the AGB Governance Study Report.

Meeting recessed at 4:46pm.

Thursday, July 21, 2022

Meeting called to order: 9:11am

9. **AGB Report Review & Discussion**

President Naganathan introduced the genesis of the Association of Governing Boards (AGB) report and how it came about through the introduction of SB 854, which did not pass, regarding governance composition. As a result, a review of the governance structure and bylaws of Oregon's seven public universities was commissioned by the Oregon Higher Education Coordinating Commission (HECC) at the request of the Oregon Senate Education Committee.

Interim Board Secretary Groff reviewed the AGB Report and shared that AGB is familiar with how boards operate across the country and the dynamics that are taking place in other parts of the country. He also discussed some of the recommendations made in the report such as: building a positive board culture that sustains itself as members rotate off the board and new members join, developing enhanced institutional orientation for new board members and creating more opportunities for continuing board education for longer-serving members, a regular practice of scheduling "learning sessions" as part of the board meeting agenda, conducting periodic education programs for faculty, staff, and student groups on the fiduciary duties and fundamental roles and responsibilities of its governing board, creating a board culture of outreach and engagement, developing systematic processes of assessing board governance practices and their progress on implementing best practices, developing systematic processes for responding to comments provided in the public comment portion of board agendas. Groff advised that Oregon Tech's Board of Trustees has already implemented many of the recommendations contained in the AGB report and he provided suggestions for areas of improvement.

Trustee Davis stated that the Board's response to this is intricately going to be seen as tied to our response to the Campus Climate Assessment and suggested the Board cannot wait until November to act on some of these recommendations. The Board is doing many of these recommendations, but the Campus Climate Assessment makes clear there is a perception and probably a reality that has been expressed by Trustees today of a feeling of disconnection between the understanding of faculty and staff and what the Board's role is. Trustee Davis stated that if the Board continues to kick the matter around and talk about it, that will no engender trust and what we are trying to achieve as a culture at the institution. The Board must act and make

clear we have read the AGB Governance Study Report, the Campus Climate Assessment, we hear the campus community and action will be taken.

Trustee Minty: Underscored that that she cares about the fact that people know the Board is doing these things. The Board needs to be disciplined in our communication, more intentional, and more open. If our message is not getting through, we can't immediately blame the person who is supposed to be receiving it and take responsibility.

After discussion, the Board agreed to form two work groups, one to review and potentially make recommended changes for the Board's Shared Governance Resolution, 15-2, and another to review the AGB Governance Report and make recommendations.

10. Board Chair, Board Vice Chair Selection Discussion AND Committee Assignments
Vice Chair Jones

Acting Chair Jones explained that Oregon Tech's Board of Trustees has three standing committees, the Executive Committee, the Finance & Facilities Committee (F&F Committee), and the Academic Quality and Student Success Committee (AQSS Committee). The Board policy states that the Executive Committee shall be made up of six members, consisting of the Chair of the Board, the Vice Chair of the Board, and then the Chair of the F&F Committee and the AQSS Committee, The Board Chair can appoint two other board members to the Executive Committee, as well the members of the other two committees. He also discussed the selection of the Chair and Vice Chair positions and, shared the reason he put this matter on the agenda is that at some point the Board will need to select a new Chair and Vice Chair. The Chair will also need to select Trustees for the committee positions, that perhaps can be discussed at the special August 24, 2022 meeting. Acting Chair Jones also and asked whether there was anyone interested in making a nomination or selection. No interest was expressed

11. Wrap-Up and Next Steps *Vice Chair Jones*
A Special Board of Trustees meeting was confirmed for August 24, 2022, 1:00pm-4:00pm.

12. Board Development Training Session – Public Meetings, Government Ethics
Dave Groff, General Counsel

Counsel reviewed a PowerPoint presentation on the topics of Public Meetings and Government Ethics.

13. Adjournment
The meeting was adjourned at 12:49 pm.

Respectfully submitted,

David P. Groff
University General Counsel & Interim Board Secretary

Oregon TECH
Oregon Institute of Technology

Special Meeting of the
Oregon Tech Board of Trustees
Virtually via Microsoft Teams
August 24, 2022
1:00pm – 4:15pm

Board of Trustees Meeting

DRAFT MINUTES

Trustees Present:

Acting Chair Vince Jones
Stefan Bird
Jeremy Brown
John Davis
Kanth Gopalpur
Kathleen Hill
Jill Mason
Kelley Minty
Nagi Naganathan (*ex officio)*
Celia Núñez
Mike Starr
Michelle Vitali
Fred Ziari

University Staff and Faculty Present in person:

Abdy Afjeh, Vice Provost-Research & Academic Affairs
Diana Angeli, Executive Assistant – President's Office
Dawn Bailey, Associate Professor – Humanities & Social Science
Karen Blevins, Director of Payroll Services – Payroll Operations, Office of Human Resources
Jacen Bridges, Annual Giving Manager – Development
Rebecca Burkeen, Alumni Relations Manager - Development
RaShell Carvalho, Leadership Gift Officer – Development
Katie Cavendish, Program Manager - Development
Cindy Childers, Technical Advisor – Business Affairs
David Culler, Professor – Manufacturing & Mechanical Engineering Technology
Carleen Drago, Director – Educational Partnerships & Outreach
Ken Fincher, Vice President University Advancement
Erin Foley, Vice President & Dean of Students
Anna Fowler, Employer & Career Advisor – Career Services
Lori Garrard, Executive Assistant – Development
Iris Godwin, Technical Services Librarian - Library
David Groff, General Counsel & Interim Board Secretary
Pam Grove, Assistant to University General Counsel & Interim Board Secretary
Sandi Hanan, Vice President – Human Resources
John Harman, Vice President Finance & Administration
Josie Hudspeth, Student Affairs Systems Manager – Student Affairs
Brandy Hunter, Assistant Director – Integrated Student Health Center
Wendy Ivie, Registrar – Registrar's Office
Jennifer James, Coordinator Peer Consulting/Supplemental Instruction - CARES
Lacey Jarrell, Executive Director – Marketing, Communications & Public Relations - Development
Billy Kimmel, Student
Janelle Knaggs, Systems Administrator – Information Technology Services
Karen Kunz, Information Systems Librarian - Library

Julie Levine, Leadership Gift Officer - Development
Gaylyn Maurer, Director – Integrated Student Health Center
Michelle Meyer, Director of Audit & Compliance – Business Affairs
Joanna Mott, Provost & VP of Academic Affairs
Josephine Ness, Director - Admissions
Phong Nguyen, Incoming Trustee/Associate Professor – Computer Systems Engineering Technology
MaryLou Nicholson, Accountant 2 - Development
Adria Paschal, Senior Executive Assistant to the President
Ashlie Pence, Assistant Registrar – Registrar's Office
Sasha Rabich, President – Klamath Falls ASOIT
Andrew Ramirez, Guest
Dana L. Richardson, Guest
Charles Riley, Professor – Civil Engineering
Lisa Shoults, Program Representative 1 – Registrar's Office
Cindy Stripling, Office Coordinator - Admissions
Kelly Sullivan, Coordinator of Academic Advising & Retention – Retention Services
Dawn Taylor, Associate Professor – Division of Health Sciences-MLS
Paul Titus, Executive Assistant – Office of the Provost
Ashley VanEssen, Public Information Representative 2 – Marketing & Communications
Bryan Wada, Information Technology Consultant 2
Mason Wichmann, Incoming Trustee/Student
Erin Williams, Athletic Program Operations Coordinator – Athletics
Rachel Winters, Executive Assistant – Student Affairs
Mira Wonderwheel, Annual Giving Manager – Development
Sarah Henderson-Wong, Benefits Leave & Wellness Manager – Office of Human Resources
Mitchell Wright, Guest

1. **Call to Order/Roll/Declaration of a Quorum**
   Acting Chair Jones called the meeting to order at 1:02pm. The Board Secretary called roll and a quorum was declared.

2. **Selection of Board Chair and Vice Chair**
   Acting Chair Jones explained that Article III, Section 5a of the Oregon Tech By Laws concerning Board Officers, states in part that the Board shall elect one of its members as Chair and another as Vice Chair who shall be the Board Officers. The first order of business is to elect a Chair and Vice Chair for the Board.

   2.1 Nominations for Board Chair
   Acting Chair Jones called for nominations for Board Chair. **Trustee Ziari** nominated **Trustee John Davis** for the position of Board Chair. Trustee Davis accepted the nomination and provided a synopsis of his qualifications and background. Acting Chair Jones asked if there were any objections to the nomination of Trustee Davis, and no objections were raised. Acting Chair Jones proposed that Trustee Davis be selected as the Board Chair, effective at the adjournment of this special meeting, and asked if there were any objections to his term as Board Chair becoming effective upon adjournment of the meeting, and no objections were raised.

2.2 Nominations for Vice Chair

Acting Chair Jones asked for nominations for the position of Board Vice Chair. **Trustee Davis** requested that Trustee Jones continue as Board Vice Chair, at least as interim for at least the first of year to give the incoming Trustees an opportunity to adjust. Acting Chair Jones voiced no opposition to the terms of the nomination and accepted. Acting Chair Jones asked for objections to the nomination he remain as Vice Chair. No objections were raised, and he stated that at the adjournment of this meeting, Trustee Davis will step in as Chair and Trustee Jones will continue as Vice Chair.

3 Committee Assignments

Acting Chair Jones stated that his responsibilities as Acting Chair is to put together committee assignments based on discussions held at the July Board Retreat, and that there are some positions that need to be filled right away. He advised that he made committee assignments for the three existing committees in the most logical way possible as follows:

3.1 Academic Quality and Student Success Committee

Jeremy Brown, Chair
Kathleen Hill
Jill Mason
Kelley Minty
Phong Nguyen – upon confirmation
Celia Núñez

3.2 Finance and Facilities/Audit Committee

Vincent Jones, Chair
Stefan Bird
Kanth Gopalpur
Michelle Vitali
Mason Whichmann – upon confirmation

3.3 Executive Committee

John Davis, Chair
Vincent Jones, Vice Chair
Jeremy Brown
Kelley Minty
Celia Núñez
Fred Ziari

4 Action Item

Approve process for early notice for academic programs

President Naganathan introduced this topic, which involves developing a process in which the university does not lose the opportunity to share its intentions on new programs.

Provost and Vice President for Academic Affairs and Strategic Enrollment Joanna Mott (Dr. Mott) provided some background on this action item. She explained that at the inception of

developing a program, it begins at the department level and proceeds through a series of steps to obtain approval to go forward. The idea then proceeds to Dr. Mott's office for approval. Once approval to proceed is received by Dr. Mott's office, it then goes through a series of steps to develop the full program and it then proceeds through another set of steps internally. From there, the proposal is submitted to the Academic Quality and Student Success Committee (AQSS Committee) at the Board of Trustees. If the AQSS Committee supports the proposal, it then moves to the Full Board of Trustees for approval. Once the Full Board has approved the proposal, it then goes to the Statewide Provosts Council which is a group that consists of all State of Oregon public universities' Provosts who approves new programs. From there, the recommendation goes to the Oregon Council of Presidents (OCOP) and then to the Higher Education Coordinating Commission (HECC). In some instances, the proposal goes to the Northwest Accreditation Commission (NWAC). In 2019, the NWAC, OCOP had discussion about making new program approvals a more collaborative process to encourage universities to develop programs. A document was put together ensuring appropriate collaboration on significant program changes. Within that document an informational step was added, which consisted of a university providing early notice to other Provosts as they began to develop a new program.

Occasionally, there is follow-up if one of the universities sees a potential to collaborate or there is concern about overlap. The intent of the new process is to formalize the avenue for the Provost to inform the AQSS early, about programs that are being contemplated prior to informing the Statewide Provosts Council. The purpose of having these matters come to the AQSS, is to allow for feedback and to raise any initial concerns regarding a potential program, such as it not fitting the mission, or location.

The recommendation is to approve a process for early notice dissemination to the Statewide Provosts Council. The process will be the Provost, in consultation with the President, will inform the AQSS Committee Chair of the early notice dissemination to the Statewide Provost Council. The Provost will also inform the full AQSS Committee of new program planning and early notice at the next AQSS Committee meeting. The Provost will continue the current process to bring the full proposal for review by the AQSS Committee and to the full Board for approval.

Motion: Trustee John Davis
Seconded: Trustee Jeremy Brown
With all trustees present and voting aye, the motion passed unanimously.

5 Reports

5.1 Ad Hoc Workgroup on AGB Report

Trustee John Davis shared that the Higher Education Coordinating Commission (HECC) commissioned the Oregon State Senate Education Committee to conduct a review of the governance structure and bylaws of Oregon's seven public universities. The particular emphasis for the review was on the alignment with best practices, transparency and public access of the universities' governance policies and practices. The Oregon Tech Board of Trustees (Board) hired AGB to consult and advise on the Board's practices, bylaws, and policies. Many of the policies, procedures, and recommendations set forth in the AGB Report were previously adopted by the Board and have been implemented since the Board's inception. Additionally, the Board recognizes that Oregon Tech is a multi-campus university, and that Trustees live and are located throughout Oregon and in other states. Accordingly, Board practices and procedures need to recognize the statewide importance of Oregon Tech and the Board. Trustee Davis advised that this Ad Hoc Workgroup was created to review the AGB Report and held three remote/videoconference meetings which were open to the public on August 9, 11 and 22, 2022. The Ad Hoc Workgroup reviewed the AGB Report in detail and discussed the strengths of existing Board policies and

opportunities for improvement and refinement. The Ad Hoc Workgroup recommends the Board consider implementing the following ideas and practices in addition to its ongoing practices:

1) Increase the length of regular Board meetings to two (2) days to allow for (a) formal learning sessions with faculty, staff, and students, (b) additional informal interactions with faculty, staff, and students (such as athletic and extracurricular events), and (c) additional time for Trustees presence on the university campuses.
2) Encourage Trustee attendance at athletic events, IdeaFest, and other student and faculty events.
3) Consider selecting a "theme" for each regular board meeting for each regular board meeting.
4) Public Comment Response. After regular Board meetings, a university staff member would be assigned to formally follow-up with and respond after each Board meeting, to all public comments.
5) Spring Board meeting coordination with IdeaFest and Foundation Board meeting.
6) Provide additional board training and orientation sessions.
7) Conduct annual learning sessions for faculty, staff, and student groups about the role of the Board relative to administration and university, and the Board's fiduciary duties, processes, and policies. Coordinate with the board information session on Shared Governance. For additional findings by this Ad Hoc Workgroup, please see items included with the agenda.

5.2 Ad Hoc Work Group on Shared Governance

Trustee Brown advised that the Ad Hoc Workgroup was created to review Resolution 15-2-Board of Trustees of Oregon Tech on Shared Governance at Oregon Tech, and make recommended changes, and implementation thereof to the Board of Trustees (Board). The Ad Hoc Workgroup held three remote/videoconference meetings which were open to the public, on August 4, 11 and 18, 2022. The Ad Hoc Workgroup met to review the intention of shared governance, the current Board Resolution 15-2 on Shared Governance, resolutions at other institutions, the genesis of the Board's current resolution, implementation of the shared governance expectations, and a past review of shared governance at Oregon Tech in detail and discussed the strengths of existing Board policies and opportunities for improvement and refinement. The Ad Hoc Workgroup recommends the Board consider implementing the following recommendations, in addition to its ongoing practices:

- The President to report to the Board at the November 2022 a meeting summary of how the resolution on shared governance is currently being met and what changes are contemplated to improve the process of implementation

- The Board sponsor an information session for the campus community where it will reaffirm its commitment to shared governance, define its expectations for shared governance, listen to individuals' input on how shared governance is or is not well implemented and its intention to review the resolution and implementation on a regular basis. This information session should be held shortly after the start of the fall '22 term.

- The Board direct campus leadership and the constituent groups to meet twice per year

to discuss shared governance implementation and to report directly to the Board on their deliberations. This group, upon common internal agreement, may elect not to meet after the first year.

Trustee Brown asked the Board whether there was any traction for adoption of the recommendations as stated in the report, as well as its ongoing practices. No changes were voiced to the proposed recommendations and ongoing practices.

Recommendation to approve the revisions to Resolution No. 15-2 Board of Trustees of Oregon Institute of Technology a Resolution on Shared Governance at Oregon Institute of Technology as follows:

Section 3
Roles, Responsibilities and Representation

Presidents, Officers, and Administrators
Fourth paragraph added to section b.:
In presenting recommendations to the Board *for Board action*, the President is encouraged to present at balanced discussion that reflects feedback from the aforementioned constituent groups where there is a clear and consistent voice that may differ from the President's conclusion. While the Board recognizes that the President may need *to make recommendations to the Board that may not hold the support of a significant number of constituents of the university community*, the Board should hear both sides of the discussion before a final decision can be made.

Section 4
Communication
Section c. revised:
The Board expects the University's President to meet *personally* with the duly-elected chair or president of the Faculty Senate, Administrative Council, and ASOIT regularly, but preferably at least monthly, to ensure open communication and prompt discussion and consideration of matters of the concern.

Motion: Trustee Stefan Bird
Seconded: Trustee Fred Ziari
With all trustees present voting aye, the motion passed unanimously. Trustee Kelley Minty was not present for this vote.

6 Discussion Items

6.1 Campus Climate Assessment Report

Acting Chair Jones asked the Board to think about three questions during discussion:
1) Where are we today? 2) How did we get here? 3) Where do we go from here?
Where are we today? The Board received this Campus Climate Assessment report last month and has been tasked with reviewing the report, considering the issues, and making recommendations and decisions on how to move forward. He recognized some of the accomplishments the Board has been able to achieve, such as Oregon Tech's first doctoral

program, the Doctorate of Physical Therapy program, a new degree for cyber security, securing funding for the new CEET building which has been built and is successfully being used, renovation of Cornett Hall, renovation of Boivin Hall, continuing efforts to nurture the Oregon Manufacturing and Innovation Center (OMIC), continuation of crafting new strategies to assure the university moves in the right direction. Oregon Tech has improved on other facilities such as the new track and field stadium, the softball stadium, the soccer stadium, the gymnasium, and the student recreation center. On the academic side, Oregon Tech assembled a think tank, and continued work toward securing funding for more projects in the future. Along with that. Over the past three years or so, Oregon faculty decided to unionize, which is within their rights to do so. Contract negotiations were protracted to say the least, which brought about a strained relationship. In addition, there was a lot of changes at Oregon Tech, a new president, decisions that the university made which advanced the trajectory of the university being identified as Oregon's Polytechnic University, and eventual recognition by the legislature. With all of that comes growing pains, and the Board recognized that the climate on campus was strained and needed to look at the campus climate. Meaning, are the relationships among all stakeholders healthy? Does the President have a healthy relationship with faculty? Does the faculty have a healthy relationship with administration? How do the students feel about what's going on? There have been some serious issues the Board had to address. The Board in earnest intentions, decided to do a climate assessment, look at what the issues are within the campus community, and how to address them and fix them. The Board hired Modern Think to conduct a Campus Climate Assessment and come up with some recommendations.

Acting Board Chair Jones asked for an open discussion and a that Trustees share their thoughts gleaned from reviewing the report.

Trustee Davis shared that everything discussed thus far during the meetings, has led to genuine open communication and engagement by the Board with the university community, through shared governance, through the adoption of new programs, and through the way we operate as a Board. The Board has new Trustees, and we have more opportunities to engage with, and reengage with the university community and to show we are all on board and on the same team. The other important piece is that it can be easy to dwell on a problem indefinitely and continue to look inward. We need to have shared goals, vision and direction as a group, faculty, students, staff, and Trustees to move forward. Oregon Tech has spent a significant amount of time, money, and effort within a shared governance framework on developing a Strategic Plan. The Strategic Planning Committee did a fantastic job at making it a workable useable document and has the support of the university community. As opposed to only looking inward at what we could be doing better, I would submit as a Trustees and the administration that we look at that Strategic Plan, look at our goals and vision as a rubric, and a framework for moving forward.

Trustee Starr shared that the Board suggest or direct what to work on, and not to think too big. Pick one thing to implement we think is important, follow-up feedback and then go on to the next issue. He suggested staring with shared governance.

Acting Chair Jones reiterated that the purpose of the climate assessment was to assess relationships between all stakeholders, and to identify actionable items that could be implemented to improve relationships. He emphasized that it is very important for all to understand that the Board's position is that the campus climate condition was not the blame of

one specific person. It was born out of many circumstances as raised earlier. Acting Chair Jones stated he asked President Naganathan to brainstorm with university Senior Leadership, and identify possible action steps to mobilize university resources, to help inform and implement solutions.

President Naganathan advised that Senior Leadership addressed the issues in the Campus Climate Assessment report, and came up with an eleven-point action plan.
Create campus wide discussions on shared governance and clarify roles of various campus groups within the model consistent with Board policy, such as appropriate follow-up with Public Comments made at Board meetings. Campus wide discussions on the Board's roles, function, and appropriate forums. What is important is not to explain away the recommendations made in the Campus Climate Assessment report, but to own them. There needs to be better understanding of Senior Leadership roles and responsibilities. There are 42 standing committees that are part of the universities' shared governance model. President Naganathan addressed bringing conversations back to the Strategic Plan and clarify why certain things are being done the way they are. This is an inclusive process with larger community involvement, and the Strategic Plan document must be our guiding instrument. The landscape of higher education has changed rapidly in the last two years, so our conversations must be focused on the future. During convocation, the President has the opportunity to give a convocation address to the entire university community, acknowledge the challenges, and share ideas and plans for regular engagement. It is necessary that we step up in terms of engagement through communication and move forward as one Oregon Tech. Considering what is happening in the landscape of higher education, as well as what was agreed to in the Strategic Plan, many new opportunities have arisen, even throughout the pandemic. There is new federal funding to support faculty research. Less than two weeks ago, Oregon Tech was approved for a regional innovation hub planning grant and Oregon Tech is going to lead. These are new opportunities for the Oregon Tech community to come together. During convocation, we are going to schedule a specific session on the Strategic Plan. Our Provost is facilitating the implementation of the Strategic Plan, and we are going to bring the co-leaders of the various pillars to present on how this is moving forward at the university. There will also be a separate session on the Academic Master Plan. Senior Leadership meetings will be held once a term with campus representatives for constructive dialogue on Oregon Tech initiatives. Not, to talk about one or two problems, but what is happening in higher education and how Oregon Tech is going to respond. There will be periodic campus wide budget forums, at least twice a year. Everyone will have the opportunity to listen to what is happening with Oregon Tech's budget. We discussed establishing a Wellbeing Committee consisting of faculty, staff and members of the administration to help promote a healthier work environment. We also discussed holding periodic campus briefings or training workshops for skills and business literacy development at Oregon Tech, so people understand why certain decisions are made in certain ways. This will help to cultivate new leaders on campus. Provost Mott will have the Deans hold regular college meetings, have them build student advisory councils, and have scheduled meetings within the college to encourage discussions within their domain about what is important to them.

Acting Chair Jones shared that during the retreat, Trustees asked President Naganathan to consider these recommendations when the Campus Climate Assessment was released and look at the report by Jill Goldsmith. We asked President Naganathan to come back to the Board in November to further elaborate on his plan to work with his team on how to implement the

recommendations, continue to work on the climate conditions and relationships on campus. This is a starting point that we will build on as we move forward.

7 The meeting was adjourned at 4:54pm

Respectfully submitted,

David P. Groff
University General Counsel & Interim Board Secretary

ACTION ITEM

Agenda Item No. 4.1

Request for Approval: Summer Term 2023 Tuition and Fees for Doctor of Physical Therapy program

Background

The Oregon Tech Board of Trustees is authorized under Oregon Revised Statute (ORS) 352.102 to establish tuition and mandatory enrollment fees each year. Oregon Tech Board Tuition and Mandatory Fees Policy further codifies the University's tuition and mandatory fee setting process.

The Doctor of Physical Therapy (DPT) program is a new Oregon Tech graduate degree program, importantly Oregon Tech's first doctoral program, open to both resident and non-resident students. DPT program tuition and fees were not included in the tuition and fees recommendation submitted for consideration by the Board at its April 7, 2022 meeting. This is because, at that time, it was not anticipated that DPT students may begin classes as early as Summer Term 2023.

The Dean of Health, Arts, and Sciences and the DPT Program Director conducted a regional and state comparative analysis and arrived at the appropriate tuition proposal for the new DPT Program beginning the Summer Term of 2023. The focus of pricing tuition for the new program was on maintaining student affordability and market competitiveness while still appropriately reflecting the value of the program.

Because many professional degree programs, particularly professional doctorate programs, are configured as a cohort, tuition is often established as block tuition where the same amount is charged per term during the 12-month university tuition & fees schedule, rather than by credit hour. As such, and to assist students while comparing program options, the Dean and Program Director applied this concept to arrive at the recommended tuition for Summer Term 2023. President Naganathan has endorsed this proposal in his memo to the Board (Please see Attachment-A).

The recommended Summer Term 2023 tuition for the DPT program is included in Table-1 below

Table-1

Oregon Tech New Program Tuition Recommendation		
	Doctor of Physical Therapy Klamath Falls Campus	**Summer Term 2023 Tuition**
	Resident	$6,942.37
	Non-Resident	$11,654.49

The Board had already approved mandatory fees for the Klamath Falls campus through Summer Term 2023 at its April 2022 meeting, which is applied to the new DPT program for Summer Term 2023. They are included in Table 2 below for immediate reference.

Table-2

Mandatory Fees approved by the BOT in its April 2022 meeting		
FY 2022-23 Fees (Some Fees may be prorated for Summer Term)		
Klamath Falls	Building	$45.00
	Incidental	$397.50
	Health Services	$195.00
	Student Rec Center	$69.00

If this recommendation for Summer Term 2023 tuition and fees is approved, in subsequent years, the rate may be subject to change when the Board adopts adjustments to tuition and mandatory fees. With this recommendation, inaugural tuition and fees for the new Oregon Tech DPT program will be competitive with other institutions featuring similar programs within and outside the state and the region.

With the recommendation of the Finance and Facilities Committee, the President is recommending the following motion:

> **Motion to approve the Recommended Summer Term 2023 Tuition and Fees for the Doctor of Physical Therapy program as outlined in Table 1 and Table 2 above and delegation of authority to the President or their designee, as available under policy and law, to make minor and technical adjustments to these proposed rates as necessary to correct mathematical rounding, errors, inconsistencies, or omissions and execute the Board's directives.**

Attachments and Additional Information

Attachment A- Tuition Recommendation Memo- President Naganathan

ATTACHMENT A

DPT Program Tuition Recommendation Memo – President Naganathan

Oregon Institute of Technology
OFFICE OF THE PRESIDENT
3201 Campus Drive, Klamath Falls, OR 97601
541.885.1100 (office) 541.885.1101 (fax) www.oit.edu/president

To: Oregon Tech Board of Trustees

From: President Nagi Naganathan

Re: Recommendation for Summer Term 2023 Tuition & Fees for the Doctor of Physical Therapy (DPT) program

Date: October 10, 2022

As required by statute and Board Policy through this memorandum, I submit my recommendation for Summer Term 2023 tuition and fees for the Doctor of Physical Therapy (DPT) program to the Oregon Tech Board of Trustees.

The DPT is a new Oregon Tech graduate degree program, importantly Oregon Tech's first doctoral program, open to both resident and non-resident students. DPT program tuition and fees were not included in the tuition and fees recommendation submitted for consideration by the Board at its April 7, 2022 meeting. This is because, at that time, it was not anticipated that DPT students may begin classes as early as Summer Term 2023.

The Dean of Health, Arts, and Sciences and the DPT Program Director conducted a regional and state comparative analysis and arrived at the appropriate tuition proposal for the new DPT Program beginning the Summer Term of 2023. The focus of pricing tuition for the new program was on maintaining student affordability and market competitiveness while still appropriately reflecting the value of the program.

Because many professional degree programs, particularly professional doctorate programs, are configured as a cohort, tuition is often established as block tuition where the same amount is charged per term during the 12-month university tuition & fees schedule, rather than by credit hour. As such, and to assist students while comparing program options, the Dean and Program Director applied this concept to arrive at the recommended tuition for Summer Term 2023.

Please see the recommended Summer Term 2023 tuition recommendation in Table-1 below.

Table-1

Oregon Tech New Program Tuition Recommendation		
	Doctor of Physical Therapy Klamath Falls Campus	**Summer Term 2023 Tuition**
	Resident	$6,942.37
	Non-Resident	$11,654.49

The Board had already approved mandatory fees for the Klamath Falls campus through Summer Term 2023 at its April 2022 meeting, which is applied to the new DPT program for Summer Term 2023. They are included in Table 2 below for your immediate reference.

Table-2

Mandatory Fees approved by the BOT in its April 2022 meeting		
	FY 2022-23 Fees (Some fees may be prorated for Summer Term)	
Klamath Falls	Building	$45.00
	Incidental	$397.50
	Health Services	$195.00
	Student Rec Center	$69.00

After careful consideration and in consultation with the executive staff and members of the university, I am recommending Summer Term 2023 Tuition for the Doctor of Physical Therapy program as outlined in Table-1 above and the Summer Term 2023 Fees for the Doctor of Physical Therapy program as outlined in Table-2 above. Further, I request delegation of authority to the president or their designee, as available under policy and law, to make minor and technical adjustments to these proposed rates as necessary to correct mathematical rounding, errors, inconsistencies, or omissions and execute the Board's directives.

If this recommendation for Summer Term 2023 tuition and fees is approved by our Board, in subsequent years, the rate will be subject to change when the Board adopts adjustments to tuition and mandatory fees.

With this recommendation, inaugural tuition for the new Oregon Tech DPT program tuition will be competitive with other institutions featuring similar programs within and outside the state and the region. Thank you for your consideration of this recommendation.■

ACTION

Agenda Item No. 4.2

Request full Board Authorization for Staff to Negotiate and Execute a Multi-year Agreement for Professional Audit Services

Background

As an independent public body, Oregon Tech is required to have an annual independent audit of the financial statements for each fiscal year. Additionally, as the recipient of federal funds, the Office of Management and Budget (OMB) requires an annual compliance audit in accordance with the OMB "Unform Guidance" (Title 2 CFR Part 200 Subpart F, *Uniform Administrative Requirements, Cost Principles and Requirements for Federal Awards*).

At the June 2, 2022 Board meeting, staff advised that the existing professional audit services agreement, executed on June 23, 2016, expires following completion of the audit of the FYE 2021-22 financial statements. Since a new professional audit services agreement would require compliance with the state public procurement provisions, staff notified the Board that it would proceed with finalizing a statement of work to incorporate into an open request for proposals (RFP). Staff indicated that at the next meeting of the Board, it would request an authorization to negotiate and execute a multi-year agreement for professional audit services with the firm chosen by the RFP selection committee.

Oregon Tech released the RFP in July of 2022 and received proposals from qualified contractors to perform professional audit services. In August, following a review and careful consideration of proposals, the selection committee chose Clifton, Larson, Allen, LLP as the vendor best suited to perform the services outlined in the RFP scope of service.

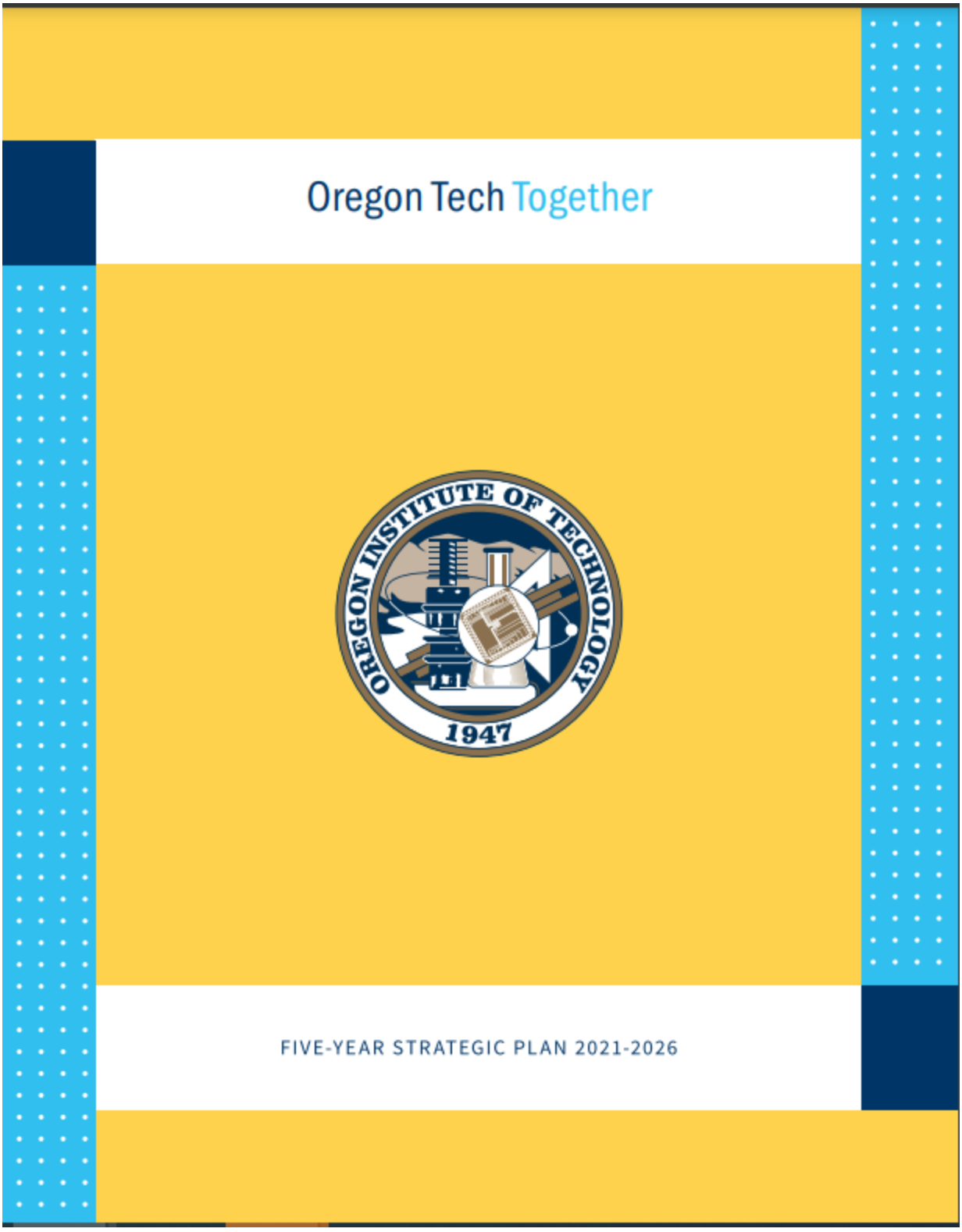
Staff Recommendation

With the recommendation from the Finance and Facilities Committee, also sitting as the Audit Committee, staff recommends a motion for approval by the full Board authorizing staff to negotiate and execute a multi-year Agreement with Clifton, Larson, Allen, LLP to provide professional audit services to Oregon Tech, for a term to begin on or about February 1, 2023 and extend to January 31, 2028, with an option for two additional one-year periods thereafter.

Attachments

A. RFP for Audit Services
B. Clifton, Larson, Allen, LLC Proposal
C. Clifton, Larson, Allen, LLP Cost Schedule

Control +Click or right click and select "Open Link" on image above to view PowerPoint



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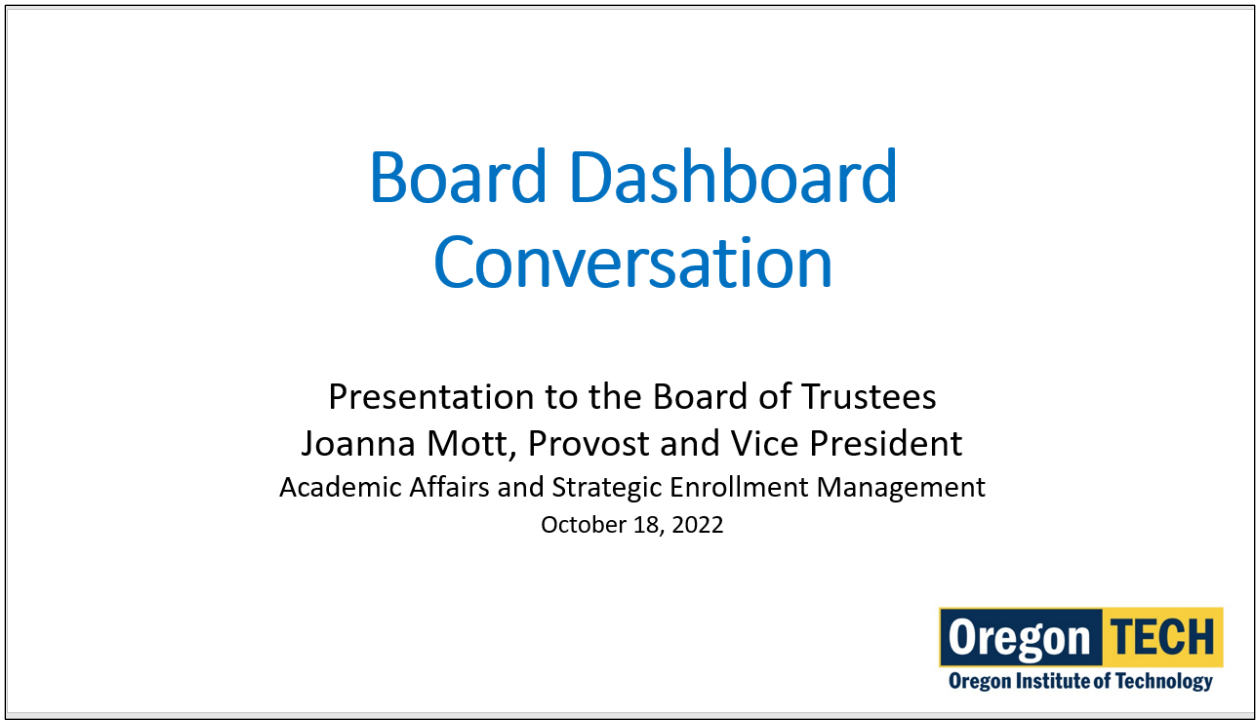

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Oregon TECH
Oregon Institute of Technology

OFFICE OF THE PROVOST

5.3 BOARD DASHBOARD CONVERSATION

2022-23 KPI Official Data Availability

March 23, 2022

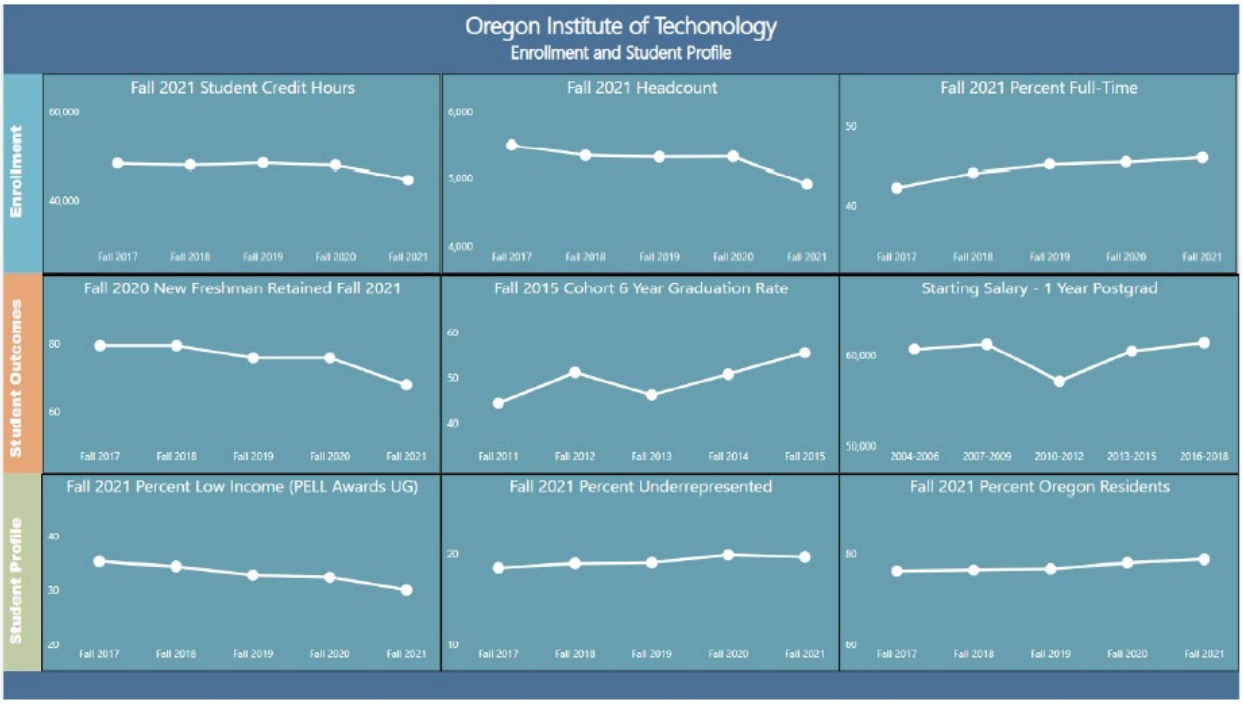
Indicator	Approximate Date Available
2021-22 On-Campus Sections	July 8, 2022
2021-22 Online Sections	July 8, 2022
2021-22 Associates Degrees	September 9, 2022 (Based on HECC due date)
2021-22 Bachelor's Degrees	September 9, 2022 (Based on HECC due date)
2021-22 Masters Degrees	September 9, 2022 (Based on HECC due date)
Fall 2022 Student Credit Hours	November 4, 2022
Fall 2022 Headcount	November 4, 2022
Fall 2022 Percent Full-Time	November 4, 2022
Fall 2021 New Freshman Retained Fall 2022	November 4, 2022
Fall 2022 Percent Low Income (PELL Awards UG)	November 4, 2022
Fall 2022 Percent Underrepresented	November 4, 2022
Fall 2022 Percent Oregon Residents	November 4, 2022
Fall 2022 ETM Majors	November 4, 2022
Fall 2022 HAS Majors	November 4, 2022
Fall 2022 Undeclared Majors	November 4, 2022
FY22 Fund Balance	December 1, 2022
FY22 Primary Reserve Ratio	December 1, 2022
FY22 Debt Burden	December 1, 2022
Fall 2016 Cohort 6 Year Graduation Rate	February 17, 2023 (Based on IPEDS due date)
Fall 2022 Student to Faculty Ratio	April 7, 2023 (Based on IPEDS due date)
Fall 2022 Faculty	April 7, 2023 (Based on IPEDS due date)
Fall 2022 Classified	April 7, 2023 (Based on IPEDS due date)
Fall 2022 Admin	April 7, 2023 (Based on IPEDS due date)
Fall 2022 Tenured	April 7, 2023 (Based on IPEDS due date)
Fall 2022 Tenure Track	April 7, 2023 (Based on IPEDS due date)
Fall 2022 Fixed Term	April 7, 2023 (Based on IPEDS due date)
2021 Graduate Starting Salaries	TBD – Switching to HECC Supplied Data

University Key Performance Indicators

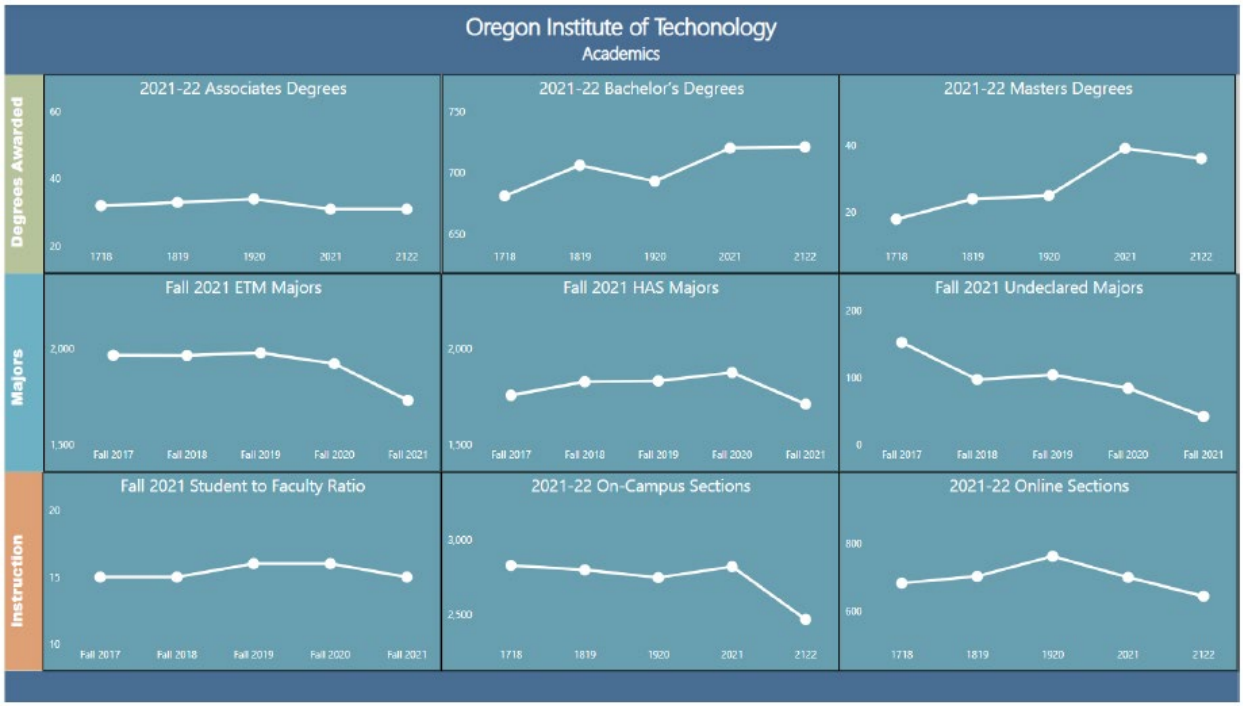
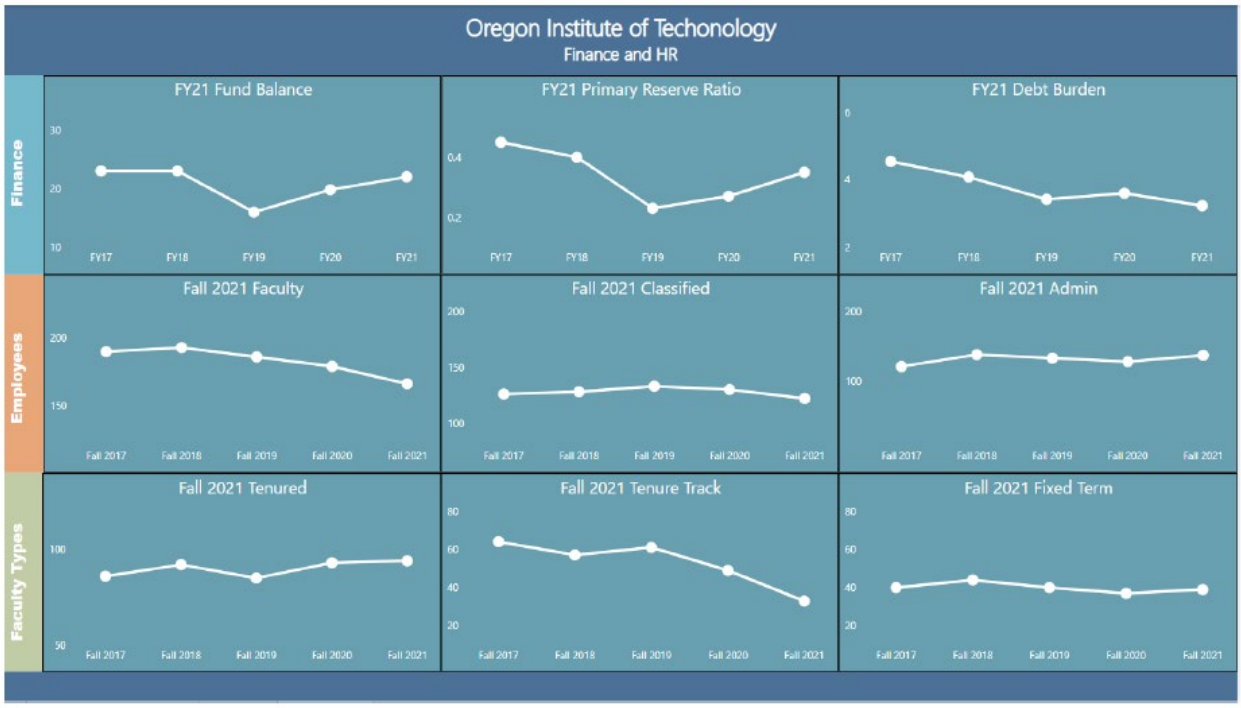
October 6, 2022

Indicator	Description
Fall 2021 Student Credit Hours	Student Credit Hours generated as of Fall 2021, 4th Week (All campus locations)
Fall 2021 Headcount	Unduplicated headcount as of Fall 2021, 4th Week (All campus locations)
Fall 2021 Percent Full-Time	Percent of students enrolled full time (UG >= 12 Credits, GR >= 9 Credits)
Fall 2020 New Freshman Retained Fall 2021	Percent Fall 2020 First-Time, Full-Time Freshmen cohort returning Fall 2021
Fall 2015 Cohort 6 Year Graduation Rate	Percent Fall 2015 First-Time, Full-Time Freshmen cohort that graduated within 6 years
Starting Salary – 1 year Postgrad	Average starting salaries of OIT graduates (HECC Cohort Based KPI - 1 years after graduation)
Fall 2021 Percent Low Income (PELL Awards UG)	Percent of Fall 2021 degree seeking enrolled undergraduates that were awarded Pell Grant
Fall 2021 Percent Underrepresented	Percent of Underrepresented students. Excludes Whites, Asians, Unknown and International
Fall 2021 Percent Oregon Residents	Percent of Fall 2021 students that are Oregon residents
2021-22 Associates Degrees	2020-21 Associates degrees awarded (duplicated if students earned multiple degrees/majors)
2021-22 Bachelor's Degrees	2020-21 Bachelor's degrees awarded (duplicated if students earned multiple degrees/majors)
2021-22 Masters Degrees	2020-21 Master's degrees awarded (duplicated if students earned multiple degrees/majors)
Fall 2021 ETM Majors	Number of Fall 2021 students declaring ETM majors(duplicated for double majors Excludes ACP/HST)
Fall 2021 HAS Majors	Number of Fall 2021 students declaring HAS majors (duplicated for double majors Excludes ACP/HST)
Fall 2021 Undeclared Majors	Number of Fall 2021 students with undeclared majors (Unduplicated – Excludes ACP/HST).
Fall 2020 Student to Faculty Ratio	Student to Faculty Ratio using IPEDS methodology.
2021-22 On-Campus Sections	Number of course sections offered On-Campus in AY 2020-21 (excludes Online and Dual Credit)
2021-22 Online Sections	Number of course sections offered Online in AY 2020-21
FY21 Fund Balance	Fiscal year end Education and General fund balance divided by general fund revenues.
FY21 Primary Reserve Ratio	Unrestricted net assets excluding plant investments, divided by all operating and non-op. expenses.
FY21 Debt Burden	Current principle and interest divided by operating and non-operating expenses.
Fall 2021 Faculty	Number of faculty employed as of October 31, 2021 (IPEDS employee snapshot)
Fall 2021 Classified	Number of classified staff employed as of October 31, 2021 (IPEDS employee snapshot)
Fall 2021 Admin	Number of administrative staff as of October 31, 2021 (IPEDS employee snapshot)
Fall 2021 Tenured	Number of faculty with indefinite tenure as of October 31, 2021 (IPEDS employee snapshot)
Fall 2021 Tenure Track	Number of faculty on tenure track October 31, 2021 (IPEDS employee snapshot)
Fall 2021 Fixed Term	Number of faculty on annual contract as of October 31, 2021 (IPEDS employee snapshot)

Dashboard (1 of 3)



Dashboard (2 of 3)



Dashboard (3 of 3)