

Executive Committee Agenda

Executive Session - The Committee will meet in Executive Session per ORS 192.660(2)(f) to consider information or records that are exempt by law from public inspection, and ORS 192.660(2)(i) to review and evaluate the employment-related performance of the chief executive officer.

1. **Call to Order/Roll/Declaration of a Quorum** (8:00 am) (5 min) *Chair John Davis*
2. **Consent Agenda** (8:05 am) (5 min) *Chair Davis*
 - 2.1. **Approval of the Minutes of the June 13, 2024 Meeting**
3. **Reports**
 - 3.1. **Board Evaluation** (8:10 am) (15 min) *Chair Davis*
 - 3.2. **Oregon Tech Board of Trustees 2024-25 Committee Assignments**
(8:25 am) (5 min) *Chair Davis*
4. **Executive Session**
 - 4.1. **Presidential Annual Evaluation** (8:30 am) (20 min) *Chair Davis*
5. **Other Business/New Business** (8:50 am) (5 min) *Chair Davis*
6. **Adjournment** (8:55 am)

All times are approximate.

This meeting will take place in the Board Room located on the second floor of the CEET building at the Oregon Tech Klamath Falls Campus.

**Executive Committee
DRAFT Minutes**

Trustees Present:

John Davis, Chair	Vince Jones, Vice Chair	Cec Amuchastegui
Kanth Gopalpur	David Cauble	Nagi Naganathan (<i>ex officio</i>)
Mike Starr	Stefan Bird	

Trustees Not in Attendance:

Johnnie Early	Celia Nunez
---------------	-------------

University Staff and Faculty Present:

Ken Fincher, Vice President of University Advancement & Interim Board Secretary
David Groff, General Counsel
John Harman, Vice President Finance & Administration
Joanna Mott, Provost, VP of Academic Affairs

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

Chair Davis called the meeting to order at 10:00 am. The Board Secretary called roll, and a quorum was declared.

2. Consent Agenda *Chair John Davis*

2.1 Approval of the Minutes of the January 12, 2024 Meeting

No changes were made. Minutes approved as submitted.

3. Reports

None

4. Executive Session, *Chair Davis*

Chair Davis called the executive committee into executive session, cited the following, and asked all members of the public to retire from the room.

The Executive Committee will meet in Executive Session per ORS 192.660(2)(b) to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed, and per ORS 192.660(2)(f) and ORS 40.225 Rule 503, to consider information or records that are exempt by law from public inspection, confidential communication subject to attorney-client privilege.

Please Note, for logistics reasons, the agenda was adjusted. Discussion Items were moved up in the agenda to follow the consent agenda and reports.

5. **Discussion Items:** *Chair Davis*

Chair Davis reviewed the full board agenda, and the theme of the board meeting was shared (Student Success).

Chair Davis also shared his experience with IdeaFest and encouraged all trustees to enjoy the upcoming activities related to commencement.

6. **Other Business/New Business were also moved up in the agenda and followed discussion items,** *Chair Davis*

Chair Davis encouraged all trustees to contact the board secretary with any ideas for agenda items.

7. **Adjournment:** 10:51 am

Agenda Item 3.2

Oregon Tech Board of Trustees 2024-25 Committee Assignments

Academic Quality and Student Success Committee (AQSS)

- Committee Co-Chair Celia Núñez-Flores
- Committee Co-Chair Cecelia Amuchastegui
- Trustee Dr. Johnnie Early
- Trustee Don Gentry
- Trustee Mark Neupert
- Trustee Aaron Hill
- Trustee Keegan Dentinger (Non-Voting)

Finance and Facilities also serving as the Audit Committee (F&F)

- Vice Chair Vince Jones, Committee Chair
- Trustee Stefan Bird
- Trustee David Cauble
- Trustee Kanth Gopalpur
- Trustee Mike Starr
- Trustee Michele Vitali
- Trustee Dr. Vijay Dhir

Executive Committee

- Chair John Davis
- Vice Chair Vince Jones
- AQSS Committee Co-Chair Celia Núñez-Flores
- AQSS Committee Co-Chair Cecelia Amuchastegui
- Trustee Stefan Bird
- Trustee David Cauble
- Trustee Kanth Gopalpur
- Trustee Dr. Johnnie Early
- *President Nagi Naganathan (Ex-Officio)*

Agenda Item 4.1

2023-24 President's Evaluation Report and Approval of 2024-25 Goals

Background for Evaluation Report

The Board of Trustees (Board) is charged with the supervision of the President, including annually assessing his performance to inform and support his successful leadership and the strategic directions of the University. A primary charge of the Executive Committee is to review and evaluate the performance of the President. Chair Davis and Vice Chair Jones issue this report to the Executive Committee for its review and consideration.

Background – 2023-24 Goals

- The Board approved the President's 2023-24 goals in October 2023.
- The Board Chair and Vice Chair maintain regular contact with the President on all aspects of the University, the President's executive team, and the President's performance, meeting with the President at least monthly.
- The Board Chair and President maintain weekly contact on all of the goals and the status of the University.
- In July 2024, President Naganathan submitted to Chair Davis and Vice Chair Jones his annual self-assessment report describing progress toward the institution's 2023-24 goals.
- At the July 2024 Board Retreat, the President shared the status of the Goals with the Board, and met individually with Chair Davis and Vice Chair Jones to review the self-assessment report.
- In July, August, and September 2024, Chair Davis and Vice Chair Jones met with the President on multiple occasions to share feedback with the President, assess the status of the goals, and develop goals for the 2024-2025 year in conjunction with feedback from the Board from the July 2024 retreat.
- At these same meetings, President Naganathan submitted to Chair Davis and Vice Chair Jones his proposed institutional goals for the 2024-25 fiscal year, which were approved by the Chair and Vice Chair in September 2024 for recommendation to the Board.

A summary assessment of the 2023-24 Institutional Goals is included in Appendix A.

Proposed 2024-25 Institutional Goals

1. Achieve new freshman growth in new freshman in Fall 2025 at a rate at or above the most recent three-year averages (currently at 5%).
2. Achieve a 1% increase in retention of new undergraduate students, from the current level of 70% to 71%.
3. In partnership with Oregon Tech Foundation, raise \$5,000,000 between annual and capital campaign gifts.
4. Conduct a space utilization plan for the university, including repurposing the current residence hall in alignment with the university's Facilities Master Plan.
5. (i) Develop and launch the Health & Wellness initiative and a plan for its long-term sustainability in collaboration with community partners and state agencies and (ii) initiate exploring the concept of a School of Medicine at Oregon Tech.

The above goals are to be pursued while giving continued attention to implementing the University's Strategic Plan and Academic Master Plan, elevating a healthier and thriving campus culture by implementing the ongoing action steps, building strong leadership at all levels, and continuing campus-wide engagement among faculty, staff, and students through implementation of shared governance initiatives and collaboration.

Recommendation

The Chair and Vice Chair request the Executive Committee to review, discuss, and approve the submitted report and newly established 2024-25 Institutional Goals.

Appendix A

Summary Assessment of the 2023-24 Institutional Goals

Executive Summary

During 2023-24, the leadership team continued several institutional priorities in partnership with the university community and regional community partners. Some of the key accomplishments are listed below.

1. Secured all necessary approvals (including those from the Commission on Accreditation in Physical Therapy Education (CAPTE)) for Oregon Tech's first doctoral program – Doctor of Physical Therapy. This included additional follow-up processes. The first cohort of eight doctoral students enrolled in summer 2023, and a second cohort of 13 additional students started this summer, for a total DPT cohort of 21.
2. Completed all needed university process steps and secured approvals from our Board and the Higher Education Coordinating Commission for the new Construction Management Program. The program also received approval this summer from the Northwest Commission of Colleges and Universities (NWCCU) earlier than anticipated; hence, the program will be launched several months earlier in CY2025.
3. Secured NWCCU approval for all 12 new certificate programs and the online Medical Laboratory Science (MLS) program.
4. Emphasized new freshman enrollment to reverse the softening in Fall 2023. With two weeks to go for the census count, the new freshman numbers for Fall 2024 are strong – 22% more compared to Fall 2023. The new degree-seeking undergraduate cohort, which includes new freshmen, new transfer, and new post-baccalaureate, is also up 7% relative to Fall 2023. The new transfer numbers are still declining, given the continued enrollment challenges for several Oregon community colleges.
5. Pursued federal funding for faculty and staff research, with Oregon Tech securing approvals for about \$2.7M of projects in FY24 and continued to lobby for an additional \$8M in federal dollars for faculty and staff research efforts in FY25. Several of our FY25 requests have undergone favorable reviews, pending the approval of the new federal budget.
6. Business Oregon chose Oregon Tech for a State of Oregon Innovation Hub (SCORI: South Central Oregon Regional Innovation Hub) headquartered at Oregon Tech. A seed grant of about \$120K was awarded this year.
7. Launched the first project in the Boeing Collaborative Laboratory. The project allows Oregon Tech students to have excellent Boeing Internship experiences on campus while still being mentored and guided by Boeing staff.
8. Promoted the Center for Wellbeing at Oregon Tech. The Center has now seeded a larger Health & Wellness initiative.

9. Successfully lobbied the state legislature to secure \$1.3M for the ABA Clinic and to create a semiconductor training facility in Klamath Falls. This \$1.3M is in addition to the \$1M received from NIST for a semiconductor laboratory at Portland-Metro.
10. Completed the Facilities Master Plan through a shared governance process.
11. Instituted a process to calibrate the Tech Village concept and identify the necessary business steps.
12. Submitted two additional capital projects to HECC – renovation of Semen Hall and the Learning Resource Center.
13. Completed the \$3.4M track and stadium project was completed. The track and field was dedicated in 2024 Spring.
14. Contributed to the Oregon Tech Foundation’s efforts in developing the Foundation’s Strategic Plan in preparation for a Comprehensive Capital Campaign.
15. Outperformed the FYE2023-24 budget by about \$1M (July 1, 2023 to June 30, 2024). We limited the reserve use to about \$2M below the BOT-approved \$3M use of reserves, and
16. Collaborated with the Oregon Tech Foundation to raise \$3.484M during the fiscal year., as compared to the goal of \$2.65M.

Thanks to many faculty and staff colleagues, students, and community members who contributed to the above. In addition, President Naganathan was invited by Governor Kotek, U.S. Senators Wyden and Merkley, and Congresswoman Bonamici to serve as the Co-Chair of two important statewide workforce development committees in semiconductors and clean-tech manufacturing. These occasions continue to provide opportunities to highlight Oregon Tech’s contributions to these areas.

The Board, at the 2023 October meeting, approved the following eight institutional goals for the year 2023-24.

1. As part of the Academic Master Plan implementation, launch a 5-year academic program review cycle for all academic majors.
2. Initiate a revision of the Gen-Ed curriculum aligned with state-level initiatives.
3. Achieve at least a 1% growth in new students in Fall 2024.
4. Achieve at least a 2% increase in retention of new undergraduate students.
5. In partnership with Oregon Tech Foundation, increase annual \$ raised by 5% from \$2.5M to \$2.625M and make measurable progress towards the implementation of a comprehensive capital campaign.
6. Develop and implement a Center for Wellbeing at Oregon Tech.
7. Launch at least four online certificates, with a focus on military-affiliated and international students, with a goal to enroll 30+ students in 2024-25, and
8. Pilot the feasibility of an immersive polytechnic education center model.

Following is a brief progress report on each of the 2023-24 goals.

Goal #1: As part of the Academic Master Plan implementation, launch a 5-year academic program review cycle for all academic majors.

Preparation for developing an academic program review system at Oregon Tech, in addition to our existing specific program accreditations by outside agencies, was initiated this year. Program review models from other institutions have been reviewed and will be used in developing the Oregon Tech plan.

Program review falls under the purview of the Associate Vice Provost for Academic Excellence (AVPAE). This position could not be filled until summer 2024. Dr. Linus Yu started at Oregon Tech this past summer. The process steps will be established during the Fall 2024 term to begin implementation later in the academic year.

Goal #2 Initiate a revision of the Gen-Ed curriculum aligned with state-level initiatives

The Faculty Senate President was notified in 2023 that the administration supported moving forward with General Education revision in alignment with the state-level initiatives (Common Course Numbering, Major Transfer Maps).

The General Education Advisory Council (GEAC) met four times during the 2023-24 year. The co-chairs (Andie Fultz and David Culler) submitted a report in May 2024. Additionally, reports were presented to the Faculty Senate in June 2024, with earlier discussions in their November 2023 and February 2024 meetings.

In November 2023, the discussion revolved around the effect of the changing credits in communication courses and the impact on general education credits. The February 2024 meeting included GEAC progress as reported by the Vice President on his attendance at the Academic Council and focused on courses included in the current general education program. The June 2024 report summarized the progress of GEAC this year.

The four charges for the year given to GEAC were all related to steps in the revision of the Gen Ed curriculum as follows:

Charge 1: Develop a process to review courses to determine if they meet the requirements to be considered as general education.

Charge 2: Review the Gen Ed Review Task Force (GERT) report and previous General Education reform reports.

a. Report of the General Education Task Force 2016

b. Recommendations of the General Education Reform Ad-Hoc Committee 2018

Charge 3: Track changes at the state level for common course numbering and transfer maps.

Charge 4: Connect General Education with institutional objectives (assessment).

Goal #3 Achieve at least a 1% growth in new students in Fall 2024.

With about two weeks to go before the census date, new freshman enrollment is up **22%** compared to Fall 2023 at the same time, and the total number of new degree-seeking undergraduate students is up by **7%**.

Many faculty and staff colleagues and students across the university, particularly the admissions and enrollment staff, helped minimize, if not offset, the potential negative impact of FAFSA delays on students choosing to pursue university education.

The final measurement of this metric will not be confirmed until the census period in the fall term.

Goal #4 Achieve at least a 2% increase in retention of new undergraduate students.

Unfortunately, we are likely to fall short of this goal. With two weeks to the fall term census date, the retention rates of new undergraduate students are at about the same level as last year (about 69% to 70%).

More initiatives will be implemented over the coming months to impact retention positively during the 2024/25 academic year. Some of these are:

- 1) Extensive training on faculty utilization of Civitas Inspire advising software: Data from the 2023/24 academic year indicates that early response to intervention increases student success and retention rates. Administrative efforts will be undertaken to maximize faculty utilization of Inspire.
- 2) Early-term modeling for student success scoring: This allows for a focused application of advising and student support services. Similar scoring is also used to identify the likelihood of application and enrollment when evaluating prospective student populations.
- 3) Expanded advising, peer tutoring resources, and personnel in Portland Metro and Klamath Falls: These efforts are supported by student data indicating that incoming GPA/performance, academic engagement, and advisor/faculty engagement can reduce student stop-out rates.

While the overall enrollment may be helped by more new students enrolling this year, we must not allow leakage of the students we have. The academic departments and colleges must own their retention efforts and results. To this end, this year, Provost will be charged to provide specific retention and enrollment management goals for the colleges and departments.

Goal #5 In partnership with Oregon Tech Foundation, increase annual \$ raised by 5% from \$2.5M to \$2.625M and make measurable progress towards the implementation of a comprehensive capital campaign.

University advancement staff have worked closely with various divisions, including the Office of the President, this year, raising **\$3.5M** during FY2024. This amount is about 30% more than the annual goal.

The Capital Campaign has made substantial progress this year, as reported by the President of the Oregon Tech Foundation at the board meetings. The feasibility study has been completed, and the silent phase will begin this new academic year. The feasibility study supports a campaign goal of \$35M for our first comprehensive capital campaign.

We have also received a lead gift of \$1M towards the \$3.5M Athletic Field House project.

Goal #6 Develop and implement a Center for Wellbeing at Oregon Tech.

The Center for Wellbeing was launched in August 2023 with Ms. Gaylyn Maurer as the Director. The Center for Wellbeing is based on the continued good work of our Student Health Center and the Wellbeing Committee (which was launched the year before). The Center has implemented several of the best practices in the field across higher education institutions to address these growing mental health needs, linking the importance of such efforts to the Oregon Tech Strategic Plan. This initiative, in turn, has helped to influence the direction of health and wellness conversations on campus and with community partners.

Goal #7 Launch at least four online certificates, with a focus on military-affiliated and international students, with a goal to enroll 30+ students in 2024-25.

Thanks to the engagement and cooperation of multiple academic departments, under the leadership of the Dean of Online Education and Global Engagement, **12** online certificates were developed last year. They are now approved by the Northwest Commission on Colleges and Universities and will be offered in fall 2024. As of last count, the total number of interested enrollees was 62, exceeding the enrollment goal of 30.

Goal #8 Pilot the feasibility of an immersive polytechnic education center.

This model is now branded as the “TECH Village” concept at Oregon Tech. In addition to the continued lobbying of this idea at the state and federal levels, we have now hired BRAILSFORD & DUNLAVEY, Inc. (B&D) as a consultant to help assess the various business aspects of such an activity. B&D’s assessment based on stakeholder feedback has been positive. Our finance division has been working closely with B&D on the importance of identifying funding avenues. As a topic, TECH Village is now beginning to open new doors for conversations related to Oregon Tech and our presence and growth in Portland. ■