

**EXECUTIVE SESSION OF THE BOARD – less faculty, staff, and student trustees** (11:05am – 11:50am)

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

**EXECUTIVE SESSION OF THE BOARD** (Noon – 12:15pm)

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

**Board of Trustees Meeting Agenda  
November 12, 2020**

	<u>Page</u>
1. Call to Order/Roll/Declaration of a Quorum (3:15pm) <i>Chair Jessica Gomez</i>	
2. Reports	
2.1 <a href="#">President</a> (15 min) <i>President Naganathan</i>	1
2.2 ASOIT (3:30pm) (10 min) <i>Presidents Mason Wichmann (KF) and Peter Wantuck (PM)</i>	
2.3 <a href="#">Administrative Council</a> (3:40pm) (10 min) <i>Co-Chairs TOP Director Zach Jones</i>	7
2.4 Faculty Senate (3:50pm) (15 min) <i>President Don McDonnell</i>	
2.5 <a href="#">Foundation</a> – written report	9
2.6 <a href="#">Strategic Enrollment Management</a> (4:05pm) (10 min) <i>Provost Joanna Mott</i>	17
2.7 COVID Reopening Plan (4:15pm) (10 min) <i>VP Erin Foley</i>	
2.8 Academic Quality and Student Success Committee (4:25pm) (5 min) <i>Trustee Brown</i>	
2.9 Finance and Facilities Committee (4:30pm) (5 min) <i>Vice Chair Vince Jones</i>	
2.10 Executive Committee (4:35pm) (5 min) <i>Chair Jessica Gomez</i>	
3. Consent Agenda (4:40pm) (5 min) <i>Chair Jessica Gomez</i>	
3.1 <a href="#">Approval of the Minutes of the July 24, 2020 Meeting</a>	20
3.2 Appointment of Trustees Vitali and Hasty to Committees <i>(recommendation of AQ&amp;SS Committee)</i>	
3.3 Authorization of the Boivin Hall Capital Project <i>(recommendation of F&amp;F Committee)</i>	
3.4 Authorization of the Track and Stadium Renovation Project <i>(recommendation of F&amp;F Committee)</i>	
4. Action Items (4:45pm)	
4.1 <a href="#">Review of President Naganathan’s Evaluation and Approval of 2020-21 Goals</a> (30 min)	
5. Discussion Items - none	
6. Other Matters - none	
7. Public Comment (5:15pm) (15 min)	
8. Adjournment (5:30pm)	



## LOOKING AHEAD TO 2021 FORWARD MOMENTUM



### KEY STAFF SEARCHES

- Institutional Advancement
- Finance & Administration
- Marketing, Communication, Public Affairs
- Equity Officer
- Veterans Services



### DEI INITIATIVE

- Expanded Commitment
- Master Plan development
- Benchmarks & Timeline



### STRATEGIC PLAN

- Implementation
- Announcement of Co-chairs
- Identification of metrics



### 75TH ANNIVERSARY

- Planning Team & Co-chairs
- Activities, Celebration, and Reflection



## FALL 2020 ENROLLMENT

Total Enrollment: 5,325

New Freshmen: 462

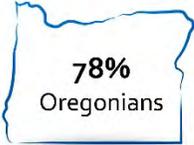
↑ 46 (+11%)

New Transfers: 489

↓ 73 (-13%)

Retention: 75.8%  
(first time, full-time freshman)

Higher retention of 2019 fall new students overall, particularly of new transfers.



## FALL 2020 ENROLLMENT

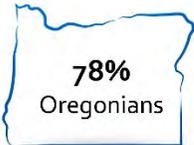
Total Enrollment: 5,325

New Freshmen: 462

↑ 46 (+11%)

New Transfers: 489

↓ 73 (-13%)



Retention of Full-Time Students		
	Fall 2018 returning in Fall 2019	Fall 2019 returning in Fall 2020
New Freshmen	251/331 (75.8%)	288/380 (75.8%)
New Transfers	249/306 (81.4%)	265/315 (84.1%)
Total	500/637 (78.5%)	553/695 (79.6%)



**FALL 2020 Scheduling**

Overall for our regular courses (without dual-credit)		
In-Person + Other*	52.6%	(583 sections)
Online + Remote	47.4%	(526 sections)
Klamath Falls campus		
In person + Other*	66.9%	(436 sections)
Remote	33.1%	(216 sections)
*Other includes seminars, practicums etc.		



As of now, winter & Spring to follow similar formats. Sincere thanks to faculty, staff, and students.



**NEW 2020-2021 STANDINGS**

**U.S. NEWS & WORLD REPORT**

- Western Region Specific:
  - #2 TOP PUBLIC COLLEGES
  - #5 TOP PUBLIC & PRIVATE COLLEGES
  - #3 BEST COLLEGES FOR VETERANS
  - #11 BEST VALUE SCHOOLS
- National:
  - #46 BEST UNDERGRADUATE ENGINEERING PROGRAMS

**Oregon TECH**  
Oregon Institute of Technology

U.S. News and World Report "Best Colleges"



PayScale "2020 College Education ROI Report"

# ORGANIZATION UPDATE



# VETERANS SERVICES AND INITIATIVES

  
**AT THIS TIME**

- Oregon Department of Veteran Affairs (ODVA) Grant
  - \$69,000 to offset costs
- Peer Advisors for Veteran Education (PAVE) Program
  - Klamath Falls and Portland-Metro campuses were officially accepted
- Base to Bachelor's Partnership with KCC
  - Technology & Management BAS



Oregon Institute of Technology



  
**INITIATIVES IN PROGRESS**

- Veteran Resource Center (VRC) on each campus
- Air Force ROTC Partnership with University of Portland
- Air University-Associate to Baccalaureate Cooperative (AU-ABC) Partnership
- Center of Excellence for Veteran Student Success (CEVSS) Program Grant application submitted for \$450K.

# DIVERSITY, EQUITY, AND INCLUSION (DEI)

- **Expanded Commitment**
  - Why? Why Now?
  - Mission
  - Strategic Plan & Accreditation
- **DEI Master Plan**
  - Discussion & Survey
  - Collaborate & Consult
  - Benchmark (peers)
- **Timeline**



## STRATEGIC PLAN IMPLEMENTATION – Co-Chairs



### STUDENT SUCCESS

- **Dr. Dan Peterson**  
*Dean of the College of Health, Arts, and Sciences*
- **Dr. Ryan Madden**  
*General Education Program Director and Associate Professor*
- **Josie Hudspeth**  
*Director of Student Involvement and Belonging*



### INNOVATION

- **Dr. Abdy Afjeh**  
*Vice Provost for Research and Academic Affairs*
- **Connie Atchley**  
*Associate Vice President and Chief Information Officer*



### COMMUNITY

- **Dr. Melissa Dubois**  
*Director of South Metro-Salem STEM-Hub*
- **Mira Wonderwheel**  
*Annual Giving Manager*



### INSTITUTIONAL EXCELLENCE

- **Dr. Tom Keyser**  
*Dean of the College of Engineering, Technology, and Management*
- **Joel McPherson**  
*Director of Marketing*



# OREGON TECH'S 75<sup>TH</sup> ANNIVERSARY



### PLANNING TIMELINE

- ✓ Set Goals, make resource decisions
- Recruit celebration chair(s) and form a steering committee
- Set celebration calendar
- Form subcommittees
- Develop commemorative items



### COMMUNICATIONS & EVENTS

- ✓ Begin logo development
- Finalize logo
- Create communications plan
- Begin marketing anniversary
- Set dates, choose & book locations
- Invite speakers and entertainers



Oregon Institute of Technology

# THANK YOU

✉ PRESIDENT@OIT.EDU

🌐 OIT.EDU

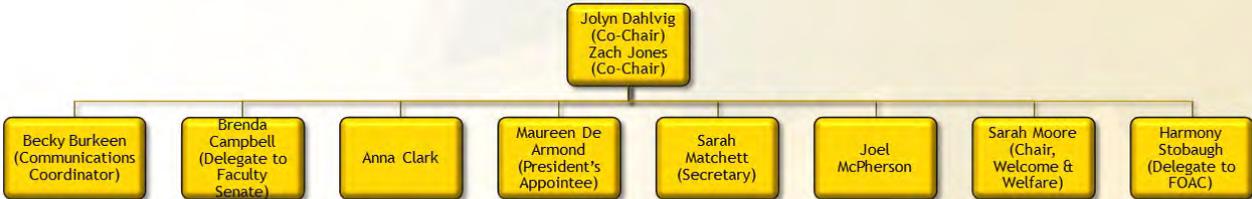


# Administrative Council Presentation to the Board of Trustees

Presented by: Co-Chairs Dr. Jolyn Dahlvig & Zach Jones

Hands-on education for real-world achievement.

## Admin Council Structure



Hands-on education for real-world achievement.



# Admin Council 2020-2021 Strategic Priorities

- **Represent and advocate for unclassified staff desires/needs.**
  - Pulse Check survey distribution, analysis, executive summary to senior leaders and constituents (**completed**)
- **Increase effective communication across campus**
  - Admin Council TEAMS + quarterly newsletter (Becky)
  - Co-Chair monthly meetings with Dr. Nagi
  - Co-Chair monthly meetings with Admin Council to Admin Council President's Executive Appointee, Maureen De Armond, VP OHR
  - Faculty Senate communication (Brenda)
  - Budget Office and Budget Managers (Anna)
- **Improve unclassified staff morale.**
  - Implement "Kudos Award" for all Oregon Tech (Welcome & Welfare Committee)
  - Advocate for online tuition remission (**completed**)
  - Advocate for closing campus between Dec 25 and Jan 1 - or other "low" cost to Oregon Tech but high benefit to unclassified staff (**ongoing**)
- **Partner with OHR to provide ongoing professional development for staff (Barb+ PD Committee).**

Hand-drawn illustration for visual appeal and alignment.



# Admin Council Pulse Check Survey Timeline



Hand-drawn illustration for visual appeal and alignment.

## University Development/Oregon Tech Foundation Update

It is my privilege to provide you an update and overall glance at the Development and Foundation activities for the past six months.

### Support to Oregon Tech

Last fiscal year, the Foundation provided over \$2.25 M in support to Oregon Tech. It continues a trend of providing more annual support to the University than on average. This is due in large part to the continued investment in equipment and innovation through the *Campaign for the Future*. Some of the project funded included: Assistive Hand Device in Biomedical Engineering; Respiratory Hospitalizations & Air Quality in Southern OR; Development & Investigation of Novel, Efficient & Cost Effective Ocean Wave Systems for Reducing the Cost of Wave Energy; Structures Laboratory Hydraulic Power and Controls; equipment for Cybersecurity labs in Klamath Falls and Portland Metro; Canyon Creek Machining Setup; Ultrasonic Scaling System; and space improvements.

Last fiscal year also set a record number of scholarship awards with nearly 400 students receiving just shy of \$1M in scholarship support. Last year also saw the creation of the Helping Owls fund, which provided support to students who were impacted by COVID-19. This fall we expanded the Helping Owls Fund to assist students effected by the devastating wildfires.

### Development

Last fiscal year experienced a slump in fundraised dollars for a number of reasons. The total at fiscal year-end was \$1.3M. To date for this fiscal year, we are already at \$637,892 and we expect it to grow with upcoming proposals in support of the doctorate of physical therapy and Boivin Hall remodel. We continue to fundraise for those two items in addition to raising funds for equipment and innovation.

We are looking forward to the potential of a new VP for Institutional Advancement joining the staff soon. In anticipation of their arrival, the Development staff has been doing lots of preparation. The Database Manager, Ali Gromley, has been attending webinars and developing manuals for the prospect research program. We have performed wealth screenings on a majority of our constituents, identified those constituents with the greatest potential to give, and performed some detailed wealth screenings. In addition, the Alumni Relations Manager, Becky Burkeen, and the Annual Giving Manager, Mira Wonderwheel, have been scheduling introductory meetings with these top prospects. We also continue to engage our constituents through other various mailings and events.

Speaking of events, we have held a number of virtual events. In August, Becky launched the first monthly virtual Oregon Tech Together series in which we feature an Oregon Tech leader interviewed by an Oregon Tech alumnus. All are invited to attend including alumni, parents, faculty, staff, and friends of Oregon Tech. Our first talk featured Dr. Naganathan and Trustee Vince Jones '84. Since then, we have featured Dean Dan Peterson interviewed by Ashley Cox '08, '19 and Athletic Director John Van Dyke interviewed by Travis Thomas '19. Upcoming talks include Dean Tom Keyser on November 19 and VP Foley on December 17.

On October 24, we held our annual scholarship banquet virtually for the first time ever. Scholarship recipients, scholarship donors, scholarship readers, and Oregon Tech Foundation board members attended the event. Overall, the event went very well and concluded with an unexpected and heartwarming end. During the closing slideshow, which featured scholarship recipients and scholarship

names, the chat filled up with touching notes of gratitude from students and donors. Special thanks goes to Katie Cavendish in planning the event and Mira Wonderwheel for emceeding.

Other virtual events include the Center for Excellence in Engineering and Technology groundbreaking, an estate planning workshop, and the dedication of the James and Shirley Rippey Family Foundation Concrete Laboratory. The lab dedication has been our only in-person event since March. The event adhered to social distancing guidelines, including facemasks, distributed seating, and a short guest list. To enable others to enjoy the event, we added a livestream component to it.

#### Alumni

In addition to the many virtual events hosted by Becky, she continues to work with the Alumni Advisory Board each month, supporting them as they increase and diversify their board of directors. The alumni board participated in an in-person event to welcome students back to campus in September. Becky also continues to produce the monthly alumni newsletter and manage the social media channels for alumni.

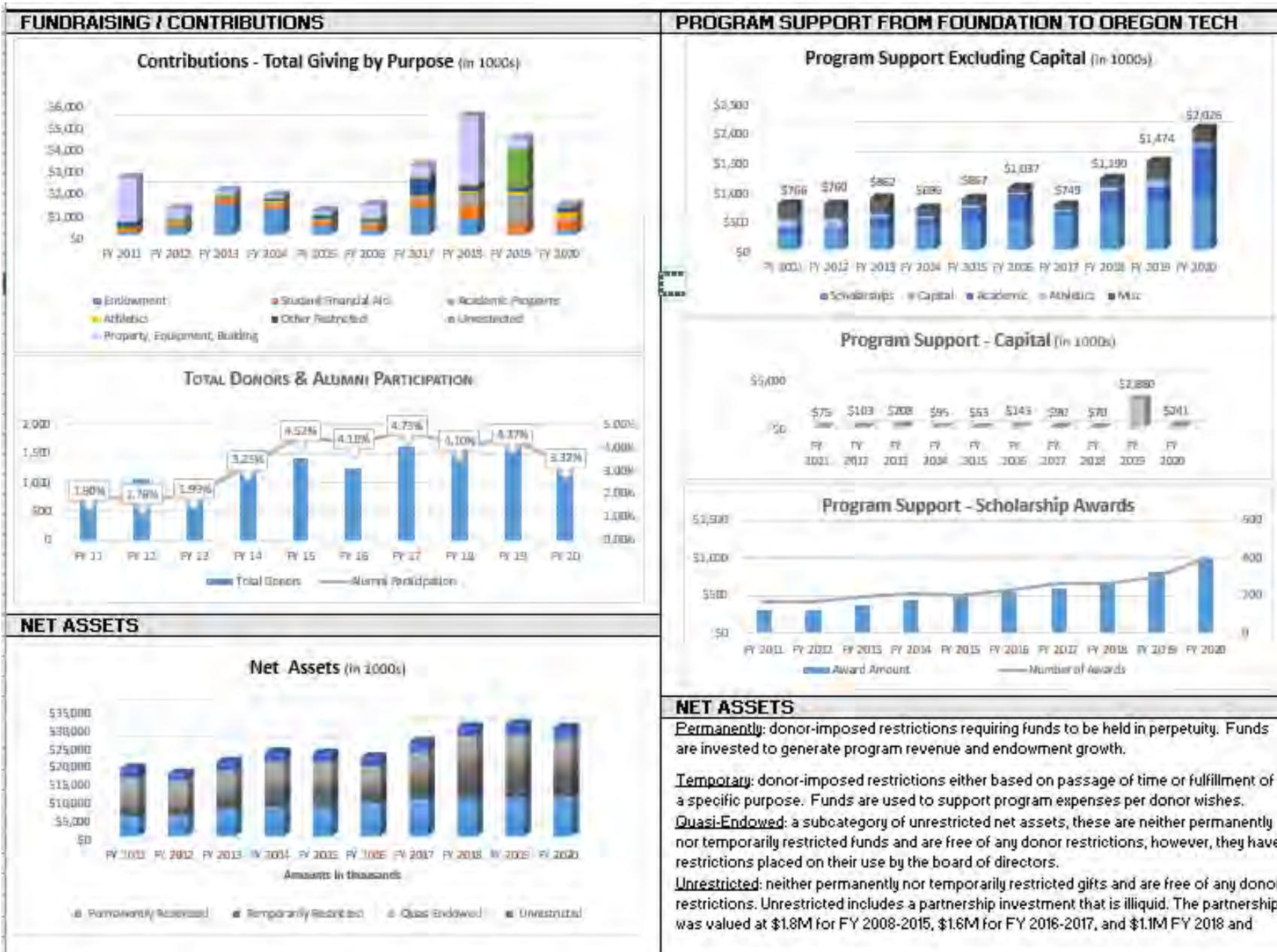
#### Looking Forward

The Development staff continues to take steps forward. We are continuing to build collateral materials for our top fundraising priorities, continuing to cultivate, solicit and steward donors, continuing to expand our reach through prospecting efforts, and continuing to support the University.

Please mark your calendars for upcoming events, including Giving Tuesday on December 1, Oregon Tech Together talks on November 19 and December 17, and the community holiday party on December 10.

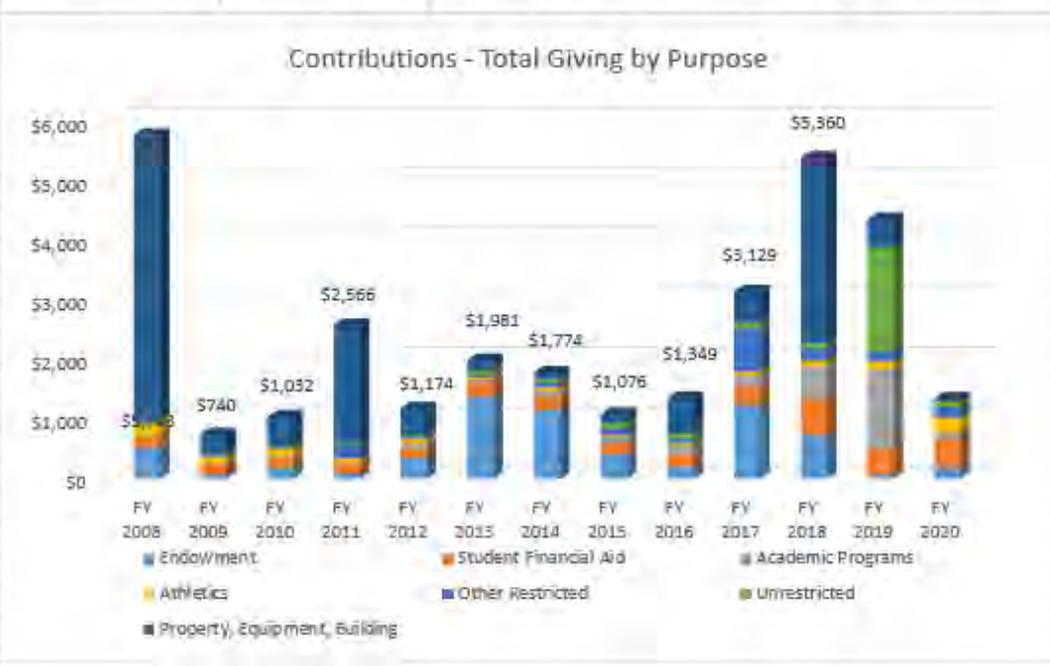
Respectfully Submitted,

Krista Darrah  
Interim Executive Director

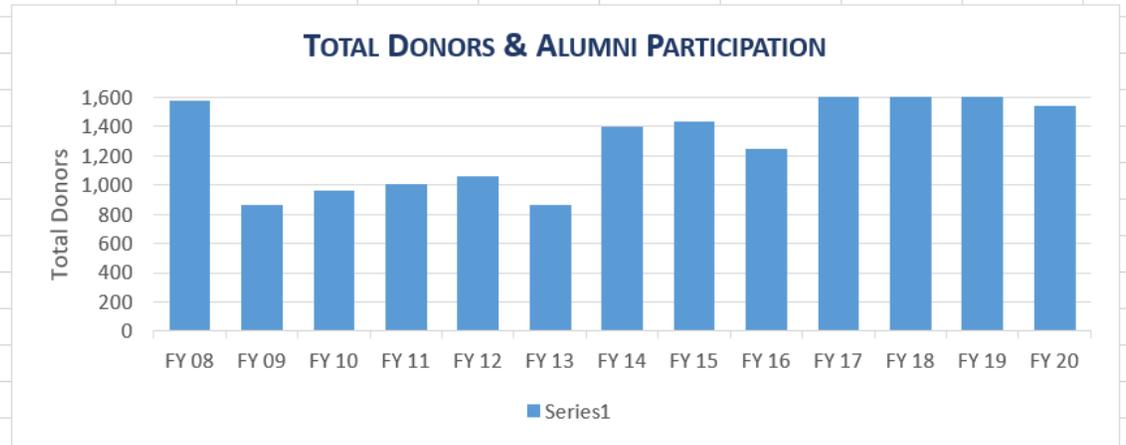


	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<i>Endowment</i>	\$529	\$74	\$181	\$88	\$351	\$1,374	\$1,159	\$407	\$201	\$1,233	\$730	\$56	\$195
<i>Student Financial Aid</i>	\$173	\$182	\$202	\$167	\$155	\$252	\$218	\$194	\$213	\$316	\$620	\$447	\$474
<i>Academic Programs</i>	\$17	\$11	\$20	\$19	\$90	\$44	\$86	\$106	\$152	\$168	\$538	\$1,333	\$102
<i>Athletics</i>	\$202	\$98	\$96	\$66	\$67	\$30	\$58	\$23	\$27	\$66	\$87	\$123	\$251
<i>Other Restricted</i>	\$20	\$53	\$21	\$223	\$43	\$34	\$78	\$113	\$62	\$732	\$198	\$169	\$183
Unrestricted	\$52	\$21	\$34	\$32	\$31	\$82	\$70	\$91	\$111	\$97	\$96	\$1,747	\$91
<i>Property, Equipment, Building</i>	\$4,750	\$301	\$478	\$1,971	\$437	\$165	\$105	\$142	\$583	\$517	\$3,091	\$461	\$45

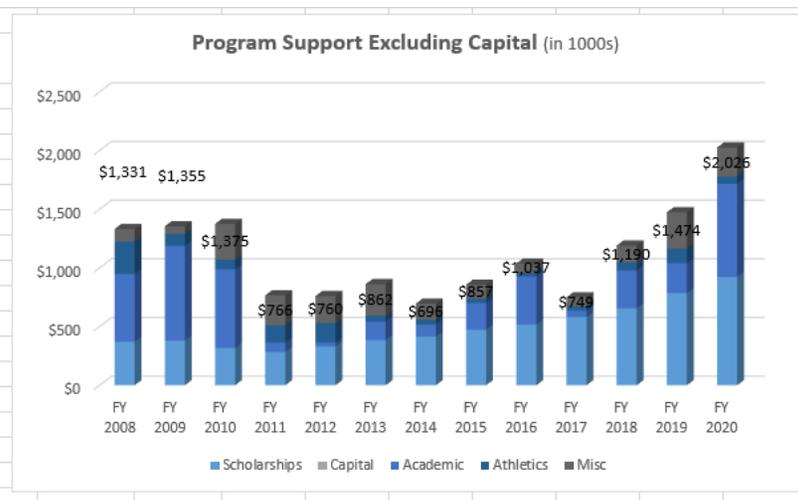
<b>Total Giving by Purpose</b>	<b>\$5,743</b>	<b>\$740</b>	<b>\$1,032</b>	<b>\$2,566</b>	<b>\$1,174</b>	<b>\$1,981</b>	<b>\$1,774</b>	<b>\$1,076</b>	<b>\$1,349</b>	<b>\$3,129</b>	<b>\$5,360</b>	<b>\$4,336</b>	<b>\$1,341</b>
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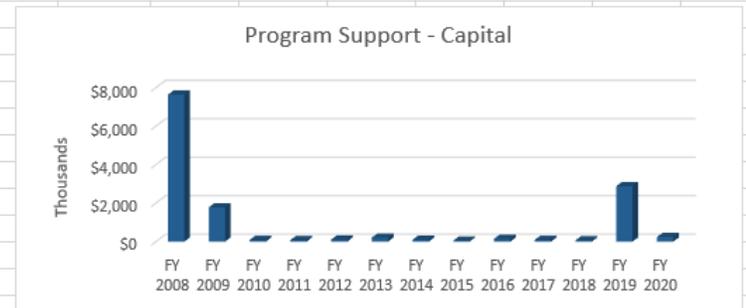
	Total Donors	Alumni Participation
FY 08	1,578	5.23%
FY 09	861	1.95%
FY 10	959	2.33%
FY 11	1,010	1.90%
FY 12	1,065	1.76%
FY 13	863	1.99%
FY 14	1,396	3.25%
FY 15	1,433	4.52%
FY 16	1,244	4.18%
FY 17	1,629	4.73%
FY 18	1,613	4.10%
FY 19	1,678	4.37%
FY 20	1,539	3.32%



	Scholarships	Capital	Academic	Athletics	Misc	Total (in 1,000s)
FY 2008	\$372,051		\$577,249	\$276,165	\$105,676	\$1,331
FY 2009	\$380,773		\$807,779	\$103,131	\$63,374	\$1,355
FY 2010	\$318,501		\$670,788	\$82,374	\$303,256	\$1,375
FY 2011	\$283,877		\$79,186	\$148,328	\$254,566	\$766
FY 2012	\$330,416		\$34,300	\$164,739	\$230,505	\$760
FY 2013	\$385,763		\$155,775	\$52,903	\$267,547	\$862
FY 2014	\$415,842		\$103,476	\$39,052	\$137,449	\$696
FY 2015	\$473,462		\$227,397	\$36,786	\$118,926	\$857
FY 2016	\$517,717		\$410,136	\$27,762	\$81,431	\$1,037
FY 2017	\$583,017		\$53,735	\$36,215	\$76,204	\$749
FY 2018	\$655,875		\$321,905	\$68,753	\$143,735	\$1,190
FY 2019	\$785,905		\$255,484	\$124,963	\$307,986	\$1,474
FY 2020	\$924,201		\$792,082	\$63,167	\$246,390	\$2,026



	Scholarships	Academic	Athletics	Misc	Total (in 1,000s)	Capital
FY 2008	\$372,051	\$577,249	\$276,165	\$105,676	\$1,331	\$7,640,297
FY 2009	\$380,773	\$807,779	\$103,131	\$63,374	\$1,355	\$1,781,542
FY 2010	\$318,501	\$670,788	\$82,374	\$303,256	\$1,375	\$83,791
FY 2011	\$283,877	\$79,186	\$148,328	\$254,566	\$766	\$75,379
FY 2012	\$330,416	\$34,300	\$164,739	\$230,505	\$760	\$103,495
FY 2013	\$385,763	\$155,775	\$52,903	\$267,547	\$862	\$207,745
FY 2014	\$415,842	\$103,476	\$39,052	\$137,449	\$696	\$95,058
FY 2015	\$473,462	\$227,397	\$36,786	\$118,926	\$857	\$52,661
FY 2016	\$517,717	\$410,136	\$27,762	\$81,431	\$1,037	\$145,401
FY 2017	\$583,017	\$53,735	\$36,215	\$76,204	\$749	\$90,243
FY 2018	\$655,875	\$321,905	\$68,753	\$143,735	\$1,190	\$70,135
FY 2019	\$785,905	\$255,484	\$124,963	\$307,986	\$1,474	\$2,879,544
FY 2020	\$924,201	\$792,082	\$63,167	\$246,390	2026	\$241,158



	Award Amount	Number of Awards
FY 2008	\$338	173
FY 2009	\$384	201
FY 2010	\$314	175
FY 2011	\$312	166
FY 2012	\$319	172
FY 2013	\$381	198
FY 2014	\$433	211
FY 2015	\$490	207
FY 2016	\$549	230
FY 2017	\$589	269
FY 2018	\$674	266
FY 2019	\$813	305
FY 2020	\$993	395

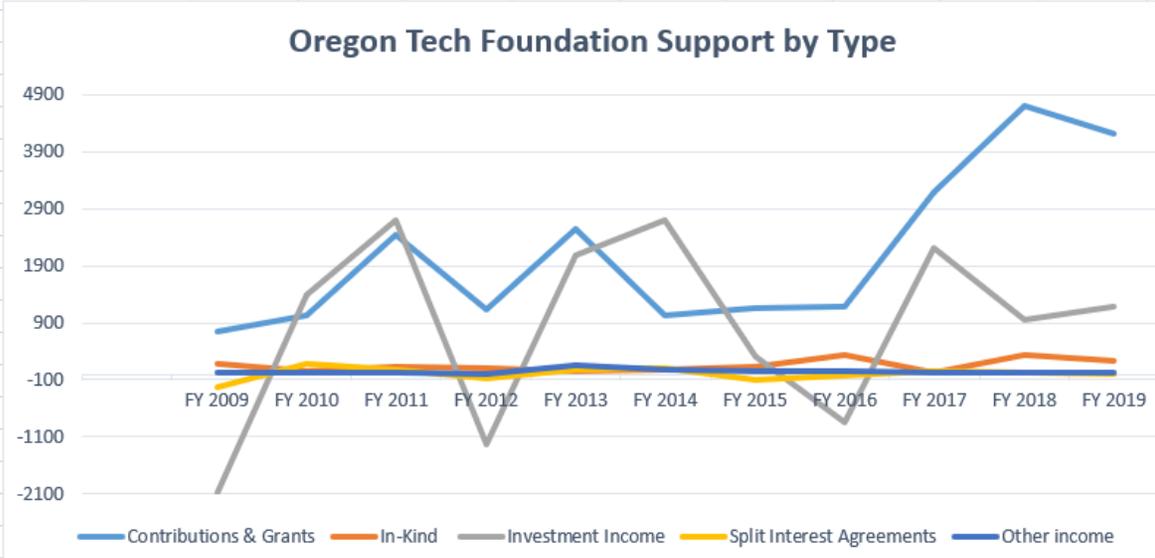
  
  

	Award Amount	Number of Awards	Awarded	Paid
FY 2005	\$242,564	125	15	\$228,187
FY 2006	\$228,644	119	16	\$210,582
FY 2007	\$270,160	122	14	\$261,897
FY 2008	\$338,364	173	10	\$372,051
FY 2009	\$384,059	201	9	\$380,773
FY 2010	\$314,200	175	12	\$318,501
FY 2011	\$312,042	166	13	\$283,877
FY 2012	\$318,890	172	11	\$330,416
FY 2013	\$381,075	198	8	\$385,763
FY 2014	\$432,880	213	7	\$415,840
FY 2015	\$490,438	207	6	\$473,462
FY 2016	\$549,291	239	5	\$517,717
FY 2017	\$588,943	269	4	\$583,017
FY 2018	\$673,650	268	3	\$655,875
FY 2019	\$814,228	314	2	\$784,039
FY 2020	\$993,209	395	1	\$924,201

Net Assets	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Permanently Restricted	4,470	5,011	4,879	5,132	5,311	5,742	7,667	8,294	8,453	9,064	10,112	10,471	10,568	10,780
Temporarily Restricted	9,713	7,557	2,538	2,674	3,382	2,878	3,893	5,203	5,286	4,156	6,133	10,123	9,498	8,424
Quasi Endowed	8,156	7,373	5,866	6,270	7,284	6,744	6,431	6,891	6,550	6,049	6,873	6,920	7,646	7,634
Unrestricted	2,140	323	2,384	2,622	2,570	1,779	2,329	2,498	2,344	2,255	2,615	2,397	2,941	2,836
	24,478	20,265	15,667	16,698	18,547	17,143	20,320	22,885	22,632	21,523	25,734	29,912	30,653	29,674



	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Contributions & Grants	745	1,033	2,450	1,141	2,558	1,023	1,152	1,171	3,193	4,707	4,217	1,319
In-Kind	174	56	122	116	46	89	141	347	16	339	230	167
Investment Income	(2,084)	1,387	2,707	(1,229)	2,081	2,700	301	(845)	2,215	941	1,195	462
Split Interest Agreements	(220)	169	83	(66)	77	104	(97)	(25)	50	16	11	(20)
Other income	27	21	16	11	146	80	41	47	21	31	36	32
<b>Total Giving by Purpose</b>	<b>(1,358)</b>	<b>2,666</b>	<b>5,378</b>	<b>(27)</b>	<b>4,908</b>	<b>3,996</b>	<b>1,538</b>	<b>695</b>	<b>5,495</b>	<b>6,034</b>	<b>5,689</b>	<b>1,960</b>



# Oregon TECH

Fall 2020 4th Week  
October 31, 2020

Headcount Using Primary Campus	Headcount			
	Fall 2019	Fall 2020	Difference	% Change
Klamath Falls	2,206	2,232	26	1.2%
Portland-Metro	844	779	-65	-7.7%
Online	699	726	27	3.9%
Other	183	225	42	23.0%
<b>Subtotal (Excluding High School ACP)</b>	<b>3,932</b>	<b>3,962</b>	<b>30</b>	<b>0.8%</b>
High School (ACP)	1,387	1,363	-24	-1.7%
<b>Grand Total</b>	<b>5,319</b>	<b>5,325</b>	<b>6</b>	<b>0.1%</b>

Credit Hrs and FTE Using Course Campus	Credit Hours				* FTE			
	Fall 2019	Fall 2020	Difference	% Change	Fall 2019	Fall 2020	Difference	% Change
Klamath Falls	26,393	25,989	-404	-1.5%	1,762.8	1,736.6	-26.3	-1.5%
Portland-Metro	7,265	6,892	-373	-5.1%	488.6	462.3	-26.3	-5.4%
Online	7,877	8,479	602	7.6%	529.3	569.6	40.3	7.6%
Other	1,218	1,139	-79	-6.5%	82.7	77.9	-4.8	-5.7%
<b>Subtotal (Excluding High School ACP)</b>	<b>42,753</b>	<b>42,499</b>	<b>-254</b>	<b>-0.6%</b>	<b>2,863.4</b>	<b>2,846.4</b>	<b>-17.0</b>	<b>-0.6%</b>
High School (ACP)	5,753	5,521	-232	-4.0%	383.5	368.1	-15.5	-4.0%
<b>Grand Total</b>	<b>48,506</b>	<b>48,020</b>	<b>-486</b>	<b>-1.0%</b>	<b>3,247.0</b>	<b>3,214.5</b>	<b>-32.5</b>	<b>-1.0%</b>

\* FTE rounded to one decimal place

### New Students

	Fall 2019	Fall 2020	Difference	% Change
New Freshmen	416	462	46	11.1%
New Transfers	562	489	-73	-13.0%
New Other *	1,270	1,346	76	6.0%
<b>Total New</b>	<b>2,248</b>	<b>2,297</b>	<b>49</b>	<b>2.2%</b>
* Includes Postbacs, Graduate Students and Non-Admits				
Continuing/Returning	3,071	3,028	-43	-1.4%
<b>Grand Total</b>	<b>5,319</b>	<b>5,325</b>	<b>6</b>	<b>0.1%</b>

### New Undergraduate Transfers

	Fall 2019	Fall 2020	Difference	% Change
Oregon Public Community College	314	284	-30	-9.6%
Other U.S. college or university	199	160	-39	-19.6%
Oregon Public University institution	24	24	0	0.0%
Oregon independent college or university	3	5	2	66.7%
Foreign college or university-U.S. Citizen	2	0	-2	-100.0%
Foreign college or university-Foreign Citz	1	0	-1	-100.0%
Unknown	19	16	-3	-15.8%
<b>Total</b>	<b>562</b>	<b>489</b>	<b>-73</b>	<b>-13.0%</b>

### Retention:

	Fall 2019	Fall 2020	Difference
New Freshmen Fall to Fall	75.8%	75.8%	0.0%
New Transfer Fall to Fall	81.4%	84.1%	2.7%

### Diversity

	Fall 2019	Fall 2020	Difference
Diversity *	29.7%	31.4%	1.7%

\* Excludes Unknowns - based on OIT internal definition of any student except white

### Students By Residency

	Fall 2019	Fall 2020	Difference		% of Population	
					Fall 2019	Fall 2020
Resident	4,079	4,155	76	1.9%	76.7%	78.0%
Non-Resident *	1,147	1,097	-50	-4.4%	21.6%	20.6%
International	93	73	-20	-21.5%	1.7%	1.4%
<b>Total</b>	<b>5,319</b>	<b>5,325</b>	<b>6</b>	<b>0.1%</b>	<b>100.0%</b>	<b>100.0%</b>

\* Includes Undocumented Students

**Full-Time, Part-Time**

	Fall 2019	Fall 2020
Full-Time	2,410	2,427
Part-Time	2,909	2,898
<b>Total</b>	<b>5,319</b>	<b>5,325</b>

Difference	% Change
17	0.7%
-11	-0.4%
<b>6</b>	<b>0.1%</b>

% of Population	
Fall 2019	Fall 2020
45.3%	45.6%
54.7%	54.4%
<b>100.0%</b>	<b>100.0%</b>

**By Gender**

	Fall 2019	Fall 2020
Male	2,679	2,614
Female	2,640	2,711
<b>Total</b>	<b>5,319</b>	<b>5,325</b>

Difference	% Change
-65	-2.4%
71	2.7%
<b>6</b>	<b>0.1%</b>

% of Population	
Fall 2019	Fall 2020
50.4%	49.1%
49.6%	50.9%
<b>100.0%</b>	<b>100.0%</b>

**Community College Transfers**

	Fall 2019	Fall 2020
Blue Mountain Community College	3	3
Central Oregon Community College	24	22
Chemeketa Community College	40	24
Clackamas Community College	19	24
Clatsop Community College	2	4
Columbia Gorge Community College	1	0
Klamath Community College	61	52
Lane Community College	16	16
Linn Benton Community College	14	11
Mt. Hood Community College	12	13
Portland Community College	65	67
Rogue Community College	35	27
Southwestern Oregon Community College	7	9
Treasure Valley Community College	2	2
Umpqua Community College	13	10
<b>Total CC Transfers</b>	<b>314</b>	<b>284</b>

Difference	% Change
0	0.0%
-2	-8.3%
-16	-40.0%
5	26.3%
2	100.0%
-1	-100.0%
-9	-14.8%
0	0.0%
-3	-21.4%
1	8.3%
2	3.1%
-8	-22.9%
2	28.6%
0	0.0%
-3	-23.1%
<b>-30</b>	<b>-9.6%</b>

**Oregon Public University Transfers**

	Fall 2019	Fall 2020
Eastern Oregon University	3	1
Oregon State University	5	5
Portland State University	11	6
Southern Oregon University	4	4
University of Oregon	0	4
Western Oregon University	1	4
<b>Total University Transfers</b>	<b>24</b>	<b>24</b>

Difference	% Change
-2	-66.7%
0	0.0%
-5	-45.5%
0	0.0%
4	-
3	300.0%
<b>0</b>	<b>0.0%</b>

**By State/International**

	Fall 2019	Fall 2020
Alaska	15	14
California	384	397
Hawaii	78	69
Idaho	26	31
Oregon	4,154	4,177
Washington	228	224
All Other States/Territories	336	335
International	93	73
Other	5	5
<b>Total</b>	<b>5,319</b>	<b>5,325</b>

Difference	% Change
-1	-6.7%
13	3.4%
-9	-11.5%
5	19.2%
23	0.6%
-4	-1.8%
-1	-0.3%
-20	-21.5%
0	0.0%
<b>6</b>	<b>0.1%</b>

By County			Difference	% Change
	Fall 2019	Fall 2020		
Baker	18	9	-9	-50.0%
Benton	29	32	3	10.3%
Clackamas	587	643	56	9.5%
Clatsop	21	25	4	19.0%
Columbia	121	85	-36	-29.8%
Coos	58	55	-3	-5.2%
Crook	113	22	-91	-80.5%
Curry	41	34	-7	-17.1%
Deschutes	148	119	-29	-19.6%
Douglas	109	102	-7	-6.4%
Gilliam	1	1	0	0.0%
Grant	3	3	0	0.0%
Harney	2	2	0	0.0%
Hood river	8	10	2	25.0%
Jackson	216	229	13	6.0%
Jefferson	13	16	3	23.1%
Josephine	91	75	-16	-17.6%
Klamath	790	677	-113	-14.3%
Lake	18	25	7	38.9%
Lane	153	179	26	17.0%
Lincoln	54	21	-33	-61.1%
Linn	65	67	2	3.1%
Malheur	16	46	30	187.5%
Marion	226	264	38	16.8%
Morrow	7	3	-4	-57.1%
Multnomah	289	387	98	33.9%
Polk	55	63	8	14.5%
Sherman	0	1	1	-
Tillamook	29	19	-10	-34.5%
Umatilla	34	40	6	17.6%
Union	131	128	-3	-2.3%
Wallowa	3	3	0	0.0%
Wasco	13	11	-2	-15.4%
Washington	593	682	89	15.0%
Wheeler	1	2	1	100.0%
Yamhill	98	97	-1	-1.0%
<b>Total Oregon</b>	<b>4,154</b>	<b>4,177</b>	<b>23</b>	<b>0.6%</b>



**Meeting of the  
Oregon Tech Board of Trustees  
Sunset Room, Klamath Falls Campus  
And virtually via Teams  
July 24, 2020  
9:15am – 10:25pm  
10:35am – 11:35am (Executive Session closed to the public)  
12:15pm – 4:15pm (Training Session closed to the public)**

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**Board of Trustees  
DRAFT MINUTES**

**Trustees Present:**

Jessica Gomez, Chair (in person)  
Jeremy Brown  
Lisa Graham  
Kathleen Hill (in person)

Vince Jones, Vice Chair  
Rose McClure (in person)  
Jill Mason  
Kelley Minty Morris (in person)

Nagi Naganathan, President (in person)  
Grace Rusth (in person)  
Mike Starr (in person)  
Fred Ziari

**Trustees Unable to Attend:**

Paul Stewart

**University Staff and Faculty Present in Person:**

Erin Foley, VP Student Affairs and Dean of Students  
Brian Fox, VP Finance and Administration  
David Groff, General Counsel  
Scotty Hayes, Information Technology Consultant  
Joanna Mott, Provost and VP Academic Affairs and Strategic Enrollment Management (via Teams)  
Adria Paschal, Senior Executive Assistant to the President (via Teams)

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

**Chair Gomez** called the meeting to order at 9:16am. The Board Secretary called roll and a quorum was declared.

**2. Reports**

**2.11 Finance and Facilities Committee Report (9:20am) (5 min)**

**Vice Chair Jones** reported the committee, acting as the audit committee, accepted the internal audit report for the Educational Partnership and Outreach division and authorized the president to cancel the existing request for proposal (RFP) for internal auditing services, issue a revised RFP with revised scope, and award the contract based on the recommendation of the selection committee.

**3. Consent Agenda**

**3.1 Approval of the Minutes of the June 30, 2020 Meeting**

**With no amendments proposed, the minutes of the June 30, 2020 meeting stand as published.**

#### 4. Action Items

##### 4.1 Approval of the COVID-19 Reopening Plan

Trustees Brown and Graham joined the meeting at 9:22am.

**VP Foley** noted the Governor’s Executive Orders impacting higher education and the requirement for the university to create and submit a reopening plan to the Higher Education Coordinating Commission. She reviewed the draft Reopening Plan, noting all academic and non-academic planning associated with reopening needs to be flexible to adjust to what the virus is doing and we are prepared for variations between the campuses. She stated fall sports are postponed to November 1 but they could be postponed until spring. She explained the university has worked and continues to work with a variety of agencies including the CDC and local health authorities regarding the most recent best practices and recommendations. The university will continue to educate faculty, staff, and students regarding safety requirements and the reopening plan. **Provost Mott** added that the Academic Affairs’ re-opening plan focuses on creating relationships with new students and students within a year of graduating. She stated the modality of teaching will vary by campus, course level, and course type. In general, all lectures at the Portland-Metro campus will be remote with labs in-person and at the Klamath Falls campus all labs and the entry level lectures will be in-person; the higher-level lectures will be taught remotely. Discussion regarding challenges and feedback on the remote teaching offered in spring term and the pros and cons of synchronous and asynchronous courses. **Trustee Mason** stated re-opening is a moving target and felt the document was well thought out and thorough. She and **Trustee Brown** expressed concern about the amount of stress some students might experience with the remote style and the desire or need to study with other students. She noted asynchronous courses were very much appreciated by students at OHSU. **Trustee McClure** stated students who had a relationship with their faculty for fall and winter terms easily transitioned to the remote teaching in spring term, but there is concern about new students learning remotely because that relationship isn’t established. She felt the department chairs should expect the faculty to engage more online – having study sessions with the students breaking into chat sessions. She noted online teaching and connecting with students requires a huge investment in time. Discussion regarding impact of teaching modalities on students, medical/ADA accommodations for students and faculty, and department flexibility to distribute teaching assignments.

**Trustee Starr** moved to approve the COVID-19 Reopening Plan and authorize staff to send the same to the Higher Education Coordinating Commission. **Trustee Minty Morris** seconded the motion.

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

##### 4.2 Approval of a 2021 Board Meeting Calendar

**Chair Gomez** requested the board retreat be moved to accommodate trustee schedules. The meeting dates for the retreat were moved to July 15 and 16, 2021.

**Trustee Rusth** moved to approve the 2021 Board meeting calendar with the following dates:

January 28  
April 8  
May 26 and 27  
July 15 and 16  
November 18

**Trustee Graham** seconded the motion. With all trustees present voting aye the motion passed unanimously.

## 5. Discussion Items

### 5.1 Board Retreat

**Chair Gomez** stated this would normally be the time to have the board retreat but since we cannot meet in person it was cancelled. She would like to have a meeting to discuss strategy and that topic is best to discuss in person. Consensus to postpone a retreat until the Board can meet it in person.

**Trustee Brown** suggested holding a board meeting prior to the November 2020 meeting if there are items needing board attention given all of the uncertainties and ever-changing guidelines. Consensus to plan for the November 2020 board meeting to be a two-day meeting to be held on the 12<sup>th</sup> and 13<sup>th</sup>.

## 6. Other Matters - none

## 7. Public Comment

The Board Secretary noted a letter was received, emailed to the trustees, and will be posted to the trustee webpage under handouts for this meeting.

The Trustees expressed appreciation to faculty and staff for the work done on the reopening plan and revisions.

**President Naganathan** recognized Associate Vice President Di Saunders and her service to Oregon Tech and higher education in general. She is officially retiring July 30.

## 8. Adjournment

Meeting was adjourned at 10:16am.

Respectfully submitted,



Sandra Fox  
Board Secretary

## **ACTION**

### **Agenda Item 4.1**

## **2019-20 President Evaluation Report and Approval of 2020-21 Goals**

### Summary

The Board of Trustees is charged with the supervision of the President, including annually assessing his performance to inform and support his successful leadership and the strategic directions of the University. Chair Gomez and Vice Chair Jones reviewed President Naganathan's self-assessment report and issue this report to the Board for their review. Per Board Policy, the board is to review the report, draw conclusions, develop feedback for the President, and approve goals for the 2020-21 academic year.

### Background

The Board Policy on Presidential Evaluation Process requires the Board to conduct an annual evaluation of the President. The Board approved the President's 2019-20 goals on November 21, 2019. On July 21, 2020, as part of the annual evaluation process, President Naganathan submitted a self-assessment report describing progress toward his 2019-20 goals and proposing goals for the 2020-21 year. This report was sent to the Chair and Vice Chair of the Board for their review.

The board met in executive session on July 24, 2020 to discuss and provide general feedback on President Naganathan's self-evaluation. Trustees are pleased with the meaningful and substantial progress toward the 2019-20 goals and the fair and honest assessment of progress.

On November 2, 2020, Chair Gomez and Vice Chair Jones met with the President to share feedback on the self-assessment report and proposed goals for the 2020-21 year. In particular, the president is urged to focus proactively on the culture of the university, working collaboratively with the new faculty senate president and the Academic Council.

Newly proposed goals and deliverables for 2020-21 with descriptions of how they align with the goals, objectives and measurable outcomes of the Strategic Plan:

1. Continue to maintain momentum in new freshmen student growth and focus additional energy through Admissions, Educational Partnerships and Outreach and the Deans' Offices with a goal of increasing our new freshmen by at least another 5% in Fall 2021 above the Fall 2020 cohort size and increase retention of Fall 2020 new freshman in Fall 2021 by 2%. (Strategic Plan Pillar I: Commitment to Student Success; Measurable Outcome I.d)
2. Establish the infrastructure to promote student participation in nationally competitive award programs such as Goldwater, Marshall, and other prestigious external fellowships. (Strategic Plan Pillar I: Commitment to Student Success; Measurable Outcome I.e)

3. Take specific measures to begin the transformation of the concept of ‘Industry’s University’ from idea to reality by elevating faculty and student engagement in industry with an initial focus on OMIC’s industry partners and by building the foundational infrastructure for innovation and applied research on campus. This will include the first meeting of the Executive Think Tank for Oregon Tech (at least virtually) with a majority representation from key industry leaders. (Strategic Plan Pillar II: Commitment to Innovation; Goal 5; Strategic Plan Pillar III: Commitment to Community – Measurable outcomes III.d & III.g; Strategic Plan Pillar IV: Commitment to Institutional Excellence; Goal 11)
4. In close partnership with the Oregon Tech Foundation, roll out donor societies and clubs and begin to explore the feasibility and scope of a capital campaign for Oregon Tech. A measurable goal in this area is raising an additional \$1.5M before the end of Fall 2021. (Strategic Plan Pillar III: Commitment to Community – Measurable outcomes III.e & III.f)
5. Launch the process to create the first ever academic master plan for Oregon Tech. This will also include viability reviews for select, low-enrolled and/or high-cost programs, and scheduling efficiencies. (Strategic Plan Pillar I: Commitment to Student Success; Goal 2; (Strategic Plan Pillar II: Commitment to Innovation; Goal 4; Strategic Plan Pillar IV: Commitment to Institutional Excellence; Goal 10)
6. Launch facilities master planning efforts for Oregon Tech in parallel with the implementation of the strategic plan and the development of the academic master plan. (Strategic Plan Pillar II: Commitment to Innovation; Goal 4)
7. Build on the foundational efforts of the Diversity, Equity, and Inclusion (DEI) Committee to create the first DEI Master Plan for Oregon Tech. (Strategic Plan Pillar IV: Commitment to Institutional Excellence; Goal 9)

### **Recommendation**

The Chair and Vice Chair request the Board review, discuss, and approve the submitted report, and newly established goals for 2020-21.

### **Attachments**

- Summary Assessment of 2019-20 goals

## Summary Assessment of 2019-20 Goals

### **Goal #1 Develop and present a new strategic plan to the Board in Spring 2020.**

The development of the strategic plan started in February 2019 with the identification of potential steering committee members. The membership of the committee was inclusive and representative of our disciplinary and geographic footprint and our constituency base.

Committee members were responsible for: developing the core values of Oregon Tech and finalizing the modified university's mission statement; developing and supporting objectives and goals of the institutional strategic plan; identifying and engaging stakeholder groups in the development of the plan; providing feedback to groups on a continuing basis throughout the process; and developing a set of strategies and measures that support the plan.

The plan was presented to and adopted by the Board on June 30, 2020.

The next step is to develop an implementation plan and process for reaching the goals of the plan, identify what metrics and measurements should be used, and identify how to track and report out the progress.

### **Goal #2 Take steps to improve the university's financial stability by:**

#### **a. developing a new Institutional Advancement framework including hiring a new Vice President**

The new framework for Institutional Advancement includes the following divisions reporting to a Vice President of Institutional Advancement: Marketing, Communication, Public Affairs and Development.

The process to hire a new Vice President of Institutional Advancement began in November 2019. We will continue the search until we are able to bring a qualified candidate to this role.

#### **b. committing to raise \$2M outside of state funding by Fall 2020**

Funds raised to date total \$1.32M, involving more than 1,500 donors. Our development staff deserve special recognition for continuing to move forward despite the challenges from the pandemic and the resignation of the associate vice president of development. One of the important fundraising initiatives that was completed in March/April was the new Helping Owls Fund – a supplemental scholarship program to help our students who were affected by the pandemic. We were able to raise more than \$75,000 over a couple of weeks. Oregon Tech students were also beneficiaries of a record amount of scholarships this past fiscal year.

#### **c. increasing new student enrollment by 2%**

Our current enrollment management practice has a particular focus on attracting more degree seeking students, in general and new freshmen, in particular. Thanks to the efforts of the enrollment management team, new degree seeking student enrollment exceeded the goal in this area. This was also made possible by the strategic financial investment approved by our board.

Number of New Degree Seeking Students					
Fall Term	New Freshmen	New Transfer	New Post-Bacc	New Graduate	Total New Degree Seeking
2018 Fall	364	505	74	47	990
2019 Fall	416	562	64	42	1,084
<b>Change</b>	<b>14%</b>	<b>11%</b>	<b>-14%</b>	<b>-11%</b>	<b>9%</b>

**d. launching a university-wide effort to increase retention by 1%**

As part of the university-wide retention strategy, last November, Strategic Enrollment Management (SEM) was officially moved under the Provost to create better alignment with the efforts in Academic Affairs (AA).

New collaborations and initiatives at Oregon Tech to improve student retention over the last six months are already showing positive results, despite the impacts of the pandemic on student behavior. Initiatives include high-touch efforts by both staff and faculty to reach out to individual students proactively with encouragement and services to keep them continuously enrolled. Academic support and new support systems – addressing student academic problems, affordability, and other issues – are in place and showing early positive results. Performance is tracked by a series of dashboards that show what is working and where efforts should be directed more intentionally, with detailed information by program, demographics, and other delineations.

Several measures were put in place as summarized below.

- Creation of integrated, collaborative advising and retention team across SEM and AA.
- Advising and retention office re-organization and re-build.
- Design of reports and early alert indicators (utilizing Canvas/banner data) for proactive outreach to students.
- Participation in NWCCU Retention Academy.
- Special dashboards created for department and faculty use.
- Retention by Major Dashboard.
- Graduation by Major Dashboard.
- Course dashboard to track weak academic performance by students [D, F, Withdrawal, and Incomplete (DFWI) grades earned].
- Weekly Reports.
- Term to term initiatives.

There were immediate favorable impacts as measured by term to term retention. Compared to prior year (Spring 2019), the percent of students retained increased from 91.1% to 92.1%. This is despite the fact that spring 2020 was re-configured to remote delivery due to the pandemic.

There was also a significant increase in number of returning students (up 28.6%), possibly in part due to the weekly retention reports that were sent out to the chairs. The reports identified students that had fallen out of continuous enrollment but still were active in the system and could register.

We do anticipate that retention will be challenged by pandemic induced uncertainty, financial

hardship, and childcare issues as well as student anxiety around remote learning. We are continuing to step up our efforts to reach out to our students.

**e. improving our strategy with the legislature by rebuilding the Government Relations team**

The VPFA agreed to oversee the Government Relations Department in addition to the duties as the vice president of finance and administration. Such a move was also congruent with the planned conversations on the Student Success and Completion Model (SSCM) funding formula changes and capital projects.

We were fortunate to hire a Government Relations Coordinator in January 2020 and contract with a registered Oregon lobbyist to assist us with the 2020 Legislative Session and acquiring funding for Boivin Hall renovations and our state advocacy efforts.

With the VPFA leaving the university by December 31, 2020, the new VPFA will not be required to oversee Government Relations. While we will rely primarily on our Government Relations Coordinator and lobbyist to carry us through the next sessions, we will also explore changes in this area, if necessary, depending on legislative topics and session dynamics.

**f. proposing a balanced operating budget for 2020-2021.**

Our budget building process began in February and we had assembled a draft balanced budget for 2020-2021. However, this was interrupted by announcements from the Governor's office to anticipate a 17% reduction in our state funding as a result of the economic impact from COVID-19. In May, all administrative and classified staff were notified of a mandatory 20% furlough through December 31, 2020 to save an estimated \$2M in salaries. I also instituted a partial hiring freeze and an early retirement incentive program, and invoked Oregon Tech's Program Reduction and Elimination policy, charging the Committee (PREC) to identify and recommend a set of possible savings, reductions and eliminations totaling \$3.5M, balanced across our academic and non-academic operations starting July 1, 2020. These efforts, combined with other cost saving measures from all divisions allowed me to present a balanced operating budget to the Board on June 30, 2020.

While we have a balanced budget for FY 2020-2021, there is still more work to be done to ensure the financial stability of the university given the estimated reduction of state funding in the next two biennia.

**Goal #3 Establish an Executive Think Tank for Oregon Tech to increase relationships with CEO's and influential employers; obtain feedback on existing, proposed, and potential programs; and assist with brand awareness.**

The inaugural meeting of the Oregon Tech Executive Think Tank was scheduled for April 17, 2020 but had to be postponed as a result of the COVID pandemic.

It is important that the Think Tank be brought together to influence the future of Oregon Tech. I hope to be able to organize the inaugural meeting of the Think Tank this fall, at least virtually.

**Goal #4 Continue to negotiate the inaugural faculty union contract.**

To assist us with faculty union contract negotiations we hired a lead negotiator. On July 12, 2019 we received a formal demand to bargain from the faculty union. The negotiation meetings started in late September 2019 and they are continuing. Per the Public Employees Collective Bargaining Act (PECBA), parties must engage in direct bargaining for a minimum of 150 calendar days beginning on the date the parties' first meet and exchange their initial proposals. The union agreed to extend the meeting timeline to 300 days (September 20, 2020) and to require all initial procedural and non-economic proposals by August 3, 2020, and all economic proposals by August 17, 2020. While there are provisions for mediation, we hope to enter into a contract this fall.

**Goal #5 Initiate a Facilities Master Plan.**

The FMP is reliant on the University Strategic Plan and Academic Master Plan so that the buildings and campus support the medium- and long- term goals of the university.

In order to expedite an FMP once other elements are in place; we completed a condition analysis of all MEP/infrastructure systems at both the Klamath Falls and Portland-Metro campus. During the upcoming year, if funds are available, the University can engage in a landscape master plan which will complete one component of the FMP and speed up the larger project once the University Strategic Plan and Academic Master Plan are completed. This will be done by restarting the Facilities Planning Commission at Oregon Tech.

**Goal #6 Develop an institutional dashboard**

At the November 21, 2019 Board meeting a draft dashboard was presented to the Board for its feedback. They have since been modified based on comments. Following the recent approval of the Strategic Plan 2021-2026, by the Oregon Tech Board of Trustees (June 2020), the current set of indicators have been aligned with the pillars and measurable outcomes in the plan. As implementation of the plan begins, additional indicators for the measurable outcomes and targets for each will be identified and included in the dashboard. Efforts are on-going to refine the display of these indicators to be both visually effective and informative.