ad meliora:
Toward better things

Nagi G. Naganathan, Ph.D., ASME Fellow
President

Convocation – September 17, 2024

Oregon's Polytechnic University

Oregon TECH

Oregon **TECH**
Oregon Institute of Technology

"Exceptional technology, unforgettable experiences and unimaginable future."

Carolyn Baker, Oregon Tech Student

"We were given the wings to fly."

Bryan Garcia Gomez, Oregon Tech Student

From a grateful alumna

"When I first started at Oregon Tech, I was a shy 18-year-old who didn't know how she'd handle a college far from home. I grew a lot through my experiences as a student, RA, and on my externship. I am now a lot more confident and outgoing, with a job that I love.

Vascular has fascinated me since day one and even a year after graduation, I am still so happy with my choice of profession. I am intrigued when I get rare pathology, and I love where I work.

I got this job both because of the skills and knowledge I received and because of the reputation and quality of Oregon Tech. I am immensely grateful to the professors and staff for all that I have learned, both academically and about myself."

— Carissa Pixley, 2023 Graduate

University Community Feedback

- Campus environment and personal well-being

- Faculty & staff turnover, understaffing, and burnout

- Should faculty settle down to teach first and then start research?

- Professional & personal support for new faculty and staff

- Professional growth opportunities for faculty and staff

- Enrollment challenges

- Housing challenges in Portland-Metro

- Academic advising and need for more direct faculty engagement

- Quality of life and work-life balance

- Flexible Schedule & remote work

- ...

Oregon Business & Industry Round Table
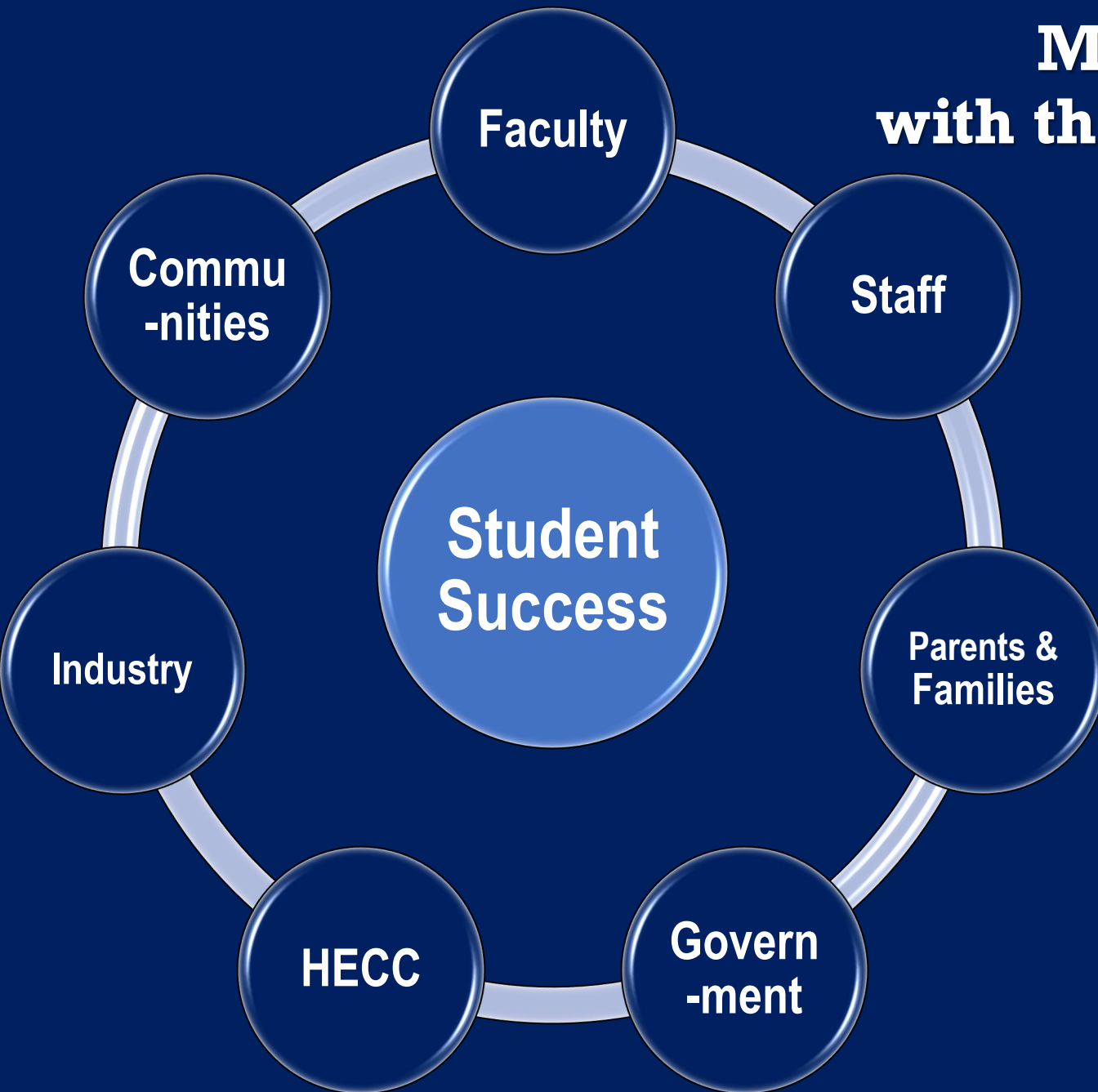## Portland-Metro Campus

Legislative and Higher Education Coordination Commission

- Limited Current Service Level (CSL) adjustments

- Economic downturn around the corner?

- Election year and its related dynamics

- Leadership changes in the legislature

- New formula revisions for the Student Success and Completion Model (SSCM)

Oregon's Polytechnic University

Oregon TECH

Many Stakeholders - all with their own & important voices

Diagram: Central circle "Student Success" surrounded by stakeholder circles — Faculty, Staff, Parents & Families, Govern-ment, HECC, Industry, Commu-nities.

- How do we recalibrate for this new post-pandemic world?

- Importance of innovation in teaching and research and business processes.

- Even a winning team must continue to innovate and change.
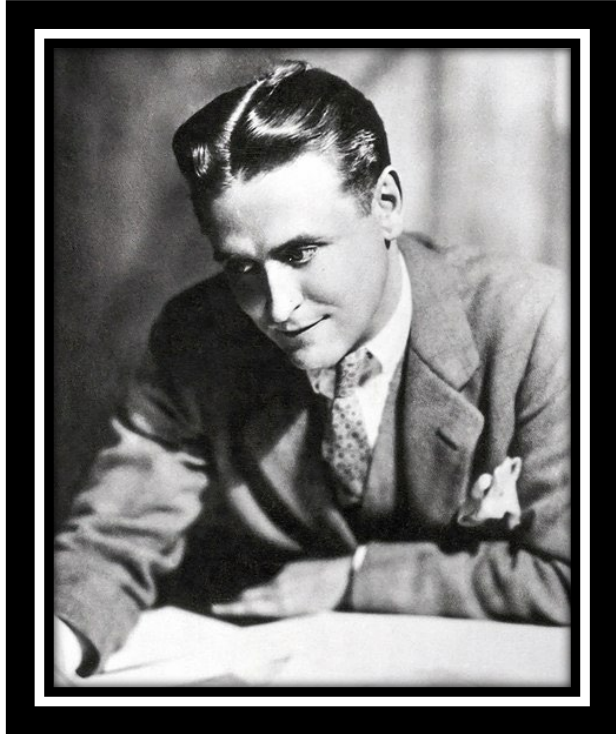
Toward better things - takeaways

1967   1987   2024

Oregon TECH
Oregon Institute of Technology

- **Competition leads to excellence**

- **Innovation drives performance toward better things.**

- **How are we ("Oregon Tech") doing in today's competitive world?**

- **What aspirational goals do/can we have?**

- **How do we reconcile our goals with the challenges?**

Oregon TECH

"The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function.

One should, for example, be able to see that things are hopeless and yet be determined to make them otherwise."

— F. Scott Fitzgerald, The Crack-Up

Four Pillars of our Strategic Plan for a Future of Distinction & Success

Oregon Tech Together

FIVE-YEAR STRATEGIC PLAN 2021-2026
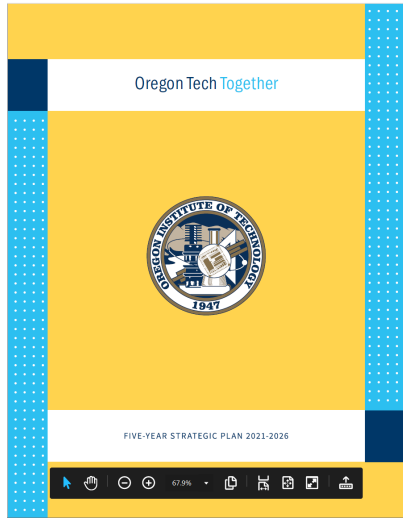
Commitment to ➤

Student Success

Innovation
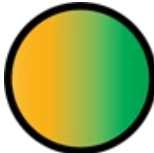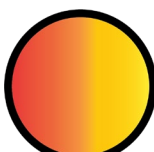
Community Engagement
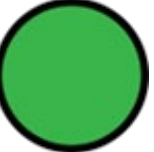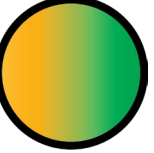
Institutional Excellence

Institutional Goals for 2023-24

1.	As part of the Academic Master Plan implementation, launch a 5-year academic program review cycle for all academic majors.	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.
2.	Initiate a revision of the Gen-Ed curriculum aligned with state-level initiatives.	6.	Develop and implement a Center for Wellbeing at Oregon Tech.
3.	Achieve at least a 1% growth in new students in Fall 2024.	7.	Launch at least four online certificates
4.	Achieve at least a 2% increase in retention of new undergraduate students.	8.	Pilot the feasibility of an immersive polytechnic education center model.

Increase of new degree seeking students this Fall

	2023 Fall	2024 Fall	% Change
New Undergraduate	843	886	5.1%
New Graduate	26	35	34.6%
New DPT	8	12	50.0%
Total New Students	877	933	6.4%

*As of September 16, 2024
Data pending verification by HECC

Oregon's Polytechnic University

Oregon TECH

This fall, Oregon Tech is welcoming its largest "New Freshman"** cohort in the last 40 years.

Fall 2023	Fall 2024*	Growth
433 ➡	532	+23%

Oregon's Polytechnic University

Oregon TECH

AY2023-24 Collective Accomplishments

With sincere thanks to the contributions of many within and outside the university...

DPT Accredit+ → Construction Mgmt Program → Online MLS → New Freshmen Growth Initiative → Federal Research $ → Innovation Hub (SCORI)

Boeing Lab 1st Project → Center for Wellbeing → HECC Behavioral Health $667K → HECC Semiconductor $671K → Facilities Master Plan → Tech Village Exploration

Semon Hall & LRC Renovation Submission → Sustainability Projects → Track & Field Stadium completed → Capital Campaign Prep → Minimized use of university reserve → OTF Annual Fund $ 3.5M

Construction Management Program Update

- HECC Review – Approved on June 13, 2024.

- NWCCU Review – Approved in Summer 2024.

- BS Construction Management (CM) program to start in Fall '25

- CM certificate, possibly in Winter '25 subject to NWCCU action.

- We have at least 6 current faculty in Business Management, Civil Engineering, Electrical Engineering, and Mechanical Engineering who have the expertise to teach CM courses.

- CM Program Director search is underway, with a goal to hire the Director by Winter '25.

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Online Education

In addition to existing certificates in Clinical Sleep Health and Polysomnographic Technology, Oregon Tech now offers:

- Business and Technology certificates in:
  - Business Management Essentials
  - Business Systems and Management
  - Geographic Information Systems
  - Management Information Systems
  - Picture Archiving and Communication Systems [Relaunch]
  - Global Leadership and Management Essentials

- Social, Culture, and Ethics certificates in:
  - Ethics
  - Cultural Competency
  - Social Determinants of Health

- Writing certificates in:
  - Health Communication
  - Proposal and Grant Writing
  - Technical and Medical Writing
  - UX Writing

Most certificates include six classes and can be completed in as little as three terms.

Oregon TECH
Online Education

Global Engagement

- **Summer 2024 Travel Class:** Drs. Sonja and Nate Bickford and Dr. Jherime Kellermann led a summer travel class of 22 students to Finland, Sweden, Estonia and Iceland in August and September.

- **Oregon Tech Students at International Summer Schools:** Six Oregon Tech students attended summer school 2024 at Metropolia University in Helsinki Finland.

- **Summer 2025 Travel Class:** The 2025 summer travel class planning is underway. Drs. Hallie and Mark Neupert will lead a class to The Netherlands in June & July 2025.

- **Summer Session II Class in Korea:** Dr. Greg Pak will teach a course at Jeonbuk National University in South Korea in Summer 2025.

- **International Education Week:** Oregon Tech will celebrate International Education Week (November 18-22), in partnership with Klamath Community College, with a reception and speaker on November 19, 5 – 7 pm, in the CEET lobby.

- **Welcoming Study Abroad Students:** Global Engagement will welcome two Finnish exchange students from Metropolia University during the 2024-25 AY.

Oregon TECH
Global Campus

Oregon Tech Athletics

ALL 13 INTERCOLLEGIATE TEAMS NAMED NAIA SCHOLAR TEAMS (3.35+ CUMULATIVE GPA), 87 STUDENT-ATHLETES EARN NAIA SCHOLAR AWARD (3.50 GPA), 116 STUDENT-ATHLETES EARN CCC SCHOLAR-ATHLETE AWARD (3.20 GPA)

Oregon Manufacturing Innovation Center R&D (OMIC R&D)

- OMIC R&D - a public/private partnership of 30+ industry members.

- Located in Scappoose, Oregon

- Hosted by Oregon Tech

Don Hendrickson
Interim Executive
Director

Residence Hall

- Construction well under way
    - Completion goal December 2025
    - Occupancy goal January 2026

- Will be home to 500+ students
    - Mostly double occupancy rooms
    - Some rooms designed as triples-student input was positive for these spaces
    - Lobbies/lounge space on each floor
    - Main floor will have a larger kitchen and meeting area as well as the Housing Office

Rendering of exterior facing the College Union and lake

Under slab rough-in plumbing has been completed.

View of foundation work happening.

Rendering of exterior facing the arboretum

University Advancement

- **$700,000 away from the Field House Fundraising goal of $3.7 million.**

- **Exceeded the FY24 goal by 31% by raising more than $3.5M.**

- **The quiet phase of the $35 million campaign has begun.**

- **Increased alumni participation and engagement in giving and in attendance at events.**

REMS: Safety Peer Review

IACLEA
International Association of
Campus Law Enforcement Administrators

- University Campus Safety has to evolve significantly continuously evaluate their ability to protect our communities from complex security risks.

- The peer review was conducted by three senior level campus safety leaders from the ==International Association of Campus Law Enforcement Administrators' Peer Review Program (PReP).==

- The review team evaluated numerous documents and interviewed a wide array of stakeholders from each campus.

- Favorable feedback from campus stakeholders about the importance of this review.

- A summary of findings will be prioritized to support strategic and operational planning.

- Overall, ==Campus Safety and its staff were found to be well-regarded by the campus community.==

- ==Recent efforts to expand the use of physical security measures such as card access and security cameras were well-received by the peer review team.==

No emergency is real until we experience one!

REMS: Business Continuity

In February, Oregon Tech's Resilience, Emergency Management and Safety (REMS) department held a tabletop exercise to further develop the university's preparedness for and resilience to an adverse business disruption.

- Business continuity is a process that supports the university's ability to continue operating through an adverse event.

- Uses governance, planning, business processes and continuous program management to ensure resilience.

- B Riley Advisory Services was engaged to assist in developing a Business Continuity framework.

- Initial Business Continuity Plans and Disaster Recovery Plan were finalized.

- Plans were tested and evaluated through a tabletop exercise involving key stakeholders from all campuses.

Education & General Budget

	FY 2023-24 Budget	FY 2023-24 Actual		FY 2024-25 Budget
Revenue from State	$33.9M	$36.8M		$37.4M
Revenue from Tuition & Fees	39.5M	38.7M		38.1M
Remissions (Student Scholarships)	(5.8M)	(7.3M)		(7.5M)
Other Revenue	2.4M	3.8M		3.1M
Total E&G Revenue	**$70.0M**	**$72.0M**		**$71.1M**
Labor Expenses	($55.7M)	($51.4M)		($55.0M)
Direct Expenses	($18.1M)	($21.0M)		($18.7M)
Other Resources - Net Transfers/Uses	$0.8M	($1.4M)		$0.2M
Total Expenses and net uses/transfers	**($73.0M)**	**($73.8M)**		**($73.6M)**
Use of Reserve	**$3.0M**	**$1.8M**		**$2.5M**

Increasing revenue: Grow enrollment through improved retention & innovation and diversify revenue stream

Example of Diversifying Revenue Streams to achieve our mission

Agency	Project Objective	Award $
NSF	for developing informal learning approaches in semiconductors and microelectronics education	$ 142,764
Intel	for experiential learning and research experience for undergraduate and graduate students	$ 199,974
HECC	for semiconductor manufacturing research equipment at KF	$ 671,141
NIST	for solar manufacturing research equipment at PM	$1,045,000
Additional resources for semiconductor education and outreach		$2,058,879

~$200K Competitive Grant awarded by Intel (Sept 2024 – Dec 2025)
Broadening participation through experiential learning in undergraduate and graduate semiconductor manufacturing technology education

PI: Dr. Naga Korivi (Chair EERE & Director, OREC)

~$142K Competitive Grant awarded by the National Science Foundation (Sept 2024 – August 2025)
Informal learning approaches for semiconductor and microelectronics education

~$1.18M Grant awarded by

<mark>Air Force Laboratory</mark>

(Nov 2023 – Nov 2025)

Proposal for Additive Manufacturing of Aerospace Parts with a Controlled Risk of Fatigue Failure

~$119K Grant awarded by

<mark>HECC</mark>

(Sep 2021 to June 2023)

Tailored Wire Arc

PI: Dr. Mostafa Saber

Professor, MMET

Higher Education Coordinating Commission (HECC) – Future Ready Oregon Grant: ~$800K

Applied Computing Training for Upskilling and Reskilling Professionals

Overall goal: To equip professionals from underserved communities with essential concepts and tools in applied computing, covering topics from system architecture to data science methodologies.

Key objectives:

- Develop a skilled workforce by equipping participants with the technical skills and knowledge required for high-demand careers, facilitate professional development through specialized training and mentorship, promote continuous learning habits to keep pace with evolving technologies.

- Provide problem-solving support for real-world challenges through applied research and collaboration.

- Encourage knowledge exchange in a collaborative environment.

PI: Dr. Neslihan Alp
(Dean ETM)

~$1.05 Million Future Ready Oregon HECC Grant (Sept 2024 – Jun 2026)

Addressing workforce needs to produce specialists in User Experience (UX) writing, research, and design

18-credit UX Certificate

Overall goal: Develop UX workforce with transferable skills in technology-sector jobs through:

- Remote technology training in eye tracking, collaborative design, and user testing

- Client-based class projects

- Industry-apprenticeship models

PI: Dr. Amber Lancaster

(Director of Professional Writing)

$1.3 Million Competitive Grant from Future Ready Oregon, Healthcare (Sept 2024 – July 2026)

The Rural Scholars Project: Enhancing Community Partnerships to Support Rural Students and the Expand the Healthcare Workforce

Overall goal: Increase the percentage of Oregon Tech allied health students planning to work in rural Oregon after graduation by:

- Increasing targeted recruitment of students from rural Oregon

- Creating a collaborative pathway to Oregon Tech for local high school students

- Providing interprofessional education and mentoring to better prepare students to work in rural healthcare

- Creating opportunities for hands-on experiences working with the very populations whom they will serve in the future

PI: Gaylyn Maurer
Executive Director, Health & Wellness

TOP Submits Grant Renewal (Sept 2025 – Aug 2030)

Tech Opportunities Program (TOP) - Oregon Tech's TRiO program submits a new grant for 2025-2030 cycle.

TOP Grant

- TOP serves 160 first generation, low income, and/or students with a documented disability

- Grant will allow TRiO services to continue for next 5 year cycle 2025-2030.

- Each academic year the grant will award TOP $306,155

Industry's University: ~TOP Submits Grant Renewal *(Sept 2025 – Aug 2030)*

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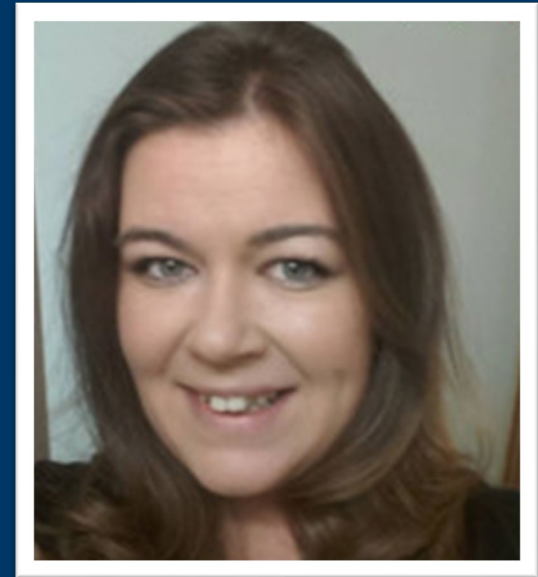
Progress with Federal Projects for FY22-24

Federal Grant awards in FY2022, FY2023, and FY2024		
FY2022		
Study of Wild Fire Smoke impact on health services	HHS - HRSA	**$1M**
FY2023		
SMSP IGNITE STEM Hub	Department of Education	**$700K**
Additive manufacturing and scanning with OMIC	Air Force	**$1.5M**
Impact of climate change on Northern Waterthrush	USFS	**$200K**
FY2024		
Year 2 additive manufacturing & scanning with OMIC	Air Force	**$1.5M**
Thin Film Research Center equipment	NIST	**$1.045M**
Impact of climate change on Northern Waterthrush	USFS	**$200K**
Total awards in FY2022, FY2023, and FY2024		**$6.145M**

Progress with Federal Projects for FY25

FY2025 Federal Projects		Progress
Community Projects		
NIST in Commerce-Justice-Science Appropriations		
Quantum Devices and Computing Initiative	$1,400,000	✔
FY2025 Labor-HHS-Education Appropriations		
Graduate Certificate Program in Advanced Manufacturing Engineering	$1,247,000	✔
Mobile Dental Clinics in Rural Southern Oregon	$1,700,000	✔
FY2025 Defense Appropriations Bill and Report, U.S. Air Force RDT&E		
Scanning and additive manufacturing for production of maintenance parts for the F-35 airframe	$1,100,000	✔
Programmatic Requests		
Pacific Flyway Bird Conservation & Management	$1,108,450	TBD
Pollinator Diversity and Resource Use in Response to Wetland Restoration and in Post Fire Habitats	$536,944	
Monitoring habitat use of endangered Lost River Sucker and Short Nose Sucker in Klamath Basin	$376,500	
Air Quality Monitoring and Assessing Health and Behavioral Outcomes of Wildfire Mitigating Efforts in Southern Oregon	TBD	

Projects submitted for External Agency $

Submission FY	# of projects	Amount Applied For	Amount Awarded
2022	43	$7.0M	$14.0M
2023	43	$11.0M	$8.0M
2024	63	$25.7M	$16.5M
2025	11	$5.1M	$0.3M
Total	160	$48.7M	$38.9M

57 Faculty & Staff participated in an external agency funding request in FY2024

Afjeh, Abdy	Greer, Ashton	Lee, Kangjae	Richards, Riley
Alp, Nesli	Grossnickle, David	Lee, SuJin	Riley, CJ
Andrei, Stefan	Hansen, Ashley	Lomprey, Gary	Saber, Mostafa
Apple, Cody	Heiner, Cecily	Lund, Travis	Scevers, Troy
Betts, Julia	Hendrickson, Don	McGann, Kyle	Sloan, Sean
Bickford, Nate	Hendrix, Paula	Melland, Pake	Speaks, Rachel
Brown, Desire	Hudspeth, Josie	Mitchell, Lee	Torres, Terri
Budiman, Arief	Huntoon, Alishia	Ness, Josephine	Usher, Ken
Chapman, Kyle	James, Jennifer	Nielson, Lauren	VanRooyen, Christy
Clark, Mandi	Jang, Ganghee	Owen, Mary-Jane	Vitali, Michele
Drago, Carleen	Kellermann, Jherime	Owen, Travis	Wagstaff, Ross
Edwards, Rachel	Kinder, Jesse	Pande, Nupur	Walker, Jack
Esteban, Luis	Korivi, Naga	Pardy, Jeff	Wang, Jintai
Gao, Yanqing	LaMont, Trent	Petersen, Trevor	Whitman, Kristin
			Yocum, Rebeka
# of colleagues participating	FY2022	FY2023	FY2024
	38	41	57

Oregon Tech is continuing to change and adapt.

1. Retention Challenge to ETM, HAS, & Online Colleges

2. Oregon Tech Moonshot

Oregon Tech Non-ACP Student Enrollment

*Fall 2024 enrollment as of Sep 15, 2024
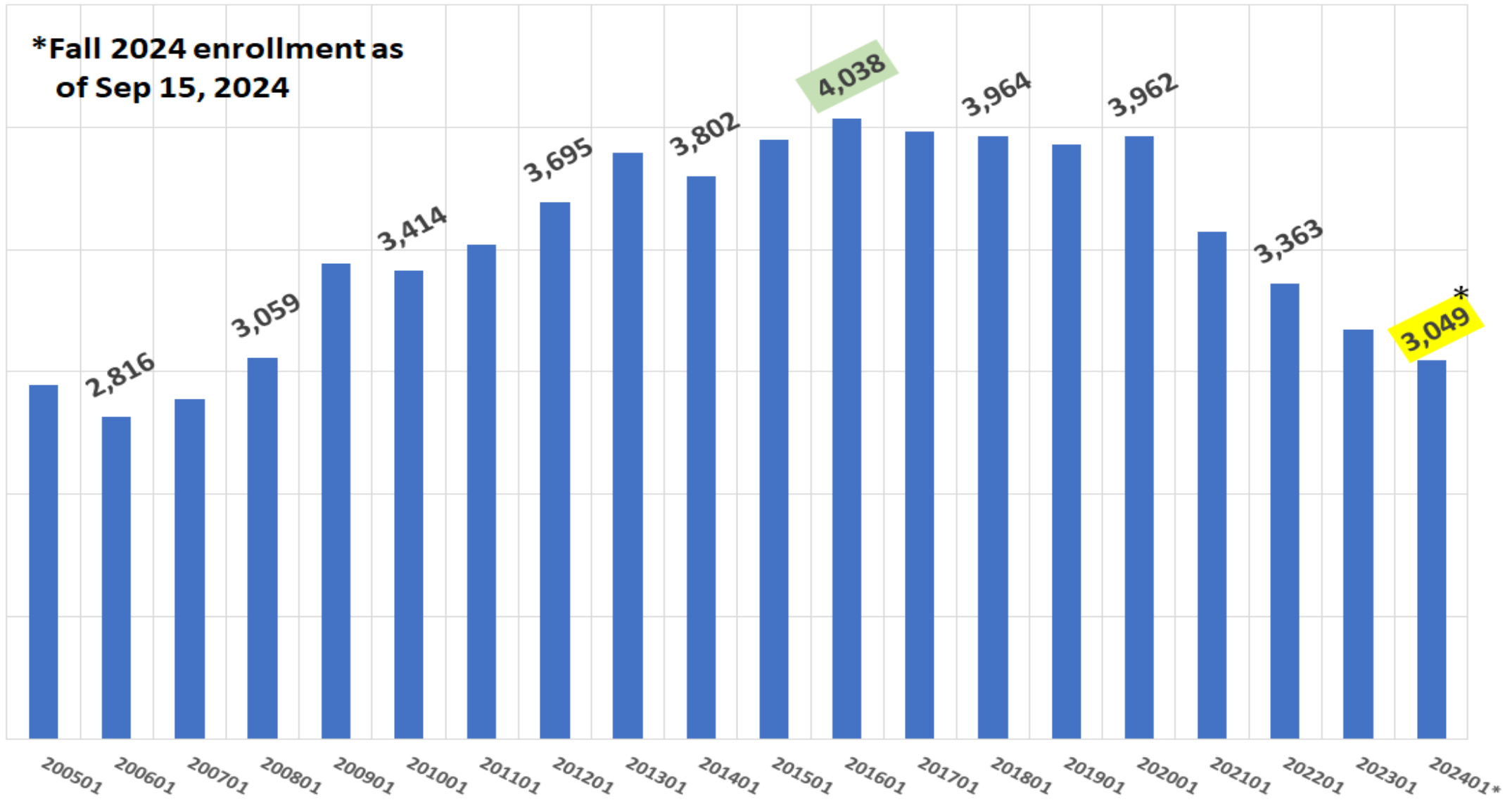
Chart data labels: 2,816 · 3,059 · 3,414 · 3,695 · 3,802 · 4,038 · 3,964 · 3,962 · 3,363 · 3,049*

X-axis: 200501, 200601, 200701, 200801, 200901, 201001, 201101, 201201, 201301, 201401, 201501, 201601, 201701, 201801, 201901, 202001, 202101, 202201, 202301, 202401*

Retention Challenges: New Degree Seeking Undergraduate Students since 2023 Fall into 2024 Fall

Original Attend Status	2023 Fall to 2024 Summer Headcount	Credential Earned	Prospective Enrollees	Not Enrolled Yet	Not Enrolled Yet %
New Freshman	469	2	467	167	36%
New Transfer	490	3	487	142	29%
New Post Bacc	72	5	67	28	42%
Grand Total	1031	10	1021	337	33%

Retention Challenges: New Degree Seeking Undergraduate Students since 2023 Fall into 2024 Fall

GPA Range	Cohort	Earned Credentials	Prospective Enrollee	Not Enrolled	% Not Enrolled
1) 3.50 - 4.00	457	7	450	89	20%
2) 3.00 - 3.49	236	3	233	44	19%
3) 2.50 - 2.99	119	0	119	39	33%
4) 2.00 - 2.49	63	0	63	33	52%
5) 1.50 - 1.99	29	0	29	19	66%
6) 0.01 - 1.49	45	0	45	38	84%
7) 0.00	45	0	45	40	89%
8) Blank	37	0	37	35	95%
Total	1031	10	1021	337	33%

Retention Challenges: All Degree Seeking Undergraduate Students since 2023 Fall into 2024 Fall

GPA Range	Cohort	Graduates	Prospective	Not Enrolled	Annual SCH Not Enrolled	% Not Enrolled
1) 3.50 - 4.00	1,508	382	1,126	196	3,386	17%
2) 3.00 - 3.49	884	175	709	155	3,765	22%
3) 2.50 - 2.99	417	41	376	113	2,675	30%
4) 2.00 - 2.49	210	6	204	105	2,333	51%
5) 1.50 - 1.99	58	-	58	42	991	72%
6) 0.01 - 1.49	54	-	54	47	980	87%
7) 0.00	49	-	49	43	401	88%
8) Blank	38	-	38	36	5	95%
Total	3,218	604	2,614	737	14,536	28%

Retention Challenges: All Degree Seeking Undergraduate Students since 2023 Fall into 2024 Fall

GPA Range	Cohort	Graduates	Prospective	Not Enrolled	Annual SCH Not Enrolled	Net Tuition & Fee $ Loss Estimate
1) 3.50 - 4.00	1,508	382	1,126	196	3,386	$ 963,520
2) 3.00 - 3.49	884	175	709	155	3,765	$ 1,071,368
3) 2.50 - 2.99	417	41	376	113	2,675	$ 761,198
4) 2.00 - 2.49	210	6	204	105	2,333	$ 663,878
5) 1.50 - 1.99	58	-	58	42	991	$ 281,999
6) 0.01 - 1.49	54	-	54	47	980	$ 278,869
7) 0.00	49	-	49	43	401	$ 114,109
8) Blank	38	-	38	36	5	$ 1,423
Total	3,218	604	2,614	737	14,536	$4,136,364

A New Challenge to the ETM, HAS, & Online Colleges

- **President's Academic Retention Rolling Trophy**
- **Annual winner to be announced at the Convocation**
- **$25,000 award (one-time dollars) to the winning college to be managed by the Dean.**
- **Two Year trial period**
- **Provost, VP Finance & Administration & VP of Student Affairs to bring together a team and recommend a selection framework to the President by Oct 30, 2024.**

Oregon Tech's Moonshot

"Moonshots force you to reason from first principles.

If your goal is 1 percent improvement, you can work within the status quo.

But if your goal is to improve tenfold, the status quo has to go.

Pursuing a moonshot puts you in a different league – and often an entirely different game – from that of your competitors, making the established plays and routines largely irrelevant."

— Ozan Varol

Oregon Tech's Moonshot

Inspiring lessons from Toyota & Lexus

Oregon Tech's Moonshot

Would you like a College of Osteopathic Medicine at Oregon Tech?

"It always seems impossible until it's done."
— Nelson Mandela

College of Osteopathic Medicine

Why is it possible at Oregon Tech?

- Excellent Allied Health Programs in place.
- Health & Wellness initiative off to a good start.
- Strong science programs ready to elevate to the next level of excellence and scale.
- Outstanding Community Partner in Sky Lakes
- Rural Health emphasis in all we do.
- We are off and running with a DPT program.
- Will be a rising tide and elevate quality of life for all.

Health & Wellness Context: Community Need

* National healthcare workforce significantly reduced following the pandemic
* Health of Klamath County residents is poor
* Difficult to entice providers to rural Oregon
  * Cultural diversity is minimal
  * Fewer local resources than in urban areas
  * School systems less advanced
* Many in-state students come from rural counties facing similar healthcare shortages
* Lack of local healthcare providers results in long wait times for community members (including our own employees)
  * Oregon Tech has lost employees who expressed a need for more extensive local medical support

KLAMATH COUNTY *BY THE NUMBERS*

55% of Residents whose **Physical Pain** Affects Their Daily Lives†

9% of Residents Unable to Access Healthcare due to Lack of Provider†

45% of Residents whose **Mental Health** Affects Their Daily Lives†

1 in 5 Residents live in **Poverty**†

2.5x the number of U.S. Suicides Annually‡

4 Years Residents expected to live Less Than the Average U.S. Citizen‡

24,826:1 Ratio of Residents to Psychologists•

[6x Oregon's Ratio]

Klamath County Designated as a Health Professional Shortage Area for **Primary Care Dental Health Mental Health** and is a Medically Underserved Area◊

† 2021 Klamath County Community Health Assessment

‡ University of Wisconsin Population Health Institute. (2024)

• Health Care Workforce Reporting Program. (2023)

◊ Health Resources and Services Administration. (2024)

Health & Wellness Context: Partnering with the Community

* Vision: Strengthen the partnerships between Oregon Tech polytechnic experiential learning and rural healthcare to transform the collective wellbeing of rural Oregon
* This benefits:
  * Student Learners
  * Employees as Consumers
  * Local Healthcare Partners
  * Rural Oregon as a Whole
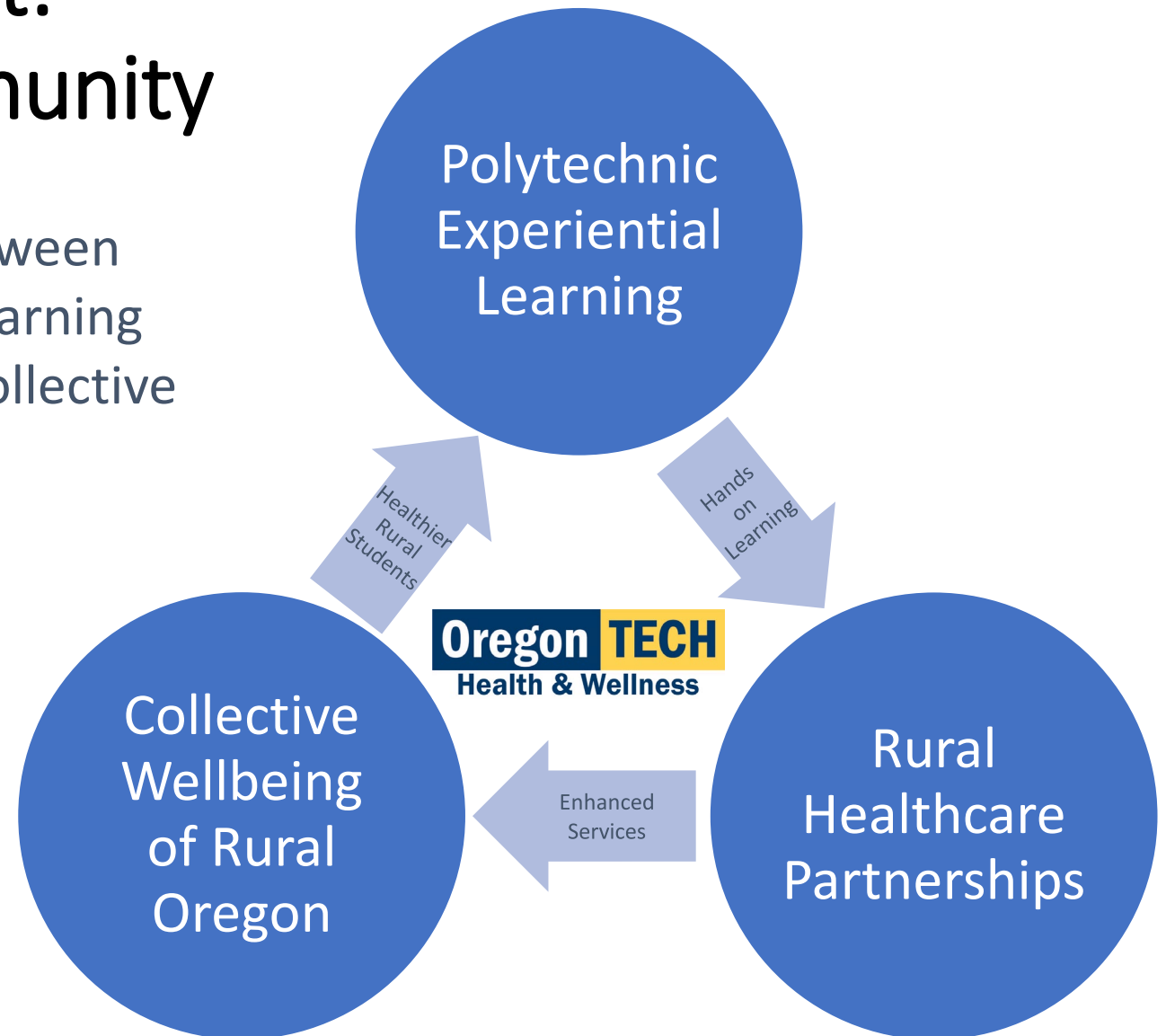
Health & Wellness: Phased Implementation

Phase One: Align Existing Components

Integrated Student Health Center
- Serving: Oregon Tech Students
- Supporting: OHSU Medical Residents

Dental Hygiene Clinic
- Serving: Community
- Supporting: OIT Dental Hygiene Students

Applied Behavior Analysis (ABA) Clinic
- Serving: Community
- Supporting: OIT ABA Students

Center for Wellbeing
- Serving: OIT Employees & Students
- Supporting: OHSU Nursing Students

Phase Two: Launch New Endeavors

Medical Imaging Clinic
- Serving: Community
- Supporting: Oregon Tech MIT Students

Physical Therapy (PT) Clinic
- Serving: Community
- Supporting: Oregon Tech PT Students

Phase Three: Community Expansion

Medical Clinic
- Serving: Community
- Supporting: OHSU Residents & Nursing, Campus for Rural Health

Dental Therapy Program & Clinic
- Serving: Community
- Supporting: OIT Dental Therapy students, OHSU Campus for Rural Health

Each area:
* Serves a population ("Community" includes employees as consumers)
* Supports student learners

Community Wellness: Lake Ewauna Wellness project

PROJECT GOALS:

- To restore and strengthen the ecological health of the Klamath Basin's water system
- To improve fish and wildlife habitat
- To re-establish historical ecosystems and habitats
- To re-establish the cultural significance of Like Ewauna and the areas its water serves
- To provide significant recreation opportunities for the community and generate unique tourist attractions
- To improve the physical and mental health of our community
- To beautify and improve the aesthetics of one of the community's most precious resources
- To unify resources, agencies, partners, and our community in the restoration of the Klamath Basin
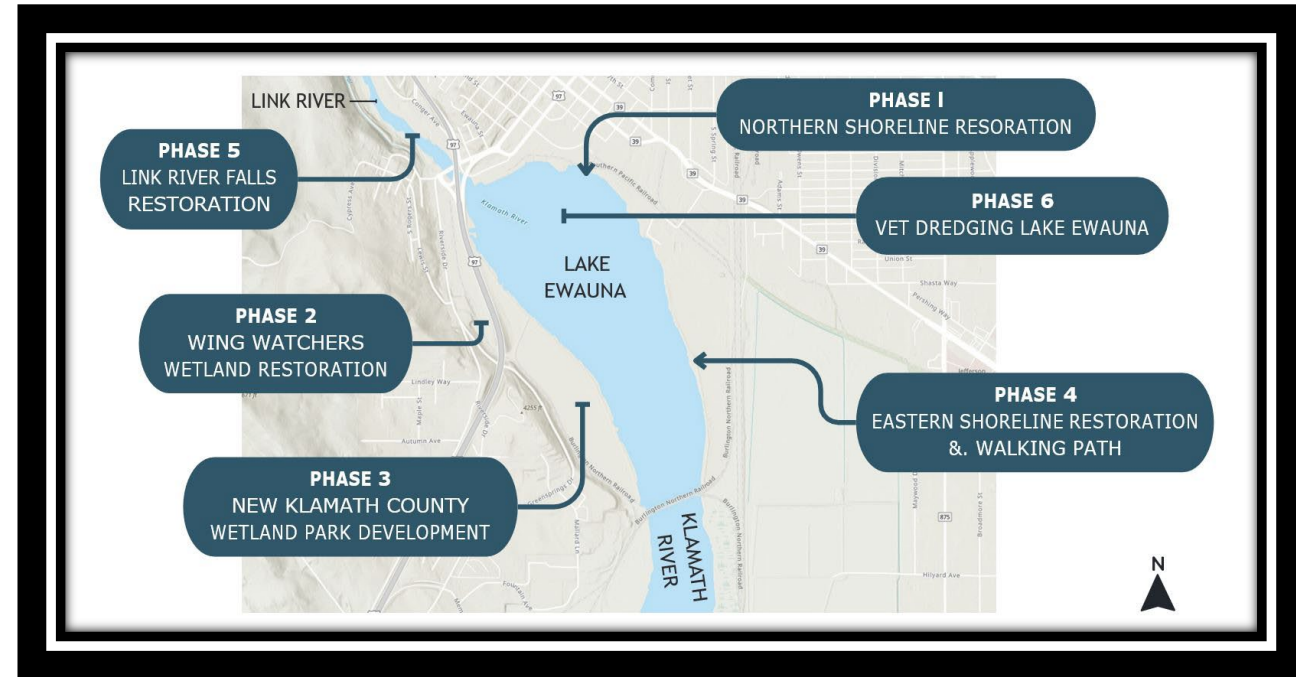
Institutional Goals for 2024-25

1. Achieve a 2% increase in retention of new undergraduate students, from the current level of 68% to 70%.

2. Achieve new freshman growth in new freshman in Fall 2025 at a rate at or above the most recent three-year average (currently at 8%).

3. In partnership with Oregon Tech Foundation, raise $5M 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. Develop and launch the Health & Wellness initiative and a plan for its long-term sustainability in collaboration with community partners and state agencies and initiate exploring the concept of a School of Medicine at Oregon Tech.

"If everyone is moving forward together, then success takes care of itself."

— Henry Ford

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Thank You.

Wishing you a great rest of the Convocation!

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