

**Board of Trustees Meeting Agenda  
Theme: Student Experience**

1. **Call to Order/Roll/Declaration of a Quorum** (10:00 am) (5 min) *Chair John Davis*
  2. **Consent Agenda** (10:05 am) (5 min) *Chair Davis*
    - 2.1. **Approval of Minutes of April 12, 2024, Board Meeting**
  3. **Comments & Reports**
    - 3.1. **Public Comments** (10:10 am) (20 min) *Chair Davis*
      - **Invited Comments from OT-AAUP**
      - **Invited Comments from OT-SEIU**
      - **Additional Public Comment**
    - 3.2. **Reports from Shared Governance Organizations**
      - **ASOIT** (10:30 am) (15 min) *ASOIT Presidents: Devon Stokes (KF) and Aaron Hill (PM)*
      - **Faculty Senate** (10:45 am) (10 min) *Senate President Terri Torres*
      - **Admin Council Chair Gaylyn Maurer - Written Report**
    - 3.3. **Foundation Report** (10:55 am) (10 min) *Chair Alan Polaski*
    - 3.4. **President's Report** (11:05 am) (45 min) *President Nagi Naganathan*
- Lunch (11:50 am to 1:00 pm)**
4. **Special Reports and Discussion Items**
    - 4.1. **Strategic Enrollment Report** (1:00 pm) (20 min) *Dr. Greg Stringer, AVP Enrollment and Retention*
    - 4.2. **Faculty Pedagogical Initiatives** (1:20 pm) (15 min) *Dr. David Johnston, Natural Science and Dr. David Hammond, Applied Mathematics*
    - 4.3. **Avian Conservation and Management in the Oregon Cascades** (1:35 pm) (15 min) *Dr. Jherime Kellerman, Professor, Natural Science*
    - 4.4. **Student Innovation Project: Second Life Solar Panels** (1:50 pm) (15 min) *BS in Renewable Energy Student, Adama Toure*
    - 4.5. **Baja Team and Competition** (2:05 pm) (15 min) *Professor Cliff Stover, P.E.*
  5. **Board of Trustee Committee Reports**
    - 5.1. **Academic Quality and Student Success Committee Report** (2:20 pm) (10 min) *AQSS Interim Chairs Davis & Jones*
    - 5.2. **Finance and Facilities Committee Report** (2:30 pm) (10 min) *Finance & Facilities Chair Vince Jones*
    - 5.3. **Executive Committee Report** (2:40 pm) (10 min) *Chair Davis*
- Break (15 min)**
6. **Action Item**
    - 6.1. **2024–25 Budget** (3:05 pm) (45 min) *Vice President John Harman*
  7. **Additional Discussion** (3:50 pm) (5 min) *Chair Davis*
  8. **Other Matters** (3:55 pm) (5 min) *Chair Davis*
  9. **Adjournment** (4:00 pm)

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.

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**Board of Trustees**  
**Theme: Collaborating for a Sustainable Future**  
**DRAFT Minutes**

**Trustees Present:**

John Davis, Chair	Kanth Gopalpur	Cec Amuchastegui
Don Gentry	Vince Jones	Mason Wichmann
Phong Nguyen	David Cauble	Johnnie Early
Celia Nunez	Mike Starr	Vijay Dhir
Michele Vitali	Stefan Bird	Nagi Naganathan ( <i>ex officio</i> )

**University personnel present in person in Klamath Falls**

Abdy Afjeh, Vice Provost for Research and Academic Affairs, Interim Chair, MMET  
Neslihan Alp, Dean, College of ETM  
RuthClaire Black, Dean of Online Education & Global Engagement  
Mandi Clark, Vice President of Student Affairs  
Alicia Dillon, Associate Vice President-Controller  
Kim Faks, Assistant Director, Student Involvement and Belonging  
Ken Fincher, Vice President of University Advancement & Interim Board Secretary  
Ryleigh Garcia, KF-ASOIT  
David Groff, General Counsel  
Sandi Hanan, Associate Vice President-HR  
John Harman, Vice President Finance & Administration  
Josie Hudspeth, Student Affairs Systems Manager  
Cassidy Kotter, Assistant Director of Government Relations  
Gaylyn Maurer, Executive Director, Center for Wellbeing, and Chair, Administrative Council  
Beverly McCreary, Associate Vice Provost of Faculty Relations  
Michelle Meyer, Director of Audit and Compliance  
Adria Paschal, Senior Executive Assistant to the President  
Dan Peterson, Dean, College of HAS  
Bruce Taggart, Interim Associate Vice President and CIO  
Terri Torres, President of Faculty Senate & Professor  
Bryan Wada, Information Technology Consultant 2

## University personnel contributing to the meeting virtually from other campuses/sites

Aaron Hill, President, PM-ASOTT

Joanna Mott, Provost & VP for Academic Affairs & SEM

Alan Polaski, President, Oregon Tech Foundation Board

Greg Stringer, Associate Vice Provost, Strategic Enrollment Management

### 1. Call to Order/Roll/Declaration of a Quorum: Chair Davis

**Chair Davis** called the meeting to order at 11:10 a.m. The Board Secretary called the roll, and a quorum was declared.

### 2. Executive Session: Chair Davis

*The Board will meet in Executive Session per ORS 192.660(2)(d) to conduct deliberations with persons designated by the governing body to carry on labor negotiations, 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."*

*12:00 p.m. Break for Lunch*

*12:42 p.m. Resume Meeting*

*The meeting started with a dedication ceremony by Trustee Gentry*

### 3. Consent Agenda: Chair Davis

#### 3.1 Approval of the Minutes of the January 12, 2024 Board Meeting

No changes or objections were made, and the minutes were adopted.

### 4. Public Comment & Regular Reports

#### 4.1 Public Comment

- Invited Comments from OT-AAUP Robyn Wilde, President OT-AAUP - Dr. Wilde shared that the AAUP Chapter is also now affiliated with AFT. He spoke about the recent Tenure Track Policy and the impact of bargaining around that, and addressing persons who may have been promoted outside of that policy over time. He also spoke about the Provost workload guidelines that are part of the CBA. Members of the administration and faculty were identified to form a committee and are meeting; their timeline is tight. AAUP elections are coming up.
- Public Comment from Ronald Ryno – He spoke on the MIT program, the survey he conducted, and staffing. He mentioned his meetings with stakeholders. He offered three suggestions: allocate funds to the program, prioritize faculty retainment and recruitment, and maintain job searches.
- Public Comment from Brendan Butler –He spoke as a Rad Science Major and stated his remarks were from his point of view and not as representing any group. He spoke about faculty searches, failed searches, perceived shortcomings, adjunct hiring, past votes, and climate assessment.
- Public Comment from Rick Hoylman – Hoylman teaches in the medical imaging department. His remarks included the size of the medical imaging department

and the equipment within the department. He spoke about the need for faculty in the department. He spoke about industry needs, faculty retention, workload, and the impact on students.

- Public Comment from Charles Riley – Riley is from the Civil Engineering Department and spoke about shared governance and faculty engagement. He mentioned faculty retention and recruitment, the CBA requirements, and continued communication and engagement needs.
- Public Comment from Sunshine Crosiar – Crosiar is in the Medical Imaging Technology program. She spoke on externship programs and the need for hands-on experience and skills. She mentioned the tuition increase, the need for resources, and the fees that are paid.
- Public Comment from Zeke Gillette –. He is in nuclear medical imaging and spoke about the program's needs. He spoke about the tuition increase and the need to invest in faculty and equipment.

#### 4.2 Reports from Shared Governance Organizations

- **ASOIT** - *ASOIT Presidents Devon Stokes and Aaron Hill*
  - **PM ASOIT President Aaron Hill** described the utilization of incidental fees and budgeting. PM ASOIT approved a \$5 increase in incidental fees. He shared that the PM ASOIT voiced concern about raising tuition, but the final vote was in favor of approving the tuition increase. Hill shared about the satisfaction survey that was compiled. One main theme and Hill action that has been taken is course scheduling.
  - Hill spoke about the Academic Forum that Dr. Mott and the deans hosted for students on February 6, 2024. He conveyed his appreciation for the implementation of full-year scheduling and how that would help to promote on-time graduation.
  - **Klamath Falls ASOIT Administrative Affairs Officer Riley Garcia** shared KFalls ASOIT's achievements, including Black Out for Hunger, the TRC Forum held in February, the Student Trustee Nomination process, archival of the trustee nomination process, and the IFC recommendations. Upcoming events include an academic forum with Provost Mott and the deans.
- **Faculty Senate** - *Senate President Terri Torres*
  - **Terri Torres** gave a summary of the activities of the Faculty Senate, including a thank you to the Provost and the board for the newly approved Academic Rank and Promotional Policy for Instructional Faculty. She mentioned the senate nomination process and the resulting outcome, the submission of faculty trustee nominee, Dr. Mark Neupert.
  - Torres discussed concerns from the Faculty Senate about enrollment goals not being met.

- Torres discussed institutional support increases and the percentage of monies spent on instructional support vs institutional support. Programs such as accounting and medical imaging were cited as examples of programs that need attention. Torres closed with a Faculty Senate resolution on shared governance.
- **Admin Council - Chair Gaylyn Maurer**
  - **Gaylyn Maurer** shared about the Kudos Awards and its expansion. Maurer shared that the SEIU agreement has elevated unclassified staff concerns regarding compensation and that some classified staff members' salaries will compress compensation gaps between the two groups. She added that suggestions to support unclassified staff members were provided to VP Harman and AVP Hannan by admin council members.
  - Maurer gave an update on the plans to provide a process for the selection of the staff representative to the Board of Trustees. Additionally, the group is looking at the policies and their need for review and updating, as well as staff training and professional development.

#### 4.3 Foundation Report *Chair Alan Polaski*

- **Chair Polaski** gave an update on the Foundation's events.
  - On track to hit our goals by the end of June, \$2.3 million raised to date
  - April 17<sup>th</sup> is Give a Hoot Day with a goal of \$250,000.
  - The Foundation has embarked on its capital campaign planning with the consulting group CCS. Many interviews have been held, and they will help us determine our campaign goal and interested parties. The final report will be made to the Foundation in May.
  - Scholarships have been impacted by the FAFSA reporting delays. The Foundation is hoping to be able to make our awards on time.
  - Forthcoming alumni events include the Trailblazers and the Mariners; additional events include the Gala and Golden Owls at commencement.

#### 4.4 President's Report *President Nagi Naganathan*

- **President Naganathan** addressed the theme of the meeting: Calibrating for a Sustainable Future, which is relevant to the current conversations in the state, including the legislature. He spoke about the importance of our willingness and readiness to change and the multi-dimensional challenges Oregon Tech faces: drop in transfer population; national narrative on the value of higher education; inflationary increases in expenses; growth in flagship universities, and the State of Oregon's assessment of higher education trends.
- President Naganathan requested **VP Harman** to explain the increase in institutional costs. VP Harman explained that institutional costs are often incurred to meet regulatory requirements as well due to the decline of the scope of the shared services enterprises. Additionally, IT services costs have grown from \$2 million in 2018 to \$4.5 million in 2024 annually, along with institutional insurance and employee benefit costs, to mention a few.

- President Naganathan shared the draft framework for the Financial Sustainability Investments that HECC created in relation to HB5025. (Shared Services, Strategic Cost Cutting, and Revenue Growth)
- He shared the concept of “disruptive sustainability” and its application to Oregon Tech and how it will allow for recalibration pathways. He recognized Dr. Black and her leadership in bringing new certificate and credentialing programs to our offering and doing so in a challenging marketplace for higher education.
- President Naganathan discussed the redesigning process of our courses, including year-long course scheduling, as well as increased clarity for students regarding course offerings.
- He also discussed Tech Village and how to address multiple needs with a single solution on the Portland Metro Campus.
- He spoke on the promotion policy for instructional faculty and requested **Associate Vice Provost McCreary** to speak about the shared-governance process used to develop the new policy. President Naganathan also mentioned the unclassified staff compensation study that is in progress and credit for prior learning for students.
- President Naganathan invited **Cassidy Carter**, Assistant Director of Government Relations, and **Jay Ward**, Oregon Tech Government Relations Consultant, to speak about state legislative initiatives.
- Federal outreach has been productive. President Naganathan shared that nearly \$6 million has been secured through FY2023-24, and another \$7+ million is being requested for FY2025.
- Future activities include a visit to DC, a visit by Congresswoman Salinas, campus tours by legislators, cultivating the new legislative leadership, and socializing FY2025 requests with legislators and industry partners.

**5.2 Athletics report (moved forward in the agenda based on student athletes’ availability) *Athletic Director John Van Dyke***

- **Athletic Director John Van Dyke** introduced the men's and women's head basketball coaches. **Women's Head Coach Joy Lease** and **Men's Head Coach Justin Parnell** spoke about their teams and their successful years. **Vice Chair Jones** thanked the team for being in attendance, provided his personal experience as a student-athlete, and extended his congratulations to the teams. The men's and women's team members introduced themselves, their class status, and their majors. The students explained their study process, testing, and how they stay current with their studies. The team has an overall 3.75 GPA.
- **AD Van Dyke** then shared a report on the success in the classroom, with a large percentage qualifying for academic recognition.
- **Chair Davis** asked about opportunities to grow athletic programs. **AD Van Dyke** indicated the track and field program is at about 50% of its potential and can grow. He mentioned other athletic sports and that there would also be a need to grow infrastructure. He also mentioned beach volleyball and its newness to the NAIA.



#### 4.4 President's Report Continued

- **President Naganathan** shared that he will continue to work with the leadership on the comments made earlier. He mentioned the President's Student Forum and the Provost Academic Forum that were recently held.
- He shared Forbes' ranking of the Online Medical Sonography program and recognized multiple faculty, staff, and students for their accomplishments.
- **President Naganathan** recognized **Dr. Dan Peterson**, who is leaving to start a new position at West Texas A&M University. **Chair Davis** recognized Dean Peterson and thanked him for his service to OIT. President Naganathan recognized **Dr. Mandi Clark**, who has been promoted to Vice President of Student Affairs, and **Gaylyn Maurer** as the Executive Director of Health & Wellness.
- **President Naganathan** announced the two commencement speakers: David Drinkward at the Klamath Falls ceremony and Hon. Rep. Tawna Sanchez at the Portland Metro Commencement.

### 5. Special Reports and Discussion Items

#### 5.1 Strategic Enrollment Report

- **AVP for Strategic Enrollment and Retention (SEM), Dr. Greg Stringer**, was introduced by **Provost Mott**.
- **Dr. Stringer** shared that admission has several initiatives in place for the 2024-25 year: coordinated recruitment, an overhaul of their website, coordination with dual enrollment programs, expanded social media, removing barriers, streamlining admission processes, and improving recruitment for the Portland Metro campus. He intends to incorporate more academic department content in the SEM communications plans and address FAFSA-related issues.
- He indicated an uptick in incoming freshmen deposits and that the data is promising. All things being equal, we should see a freshman class increase.
- **Chair Davis** asked for an explanation of the data slide presented. AVP Stringer reviewed the data and further indicated transfers are, at this time, up.
- AVP Stringer shared that financial aid is in a holding pattern despite the fact that students are making deposits, which is a good indicator.
- Stringer shared that retention is a crucial part of our success. Advising and student support are vital, and resources are being deployed appropriately. Some funding for Strong Start is being utilized at the KFalls campus. Educational Partnerships and Outreach (EPO) is expansive, and we are looking to leverage this program to increase enrollment.
- Overall, Stringer added that all departments will coordinate together and have an ROI index to see what is efficient and effective. He feels that the team is on the right path to success.
- **President Naganathan** asked about the deposits and the two campuses, past experiences during previous melt periods, and what we expect in the next few months related to any factors that could impact enrollment. Stringer addressed the need for additional personal touch at the PM campus. **Trustee Jones** asked if there is a projection for enrollment over the next five years - not just at

Oregon Tech, but across the country, and Oregon Tech's strategy in this environment. Stringer answered that for many, there is a clear need to prepare for shrinking enrollment. He does not believe this is the case for Oregon Tech, as we have high-demand career offerings. **Trustee Early** noted our strength and ability to offer scholarships and asked if we would be able to maintain its impact. **Stringer** answered that we have been able to be market-oriented and aggressive in awarding presidential scholarships, but he does not see it as sustainable. He added we need to be strategic in what we do.

- **Trustee Jones** asked **Trustee Dhir** what he thinks about enrollment. Trustee Dhir provided UCLA numbers, its 6% acceptance rate, and UCLA's value proposition. He added that Oregon Tech needs to look at ways to increase its value.

## 6. Board of Trustee Committee Reports

### 6.1 Academic Quality and Student Success Committee Report

*AQSS Interim Chairs Davis & Jones*

- Chair Davis provided insight from the AQSS committee meeting that was held on Tuesday, April 9, 2024. He highlighted the discussion on a new degree program in Construction Management and the presentation by Dr Chapman about the AIRE Center. Chair Davis noted the committee also heard from the Student Enrollment and Belonging and the First-Year Student Experience and shared the highlights from Dr. Clark's Student Affairs report and Provost Mott's Academic Affairs report.

### 6.2 Finance and Facilities Committee Report *F&F Chair Vince Jones*

- **Vice Chair Jones** provided highlights from the Finance and Facilities Committee, which also serves as the audit committee. He discussed the reports from **Professor Don DaSaro** and FOAC, the February financial management report, the budget report and expectations of actual versus budget, particularly the utilization of reserved funds, the investment report from **VP Harman**, and the facilities report from Facilities Director **Thom Darrah** which includes capital projects such as student housing, the geothermal renovations, the Boivin Hall traffic improvement, and the ABA Clinic relocation.
- **Vice Chair Jones** reported on Eide Baillys' updated internal risk assessment and audit report, the FY 2023 Annual Financial Report and Audit from CLA, and the FY 2023 Single Audit (Federal Funds Compliance, also from CLA. These reports are action items that will be voted upon within this meeting.
- Trustee Jones then reported on **VP Harman's** discussion item report related to the 2025-2027 biennium Capital Project Funding Submission, which included a request for the Learning Resource Center (LRC) (\$42M), which includes an expansion of the building and will also support student services, he also reported that other improvements need to be made.
- Director Doug Tripp made a presentation on business continuity to the AQSS committee. The presentation detailed the university's contingency planning for a disaster, as well as redundancy needs in case of emergency.



### 6.3 Executive Committee (No report)

## 7. Action Item(s)

### 7.1 BS in Construction Management *Dean Nesliban Alp, College of ETM*

- **Dean Alp** provided information on the proposed new program, a BS in Construction Management. She detailed the overall program, industry needs, competition, career opportunities, types of applications of the degree pedagogy, partnerships with the Beaver's Trust, the program requirements within the Business Department, offered online and in person, and the offering of a minor in construction management. **Chair Davis** asked about the remote offering; Dean Alp answered that the program would be offered online but that it would take time before it would be 100% online. Trustee Dhir provided congratulations on the program and recognized it as a new source of revenue. He also suggested an on-campus presence.
- Dean Alp reviewed the course requirement and the internship requirement with the major. She also mentioned the accreditation plans for ACCE, the anticipated enrollment, and graduation expectations (100 students). She reviewed the estimated budget and the current support from the Beaver's Trust.
- Dean Alp answered a question from Chair Davis about existing students who may be interested in a construction management degree. The intent is not to pull students from other majors but to add new students, so minors or double majors are viable options. Chair Davis asked if a student could start the program in 2025, and Dean Alp answered that due to HECC and other approval needs, it would be 2026 before students could start. Trustee Dhir inquired about an online master's program; Dean Alp answered that an online master's is already in the pipeline.
- Dean Alp addresses current financial support from the Beavers Trust and the intent to continue to seek financial and programmatic support from others. She reviewed the timeline and the need for approvals, internal and external. She ended her presentation by thanking the team of chairs, faculty, and staff who helped make this program launch possible.
- **Trustee Amuchastegui** complimented Dean Alp and the team for their hard work. **Trustee Gopalpur** asked how much new staff is needed, and Dean Alp answered that besides the director, no new faculty members are required to be hired, but in the future, there would be. **Vice Chair Jones** asked if current class offerings are being reviewed. Dean Alp answered in the affirmative and also about how classes can be shared. Vice Chair Jones asked Dean Alp about any challenges with faculty hiring based on earlier comments at the meeting. Dean Alp replied that there is a need for faculty recruitment in both colleges and that all universities are facing similar challenges. **Trustee Dhir** inquired about the units required to graduate. Dean Alp answered that 16 new courses will be needed, and the rest are current. **Trustee Nguyen** added that this also happened within his department in the past with an added program.

### MOTION:

**Motion for Approval by the full Board to take due action to approve the offering of the BS in Construction Management at Oregon Tech and make a recommendation to HECC and NWCCU to approve the program accordingly.**

**Motion: Trustee Dhir**  
**Second: Trustee Nunez**

**Roll Call Vote: Trustee Amuchastegui aye, Trustee Bird aye, Trustee Cauble aye, Chair Davis aye, Trustee Dhir aye, Trustee Early aye, Trustee Gentry aye, Trustee Gopalpur aye, Co-Chair Jones aye, Trustee Nguyen aye, Trustee Nunez aye, Trustee Starr aye, Trustee Vitali aye, Trustee Wichmann aye**

The motion passed unanimously.

**7.2 CliftonLarsonAllen (CLA) – Risk Assessment and Multi-Year Audit Plan** *Vice President John Harman with CLA representatives Bryan Simkanich, Devon Holmes, and Jean Bushong*

- **Simkanich, Holmes, and Bushong (CLA)** provided insight into the scope of the engagement, responsibilities under Generally Accepted Auditing Standards (GASS), unique items, audit results, financial statements, communications, and results of the audit.
- **CLA** provided an Unmodified (Clean) opinion for the financial statement. There were four immaterial adjustments (reclassifications), no material adjustments, and one pass audit adjustment, which was also not material.
- **CLA** reported minor process improvements that could be made.
- **CLA** presented the 2023 Annual Report, which includes the audited Financial Statements, notes, required auditor communications, and required supplementary information. The business office team was complimented for their work and cooperation.
- **Chair Davis** referred to the Annual Statement that had been distributed.

**MOTION**

After reviewing the FY2023 Annual Financial Report and the recommendation from the Finance and Facilities Committee, which is sitting as the Audit Committee, staff requests approval of the Oregon Tech FY 2023 Annual Financial Report and Audit.

**Motion: Trustee Jones**  
**Second: Trustee Gentry**

**Roll Call Vote: Trustee Amuchastegui aye, Trustee Bird aye, Trustee Cauble aye, Chair Davis aye, Trustee Dhir aye, Trustee Early aye, Trustee Gentry aye, Trustee Gopalpur aye, Co-Chair Jones aye, Trustee Nguyen aye, Trustee Nunez aye, Trustee Starr aye, Trustee Vitali aye, Trustee Wichmann aye.**

The motion passed unanimously.

**7.3 Single Audit (Federal Funds Compliance)** *Vice President John Harman with CLA representatives Bryan Simkanich, Devon Holmes, and Jean Bushong*

- Three major programs were audited: Student Financial Aid Cluster, Economic Development Assistance, and COVID Educational Stabilization Funding, which amounted to a total of \$24.5 million.
- No material weaknesses were found, and an Unmodified Opinion was given.
- Low-risk and common noncompliance requirements related to student financial aid were noted. These are all minor in nature.
- **Chair Davis** asked about the check distribution finding, and CLA answered that a stop check order would be made.

**Motion:**

**After reviewing the FY 2023 Single Audit for federal funds compliance, and with the recommendation of the Audit Committee, staff requested a Motion by the Committee for Approval of the FY 2023 Single Audit Report.**

**Motion: Trustee Jones**  
**Second: Trustee Amuchastegui**  
**Voice vote: All Aye**

**The motion passed unanimously.**

**7.4 Tuition and Mandatory Fees Recommendation** *Vice President John Harman*

- **VP Harman** detailed the 4-step process utilized when reviewing any potential tuition and/or fee changes by the Tuition Recommendation Committee (TRC), which includes the State and Board Policy Guidance. The committee charter was explained, as was the online location of TRC documents. VP Harman explained the Changing Share of Higher Education Expense Burden.
- VP Harman displayed the FY 2024-25 Tuition Scenarios, the 11-year tuition history, and a balanced approach through scenarios to set the tuition rate. **Trustee Cauble** asked about the difference in tuition and tuition differentials. VP Harman answered that it relates to the major and the greater expense for specific majors. VP Harman also compared Oregon Tech tuition rates to other universities.
- **Chair Davis** asked about the out-of-state tuition rates and why they are on the higher side. VP Harman answered that this has been the historical range and explained WUE.
- VP Harman provided a chart detailing the proposed TRC and ASOIT tuition and recommendation rates.
- The president's recommendation to the **Board of Trustees** was presented, and while the TRC and ASOIT recommended to the president was for a tuition increase of 5%, **President Naganathan** has recommended the **Board of Trustees** approve a tuition increase of 4.5%, differential tuition will remain the same, tuition remissions shall be 14% of tuition revenue. Incidental fee increases are modified accordingly for each campus.
- Chair Davis asked for questions, and **Trustee Dhir** spoke about the challenge of tuition increases. VP Harman answered that faculty recruitment is ongoing, and the tuition changes are necessary for operational and programmatic continuity.

- Chair Davis asked about salary recapture and the plans for positions to be filled. VP Harman answered with the budget process used and the general pool of savings that occurs with vacancies. Chair Davis addressed the increase in costs, the risk we remain under the current state funding model, and the need to be prudent. VP Harman agreed there is a risk/reward dynamic related to finance to remain aware of, and we need to be steadfast as we go forward. **Trustee Wichmann** asked if the increase of funds would address some of the stated opportunities in support of the recruitment of faculty. VP Harman replied that the CBA is restrictive for such measures and that the funds are budgeted, but the market competition for faculty is challenging. President Naganathan shared that we do offer start-up funds and relocation assistance. **Trustees Nunez, Gopalpur, and Dhir** spoke about the importance of highlighting our efforts to address the issues brought in front of the Board. President Naganathan answered that long-term class scheduling is one avenue to remove the burden from students and help the university plan better. Trustee Dhir added that course offerings are also part of the student's responsibility.
- **Trustee Starr** mentioned the 21% gap between revenue and expenses and the need to be financially responsible with the use of our reserves. He noted the forthcoming union negotiations. VP Harman answered that close to 72% of our budget is spent on salaries and benefits. It is hard to reduce spending without impacting people. President Naganathan added that program decisions have to be made, such as the one made with the accounting program. President Naganathan also noted that the students involved with the tuition recommendation process were ultimately supportive of the process and the increase.
- Trustees discussed the tuition increase in the context of student comments and the importance of highlighting the university's efforts to address the issues brought in front of the Board. President Naganathan shared there will be continuing actions to address the concerns raised. He also said the tuition motion should be voted upon today so the budget can be finished and presented to the board at the June meeting.
- **Chair Davis** said he does not hear objections to the request. **Trustee Gopalpur** asked how long it would take to provide an adequate response. **President Naganathan** answered that there is ongoing dialogue, and the Provost and other key people are already working on the issues shared.
- **Vice Chair Jones** added that action on the motion is necessary for the budget to be built. **Chair Davis** and other trustees discussed the student comments further and the importance of taking action on the motion.

## MOTION

After review of the Reports from the Tuition Recommendation Committee and ASOIT, the President requests a Motion by the Board for approval of a 4.5% increase in Academic Year 2024-2025 Tuition and Fees in accordance with the President's written recommendation (Attachment A) and delegation of authority to the President or his designee, as available under policy and law, to make minor and technical adjustments to those proposed rates as necessary to correct mathematical rounding, errors, inconsistencies or omissions and execute the Board's directive.

**Trustee Dhir** requested that the motion be amended so that there would also be an appropriate response to the students related to the issues they presented.

Trustee Nñez recommended that President Naganathan and VP Harman address the concerns that have been heard and that an appropriate response will be made.

Chair Davis offered to follow up as board chair, regardless of the vote and outcome, with a plan against the issues raised.

**Motion: Vice Chair Jones**

**Second: Trustee Vitali**

**Roll Call Vote: Trustee Amuchastegui aye, Trustee Bird aye, Trustee Cauble aye, Chair Davis aye, Trustee Dhir aye, Trustee Early aye, Trustee Gentry aye, Trustee Gopalpur aye, Co-Chair Jones aye, Trustee Nguyen aye, Trustee Nñez aye, Trustee Starr aye, Trustee Vitali aye, Trustee Wichmann aye**

The motion passed unanimously.

**8. New Business Chair Davis**

**9. Other Matters Chair Davis**

Trustee Wichmann asked that the board consider the issues mentioned by Trustee Starr and Trustee Gopalpur related to financial matters. Trustee Gentry asked if there should be a motion indicating we are committed to taking action on the issues brought forward today.

President Naganathan answered that the intent of the motion is included in the policy, and we need to build systemic solutions. Trustee Gopalpur cautioned that over the next 18 months there would be many issues that would be brought in front of the board. Chair Davis emphasized that this is not an 'us' problem; it's a 'we' problem.

**10. Adjournment (6:22 p.m.)**

Live Stream of the entire meeting can be found at: <https://www.oit.edu/trustees/meetings-events/recordings>.





# Board of Trustees

June 13, 2024





# End of the Year Bash

## BBQ

- Famous Dave's BBQ and Catering
- Tie-dye
- Bottomless Popsicles
- Music
- Social Relaxation
- Summer Party Bags
- Feedback for Next Year's ASOIT





# ASOIT Officer Updates 2024-2025

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## New Officers

- Began hiring in late May, concluded 6/4

## Selected Student BoT

- Internal ASOIT candidate selected for the voting student trustee
- Testified to senate on 5/29
- Officially appointed as of 6/3
- Two candidates sent for recommendation for the non-voting trustee





# Current Initiatives

## Food Availability

- Students requested additional food options as well as more healthy options
  - Met with Avenue C to review selection in the Student Commons kiosks
- PB&J stations and new Bird Feeder location

## Fitness Options

- Idea brought to ASOIT at April parliament
- Exploring options for location, cost, etc.
  - Survey distributed to students





# 2023-2024 Summary

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- Established “The Roost” and hosted events to engage the community
- Distributed the Quality of Education survey
  - Made informed suggestions about advising and scheduling at Academic Forum
- Made movement on updating scheduling practices
- Lobbied in Salem on University Day
- Boosted course evaluations and provided feedback about the evaluation survey
- A lot of individual advocacy







Thank  
you!

# Administrative Council Report

Gaylyn Gaddy Maurer, MA, LPC  
Executive Director, Health and Wellness  
Chair, Administrative Council





# Kudos Recognition

- \* Awardees since last Board of Trustees Meeting:
  - \* Carl Agrifoglio, Silas Romig, & Thomas Cooper
    - \* IT Department
    - \* Portland Metro Campus
  - \* Elizabeth Stovall
    - \* Director, Career Services
    - \* Portland Metro Campus
  - \* Lian Li
    - \* Analyst Programmer 3
    - \* Portland Metro Campus



# Admin Council Structure

- \* Eight members plus one Presidential appointee
  - \* Four members from Klamath Falls
  - \* Two members from Portland Metro
  - \* Two from either campus
- \* Serve two-year terms (starting July 1<sup>st</sup>, ending June 30<sup>th</sup>)
- \* Members are selected by election among unclassified staff
- \* Roles are determined among Admin Council Executive Team
  - \* Chair
  - \* Treasurer
  - \* Secretary
  - \* Fiscal Operations Advisory Council (FOAC) Liaison
  - \* Faculty Senate Liaison
  - \* Staff Relations Officer
  - \* Recognition Officer



# This Year's Election Results

## Were Not Up for Re-election (Still Serving)



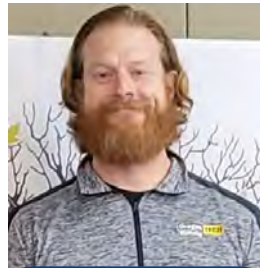
Zoe Smiley



John Harman



Sarah-Henderson Wong



Don Stockton

# Progress Towards 2023-2024 Goals

## Goal

- \* Solicit feedback more effectively
- \* Continue support of the Compensation Study
- \* Increase awareness of institutional departments
- \* Provide more professional development opportunities
- \* Support onboarding of new staff (staff engagement)

## Progress

- \* Tile in TechWeb: 37 submissions with questions and feedback
- \* Provided updates throughout the year; will be completed soon
- \* Provided spotlight on: Veteran's Services, Registrar, Athletics, Development, & President's Office
- \* Topics included: Change, Healthy Active Challenge, Compensation, Stay Survey, & Cybersecurity
- \* Introduced and welcomed 13 new staff members

Questions?  
Thank you for your time!

**Oregon** **TECH**

**Admin Council**

# SEM Enrollment Report

## Fall Enrollment 2024 (as of 05/24/23) (Comparison with 2023, 2024)

### Student Status (All Locations)

#### Same Week Comparison

	Fall 2022	Fall 2023	Fall 2024
<b>Total New</b>	<b>82</b>	<b>35</b>	<b>56</b>
- New Freshman	8	3	1
- New Transfer	50	14	35
- New Post Bac	4	1	4
- New Graduate/First Professional	10	4	6
- New Non-Admit UG	9	13	10
- New Non-Admit GR	1	0	0
<b>Continuing</b>	<b>1,590</b>	<b>1,316</b>	<b>1,220</b>
<b>Returning After Absence</b>	<b>41</b>	<b>31</b>	<b>33</b>
<b>Total</b>	<b>1,713</b>	<b>1,382</b>	<b>1,309</b>

#### Fall 2023 vs. Fall 2024

Difference	% Change
<b>21</b>	<b>60.0%</b>
-2	-66.7%
21	150.0%
3	300.0%
2	50.0%
-3	-23.1%
0	-
-96	-7.3%
2	6.5%
<b>-73</b>	<b>-5.3%</b>

### Student Status (Klamath Falls)

#### Same Week Comparison

	Fall 2022	Fall 2023	Fall 2024
<b>Total New</b>	<b>17</b>	<b>4</b>	<b>15</b>
- New Freshman	1	1	1
- New Transfer	9	1	11
- New Post Bac	0	0	0
- New Graduate/First Professional	5	1	3
- New Non-Admit UG	1	1	0
- New Non-Admit GR	1	0	0
<b>Continuing</b>	<b>1,080</b>	<b>971</b>	<b>892</b>
<b>Returning After Absence</b>	<b>19</b>	<b>14</b>	<b>15</b>
<b>Total</b>	<b>1,116</b>	<b>989</b>	<b>922</b>

#### Fall 2023 vs. Fall 2024

Difference	% Change
<b>11</b>	<b>275.0%</b>
0	0.0%
10	1000.0%
0	-
2	200.0%
-1	-100.0%
0	-
-79	-8.1%
1	7.1%
<b>-67</b>	<b>-6.8%</b>

### Student Status (Portland Metro)

#### Same Week Comparison

	Fall 2022	Fall 2023	Fall 2024
<b>Total New</b>	<b>12</b>	<b>3</b>	<b>5</b>
- New Freshman	2	0	0
- New Transfer	7	2	1
- New Post Bac	2	0	2
- New Graduate/First Professional	0	0	1
- New Non-Admit UG	1	1	1
- New Non-Admit GR	0	0	0
<b>Continuing</b>	<b>226</b>	<b>148</b>	<b>160</b>
<b>Returning After Absence</b>	<b>3</b>	<b>7</b>	<b>7</b>
<b>Total</b>	<b>241</b>	<b>158</b>	<b>172</b>

#### Fall 2023 vs. Fall 2024

Difference	% Change
<b>2</b>	<b>66.7%</b>
0	-
-1	-50.0%
2	-
1	-
0	0.0%
0	-
12	8.1%
0	0.0%
<b>14</b>	<b>8.9%</b>



## First Time Freshmen/Transfer Retention 2021-2024 (Fall to Fall)

### New Student Retention (From Fall to Fall)

The following data represents Fall 2024 enrollment compared to prior years (May 27, 2022 vs. May 26, 2023 vs. May 24, 2024). Students graduating with a degree or certificate are considered retained even if they did not return for the terms indicated.

#### Retention Fall 2021 Cohort Returning Fall 2022

	Started	Retained	% Retained
New Freshmen (Full-Time)	403	254	63.0%
New Transfers (Full-Time)	270	148	54.8%
Total	673	402	59.7%

#### Retention Fall 2022 Cohort Returning Fall 2023

	Started	Retained	% Retained
New Freshmen (Full-Time)	420	208	49.5%
New Transfers (Full-Time)	227	131	57.7%
Total	647	339	52.4%

#### Retention Fall 2023 Cohort Returning Fall 2024

	Started	Retained	% Retained
New Freshmen (Full-Time)	403	190	47.1%
New Transfers (Full-Time)	232	134	57.8%
Total	635	324	51.0%

While we are seeing a current decline in % retained year over year from 2021 to 2024, it should be noted that Fall to Fall Cohorts from 2021-2023 have experienced roughly a 1% increase in retention each year (see below). This is notable as it indicates larger incoming classes will have a greater impact on overall enrollment number.

There is a continued decline in retention rates for continuing students which is offset slightly by increased incoming classes.

**New Student Retention (From Fall to Fall)**

The following data represents Fall 2023 enrollment compared to prior years (October 26, 2021 vs. October 25, 2022 vs. October 24, 2023). Students graduating with a degree or certificate are considered retained even if they did not return for the terms indicated.

**Retention Fall 2020 Cohort Returning Fall 2021**

	Started	Retained
New Freshmen (Full-Time)	424	288
New Transfers (Full-Time)	295	230
Total	719	518

% Retained
67.9%
78.0%
72.0%

**Retention Fall 2021 Cohort Returning Fall 2022**

	Started	Retained
New Freshmen (Full-Time)	403	291
New Transfers (Full-Time)	270	216
Total	673	507

% Retained
72.2%
80.0%
75.3%

**Retention Fall 2022 Cohort Returning Fall 2023**

	Started	Retained
New Freshmen (Full-Time)	420	306
New Transfers (Full-Time)	227	190
Total	647	496

% Retained
72.9%
83.7%
76.7%

Increased regional recruiting efforts, strengthened staff, and a focus on communication plans has resulted in an increased yield to deposit rate. While this is indicating a larger year over year Freshman class, it should be noticed that a heightened melt rate due to delayed scholarship offerings nationwide might impact late cycle melt.

## First Year and Transfer Comparison Summary (KF/PM)

### Combined Total (KF/PM) First Year Admits Deposits (through 5/24/2024)

Year	Admits	Deposits (NET)
2021	4064	520
2022	4151	506
2023	4484	467
2024	4755	593

### Klamath Falls First Year Admits Deposits (through 5/24/2024)

Year	Admits	Deposits
2021	3863	510
2022	3983	482
2023	4326	438
2024	4474	561

### Portland Metro First Year Admits Deposits (through 5/24/2024)

Year	Admits	Deposits
2021	195	61
2022	167	66
2023	156	57
2024	280	77

### KF Transfer Admit Deposit (through 5/24/2024)

Year	Admits	Deposits
2021	447	212
2022	317	148
2023	289	151
2024	335	166

### PM Transfer Admit Deposit (through 5/24/2024)

Year	Admits	Deposits
2021	182	81
2022	153	83
2023	147	65
2024	143	74

## Improvement

1. Upward trend in First Year Freshman admits and comparative deposits year over year.
2. Balancing of personnel including added coverage in recruiting and advising
3. Retention trends First Year Freshman/Transfer Year over Year.

## **Challenges**

1. Increasing presence on community college campuses. Increasing number of program articulations impacting enrollment (dual enrollment and 2+2 pathways).
2. Consistent multi-channel messaging
3. Continued struggle with retention beyond first-year.
4. FAFSA delays. While scholarship offers have been communicated, the national and regional competition for students might accelerate thus impacting melt. Trends potentially are less indicative.
5. Pathways for pre-degree programs not entering professional coursework. Capturing this population in other degree programs rather than stop out or transfer.

## **Initiatives**

1. Retention based enrollment modelling. Moving away from top of funnel (prospect, inquiry) models in favor of strategic retention modelling. Retention versus Application.
2. Implementation of Axiom software. Increased efficiency in processing applications and increased data accessibility.
3. Direct Admission across various EPO programs (MESA), expanding residence camps for Summer 2025.
4. Achieve 80% Fresh/Transfer first year (Fall to Fall) retention for 2024-2025 cohort. Drive faculty utilization of Inspire software to 80% on a term-to-term basis.
5. Planning and development of on campus academic experiences for prospect population including residency academic camps and hands-on laboratory experiences (Summer 2025). On campus experiences are the critical variable in moving students to matriculation.

## **Projections**

Anticipating a 3-4% decline in overall OT enrollment for 2024-2025 academic year. While indications are that the incoming class can be up to 5% larger than 2023, continuing student registrations remain depressed.

# **SEM**

**Admissions, Financial Aid, Advising/Retention, & EPO**

**Enrollment Report**

**Gregory V. Stringer, EdD**  
**AVP SEM**

Fall 2024

# ADMISSIONS:

Fall 2024 (All Campuses) Deposits Up:

Metric	Status				Decisions				Yield
	Total	Submits	Completes	% Comp...	Denies	Admits	Declines	Confirms	Deposits
Fall 2024	6070	5422	4987	91.98%	228	4755	561	767	638
Fall 2023	6709	5389	5039	93.51%	393	4484	462	586	495

Fall 2024 (All Campuses) Transfer

Metric	Status				Decisions				Yield
	Total	Submits	Completes	% Comp...	Denied	Admits	Declines	Confirms	Deposits
Fall 2024	829	742	576	77.63%	17	478	7	309	240
Fall 2023	777	693	518	74.75%	10	436	14	287	216



## Remainder of 2024 recruitment cycle:

- Increased New Wings participation registrations (up 7%)
- Expanded communication plan incorporating faculty outreach to minimize melt (currently percentage point higher than last cycle)
- Continued Digital Marketing across all programs
- Math Placement
  - Currently running below 50% engagement

# ADVISING AND RETENTION

## PROCESSES (2024-2025)

Staffing Prioritization PM/KF  
Strengthened peer tutoring  
Speed to intervention First Year Starts (Inspire)  
Summer Strong Start

## PLATFORMS

Expansion of *INSPIRE* for retention and outreach  
Alignment of communication plans.  
Implementation of *Inside Track* coaching platform at KF (2024 Strong Start funding)

# ADVISING AND RETENTION (cont.)

## New Student Retention (From Fall to Spring)

The following data represents Spring 2024 enrollment compared to prior years (April 22, 2022 vs. April 28, 2023 vs. April 26, 2024). Students graduating with a degree or certificate are considered retained even if they did not return for the terms indicated.

### Retention Fall 2021 Cohort Returning Spring 2022

	Started	Retained
New Freshmen (Full-Time)	403	363
New Transfers (Full-Time)	270	240
Total	673	603

% Retained
90.1%
88.9%
89.6%

### Retention Fall 2022 Cohort Returning Spring 2023

	Started	Retained
New Freshmen (Full-Time)	420	366
New Transfers (Full-Time)	227	204
Total	647	570

% Retained
87.1%
89.9%
88.1%

### Retention Fall 2023 Cohort Returning Spring 2024

	Started	Retained
New Freshmen (Full-Time)	403	347
New Transfers (Full-Time)	232	204
Total	635	551

% Retained
86.1%
87.9%
86.8%

# ADVISING AND RETENTION (cont.)

## New Student Retention (From Fall to Fall)

The following data represents Fall 2024 enrollment compared to prior years (June 3, 2022 vs. June 2, 2023 vs. May 31, 2024). Students graduating with a degree or certificate are considered retained even if they did not return for the terms indicated.

### Retention Fall 2021 Cohort Returning Fall 2022

	Started	Retained
New Freshmen (Full-Time)	403	263
New Transfers (Full-Time)	270	152
Total	673	415

% Retained
65.3%
56.3%
61.7%

### Retention Fall 2022 Cohort Returning Fall 2023

	Started	Retained
New Freshmen (Full-Time)	420	233
New Transfers (Full-Time)	227	140
Total	647	373

% Retained
55.5%
61.7%
57.7%

### Retention Fall 2023 Cohort Returning Fall 2024

	Started	Retained
New Freshmen (Full-Time)	403	205
New Transfers (Full-Time)	232	139
Total	635	344

% Retained
50.9%
59.9%
54.2%



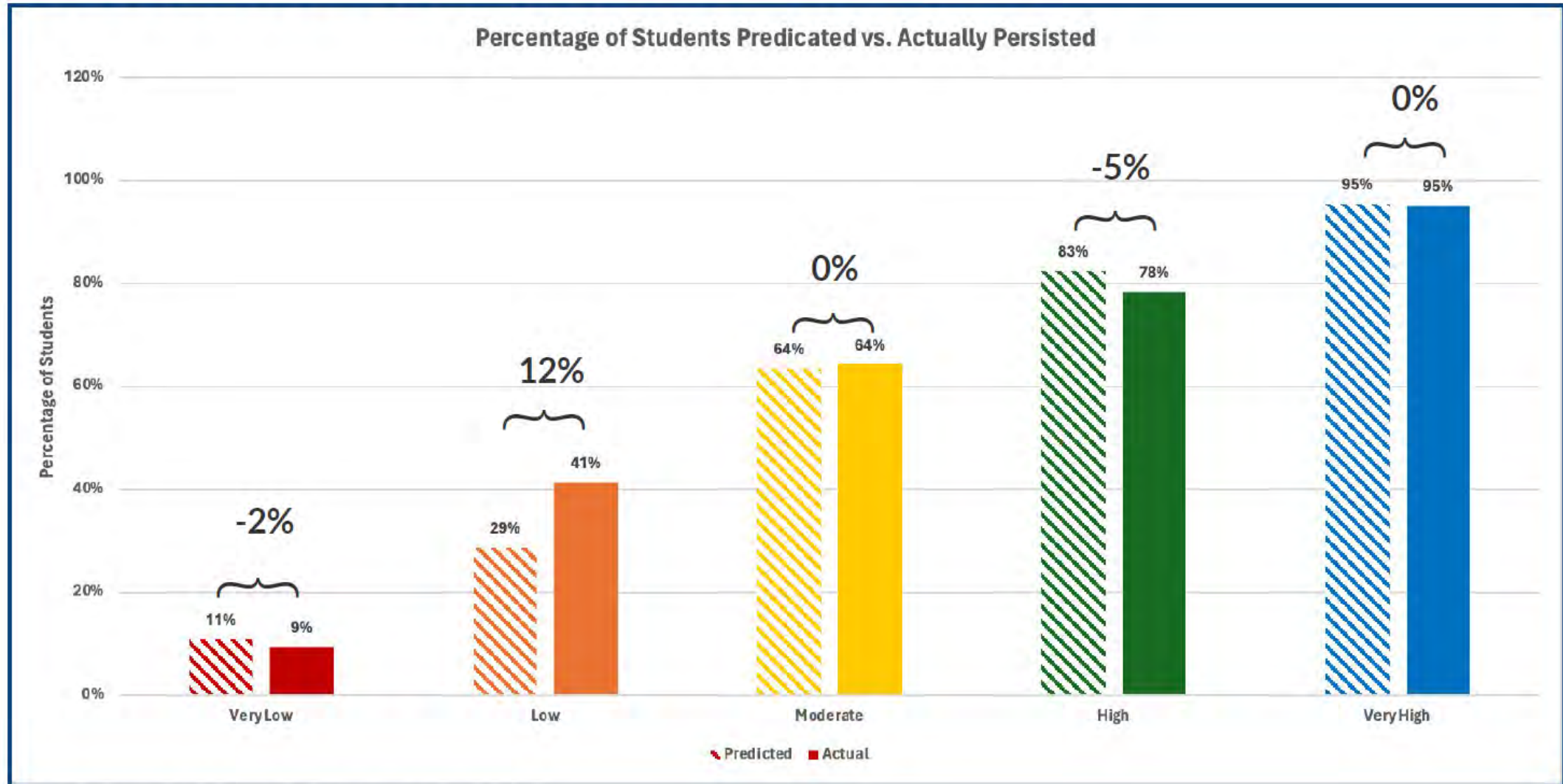
## ADVISING AND RETENTION (cont.)

### Engagement Matters:

7% lift in persistence for online students who receive an email through *Inspire*.

We see up to a 2% lift in persistence for student who have an advising note added to their Inspire profile. For students with a low persistence prediction according to the Inspire program this increase to as high as 4.5%

# Persistence Band Breakdown





## Educational Partnerships and Outreach (EPO) Initiatives

### Dual Credit Continued Growth

- From HS Dual Credit to OT Full Time
  - Focused marketing campaign (sustainability funds) to move Dual Credit students to matriculation as first-time, full-time OT students. Seeking 25% increase in current DC to OT matriculation rates (2024: 14% yield to deposit).
- Fall 2022 – 1,937 (+25% from F22)  
Winter 2023 – 2,982 (+28% from W23)  
Spring 2023 – 2,656 (+27.4% from S23)

Oregon's Polytechnic University

Oregon **TECH**

# **ACTION**

## **Agenda Item No. 6.1**

### **Fiscal Year 2024-25 Oregon Tech All Funds Budget**

#### **Background:**

Each year, Oregon Tech conducts an extensive and collaborative process in developing the All-Funds Budget for the next fiscal year. The All-Funds Budget includes the Education and General, Auxiliary, Service Operations and Designated Operations Funds budgets. The General Fund (GF) is the primary operating budget for the university. The General Fund budget also includes “Special General Fund” budgets which are fee-for-service activities such as clinic revenues and grant indirect charges. Distance Education, Advanced College Placement, and Boeing operations are included in the Special General Fund budget since revenues from these programs are used to support general operations of the university. “Other Revenue” includes interest earnings, gain or loss on sale of investments and miscellaneous revenue.

The General Fund includes revenues from tuition and fees, state appropriations through the Public University Support Fund (PUSF), Engineering & Technology Sustaining Fund (ETSF) and Oregon Renewable Energy Center (OREC) along with other miscellaneous income. These revenues are used to fund instruction, research administration, public service, academic support, institutional support, student services and facilities operations of the institution.

Auxiliary, Service and Designated operating funds are separate pools dedicated resources and are included distinctly. Auxiliary budgets include student housing operations, campus life, athletics, parking, student health and other various non-core operations. These operations are expected to be self-supporting and maintain balanced budgets throughout the fiscal year.

#### **Financial Landscape**

The lingering effects of the pandemic continued to have some impact on Oregon Tech operations during FY 2023-24, as with most universities across the country. It is no secret that regional universities have been disproportionately impacted compared to their peer flagship universities. The Oregon Tech FY 2023-24 budget required continued spending reductions and operational changes resulting from rising costs and the third consecutive year of an enrollment shortfall along with the related impact on revenue and campus operations.

Oregon Tech managed the continuing challenges through careful planning, fiscal discipline and a mid-year shift to reduce spending even further through year-end to achieve budget targets. In FY 2024-25, Oregon Tech will direct additional resources toward strategic enrollment and student retention initiatives as well as investment in new academic degree programs and the addition of micro-credential and certificate offerings. The focus is on strengthening and accelerating sustainable enrollment growth in market competitive programs that meet evolving workforce needs.

Enrollment growth will not be easy to attain. The economic impact on the economy from the pandemic is widely expected to have a prolonged effect on higher education and has altered how students and families perceive and prioritize the cost and value of higher education. This is further complicated in Oregon where state demographics continue to evolve and there is one of the lowest rates of student matriculation to college upon high school completion as well as one of the lowest rates nationally for the amount of state funding provided per resident student FTE at its public universities.

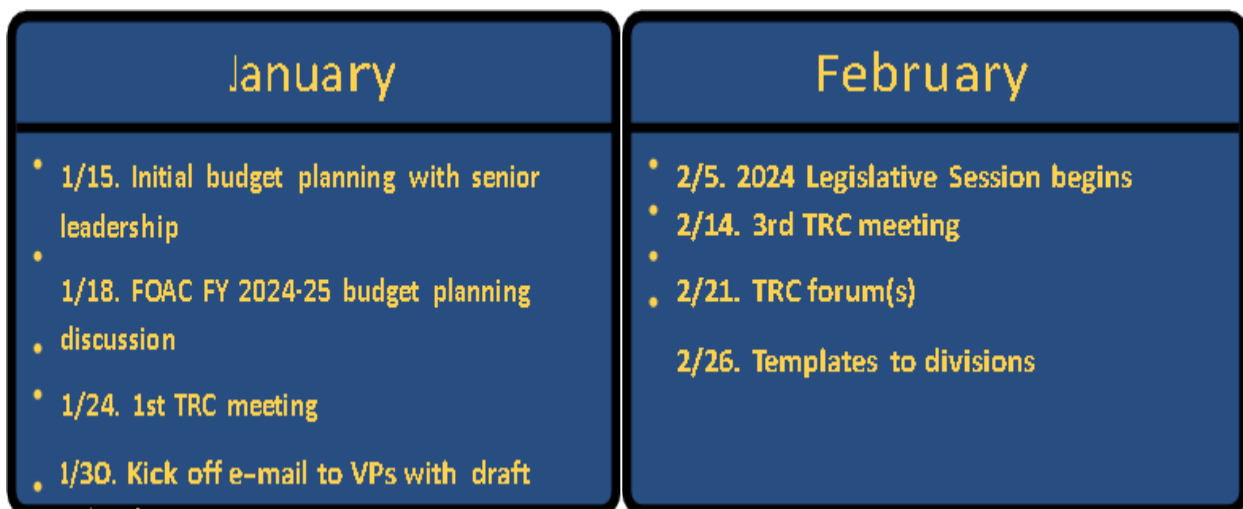
**Process**

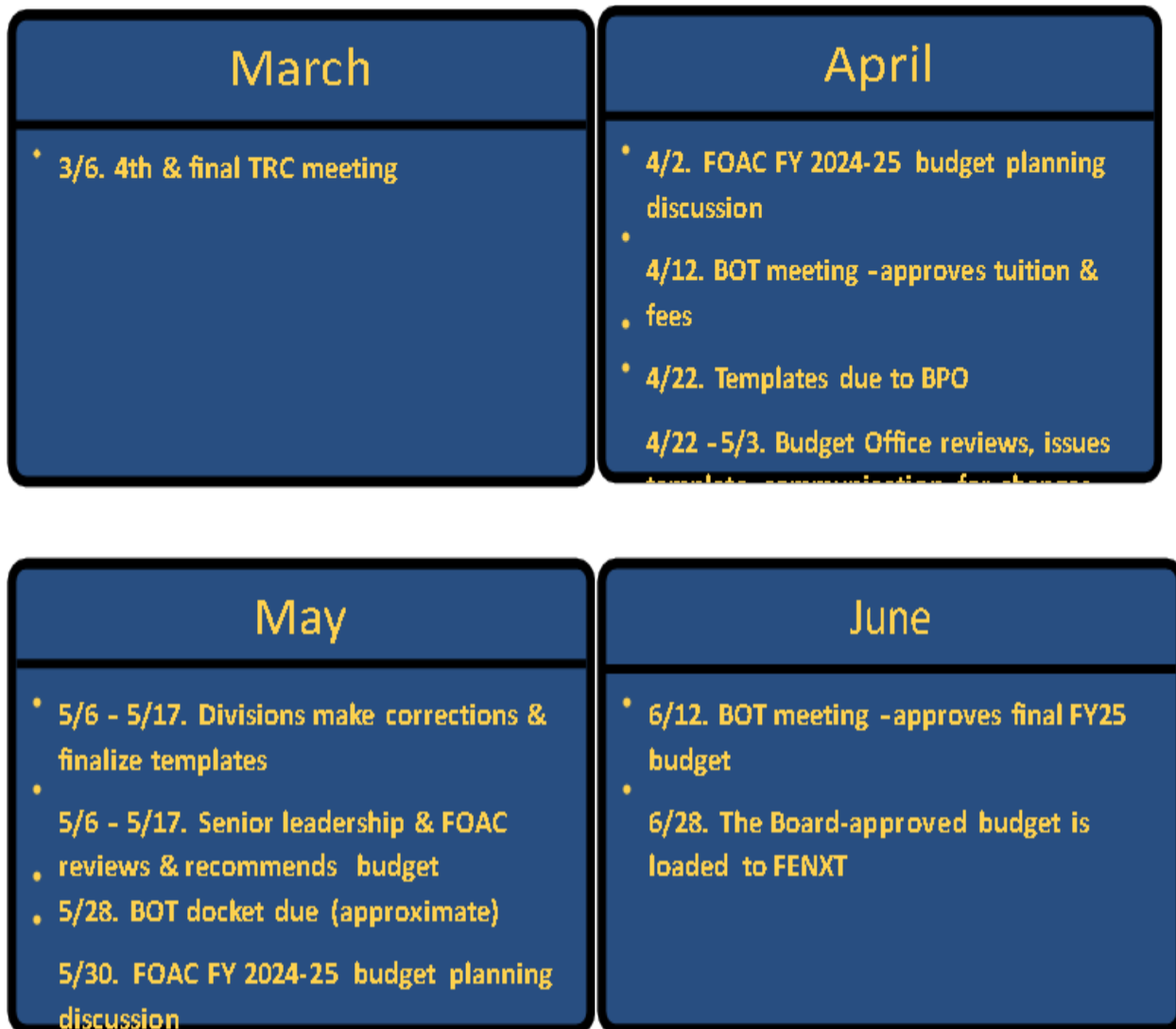
In developing the FY 2024-25 Budget, the university adhered to a set of budget development principles previously established by the Board of Trustees to ensure fiscal responsibility in developing a realistic budget along with operational efficiencies to position the university for continued success in driving its strategic plan and achieving its mission. These principles were jointly developed between the President, Senior Leadership Team and the Fiscal Operations Advisory Council (FOAC) and are as follows:

- 1) Balance revenue, other resources and expenses within the operating budget.
- 2) Prioritize recruiting, retaining, and graduating students to ensure long-term sustainability.
- 3) Align programs and initiatives with industry and employer demand.
- 4) Invest in faculty, staff, and infrastructure to support student and institutional success.
- 5) Use an open and transparent budget development process.

A budget process timeline was collaboratively developed and distributed. The process was designed to meet budget objectives supported by the Board and to involve FOAC in the review and advisory process. See Figure 1 below.

**Figure 1**





The FY 2024-25 budget marks the second consecutive year of budget reductions. Following a 1.3% reduction in divisional budget targets for FY 2023-24, it became evident that a more comprehensive institutional strategy was necessary for the FY 2024-25 reductions. Consequently, Senior Leadership transitioned from an incremental budget model to a modified incremental budget model at the institutional level.

Each Vice President selected a budget model for their division that aligned with their organizational structure, budgetary requirements and divisional culture. Notably, the Finance and Administration and Student Affairs divisions adopted a zero-based budget model to achieve their divisional targets. Although zero-based budgeting is a challenging process, it is highly informative, providing significant insights into ongoing budget needs and identifying opportunities for expense reductions.

## **Budget Assumptions**

The following assumptions were used in establishing the FY 2024-25 General Fund budget:

### **Revenues:**

1. The tuition rate is budgeted to increase by 4.5% as approved by the Board in April 2024.
2. Fee remissions are budgeted to increase to approximately 20.1% of gross tuition.
3. State appropriations were budgeted using the second year of the 2023-25 biennium funding based on recent SSCM modeled calculations.
4. The tuition rate increase is budgeted to be offset by a 3% reduction resulting from an expected enrollment decline in FY 2024-25. Oregon Tech has experienced three consecutive years of declining enrollment and is down a total of 19.9% in non-ACP/dual credit headcount from FY 2021-22.

### **Expenses and Budget Targets:**

1. Divisional budget targets for FY 2024-25 were calculated based on the FY 2023-24 permanent budgets, incorporating adjustments for faculty salary increases (including across-the-board, merit, and tenure and promotion raises) and administrative salary increases effective January/February 2024. Following these adjustments, each Vice President was tasked with reducing their divisional budget by 5.7%. This reduction included an additional 1% reduction to create a reinvestment pool, facilitating strategic, targeted investment in critical areas.
2. Salary increases and associated other personnel expenses (OPE) for all employee types were budgeted as pools. The faculty salary pool includes budget for tenure and promotion and funds for the increases mandated in the American Association of University Professors (OT-AAUP) Collective Bargaining Agreement (CBA): a 1% across-the-board increase and an additional 2% pool for merit adjustments. The administrative salary pool includes budget for an up to 3% increase, contingent on available funds, a 2% pool to address potential outcomes from the ongoing unclassified administrative staff compensation study, and provisions for miscellaneous staffing changes. All administrative adjustments are contingent on available funds. The classified staff salary pool accounts for new SEIU cost-of-living adjustments (COLAs): a 6.5% increase effective April 2024, a 2.0% increase effective November 2024, and a 3.5% increase effective June 2025. See Table 2 below. Salary recapture of \$3.5M was budgeted, consistent with prior years' budget and actual recapture.
3. Strategic investments were prioritized and scored by Senior Leadership, and the President made final investment decisions taking that feedback into consideration. The operating contingency was reduced as part of budget reductions and will continue to be used for mid-year adjustments as necessary and will be utilized at the discretion of the President.
4. Special General Fund operations, excluding Boeing, Advanced College Placement, Sponsored Projects and Grants Administration and Distance Education established their own revenue targets and are expected to manage expenses within those revenue targets or adjust expenses downward during the year.
5. Finally, to preserve academic program quality and offerings and to continue important student support services, \$2.5M is budgeted from the reserve to support a balanced budget.



Table 1

FY 2024-25 Permanent Regular General Fund Budget by Division					
Division	FY 2023-24		Net Budget Reductions	FY 2024-25 Total Budget	Variance FY 2023-24 to FY 2024-25
	Permanent Budget	Adjustments <sup>1</sup>			
President	\$ 2,563,599	\$ (9,354)	\$ (146,693)	\$ 2,407,552	-6.1%
Academic Affairs	40,161,731	216,142	(1,903,573)	38,474,300	-4.2%
Student Affairs	3,653,950	29,221	(211,528)	3,471,643	-5.0%
Enrollment Management	6,304,763	14,732	(362,934)	5,956,561	-5.5%
Finance and Administration	16,068,071	30,951	(790,583)	15,308,439	-4.7%
University Advancement	2,108,199	9,997	(14,883)	2,103,313	-0.2%
Institutional General	3,002,784	250,000	-	3,252,784	8.3%
<b>Total</b>	<b>\$ 73,863,097</b>	<b>\$ 541,689</b>	<b>\$ (3,430,194)</b>	<b>\$ 70,974,592</b>	<b>-3.9%</b>

1) Adjustments include a position change between the FY 2024-25 portion of January 2024 salary increases, ongoing support for the Math Learning Lab, President's Division and Student Affairs, and a budget increase for rising insurance premiums.

### Budget Risks

With persistent, multi-year enrollment declines, the university faces significant budget challenges in FY 2024-25 and beyond. These challenges are being addressed through comprehensive scenario planning and strategic initiatives. Challenges include, but are not limited to:

- Achieving enrollment, housing, student services, research and clinical activities targets
- Labor relations outcomes that increase labor costs
- Changes in Oregon tax and lottery revenues could impact higher education funding
- Redesign of the SSCM model (process should be underway in Fall 2025) could change Oregon Tech's share of the PUSF
- Evolving state priorities and competing demands on resources from other sectors in the economy could impact higher education funding

Table 2

## FY 2024-25 General Fund Budget

	FY 2023-24	FY 2024-25	Variance FY 2023-24 to FY 2024-25
<b>Revenues</b>			
State Appropriations	\$ 33,819,717	\$ 37,445,936	10.7%
Tuition and Fees (less special general funds)	38,807,036	37,343,370	-3.8% (1)
Remissions	(5,805,377)	(7,519,960)	29.5% (2)
Other Revenues (less special general funds)	1,275,771	1,914,535	50.1%
Special General Fund Revenues	<u>1,926,987</u>	<u>1,898,094</u>	-1.5%
<b>Total Budgeted Revenues</b>	<b><u>\$ 70,024,134</u></b>	<b><u>\$ 71,081,975</u></b>	<b>1.5%</b>
<b>Expenses</b>			
Permanent Budget	\$ 72,476,862	\$ 70,974,592	-2.1%
Salary Recapture	(3,500,000)	(3,500,000)	0.0% (3)
Special General Fund Expenses	1,926,987	1,898,094	-1.5%
Contingency Reserve	517,603	560,000	8.2% (4)
Administrative Salary Pool (effective January 1, 2025)	114,343	408,430	257.2% (5)
Faculty Salary Pool (effective Jan/Feb 1, 2025)	273,337	386,342	41.3% (6)
Classified Salary Pool	-	930,722	- (7)
Strategic Investments	<u>1,215,002</u>	<u>1,923,795</u>	58.3%
<b>Total Budgeted Expenses</b>	<b><u>\$ 73,024,134</u></b>	<b><u>\$ 73,581,975</u></b>	<b>0.8%</b>
<b>Net from Operations Before Other Resources (Uses)</b>	<b><u>\$ (3,000,000)</u></b>	<b><u>\$ (2,500,000)</u></b>	
<b>Other Resources (Uses)</b>			
Use of Reserve	<u>\$ 3,000,000</u>	<u>\$ 2,500,000</u>	
<b>Total from Operations and Other Resources (Uses)</b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	

- (1) Tuition revenue projections are based on an estimated 3.0% decline in student credit hours.
- (2) Budgeted remissions account for updated eligibility criteria and increased award amounts.
- (3) Budgeted salary recapture aligns with the savings realized over the past four fiscal years.
- (4) The contingency fund is 0.8% of operating revenue.
- (5) The administrative staff salary pool includes a contingent budget for mid-year salary increases, budget for miscellaneous staffing changes, and a reserve for adjustments based on the administrative compensation study. The FY 2024-25 portion of January 1, 2024 salary increases is already in the FY 2024-25 budget.
- (6) The faculty salary pool includes budget for January 1, 2025 salary adjustments (per the AAUP CBA) and faculty promotions. The FY 2024-25 portion of January 1, 2024 faculty increases is already in the FY 2024-25 budget.
- (7) The classified salary pool increases salary budgets to align with the new SEIU CBA.

## **Fund Balance**

The reserve balance at FYE 2023-24 is expected to total just over \$14M or approximately 19.6% of forecasted operating revenue. With the recommended FY 2024-25 budget, the ending reserve balance for FY 2024-25 is expected to total \$11.5M or 16.2% of budgeted operating revenue by the end of FY 2024-25. This percentage is above the amount required by Board Policy and is within the range that the Board has defined as acceptable.

## **Summary**

The ongoing budget challenges at Oregon Tech are from a sustained decline in enrollment, which has put considerable pressure on our financial resources. Despite these difficulties, we are committed to strategic investments aimed at reversing this trend. To address the enrollment decline, we are allocating budget towards enhanced marketing efforts and continuing to leverage special state appropriations to develop robust retention initiatives and the development of strong student pipeline programs. These investments are designed to attract new students, improve student retention rates, and ensure a steady influx of prospective students.

However, we have also strategically reduced divisional budgets in FY 2024-25 to help stabilize the budget as enrollment evolves. This requires a comprehensive review of all departmental budgets, prioritizing essential services and programs, and identifying areas where reductions can be made with minimal impact on the core mission of the university. We continue to develop and improve budget processes to promote more strategic and effective resource allocation. For example, two divisions, representing 26% of the expense budget, undertook the complex process of zero-based budgeting. These efforts will continue into FY 2025-26 and beyond. By preparing for potential financial shortfalls, we intend to maintain fiscal responsibility and sustainability, ensuring that we can continue to provide quality education and support to our students. A \$2.5M approved use of reserve will allow Oregon Tech to preserve faculty and staff positions to maintain academic quality and support services and maintain momentum on initiatives to stabilize enrollment.

## **Recommendation:**

After review of the proposed FY 2024-25 All-funds Budget and related documents, and with the recommendation of the Finance and Facilities Committee, **staff recommends a Motion for approval of the FY 2024-25 All-funds Budget as provided herein.**

## **Attachments:**

Auxiliary, Designated Operations and Service Fund Budget Overview

Attachment

Auxiliary, Designated Operations and Service Fund Budget Overview:

**FY 2024-25 Non E&G Funds Budget**

	Auxiliary	Designated	Service
<b>Revenues</b>			
Academic Affairs (HAS only)	\$ 500,000	\$ -	\$ -
Student Affairs	10,425,914	-	-
Finance & Administration	3,663,300	5,790	180,000
OMIC	903,000	-	-
<b>Total Revenues</b>	<b>\$ 15,492,214</b>	<b>\$ 5,790</b>	<b>\$ 180,000</b>
<b>Expenses</b>			
Academic Affairs (HAS only)	\$ 500,000	\$ -	\$ -
Student Affairs	10,621,374	-	-
Finance & Administration	3,515,825	5,000	180,000
OMIC	430,000	-	-
<b>Total Expenses</b>	<b>\$ 15,067,199</b>	<b>\$ 5,000</b>	<b>\$ 180,000</b>
<b>Net</b>	<b>\$ 425,015</b>	<b>\$ 790</b>	<b>\$ -</b>