Oregon TECH
Oregon Institute of Technology

Board of Trustees - Meeting Agenda

Theme: Resilience and Innovation

All times and discussion lengths are estimated and approximate, and the Chair of the Board of Trustees retains the right to adjust the agenda scheduling and the length of agenda items.

1. **Welcome/Call to Order/Roll/Declaration of a Quorum** (9:30 AM) (5 min) *Chair John Davis*

   1.1. **Approval of the April 11, 2025 Meeting Minutes** *Chair Davis*

2. **Public Comments & Regular Reports** (9:35 AM) (25 Min)

   2.1 **Public Comments** *Chair Davis*
   - **Invited public comments from OT-AAUP** - *Union President Dr. Kari Lundgren*
   - **Invited public comments from OT-SEIU** - *Union President Alicia Jones*
   - **Additional public comments**

   2.2 **Reports from Shared Governance Organizations**
   - **ASOIT** (10:00 AM) (15 min) - *ASOIT Presidents: Uriel Aguilar Torres (KF) and Ryland White (PM)*
   - **Faculty Senate** (10:15 AM) (10 min) - *Faculty Senate President Dr. Yuehai Yang*
   - **Admin Council** (10:25 AM) (10 min) - *Co-Chairs Gaylyn Mauer and Carl Agrifoglio*

   2.3 **Foundation Report** (10:35 AM) (10 min) - *Foundation President Alan Polaski*

   2.4 **President's Report** (10:45 AM) (30 min) - *University President Dr. Nagi Naganathan*

3. **Special Reports**

   3.1. **2025 Oregon Legislative Session Update** (11:15 AM) (15 min) - *Associate VP of Govt. & Community Relations Suzanne Kunse and Associate Dir. of Govt. & Community Relations Shane O'Brien*

   3.2. **UX Program Report** (11:30 AM) (15 min) *Associate Professor Dr Amber Lancaster & Department Chair Dr. Franny Howes, Communications Department*

   3.3. **National Scholarships and Honors Program Report** (11:45 AM) (15 min) *Executive Director, Honors Program & National Scholarships, Dr. Christopher Syrnyk*

   3.4. **Athletics Report** (12:00 PM) (15 min) *Director of Athletics, John Van Dyke*

   Lunch Break (12:15 PM – 12:45 PM)

   **12:45 PM to 1:25 PM Board Meet and Greet with Faculty and Staff
   CEET Foyer near The Falls Café – CEET Bistro**

4. **Board of Trustees Committee Reports**

   4.1 **Academic Quality and Student Success Committee Report** (1:30 PM) (10 min) *AQSS Committee Co-Chairs Amuchastegui and Nunez*

   4.2 **Finance and Facilities Committee Report** (1:40 PM) (10 min) *F&F Committee Chair Jones*

   4.3 **Executive Committee Report** (1:50 PM) (5 min) *Chair Davis*

5. **Board Action Items** *Chair Davis*
    - **5.1**   **FY 2025-26 Budget Approval** (1:55 PM) (45 min)
    - **5.2**   **Authorization to Negotiate and Execute a Medical School Planning Study Agreement** (2:40 PM) (30 min)

6. **Discussion Items** (3:10 PM)(5 min) *Chair Davis*

7. **New/Old Business (**3:15 PM) (5 min) *Chair Davis*

8. **Adjournment** (3:20 PM)

All times are approximate.

3:30 PM Hard Hat Tour of the New Student Housing

Trustees present:

Chair John Davis, Esq.
Vice Chair Vince Jones
Cecelia Amuchastegui
Stefan Bird
Dr. Vijay Dhir
Dr. Johnnie Early
Keegan Dentinger, non-voting member
President Nagi Naganathan, ex-officio

Michele Vitali
Kanth Gopalpur
Aaron Hill
Dr. Mark Neupert
David Cauble
Mike Starr
Don Gentry

Trustees not present:

Celia Núnez-Flores

University Faculty, Staff, Students, and Visitors in attendance:

Dr. Abdy Afjeh, Senior Vice Provost for Research and Academic Affairs
Uriel Aguilar Torres, KF-ASOIT
Dr. Neslihan Alp, Dean, College of ETM
Diana Angeli, Executive Assistant, Office of the President
Dr. Nate Bickford, Chair of Natural Sciences and Director of Graduate Programs
Dr. Ruth Claire Black, Dean of Online Education & Global Engagement
Brian Caufield, Esq., Director of Labor Relations Services, USSE
Dr. Mandi Clark, Vice President of Student Affairs
Dr. Hesham El-Rewini, Interim Provost & VP for Academic Affairs & SEM
Dr. Ken Fincher, Vice President of University Advancement & Board Secretary
David Groff, Esq., General Counsel
John Harman, Vice President Finance & Administration
Suzanne Kunse, Associate VP of Government & Community Relations
Dr. Kari Lundgren, OT-AAUP President
Dr. Beverly McCreary, Associate Vice Provost of Faculty Relations
Shane O'Brien, Associate Director of Government & Community Relations
Alan Polaski, Oregon Tech Foundation President
Dr. Greg Stringer, Associate Vice Provost, Strategic Enrollment Management
Bryan Wada, Information Technology Consultant 2
Ryland White, PM-ASOIT
Dr. Jennifer Wilson, Assistant Vice President, Institutional Equity

University Staff, Visitors, and Faculty in attendance (continued)
Dr. Yuehai Yang, President, Oregon Tech Faculty Senate
Gaylyn Maurer, Admin Council
Michelle Meyer, Director of Audit and Compliance
Dr. Linus Yu, Associate Vice Provost, Academic Excellence
Sandi Hanan, AVP Human Resources
Kim Faks, Assistant Director, Student Involvement and Belonging
Josie Hudspeth, Assistant Dean of Students
Carl Agrifoglio, Admin Council
Thomas Cooper, Oregon Tech IT
Dr. Denise Sebert, Interim Dean College of Health, Arts, & Sciences
Molly Covey, Foundation Gift Officer
Hope Foster, Student presenter
Michael Logan, Student presenter
Dawn Taylor, Faculty Member
Kayla Winslow, HECC
Troy West, HECC
Ben Cannon, Executive Director of HECC
Terry Rogers, HECC
Jim Pinkard, HECC

1. **Welcome and Call to Order/Roll/Declaration of a Quorum (9:30 AM)** *Chair John Davis*

   Chair Davis called the meeting to order. He reviewed the agenda and instructions on public comments, as some information had been submitted in writing. Board Secretary Fincher took the roll, and a quorum was declared.

2. **Public Comment & Regular Reports**
   2.1 Public comments were made by OT-AAUP Union President Dr. Kari Lundgren, who also shared additional public comments on behalf of faculty member C.J. Riley. Students Hope Foster, Michael Logan, and faculty member Dawn Taylor also provided public comments.
   2.2 Reports from Shared Governance Organizations included ASOIT reports from President Ryland White of the Portland Metro campus and President Uriel Aguilar Torres of the Klamath Falls campus. Oregon Tech Faculty Senate President Dr. Yuehai Yang provided a Faculty-Senate report, and Council Co-Chairs Carl Agrifoglio and Gayly Maurer provided an Admin Council report.
   2.3 Oregon Tech Foundation President Alan Polaski reported on behalf of the foundation, including fundraising results, highlights, and special events.

3. **Special Reports:**
   Chair Davis moved the Strategic Enrollment and Retention Report (3.1) up in the agenda. Before their report, Chair Davis called upon President Naganathan to provide comments and respond to public comments and themes presented during this and previous board meetings. President Naganathan also requested Interim Provost El-Rewini to respond to questions related to faculty hiring and retention.
   3.2 Interim Provost El-Rewini and AVP Stringer then provided a slide presentation with enrollment and retention data points, year-to-date reports, and projections.

3.3 Chair Davis invited Ben Cannon with the Oregon Higher Education Coordinating Commission (HECC) to provide his report. VP Harman was called on to recognize other HECC staff members in attendance.

<p align="center">The meeting recessed for the board tour & lunch
Chair Davis called the meeting back to order at 12:30 PM.</p>

3.1 Oregon Legislative Update
AVP Kunse and Associate Director O'Brien provided an update on Oregon Tech's legislative efforts. They reported on state and federal efforts to obtain revenue support for Oregon Tech students, university programs, and capital priorities.

4. President's and Regular Board of Trustees Committee Reports and Discussion

4.1 President Nagi Naganathan presented his report. He reviewed commencement plans, enrollment trends, sponsored projects, capital improvements, the ad hoc accreditation process, institutional goals, and space utilization plans. VP Harman was called upon to answer questions related to the facility master plan and space utilization plan. Dr. Nagi concluded with remarks about the ongoing efforts related to the College of Osteopathic Medicine.

4.2 AQSS Committee Co-Chair Amuchastegui provided the Academic Quality and Student Success Committee report. The report highlighted the presentations made to the AQSS committee and recapped the meeting's substantive action items that will be voted upon later in this meeting. Subjects covered included enrollment, faculty retention and hiring, academic affairs, student life, accreditation, and student well-being programming.

4.3 Committee Chair Vince Jones provided the Finance and Facilities Committee report. His report summarized the F&F meeting and the actions taken at the meeting. Information provided included a report from FOAC, management reports, dashboard reports, and reserve fund status. He also mentioned capital projects and their status. Chair Jones reviewed the action items that will be presented by the committee later in the meeting, including audits and the TRC (tuition and fees recommendation committee).

4.4 Board Chair Davis provided an executive committee report that included a special meeting to approve the short-term lease of property adjacent to the gymnasium to the Oregon Tech Foundation for the express purpose of constructing a donor-funded Fieldhouse. The lease was approved by vote.

6. The Chair moved F&F Action Items 6.1, 6.2, 6.3, and 8.1 up in the agenda to accommodate the presenters.

6.1 Representatives of CliftonLarsonAllen presented the annual financial statement audit and opinion. The report was reviewed, and questions were addressed. The F&F committee, also serving as the audit committee, brought forth a motion for approval.
Chair Davis moved to "recommend approval by the full board of the Oregon Tech FY 2024 Annual Financial Report and Audit."
The motion was seconded by Trustee Amuchastegui.
Aye votes: Amuchastegui, Bird, Cauble, Davis, Dhir, Early, Gentry, Gopalpur, Jones, Neupert, Starr, Vitali, and Hill.
No or abstain votes were none.
Motion Passed

6.2 Representatives of CliftonLarsonAllen presented the single audit and opinion. The report was reviewed, and questions were addressed. The F&F committee, also serving as the audit committee, brought forth a motion for approval. Chair Davis moved to "recommend approval by the full board of the Oregon Tech FY 2024 Single Audit Report."
The motion was seconded by Trustee Amuchastegui.
Aye votes: Amuchastegui, Bird, Cauble, Davis, Dhir, Early, Gentry, Gopalpur, Jones, Neupert, Starr, Vitali, and Hill.
Nay or abstain votes were none.
Motion Passed

6.3 VP Harman presented the tuition recommendation committee report and the President's recommendation. Harman reviewed the current and projected state revenue support. He examined the 25-26 revenue tuition scenarios, the tuition and fee recommendations process, and budget implications. Harman provided tuition comparatives with peer institutions and other state universities. The F&F committee brought forth a motion. Vice Chair Jones offered a motion "recommending approval by the full board of the President's AY 2025-26 Recommended Tuition and Fees."
The motion was seconded by Trustee Dhir.
Aye votes: Amuchastegui, Bird, Cauble, Davis, Dhir, Early, Gentry, Gopalpur, Jones, Neupert, Starr, Vitali, and Hill.
Nay or abstain votes were none.
Motion Passed

8. Other/New Business – moved forward

8.1 VP Harman presented authorization to agree to replace the athletics building roof. Harman explained the need to have the roof repaired and the need to have board approval since the bid is greater than the $1 million threshold for approval. Harman answered questions about capital improvement, renewal funds, and university auxiliary funding. Chair Davis motioned "for approval to proceed with the existing agreement and for delegation of authority to the president or their designee to amend the contract as necessary to support completion of the athletics building roofing project, including, if necessary, contracting for the use of a crane."
The motion was seconded by Vice Chair Jones.
Aye votes: Amuchastegui, Bird, Cauble, Davis, Dhir, Early, Gentry, Gopalpur, Jones, Neupert, Starr, Vitali, and Hill.
Nay or abstain votes were none.
Motion Passed

5. Action Items AQSS New Degree and Certificates

5.1 Interim Provost El-Rewini provided early notice of the intent to explore the offering of a Bachelor of Science in Artificial Intelligence. (no board action was needed)
5.2 Interim Provost El-Rewini provided data, information, and the background of offering an undergraduate certificate program in User Experience (UX). The AQSS committee brought forth a motion for approval.
The motion was made by Chair Davis "to take due action to approve the offering of the UX (User Experience) research and design undergraduate certificate at Oregon Tech and authorize the President or designee to follow up with HECC and NWCCU as appropriate."
The motion was seconded by Trustee Starr.
Aye votes: Amuchastegui, Bird, Cauble, Davis, Dhir, Early, Gentry, Gopalpur, Jones,

Neupert, Starr, Vitali, and Hill.
Nay or abstain votes were none.
Motion Passed

5.3 Interim Provost El-Rewini and Dean Sebert provided data, information, and the background of offering a Bachelor of Science in Allied Health. The AQSS committee brought forth a motion for approval.

Chair Davis made a motion and withdrew it. After additional discussion, Vice Chair Jones motioned "to take due action to approve the offering of the new degree program, Bachelor of Science in Allied Health at Oregon Tech and authorize the President or designee to follow up with HECC and NWCCU as appropriate."
The motion was seconded by Trustee Amuchastegui.
Aye votes: Amuchastegui, Bird, Cauble, Davis, Early, Gentry, Gopalpur, Jones, Neupert, Starr, Vitali, and Hill.
Nay vote: Dhir
Motion Passed

5.4 Interim Provost El-Rewini provided the data, information, and background for making a substantive change in the Master of Science in Applied Behavior Analysis. The AQSS committee brought forth a motion for approval. Chair Davis motioned "to take due action to approve the substantive revision of the current degree program -Master of Science in Applied Behavior Analysis at Oregon Tech and authorize the President or designee to follow up with HECC and NWCCU as appropriate."
The motion was seconded by Trustee Jones.
Aye votes: Amuchastegui, Bird, Cauble, Davis, Dhir, Early, Gentry, Gopalpur, Jones, Neupert, Starr, Vitali, and Hill.
Nay or abstain votes were none.
Motion Passed

5.5 Interim Provost El-Rewini provided the data, information, and background for making a substantive change in the Applied Behavior Analysis Graduate Certificate. The AQSS committee brought forth a motion for approval. Chair Davis motioned "to take due action to approve the substantive program revision for the Applied Behavior Analysis Graduate Certificate at Oregon Tech and authorize the President or designee to follow up with HECC and NWCCU as appropriate."
The motion was seconded by Trustee Amuchastegui.
Aye votes: Amuchastegui, Bird, Cauble, Davis, Dhir, Early, Gentry, Gopalpur, Jones, Neupert, Starr, Vitali, and Hill.
Nay or abstain votes were none.
Motion Passed

5.6 Interim Provost El-Rewini provided the data, information, and background for making a change in location for the Bachelor of Science in Population Health, which will be offered online. The AQSS committee brought forth a motion for approval. Chair Davis motioned "to take due action to approve the substantive program revision for the Applied Behavior Analysis Graduate Certificate at Oregon Tech and authorize the President or designee to follow up with HECC and NWCCU as appropriate."
The motion was seconded by Trustee Amuchastegui.
Aye votes: Amuchastegui, Bird, Cauble, Davis, Dhir, Early, Gentry, Gopalpur, Jones, Neupert, Starr, Vitali, and Hill.
Nay or abstain votes were none.
Motion Passed

5.7 Interim Provost El-Rewini provided data, information, and background for the Population Health Innovation Graduate Certificate and its expansion to the Portland Metro Campus. The AQSS committee brought forth a motion for approval. Chair Davis motioned "for approval of the president to approve the proposal to teach and award the 18-credit hour population health innovation certificate."
The motion was seconded by Trustee Amuchastegui.
Aye votes: Amuchastegui, Bird, Cauble, Davis, Dhir, Early, Gentry, Gopalpur, Jones, Neupert, Starr, Vitali, and Hill.
Nay or abstain votes were none.
Motion Passed

7. **Discussion Items- none**

9. **Executive Session**

- **At 4:10 PM, Chair Davis called the Board into executive session:**
The Board will meet in Executive Session per ORS 192.660(2)(f) and ORS 40.225 Rule 503, to consider information or records that are exempt by law from public inspection, confidential communication subject to attorney-client privilege, and per ORS 192.660(2)(d) to conduct deliberations with persons designated by the governing body to carry on labor negotiations.

- **The Board returned from the Executive Session at 4:58 PM.**

10.   Adjournment at 4:59 PM.

This meeting can be viewed in its entirety at:

https://www.oit.edu/trustees/meetings- events/recordings

under the Board of Trustees, Board Meeting – April 11, 2025.

Quality of Education

END OF YEAR REPORT

- Open letter shared with senior leadership addressing student fears about federal changes.

- ETM report compiled with feedback from tabling, office hours, Parliament, and student input.

- Follow-up meetings with deans and faculty from MMET, CSET, EERE, and MIS.
  - Outcomes included:
    - Reinforcement of the instructor's office hours.
    - Pre-lab equipment checks.
    - Departments are holding town halls.
    - Summer lab readiness checks.

- Monthly meetings with Portland-Metro (PM) leadership and Dr. Nagi.

- Presented student concerns at the Faculty Senate.

Advising

END OF YEAR REPORT

- 1-year course scheduling is now implemented.
- Plans in motion for a 2-year schedule, eventually extending to 4 years.
- Supports long-term student academic planning.
- Full-time academic advisor hired

Student Amenities/ Communication

END OF YEAR REPORT

Communication:
- Held Parliament meetings and tabling sessions to collect feedback and promote involvement.
- Shared updates via:
  - Mass emails
  - Stall Street Journal
  - Oregon Tech App (RIP)
  - PM-Weekly articles
  - Lounge TV (ads, office hours, polls, etc.)

- **Amenities Introduced/Improved:**
  - Hootie's Hoagies
  - Two Brio water machines (community kitchens)
  - Lounge enhancements:
    - New flooring (coming post-commencement)
    - Xbox with GamePass & extra controllers
    - Blankets, storage cabinet for games, and A/V
    - Sanitation supplies in study rooms
  - Participated in housing survey/study.
  - Led FAC club funding decisions.
  - Advocated for elevator modernization

2024-2025 End of the Year Celebration

New Constitution and By-Laws

- Original Constitution was superseded by the K. Falls version

- By-laws rewritten to reflect changes in the constitution and better fit the operational parameters of the separate teams.

2025-2026 ASOIT Officers

- Initial Inteview conducted for ¾ positions
- Recruiting still in progress

Thank you for attending!

Administrative Council Report
June 12, 2025

Ceilia Green
Operations Assistant
Business Affairs

Carl Agrifoglio
IT Operations Director
Information Technology Services

Co-Chairs, Administrative Council

Kudos Recognition

* Awardees since last Board of Trustees Meeting:
  * Katie Cavendish
    * Program Manager, University Advancement
  * Victoria Seward
    * Assistant Director, Business Affairs

Updates & Upcoming Events

* Campus Beautification Day with Facilities

* Performance Management Workgroup is actively meeting to improve and refine the current performance evaluation process for Unclassified Administrators.

* Brainstorming ways to increase school spirit across campus (historically have spearheaded Spirit Week and Oregon Tech Fridays)

* Will likely host a convocation event (off-campus at a local park similar to the lunch held at Eulalona Park during Convocation 2024)

Election Results

Newly Elected Members

Karen Blevins

Josh Winter

Michelle Meyer

Continuing Members

Dierdre Harlan

Celia Green

Carleen Drago

Carl Agrifoglio

Ashlie Pence

John Harman

Compensation Study Update

* Phase One:
  * Moved 30 individuals into their market salary range (December 2024)

* Phase Two:
  * Human Resources worked with VP's to review and evaluate placement within each compensation band related to individual adjustments related to compression or other concerns.
  * Highlight and address potential pay inequities or misalignments.
  * Position employees in the appropriate position quartile based on length of service in current position.
  * Notifications will go out to impacted unclassified staff this month (June 2025).

* Phase Three:
  * Continuous tracking and improvement

Appreciation

* Admin Council appreciates the administration's thoughtful response to the Compensation/Market Study, and recognizes the difficulty of balancing the results with making responsible fiscal decisions for the university

* We also want to express appreciation to the Board of Trustees for your ongoing support

* Thank you to our Admin Council exec members finishing their terms: Don Stockton, Sarah Henderson-Wong, and Gaylyn Maurer

Questions?
Thank you for your time!

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Admin Council

Oregon Tech
Board of Trustees Meeting
June 12, 2025

Community and Government Relations Update

Suzanne Kunse, AVP for Community and Government Affairs

Shane O'Brien, AD for Community and Government Affairs

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Federal Update

"One, Big Beautiful Bill" passed House on May 22nd, 2025

- Risk Sharing policy for unpaid student loans
- Pell Grant eligibility changes
- Student loans limited to median cost of attendance nationally for similar programs
- PROMISE GRANTS

Senate will make changes; looking to vote before July 4

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Federal Update cont'd

FY 2026 begins October 1, 2025, Congress must pass budget bills by then or pass CR or other measures.

House Appropriations Committee:

- Markups scheduled to be done by July 24, 2025 per Chairman Cole
- FY 25 project resubmitted: Quantum Computing to Rep Salinas

Senate Appropriations Committees:

- No markup schedule has been released
- FY 25 project resubmitted: Mobile Dental Clinics
- FY 26 new requests: Domestic Energy Manufacturing, Nuclear Medicine Camera, Additive Manufacturing

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Town Halls on Campus

Senator Jeff Merkley – April 14

Senator Ron Wyden – April 25

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State Update

SB 5525 -PUSF, Oregon Opportunity Grant, State Programs (OREC)
- Scheduled for TBD
- OCOP modified request for PUSF: $1.114 billion (UBF); OOG request: $458 million
- CSL/Co-Chairs Budget: $1.068 billion

SB 604 Strong Start
- In Ways and Means Committee
- OCOP Request: $8.709 million

HB 3183 – Student Needs
- In Ways and Means Committee
- OCOP Request: $22 million

SB 5505 – Semon Hall, Medical School, TECH Village
- Scheduled for TBD

SB 5024 – Oregon Business Development Department Budget: OMIC Funding
- Scheduled for TBD

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Klamath Falls W&M Roadshow: Public Hearing

- Trustee Amuchastegui testified
- ASOIT President Agular Torres testified

Budget Testimony

Recent graduate Jordan Harris-Toovey testifying before the Ways & Means Subcommittee on Education supporting the PUSF

Dr. Naga Korivi testifying before the Ways & Means Subcommittee on Education about the value of the Oregon Renewable Energy Center (OREC)

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State Bill Updates

- HB 3213 - Foundations Bill: died in committee
- HB 2686 – Re-enrollment program: In Ways & Means
- HB 2586 – Permits asylum seekers to receive in-state tuition: signed by the Governor
- HB 2389 – Prohibits public universities from increasing enrollment by more than 5%: Died in committee
- HB 2841 – requirements for credit hours taught by full time employees. 75% by 2028: Died in committee
- SB 396 – Common application for undergraduate admission: died in committee
- SB 1084 – Imposes excise tax on net investment income of public universities: Died in committee

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Klamath Falls W&M Roadshow: Community Leaders Roundtable

Senator Linthicum, Representative McIntire, and Representative Reschke host a community leaders roundtable with the Ways & Means Committee members at Oregon Tech

Klamath Falls W&M Roadshow: Oregon Tech Tour

Toured Dow Center for Health Professionals

TRU Day – EOU, OIT, SOU, WOU

April 21st

47 Attendees, 12 from OIT

44 Meetings

Oregon Tech Lobby Day

May 12th

29 Meetings with Legislators

25 Participants

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Questions?

Drs. Amber Lancaster and Franny Howes

UX Program Report

User Experience Research and Design

- User Experience (UX) is about making digital products like websites and apps easy, efficient, and enjoyable for people to use. It focuses on understanding user needs and then designing solutions that meet those needs effectively.

- Our certificate will teach students to:
  - Research and understand what users need through various evaluation methods.
  - Design user-friendly interfaces for websites and apps using industry-standard tools.
  - Communicate and justify design choices to project teams.
  - Manage complex design projects from start to finish.

New Accomplishments

- May 7 – NWCCU approved UX Research & Design certificate
- May 12 – Encoura/MarCoPa launched marketing campaigns
- May 15 – Admissions published application
- May 18 – Received 5 new student applications
- May 25 – Received 1 new student application
- May 26 – Established OIT Foundation scholarship ($7,592.22)
- May 28 – Enrolled 11 students (existing & new) for fall UX courses
- May 28 – Presented offer to Visiting Instructor for TC/UX

Upcoming UX Classes

- Fall
  - PWR 220: Interaction Design
  - WRI 420: Document Design
- Winter
  - PWR 330: User Research
  - PWR 426: Design Thinking in Technical and Professional Communication
- Spring
  - PWR 425: Usability Testing
  - PWR 320: Content Strategy
  - PWR 407: Special Topics in UX

Visiting Instructor: Dr. Brett Oppegaard

- Dr. Brett Oppegaard is an innovative teacher and known for his leading-edge research of media-production processes and products at intersections of UX, Disability Studies, and GenAI.

- His design-based research has attracted more than $1.5 million in external support and been funded by the U.S. National Park Service, the U.S. National Endowment for the Humanities, the U.S. National Endowment for the Arts, and Google, among others. His work has received awards from the European Heritage Association, the American Alliance of Museums, the American Council of the Blind, Helen Keller Services, and the Society for History in the Federal Government.

25-26 Grant Activities/Deliverables

- Summer – External curriculum and outcomes reviewers
- Summer – Course development revisions
- Fall – Industry partnership building for course projects and Spring term apprenticeships
- Fall/Winter/Spring - HECC requirement participant feedback & program assessment
- Spring – Industry-readiness assessment (skills gap analysis, mentoring, UX portfolio development, mock interviews)
- Whole year – Grant seeking/writing

Future Opportunities

01 Seek additional grants

02 Collaborate with Oregon Tech Foundation

03 Identify research and publication opportunities

04 Grow enrollment

Honors Program Updates Improvements and Achievements

- ❑ Permanent course numbers for "Core Seminar Sequence": Thanks Registrar and CPC!

- ❑ Honors Program Planning and Progress Document

- ❑ OT Portland-Metro "Urban Honors Scholars Program," in development

- ❑ HP Student Success Mentor Program, in development

- ❑ Unordinary Olympics, in development

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Oregon Tech Honors Program

Honors Program Updates
PKP Honor Society Charter

- ❏ Oregon Tech poised for approval to charter a chapter of The Honor Society of Phi Kappa Phi (PKP)

- ❏ Nation's oldest interdisciplinary honor society (est. 1897)

- ❏ Last public university in Oregon to charter a chapter

Oregon Tech Honors Program

Honors Program Updates
Student Engagement

- ❑ The 2nd Annual Honors Program President's Holiday Book Party (A great success thanks to Dr. Nagi)

- ❑ HP Partners in Peace Project in progress: Thanks to OT Foundation for generous support!

- ❑ HP Instagram page

- ❑ Wicked UNO Tournament→→→

- ❑ Zines for Wellbeing Workshop

Oregon Tech Honors Program

Honors Program Updates
Executive Director

- ❑ Elected, VP, NCHC
- ❑ Completed 3 NCHC External Program Reviews
- ❑ Submitted NSF IUSE grant with Oregon Tech faculty (Dr. CJ Riley) and three faculty from WSU-Vancouver
- ❑ Accepted NCHC conference presentation: "The future of honors education in a world where the act of reading is less significant"
- ❑ 1 of 40 honors educators (internationally) invited to participate in International Peace Congress at Nobel Peace Center, Oslo, Norway (May 2026)
- ❑ *This guy...*

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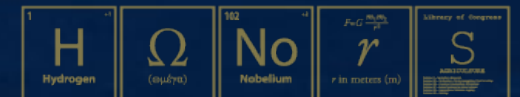
Oregon Tech Honors Program

Honors Program Updates
Student Success Stories, Present and Past

❏ Present: Adam Cornie (HP 3rd year) and Tyler Riddell (HP 2nd year) receive OMIC Dean's Fellowships for this summer

❏ Present: Adam and Tyler join OMIC Honors Program students—and DeArmond Fellows—Dylan Davis, Zander Ortega, and Zach Kane

❏ Other HP students have secured summer internships, research opportunities, and study abroad programing

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Oregon Tech Honors Program

Honors Program Updates Where Are They Now?

❑ Dr. Samantha Wright (2019) is now an OD at Midwest Eye Associates in St. Charles, MO

❑ Sam was in my first cohort group, many years ago

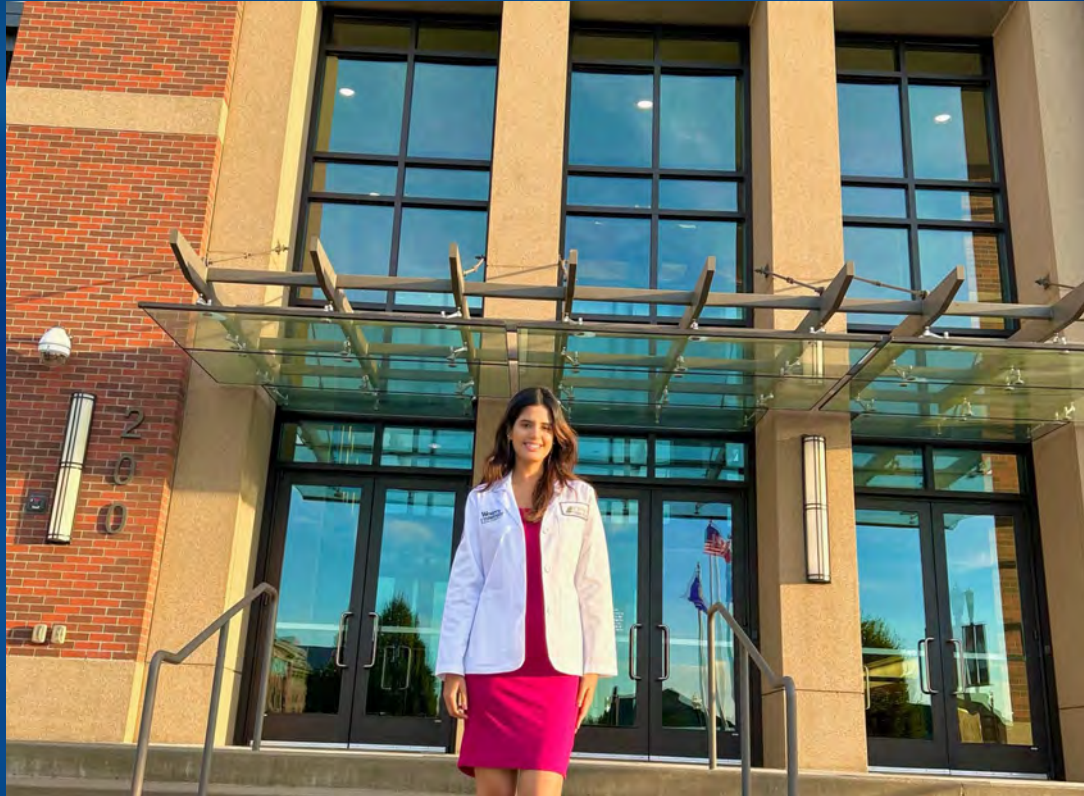❑ Sam's cohort group pioneered and developed many significant aspects of the current HP

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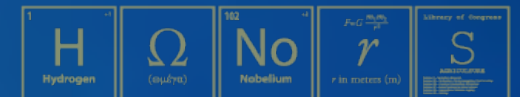H Hydrogen   Ω (ωμέγα)   No Nobelium   r r in metres (m)   S
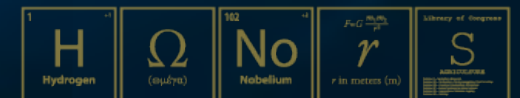
Oregon Tech Honors Program

Honors Program Updates
Where Are They Now?

- Apoorva Singh (2021)
- Second-year medical student at Western University of Health Sciences, College of Osteopathic Medicine of the Pacific (COMP) and COMP-Northwest
- Moving into clinical rotations, studying for board exams
- Active research agenda, presentations, and publications …
- *Ran into Dr. Nagi in D.C.!*

Oregon TECH

H Ω No r S

Oregon Tech Honors Program

Honors Program Announces
The Idea Theme for 2025-2026

❑It's *Time*

❑The new class of HP students will read three unique texts from different academic disciplines over their first year in the HP to study this idea

❑Fall: Nagarjuna's *The Fundamental Wisdom of the Middle Way* (the *Mūlamadhyamakakārikā*) [2nd. Cent.]

❑Winter: Carlo Rovelli's *The Order of Time* [2017/2018]

❑Spring: Kurt Vonnegut's American classic *Slaughterhouse-Five* [1969/2009]

Oregon TECH

HΩNo*r*S
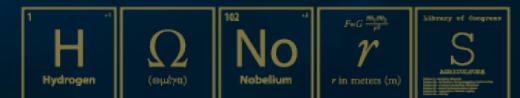
Oregon Tech Honors Program

Honors Program Announces Great National Scholarship News

- ❏ Cruz Collin (HP 1st year) designated a 2025 Udall Scholar (*an OIT first*)

- ❏ We last applied for a Udall Scholarship 25 years ago

- ❏ This scholarship also provides deserved recognition for EERE Program

Oregon TECH

Honors

H Hydrogen | Ω (ωμέγα) | No Nobelium | r r in meters (m) | S Library of Congress
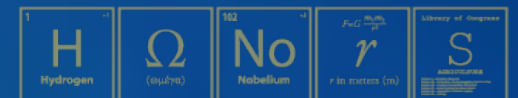
Oregon Tech Honors Program

Honors Program Announces A New HP Tablecloth!

- ❑ We are talking some fine applique work
- ❑ Made in the USA
- ❑ It sure makes us look *good*
- ❑ Many thanks to Kelsey Petznick for leading this project!
- ❑ Never would have said any of this in my 20s
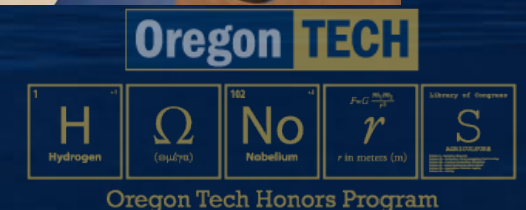
What HP Students are Saying...

One of the things that sold me on OIT was its Honors Program. I appreciated that Dr. Syrnyk took the time to meet with me unscheduled during my tour and could tell that he really cared about the program and the students in it. I liked the idea of being in a cohort of students in different majors and the activities that included all three cohort years. I am very glad I decided to join the Honors Program as I have really found community in it, and many of my closest friends at OIT, so far, I've made through the Program.

Lucy Koschmann (CSET), 1st-year HP student

OREGON TECH ATHLETICS

2024-25 SEASON REVIEW

FALL SPORTS HIGHLIGHTS

WOMEN'S SOCCER (15-6-1): PLACED 2ND IN CCC REGULAR-SEASON, RUNNER-UP AT THE CCC TOURNAMENT, QUALIFIED FOR THE NAIA NATIONAL TOURNEY

SYDNI NAKAMURA NAMED CCC GOALKEEPER OF THE YEAR

VOLLEYBALL (18-13): HAD BEST PRESEASON (7-1) IN PROGRAM HISTORY, QUALIFIED FOR NAIA TOURNAMENT FOR 2ND TIME IN PROGRAM HISTORY

LUCY BOYD NAMED CCC FRESHMAN OF THE YEAR

WINTER SPORTS HIGHLIGHTS

WOMEN'S BASKETBALL (23-8): PLACED 2ND IN THE CCC REGULAR-SEASON, REACHED CCC TOURNEY SEMIFINALS, QUALIFIED FOR NAIA CHAMPIONSHIPS FOR 2ND STRAIGHT YEAR - DESPITE SEASON-ENDING INJURIES TO TOP-2 SCORERS

TATUM SCHMERBACH, GABBIE GASCON, JOZIE RAMOS NAMED ALL-CCC

MEN'S BASKETBALL (23-8): PLACED 2ND IN THE CCC REGULAR-SEASON, EARNING AUTO BID TO NAIA CHAMPIONSHIPS, ADVANCING TO THE 2ND ROUND

KEEGAN SHIVERS BECAME THE CCC'S 2ND 5-TIME ALL-LEAGUE SELECTION, WITH JAMISON GUERRA AND KAM OSBORN EARNING ALL-CCC HONORS

HUSTLIN' OWLS NAMED CCC TEAM OF CHARACTER

SPRING SPORTS HIGHLIGHTS

BASEBALL (39-16): BEST RECORD IN PROGRAM HISTORY, DESPITE PLAYING 1ST 24 GAMES ON THE ROAD; EARNED 1ST-EVER BID TO NAIA CHAMPIONSHIPS

TYLER HORNER NAMED CCC PLAYER OF THE YEAR, TIM WILLIAMS NAMED CCC PITCHER OF THE YEAR, PATRICK BARRY HAS RECORD 37-GAME HIT STREAK

SOFTBALL (45-11): WON 4TH-STRAIGHT CCC REGULAR-SEASON TITLE, MADE 11TH-STRAIGHT TRIP TO NAIA TOURNAMENT, HOSTING OPENING ROUND SITE

NITA COOK NAMED CCC PLAYER OF THE YEAR; GREG STEWART NAMED CCC COACH OF THE YEAR FOR THE 11TH TIME

WOMEN'S GOLF: QUALIFIES FOR NAIA CHAMPIONSHIPS, QUINCY BEYROUTY NAMED CCC PLAYER OF THE YEAR, BREAKING LEAGUE SCORING RECORD

TRACK: LADY OWLS PLACE 4TH AT CCC MEET; AURORA PARSONS WINS DISCUS; JOINS ELI STEVENS AND TYAS SELBY AT NAIA CHAMPIONSHIPS

AROUND THE DEPARTMENT

BROKE GROUND ON THE NEW KIP THOMET MEMORIAL FIELDHOUSE, WITH HOPES OF COMPLETION THIS DECEMBER

UPGRADES UNDERWAY TO THE CONCESSION STAND AT DANNY MILES COURT, INCLUDING FLOORING, COUNTERS AND CABINETS TO INCREASE EFFICIENCY

THE OWLS SPORTS NETWORK SAW A 150% INCREASE IN VIEWERSHIP DURING THE 2024-25 ATHLETIC SEASON, WITH OVER 75,000 PEOPLE TUNING IN FOR VOLLEYBALL, SOCCER, BASKETBALL, BASEBALL AND SOFTBALL

BOTH OREGON TECH BASKETBALL TEAMS LED THE ENTIRE NAIA IN AVERAGE ATTENDANCE, RANKING NO. 3 AMONG ALL OREGON COLLEGES

SUCCESS IN THE CLASSROOM

121 ACADEMIC ALL-CASCADE CONFERENCE SELECTIONS (MIN. 3.2+ GPA, SOPHOMORE STANDING)

90 NAIA SCHOLAR-ATHLETE SELECTIONS (MIN. 3.5+ GPA, SOPHOMORE STANDING

13 NAIA SCHOLAR-TEAMS (MUST HAVE TEAM CUMULATIVE GPA OF 3.0+)

3.40 DEPARTMENT CUMULATIVE GPA
71% GRADUATION RATE

GO OWLS

BOARD ACTION ITEM

Agenda Item No. 5.1

Fiscal Year 2025-26 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 of 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 mostly through fees and maintain balanced budgets throughout the fiscal year.

Recent Financial Landscape

Development of the Oregon Tech FY 2024-25 budget required continued spending reductions and operational adjustments related to rising costs and an expected fourth consecutive year of enrollment decline along with the related impact on revenue and campus operations. However, the expected enrollment decline was somewhat moderated in FY 2024-25 as the University achieved a one-half percent (0.5%) increase in enrollment over the prior year combined with an increase in student credit hours of three and one-half percent (3.5%). This improvement was unexpected and should allow Oregon Tech to end FY 2024-25 without requiring funds from the reserve to balance operations as had been originally budgeted. Although FY 2024-25 enrollment results give reason for optimism, we know the enrollment cliff is not far away and that many universities across the country continue to experience a prolonged decline in enrollment with regional universities disproportionately impacted compared to their peer flagship universities.

Oregon Tech continues to manage the challenges strategically through careful planning, fiscal discipline and with an overarching focus on maintaining quality academic degree programs and supporting student success. In FY 2025-26, Oregon Tech will continue to focus on strategic

enrollment and student retention initiatives as well as investment in faculty and new or expanded academic degree programs and micro-credential and certificate offerings. The emphasis 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 completing high school 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 2025-26 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 expenditures 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.

The FY 2025-26 budget was balanced without requiring reductions, although there were limited funds available for new strategic investments. Strategic Investments included in the FY 2025-26 budget are carried forward from the prior year. Faculty and staff positions that were previously budgeted were not reduced, although division vice presidents were allowed to repurpose funds between categories in finalizing their budgets.

Each Vice President worked closely with their teams in their divisional structures and in collaboration with the president and peer vice presidents in developing their final budgets. There were several leadership meetings during the course of the budget development process to promote shared decision-making and to ensure the resulting budget was mission centric and supported the University strategic plan. Additionally, between January and May, the vice presidents engaged with the Fiscal Operations Advisory Council (FOAC) during its four regularly scheduled meetings to discuss divisional budget objectives and challenges and to solicit feedback and recommendations from the advisory group for consideration in finalizing the budget.

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

Figure 1

FY 2025-26 BUDGET BUILD TIMELINE

January
- Budget planning senior leadership
- 1st TRC meeting
- FOAC planning discussion
- 2nd TRC meeting
- 2025 Legislative Session

February
- 3rd TRC meeting
- TRC forums

March
- Templates to Divisions
- 4th and final TRC meeting
- FOAC planning discussion
- Budget targets

April
- BOT meeting-approve tuition & fees
- BPO template review
- All funds budget to FOAC and Senior Leadership for review

May
- BOT docket due
- Strategic investment decisions

June
- BOT meeting-budget approval
- Board approved budget loaded into FENXT

Budget Assumptions

The following assumptions were used in establishing the FY 2025-26 General Fund budget:

Revenues:

1. The tuition rate is budgeted to increase by 4.0% as approved by the Board in April 2025. The Board action also provided that the rate may be increased to an amount not to exceed 4.5% if final legislative funding for the Public Universities Support Fund (PUSF) is less than the Governor's Recommended Budget (GRB).
2. Fee remissions are budgeted to be approximately 18.7% of gross tuition.
3. State appropriations were budgeted at the year 1 funding level based on the 2025-27 biennium GRB (7% increase) and using recent SSCM modeled calculations.
4. The tuition rate increase is budgeted assuming a flat enrollment for FY 2025-26 compared to FY 2024-25 actual. Oregon Tech's enrollment is still down compared to four years ago.

Expenses and Budget Targets:

1. Divisional budget targets for FY 2025-26 were calculated based on the FY 2024-25 permanent budgets, incorporating adjustments for salary and other payroll expense (OPE) increases as well as non-payroll initiatives funded and implemented in FY 2024-25. See Table 1 below.

Table 1

FY 2025-26 Permanent Regular General Fund Budget by Division				
Division	FY 2024-25 Permanent Budget	FY 2025-26 Net Adjustments	FY 2025-26 Total Budget	Variance FY 2024-25 to FY 2025-26
President	$ 2,430,175	$ 199,321	$ 2,629,496	8.2%
Provost & Academic Affairs	39,532,323	974,242	40,506,565	2.5%
Student Affairs	3,496,613	76,479	3,573,092	2.2%
Enrollment Management	5,996,255	359,754	6,356,009	6.0%
Finance and Administration	15,799,029	1,502,533	17,301,562	9.5%
Advancement & Marketing	2,161,462	148,021	2,309,483	6.8%
Institutional General	3,252,784	-	3,252,784	0.0%
University Health & Wellness	-	168,157	168,157	-
Total	**$ 72,668,641**	**$ 3,428,507**	**$ 76,097,148**	**4.7%**

2. Estimated salary increases and associated OPE for employee types other than classified staff were budgeted in pools for FY 2025-26. All administrative adjustments are contingent upon available funds. Salary recapture of $3.5M was budgeted, consistent with prior years' budget and actual recapture. See Table 2 below.
3. New strategic investment requests were prioritized and ranked by Senior Leadership, and the President made final investment decisions taking that feedback into consideration. New strategic investment funding will be contingent upon budget savings achieved during the year. Not all ranked requests will be funded. The operating contingency 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. See Table 2 below.

Budget Risks

With enrollment declines during 3 of the past 4 years, the university could continue to face material budget challenges in FY 2025-26 and beyond if enrollment declines further or if enrollment growth does not return or if state funding continues to fall short of covering University Base Funding (UBF). These challenges continue to be addressed through comprehensive scenario planning and strategic initiatives. Risks include, but are not limited to:

- Achieving enrollment projections, reaching satisfactory housing occupancy numbers to support bond debt service payments.
- Improving student retention, meeting research and clinical activities targets.
- Labor relations outcomes that pose unrealistic and unsustainable increases in labor costs.
- Changes in Oregon public policy, tax structures or economic performance.
- Evolving state priorities and competing demands on resources from other sectors in the economy that could impact higher education funding.

- Fall 2025 review and possible redesign of the Student Success and Completion Model (SSCM) that may change Oregon Tech's share of the PUSF.

Table 2

FY 2025-26 General Fund Budget			
	FY 2024-25	**FY 2025-26**	**Variance FY 2024-25 to FY 2025-26**
Revenues			
State Appropriations	$ 37,445,936	$ 38,572,985	3.0%
Tuition and Fees (less special general funds)	37,343,370	42,250,112	13.1% (1)
Remissions	(7,519,960)	(7,906,782)	5.1% (2)
Other Revenues (less special general funds)	1,914,535	2,853,409	49.0% (3)
Special General Fund Revenues	1,898,094	2,176,448	14.7%
Total Budgeted Revenues	**$ 71,081,975**	**$ 77,946,172**	**9.7%**
Expenditures			
Permanent Budget	$ 70,974,592	$ 76,097,149	7.2%
Salary Recapture	(3,500,000)	(3,500,000)	0.0%
Special General Fund Expenditures	1,898,094	2,176,448	14.7%
Contingency Reserve	560,000	560,000	0.0% (4)
Administrative Salary Pool (effective January 1, 2026)	408,430	875,748	114.4% (5)
Faculty Salary Pool (effective Jan/Feb 1, 2026)	386,342	726,315	88.0% (6)
Classified Salary Pool	930,722	-	-
Strategic Investments	1,923,795	1,010,512	-47.5%
Total Budgeted Expenditures	**$ 73,581,975**	**$ 77,946,172**	**5.9%**
Net from Operations Before Other Resources (Uses)	**$ (2,500,000)**	**$ -**	
Other Resources (Uses)			
Use of Reserve	$ 2,500,000	$ -	
Total from Operations and Other Resources (Uses)	**$ -**	**$ -**	

Footnotes:

(1) Tuition revenue projections are based on an estimated 0.0% change in student credit hours.

(2) Budgeted remissions account for continuation of updated eligibility criteria and increased award amounts.

(3) The increase in Other Revenue reflects increases in interest earnings and grant indirect cost recovery in FY 2024–25, with no projected increase in FY 2025-26.

(4) The contingency fund is 0.7% of operating revenue.

(5) The administrative staff salary pool includes a contingent budget for FY 2025-26 merit increases, FY 2025-26 mid-year salary increases, and a pool for administrative compensation study adjustments. The FY 2025-26 portion of January 1, 2025 salary increases is already in the FY 2025-26 budget.

(6) The faculty salary pool includes projected faculty salary and OPE adjustments and faculty promotions. The FY 2025-26 portion of January 1, 2025 faculty increases is already in the FY 2025-26 budget.

Fund Balance

The reserve balance at FYE 2024-25 is expected to total just over $15.7M or approximately 20.7% of operating revenue. With the recommended FY 2025-26 budget, the ending reserve balance for FY 2025-26 is expected to remain basically the same. This reserve percentage is slightly above the amount required by Board Policy and is within the range that the Board has defined as acceptable.

Summary

Although Oregon Tech has reached a realistic and balanced budget for FY 2025-26, the lack of additional revenue for budget growth to support investment in new initiatives and innovation remains a concern and is resulting primarily from three consecutive years of enrollment decline between FY 2021-22 and FY 2023-24 along with escalating labor and benefits costs. When combined with limited growth in state funding, these elements cause pressure on overall financial resources. Despite these challenges, Oregon Tech remains committed to addressing enrollment growth through enhanced strategies to support expanded outreach and targeted marketing efforts, while utilizing one-time state appropriations focused on developing robust retention initiatives and development of strong student pipeline programs.

In recent years, during the period of enrollment decline, divisional budgets we strategically reduced to help stabilize spending within available revenues. This required a comprehensive review of all departmental budgets, prioritizing essential services and programs and identifying areas where reductions could be made with minimal impact on the core mission of the university. Although most of these reductions have not been restored, through collaboration and careful fiscal responsibility, we are positioned to continue providing quality academic programs that support student success.

Recommendation:

After review and discussion of the proposed FY 2025-26 All-funds Budget documents, and with the Recommendation of the Finance and Facilities Committee, **staff requests a Motion to approve the FY 2025-26 All-funds Budget as provided herein.**

Attachments:
Auxiliary, Designated Operations and Service Fund Budget Overview

Auxiliary, Designated Operations and Service Fund Budget Overview

FY 2025-26 Non-E&G Funds Budget

	Auxiliary	Designated	Service
Revenues			
Academic Affairs (HAS only)	$ 260,000	$ -	$ -
Student Affairs	10,876,577	-	-
Finance & Administration	3,660,139	6,166	200,000
OMIC	910,000	-	-
Total Revenues	**$ 15,706,716**	**$ 6,166**	**$ 200,000**
Expenditures			
Academic Affairs (HAS only)	$ 341,864	$ -	$ -
Student Affairs	14,535,477	-	- (1)
Finance & Administration	3,211,043	5,206	401,100
OMIC	87,500	-	-
Total Expenditures	**$ 18,175,884**	**$ 5,206**	**$ 401,100**
Transfers Out (In)			
Academic Affairs (HAS only)	$ -	$ -	$ -
Student Affairs	(1,339,348)	-	-
Finance & Administration	500,000	-	-
OMIC	537,500	-	-
Total Expenditures and Transfers	**$ (301,848)**	**$ -**	**$ -**
Net from Operations Before Other Resources (Uses)	**$ (2,167,320)**	**$ 960**	**$ (201,100)**
Other Resources (Uses)			
Use of Auxiliaries and Service Reserve	$ 2,167,320	$ -	$ 201,100
Total from Operations and Other Resources (Uses)	**$ -**	**$ 960**	**$ -**

(1) Student Affairs Auxiliary expenditures include $2.2M in bond debt service for the new student housing.

BOARD ACTION ITEM

Agenda Item No. 5.2

Authorization to Negotiate and Execute a Medical School Planning Study Agreement

Background:

The United States is facing a significant shortage of physicians, with demand surpassing supply. Forecasts indicate that this shortage will exceed 125,000 physicians within the next decade. Many regions are officially designated by the Health Resources Services Administration (HRSA) as healthcare provider shortage areas, particularly lacking primary care physicians. These areas also lack referral networks of specialty physicians and healthcare facilities, which are necessary for comprehensive care. Securing a primary care appointment often requires several months, and specialized medical conditions may necessitate transfers to medical centers outside the region.

Southern Oregon is identified as a healthcare shortage area by HRSA and the Oregon Health Authority. In Klamath County, there is one physician per 2,000 citizens, and in some areas, patients must travel an hour to reach a primary care physician. In Lake County, travel times can exceed an hour. Most primary care and specialty providers are concentrated in the northern part of the state around the population centers, leaving Southern Oregon and other rural regions underserved. This situation affects access to care, resulting in inefficiencies in disease diagnosis and management, poorer outcomes and higher mortality rates.

Establishing a college of osteopathic medicine in Southern Oregon, centrally located in Klamath Falls, could improve access to primary and specialty healthcare for the southern region of the state. The college would also contribute economically through an increase in medical professionals, ancillary healthcare-related jobs, enhanced medical diagnostic and treatment options, and growth in retail, services, housing and transportation (see Attachment A).

Planning and establishing a new college of osteopathic medicine is lengthy and complex and will require significant investment in time and collaboration by partnering entities to develop a strong plan for consideration by the Commission on Osteopathic College Accreditation (COCA).

Preliminary Discussions:

Oregon Tech has assessed Oregon's healthcare landscape and engaged stakeholders at Sky Lakes Medical Center, Asante, St. Charles medical systems, the Legislature, the HECC and the Governor's Office regarding its intent to establish a new medical school. Oregon Tech has presented this topic at an Informational Hearing to the Oregon House Committee on Education and later was also invited to present at an Informational Hearing to the Oregon Senate Committee on Health. A number of press releases, media interviews, published articles and interviews throughout the state have helped build enthusiastic interest and support for establishing an osteopathic medical school at Oregon Tech.

The University has requested funding through the 83rd Oregon Legislature in the amount of one and one-half million dollars ($1.5M) to support a comprehensive formal planning assessment for establishing a new osteopathic medical school to be completed by a nationally recognized consultant specializing in the launch of new medical schools.

Uniquely Positioned

The hands-on education model at Oregon Tech is uniquely compatible with a college of osteopathic medicine. With its campus adjacent to Sky Lakes Medical Center, featuring an established family medicine residency program, we believe the University is well-positioned to establish a new pipeline of primary care providers where students will benefit from a practical, technology-enhanced medical education supported by a rural academic medical center located nearby.

Oregon Tech has historically been known for its strong engineering and technology programs. However, it is not widely known that Oregon Tech has also been a strong Health University. in recent years, the University has gained increasing recognition for its health-related programs, with the most recent addition being the Doctor of Physical Therapy. Nearly half of all Oregon Tech graduates specialize in health and bio-health programs. With a history of medically based allied health programs over the past 50 years, Oregon Tech is well positioned to launch a College of Osteopathic Medicine. The program will include an accelerated track where students can graduate in a shorter duration of time without compromising academic quality. This will expedite the entry of qualified physicians into the practice of primary care medicine in Oregon, while also reducing the burden of excessive medical education debt for graduates.

With technology-enhanced, practice-oriented allied health programs; an existing science infrastructure, collaboration with Sky Lakes Medical Center that supports shared medical education and training facilities; and an ongoing partnership with OHSU, Oregon Tech is uniquely positioned to establish a technology-infused medical school in southern Oregon.

Summary

Based on the well documented healthcare shortage in rural Oregon and the corresponding overwhelming need for more primary care physicians, and with the unique opportunity Oregon Tech has to build on its existing allied health professions programs, Oregon Tech is requesting authorization to engage a professional consultant to perform a comprehensive planning assessment to establish a new osteopathic school of medicine at the Klamath Falls campus. This would begin with a competitive bid process (see Attachment B) and culminate in the selection of a nationally recognized consulting firm to perform the assessment.

The attached draft scope of services requires, among other things, a detailed framework and specific action steps to successfully plan, develop and launch a new osteopathic medical school (see Attachment C). Specific deliverables include: a strategic plan for implementation, a plan to achieve full accreditation, a business plan with financial modeling and a 7-year operating budget, staffing and compensation plan with proposed organizational chart, admissions and student affairs framework, curriculum development framework, capital and infrastructure assessment, plan for required research activities and healthcare partnerships to support medical student clinical rotations. A detailed timeline

and chronology for planning, start-up and early operations with key defined milestones along the way will be integral to monitoring progress and managing funding and recruitment initiatives.

Recommendation:

After review and discussion of the draft scope of services and related project documents, and with the recommendation of the Finance and Facilities Committee, **staff requests a Motion Authorizing the President or his delegee to negotiate and execute a Comprehensive Osteopathic Medical School Planning Study Agreement** in an amount not to exceed one million-five hundred thousand dollars ($1.5M), to be supported either from state funding allocated specifically for this initiative or from University reserves and other philanthropic sources if available or if necessary from a combination of the three, as well as delegation of authority to the President or his designee, as available under policy and law, to make minor and technical adjustments as necessary and execute the Board's directives.

Attachments:
- A- Rural Health Initiative Summary
- B- Standard RFP template
- C- Draft RFP Scope for Osteopathic Medical School Planning Agreement

Oregon TECH
Oregon Institute of Technology

MEMO

Date: May 5, 2025

To: Oregon Tech Board of Trustees

From: Dr. Nagi Naganathan, President

**Re:**   Rural Health Initiative: School of Osteopathic Medicine

This Memo provides context and rationale for the Rural Health Initiative, and proposes moving forward with a Comprehensive Planning Study in support of a new School of Osteopathic Medicine at Oregon Tech.

Context and Rationale

Health inequities in the state become apparent when comparing health outcomes across regions. Rural areas such as Southern, Coastal, and Eastern Oregon have much poorer health outcomes than the regions located closer to urban population areas. Specifically, these inequities include lower life expectancies, poorer quality of life, premature death, and elevated suicide rates. For instance, the life expectancy of a resident in the Southern region is four years shorter than someone who lives in the Portland Metro region. This issue is so concerning that the Oregon Health Authority has established a goal of eliminating health inequities by 2030.

What is the driving force of these health inequities? According to 2024 data from the Oregon Health Authority, 2.5 million Oregonians live in areas designated as Health Provider Shortage Areas (see Figure 1, in red). In fact, the only Non-Shortage areas (shown in gray) lie near the urban population centers, primarily along the northern I-5 corridor. These shortages result in delays in receiving even the most basic primary care, lead to worsening conditions over time, and impact the quality of life for citizens across the state.

Figure 1: Health Provider Shortage Areas (HPSA's) pervade Oregon
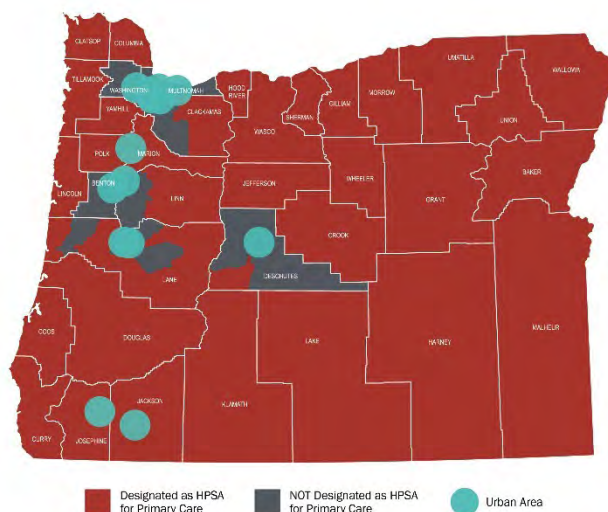
Further, rural citizens are forced to travel to urban areas for healthcare, in turn flooding those systems and resulting in compounded delays across receiving care across the entirety of the state. Less than two weeks ago, an article published in the Oregonian confirmed that urban areas are also feeling the impact of provider shortages; more specifically diminished access to primary care providers. More than half (54%) of residents reported finding it more difficult to get an appointment with a primary care physician now, as compared to 3 years ago.

Thus, the current health landscape is alarming and recent projections of the national healthcare workforce paint a grim picture of what the future may hold. The American Association of Medical Colleges has projected that the United States will experience a significant shortage of between 20 thousand and 40 thousand primary care physicians by 2036. The number of physicians leaving the medical field will exceed the number of students expected to graduate from medical school, further compounding the problem. The multiple impacts of planned retirements, increased clinical demands driven by an aging population, and the epidemic of physician burnout is creating an unsustainable environment where the supply of physicians is simply unable to keep up with the increasing demand.

In January of this year, the Oregon Health Authority issued a recommendation that state investments should (quote) "focus on expanding access to education and training programs in rural areas" to strengthen and retain medical providers. Research tells us that providers who complete at least half of their training in rural settings are 5 times more likely to establish in rural areas.

What is needed then is a mechanism through which a new pipeline of primary care providers can be established in rural Oregon. One such pipeline can be found in Osteopathic Medicine. U.S. News & World Report recently published the results of a study that showed almost half of the graduates from Osteopathic colleges of medicine choose primary care and continue to practice for 10 years post completion of their training. By contrast, only 14% of Allopathic medical school graduates choose primary care.

In everyday practice, most, if not all, patients believe they receive the same high-quality care from both Osteopathic (DO) and Allopathic (MD) physicians. Graduates from both programs complete the same medical residencies and often practice side by side in health systems across the country. The primary difference between the two is the way in which Osteopathic providers are trained. Osteopathic medicine is known for its applied, hands-on learning and holistic approach to medicine. The holistic nature of their training is one of the key reasons osteopathic physicians choose primary care.

Medical School Concept
The hands-on education that is a hallmark of Oregon Tech is uniquely aligned with a college of osteopathic medicine. Coupled with the close proximity to Sky Lakes, we believe we are well positioned to create a new pipeline of primary care providers where students will experience a hands-on, technology-infused medical education supported by a rural academic medical center literally next door.

Oregon Tech has typically been more widely known for its world-class engineering and technology programs, but it has always been a strong Health University. Nearly 50% of all Oregon Tech graduates specialize in health and bio-health programs. With our proven track record in offering successful, medically-based, allied health programs over the last 50+ years, we

are confident that we are not only well-positioned to launch a College of Osteopathic Medicine, but also one in which students will be allowed to graduate sooner, through an accelerated program without compromising quality. This will not only accelerate the entry of qualified physicians into the primary care field in Oregon, but also reduce the burden of excessive medical education debt for the graduates.

We have tech-infused, practice-oriented allied health programs; we have an existing science infrastructure (including collaboration with Sky Lakes that enables shared medical education and training space); and an ongoing partnership with OHSU that makes us uniquely positioned to launch a technology and AI-infused medical school in southern Oregon.

Efforts to Date
A great deal of effort has been invested to date in researching Oregon's health landscape, as well as engaging in conversations with potential stakeholders (such as Sky Lakes Medical Center, Asante and St. Charles medical systems, legislators, and the Governor). Oregon Tech presented at an Informational Hearing to the Oregon House Committee on Education, which was quickly followed by a press release and interviews with the media expressing Oregon Tech's interest in pursing the medical school. To date, a total of 127 articles have been published, with three recorded interviews (KGW in Portland, KOBI in Medford, and Klamath Community Television). Across all media outlets, it is estimated that up to 93.8 million Oregonians have viewed the information (based upon unique average views per month across all the media websites). An Oregon Tech website with detailed information will launch soon. The Oregon Senate Committee on Health requested that Oregon Tech present at an upcoming Informational Hearing (5/15/25).

Next Steps: Comprehensive Planning Study
In terms of the next steps, actively pursuing a Comprehensive Planning Study will: establish a financial and operating model, distill a timeline for implementation, and craft a compelling business and economic sustainability plan for the new medical school. We will also extend and enhance the marketing campaign to support our ongoing fundraising and philanthropic endeavors. A typical comprehensive planning study such as this would cost approximately 1.5 million dollars, to retain a nationally-renown consultant firm with expertise in medical school development.

Proposal
The medical school concept aligns with Oregon Tech's mission to "*meet current and emerging needs of Oregonians*", not the least of which are the health inequities across the state. Given the existing healthcare crisis and how uniquely Oregon Tech is positioned to create a solution to the problem, I respectfully request permission to move forward with the commissioning of a Comprehensive Planning Study to engage in due diligence to fully explore the concept. ∎

Oregon TECH

REQUEST FOR PROPOSALS

RFP #

ISSUE DATE:

CLOSING DATE:
CLOSING TIME: 1:00 P.M., Pacific Time (PT)

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Request for Proposals (v.07/2023)

OREGON INSTITUTE OF TECHNOLOGY
REQUEST FOR PROPOSALS

RFP #
TITLE OF RFP

<u>**SECTION I - INFORMATION REGARDING PROPOSAL**</u>

INTRODUCTION

The Oregon Institute of Technology ("Oregon Tech") is seeking proposals to select a contractor to provide the following: [INSERT].

IMPORTANT NOTICE

It will be the responsibility of potential proposers to refer daily to the Public University Procurement Website (https://www2.wou.edu/nora/orpu.bid.home) to check for any available addenda, response to clarifying questions, cancellations or other information pertaining to this Request for Proposals ("RFP").

<u>**Mandatory Pre-Proposal Conference and Tour**</u>**:**

DATE: [DATE]

TIME: 1:00 P.M. – 2:00 P.M., PT

> **Commented [VC1]:** Must be on the hour due to orpu.org limitations.

LOCATION: The mandatory pre-proposal conference and tour will begin in the [Sunset Conference Room on the Second Floor, Student Union] located at 3201 Campus Drive, Klamath Falls, Oregon. The meeting is intended to clarify the requested information and provide an opportunity for questions and answers. There will be additional site data available for review and a site tour. There will be no other site tour opportunities for Proposers and their team members.

Attendance and sign-in is required in order to be eligible to submit a proposal.

Please RSVP to _____@oit.edu if you plan to attend the Mandatory Pre-Proposal Conference & Tour, so Oregon Tech may arrange logistics and information packages.

<u>**Virtual [Mandatory] Pre-Proposal Conference & Tour**</u>**:**

DATE: [DATE]

TIME: 1:00 P.M. – 2:00 P.M., PT

> **Commented [VC2]:** Must be on the hour due to orpu.org limitations.

LOCATION: The virtual [mandatory] pre-proposal conference and tour will be conducted via Microsoft Teams. Proposers wishing to attend must email _____@*oit.edu* no later than _____, 20_____ to receive the Microsoft Teams meeting link. The email subject line should contain the solicitation number and name, and the requesting firm name.

Attendance is required in order to be eligible to submit a proposal.

Request for Proposals (v.07/2023)

GENERAL INFORMATION

Issuing Office: The ▮▮▮▮ of Oregon Tech is the Issuing Office and is the sole point of contact for clarifications regarding technical specifications in this RFP. The Oregon Tech Procurement and Contract Services Office is the sole point of contact regarding the RFP process. All correspondence pertaining to these two matters should be appropriately addressed to the contact persons below:

Content and Technical Specifications
> XXXX, XXXX
> Telephone: (541) 885-XXXX
> Email: XXX

RFP Process Questions:
> Vivian Chen, J.D., Director of Procurement, Contracts, and Risk
> Telephone: (503) 821-1266
> Email: Vivian.Chen@oit.edu

SCHEDULE OF EVENTS

The timing and sequence of events resulting from this RFP will be ultimately determined by Oregon Tech. The following schedule is illustrative of optimal timing goals:

RFP Issue Date..	
Mandatory Pre-Proposal Conference & Tour	(1:00 P.M., PT)
Deadline for Protest of Specifications	(5:00 P.M., PT)
All Clarifying Questions Due	(5:00 P.M., PT)
Notice of Interest Deadline	(5:00 P.M., PT)
Closing Date (Proposals Due)..	(1:00 P.M., PT)
Finalist Presentations (if required)	
Deadline for Protest of Award	Seven (7) calendar days after date on Notice of Award letter
Anticipated Contract Begin Date	On or around

GENERAL PROVISIONS

Oregon Tech reserves the right to reject any and all proposals received as a result of this RFP. Oregon Tech Policy Chapter 580-61 and 580-62 govern the procurement process for Oregon Tech.

1. Modification or Withdrawal of Proposal. Any proposal may be modified or withdrawn at any time prior to the closing deadline, provided that a written request is received by the Procurement and Contract Services Office, prior to the Closing Date. The withdrawal of a proposal will not prejudice the right of a Proposer to submit a new proposal.

2. Notice of Interest. The Notice of Interest (form attached below) should be submitted to the Procurement and Contract Services Office by 5:00 P.M., PT, on the date indicated in the Schedule of Events, via email. In the Notice of Interest, the Proposer must provide the name of the primary contact person, plus that person's current telephone number and email address for communication of information about the RFP. Proposers that complete and return the Notice of Interest will receive the same supplementary information. Submission of the Notice of Interest is not a mandatory requirement for Proposers to submit a proposal.

3. Requests for Clarification and Requests for Change: Proposers may submit questions regarding the specifications of the RFP. Questions must be received in writing on or before 5:00 P.M., PT, on the date indicated in the Schedule of Events, at the Procurement and Contract Services email address as listed in the Contact Information section of the RFP. Requests for changes must include the reason for the change and any proposed changes to the requirements.

The purpose of this requirement is to permit Oregon Tech to correct, prior to the opening of proposals, RFP terms or technical requirements that may be unlawful, improvident or which unjustifiably restrict competition.

Oregon Tech will consider all requested changes and, if appropriate, amend the RFP. Oregon Tech will provide reasonable notice of its decision to all Proposers that submit a Notice of Interest and on the Public University Procurement Website (https://www2.wou.edu/nora/orpu.bid.home).

No oral or written instructions or information concerning this RFP from Oregon Tech managers, employees or agents to prospective Proposers shall bind Oregon Tech unless included in an Addendum to the RFP.

4. Protests of the RFP/Specifications: Protests must be in accordance with Oregon Tech Policy Section 580-061-0145. Protests of Specifications must be received in writing on or before 5:00 P.M., PT on the date indicated in the Schedule of Events, or within seven (7) business days of issuance of any addendum, at the Procurement and Contract Services email address as listed in the Contact Information section of the RFP. Protests may not be faxed. Protests of the RFP specifications must include the reason for the protest and any proposed changes to the requirements.

5. Addenda: If any part of this RFP is amended, addendum will be provided on the Public University Procurement Website (https://www2.wou.edu/nora/orpu.bid.home), with a copy to all parties who submit the Notice of Interest.

6. Post-Selection Review and Protest of Award: Oregon Tech will name the apparent successful Proposer in a "Notice of Intent to Award" letter. Identification of the apparent successful Proposer is procedural only and creates no right in the named Proposer to award of the contract. Competing Proposers will be notified in writing of the selection of the apparent successful Proposer(s) and shall be given seven (7) calendar days from the date on the "Notice of Intent to Award" letter to review the file and evaluation report at the Procurement and Contract Services Office and file a written protest of award, pursuant to Oregon Tech Policy Section 580-061-0145. Any award protest must be in writing and must be delivered by email to the address for the Procurement and Contract Services Office as listed in the Contact Information section of the RFP.

Oregon Tech will consider any protests received and:

(A)   reject all protests and proceed with final evaluation of, and any allowed contract language negotiation with, the apparent successful Proposer and, pending the satisfactory outcome of this

final evaluation and negotiation, enter into a contract with the named Proposer; OR

(B)   sustain a meritorious protest(s) and reject the apparent successful Proposer as nonresponsive, if such Proposer is unable to demonstrate that its proposal complied with all material requirements of the solicitation and Oregon public procurement law; thereafter, Oregon Tech may name a new apparent successful Proposer; OR

(C)   reject all proposals and cancel the procurement.

The Oregon Tech Vice President for Finance and Administration or designee will timely respond to the protest after receipt. This decision shall be final.

7. Acceptance of Contractual Requirements: Failure of the selected Proposer to execute a contract and deliver required insurance certificates within ten (10) calendar days after notification of an award may result in cancellation of the award. This time period may be extended at the sole discretion of Oregon Tech.

8. Public Records: proposals are deemed confidential until the "Notice of Intent to Award" letter is issued. This RFP and one copy of each proposal received in response to it, together with copies of all documents pertaining to the award of a contract, will be kept and made a part of a file or record which will be open to public inspection. If a proposal contains any information that is considered a **TRADE SECRET UNDER ORS 192.501(2), SUCH INFORMATION MUST BE LISTED ON A SEPARATE SHEET CAPABLE OF SEPARATION FROM THE REMAINING PROPOSAL AND MUST BE CLEARLY MARKED WITH THE FOLLOWING LEGEND:**

> **"This information constitutes a trade secret under ORS 192.501(2), and shall not be disclosed except in accordance with the Oregon Public Records Law, ORS Chapter 192."**

The Oregon Public Records Law exempts from disclosure only bona fide trade secrets, and the exemption from disclosure applies only "unless the public interest requires disclosure in the particular instance." ORS 192.500(1). Therefore, non-disclosure of documents or any portion of a document submitted as part of a proposal may depend upon official or judicial determinations made pursuant to the Public Records Law.

9. Investigation of References: Oregon Tech reserves the right to investigate all references in addition to those supplied references and investigate past performance of any Proposer with respect to its successful performance of similar services, its compliance with specifications and contractual obligations, its completion or delivery of a project on schedule, its lawful payment of subcontractors and workers and any other factor relevant to this RFP. Oregon Tech may postpone the award or the execution of the contract after the announcement of the apparent successful Proposer in order to complete its investigation.

10. RFP Proposal Preparation Costs and Other Costs: Proposer costs of developing the proposal, cost of attendance at an interview (if requested by Oregon Tech) or any other costs are entirely the responsibility of the Proposer, and will not be reimbursed in any manner by Oregon Tech.

11. Clarification and Clarity: Oregon Tech reserves the right to seek clarification of each proposal, or to make an award without further discussion of proposals received. Therefore, it is important that each proposal be submitted initially in the most complete, clear and favorable manner possible.

12. Right to Reject Proposals: Oregon Tech reserves the right to reject any or all proposals, if such

rejection would be in the public interest, as determined by Oregon Tech.

13. Cancellation: Oregon Tech reserves the right to cancel or postpone this RFP at any time or to award no contract.

14. Proposal Terms: All proposals, including any price quotations, will be valid and firm through a period of sixty (60) calendar days following the Closing Date. Oregon Tech may require an extension of this firm offer period. Proposers will be required to agree to the longer time frame in order to be further considered in the procurement process.

15. Oral Presentations: At Oregon Tech's sole option, Proposers may be required to give an oral presentation of their proposal to Oregon Tech, a process which would provide an opportunity for the Proposer to clarify or elaborate on the proposal, but will in no material way change Proposer's original proposal. If the evaluating committee requests presentations, the Issuing Office will schedule the time and location for said presentation. Any costs of participating in such presentations will be borne solely by Proposer and will not be reimbursed by Oregon Tech. **Note:** Oral presentations are at the discretion of the evaluating committee and may not be conducted; therefore, **written proposals should be complete.**

16. Usage: It is the intention of Oregon Tech to utilize the services of the successful Proposer(s) to provide services as outlined in the below Scope of Work.

17. Sample Contract: Submission of a proposal in response to this RFP indicates Proposer's willingness to enter a contract containing substantially the same terms listed in Exhibit A – Oregon Tech Sample Contract, attached hereto and made a part hereof ("Sample Contract"). No action or response to the Sample Contract is required under this RFP. Any objections to the Sample Contract terms should be raised in accordance with Paragraphs 3 and 4 of the "General Provisions" of this RFP, pertaining to requests for clarification or change or protest of the RFP/specifications, and as otherwise provided for in this RFP.

18. Review for Responsiveness: Upon receipt of all proposals, the Issuing Office or designee will determine the responsiveness of all proposals before submitting them to the evaluation committee. If a proposal is incomplete or non-responsive in significant part or in whole, it will be rejected and will not be submitted to the evaluation committee. Oregon Tech reserves the right to determine if an inadvertent error is solely clerical or is a minor informality which may be waived, and then to determine if an error is grounds for disqualifying a proposal. The Proposer's contact person identified on the proposal will be notified, identifying the reason(s) the proposal is non-responsive.

19. Rejections and Withdrawals. Oregon Tech reserves the right to reject any or all proposals or to withdraw any item from the award.

20. RFP Incorporated into Contract. This RFP will become part of the Contract between Oregon Tech and the selected contractor(s). The contractor(s) will be bound to perform according to the terms of this RFP, their proposal(s), and the terms of Exhibit A.

21. Communication Blackout Period. Except as called for in this RFP, Proposers may not communicate with members of the Evaluation Committee about the RFP until the apparent successful Proposer is selected, and all protests, if any, have been resolved.

22. Prohibition on Commissions. Oregon Tech will contract directly with persons/entities capable of performing the requirements of this RFP. Contractors must be represented directly. Participation by brokers or commissioned agents will not be allowed during the proposal process.

23. Ownership of Proposals. All proposals in response to this RFP are the sole property of Oregon Tech, and subject to the provisions of Oregon Revised Statutes, Chapter 192 (Oregon Public Records Law).

24. Clerical Errors in Awards. Oregon Tech reserves the right to correct inaccurate awards resulting from its clerical errors.

25. Rejection of Qualified Proposals. Proposals may be rejected in whole or in part if they attempt to limit or modify any of the terms, conditions or specifications of the RFP or the Oregon Tech Sample Contract.

26. Collusion. By responding, the Proposer states that the proposal is not made in connection with any competing Proposer submitting a separate response to the RFP and is in all aspects fair and without collusion or fraud. Proposer also certifies that no officer, agent, or employee of Oregon Tech has a pecuniary interest in this proposal.

27. Evaluation Committee: Proposals will be evaluated by a committee consisting of representatives from Oregon Tech. Oregon Tech reserves the right to modify the Evaluation Committee make-up in its sole discretion. The committee's recommendations will be forwarded to the Vice President for Finance and Administration, or designee, for final approval.

28. Commencement of Work: The Proposer shall commence no work until all insurance requirements have been met, the Protest of Awards deadline has been passed, any protest have been decided, a contract has been fully executed, and a Notice to Proceed has been issued by Oregon Tech.

29. Use of Brand or Trade Names: Any brand or trade names used by Oregon Tech in the specifications are for the purpose of describing and establishing the standard of quality, performance, and characteristics desired, and are not intended to limit or restrict competition. Proposers may submit proposals for substantially equivalent products to those designated unless this RFP provides that a specific brand is necessary because of compatibility or other requirements. All such brand substitutions shall be subject to approval by Oregon Tech.

30. Best and Final Offer: Oregon Tech may request best and final offers from those Proposers determined by Oregon Tech to be reasonably viable for contract award. However, Oregon Tech reserves the right to award a contract on the basis of initial proposal received. Therefore, each proposal should contain the Proposer's best terms from a price and technical standpoint. Following evaluation of the best and final offers, Oregon Tech may select for final contract negotiations/execution the offers that are most advantageous to Oregon Tech, considering cost and the evaluation criteria in this RFP.

TERM OF CONTRACT

The Contract is expected to begin on or about   , and extend to   , with an option for annual renewals thereafter, subject to the Contractor's continued successful performance as determined by Oregon Tech. Oregon Tech intends to reserve the right upon thirty (30) days' notice to the Contractor to terminate the Contract for its convenience.

DELIVERY OF PROPOSALS

The complete proposal (including all attachments) must be emailed and must be electronically received by *1:00 P.M. PT,   .* **Email subject line must be "Response to RFP #   ."** Proposer are

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encouraged to telephone and confirm electronic receipt of the complete emailed document(s) with the Procurement and Contract Services Office before the above time and date deadline. Proposals delayed or lost by email system filtering or failures may be considered at Oregon Tech' sole discretion.

It is the responsibility of the Proposer to ensure that proposals arrive by the closing date and time. **NO LATE PROPOSALS WILL BE ACCEPTED.** Proposals may not be submitted by telephone or fax. Proposals must be e-mailed to:

Email: **Purchasing@oit.edu**

Proposals will be publicly opened by a designee in the Procurement and Contract Services Office on the Closing Date.

PROJECT BACKGROUND

Here you want to provide enough background information so that the Contractor has a reference point.

[*If estimates provided*] Oregon Tech neither represents nor warrants the accuracy of estimates and Proposers bear sole responsibility for and accepts all risks associated with their estimates of the reasonable costs of the performance of this contract.

SCOPE OF WORK

Here you want to provide all of the scope of work, expectations, and deliverables.

<u>**SECTION II – INFORMATION REQUIRED FROM PROPOSERS**</u>

PROPOSAL FORM AND CONTENT

Proposals that do not contain all the information requested in this and other sections may be rejected as non-responsive.

<u>**Submission Format**</u>

1. The proposal should be written on standard size (8½" x 11") paper, using generally accessible word processing and document formats conducive to cut-and-paste transfer of information to contracts or other summary documents. MSOffice Suite and Adobe Acrobat documents are preferred.

2. Proposers should structure responses as outlined in this RFP. Proposals should be prepared so that responses are specifically addressed in the same order as the requested information identified below and on the Questionnaire. Pages should be numbered consecutively.

<u>**File Size Limit**</u>

Proposer's submission may not exceed **25 MB** in file size. This limit cannot be increased, and files of larger size will not be accepted.

REQUIRED PROPOSAL CONTENT

1. You must complete the **Bidder/Proposer Non-Discrimination and Oregon Tax Laws Certification** sheet, signed by an authorized company official.

2. The proposal must also include the following:

   a. **Title Page or Cover Letter.** The title page or cover letter should indicate the date, subject, name of the Proposer, address, current telephone number, e-mail address, name and title of the Proposer's contact person as well as a signature of an authorized official with the authority to negotiate and contractually bind the Proposer.
   b. **Questionnaire.** Complete and specific answers to the Questionnaire for Proposers. Please respond by restating each question and thereafter providing your answer in order beginning with question 1.

3. **Summary Statement**. The Proposer may, but is not required to, provide a summary statement as to its qualifications, as well as briefly describe (no more than five hundred (500) words) any special considerations the Oregon Tech should consider.

EVALUATION CRITERIA

Proposals will be evaluated for completeness and compliance with this RFP. Proposals considered complete will be evaluated to determine if they comply with the administrative, contractual, and technical requirements of the RFP. If the proposal is unclear, Proposers may be asked to provide written clarification. **Proposals that do not specifically address the scope of work or do not include the**

complete proposal content may be rejected.

Proposals will be evaluated based on the following criteria and questions outlined in the Questionnaire for Proposers:

1.	Background Information	20 points
2.	Scope of Work	25 points
3.	Cost Summary	25 points
4.	Quality of Proposal	15 points
5.	References Review	15 points
6.	Interview (if applicable)	25 points
	Total Possible:	**125 points**

SECTION III – QUESTIONNAIRE FOR PROPOSERS

Please submit your responses in order beginning with question 1 by restating the question, then providing your answer. Use additional sheets as necessary. Be specific with names and numbers.

1. **Background Information**

Description of past experience in the successful completion of similar services for higher education. Experience working with Oregon issues, preferred. Firms should provide evidence of the successful completion of at least three such projects. Please provide name, address, and current telephone numbers of contact person for such projects.

Identify specific person(s) who would be responsible for the proposed work and include a brief resume for each. Please list references for each person identified including name, address, and current telephone number of an appropriate reference contact person.

2. **Scope of Work**

Using the Scope of Work as a guide, outline a work plan, with target dates for beginning and completion of essential steps necessary to meet the deadlines.

3. **Cost Summary**

Pricing and fee schedules should be on an hourly rate and sufficiently descriptive to facilitate acceptance of a proposal. List the not-to-exceed (NTE) amount you propose for consulting services. Pricing should outline all estimated expenses, such as travel, lodging, printing and mailing, and miscellaneous expenses, which are separately reimbursable

4. **Quality of Proposal**

Proposal is fully compliant and responsive. Responses display a thorough understanding of the scope of work and present a complete recommended approach.

5. **References Review**

Provide three (3) references from clients your firm has served in the past three (3) years, including one (1) client that has newly engaged the firm in the past three (3) years and one (1) long-term client (i.e., over three (3) years). Provide the name, address, and current telephone number of each reference.

Request for Proposals (v.07/2023)

SECTION IV – CONTRACT TERMS AND REQUIRED DOCUMENTS

NOTICE OF INTEREST

RFP
TITLE OF RFP

Name of Consultant/Firm: _____

Check One:

_____   Yes, this firm will submit a proposal in response to this RFP. Please forward any addenda to the RFP to my attention.

_____   No, this firm does not anticipate submitting a proposal in response to this request.

Comments:

Signature:	_____	Date:	_____
Name:	_____	Title:	_____
Address:	_____		
City/State/Zip:	_____	Phone:	( ) _____
E-mail:	_____		

Please email this Notice of Interest no later than _____ at 5:00 P.M., PT to Purchasing@oit.edu.

BIDDER/PROPOSER
NON-DISCRIMINATION AND OREGON TAX LAWS CERTIFICATION

RFP #
TITLE OF RFP

I, the undersigned, have read all of the terms and conditions of this Request for Proposals, and I understand that if awarded the contract, I and the firm represented herein shall be bound by its terms and conditions and representations made in this response. I certify that the named firm has not discriminated against minority, women, or emerging small business enterprises in obtaining any required subcontracts.

Certified Minority, Women, or Emerging Small Business

For statistical purposes only, please indicate if your firm is an Oregon certified minority, women, or emerging small business (check all applicable): ☐ DBE ☐ MBE ☐ WBE ☐ ESB

Certificate of Compliance with Oregon Tax Laws

I, the undersigned, (check one):

☐   hereby certify under penalty of perjury that I am not in violation of any Oregon Tax Laws.

☐   hereby certify under penalty of perjury that I am authorized to act on behalf of the firm herein named and to the best of my knowledge, such firm is not in violation of any Oregon Tax Laws.

For purposes of this certification, "Oregon Tax Laws" means a state tax imposed by Oregon Revised Statues (ORS) 320.005 to 320.150 and 403.200 to 403.250, ORS Chapters 118, 314, 316, 317, 318, 321, and 323; the elderly rental assistance program under ORS 310.630 to 310.706; and local taxes administered by the Oregon Department of Revenue under ORS 305.620.

Business Designation (check one): ☐ Corporation ☐ Partnership ☐ Sole Proprietorship
☐ Governmental/Non-Profit ☐ Limited Partnership ☐ Limited Liability Partnership
☐ Limited Liability Company

Signature: _____   Date: _____

Print Name: _____   Title: _____

Firm Name: _____

Address: _____

City/State/Zip: _____   Phone: (___) _____

E-mail: _____

Request for Proposals (v.07/2023)

EXHIBIT A

OREGON TECH SAMPLE CONTRACT

[Please see attached.]

Draft RFP Scope for Comprehensive Osteopathic Medical School Planning Study Agreement

Introduction

Oregon Institute of Technology (Oregon Tech or the University) is Oregon's Polytechnic University with its main campus located in Klamath Falls, Oregon. Founded in 1947, Oregon Tech was initially established to train and re-educate World War II veterans. Over the decades, it has grown significantly in both size and academic scope, becoming a leader in providing high-quality, hands-on education in technical and applied fields. Oregon Tech's mission has evolved to include not only serving veterans but also offering a wide array of degree programs to a diverse student population.

The University is dedicated to providing practical skills and knowledge, preparing students for successful careers in rapidly changing industries. In addition to the Klamath Falls main campus, Oregon Tech also has satellite campuses in Portland, Salem and Seattle, as well as Oregon's Manufacturing and Innovation Center (OMIC) in Scappoose, Oregon.

With a Fall 2024 student enrollment of nearly 5,302, including advanced School placement (ACP), Oregon Tech offers 47 major and undergraduate, graduate and doctoral degree programs across a variety of disciplines. As a polytechnic University, Oregon Tech specializes in engineering, technology, healthcare and health technologies, business, communication and applied sciences such as psychology and environmental science, physical therapy and applied sciences. These programs are designed to equip students with the skills necessary to excel in the workforce, build economic mobility and contribute to innovation in their chosen fields. Oregon Tech continues to maintain a strong focus on applied research, sustainability, and community service, positioning the University as an integral partner in Oregon's higher education landscape.

Sources:
Oit.edu

https://en.wikipedia.org/wiki/Oregon_Institute_of_Technology

Background

A shortage of physicians persists in the United States as demand continues to exceed supply. It is estimated that within the next decade the shortage of physicians will surpass 125,000. There are vast regions of the country that are designated by the Health Resources Services Administration (HRSA) as healthcare provider shortage areas. These areas are typified by the lack of primary care physicians. These areas also lack a contiguous referral network of specialty physicians and facilities to provide an essential spectrum of care to support the region's population base. It often takes months to secure a primary care appointment, and more specialized or complicated medical conditions require a transfer many miles outside the region, often to a designated medical destination such as an academic medical center.

Southern Oregon is one of those healthcare shortage areas as classified by both HRSA and the Oregon Health Authority. In Klamath County alone, there is only one physician per 2000 citizens. In some parts of the county, patients must travel an hour to reach a primary care physician. In Lake County travel can be well over an hour. With most of the state's primary care and specialty providers concentrated in population centers in the northern portion of the state, Southern Oregon is a vast underserved area which puts this population at significant disadvantage for access to care leading to disproportionate inefficiencies in disease diagnosis and management and resulting in poorer outcomes and higher mortality rates.

A School of Osteopathic Medicine (the School) for southern Oregon, centrally located in Klamath Falls, would create a seismic shift in access to primary and specialty healthcare for the entire southern region of the state and beyond. The School would also bring a profound economic boom to southern Oregon through an increased number of medical professionals, ancillary healthcare related jobs, increased medical diagnostic and treatment options, retail and services, housing and transportation.

Establishing a new School of Osteopathic Medicine is a lengthy and complex process, requiring significant investment and effort by the partnering entities to develop a compelling plan for consideration by the Commission on Osteopathic College Accreditation (COCA). In recent years, a number of communities have been successful in launching new Schools of osteopathic medicine to meet the pressing need for additional physicians.

Purpose

Oregon Tech is seeking proposals for consulting services to perform a comprehensive planning assessment to establish a public School of Osteopathic Medicine in Klamath Falls.

Oregon Tech achieved Carnegie Classification in 2025 for research and is a trusted partner in addressing critical challenges facing the state of Oregon, including through workforce development, research, and innovation. *[Language to be included contingent upon receiving successful funding from the state: In recognition of Oregon Tech's statewide leadership in improving healthcare access and outcomes for Oregonians, in June of 2025 the 83rd Oregon Legislature and Governor Tina Kotek provided public funding and directed the University to undertake a study focused on the planning to establish a public School of Osteopathic Medicine in Klamath Falls where the Oregon Tech main campus is located.]*

[Language to be included contingent only upon Board Approval: The Oregon Tech Board of Trustees, at its MMM YYYY meeting authorized a comprehensive planning study to locate, construct, equip, and operate a School of Osteopathic Medicine.] The comprehensive plan must be developed in accordance with standards established by the America Osteopathic Association (AOA) and Commission on Osteopathic College Accreditation (COCA).

Scope of Work/Specifications and Metrics

General Scope of Work

Oregon Tech is soliciting proposals from qualified firms experienced in higher education and the health care industry to conduct a comprehensive planning study on the establishment of an Oregon Tech School of Osteopathic Medicine. For purposes of the planning study:

- An Oregon Tech School of Osteopathic Medicine would be housed on Oregon Tech's Klamath Falls campus, with the possibility of upper division programming in the surrounding region or elsewhere in Oregon.
- The School would feature a four-year graduate Doctor of Osteopathic Medicine program, built upon Oregon Tech's undergraduate medical professions programs.
- It would also include an accelerated Doctor of Osteopathic Medicine program option that combines three years of undergraduate study with four years of medical school education.
- An Oregon Tech School of Osteopathic Medicine would be particularly focused on meeting the primary care needs of Oregonians through an interdisciplinary, team-based approach.

Specific Activities

The comprehensive planning study will focus on operational, financial, programmatic and accreditation elements and will include a detailed framework along with specific action steps to successfully plan, develop and launch a new osteopathic medical school and shall evaluate:

- Costs, opportunities, and benefits of establishing a public Oregon Tech School of Osteopathic Medicine that features a graduate Doctor of Osteopathic Medicine (DO) program.
- Current access to primary medical care in Oregon, the available level(s) of service to meet that need, the current medical educational opportunities in Oregon, and the gap between educational opportunities, current level(s) of service, and the identified need.
- A market analysis on the financial viability of an Oregon Tech School of Osteopathic Medicine, including an assessment of local, regional, and national competition.
- The community and regional economic impact of establishing a public School of Osteopathic Medicine in Klamath Falls, Oregon.
- Development of programmatic models, including a mix of traditional four-year programs and an accelerated program model, as well as models that could provide reduced tuition for agreements to remain in the state to practice for a specified number of years. The programmatic models must be tied to the associated financial models.
- Financial models that consider varied types of support including tuition revenue and state support, as well as private sector and/or philanthropic support, and that consider alternate models for program delivery or facilities usage, including the use of AI, tech infusion and virtual simulation to help train health care teams of the future.
- In addition to the financial models noted above, an evaluation of the startup costs associated with the establishment and operation of a School of Osteopathic Medicine at Oregon Tech, including but not limited to:

Draft RFP Scope for School of Osteopathic Medicine Planning Study Agreement

- ▪ Facilities / physical plan costs
- ▪ Professional, support and ancillary staffing
- • Operational Costs (e.g., programmatic, debt service) and include a space needs assessment that considers existing facilities on Oregon Tech's Klamath Falls campus and affiliated hospital partners and identifies whether there is need for new construction to meet the needs of a new Oregon Tech School of Osteopathic Medicine.
- • An evaluation of the readiness of Oregon Tech and its hospital partners for a School of Osteopathic Medicine, including:
- ▪ Cultural readiness
- ▪ Financial capabilities (opportunities, challenges)
- ▪ Other assets (programmatic, existing facilities and potential need of new construction, etc.)
- • An understanding of the applicable regulatory landscape (inclusive of legal and accreditation requirements, and licensing bodies and their standards).
- • An understanding of residency requirements, including the planning of expanded first-year residency positions to be associated with a new graduate DO program in Oregon.
- • State-wide economic impact of a new Oregon Tech School of Osteopathic Medicine, to include clinical, research, and commercial spinoff activities at Oregon Tech and its hospital partners and in the state of Oregon.
- • A final comprehensive report document, including executive summary, to allow the Oregon Tech Board of Trustees to make an informed decision regarding the potential establishment of an Oregon Tech School of Osteopathic Medicine.

The comprehensive report will also provide a readiness framework, business plan and roadmap for the next steps. The report will include supporting schedules, analysis, business justification and detailed financial proformas including forecasted community economic impact, a comprehensive return on investment analysis considering program investments in technology, personnel, capital facilities and logistics as well as key performance metrics or indicators for success. Process and transactional flowcharts will capture proposed academic and affiliated hospital alignments.

In addition to the above, and more specifically, key deliverables from the planning assessment will include:

- • Strategic project implementation plan
- • Plan for osteopathic medical school accreditation
- • Business plan with financial modeling and a 7-year operating budget
- • Staffing and compensation plan with proposed organizational chart
- • Admissions and student affairs framework
- • Curriculum development framework
- • Capital and infrastructure plan
- • Plan for required research activities
- • Plan for developing healthcare partnerships to support medical student clinical rotations
- • Timeline and chronology for planning, start-up and early operations with key defined milestones

In preparing for the project, the consultant will meet with the interdisciplinary project work group and the leadership of the University, it's Schools and key hospital partners, community leaders and other integral stakeholders to review and refine the scope of the engagement and to learn more about the University's mission, culture and vision for the new osteopathic medical school to identify any anticipated challenges in completing the engagement.

Based on these initial meetings, interviews, additional documents review, industry expertise and knowledge of best practices, the consultant will develop a consulting project work plan including, but not limited to:

- Individuals assigned to perform the work along with brief biography highlighting experience.
- Quality Assurance Plan for the project.
- Communication plan with senior leadership, interdisciplinary project work group and others
- Full description of project work to be completed to meet project goals
    - Project budget for each phase
- Project activity schedule, timeline, milestones for project and completion date
- Specific consultant work component breakdown
    - Understand University expectations and needs in relation to new School of Osteopathic Medicine.
    - Evaluate FTEs, programs, technology and systems, processes, workflows.
    - Identify relevant revenue streams.
    - Estimate relevant program costs based on recommended cohort size.
    - Determine baseline costs to launch a new School of Osteopathic Medicine.
    - Determine metrics for success.
    - Propose optimal alignment with existing programs and hospital partners.

Consultant Preparation, Evaluation and Selection Criteria

The following information will be made available to the successful bidder:

- Organizational structures, including reporting lines and job descriptions.
- Campus space utilization and assignment documents and Master Facilities Plan.
- Financial data, including budgets, funding sources, and shared service cost breakdowns.
- Academic programs, academic strategic plan and faculty staffing plan.
- Current technology and systems infrastructure.
- Campus-specific information, such as size, operational needs, educational focus, strategic priorities, and growth potential.
- Relevant policies, procedures, and regulatory requirements that may impact on the new school.

RFP response must include the following to demonstrate the firm's ability to perform the work listed below, at a minimum.

- Relevant experience and expertise in higher education, especially in new medical school formation and academic hospital affiliations including cost dynamics and financing methodologies.
- Experience in undergraduate and graduate medical education programs, research and related residency programs.
- Proposed approaches and methodologies along with benchmarks for establishing new medical school partnerships.
- A track record of fostering new medical school start-ups.
- Examples of successful projects related to establishing new medical schools.
- A detailed timeline and cost estimate for the project, broken down into categories of project.
- At least three references from clients with similar size, scope, and complexity to Oregon Tech for whom the firm has successfully completed new medical school development.