

Executive Committee Agenda

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

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. **Call to Order/Roll/Declaration of a Quorum** (8:00 AM) (5 min) *Chair John Davis*
2. **Consent Agenda** (8:05 AM) (5 min) *Chair Davis*
 - 2.1. **Approval of the Minutes of the meetings of June 12, 2025 & September 9, 2025**
3. **Executive Session**
 - 3.1. **2025 Presidential Evaluation and 2025-26 Institutional Goals** (8:10 AM) (65 min)
Chair Davis
4. **Other Business/New Business** (9:15 AM) (5 min) *Chair Davis*
5. **Adjournment** (9:20 AM)

All times are approximate.

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

Executive Committee
DRAFT Minutes

Executive Committee Member Trustees present:

Chair John Davis, Esq	David Cauble
Vice Chair Vince Jones	Dr. Johnnie Early
Cecelia Amuchastegui	Celia Núñez-Flores
Kanth Gopalpur	
President Nagi Naganathan (Ex-Officio)	

Executive Committee Trustee(s) not present:

Stefan Bird

Other Trustees in attendance:

Mike Starr
Dr. Vijay Dhir
Keegan Dentinger (excused)

University Staff and Faculty Present:

Dr. Ken Fincher, Vice President of University Advancement, Executive Director, Oregon Tech Foundation, & Board Secretary
David Groff, Esq, General Counsel
Dr. Beverly McCreary, Associate Vice Provost, Faculty Relations

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

Chair Davis called the meeting to order at 8:19 AM. The Board Secretary called the roll, and a quorum was declared.

2. Consent Agenda *Chair, John Davis*

2.1 Approval of the Minutes of October 18, 2024; December 18, 2024; March 6, 2025 & May 13, 2025 Meetings

No changes were made. Minutes were approved as submitted, with all members present voting aye.

3. Other Business/New Business - None

4. Executive Session: *Chair Davis*

- 4.1** Chair Davis called the executive committee into executive session, citing the following statute.

Executive Session—*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.*

5. Adjournment at 9:20 AM

A recording of **this** portion of the meeting is available here:
<https://www.oit.edu/trustees/meetings-events/recordings>

Minutes

Executive Committee Member Trustees present:

Chair John Davis, Esq	David Cauble
Vice Chair Vince Jones	Dr. Johnnie
Early Cecelia Amuchastegui	
Kanth Gopalpur	
President Nagi Naganathan (Ex-Officio)	

Executive Committee Member Trustee(s) not present:

Stefan Bird	Celia Núñez
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Other Trustees in attendance:

Dr. Vijay Dhira	Dr. Mark Neupert
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University Staff and Faculty Present:

Dr. Ken Fincher, VP and Executive Director & Board Secretary
David Groff, Esq, VP & General Counsel
Dr. Mandi Clark, VP Student Affairs
John Harman, Vice President, Finance & Administration
Dr. Beverly McCreary, Associate Vice Provost, Faculty Relations Dr. Linus Yu, Associate Vice Provost, Academic Excellence
Dr. Hersham El-Rewini, Sr. VP and Provost Bryan Wada, ITS
Gaylyn Maurer, Executive Director of Health & Wellness
Katie H. Ebner, Executive & Strategic Communications Specialist

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

Chair Davis called the meeting to order at 3:09 am. The Board Secretary called the roll, and a quorum was declared.

2. Action Items: *Chair Davis*

- 2.1 Chair Davis and President Naganathan reviewed the need for a planning study for a potential medical school. A slide deck with background information was shared with the executive committee members. (see attached)

Vice Chair Jones made the following motion:

“Authorize the President or his designee(s) to move forward with the required next steps to plan for a College of Osteopathic Medicine leading to a Doctor of Osteopathic Medicine (DO) degree on the Oregon Tech Klamath Falls Campus, including issuing an RFP for a feasibility study and business plan, creating an advocacy network, seeking philanthropic support, and state legislative support.”

The motion was seconded by Trustee Early.

Aye votes: Davis, Jones, Cauble, who earlier declared a potential conflict of interest, Gopalpur, Amuchastegui, and Early

There were no votes against the motion, and no abstentions. **Motion passed.**

- 2.2 Chair Davis and President Naganathan provided information related to Oregon Tech’s new strategic plan. A slide deck with pillar information, and a process summary was provided and reviewed. (see attached)

Chair Davis made the following motion:

“The board, having discussed the strategic plan and consistent with the direction summarized during this meeting, is directing the President to bring back a strategic plan for the board to review at the April 2026 Board Meeting, with periodic updates to the board.”

Trustee Amuchastegui seconded the motion.

Aye votes: Davis, Jones, Cauble, Gopalpur, Amuchastegui, and Early.

There were no votes against the motion and no abstentions. **Motion Passed.**

3. Meeting adjourned at 4:06 PM

A recording of this meeting is available here:

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

Action Item 2.1: Planning and Study for a Potential Medical School

Dr. Nag Naganathan, President
Gaylyn Maurer, Executive Director, University Health and Wellness

Oregon **TECH**

1

The Problem: Oregon's Healthcare Desert and Health Inequities

- 2.5 million Oregonians live in Health Provider Shortage Areas (HPSA), noted in red on the map to the left
- Rural areas fare much worse than their urban counterparts in terms of health outcomes (noted in red and gold on the map to the right). Specifically:
 - Premature Death
 - Elevated Suicide Rates
- Lower life expectancies
- Poorer quality of life

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2

Medical School Socialization of Concept

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3

Assessment of Socialization

- Across all media outlets, it is estimated that there have been up to 93.8 million views of this information, based on unique average views per month across all the media websites. The total monetary value of this media presence is estimated at \$1.71 Million.
- Feedback from all stakeholder groups has been uniformly and strongly affirming of the value of a new medical school.
- The creation of a medical school at Oregon Tech's Klamath Falls campus will enhance Oregon's capacity to create physicians and better meet healthcare needs.
- What are the next steps?
 - An overview of medical school structure
 - An in-depth exploration of accreditation requirements
 - Required planning steps for Oregon Tech

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4

Medical School Overview: Traditional Model

- Most programs require four-year degrees prior to application
- Cohort based professional program
- First 2 years of curriculum are in-classroom instruction ("Pre-clinicals")
- Second 2 years are "Clinical Rotations" or "Clerkships"
 - Four-week rotations to train in patient care in all of the following areas:
 - General Surgery
 - Pediatrics
 - Women's Health (OB/GYN)
 - Family Medicine
 - Internal Medicine
 - Psychiatry
 - Emergency Medicine
 - 1st year of Clerkship covers all areas above; 2nd year focus on electives (can include rotations with specialization - rural settings, underserved populations)
- Accreditation requires showing a "plan and progress" for starting new residency slots (Graduate Medical Education) for 100% of the inaugural class prior to the starting of the 1st cohort.

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Anatomy of a Medical School

Possible Shared Services with Parent Institution:

- Administrative
- Student Health/Counseling
- Title IX
- Information Technology
- Human Resources
- Development
- Public Relations
- Facilities Management

Competency Areas:

- Primary Care & Clinical Medicine
- Medical & Cell Biology
- Clinical Anatomy
- Physiology & Pharmacology
- Genetics & Biotechnology

Other departments: Dean's Office, Student Health/Counseling, Title IX, Information Technology, Human Resources, Development, Public Relations, Facilities Management, Clinical Curriculum, Medical Student Affairs, Program Services & Support, Assessment, Evaluation & Accreditation, Graduate Medical Education (Residency), Clinical Skills Training (Clinical Mocking).

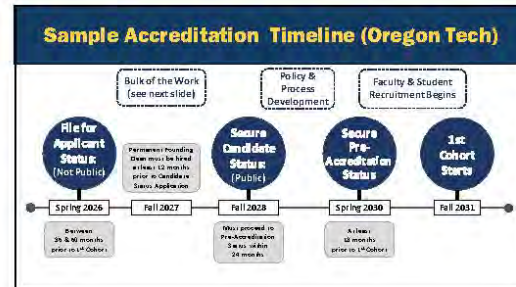
* Many medical schools have their own Admissions/Recruitment Department

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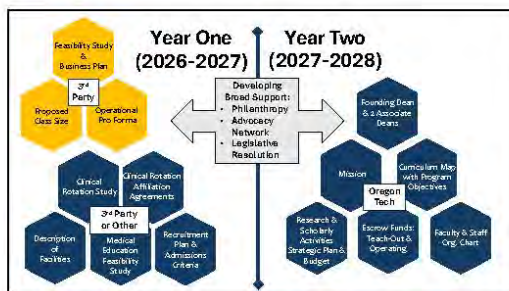
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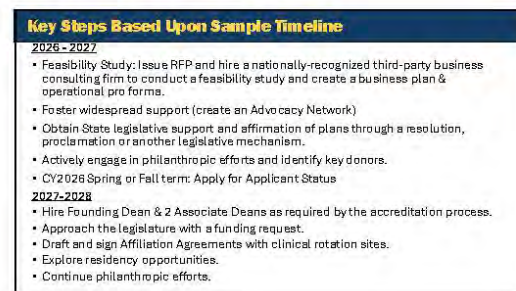
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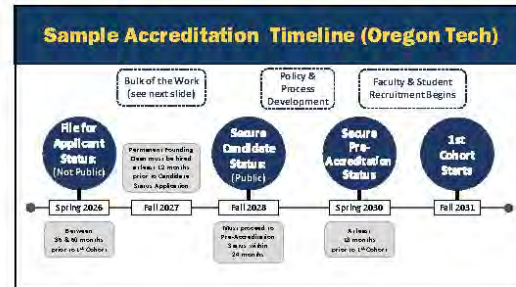
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Action Item 2.1: Planning and Study for a Potential Medical School

Motion:

Staff requests a Motion by the Oregon Tech Board of Trustees Executive Committee to authorize the President and his designee(s) to move forward with the required next steps to plan for a College of Osteopathic Medicine leading to the Doctor of Osteopathic Medicine (DO) degree on the Oregon Tech Klamath Falls campus, including issuing an RFP for a feasibility study and business plan, creating an Advocacy Network, seeking philanthropic support, and state legislative support.

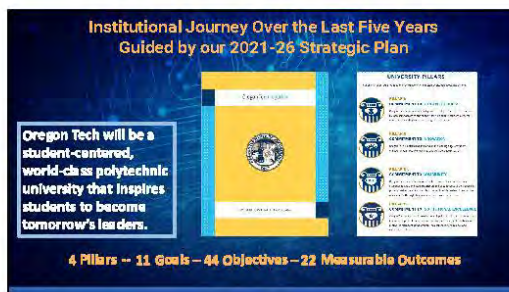
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Pillar I – Student Success

- **Enrollment Management**
 - The new plan will emphasize the importance of enrollment management, including both recruitment and retention, to ensure student success and the University's budgetary stability.
- **The Oregon Tech Pledge**
 - A guiding principle to distinguish the University's commitment to students, linked to individual attention, experiential learning, affordability, career success, and co-curricular opportunities.



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Pillar IV – Institutional Excellence

- **Faculty Research and Scholarship**
 - Strengthen support for the research office, increase scholarships, and support faculty and student innovation.
- **Organizational Readiness**
 - Support and fill gaps in faculty, staff, and institutional processes consistent with institutional growth.
- **Institutional Pride**
 - Believe in who we are and in our value proposition



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Pillar II – Innovation

- **Future Programs**
 - Explore the feasibility of new programs such as a Medical School, Graduate degrees, and Online Education aligned to market needs.
- **Curricular Flexibility**
 - Implement combined/accelerated degrees, year-round pathways, and an efficient academic calendar to provide students with more flexibility.
- **AI Integration**
 - Embed AI intentionally across all aspects of recruitment, retention, teaching, research, delivery, and business processes.



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The new strategic plan will be our compass, guiding Oregon Tech to shape the future as a world-class polytechnic defined by advancing student success, embedding innovation, engaging communities, and pursuing excellence at every level.



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Pillar III – Community

- **Brand Presence**
 - Increase marketing visibility throughout Oregon, particularly in Portland and southern Oregon.
- **Partnerships**
 - Strengthen collaborations with industry, business, healthcare systems, and community stakeholders.
- **Economic Development**
 - Position Oregon Tech as a convener and partner for economic development, regionally and statewide.



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Achieving the Next Level of Excellence:
Aligning our Heads and Hearts
— Our Vision and Passion —
with the Goals & Aspirations of Our Stakeholders
& our commitment to
Improve the Human Condition



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3.1. 2025 Presidential Evaluation & 2025-2026 Institutional Goals

Subject:

2025 Presidential Evaluation and 2025-26 Institutional Goals

Recommendation:

The Executive Committee recommends to the Board of Trustees that the Board accept the Chair and Vice Chair's 2024-25 Presidential Evaluation and approve the 2025-26 Institutional Goals for Oregon Institute of Technology as presented by President Dr. Nagi G. Naganathan.

Background:

Under the Board's Bylaws and Presidential Evaluation Policy, the Chair and Vice Chair conduct an annual review of the President based on the President's Self-Assessment Report. The Board Chair and Vice Chair meet with the President to discuss the self-assessment and proposed goals for the following year.

This evaluation is based on:

- The President's 2024-25 self-evaluation and institutional progress report and 2024-25 University Accomplishments Executive Summary as presented by the President;
- The institutional goals approved by the Board at its December 2024 meeting;
- Direct observation and feedback from Trustees, faculty, students, staff, and stakeholders as solicited by the Board Chair and Vice Chair;
- The Board Chair and Vice Chair met with Dr. Naganathan in August and September 2025 to review institutional performance, leadership initiatives, and the proposed goals for AY2025-26.

Additionally, the Chair and Vice Chair conduct regular meetings with the President, generally bi-weekly, to assess the status of the University, provide feedback and strategic support for the President and his executive team, and support the initiatives of the University.

Summary Assessment – 2024-25 Presidential Performance

The Board Chair and Vice Chair commend President Naganathan for his strong and steady leadership during another year of transition and growth for Oregon Tech. Under his team's direction, the University has achieved major progress in academic expansion, enrollment stability, fundraising, and statewide visibility. Key areas of commendation include:

1. Strengthening the University's leadership team: Appointment of a new Provost and continued growth and alignment of the senior leadership team have positioned Oregon Tech for long-term academic and operational stability. The Chair and Vice Chair look forward to a successful search for the new HAS Dean to continue to round out the University's executive leadership team.
2. Launching new programs aligned with Oregon Tech's polytechnic mission: The University launched the new Allied Health program, advanced the Doctor of Physical Therapy and other applied health programs, launching the Construction Management degree program, and beginning the preliminary process to explore a School of Medicine. Significant media attention and stakeholder support for these initiatives has led, we believe, to increases in interest and enrollment at the University.
3. Substantial fundraising gains and advancement success: Oregon Tech raised over \$5.5 million during FY2025, exceeding the institutional goal and marking one of the largest fundraising years

in University history. The silent phase of the comprehensive capital campaign was launched, and cumulative campaign commitments now exceed \$8 million (23% of goal). Since then, the Chair and Board Chair are aware of significant other contributions directly related to the interest from stakeholders in the University's Health programs.

4. Steadying enrollment and growing new freshmen. Fall 2024 recorded the largest new freshman class in 40 years (530 students). Fall 2025 enrollment is again trending upward, with a projected 8–10% increase over the three-year average.
5. Securing a new five-year faculty union contract and building faculty ranks. The new collective bargaining agreement provides academic stability, predictability, and supports faculty recruitment and retention efforts. Efforts by the Provost and department chairs to speed faculty hiring has led to significant gains of confidence that our academic foundation is well set for the next five years.
6. Serving as Oregon Tech's lead advocate and ambassador: Dr. Naganathan has been highly active in the Oregon Legislature, the Oregon Council of Presidents, and within the Portland-Metro region, advancing Oregon Tech's funding priorities and statewide visibility. The Chair and Vice Chair commend the President for being a "road warrior" who extends the reach of Oregon Tech throughout the state and the Northwest.

Summary of 2024-25 Institutional Goals and Outcomes

The institutional goals approved by the Board at its December 2024 meeting are reviewed as follows:

Goal	Target / Outcome	Assessment
1. Achieve ≥5% growth in new freshmen (Fall 2025)	Projected 8–10% growth (~515 new freshmen)	Exceeded
2. Increase retention of new undergraduates from 70% → 71%	Approx. level year-over-year (~70%)	Maintained
3. Raise \$5 million in annual/capital funds	\$5.5 million raised (+\$1.9M vs. prior year)	Exceeded
4. Conduct space utilization and repurposing study	Completed; confirmed underutilized classrooms/labs; plan integrated with medical school concept	Achieved
5(i). Develop and launch Health & Wellness Initiative	Expanded Wellbeing programming, mentoring, and community partnerships	Achieved
5(ii). Initiate Medical School concept	Statewide momentum built; partnerships formed with Sky Lakes; public campaign launched	Achieved / Ongoing

Additional Notable 2024-25 Accomplishments

- 1) Reversed full-time student enrollment decline: +1.3% headcount, +4.1% credit-hour growth.
- 2) Closed FY2024-25 with a \$600K positive balance versus a projected \$4.1M deficit.
- 3) Secured \$2.3M in State Sustainability Funds for enrollment and systems initiatives.
- 4) Achieved a 7% increase in statewide Public University Support Fund (PUSF) allocation.
- 5) Continued capital improvements, including the Thomet Fieldhouse fully funded by philanthropy.
- 6) Oregon Tech's first Udall Scholar, marking a milestone in national academic recognition.
- 7) Expanded partnerships with federal and state agencies to pursue \$8M in new research funding.

Summary Assessment

The Chair and Vice Chair find that President Naganathan met or exceeded expectations in most areas, demonstrating good progress in advancing Oregon Tech's mission, reputation, and financial stability. His collaborative leadership, focus on enrollment growth, commitment to employee wellbeing, and personal engagement in legislative advocacy and fundraising continue to strengthen Oregon Tech's future trajectory.

Institutional Goals for AY2025-26

As part of the Presidential evaluation and assessment process, the President sought feedback from Trustees and key stakeholders on the following proposed Institutional Goals, which the President, Chair, and Vice Chair recommend for approval by the Executive Committee and full Board:

1. Develop the new Strategic Plan and present it for review and approval at the April 2026 Board of Trustees meeting.
2. Grow overall enrollment in Fall 2026 by 2% over the Fall 2025 census enrolled student credit hours, excluding dual credit.
3. Increase the retention rate of first-year and continuing students by at least 1% from the current level of ~69% and ~85%, respectively.
4. Increase research grant submissions (+20%) from the current 3-year average of 62 per year.
5. Create a sustainable study-abroad program with an objective to create tangible and scalable global experiences for at least 40 students by calendar year 2026 Summer term.
6. Demonstrate significant implementation of AI competencies in at least 10 courses during the AY2025-26.
7. Raise \$5.5M toward annual/capital campaign and develop a new marketing and branding campaign for Oregon Tech statewide.
8. Complete the feasibility study and business plan for a new medical school by December 31, 2026.

Recommendation

The Chair and Vice Chair Recommend the Executive Committee and the full Board of Trustees:

1. Accept the 2024-25 Presidential Evaluation as herein presented, and
2. Approve the 2025-26 Institutional Goals for Oregon Tech as outlined above.

Prepared by:

John Davis, Chair
Vince Jones, Vice Chair
Board of Trustees, Oregon Institute of Technology