

Oregon Institute of Technology

ACADEMIC COUNCIL

February 9, 2018

MINUTES

Provost Gary Kuleck called the meeting to order at 2:00 p.m. Academic Council members present were: Seth Anthony, Sharon Beaudry, Todd Breedlove, Paula Russell, Tiernan Fogarty, Jeff Hayen, Claude Kansaku for Todd Breedlove for a portion of the meeting, LeAnn Maupin, Debbie McCollam, Hallie Neupert, Mark Neupert, Jeff Pardy, Dan Peterson, Farooq Sultan, Roger Lindgren for Sean St.Clair, Ken Usher, Erika Veth and Jack Walker. Brian Fox was absent. Jamie Kennel, Dawn Taylor, Claudia Torres-Garibay, and Laura McKinney joined the meeting remotely. Jim Jones was also in attendance.

PRESIDENT'S REPORT

President Nagi Naganathan attended the beginning of the meeting and reported on several legislative initiatives and highlights pertaining to Oregon Tech and updates on other institutions.

Oregon State University (OSU)

Dr. Naganathan reported that OSU is aggressively pursuing a very expanded cascades campus, causing concern to many other universities. OSU plans to launch their engineering program in Bend and has requested \$300M in capital funding over the next 10 biennia. OSU is currently in line for \$39M for new building construction, including a large student services center. Dr. Naganathan stated that OSU has also acquired space in downtown Portland to expand operations. Although being presented as consolidating foundation operations, it will be the hub for launching many educational and research programs in the Portland Metro area.

University of Oregon (U of O)

The U of O plans to roll out an applied sciences program in the Portland area, which Dr. Naganathan believes will be the first step to launching an engineering program.

Eastern Oregon University (EOU)

Dr. Naganathan stated that Eastern Oregon University is trying to claim the status of Oregon's rural university with a bill to support that.

Southern Oregon Alliance

Dr. Naganathan stated that he is working with presidents from Southern Oregon University (Dr. Linda Schott), Rogue Community College (Dr. Cathy Kemper-Pelle), and Klamath Community College (Dr. Roberto Gutierrez) to form a southern Oregon alliance in hopes of creating a stronger presence and to bring activities together.

Oregon Health Sciences University (OHSU)

Dr. Naganathan stated that OHSU will soon have a new president and believes this to be the time to begin conversations and is hopeful that it will foster a desire to engage the other universities in a more inclusive way.

Tuition Bill

Dr. Naganathan spoke of a possible tuition bill that is of great concern. If passed, it would create many restrictions including a cap of 3% tuition increase across all campus. Anything higher would require lobbying in front of HECC. Dr. Naganathan stated that we are currently lobbying hard to ensure this will

not be a constraint and commended our students for the fabulous job they did speaking in front of HECC and relaying how engaged they are in the tuition setting process.

Emissions Legislation

Dr. Naganathan stated that there is an emissions legislation and that, by virtue of our renewable energy and science portfolio, Oregon Tech has an opportunity to be the top destination to graduate energy engineers and scientists.

Doctor of Physical Therapy (DPT)

Dr. Naganathan stated that we are making a concerted effort to move forward with a DPT degree and has spoken with the Provost of OHSU, Alena Andresen, who has promised support. Andresen will visit the Klamath Falls campus next Friday, and key topics will include offering physician assistant and DPT programs.

University Day

Dr. Naganathan stated that University Day, a large lobbying day, is next week and invited all who are able to come and offer support.

Legislative Breakfast

As part of a recent trip, Dr. Naganathan was able to host a legislative breakfast in Portland, with the Higher Education Committee Chair in attendance. The legislators, the Tuition Committee, and our students did a great job of explaining how things work at Oregon Tech and how pleased they are to be included in the process.

Budget and Enrollment

Dr. Naganathan thanked all in academic leadership roles, noting how challenging it can be. Dr. Naganathan stated that soon more resources, accountability, and responsibility will be kept at the Dean and Chair level. Dr. Naganathan stated that the Board was kind enough to approve a \$3M deficit budget last year and that budget will be a challenge. On average, 1% enrollment is equal to \$300,000 – a 10% enrollment increase would be needed to meet the deficit. Dr. Naganathan continued that unfortunately, fall enrollment numbers were not where they needed to be. Portland had a 20% applicant increase, yet fewer students than last year enrolled. Dr. Naganathan stated that not admitting and matriculating student that applied in a timely fashion was a real mistake. Last year Dr. Naganathan found that there were pending applicants who had gone 180 days with no contact from Oregon Tech. Dr. Naganathan added that almost 50% of applicants come between now and when the term starts, which is simply too late, and that we should be at the 75-80% by this time.

When the State approved the budget last year there was a note stipulating that tuition cannot be increased by more than 5% in the second year. Dr. Naganathan added that aside from tuition increases, it is critical that revenue growth occur in other areas. Dr. Naganathan asked for input from the Council to improve recruiting efforts and to be creative in devising additional processes.

As a proactive measure, Dr. Naganathan relayed that he has asked VPs to conduct a budget adjustment exercise with 3% and 5% reduction and 5% investment scenarios and added that departments may be asked to do the same in the near future.

Faculty Compensation

Dr. Naganathan stated that he is willing to look at a new model for setting faculty compensation – considering the market and individual value to departments rather than letting CIP codes be a restraint. Dr. Naganathan stated that a task force will soon be formed with the intent of making decisions within a few months' time and that data that we already have will be utilized, namely from the recent work of the Compensation Committee.

Open Floor

Dr. Naganathan invited conversation from the Committee.

Mark Neupert asked, *“How are you working to align external activities with the Provost and his leadership of the Academic Council? How did you coordinate activities and strategies to advance the shared academic vision and what should the role of the VP of Finance be in this process?”*

Dr. Naganathan stated that he recently met with the Faculty Senate Executive Committee who was concerned about the President, Provost, and VP of Finance all traveling at the same time. Dr. Naganathan stated that he would like to get to a point where he and the Provost are not gone at the same time but noted difficulties in a multi-campus setting. Dr. Naganathan added that a concerted effort is being made to avoid simultaneous travel and believes that a few key hires such as the Dean of ETM, and Vice Provost for Innovation and Academic Affairs will help.

With respect to Finance, Dr. Naganathan stated that through his vast experience working with Provosts and Finance VPs (10 different of each), it is important to note that they work collaboratively together, all working together to bring resources and to fortify our finances. Dr. Naganathan stated that Brian Fox brings not only his finance expertise but key connections in the State and added that Oregon Tech cannot exist on state subsidy and tuition dollars alone. Dr. Naganathan stated that he and Provost Kuleck are utilizing their academic experience and are working with individuals and coaching them on their roles.

Dr. Naganathan announced that Governor Kate Brown will be our keynote commencement speaker and is anxious to have her visit campus. Dr. Naganathan hopes to fit in a tour of Corbett to show how her investment is making a difference.

Dr. Naganathan relayed the need to cultivate additional lobbying opportunities to be sure our voices are heard in securing additional resources for Oregon Tech and stated that a person of influence should be selected for all future commencements. The keynote speaker in Wilsonville will be Mark Johnson, former Senator, and newly named CEO of Oregon Business and Industry.

Dan Peterson asked, *“In terms of an academic plan for the Institution, how do you see yourselves working together on that plan and how can we as faculty members, chairs, and deans participate to develop that plan?”*

Dr. Naganathan stated that Provost Kuleck is the chief academic officer but has the responsibility to ensure that our mission is served. Rather than starting from scratch, Dr. Kuleck is working on a strategic planning recalibration. In preparation, Dr. Naganathan stated that Dr. Carol Cartwright has agreed to give additional guidance in the planning process and will host focus groups. In identifying opportunities, Dr. Naganathan stated that he is counting on participation from all and recommendations on what should be developed and what we should walk away from.

EQUIPMENT PROPOSALS

Provost Gary Kuleck stated that the biggest challenge in making equipment decision was the fact that there were \$1.9M in requests and \$480,000 in available funds (some of which is reserved for IT computer requests). Dr. Kuleck added that great efforts were made to fund the highest priority items and that several factors including immediate need, number of students impacted, and level of student support were considered. Dr. Kuleck would like to meet with each Chair over the next few weeks to discuss details.

Dr. Kuleck reminded all that departments have been asked to look for external funding sources and to provide some level of match. Some requests articulated how industry may help while others were missing

this element and Dr. Kuleck encouraged an entrepreneurial spirit of funding and in making connections and added that many departments have extensive industry connections that may yield tremendous opportunities.

At the last meeting, Jim Jones presented a plan to centralize computer and printer purchases and maintenance to ensure a functional replacement cycle. Dr. Kuleck stated that a new engineering building and the Cornett renovation have presented a variety of needs, including high level printing needs. For computer requests not funded, Dr. Kuleck has asked that Jones meet with Chairs to strategize on meeting department needs. In determining laboratory needs, first knowing which software will be used will help Jones determine computer needs.

Dr. Kuleck has asked Brian Moravec to meet with Chairs to strategize on furniture needs. A faculty visioning group will also start meeting in a few weeks to visualize for the new building. Dr. Kuleck stated that while the University does not have a deferred maintenance budget to replace items as needed, two furniture requests have been approved – one funded from the Provost's Office and the other is for Cornett Hall which will serve many departments. Moravec and Thom Darrah are discussing funding for furniture in the newly renovated spaces. Dr. Kuleck has asked that purchases be strategically planned and encouraged departments to use an interdisciplinary approach for opportunities and funding.

WORKLOAD REPORT UPDATE

LeAnn Maupin reiterated that a main reason for moving to a new workload process was to provide tools to simplify time consuming duties that Chairs have been tasked with. The workload tool was built to enable course planning, workload allocation, and to provide more automated reporting.

Farooq Sultan combined all spreadsheets into one master and had the following findings: workload was missed for 580 courses, 68 courses were duplicated with multiple departments claiming the same instructor and workload, 380-400 courses were missing the workload type or unit. All total, close to a 1,000 courses still need action before individual reports can be run.

Sultan stated that for the scheduling piece where add, modify, cancel, comments were entered, the course wasn't flagged to modify or cancel. Any time a course needs to be added, the Registrar's Office is asking that departments contact them directly and will verify with the Chair prior to making changes. Sultan also tried to determine if some of the courses marked as cross-listed courses actually were as many listed different times and campuses.

Claudia Torres stated that she tried to correct some mistakes but was having problems with the file and couldn't see most of the faculty in the department. Sultan stated that if filters are turned on, the list becomes shorter and will need to be removed before all information can be viewed.

LeAnn Maupin noted several comments such as "I don't have any control over this course because it's in Boeing" and stated that ultimately the courses belonged to the department and that Chair needs to reach out to those individuals. Maupin added that coordinating with Boeing has been an issue for quite some time. Chairs don't always have the opportunity to vet the adjuncts hired and aren't quite sure how to enter workload. Erika Veth viewed this as an opportunity to have a conversation and to have some oversight of the courses offered stating that the goal is to work toward a broader understanding of what is happening by department and to make better decisions as it affects strategic planning.

Dr. Kuleck gave an example of how it may impact departments. For instance, if the Board of Trustees sees a lot of low enrolled courses, they might say no more hiring and suggest getting more efficient in hiring and scheduling. Dr. Kuleck added that this could greatly impact workload.

Tiernan Fogarty asked if Boeing could submit a workload report to justify offerings. Jeff Hayen stated that Boeing operates completely differently. Courses are offered on an on-demand basis to keep Boeing satisfied. Sometimes course enrollments are high and sometimes they are low but classes are never cancelled. It is routine to see course with 2-6 students enrolled. Hayen added that most courses are taught by adjuncts which means we make a lot of money on them.

Beaudry commented that when it comes to hiring, since Boeing operates very differently, might they be filtered out when talking about numbers. Veth stated agreed this is an option if chairs are armed with this knowledge and are familiar with the data. Sultan suggested having one Boeing employee review all Boeing courses. Veth commented that it is easy to understand how things operate within your own departments but for someone from the outside looking in, it may not make a lot of sense. Veth stated that this information is helping her to form a larger conversation for the University moving forward strategically and thoughtfully regarding enrollment management.

Ken Usher stated that many of his faculty are in an overload status and asked for clarification in determining which courses would put them in an overload status. Maupin stated that the intent is to look at the course utilization piece. If a faculty member is in an overload situation with several under enrolled classes, it may give the Chair an opportunity to combine sections or to more efficiently deliver courses. Sultan stated that at EOU, each course is marked as in or out-of-load. Courses with higher enrollments are typically kept as in-load to show regular workload for base salaries. When making adjustments and reducing courses, typically overloads are looked at first. Fogarty commented that in his department it would be difficult to select which courses would be overload as all courses are full. Veth replied that in that case, the course chosen wouldn't matter but suggested being thoughtful about selection when some courses are full and others are not.

Sultan will send a short list to Chairs early next week. Dr. Kuleck asked that corrections be made two weeks from receiving reports.

SABBATICAL REQUESTS

Dr. Kuleck stated that decisions for sabbaticals would be made soon. Dr. Kuleck added that there are 12 pending applications and that he is unsure that all can be awarded. For departments with multiple applicants, Dr. Kuleck will have a discussion with the Chair regarding possible impacts to the department. Dr. Kuleck will speak with the Deans and is hopeful that decisions will be made by early next.

RETREAT

Dr. Kuleck would like all to continue thinking about dates for a half-day retreat to be held late-winter, early-spring.

BUDGET REDUCTION EXERCISE

At a future meeting, Dr. Kuleck would like to discuss how to achieve the budget reduction exercise spoken of by Dr. Naganathan and the role of the Deans in this process.

NEXT MEETING

Gary Kuleck stated that the next meeting will be held Friday, March 2.
The meeting adjourned at 4:00 p.m.

Respectfully submitted,
Valjean Newsome