Oregon Institute of Technology: *Building our University of Distinction Together*

Convocation 2009

Christopher G. Maples, President
Oregon Institute of Technology
September 21, 2009

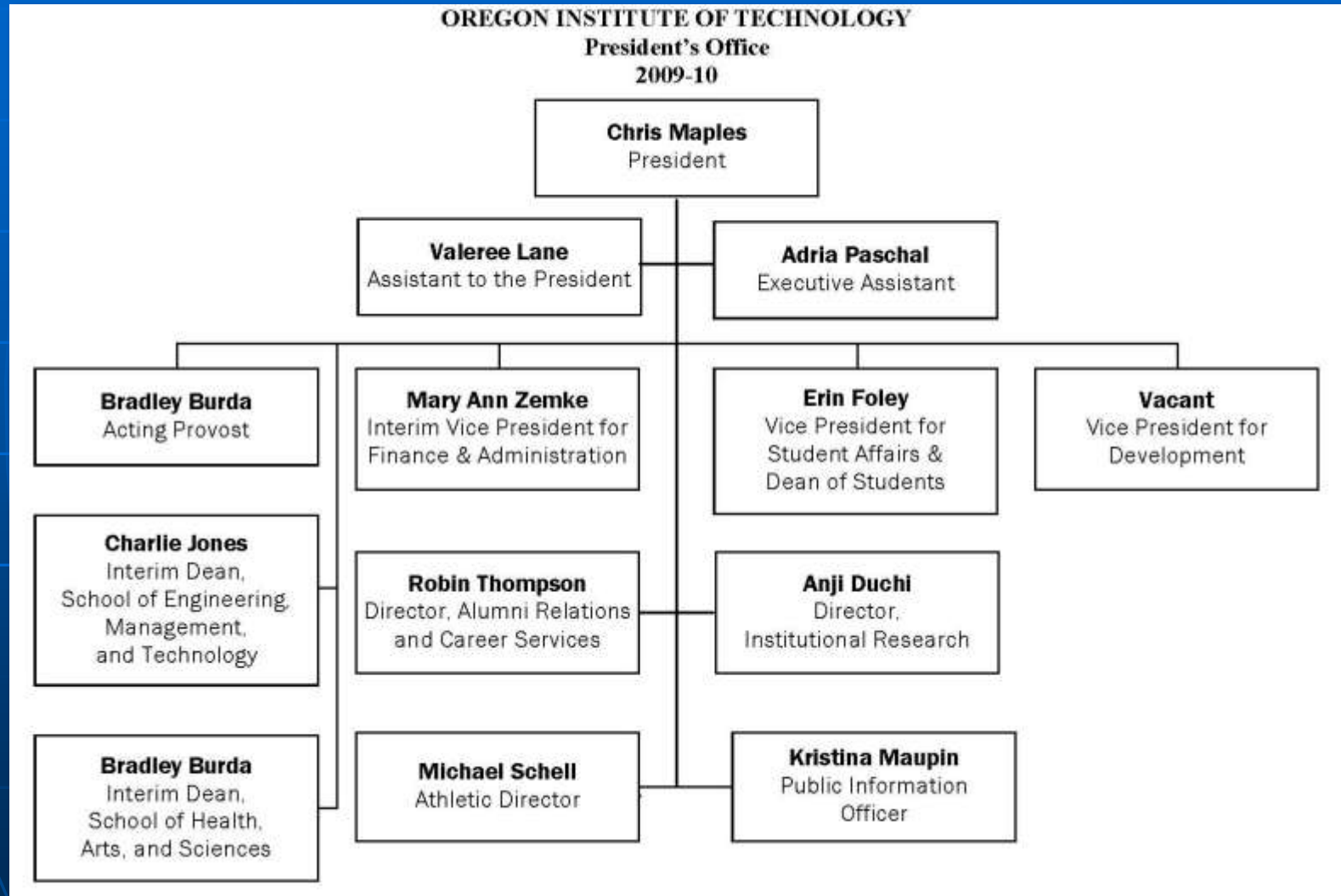*Hands-on education for real-world achievement*

Order of Presentation

- **Thank You One and All**

- **The Year that Was: A Short Review of 2008–2009**
  - **A Few Highlights and Accomplishments**
  - **Changes and Trends**
  - **Challenges During the Year**

- **What the Future Can Be—Both Short & Long Terms**
  - **What and Who We Are at OIT**
  - **Mission & Vision**
  - **Strategic Priorities**
  - **Achieving Success**

- **Thank You One and All**

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2008–2009 at OIT

- **2008–2009 Enrollment: 3,525**

- **Ranked #4 public institution of higher education in Pacific Northwest by *Seattle Metropolitan* mag. (#17 overall)**
  - **Behind only U. Oregon, U. Wash, & Western Wash**

- **Continued growth in scholarships awarded by the Oregon Tech Foundation**
  - **197 Scholarships**
  - **$373,434 total amount awarded**

- **Focus this year on learning about OIT, enhancing internal communications, & restructuring the leadership team**

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2008–2009 at OIT

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President's Office
2009-10

Chris Maples — President

Valeree Lane — Assistant to the President

Adria Paschal — Executive Assistant

Bradley Burda — Acting Provost

Mary Ann Zemke — Interim Vice President for Finance & Administration

Erin Foley — Vice President for Student Affairs & Dean of Students

Vacant — Vice President for Development

Charlie Jones — Interim Dean, School of Engineering, Management, and Technology

Robin Thompson — Director, Alumni Relations and Career Services

Anji Duchi — Director, Institutional Research

Bradley Burda — Interim Dean, School of Health, Arts, and Sciences

Michael Schell — Athletic Director

Kristina Maupin — Public Information Officer

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2008–2009 at OIT

- **95% of alumni respondents reported being in graduate school or employed 6 months after graduation**
  - **Down from 98% for OIT in 2007**
  - **National average ~27%**

- **Average starting salary $52,000 in 2008**
  - **Down from $54,000 in 2007**

- **Seven of OIT's 10 athletic teams have GPAs ≥3.0**
  - **GPAs of the other 3 are no lower than 2.96**

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2008–2009 at OIT

- **OIT-Wide Items**
  - **Spring Free for unemployed Oregonians**
  - **Reserved parking for OIT award recipients**
  - **Established President's Diversity Council**
  - **New Tagline**
  - **Scholarships for Oregon participants at Intel/ISEF**
  - **Inaugural recipient of Klamath Falls City Council's "Green Pelican" Award**
  - **New ABET accreditation for BS in Mechanical Engineering**
  - **Approval of new MS in Civil Engineering**
  - **Established OIT's inaugural class of the National Honor Society of Leadership and Success**
  - **Established OIT's first national sorority chapter of Alpha Sigma Alpha**

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2008–2009 at OIT

- **The worst economic recession since the Great Depression**

- **Actions of the Oregon Legislature**
  - **Significant reduction in funding for higher education**
  - **Enhanced institution-level management by state government**
    - **Capping level of tuition increases**
    - **Large institutions treated differently than small institutions**
    - **Charge to examine collaboration & consolidation efforts (Bend campus removed from consideration in the bill)**
    - **Challenge to OUS's policy dealing with guns on campuses**
  - **House Concurrent Resolution 5 honoring Danny Miles**

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2008–2009 at OIT

- **State appropriations provided for OIT's educational expenditures in FY08-09 were $42.9M**

- **State appropriations for FY10-11 are slated to be $38.4M, which represents a decrease of ~10.6%**

- **The remaining operations money (~$24M per biennium) comes from tuition and private-/public-sector support (e.g., the Oregon Tech Foundation)**

- **These expenditures cover all eight/seven locations: Klamath Falls, La Grande, ~~Medford~~, Portland (four campuses), Seattle (The Boeing Company)**

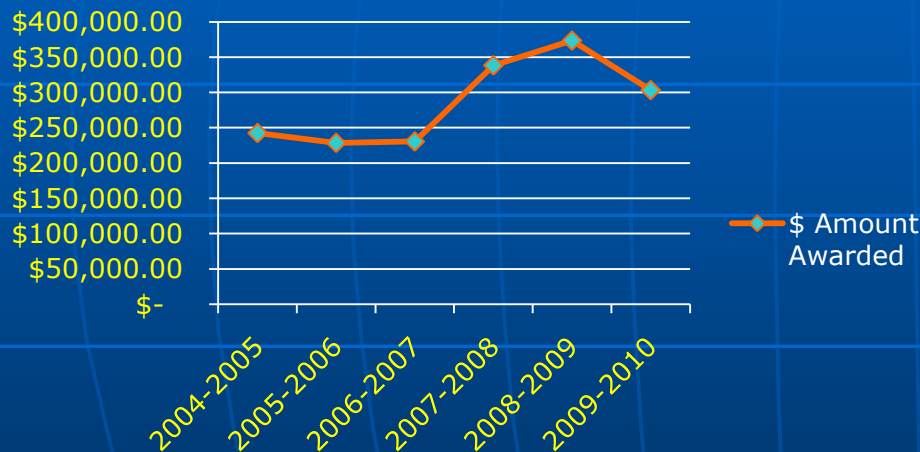*Hands-on education for real-world achievement*

2008–2009 at OIT

The Oregon Tech Foundation

- **OTF and donors' contributions provided $9M match for the State of Oregon G-Bond for the Martha Anne Dow Center for Health Professions (we still are $3.5M short of full funding)**

- **OTF took out loan on unsecured assets to advance much of this money in 2008 & 2009**

- **Russ McMahon focusing on athletics fundraising**

- **Began search for Major Gifts Officer**

- **Need to find VP for Development this year**

- **There has been long-term fiscal success thus far, but even the OTF assets have been hit hard by the current economic downturn**
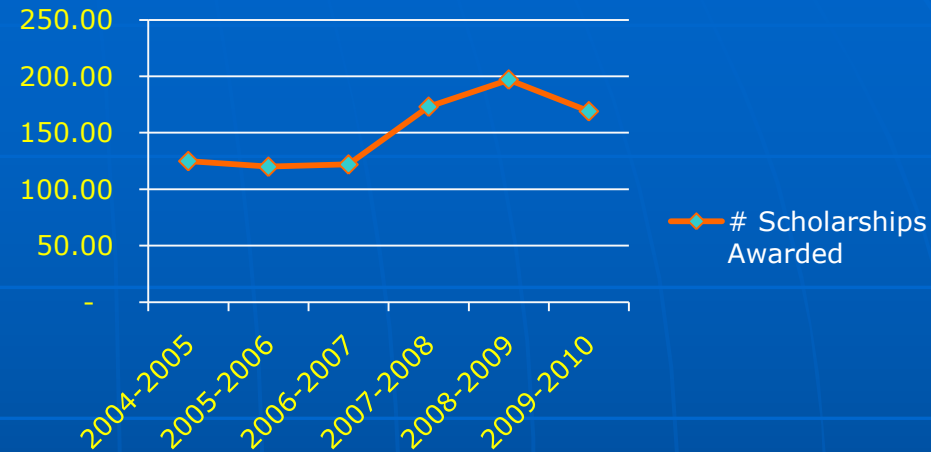
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Significant Trends

The Oregon Tech Foundation has awarded nearly $1.5M in scholarships in 6 years!

Scholarships Awarded

(Line chart showing # Scholarships Awarded from 2004-2005 to 2009-2010, ranging roughly from 125 to nearly 200, with values rising to ~200 in 2008-2009 then declining to ~170 in 2009-2010. Y-axis: - to 250.00)

Legend: # Scholarships Awarded

$ Amount Awarded

(Line chart showing $ Amount Awarded from 2004-2005 to 2009-2010, starting near $240,000, dipping slightly, then rising to peak near $375,000 in 2008-2009, declining to ~$300,000 in 2009-2010. Y-axis: $- to $400,000.00)

Legend: $ Amount Awarded

Average $/Scholarship

(Line chart showing Average $/Scholarship from 2004-2005 to 2009-2010, starting near $1,940, dipping to ~$1,890, peaking at ~$1,955 in 2007-2008, then declining to ~$1,795 in 2009-2010. Y-axis: $1,700.00 to $2,000.00)

Legend: Average $/Scholarship

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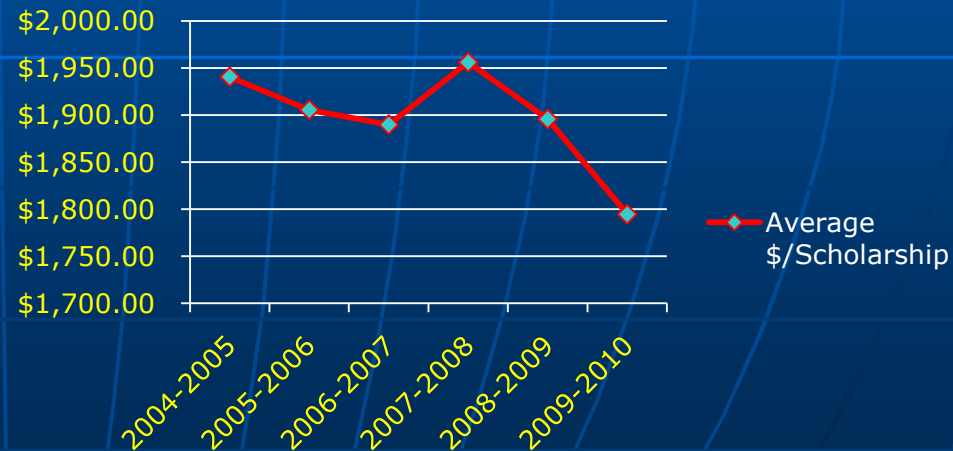
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Capital & Other Projects – FY09

- **Martha Anne Dow Center for Health Professions**
  - **Still ~$3.5M short**
- **Village for Sustainable Living (aka the New Residence Hall)**
- **Small Power Plant (Formerly Low Temperature Power Plant): tested and ready for PP&L meter**
- **Deep geothermal well**
- **Geothermal heat sales to Crystal Terrace**
- **100-acre land acquisition (aka, the "O Hill"); purchased by OUS for solar-power generation)**

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Capital & Other Projects – FY09

- **Go OREGON Stimulus Package**
  - **Owens Hall Comprehensive Renovation**
  - **New roof systems on: Owens Hall, Semon Hall, and Boivin Hall**
  - **Academic Modernization: (all to be completed by the beginning of classes)**
    - **LRC lighting Upgrade and Carpet**
    - **Semon Hall Dental Hygiene Reception Area**
    - **Boivin Hall Chemistry and Classroom Renovation**
  - **12,000 volt Direct Burial Cable Replacement**
  - **Digital Controls Upgrade**

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Capital & Other Projects – FY09

- **Deferred Maintenance Projects**
  - **LRC Perimeter and Structure Leaks**
  - **Portland East Lab renovation**
  - **Arsenic Filtration systems**
  - **Cyberlock Implementation**
  - **Library Elevator Rehabilitation**
  - **Continue Landscape Master Plan Implementation**

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Capital & Other Projects – 2009–2010 at OIT

- **Parking-lot lights upgrade & rewiring**
- **Pool upgrade and chemistry change**
- **Soccer field at OIT**
- **Complete move of Respiratory Care program to Martha Anne Dow CHP in Klamath Falls**
- **Property swap with Sky Lakes to facilitate move of Sanford Medical Group to Klamath Falls**
- **Finish connection of OIT's low-temperature geothermal resource to Crystal Terrace**
- **New laboratory facilities and equipment at Seattle/Boeing campus**
- **Solar panels on the "O Hill"?**

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OIT – A University of Distinction

- **Engineering Peers (7)**
    - **Savannah State University**   **Arkansas Tech University**
    - **Louisiana Tech University**   **University of Minnesota—Duluth**
    - **University of Wisconsin—Platteville**
    - **South Dakota School of Mines and Technology**
    - **New Mexico Institute of Mining and Technology**

- **Health Peers (8)**
    - **West Liberty State College**   **Indiana University Northwest**
    - **Lewis University**   **University of Louisiana at Monroe**
    - **University of Central Arkansas**   **East Tennessee State University**
    - **University of Pittsburgh—Bradford**
    - **Southern Polytechnic State University**

- **Engineering & Health Peers (2)**
    - **Midwestern State University**
    - **Weber State University**

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Strengths of OIT

- **Small classes**
- **Engaged, active faculty**
- **Engaged, active staff**
- **Hands-on learning**
- **Real-world problem solving**
- **Rigorous education**
- **Open, inviting, and non-exclusionary**
- **Nimble, responsive, and predictive**
- **State-wide mission and presence**
- **Collaborative nature**
- **Clearly defined niche in the Pacific Northwest**

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How Do We Build on OIT's Strengths?

- **Balanced Funding Portfolio**
  - **State support ≈ Tuition support ≈ Foundation support**
  - **The only way that we can maintain our small classes, hands-on approach, and high quality of service to our students and alumni**
  - **"A private-school experience at a public-school price"**
  - **Enhanced opportunities for our faculty and staff**

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How Do We Build on OIT's Strengths?

- **Balanced Offerings (i.e., More Choices)**
  - **Additional courses in arts, languages, social sciences, etc.**
    - **Collaborating with other colleges and universities (i.e., working with our colleagues, not competing against them)**
    - **Our fields are becoming increasingly international**
  - **According to Mark Neupert, ~20% of the undergraduates at the top 100 potential peer institutions are enrolled in a social-science major – at OIT that figure is <3%**

- **Relevant Course Offerings**
  - **Up-to-date labs, lectures, etc.**
    - **Time for faculty to stay up to date**
    - **State-of-the-art instrumentation and facilities**

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A Challenge to Building on OIT's Strengths?

- **Recognize that Imitators are Emerging**
  - **Professional bachelors degrees**
  - **Applied and professional masters and PhD degrees**
- **Imitation is Flattering; Duplication is Death**
  - **We must maintain our lead in high-tech, applied education**
  - **OIT as a school of choice**
  - **Emphasize the Development piece of Research & Development (e.g., applied senior projects and theses)**
  - **Emphasize Community Service & Solutions**
- **Recognize where we need to go and get there as quickly as we can in this fiscal setting without compromising quality**

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How Do We Build on OIT's Strengths?

- **What I Have Heard from OIT's Alumni & Students**
  - **OIT students are ready to go to work**
  - **Faculty know their stuff**
  - **Staff are very helpful**
  - **Keep the classes as small as possible**
  - **Keep the tuition and fees as reasonable as possible**
  - **Build in Portland and in Klamath Falls**
  - **Some areas for improvement**
    - **Program management**
    - **Presentation skills**
    - **Foreign languages and cultures**
    - **Increase diversity**
    - **Build more quickly on our renewable/sustainable portfolio**

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The Years Ahead – A Vision for OIT

- **Reinforce the Basics**
  - **Re-engage alumni and friends of OIT (much progress already made by Robin Thompson, Alumni Affairs)**
  - **Focus on core mission (hands on; relevant; real-world; rigorous; educating)**
- **Campus community & student life**
- **Work to get OIT stories out to a wider audience, especially within Oregon & the Pacific Northwest**
- **The Oregon Tech Foundation endowment needs to be at least $60M (currently at $12M)**
- **The Portland opportunity**
  - **Facilities, growth, and new collaborations**
  - **Student demographics**
  - **Competition for programs and students**

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Budgets and Funding Stability

- **Short Term in Oregon (Prediction):**

    - **Continued flat or decreasing revenues from income and property taxes**

    - **Revenue increases passed by legislature in 2009 will be voted down in January 2010**

    - **February 2010 session of legislature will pass on additional cuts in funding to higher education, which could total approximately $1M/year**

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Budgets and Funding Stability

- **What is Coming & Why We Need Funding Stability:**
  - **Enrollment at OIT will continue to increase**
  - **The cost of offering high-tech, hands-on programs will continue to increase**
  - **We need to be able to set our own tuition and use differential tuition to help maintain the high-quality programs that our students and their employers demand**
  - **A state-wide presence is critical to OIT's success, but adds to the cost of operations**
  - **The Oregon Tech Foundation endowment needs to be at least $60M in order to help us weather future economic or tuition downturns**
  - **OIT friends, alumni, employees, and students will be instrumental in our future fundraising efforts**

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OIT's Mission Statement Development Process

- ➢ **Working version for discussion; has been through the following process during the past year:**

  - ➢ **Committee of 7 volunteers (Cheryl Zelinsky, Linda Young, Lisa Shoults, Genevieve Riendeau, Grant Kirby, Janita Coupe, and Maeto Aboy), chaired by Jane Perri (8th member of committee), met to craft the first version.**

  - ➢ **Version #1 sent to Chris Maples**

  - ➢ **Committee met with Chris Maples for discussion.**

  - ➢ **Version #1 was sent to distribution lists of students, alumni, faculty, staff, and administration for comments.**

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OIT's Mission Statement Development Process

➢ **The committee reconvened to review 14 pages of comments.**

➢ **After careful consideration of the comments, a second draft was crafted and sent to Chris Maples, Brad Burda, and Charlie Jones.**

➢ **The second version was then circulated to the same distribution lists as before.**

➢ **The committee met a third time to review two pages of comments. A third draft was polished and sent to Chris Maples.**

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OIT's Mission – Working Draft 3

The mission of Oregon Institute of Technology is to provide rigorous, practical education that gives students skills to apply immediately in the professions. Students obtain a foundation of knowledge and a sense of curiosity to encourage life-long learning. OIT fosters an intimate academic community that centers on the application of theory to develop real-world solutions.

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Themes & Guiding Principles (i.e., What Distinguishes OIT from ~4000 Other Higher Education Entities?)

➢ Small class size & hands-on instruction

➢ Academic rigor

➢ Core understanding of why and how (i.e., Educating as opposed to training)

➢ Employable graduates AND graduates ready for advanced education

➢ Real-world, problem-solving applications

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OIT's Current Institutional Goals

① OIT will be nationally recognized for the quality of its academic programs and will deliver programs to improve educational access for Oregonians and to increase the competitive strength of the state and its industries

② OIT will deliver undergraduate and graduate programs in areas of excellence in manufacturing, engineering, technology, sustainability, renewable energy, health and applied science to meet the needs of Oregon's workforce.

③ OIT will have a faculty that is engaged in globally competitive education and development of industry research in areas that support Oregon's market advantage.

④ OIT will be in the forefront of the higher education sustainability movement in the areas of campus operations, academics and community involvement.

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OIT's Current Institutional Goals

Those of you familiar with our current institutional goals will note one omission from what I showed in the previous slide:

OIT will have long-term fiscal viability and a broad base of funding

This is not a goal, *per se*; it is the way we maintain viability and achieve our goals

- ✧ If we serve out students well (rigorous, relevant classes; first-rate faculty and staff; attention to current and future needs), and if the president does his job correctly (helping tell the OIT story, among other duties), funding will be forthcoming – especially with help from the Oregon Tech Foundation

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Strategic Priorities for OIT

① Remain True to the Basics – rigorous, hands-on, small classes with both the underpinnings of theory and the real-world applications of problem solving

① Ties with Industry – industrial advisory boards for each department and program, enhanced opportunities for faculty achievement directly with industry, and a focus on bringing research breakthroughs into the classroom

① One OIT, Many Campuses – maintain and enhance our statewide presence and mission, including our close association with large industry partners in the Pacific Northwest

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Strategic Priorities for OIT

④ Student Life – continue to enhance on-campus living, learning, dining options, and recreational activities for our students

⑤ Balance of Course Offerings – enhanced opportunities for our students to learn languages, culture, communication, and arts

⑥ Acknowledge & Embrace the Occasional Failure – look to the future and try to predict where high-tech jobs will emerge, and take the occasional chance in doing so, but know when to move on if things are not working out as needed

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Success at OIT Should be Measured by:

> Our ability to usher students successfully through their chosen curricula

> Our graduates' accomplishments

> Our academic reputation

> Our ability to educate in-state students

> Our ability to attract out-of-state students

> Our ability to enhance diversity

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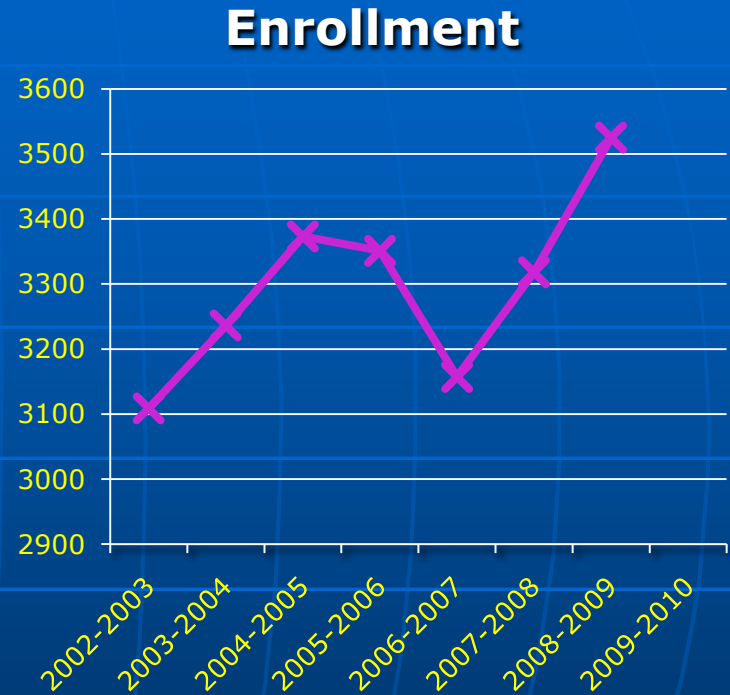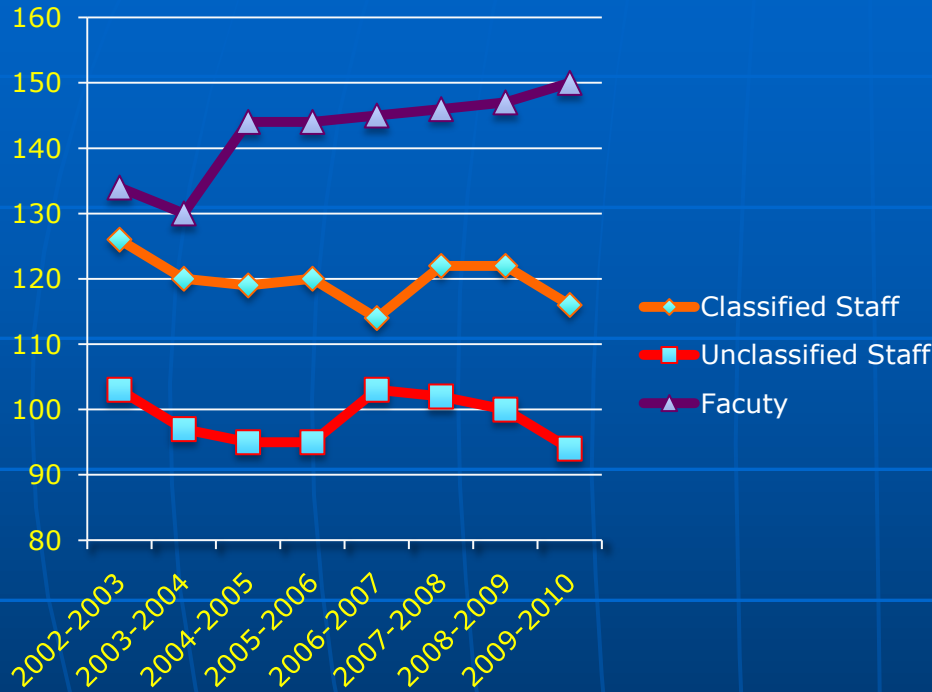*Hands-on education for real-world achievement*

How Do We Achieve Success?

- We must maintain academic rigor

- We must maintain small class size

- We need to improve the balance in our curricula

- We need to focus on recruiting in Oregon

- Emphasize those things that we do well, and that form the basis for faculty, staff, and student evaluations (service & problem solving)

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How Do We Achieve Success?
➤We must balance our financial support

Enrollment

■**Faculty numbers increasing**
■**Recent decrease in classified and unclassified staff numbers**
■**Enrollment increasing in past two years**

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How Do We Achieve Success?

➢We must be able to attract and retain the best faculty and staff possible

➢We must distinguish ourselves from the ~4000 other colleges & universities

➢We have great success stories and need to get them out to the general public

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Look Around and Thank the People Near You

➢ Thus far, we have all risen to the challenge of the worst economic conditions in OIT's history

➢ We have shared in the sacrifices that come from a collective sense of doing good for our students, our communities, and ourselves

➢ And although we are not out of the woods just yet, I have a deep conviction that we, collectively, will not just get through these times, but we will improve in everything that we do

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Thank You One and All

➢For your shared dedication

➢For your sacrifices in doing more work for less pay

➢For your focus on our primary responsibility at OIT – educating our students and preparing them to become the leaders of tomorrow

➢For allowing me the opportunity to work with the greatest group of people I could have imagined

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