

Board of Trustees Meeting Agenda

WORKING LUNCH - EXECUTIVE SESSION OF THE FULL BOARD Room 402 (12:15pm – 1:30pm)

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 and to have confidential communication subject to attorney-client privilege.

Page

1. **Call to Order/Roll/Declaration of a Quorum** (1:45pm) *Chair Graham*
2. **Reports**
 - 2.1 **President's Report and Discussion** (20 min) *President Naganathan*
 - 2.2 **ASOIT Report** (2:05pm) (10 min) *President Stefan Valenzuela and members*
 - 2.3 **Administrative Council Report** (2:15pm) (10 min) *Member and Past-President Josh Jones*
 - 2.4 **Faculty Senate Report** (2:25pm) (15 min) *President Terri Torres*
 - 2.5 **OMIC Report** – written report 1
 - 2.6 **Foundation Report** (2:40pm) (10 min) *AVP Tracy Ricketts*
 - 2.7 **Legislative Report** (2:50pm) (5 min) *VP Brian Fox*
 - 2.8 **Strategic Enrollment Management Report** (2:55pm) (15 min) *AVP Erika Veth (via Skype)*
 - 2.9 **Academic Quality and Student Success Committee Report** (3:10pm) (10 min) *Trustee Jeremy Brown*
 - 2.10 **Finance and Facilities Committee Report** (3:20pm) (10 min) *Trustee Vince Jones*
 - 2.11 **Executive Committee Report** (3:30pm) (10 min) *Chair Lisa Graham*
- BREAK 3:40pm-3:55pm**
3. **Consent Agenda** (3:55pm) (5 min) *Chair Lisa Graham*
 - 3.1 [Approve Minutes of the July 25, 2019 Meeting](#) 6
 - 3.2 **Approve offering the Bachelor of Science Degree in Mechanical Engineering on the Lake Washington Institute of Technology Campus** *Recommendation of the AQ&SS Committee*
 - 3.3 **Approve Fiscal Year 2021 Budget Development Principles** *Recommendation of the F&F Committee*
 - 3.4 **Appoint Trustee Londen to a Committee** *Recommendation of the Executive Committee*
 - 3.5 **Appoint Trustees as Chair and Vice-Chair** *Recommendation of the Executive Committee*
4. **Action Items** (4:00pm)
 - 4.1 [Approve a Resolution Delegating Authority to President Naganathan Authorizing Approval and Execution of a Mortgage and Covenant Relating to Acceptance of the OMIC EDA Grant](#) (15 min) *General Counsel Dave Groff* 10
 - 4.2 [President's Evaluation Report and Approval of Goals](#) (4:15pm) (15 min) *Chair Lisa Graham* 13
5. **Discussion Items**
 - 5.1 **Assess Trustee Survey Results** (4:30pm) (20 min) *Chair Lisa Graham*
 - 5.2 [University Dashboards Update](#) (4:50pm) (15 min) *Provost Mott* 18
6. **Other Matters** (5:05pm) (10 min)
7. **Public Comment** (5:15pm) (15 min)
8. **Adjournment** (5:30pm)

OMIC R&D

Date: November 7, 2019

To: Nagi G. Naganathan, Ph.D., ASME Fellow, President, Oregon Institute of Technology

From: Craig Campbell, Executive Director, OMIC R&D

Re: Executive Director's Update for August-October

NEW STAFF

We are pleased to welcome Urmaze Naterwalla in his new role as OMIC R&D's Research Operations Officer. Urmaze began work at the end of September and has already made a significant impact in our approach to tracking and conducting research projects. Most importantly he has exhibited the OMIC R&D spirit that is so critical to maintaining a positive workplace.

EVENTS

Industry Showcase

MCAM Northwest sponsored an industry showcase event at OMIC R&D in September that featured 13 of our members along with other vendors an opportunity to show their latest technologies. The event was a success and demonstrated a format for OMIC R&D to use for future industry showcase events.

Manufacturing Day

OMIC R&D hosted a large Manufacturing Day event in October in cooperation with PCC and sponsored by Boeing, Senator Johnson and several others. The event featured engaging hands-on activities, providing an opportunity to provide students and community members an understanding into the world of manufacturing and a chance to visit with regional companies and educational institutions at OMIC R&D.

Our 2nd annual event, the largest in the state, attracted 350 high school students from 12 school districts from as far away as Redmond, OR, along with 46 local, regional and global manufacturers to learn about advanced manufacturing through a variety of engaging hands-on activities. Thank you to all of our members that participated in this event.

Recognition Event

On October 17th OMIC R&D celebrated its second year in operation with a recognition dinner that featured updates on our current research projects, a sneak peek at the new OMIC R&D/OMEF partnership on Industry 4.0 and the unveiling of the new OMIC R&D video. 95 OMIC member representatives and community stakeholders attended and those who have provided support and involvement in OMIC R&D were recognized for the impact they have on making OMIC R&D a success.

“OMIC Academy”

Urmaze Naterwalla has now presented two Master Classes. The first held on August 7th covered Tool Wear and was a tremendous success based upon participant feedback. The second, held on October 29th was a more advanced offering covering Balancing. This class has also received very positive feedback via our follow-up surveys. Urmaze plans on offering a basics Master Class beginning in the new year with the goal of offering Master Classes quarterly or perhaps more frequently. We also intend to invite industry experts to provide Master Class offerings at OMIC R&D.

FINANCIALS

2019-20 Fiscal Year Operations Budget Expenditures to Date - October 31, 2019				
Category	Budget	Actuals	Remaining	Percentage Expended
Staff	\$ 1,710,992	\$ 340,588	\$ 1,370,404	20%
Services, Supplies and Equipment	\$ 135,440	\$ 41,931	\$ 93,509	31%
Professional Services	\$ 668,120	\$ 30,561	\$ 637,559	5%
Communications & Marketing	\$ 74,050	\$ 16,894	\$ 57,156	23%
Travel & Training	\$ 37,500	\$ 16,453	\$ 21,047	44%
Capital	\$ 1,655,000	\$ 27,144	\$ 1,627,857	2%
TOTAL	\$ 4,281,102	\$ 473,570	\$ 3,807,532	11%

Our state funds budget and actuals since the start of the fiscal year, July 1, are presented. None of our budget lines are causing concern at the moment. We are underspent for this time of fiscal year, but this is largely due to a combination of having no capital expenditures on the new Rapid Tooling Facility combined with a lower than anticipated expenditure under staffing due to the resignation of two budgeted employees and the slight delay in hiring the Research Operations Officer. We will expend more than anticipated in Services, Supplies and Equipment as we acquire equipment to display research updates and access to machine scheduling. The only current unknown is the exact cost of the general contractor for the installation of the outbuildings and the second-floor conference room fire escape. The cost of that project was forwarded to this fiscal year when the roofing bids came back substantially above the anticipated cost. The most likely means of balancing that cost will be to encumber expenditures on the Rapid Tooling Center during the next fiscal year when the expenditures take place. In addition, some additional expenditures will need to come out of the capital budget to cover the installation costs of machine tools that are being provided as in-kind contributions associated with new membership proposals.

INTERNAL AUDIT

We have received the OMIC R&D Internal Audit report from Kernutt Stokes and have prepared our management response. The Audit results will be provided to the Oregon Tech Board of Trustees as soon as the final report is submitted. Following that we will share the results with the OMIC R&D Board of Governors. We were pleased that the findings in the report did not indicate any major concerns.

NIMS

OMIC R&D has contracted with the National Institute for Machining Standards (NIMS) to develop certification standards for surface measurement metrology. The review team, composed of metrology experts from Boeing, Mahr, Zeiss, Renishaw, Mitutoyo and VeriSurf, met at OMIC for a two-day work session on October 15th and 16th. OMIC R&D will be the first entity to use the new standards development tool that is being implemented by NIMS. The intentionality of the approach will result in a very clear and easy to understand set of standards that can be measured against curricula to make sure training and education offerings in metrology will produce skill certification upon which industry can rely. The next meeting of the work group will occur in Orlando, Florida on the 13-15th of December.

SPECIFIC RESEARCH PROJECTS ANNOUNCEMENT

A letter was sent to each board member announcing a three-month period during which OMIC R&D will not be taking on additional specific projects. We currently have 5 active general projects and 7 active specific research projects on site at OMIC R&D. As we work through the process of hiring additional staff to support our Research and Development work, it was important to allow Josh to focus on the existing projects and “clear the decks.” This allows us to:

- Implement a consistent process for receiving and evaluating new specific project requests.
- Provide clear guidance to potential requestors regarding the type of research activity in which we can and will engage.
- Evaluate our capacity for specific research projects while we prioritize general research projects; and
- Standardize a method of providing close to real-time updates on projects.

It is important for us to make periodic course adjustments like this to make sure we are taking on research projects in a way that allows us to achieve our goals of completing research on time, on budget and with a level of competence that is reflective of a world class research and development center. This allows us to impose internal disciplines to achieve those goals.

The letter also explains that we will not be taking on projects that do not have a research & development element to them. There are other locations that are capable of pure machining or “job shop” work. Conducting that kind of work distracts from our ability to develop our research & development capabilities, puts a strain on our limited staffing resources and puts us in competition with small- and medium-sized manufacturers who rely on that work to keep their doors open. We will be developing relationships with those kinds of facilities in the region that we can use for referrals for members who have strictly machining needs.

CONSTRUCTION

Rapid Tooling Center Update

Daimler has provided us with access to their facilities team to assist in the development of the RFP for the building design. We currently have a draft layout of the new 35,000 square foot facility, a list of the equipment that will be needed for the new facility when it is fully operational including the power, water and air requirements of the machines, their weight and their physical dimensions. These have been used to identify the machine layout of the facility and the building requirements. All of this information is being compiled for a Design RFP what will be submitted to Oregon Tech soon.

We have engaged Intertek to do the geotechnical study of the area where the building will be constructed. In response to our request to move as quickly as possible, Intertek was able to move up the core drilling by three weeks. The drilling team will be on site on November 20th and 21st. Once completed it will take approximately 10 days to get the findings back. We will then be able to move forward with a compression plan to compact the fill before we begin construction. We are in the process of preparing a storm water permit application to DEQ which is required before we can get a permit from the City of Scappoose to begin the compression process.

General Contractor for non-EDA work

We have submitted a scope of work to Oregon Tech for a general contractor to install the compressor building, the chemical storage and hazardous waste buildings and install the emergency exit staircase to the second-floor conference room. Some of these projects have lingered for over a year due to the small size of the projects. Because OMIC R&D projects require BOLI compliance, many small local contractors are not interested in doing the work. However, the small size of the projects is not of interest to larger contractors. The solution was to combine the projects and have a general contractor oversee the combined effort. This will also reduce the amount of hands-on work OMIC R&D staff need to do in support of the project.

EDA Grant Design Work Completion

The design work on the EDA renovations is nearing completion. The final design was adjusted to meet our budget. We are working to fund the construction of the parking area through the state bond which has funds available over and above the match requirement. The next phase will be to go out to bid for a construction firm to do the renovations identified in the plans.

Door Replacement

The industrial strength doors have finally been installed at the facility, replacing the residential quality wood doors and frames that posed a significant security risk. Vortex has some small additional items to complete but we are significantly more secure now. These doors will be outfitted with card scan access during the EDA renovations. Until then the doors are accessible only by a key.

Roof Refurbishment

The work on the roof has been completed. Gresham Roofing did a stellar job of refurbishing our roof treatment. The new sealed roof solution has eliminated the risk of leaks which have been prevalent over the last year and half. In addition, the new roof treatment has increased the insulation of the building adding to the ability to maintain a consistent temperature in the high bay following the EDA renovations.

OMIC/OMEP INDUSTRY 4.0 FACTORY OF TOMORROW PROJECT

OMEP and OMIC R&D are working together on an advanced manufacturing technology solutions lab, giving small- and medium-sized manufacturers (SMMs) a competitive advantage in the marketplace. The investment in an advanced technology solutions lab will:

- Empower Oregon's SMMs by assisting them in embracing productivity enhancing innovative manufacturing solutions and navigating advanced technology solutions.

- Leverage partnerships with national, regional, state and local partners to expand service delivery to support manufacturing technology advances.

The creation of an Industry 4.0 Manufacturing Advancement Technology Lab will enable OMEP and OMIC R&D to ensure that Oregon's SMMs have access to and an understanding of key technologies as they currently exist and emerge. For the regions' manufacturers to be competitive, they need to adopt technologies that are driving productivity around the globe.

OMEP and OMIC R&D's vision for an Industry 4.0 Manufacturing Technology Advancement Lab is to provide an interactive experience that is hands-on, engaging and educational, and to provide a proof of concept to SMMs for incorporating new technologies in Oregon. All hardware and software in the lab will be integrated to show SMMs that Industry 4.0 advanced technologies are within their reach and will demonstrate real world applications of these technologies in a low volume, high mix environment that is applicable to the region's SMMs.

STRATEGIC ONE YEAR ACTION PLAN

Following the Board retreat in August we committed to getting a short fiscal year strategic plan back to the board for review. The meat of the plan is a series of objectives for the fiscal year and action plans to carry out those objectives. The plan also included the KPIs that were submitted to Business Oregon, a consolidation of the SWOT analysis done by the board at the retreat and introduced a placeholder vision statement and list of core values. Due to the time constraints at the Nov 21st Board of Governor's meeting it is recommended that an ad hoc committee of board members be created to review the fiscal year strategic pan and make recommendations to the Board at the January Board of Governor's meeting.

**Board of Trustees
DRAFT MINUTES**

Trustees Present:

Lisa Graham, Chair

Jessica Gomez, Vice-Chair

Kathleen Hill

Vince Jones

Rose McClure

Jill Mason

Kelley Minty Morris

Nagi Naganathan

Grace Rusth

Paul Stewart

Fred Ziari

Trustees Unable to Attend:

Jeremy Brown

Mike Starr

University Staff and Faculty Present:

Dave Groff, Legal Counsel

Adria Paschal, Senior Executive Assistant to the President

Guests:

Ginny Lang, Consultant

1. Call to Order/Roll/Declaration of a Quorum

Chair Graham called the meeting to order at 9:03am. The Secretary called roll and a quorum was declared.

2. Consent Agenda

2.1 Approve Minutes of the May 30, 2019 Meeting

Trustee Gomez moved to approve the minutes of the May 30, 2019 meeting. **Trustee Minty Morris** seconded the motion. With all trustees present voting aye, the motion passed unanimously.

3. Action Items

3.1 Approve 2020 Meeting Calendar

Chair Graham reviewed the proposed meeting dates and locations for the 2020 calendar year. There was a request to move the November 2020 meeting to the 12th. Discussion regarding one-day and one and a half-day meetings. Committee chairs will work with the Board Secretary and staff to determine when longer meetings (1.5 days) are required. Consensus that board dinners and time spent on campus are important to building relationships.

Trustee Gomez moved to approve the 2020 meeting calendar with the following dates and locations:

January 23 – Wilsonville

April 2 – Klamath Falls

May 28 – Klamath Falls

July 23 and 24 – Location TBD

November 12 – Wilsonville

Trustee Minty Morris seconded the motion. With all trustees present voting aye, the motion passed unanimously.

4. Discussion Items

4.1 Board Committee Update

Chair Graham reviewed the makeup of the committees and recent changes to the committees based on staff and board membership. No additional amendments were made.

4.2 Assess Trustee Survey Results

Chair Graham noted trustees had technology issues with taking the survey. The survey link was resent and Chair Graham will report out on the results for discussion at a later date.

4.3 National Trends in Higher Education

Consultant Lang explained her interaction with the seven university presidents through the Oregon Council of Presidents. She stated there are many places to obtain information on trends in higher education and shared the commonalities she found. Approximately three-fourths of current undergraduate students have at least one characteristic of a non-traditional student. The three top characteristics are financial independence from parents, having a dependent of their own, or the student is employed full time. Short-term trends include an increased focus on measurements and the use of analytics in evaluations, documenting academic readiness, progress of students and areas of the university, faculty and staff and how people are working and their accomplishments; and a focus on learning spaces and how people gather and convene, work across disciplines, and share ideas both inside and outside the classrooms. Mid-term trends include the proliferation of open educational resources; growth in inter-disciplinary study opportunities; and alternative credentials (nano-degrees, certificates, badges). Long-term trends include cross-institutional collaboration; advancing cultures of innovation; and varying modes of course delivery. She referred to the book *Thank You for Being Late: An Optimist's Guide to Thriving in the Age of Acceleration* by Thomas L. Friedman. Discussion regarding how the non-traditional characteristics of undergraduate students might impact strategic planning, recruitments and data acquisition. Discussion on the benefits of interdisciplinary opportunities.

BREAK (10:40am – 10:55am)

4.4 Strategic Plan Update

Ginny Lang stated the Strategic Planning Steering Committee has met seven times since April and is on an ambitious timeline. She explained the process started with a “where are we now?” situational analysis, SWOT analysis, trends, and key drivers. The committee is now in the “where do we want to be?” phase, including reviewing and discussing the

vision, mission, values, and pillars. The draft phase will include these and goals and initiatives under the pillars and the framework of the actual plan. Two to three members will put together a first draft based on all of the sub-groups' work, for review in September. The executive staff is preparing a plan to address items needed to implement the plan once it is adopted. **Trustee Hill** shared that she is impressed with the commitment and follow-through by the committee members. Information about the plan is available on the university's website. **President Naganathan** explained the keywords the board has included in the mission such as "scholarship" and "innovation" need to be included and supported in the strategic plan. **Ms. Lang** explained the goal is to have a 5-year document for review by the Board in Spring 2020. **President Naganathan** explained there will be other plans such as the Facilities Master Plan that will support the strategic plan. Discussion regarding funding, monetary requests from the state, and the need for the university to work towards financial independence. **Trustee Minty Morris** suggested putting additional resources towards lobbying noting in the past resources were split between marketing and legislative lobbying. Suggestion to look at a different funding model and changing what we request for and how we request it.

4.5 University Name and Branding

President Naganathan shared a PowerPoint presentation: Extending our Brand. He explained eight different items that matter in branding, outlined questions to consider when contemplating a name change, and reviewed recent marketing projects. Discussion regarding communicating the university's message and sharing the positive aspects of the Klamath Falls community. **Trustee Minty Morris** expressed her concern that there are three different names for the university (OIT, Oregon Tech, and Oregon Institute of Technology) and the need for consistency of one name. **Trustee Ziari** stated his issue is that the word university is not in Oregon Tech's name and proposed adding "university" or "polytechnic university" to our name. Discussion regarding the terms "institute" and "polytechnic." **President Naganathan** stated his desire to have the legislature declare Oregon Tech as Oregon's Polytechnic University. Discussion regarding the costs of name changes, and the ability to change and the impact of changing the domain name. Consensus that it is not worth changing the official name but rather invest in branding intentionally. **Vice Chair Gomez** requested time be put on the first agenda of 2020 to discuss potential changes and identify a process if need be. **President Naganathan** stated he does not feel a name change is necessary at this time and focusing on branding and domain changes would serve us well.

Trustee Stewart arrived and Chair Graham exited the meeting at noon. Vice Chair Gomez led the meeting after lunch.

LUNCH (12:00 – 1:00pm)

4.6 University Dashboards

President Naganathan showed a PowerPoint presentation explaining what an institutional dashboard is, how it can be used, example dashboards, and appropriate indicators for a high-level/board dashboard. He noted that the metrics should reflect key components directly related to our vision and mission and identified six possible areas for the dashboard: academics (faculty and programming); enrollment; financial; facilities; students, faculty and staff outcomes; and applied research and innovation. **Trustee Jones**

would like to the dashboards to be available to the public and suggested adding other measures such as the school's carbon footprint or geothermal energy produced/used to show how green the campus is. **President Naganathan** acknowledged that subsets of the dashboard could be public. **Trustee Ziari** supported the six proposed categories to provide the board a quick reference but requested those categories be able to be broken down in further detail. **Trustee Stewart** shared that he provides the hospital board four domains and thirteen measures in a concise manner. **President Naganathan** will develop the dashboard further and bring back it back for conversation at the November meeting.

5. **Other Matters** – none

6. **Public Comment** - none

7. **Adjournment**

Meeting adjourned at 2:18pm to Executive Session.

Vice Chair Gomez noted for the record the Board will meet in Executive Session beginning at 2:30pm, 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 and to have confidential communication subject to attorney-client privilege.

ACTION

Agenda Item No. 4.1

Request to Approve Resolution 19-2

RESOLUTION NO. 19-2

BOARD OF TRUSTEES OF OREGON INSTITUTE OF TECHNOLOGY

A RESOLUTION DELEGATING AUTHORITY TO PRESIDENT NAGANATHAN AUTHORIZING APPROVAL AND EXECUTION OF A MORTGAGE AND COVENANT RELATING TO ACCEPTANCE OF THE OREGON MANUFACTURING INNOVATION CENTER ECONOMIC DEVELOPMENT ADMINISTRATIVE GRANT

WHEREAS, the Oregon Institute of Technology (University) purchased real property in Scappoose, Oregon and made improvements to that property for the purposes of developing the Oregon Manufacturing Innovation Center-Research and Development (OMIC R&D) project, an applied research center with partners and sponsors from industry, higher education, and government; and

WHEREAS, OMIC R&D has the potential to be transformative for the state of Oregon and for the Oregon Institute of Technology; and

WHEREAS, the University applied for and in 2018 was awarded a U.S. Department of Commerce Economic Development Administration (EDA) grant totaling \$2,984,514 for the purpose of retrofitting the 34,000 square feet Oregon Manufacturing Innovation Center OMIC R&D facility. The retrofit includes municipal utility connections/tie up, HVAC installation to the bays, insulating panels to seal overhead doors, installation of bridge cranes, installation of 2 elevators for ADA compliance, security systems, installation of skylights, and new indoor lighting systems, exterior lighting, parking improvement and code required landscaping; and

WHEREAS, the EDA Special Award Conditions require the University to record two legal instruments related to the real property in Scappoose, 1) a Covenant of Purpose Use and Ownership, and 2) a Mortgage; each instrument would indebt the University for an amount up to the full amount of the project grant in the event of noncompliance with the terms of the grant or sale of the property prior to the end of the project term; and

WHEREAS, the University Board Policy on Delegation of Authority, as amended January 24, 2019, section 1.6.2 provides the Board retains authority for “the approval of the execution of instruments relating to real property where the anticipated cost or value to the University exceeds \$1,000,000”; and

WHEREAS, the University Board Policy on Delegation of Authority, as amended January 24, 2019, section 1.6.5 provides the Board retains authority for “the approval of the execution of instruments relating to any borrowing or debt finance transactions which are or may be in excess of \$1,000,000, singularly or in the aggregate”;

Now, therefore, the Board of Trustees resolves as follows:

- 1. The Board delegates authority to President Naganathan to sign legal instruments required as Special Conditions of the OMIC EDA grant, including the Covenant of Purpose and Ownership, and Mortgage, together with any similar instruments required as conditions of the EDA grant, so long as those liabilities do not exceed \$3 million.

Resolution shall take effect upon approval by the Board.

Moved by _____

Seconded by _____

Trustee	Yes	No
Jeremy Brown		
Jessica Gomez		
Lisa Graham		
Kathleen Hill		
Vincent Jones		
Dana Londen		
Rose McClure		
Jill Mason		
Kelley Minty Morris		
Grace Rusth		
Mike Starr		
Paul Stewart		
Fred Ziari		

Approved and dated this 21st day of November, 2019

 Lisa Graham
 Board Chair

ATTEST:

Sandra Fox
Board Secretary

I _____ Secretary of the Board, do hereby certify that the foregoing is a true and correct copy of a Resolution duly adopted by the Oregon Institute of Technology Board of Trustees at the meeting held on the _____ 21st day of _____ November _____, 2019, and thereafter approved and signed by the Chair and attested by the Secretary of the Board.

Secretary of the Board

ACTION

Agenda Item 4.2

President Evaluation Report and Approval of 2018-19 Goals

Summary

The Board of Trustees is charged with the supervision of the President, including annually assessing his performance to inform and support his successful leadership and the strategic directions of the University. Chair Graham and Vice Chair Gomez reviewed President Naganathan's self-assessment report and issue this report to the Board for their review. Per Board Policy, the board is to review the report, draw conclusions, develop feedback for the President, and approve goals for 2019-20.

Background

The Board Policy on Presidential Evaluation Process requires the Board to conduct an annual evaluation of the President. The Board approved the President's 2018-19 goals on November 15, 2018. On July 23, 2019, as part of the annual evaluation process, President Naganathan submitted a self-assessment report describing progress toward his 2018-19 goals and proposing goals for the 2019-20 year. This report was sent to the Chair and Vice Chair of the Board for their review.

The board met in executive session on July 25, 2019 to discuss and provide general feedback on President Naganathan's evaluation. Trustees are pleased with the meaningful and substantial progress toward the goals and the fair and honest assessment of progress.

Newly proposed goals and deliverables for 2019-20:

Goals:

1. Develop and present a new strategic plan to the Board in Spring 2020.
2. Take steps to improve the university's financial stability by:
 - a. developing a new Institutional Advancement framework including hiring a new Vice President;
 - b. committing to raise \$2M outside of state funding by Fall 2020;
 - c. increasing new student enrollment by 2%;
 - d. launching a university-wide effort to increase retention by 1%;
 - e. improving our strategy with the legislature by rebuilding the Government Relations team; and
 - f. proposing a balanced operating budget for 2020-2021.
3. Establish an Executive Think Tank for Oregon Tech to increase relationships with CEO's and influential employers; obtain feedback on existing, proposed and potential programs; and assist with brand awareness.
4. Continue to negotiate the inaugural faculty union contract.
5. Initiate a Facilities Master Plan.
6. Develop an institutional dashboard.

On October 11, 2019, Chair Graham met with the President to share the feedback on the self-assessment report and proposed goals for the 2019-20 year. In particular, the president is urged to

focus proactively on recruitment and retention, revenue growth, new program development, strategic opportunities, increasing the competitive edge and branding, and financial sustainability for the university. Trustees requested the development of dashboards to assist in gauging progress at various levels. They acknowledged the talent of recent hires, and expressed appreciation for President Naganathan building a strong administrative team. The Trustees requested he ensure the Board is engaged in how the university is addressing challenges and strategic issues.

Recommendation

The Chair and Vice Chair request the Board review, discuss, and approve this submitted report, and newly established goals for 2019-20.

Attachments

- Summary Dashboard of the 2018-19 Short-term Action Plan
- Summary Assessment of 2018-19 goals

Summary Dashboard - Oregon Tech Short-term Action Plan for 2017-18 and 2018-19 Academic Years		Progress
Goal #1: Increase Reputational Capital		
<i>Implement a clear, branding strategy in three major markets (Klamath Basin, Portland-Metro, and Medford region).</i>		
a) Engage with external research firm		
b) Collect and analyze data for target markets		
c) Expand strategic advertising/branding		
d) Redesign Admissions collateral		
e) Explore new website design		
Goal #2: Increase Enrollment		
<i>Support aggressive, aspirational enrollment growth – average 6% during next 5 years. Put mechanisms in place to:</i>		
a) Increase the number of direct from high school students		
b) Increase the number of Transfer students		
c) Improve overall retention (Incr. new students' retention from 1st to 2nd year by 1%)		
d) Pursue use of digital badges and micro-credentials		
Goal #3: Grow Student and Campus Diversity		
<i>Elevate Oregon Tech's commitment to nurture our environment of diversity and inclusion, by pursuing multiple modalities to celebrate and strengthen diversity among faculty, staff, and students.</i>		
a) Create and staff a multi-cultural office		
b) Elevate our partnership with the Tribes and Native American Communities		
c) Create a partnership with Latino organizations and communities		
d) International student recruitment		
Goal #4: Extend Academic Planning Part I		
<i>Implementation of our modernized general educational component—Essential Studies</i>		
Goal #5: Extend Academic Planning Part II		
<i>Quality of instructional experience for Oregon Tech faculty & students in multi-modal, multi-site course delivery of our programs.</i>		
a) Establish the Faculty Innovation Center		
b) Implement two coordinated hi-tech classrooms, one in K-Falls & one in Wilsonville		
Goal #6: Invest in Talent		
<i>Pilot at least two formalized mentoring and professional development programs with an objective to help faculty prepare for leadership positions such as department chairs, program directors, etc., and to help staff advance in their professional careers.</i>		
Goal #7: Grow our Culture of Pride		
<i>Promote university pride and elevate our campuses to be the preferred destinations for students, employees, and the community.</i>		
a) Launch the first phase of the facilities master-plan to include a comprehensive condition analysis across the university		
b) Expand our beautification efforts on our campuses		
Goal #8: Organizational Improvement Part I		
<i>Improve efficiency and effectiveness of Oregon Tech's business processes and expand our use of technology</i>		
a) Launch business process analysis services within ITS		
b) Launch employee hiring process (HEROES – Hoolie's Employee Recruitment, Onboarding, and Exiting System)		
c) Launch Recruiter		
d) Launch Banner 9		
Goal #9: Organizational Improvement Part II		
<i>Encourage an entrepreneurial culture in academic programming [Academic Affairs & Finance Divisions, in collaboration with FOAC.]</i>		
a) Implement a contribution margin awareness project to encourage operational efficiency		
b) Develop an open & participatory budget process so all units can share plans and aspirations during the planning cycle		
Goal #10: Build Alumni Relations and Philanthropy		
<i>Elevate Oregon Tech's efforts and outcomes in advancement, in partnership with Foundation and Alumni boards.</i>		
a) Create a sustainable friend-raising and fund-raising framework		
b) Create & execute a mini-campaign to raise at least \$2.75M in support of the CEET project and student & faculty innovation		
Goal #11: Leverage Academic and Industry Partnerships		
<i>Enhance our partnerships with academia and industries.</i>		
a) Viability of Doctorate in Physical Therapy degree program proposal		
b) Cyber Defense Center		
c) Oregon Manufacturing Innovation Center (OMIC)		
d) Off-campus research and innovation center in K-Falls to bring together current initiatives (Catalyze, ABA Clinic, etc.)		

Summary Assessment of 2018-19 Goals

Goal #1 Recalibrate the 2020 Strategic Plan

At the end of March 2019, a cross-section of Oregon Tech faculty, staff, students and community members were asked to serve on the Strategic Planning Steering Committee (SPSC). The SPSC has an inclusive membership representative of our disciplinary and geographic footprint and our constituency base. The committee is made up of 28 people including eight faculty members; nine non-represented personnel; one representative each from the Board of Trustees, Alumni and Foundation Boards; two students; two community members; and three ex-officio members. The committee is preparing to launch a first draft of a plan and meet with focus groups at the end of fall and beginning of winter terms to obtain feedback with the campus community. The committee anticipates bringing a draft plan to the Board in the Spring of 2020.

Goal #2 Implement steps to achieve improved financial stability through focused enrollment and retention strategies, implement a revised budget process that empowers deans and chairs to pursue entrepreneurial steps for the advancement of their programs, students, faculty, and staff, and promote new academic programs.

A significant financial investment was made in Strategic Enrollment Management resulting in growth in applications and admits and increased first to second year retention of first-year, fulltime students. Improved data tracking revealed the need to drastically improve the retention of our students in the remaining years to graduation. The board adopted budget development principles were implemented and a new budget building process was rolled out to include college deans and department chairs shaping their budgets. The Foundational Campaign for the Future was successfully completed in June 2019 meeting its expanded goal of \$4M which included \$1M for equipment for various units. Since President Naganathan's arrival in 2017, a total of \$11.6M in contributions have been received by the Foundation. Additional sports lottery dollars were awarded to the university from the state. The university was also successful in securing \$3.5M from the Legislature for a new Rapid Prototyping and Advanced Manufacturing Laboratory at Oregon Tech. New academic program initiatives included degrees in Cybersecurity, Data Science, and DPT.

Goal #3 Implement a cadence for periodic assessment of current programs and for development and approval of new program offerings. New program offerings should include a consideration of both bottoms up and top down initiatives that are designed to respond to strategic market opportunities.

The Board approved a new program approval process in November 2018. The Curriculum Planning Commission and Grad Council assisted the Provost's office in providing amendments to the process to include market, enrollment, and financial analyses. Additional work is certainly required to review and update our current program assessment process.

Goal #4 Evaluate the possibility of finding innovative ways to develop facilities that reinforce the residential campus student life experience in support of enrollment strategies.

The student recreation center remodel started in summer 2019 with an anticipated completion/open date of spring 2020. Student Affairs made an impactful renovation with the launch of the Tree House/Multi-cultural space as efforts were increased to make the campuses more welcoming to and nurturing of a diverse group of students, faculty, and staff. A record number of students signed up for on-campus residency. If the current trends in new freshmen interest materialize in terms of matriculated students, master planning efforts may consider new

student housing opportunities.

Goal #5 Assess the possibility of pursuing other teaching sites across the state that are underserved and could be strategically valuable.

Faculty and Staff cemented relationships and worked on agreements across several institutions from K-12 school districts in Klamath Falls and KCC to regional partners in Medford and Ashland. These include the Badger to Owl and Jump into Business programs and the SOHEC partnership. Partnership efforts are continuing with Lake Washington Institute of Technology to expand our programming efforts in Washington state.

Goal #6 Negotiate the first faculty union contract through constructive and collaborative negotiations.

The Oregon Tech faculty formally unionized in June 2018. The faculty are now represented by the Oregon Tech American Association of University Professors (Oregon Tech AAUP). A formal demand to bargain was received on July 12, 2019.

Goal #7 Continue university-wide efforts for growing collaboration and cohesion among our multiple teaching units (residential campus, metro Portland teaching sites, distributed teaching sites, and distance education).

The message that Oregon Tech is ‘One University’ with multiple sites is continuously portrayed. Portland-Metro’s administrative lead was replaced by an academic lead. With the design and build of synchronous classroom facilities hybrid mode teaching is being promoted, particularly across Portland-Metro and Klamath Falls program offerings. Strategic Enrollment Management continues to look at new geographic footprints to expand the online program.

DISCUSSION

Agenda Item No. 5.2

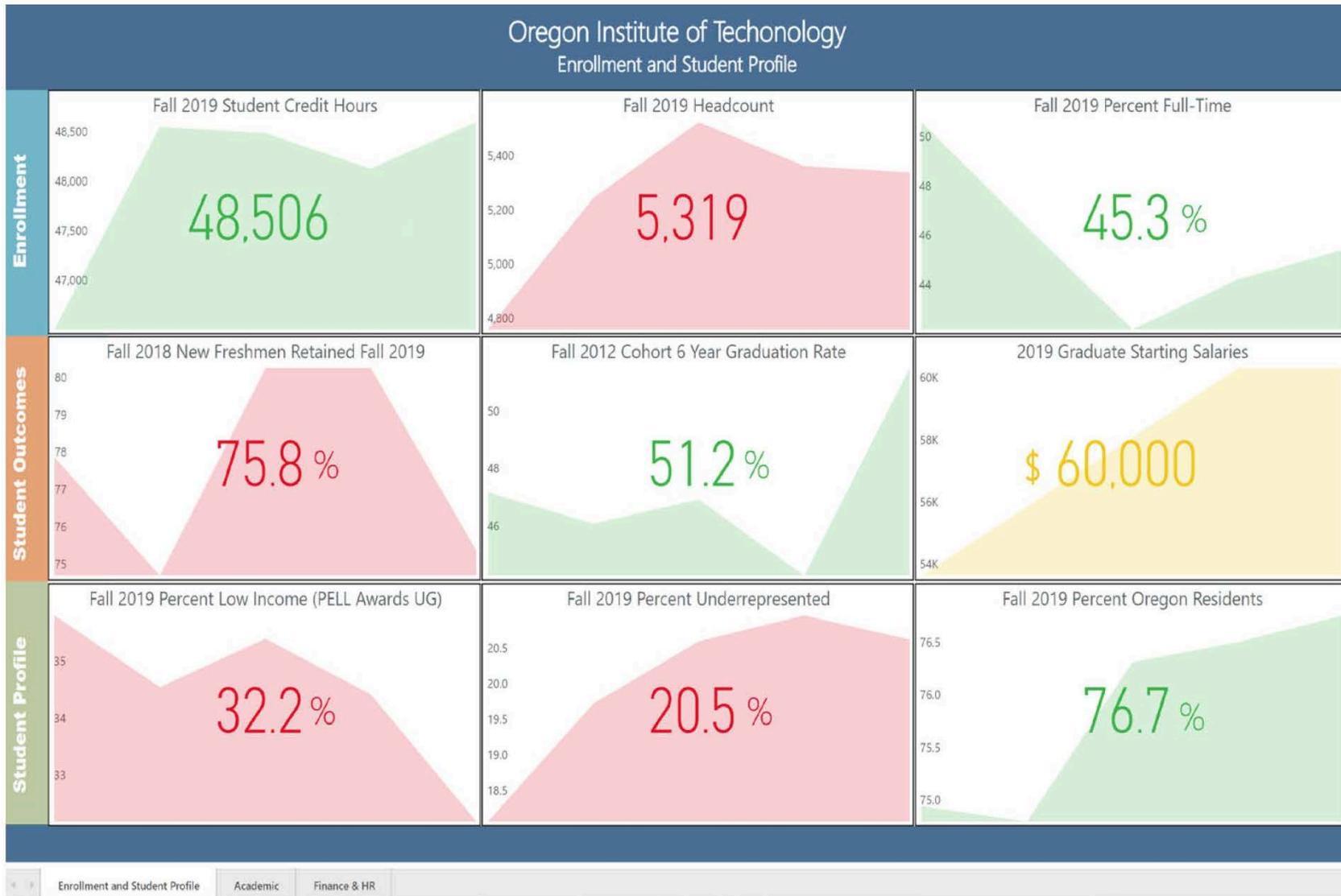
Draft Dashboards

University Key Performance Indicators

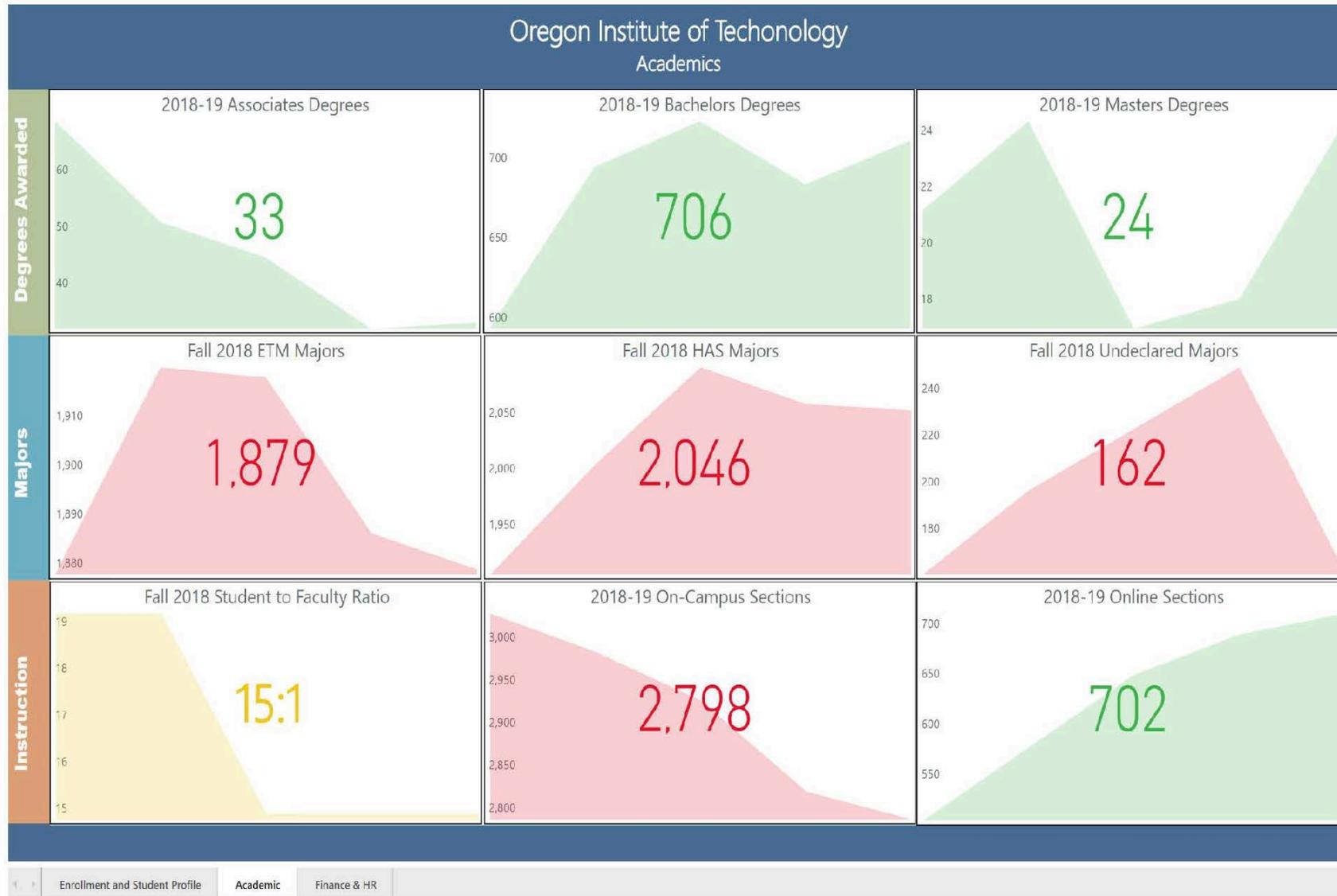
November 14, 2019

Indicator	Description
Fall 2019 Student Credit Hours	Student Credit Hours generated as of Fall 2019, 4 th Week (All campus locations)
Fall 2019 Headcount	Unduplicated headcount as of Fall 2019, 4 th Week (All campus locations)
Fall 2019 Percent Full-Time	Percent of students enrolled full time (UG >= 12 Credits, GR >= 9 Credits)
Fall 2018 New Freshman Retained Fall 2019	Percent Fall 2018 First-Time, Full-Time Freshmen cohort returning Fall 2019
Fall 2012 Cohort 6 Year Graduation Rate	Percent Fall 2012 First-Time, Full-Time Freshmen cohort that graduated with 6 years
2019 Graduate Starting Salaries	Average starting salaries of OIT graduates
Fall 2019 Percent Low Income (PELL Awards UG)	Percent of Fall 2019 degree seeking enrolled undergraduates that were awarded Pell Grant
Fall 2019 Percent Underrepresented	Percent of Underrepresented students. Excludes Whites, Asians, Unknown and International
Fall 2019 Percent Oregon Residents	Percent of Fall 2019 students that are Oregon residents
2018-19 Associates Degrees	2018-19 Associates degrees awarded (duplicated if students earned multiple degrees/majors)
2018-19 Bachelor's Degrees	2018-19 Bachelor's degrees awarded (duplicated if students earned multiple degrees/majors)
2018-19 Masters Degrees	2018-19 Master's degrees awarded (duplicated if students earned multiple degrees/majors)
Fall 2018 ETM Majors	Number of Fall 2018 students declaring ETM majors (duplicated for students with multiple majors)
Fall 2018 HAS Majors	Number of Fall 2018 students declaring HAS majors (duplicated for students with multiple majors)
Fall 2018 Undeclared Majors	Number of Fall 2018 students with undeclared majors (Unduplicated).
Fall 2018 Student to Faculty Ratio	Student to Faculty Ratio using IPEDS methodology.
2018-19 On-Campus Sections	Number of course sections offered On-Campus in AY 2018-19 (excludes Online and Dual Credit)
2018-19 Online Sections	Number of course sections offered Online in AY 2018-19
FY19 Fund Balance	Fiscal year end Education and General fund balance divided by general fund revenues.
FY19 Primary Reserve Ratio	Unrestricted net assets excluding plant investments, divided by all operating and non-op. expenses.
FY19 Debt Burden	Current principle and interest divided by operating and non-operating expenses.
Fall 2018 Faculty	Number of faculty employed as of November 1, 2018 (IPEDS employee snapshot)
Fall 2018 Classified	Number of classified staff employed as of November 1, 2018 (IPEDS employee snapshot)
Fall 2018 Admin	Number of administrative staff as of November 1, 2018 (IPEDS employee snapshot)
Fall 2018 Tenured	Number of faculty with indefinite tenure as of November 1, 2018 (IPEDS employee snapshot)
Fall 2018 Tenure Track	Number of faculty on tenure track November 1, 2018 (IPEDS employee snapshot)
Fall 2018 Fixed Term	Number of faculty on annual contract as of November 1, 2018 (IPEDS employee snapshot)

Draft Dashboard (1 of 3)



Draft Dashboard (2 of 3)



Draft Dashboard (3 of 3)

