Advancing through innovation and academic excellence... 

... making it happen, together

2018 Convocation
A growing profile because of high quality programs

High Rankings Mark Our Profile

1. Best Online College in Oregon
2. Top Public West Regional College
3. Highest Post-Graduate Salaries in Oregon
4. #5 Best West Colleges for Veterans
5. Highest ROI in Pacific Northwest

US News and World Report
Oregon Tech also ranked:
#3 overall in the same category but inclusive of private schools as well
#38 nationally for Best Engineering Programs
#5 Best West Colleges for Veterans

PayScale
Ranked #1 in Oregon for Annual Return on Investment for graduates

SmartAsset
Oregon Tech earned the top spot in this on research by the National Center for Education Statistics, PayScale, and College InSight

Average Starting Salary
$58K per year
During the next decade, Oregon Tech will become an established **global leader among polytechnic institutions** and enjoy a reputation as the `*industry’s university*` that nurtures the best of professionals for engineering, health, business, and technology fields, emphasizing hands-on undergraduate and graduate education and applied research.
Oregon Tech: Industry’s University

Preparing career-ready professionals: strong flexible career skills; holistic professionals, confident risk-takers, savvy innovators

Being a surrogate lab for industry R&D

Extending our graduate and professional degrees into industries and willing to educate on-site

Willing to take a new and innovative approach to intellectual property exchange - innovate outside-in with industry
What could we look like in 10 years?

7,500 Students
More freshmen in Klamath Falls, more capacity in Portland-Metro, converting dual-enrolled, industry programs like Boeing model

Grow Endowment
Grow Oregon Tech Foundation endowment.

2028
Extend Industry Partnerships
Degree programs, more internships; at least 3 established innovation centers linked to industry

Grow Town-Gown Integration
Explore and implement new ways to connect and engage with our local communities.

Build on Reputational Capital
Establish among the global leaders in polytechnic education and innovation.
Four Pillars of Excellence Drive a Future of Success

Students

Innovation

Community

Ourselves

People

Programs

Projects
Intentionality of Vision & Action

- Expertise
- Passion
- Sound Economics
- Market Demand
## Oregon Tech Revenues & Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY 18 Actual*</th>
<th>FY 19 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Funding</strong></td>
<td>$27.7</td>
<td>$29.3</td>
</tr>
<tr>
<td><strong>Tuition &amp; Fees</strong></td>
<td>$33.6</td>
<td>$35.6</td>
</tr>
<tr>
<td><strong>Remissions</strong></td>
<td>($3.8)</td>
<td>($4.1)</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>$1.8</td>
<td>$1.6</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>$59.3</td>
<td>$62.3</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>($58.7)</td>
<td>($64.5)</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>$.6M</td>
<td>($2.2M)</td>
</tr>
</tbody>
</table>
Short-term plan: 11 goals addressing campus-defined areas for improvement

1. Increase Reputational Capital
2. Increase Enrollment
3. Grow Student & Campus Diversity
4. Implement Essential Studies
5. Innovate in the Classroom
6. Invest in Talent
7. Grow Culture of Pride
8. Improve Business Processes
Short-term plan: 11 goals addressing campus-defined areas for improvement

- Encourage entrepreneurial culture in Academic Affairs & Finance
- Leverage Academic & Industry Partnerships
- Build Alumni Relations & Philanthropy
## Summary Dashboard: Short-term Action Plan Update and Status

<table>
<thead>
<tr>
<th>Goal #1: Increase Reputational Capital</th>
<th>Goal #7: Grow our Culture of Pride</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement a clear, branding strategy in three major markets (Klamath Basin, Portland-Metro, and Medford region).</td>
<td>Promote university pride and elevate our campuses to be the preferred destinations for students, employees, and the community.</td>
</tr>
<tr>
<td>a) Engage with external research firm.</td>
<td>a) Launch the first phase of the facilities master-plan to include a comprehensive condition analysis across the university.</td>
</tr>
<tr>
<td>b) Collect and analyze data for target markets.</td>
<td>b) Expand our beautification efforts on our campuses.</td>
</tr>
<tr>
<td>c) Expand strategic advertising/branding.</td>
<td></td>
</tr>
<tr>
<td>d) Redesign Admissions collateral.</td>
<td>Goal #8: Organizational Improvement Part I</td>
</tr>
<tr>
<td>e) Explore new website design.</td>
<td>Improve efficiency and effectiveness of Oregon Tech’s business processes and expand our use of technology.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal #2: Increase Enrollment</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Support aggressive, aspirational enrollment growth — average 6% during next 5 years. Put mechanisms in place to:</td>
<td></td>
</tr>
<tr>
<td>a) Increase the number of direct from high school students.</td>
<td>a) Launch business process analysis services within ITS.</td>
</tr>
<tr>
<td>b) Increase the number of Transfer students.</td>
<td>b) Launch employee hiring process (HEROES – Hootie’s Employee Recruitment, Onboarding, and Exiting System).</td>
</tr>
<tr>
<td>c) Improve overall retention (New students 1st to 2nd year and 11%; and retention beyond 1st year)</td>
<td>c) Launch Recruiter.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal #3: Grow Student and Campus Diversity</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>a) Create and staff a multi-cultural office.</td>
<td>a) Implement a contribution margin awareness project to encourage operational efficiency.</td>
</tr>
<tr>
<td>b) Elevate our partnership with the Tribes and Native American Communities.</td>
<td>b) Develop an open &amp; participatory budget process so all units can share plans and aspirations during the planning cycle.</td>
</tr>
<tr>
<td>c) Create a partnership with Latino organizations and communities</td>
<td></td>
</tr>
<tr>
<td>d) International student recruitment.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal #4: Extend Academic Planning Part I</th>
<th>Goal #9: Organizational Improvement Part II</th>
</tr>
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<tbody>
<tr>
<td>Implementation of our modernized general education component — Essential Studies</td>
<td>Encourage an entrepreneurial culture in academic programming [Academic Affairs &amp; Finance Divisions, in collaboration with FOAC].</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Goal #5: Extend Academic Planning Part II</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Quality of instructional experience for Oregon Tech faculty &amp; students in multi-modal, multi-site course delivery of our programs.</td>
<td></td>
</tr>
<tr>
<td>a) Establish the Faculty Innovation Center.</td>
<td>a) Create a sustainable, trend-raising and fund-raising framework.</td>
</tr>
<tr>
<td>b) Implement two coordinated hi-tech classrooms, one in K-Falls &amp; one in Wilsonville.</td>
<td>b) Create &amp; execute a mini-campaign to raise at least $2.75M in support of the CEET project and student &amp; faculty innovation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal #6: Invest in Talent</th>
<th>Goal #10: Build Alumni Relations and Philanthropy</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Elevate Oregon Tech’s efforts and outcomes in advancement, in partnership with Foundation and Alumni boards.</td>
</tr>
<tr>
<td></td>
<td>a) Viability of Doctorate in Physical Therapy degree program proposal in fall 2018.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal #11: Leverage Academic and Industry Partnerships</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance our partnerships with academia and industries.</td>
<td>a) Cyber Defense Center.</td>
</tr>
<tr>
<td>a) Viability of Doctorate in Physical Therapy degree program proposal in fall 2018.</td>
<td>b) Oregon Manufacturing Innovation Center (OMIC).</td>
</tr>
<tr>
<td>b) Cyber Defense Center.</td>
<td></td>
</tr>
<tr>
<td>c) Oregon Manufacturing Innovation Center (OMIC).</td>
<td>d) Off-campus research and innovation center in K-Falls to bring together current initiatives (Catalyze, ABA Clinic, etc.).</td>
</tr>
</tbody>
</table>
## Summary Dashboard: Short-term Action Plan Update and Status

<table>
<thead>
<tr>
<th>Oregon Tech Short-term Action Plan Goals</th>
<th>(a)</th>
<th>(b)</th>
<th>(c)</th>
<th>(d)</th>
<th>(e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1: Increase Reputational Capital</td>
<td>★</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
</tr>
<tr>
<td>#2: Increase Enrollment</td>
<td>★</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
</tr>
<tr>
<td>#3: Grow Student and Campus Diversity</td>
<td>★</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
</tr>
<tr>
<td>#4: Extend Acad. Planning Part I (Essential Studies)</td>
<td>★</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
</tr>
<tr>
<td>#5: Extend Acad. Planning Part II (Teaching Technologies)</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
</tr>
<tr>
<td>#6: Invest in Talent</td>
<td>★</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
</tr>
<tr>
<td>#7: Grow our Culture of Pride</td>
<td>★</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
</tr>
<tr>
<td>#8: Organizational Improvement Part I</td>
<td>★</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
</tr>
<tr>
<td>#9: Organizational Improvement Part II</td>
<td>★</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
</tr>
<tr>
<td>#10: Build Alumni Relations and Philanthropy</td>
<td>★</td>
<td>☢</td>
<td>☢</td>
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<td>☢</td>
</tr>
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<td>★</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
<td>☢</td>
</tr>
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Oregon Institute of Technology
Enrollment Forecast: AY 2018-19

KLAMATH FALLS
2,216 Students, Up 0.4%

PORTLAND-METRO
834 Students, Up 3.3%

ONLINE
1,559 Students, Up 3.2%

OVERALL
5,539 Students, Up 0.9%
(Includes Dual Credit)
Applying strategic approaches to achieve enrollment goals

Faculty-Alumni Rock Star Model
Faculty and Alumni seal the deal– SEM does the rest

Financial Aid Deadlines
Extend merit based admissions; student deposits by May 1

Strategic Retention
The Rock for transfers; advising centers; better data; program-level retention goals

Financial Aid

CRM Software
Fully planning, executing program-specific communication plans using Recruit

College Board Names
Purchasing names aligned with locations, SAT/ACT scores, academic strengths students

Infrastructure around all new strategy, approaches and programs
Strategically developing strengths and opportunities at each location

- Klamath Falls
- Chemeketa-Salem
- Portland-Metro
- Seattle-Boeing
Focus on Portland-Metro Campus operations, reporting and facility

- Stabilizing campus operations management
- Program connections and reporting structure
- Campus infrastructure improvements for students
## Faculty, Classified and Administrative Staff growth meets strategic goals

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2013</th>
<th>2017</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>137</td>
<td>167</td>
<td>190</td>
<td>39%</td>
</tr>
<tr>
<td>Classified</td>
<td>110</td>
<td>109</td>
<td>125</td>
<td>14%</td>
</tr>
<tr>
<td>Administrative</td>
<td>120</td>
<td>103</td>
<td>122</td>
<td>2%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>367</td>
<td>379</td>
<td>437</td>
<td>19%</td>
</tr>
<tr>
<td><strong>ENROLLMENT</strong></td>
<td>3413</td>
<td>3893</td>
<td>3946</td>
<td>16%</td>
</tr>
</tbody>
</table>

*Excludes high school students in ACH/HST programs

- Faculty ethnic diversity +18%
- Female faculty +6%
- Staff ethnic diversity -9%
- Female staff -0.7%
New faculty and investments round out academic support

19 new faculty in 2017-18

All faculty searches successful

New leadership in place

Advance Diversity in Faculty Ranks
Supporting collaboration between the faculty union and university

Strategic Plan guides, provides context for our work

Faculty Union and Senate independently collaborate w/ Administration

Responsible for stewardship of university, student welfare and OT resources

Mutual respect, fairness and collaboration as overlay to our work
Classroom Renovations facilitate teaching and learning at Oregon Tech

Portland-Metro - Study Spaces; Commons, Testing, Peer Consulting Center furniture

K-falls + Portland-Metro - Classroom upgrades and redesign

New tables, chairs, projectors, large format displays, electronic projection screens

New computer and faculty lectern, faculty friendly one touch room control system

Intercom to direct dial technical support Remote support features
Innovation: Student Learning

- https://www.youtube.com/watch?v=WxDKYrrPxNo
GERAC moves us forward towards Essential Studies goal

**GERAC Ad-hoc Committee**

- Dan Peterson
- Wendy Ivie *(Co-Chairs)*
- Brandy Brown
- Phil Howard
- Ryan Madden
- Rose McClure
- Deanne Pandozzi
- Randall Paul
- CJ Riley
- Matt Schnackenberg
- Rich Carson
- Steve Addison
- Hope Corsair
- Stephanie Pope

**Charge and Scope**

1. Collaborate to Produce a Refined Essential Studies Model
2. Explore impacts of Essential Studies Model
3. Modify Essential Skills Model
4. Develop Implementation Plans & Timeline
5. Essential Studies
Recognizing faculty innovation and partnerships

Smart Grid Lab - Keck Foundation Grant

Congressional delegation, governor celebrate $3M grant for OMIC – Dr. Mike Myers, P.I.

Idea Factory

Mindray Med Imaging Partnership
Extending expertise through excellence, research and practice
Innovation: B.I.G. Community Engagement

• https://www.youtube.com/watch?v=xf6Ja_hjlO1
Summer Creativity Grants bring ideas, innovation to academics

- Total $56k in Awards
- Focus: Program Development
- Focus: Opportunities

Gorgia’s encomium

Drone-based Imagery

Algorithm for geometric dimensioning

Project, Program, Unit and Professional Development

Grants fund innovation

Establishing an Apiary

Matt Schnackenberg

Christy VanRooyen

Terri Torres

Wangping Sun

Yanqing Gao

Matthew Sleep
Summer Grants focus on student success and course enrichment

Support Strategic Vision, Direction

Steve Addison
Don Lee
Yasha Rohwer

Virtual Labs

Don Lee
Sharon Beaudry

Grant Sourcing

Tracey Coon

Ethics of Genetic Engineering

Program Development - Robotics

Don Lee
David Hammonds

Course Development - Math

Kris Rosenberg
Jeff Dickson

Grant Sourcing
Summer Grants help realize strategic departmental, college, university goals

Generate momentum towards goals

Aligning Online, Hybrid Delivery

Mindfulness Training

Mobile Usability Lab

Data - Science Majors

Amber Lancaster
Grant Kirby
Franny Howes
Rosanna Overholser
John Borgen
Kenneth Davis
Joseph Reid
Jeff Dickson
Jesse Chaney
New investments in innovation through OREC
Innovation: Interdisciplinary Collaboration

- https://www.youtube.com/watch?v=DpLGkNodmI
Sabbaticals offer faculty time and space for innovation and academic advancement.

**ACTIVE SABBATICALS**

**ETM**
- Roger Lindgren
  - Transportation
  - Sept ‘18-March ‘19
- Mark Neupert
  - Ethnography Holland
  - Sept ’18-June ‘19

**ETM**
- Claudia Torres Garibay
  - REE Course Dev.
  - Sept ‘18-June ‘19
- Hallie Neupert
  - Continuing Ed.
  - Sept ’18-June ‘19

**HAS**
- Jaime Kennel
  - EMS Bias Research
  - Sept ‘18-March ‘19
- Irina Demeshko
  - Professional Develop.
  - Sept ‘18-June ‘19

**HAS**
- Michael Hughes
  - Visiting Prof. Australia
  - Jan ‘19-June ‘19
New faculty support for research, innovation and creative work

- Increase support for faculty professional development
- Streamline, improve grant management processes
- Support proposal development and writing
- Help identify funding opportunities
- Strengthen ties with funding agencies
- Broaden training, mentorship

Associate Provost Afjeh
Faculty, university support systems growing stronger

- Recruitment and Enrollment Support
- Academic support:
  - new leadership
  - research
  - administrative
  = more support, faster decisions
- Technology tools
- Contracting
- Budgeting
- In-house Legal Counsel

College of ETM

College of HAS
Human Resources: Supporting the university in our collective work

Supported **63 faculty and staff** searches in 2017-18

Completed over **847 learning opportunities** for faculty, staff, and students in 2017-18

Initiated **Unclassified Administrators Classification and Compensation Study** with goals: attract & retain employees; pay equity, market competitively

New supervisory, departmental, administrative support, customer service, and budget management **learning programs are being developed** and will be provided in 2018-19
Administrative Council sets meaningful goals for 2018-19

2018-19 Leaders
Chair – Sandi Hanan
Vice Chair – Josh Jones
Secretary – Rachel Winters

- **Spirit Week**
  Updating format of student, staff, community involvement

- **Staff Fee Waiver**
  Proposal for updating Staff Fee Tuition Waiver excluded program list

- **Comp. & Performance**
  Working with HR on Admin Class Comp. Plan and Performance Management

- **Affinity Groups**
  Organizing and Creating Affinity Groups

- **Unclassified Awards**
  Unclassified Administrator Recognition Awards from Admin Council
Student Affairs = Student Success

Student Success Center

Career Services

Campus Life

Integrated Student Health Center
Student success...outside the classroom

Increase Student Experiences

Portland-Metro Student Services

Housing & Residence Life

Owls’ Worth: OT’s Financial Literacy program
CEET: new beacon of innovation

Design Phase: Spring '18 to Spring '19

Construction Phase: June '19 to Dec. '20

Equipment, Machines, Furniture Phase: Spring '21

Opening in 2021
Design driven by: innovation, risk-taking, collaboration across disciplines
Cornett Renovation: moving forward!

Now: Phase II
Completion: Jan. 2020
Next: Integrate w/ CEET
Looking good impacts community, recruitment, branding, investment

Gym rehab

Softball Stadium

Soccer Field

Campus beautification
Athletics enriches campus, community life, reputation, student success

November 18: National Collegiate Basketball Hall of Fame induction

2018: Booster Club reignited

Student-athlete academic success: 3.31 average GPA
Elevating our profile = elevating our brand

1. Invest in branding
2. Engage donors
3. Bring people to our campuses
4. Develop brand ambassadors
5. Elevate degree brand
Belief in Oregon Tech generates new investments

Wendt Family Gift ($2M)

John & Lois Stilwell Gift

Robert J. and Leona DeArmond Public Foundation ($300K)

Cascade Health Alliance—Dental Hygiene Clinic ($150K)
Donors invested in record numbers last year, FY 2018

Gifts & New Pledges  
(dollars in millions)

- FY 17: $3.1M
- FY 18: $5.3M

Endowment  
(dollars in millions)

- FY 17: $13.5M
- FY 18: $14.2M
Kicked Off
Launched $4M Campaign for Future of Oregon Tech

Projects: $3.1M
- Engineering Complex
- Equipment & Technology

Programs: $750K
- An Owl’s Worth—Fiscal Literacy Program
- Student & Faculty Innovation Fund
- Rural Communities Development Fund

People: $150K
- Oregon Tech Merit Scholarship Program
- Society of Scholars
- Staff Innovation Award

Status:
$3M raised so far; $1M to go!
2019 Legislative Session: our “asks”

- **Tuition “buy-down”**: Keeps tuition increase lower
- **Boivin Rehab** $18M bonding
- **OREC Funding** $500k, Second biennium of funding
- **Sports Lottery** Funds scholarships and operations

Oregon Institute of Technology: Oregon Renewable Energy Center
What could we look like in 10 years?

7,500 Students
More freshmen in Klamath Falls, more capacity in Portland-Metro, converting dual-enrolled, industry programs like Boeing model.

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Grow Oregon Tech Foundation endowment.

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Explore and implement new ways to connect and engage with our local communities.

Build on Reputational Capital
Establish among the global leaders in polytechnic education and innovation.
Celebrating Oregon Tech’s 75th Anniversary

- [https://www.youtube.com/watch?v=2muFWgaU-yU](https://www.youtube.com/watch?v=2muFWgaU-yU)
Let’s make it happen, together