

2017-2018 Program Assessment Report

Master of Science in Allied Health (MSAH)- Healthcare Leadership

Section 1: Mission, Objectives & Learning Outcomes

Oregon Tech Mission

Oregon Institute of Technology, an Oregon public university, offers innovative and rigorous applied degree programs in the areas of engineering, engineering technologies, health technologies, management, and the arts and sciences. To foster student and graduate success, the university provides an intimate, hands-on learning environment, focusing on application of theory to practice. Oregon Tech offers statewide educational opportunities for the emerging needs of Oregonians and provides information and technical expertise to state, national and international constituents.

Core Theme 1: Applied Degree Programs

Oregon Tech offers innovative and rigorous applied degree programs. The teaching and learning model at Oregon Tech prepares students to apply the knowledge gained in the classroom to the workplace.

Core Theme 2: Student and Graduate Success

Oregon Tech fosters student and graduate success by providing an intimate, hands-on learning environment, which focuses on application of theory to practice. The teaching and support services facilitate students' personal and academic development.

Core Theme 3: Statewide Educational Opportunities

Oregon Tech offers statewide educational opportunities for the emerging needs of Oregon's citizens. To accomplish this, Oregon Tech provides innovative and rigorous applied degree programs to students across the state of Oregon, including high-school programs, online degree programs, and partnership agreements with community colleges and universities.

Core Theme 4: Public Service

Oregon Tech will share information and technical expertise to state, national, and international constituents.

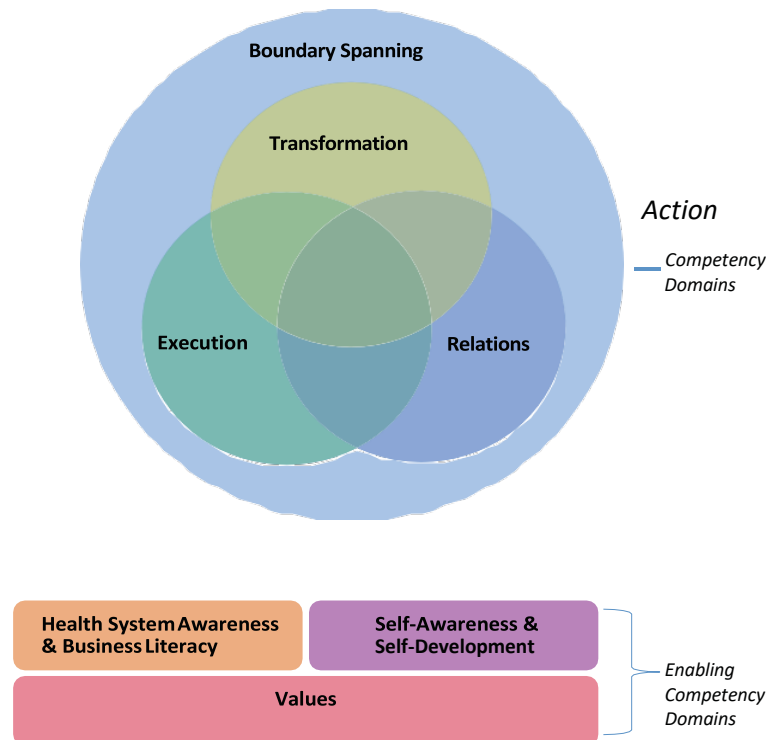
Program Alignment to Oregon Tech Mission and Core Themes

The MSAH program is in perfect alignment with the mission and goals of Oregon Tech especially public service to the communities in Oregon, including rural areas as they are in the most need and have the biggest shortage of qualified healthcare professionals (see section d below). This degree because of its online nature is easily accessible to students throughout Oregon including rural regions of the state.

The MSAH program supports Oregon Tech's mission to offer rigorous applied degree programs by providing scholarly, research based, high quality coursework (aligned with the National Center for Healthcare Leadership guidelines) ensuring student success in the work place. The discipline of allied health leadership in healthcare settings involves effective communication, building relationships, self- confidence, self-development, team leadership, change leadership, accountability, collaboration, organizational development, performance measurements, financial skills, innovative thinking and strategic orientation. These are in alignment with the key elements identified in Oregon Tech's Institutional Student Learning Outcomes (ISLO). The MSAH curriculum

emphasizes strong foundational course work and hands-on application through real life healthcare cases to prepare students to be effective professionals in their communities. The students in the program are already employed, some are graduates of Oregon Tech who are working to advance their degrees and career opportunities in leadership, management, and administration of public health systems, healthcare systems, hospitals, and hospital networks.

FIGURE 1 | Health Leadership Competency Model 3.0



Learning experiences are designed to be interactive, scholarly, and practical with real life educational objectives and assignments. A broad offering of courses that include ethics, leadership, population health, healthcare financing, and inter-professional healthcare teams will enable graduates of this program to become leaders in their respective fields.

The MSAH program supports Oregon Tech's mission to provide educational opportunities to the residents of southern Oregon. Residents of southern Oregon who graduate with the MSAH degree can use their new skills to improve healthcare in their own southern Oregon rural communities. This degree will have a direct impact in southern Oregon by helping current practitioners advance their skills and career opportunities.

The MSAH program supports Oregon Tech's current strategic plan. Having a MSAH program will help Oregon Tech towards the goal of having more graduate programs. The MSAH program will be using a large number of Oregon Tech's current seasoned on-campus faculty to teach the majority of the courses plus recruiting/hiring content expert adjuncts from across the country for any remaining courses. Graduates will have an impact on healthcare in the Oregon and everywhere, striving to provide more medical care that is greatly needed.

Program Mission

The purpose of the program is to prepare students for advancement and additional career opportunities within their fields.

Section 2: Program Educational Objectives

Students will be able to:

1. Demonstrate critical thinking abilities in order to assess and analyze, concepts, principles, research, clinical findings, and technologies; and evaluate outcomes in order to apply them to professional practice.
2. Analyze, interpret, and respond to the major factors influencing healthcare delivery and healthcare policy.
3. List and demonstrate basic administration/management and leadership skills.
4. Demonstrate quality in working as educators, team players and/or leaders in academic, clinical, or community healthcare settings.
5. Demonstrate competency skills in the 28 core competencies outlined by the National Center for Healthcare Leadership Model.

Program Faculty Review

Program Student Learning Outcomes and Objectives were reviewed by program faculty during Fall Convocation Program Assessment Meeting.

The faculty and advisory board meet in Sept. 2017-2018 and reviewed the MSAH program and courses, no changes were made this first year. The members of the committee are from the math, science, medical imaging, ultrasound, respiratory care, population health, library sciences and dental hygiene. There are currently 13 members of the MSAH advisory board and we began meeting 5 years ago to design the program and have continued meeting monthly ever since. The Advisory Board meets at least 1-2 times a quarter now that all courses have been launched to discuss continuous improvement of the program to ensure quality

educational experiences.

Showcase Learning Opportunities

Students will get an amazing learning opportunity with their final projects. They begin working on them and designing them in year one but they completed them the summer of their 2nd year in the program. Students are given an opportunity to develop projects that increase the quality of patient care in their own communities. They can do their projects with others or on their own. They have an opportunity to have an impact in their own communities. The students are taught across many disciplines striving to master the 28 core competencies outlined in the NCHL model.

Section 3: Program History & Vision**Program History**

We have successfully launched the first two years of the program; all classes have been taught at least once and we have two graduates. The faculty is across many disciplines to bring in the expertise that is needed to educate these students in healthcare leadership skills.

Growth

There is a shortage of health services managers and a 23% prediction of growth over the next 7 years according to the US Department of Labor (see section 2d). Oregon State has unmet healthcare needs and not enough healthcare professionals especially in rural areas. The results are high preventable hospitalizations, high mortality rates and or above average low birth weights. The need for better healthcare and more healthcare professionals is real and this Master of Science in Allied Health program will begin to address this issue by training and providing much needed healthcare leadership training. In theory, the graduates of the MSAH program will team up with other healthcare experts to better address these concerns both locally and nationally.

Predicted Growth Needs Assessment Data

Projections from the United States Department of Labor Employment of medical and health services managers is projected to grow 23 percent from 2012 to 2022, much faster than the average for all occupations. As the large baby-boom population ages and people remain active later in life, the healthcare industry as a whole will see an increase in the demand for medical services (US Department of Labor, 2012). In particular, it is noted that the number of job openings is expected to exceed the number of MSAH graduates.

Current Student Survey including Alumni Needs Assessment Data

A consistent need has been established from students at Oregon Tech, Alumni and employers for a MSAH. A recent survey was sent to MIT current students, graduate students and employers in the Summer of 2017-2018. 146 students and 73 employers responded to the OIT survey. The survey results indicate that the students are interested in the MSAH program and have the following characteristics.

- The average age is between 20 and 30 years old,
- 68% female,
- the majority of students have associate and bachelor degrees,
- 67% of the students have worked in the field less than 5 years,
- 89% stated they are working in the field in which they have their degree,
- 57% said they plan on going on to graduate school,
- 73% of those surveyed said they do have financial constraints for family obligations,
- 52% said their employers offer tuition assistance,
- 78% prefer to complete a master's degree completely online,
- 82% say they want to pursue a graduate degree on a part-time basis.

The students surveyed said they wanted degrees in their specialties and in education, administration and management.

In addition, 70% of students enrolled in the dental hygiene degree completion program indicate strong interest (rating of 4 or 5 on a 5-point scale) in enrolling in a master's degree program at Oregon Tech. The primary area of interest is in education.

Current Healthcare Employer Survey Needs Assessment Data

73 employers responded to the Oregon Tech Employer survey sent out Spring 2017-2018 and 79% of them said they offer tuition assistance programs for their employees.

- 82% of the employers said that their facility would benefit from their employees achieving an advanced degree. The employers said they had a high need for bachelors and master's degrees for their employees.
- 63% of employers said that they believe having career advancement and/or enhanced salary compensation tied to graduate education would lead to greater retention of healthcare employees.

Focus Group Data

During the fall 2017-2018 term, Dr. Janette Isaacson emailed current degree completion program students (approx. 100 students) in Vascular Technology and in the Echocardiography programs to gather information about their interest in having a MS degree offered. The response was supportive and positive with 21 returned emails from students asking for more information.

Letters of Support from the Healthcare Industry Leaders

Three leaders in the field of echocardiography and vascular technology (David Adams RDCS, Ann Marie Kupinski Ph.D, and Claudia Rumwell, RN) were sent this proposal and were asked for feedback including their opinion on how the MSAH program will be received in the field. These leaders were chosen based on their longevity in the field and expertise in training. All three responses were very positive, and all three healthcare leaders felt the MSAH program will be well received in the field and is very needed (letters appendix A8). Anne Marie Kupinski stated, "I like the idea of an Allied Health Master's program.

It seems that it would benefit a number of individuals in multiple fields. Most of the courses are useful no matter what the discipline.” David Adams said, “I like this pathway much more than the Advanced Cardiac Sonographer it’s broader so will open more doors for those wanting to go beyond their current career choices.” Claudia Rumwell, RN believes, “I am very excited about what this degree will provide the student who acquires it. It gives that student who wants to better themselves beyond what they already have... more of an edge in moving up into management and/or teaching.”

“Although today’s healthcare workforce is predominantly female, women continue to experience career advancement problems and remain significantly under-represented in CEO positions (NCHL survey)” A survey conducted by the National Center for Healthcare Leadership found that only 12% of CEOs are female. This MSAH program could effectively increase the role of women in healthcare executive positions and eliminate gender disparities in top executive positions.

Employment Rates and Salaries

Projections from the United States Department of Labor Employment of medical and health services managers is projected to grow 23 percent from 2012 to 2022, much faster than the average for all occupations. As the large baby-boom population ages and people remain active later in life, the healthcare industry as a whole will see an increase in the demand for medical services (US Department of Labor, 2012). In particular, it is noted that the number of job openings is expected to exceed the number of MSAH graduates.

The career data is not yet available on the MSAH students and neither is the exit survey data since we are a new graduate program.

According to the Bureau of Labor Statistics the average salary for healthcare leaders is \$88,580 per year, typically \$42.59 per hour and the entry level education is a bachelor degree with advanced degrees being required by the employer. The number of jobs in 2012 was 315,500 and it is growing at a rate of 23%, which is much faster than the average growth.

Meeting with Advisory Board

The Advisory Board meets a couple times a quarter to discuss the continuous improvement of the quarter. There are 13 members of the board and continuous improvement and assessment are discussed at every board meeting. Assessment and alignment to the NCHL model is an agenda item at all meetings. We are tracking which courses are teaching the 28 core competencies.

Advisory Board Review

The Advisory Board reviewed the Program Mission and Objectives during the academic year.

The advisory board for the MSAH program consists of the following people from across many disciplines. This group meets every month to discuss the implementation of courses, instructors and admission requirements. We implemented a rotating admissions committee to review applicants. Many meetings were spent discussing the GRE and it was decided that alumni with a 3.0 or higher do not have to take it. Non-alumni are now given a choice of taking the GRE, the MAT or doing a written essay. Much time was spent this year working on marketing strategies. The MSAH website was created and updated, a new video was developed and put on the site, along with student quotes, course descriptions and admission requirements. We hold an online webinar every week for potential new students. We developed a front and back glossy advertisement, along with an email ad, a geo-ad and a mailer. We mailed to alumni, licensed healthcare practitioners and graduating seniors. We have begun discussing how we are going to assess all 28 core competencies in the program. In addition, attendance at the national meetings happened this last year to let folks know about the degree and to recruit students.

Program Enrollment and Retention: We had three students start in the Fall of 2017-2018 as we had a delay with the approval from Northwest Accreditation which delayed the marketing efforts. We grew the first year adding several more students every quarter. We currently have 41 active students at the start of the third year of the program.

Fall 2018: 41 active students

- ❖ Two total marketing pushes were done

Summer 2017 and Summer 2018

- ❖ Two graduates Summer 2018
- ❖ Received 73 applications, 16 are in process
- ❖ 6 cancelled before admitted
- ❖ 3 cancelled after admitted but before starting classes
- ❖ 1 switched to a doctorate program before starting
- ❖ 1 delayed start but started
- ❖ 1 student failed out
- ❖ 2 denied admissions because of quality of writing skills
- ❖ 2 stopped out-family and work issues

35 active students in the first two years (with only one summer marketing effort) plus 11 new students this fall (following the second marketing push) = **46 total students**

Every class has now been offered once and we have our first graduates.

Quarter	Year 1 2016-2017	Year 2 2017-2018	Year 3 2018-2019
Fall	3	14	11
Winter	2	7	
Spring	1	2	
Summer	5	1	

Program Graduates

We will have two walk this June for the first time in this new master's degree.

Quotes from our first two graduates

Oregon Tech's *Master of Science in Allied Health (MSAH)* program celebrated its first graduates at the end of summer term.



Comments regarding the overall program:

"The degree program affords working health professionals the opportunity to develop skills essential to thriving as a leader in the healthcare field."

"What I treasure most from the program is the application of Servant Leadership in the workplace. The concept of servant leadership would be beneficial to all workplace settings as it enhances employee satisfaction and reiterates the value each employee contributes to their individual place of work."

Comments regarding the Capstone project:

"The capstone project is a great opportunity for MSAH students to lead change in the workplace. The focus was to identify real problems in our departments and develop solutions that are backed with current research and data. This has great potential to change policy, save money, create awareness, and most importantly, impact patient care in a positive and efficient manner."

Closing the Loop

We did not have any areas that we needed to close the loop on from last year. We had 4 core objectives we measured for assessment in 2016-2017. In 2017-2018, we began expanding our assessment cycle to evaluate 28 core competencies over the next 6 years, to ensure students master all the skills to be a competent healthcare leader. The MSAH is a brand-new program with 2 graduates in 2017-2018. All courses have been launched once and continuous improvement along with alignment to the NHCL model is under way. This will be a six-year process to evaluate all 28 competencies that students are mastering in this program. This is a big undertaking.

A big focus the first two years has been marketing and getting the word out so that enrollments can increase. We had our Statistics instructor rerouted to his department and hired a new statistics instructor that is a cancer research statistician. We developed a grading rubric for the final capstone classes and have given that to students upfront so they know how they will be graded. We had our first two students present and defend their capstone projects to their committees and successfully pass. We took away the licensing requirements for our degree because many in population health and health services in general are interested in gaining healthcare leadership skills. The 28 core competencies are not depending on having a healthcare license but are dependent on a desire to serve others and help their own communities.

I would like to use coursetune software to help ensure the Quality Matters in online teaching rubric. This is particularly important with 28 core competencies to master.

Section 4: Program Student Learning Outcomes Assessment Cycle

Planning 6-year cycle 2017-2023 with a new model NCHL 3.0

The MSAH program follows the NCHL model and it developed a new model in 2017-2018. 28 Core Competencies

Students will demonstrate upon graduation that they have mastered healthcare leadership skills in the following 28 core competencies.	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Domain/Competency						
ACTION COMPETENCY DOMAINS BOUNDARY SPANNING <i>Optimizing relationships between a leader's span of control and the departments, organizations, communities, and/or broader networks within which it operates.</i>		X				
1. Community Collaboration - The ability to align one's own and the organization's priorities with the needs and values of the community, including its cultural and ethnocentric values, and to move health forward in line with population-based wellness needs and national health agenda.						
2. Organizational Awareness - The ability to understand and learn the formal and informal decision-making structures and power relationships in an organization or industry (e.g., stakeholders, suppliers). This includes the ability to identify who the real decision makers are and the individuals who can influence them, and to predict how new events will affect individuals and groups within the organization.			X			
3. Relationship & Network Development - The ability to establish, build, and sustain professional contacts for the purpose of building networks of people with similar goals and that support similar interests						X
EXECUTION <i>Translating vision and strategy into actions supporting optimal organizational performance.</i>		X				
4. Accountability - The ability to hold people accountable to standards of performance or ensure compliance by effectively and appropriately using the power of one's position or personality, with the long-term good of the organization in mind.						

5. Achievement Orientation - A concern for surpassing standards of excellence. Standards may involve past performance (striving for improvement); objective measures (results orientation); outperforming others (competitiveness); challenging goals, or redefining the nature of the standards themselves (innovation).			X			
6. Analytical Thinking - Developing a deeper understanding of a situation, issue, or problem by breaking it down or tracing its implications step-by-step. It includes organizing the parts of a situation, issue, or problem systematically; making systematic comparisons of different features or aspects; setting priorities on a rational basis; and identifying time sequences, causal relationships, or if-then relationships.		X				
7. Communication Skills 1 – Writing - The ability to use written communications in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward.		X				
8. Communication Skills 2 – Speaking & Facilitating - The ability to use spoken communications in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward.		X				
9. Initiative - Identifying a problem, obstacle, or opportunity and taking action in light of this identification to address current or future problems or opportunities. Initiative emphasizes proactively doing things and not simply thinking about future actions. Levels of proficiency relate to the time scale of focus, moving from addressing current situations to acting on long-term future opportunities or problems.				X		
10. Performance Measurement - The ability to understand and use statistical and financial metrics and methods to set goals and measure clinical as well as organizational performance; commits to and deploys evidence-based techniques		X				
11. Process & Quality Improvement - The ability to analyze and design or improve an organizational process, including incorporating the principles of high reliability, continuous quality improvement, and user-centered design					X	
12. Project Management - The ability to plan, execute, and oversee a multi-year, large-scale project involving significant resources, scope, and impact. Examples include the construction of a major building, implementation of a new enterprise-wide information system, or development of a new service line						X
RELATIONS <i>Leading, through example and actions, to create an organizational climate that values employees from all backgrounds, provides a healthy and energizing environment in which to work, and encourages everyone's ongoing development.</i>						
13. Collaboration - The ability to work cooperatively and inclusively with other individuals and/or teams they do not formally lead; working together, as opposed to working separately or competitively, and/or convince them to take a specific course of action	X					
14. Impact & Influence - The ability to persuade, convince, influence, or impress others (individuals or groups) in order to get them to go along with or to support one's opinion or position. The "key" is understanding others' interests and motivations, in order to have a specific impact, effect, or impression on them			X			
15. Interpersonal Understanding - The ability to accurately hear and understand the unspoken or partly expressed thoughts, feelings, and concerns of others, especially those who may represent diverse backgrounds and very different worldviews. Levels of proficiency relate to the increasing complexity and depth of understanding, as well as openness to perspectives very different from one's own.		X				
16. Talent Development - The ability to build the breadth and depth of the organization's human capability and professionalism, including supporting top-performing people and taking a personal interest in coaching and mentoring high-potential leaders.				X		
17. Team Leadership - The ability to lead groups of people toward shared visions and goals, from forming a team that possesses balanced capabilities, to setting its mission, values, and norms, and holding team members accountable individually and as a group for results.	X					

TRANSFORMATION <i>Creating and implementing compelling and inclusive change processes in support of improving health quality, efficiency, and access.</i> 18. Change Leadership - The ability to energize stakeholders and sustain their commitment to changes in approaches, processes, and strategies.	X					
19. Information Seeking - An underlying curiosity and desire to know more about things, people, and issues, including the desire for knowledge and staying current with health, organizational, industry, and professional trends and developments. It includes pressing for more precise information; resolving discrepancies by asking a series of questions; and scanning for potential opportunities or information that may be of future use, as well as staying current and seeking best practices for adoption.				X		
20. Innovation - The ability to approach one's work and the organization in new and breakthrough ways, including applying complex concepts, developing creative new solutions, or adapting previous solutions in promising new ways.			X			
21. Strategic Orientation - The ability to consider the business, demographic, ethno-cultural, political, and regulatory implications of decisions and develop strategies that continually improve the long-term success and viability of the organization.						X
ENABLING COMPETENCY DOMAINS VALUES <i>Creating and implementing compelling and inclusive change processes in support of improving health quality, efficiency, and access.</i> 22. Professional & Social Responsibility - The demonstration of ethics, sound professional practices, social accountability, and community stewardship. Acting in ways that are consistent with one's values and what one says is important.					X	
HEALTH SYSTEM AWARENESS & BUSINESS LITERACY <i>Understanding the health system's current business and operating frameworks as well as the dynamic context within which they operate (e.g., community, competitive, human resources, financial, legal, policy, and environmental).</i> 23. Financial Skills - The ability to understand and explain financial and accounting information, prepare and manage budgets, and make sound long-term investment decisions.			X			
24. Human Resource Management - The ability to implement staff development and other management practices that represent contemporary best practices, comply with legal and regulatory requirements, and optimize the performance of the workforce, including performance assessments, alternative compensation and benefit methods, and the alignment of human resource practices and processes to meet the strategic goals of the organization.				X		
25. Information Technology Management - The ability to see the potential for administrative and clinical technologies to support process and performance improvement. Actively sponsors the continuous seeking of enhanced technological capabilities.					X	
SELF-AWARENESS & SELF-DEVELOPMENT <i>Ongoing habits and actions taken to continuously improve self-knowledge, interpersonal effectiveness, and well-being.</i> 26. Self-Awareness - The ability to have an accurate view of one's own strengths and development needs, including the impact that one has on others. A willingness to address development needs through reflective, self-directed learning, and by trying new approaches.		X				
27. Self-Confidence - A belief in one's own capability to successfully accomplish their work. This includes confidence in one's ability as expressed in increasingly challenging circumstances, and confidence in one's decisions or opinions.						X
28. Well-Being - Establishes habits supporting well-being, and creates a work climate supportive of the total health of oneself and others. This includes role-modeling healthy habits and practices, and monitoring internal and external environments for opportunities to improve health.				X		

Section 5 – Essential Student Learning Outcomes

This program follows the Institutional Assessment Cycle for the 6 main ESLO. For the year 2017-2018, data was collected for Inquiry and Analysis and submitted Spring Quarter 2018.

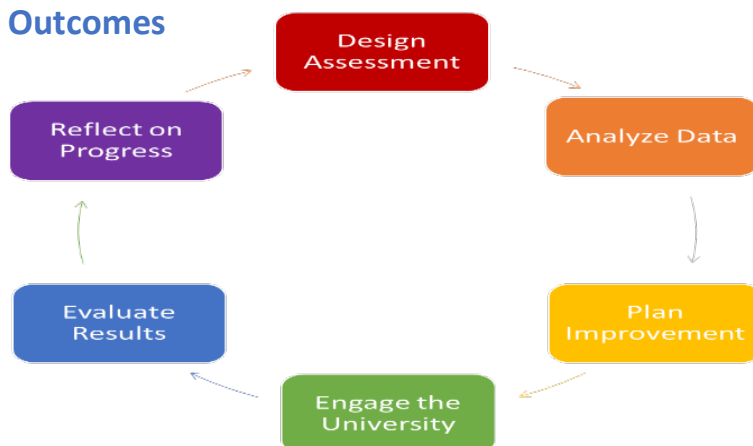


Figure A: The Cycle of Assessment

ESLO Assessment

Design Year: Ethical Reasoning ESLO ♣ Drawing upon examples from previous years' data collection plans, the Ethical Reasoning ESLO committee and the Assessment Commission will draft a data collection plan for the Ethical Reasoning ESLO to be implemented in 2018-2019.

Collect Year: Inquiry & Analysis ESLO ♣ The data collection plan developed during the previous year will be implemented, using Portfolium to collect and score student work from lower-division general education courses and upper-division disciplinary coursework that integrates inquiry & analysis.

Analyze Year: Communication ESLO ♣ Data collected during 2016-2017 will be shared with faculty at convocation and discussed within the Executive Committee and the Communication ESLO Committee. ♣ Themes in the data and faculty's reflection on it will be gathered and used to generate action plans to be implemented during 2018-2019.

Engage Year: Diverse Perspectives ESLO ♣ Engage year activity will be a joint effort between the Executive Committee, the Diverse Perspectives ESLO Committee, and the Commission on College Teaching, centered on developing a broader understanding of this new outcome. ♣ In addition to expanding the Diverse Perspectives committee's connection with Student Affairs through the inclusion of a new multicultural coordinator on the committee, the committee will work with student affairs staff and faculty to better highlight Diverse Perspectives events on the Klamath Falls campus. (Past NSSE results indicate students' perception that few opportunities to engage with Diverse Perspectives exist). ♣ The Diverse Perspectives ESLO committee will plan at least two workshops on use of the Diverse Perspectives rubric and on assignment design, to support faculty in understanding and integrating this outcome in their coursework.

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Communication		Design	Collect	Analyze	Engage	Evaluate	Reflect
Inquiry & Analysis			Design	Collect	Analyze	Engage	Evaluate
Ethical Reasoning				Design	Collect	Analyze	Engage
Teamwork					Design	Collect	Analyze
Quantitative Literacy						Design	Collect
Diverse Perspectives	Design	Collect	Analyze	Engage	Evaluate	Reflect	Design

Figure B: Institutional Cycle of Assessment

Results can be found on the Assessment Webpage <https://www.oit.edu/faculty-staff/provost/academic-excellence/institutional-assessment/plansandreports>

Data Collected on the MSAH Degree Completion Graduations regarding ESLO Data.

Section 6: Measure

F – Foundation – introduction of the learning outcome, typically at the lower-division level,

P – Practicing – reinforcement and elaboration of the learning outcome, or

C – Capstone – demonstration of the learning outcome at the target level for the degree

For each outcome, programs should identify at least 2 direct measures (student work that provides evidence of their knowledge and skills), and 1 indirect measure (student self-assessment of their knowledge and skills) for each outcome.

For every program, data from the Student Exit Survey will be an indirect measure at the capstone level.

The NSHL Model 3.0 did not come out until recently so only 3 outcomes were assessed in 2017-2018.

OIT-MSAH 2017-18.13 **Collaboration** - The ability to work cooperatively and inclusively with other individuals and/or teams they do not formally lead; working together, as opposed to working separately or competitively. and/or convince them to take a specific course of action

Course/Event	ALH 555
Legend	F-Foundational
Assessment Measure	Direct – Assignment
Criterion	80% of students will score “proficient” or higher
Course/Event	ALH 525
Legend	F- Foundational
Assessment Measure	Direct – Assignment
Criterion	80% of students will score “proficient” or higher
Course/Event	Student Self-Assessment Score on Team Activity
Legend	F-Foundational
Assessment Measure	Indirect-Student Exit Survey
Criterion	80% of students will score “proficient” or higher

OIT-MSAH 2017-18.17 **Team Leadership** - The ability to lead groups of people toward shared visions and goals, from forming a team that possesses balanced capabilities, to setting its mission, values, and norms, and holding team members accountable individually and as a group for results.

Course/Event	ALH 555
Legend	F-Foundational
Assessment Measure	Direct – Assignment
Criterion	80% of students will score “proficient” or higher
Course/Event	ALH 525
Legend	F-Foundational
Assessment Measure	Direct – Assignment
Criterion	80% of students will score “proficient” or higher
Course/Event	Student Self-Assessment Scores
Legend	F-Foundational
Assessment Measure	Indirect – Student Exit Survey
Criterion	80% of students will score “proficient” or higher

OIT-MSAH 2017-18.18 The Change Leadership - The ability to energize stakeholders and sustain their commitment to changes in approaches, processes, and strategies.

Course/Event	ALH 555
Legend	F-Foundational
Assessment Measure	Direct – Assignment
Criterion	80% of students will score “proficient” or higher
Course/Event	ALH 525
Legend	F-Foundational
Assessment Measure	Direct – Assignment
Criterion	80% of students will score “proficient” or higher
Course/Event	Student Self-Assessment Scores
Legend	C – Capstone
Assessment Measure	Indirect – Student Exit Survey
Criterion	80% of students will score “proficient” or higher

Section 7: Assessment Summary Analysis

OIT-MSAH 2017-18.13 Collaboration - The ability to work cooperatively and inclusively with other individuals and/or teams they do not formally lead; working together, as opposed to working separately or competitively. and/or convince them to take a specific course of action

Criterion	Met																																																												
<p>Summary</p> <p>The students worked collaboratively on team projects and discussion threads in both classes and were scored on these criteria. Accommodation skills, compromise skills, collaboration skills, dealing with conflict skills, ability to merge insights.</p> <p>The students took self-assessment tests to evaluate their own team efforts and leadership skills. They then had to share their scores in the discussions.</p> <p>Collaboration working together in pursuit of a common cause, cooperation.</p> <p>Collaboration skills are used in teams and in conflict management</p>	<p>Three Direct Measures (Fall, Winter, Spring) in ALH 555 and ALH 525 on 19 Students using a grading rubric. Three Indirect Measures on 19 students by student self-assessment scores.</p> <table><tr><th>Performance Criteria</th><th>Assessment Method</th><th>Measurement Scale</th><th>Minimum Acceptable Performance</th><th>Results</th></tr><tr><td>Accommodation-seeking harmony</td><td>Grading Rubric</td><td>1 - 4 scale,</td><td>80% at 3 or 4</td><td>100%</td></tr><tr><td>Compromise Bargaining to minimize losses</td><td>Grading Rubric</td><td>1 - 4 scale,</td><td>80% at 3 or 4</td><td>84%</td></tr><tr><td>Collaboration Seeking solutions for mutual benefit</td><td>Grading Rubric</td><td>1 - 4 scale,</td><td>80% at 3 or 4</td><td>100%</td></tr><tr><td>Dealing with conflict effectively</td><td>Grading Rubric</td><td>1 - 4 scale,</td><td>80% at 3 or 4</td><td>95%</td></tr><tr><td>To merge insights</td><td>Grading Rubric</td><td>1 - 4 scale,</td><td>80% at 3 or 4</td><td>84%</td></tr><tr><th>Performance Criteria</th><th>Assessment Method</th><th>Measurement Scale</th><th>Minimum Acceptable Performance</th><th>Results</th></tr><tr><td>Accommodate others</td><td>Student Self-Assessment</td><td>1 - 4 scale,</td><td>80% at 3 or 4</td><td>84%</td></tr><tr><td>Compromise well</td><td>Student Self-Assessment</td><td>1 - 4 scale,</td><td>80% at 3 or 4</td><td>100%</td></tr><tr><td>Collaborate</td><td>Student Self-Assessment</td><td>1 - 4 scale,</td><td>80% at 3 or 4</td><td>100%</td></tr><tr><td>Manage conflict</td><td>Student Self-Assessment</td><td>1 - 4 scale,</td><td>80% at 3 or 4</td><td>95%</td></tr><tr><td>To see different view points</td><td>Student Self-Assessment</td><td>1 - 4 scale,</td><td>80% at 3 or 4</td><td>84%</td></tr></table> <p>Strengths: Students performed at expectations in each performance criteria and exceeded the minimum criteria. Weakness: none Action Taken: No action taken</p>	Performance Criteria	Assessment Method	Measurement Scale	Minimum Acceptable Performance	Results	Accommodation-seeking harmony	Grading Rubric	1 - 4 scale,	80% at 3 or 4	100%	Compromise Bargaining to minimize losses	Grading Rubric	1 - 4 scale,	80% at 3 or 4	84%	Collaboration Seeking solutions for mutual benefit	Grading Rubric	1 - 4 scale,	80% at 3 or 4	100%	Dealing with conflict effectively	Grading Rubric	1 - 4 scale,	80% at 3 or 4	95%	To merge insights	Grading Rubric	1 - 4 scale,	80% at 3 or 4	84%	Performance Criteria	Assessment Method	Measurement Scale	Minimum Acceptable Performance	Results	Accommodate others	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	84%	Compromise well	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	100%	Collaborate	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	100%	Manage conflict	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	95%	To see different view points	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	84%
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Improvement Narrative	None currently needed																																																												

OIT-MSAH 2017-18.17 Team Leadership - The ability to lead groups of people toward shared visions and goals, from forming a team that possesses balanced capabilities, to setting its mission, values, and norms, and holding team members accountable individually and as a group for results.

Criterion	Met																																																											
Summary Students did assignments and self-assessment quizzes on team leadership based on these criteria.	Three Direct Measures (Fall, Winter, Spring) in ALH 555 and ALH 525 on 19 Students using a grading rubric. Three Indirect Measures on 19 by student self-assessment scores.																																																											
Highly Effective Teams <ul style="list-style-type: none">• Clear mission• Informal Atmosphere• Lots of discussion• Active listening• Trust and Openness• Disagreement is OK• Criticism is issue oriented and never personal• Consensus is the norm• Effective leadership• Clarity of assignments• Shared values and norms of behavior• Commitment	Performance Criteria	Assessment Method	Measurement Scale	Minimum Acceptable Performance	Results	Clear Mission	Grading Rubric	1 - 4 scale,	80% at 3 or 4	100%	Delegation	Grading Rubric	1 - 4 scale,	80% at 3 or 4	100%	Clarity of Assignments	Grading Rubric	1 - 4 scale,	80% at 3 or 4	95%	Disagreement is ok	Grading Rubric	1 - 4 scale,	80% at 3 or 4	95%	Lots of Discussion	Grading Rubric	1 - 4 scale,	80% at 3 or 4	95%	Performance Criteria	Assessment Method	Measurement Scale	Minimum Acceptable Performance	Results	Lead with shared values and trust	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	89%	Active Listener	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	89%	Don't take it personally	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	84%	Enjoy Discussion	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	84%	Clear and transparent	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	84%
	Performance Criteria	Assessment Method	Measurement Scale	Minimum Acceptable Performance	Results																																																							
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		Strengths: Students performed at expectations in each performance criteria and exceeded the minimum criteria. Weakness: none Action Taken: No action taken																																																										
	Improvement Narrative	None currently needed																																																										

OIT-MSAH 2017-18.18 The Change Leadership - The ability to energize stakeholders and sustain their commitment to changes in approaches, processes, and strategies.

Criterion	Met				
Summary Students did assignments and self-assessment quizzes on change leadership based on these criteria and a grading rubric.	Three Direct Measures (Fall, Winter, Spring) in ALH 555 and ALH 525 on 19 Students using a grading rubric. Three Indirect Measures on 19 students by student self-assessment scores				
Rules to Guide Leaders in Implementing Change 1. Establishing a sense of urgency 2. Creating the guiding coalition 3. Developing a vision and strategy 4. Communicating the change vision 5. Empowering broad-Based Action 6. Generating Short Term Wins 7. Consolidating Gains and Producing More Change 8. Anchoring New Approaches in the Culture 9. Provide Training	Performance Criteria	Assessment Method	Measurement Scale	Minimum Acceptable Performance	Results
	Urgency	Grading Rubric	1 - 4 scale,	80% at 3 or 4	95%
	Vision	Grading Rubric	1 - 4 scale,	80% at 3 or 4	89%
	Short Term Wins	Grading Rubric	1 - 4 scale,	80% at 3 or 4	89%
	Provide Training	Grading Rubric	1 - 4 scale,	80% at 3 or 4	100%
	Communicate	Grading Rubric	1 - 4 scale,	80% at 3 or 4	95%
	Performance Criteria	Assessment Method	Measurement Scale	Minimum Acceptable Performance	Results
	Establishing urgency	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	100%
	Creating a good vision	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	95%
	Rewarding or Acknowledging others	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	95%
	Give Training or support	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	95%
	Communicate the vision over and over	Student Self-Assessment	1 - 4 scale,	80% at 3 or 4	100%
	Strengths: Students performed at expectations in each performance criteria and exceeded the minimum criteria.				
	None currently needed				
Improvement Narrative	None currently needed				

Section 8: Assessment Map

F – Foundation – introduction of the learning outcome, typically at the lower-division level, **P – Practicing** – reinforcement and elaboration of the learning outcome, or **C – Capstone** – demonstration of the learning outcome at the target level for the degree.

For each outcome, programs should identify at least 2 direct measures (student work that provides evidence of their knowledge and skills), and 1 indirect measure (student self-assessment of their knowledge and skills) for each outcome. The student exits survey was not collected for the MSAH as we had our first graduates at the end of summer quarter.

**Choose your track and complete all core courses*

Administrative/Healthcare Leadership Track in Allied Health

ALH 506	Program Administration	FP
STAT 505	Biostatistics I	C
STAT 515	Epidemiology I	C
WRI 510	Grant Proposal Writing	C

Dental Hygiene Track in Allied Health

ALH 506	Program Administration	FP
ALH 508	Medical Education Theories and Methods	FP
STAT 505	Biostatistics I	C
WRI 510	Grant Proposal Writing	C

Respiratory Care Track in Allied Health

ALH 508	Medical Education Theories and Methods	FP
RCP 561	Individual Development Plan	FP
RCP 565	Clinical Preceptorship	FP
RCP 575	Accreditation Practicum	C

Total track credits required 12

Allied Health Core

ALH 505	Introduction to Information Technology for Healthcare Leaders	FP
ALH 510	Science Review for Healthcare Leaders	FP
ALH 515	Scientific Writing and Healthcare Leadership Literature Review	FP
ALH 525	Effective Healthcare Leadership Teams	FP
ALH 535	Assessment, Planning, Implementation and Evaluation for Healthcare Leaders	FP
ALH 545	Pertinent Ethical and Legal Considerations for Healthcare Leaders	FP
ALH 555	Leadership Theory for Healthcare Leaders	FP
ALH 565	Population Health Issues for Allied Health Leaders	FP
ALH 575	Methods of Research for Allied Health Leaders	C
ALH 585	Financial Considerations and Political Strategies for Healthcare Leaders	C
ALH 595	Curriculum Design for Allied Health Leaders	FP
ALH 509	Master's Capstone Project Presentation/Defense or	C
ALH 599	Master's Thesis Presentation/Defense	C
Total core credits required		37

Total required credits for Master of Science in Allied Health (MSAH) 49

All courses listed in the curriculum for the catalog year a student begins a program must be fulfilled. Seven years are

allowed for the completion of the program under that catalog. Students must maintain a cumulative GPA of 3.5 or better in all graduate work to remain in good academic standing. A "B" or better is required in all program courses.

Section 9. Evidence of Improvement in Student Learning

Student Learning Outcome #13

OIT-MSAH 2017-18.13 **Collaboration** - The ability to work cooperatively and inclusively with other individuals and/or teams they do not formally lead; working together, as opposed to working separately or competitively. and/or convince them to take a specific course of action

Strengths: Both the students rated themselves high in collaboration skills after the ALH 555 and ALH 525 courses and the scored high on the grading rubric. The Faculty felt students were competent in collaboration skills.

Areas needing improvement: Currently none at this time

Student Learning Outcome #17:

OIT-MSAH 2017-18.17

Team Leadership - The ability to lead groups of people toward shared visions and goals, from forming a team that possesses balanced capabilities, to setting its mission, values, and norms, and holding team members accountable individually and as a group for results.

Strengths: The faculty felt students are proficient in team leadership skills based on scores on a grading rubric and self-assessment.

Areas needing improvement: Currently none at this time

Student Learning Outcome #18:

OIT-MSAH 2017-18.18 **The Change Leadership** - The ability to energize stakeholders and sustain their commitment to changes in approaches, processes, and strategies.

Strengths: The faculty felt the students are proficient in knowledge of the approaches, processes and strategies of change leadership based on high scores on a grading rubric and self-assessment survey

Areas needing improvement: Currently none at this time

Section 10. Data-driven Action Plans: Changes Resulting from Assessment

Changes Resulting from Assessment.

The goal will be to continue to assess students on the 28 core competencies to ensure that they have mastered every skill. In fall 2018, I am going to the National Center for Healthcare Leadership to get further training on this model.

About the Health Leadership Competency Model 3.0

The Health Leadership Competency Model 3.0 is comprised of seven domains containing four “action” domains and three “enabling” domain.

The Action Competency Domains describe leaders in the context of doing their work. These include:

- Execution
- Relations
- Transformation
- Boundary Spanning

The Enabling Competency Domains describe preparation and development activities leaders need in order to effectively lead in the context of their preparation and development to effectively lead in their organization. These include:

- Health System Awareness & Business Literacy
- Self-Awareness & Self-Development
- Values

Competencies under each domain are shown in Table 1. The definitions for each domain and the related competencies and competency levels are provided in the following pages.

TABLE 1 | NCHL Competency Domains

ACTION DOMAINS				ENABLING DOMAINS		
BOUNDARY SPANNING	EXECUTION	RELATIONS	TRANSFORMATION	VALUES	HEALTH SYSTEM AWARENESS & BUSINESS LITERACY	SELF-AWARENESS & SELF-DEVELOPMENT
<ul style="list-style-type: none"> • Community Collaboration • Organizational Awareness • Relationship & Network Development 	<ul style="list-style-type: none"> • Accountability • Achievement Orientation • Analytical Thinking • Communication Skills 1 – Writing • Communication Skills 2 – Speaking & Facilitating • Initiative • Performance Measurement • Process & Quality Improvement • Project Management 	<ul style="list-style-type: none"> • Collaboration • Impact & Influence • Interpersonal Understanding • Talent Development • Team Leadership 	<ul style="list-style-type: none"> • Change Leadership • Information Seeking • Innovation • Strategic Orientation 	<ul style="list-style-type: none"> • Professional & Social Responsibility 	<ul style="list-style-type: none"> • Financial Skills • Human Resource Management • Information Technology Management 	<ul style="list-style-type: none"> • Self-Awareness • Self-Confidence • Well-Being

TABLE 2 | NCHL Competency Definitions

ACTION COMPETENCY DOMAINS
<p>BOUNDARY SPANNING</p> <p><i>Optimizing relationships between a leader's span of control and the departments, organizations, communities, and/or broader networks within which it operates.</i></p> <p>Community Collaboration - The ability to align one's own and the organization's priorities with the needs and values of the community, including its cultural and ethnocentric values, and to move health forward in line with population-based wellness needs and national health agenda.</p> <p>Organizational Awareness - The ability to understand and learn the formal and informal decision-making structures and power relationships in an organization or industry (e.g., stakeholders, suppliers). This includes the ability to identify who the real decision makers are and the individuals who can influence them, and to predict how new events will affect individuals and groups within the organization.</p> <p>Relationship & Network Development - The ability to establish, build, and sustain professional contacts for the purpose of building networks of people with similar goals and that support similar interests.</p>
<p>EXECUTION</p> <p><i>Translating vision and strategy into actions supporting optimal organizational performance.</i></p> <p>Accountability - The ability to hold people accountable to standards of performance or ensure compliance by effectively and appropriately using the power of one's position or personality, with the long-term good of the organization in mind.</p> <p>Achievement Orientation - A concern for surpassing standards of excellence. Standards may involve past performance (striving for improvement); objective measures (results orientation); outperforming others (competitiveness); challenging goals, or redefining the nature of the standards themselves (innovation).</p> <p>Analytical Thinking - Developing a deeper understanding of a situation, issue, or problem by breaking it down or tracing its implications step-by-step. It includes organizing the parts of a situation, issue, or problem systematically; making systematic comparisons of different features or aspects; setting priorities on a rational basis; and identifying time sequences, causal relationships, or if-then relationships.</p> <p>Communication Skills 1 – Writing - The ability to use written communications in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward.</p> <p>Communication Skills 2 – Speaking & Facilitating - The ability to use spoken communications in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward.</p> <p>Initiative - Identifying a problem, obstacle, or opportunity and taking action in light of this identification to address current or future problems or opportunities. Initiative emphasizes proactively doing things and not simply thinking about future actions. Levels of proficiency relate to the time scale of focus, moving from addressing current situations to acting on long-term future opportunities or problems.</p> <p>Performance Measurement - The ability to understand and use statistical and financial metrics and methods to set goals and measure clinical as well as organizational performance; commits to and deploys evidence-based techniques.</p> <p>Process & Quality Improvement - The ability to analyze and design or improve an organizational process, including incorporating the principles of high reliability, continuous quality improvement, and user-centered design.</p> <p>Project Management - The ability to plan, execute, and oversee a multi-year, large-scale project involving significant resources, scope, and impact. Examples include the construction of a major building, implementation of a new enterprise-wide information system, or development of a new service line.</p>
<p>RELATIONS</p> <p><i>Leading, through example and actions, to create an organizational climate that values employees from all backgrounds, provides a healthy and energizing environment in which to work, and encourages everyone's ongoing development.</i></p> <p>Collaboration - The ability to work cooperatively and inclusively with other individuals and/or teams they do not formally lead; working together, as opposed to working separately or competitively.</p> <p>Impact & Influence - The ability to persuade, convince, influence, or impress others (individuals or groups) in order to get them to go along with or to support one's opinion or position. The "key" is understanding others' interests and motivations, in order to have a specific impact, effect, or impression on them and/or convince them to take a specific course of action.</p>

RELATIONS (continued)

Interpersonal Understanding - The ability to accurately hear and understand the unspoken or partly expressed thoughts, feelings, and concerns of others, especially those who may represent diverse backgrounds and very different worldviews. Levels of proficiency relate to the increasing complexity and depth of understanding, as well as openness to perspectives very different from one's own.

Talent Development - The ability to build the breadth and depth of the organization's human capability and professionalism, including supporting top-performing people and taking a personal interest in coaching and mentoring high-potential leaders.

Team Leadership - The ability to lead groups of people toward shared visions and goals, from forming a team that possesses balanced capabilities, to setting its mission, values, and norms, and holding team members accountable individually and as a group for results.

TRANSFORMATION

Creating and implementing compelling and inclusive change processes in support of improving health quality, efficiency, and access.

Change Leadership - The ability to energize stakeholders and sustain their commitment to changes in approaches, processes, and strategies.

Information Seeking - An underlying curiosity and desire to know more about things, people, and issues, including the desire for knowledge and staying current with health, organizational, industry, and professional trends and developments. It includes pressing for more precise information; resolving discrepancies by asking a series of questions; and scanning for potential opportunities or information that may be of future use, as well as staying current and seeking best practices for adoption.

Innovation - The ability to approach one's work and the organization in new and breakthrough ways, including applying complex concepts, developing creative new solutions, or adapting previous solutions in promising new ways.

Strategic Orientation - The ability to consider the business, demographic, ethno-cultural, political, and regulatory implications of decisions and develop strategies that continually improve the long-term success and viability of the organization.

ENABLING COMPETENCY DOMAINS

VALUES

Creating and implementing compelling and inclusive change processes in support of improving health quality, efficiency, and access.

Professional & Social Responsibility - The demonstration of ethics, sound professional practices, social accountability, and community stewardship. Acting in ways that are consistent with one's values and what one says is important.

HEALTH SYSTEM AWARENESS & BUSINESS LITERACY

Understanding the health system's current business and operating frameworks as well as the dynamic context within which they operate (e.g., community, competitive, human resources, financial, legal, policy, and environmental).

Financial Skills - The ability to understand and explain financial and accounting information, prepare and manage budgets, and make sound long-term investment decisions.

Human Resource Management - The ability to implement staff development and other management practices that represent contemporary best practices, comply with legal and regulatory requirements, and optimize the performance of the workforce, including performance assessments, alternative compensation and benefit methods, and the alignment of human resource practices and processes to meet the strategic goals of the organization.

Information Technology Management - The ability to see the potential for administrative and clinical technologies to support process and performance improvement. Actively sponsors the continuous seeking of enhanced technological capabilities.

SELF-AWARENESS & SELF-DEVELOPMENT

Ongoing habits and actions taken to continuously improve self-knowledge, interpersonal effectiveness, and well-being.

Self-Awareness - The ability to have an accurate view of one's own strengths and development needs, including the impact that one has on others. A willingness to address development needs through reflective, self-directed learning, and by trying new approaches.

Self-Confidence - A belief in one's own capability to successfully accomplish their work. This includes confidence in one's ability as expressed in increasingly challenging circumstances, and confidence in one's decisions or opinions.

Well-Being - Establishes habits supporting well-being, and creates a work climate supportive of the total health of oneself and others. This includes role-modeling healthy habits and practices, and monitoring internal and external environments for opportunities to improve health.

Section 11. Data-driven Action Plans: Changes Resulting from Assessment

Changes Resulting from Assessment.

The faculty felt the students were effective on all three assessed learning outcomes. No action taken. The action plan to implement alignment with the QM rubric using Coursetune software and increase efforts for online Instructor Presence / Connection to Students strategies to improve overall student satisfaction.

We are moving into assessing all 28 core competencies over a 6-year period to follow the 3.0 version of the NCHL model. Continued efforts in recruitment and retention will be taken.

A few Qualitative Quotes Fall 2017

- I really enjoyed the critical thinking involved with this class!
- Very well organized course. At first it was a little overwhelming but once I got down a system, it went really smooth. Great instructor who provides timely responses and thorough instructions.
- I really enjoyed the exercises and incorporating them into the discussion board to see how others think. An important part of being a leader is seeing others point of view and understanding it.
- I took this course because it was taught Janette Isaacson. She is the most outstanding, loving and caring Teacher. She is always available to help students achieve their dreams. I wish all the teachers were like you. You are my favorite teacher at OIT. Thank you so much for your amazing job.

Oregon Tech may grant conditional admission to candidates not meeting all of the minimum requirements. Your application will not be considered for admission until all required items are received. Some requirements are waived for Oregon Tech graduates, please see the Admission Requirements link above.

Nationally Recognized





Specific Review Standards from the QM Higher Education Rubric, Sixth Edition

General Standards	Specific Review Standards	Points
Course Overview and Introduction	1.1 Instructions make clear how to get started and where to find various course components. 3 1.2 Learners are introduced to the purpose and structure of the course. 3 1.3 Communication expectations for online discussions, email, and other forms of interaction are clearly stated. 2 1.4 Course and institutional policies with which the learner is expected to comply are clearly stated within the course, or a link to current policies is provided. 2 1.5 Minimum technology requirements for the course are clearly stated, and information on how to obtain the technologies is provided. 2 1.6 Computer skills and digital information literacy skills expected of the learner are clearly stated. 1 1.7 Expectations for prerequisite knowledge in the discipline and/or any required competencies are clearly stated. 1 1.8 The self-introduction by the instructor is professional and is available online. 1 1.9 Learners are asked to introduce themselves to the class. 1	
Learning Objectives (Competencies)	2.1 The course learning objectives, or course/program competencies, describe outcomes that are measurable. 3 2.2 The module/unit-level learning objectives or competencies describe outcomes that are measurable and consistent with the course-level objectives or competencies. 3 2.3 Learning objectives or competencies are stated clearly, are written from the learner's perspective, and are prominently located in the course. 3 2.4 The relationship between learning objectives or competencies and learning activities is clearly stated. 3 2.5 The learning objectives or competencies are suited to the level of the course. 3	
Assessment and Measurement	3.1 The assessments measure the achievement of the stated learning objectives or competencies. 3 3.2 The course grading policy is stated clearly at the beginning of the course. 3 3.3 Specific and descriptive criteria are provided for the evaluation of learners' work, and their connection to the course grading policy is clearly explained. 3 3.4 The assessments used are sequenced, varied, and suited to the level of the course. 2 3.5 The course provides learners with multiple opportunities to track their learning progress with timely feedback. 2	
Instructional Materials	4.1 The instructional materials contribute to the achievement of the stated learning objectives or competencies. 3 4.2 The relationship between the use of instructional materials in the course and completing learning activities is clearly explained. 3 4.3 The course models the academic integrity expected of learners by providing both source references and permissions for use of instructional materials. 2 4.4 The instructional materials represent up-to-date theory and practice in the discipline. 2 4.5 A variety of instructional materials is used in the course. 2	
Learning Activities and Learner Interaction	5.1 The learning activities promote the achievement of the stated learning objectives or competencies. 3 5.2 Learning activities provide opportunities for interaction that support active learning. 3 5.3 The instructor's plan for interacting with learners during the course is clearly stated. 3 5.4 The requirements for learner interaction are clearly stated. 2	
Course Technology	6.1 The tools used in the course support the learning objectives or competencies. 3 6.2 Course tools promote learner engagement and active learning. 3 6.3 A variety of technology is used in the course. 1 6.4 The course provides learners with information on protecting their data and privacy. 1	
Learner Support	7.1 The course instructions articulate or link to a clear description of the technical support offered and how to obtain it. 3 7.2 Course instructions articulate or link to the institution's accessibility policies and services. 3 7.3 Course instructions articulate or link to the institution's academic support services and resources that can help learners succeed in the course. 3 7.4 Course instructions articulate or link to the institution's student services and resources that can help learners succeed. 1	
Accessibility* and Usability	8.1 Course navigation facilitates ease of use. 3 8.2 The course design facilitates readability. 3 8.3 The course provides accessible text and images in files, documents, LMS pages, and web pages to meet the needs of diverse learners. 3 8.4 The course provides alternative means of access to multimedia content in formats that meet the needs of diverse learners. 2 8.5 Course multimedia facilitate ease of use. 2 8.6 Vendor accessibility statements are provided for all technologies required in the course. 2	

* Meeting QM Specific Review Standards regarding accessibility does not guarantee or imply that the specific accessibility regulations of any country are met. Consult with an accessibility specialist to ensure that accessibility regulations are met.

Appendix B: Career Services Employment Rates and Salaries Data Summary

Oregon Tech Graduate Outcome Data												
a=2014 / 2015 / 2016 combined b=2015 / 2016 / 2017 combined	% Employed		% Continuing Ed		% Seeking		% Not Seeking		Success Rate		Median Salary	
	a	b	a	b	a	b	a	b	a	b	a	b
% among those reporting outcomes	87.6	90.0	6.7	6.7	4.9	2.8	0.8	0.5	95.1	97.2	\$ 56,000	\$ 58,000
Biology-Health Sciences	38	41	62	59	0	0	0	0	100	100	\$ 33,000	\$ 34,500
Civil Engineering	92	98	8	2	0	0	0	0	100	100	\$ 51,540	\$ 55,000
Communication Studies	67	80	11	10	22	10	0	0	78	90	\$ 28,500	\$ 39,252
Computer Engineering Technology	93	100	0	0	0	0	7	0	100	100	\$ 64,000	\$ 64,000
Dental Hygiene	96	97	1	3	2	0	1	0	98	100	\$ 57,500	\$ 65,000
Diagnostic Medical Sonography	98	100	2	0	0	0	0	0	100	100	\$ 60,868	\$ 63,000
Echocardiography	93	100	3	0	3	0	0	0	97	100	\$ 64,000	\$ 62,000
Electrical Engineering	83	86	10	13	7	2	0	0	93	98	\$ 60,000	\$ 61,200
Electronics Engineering Technology	82	85	5	5	14	10	0	0	86	90	\$ 66,750	\$ 57,500
Embedded Systems Engineering Technology	83	88	17	13	0	0	0	0	100	100	\$ 60,000	\$ 60,000
EMT/Paramedic	100	95	0	5	0	0	0	0	100	100	\$ 52,000	\$ 54,762
Environmental Sciences	76	88	18	12	6	0	0	0	94	100	\$ 40,000	\$ 39,800
Geomatics: GIS	100	100	0	0	0	0	0	0	100	100	\$ 42,000	na
Geomatics: Surveying	64	90	9	10	27	0	0	0	77	100	\$ 43,000	\$ 50,000
Health Care Management	80	100	20	0	0	0	0	0	100	100	na	\$ 37,000
Health Informatics	79	69	11	4	11	8	0	0	89	92	\$ 52,000	\$ 52,000
Information Technology	88	89	2	3	10	5	0	0	90	95	\$ 55,000	\$ 53,500
Management: Accounting	83	75	6	13	11	13	0	0	89	87	\$ 32,250	\$ 43,500
Management: SmBus/Entrepreneurship	87	100	13	0	0	0	0	0	100	100	\$ 40,900	\$ 39,900
Management: Marketing	93	94	0	0	7	6	0	0	93	94	\$ 48,500	\$ 48,000
Manufacturing Engineering Technology	85	89	4	0	11	11	0	0	89	89	\$ 60,000	\$ 60,000
Mathematics, Applied	71	70	29	30	0	0	0	0	100	100	na	\$ 47,000
Mechanical Engineering	82	86	9	8	5	4	4	2	95	96	\$ 60,000	\$ 60,000
Mechanical Engineering Technology	100	97	0	0	0	0	0	3	100	100	\$ 62,500	\$ 60,000
Medical Laboratory Science	100	100	0	0	0	0	0	0	100	100	\$ 55,000	\$ 56,500
Nuclear Medicine Technology	86	94	3	3	11	3	0	0	89	97	\$ 57,846	\$ 55,000
Nursing												
Operations Management	83	89	14	9	3	2	0	0	97	98	\$ 63,000	\$ 59,900
Polysomnographic Technology	100	100	0	0	0	0	0	0	100	100	\$ 40,500	\$ 40,500
Population Health Management	75	60	25	30	0	10	0	0	100	90	\$ 42,000	\$ 42,000
Psychology, Applied	66	73	26	22	5	3	3	2	95	97	\$ 30,000	\$ 31,200
Radiologic Science	97	98	0	2	3	1	1	0	97	99	\$ 50,000	\$ 52,000
Renewable Energy Engineering	83	85	8	8	9	8	0	0	91	92	\$ 56,500	\$ 59,300
Respiratory Care	98	98	0	0	2	2	0	0	98	98	\$ 56,000	\$ 52,000
Software Engineering Technology	91	93	0	0	7	5	3	2	93	95	\$ 66,750	\$ 65,000
Technology and Management	88	85	0	8	12	8	0	0	88	92	na	\$ 48,000
Vascular Technology	91	90	0	4	9	6	0	0	91	94	\$ 62,000	\$ 61,000

Additional Notes:

Numbers may not add to 100 due to rounding

na=not reported, or not available due to small sample size

METHODOLOGY

Sample Frame 2017: 797 degrees awarded per FAST

Survey Response Rate: 60% Total Knowledge Rate 2016: 73%

Sources: Data collected from a variety of sources. Below, for 2017, in chronological order:

- Grad Fair paper survey
- Faculty senior exit survey
- Career Services survey
- Career Services followup with non-respondents
- Faculty information from their contact with students
- LinkedIn Profiles

Known Outcomes 2017: 582

Western Region NACE data: from National Association of College and Employers, 2017

Appendix C: Career Services Employment Rates and Salaries Data by Major

Grad Year	Major	n	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2016	Applied Mathematics				\$56,000		1	Employed F/T	Exit Survey		Engineering Equipment Technician	Hillsboro	OR
2015	Applied Mathematics				\$47,000		1	Employed F/T	CS Survey	Intel Corporation	Manufacturing technician	Portland	OR
2017	Applied Mathematics				\$20,000		1	Employed F/T	Exit Survey		Employed Freelance	Klamath Falls	OR
2017	Applied Mathematics						1	Employed F/T	Exit Survey				
2015	Applied Mathematics						1	Employed	LinkedIn	Gaucha Collective	Entrepreneur/Co-founder	Klamath Falls	OR
2015	Applied Mathematics						1	Employed	LinkedIn	Flowio, LLC	Software Engineer	Ashland	OR
2015	Applied Mathematics						1	Employed F/T		Springfield International School	Teacher	West Jakarta	Indonesia
2017	Applied Mathematics						2	Continuing Ed: Planned	Exit Survey				
2017	Applied Mathematics						2	Continuing Ed: Planned	Exit Survey				
2016	Applied Mathematics						2	Continuing Ed: Enrolled	CS Survey				
					Employed	7		70%					
					Continuing Ed	3		30%					
					Seeking Employment	0		0%					
					Not Seeking	0		0%					
					Applied Mathematics	Median Salary	\$47,000	Known Outcomes	10	Success Rate	100%		
Grad Year	Major	n	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Applied Behavior Analysis						1	Employed P/T	Faculty	Early Childhood Intervention Program	ABA	Klamath Falls	OR
Grad Year	Major	n	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2015	Applied Psychology				\$70,000		1	Employed	CS Survey				
2017	Applied Psychology				\$55,000		1	Employed F/T	Exit Survey	Catholic Health Initiatives	Registered Polysomnographer	Omaha	NE
2015	Applied Psychology				\$54,000		1	Employed	CS Survey	Claims Solution	Appraiser	Amarillo	TX
2015	Applied Psychology				\$40,000		1	Employed	CS Survey	OCCO: Klamath Crisis Center	Family and Health Services Supervisor		
2016	Applied Psychology				\$38,000		1	Employed F/T	CS Survey	Coquille High School	Special Education Teacher	Coquille	OR
2015	Applied Psychology				\$38,000		1	Employed F/T	CS Survey	LCS	Counselor	Klamath Falls	OR
2017	Applied Psychology				\$37,000		1	Employed F/T	CS Survey	Klamath community college	TRO Student Advisor		
2016	Applied Psychology				\$32,000		1	Employed F/T	Exit Survey		Crisis Case Manager	Klamath Falls	OR
2015	Applied Psychology				\$32,000		1	Employed	CS Survey	Oregon Tech	Asst Academic Specialist	Klamath Falls	OR
2017	Applied Psychology				\$31,200		1	Employed F/T	Exit Survey	Lutheran Community Services	Recovery Mentor, Substance Abuse Co.	Klamath Falls	OR
2017	Applied Psychology				\$31,000		1	Employed F/T	Exit Survey	Elwood Staffing	Staffing Manager	Klamath Falls	OR
2015	Applied Psychology				\$30,000		1	Employed	CS Survey				
2017	Applied Psychology				\$29,581		1	Employed F/T	Exit Survey	Lutheran Community Services	Drug & Alcohol Outreach Worker	Klamath Falls	OR
2016	Applied Psychology				\$25,000		1	Employed F/T	CS Survey	Klamath Family Head Start	Assistant Teacher	Klamath Falls	OR
2016	Applied Psychology				\$25,000		1	Employed F/T	CS Survey	Sprint	Technical Support Specialist	Oklahoma City	OK
2017	Applied Psychology				\$20,000		1	Employed F/T	Exit Survey	Head Start	Preschool teacher	Klamath Falls	OR
2015	Applied Psychology				\$20,000		1	Employed	CS Survey	Oregon Tech	Family Mentor	Klamath Falls	OR
2017	Applied Psychology				\$16,650		1	Employed F/T	Exit Survey	Follett Higher education Group/ The Tech Nest Boo	Assistant Store Manager	Klamath Falls	OR
2016	Applied Psychology				\$10,000		1	Employed P/T	CS Survey	Air National Guard		Klamath Falls	OR
2017	Applied Psychology						1	Employed	Faculty	Basin United	Director	Klamath Falls	OR
2017	Applied Psychology					\$11	1	Employed P/T	Exit Survey	Bright Beginnings Preschool	Early Childhood Teachers Assistant	Corvallis	OR
2017	Applied Psychology						1	Employed F/T	Exit Survey	Friend of the Children	Friend	Klamath Falls	OR
2017	Applied Psychology						1	Employed F/T	CS Survey	Kidco Head Start	Head Teacher	Corvallis	OR
2017	Applied Psychology						1	Employed F/T	CS Survey	Klamath Co Community Corrections	Alcohol and Drug Counselor	Klamath Falls	OR
2017	Applied Psychology						1	Employed	Faculty	Oregon Tech	Administrative assistant/lead family me	Klamath Falls	OR
2017	Applied Psychology						1	Employed	Staff	Preschool/Oregon Tech		Klamath Falls	OR
2017	Applied Psychology						1	Employed	CS Survey				
2017	Applied Psychology						1	Employed P/T	Exit Survey				
2017	Applied Psychology						1	Serving in the U.S. military	Exit Survey				
2016	Applied Psychology						1	Employed	Faculty	Klamath County School District	Paraprofessional	KF	OR
2016	Applied Psychology						1	Employed	Faculty	Reames Golf Club		KF	
2016	Applied Psychology						1	Employed	Faculty	Cascade Behavioral Intervention	Registered Behavioral Analysis Intervent	Bend	OR
2016	Applied Psychology						1	Employed	Faculty	KBBH	Counselor	KF	
2016	Applied Psychology						1	Employed	Faculty	KBBH		KF	
2016	Applied Psychology						1	Employed	Faculty	KBBH		KF	
2016	Applied Psychology						1	Employed	Faculty	OIT	MSMFT	KF	OR
2016	Applied Psychology						1	Employed	Faculty	OIT	MSMFT	KF	OR
2016	Applied Psychology						1	Employed F/T	CS Survey				
2016	Applied Psychology						1	Employed P/T	Exit Survey	Oregon Institute of Technology - Relationship Build	Family Mentor	Klamath Falls	OR
2016	Applied Psychology						1	Employed P/T	Exit Survey			Klamath Falls	OR
2015	Applied Psychology						1	Employed	Faculty	Kingsley Field		KF	
2015	Applied Psychology						1	Employed	Faculty	Klamath Basin Behavioral Health (KBBH)	Skills builder	KF	OR
2015	Applied Psychology						1	Employed	LinkedIn	Asurion	Customer Care Representative	Klamath Falls	OR
2015	Applied Psychology						1	Employed	Survey	Mainfreight	Graduate Program	Perth	Australia
2015	Applied Psychology						1	Employed	Survey				
2015	Applied Psychology						1	Employed	Survey				
2015	Applied Psychology						1	Employed	Faculty	Deschutes County Child Welfare		Bend	OR
2017	Applied Psychology						2	Continuing Education	Faculty	Juvenile Detention Center/health care respite worker		Klamath Falls	OR
2017	Applied Psychology						2	Continuing Ed: Enrolled/Wo	Exit Survey	Oregon Tech	Marriage and Family Therapy	Klamath Falls	OR
2017	Applied Psychology					\$20	2	Continuing Ed: Enrolled	Exit Survey	Oregon Tech/ Southern Oregon University	ABA/ASD	Wilsonville/Ashlan	
2017	Applied Psychology						2	Continuing Education	Faculty	Oregon Tech/Youth Rising	MFT	Klamath Falls	OR
2017	Applied Psychology						2	Continuing Ed: Enrolled	Exit Survey	Pacific University	Applied Psychological Science	Hillsboro	OR
2017	Applied Psychology						2	Continuing Ed: Enrolled	Exit Survey	Pacific University	Applied Psychological Science Emphasis	Hillsboro	OR
2017	Applied Psychology						2	Continuing Ed: Planned	Exit Survey				
2017	Applied Psychology						2	Continuing Education	CS Survey				
2016	Applied Psychology						2	Continuing Ed: Enrolled	Exit Survey	University of Mary	Masters in Occupational Therapy	Billings	MT
2016	Applied Psychology						2	Continuing Ed: Enrolled	Exit Survey	Western Governors University	Masters in Teaching		
2016	Applied Psychology						2	Planning to continue educat	CS Survey				
2016	Applied Psychology						2	Planning to continue educat	Exit Survey				
2015	Applied Psychology						2	Continuing Ed: Enrolled	Survey				
2017	Applied Psychology						3	Seeking employment	Exit Survey				
2015	Applied Psychology						3	Seeking employment	Survey				
2015	Applied Psychology						4	Not seeking employment	Survey				
					Employed	47		75%					
					Continuing Ed	13		21%					
					Seeking Employment	2		3%					
					Not Seeking	1		2%					
					Applied Psychology	Median Salary	\$31,200	Known Outcomes	63	Success Rate	97%		

GRAD	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2015	Biology-Health Sciences				\$55,000		1	Employed F/T	CS Survey	Sky Lakes/KF Schools	Medical Assistant/Coach	Klamath Falls	OR
2016	Biology-Health Sciences				\$37,000		1	Employed F/T	CS Survey	Emory University	Clinical Research Coordinator	Atlanta	GA
2017	Biology-Health Sciences				\$35,000		1	Employed F/T	Exit Survey	United Indian Health Services	Medical Assistant	Arcata	CA
2015	Biology-Health Sciences				\$34,000		1	Employed F/T	CS Survey		Financial Aid Representative	Klamath Falls	OR
2015	Biology-Health Sciences				\$32,000		1	Employed	CS Survey	Klamath Orthopedic and Sports Medicine	Medical assistant	Klamath Falls	OR
2015	Biology-Health Sciences				\$25,000		1	Employed	CS Survey				
2015	*Biology						1	Employed	LinkedIn	Self-Employed	Private Tutor	Klamath Falls	OR
2017	Biology-Health Sciences						1	Employed F/T	CS Survey	Forest Service	Firefighter	Chiloquin	OR
2017	Biology-Health Sciences						1	Employed F/T	CS Survey	Precision Analytical	Specimen Processing	McMinnville	OR
2017	Biology-Health Sciences						1	Employed F/T	CS Survey	Shasta View Animal Clinic	Veterinary assistant	Klamath Falls	OR
2017	Biology-Health Sciences						1	Employed F/T	CS Survey	USDA	GS-0462-04	Klamath Falls	OR
2017	Biology-Health Sciences						1	Employed F/T	Exit Survey				
2017	Biology-Health Sciences						1	Employed F/T	Exit Survey				
2016	Biology-Health Sciences						1	Employed PT; Graduate Sch	Personal Kno	Klamath Basin Research & Extension Center; TBD M	Medicine		
2016	Biology-Health Sciences						1	Employed; Military	CS Survey				
2016	Biology-Health Sciences						1	Employed	Faculty	OSHU	Lab Tech	Portland	OR
2015	Biology-Health Sciences						1	Employed	Faculty	Asante	Medical Scribe	Medford	OR
2015	Biology-Health Sciences						1	Employed	Survey				
2015	Biology-Health Sciences						1	Employed; military	Faculty	US Air Force			
2015	Biology-Health Sciences				\$25,000		2	Continuing Ed: Enrolled	CS Survey				
2016	Biology-Health Sciences				\$13,000		2	Enrolling in additional educat	CS Survey	Kimberly Luna	Direct support professional	Klamath Falls	OR
2015	Biology-Health Sciences				\$7,000		2	Continuing Ed: Enrolled	CS Survey	Also: Everett's Veterinary Hospital	Vet Tech	Klamath Falls	OR
2017	Biology-Health Sciences						2	Continuing Ed: Enrolled	Exit Survey	OHSU	Physicians Assistant Program	Portland	OR
2017	Biology-Health Sciences						2	Continuing Ed: Enrolled	Exit Survey	Oregon State	Pharmacy	Corvallis	OR
2017	Biology-Health Sciences						2	Continuing Ed: Enrolled	Exit Survey	Roseman University of Health Sciences	Pharmacy	South Jordan	UT
2017	Biology-Health Sciences						2	Continuing Ed: Enrolled	Exit Survey	Southern College of Optometry	Optometry	Memphis	TN
2017	Biology-Health Sciences						2	Continuing Education	GradFair	National University of Health Sciences	Naturopathic Doctorate, Chiropractic Doctorate		
2017	Biology-Health Sciences						2	Continuing Ed: Planned	Exit Survey				
2017	Biology-Health Sciences						2	Continuing Ed: Planned	Exit Survey				
2017	Biology-Health Sciences						2	Continuing Ed: Planned	Exit Survey				
2017	Biology-Health Sciences						2	Continuing Education	Faculty				
2016	Biology-Health Sciences						2	Applying to Med School	Faculty				
2016	Biology-Health Sciences						2	Applying to Med School	Faculty				
2016	Biology-Health Sciences						2	Continuing Ed: Enrolled	Email	Washington State College of Pharmacy	PharmD		WA
2016	Biology-Health Sciences						2	Planning to continue educat	CS Survey				
2016	Biology-Health Sciences						2	Planning to continue educat	CS Survey				
2015	Biology-Health Sciences						2	Applying to Med School	Faculty				
2015	Biology-Health Sciences						2	Applying to Med School	Faculty				
2015	Biology-Health Sciences						2	Continuing Ed: Enrolled	Faculty	Pharmacy School			
2015	Biology-Health Sciences						2	Continuing Ed: Enrolled	Faculty	Oregon State University	PharmD		
2015	Biology-Health Sciences						2	Continuing Ed: Enrolled	Faculty	Applying to med school			
2015	Biology-Health Sciences						2	Continuing Ed: Enrolled	Survey				
2015	Biology-Health Sciences						2	Continuing Ed: Enrolled	Survey				
2015	Biology-Health Sciences						2	Continuing Ed: Enrolled	Survey				

	Employed	29	41%			
	Continuing Ed	27	59%			
	Seeking Employment	0	0%			
	Not Seeking	0	0%			
Biology-Health Sciences	Median Salary	\$34,500	Known Outcomes	46	Success Rate	100%

GRAD	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Dispute Resolution Certificate						1	Employed F/T	CS Survey	Swanson Group Inc	HR Specialist	Glendale	OR
17/17	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Communication Studies				\$55,000		1	Employed F/T	Exit Survey	BasinLife online Magazine	Writer	Klamath Falls	OR
2017	Communication Studies				\$42,000		1	Employed F/T	CS Survey	Boise State University	Financial Aid counselor	Boise	ID
2016	Communication Studies				\$36,504		1	Employed F/T	CS Survey	Oregon Tech	Admissions Counselor	Klamath Falls	OR
2015	Communication Studies				\$18,000		1	Employed F/T	CS Survey	Basin Billing	Receptionist	Klamath Falls	OR
2017	Communication Studies						1	Volunteer	Exit Survey	AmeriCorps	School Age Learning Center Mentor	Fargo	ND
2017	Communication Studies						1	Employed P/T	Exit Survey	Klamath Falls City School District	Career Pathways Navigator	Klamath Falls	OR
2017	Communication Studies						1	Employed P/T	Exit Survey				
2016	Communication Studies						1	Employed F/T	LinkedIn	Bonzi	Client Support Associate	Portland	OR
2017	Communication Studies						2	Continuing Ed: Planned	Exit Survey				
2015	Communication Studies						3	Seeking employment	CS Survey				

	Employed	8	80%			
	Continuing Ed	1	10%			
	Seeking Employment	1	10%			
	Not Seeking	0	0%			
Communication Studies	Median Salary	\$39,252	Known Outcomes	10	Success Rate	90%

GRAD	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2015	Environmental Sciences				\$60,000		1	Employed	CS Survey	Oregon Department of Transportation; OSU	Intern; Teaching Assistant		OR
2016	Environmental Sciences				\$50,000		1	Employed F/T	Exit Survey		GIS Technician	Prosser	WA
2016	Environmental Sciences				\$40,000		1	Employed F/T	Exit Survey	Not provided	Independent Contractor/ Conservation	Klamath Falls	OR
2015	Environmental Sciences				\$39,600		1	Employed	CS Survey				
2016	Environmental Sciences				\$35,000		1	Employed F/T	Exit Survey		Hydrologic Field Assistant	Klamath Falls	OR
2015	Environmental Sciences				\$30,000		1	Employed	CS Survey	US Geological Service	Biological technician	Klamath Falls	OR
2017	Environmental Sciences					\$19/hr	1	Employed F/T	Exit Survey	Adkins Consulting Engineers LLP	Full Time/Temporary position	Klamath Falls	OR
2017	Environmental Sciences						1	Employed P/T	CS Survey	ENPLAN	Field Biologist	Redding	CA
2017	Environmental Sciences						1	Employed F/T	Exit Survey	US Geological Service	Biologic Science Technician	Klamath Falls	OR
2017	Environmental Sciences						1	Employed F/T	Exit Survey				
2016	Environmental Sciences						1	Employed	Exit Survey	USFWS	Field Tech	Klamath Falls	OR
2016	Environmental Sciences						1	Employed F/T	Exit Survey				
2016	Environmental Sciences						1	Employed F/T	LinkedIn	Event Coordinator	Social Enterprises	Eugene	OR
2016	Environmental Sciences						1	Employed P/T	Exit Survey	Dutch bros	Barista	Klamath Falls	OR
2015	Environmental Sciences						1	Employed P/T	LinkedIn	Klamath Algae Products DBA E3Live		Klamath Falls	OR
2015	Environmental Sciences						2	Continuing Ed: Enrolled	Exit Survey	University of South Carolina	Masters in Geography	Columbia	SC
2015	Environmental Sciences						2	Continuing Ed: Enrolled	Faculty		MS	Western AUJ	Intl

		Employed	15	88%		
		Continuing Ed	2	12%		
		Seeking Employment	0	0%		
		Not Seeking	0	0%		
Environmental Sciences	Median Salary	\$39,800	Known Outcomes	17	Success Rate	100%

Grad	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2016	Population Health Management				\$43,000		1	Employed F/T	CS Survey	Klamath County Public Health	Tobacco Prevention and Education Prog	Klamath Falls	OR
2016	Population Health Management				\$42,000		1	Employed F/T	CS Survey	Klamath County Public Health	Program Coordinator	Klamath Falls	OR
2017	Population Health Management				\$31,000		1	Employed F/T	Exit Survey	RiverBend Correctional Facility	Group Life Coordinator 2	La Grande	OR
2017	Population Health Management					\$74	1	Employed F/T	CS Survey	Klamath Health Partnership, Inc.	Executive Administrative Assistant	Klamath Falls	OR
2017	Population Health Management						1	Employed	LinkedIn	Oregon Tech	Externship Liaison PHM	Klamath Falls	OR
2016	Population Health Management						1	Employed F/T	CS Survey	Cascade Health Alliance	Quality and Compliance Coordinator	Klamath Falls	OR
2016	Population Health Management				\$13,000		2	Enrolling in additional educ	CS Survey	Kimberly Luna	Direct support professional	Klamath Falls	OR
2017	Population Health Management						2	Continuing Ed: Enrolled	Exit Survey	Liberty University College of Osteopathic Medicine	Medicine - Primary Care	Lynchburg	VA
2017	Population Health Management						2	Continuing Ed: Enrolled	Exit Survey	Pacific University- College of Health Professions	Athletic Training	Hillsboro	OR
2017	Population Health Management						3	Seeking Employment	Personal Knowledge				

Employed	6	60%
Continuing Ed	3	30%
Seeking Employment	1	10%
Not Seeking	0	0%
Population Health Management	Median Salary	\$42,000
	Known Outcomes	30
	Success Rate	90%

Grad	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Civil Engineering				\$75,000		1	Employed F/T	Exit Survey	Granite Construction Company	Project Engineer	Anchorage	AK
2017	Civil Engineering				\$75,000		1	Employed F/T	Exit Survey	Southeast Roadbuilders	Project Engineer/Operator	Haines	AK
2016	Civil Engineering				\$70,176		1	Employed F/T	CS Survey	Black & Veatch	Civil Design Engineer	Lake Oswego	OR
2017	Civil Engineering				\$68,000		1	Employed F/T	Exit Survey	Black & Veatch	Civil/Structural Engineer I	Lake Oswego	OR
2017	Civil Engineering				\$65,000		1	Employed F/T	Exit Survey	Skanska Building Inc.	Project Engineer	Portland	OR
2016	Civil Engineering				\$65,000		1	Employed F/T	CS Survey	TM Rippey Consulting Engineers	Design Engineer	Tigard	OR
2015	Civil Engineering				\$64,300		1	Employed	CS Survey	USDA Forest Service	Civil Engineer	Klamath Falls	OR
2016	Civil Engineering				\$61,000		1	Employed F/T	CS Survey	Kiewit Infrastructure Engineering	Civil Design Engineer	Denver	CO
2017	Civil Engineering				\$60,000		1	Employed F/T	Exit Survey	Hamilton Construction	Project Engineer	Springfield	OR
2017	Civil Engineering				\$60,000		1	Employed F/T	Exit Survey	Kiewit	Engineer 1	Los Angeles	CA
2017	Civil Engineering				\$60,000		1	Employed F/T	Exit Survey	Knife River Materials	Project Engineer	Medford	OR
2017	Civil Engineering				\$60,000		1	Employed F/T	CS Survey	Oregon Department of Transportation	Qccs	Klamath Falls	OR
2015	Civil Engineering				\$60,000		1	Employed	CS Survey	Oregon Department of Transportation; OSU	Intern; Teaching Assistant		OR
2015	Civil Engineering				\$60,000		1	Employed	CS Survey				
2017	Civil Engineering				\$57,000		1	Employed F/T	CS Survey	Granite construction	Project engineer	Yakima	WA
2016	Civil Engineering				\$56,000		1	Employed F/T	Email	Adkins Consulting Engineering		Klamath Falls	OR
2017	Civil Engineering				\$55,000		1	Employed F/T	Exit Survey	Barghausen	Design Engineer	Klamath Falls	OR
2017	Civil Engineering				\$55,000		1	Employed F/T	Exit Survey	Morrison Maierle	Bridge Engineer, EIT	Helena	MT
2017	Civil Engineering				\$55,000		1	Employed F/T	Exit Survey	Okai Inc.	Civil Engineer Designer, EIT	Vancouver	WA
2016	Civil Engineering				\$52,080		1	Employed F/T	CS Survey	WSDOT	Transportation engineer 1	Vancouver	WA
2017	Civil Engineering				\$52,000		1	Employed F/T	Exit Survey	AKS Engineering & Forestry	Construction Inspector	Tualatin	OR
2017	Civil Engineering				\$51,000		1	Employed F/T	Exit Survey	Structural Solutions Inc	Structural Designer	Jacksonville	OR
2015	Civil Engineering				\$51,000		1	Employed	CS Survey	Oregon Department of Transportation	Associate Engineer	LaGrande	OR
2017	Civil Engineering				\$50,000		1	Employed F/T	Exit Survey	Adkins Consulting Engineers LLP	Engineer	Klamath Falls	OR
2015	Civil Engineering				\$50,000		1	Employed F/T	CS Survey	ZCS Engineering, Inc.	Engineer Tech	Klamath Falls	OR
2015	Civil Engineering				\$50,000		1	Employed F/T	CS Survey	HGSI	Staff Engineer	Portland	OR
2015	Civil Engineering				\$50,000		1	Employed	CS Survey	WSDOT	Transportation Engineer	Yakima	WA
2015	Civil Engineering				\$50,000		1	Employed	CS Survey				
2016	Civil Engineering				\$48,000		1	Employed F/T	CS Survey	Adkins Consulting Engineering LLP	Engineering Technician	Klamath Falls	OR
2017	Civil Engineering				\$47,000		1	Employed F/T	Exit Survey	Adkins Consulting Engineering LLP	Drafting Intern	Klamath Falls	OR
2015	Civil Engineering				\$45,000		1	Employed F/T	CS Survey	US Army Corps of Engineers	Civil Engineer	Walla Walla	WA
2015	Civil Engineering				\$45,000		1	Employed	CS Survey				
2016	Civil Engineering				\$43,000		1	Employed F/T	CS Survey	Mackenzie	Civil Designer I	Portland	OR
2017	Civil Engineering						1	Employed F/T	Exit Survey	E & S Engineers and Surveyors, Inc.	Engineer in Training	Yreka	CA
2017	Civil Engineering						1	Employed F/T	CS Survey	Mountain View Window & Door	Sales associate	Medford	OR
2017	Civil Engineering					\$33	1	Employed F/T	Exit Survey	Rocky Mountain Construction	QCT	Klamath Falls	OR
2017	Civil Engineering						1	Employed	LinkedIn	ShadeSO Industries	Co-owner	Klamath Falls	OR
2017	Civil Engineering						1	Employed F/T	CS Survey	Tierra Group International	Staff Engineer I	Salt Lake City	UT
2017	Civil Engineering						1	Employed P/T	Exit Survey	Pending			
2017	Civil Engineering						1	Employed F/T	Exit Survey				
2016	Civil Engineering						1	Employed	LinkedIn	GHD	Staff Engineer	Eureka	CA
2016	Civil Engineering						1	Employed F/T	CS Survey				
2016	Civil Engineering						1	Employed F/T		Precision Structural Engineering	Engineering	Klamath Falls	OR
2016	Civil Engineering						1	Employed, Grad school	LinkedIn	Oregon State University		Corvallis	OR
2015	Civil Engineering						1	Employed	Faculty	Roseburg Forest Products	Environmental Technician	Springfield	OR
2015	Civil Engineering						1	Employed	Faculty	Washington Department of Transportation	Engineer I		WA
2015	Civil Engineering						1	Employed	Faculty	Black & Veatch	Engineering Intern	Lake Oswego	OR
2015	Civil Engineering						1	Employed	Faculty	Hardman Geotechnical Services	Engineering Intern	Portland	OR
2015	Civil Engineering						1	Employed	Faculty	PSEI	Engineering Intern	Klamath Falls	OR
2015	Civil Engineering						1	Employed	Faculty	PSEI	Engineering Intern	Klamath Falls	OR
2015	Civil Engineering						1	Employed	Faculty	Adroit Construction	Project Engineer	Ashland	OR
2015	Civil Engineering						1	Employed	Faculty	Goodfellow Bros	Project Engineer	Kailua-Kona	HI
2015	Civil Engineering						1	Employed	Faculty	Summit Engineering Corporation	Project Manager	Reno	NV
2015	Civil Engineering						1	Employed F/T	TOS Survey	City of Dallas	Engineering Department	Dallas	OR
2017	Civil Engineering						1	Employed	Faculty	small structural engineering firm			OR
2016	Civil Engineering						2	Continuing Ed: Enrolled	LinkedIn	Oregon Institute of Technology	Civil Engineering	Klamath Falls	OR

Employed	55	98%
Continuing Ed	1	2%
Seeking Employment	0	0%
Not Seeking	0	0%
Civil Engineering	Median Salary	\$55,000
	Known Outcomes	56
	Success Rate	100%

Grad	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Geomatics-option in GIS				\$63,600		1	Employed F/T	CS Survey	Wildish	Project Engineer	Newberg	OR
2016	Geomatics-option in GIS				\$35,000		1	Employed	Email	Bureau of Land Management		Portland	OR
2015	Geomatics-option in GIS						1	Employed	LinkedIn	Harper Houf Peterson Righellis Inc.	Land Survey Technician	Portland	OR
2017	Geomatics-option in GIS						1	Employed	Faculty	OTAK		Gearhart	OR

Employed	4	100%
Continuing Ed	0	0%
Seeking Employment	0	0%
Not Seeking	0	0%
Geomatics-option in GIS	Median Salary	NA
	Known Outcomes	4
	Success Rate	100%

Grd	Major	ss	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2016	Geomatics-option in Surveying				\$72,000		1	Employed	Email	Wildish	Land Surveyor and Geospatial Data Spec	Eugene	OR
2017	Geomatics-option in Surveying				\$58,240		1	Employed F/T	Exit Survey	Hickman Williams & Associates	Survey Technician	Bend	OR
2017	Geomatics-option in Surveying				\$55,000		1	Employed F/T	Exit Survey	Parametrix	Surveyor I	Bend	OR
2017	Geomatics-option in Surveying				\$50,000		1	Employed F/T	GradFair	Azimuth Surveying	Rodman	Salem	OR
2016	Geomatics-option in Surveying				\$45,000		1	Employed F/T	CS Survey	Oregon Department of Transportation	Survey Technician	Bend	OR
2017	Geomatics-option in Surveying				\$40,000		1	Employed F/T	Exit Survey	BLM	Cadastral Land Surveyor	Reno	NV
2017	Geomatics-option in Surveying				\$11,000	\$11	1	Employed P/T	Exit Survey	Oregon Tech	Student worker/temp	Wilsonville	OR
2016	Geomatics-option in Surveying						1	Employed	LinkedIn	TO Engineers, Inc.	Land Surveying Technician	Nampa	ID
2015	Geomatics-option in Surveying						1	Employed	LinkedIn	Harper Houf Peterson Righellis Inc.	Land Survey Technician	Portland	OR
2016	Geomatics-option in Surveying						2	Continuing Ed: Enrolled	CS Survey				

Employed	9	90%
Continuing Ed	1	10%
Seeking Employment	0	0%
Not Seeking	0	0%

Geomatics-option in Surveying	Median Salary	\$50,000	Known Outcomes	10	Success Rate	100%
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Grd	Major	ss	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Electrical Engineering				\$100,000		1	Employed F/T	Exit Survey	Intel Corporation	Hardware Engineer	Hillsboro	OR
2016	Electrical Engineering				\$100,000		1	Employed F/T	Exit Survey	Intel Corporation	DIC Technician	Hillsboro	OR
2015	Electrical Engineering				\$92,000		1	Employed	CS Survey	NW Custom Audio/Video	Varies	Vancouver	WA
2017	Electrical Engineering				\$84,000		1	Employed F/T	Exit Survey	Mentor Graphics	Associate Rotational Engineer	Wilsonville	OR
2017	Electrical Engineering				\$83,200		1	Employed F/T	Exit Survey	Columbus Technologies	Electrical Engineer II	Pasadena	CA
2015	Electrical Engineering				\$80,000		1	Employed	CS Survey	McDermond Aviation Consultants	Project Engineer	Portland	OR
2016	Electrical Engineering				\$78,000		1	Employed F/T	Exit Survey	POWER Engineers	Substation Engineer	Portland	OR
2017	Electrical Engineering				\$75,000		1	Employed F/T	CS Survey	John Deere	Product Engineer I	Dubuque	IA
2016	Electrical Engineering				\$75,000		1	Employed F/T	Exit Survey		System Engineer I	Peyton	CO
2016	Electrical Engineering				\$68,904		1	Employed F/T	CS Survey	Sargent and Lundy	Entry Level Electrical Engineering - Power	Chicago	IL
2015	Electrical Engineering				\$68,900		1	Employed	CS Survey	Sargent and Lundy	Associate	Chicago	IL
2016	Electrical Engineering				\$66,000		1	Employed F/T	Exit Survey		Manufacturing Engineering	Corvallis	OR
2017	Electrical Engineering				\$65,000		1	Employed F/T	CS Survey	Rigado	Field Application Engineer	Portland	OR
2016	Electrical Engineering				\$65,000		1	Employed F/T	GradFair	Lucidyne Technologies	Systems Engineer	Corvallis	OR
2017	Electrical Engineering				\$63,000		1	Employed F/T	CS Survey	Bradford Consulting Engineers	Electrical Engineer	Tualatin	OR
2016	Electrical Engineering				\$62,400		1	Employed F/T	Exit Survey	POWER Engineers	Distribution Engineer	Portland	OR
2017	Electrical Engineering				\$60,000		1	Employed F/T	Exit Survey	Audix USA	Instrument Technician	Wilsonville	OR
2016	Electrical Engineering				\$60,000		1	Employed F/T	Exit Survey		Electrical Engineer	Merlin	OR
2015	Electrical Engineering				\$60,000		1	Employed F/T	CS Survey	Microsemi	Test Engineer	Bend	OR
2017	Electrical Engineering				\$57,000		1	Employed F/T	CS Survey	Intel Corporation		Hillsboro	OR
2016	Electrical Engineering				\$56,000		1	Employed F/T	Exit Survey		Engineering Equipment Technician	Hillsboro	OR
2017	Electrical Engineering				\$55,000		1	Employed F/T	Exit Survey	Air Force Research Laboratory	Radiation Characterization Research Eng	Albuquerque	NM
2015	Electrical Engineering				\$52,000		1	Employed	CS Survey	ElectroImpact	Electrical Engineer	Mukilteo	WA
2016	Electrical Engineering				\$51,000		1	Employed F/T	GradFair	Intel Corporation	Fi-Tech	Hillsboro	OR
2016	Electrical Engineering				\$50,000		1	Employed F/T	Exit Survey		Electrical engineer	Redding	CA
2016	Electrical Engineering				\$47,000		1	Employed F/T	CS Survey	USACE	Computer Engineer	Portland	OR
2016	Electrical Engineering				\$45,000		1	Employed F/T	Exit Survey	Not provided	Electrical Engineer Trainee	Vancouver	WA
2017	Electrical Engineering				\$44,000		1	Employed F/T	Exit Survey	SpecWerkZ LLC	Compliance Engineer	Hillsboro	OR
2017	Electrical Engineering				\$41,600		1	Employed F/T	CS Survey	Interstate Electric Supply	Quotations Specialist	Boise	ID
2016	Electrical Engineering				\$40,000		1	Employed F/T	Exit Survey		Electrical Engineer	Redding	CA
2016	Electrical Engineering				\$40,000		1	Employed F/T	Exit Survey		Recent Graduates Pathways Electrical En	Redding	CA
2016	Electrical Engineering				\$30,000		1	Employed F/T	CS Survey	hgjd	Snow maker	Incline Village	NV
2017	Electrical Engineering				GS-7-855		1	Employed F/T	Exit Survey	Bonneville Power Administration	Power Systems Control Field Engineer	Eugene	OR
2017	Electrical Engineering						1	Employed F/T	Exit Survey	Air Force Research Laboratory		Albuquerque	NM
2017	Electrical Engineering						1	Employed F/T	CS Survey	ArcSine Engineering	Staff Engineer	Redding	CA
2017	Electrical Engineering						1	Employed F/T	Exit Survey	Blamp Systems	Manufacturing Engineer	Tigard	OR
2017	Electrical Engineering					\$18	1	Employed F/T	Exit Survey	FLIR	Electronic Designer	Wilsonville	OR
2017	Electrical Engineering						1	Employed F/T	CS Survey	FST Technical	Field Service Engineer	Hillsboro	OR
2017	Electrical Engineering						1	Employed	Employer	Industrial ENET	Electrical Engineer	Wilsonville	OR
2017	Electrical Engineering						1	Employed	LinkedIn	Intel Corporation	Quality And Reliability Engineer	Beaverton	OR
2017	Electrical Engineering						1	Employed	LinkedIn	Intel Corporation	Engineering Technician	Hillsboro	OR
2017	Electrical Engineering						1	Employed F/T	CS Survey	POWER Engineers, Inc.	Engineer I	Portland	OR
2017	Electrical Engineering						1	Employed	LinkedIn	Tokyo Electron	Field Engineer	Beaverton	OR
2017	Electrical Engineering						1	Employed F/T	Faculty	Raytheon	Software Engineer		
2017	Electrical Engineering						1	Employed F/T	Exit Survey				
2017	Electrical Engineering						1	Employed F/T	Exit Survey				
2016	Electrical Engineering						1	Employed	LinkedIn	Grape Solar	Tech Support	Eugene	OR
2016	Electrical Engineering						1	Employed F/T	CS Survey	Digital Control Systems	Hardware / Software Engineer	Portland	OR
2015	Electrical Engineering						1	Employed	LinkedIn	Black & Veatch	Electrical Engineer	Lake Oswego	OR
2015	Electrical Engineering						1	Employed	LinkedIn	Micron Laser Technology	Laser Software Developer	Hillsboro	OR
2015	Electrical Engineering						1	Employed	LinkedIn	Mentor Graphics	Technical Writer	Wilsonville	OR
2015	Electrical Engineering						1	Employed	GradFair	Intel Corporation	Firmware Engineer	Longmont	CO
2015	Electrical Engineering						1	Employed F/T	LinkedIn	PLEXSYS Interface Products, Inc.	Junior Software Engineer	Portland	OR
2015	Electrical Engineering						1	Employed F/T	LinkedIn	Springfield Utility Board	Engineering Technician	Eugene	OR
2017	Electrical Engineering						2	Continuing Ed: Enrolled	Exit Survey	Oregon Tech		Wilsonville	OR
2017	Electrical Engineering						2	Continuing Ed: Enrolled	Exit Survey	Portland State University	Electrical Engineering	Portland	OR
2017	Electrical Engineering						2	Continuing Education (apply)	Faculty	Carnegie Mellon			
2017	Electrical Engineering						2	Continuing Education	CS Survey				
2016	Electrical Engineering						2	Continuing Ed: Enrolled	Exit Survey				
2016	Electrical Engineering						2	Continuing Ed: Enrolled	CS Survey				
2016	Electrical Engineering						2	Planning to continue education	Exit Survey				
2016	Electrical Engineering						2	Planning to continue education	Exit Survey				
2015	Electrical Engineering						3	Seeking employment	CS Survey				

Employed	54	86%
Continuing Ed	8	13%
Seeking Employment	1	2%
Not Seeking	0	0%

Electrical Engineering	Median Salary	\$61,200	Known Outcomes	63	Success Rate	98%
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Grd	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2016	Electronics Engineering Tech				\$92,000		1	Employed F/T	CS Survey	Industrial Electric Manufacturing	Electrical Design Engineer	Portland	OR
2015	Electronics Engineering Tech				\$88,000		1	Employed F/T	Email		Project Engineer		
2016	Electronics Engineering Tech				\$78,000		1	Employed F/T	CS Survey	Intel Corporation	SI Engineer	Hillsboro	OR
2016	Electronics Engineering Tech				\$75,000		1	Employed F/T	CS Survey	Garmin AT	Test Process Engineer	Salem	OR
2015	Electronics Engineering Tech				\$75,000		1	Employed F/T	CS Survey	Maxim Integrated	Manufacturing Test Engineer	Hillsboro	OR
2016	Electronics Engineering Tech				\$72,000		1	Employed F/T	CS Survey	Intel Corporation	Technical Marketing Engineer	Hillsboro	OR
2017	Electronics Engineering Tech				\$60,000		1	Employed F/T	Exit Survey	Advantest America	Field Service Engineer	Hillsboro	OR
2016	Electronics Engineering Tech				\$55,000		1	Employed F/T	CS Survey	Tektronix	RF Technician	Beaverton	OR
2017	Electronics Engineering Tech				\$52,000		1	Employed F/T	Exit Survey	AudioControl	Engineering Technician	Seattle	WA
2016	Electronics Engineering Tech				\$50,000		1	Employed F/T	Exit Survey		Engineering Technician	Hillsboro	OR
2015	Electronics Engineering Tech				\$50,000		1	Employed	CS Survey	Intel Corporation	Engineering Technician	Hillsboro	OR
2016	Electronics Engineering Tech				\$47,000		1	Employed F/T	GradFair	Intel Corporation	Engineering Technician	Hillsboro	OR
2015	Electronics Engineering Tech				\$46,000		1	Employed F/T	CS Survey	Intel Corporation	Manufacturing tech	Hillsboro	OR
2016	Electronics Engineering Tech				\$41,000		1	Employed F/T	CS Survey	Vanguard EMS	Test Technician	Beaverton	OR
2017	Electronics Engineering Tech						1	Employed F/T	Exit Survey	Lam Research	Electrical Engineer	Tualatin	OR
2016	Electronics Engineering Tech						1	Employed	LinkedIn	AMD	Manufacturing Technician	Sunnyvale	CA
2015	Electronics Engineering Tech						1	Employed	LinkedIn	Simon Custom Musical Instruments	Self-employed	Cornelius	OR
2015	Electronics Engineering Tech						2	Continuing Ed: Enrolled	CS Survey				
2015	Electronics Engineering Tech						3	Seeking employment	CS Survey				
2015	Electronics Engineering Tech						3	Seeking employment	CS Survey				

Employed	17	85%
Continuing Ed	1	5%
Seeking Employment	2	10%
Not Seeking	0	0%
Electronics Engineering Tech	Median Salary	\$57,300
	Known Outcomes	20
	Success Rate	90%

Grd	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Renewable Energy Engineering				\$90,000		1	Employed F/T	Exit Survey	Superior Group	Electrical Engineer	Tigard	OR
2017	Renewable Energy Engineering				\$76,300		1	Employed F/T	Exit Survey	Northrop Grumman	Electrical Engineer 1 - Electronics and P	Redondo Beach	CA
2017	Renewable Energy Engineering				\$72,000		1	Employed F/T	Exit Survey	Ecotope, Inc.	Research Engineer	Seattle	WA
2015	Renewable Energy Engineering				\$71,000		1	Employed	CS Survey	US ARMY CORPS OF ENGINEERS Hydroelectric Design Center	Engineer in Training	Portland	OR
2017	Renewable Energy Engineering				\$70,000		1	Employed F/T	Exit Survey	Black & Veatch	Electrical Engineer 1	Portland	OR
2017	Renewable Energy Engineering				\$70,000		1	Employed F/T	CS Survey	Engineering Economics Inc	Project Engineer	Golden	CO
2016	Renewable Energy Engineering				\$68,904		1	Employed F/T	CS Survey	Sargent and Lundy	Entry Level Electrical Engineering - Power	Chicago	IL
2015	Renewable Energy Engineering				\$68,900		1	Employed	CS Survey	Sargent and Lundy	Associate	Chicago	IL
2017	Renewable Energy Engineering				\$68,000		1	Employed F/T	Exit Survey	Sargent & Lundy	Entry-Level Electrical Engineer - Power	Chicago	IL
2017	Renewable Energy Engineering				\$66,000		1	Employed F/T	CS Survey	ECI	Design Engineer		MT
2016	Renewable Energy Engineering				\$66,000		1	Employed F/T	CS Survey	PGE	Service and Design Project Manager	Portland	OR
2017	Renewable Energy Engineering				\$65,000		1	Employed F/T	Exit Survey	Bonneville Power Administration	Electrical Effects Transmission Line Desi	Vancouver	WA
2017	Renewable Energy Engineering				\$65,000		1	Employed F/T	Exit Survey	HDR Inc	Engineer	Portland	OR
2017	Renewable Energy Engineering				\$65,000		1	Employed F/T	Exit Survey	MacDonald-Miller Facility Solutions	Estimator	Seattle	WA
2016	Renewable Energy Engineering				\$65,000		1	Employed F/T	Email	DNV GL		Portland	OR
2015	Renewable Energy Engineering				\$62,400		1	Employed	CS Survey	Leviton	Applications Engineer	Tualatin	OR
2016	Renewable Energy Engineering				\$60,000		1	Employed F/T	CS Survey	Leviton	Energy Analyst/Mechanical Designer	Portland	OR
2016	Renewable Energy Engineering				\$60,000		1	Employed F/T	CS Survey	Leviton	Application Engineer	Tualatin	OR
2015	Renewable Energy Engineering				\$58,600		1	Employed F/T	CS Survey	Corbin consulting engineers	Electrical designer	Beaverton	OR
2016	Renewable Energy Engineering				\$57,000		1	Employed F/T	GradFair	Cascade Steel Rolling Mills	Process Engineer	McMinnville	OR
2015	Renewable Energy Engineering				\$56,000		1	Employed	CS Survey	JELD-WEN	Product Engineer	Klamath Falls	OR
2017	Renewable Energy Engineering				\$55,000		1	Employed F/T	Exit Survey	US Army Corps of Engineers, Hydroelectric Design	Engineer in Training	Portland	OR
2016	Renewable Energy Engineering				\$55,000		1	Employed F/T	CS Survey	Reyes Engineering Inc	Electrical Design Engineer	Portland	OR
2016	Renewable Energy Engineering				\$55,000		1	Employed F/T	CS Survey	Reyes Engineering Inc	Electrical Design Engineer	Portland	OR
2016	Renewable Energy Engineering				\$55,000		1	Employed F/T	CS Survey	US Army Corps of Engineers	Electrical Engineer in Training	Portland	OR
2016	Renewable Energy Engineering				\$55,000		1	Employed	Email	LAM Research/Oregon Tech	Technician/Faculty	Tualatin/Wilsonville	OR
2015	Renewable Energy Engineering				\$52,000		1	Employed F/T	CS Survey	Flux Resources/SSEO	Electrical Design Engineer	Hillsboro	OR
2015	Renewable Energy Engineering				\$52,000		1	Employed	CS Survey	ElectroImpact	Electrical Engineer	Mukilteo	WA
2015	Renewable Energy Engineering				\$50,000		1	Employed		Polaris Battery Labs	Process Engineer	Beaverton	OR
2017	Renewable Energy Engineering				\$45,700		1	Employed F/T	Exit Survey	Polaris Battery Labs	Process Engineer	Beaverton	OR
2017	Renewable Energy Engineering				\$40,040		1	Employed F/T	Exit Survey	Wildan Energy Solutions (formerly Abacus Resourc	Energy Engineer	Beaverton	OR
2017	Renewable Energy Engineering				\$40,000		1	Employed F/T	Exit Survey	Corbin Consulting Engineers	Electrical Design Intern	Beaverton	OR
2015	Renewable Energy Engineering				\$40,000		1	Employed F/T	CS Survey	Synchro Solar	Project Manager	Portland	OR
2016	Renewable Energy Engineering				\$36,500		1	Employed F/T	CS Survey	Nor Cal Products	Engineering Documentation Specialist	Yreka	CA
2017	Renewable Energy Engineering				\$35,000		1	Employed F/T	Exit Survey	PacificCorp	Protection and Controls Student Engine	Portland	OR
2016	Renewable Energy Engineering				\$30,000		1	Employed F/T	CS Survey	Not provided	Contractor	Tualatin	OR
2016	Renewable Energy Engineering				\$30,000		1	Employed F/T	CS Survey		PV Engineer Intern	Bottom	MA
2017	Renewable Energy Engineering						1	Employed	LinkedIn	Bonneville Power Administration	Electronics Engineer	Portland	OR
2017	Renewable Energy Engineering						1	Employed	LinkedIn	Bonneville Power Administration	Electrical Engineer	Vancouver	WA
2017	Renewable Energy Engineering						1	Employed	LinkedIn	Conti Solar	Field Engineer	Wallafield	RI
2017	Renewable Energy Engineering						1	Employed	LinkedIn	Energy Trust of Oregon	Project Coordinator-Renewable Energy	Portland	OR
2017	Renewable Energy Engineering						1	Employed	LinkedIn	Iberdrola	Wind SCADA Engineer	Portland	OR
2017	Renewable Energy Engineering						1	Employed	LinkedIn	PacificCorp	Electrical Engineer	Portland	OR
2017	Renewable Energy Engineering						1	Employed F/T	CS Survey	Tokyo Electron America Inc.	Field Service Engineer	Portland	OR
2017	Renewable Energy Engineering						1	Employed	LinkedIn	TruNorth Solar	Installer	St. Cloud	MN
2017	Renewable Energy Engineering						1	Employed	LinkedIn msg		Business Analyst		
2016	Renewable Energy Engineering						1	Employed	LinkedIn	Adams Homebuilding	Builder/Supervisor	Portland	OR
2016	Renewable Energy Engineering						1	Employed	LinkedIn	Tokyo Electron		Portland	OR
2016	Renewable Energy Engineering						1	Employed	LinkedIn	Grape Solar	Tech Support	Eugene	OR
2016	Renewable Energy Engineering						1	Employed	LinkedIn	OIT		Klamath Falls	OR
2016	Renewable Energy Engineering						1	Employed F/T	Exit Survey				
2016	Renewable Energy Engineering						1	Employed F/T	LinkedIn	PacifiCorp	Student Engineer	Portland	OR
2016	Renewable Energy Engineering						1	Employed P/T	CS Survey				
2015	Renewable Energy Engineering						1	Employed	LinkedIn	Hench Control	Sales Engineer	Portland	OR
2015	Renewable Energy Engineering						1	Employed	LinkedIn	Black & Veatch	Electrical Engineer	Lake Oswego	OR
2015	Renewable Energy Engineering						1	Employed	LinkedIn	UC Davis	Energy Project Engineer	Davis	CA
2015	Renewable Energy Engineering						1	Employed	LinkedIn	Acadia Micro	Hardware, Monitoring and Analysis Manager	Boston	MA
2015	Renewable Energy Engineering						1	Employed	LinkedIn	System Design Consultants	Mechanical Designer	Portland	OR
2015	Renewable Energy Engineering						1	Employed	LinkedIn	Stantec	Project Design Electrical Engineering	Seattle	WA
2015	Renewable Energy Engineering						1	Employed	LinkedIn	Blount International	Machinist	Milwaukee	OR
2015	Renewable Energy Engineering						1	Employed	LinkedIn	Port of Portland	Project Engineer	Portland	OR
2015	Renewable Energy Engineering						1	Employed	Survey	Elkon Associates	Electrical Engineering Intern	Portland	OR
2015	Renewable Energy Engineering						1	Employed F/T	Exit Survey	Not provided	Electrical designer	Beaverton	OR
2015	Renewable Energy Engineering						1	Employed F/T	LinkedIn	Black & Veatch	Electrical Engineer	Portland	OR
2015	Renewable Energy Engineering						1	Employed F/T	LinkedIn	Springfield Utility Board	Engineering Technician	Eugene	OR
2015	Renewable Energy Engineering						1	Employed F/T	TOS Survey	RRC Power and Energy	CAD Designer	Tualatin	OR
2017	Renewable Energy Engineering						2	Continuing Education	Fac.ulty		MBA		China
2017	Renewable Energy Engineering						2	Continuing Ed: Planned	Exit Survey				
2016	Renewable Energy Engineering						2	Continuing Ed: Enrolled	Exit Survey	Georgia Institute of Technology	PhD Aerospace Engineering	Atlanta	GA
2016	Renewable Energy Engineering						2	Continuing Ed: Enrolled	Exit Survey	Portland State University	MS in Engineering and Technology Man	Portland	OR
2016	Renewable Energy Engineering						2	Continuing Ed: Enrolled	CS Survey	Oregon Institute of Technology	MSREE	Wilsonville	OR
2016	Renewable Energy Engineering						2	Continuing Ed: Enrolled	CS Survey				
2016	Renewable Energy Engineering						3	Seeking employment	CS Survey				
2015	Renewable Energy Engineering						3	Seeking employment	Survey				
2015	Renewable Energy Engineering						3	Seeking employment	Survey				
2015	Renewable Energy Engineering						3	Seeking employment	Survey				
2015	Renewable Energy Engineering						3	Seeking employment	Survey				
2015	Renewable Energy Engineering						3	Seeking employment	Survey				
2015	Renewable Energy Engineering						3	Seeking employment	Survey				

Employed	67	85%
Continuing Ed	6	8%
Seeking Employment	6	8%
Not Seeking	0	0%
Renewable Energy Engineering	Median Salary	\$59,300
	Known Outcomes	79
	Success Rate	92%

Grd	Major	≡	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Manufacturing Engineering Tech				\$250,000		1	Employed F/T	CS Survey	Amazon	Senior engineer	Seattle	WA
2015	Manufacturing Engineering Tech				\$79,000		1	Employed	CS Survey	Boeing	Test Engineer	Huntington Beach	CA
2017	Manufacturing Engineering Tech				\$70,000		1	Employed F/T	CS Survey	Oeco, LLC.	Manufacturing Engineer	Milwaukee	OR
2015	Manufacturing Engineering Tech				\$70,000		1	Employed F/T	GradFair	Audix Corporation	Production Manager	Wilsonville	OR
2017	Manufacturing Engineering Tech				\$65,000		1	Employed F/T	Exit Survey	Advanced Precision Anodizing	manufacturing engineer	wood village	OR
2017	Manufacturing Engineering Tech				\$63,000		1	Employed F/T	Exit Survey	Nortek Air Solutions	Manufacturing Engineer	Tualatin	OR
2016	Manufacturing Engineering Tech				\$62,000		1	Employed F/T	Exit Survey		Validation and Process Engineer	Bend	OR
2017	Manufacturing Engineering Tech				\$60,000		1	Employed F/T	CS Survey	Intel Corporation	Manufacturing Engineering Technician	Hillsboro	OR
2016	Manufacturing Engineering Tech				\$60,000		1	Employed F/T	CS Survey		Quality engineer		
2016	Manufacturing Engineering Tech				\$58,000		1	Employed F/T	Exit Survey		Design Engineer	Klamath Falls	OR
2017	Manufacturing Engineering Tech				\$57,000		1	Employed F/T	Exit Survey	Exotic Metals Forming	Manufacturing Engineer	Kent	WA
2016	Manufacturing Engineering Tech				\$55,000		1	Employed F/T	CS Survey			Dammam	Intl
2017	Manufacturing Engineering Tech				\$50,000		1	Employed F/T	CS Survey	Ascentec Engineering	Manufacturing Engineer I	Tualatin	OR
2016	Manufacturing Engineering Tech				\$45,000		1	Employed F/T	CS Survey	Stahlbush Island Farms	Fabrication engineer	Corvallis	OR
2016	Manufacturing Engineering Tech				\$39,938		1	Employed F/T	Email	Highway Products and Pavati Marine	Design Engineer	White City	OR
2017	Manufacturing Engineering Tech				\$36,000		1	Employed F/T	Exit Survey	Fremont Millwork	Project Engineer	Klamath Falls	OR
2015	Manufacturing Engineering Tech				\$33,280		1	Employed F/T	CS Survey	Ozotech Inc.	Manufacturing engineer	Yreka	CA
2017	Manufacturing Engineering Tech						1	Employed F/T	Exit Survey	JELD-WEN	Group manager	Klamath Falls	OR
2017	Manufacturing Engineering Tech						1	Employed	LinkedIn	Lam Research	Manufacturing Technician	Tualatin	OR
2017	Manufacturing Engineering Tech						1	Employed	Article	Shade10 Industries	Co-Owner	Klamath Falls	OR
2017	Manufacturing Engineering Tech						1	Employed F/T	Exit Survey				
2017	Manufacturing Engineering Tech						1	Employed F/T	Exit Survey				
2016	Manufacturing Engineering Tech						1	Employed F/T	Exit Survey		Owner	Klamath Falls	OR
2016	Manufacturing Engineering Tech						1	Employed F/T	CS Survey	Boeing	Engineer	Seattle	WA
2016	Manufacturing Engineering Tech						1	Employed F/T	CS Survey				
2015	Manufacturing Engineering Tech						1	Employed	LinkedIn	Boeing	Manufacturing Engineer	Auburn	WA
2015	Manufacturing Engineering Tech						1	Employed	Facebook;				
2015	Manufacturing Engineering Tech						1	Employed	Facebook;	Boeing		Everett	WA
2015	Manufacturing Engineering Tech						1	Employed	Faculty	Boeing		Everett	WA
2015	Manufacturing Engineering Tech						1	Employed	LinkedIn	Jeld-Wen	Engineer	Klamath Falls	OR
2015	Manufacturing Engineering Tech						1	Employed	LinkedIn	Sulzer Ltd	Manufacturing Engineer	Portland	OR
2015	Manufacturing Engineering Tech						1	Employed	Survey				
2015	Manufacturing Engineering Tech						1	Employed F/T	LinkedIn	Boeing	Structural and Payloads Design Engineer	Seattle	WA
2016	Manufacturing Engineering Tech						3	Seeking employment	CS Survey				
2015	Manufacturing Engineering Tech						3	Seeking employment	Survey				
2015	Manufacturing Engineering Tech						3	Seeking employment	Survey				
2017	Manufacturing Engineering Tech						3	Seeking employment	LinkedIn msg				

Employed	32	89%
Continuing Ed	0	0%
Seeking Employment	4	11%
Not Seeking	0	0%
Manufacturing Engineering Tech	Median Salary \$60,000	Known Outcomes 36 Success Rate 89%

Grd	Major	≡	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Mechanical Engineering				\$110,000		1	Employed F/T	CS Survey	Boeing	Design Engineer	Everett	WA
2017	Mechanical Engineering				\$93,500		1	Employed F/T	CS Survey	Boeing	Tool Engineer	Everett	WA
2016	Mechanical Engineering				\$89,000		1	Employed F/T	Exit Survey	Boeing	Stress Analyst	Everett	WA
2016	Mechanical Engineering				\$83,668		1	Employed F/T	CS Survey	Boeing	Manufacturing Engineer II	Everett	WA
2016	Mechanical Engineering				\$80,000		1	Employed F/T	Exit Survey	Hewlett Packard	R&D Engineer	Corvallis	OR
2017	Mechanical Engineering				\$76,000		1	Employed F/T	CS Survey	MacDonald-Miller Facility Solutions	Project Manager	Seattle	WA
2017	Mechanical Engineering				\$75,000		1	Employed F/T	CS Survey	Boeing	Design Engineer	Renton	WA
2015	Mechanical Engineering				\$72,000		1	Employed	CS Survey	Procter & Gamble	Engineering	Bear River City	UT
2016	Mechanical Engineering				\$70,000		1	Employed F/T	CS Survey	Ford Motor Company	Product Development/Safety CAE Eng	Dearborn	MI
2015	Mechanical Engineering				\$69,000		1	Employed	CS Survey	Boeing	Manufacturing Engineer	Everett	WA
2017	Mechanical Engineering				\$65,750		1	Employed F/T	CS Survey	Consolidated Metco, Inc.	Associate Design Engineer	Vancouver	WA
2017	Mechanical Engineering				\$65,000		1	Employed F/T	Exit Survey	Intel Corporation	Module engineer	Oregon	OR
2017	Mechanical Engineering				\$65,000		1	Employed F/T	Exit Survey	Kiewit	Engineer 1		
2017	Mechanical Engineering				\$63,000		1	Employed F/T	CS Survey	IMI Logistics	Mechanical engineer	Phoenix	AZ
2017	Mechanical Engineering				\$63,000		1	Employed F/T	Exit Survey	Peterson Pacific Corp	Product Engineer	Eugene	OR
2016	Mechanical Engineering				\$62,000		1	Employed F/T	Exit Survey	Hewlett Packard	Manufacturing Technician	Corvallis	OR
2015	Mechanical Engineering				\$62,000		1	Employed	CS Survey	Roseburg Forest Products	Capital Process Engineer	Roseburg	OR
2017	Mechanical Engineering				\$60,600		1	Employed F/T	Exit Survey	Pearl Harbor Naval shipyard and IMF	Mechanical Engineer	Honolulu	HI
2017	Mechanical Engineering				\$60,000		1	Employed F/T	Exit Survey	British Petroleum	Mechanical Static Engineer	Jakarta	Indonesia
2016	Mechanical Engineering				\$60,000		1	Employed F/T	Exit Survey	Intel Corporation	DIC Technician	Hillsboro	OR
2016	Mechanical Engineering				\$60,000		1	Employed F/T	Exit Survey		Design Engineer		
2015	Mechanical Engineering				\$60,000		1	Employed	CS Survey				
2017	Mechanical Engineering				\$58,000		1	Employed F/T	Exit Survey	Hyundai Motor Manufacturing Alabama	Engine Quality Specialist	Montgomery	AL
2017	Mechanical Engineering				\$56,000		1	Employed F/T	CS Survey	JELD-WEN	Product Engineer	Klamath Falls	OR
2016	Mechanical Engineering				\$56,000		1	Employed F/T	CS Survey	Bradley Wirth	product engineer	Klamath Falls	OR
2015	Mechanical Engineering				\$56,000		1	Employed	CS Survey				
2015	Mechanical Engineering				\$56,000		1	Employed F/T	CS Survey				
2017	Mechanical Engineering				\$53,000		1	Employed F/T	Exit Survey	Intel Corporation	Manufacturing Technician	Hillsboro	OR
2016	Mechanical Engineering				\$52,250		1	Employed F/T	CS Survey	Sapa Extrusions	Application Engineer	Portland	OR
2017	Mechanical Engineering				\$50,000		1	Employed F/T	Exit Survey	Sweed Machinery	Mechanical Engineer	Gold Hill	OR
2016	Mechanical Engineering				\$48,000		1	Employed F/T	Exit Survey		Engineering Intern	Tualatin	OR
2017	Mechanical Engineering				\$45,000		1	Employed F/T	Exit Survey	Intel Corporation	Manufacturing Technician	Hillsboro	OR
2017	Mechanical Engineering				\$45,000		1	Employed F/T	Exit Survey	Technix	Intern	Beaverton	OR
2017	Mechanical Engineering				\$45,000		1	Employed F/T	CS Survey	Triad Magnetics	Design Engineer	Perris	CA
2016	Mechanical Engineering				\$45,000		1	Employed F/T	CS Survey	Stahlbush Island Farms	Fabrication engineer	Corvallis	OR
2016	Mechanical Engineering				\$45,000		1	Employed F/T	Exit Survey		Intern	Medford	OR
2016	Mechanical Engineering				\$44,900		1	Employed F/T	Exit Survey		Manufacturing Technician	Hillsboro	OR
2016	Mechanical Engineering				\$37,000		1	Employed F/T	Exit Survey		Manufacturing Engineer	Tualatin	OR
2017	Mechanical Engineering				\$31,000		1	Employed F/T	Exit Survey	Landscape	Supervisor	Klamath Falls	OR
2016	Mechanical Engineering				\$27,000		1	Employed F/T	Exit Survey		Engineering Intern	Eugene	OR
2017	Mechanical Engineering				\$26,000		1	Employed F/T	Exit Survey	Sanford Children's Clinic	Registrar	Klamath Falls	OR
2017	Mechanical Engineering					\$24	1	Employed F/T	CS Survey	Bend Research	Mechanical Engineer	Bend	OR
2017	Mechanical Engineering						1	Employed F/T	CS Survey	Intel Corporation	Manufacturing Technician	Hillsboro	OR
2017	Mechanical Engineering						1	Employed F/T	CS Survey	Boeing	Structural Design Engineer	Everett	WA
2017	Mechanical Engineering						1	Employed F/T	GradFair	IMI Logistics			
2017	Mechanical Engineering						1	Employed F/T	Exit Survey	Ingram Books	Warehouse worker	Roseburg	OR
2017	Mechanical Engineering						1	Employed	LinkedIn	JELD-WEN	Designer	Klamath Falls	OR
2017	Mechanical Engineering						1	Employed F/T	Exit Survey	JELD-WEN	Product engineer	Klamath Falls	OR
2017	Mechanical Engineering						1	Employed	LinkedIn	Northwest Design	Project Engineer	Grants Pass	OR
2017	Mechanical Engineering						1	Employed F/T	CS Survey	Teague	Principle Mechanical Designer	Everett	WA
2017	Mechanical Engineering						1	Employed	CS Survey				
2017	Mechanical Engineering						1	Employed F/T	Exit Survey				
2016	Mechanical Engineering						1	Employed	LinkedIn	Boeing	Structural Design Engineer	Seattle	WA
2016	Mechanical Engineering						1	Employed	LinkedIn	ECS Case	Mechanical Engineer	Grants Pass	OR
2016	Mechanical Engineering						1	Employed	LinkedIn	PCC Structural, Inc.	Chemical Milling Supervisor and Process	Portland	OR
2016	Mechanical Engineering						1	Employed	LinkedIn	Gro-Volution LLC	Owner	Klamath Falls	OR
2016	Mechanical Engineering						1	Employed	LinkedIn	A.K. Photography	Owner	Klamath Falls	OR
2016	Mechanical Engineering						1	Employed	LinkedIn	Albed Systems Company	Mechanical Engineer	Eutacada	OR
2016	Mechanical Engineering						1	Employed	LinkedIn	Boeing Defense & Space	Manufacturing Engineer	Seattle	WA
2016	Mechanical Engineering						1	Employed	LinkedIn	Custom Mechanical Solutions	Inside Sales Engineer	Spokane	WA
2016	Mechanical Engineering						1	Employed	LinkedIn	Boeing Commercial Airplanes	NC Programmer	Seattle	WA
2016	Mechanical Engineering						1	Employed F/T	Exit Survey	Sweed Machinery	Mechanical Engineer	Gold Hill	OR
2016	Mechanical Engineering						1	Employed F/T	Exit Survey		Fabrication technician	Corvallis	OR
2016	Mechanical Engineering						1	Employed F/T	Exit Survey				
2016	Mechanical Engineering						1	Employed F/T	Exit Survey				
2016	Mechanical Engineering						1	Employed F/T	Exit Survey				
2016	Mechanical Engineering						1	Employed F/T	LinkedIn	Boeing Commercial Airplanes		Seattle	WA

2016	Mechanical Engineering					1	Employed F/T	LinkedIn	Weyerhaeuser	Professional Development Candidate	Sweet Home	OR
2016	Mechanical Engineering					1	Employed F/T	CS Survey	Boeing	Design Engineering	Everett	WA
2016	Mechanical Engineering					1	Employed F/T	CS Survey	Boeing	Engineer	Everett	WA
2016	Mechanical Engineering					1	Employed F/T	CS Survey	Boeing	Manufacturing Engineer	Renton	WA
2015	Mechanical Engineering					1	Employed	Faculty	Jeld-Wen	Engineer		
2015	Mechanical Engineering					1	Employed	LinkedIn	Warn Industries	Contract Engineer	Clackamas	OR
2015	Mechanical Engineering					1	Employed	LinkedIn	Boeing Commercial Airplanes	NC Programmer	Tukwila	WA
2015	Mechanical Engineering					1	Employed F/T	LinkedIn	Boeing	Manufacturing Engineer II	Bothell	WA
2015	Mechanical Engineering					1	Employed F/T	LinkedIn	Browns Machine & Hydraulic	Engineer	Eugene	OR
2015	Mechanical Engineering					1	Employed F/T	LinkedIn	Daimler Trucks North America	Powertrain Engineer	Portland	OR
2015	Mechanical Engineering					1	Employed F/T	LinkedIn	Invenenergy LLC	Performance Analyst, Operations Engine	Chicago	IL
2015	Mechanical Engineering					1	Employed Full Time/Graduate	LinkedIn	Boeing/Johns Hopkins Engineering for Professionals	Logistics Engineer/Cybersecurity	Seattle	WA
2017	Mechanical Engineering					2	Continuing Education	LinkedIn	Embry-Riddle Aeronautical University	MS, Unmanned Systems		
2016	Mechanical Engineering					2	Continuing Ed: Enrolled	Exit Survey	TUHH	MS Mechatronics	Hamburg	INTL
2016	Mechanical Engineering					2	Planning to continue education	Exit Survey				
2015	Mechanical Engineering					2	Continuing Ed: Enrolled	Faculty	Graduate School			Finland
2015	Mechanical Engineering					2	Continuing Ed: Enrolled	Survey				
2015	Mechanical Engineering					2	Continuing Ed: Enrolled	Survey				
2015	Mechanical Engineering					2	Enrolling in additional education	Faculty	Graduate School			Finland
2017	Mechanical Engineering					3	Seeking employment		Personal Knowledge			
2015	Mechanical Engineering					3	Seeking employment	Survey				
2015	Mechanical Engineering					3	Seeking employment	Survey				
2015	Mechanical Engineering					3	Seeking employment	Survey				
2015	Mechanical Engineering					3	Seeking employment	Survey				
2016	Mechanical Engineering					4	Not seeking employment or continuing education	Exit Survey				
2015	Mechanical Engineering					4	Not seeking employment or continuing education	Survey				

Employed		78	86%
Continuing Ed		7	8%
Seeking Employment		4	4%
Not Seeking		2	2%
Mechanical Engineering		Median Salary	\$60,000
		Known Outcomes	91
		Success Rate	96%

Rank	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2016	Mechanical Engineering Tech				\$100,000		1	Employed F/T	CS Survey	Boeing	Tower operator	Seattle	WA
2015	Mechanical Engineering Tech				\$90,000		1	Employed F/T	CS Survey	Nike	Innovation Tooling Engineer	Beaverton	OR
2017	Mechanical Engineering Tech				\$80,000		1	Employed F/T	Exit Survey	Cascade Corporation	Test Engineer	Fairview	OR
2016	Mechanical Engineering Tech				\$80,000		1	Employed F/T	CS Survey	Blount International	CAD Administrator	Portland	OR
2017	Mechanical Engineering Tech				\$70,000		1	Employed F/T	CS Survey	MFC Netform	Engineer	Shelby	MI
2017	Mechanical Engineering Tech				\$70,000		1	Employed F/T	CS Survey	Wyatt Fire Protection Inc.	Fire Sprinkler Designer	Tigard	OR
2017	Mechanical Engineering Tech				\$67,000		1	Employed F/T	CS Survey	Bob's Red Mill	Plant and Operations Engineer	Milwaukie	OR
2016	Mechanical Engineering Tech				\$66,000		1	Employed F/T	GradFair	Hewlett Packard	Manufacturing Technician	Corvallis	OR
2015	Mechanical Engineering Tech				\$66,000		1	Employed	CS Survey	Boeing	Tool Engineer	Auburn	WA
2016	Mechanical Engineering Tech				\$60,000		1	Employed F/T	Exit Survey		Test Engineer	Ashland	OR
2017	Mechanical Engineering Tech				\$58,000		1	Employed F/T	Exit Survey	Gerber Legendary Blades	Product Engineer	Portland	OR
2016	Mechanical Engineering Tech				\$55,000		1	Employed F/T	Exit Survey		manufacturing engineer	medford	OR
2016	Mechanical Engineering Tech				\$55,000		1	Employed F/T	Exit Survey	Hood Technologies	Mechanical Engineer	Hood River	OR
2017	Mechanical Engineering Tech				\$51,168		1	Employed F/T	Exit Survey	HP	Manufacturing Technician	Corvallis	OR
2017	Mechanical Engineering Tech				\$49,920		1	Employed F/T	Exit Survey	MicroSystems Engineering	Production	Lake Oswego	OR
2017	Mechanical Engineering Tech				\$48,000		1	Employed F/T	CS Survey	Intel Corporation	Manufacturing Technician	Aloha/Beaverton	OR
2017	Mechanical Engineering Tech				\$45,000		1	Employed F/T	Exit Survey	Daimler Trucks North America	MECOP Project Engineer Intern	Portland	OR
2015	Mechanical Engineering Tech				\$45,000		1	Employed F/T	CS Survey	Wlf Scheuermann	Assistant/ Apprentice	Portland	OR
2015	Mechanical Engineering Tech				\$45,000		1	Employed	CS Survey				
2017	Mechanical Engineering Tech						1	Employed F/T	Exit Survey	Milwaukee Electronics	Manufacturing Engineer	Canby	OR
2017	Mechanical Engineering Tech						1	Employed F/T	Exit Survey				
2017	Mechanical Engineering Tech						1	Employed F/T	Exit Survey				
2016	Mechanical Engineering Tech						1	Employed F/T	Exit Survey				
2016	Mechanical Engineering Tech						1	Employed F/T	LinkedIn	Specialized Bicycle Components	Mechanical Engineer	Portland	OR
2015	Mechanical Engineering Tech						1	Employed F/T	Exit Survey	Oregon Tech Wilsonville	Adjunct Instructor	Wilsonville	OR
2015	Mechanical Engineering Tech						1	Employed	LinkedIn	Blount International	Manufacturing Engineer	Portland	OR
2015	Mechanical Engineering Tech						1	Employed	LinkedIn	Jesse Engineering	Process Engineer	Seattle	WA
2015	Mechanical Engineering Tech						1	Employed	LinkedIn	Rockwell Collins	Senior Mechanical Engineer	Tustin	CA
2015	Mechanical Engineering Tech						1	Employed F/T	LinkedIn	Intel	Manufacturing Technician	Hillsboro	OR
2015	Mechanical Engineering Tech						1	Employed F/T	LinkedIn	Intel	Sustaining Specialist	Portland	OR
2017	Mechanical Engineering Tech						4	Not Seeking	Exit Survey				

Employed		29	97%
Continuing Ed		0	0%
Seeking Employment		0	0%
Not Seeking		1	3%
Mechanical Engineering Tech		Median Salary	\$60,000
		Known Outcomes	30
		Success Rate	100%

Rank	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Computer Engineering Tech				\$85,000		1	Employed F/T	Exit Survey	McAfee	Software Engineer in Test	Hillsboro	OR
2016	Computer Engineering Tech				\$85,000		1	Employed F/T	Exit Survey	Intel Corporation	Software Engineer	Hillsboro	OR
2015	Computer Engineering Tech				\$75,000		1	Employed F/T	CS Survey	Blamp Systems	Software Engineer	Beaverton	OR
2016	Computer Engineering Tech				\$70,000		1	Employed F/T	CS Survey	NCR	Software Engineer	Arlington	TX
2016	Computer Engineering Tech				\$68,000		1	Employed F/T	Exit Survey				
2017	Computer Engineering Tech				\$67,000		1	Employed F/T	Exit Survey	Garmin	Hardware Design Engineer	Olathe	KS
2015	Computer Engineering Tech				\$66,000		1	Employed	CS Survey				
2017	Computer Engineering Tech				\$64,000		1	Employed F/T	CS Survey	IGT	Software Engineer	Reno	NV
2016	Computer Engineering Tech				\$64,000		1	Employed F/T	Exit Survey	IGT	Embedded Firmware Engineer	Reno	NV
2017	Computer Engineering Tech				\$60,000		1	Employed F/T	CS Survey	Audix Microphones (audixusa.com)	Firmware Engineer	Wilsonville	OR
2016	Computer Engineering Tech				\$60,000		1	Employed F/T	Exit Survey	Aristocrat Technologies	Software Engineer	Las Vegas	NV
2015	Computer Engineering Tech				\$60,000		1	Employed	CS Survey				
2016	Computer Engineering Tech				\$54,000		1	Employed F/T	CS Survey	MeasureTek	Systems Engineer	Albany	OR
2015	Computer Engineering Tech				\$45,000		1	Employed F/T	CS Survey	JELD-WEN	Software Developer	Klamath Falls	OR
2015	Computer Engineering Tech				\$45,000		1	Employed	CS Survey				
2017	Computer Engineering Tech						1	Employed F/T	Exit Survey	Intel Corporation	Software Engineer	Hillsboro	OR
2016	Computer Engineering Tech						1	Employed F/T	Email	Oregon Tech	CSET Lab Manager	Klamath Falls	OR
2016	Computer Engineering Tech						1	Employed F/T	Exit Survey				

Employed		18	100%
Continuing Ed		0	0%
Seeking Employment		0	0%
Not Seeking		0	0%
Computer Engineering Tech		Median Salary	\$64,000
		Known Outcomes	18
		Success Rate	100%

Rank	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2016	Embedded Systems Eng Tech				\$85,000		1	Employed F/T	Exit Survey	Intel Corporation	Software Engineer	Hillsboro	OR
2015	Embedded Systems Eng Tech				\$66,000		1	Employed	CS Survey				
2017	Embedded Systems Eng Tech				\$60,000		1	Employed F/T	Exit Survey	Ravensclaw, Inc.	Software Engineer (firmware)	Medford	OR
2016	Embedded Systems Eng Tech				\$60,000		1	Employed F/T	Exit Survey	Aristocrat Technologies	Software Engineer	Las Vegas	NV
2015	Embedded Systems Eng Tech				\$50,000		1	Employed	Faculty	Syntel Inc		Santa Carla	CA
2016	Embedded Systems Eng Tech				\$44,000		1	Employed F/T	Exit Survey		MECOP Intern	Wilsonville	OR
2017	Embedded Systems Eng Tech						1	Employed FT	Email	DW Fritz		Wilsonville	OR
2016	Embedded Systems Eng Tech						2	Continuing Ed: Enrolled	Exit Survey	OIT	Mathematics	Klamath Falls	OR

Employed		7	88%
Continuing Ed		1	13%
Seeking Employment		0	0%
Not Seeking		0	0%
Embedded Systems Eng Tech		Median Salary	\$60,000
		Known Outcomes	8
		Success Rate	100%

Rank	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Software Engineering Tech				\$170,000		1	Employed F/T	CS Survey	Resson	Vice President of Engineering	Beaverton	OR
2017	Software Engineering Tech				\$125,000		1	Employed F/T	CS Survey	Apple	Software Engineer	Cupertino	CA

2017	Software Engineering Tech				\$100,000	1	Employed F/T	Exit Survey	CD Baby	Senior Software Developer	Portland	OR	
2017	Software Engineering Tech				\$97,000	1	Employed F/T	CS Survey	Intel Corporation	Validation Engineer	Folsom	CA	
2017	Software Engineering Tech				\$96,000	1	Employed F/T	Exit Survey	Nordstrom	Security Engineer	Seattle	WA	
2016	Software Engineering Tech				\$95,000	1	Employed F/T	CS Survey	Daimler	Front end software engineer	Portland	OR	
2016	Software Engineering Tech				\$95,000	1	Employed F/T	Exit Survey	Epic	Software Developer	Madison	WI	
2016	Software Engineering Tech				\$88,600	1	Employed F/T	CS Survey	Graphic Products, Inc.	Lead Software Developer	Beaverton	OR	
2016	Software Engineering Tech				\$85,000	1	Employed F/T	Exit Survey	Intel Corporation	Software Engineer	Hillsboro	OR	
2015	Software Engineering Tech				\$85,000	1	Employed F/T	GradFair	Intel Corporation	Software Development Engineer	Hillsboro	OR	
2015	Software Engineering Tech				\$85,000	1	Employed F/T	CS Survey	Seeq Corp	Software Engineer	Vancouver	WA	
2017	Software Engineering Tech				\$84,000	1	Employed F/T	Exit Survey	McAfee	Software development engineer in test	Hillsboro	OR	
2015	Software Engineering Tech				\$80,000	1	Employed	CS Survey	Fast Enterprises	Implementation Consultant	Little Rock	AK	
2016	Software Engineering Tech				\$78,000	1	Employed F/T	Exit Survey	3D Systems	Quality Analysis Software Engineer	Wilsonville	OR	
2016	Software Engineering Tech				\$75,000	1	Employed F/T	Exit Survey		Software Engineer	Albuquerque	NM	
2015	Software Engineering Tech				\$75,000	1	Employed F/T	CS Survey	Blamp Systems	Software Engineer	Beaverton	OR	
2015	Software Engineering Tech				\$73,000	1	Employed	Faculty	Intel Corporation		Hillsboro	OR	
2016	Software Engineering Tech				\$72,000	1	Employed F/T	Exit Survey		Firmware Engineer	Boise	ID	
2016	Software Engineering Tech				\$72,000	1	Employed F/T	Exit Survey	CDK Global	Software Engineer 1	Portland	OR	
2015	Software Engineering Tech				\$72,000	1	Employed	CS Survey	Esri	Software Development Engineer	Portland	OR	
2016	Software Engineering Tech				\$70,000	1	Employed F/T	GradFair	Intel Corporation	Application Developer	Hillsboro	OR	
2016	Software Engineering Tech				\$70,000	1	Employed F/T	CS Survey	Viewpoint Construction Software	Software Dev Engineer	Portland	OR	
2016	Software Engineering Tech				\$70,000	1	Employed F/T	CS Survey	NCR	Software Engineer	Arlington	TX	
2015	Software Engineering Tech				\$69,000	1	Employed	CS Survey	Garmin AT	Embedded Test Software Engineer	Salem	OR	
2016	Software Engineering Tech				\$68,500	1	Employed F/T	CS Survey	Grass Valley a Belden Brand	Software Development Engineer	Hillsboro	OR	
2016	Software Engineering Tech				\$68,500	1	Employed F/T	CS Survey	Grass Valley	Software Engineer	Hillsboro	OR	
2015	Software Engineering Tech				\$68,500	1	Employed F/T	Email	Grass Valley	Software Engineer	Hillsboro	OR	
2017	Software Engineering Tech				\$67,000	1	Employed F/T	Exit Survey	Intel Corporation	Systems Programmer	Hillsboro	OR	
2017	Software Engineering Tech				\$66,000	1	Employed F/T	CS Survey	Graphic Products	Software Engineer	Beaverton	OR	
2017	Software Engineering Tech				\$65,000	1	Employed F/T	CS Survey	Hamilton Company	Software Engineer	Reno	NV	
2017	Software Engineering Tech				\$65,000	1	Employed F/T	Exit Survey	IGT	Software Engineer	Reno	NV	
2016	Software Engineering Tech				\$65,000	1	Employed F/T	CS Survey	Hamilton Company	Software Engineer	Reno	NV	
2016	Software Engineering Tech				\$65,000	1	Employed F/T	Exit Survey	Jeppeson/Boeing	Software Engineer 2	Wilsonville	OR	
2016	Software Engineering Tech				\$65,000	1	Employed F/T	CS Survey	Athletic.net, LLC	Web Developer	Grants Pass	OR	
2015	Software Engineering Tech				\$65,000	1	Employed	CS Survey	Bourke Enterprises	Developer	Corvallis	OR	
2017	Software Engineering Tech				\$64,000	1	Employed F/T	Exit Survey	Flowio LLC	Software Test Automation Engineer	Ashland	OR	
2016	Software Engineering Tech				\$64,000	1	Employed F/T	Exit Survey		Software Engineer I	Reno	NV	
2016	Software Engineering Tech				\$63,000	1	Employed F/T	Exit Survey	Intel Corporation	Software Engineer	Hillsboro	OR	
2017	Software Engineering Tech				\$60,000	1	Employed F/T	CS Survey	FedEx Services	Software developer	Dallas	TX	
2017	Software Engineering Tech				\$60,000	1	Employed F/T	Exit Survey	Fiserv	QA Analyst	Hillsboro	OR	
2016	Software Engineering Tech				\$60,000	1	Employed F/T	Exit Survey	Forte Research Systems	Software Engineer	Madison	WI	
2015	Software Engineering Tech				\$60,000	1	Employed	CS Survey	OpenSesame	Software Developer	Portland	OR	
2015	Software Engineering Tech				\$60,000	1	Employed	CS Survey					
2016	Software Engineering Tech				\$55,000	1	Employed F/T	Exit Survey		Design Analyst	Medford	OR	
2016	Software Engineering Tech				\$55,000	1	Employed F/T	CS Survey	CH2MHill	Software developer	Portland	OR	
2015	Software Engineering Tech				\$55,000	1	Employed	CS Survey	AgencyRM		Vancouver	WA	
2015	Software Engineering Tech				\$55,000	1	Employed	CS Survey	Rentrak	Junior Software Engineer	Portland	OR	
2016	Software Engineering Tech				\$54,000	1	Employed F/T	CS Survey	MeasureTek	Systems Engineer	Albany	OR	
2017	Software Engineering Tech				\$52,000	1	Employed F/T	Exit Survey	Tryon Creek Software, LLC	QA	Portland	OR	
2015	Software Engineering Tech				\$52,000	1	Employed	CS Survey	Helion Software	Junior Software Engineer	Salem	OR	
2017	Software Engineering Tech				\$49,942	1	Employed F/T	Exit Survey	McAfee	Mecop software Intern	Hillsboro	OR	
2017	Software Engineering Tech				\$46,000	1	Employed F/T	Exit Survey	Garmin AT	Software Engineering Intern	Salem	OR	
2017	Software Engineering Tech				\$45,900	1	Employed	GradFair	Portland Community College	Computing Technology Specialist (cont	Portland	OR	
2015	Software Engineering Tech				\$45,000	1	Employed F/T	CS Survey	JELD-WEN	Software Developer	Klamath Falls	OR	
2015	Software Engineering Tech				\$45,000	1	Employed	CS Survey	Garmin AT	Software Engineering Intern	Salem	OR	
2015	Software Engineering Tech				\$45,000	1	Employed	CS Survey					
2016	Software Engineering Tech				\$44,000	1	Employed F/T	Exit Survey		MECOP Intern	Wilsonville	OR	
2017	Software Engineering Tech				\$40,000	1	Employed F/T	Exit Survey	Fiserv	Software Development Intern	Hillsboro	OR	
2015	Software Engineering Tech				\$40,000	1	Employed	CS Survey					
2017	Software Engineering Tech					1	Employed	LinkedIn	Adaptive Methods	Software Development Engineer	Portland	OR	
2017	Software Engineering Tech					1	Employed	LinkedIn	Aerovel Corporation	Software Engineer	Wilsonville	OR	
2017	Software Engineering Tech					1	Employed F/T	Email	Altsource, Inc	Full Stack Software Developer	Portland	OR	
2017	Software Engineering Tech					1	Employed	LinkedIn	CDK Global	Software Engineer	Portland	OR	
2017	Software Engineering Tech					1	Employed	LinkedIn	Cinder Staffing	Automation Engineer	Hillsboro	OR	
2017	Software Engineering Tech					1	Employed	LinkedIn	Datalogic	R&D Software Engineer	Portland	OR	
2017	Software Engineering Tech					1	Employed F/T	Exit Survey	Eastern Oregon Net, Inc	Network/System Administrator	La Grande	OR	
2017	Software Engineering Tech					1	Employed	LinkedIn	Ekavault (continuing)	Data Scientist	Beaverton	OR	
2017	Software Engineering Tech					1	Employed P/T	CS Survey	iCode	Tech Lead	Dallas	TX	
2017	Software Engineering Tech					1	Employed	LinkedIn	Intel Corporation	Firmware Test Engineer	Hillsboro	OR	
2017	Software Engineering Tech					1	Employed	LinkedIn	Nike	Big Data Development Engineer	Portland	OR	
2017	Software Engineering Tech					1	Employed	LinkedIn	Open Sky Software	Software Developer	Bend	OR	
2017	Software Engineering Tech					1	Employed	LinkedIn	Selmet Inc	Software Engineer	Beaverton	OR	
2017	Software Engineering Tech					1	Employed	LinkedIn	Surescripts	Associate Software Engineer	Hillsboro	OR	
2017	Software Engineering Tech					1	Employed F/T	CS Survey			CA		
2017	Software Engineering Tech					1	Employed	CS Survey					
2017	Software Engineering Tech					1	Employed F/T	Exit Survey					
2017	Software Engineering Tech					1	Employed F/T	Exit Survey					
2017	Software Engineering Tech					1	Employed F/T	Exit Survey					
2016	Software Engineering Tech				\$18	1	Employed	Email	Coding Zeal		Medford	OR	
2016	Software Engineering Tech					1	Employed	LinkedIn	CGI	Auxiliary Support	Tualatin	OR	
2016	Software Engineering Tech					1	Employed F/T	Exit Survey	Forte Research Systems	Software QA Engineer	Madison	WI	
2015	Software Engineering Tech					1	Employed	LinkedIn	Accent Business Services	Software Engineer	Portland	OR	
2015	Software Engineering Tech					1	Employed	LinkedIn	Sierra Pacific Industries	Computer Engineer	Anderson	CA	
2015	Software Engineering Tech					1	Employed	LinkedIn	Cerno Corporation	Software Engineer	Kansas City	MO	
2015	Software Engineering Tech					1	Employed	LinkedIn	Flowio, LLC	Software Engineer	Ashland	OR	
2015	Software Engineering Tech					1	Employed	LinkedIn	Intel Corporation	Software Engineer	Portland	OR	
2015	Software Engineering Tech					1	Employed	LinkedIn	Procure Software	Software Engineer	Medford	OR	
2015	Software Engineering Tech					1	Employed	Student	Qualitrol Corp	Software Engineer	Beaverton	OR	
2015	Software Engineering Tech					1	Employed	Survey	Intel Corporation	Software Engineer	Hillsboro	OR	
2015	Software Engineering Tech					1	Employed F/T	LinkedIn	Billups		Portland	OR	
2015	Software Engineering Tech					1	Employed F/T	LinkedIn	Cisco	Software Engineer	Beaverton	OR	
2015	Software Engineering Tech					1	Employed F/T	LinkedIn	Intel	Network Validation	Beaverton	OR	
2015	Software Engineering Tech					1	Employed F/T	LinkedIn	Intel	Network Validation	Beaverton	OR	
2015	Software Engineering Tech					1	Employed F/T	LinkedIn	Perinote LLC	Software Test Engineer Consultant	Bothell	WA	
2016	Software Engineering Tech					3	Seeking employment	Email					
2016	Software Engineering Tech					3	Seeking employment	CS Survey					
2016	Software Engineering Tech					3	Seeking employment	CS Survey					
2016	Software Engineering Tech					3	Seeking employment	CS Survey					
2017	Software Engineering Tech					3	Seeking employment	Personal knowledge					
2016	Software Engineering Tech					4	Not seeking employment	Exit Survey					
2016	Software Engineering Tech					4	Not seeking employment	CS Survey					
					Employed	94	93%						
					Continuing Ed	0	0%						
					Seeking Employment	5	5%						
					Not Seeking	2	2%						
Software Engineering Tech					Median Salary	\$65,000	Known Outcomes	101	Success Rate	95%			
Grand Total	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Mgmt/Accounting Option				\$51,000	1	Employed F/T	Exit Survey	Moss Adams	Staff Accountant	Yakima	WA	
2017	Mgmt/Accounting Option				\$45,000	1	Employed F/T	Faculty	Con-Vey Keystone	Staff Accountant	Roseburg	OR	
2015	Mgmt/Accounting Option				\$42,000	1	Employed	CS Survey					
2016	Mgmt/Accounting Option				\$41,000	1	Employed F/T	CS Survey	Collins Products, LLC	Staff Accountant	Klamath Falls	OR	
2017	Mgmt/Accounting Option					1	Employed F/T	Faculty		Staff Accountant	Eureka	CA	
2017	Mgmt/Accounting Option					1	Employed F/T	Exit Survey					
2016	Mgmt/Accounting Option					1	Employed	Faculty	Ed Staub Petroleum	Accountant	Klamath Falls	OR	
2016	Mgmt/Accounting Option					1	Employed	LinkedIn	KCC	Teaching Assistant and Business Tutor	Klamath Falls	OR	

2016	Mgmt/Accounting Option						1	Employed	LinkedIn	ISCO CPAs	Staff Accountant	Klamath Falls	OR
2016	Mgmt/Accounting Option						1	Employed F/T	LinkedIn	Jeld-Wen	Financial Accountant	Klamath Falls	OR
2016	Mgmt/Accounting Option						1	Employed F/T	LinkedIn	PR River Health Svc Inc	General Ledger Accountant	Fall River Mills	CA
2015	Mgmt/Accounting Option						1	Employed	LinkedIn	Jeld-Wen	Financial Statement Accountant	Klamath Falls	OR
2017	Mgmt/Accounting Option						2	Continuing Ed. Enrolled	Exit Survey	Northern Arizona University	MBA, Accounting Emphasis	Flagstaff	AZ
2017	Mgmt/Accounting Option						2	Continuing Ed. Enrolled	Exit Survey	University of Oregon	Accounting	Eugene	OR
2016	Mgmt/Accounting Option						3	Seeking employment	LinkedIn				
2015	Mgmt/Accounting Option						3	Seeking employment	Survey				

Employed	12	79%
Continuing Ed	2	13%
Seeking Employment	2	13%
Not Seeking	0	0%
Mgmt/Accounting Option	Median Salary	\$43,300
	Known Outcomes	36
	Success Rate	88%

Year	Major	id	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2015	Mgmt/Marketing Option				\$56,160		1	Employed F/T	CS Survey	Insight Global	Interactive Research Operations Lead	Bellevue	WA
2015	Mgmt/Marketing Option				\$48,500		1	Employed	CS Survey				
2017	Mgmt/Marketing Option				\$48,000		1	Employed	Faculty	Medford School District	IT Systems Analyst	Medford	OR
2017	Mgmt/Marketing Option				\$48,000		1	Employed	Faculty	Bend Bulletin	Multimedia Ad Executive	Bend	OR
2017	Mgmt/Marketing Option				\$40,000		1	Employed	Faculty	Running Y	Sales Manager	Klamath Falls	OR
2017	Mgmt/Marketing Option				\$40,000		1	Employed	Faculty	Discover Klamath	Marketing Manager	Klamath Falls	OR
2016	Mgmt/Marketing Option				\$39,800		1	Employed F/T	CS Survey	Oregon Tech	Annual Giving Manager	Klamath Falls	OR
2017	Mgmt/Marketing Option						1	Employed	LinkedIn	Digital Specialist	AHM Brands	Klamath Falls	OR
2017	Mgmt/Marketing Option						1	Employed F/T	CS Survey	Mueller Custom Cuts	CNC Technical Lead	Charlotte	NC
2017	Mgmt/Marketing Option						1	Employed	CS Survey				
2016	Mgmt/Marketing Option						1	Employed	LinkedIn	AmerCorps VISTA	Veteran Outreach Officer	Klamath Falls	OR
2016	Mgmt/Marketing Option						1	Employed	LinkedIn	David's Bridal		Eugene	OR
2016	Mgmt/Marketing Option						1	Employed	LinkedIn	Mopro	Digital Marketing Consultant	Las Vegas	NV
2015	Mgmt/Marketing Option						1	Employed	LinkedIn	Klamath Medical Clinic	Patient Access Representative	Klamath Falls	OR
2015	Mgmt/Marketing Option						1	Employed	LinkedIn	F. Winsted Excavation	Equipment Operator	Harrisburg	OR
2015	Mgmt/Marketing Option						1	Employed	Faculty	United Airlines	Flight Attendant	New York	NY
2015	Mgmt/Marketing Option						1	Employed	LinkedIn	Insight Global	Project LEAD/ MICROSOFT INTERACTIVE BUSINESS	Bellevue	WA
2015	Mgmt/Marketing Option						3	Seeking employment	CS Survey				

Employed	17	94%
Continuing Ed	0	0%
Seeking Employment	1	6%
Not Seeking	0	0%
Mgmt/Marketing Option	Median Salary	\$48,000
	Known Outcomes	18
	Success Rate	94%

Year	Major	id	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2016	Mgmt/Small Bus Mgmt Option				\$42,000		1	Employed F/T	CS Survey	US Cellular	Sales Manager	Klamath Falls	OR
2017	Mgmt/Small Bus Mgmt Option				\$40,000		1	Employed	Faculty	State Farm	Account Associate	Klamath Falls	OR
2016	Mgmt/Small Bus Mgmt Option				\$39,800		1	Employed F/T	CS Survey	Oregon Tech	Annual Giving Manager	Klamath Falls	OR
2017	Mgmt/Small Bus Mgmt Option				\$34,000		1	Employed F/T	CS Survey	Ed staub and sons	Cardlock administrator	Klamath Falls	OR
2016	Mgmt/Small Bus Mgmt Option						1	Employed	Faculty	Family Farm		Klamath Falls	OR
2016	Mgmt/Small Bus Mgmt Option						1	Employed	Faculty	FireServe		Klamath Falls	OR
2016	Mgmt/Small Bus Mgmt Option						1	Employed	LinkedIn	Lithia Ford	Sales Consultant	Klamath Falls	OR
2016	Mgmt/Small Bus Mgmt Option						1	Employed	LinkedIn	Hewlett Packard Enterprise	Account Executive	Portland	OR
2016	Mgmt/Small Bus Mgmt Option						1	Employed F/T	LinkedIn	Bonzi	Client Support Associate	Portland	OR
2015	Mgmt/Small Bus Mgmt Option						1	Employed	Faculty	Heligate Jetboat Excursions	Marketing	Grants Pass	OR
2015	Mgmt/Small Bus Mgmt Option						1	Employed	Faculty	ATT	Technician	Dallas	TX
2017	Mgmt/Small Bus Mgmt Option						1	Employed	Faculty	El Palacio	Owner	Klamath Falls	OR
2017	Mgmt/Small Bus Mgmt Option						1	Employed	Faculty	Self-Employed	Marketing		

Employed	13	100%
Continuing Ed	0	0%
Seeking Employment	0	0%
Not Seeking	0	0%
Mgmt/Small Bus Mgmt Option	Median Salary	\$39,900
	Known Outcomes	13
	Success Rate	100%

Year	Major	id	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Operations Management				\$88,000		1	Employed F/T	Exit Survey	Cambia Health Solutions	Workforce Forecasting Analyst II	Portland	OR
2015	Operations Management				\$76,000		1	Employed	CS Survey	california resources corporation	plant operator	Long Beach	CA
2017	Operations Management				\$75,000		1	Employed F/T	Exit Survey	Precision Castparts	Production Supervisor	Portland	OR
2017	Operations Management				\$65,000		1	Employed F/T	Exit Survey	JELD-WEN	Group Manager	Chiloquin	OR
2017	Operations Management				\$65,000		1	Employed F/T	CS Survey	Lam Research	Technical Program Manager	Tualatin	OR
2015	Operations Management				\$65,000		1	Employed	CS Survey	ABCT Inc; Infinity Electric	FACILITIES Project Manager; Signaling Coordinator		
2016	Operations Management				\$62,000		1	Employed F/T	CS Survey	Roseburg Forest Products	Shipping/Finish End General Foreman	Coquille	OR
2017	Operations Management				\$61,000		1	Employed F/T	Exit Survey	International Paper	Production Supervisor	Beaverton	OR
2017	Operations Management				\$57,000		1	Employed F/T	CS Survey	Anheuser Busch InBev	Sales Representative	Roseburg	OR
2017	Operations Management				\$56,500		1	Employed F/T	CS Survey	Columbia Forest Products	Team Lead	Klamath Falls	OR
2017	Operations Management				\$55,000		1	Employed F/T	CS Survey	Enterprise Rent-A-Car	Management Assistant	Redding	CA
2017	Operations Management				\$52,000		1	Employed F/T	CS Survey	TriMet	Bus Operator	Portland	OR
2017	Operations Management				\$52,000		1	Employed F/T	Exit Survey	VA Portland Healthcare System	Medical Equipment Repairer	Portland	OR
2017	Operations Management				\$51,000		1	Employed F/T	CS Survey	Avista Utilities	Gas Construction Tech	Medford	OR
2015	Operations Management				\$45,500		1	Employed F/T	CS Survey	Columbia Forest Products	Inside Sales	Klamath Falls	OR
2017	Operations Management				\$38,400		1	Employed F/T	Exit Survey	Saudi Airline	Operation Manger	Intl	
2017	Operations Management						1	Employed	LinkedIn	Intel Corporation	Material Specialist Inventory Control	Hillsboro	OR
2017	Operations Management						1	Employed	LinkedIn	Klamath & Lake Community Action	Quality Assurance Specialist	Klamath Falls	OR
2017	Operations Management						1	Employed	LinkedIn	Oregon Tech	Procurement and Risk Officer	Klamath Falls	OR
2017	Operations Management						1	Employed	LinkedIn	Portland VA Medical Center		Portland	OR
2017	Operations Management						1	Employed	LinkedIn	Roseburg Forest Products	Green End Plywood Supervisor	Roseburg	OR
2017	Operations Management				\$17		1	Employed F/T	Exit Survey	Roseburg Forest Products	Intern	Roseburg	OR
2017	Operations Management						1	Employed	LinkedIn	Self	Owner		OR
2017	Operations Management						1	Employed	CS Survey			Chicago	IL
2016	Operations Management						1	Employed	LinkedIn	Columbia Forest Products	Inside Sales Representative	Klamath Falls	OR
2016	Operations Management						1	Employed	Faculty	Purchasing Specialist	Klamath Basin Behavioral Health Center	Klamath Falls	OR
2016	Operations Management						1	Employed	LinkedIn	Leatherman Tool Group	Material Handler	Portland	OR
2016	Operations Management						1	Employed	LinkedIn	Rogue Credit Union	Manager, Account Management	Medford	OR
2016	Operations Management						1	Employed F/T	Article	The Boeing Co	Quality Supervisor		
2016	Operations Management						1	Employed F/T	LinkedIn	Airforce		Portland	OR
2016	Operations Management						1	Employed F/T	LinkedIn	Salesforce	Tier 2 Technical Success Agent	Hillsboro	OR
2016	Operations Management						1	Employed P/T	CS Survey				
2015	Operations Management						1	Employed	Faculty	Frito Lay Distribution		Vancouver	WA
2015	Operations Management						1	Employed	Faculty	Comcast	Field Technician	Portland	OR
2015	Operations Management						1	Employed	Faculty/Link	PMI Portland	Director of Academic Outreach	Portland	OR
2015	Operations Management						1	Employed	LinkedIn	Dutch Bros Coffee		Klamath Falls	OR
2015	Operations Management						1	Employed	LinkedIn	CEO Inc	Operations Analyst and Sourcing Coordinator	Charlotte	NC
2015	Operations Management						1	Employed	LinkedIn	Lithia Auto Sales	Sales Consultant	Klamath Falls	OR
2015	Operations Management						1	Employed	LinkedIn	Western Integrated	Technician	Portland	OR
2015	Operations Management						1	Employed F/T	LinkedIn	Roseburg Forest Products	EWP Customer Service	Springfield	OR
2017	Operations Management						1	Employed	Faculty	Jet International	Account Manager	Chicago	IL
2017	Operations Management						1	Employed	Faculty	Holiday Inn	Sales Manager	Klamath Falls	OR
2017	Operations Management						2	Continuing Ed. Enrolled	Exit Survey	Willamette University	Law	Salem	OR
2016	Operations Management						2	Continuing Ed. Enrolled	Faculty		Physician Assistant		PA
2015	Operations Management						2	Continuing Ed. Enrolled	LinkedIn	Graham University	MBA	Roseburg	OR
2015	Operations Management						2	Continuing Ed. Enrolled	Faculty		Grad program in Linguistics		
2017	Operations Management						3	Seeking Employment	Personal Knowledge				

Employed	42	89%
Continuing Ed	4	9%
Seeking Employment	1	2%
Not Seeking	0	0%
Operations Management	Median Salary	\$59,000
	Known Outcomes	47
	Success Rate	88%

Year	Major	id	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Health Care Mgmt-Admin Mgmt				\$53,373		1	Employed F/T	CS Survey	Renown Health	Contract Specialist	Reno	NV

2017	Health Care Mgmt-Admin Mgmt					\$40,000		1	Employed F/T	CS Survey	Synergy Medical Systems	Territory Manager	Bend	OR
2017	Health Care Mgmt-Admin Mgmt					\$34,000		1	Employed F/T	Exit Survey	Washington State Department of Transportation	Human Resources Consultant Assistant	Olympia	WA
2015	Health Care Mgmt-Admin Mgmt					\$22,800		1	Employed	CS Survey	Central Oregon Eyecare	Optometric Technician		
2017	Health Care Mgmt-Admin Mgmt						\$12	1	Employed F/T	CS Survey	Sky Lakes Medical Center	Quality Management Assistant/ Medical	Klamath Falls	OR
2017	Health Care Mgmt-Admin Mgmt							1	Employed F/T	Exit Survey	Vancouver Comfort Keepers	Client Care Management	Vancouver	WA
2016	Health Care Mgmt-Admin Mgmt							1	Employed F/T	CS Survey	SOSM	Referral Coordinator	Redding	CA
2015	Health Care Mgmt-Clinical Mgmt							1	Employed	LinkedIn	Veterans Administration	Medical Support Assistant	Walla Walla	WA

	Employed	8	100%			
	Continuing Ed	0	0%			
	Seeking Employment	0	0%			
	Not Seeking	0	0%			
Health Care Mgmt	Median Salary	\$37,000	Known Outcomes	8	Success Rate	100%

Year	Major	α	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2016	*IT Bus/Systems Analysis Opt				\$79,000		1	Employed F/T	CS Survey	Oregon Department of Education	Sr IT Business Systems Analyst	Salem	OR
2017	*IT Applications Dev Opt				\$74,500		1	Employed F/T	CS Survey	Intel Corporation	Application Developer	Hillsboro	OR
2017	*IT Applications Dev Opt				\$70,000		1	Employed F/T	CS Survey		Software Engineer	Portland	OR
2017	*IT Bus/Systems Analysis Opt				\$60,000		1	Employed F/T	Exit Survey	Veterans Administration	System Security Analyst	White City	OR
2015	*IT Bus/Systems Analysis Opt				\$58,000		1	Employed	CS Survey	NW Regional ESD	Technical Engineer	Hillsboro	OR
2016	*IT Applications Dev Opt				\$55,000		1	Employed F/T	CS Survey	JELD-WEN	Technical Operations Analyst	Klamath Falls	OR
2016	*IT Bus/Systems Analysis Opt				\$52,000		1	Employed F/T	Email	Barnabas Real Estate Group		Portland	OR
2017	*IT Applications Dev Opt				\$50,000		1	Employed F/T	Exit Survey	Corbett School District	Technology Director	Corbett	OR
2017	*IT Bus/Systems Analysis Opt				\$48,000		1	Employed F/T	CS Survey	Stacy and Dennis IT Solutions	Network Engineer	Klamath Falls	OR
2015	*IT Applications Dev Opt				\$45,000		1	Employed F/T	CS Survey	Regence BCBS Oregon	Analyst	Portland	OR
2015	*IT Applications Dev Opt				\$44,000		1	Employed F/T	CS Survey	All tech 1	IT consultant	Tagard	OR
2015	IT Applications Dev Opt				\$40,000		1	Employed	CS Survey	Jaggle	Software Developer	Portland	OR
2017	Information Technology						1	Employed F/T	Exit Survey	Nike, Inc. - Contract ends when I graduate (it's been	IT Person	Beaverton	OR
2017	Information Technology						1	Employed	LinkedIn msg	Techleads	Help Desk Technician		
2017	*IT Applications Dev Opt						1	Employed	LinkedIn	Intel Corporation	Software Engineer	Hillsboro	OR
2017	*IT Applications Dev Opt						1	Employed F/T	CS Survey	JH Kelly	IT Technician	Longview	WA
2017	*IT Applications Dev Opt						1	Employed	LinkedIn	Self	Cryptocurrency Miner		OR
2016	*IT Applications Dev Opt					\$1150/mnth	1	Employed, Seeking	Email	Budget Taxi		Eugene	OR
2016	*IT Applications Dev Opt						1	Employed F/T	GradFair	Planar Systems	Enterprise Integration Architect	Beaverton	OR
2016	*IT Applications Dev Opt						1	Employed F/T	LinkedIn/Em	Oregon Institute of Technology	Business Analyst	Klamath Falls	OR
2015	*IT Applications Dev Opt						1	Employed	LinkedIn	Saudi Government	Executive Director at NCSC		INTL
2015	*IT Applications Dev Opt						1	Employed F/T	Personal Kne	Oregon Tech	Front Desk	Wilsonville	OR
2015	IT Bus/Systems Analysis Opt						1	Employed	LinkedIn	Oregon Tech	Adjunct Faculty		
2015	IT Bus/Systems Analysis Opt						1	Employed	LinkedIn	Point Monitor Corp	Data Security Technician	Beaverton	OR
2015	IT Bus/Systems Analysis Opt						1	Employed	LinkedIn	U.S Bank	IT Specialist	Portland	OR
2015	IT Bus/Systems Analysis Opt						1	Employed	GradFair		IT		
2017	*IT Bus/Systems Analysis Opt						1	Employed	LinkedIn	Fred Meyer	Bookkeeper PIC	Portland	OR
2017	*IT Bus/Systems Analysis Opt						1	Employed	LinkedIn	Portland Community College	IT Specialist	Portland	OR
2017	*IT Bus/Systems Analysis Opt						1	Employed F/T	CS Survey	Seattle Children's	Resp. Therapist	Seattle Children's	WA
2017	*IT Bus/Systems Analysis Opt						1	Employed F/T	Exit Survey	Umpqua Bank	DBA	Portland	OR
2016	*IT Bus/Systems Analysis Opt					\$25	1	Employed	Email	Yahoo		Ephrata	WA
2016	*IT Bus/Systems Analysis Opt						1	Employed F/T	Email	Bonneville Power Administration		Portland	OR
2016	*IT Bus/Systems Analysis Opt						1	Employed F/T	CS Survey	Financial Institution	IT Manager		
2015	*IT Bus/Systems Analysis Opt						1	Employed F/T	LinkedIn	The Standard	Systems Analyst	Portland	OR
2016	*IT Bus/Systems Analysis Opt						2	Continuing Ed- Enrolled	Faculty	Georgia Institute of Technology	MS Computer Science	Atlanta	GA
2015	IT Applications Dev Opt						3	Seeking employment	Survey				
2015	IT Applications Dev Opt						3	Seeking employment	Survey				

		Employed	34	92%		
		Continuing Ed	1	3%		
		Seeking Employment	2	5%		
		Not Seeking	0	0%		
Information Technology	Median Salary	\$53,500	Known Outcomes	37	Success Rate	95%

Year	Major	α	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2015	IT Health Informatics Opt				\$70,000		1	Employed	CS Survey				
2015	*IT Health Informatics Opt				\$61,258		1	Employed F/T	CS Survey	Cambia Health Solutions	Data Reporting Analyst	Portland	OR
2016	*IT Health Informatics Opt				\$60,000		1	Employed F/T	CS Survey	Huron Consulting	Product Specialist	Lake Oswego	OR
2015	IT Health Informatics Opt				\$52,000		1	Employed	CS Survey				
2017	*IT Health Informatics Opt				\$52,000		1	Employed F/T	CS Survey	Women's Care	Health Informatics Specialist	Eugene	OR
2016	*IT Health Informatics Opt				\$52,000		1	Employed F/T	CS Survey	Limelight Health	Database Engineer DBA	Klamath Falls	OR
2016	*IT Health Informatics Opt				\$50,000		1	Employed F/T	CS Survey	Kaiser Permanente	Software development	Lake Oswego	OR
2015	IT Health Informatics Opt				\$46,000		1	Employed	CS Survey	Asante	Epic Analyst	Medford	OR
2017	*IT Health Informatics Opt				\$42,640		1	Employed F/T	Exit Survey	Northwest Surgical Specialists	IT Specialist	Springfield	OR
2015	IT Health Informatics Opt				\$42,000		1	Employed	CS Survey	Coquille Hospital	Healthcare Informatics Specialist	Coquille	OR
2015	Health Informatics						1	Employed F/T	Exit Survey	Cascade Health Alliance	database analyst / Health Informatics	Klamath Falls	OR
2015	IT Health Informatics Opt						1	Employed	LinkedIn	Bureau24.com	Associate Editor	Portland	OR
2015	IT Health Informatics Opt						1	Employed	LinkedIn	Kaiser Permanente	Information Analyst I	Portland	OR
2015	IT Health Informatics Opt						1	Employed	LinkedIn	Legacy Health	Supply Data Analyst Intern	Portland	OR
2017	*IT Health Informatics Opt						1	Employed F/T	Exit Survey	Department of Veterans Affairs	IT Specialist	Portland	OR
2017	*IT Health Informatics Opt					\$10	1	Employed F/T	CS Survey	Kaiser Permanente	Business Operations Analyst	Hillsboro	OR
2017	*IT Health Informatics Opt						1	Employed	LinkedIn	NeighborWorks Umpqua	Information Technology Technician	Sutherline	OR
2015	*IT Health Informatics Opt						1	Employed F/T	LinkedIn	Legacy Health	Data Management Analyst	Portland	OR
2016	*IT Health Informatics Opt						2	Continuing Ed- Enrolled	Faculty	Georgia Institute of Technology	MS Computer Science	Atlanta	GA
2015	IT Health Informatics Opt						3	Seeking employment	CS Survey				
2015	IT Health Informatics Opt						3	Seeking employment	CS Survey				

	Employed	18	86%			
	Continuing Ed	1	5%			
	Seeking Employment	2	10%			
	Not Seeking	0	0%			
Health Informatics	Median Salary	\$52,000	Known Outcomes	21	Success Rate	90%

Year	Major	α	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Technology and Management				\$80,000		1	Employed F/T	Exit Survey	City of Hillsboro	Senior Engineering Technician	Hillsboro	OR
2017	Technology and Management				\$48,000		1	Employed F/T	Exit Survey	Allan R. Reeder, DDS	Business Manager	Anderson	CA
2015	Technology and Management				\$40,000		1	Employed	CS Survey				
2017	Technology and Management						1	Employed	LinkedIn	Stream Global Services	Technical Specialist	Portland	OR
2017	Technology and Management						1	Employed F/T	CS Survey	United Health Group	Senior Project Manager	Minnetonka	MN
2016	Technology and Management						1	Employed F/T	CS Survey			Portland	OR
2016	Technology and Management						1	Employed, Grad school	Email	Pioneer Pacific College/Western Governors Univer	Adjunct Faculty	Wilsonville	OR
2015	Technology and Management						1	Employed	LinkedIn	Asante	Clinical Payroll Specialist	Grants Pass	OR
2015	Technology and Management						1	Employed	LinkedIn	New Horizon	Network Administrator	Portland	OR
2015	Technology and Management						1	Employed	LinkedIn	Road & Driveway Inc	Diesel Technician	Newport	OR
2015	Technology and Management						1	Employed	LinkedIn	Neal Inc	Self-employed		
2017	Technology and Management						2	Continuing Ed- Enrolled	Exit Survey	Northwest Christian University	Business Administration	Eugene	OR
2016	Technology and Management						3	Seeking employment	Email				

	Employed	11	85%			
	Continuing Ed	1	8%			
	Seeking Employment	1	8%			
	Not Seeking	0	0%			
Technology and Management	Median Salary	\$48,000	Known Outcomes	13	Success Rate	92%

Year	Major	α	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Allied Health				\$61,000		1	Employed F/T	Exit Survey	Dr Mark Harris	Dental Hygienist	La Grande	OR
Year	Major	α	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Dental Hygiene				\$85,000		1	Employed F/T	CS Survey	Kaiser Permanente	Dental Hygienist	Salem	OR
2017	Dental Hygiene				\$80,000		1	Employed F/T	Exit Survey	Dental Hygienist	Dental Hygienist	Bellevue	WA
2016	Dental Hygiene				\$80,000		1	Employed	Email	Bling Dental	Dental Hygienist	Portland	OR
2015	Dental Hygiene				\$80,000		1	Employed	CS Survey	Nevills Family Dentistry	Dental Hygienist	Aloha	OR

2015	Dental Hygiene					\$78,000		1	Employed	CS Survey	Abright Family Dental	Dental Hygienist	Everett	WA
2015	Dental Hygiene					\$75,000		1	Employed F/T	CS Survey	Dentistry by design	Rdh	Elk grove	OR
2017	Dental Hygiene					\$75,000		1	Employed F/T	Exit Survey	Mountain View Dental	Dental Hygienist	Denver	CO
2016	Dental Hygiene					\$73,122		1	Employed F/T	CS Survey	Cornelius Dental Clinic	Dental Hygienist	Beaverton	OR
2016	Dental Hygiene					\$70,000		1	Employed F/T	CS Survey	Advantage Dental	Dental Hygienist	Medford	OR
2016	Dental Hygiene					\$70,000		1	Employed F/T	CS Survey	Not provided	EPDH	Albany	OR
2016	Dental Hygiene					\$70,000		1	Employed F/T	CS Survey	Bayside Dental	Registered Dental Hygienist	Anacortes	WA
2017	Dental Hygiene					\$68,000		1	Employed F/T	Exit Survey	Dr. Perkiomaki	Dental Hygienist	Portland	OR
2016	Dental Hygiene					\$65,000		1	Employed F/T	Personal Know	Private Dental Office	Dental Hygienist	Beaverton	OR
2016	Dental Hygiene					\$65,000		1	Employed F/T	CS Survey	Willamette dental	Hygienist	Springfield	OR
2016	Dental Hygiene					\$65,000		1	Employed F/T	CS Survey	Hunt Family Dental	Lead Hygienist	McMinnville	OR
2017	Dental Hygiene					\$64,000		1	Employed F/T	Exit Survey	Private Dental practice	Dental Hygienist	Bend	OR
2017	Dental Hygiene					\$62,400		1	Employed F/T	CS Survey	Carrington college	Dental Hygiene instructor	Boise	ID
2017	Dental Hygiene					\$60,000		1	Employed F/T	Exit Survey	Dentist Office	Dental Hygienist	Lake Oswego	OR
2016	Dental Hygiene					\$57,000		1	Employed F/T	CS Survey	Dental offices	Dental Hygienist	GrantsPass	OR
2016	Dental Hygiene					\$50,000		1	Employed P/T	CS Survey				
2015	Dental Hygiene					\$46,848		1	Employed F/T	CS Survey	One Community Health	Registered Dental Hygienist	Hood River	OR
2016	Dental Hygiene					\$45,000		1	Employed P/T	CS Survey				
2015	Dental Hygiene					\$40,000		1	Employed	CS Survey	Fort Union Dental	Dental Hygienist	Midvale	UT
2015	Dental Hygiene					\$40,000		1	Employed	CS Survey	Laurelhurst Dentistry; Wagner Dental Care	Dental Hygienist		
2015	Dental Hygiene					\$40,000		1	Employed	CS Survey				
2017	Dental Hygiene					\$40,000		1	Employed F/T	CS Survey	Contemporary family dentistry	Lead hygienist	Bend	OR
2017	Dental Hygiene					\$40,000	\$36	1	Employed P/T	Exit Survey		Dental Hygienist RDH, BS		
2017	Dental Hygiene					\$38,500	\$40	1	Employed P/T	Exit Survey	San Joaquin Valley College	Clinical Dental Hygiene Instructor	Visalia	CA
2017	Dental Hygiene					\$13,000	\$12	1	Employed P/T	Exit Survey		Retail Specialist	Klamath Falls	OR
2017	Dental Hygiene						\$90	1	Employed F/T	CS Survey	Millard Dental	Dental Hygienist	Klamath Falls	OR
2017	Dental Hygiene						\$45	1	Employed P/T	Exit Survey	Medical Dental Temping	Dental Hygienist	Quantico	VA
2016	Dental Hygiene						\$38	1	Employed	Faculty	Advantage Dental	RDH	Brookings	OR
2016	Dental Hygiene						\$38	1	Employed	Faculty	Timber Dental	RDH	Portland	OR
2016	Dental Hygiene						\$37	1	Employed	Faculty	Drs. Parsley & Cherryington	RDH	Redmond	OR
2016	Dental Hygiene						\$37	1	Employed	Faculty	Prize Care Dental	RDH	Bend	OR
2017	Dental Hygiene						\$36	1	Employed F/T	Exit Survey	Dr. Pratt Dentistry	Dental Hygiene	Pendleton	OR
2016	Dental Hygiene						\$33	1	Employed	Faculty	Dental Studio	RDH	Lake Oswego	OR
2016	Dental Hygiene						\$33	1	Employed	Faculty	Dr. Linda Seby	RDH	Corvallis	OR
2016	Dental Hygiene						\$33	1	Employed	Faculty	Gentle Dental	RDH	Medford	OR
2016	Dental Hygiene						\$30	1	Employed	Faculty	Foothills Dental	RDH	Klamath Falls	OR
2017	Dental Hygiene						\$30	1	Employed F/T	CS Survey	Bao Pham DMD, Pham Dental Care	Dental Hygienist	Beaverton	OR
2017	Dental Hygiene						\$14	1	Employed P/T	Exit Survey	Boys and Girls Club	Dental Assistant	Salem	OR
2017	Dental Hygiene						\$10	1	Employed P/T	Exit Survey	Under Armour	Sales Associate	Woodburn	OR
2017	Dental Hygiene							1	Employed F/T	CS Survey	Dr. Mark E. Jensen	Dental Hygienist	Bend	OR
2017	Dental Hygiene							1	Employed F/T	CS Survey	Fountain Valley Dental	Dental Hygienist	Molalla	OR
2017	Dental Hygiene							1	Employed F/T	CS Survey	Keizer Family Dental	Dental Hygienist	Keizer	OR
2016	Dental Hygiene							1	Employed	Faculty				
2016	Dental Hygiene							1	Employed	Faculty			Newport	OR
2016	Dental Hygiene							1	Employed	Linkedin	Premier Care Dental	Hygienist	Klamath Falls	OR
2016	Dental Hygiene							1	Employed	Faculty	Capitol Dental	Dental Hygienist	Salem	OR
2016	Dental Hygiene							1	Employed	Faculty				
2016	Dental Hygiene							1	Employed	Faculty				
2016	Dental Hygiene							1	Employed	Faculty	Capitol Dental		Salem	OR
2016	Dental Hygiene							1	Employed	Faculty				
2016	Dental Hygiene							1	Employed	Email	Klamath Open Door	Dental Assistant	Klamath Falls	OR
2016	Dental Hygiene							1	Employed	Faculty				
2016	Dental Hygiene							1	Employed	Faculty				
2016	Dental Hygiene							1	Employed	Linkedin	Matthew Liautaud, D.D.S	Dental hygienist	Concord	CA
2016	Dental Hygiene							1	Employed P/T	CS Survey				
2016	Dental Hygiene							1	Employed	Faculty	Dallas Family Dentistry	Dental Hygienist	Dallas	OR
2016	Dental Hygiene							1	Employed	Faculty				
2016	Dental Hygiene							1	Employed	Faculty				
2016	Dental Hygiene							1	Employed	Faculty	Dr. Sean Reilig			
2016	Dental Hygiene							1	Employed P/T	CS Survey				
2016	Dental Hygiene							1	Employed P/T	TOS Survey			Klamath Falls	OR
2016	Dental Hygiene							1	Employed	Faculty				
2016	Dental Hygiene							1	Employed P/T	CS Survey				
2016	Dental Hygiene							1	Employed	LinkedIn	Seven Star Dental	Dental Hygienest	Cincinnati	OH
2015	Dental Hygiene							1	Employed	Faculty		Dental Hygienist		
2015	Dental Hygiene							1	Employed	Faculty	Private Practice	Dental Hygienist	Washington	DC
2015	Dental Hygiene							1	Employed	Faculty	Private Practice	Dental Hygienist		CA
2015	Dental Hygiene							1	Employed	Faculty	US Airforce	Military Officer		AK
2015	Dental Hygiene							1	Employed F/T	Personal Knowledge			Kamuela	HI
2015	Dental Hygiene							1	Employed P/T	CS Survey				
2015	Dental Hygiene							1	Employed	LinkedIn	Alder Family Dental		Weston	OR
2015	Dental Hygiene							1	Employed	LinkedIn	Smilepartners.org and South Kitsap Family Dentistry	Registered Dental Hygienist	Port Orchard	WA
2015	Dental Hygiene							1	Employed	Faculty	Private Practice	Dental Hygienist		WA
2017	Dental Hygiene							1	Employed F/T	CS Survey	Smiles Dental	Dental Hygienist	Salem	OR
2017	Dental Hygiene							1	Employed P/T	CS Survey	White Bird Dental Clinic	Dental Hygienist	Eugene	OR
2017	Dental Hygiene							1	Employed P/T	CS Survey		Dental Hygienist	Bend	OR
2017	Dental Hygiene							1	Employed F/T	CS Survey		Dental Hygienist	Keizer	OR
2017	Dental Hygiene							1	Employed F/T	Exit Survey		Dental Hygiene Assistant	Klamath Falls	OR
2017	Dental Hygiene							1	Employed P/T	CS Survey				
2017	Dental Hygiene							1	Employed F/T	Exit Survey			Rockford	IL
2017	Dental Hygiene							1	Employed	CS Survey				OR
2017	Dental Hygiene							1	Employed F/T	Exit Survey				
2017	Dental Hygiene							1	Employed F/T	Exit Survey				
2017	Dental Hygiene							1	Employed F/T	Exit Survey				
2017	Dental Hygiene							1	Employed F/T	Exit Survey				
2017	Dental Hygiene							1	Employed P/T	Exit Survey				
2017	Dental Hygiene							1	Employed P/T	Exit Survey				
2017	Dental Hygiene							1	Employed P/T	Exit Survey				
2017	Dental Hygiene							1	Employed P/T	Exit Survey				
2015	Dental Hygiene							1	Employed	Faculty	State of Washington	Dental Hygienist		WA
2015	Dental Hygiene							1	Employed	Faculty	Dental School	Instructor		UT
2017	Dental Hygiene							2	Continuing Ed: Planned	Exit Survey				
2017	Dental Hygiene							2	Continuing Ed: Planned	Exit Survey				
2017	Dental Hygiene							2	Continuing Ed: Planned	Exit Survey				
2016	Dental Hygiene							4	Not seeking employment or continuing education	CS Survey				

<div> <div>Employed</div> <div>Continuing Ed</div> <div>Seeking Employment</div> <div>Not Seeking</div> </div> <div> <div>87</div> <div>3</div> <div>0</div> <div>1</div> </div> <div> <div>90%</div> <div>3%</div> <div>0%</div> <div>1%</div> </div>													
Dental Hygiene		Median Salary	\$60,000	Known Outcomes	501	Success Rate	100%						
Grand Total	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2016	Diagnostic Medical Sonography				\$138,600		1	Employed F/T	CS Survey	Dignity Health	Diagnostic Medical Sonographer	Red Bluff	CA
2015	Diagnostic Medical Sonography				\$110,000		1	Employed F/T	CS Survey	Cassia Regional	Sonographer/Mammographer	Burley	ID
2015	Diagnostic Medical Sonography				\$80,000		1	Employed	CS Survey	Imaging Associates of Providence	Sonographer	Palmer	AK
2016	Diagnostic Medical Sonography				\$69,000		1	Employed F/T	CS Survey	Legacy Health System -MFM	Maternal Fetal Medicine Diagnostic Me	Portland	OR
2015	Diagnostic Medical Sonography				\$68,000		1	Employed	CS Survey	Kadlec regional medical center	Diagnostic medical sonographer		

2015	Diagnostic Medical Sonography				\$67,000	1	Employed	CS Survey	Oregon Imaging Center	Sonographer	Eugene	OR	
2015	Diagnostic Medical Sonography				\$61,000	1	Employed	CS Survey	Central Oregon Radiology Associates	Sonographer	Bend	OR	
2016	Diagnostic Medical Sonography				\$60,736	1	Employed F/T	CS Survey	Providence Newberg Medical Center	Ultrasound Technologist	Newberg	OR	
2016	Diagnostic Medical Sonography				\$60,000	1	Employed F/T	CS Survey	Willamette Valley Medical Center	Diagnostic medical sonographer	McMinnville	OR	
2015	Diagnostic Medical Sonography				\$60,000	1	Employed	CS Survey	Mid Columbia Medical Center	Sonographer	The Dalles	OR	
2015	Diagnostic Medical Sonography				\$60,000	1	Employed	CS Survey	Providence Alaska Medical Center	Sonographer	Anchorage	AK	
2017	Diagnostic Medical Sonography				\$98,000	1	Employed F/T	CS Survey	Hitachi Healthcare	Clinical Application Specialist	South Texas, Louis	TX	
2017	Diagnostic Medical Sonography				\$75,000	1	Employed F/T	Exit Survey	Good Samaritan Regional Medical Center	Ultrasound Technician	Corvallis	OR	
2017	Diagnostic Medical Sonography				\$74,000	1	Employed F/T	Exit Survey	Legacy Health	Sonographer	Portland	OR	
2017	Diagnostic Medical Sonography				\$72,000	1	Employed F/T	Exit Survey	Legacy Emanuel Medical Center	Registered Diagnostic Medical Sonographer	Portland	OR	
2017	Diagnostic Medical Sonography				\$72,000	1	Employed F/T	Exit Survey	Salem Radiology Consultants	Sonographer	Salem	OR	
2017	Diagnostic Medical Sonography				\$70,000	1	Employed F/T	Exit Survey	Providence Portland Medical Center	Diagnostic Medical Sonographer	Portland	OR	
2017	Diagnostic Medical Sonography				\$67,200	1	Employed F/T	Exit Survey	Grande Ronde Hospital	Sonographer	La Grande	OR	
2017	Diagnostic Medical Sonography				\$65,280	1	Employed F/T	Exit Survey	Women's healthcare associates	Sonographer	Portland	OR	
2017	Diagnostic Medical Sonography				\$65,000	1	Employed F/T	Exit Survey	Asante Rogue Regional Medical Center	Ultrasound Tech	Medford	OR	
2017	Diagnostic Medical Sonography				\$60,000	1	Employed F/T	Exit Survey	Bay Area Hospital	Sonographer 1	Coos Bay	OR	
2015	Diagnostic Medical Sonography				\$60,000	1	Employed	CS Survey	Samaritan Hospital	Sonographer	Albany	OR	
2015	Diagnostic Medical Sonography				\$59,000	1	Employed	CS Survey					
2015	Diagnostic Medical Sonography				\$57,600	1	Employed	CS Survey	Yakima Memorial Hospital	Ultrasound Technologist	Yakima	WA	
2015	Diagnostic Medical Sonography				\$48,000	1	Employed	CS Survey	St Patrick Hospital	Ultrasound Tech	Missoula	MT	
2015	Diagnostic Medical Sonography				\$45,000	1	Employed	CS Survey					
2015	Diagnostic Medical Sonography				\$44,323	1	Employed	CS Survey	Skagit Valley Hospital	Ultrasonographer	Mt Vernon	WA	
2017	Diagnostic Medical Sonography				\$46,000	\$37	1	Employed P/T	Exit Survey	Legacy Health	Diagnostic medical sonographer	Tualatin	OR
2017	Diagnostic Medical Sonography				\$32,000	\$33	1	Employed P/T	Exit Survey	Samaritan North Lincoln Hospital	Diagnostic Medical Sonographer	Lincoln City	OR
2017	Diagnostic Medical Sonography				\$7,000	1	Employed F/T	Exit Survey	FUNTOM SPECIALIST MEDICAL DIAGNOSTIC CENTRE	SONOGRAPHER	ISOLD	Nigeria	
2017	Diagnostic Medical Sonography					\$46	1	Employed F/T	CS Survey	OHSU	Ultrasound technician	Portland	OR
2017	Diagnostic Medical Sonography					\$43	1	Employed F/T	CS Survey	St. Joseph Hospital	Ultrasound Technician	Eureka	CA
2016	Diagnostic Medical Sonography					\$35	1	Employed	Email	Salem Radiology Consultants, Salem Hospital	Rad Tech	Salem	OR
2016	Diagnostic Medical Sonography					\$35	1	Employed	Email	Legacy Emanuel Medical Center/Randall's Children's	Diagnostic Medical Sonographer	Portland	OR
2016	Diagnostic Medical Sonography					\$33	1	Employed	Email	Silverton Hospital Diagnostic Imaging		Silverton	OR
2017	Diagnostic Medical Sonography					\$32	1	Employed F/T	Exit Survey	Asante Rogue Regional Medical Center	Sonographer	Medford	OR
2017	Diagnostic Medical Sonography					\$32	1	Employed F/T	Exit Survey	Asante Three Rivers Medical Center	Ultrasound Technologist	Grants Pass	OR
2017	Diagnostic Medical Sonography					\$30	1	Employed P/T	Exit Survey	Clement Zablocki VA Medical Center	Sonographer	Milwaukee	WI
2017	Diagnostic Medical Sonography						1	Employed P/T	Exit Survey	Providence St. Mary Medical Center	Diagnostic Medical Sonographer	Walla Walla	WA
2017	Diagnostic Medical Sonography						1	Employed F/T	Exit Survey	Renown Regional	Ultrasound Technologist	Reno	NV
2017	Diagnostic Medical Sonography						1	Employed F/T	Exit Survey	Samaritan Albany General Hospital	Sonographer	Albany	OR
2017	Diagnostic Medical Sonography						1	Employed F/T	Exit Survey	St. Charles Health System	Ultrasound Tech	Bend	OR
2017	Diagnostic Medical Sonography						1	Employed P/T	Exit Survey		Ultrasound Technologist	HI	
2017	Diagnostic Medical Sonography						1	Employed F/T	Exit Survey				
2017	Diagnostic Medical Sonography						1	Employed P/T	Exit Survey				
2017	Diagnostic Medical Sonography						1	Employed P/T	Exit Survey				
2016	Diagnostic Medical Sonography						1	Employed F/T	CS Survey				
2016	Diagnostic Medical Sonography						1	Employed F/T	CS Survey				
2017	Diagnostic Medical Sonography						1	Employed F/T	Exit Survey	Albany General Hospital	Ultrasound Tech	Albany	OR
2015	Diagnostic Medical Sonography						1	Employed	Survey		Sonographer	AK	
2015	Diagnostic Medical Sonography						1	Employed	LinkedIn	Providence St. Vincent Medical Center	Sonographer	Portland	OR
2015	Diagnostic Medical Sonography						1	Employed	Survey	Fairchild Medical Center		Yreka	CA
2015	Diagnostic Medical Sonography						1	Employed	Survey				
2015	Diagnostic Medical Sonography						1	Employed	LinkedIn	Synergy Medical Systems LLC	MEDICAL DEVICE SALES/ TECH REPRESENTATIVE	Bend	OR

	Employed	\$4	100%			
	Continuing Ed	0	0%			
	Seeking Employment	0	0%			
	Not Seeking	0	0%			
Diagnostic Medical Sonography	Median Salary	\$63,000	Known Outcomes	\$4	Success Rate	100%

Major	ii	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2015	Echocardiography			\$125,000	1	Employed F/T	CS Survey	Private Practice Physician		Cardiac Sonographer	Woodbridge	CA
2015	Echocardiography			\$120,000	1	Employed F/T	CS Survey	Philips healthcare		Product application specialist	Sacramento	CA
2015	Echocardiography			\$106,000	1	Employed F/T	CS Survey	Scripts Health		Cardiac Sonography Educator	La Jolla	CA
2016	Echocardiography			\$105,000	1	Employed F/T	CS Survey	rwjms/rutgers		program manager	New Brunswick	NJ
2015	Echocardiography			\$100,000	1	Employed	CS Survey	CareMore		Echo Technologist	Tucson	AZ
2015	Echocardiography			\$100,000	1	Employed F/T	CS Survey	OHSU		Echocardiographer	Portland	OR
2017	Echocardiography			\$91,250	1	Employed F/T	Exit Survey	University Hospital: University of New Mexico		Sonographer	Albuquerque	NM
2017	Echocardiography			\$90,000	1	Employed F/T	Exit Survey	Cleveland Clinic Children's		Supervisor of the Non-Invasive Lab in P	Cleveland	OH
2015	Echocardiography			\$85,000	1	Employed F/T	CS Survey	Va palo alto		Cardiac sonographer	Palo Alto	
2015	Echocardiography			\$80,000	1	Employed	CS Survey	Hoag		Echocardiographer		
2015	Echocardiography			\$75,000	1	Employed F/T	Email	HSHS St. John's Hospital			Springfield	IL
2016	Echocardiography			\$74,000	1	Employed F/T	Exit Survey			Cardiac Sonographer	La Grande	OR
2017	Echocardiography			\$73,000	1	Employed F/T	Exit Survey	Centra		Echo Educator	Lynchburg	VA
2015	Echocardiography			\$73,000	1	Employed F/T	CS Survey	American Institute of Medical Technology		Echocardiography Instructor	Tulsa	OK
2017	Echocardiography			\$68,640	1	Employed F/T	Exit Survey	Providence		Cardiac Sonographer	Portland	OR
2017	Echocardiography			\$67,226	1	Employed F/T	Exit Survey	Peacehealth		Cardiac Sonographer	Springfield	OR
2017	Echocardiography			\$65,000	1	Employed F/T	Exit Survey	Peacehealth		Cardiac Sonographer	Vancouver	WA
2017	Echocardiography			\$65,000	1	Employed F/T	Exit Survey	Rogue Cardiac Studies		Registered Diagnostic Cardiac Sonograp	Medford	OR
2015	Echocardiography			\$65,000	1	Employed	CS Survey					
2015	Echocardiography			\$65,000	1	Employed	CS Survey					
2015	Echocardiography			\$65,000	1	Employed	CS Survey					
2016	Echocardiography			\$64,000	1	Employed F/T	Exit Survey			Echocardiographer	Portland	OR
2017	Echocardiography			\$62,920	1	Employed F/T	Exit Survey	Bay Area Hospital		Ultrasonographer I	Coos Bay	OR
2015	Echocardiography			\$62,780	1	Employed	CS Survey					
2016	Echocardiography			\$62,000	1	Employed F/T	Exit Survey			Cardiac Sonographer	Olympia	WA
2017	Echocardiography			\$60,000	1	Employed F/T	Exit Survey	Saint Mary's Regional Medical Center		Echocardiographer	Reno	NV
2016	Echocardiography			\$60,000	1	Employed F/T	CS Survey	St. Mary's Regional MC, Northern Nevada MC		Cardiac Sonographer	Reno	NV
2015	Echocardiography			\$60,000	1	Employed	CS Survey					
2017	Echocardiography			\$59,520	1	Employed F/T	Exit Survey	Echovision Inc.		Echocardiographer	Portland	OR
2017	Echocardiography			\$58,240	1	Employed F/T	Exit Survey	Echovision Inc.		Echocardiographer	Portland	OR
2016	Echocardiography			\$58,000	1	Employed F/T	CS Survey	Medical Center		Echocardiographer	Boise	ID
2016	Echocardiography			\$55,577	1	Employed F/T	Exit Survey			Echocardiographer	Boise	ID
2015	Echocardiography			\$55,000	1	Employed	CS Survey					
2015	Echocardiography			\$52,000	1	Employed	CS Survey					
2017	Echocardiography			\$50,000	\$32	1	Employed P/T	Exit Survey	Hoag Memorial Hospital	Cardiac Sonographer	Newport Beach	CA
2017	Echocardiography			\$48	\$48	1	Employed F/T	CS Survey	Providence Health and Services	Cardiac Sonographer	Everett	WA
2017	Echocardiography			\$48	\$48	1	Employed F/T	CS Survey	St. Lukes Health Network	Cardiac Sonographer	Boise	ID
2017	Echocardiography			\$34	\$34	1	Employed P/T	Exit Survey	Providence St Peter Hospital	Echocardiographer	Olympia	WA
2017	Echocardiography			\$32	\$32	1	Employed F/T	Exit Survey	Nationwide Children's Hospital	Pediatric cardiac sonographer	Columbus	OH
2017	Echocardiography				1	Employed F/T	CS Survey	Hamilton Medical Center		Cardiac sonographer	Dalton	GA
2017	Echocardiography				1	Employed F/T	Exit Survey	Northeast Georgia Medical Center		CVT Technologist	Brazeaton	GA
2017	Echocardiography				1	Employed F/T	Exit Survey	Renown Regional Medical Center		Ultrasound Technician	Reno	NV
2017	Echocardiography				1	Employed F/T	Exit Survey	St Luke's Medical Center		Cardiac sonographer	Boise	ID
2017	Echocardiography				1	Employed F/T	Exit Survey					
2016	Echocardiography				1	Employed	Faculty	Baylor University Medical Center			Dallas	TX
2016	Echocardiography				1	Employed	Faculty	Bay Area Hospital			Coos Bay	OR
2016	Echocardiography				1	Employed	Faculty	Providence St. Peter Hospital			Olympia	WA
2016	Echocardiography				1	Employed	Linkedin	Florida Hospital			Tampa	FL
2016	Echocardiography				1	Employed	Linkedin	Kallispell Regional Healthcare		Cardiac Sonographer	Kallispell	MT
2016	Echocardiography				1	Employed	Personal Kno	Salem Hospital			Salem	OR
2016	Echocardiography				1	Employed F/T	Exit Survey			Cardiac Sonographer	Reno	NV
2016	Echocardiography				1	Employed F/T	CS Survey					
2016	Echocardiography				1	Employed P/T	Exit Survey	PeaceHealth		Echocardiographer	Springfield	OR

2016	Echocardiography						1	Employed P/T	Exit Survey	Portland VA Medical Center	Echocardiographer	Portland	OR
2016	Echocardiography						1	Employed P/T	Exit Survey	St. Charles Medical Center	Echocardiographer	Bend	OR
2016	Echocardiography						1	Employed, Self Employed		Ralls Construction Services		Redding	CA
2015	Echocardiography						1	Employed	Linkedin	Baylor University Medical Center	Cardiac Sonographer	Dallas	TX
2015	Echocardiography						1	Employed	Linkedin	Echo Vision	Cardiac Sonographer	Portland	OR
2015	Echocardiography						1	Employed	Linkedin	St. Joseph's Hospital North	Manager Intervention Services	Tampa FL	
2015	Echocardiography						1	Employed	CS Survey	Echovision Inc	Echocardiographer	Portland	OR
2015	Echocardiography						1	Employed	CS Survey				
2017	Echocardiography						2	Continuing Ed: Planned	Exit Survey				
2017	Echocardiography						2	Continuing Education	CS Survey				
2016	Echocardiography						2	Continuing Ed: Enrolled	Linkedin	Baylor University Medical Center		Dallas/Fort Worth	TX
2016	Echocardiography						2	Planning to continue educat	Exit Survey				

Employed	62	94%
Continuing Ed	4	6%
Seeking Employment	0	0%
Not Seeking	0	0%

Diagnostic Medical Sonography	Median Salary	\$65,000	Known Outcomes	66	Success Rate	100%
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Year	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2016	Nuclear Medicine Technology				\$80,000		1	Employed F/T	CS Survey	Providence Health and Services	Nuclear Medicine Technologist	Portland	OR
2017	Nuclear Medicine Technology				\$64,500		1	Employed F/T	Exit Survey	Renown	Nuclear medicine technologist	Reno	NV
2015	Nuclear Medicine Technology				\$60,000		1	Employed	CS Survey	OHSU	Nuclear Medicine Technologist		
2017	Nuclear Medicine Technology				\$59,000	\$38	1	Employed P/T	Exit Survey	OHSU	Nuclear medicine / CT technologist	Portland	OR
2016	Nuclear Medicine Technology				\$55,692		1	Employed F/T	Exit Survey		PET/CT Technologist	Anchorage	AK
2016	Nuclear Medicine Technology				\$55,000		1	Employed F/T	Exit Survey		Nuclear Medicine Technologist	Bryan	
2016	Nuclear Medicine Technology				\$51,000		1	Employed F/T	Exit Survey		PET Technologist	Roseburg	OR
2015	Nuclear Medicine Technology				\$47,000		1	Employed	CS Survey	Oregon Medical Group	Nuclear Medicine Technologist	Eugene	OR
2017	Nuclear Medicine Technology				\$45,000	\$33	1	Employed P/T	Exit Survey	NMCSI	Nuclear Medicine Technologist	Beaverton	OR
2017	Nuclear Medicine Technology				\$35,000	\$32	1	Employed P/T	Exit Survey	Asante Rogue Regional Medical Center	Nuclear Medicine Technologist	Medford	OR
2017	Nuclear Medicine Technology				\$30,000	\$33	1	Employed P/T	Exit Survey	PeaceHealth Medical Center Riverbend	Nuclear Medicine Technologist	Springfield	OR
2017	Nuclear Medicine Technology						1	Employed F/T	Exit Survey	Eden Valley Medical Center	Nuclear Medicine Technology	Castro Valley	CA
2017	Nuclear Medicine Technology						1	Employed P/T	Exit Survey	Parker Adventist Hospital	Nuclear Medicine Technologist	Parker	CO
2017	Nuclear Medicine Technology						1	Employed P/T	Exit Survey	Carle Foundation Hospital	Nuclear Medicine Technologist	Urbana	IL
2017	Nuclear Medicine Technology						1	Employed F/T	Exit Survey	Cedars Sinai Medical Center	Nuclear Medicine Technologist	Los Angeles	CA
2017	Nuclear Medicine Technology						1	Employed P/T	Exit Survey				
2017	Nuclear Medicine Technology						1	Employed	Email	Shasta Regional Medical Center		Redding	CA
2016	Nuclear Medicine Technology						1	Employed	Faculty	PET/CT Clinic	PET/CT Technologist	Anchorage	AK
2016	Nuclear Medicine Technology						1	Employed P/T	Exit Survey	Hospital	Nuclear Medicine Technologist	Sacramento	CA
2016	Nuclear Medicine Technology						1	Employed P/T	Exit Survey	McKenzie Willamette Medical Center	Nuclear Medicine Technologist	Springfield	OR
2016	Nuclear Medicine Technology						1	Employed P/T	Exit Survey	Providence	Nuclear Medicine Technologist	Missoula	MT
2016	Nuclear Medicine Technology						1	Employed P/T	Exit Survey	Providence Sacred Heart Medical Center	Certified Nuclear Medicine Technologist	Spokane	WA
2016	Nuclear Medicine Technology						1	Employed P/T	Exit Survey	St. Charles Medical System	Nuclear Medicine Technologist	Bend	OR
2016	Nuclear Medicine Technology						1	Employed P/T		Cardiology Clinic		Redding	CA
2015	Nuclear Medicine Technology						1	Employed	Faculty		Per Diem		
2015	Nuclear Medicine Technology						1	Employed	Faculty	Kaiser Hospital		Clackamas	OR
2015	Nuclear Medicine Technology						1	Employed	Faculty	Providence Hospital		Medford	OR
2015	Nuclear Medicine Technology						1	Employed	Faculty	Sacred Heart		Spokane	WA
2015	Nuclear Medicine Technology						1	Employed	Faculty	Sky Lakes Medical Center		Klamath Falls	OR
2015	Nuclear Medicine Technology						1	Employed	Faculty	St. Patrick Hospital		Missoula	MT
2015	Nuclear Medicine Technology						1	Employed	Faculty	TRIOS		Kennewick	WA
2015	Nuclear Medicine Technology						1	Employed	Faculty			Meridian	ID
2015	Nuclear Medicine Technology						1	Employed	CS Survey	Willamette valley medical center	nuclear medicine technologist		
2016	Nuclear Medicine Technology						2	Planning to continue educat	Exit Survey				
2015	Nuclear Medicine Technology						3	Seeking employment	CS Survey				

Employed	34	94%
Continuing Ed	1	3%
Seeking Employment	1	3%
Not Seeking	0	0%

Nuclear Medicine Technology	Median Salary	\$55,000	Known Outcomes	36	Success Rate	97%
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Year	Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2016	Radiologic Science				\$90,000		1	Employed F/T	CS Survey	Bay Area Hospital	Cardiac Cathlab Tech	Coos Bay	OR
2016	Radiologic Science				\$90,000		1	Employed F/T	CS Survey				
2017	Radiologic Science				\$70,000		1	Employed F/T	Exit Survey	Renown Regional Medical Center	Cardiac Cath lab tech	Reno	NV
2017	Radiologic Science				\$70,000	\$32	1	Employed P/T	Exit Survey	Sky Lakes Medical Center	MRI Technologist	Klamath Falls	OR
2016	Radiologic Science				\$70,000		1	Employed F/T	CS Survey	Hospital	CT Tech	Denver	CO
2015	Radiologic Science				\$69,900		1	Employed	CS Survey	Swedish Medical Center	Interventional Radiology Technologist	Seattle	WA
2015	Radiologic Science				\$65,000		1	Employed	CS Survey	Tuality Healthcare	Cardiac Cath Lab Tech	Hillsboro	OR
2016	Radiologic Science				\$62,000		1	Employed F/T	Exit Survey		Cath Lab Tech	Portland	OR
2015	Radiologic Science				\$60,320		1	Employed	CS Survey	Mid Cities Imaging	X-Ray/MRI Technologist	Dallas	TX
2016	Radiologic Science				\$60,000		1	Employed F/T	Exit Survey		Ct Technician	Medford	OR
2016	Radiologic Science				\$60,000		1	Employed F/T	Exit Survey		Radiographer	La Grande	OR
2016	Radiologic Science				\$60,000		1	Employed F/T	Exit Survey		Radiology Technologist	Eugene	OR
2015	Radiologic Science				\$59,280		1	Employed	CS Survey				
2016	Radiologic Science				\$58,000		1	Employed F/T	CS Survey	University of Colorado Hospital	MRI Technologist	Aurora	CO
2017	Radiologic Science				\$56,000	\$28	1	Employed P/T	Exit Survey	Asante	Radiologic Technologist	Grants Pass	OR
2016	Radiologic Science				\$56,000		1	Employed F/T	Exit Survey		Cath Lab Radiologic Tech 1	Medford	OR
2016	Radiologic Science				\$56,000		1	Employed F/T	Exit Survey		Rad tech	Klamath Falls	OR
2016	Radiologic Science				\$56,000		1	Employed F/T	Exit Survey		Radiologic Technologist	Salem	OR
2017	Radiologic Science				\$55,120		1	Employed F/T	Exit Survey	PeaceHealth Sacred Heart M.C. (RiverBend)	X-ray technologist	Springfield	OR
2017	Radiologic Science				\$55,120		1	Employed F/T	Exit Survey	PeaceHealth Sacred Heart Medical Center at Riverbend	Radiologic technologists	Springfield	OR
2016	Radiologic Science				\$55,000		1	Employed F/T	Exit Survey	Not provided	Cardiovascular technologist	Klamath Falls	OR
2016	Radiologic Science				\$55,000		1	Employed F/T	CS Survey	Lebanon Community Hospital	Radiologic Technologist	Lebanon	OR
2016	Radiologic Science				\$55,000		1	Employed F/T	Exit Survey		X-Ray Technologist	Portland	OR
2015	Radiologic Science				\$55,000		1	Employed	CS Survey	Iverson Memorial Hospital	Radiologic Technologist	Laramie	WY
2017	Radiologic Science				\$54,000		1	Employed F/T	Exit Survey	Asante Black Oak Urgent Care	Radiologic Technologist	Medford	OR
2016	Radiologic Science				\$54,000		1	Employed F/T	Exit Survey		Catheterization Technologist Registered	Missoula	MT
2015	Radiologic Science				\$53,000		1	Employed	CS Survey	Orthopedic Physicians of Anchorage; Providence Alaska Medical Center	Radiology technologist;CT technologist		
2016	Radiologic Science				\$52,000		1	Employed F/T	CS Survey	Diagnostic labs and radiology	Xray tech	Albany	OR
2017	Radiologic Science				\$50,000	\$30	1	Employed P/T	Exit Survey	Providence Newberg Medical Center	Registered Radiologic Technologist	Newberg	OR
2017	Radiologic Science				\$50,000		1	Employed F/T	Exit Survey	Providence Saint Mary's Medical Center	Per Diem CT Technologist	Walla Walla	WA
2016	Radiologic Science				\$50,000		1	Employed F/T	Exit Survey	Not provided	EP tech trainee	Portland	OR
2016	Radiologic Science				\$50,000		1	Employed F/T	CS Survey	Clinic	Mammographer	Portland	OR
2016	Radiologic Science				\$50,000		1	Employed F/T	Exit Survey		Radiologic Technologist	Portland	OR
2016	Radiologic Science				\$50,000		1	Employed F/T	Exit Survey	Not provided	radiology	Grants Pass	OR
2016	Radiologic Science				\$50,000		1	Employed F/T	Exit Survey		Radiology technologist/ CT technologist	Palmer	AK
2017	Radiologic Science				\$49,920		1	Employed F/T	Exit Survey	Adventist Health	Radiologic Technologist	Tillamook	OR
2016	Radiologic Science				\$45,000		1	Employed F/T	Exit Survey		Radiologic Technologist	Portland	OR
2016	Radiologic Science				\$42,500		1	Employed F/T	CS Survey	Oregon Advanced Imaging and Asante Rogue Region	X-Ray Technologist and MRI Tech Aide	Medford	OR
2017	Radiologic Science				\$42,480	\$30	1	Employed P/T	Exit Survey	Asante Rogue Regional Medical Center	Radiologic Technologist	Medford	OR
2015	Radiologic Science				\$40,000		1	Employed	CS Survey	Sky Lakes Medical Center	Radiologic Technologist	Klamath Falls	OR
2015	Radiologic Science				\$40,000		1	Employed	CS Survey	Legacy Emanuel Hospital	Radiologist Technologist	Portland	OR
2015	Radiologic Science				\$40,000		1	Employed	CS Survey	St. Joseph Hospital	X-ray Technologist	Eureka	WA
2015	Radiologic Science				\$40,000		1	Employed	CS Survey				
2017	Radiologic Science				\$38,000	\$27	1	Employed P/T	Exit Survey	Kadlec Regional Medical Center	X-ray/CT technologist	Richland	Wa
2017	Radiologic Science				\$35,000		1	Employed F/T	Exit Survey	Sacred Heart Riverbend Medical Center	Radiologic Technologist	Springfield	OR
2017	Radiologic Science				\$33,800	\$25	1	Employed P/T	Exit Survey	Providence Medford Medical Center	Radiologic Technologist	Medford	OR
2017	Radiologic Science				\$33,500	\$28	1	Employed P/T	Exit Survey	Asante Three Rivers Medical Center	Radiologic Technologist 1	Grants Pass	OR
2017	Radiologic Science				\$32,000	\$25	1	Employed P/T	Exit Survey	Good Samaritan Medical Center	Radiologic Technologist On-Call	Portland	OR
2017	Radiologic Science				\$32,000	\$26	1	Employed P/T	Exit Survey	Samaritan Albany General Albany	Casual X-ray Tech/Casual CT Tech	Albany	OR
2017	Radiologic Science				\$31,000	26-31	1	Employed P/T	Exit Survey	University of Washington Medical Center	CT technologist	Seattle	WA
2015	Radiologic Science				\$30,000		1	Employed	CS Survey	Epic imaging	Xray technologist	Portland	OR
2015	Radiologic Science				\$30,000		1	Employed	CS Survey				

2017	Radiologic Science				\$28,000	\$30	1	Employed P/T	Exit Survey	Asante	ct tech	Medford	OR												
2015	Radiologic Science				\$26,000		1	Employed	CS Survey																
2015	Radiologic Science				\$25,000		1	Employed	CS Survey																
2017	Radiologic Science					\$52	1	Employed F/T	CS Survey	Providence	MRI Technologist	Portland	OR												
2017	Radiologic Science					\$40	1	Employed F/T	Exit Survey		Angiography Technologist		CA												
2017	Radiologic Science					\$34	1	Employed F/T	Exit Survey	Providence Alaska Medical Group	Cardiovascular Technologist	Anchorage	AK												
2017	Radiologic Science					\$32	1	Employed F/T	Exit Survey	Sutter Coast Hospital	Full Time Mammography Technologist	Crescent City	CA												
2017	Radiologic Science					\$30	1	Employed P/T	Exit Survey	Skylakes	Rad tech	Klamath Falls	OR												
2017	Radiologic Science					\$29	1	Employed P/T	Exit Survey	Kadlec Hospital	MRI Technologist	Richland	WA												
2017	Radiologic Science					\$28	1	Employed P/T	Exit Survey	St. Charles Health System	Radiologic Technologist	Bend	OR												
2017	Radiologic Science					\$26	1	Employed P/T	Exit Survey	Lebanon Community Hospital	Casual Radiologic Technologist	Lebanon	OR												
2017	Radiologic Science					\$24	1	Employed P/T	Exit Survey	Providence medford oregon	X-ray technologist	Medford	OR												
2017	Radiologic Science					\$23	1	Employed P/T	Exit Survey	St. Charles Health System	Per Diem Radiologic Technologist	Redmond and Ben	OR												
2017	Radiologic Science						1	Employed F/T	CS Survey	Asante	Ct technologist	Medford	OR												
2017	Radiologic Science						1	Employed F/T	Exit Survey	Grande Ronde Hospital	Radiologic Technologist	La Grande	OR												
2017	Radiologic Science						1	Employed F/T	Exit Survey	OHSU	Cardiac cath lab tech	Portland	OR												
2017	Radiologic Science						1	Employed F/T	CS Survey	Providence	On call radiologic technologist	Medford	OR												
2017	Radiologic Science						1	Employed F/T	Exit Survey	St. Charles Health System	Radiology Technologist	Bend	OR												
2017	Radiologic Science						1	Employed F/T	Exit Survey	University of Washington Medical Center	CT Technologist	Seattle	WA												
2017	Radiologic Science						1	Employed F/T	Exit Survey																
2017	Radiologic Science						1	Employed F/T	Exit Survey																
2017	Radiologic Science						1	Employed P/T	Exit Survey																
2016	Radiologic Science						1	Employed F/T	Exit Survey		Radiologic Technologist/ Mammograph	Richland	WA												
2016	Radiologic Science						1	Employed F/T	LinkedIn	DMS Health Technologies	MRI Technologist	Duluth	MN												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Adventist Health	Radiology Tech	Tillamook	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	ALASKA NATIVE MEDICAL CENTER	RADIOLOGY TECHNOLOGIST	Anchorage	AK												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Asante	Xray Technologist	Grants Pass	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Asante	radiologic technologist	Medford	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	CORA	Mammo tech (not official yet)	Bend	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Good Shepherd Medical Center	Radiologist Technologist	Hermiston	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Hospital	Radiology technologist	Portland	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Legacy Health	Radiologic Technologist	Portland	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Legacy Health	Radiology Imaging Technologist	Tualatin	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Mercy Medical Center	Special Procedures Technologist	Roseburg	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Oregon Imaging Centers	Radiologic Technologist	Eugene	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Peacehealth	Xray technologist	Springfield	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	providence hospital	/radiology technologist/ interventional t	Seattle	WA												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Samaritan	Radiologic Technologist	Albany	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Skylakes medical center	/radiologic technologist	Klamath Falls	OR												
2016	Radiologic Science						1	Employed P/T	Exit Survey	Swedish Medical Center	x-ray technologist	Seattle	WA												
2016	Radiologic Science						1	Employed P/T	Exit Survey		interventional Technologist	Seattle	WA												
2016	Radiologic Science						1	Employed P/T	CS Survey																
2016	Radiologic Science						1	Employed P/T	CS Survey																
2015	Radiologic Science						1	Employed	Faculty	OHSU	MRI Technologist	Portland	OR												
2015	Radiologic Science						1	Employed	Faculty	Salem hospital	Cardiac Cath Lab	Salem	OR												
2015	Radiologic Science						1	Employed	Faculty	Salem Hospital	Staff technologist	Salem	OR												
2015	Radiologic Science						1	Employed	Faculty	Salem hospital	Staff Technologist & Mammo	Salem	OR												
2015	Radiologic Science						1	Employed	Faculty		CT	Redding	CA												
2015	Radiologic Science						1	Employed	Faculty	Sky Lakes	CT technologist	Klamath Falls	OR												
2015	Radiologic Science						1	Employed	Faculty	Salem Hospital	Cardiac cath lab and interventional	Salem	OR												
2015	Radiologic Science						1	Employed	Faculty	Radiology Associates Salem Ore	mammography and general radiology	Salem	OR												
2015	Radiologic Science						1	Employed	Faculty	Providence	Staff technologist	Portland	OR												
2015	Radiologic Science						1	Employed	Faculty	Mercy Medical outpatient clinic	Mammography and general radiology														
2015	Radiologic Science						1	Employed	Faculty	Samaritan Health		Lebanon	OR												
2015	Radiologic Science						1	Employed	Faculty	Asante Health Three Rivers	CT and general radiology	Grants Pass	OR												
2015	Radiologic Science						1	Employed	Faculty	Swedish Prov Cherry Hill	MRI and general	Seattle	WA												
2015	Radiologic Science						1	Employed	Faculty	MRI	VA	Portland	OR												
2015	Radiologic Science						1	Employed	Faculty	River Bend Sacred Heart	Staff technologist	Eugene	OR												
2015	Radiologic Science						1	Employed	Faculty	Staff tech Schryver Medical															
2015	Radiologic Science						1	Employed	Faculty	Epic imaging		Beaverton	OR												
2015	Radiologic Science						1	Employed	Faculty	CORA – Central Oregon Radiology Associates		Bend	OR												
2015	Radiologic Science						1	Employed	LinkedIn	Good Smartan Regional Medical Center	Radiologic Technologist	Corvallis	OR												
2015	Radiologic Science						1	Employed	LinkedIn	UW Medical	MRI Technologist	Seattle	WA												
2015	Radiologic Science						1	Employed	CS Survey	Asante Ashland Community Hospital	Radiologic Technologist	Ashland	OR												
2015	Radiologic Science						1	Employed	CS Survey	Legacy-Gohealth Urgent Care, Providence	Radiology Technologist														
2017	Radiologic Science						2	Continuing Ed: Enrolled	Exit Survey	OHSU	Medical School	Portland	OR												
2017	Radiologic Science						2	Continuing Education	CS Survey																
2015	Radiologic Science						3	Seeking employment	CS Survey																
<table><tr><td>Employed</td><td>119</td><td>98%</td></tr><tr><td>Continuing Ed</td><td>2</td><td>2%</td></tr><tr><td>Seeking Employment</td><td>1</td><td>1%</td></tr><tr><td>Not Seeking</td><td>0</td><td>0%</td></tr></table>														Employed	119	98%	Continuing Ed	2	2%	Seeking Employment	1	1%	Not Seeking	0	0%
Employed	119	98%																							
Continuing Ed	2	2%																							
Seeking Employment	1	1%																							
Not Seeking	0	0%																							
Radiologic Science		Median Salary	\$52,000	Known Outcomes	122	Success Rate	99%																		
Major	u	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State													
2017	Vascular Technology			\$133,120		1	Employed F/T	Exit Survey	Regional Medical Center of San Jose	Vascular sonographer supervisor	San Jose	CA													
2017	Vascular Technology			\$100,000		1	Employed F/T	Exit Survey	Catawba Valley Medical Center	Director of the cardiovascular lab, sonog	Hickory	NC													
2015	Vascular Technology			\$100,000		1	Employed	CS Survey	Scripps Health	Sonographer	La Jolla	CA													
2016	Vascular Technology			\$98,000		1	Employed F/T	CS Survey	Umass medical center	Vascular technologist	Worcester	MA													
2017	Vascular Technology			\$90,000		1	Employed F/T	Exit Survey	Cone Health	Chief Tech Cardiovascular Imaging	Greensboro	NC													
2015	Vascular Technology			\$90,000		1	Employed	CS Survey	Memorial Hospital	Ultrasound Technologist	Katy	TX													
2015	Vascular Technology			\$85,000		1	Employed	Personal Kno	UMass Memorial Hospital		MA														
2016	Vascular Technology			\$80,000		1	Employed F/T	Exit Survey		Vascular Technologist	Napa	CA													
2016	Vascular Technology			\$80,000		1	Employed F/T	Exit Survey		Vascular Ultrasound Technologist	Walnut Creek	CA													
2016	Vascular Technology			\$68,000		1	Employed F/T	CS Survey	Spartanburg Medical Center	Technical Director	Spartanburg	SC													
2016	Vascular Technology			\$68,000		1	Employed F/T	CS Survey	Franciscan Vascular Associates	Vascular Tech	Tacoma	WA													
2017	Vascular Technology			\$65,000	\$34	1	Employed P/T	Exit Survey	Franciscan Vascular Associates	Vascular Technologist	Tacoma	WA													
2015	Vascular Technology			\$64,704		1	Employed	CS Survey	University of Washington Medical Center	Vascular Technologist	Seattle	WA													
2017	Vascular Technology			\$63,000		1	Employed F/T	CS Survey	Pacific Vascular Inc.	Registered Vascular Technologist	Seattle	WA													
2017	Vascular Technology			\$61,000		1	Employed F/T	Exit Survey	MD Imaging	Vascular Technologist	Redding	CA													
2016	Vascular Technology			\$61,000		1	Employed F/T	Exit Survey		Vascular Technologist	Reno	NV													
2017	Vascular Technology			\$60,000		1	Employed F/T	Exit Survey	Pacific vascular	vascular technologist	Yakima	WA													
2017	Vascular Technology			\$60,000		1	Employed F/T	Exit Survey	UVMC	RVT	Burlington	VT													
2016	Vascular Technology			\$60,000		1	Employed F/T	Exit Survey		Vascular Ultrasound Technologist	Reno	NV													
2015	Vascular Technology			\$60,000		1	Employed	CS Survey	Franciscan Vascular Associates	Vascular Technologist	Tacoma	WA													
2015	Vascular Technology			\$60,000		1	Employed	CS Survey	Hoag Hospital	Vascular Technologist	Newport Beach	CA													
2016	Vascular Technology			\$57,000		1	Employed F/T	Exit Survey	Not provided	Vascular Technologist	San Antonio	TX													
2016	Vascular Technology			\$56,160		1	Employed F/T	CS Survey	Big Sky Ultrasound	Vascular Ultrasound Technologist	Great Falls	MT													
2017	Vascular Technology			\$56,000		1	Employed F/T	Exit Survey	St Luke's Medical Center	SPECIALIST IN VASCULAR ULTRASOUND; Peripheral	Boise	ID													
2015	Vascular Technology			\$56,000		1	Employed	CS Survey		Vascular Technologist															
2017	Vascular Technology			\$55,536		1	Employed F/T	Exit Survey	St. Luke's Health System	Vascular Technologist	Boise	ID													
2016	Vascular Technology			\$54,000		1	Employed F/T	Exit Survey		Registered Vascular Technologist	Reno	NV													
2015	Vascular Technology			\$53,000		1	Employed	CS Survey	The Cardiovascular Center	Registered Vascular Technologist	Redding	CA													
2017	Vascular Technology			\$50,000		1	Employed F/T	Exit Survey	Renown Regional Health	Vascular Technologist	Reno	NV													
2015	Vascular Technology			\$48,000		1	Employed	CS Survey																	
2015	Vascular Technology			\$43,000		1	Employed	CS Survey																	
2017	Vascular Technology				\$45	1	Employed F/T	CS Survey	UC Health	Diagnostic Medical Sonographer	Colorado Springs	CO													
2017	Vascular Technology					1	Employed F/T	Exit Survey	Lake Washington vascular	Vascular technologist	Bellevue	WA													
2017	Vascular Technology					1	Employed F/T	CS Survey	Massachusetts General Hospital	Sonographer	Boston	MA													
2017	Vascular Technology					1	Employed F/T	Exit Survey	Periphereal vascular associates	Vascular technologist	San antonio	TX													
2017	Vascular Technology					1	Employed F/T	Exit Survey																	
2017	Vascular Technology					1	Employed F/T	Exit Survey																	

2016	Vascular Technology						1	Employed F/T	Exit Survey		Vascular Technologist Assistant Team M	Portland	OR
2016	Vascular Technology						1	Employed F/T	CS Survey				
2016	Vascular Technology						1	Employed P/T	Exit Survey	Hoag Hospital	Vascular ultrasound technologist	Newport Beach	CA
2016	Vascular Technology						1	Employed P/T	Exit Survey	University of Utah	Vascular Tech	Salt Lake City	UT
2015	Vascular Technology						1	Employed	Exit Survey	Sirona Vascular Center	Vascular Sonographer	Greenbrae	CA
2015	Vascular Technology						1	Employed	CS Survey	PeaceHealth	Vascular Technologist	Springfield	OR
2017	Vascular Technology						2	Continuing Ed. Planned	Exit Survey				
2017	Vascular Technology						2	Continuing Ed. Planned	Exit Survey				
2016	Vascular Technology						3	Seeking employment	CS Survey				
2015	Vascular Technology						3	Seeking employment	CS Survey				
2015	Vascular Technology						3	Seeking employment	CS Survey				

Employed	43	90%
Continuing Ed	2	4%
Seeking Employment	3	6%
Not Seeking	0	0%
Vascular Technology	Median Salary	\$61,000
	Known Outcomes	48
	Success Rate	94%

Major	Major	α	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	Sleep Health-Polysom Tech Opt					\$25	1	Employed F/T	LinkedIn msg	Legacy Good Samaritan	Polysomnographic technologist	Portland	OR
2017	Sleep Health-Polysom Tech Opt					\$18	1	Employed P/T	Exit Survey	CarDon and Associates	Corporate Billing Associate	Bloomington	IN
2017	Sleep Health-Polysom Tech Opt					\$16	1	Employed P/T	CS Survey	Good Samaritan Medical Center	RPSGT	Portland	OR
2017	Sleep Health-Polysom Tech Opt						1	Employed F/T	Exit Survey				
2016	Sleep Health-Polysom Tech Opt						1	Employed P/T	CS Survey				
2016	Polysomnographic Technology				\$45,000		1	Employed F/T	CS Survey	Mid Columbia Medical Center - The Dalles, OR	RPSGT	The Dalles	OR
2016	Polysomnographic Technology				\$40,500		1	Employed F/T	CS Survey	The Oregon Clinic	Polysomnography Technician	Portland	OR
2016	Polysomnographic Technology				\$3,000		1	Employed F/T	CS Survey	Kaiser Permanente	CNA2		
2016	Polysomnographic Technology					\$21	1	Employed F/T	Email	Midwest Center for Sleep Disorders		Aurora/Yorkville	IL
2017	Polysomnographic Technology					\$12	1	Employed F/T	CS Survey	Emerald Sleep Disorder Center	Polysomnographer	Eugene	OR
2017	Polysomnographic Technology						1	Employed F/T	Exit Survey	Prohealth Care	Sleep tech	Lake Success	NY
2016	Polysomnographic Technology						1	Employed F/T	CS Survey				
2017	Polysomnographic Technology						1	Employed F/T	Faculty	Sleep Diagnostic Services		Columbia	MO

Employed	13	100%
Continuing Ed	0	0%
Seeking Employment	0	0%
Not Seeking	0	0%
Sleep Health-Polysom Tech	Median Salary	\$40,500
	Known Outcomes	13
	Success Rate	100%

Major	Major	α	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2015	Respiratory Care				\$137,000		1	Employed	CS Survey	CMHS	Respiratory Care Manager	Ventura	CA
2017	Respiratory Care				\$115,000		1	Employed f/t	Exit Survey	Kaiser Permanente	Respiratory Care Practitioner II	Santa Clara	CA
2015	Respiratory Care				\$110,000		1	Employed	CS Survey				
2017	Respiratory Care				\$100,000		1	Employed f/t	Exit Survey	Kaiser Permanente	Respiratory therapist	Vallejo	CA
2017	Respiratory Care				\$65,000		1	Employed f/t	Exit Survey	Harborview Medical Center	Respiratory Care Practitioner	Seattle	WA
2015	Respiratory Care				\$64,000		1	Employed	CS Survey				
2017	Respiratory Care				\$52,000		1	Employed f/t	Exit Survey	Department of Veterans Affairs	Registered Respiratory Therapist	Roseburg	OR
2015	Respiratory Care				\$52,000		1	Employed	CS Survey	OHSU	Respiratory Therapist	Portland	OR
2016	Respiratory Care				\$50,000		1	Employed f/t	CS Survey	St charles hospital	Respiratory Therapist	Bend	OR
2015	Respiratory Care				\$50,000		1	Employed	CS Survey	Samaritan Health System	Respiratory Therapist	Corvallis	OR
2016	Respiratory Care				\$45,000		1	Employed f/t	Exit Survey		Respiratory Therapist	Corvallis	OR
2015	Respiratory Care				\$45,000		1	Employed	CS Survey				
2016	Respiratory Care				\$44,000		1	Employed f/t	Exit Survey		Registered Respiratory Therapist 2	Medford	OR
2017	Respiratory Care					\$52	1	Employed P/T	CS Survey	Rogue Regional Medical Center	Respiratory therapist	Medford	OR
2017	Respiratory Care					\$26	1	Employed f/t	Exit Survey	Asante Three Rivers (hopefully)	Respiratory Therapist	Grants Pass	OR
2017	Respiratory Care					\$20	1	Employed P/T	Exit Survey	Sky lakes	BRT	Klamath Falls	OR
2017	Respiratory Care					\$11	1	Employed f/t	Exit Survey	Safeway	Bakery clerk	Eugene	OR
2017	Respiratory Care						1	Employed f/t	Exit Survey	Asante	Respiratory Care Practitioner 1	Medford	OR
2017	Respiratory Care						1	Employed	Faculty	Billings Clinic		Billings	MT
2017	Respiratory Care						1	Employed f/t	Exit Survey	Home Sweet Home LLC	Managment staff/care staff	Sutherlin	OR
2017	Respiratory Care						1	Employed	Faculty	Legacy Hospital		Portland	OR
2017	Respiratory Care						1	Employed P/T	CS Survey	Providence	Respiratory Therapist	Medford	OR
2017	Respiratory Care						1	Employed f/t	Exit Survey	Rogue Regional Medical		Medford	OR
2017	Respiratory Care						1	Employed f/t	Exit Survey	Rogue Regional Medical Center	Respiratory Therapist	Medford	OR
2017	Respiratory Care						1	Employed	Faculty	Sky Lakes Medical Center		Klamath Falls	OR
2017	Respiratory Care						1	Employed P/T	Exit Survey	Sky Lakes Medical Center	Respiratory Therapist	Klamath Falls	OR
2017	Respiratory Care						1	Employed	Faculty	Univ of WA Medical Center		WA	
2017	Respiratory Care						1	Employed f/t	CS Survey		Supervisory	Chicago	IL
2017	Respiratory Care						1	Employed	Faculty				
2017	Respiratory Care						1	Employed f/t	Exit Survey				
2017	Respiratory Care						1	Employed f/t	Exit Survey				
2017	Respiratory Care						1	Employed P/T	Exit Survey				
2016	Respiratory Care						1	Employed	Faculty	Good Samaritan		Corvallis	OR
2016	Respiratory Care						1	Employed	Faculty	Legacy Mt. Hood Gresham		Gresham	OR
2016	Respiratory Care						1	Employed	Faculty	Sky Lakes Medical Center		Klamath Falls	OR
2016	Respiratory Care						1	Employed f/t	Exit Survey		Registered Respiratory Therapist	Medford	OR
2016	Respiratory Care						1	Employed P/T	Exit Survey	Asante	Respiratory Therapist	medford	OR
2016	Respiratory Care						1	Employed P/T	Exit Survey	Asante Rogue Regional Medical Center	Respiratory Therapist	Medford	OR
2016	Respiratory Care						1	Employed P/T	Exit Survey	Asante Three rivers	Respiratory therapist	Grants Pass	OR
2016	Respiratory Care						1	Employed P/T	Exit Survey	Kalispell Medical center	Respiratory therapist	Kalispell	MT
2016	Respiratory Care						1	Employed P/T	Exit Survey	Providence Health & Services	Respiratory Therapist	The Dalles	OR
2016	Respiratory Care						1	Employed P/T	CS Survey				
2016	Respiratory Care						1	Employed P/T	CS Survey				
2016	Respiratory Care						1	Employed P/T	CS Survey				
2015	Respiratory Care						1	Employed	Faculty	Asante- Rogue Regional Medical Center		Medford	OR
2015	Respiratory Care						1	Employed	Faculty	Asante- Three Rivers MC and Gold Hill		Grants Pass	OR
2015	Respiratory Care						1	Employed	Faculty	St. Vincent Hospital (Providence)		Hillsboro	OR
2015	Respiratory Care						1	Employed	Faculty			Boston	MA
2015	Respiratory Care						1	Employed	CS Survey	Sky Lakes	Respiratory Therapist	Klamath Falls	OR
2015	Respiratory Care						1	Employed	CS Survey	Mercy Medical Center		Roseburg	OR
2015	Respiratory Care						1	Employed	CS Survey			Boise	ID
2015	Respiratory Care						1	Employed	CS Survey				
2015	Respiratory Care						3	Seeking employment	CS Survey				

Employed	55	98%
Continuing Ed	0	0%
Seeking Employment	1	2%
Not Seeking	0	0%
Respiratory Care	Median Salary	\$52,000
	Known Outcomes	56
	Success Rate	98%

Major	Major	α	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2017	EMT - Paramedic				\$90,000		1	Employed f/t	CS Survey	Hillsboro Fire Dept.	Lieutenant	Hillsboro	OR
2017	EMT - Paramedic				\$76,000		1	Employed f/t	CS Survey	City of Hillsboro	Paramedic Firefighter	Hillsboro	OR
2017	EMT - Paramedic				\$75,000		1	Employed f/t	CS Survey	Clark County Fire District 3	Firefighter/Paramedic	Brush Prairie	WA
2015	EMT - Paramedic				\$75,000		1	Employed f/t	CS Survey	Tualatin Valley Fire and Rescue	Firefighter Paramedic	Tagard	OR
2015	EMT - Paramedic				\$66,000		1	Employed f/t	Email	Clackamas Fire		Clackamas	OR
2017	EMT - Paramedic				\$61,810		1	Employed f/t	CS Survey	City of Eugene- Eugene Springfield Fire	Firefighter/ paramedic	Eugene	OR
2015	EMT - Paramedic				\$60,000		1	Employed f/t	CS Survey	Metro West Ambulance	Paramedic	Hillsboro	OR
2015	EMT - Paramedic				\$54,762		1	Employed f/t	CS Survey	Corvallis Fire Department	Firefighter / Paramedic	Corvallis	OR
2015	EMT - Paramedic				\$52,000		1	Employed f/t	CS Survey	American Medical Response	Paramedic	Portland	OR
2015	EMT - Paramedic				\$51,000		1	Employed f/t	CS Survey	Canyon County Paramedics	Paramedic	Nampa	ID
2017	EMT - Paramedic				\$50,000		1	Employed f/t	CS Survey	AMR	Paramedic	Portland	OR
2017	EMT - Paramedic				\$50,000		1	Employed f/t	CS Survey	Metro West Ambulance	Paramedic	Hillsboro	OR
2015	EMT - Paramedic				\$47,000		1	Employed f/t	CS Survey	Metro west	Paramedic	Clackamas	OR

2015	EMT - Paramedic				\$38,000	1	Employed F/T	CS Survey	Woodburn Ambulance	Paramedic	Woodburn	OR
2015	EMT - Paramedic				\$30,000	1	Employed F/T	CS Survey	Richmond Rescue Inc.; Vermont State Department	Paramedic, Training Center Coordinator	Richmond	VT
2017	EMT - Paramedic					1	Employed F/T	CS Survey	Sandy Fire District 72	Firefighter/Paramedic	Sandy	OR
2017	EMT - Paramedic					1	Employed/Now Deceased	Faculty				
2015	EMT - Paramedic					1	Employed	LinkedIn	Metro West Ambulance		Portland	OR
2015	EMT - Paramedic					1	Employed F/T	Email	American Medical Reseponse		Portland	OR
2017	EMT - Paramedic					2	Continuing Education	CS Survey				

Employed	28	93%
Continuing Ed	1	5%
Seeking Employment	0	0%
Not Seeking	0	0%

EMT - Paramedic	Median Salary	\$54,762	Known Outcomes	20	Success Rate	100%
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Year	Major	Age	Last	First	Salary	Wage	Code	Response	Source	Company/School	Position/Degree	City	State
2015	*Clinical Laboratory Science				\$70,950		1	Employed	Email	Providence Health		Portland	OR
2015	*Clinical Laboratory Science				\$70,000		1	Employed F/T	CS Survey	Providence health system	Medical technologist	Portland	OR
2015	*Clinical Laboratory Science				\$70,000		1	Employed F/T	CS Survey	Providence Health and Services	Medical Technologist/Microbiologist	Portland	OR
2017	Medical Laboratory Science				\$63,544		1	Employed F/T	Exit Survey	Santiam Memorial Hospital	Medical Laboratory Scientist	Stayton	OR
2017	Medical Laboratory Science				\$63,000		1	Employed F/T	Exit Survey	Legacy Health	Medical technologist	Portland	OR
2017	Medical Laboratory Science				\$62,000		1	Employed F/T	Exit Survey	Providence Health and Services	Medical Technologist	Oregon City	OR
2015	*Clinical Laboratory Science				\$60,000		1	Employed F/T	CS Survey	University of Washington Medical Center	Medical Laboratory Scientist	Seattle	WA
2015	*Clinical Laboratory Science				\$60,000		1	Employed F/T	CS Survey	OHSU	Medical Technologist	Portland	OR
2015	*Clinical Laboratory Science				\$60,000		1	Employed F/T	CS Survey	Sky Lakes Medical Center	Medical Technologist	Klamath Falls	OR
2015	*Clinical Laboratory Science				\$59,000		1	Employed F/T	CS Survey	Legacy Health	Medical Technologist	Salmon Creek	WA
2015	*Clinical Laboratory Science				\$58,500		1	Employed	Email	Lebanon Community Hospital		Lebanon	OR
2017	Medical Laboratory Science				\$58,136		1	Employed F/T	Exit Survey	Saint Charles	Medical Technologist	Bend	OR
2015	*Clinical Laboratory Science				\$58,000		1	Employed F/T	CS Survey	Legacy laboratory services	Medical technologist	Portland	OR
2015	*Clinical Laboratory Science				\$58,000		1	Employed F/T	CS Survey	Providence Health & Systems	Medical Technologist	Seaside	OR
2015	*Clinical Laboratory Science				\$57,000		1	Employed F/T	CS Survey	Portland VA Hospital	Medical Technologist	Portland	OR
2017	Medical Laboratory Science				\$56,000		1	Employed F/T	Exit Survey	Providence Health and Services	Medical Technologist	Portland	OR
2017	Medical Laboratory Science				\$56,000		1	Employed F/T	Exit Survey	Saint Mary's Regional Medical Center	CLS I	Reno	NV
2017	Medical Laboratory Science				\$56,000		1	Employed F/T	Exit Survey	Salem Hospital	Medical Lab Scientist	Salem	OR
2015	*Clinical Laboratory Science				\$56,000		1	Employed F/T	CS Survey	Salem Clinic	Medical Laboratory Scientist	Salem	OR
2015	*Clinical Laboratory Science				\$56,000		1	Employed F/T	CS Survey	Lake Health District	Medical Technologist	Lakeview	OR
2017	Medical Laboratory Science				\$55,000		1	Employed F/T	CS Survey	Providence Health and Services	Toxicologist	Portland	OR
2015	*Clinical Laboratory Science				\$55,000		1	Employed F/T	CS Survey	Samaritan Health	Clinical Lab Scientist	Corvallis	OR
2015	*Clinical Laboratory Science				\$54,000		1	Employed F/T	CS Survey	St. Charles Health System	Medical Lab Scientist	Bend	OR
2017	Medical Laboratory Science				\$53,700		1	Employed F/T	Exit Survey	Salem Hospital	Medical Laboratory Scientist	Salem	OR
2017	Medical Laboratory Science				\$53,000		1	Employed F/T	Exit Survey	Albany General Hospital	MLS	Albany	OR
2017	Medical Laboratory Science				\$51,000		1	Employed F/T	Exit Survey	Good Samaritan Regional Medical Center	Medical Laboratory Scientist	Corvallis	OR
2015	*Clinical Laboratory Science				\$50,000		1	Employed F/T	CS Survey	Providence Health	Medical Technologist	Portland	OR
2015	*Clinical Laboratory Science				\$45,400		1	Employed P/T	CS Survey	Legacy Good Samaritan Medical Center	Medical Technologist	Portland	OR
2015	*Clinical Laboratory Science				\$44,000		1	Employed F/T	CS Survey	Washington Regional Medical Center	MT/CLS	Fayetteville	AR
2015	*Clinical Laboratory Science				\$40,000		1	Employed F/T	CS Survey	Women's Healthcare Associates	Medical Technologist	Tigard	OR
2017	Medical Laboratory Science					\$35	1	Employed F/T	CS Survey	Kaiser Permanente	MT	Clackamas	OR
2017	Medical Laboratory Science					\$32	1	Employed P/T	Exit Survey	St. Charles Health System	Medical Laboratory Scientist	Bend	OR
2017	Medical Laboratory Science					\$31	1	Employed F/T	Exit Survey	Hospital	MLS	La Grande	OR
2017	Medical Laboratory Science					\$28	1	Employed F/T	CS Survey	Providence Portland Medical Center	Medical laboratory scientist	Portland	OR
2017	Medical Laboratory Science					\$28	1	Employed F/T	CS Survey	Legacy	Medical Technologist	Silverton	OR
2015	*Clinical Laboratory Science					\$27	1	Employed	Email	Samaritan Health Services		Lebanon	OR
2017	Medical Laboratory Science					\$27	1	Employed F/T	CS Survey	Portland VA	Medical laboratory scientist	Portland	OR
2017	Medical Laboratory Science					\$27	1	Employed F/T	Exit Survey	Willamette Valley Medical Center	Medical Technologist	McMinnville	OR
2017	Medical Laboratory Science					\$25	1	Employed F/T	Exit Survey	Renown	Clinical Lab Scientist	Reno	NV
2017	Medical Laboratory Science					\$25	1	Employed F/T	Exit Survey	St. Mary's Regional Medical Center	Clinical Laboratory Scientist I	Reno	NV
2017	Medical Laboratory Science					\$25	1	Employed F/T	CS Survey	The Doctors Clinic	Medical Laboratory Scientist	Salem	OR
2017	Medical Laboratory Science					\$25	1	Employed F/T	Exit Survey	VA of Boise	Medical Technologist I	Boise	ID
2017	Medical Laboratory Science					\$25	1	Employed F/T	CS Survey	Liberty Hospital	medical technologist	Liberty	MI
2017	Medical Laboratory Science						1	Employed F/T	Exit Survey	Legacy Health	Medical technologist	Tualatin	OR
2017	Medical Laboratory Science						1	Employed F/T	Exit Survey	Providence SeasideHospital	MLS	Seaside	OR
2017	Medical Laboratory Science						1	Employed	Faculty	Providence St Vincent	MLS	West Haven	OR
2017	Medical Laboratory Science						1	Employed	Faculty	Providence St Vincent	MLS	West Haven	OR
2017	Medical Laboratory Science						1	Employed F/T	Exit Survey	Providence St Vincent	MLS	West Haven	OR
2017	Medical Laboratory Science						1	Employed	Faculty	Renown	MLS	Reno	NV
2017	Medical Laboratory Science						1	Employed F/T	Faculty	Salem Hospital	MLS	Salem	OR
2017	Medical Laboratory Science						1	Employed	Faculty	Sky Lakes Medical Center	MLS	Klamath Falls	OR
2017	Medical Laboratory Science						1	Employed F/T	Faculty	Adventist	MLS	Portland	OR
2017	Medical Laboratory Science						1	Employed F/T	Faculty	Asante Three Rivers	MLS	Grants Pass	OR
2017	Medical Laboratory Science						1	Employed F/T	Exit Survey	Bay Area Hospital	MLS	Coos Bay	OR
2017	Medical Laboratory Science						1	Employed F/T	Exit Survey	Bay Area Hospital	MLS	Coos Bay	OR
2017	Medical Laboratory Science						1	Employed F/T	Faculty	Good Shepard Health	MLS	Hermiston	OR
2017	Medical Laboratory Science						1	Employed	Faculty	Legacy Emanuel	MLS	Portland	OR
2017	Medical Laboratory Science						1	Employed	Faculty	Legacy Emanuel	MLS	Portland	OR
2017	Medical Laboratory Science						1	Employed F/T	Faculty	Legacy Emanuel	MLS	Portland	OR
2017	Medical Laboratory Science						1	Employed F/T	Faculty	OHSU	MLS	Portland	OR
2017	Medical Laboratory Science						1	Employed	LinkedIn	Providence Health and Services	Medical Lab Technologist	Newberg	OR
2017	Medical Laboratory Science						1	Employed F/T	CS Survey	Providence Health and Services	MLS	Portland	OR
2017	Medical Laboratory Science						1	Employed P/T	Exit Survey	Providence Portland	MLS	Portland	OR
2017	Medical Laboratory Science						1	Employed F/T	Exit Survey	St. Charles Health System	Medical Laboratory Science	Bend	OR
2017	Medical Laboratory Science						1	Employed	Faculty	Therapia Wellness Clinic	Acupuncturist	Portland	OR
2017	Medical Laboratory Science						1	Employed F/T	Faculty	VA- Portland	MLS	Portland	OR
2017	Medical Laboratory Science						1	Employed F/T	Exit Survey				
2016	*Clinical Laboratory Science						1	Employed	Faculty	Providence- Medford	MLS(ASCP)	Medford	OR
2015	*Clinical Laboratory Science						1	Employed	Faculty	employed	MLS(ASCP)		NJ
2015	*Clinical Laboratory Science						1	Employed	Faculty	Peace Health	MLS(ASCP)	Eugene	OR
2015	*Clinical Laboratory Science						1	Employed	Faculty	Peace Health- SWMC	MLS(ASCP)	Vancouver	WA
2015	*Clinical Laboratory Science						1	Employed	Faculty	Peace Health- SWMC	MLS(ASCP)	Vancouver	WA
2015	*Clinical Laboratory Science						1	Employed	Faculty	Santiam Memorial Hospital	MLS(ASCP)	Santiam	OR
2015	*Clinical Laboratory Science						1	Employed	Faculty	St. Charles Medical Center	MLS(ASCP)	Bend	OR
2015	*Clinical Laboratory Science						1	Employed	Faculty	St. Mary's	MLS(ASCP)	Reno	NV
2015	*Clinical Laboratory Science						1	Employed	Faculty	Asante - Rogue Valley	MLS(ASCP)	Medford	OR
2015	*Clinical Laboratory Science						1	Employed	Faculty	Asante- Three Rivers	MLS(ASCP)	Grants Pass	OR
2015	*Clinical Laboratory Science						1	Employed	Faculty	Bay Area Hospital	MLS(ASCP)	Coos Bay	OR
2015	*Clinical Laboratory Science						1	Employed	LinkedIn	Legacy Health	Medical Laboratory Scientist	Portland	OR
2015	*Clinical Laboratory Science						1	Employed	LinkedIn	Providence Health and Services		Portland	OR
2015	*Clinical Laboratory Science						1	Employed	LinkedIn	Providence Health & Services	Medical Lab Scientist	Portland	OR
2015	*Clinical Laboratory Science						1	Employed	Faculty	Mercy Medical Center	MLS(ASCP)	Roseburg	OR
2015	*Clinical Laboratory Science						1	Employed	Faculty	Mercy Medical Center	MLS(ASCP)	Roseburg	OR
2015	*Clinical Laboratory Science						1	Employed	Faculty	Oregon Medical Group	MLS(ASCP)	Eugene	OR
2015	*Clinical Laboratory Science						1	Employed	Faculty	Providence	MLS(ASCP)	Portland	OR
2015	*Clinical Laboratory Science						1	Employed	LinkedIn	PeaceHealth Laboratories	Medical Lab Scientist	Portland	OR
2015	*Clinical Laboratory Science						1	Employed	LinkedIn	Providence Health & Services	Medical Technologist	Everett	WA
2015	*Clinical Laboratory Science						1	Employed	LinkedIn	Providence Health & Services	Medical Technologist	Portland	OR
2015	*Clinical Laboratory Science						1	Employed F/T	CS Survey	Peacehealth Laboratories	Medical Technologist	Springfield	OR

Employed	89	100%
Continuing Ed	0	0%
Seeking Employment	0	0%
Not Seeking	0	0%

Medical Laboratory Science	Median Salary	\$56,500	Known Outcomes	89	Success Rate	100%
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10 Year Graduation History By Major and Degree Type
As of September 11, 2018

DRAFT

Specializations

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Picture Archive/Comm Sys Spec	-	-	-	-	4	4	3	1	1	-
Specialization in Accounting	-	-	-	-	-	1	-	-	-	-
Specialization in Marketing	-	-	-	-	-	2	-	-	-	-
Total	0	0	0	0	4	7	3	1	1	0

Certificates

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Applied Behavior Analysis	-	-	-	-	-	-	-	-	2	7
Dispute Resolution Certificate	1	2	4	1	6	11	1	2	2	3
Polysomnographic Technology	4	14	13	11	8	6	4	9	10	5
Total	5	16	17	12	14	17	5	11	14	15

Associates

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Associate of Arts	2	5	-	1	-	-	1	1	-	-
Computer Engineering Tech	3	2	3	-	5	7	6	6	3	1
Dental Hygiene	22	25	18	27	18	23	21	9	11	1
Electronics Engineering Tech	2	1	-	-	-	-	-	-	-	-
EMT - Paramedic	22	25	27	17	28	26	26	29	24	23
Office Systems Technology	2	-	-	-	-	-	-	-	-	-
Polysomnographic Technology	1	2	3	5	6	2	4	-	1	-
Respiratory Care	15	17	-	-	-	-	-	-	-	-
Sleep Health-Polysom Tech Opt	-	-	-	-	-	-	-	3	3	6
Software Engineering Tech	3	2	2	-	-	2	9	2	2	1
Total	72	79	53	50	57	60	67	50	44	32

Bachelors

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Allied Health Management	-	1	2	4	3	2	1	-	-	-
Applied Mathematics	7	1	5	3	7	4	4	5	7	8
Applied Psychology	37	30	36	38	30	40	37	31	31	26
Biology	16	14	11	11	3	4	1	2	-	-
Biology-Health Sciences	-	-	-	-	10	14	20	18	28	18
Business Accounting Option	3	8	4	9	9	12	5	8	7	5
Business Management Option	11	18	8	6	8	12	4	7	6	5
Business Marketing Option	5	5	7	8	7	4	7	7	10	11
Civil Engineering	29	28	20	14	23	17	15	25	25	23
Clinical Laboratory Science	24	22	22	35	27	34	49	46	-	-
Communication Studies	9	10	13	8	19	13	4	8	4	9
Computer Engineering Tech	14	8	13	3	4	3	3	3	6	3
Dental Hygiene	45	55	49	54	51	76	62	65	60	57
Diagnostic Medical Sonography	21	27	29	24	19	31	25	24	31	31
Echocardiography	16	9	21	32	31	32	29	35	30	29
Electrical Engineering	-	6	11	9	11	17	17	26	37	39
Electronics Engineering Tech	13	10	18	16	11	10	10	13	4	6
Embedded Systems Eng Tech	-	1	2	2	4	1	5	3	6	4

Bachelors

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Emergency Medical Services Mgt	-	-	-	-	-	-	-	1	1	-
Environmental Sciences	3	1	5	5	4	5	11	14	3	8
Geomatics	5	5	1	-	-	-	-	-	-	-
Geomatics-option in GIS	2	1	1	3	3	5	1	2	2	1
Geomatics-option in Surveying	1	11	13	14	10	13	1	12	7	6
Health Care Mgmt-Admin Mgmt	-	-	-	-	-	-	1	2	5	6
Health Care Mgmt-Clinical Mgmt	-	-	-	-	-	-	1	-	-	3
Health Care Mgmt-Rad Science	-	-	-	-	-	-	-	-	1	2
Health Informatics	-	-	-	-	-	-	-	-	1	5
Health Sciences	2	2	2	6	1	1	-	-	-	-
Industrial Management	-	1	-	-	-	-	-	-	-	-
Information Technology	1	2	-	1	-	-	-	-	3	12
IT Accounting Option	2	1	1	2	1	2	-	-	1	-
IT Applications Dev Opt	13	5	6	8	21	12	8	11	8	5
IT Bus/Systems Analysis Opt	4	10	12	6	12	14	13	8	12	4
IT Health Informatics Opt	-	-	2	4	9	6	14	7	8	1
Management Information System	8	3	-	2	-	-	-	-	-	-
Manufacturing Engineering Tech	16	18	18	9	13	5	11	12	22	11
Mechanical Engineering	17	12	11	19	14	27	23	45	52	51
Mechanical Engineering Tech	31	23	24	19	24	18	17	21	24	21
Medical Laboratory Science	-	-	-	-	-	-	-	-	47	47
Nuclear Med Molecular Imaging	16	15	16	16	15	14	14	15	14	13
Operations Management	3	15	7	14	16	13	19	18	24	10
Optical Engineering	-	-	-	-	-	-	1	1	-	2
Population Health Management	-	-	-	-	-	-	-	5	8	11
Radiologic Science	50	53	51	50	48	55	45	57	47	52
Renewable Energy Engineering	6	9	29	35	60	35	29	30	31	37
Renewable Energy Systems	1	-	-	-	-	-	-	-	-	-
Respiratory Care	6	7	10	21	21	21	27	22	30	27
Software Engineering Tech	27	26	31	29	41	31	35	47	42	43
System Engr & Technical Mgmt	-	-	-	-	-	-	-	3	-	1
Technology and Management	-	-	-	-	1	1	11	8	8	7
Vascular Technology	26	23	23	25	21	28	19	24	24	21
Total	490	496	534	564	612	632	599	691	717	681

Masters

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Civil Engineering							2	6	4	4
Manufacturing Engineering Tech	7	2	6	8	12	4	8	9	5	5
Renewable Energy Engineering						1	11	9	8	9
Total	7	2	6	8	12	5	21	24	17	18

Grand Total

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Grand Total	574	593	610	634	699	721	695	777	793	746



Master of Science in Allied Health
2018-2019 Curriculum Requirements
Program Director: Dr. Janette Isaacson

**Choose your track and complete all core courses*

Administrative/Healthcare Leadership Track in Allied Health

ALH 506	Program Administration	3
STAT 505	Biostatistics I	3
STAT 515	Epidemiology I	3
WRI 510	Grant Proposal Writing	3

Dental Hygiene Track in Allied Health

ALH 506	Program Administration	3
ALH 508	Medical Education Theories and Methods	3
STAT 505	Biostatistics I	3
WRI 510	Grant Proposal Writing	3

Respiratory Care Track in Allied Health

ALH 508	Medical Education Theories and Methods	3
RCP 561	Individual Development Plan	3
RCP 565	Clinical Preceptorship	3
RCP 575	Accreditation Practicum	3

Total track credits required **12**

Allied Health Core

ALH 505	Introduction to Information Technology for Healthcare Leaders	1
ALH 510	Science Review for Healthcare Leaders	3
ALH 515	Scientific Writing and Healthcare Leadership Literature Review	3
ALH 525	Effective Healthcare Leadership Teams	3
ALH 535	Assessment, Planning, Implementation and Evaluation for Healthcare Leaders	3
ALH 545	Pertinent Ethical and Legal Considerations for Healthcare Leaders	3
ALH 555	Leadership Theory for Healthcare Leaders	3
ALH 565	Population Health Issues for Allied Health Leaders	3
ALH 575	Methods of Research for Allied Health Leaders	3
ALH 585	Financial Considerations and Political Strategies for Healthcare Leaders	3
ALH 595	Curriculum Design for Allied Health Leaders	3
ALH 509	Master's Capstone Project Presentation/Defense or	6
ALH 599	Master's Thesis Presentation/Defense	6

Total core credits required **37**

Total required credits for Master of Science in Allied Health (MSAH) **49**

All courses listed in the curriculum for the catalog year a student begins a program must be fulfilled. Seven years are allowed for the completion of the program under that catalog.

Students must maintain a cumulative GPA of 3.5 or better in all graduate work to remain in good academic standing. A "B" or better is required in all program courses.

National Center for Healthcare Leadership
Health Leadership Competency Model 3.0

updated, career-spanning
competency model
for health sector leaders

How to Cite This Paper

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National Center for Healthcare Leadership

Health Leadership Competency Model 3.0

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Executive Summary

The National Center for Healthcare Leadership (NCHL) is pleased to provide you with a revised and revalidated version of our signature interprofessional Health Leadership Competency Model. This new version 3.0 represents the work and input of hundreds of healthcare leaders who volunteered their time to participate in interviews, focus groups, and survey responses as part of the revision and validation process.

The organizing framework for the model is displayed in Figure 1. The revised model is organized around four “action” domains and three “enabling” domains, which were derived from the current state-of-the-science in leadership development and performance research.

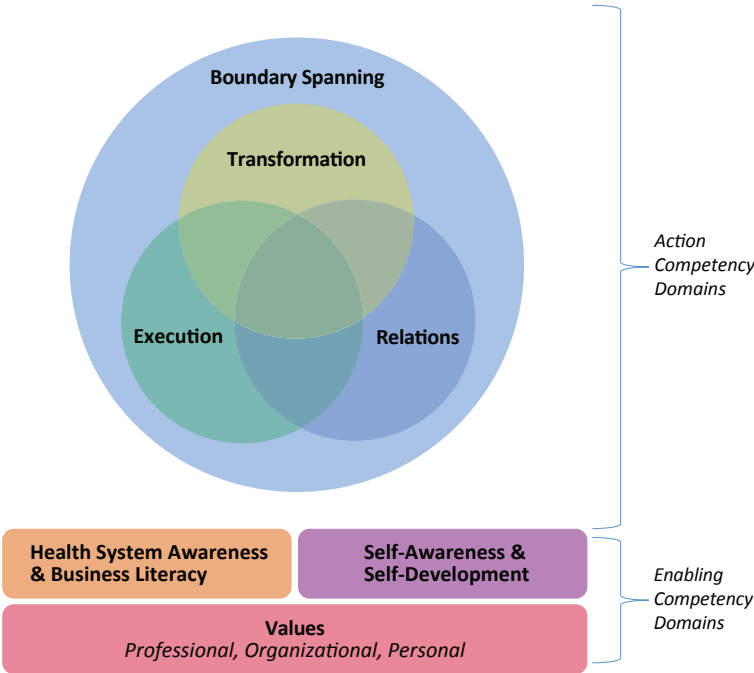
The “action” domains contain competencies relevant to the direct work of leaders on the job. These include *Execution*, *Relations*, and *Transformation*, which parallel domains from the 2.1 model. *Boundary Spanning* was added to incorporate recent research in applied settings underscoring the critical importance of leaders’ management interdepartmental and interorganizational relationships².

The “enabling” domains involve core professional knowledge and self-awareness competencies that strengthen the effectiveness of the “action” domains. These include: *Health System Awareness & Business Literacy*, *Self-Awareness & Self-Development*, and *Values*. These domains represent the leader in the context of their preparation and development to effectively lead in their organization.

Collectively the model includes 28 core competencies, each with accompanying behavioral descriptions at multiple levels of proficiency. The domain structure is designed to provide a user-friendly guide that can help practitioners first set high-level development priorities, and then select specific competencies to focus on to strengthen their capabilities within that domain.

If your organization is interested in learning more about Health Leadership Competency Model 3.0, please contact info@nchl.org.

FIGURE 1 | Health Leadership Competency Model 3.0



[5]

(1) Calhoun, Judith, et al, (2008). *Development of an Interprofessional Competency Model for Healthcare Leadership*. Journal of Healthcare Management. 53 (6), 375-389.
(2) Yukl, Gary. (2012). *Effective Leadership Behavior: What We Know and What Questions Need More Attention*. Academy of Management Perspectives. 26 (4), 66-85.

Introduction

Competency models provide an important cornerstone for designing strategically aligned learning programs. By specifying a “language of performance,” they help learners and mentors improve the quality of goal-setting, feedback, and identification of high-value learning activities that can accelerate leadership development. For more than a decade, NCHL has maintained an interprofessional leadership competency model on behalf of the health sector to help support leadership development activities in practice and academic settings of all kinds.

In 2017-2018, NCHL embarked on a substantial revision and revalidation of its core model. With support from faculty and staff of the HSM Leadership Center at Rush University in Chicago, NCHL completed a four-phase process to ensure relevance of the revised model to high-performing leaders today, as well as the changing nature of leadership roles that are anticipated for the decade to come.

The first phase of this process involved a systematic scan of published future scenario assessments for the year 2030, from a breadth of US and international sources from within and outside of healthcare. Trends identified from this scan were then vetted with focus groups of healthcare executives involved in leadership development in a variety of settings.

Next, in-depth behavioral event interviews were conducted with paired-sample leaders representing different organizational and performance levels, and the results were crosswalked with the current NCHL Health Leadership Competency Model 2.1. Current research on leadership development was then reviewed to develop an evidence-based domain framework for the revised model. Finally, the revised model was distributed via electronic survey to a broader sample of health leaders to establish content validity and generalizability.

As competency-based education, training, and professional development have evolved and progressed over the years, their use is critical to help respond to:

- Ever-changing challenges of the 21st century
- Ongoing changes in practice environments and requirements
- Development of standards for best practices
- Interdisciplinary communications and interactions
- Peer and self-assessments of performance
- Communication across institutions, departments, service lines, and community-based partnerships
- Long-term planning for human capital development and management as a key organizational asset
- Career growth across health professions and career stages
- Development of accreditation standards and criteria
- Planning of educational and professional development programs across settings — classrooms, workplace, and distance-based formats

[6]

A health leadership model adds significant value to the field of management and clinical practice, and to faculty. While outstanding health leaders have a lot in common with and demonstrate the behaviors of the best leaders of the top-performing organizations worldwide, they do so in an industry and environment that call for a higher level of both competence and professional values, given the specific context in which healthcare is provided, where the “end consumer” is ultimately all people.

Health is a mission- and values-driven industry that is extraordinarily complex and, more than other sector, requires building consensus among independent constituencies, many of whom have broad social and political influence and impact.

Leaders who have an impact must exercise influence and consensus- and coalition-building competencies at higher levels than their counterparts in other sectors. Finally, health leaders are especially challenged to create work climates that motivate high-quality, patient-centered care and retain high-demand talent in a very competitive marketplace.

The NCHL Health Leadership Competency Model 3.0 reflects benchmarking against the best available evidence and thought leadership outside of health, adapted to them to the unique health environment. It provides a standard of leadership excellence, and translates it for improving professional development, organizational performance, health management education, and, ultimately, the health of the population.

About the Health Leadership Competency Model 3.0

The Health Leadership Competency Model 3.0 is comprised of seven domains containing four “action” domains and three “enabling” domains.

The Action Competency Domains describe leaders in the context of doing their work. These include:

- Execution
- Relations
- Transformation
- Boundary Spanning

The Enabling Competency Domains describe preparation and development activities leaders need in order to effectively lead in the context of their preparation and development to effectively lead in their organization. These include:

- Health System Awareness & Business Literacy
- Self-Awareness & Self-Development
- Values

Competencies under each domain are shown in Table 1. The definitions for each domain and the related competencies and competency levels are provided in the following pages.

TABLE 1 | NCHL Competency Domains

ACTION DOMAINS				ENABLING DOMAINS		
BOUNDARY SPANNING	EXECUTION	RELATIONS	TRANSFORMATION	VALUES	HEALTH SYSTEM AWARENESS & BUSINESS LITERACY	SELF-AWARENESS & SELF-DEVELOPMENT
<ul style="list-style-type: none">• Community Collaboration• Organizational Awareness• Relationship & Network Development	<ul style="list-style-type: none">• Accountability• Achievement Orientation• Analytical Thinking• Communication Skills 1 – Writing• Communication Skills 2 – Speaking & Facilitating• Initiative• Performance Measurement• Process & Quality Improvement• Project Management	<ul style="list-style-type: none">• Collaboration• Impact & Influence• Interpersonal Understanding• Talent Development• Team Leadership	<ul style="list-style-type: none">• Change Leadership• Information Seeking• Innovation• Strategic Orientation	<ul style="list-style-type: none">• Professional & Social Responsibility	<ul style="list-style-type: none">• Financial Skills• Human Resource Management• Information Technology Management	<ul style="list-style-type: none">• Self-Awareness• Self-Confidence• Well-Being

HEALTH LEADERSHIP COMPETENCY MODEL 3.0

ACTION COMPETENCY DOMAINS

BOUNDARY SPANNING

Optimizing relationships between a leader's span of control and the departments, organizations, communities, and/or broader networks within which it operates.

Community Collaboration - The ability to align one's own and the organization's priorities with the needs and values of the community, including its cultural and ethnocentric values, and to move health forward in line with population-based wellness needs and national health agenda.

Organizational Awareness - The ability to understand and learn the formal and informal decision-making structures and power relationships in an organization or industry (e.g., stakeholders, suppliers). This includes the ability to identify who the real decision makers are and the individuals who can influence them, and to predict how new events will affect individuals and groups within the organization.

Relationship & Network Development - The ability to establish, build, and sustain professional contacts for the purpose of building networks of people with similar goals and that support similar interests.

EXECUTION

Translating vision and strategy into actions supporting optimal organizational performance.

Accountability - The ability to hold people accountable to standards of performance or ensure compliance by effectively and appropriately using the power of one's position or personality, with the long-term good of the organization in mind.

Achievement Orientation - A concern for surpassing standards of excellence. Standards may involve past performance (striving for improvement); objective measures (results orientation); outperforming others (competitiveness); challenging goals, or redefining the nature of the standards themselves (innovation).

Analytical Thinking - Developing a deeper understanding of a situation, issue, or problem by breaking it down or tracing its implications step-by-step. It includes organizing the parts of a situation, issue, or problem systematically; making systematic comparisons of different features or aspects; setting priorities on a rational basis; and identifying time sequences, causal relationships, or if-then relationships.

Communication Skills 1 – Writing - The ability to use written communications in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward.

Communication Skills 2 – Speaking & Facilitating - The ability to use spoken communications in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward.

Initiative - Identifying a problem, obstacle, or opportunity and taking action in light of this identification to address current or future problems or opportunities. Initiative emphasizes proactively doing things and not simply thinking about future actions. Levels of proficiency relate to the time scale of focus, moving from addressing current situations to acting on long-term future opportunities or problems.

Performance Measurement - The ability to understand and use statistical and financial metrics and methods to set goals and measure clinical as well as organizational performance; commits to and deploys evidence-based techniques.

Process & Quality Improvement - The ability to analyze and design or improve an organizational process, including incorporating the principles of high reliability, continuous quality improvement, and user-centered design.

Project Management - The ability to plan, execute, and oversee a multi-year, large-scale project involving significant resources, scope, and impact. Examples include the construction of a major building, implementation of a new enterprise-wide information system, or development of a new service line.

RELATIONS

Leading, through example and actions, to create an organizational climate that values employees from all backgrounds, provides a healthy and energizing environment in which to work, and encourages everyone's ongoing development.

Collaboration - The ability to work cooperatively and inclusively with other individuals and/or teams they do not formally lead; working together, as opposed to working separately or competitively.

Impact & Influence - The ability to persuade, convince, influence, or impress others (individuals or groups) in order to get them to go along with or to support one's opinion or position. The "key" is understanding others' interests and motivations, in order to have a specific impact, effect, or impression on them and/or convince them to take a specific course of action.

RELATIONS (CON'T)

Interpersonal Understanding - The ability to accurately hear and understand the unspoken or partly expressed thoughts, feelings, and concerns of others, especially those who may represent diverse backgrounds and very different worldviews. Levels of proficiency relate to the increasing complexity and depth of understanding, as well as openness to perspectives very different from one's own.

Talent Development - The ability to build the breadth and depth of the organization's human capability and professionalism, including supporting top-performing people and taking a personal interest in coaching and mentoring high-potential leaders.

Team Leadership - The ability to lead groups of people toward shared visions and goals, from forming a team that possesses balanced capabilities, to setting its mission, values, and norms, and holding team members accountable individually and as a group for results.

TRANSFORMATION

Creating and implementing compelling and inclusive change processes in support of improving health quality, efficiency, and access.

Change Leadership - The ability to energize stakeholders and sustain their commitment to changes in approaches, processes, and strategies.

Information Seeking - An underlying curiosity and desire to know more about things, people, and issues, including the desire for knowledge and staying current with health, organizational, industry, and professional trends and developments. It includes pressing for more precise information; resolving discrepancies by asking a series of questions; and scanning for potential opportunities or information that may be of future use, as well as staying current and seeking best practices for adoption.

Innovation - The ability to approach one's work and the organization in new and breakthrough ways, including applying complex concepts, developing creative new solutions, or adapting previous solutions in promising new ways.

Strategic Orientation - The ability to consider the business, demographic, ethno-cultural, political, and regulatory implications of decisions and develop strategies that continually improve the long-term success and viability of the organization.

ENABLING COMPETENCY DOMAINS

VALUES

Creating and implementing compelling and inclusive change processes in support of improving health quality, efficiency, and access.

Professional & Social Responsibility - The demonstration of ethics, sound professional practices, social accountability, and community stewardship. Acting in ways that are consistent with one's values and what one says is important.

HEALTH SYSTEM AWARENESS & BUSINESS LITERACY

Understanding the health system's current business and operating frameworks as well as the dynamic context within which they operate (e.g., community, competitive, human resources, financial, legal, policy, and environmental).

Financial Skills - The ability to understand and explain financial and accounting information, prepare and manage budgets, and make sound long-term investment decisions.

Human Resource Management - The ability to implement staff development and other management practices that represent contemporary best practices, comply with legal and regulatory requirements, and optimize the performance of the workforce, including performance assessments, alternative compensation and benefit methods, and the alignment of human resource practices and processes to meet the strategic goals of the organization.

Information Technology Management - The ability to see the potential for administrative and clinical technologies to support process and performance improvement. Actively sponsors the continuous seeking of enhanced technological capabilities.

SELF-AWARENESS & SELF-DEVELOPMENT

Ongoing habits and actions taken to continuously improve self-knowledge, interpersonal effectiveness, and well-being.

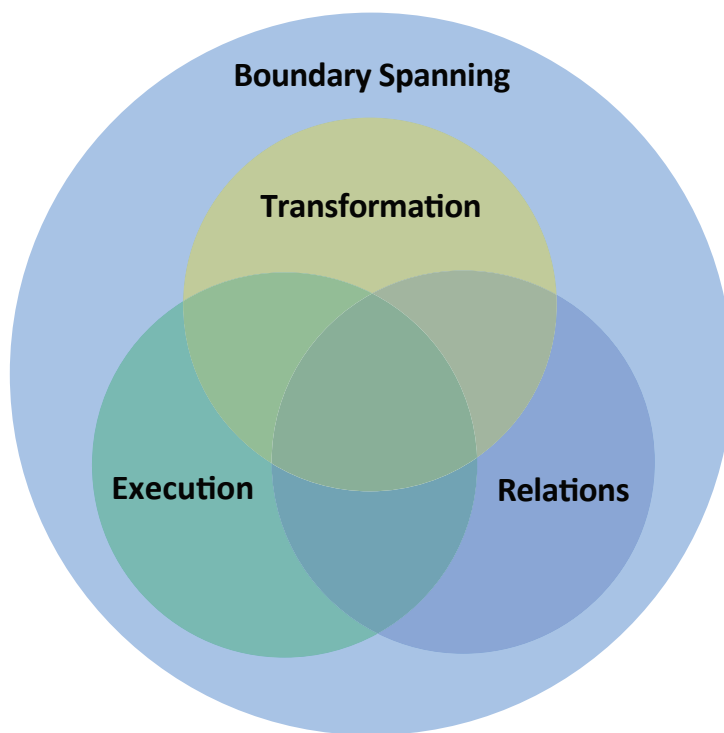
Self-Awareness - The ability to have an accurate view of one's own strengths and development needs, including the impact that one has on others. A willingness to address development needs through reflective, self-directed learning, and by trying new approaches.

Self-Confidence - A belief in one's own capability to successfully accomplish their work. This includes confidence in one's ability as expressed in increasingly challenging circumstances, and confidence in one's decisions or opinions.

Well-Being - Establishes habits supporting well-being, and creates a work climate supportive of the total health of oneself and others. This includes role-modeling healthy habits and practices, and monitoring internal and external environments for opportunities to improve health.

ACTION COMPETENCY DOMAINS

The Action Competency Domains include:
Boundary Spanning, Execution, Transformation,
and Relations. Definitions for each domain
and the related competencies and competency
levels are provided below.



*Action
Competency
Domains*

**Health System Awareness
& Business Literacy**

**Self-Awareness &
Self-Development**

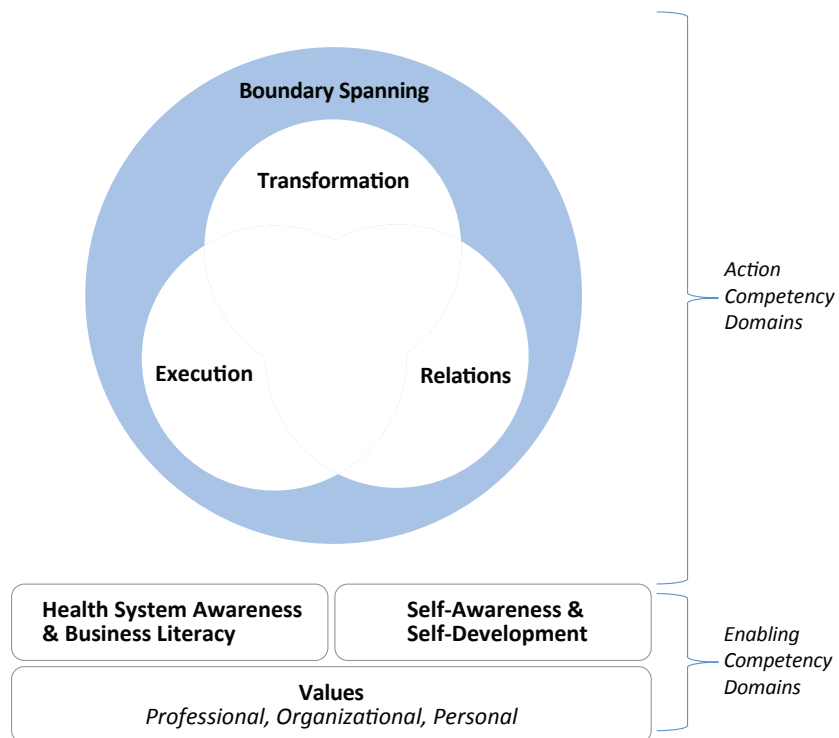
*Enabling
Competency
Domains*

Values
Professional, Organizational, Personal

BOUNDARY SPANNING

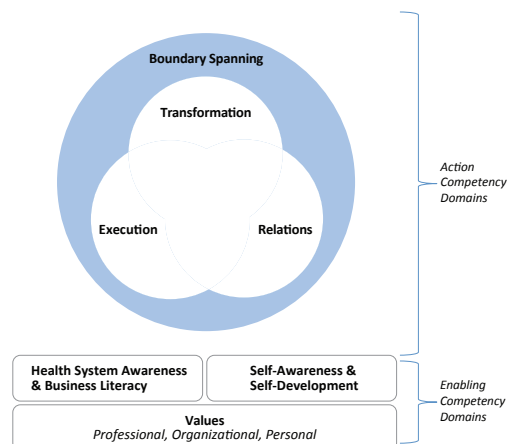
Optimizing relationships between a leader's span of control and the departments, organizations, communities, and/or broader networks within which it operates.

- *Community Collaboration*
- *Organizational Awareness*
- *Relationship & Network Development*



Community Collaboration

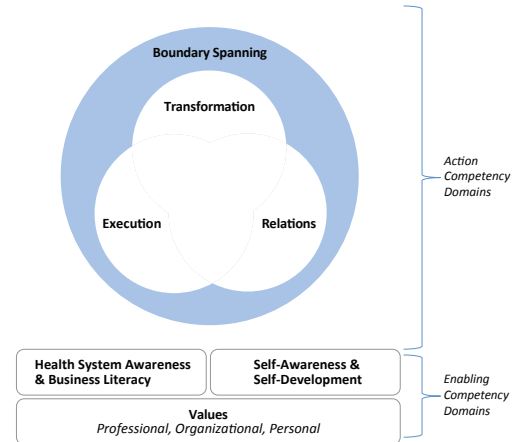
The ability to align one's own and the organization's priorities with the needs and values of the community, including its cultural and ethnocentric values, and to move health forward in line with population-based wellness needs and national health agenda.



Level	Level Description
1	Responds Appropriately to Community Needs - Follows through, when asked, on inquiries, requests, complaints; Keeps stakeholders up-to-date about progress of projects or other events that impact them
2	Maintains Clear Communication - Maintains clear communication with community leaders and constituents regarding mutual expectations; Monitors community satisfaction and potential health needs; Regularly distributes helpful information to key stakeholders; Gives friendly, cheerful service
3	Takes Personal Responsibility for Initiating Collaborative Planning - Corrects problems promptly and non-defensively; Takes personal responsibility for correcting service problems; Initiates collaborative planning; Mobilizes resources to meet community health needs and challenges
4	Participates with and Understands the Community - Sponsors activities, takes action, and conducts data gathering to understand the health needs of the local and regional communities; Gets involved in the community for the purposes of increasing wellness and presenting a good image of the organization; Is routinely involved in community health programs, interventions, and services
5	Serves the Community - Takes deliberate action to support the local and regional community's health values and needs; Initiates or develops new services to address the specific needs of the population and how it wants to receive health, recognizing ethnic and cultural differences; Works with other regional health organizations and constituencies to create comprehensive and integrated systems to promote long-term wellness by addressing community needs; Advocates for community health needs and priorities

Organizational Awareness

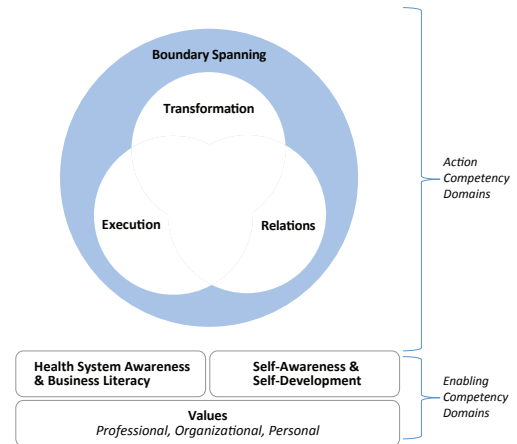
The ability to understand and learn the formal and informal decision-making structures and power relationships in an organization or industry (e.g., stakeholders, suppliers). This includes the ability to identify who the real decision makers are and the individuals who can influence them, and to predict how new events will affect individuals and groups within the organization.



Level	Level Description
1	Uses Formal Structure - Uses the formal structure or hierarchy of an organization to get things done; Understands chain of command, positional power, rules and regulations, and policies and procedures
2	Applies Understanding of Informal Structure - Uses the informal structure of an organization when the formal structure does not work as well as desired; Recognizes key actors and decision influencers; Applies this knowledge when formal structure does not work as well as desired
3	Adapts Actions to Climate and Culture - Recognizes norms and values of an organization, including the unspoken guidelines about what people are and are not comfortable doing, and what is and is not possible at certain times or by people in certain positions; Adopts the “language and feel” of the organization; Uses formats and terminology that reflect the environment
4	Considers Priorities and Values of Multiple Constituencies - Takes time to become familiar with the expectations, priorities, and values of health’s many stakeholders (e.g., physicians, nurses, patients, staff, professionals, families, community leaders); Uses this understanding to build coalitions and consensus around the organization’s vision, priorities, and national health and wellness agendas; Recognizes and/or uses ongoing power and political relationships within the constituencies (alliances, rivalries) with a clear sense of organizational impact
5	Acts Using Insights of Stakeholders’ Underlying History and Issues - Addresses the deeper reasons for organization, industry, and stakeholder actions, such as the underlying cultural, ethnic, economic, and demographic history and traditions; Uses these insights to gain long- term support for the creation of local, regional, and national or international integrated health systems that achieve collective agendas for health and wellness

Relationship & Network Development

The ability to establish, build, and sustain professional contacts for the purpose of building networks of people with similar goals and that support similar interests.

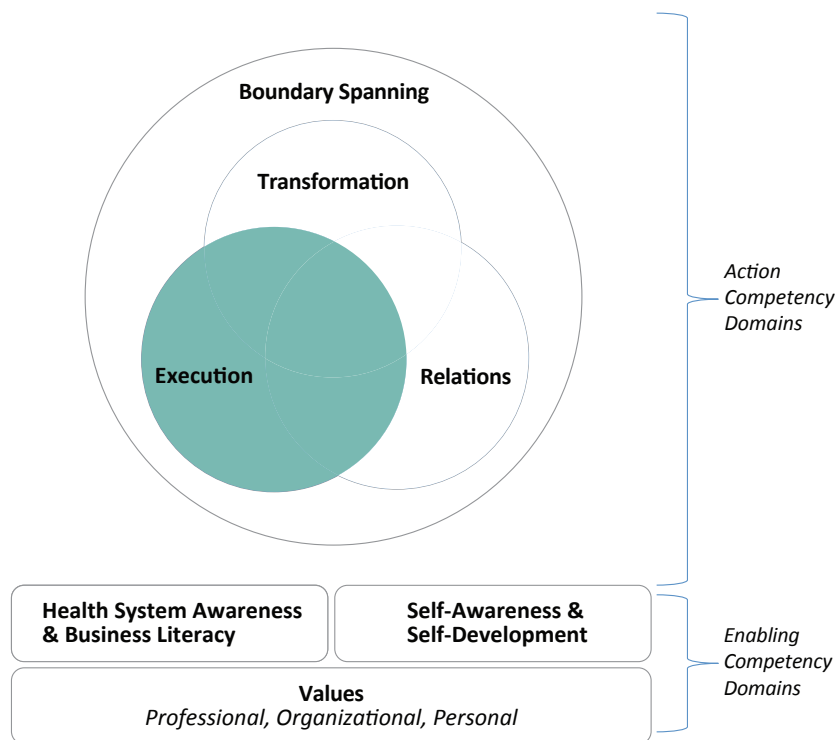


Level	Level Description
1	Develops or Sustains Informal Contacts - Makes and sustains informal contacts that extend beyond formal work relationships; Is approachable; Can engage in “small talk” and informal conversations
2	Builds Rapport with Associates - Maintains friendly relations and rapport with work contacts; Attends events with associates and other business contacts that provide informal mingling such as business meals, civic events, and recreational outings; Finds areas in common with associates and uses them to build friendly relations
3	Sustains Formal Contacts - Organizes activities or social gatherings designed to improve or strengthen relationships with others; Creates forums for conducting business; Participates in a broad range of relationships with others who have the potential to become strong business allies
4	Establishes Important Relationships with Key Leaders - Works to meet key people in the health industry, the community, and other constituencies; Identifies the “movers and shakers” — today and the future — and establishes good working relationships with them
5	Builds and Sustains Strong Personal Networks - Builds personal relationships with colleagues such that one can ask and readily receive favors and requests; Maintains contacts with others in the field for mutual assistance; Can call on others for support and, if needed, personal testimonials and references; Develops reputation as someone important to know in their area of expertise

EXECUTION

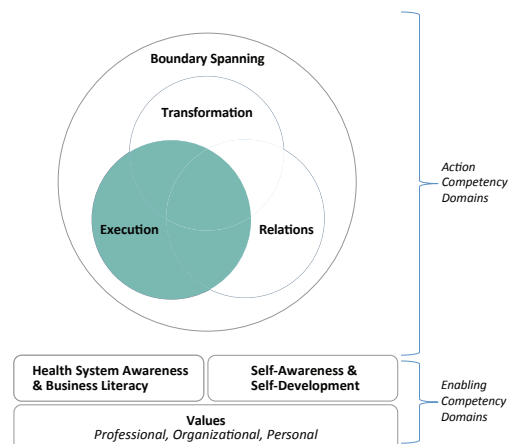
*Translating vision and strategy into actions
supporting optimal organizational performance.*

- Accountability
- Achievement Orientation
- Analytical Thinking
- Communication Skills 1 – Writing
- Communication Skills 2 – Speaking & Facilitating
- Initiative
- Performance Measurement
- Process & Quality Improvement
- Project Management



Accountability

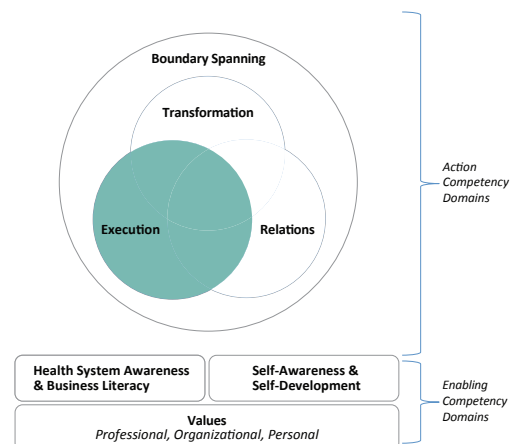
The ability to hold people accountable to standards of performance or ensure compliance by effectively and appropriately using the power of one's position or personality, with the long-term good of the organization in mind.



Level	Level Description
1	Reacts to Short-term Opportunities and Problems - Recognizes and reacts to present opportunities; Reacts to present problems, including overcoming obstacles
2	Responds Decisively in Time-sensitive Situations - Acts quickly and decisively in a crisis or other time-sensitive situation; Acts with a sense of urgency when the norm is to wait, study the situation, and hope the problem will resolve itself
3	Looks Ahead to Take Action in the Short-term - Anticipates short-term opportunities, obstacles, and problems (e.g., next few days, weeks, or months); Takes action to create an opportunity, prevent problems, or avoid future crisis, looking ahead within a three-month time frame
4	Takes Action on Longer-term Opportunities - Anticipates longer-term opportunities, problems, and obstacles; Proactively takes action to create an opportunity or avoid future crisis, looking ahead 4-12 months
5	Acts Over a Year Ahead - Scans for environmental inflection points to anticipate changes, future opportunities, and potential crises that others may not see; Anticipates and takes action to create an opportunity or avoid future crisis over a year ahead

Achievement Orientation

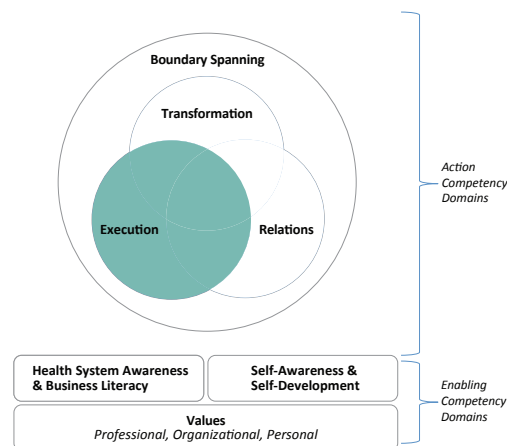
A concern for surpassing standards of excellence. Standards may involve past performance (striving for improvement); objective measures (results orientation); outperforming others (competitiveness); challenging goals, or redefining the nature of the standards themselves (innovation).



Level	Level Description
1	Strives to Do Job Well - Tries to do the job well or right; expresses a desire to do better; Expresses frustration at waste or inefficiency; Delivers expected results in line with job requirements
2	Creates Own Measures of Excellence - Sets standards of personal expectation for excellence in both the quality and quantity of work; Tracks and measures outcomes against higher and more precise standards than those set by others; Focuses on new or more precise ways of meeting goals set by others
3	Improves Performance - Makes specific changes in the system or in own work methods to improve performance; Pursues improvements to make systems work better, faster, at lower cost, more efficiently, and/or more reliably
4	Sets and Works to Meet Challenging Goals - Establishes “stretch goals” for self and others that are challenging but realistic; Strives to achieve a unique standard (e.g., “No one had ever done it before.”); Compares specific measures of baseline performance compared with better performance at a later point in time (e.g., “When we started this effort, efficiency was 20%; now it is up to 85% and climbing.”)
5	Assesses Risks/Rewards of Potential Actions - Makes decisions, sets priorities, or chooses goals on the basis of calculated inputs and outputs (e.g., makes explicit considerations of potential profit and risks or return on investment); Analyzes entrepreneurial opportunities in relation to risks, return on investment, and the scope and magnitude of the investments, and opportunity costs
6	Takes Calculated Entrepreneurial Risks - Commits significant resources and/or time in the face of uncertain results if there is potential for significantly increased benefits (e.g., gains beyond incremental performance improvements, meeting challenging goals)

Analytical Thinking

Developing a deeper understanding of a situation, issue, or problem by breaking it down or tracing its implications step-by-step. It includes organizing the parts of a situation, issue, or problem systematically; making systematic comparisons of different features or aspects; setting priorities on a rational basis; and identifying time sequences, causal relationships, or if-then relationships.

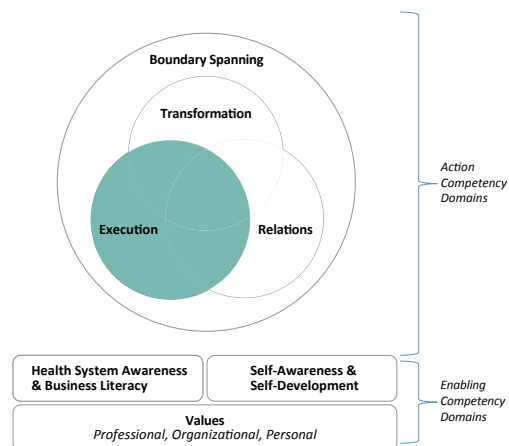


Level	Level Description
1	Breaks Down Problems - Breaks problems into lists of tasks or activities; Develops lists that can be communicated clearly to others
2	Identifies Basic Relationships - Identifies the cause-and-effect relationship between two aspects of a situation; Evaluates situations according to pros and cons; sorts out lists of tasks according to defined qualities (e.g., sequence, importance)
3	Recognizes Multiple Relationships - Identifies multiple causal links; identifies several potential causes of events, several consequences of actions, or multi-part chains of events (A leads to B leads to C leads to D); Analyzes relationships among several parts of a problem or situation (e.g., anticipates obstacles and thinks ahead about next steps, in detail with multiple steps)
4	Develops Complex Plans or Analyses - Identifies multiple elements of a problem and breaks down each of those elements in detail, showing casual relationships between them; Peels back multiple layers of a problem; Uses several analytical techniques to identify potential solutions and weigh the value of each

EXECUTION

Communication Skills 1 – Writing

The ability to use written communications in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward.



Level	Level Description
1	Uses Generally Accepted English Grammar - Uses subject-verb agreement and parallel structure; Uses rules of punctuation and sentence and paragraph construction; Uses concise thematic construction
2	Writes Clearly and Persuasively – Uses first-person appropriately; avoids use of generalities and imprecise language (e.g., clichés); ensures technical material is conveyed clearly according to the audience
3	Prepares Effective Written Business Cases and Reports - Uses accurate and complete presentation of facts; Uses logical presentation of arguments pro and con; Develops well-reasoned recommendations; Effectively balances writing with graphical communications (e.g., charts, scorecards); Prepares concise executive summaries

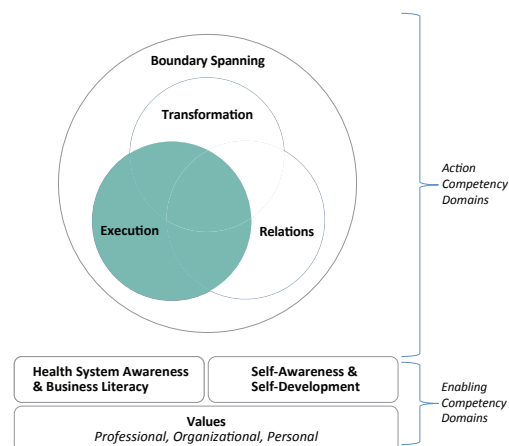
Communication Skills 2 – Speaking & Facilitating

The ability to use spoken communications in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward.

Level	Level Description
1	Speaks Clearly and Effectively – Uses effective articulation, volume, word choice, and tone; Conveys meaning clearly and efficiently; Checks for understanding as appropriate
2	Prepares Effective Oral Presentations - Identifies audience's interests, needs, and level of understanding; Uses understanding of audience to tailor presentation content, structure, and length; Seeks feedback on presentation plans
3	Presents Persuasively - Uses clear and understandable voice that is free of extraneous phrases (i.e., “uh” and “you know”); Uses effective audiovisual media (presentation software, exhibits, etc.); Stays on topic; Engages in non-defensive Q&A; Stays within time allotment; Changes approach as needed based on audience response
4	Facilitates Group Interactions - Demonstrates effective meeting management techniques (e.g., agenda development; clarifying purpose and goals; time management); Uses varied communication management techniques (e.g., brainstorming, consensus building, group problem solving, and conflict resolution); Ensures all group members are encouraged to participate

Initiative

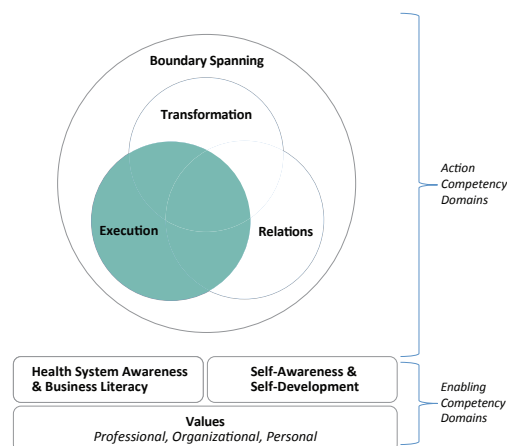
Identifying a problem, obstacle, or opportunity and taking action in light of this identification to address current or future problems or opportunities. Initiative emphasizes proactively doing things and not simply thinking about future actions. Levels of proficiency relate to the time scale of focus, moving from addressing current situations to acting on long-term future opportunities or problems.



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Performance Measurement

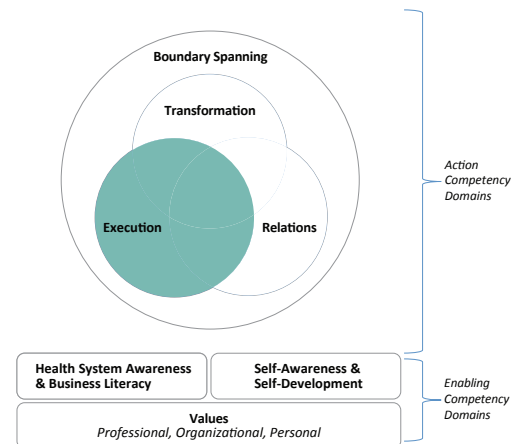
The ability to understand and use statistical and financial metrics and methods to set goals and measure clinical as well as organizational performance; commits to and deploys evidence-based techniques.



Level	Level Description
1	Monitors Indicators of Performance - Uses knowledge of customers, markets, and financial and management accounting to track organization performance and financial results; Implements basic patient tracking (e.g., registration, invoicing, third-party payer) and operational (e.g., numbers of procedures, equipment usage) measurement systems; Reports results in an accurate, timely manner that clearly shows organization performance
2	Monitors a "Scorecard" of Quantitative and Qualitative Measures - Tracks financial, customer, quality, and employee performance measures; Uses patient and constituent satisfaction scores, as well as demographic and epidemiological statistics to set organizational priorities, plans, and investments; Gathers both quantitative and qualitative information on customer perceptions, market position, and financial viability; Tracks high-incidence procedures and conditions; Establishes procedures based on evidence; Ensures medical professionals undergo quality reviews; Uses measurement systems to determine "early warning" as well as "rear window" indicators
3	Uses Evidence-based Approaches to Support Community Wellness - Monitors community wellness; Measures organization success by tracking community wellness and performance against national criteria and priorities; Uses advanced warning measures to enable the movement of people, equipment, and resources; Anticipates community needs; Ensures timeliness, effectiveness, and efficiency of services; Advocates for treatment and other care decisions that are evidenced based and patient/customer centered

Process & Quality Improvement

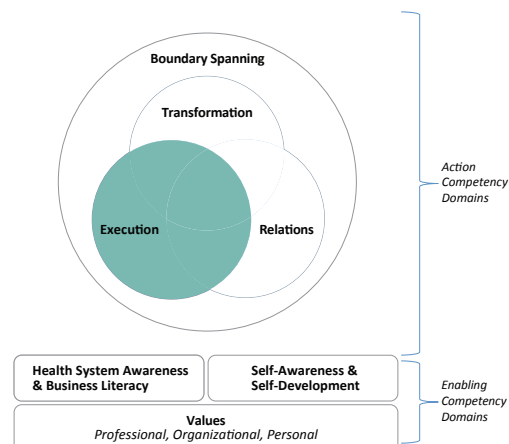
The ability to analyze and design or improve an organizational process, including incorporating the principles of high reliability, continuous quality improvement, and user-centered design.



Level	Level Description
1	Conducts Process Flow Analyses - Uses process mapping and analysis applications; Maps process steps; Identifies key decision points; Determines staffing requirements (numbers, costs and essential knowledge, skills and other attributes), cost implications, and service implications
2	Benchmarks Good Processes and Practices - Conducts benchmarking and best practices research to improve both clinical and non-clinical organizational practices; Understands customer service and satisfaction drivers; Determines costs and revenue implications of adopting new practices;
3	Evaluates Organization Structure and Design - Assesses the advantages and disadvantages of current and alternative organizing structures (e.g., functional, departmental, matrix, service line, etc.); Understands basic differences in provider structures (e.g., retail clinics, practice sites, teaching hospitals, community hospitals, sub-acute providers); Uses understanding of organization structure to design performance improvement strategies
4	Works with Governance to Improve Performance - Understands governance practices, including board relations, committee structure, and fiduciary, ethics, and clinical review responsibilities; Defines role and responsibilities of foundations and other auxiliary organizations; Uses key governing and regulatory organizations such as state, county, and city governments; Uses organization governance to enhance quality, customer satisfaction, and performance

Project Management

The ability to plan, execute, and oversee a multi-year, large-scale project involving significant resources, scope, and impact. Examples include the construction of a major building, implementation of a new enterprise-wide information system, or development of a new service line.

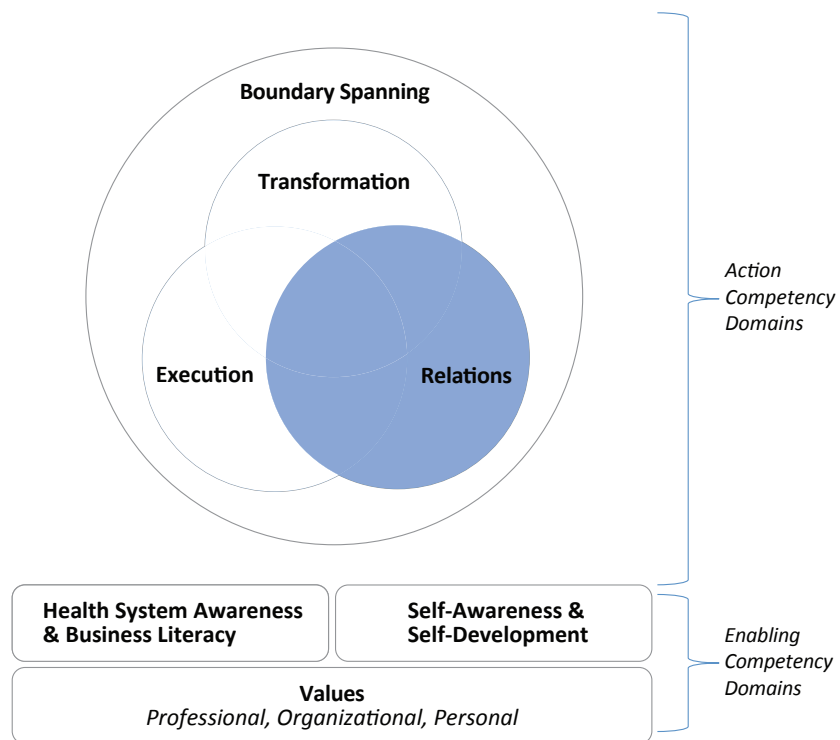


Level	Level Description
1	Prepares a Detailed Project Plan - Uses project management tools/applications; Establishes phases and steps with realistic timelines; Identifies required knowledge, skills, and abilities of team and vendors; Selects team; Identifies selection and contracting processes and criteria and selects vendor; Identifies performance requirements, measurement systems, and tracking and reporting processes; Establishes budget
2	Manages Projects Effectively - Tracks performance against plan and budget; Communicates progress with vendors and team members; Reinforces responsibilities and accountabilities; Reports project outcomes; Adjusts plan and re-projects; Ensures delivery within prescribed timeframes and budget
3	Provides Project Oversight and Sponsorship - Identifies project performance requirements, including financing and ROI; Selects manager; Provides project plan and major decision review and oversight; Acquires resources; Manages major obstacles; Provides project performance reporting review and problem solving

RELATIONS

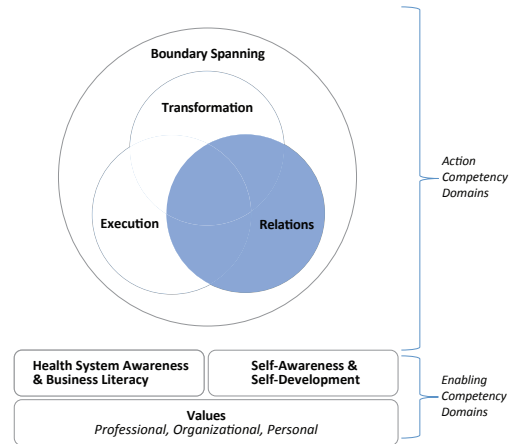
Leading, through example and actions, to create an organizational climate that values employees from all backgrounds, provides a healthy and energizing environment in which to work, and encourages everyone's ongoing development.

- Collaboration
- Impact and Influence
- Interpersonal Understanding
- Talent Development
- Team Leadership



Collaboration

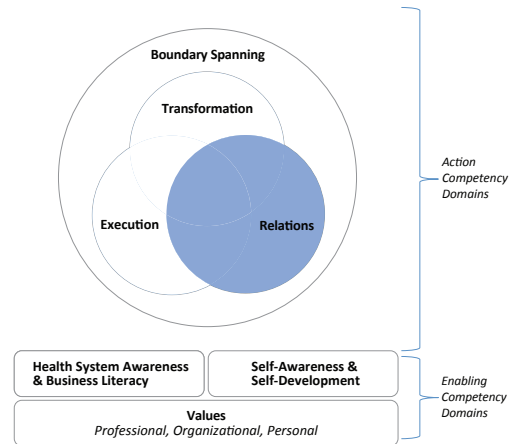
The ability to work cooperatively and inclusively with other individuals and/or teams they do not formally lead; working together, as opposed to working separately or competitively.



Level	Level Description
1	Works Cooperatively - Supports team decisions; Does their share of the work; Keeps other team members informed and up-to-date about what is happening in the group; Shares all relevant or useful information
2	Expresses Positive Attitudes and Expectations of Team or Team Members – Speaks favorably and optimistically about team members’ capabilities and expected contributions; Speaks of team members in positive terms, either to the team member directly or to a third party; Develops effective working interactions with teammates
3	Solicits Input - Genuinely values others’ input and expertise; Actively seeks input to increase the quality of solutions developed; Demonstrates willingness to learn from peers, direct reports, service recipients and other stakeholders; Solicits ideas and opinions to help form specific decisions or plans; Works to create a shared mindset
4	Encourages Others - Publicly credits others who have performed well; Encourages others; Empowers others
5	Builds Commitment to Collaborations - Promotes good working relationships regardless of personal likes or dislikes; Identifies and breaks down barriers to good working relationships across groups; Actively builds morale and cooperation within the team (e.g., by creating symbols of group identity, recognition activities and/or other actions to build pride and cohesiveness); Encourages or facilitates beneficial resolutions to conflict; Creates conditions for high-performing teams

Impact & Influence

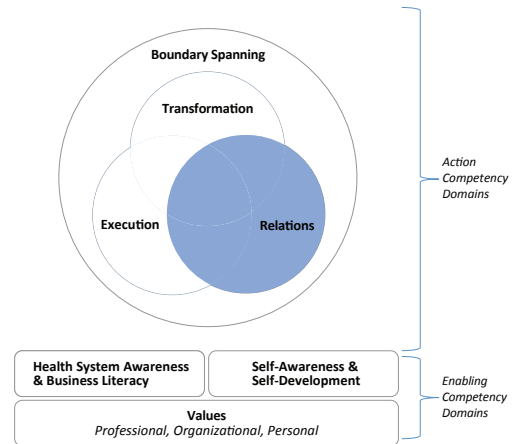
The ability to persuade, convince, influence, or impress others (individuals or groups) in order to get them to go along with or to support one's opinion or position. The "key" is understanding others' interests and motivations, in order to have a specific impact, effect, or impression on them and/or convince them to take a specific course of action.



Level	Level Description
1	Expresses Logical Intention for Action - Intends to have a specific effect or impact; Communicates intentions; Expresses concern with reputation, status, appearance, etc.
2	Takes a Single Approach to Persuade - Uses direct persuasion in a discussion or presentation; Appeals to reason, data, or others' self- interest; Uses concrete examples, visual aids, or demonstrations
3	Takes Multiple Approaches to Persuade – Identifies two or more alternative approaches to persuade; Includes careful preparation of data for presentation; Makes two or more different arguments or points in a presentation or a discussion; Uses multiple points of view and delivery alternatives
4	Calculates Impact of Actions or Words - Analyzes the needs, interests, and expectations of key stakeholders; Anticipates the effect of an action or other detail on people's image of the speaker; Prepares for others' reactions; Tailors messages to interests and needs of audience; Aligns persuasion actions for targeted effects or impact; Takes a well-thought- out dramatic or unusual action in order to have a specific impact
5	Uses Indirect Influence - Uses chains of indirect influence: "Get A to show B so B will tell C such-and-such"; Adapts influence strategies to specific audiences; Strategically enlists endorsements of others (e.g., experts or other third parties) for specific audiences
6	Uses Complex Influence Strategies - Assembles coalitions; Builds "behind-the-scenes" support for ideas; Uses an in-depth understanding of the interactions within a group to move toward a specific position (e.g., changing approaches to different individuals to have specific effects)

Interpersonal Understanding

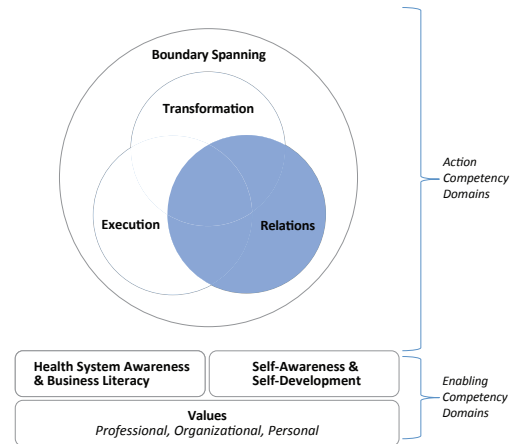
The ability to accurately hear and understand the unspoken or partly expressed thoughts, feelings, and concerns of others, especially those who may represent diverse backgrounds and very different worldviews. Levels of proficiency relate to the increasing complexity and depth of understanding, as well as openness to perspectives very different from one's own.



Level	Level Description
1	Recognizes Emotions and Concerns of Others - Recognizes emotion by reading body language, facial expression, and/or tone of voice; Attends to thoughts and concerns (spoken and unspoken) displayed by others
2	Interprets Emotions and Verbal Content - Understands both emotion (by reading body language, facial expression, and/or tone of voice) and the content of what the person is saying; Accurately interprets emotion and content of what others say; Recognizes when the emotion and content do not appear to be in sync
3	Commits to Understanding Others - Takes time to get to know people beyond superficial or job-related information; Genuinely seeks to understand people as individuals and their points of view; Uses insights gained from the knowledge of others to know "where they are coming from" or why they act in certain ways
4	Displays Sensitivity to Diverse Backgrounds - Is sensitive to diverse backgrounds of individuals and groups; Understands their differences with an eye toward accommodating or appreciating them; Displays an in-depth understanding of the ongoing reasons for a person's behavior or responses
5	Actively Increases Diversity and Inclusion - Uses own insights and perceptions to create and support greater diversity within their organization; Uses understanding to shape future care scenarios to more inclusively serve different community and demographic groups; Sets and monitors progress in achieving diversity-supportive goals

Talent Development

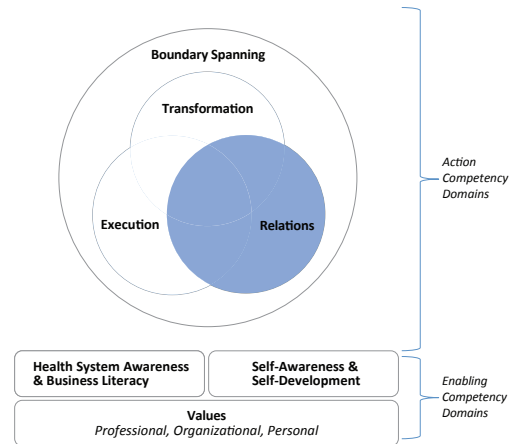
The ability to build the breadth and depth of the organization's human capability and professionalism, including supporting top-performing people and taking a personal interest in coaching and mentoring high-potential leaders.



Level	Level Description
1	Expresses Positive Expectations of Others - Makes positive comments regarding others' developmental future, particularly those whom others might see as not having high potential; Believes others want to, and/or can learn to, improve their performance
2	Gives Short-Term, Task-Oriented Instruction - Gives detailed instructions and/or on-the-job demonstrations; Provides specific helpful suggestions
3	Provides Constructive Feedback and Support - Gives directions or demonstrations with reasons or rationale as a training strategy; Provides practical support or assistance to make an assignment easier for others; Volunteers additional resources, tools, information, and expert advice; Asks questions, gives tests, or uses other methods to verify that others have understood explanation or directions; Gives feedback in balanced, behavioral, and constructive manner; Provides constructive development expectations
4	Supports Ongoing Development - Uses surveys, assessment tools, and personal engagement to develop a comprehensive understanding of talent strengths and needs in the organization; Actively supports resource investments to close talent gaps; Is a vocal supporter of growing talent and capability; Demonstrates commitment to developing talent by investing resources; Provides opportunities for more responsibility and "stretch assignments"
5	Acts as a Developer of Talent - Recognizes that developing people in the organization is a key priority and accountability; Learns who the organization's "rising stars" are and mentors them; Participates in formal development and learning programs, occasionally serving as teacher/facilitator; Ensures that talent reviews are robust and current; Serves as a coach for potential successors to their own and other key positions
6	Develops Health Industry Talent - Contributes personal time and energy to mentoring and improving healthcare leadership industry-wide; Develops a vision of top leadership requirements; Works with industry colleagues to implement a vision; Serves as a coach/faculty for industry leadership development programs

Team Leadership

The ability to lead groups of people toward shared visions and goals, from forming a team that possesses balanced capabilities, to setting its mission, values, and norms, and holding team members accountable individually and as a group for results.

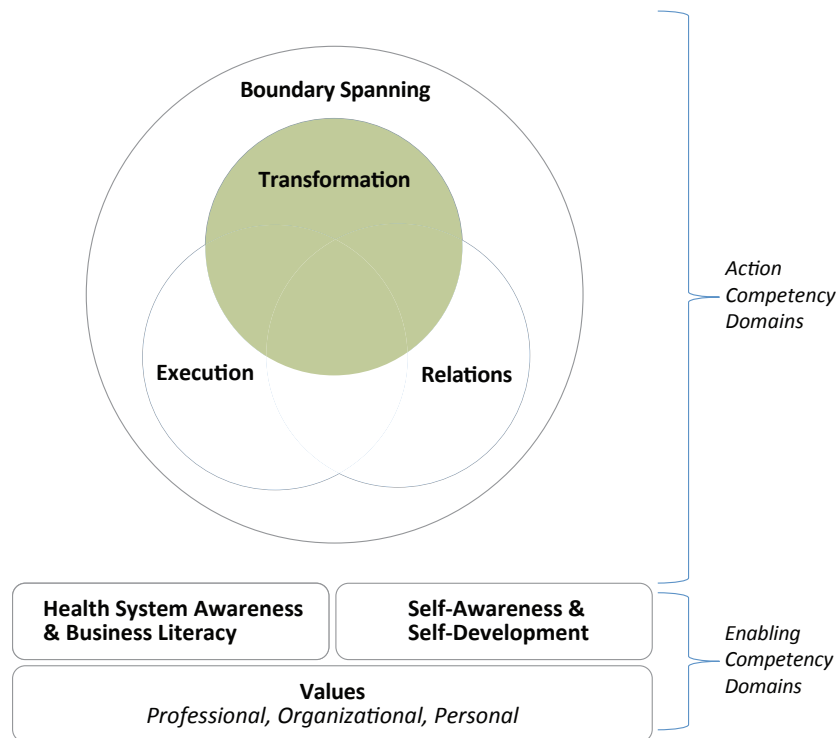


Level	Level Description
1	Manages Team Meetings Well - Conducts efficient and effective meetings; States meeting agendas and objectives; Controls time and pace; Makes assignments
2	Keeps People Informed - Provides essential information for decision making and fulfillment of responsibilities individually and collectively; Lets people affected by the team know what is happening and the status of decisions; Explains the reasons behind a decision promptly and candidly
3	Promotes Team Effectiveness - Creates the conditions that enable the team to perform at its best (e.g., setting clear direction, providing appropriate structure, getting the right people); Determines team membership (including selection and dismissal), team assignments, performance management, and team development actions in a manner that promotes team morale, productivity and well-being; Obtains input from others to promote the effectiveness of the group or process; Builds team spirit for purposes of promoting effectiveness
4	Obtains Resources/Takes Care of the Team - Obtains needed personnel, resources, and information to meet team goals; Holds team members accountable for their contributions to team success, including bringing team resources to their assistance; Protects the group and its reputation in the larger organization or the community at large; Provides or secures needed support and development for both the individuals and the team as a whole
5	Demonstrates Leadership - Establishes norms for team behavior; Personally models these norms; Takes appropriate action when norms are violated; Works with team members to gain their personal commitment and energy to the team mission, goals, and norms; Uses own positional power, trust, respect of others, and relationships to address obstacles that the team meets; Coaches and develops team members toward high performance
6	Is a Role Model for Leadership - Is recognized throughout the health industry as an example of outstanding leadership; Provides guidance and perspectives on leading others to peers and colleagues outside the organization; Takes an active role in spreading leadership approaches across the industry; Is recognized by the industry as a leader whose leadership approaches are considered best practice; Is sought out for perspective and guidance in the field

TRANSFORMATION

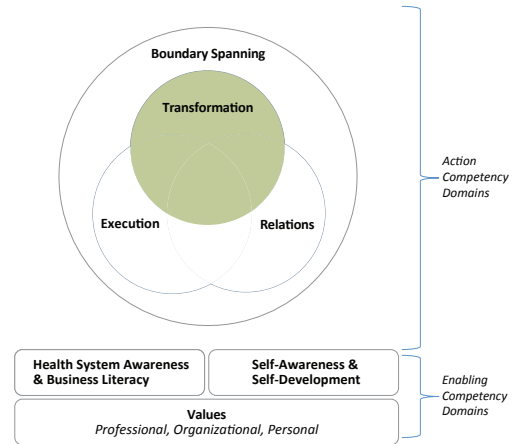
Creating and implementing compelling and inclusive change processes in support of improving health quality, efficiency, and access.

- *Change Leadership*
- *Information Seeking*
- *Innovation*
- *Strategic Orientation*



Change Leadership

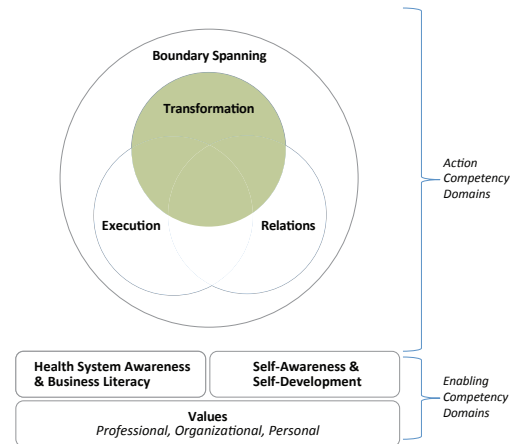
The ability to energize stakeholders and sustain their commitment to changes in approaches, processes, and strategies.



Level	Level Description
1	Identifies Areas for Change - Publicly defines one or more specific areas where change is needed; Identifies what needs to change
2	Expresses Vision for Change - Defines an explicit vision for change (i.e., what should be different and how)' Modifies or redefines a previous vision in specific terms; Outlines strategies for change
3	Ensures Change Messages are Heard - Delivers vision and messages about changes to everyone affected; Systematically repeats messages as needed; Posts change messages (electronically and physically — e.g., banners, plaques, or other public reminders); Provides opportunities for people to engage in change initiatives
4	Challenge Status Quo - Publicly challenges the status quo through clear and compelling identification of its risks to organizational success; Articulates a clear vision of needed change; Creates a realistic sense of crisis or a disequilibrium in order to prepare the ground for change; Energizes others for change
5	Visibly Reinforces Change Vision - Takes a dramatic action (other than giving a speech) to catalyze or reinforce the change effort; Personally exemplifies or embodies the desired change through strong, symbolic actions consistent with the change (e.g., committing to goals that are unobtainable without change)
6	Manages Distress During the Change Process - Maintains an eye on mission, values, and strategic goals in times of stress and uncertainty; Provides focus and consistency to advance change initiatives; Displays quiet confidence in the progress and benefits of change; Provides direction for overcoming adversity and resistance to change; Defines the vision for the next wave of change

Information Seeking

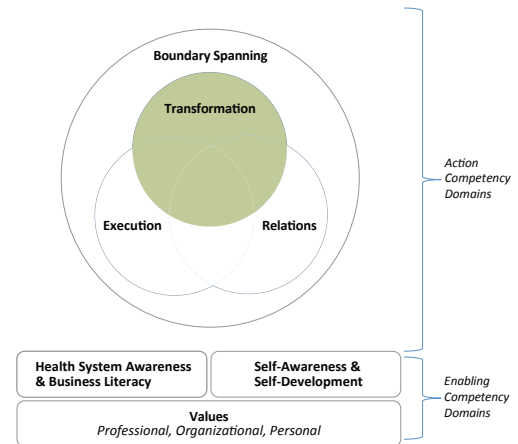
An underlying curiosity and desire to know more about things, people, and issues, including the desire for knowledge and staying current with health, organizational, industry, and professional trends and developments. It includes pressing for more precise information; resolving discrepancies by asking a series of questions; and scanning for potential opportunities or information that may be of future use, as well as staying current and seeking best practices for adoption.



Level	Level Description
1	Consults Available Resources - Asks direct questions of the people who are knowledgeable about the situation, such as people who are directly involved; Uses readily available information, or consults other resources
2	Investigates Beyond Routine Questions - Conducts preliminary investigations regarding a problem or situation beyond routine questioning; Finds those closest to the problem and investigates further, such as asking, "What happened?"
3	Delves Deeper - Asks a series of probing questions to get at the root of a situation, a problem, or a potential opportunity below the surface issues presented; Calls on others who are not personally involved to get their perspective, background information, experience, etc.; Does not stop with the first answer; finds out why something happened; Seeks comprehensive information, including expecting complexity
4	Conducts Research to Maintain Knowledge - Makes a systematic effort over a specific period of time to obtain needed data or feedback; Conducts in-depth investigation from unusual sources; Commissions others to conduct formal research (e.g., market, financial, competitive) through media, market intelligence services, and/or other resources regarding practices in health and other industries for the purpose of keeping current; Seeks expert perspectives
5	Is a Recognized User of Best Practices - Establishes ongoing systems or habits to maintain current information about the organization (e.g., conducts rounds, holds regular informal meetings/town halls); Scans media and organizations that identify and disseminate best practices; Enlists individuals to conduct ongoing information gathering; Adopts the best practices from other industries in addition to healthcare

Innovation

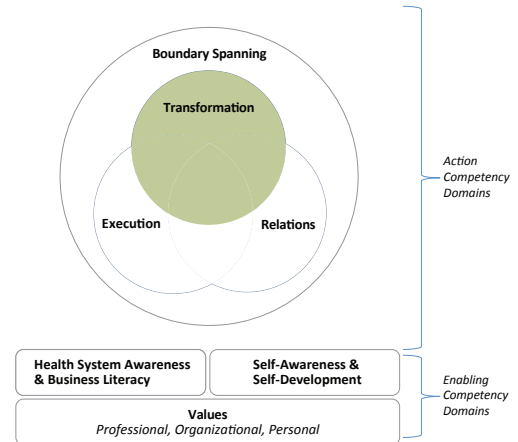
The ability to approach one's work and the organization in new and breakthrough ways, including applying complex concepts, developing creative new solutions, or adapting previous solutions in promising new ways.



Level	Level Description
1	Recognizes Patterns Based on Prior Experience - Sees patterns, trends, or missing pieces/linkages in information; Notices when a current situation is similar or dissimilar to a past situation, identifies the similarities and/or differences, and takes action accordingly
2	Applies Proven Concepts or Trends – Looks at current situations using knowledge of theoretical principles, past occurrences and/or trends; Applies and modifies concepts or methods appropriately
3	Clarifies Complex Ideas or Situations - Provides new perspective on challenges by making complex ideas or situations clearer, simpler, and/or more understandable (e.g., re-framing the problem, use of analogy); Assembles ideas, issues, and observations into a clear and useful explanation; Restates existing observations or knowledge in a simpler fashion; Translates intricate technical information into terms everyone can understand; “boils down” information
4	Creates New Concepts or Breakthrough Thinking - Creates new ways of explaining situations or resolving problems that are not obvious to others and not based on prior experience; Looks at things in new ways that yield new or innovative approaches — breakthrough thinking; Shifts the paradigm by creating a new line of thought
5	Fosters an Innovation-Supportive Culture - Creates platforms and/or processes that support staff in identifying and pursuing new approaches to their work; encourages innovative thinkers to develop and test their ideas; Seeks partnerships and other collaborations that can provide support for innovation

Strategic Orientation

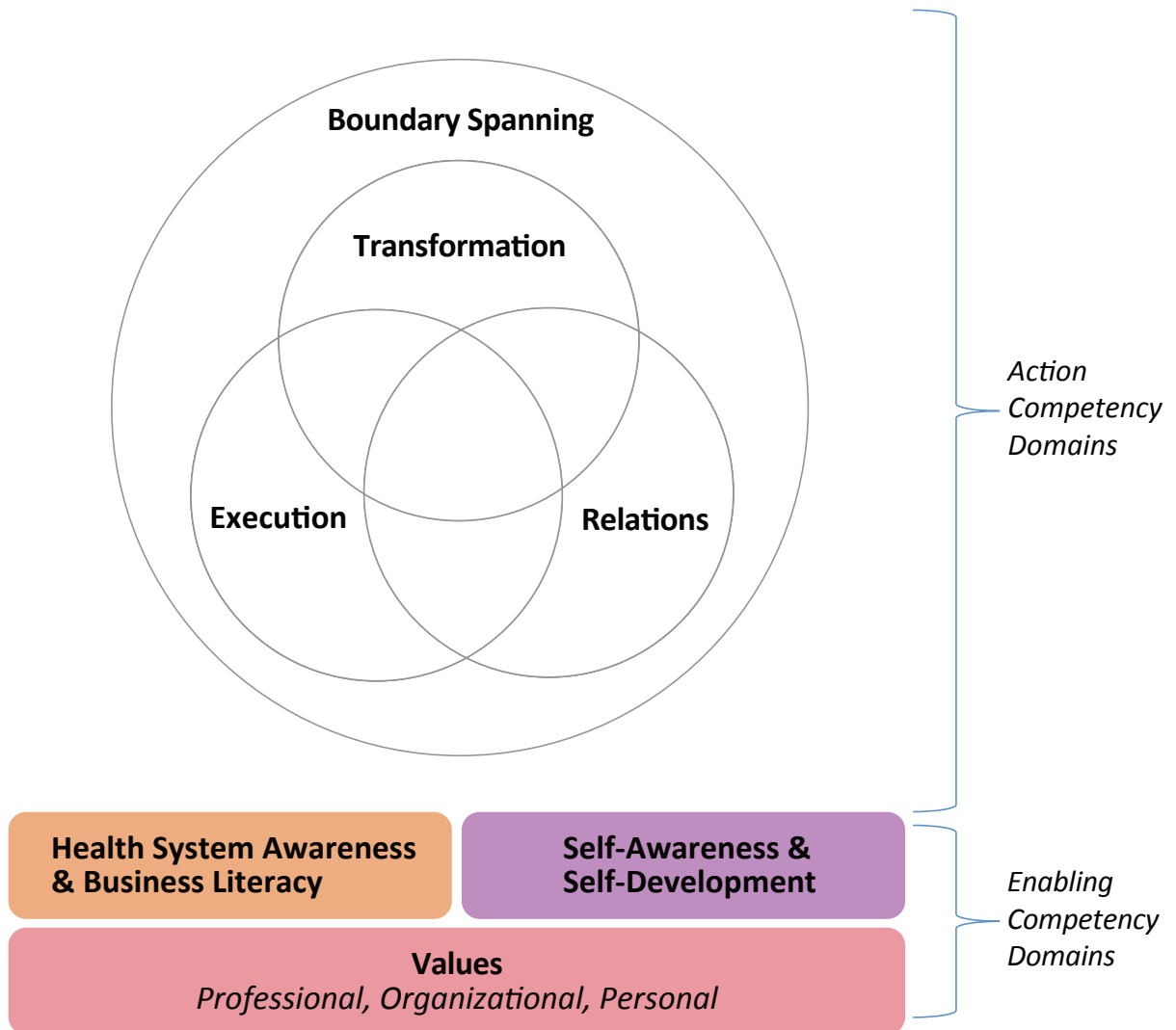
The ability to consider the business, demographic, ethno-cultural, political, and regulatory implications of decisions and develop strategies that continually improve the long-term success and viability of the organization.



Level	Level Description
1	Conducts Environmental Scanning - Performs analyses that identify environmental forces shaping the organization (including the competitive market, governmental and regulatory, public opinion, scientific, and technological forces); Identifies the strengths and challenges of the organization in light of these forces today and into the future; Identifies the social and economic positioning the organization needs in light of the environmental scan
2	Develops Strategy to Address Environmental Forces - Positions the organization in light of environmental forces over the next three to five years; Develops strategic goals and plans for the organization that take advantage of its strengths, addresses its shortcomings, builds on opportunities, and attempts to minimize environmental threats; Aligns organizational units and investment strategy (financial, people, technology, materials) to achieve strategy
3	Aligns Organization to Address Long-term Environment - Understands the forces that are shaping health over the next 5 to 10 years (market, social, cultural, economic, and political); Aligns strategy, structure, and/or people with the long-term environment; Develops a long-term organizational strategy (including competitive, financial, structural, and people elements) to position the organization for success over the next 10 years
4	Shapes Industry Strategy - Develops a perspective on long-term health and wellness trends that is respected by colleagues and leading policymakers; Helps to shape industry-level competitive positioning through policymaking forums, industry-specific strategic groups and associations

ENABLING COMPETENCY DOMAINS

The Enabling Competency Domains include: Values, Health System Awareness & Business Literacy, and Self-Awareness & Self-Development. Definitions for each domain and the related competencies and competency levels are provided below.

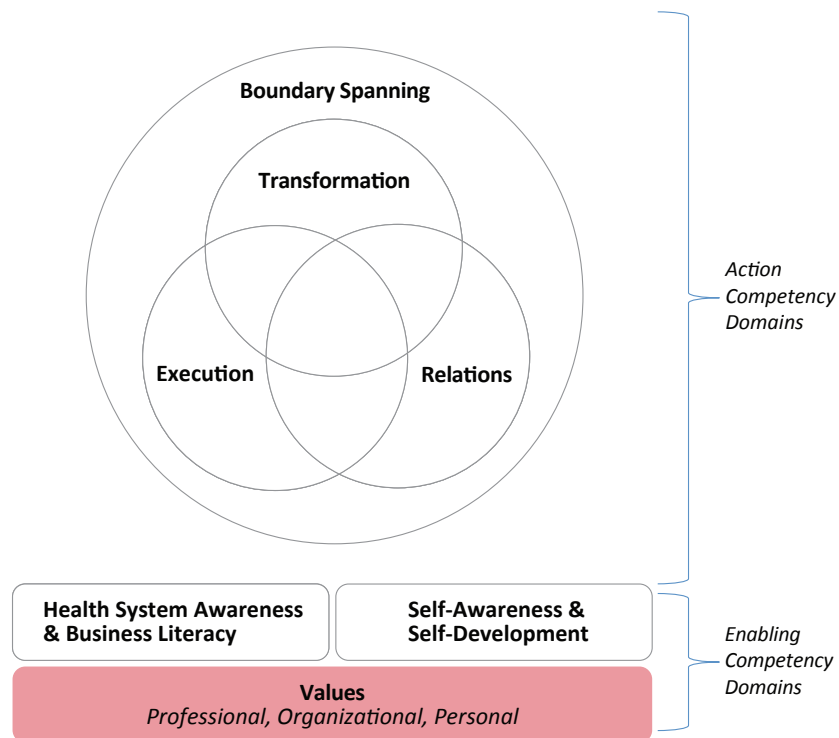


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VALUES

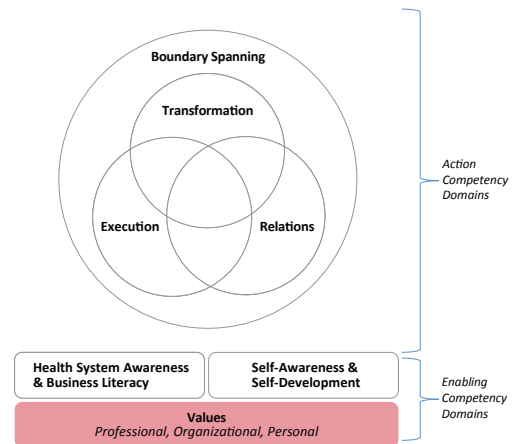
Creating and implementing compelling and inclusive change processes in support of improving health quality, efficiency, and access.

- Professional & Social Responsibility



Professional & Social Responsibility

The demonstration of ethics, sound professional practices, social accountability, and community stewardship. Acting in ways that are consistent with one's values and what one says is important.

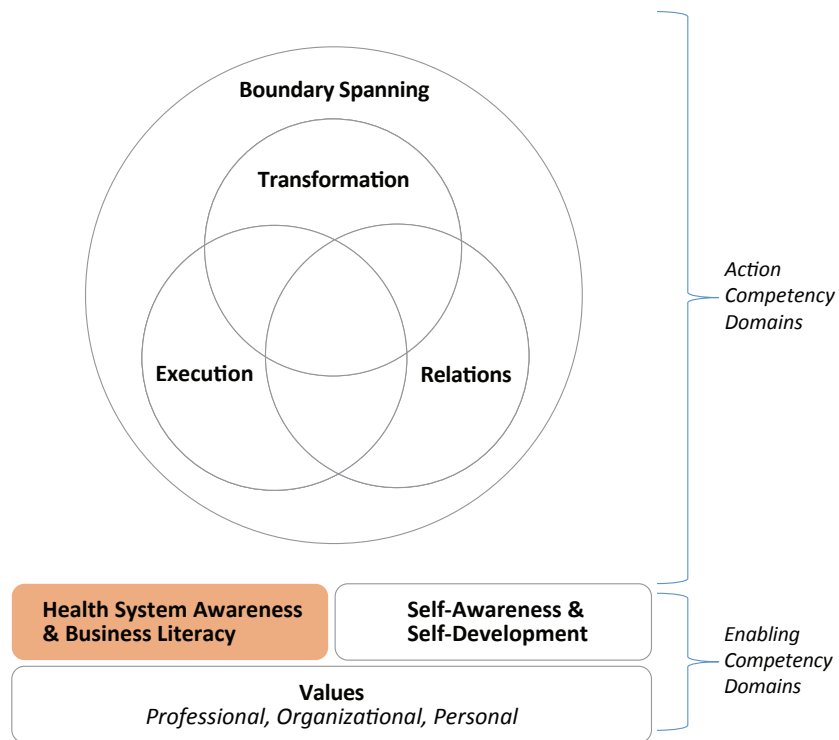


Level	Level Description
1	Acts Openly and Honestly - Actions are consistent with organization's expressed core values; Interacts with staff and other stakeholders in an open and truthful manner; Expresses their beliefs even when the message may not be welcome; Shares information, insights, or comments when it would be easier to refrain from doing so
2	Promotes Organizational Integrity - Ensures that organization adheres to honesty and fair dealing with all constituencies, including employees and community stakeholders; Promotes the development of professional roles/values that are compatible with the improvement of health and wellness; Serves with a focus on the greater good; Strives to uphold trustworthiness
3	Maintains Social Accountability - Develops and implements systems for tracking and sustaining commitments to staff, customers and the community; Acknowledges issues and contributing factors; Publicly admits to mistakes; Establishes approaches to handling issues and mistakes with openness, honesty, and fairness
4	Promotes Community Stewardship - Develops professional roles/values supporting the improvement of individual and population health; Commits to addressing the broader health and wellness needs of the total population, including adapting new and inclusive approaches that address diverse cultural attitudes about health; Ensures sound organizational stewardship and accountability for dealing with all stakeholders honestly and equitably

HEALTH SYSTEMS & BUSINESS LITERACY

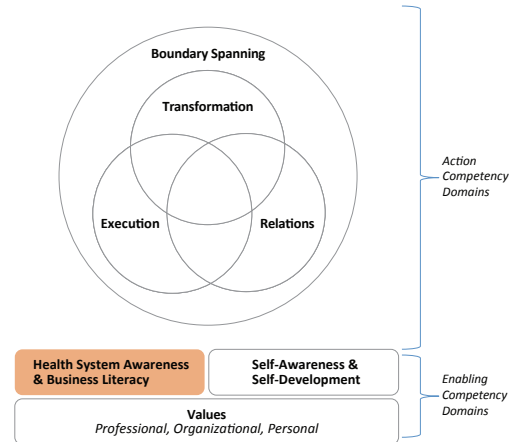
Understanding the health system's current business and operating frameworks as well as the dynamic context within which they operate (e.g., community, competitive, human resources, financial, legal, policy, and environmental)

- Financial Skills
- Human Resource Management
- Information Technology Management



Financial Skills

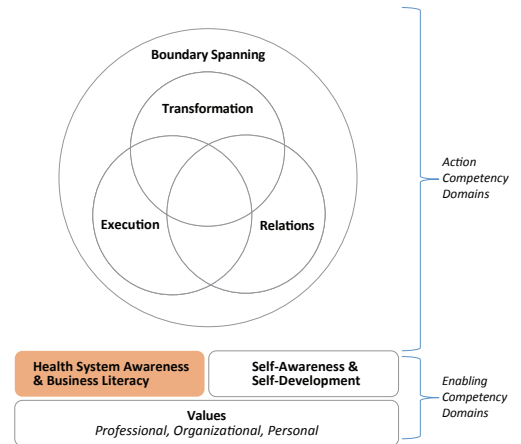
The ability to understand and explain financial and accounting information, prepare and manage budgets, and make sound long-term investment decisions.



Level	Level Description
1	Explains the Organization's Financial Metrics and Reports - Uses financial metrics to drive and track the organization's success; Explains income statement, balance sheet, cash flow; Communicates indicators of financial health, including profitability; Understands accounting entries through general ledger to revenue
2	Manages and Assists the Budgeting Process - Develops budgets; Demonstrates expense and revenue management (unit or department); Manages budget variances, including revisions and corrective actions; Explains expense sources and management alternatives with implications; Understands sources of revenue including sensitivity analyses; Uses capital budgeting and asset management techniques
3	Understands Impact of Payment Models - Assesses reimbursement and payment system alternatives; Explains connections between behaviors of providers and payers; Develops incentives that align priorities with the organization's mission and goals; Considers impact of reimbursement and payment systems when assessing management alternatives
4	Uses Financial and Needs Analyses to Inform Investment Decisions - Analyzes decisions using corporate financial management concepts (e.g., rate of return, net present value, and cash flow analyses); Analyzes trends in population, disease, and utilization data; Understands principles of insurance rating, actuarial risk, and shared risk
5	Develops Long-term Financial Plans - Develops long-term plans for funding growth and development (e.g., new services, clinical programs, and methods for individual and community engagement); Develops long-term capital spending plans for building, renovation and expansion; Develops funding sources and their financial implications

Human Resource Management

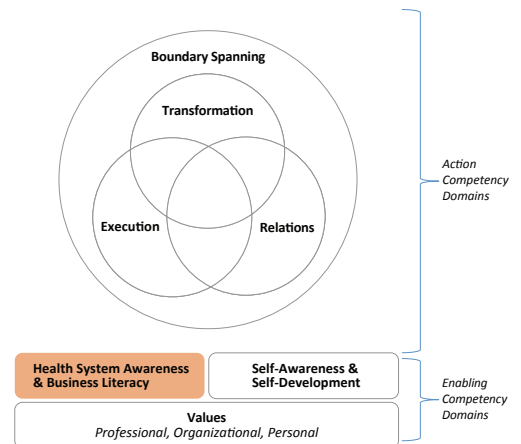
The ability to implement staff development and other management practices that represent contemporary best practices, comply with legal and regulatory requirements, and optimize the performance of the workforce, including performance assessments, alternative compensation and benefit methods, and the alignment of human resource practices and processes to meet the strategic goals of the organization.



Level	Level Description
1	Manages with an Understanding of Basic Employment Processes and Law - Demonstrates basic knowledge of employment management principles, policies, and law in relation to hiring, promotion, or dismissal; Learns and applies organization-specific human resources policies and procedures; ; Demonstrates an understanding of union/labor principles and practices (e.g., contracting, negotiations, grievance process, mediation)
2	Uses Alternative Compensation and Benefit Programs - Creates and revises job descriptions to support appropriate evaluation and grading; Understands compensation structures, including: market pricing, pay delivery models and their implications, benefits and their role in total compensation, and union wage and hour contract provisions; Uses compensation, benefit, and incentive programs to optimize performance of diverse employee stakeholders; Conducts performance assessments; Evaluates compensation using market data
3	Aligns Human Resource Functions with Strategy - Aligns the components of human resource functions; (recruitment and selection, job design and work systems, learning and development, reward and recognition, and succession planning) to organizational strategy

Information Technology Management

The ability to see the potential for administrative and clinical technologies to support process and performance improvement. Actively sponsors the continuous seeking of enhanced technological capabilities.

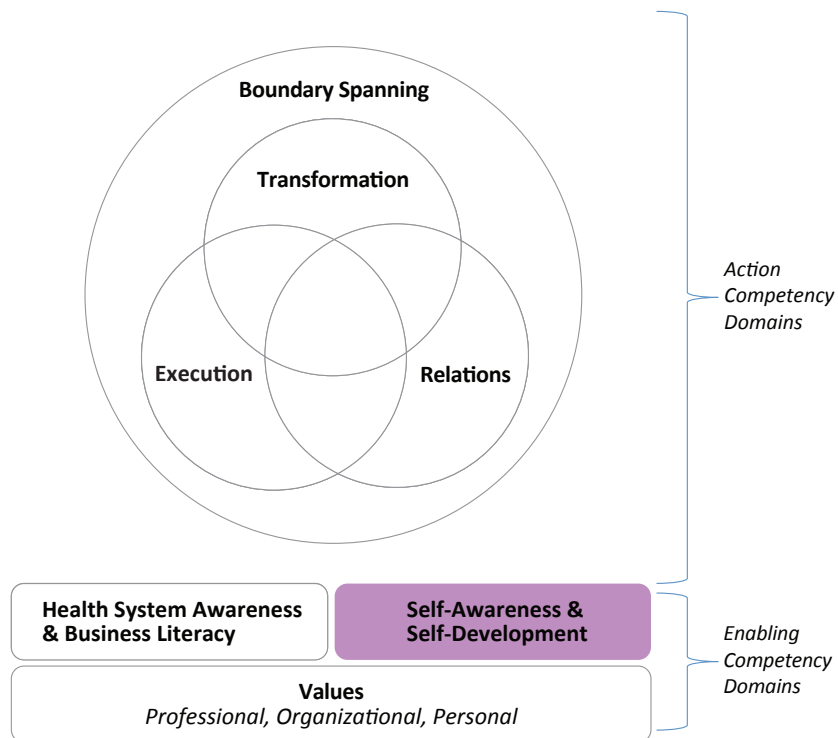


Level	Level Description
1	Recognizes the Potential of Information Systems in Process and Patient Service Improvement - Maintains familiarity with current technology for applications such as patient tracking (e.g., registration, billing and records management, relationship management), financial automation and reporting, and reimbursement management; Is open to automation of manual processes
2	Champions Information Technology Implementation - Provides staff and clinicians with state-of-the-art tools to access information, record clinical and operational information, and support decisions; Supports use of Web-based diagnostic capabilities; Pursues technologies that enhance patient access, self-service, and engagement; Develops and resources a long-term (5+ years) information systems plan
3	Seeks and Challenges the Organization to Pursue Leading-Edge Information Technology - Keeps current on the latest developments in information technology; Identifies new opportunities to use latest information technology in the organization in ways that fundamentally change how the organization operates or promotes wellness; Partners with thought leaders and developers to identify and implement breakthrough systems

SELF-AWARENESS & SELF-DEVELOPMENT

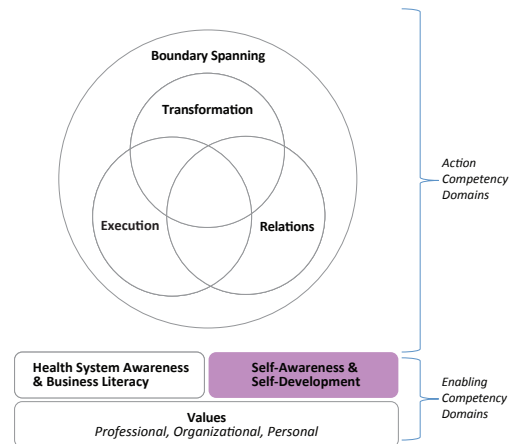
Ongoing habits and actions taken to continuously improve self-knowledge, interpersonal effectiveness, and well-being.

- Self-Awareness
- Self-Confidence
- Well-Being



Self-Awareness

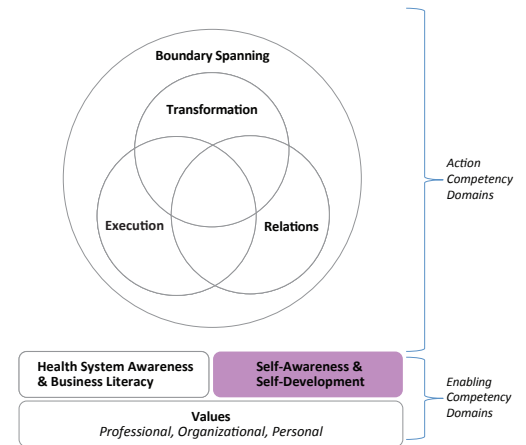
The ability to have an accurate view of one's own strengths and development needs, including the impact that one has on others. A willingness to address development needs through reflective, self-directed learning, and by trying new approaches.



Level	Level Description
1	Seeks Feedback - Appreciates the need to learn and grow; Routinely seeks feedback from others, including those who are likely to be critical; Uses feedback in improving performance
2	Improves Own Performance - Regularly reflects on own performance, balancing recognizing success with opportunities for improvement; Learns from less successful events, missteps, and challenges; Sets annual improvement goals; Shows openness to coaching
3	Considers the Impact they Have on Others - Reflects on the impact they may have on others prior to making decisions or taking actions; Chooses behaviors and styles to get the best results based on the situation; Modifies behaviors in response to informal cues as well as formal feedback; Integrates feedback into personal development efforts and goals; Tries out new leadership techniques and adopts those with positive impact
4	Pursues Long-term Personal Development - Takes personal responsibility for analyzing future developmental needs, factoring in accurate self-assessment, feedback from others, personal career goals, and organization direction; Proactively pursues multi-year personal development, including willingness to pursue fundamental style and behavior changes as well as mastering new areas of expertise

Self-Confidence

A belief in one's own capability to successfully accomplish their work. This includes confidence in one's ability as expressed in increasingly challenging circumstances, and confidence in one's decisions or opinions.

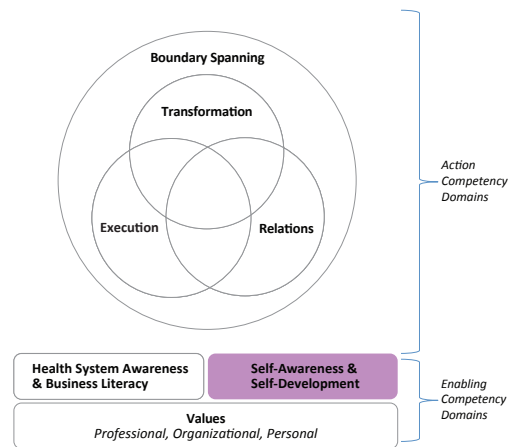


Level	Level Description
1	Acts Confidently within Job or Role - Works without needing direct supervision; Appears confident in person; Presents self well
2	Acts Confidently at or Slightly Beyond the Limits of their Role - Makes decisions without needing to ask others; Can make decisions even when others disagree; Acts outside formal role or authority; Acts in uncertain circumstances
3	States Confidence in Own Ability - Represents their areas of expertise or authority to others, expresses confidence in their ability to make things happen; Explicitly states appropriate confidence in own judgment or abilities; Communicates self-assuredness to take on new roles, responsibilities, and challenges
4	Takes on Challenges - Seeks challenging assignments and is excited by a challenge; Looks for and gets new responsibilities; Speaks up when he or she disagrees with management or others in power; disagrees politely, stating own view clearly and confidently – even in a conflict
5	Pursues Extremely Challenging Assignments - Willingly takes on extremely challenging assignments; Confronts management or others with power directly; Can be blunt and bold when necessary

Well-Being

Establishes habits supporting well-being, and creates a work climate supportive of the total health of oneself and others. This includes role-modeling healthy habits and practices, and monitoring internal and external environments for opportunities to improve health.

Well-being has become widely recognized a growth need across the health sector, but is not yet an area where we can provide clear, evidence-based guidance about what constitutes leadership proficiency. We anticipate developing these definitions as part of our work on Competency Model 3.1. To receive updates to the model, please email us at info@nchl.org.



About the National Center for Healthcare Leadership

Established in 2001, the not-for-profit National Center for Healthcare Leadership (NCHL) serves as an catalyst to ensure the availability of accountable and transformational leadership for our 21st century healthcare needs. Through its support of interorganizational learning collaboratives, NCHL pursues a vision to improve population health through leadership and organizational excellence. For more information please visit NCHL's website at www.nchl.org.

About the Rush University HSM Leadership Center

Revision and revalidation of the NCHL competency model was made possible through the generous support of the HSM Leadership Center at Rush University. Operating within the HSM Department, The HSM Leadership Center supports a portfolio of experimental and innovative learning, research, and practice activities to strengthen the mission and impact of healthcare leadership. By emphasizing collaborations beyond Rush University, the Center also provides a platform through which inter-organizational learning can be cultivated and accelerated. For more information, please visit www.rushu.rush.edu/hsm.



National Center for Healthcare Leadership
1700 West Van Buren Street | Suite 126B | Chicago, Illinois 60612
www.nchl.org

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New Program Launch

Oregon Tech

MSAH

- Focused on developing skills in students for healthcare leadership positions.
- Medical needs are huge; we need leaders who are innovators and can create programs to help patients across the globe especially rural areas that are underserved.
- National Center for Healthcare Leadership Model- 28 main competencies
Research shows evidence that skills in these competencies create the best healthcare leaders

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**2018 GAIL L. WARDEN LEADERSHIP
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NANCY HOWELL AGEE
President & CEO, Carilion Clinic

To learn more about NCHL's annual Human Capital Investment Conference & Award event, please click the image above

2018 National Health Leadership Survey Closed



Every two years the non-profit National Center for Healthcare Leadership (NCHL) conducts a national survey of leadership practices in the US health sector. Results from the survey allow us to recognize health systems that are making industry-leading investments in the next generation of healthcare leaders.

Best Organizations for Leadership Development (BOLD) is NCHL's signature platform to promote research-based leadership development practices as a critically important responsibility for healthcare organizations and their senior leaders. The survey is complimentary and every organization that completes the survey receives a scorecard that compares their efforts to other organizations.

Participating organizations also receive a discount to the 2018 Human Capital Investment Conference, *The Arriving Future*, held November 13-14.

If you would like to learn more, please contact Joyce Anne Wainio at jwainio@nchl.org.

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WHAT'S NEW?

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NCHL Inter-
Organizational Coaching
Council

NCHL Model

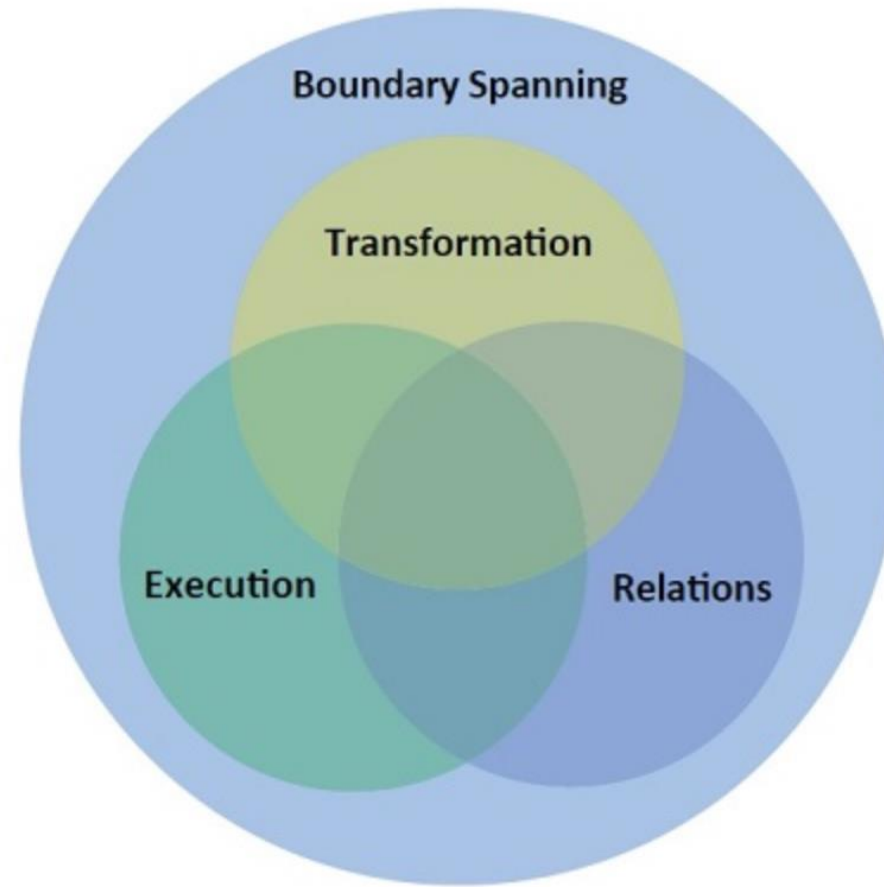
28 Core Competencies

- The revised model is organized around four “action” domains and three “enabling” domains, which were derived from the current state-of-the-science in leadership development and performance research.

The “action” domains contain competencies relevant to the direct work of leaders on the job. These include: Execution, Relations, and Transformation, which parallel domains from the 2.1 model. Boundary Spanning was added to incorporate recent research in applied settings underscoring the critical importance of leaders’ management interdepartmental and interorganizational relationships.

The “enabling” domains involve core professional knowledge and self-awareness competencies that strengthen the effectiveness of the “action” domains. These include: Health System Awareness & Business Literacy, Self-Awareness & Self-Development, and Values. These domains represent the leader in the context of their preparation and development to effectively lead in their organization.

NCHL Health Leadership Competency Model 3.0



*Action
Competency
Domains*

**Health System Awareness
& Business Literacy**

**Self-Awareness &
Self-Development**

*Enabling
Competency
Domains*

Values

Professional, Organizational, Personal

Admits & Retention

Program Start: Fall 2016

Fall 2018: 41 active students

- ❖ *Two total marketing pushes were done*
 - ❖ *Summer 2017 and Summer 2018*
- ❖ *Two graduates Summer 2018*
- ❖ *Received 73 applications, 16 are in process*
- ❖ *6 cancelled before admitted*
- ❖ *3 cancelled after admitted but before starting classes*
- ❖ *1 switched to a doctorate program before starting*
- ❖ *1 delayed start but started*
- ❖ *1 student failed out*
- ❖ *2 denied admissions because of quality of writing skills*
- ❖ *2 stopped out-family and work issues*

Enrollment Numbers

35 active students in the first two years (with only one summer marketing effort) plus 11 new students this fall (following the second marketing push) = **46 total students**

Every class has now been offered once and we have our first graduates

Quarter	Year 1 2016-2017	Year 2 2017-2018	Year 3 2018-2019
Fall	3	14	11
Winter	2	7	
Spring	1	2	
Summer	5	1	

Enrollment & Marketing Observations

- Program capacity: We can enroll 40 students each quarter
- Enrollment increases following marketing efforts
- Most students enrolled in the program are Oregon Tech grads
- Other feeder schools could be targeted- articulation agreements
- Recruiting meetings at national meetings across disciplines – advertising/booths/networking
- Targeting mailing lists with high scoring GRE students
- Ads and articles in professional journals and newsletter

Masters of Science in Allied Health Capstone Grading Rubric

PHASE 1—PROPOSAL				Total Score
Skill Task	Exemplary (5 points)	Competent (3 points)	Developing (1points)	Max of 5 for each category
INQUIRY AND ANALYSIS) Identify Topic/Problem	Identifies a creative, focused, and manageable topic/problem that addresses potentially significant yet previously less-explored aspects of the subject. Statement of problem is a comprehensive statement regarding the basis for selecting the problem, details of gaps in knowledge, a reflection of its importance, and comments on its applicability of relevance and justification of the problem	Identifies a focused, and manageable topic/problem that addresses previously less-explored aspects of the subject. Statement of problem may lack sharpness, but provides a basis for selecting the problem, details of gaps in knowledge, a reflection of its importance, and comments on its applicability of relevance and justification of the problem	Identifies a topic/problem that, while manageable, is too narrowly focused and leaves out relevant aspects of the subject. Statement of problem is weak and is not quantifiable. Justification of the problem is lacking.	
++COMMUNICATION SKILLS (L6) Uses Generally Accepted English Grammar	Uses subject-verb agreement and parallel structure; uses rules of punctuation and sentence and paragraph construction; uses concise thematic construction	Occasional errors that do not detract from the overall proposal.	Improper grammar and spelling detract from the proposal.	
Prepares Effective Written Case	Uses accurate and complete presentation of facts; uses logical presentation of arguments pro and con; develops well-reasoned recommendations; prepares concise summary	Occasionally, a concept might need further clarification for the reader.	Presentation of information is confusing and needs clarification for the reader. Proposal is not clear as to what the writer intends to do.	
ACHIEVEMENT ORIENTATION (L2) Standard of Excellence	A concern for surpassing a standard of excellence for one's self or organization in order to do things better. Ability to see how things are currently and how things could be better. Sets a standard of excellence for the capstone project and identifies appropriate outcomes.	A concern for improving a process or procedure is evident. Others in the organization may need to point out the need for improvement. Identifies appropriate outcomes for the project.	May need help identifying the need for improvement. May need help identifying appropriate outcomes for the project.	

INITIATIVE (L13) Innovative Thinking	The proposal shows evidence that the student is aware of the organizational environment and anticipates changes, future opportunities, and potential crises that others may not see. The proposal is a framework for action to create an opportunity or avoid future crisis looking over a year ahead.	The proposal shows evidence that the student has studied the organizational environment and sees the need for a change. The proposal may not be clear as to how the project will create opportunity or avoid future crisis in the long-term.	The proposal includes a need for change, but is not clear how this will positively affect the organization.	
PROJECT MANAGEMENT (L20) Planning & Preparation	Outline of proposal shows evidence that student can plan out phases of proposal with realistic timelines; identifies required knowledge; identifies performance requirements and measurement systems.	The proposal shows phases of progress, but may need some adjustments to become more realistic.	The proposal lacks some phases of the project or is not realistic in terms of timeline or information needed. Lacks performance requirements and/or measurement systems.	
Proposal Requirements	<input type="checkbox"/> Textbook guidelines for this class are followed. <input type="checkbox"/> Requirements from Prospectus in ALH 575 http://www.medicalbiostatistics.com/Research%20Protocol.pdf are included <input type="checkbox"/> IRB is signed <input type="checkbox"/> Signed Email from Legal/Risk Department is included <input type="checkbox"/> Healthcare Leadership Model Attributes are outlined	Most of the Proposal Sections and documentation are included but some are missing.	All proposal requirements are not included— Resubmission necessary	Yes/No
PHASE 2--LITERATURE REVIEW AND RESEARCH (<i>student is working on this independently, but with advisor oversight</i>)				
INFORMATION SEEKING (L11) Investigative Ability	Systematic effort is made to obtain needed data or input. Conducts in-depth investigation from sources and experts other than literature review. Obtains information through surveys, interviews, and meetings.	Some effort is made to consult primary resources. There is over reliance on secondary resources	Little to no effort is made to obtain information from sources (primary) other than the literature (secondary sources).	
Analytical Thinking (L3) Understanding the situation	Develops complex plans or analyses by identifying multiple elements of a problem and breaks down those elements in detail, showing causal relationships between them. Peels back multiple layers of a problem; uses several analytical techniques to identify potential solutions and weigh value of each.	Identifies basic relationships by identifying the cause-and-effect relationship between two aspects of a situation; separates situations into two parts: pro and con; sorts out a list of tasks in order of importance.	Breaks problems into simple lists of tasks or activities without assigning values; lists items with no particular order or set of priorities.	

INQUIRY AND ANALYSIS (OIT ESLO)	Clearly states, comprehensively describes, and synthesizes in-depth information from relevant high-quality sources representing various approaches and points of view.	States, comprehensively describes, and presents in-depth information from relevant high-quality sources representing various approaches and points of view.	Presents information from relevant sources representing a limited set of approaches or points of view, but descriptions leave some terms undefined or ambiguities unexplored.	
Investigate				
Support	All elements of the methodology or theoretical framework are skillfully developed. (Appropriate methodology or theoretical frameworks may be synthesized from across disciplines.)	Critical elements of the methodology of theoretical framework are appropriately developed. However, more subtle elements are ignored.	Critical elements of the methodology of theoretical framework are missing, incorrectly developed, or unfocused.	
Evaluate	Organizes and synthesizes evidence to reveal insightful patterns, differences, or similarities related to subject focus.	Organizes evidence to reveal important patterns, differences, or similarities related to subject focus.	Organizes evidence, but the organization is not effective in revealing important patterns, differences, or similarities.	
Conclude	States an eloquently supported conclusion that is a logical extrapolation of the inquiry, reflecting the student's informed evaluation and ability to place substantial evidence and perspectives in priority order.	States a conclusion focused solely on the inquiry findings, arising specifically from and responding specifically to the inquiry findings.	States a general conclusion beyond the scope of the inquiry, the support for which is inadequate, or information was chosen to fit the conclusion.	
COMMUNICATION SKILLS (L6) Uses Generally Accepted English Grammar	Uses subject-verb agreement and parallel structure; uses rules of punctuation and sentence and paragraph construction; uses concise thematic construction	Occasional errors that do not detract from the overall proposal.	Improper grammar and spelling detract from the proposal.	
Literature Review Requirements	<input type="checkbox"/> Student has become an expert on the topic <input type="checkbox"/> The scholarly landscape is well surveyed <input type="checkbox"/> Literature review is comprehensive with nothing missing <input type="checkbox"/> Issues, trends and concepts are well synthesized <input type="checkbox"/> Some historical background may be provided <input type="checkbox"/> Information is current	Met some of the requirements but not all; missing some parts of the review of the literature	Student does not meet all requirements of literature review— resubmission required	Yes/No

PHASE 3—IMPLEMENTATION <i>(student is working on this independently, but with advisor oversight)</i>				
COLLABORATION (L5)	Actively solicits input of others to increase the quality of the project. Values other's input and expertise during project implementation. Displays willingness to learn from others, including subordinates and peers.	Values other's input during project implementation, but could be more proactive in requesting the opinion of others.	Rejects or disregards other's input.	
Team work & Cooperation				
PROFESSIONALISM (L19)	Acts consistently and accordingly to organization's expressed core values; deals with staff, public, and government in an open and truthful manner; expresses what he or she believes even when the message may not be welcome. Shares information, insights, or comments when it would be easier to refrain.	Acts consistently and accordingly to organization's expressed core values; deals with staff, public, and government in an open and truthful manner; does not always express what he or she believes when the message may not be welcome. Shares information, insights, or comments when it would be easier to refrain.	Acts consistently and accordingly to organization's expressed core values; deals with staff, public, and government in an open and truthful manner; does not express what he or she believes when the message may not be welcome. Does not share information, insights, or comments unless expressly asked to do so.	
Ethics, professional practices, social accountability, and community stewardship				
Recognition <i>(part of OIT ESLO)</i>	The student is able to successfully recognize decisions requiring ethical judgments without prompting and can clearly explain why it requires ethical reasoning to others.	The student is able to successfully recognize decisions requiring ethical judgments without prompting.	The student is able to recognize decisions requiring ethical judgments with prompting.	
Judgment <i>(part of OIT ESLO)</i>	The student is able to apply ethical reasoning to novel situations and provide detailed support for their decisions, as well as refuting other possible decisions.	The student is able to make plausible ethical decisions and support them at a competent level. At this level, the student begins to generalize their reasoning to similar situations.	The student is able to make plausible ethical decisions, but their support may be rudimentary or underdeveloped.	
STRATEGIC ORIENTATION (L24)	The capstone reflects an analysis of the market, governmental and regulatory, public opinion and social, scientific, and technological forces that currently and will shape their profession. The project demonstrates an understanding of the forces that are shaping health over the next 5 to 10 years. The project positions the organization or profession for success.	The capstone reflects an analysis of the market, governmental and regulatory, public opinion and social, scientific, and technological forces that currently and will shape their profession. The project demonstrates an understanding of the	The capstone fails to take into account some aspect of the forces (market, regulatory, social, scientific, and technological) that are shaping healthcare.	
Consideration of business, demographic, ethno-cultural, political, and regulatory implications				

		forces that are shaping health over the next 5 to 10 years. The project may not have a long term effect on the organization or profession.		
Innovative Thinking (L14) Creates new concepts or breakthrough thinking	Creates new concepts that are not obvious to others and not learned from previous education to explain situations or resolve problems; Looks at things in new ways that yield new or innovative approaches—breakthrough thinking; Shifts the paradigm; starts a new line of thought	Some evidence of new perspective or concepts that are generated; may not shift the paradigm	No new concepts are generated; lack of thought toward future	
PHASE 4—PAPER <i>(Enrolled in Black Board capstone course in summer)</i>				
Skill Task	Exemplary (5 points)	Competent (3 points)	Developing (1 points)	Max of 5 for each category
EVIDENCE BASED WRITING	Contains a clear, compelling claim; demonstrates insightful comprehension and valid precise inferences; overall analysis follows logically from the text	Contains a clear claim; demonstrates sufficient comprehension and valid basic inferences. Overall analysis follows logically from the text.	Contains a claim, but it is not fully articulated. Claim demonstrates basic literal comprehension and significant misinterpretation. Major points of textual analysis are missing or irrelevant to accomplish purpose.	
Content and Analysis of Writing				
Command of Evidence in Writing	Central claim is well-supported by textual evidence. Use of relevant evidence is sustained throughout the entire analysis. The core reasoning follows from evidence.	Central claim is well-supported by textual evidence. Use of relevant evidence is generally sustained with some gaps. The core reasoning follows from evidence.	Central claim is only partially supported by textual evidence. Analysis is occasionally supported with significant gaps or misinterpretation. The core reasoning is tangential or invalid with respect to the evidence.	
Coherence and Organization of Writing	The organization strengthens the exposition. The introduction establishes context; the organizational strategies are appropriate for the content and purpose. There is a smooth progression of ideas enhanced by proper integration of quotes and paraphrase, effective transitions, sentence variety, and consistent formatting.	The organization supports the exposition. The introduction establishes the context; the organizational strategies are appropriate for the content and purpose.	Some attempt has been made at a sustained organization, but major pieces are missing or inadequate. The introduction does not establish the context; The organizational strategy is unclear and impedes exposition.	

		The ideas progress smoothly with appropriate transitions, but evidence is not always integrated properly. Sentences relate relevant information and formatting is consistent.	Paragraphs do contain separate ideas, but the relationships among them are not indicated with transitions. Quotes and paraphrases may be present, but no distinction is made between the two and they are not effectively integrated into the exposition. Sentences are repetitive and fail to develop ideas from one to the next.	
Control of Language and Grammar	<p>Contains precise and vivid vocabulary, which may include imagery or figurative language and appropriate academic vocabulary. The sentence structure draws attention to key ideas and reinforces relationships among ideas.</p> <p>Successful and consistent stylistic choices have been made that serve the writing purpose.</p> <p>Illustrates consistent command of standard, writing conventions. Errors are so few and so minor that they do not disrupt readability or affect the force of the writing.</p>	<p>Contains appropriate vocabulary that may lack some specificity, including some imagery or figurative language and appropriate academic vocabulary. The sentence structure supports key ideas and relationships among ideas, but may lack some variety and clarity.</p> <p>There is some evidence of stylistic choices that serve the purpose of the essay.</p> <p>Illustrates consistent command of standard writing conventions. Minor errors do not disrupt readability, but may slightly reduce the force of the writing.</p>	<p>Contains vague, repetitive and often incorrect word choice. Sentence structure is repetitive, simplistic and often incorrect, disrupting the presentation of ideas.</p> <p>There are few or no attempts to develop an appropriate style.</p> <p>Illustrates consistent errors of standard writing conventions. Errors disrupt readability and undermine the force of the writing.</p>	
PHASE 5--PRESENTATION				
Skill Task	Exemplary (10 points)	Competent (6 points)	Developing (02points)	Max of 10 for each category
PRESENTATION SKILLS	<p>Presents information in logical, interesting sequence which audience can follow.</p> <p>Demonstrates full master's level knowledge (more than required) by articulately addressing all aspects of the plan with explanations and elaboration in the allotted timeframe.</p> <p>The overall presentation effectively uses visual aids that explains, supports and reinforces the presentation.</p>	<p>Presents information in logical sequence which audience can follow.</p> <p>Mostly demonstrates master's level knowledge and is relatively at ease while addressing relevant aspects of the plan with</p>	<p>Audience has difficulty following presentation because presenter jumps around.</p> <p>Somewhat demonstrates master's level knowledge and is somewhat at ease while addressing mostly relevant aspects of the plan with</p>	
Organization, Content, Knowledge, Visual Aids,				

Mechanics, Eye Contact Verbal Techniques, Effectiveness, Organization, Conclusion	<p>Presentation has no misspellings or grammatical errors.</p> <p>Maintains eye contact with audience, seldom returning to notes.</p> <p>Uses a clear voice and correct, precise pronunciation of terms so that all audience members can hear presentation.</p> <p>Clearly and articulately presented the overall plan in the timeframe allotted.</p> <p>Presents information in logical, interesting sequence which audience can follow.</p> <p>Clearly identified, discussed and fully supported.</p>	<p>explanations and some elaboration.</p> <p>The overall presentation uses some visual aids that explains, supports and/or reinforces the presentation.</p> <p>Presentation has no more than two misspellings and/or grammatical errors.</p> <p>Maintains eye contact most of the time but frequently returns to notes.</p> <p>Voice is clear and pronounces most words correctly. Most audience members can hear presentation.</p> <p>Clearly presented the plan with minor items not fully presented.</p> <p>Presents information in logical sequence which audience can follow.</p> <p>Mostly identified, discussed and fully supported.</p>	<p>some explanations and some elaboration.</p> <p>The overall presentation minimally uses visual aids that explains, supports and reinforces the presentation.</p> <p>Presentation has three misspellings and/or grammatical errors.</p> <p>Occasionally uses eye contact, but still reads mostly from notes.</p> <p>Voice is low and incorrectly pronounces terms. Audience members have difficulty hearing presentation.</p> <p>Presented the plan but did not fully address all the key aspects of the business plan.</p> <p>Audience has difficulty following presentation because presenter jumps around.</p> <p>Somewhat identified, discussed and fully supported.</p>	
COMMUNICATION (OIT ESLO) Support and Documentation	<p>Claims are consistently supported with appropriate, relevant, and specific evidence, whether drawn from disciplinary knowledge, careful reasoning, or credible research.</p> <p>Evidence derived from sources supports and develops original content.</p> <p>Source material is credible; it is introduced and interpreted to provide context.</p> <p>Source material is documented accurately according to the appropriate conventions (academic citation style or disciplinary approach).</p>	<p>The work includes few instances of claims unsupported by appropriate evidence.</p> <p>Additional or more carefully chosen details would improve the work.</p> <p>The work includes (but does not rely on) evidence that lacks rigor, based on the audience's or discipline's standards.</p> <p>Additional context or discussion of credentials for sources of evidence would add value to the work.</p> <p>The work contains few, minor documentation errors (according to</p>	<p>The work includes frequent instances of unsupported claims or key missing details.</p> <p>The work relies on evidence that lacks rigor, based on the audience's or discipline's standards.</p> <p>The work relies on demonstrably biased evidence (without providing appropriate context or qualification of that evidence).</p> <p>The work treats sources with bias, or demonstrates incomplete understanding of source material.</p> <p>The work does not meet academic citation or disciplinary standards.</p>	

		academic citation style or disciplinary approach).		
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Passing Score 85% or higher