



Meeting of the
Oregon Tech Board of Trustees
Executive Committee
Sunset Room, Klamath Falls Campus
May 17, 2018
10:45am – 11:25am

Executive Committee Agenda

	<u>Page</u>
1. Call to Order/Roll/Declaration of a Quorum (10:45am) <i>Chair Graham</i>	
2. Consent Agenda <i>Chair Graham</i>	
2.1 Approve Minutes of the March 22, 2018 Meeting	1
3. Action Items (10:50am)	
3.1 Recommendation to the Full Board to Name the New Softball Stadium (10 min) <i>AVP Ricketts</i>	4
4. Discussion Items (11:00am)	
4.1 Update on Compensation Philosophy Ad Hoc Committee (10 min) <i>President Naganathan</i>	
4.2 Review of Board Agenda (11:10am) (5 min) <i>Chair Graham</i>	
5. Other Business/New Business (11:15am) <i>Chair Graham</i>	
6. Adjournment (11:25am)	

WORKING LUNCH - EXECUTIVE SESSION (11:40am to 1:00pm) – Mt. McLoughlin Room

The Board will meet in Executive Session per ORS 192.660(2)(f) to consider information or records that are exempt by law from public inspection; ORS 40.225 Rule 503 confidential communications, attorney-client privilege; and ORS 192.660(2)(i) to review and evaluate the performance of the President.

Executive Committee DRAFT MINUTES

Trustees Present:

Lisa Graham, Chair
Jeremy Brown

Nagi Naganathan, President
Dan Peterson

Paul Stewart

Other Trustees Present:

Vince Jones

Liam Perry

University Staff and Faculty Present:

Brian Fox, VP Finance and Administration

Jim Jones, CIO/AVP IT

Gary Kuleck, Provost/VP Academic Affairs

Adria Paschal, Senior Executive Assistant to the President

Tracy Ricketts, AVP Development and Alumni Relations

Di Saunders, AVP Communication and Public Affairs

Erika Veth, Dean of Online Learning

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

Chair Graham called the meeting to order at 10:51am. The Board Secretary called roll and a quorum was declared.

2. Consent Agenda

- 2.1 Approve Minutes of the October 26, 2017 and December 7, 2017 Meetings
With no amendments, the minutes stand as published.

3. Action Items

3.1 Trustee Appointment and Reappointment Recommendation to Governor

President Naganathan explained the university process to obtain faculty, staff, and student applications for the respective board positions. He recommended appointment of Rosalind 'Rose' McClure as the faculty trustee, and Grace Rusth as the staff trustee. He also recommended the reappointment of William 'Liam' Perry as the student trustee, and all other at-large trustees. Discussion regarding faculty and staff applicants. Trustees expressed appreciation for outgoing faculty trustee Dr. Peterson. Discussion regarding the pros and cons of at-large reappointments with staggered terms versus full four-year terms.

Consensus to allow each board member to determine the length of reappointment term. **Chair Graham** accepted the president's recommendations and consulted with the Executive Committee. She explained the Board Secretary will forward all complete application packets to the Governor's office for consideration.

Trustee Stewart moved to recommend faculty member, Rosalind "Rose" McClure, and staff member, Grace Rusth to the Governor for appointment to the Board of Trustees, and the reappointment of student, William "Liam" Perry, and all at-large trustees currently serving. **Trustee Brown** seconded the motion. With all trustees present voting aye, the motion passed unanimously.

4. Discussion Items

4.1 President's Investiture

Chair Graham explained the investiture is a board requested and sponsored event to mark the change of leadership, and an opportunity to support a new era of the institution; investitures have occurred in various forms at Oregon Tech over the years. She requested all trustees participate in the ceremony as the event has the support of the community and Foundation. Foundation Board President, Dee Thompson, will share the progress of fundraising with the Board at breakfast the morning of the investiture. **Trustee Brown** shared his experiences with investitures, referencing official language for the Chair to inaugurate the 7th president; suggesting staff look for sponsors to decrease the cost of the event to the university; and recommending student involvement in the ceremony. **AVP Ricketts** announced the Foundation is purchasing the chain of office and gifting it to the university to establish an investiture tradition. **Secretary Fox** outlined other events occurring on campus to celebrate the university during this time.

4.2 Review of Board Agenda

Chair Graham reviewed the Board agenda for the meeting this afternoon. **Trustee Brown** expressed his concern that the board will not see a proposal for a new program approval process for quite some time. He would like to see a new process before the board is asked to review a new program. **Chair Graham** requested Trustee Brown report out on this at the AQSS committee.

5. Other Business/New Business

Chair Graham reminded Trustees of the presidential evaluation policy and the need to evaluate President Naganathan this year. She suggested holding an executive session at the May 17th meeting to discuss the assessment; the President would then have the opportunity to reflect over summer and respond to the formal process in the fall with his self-assessment. **Trustee Stewart** would like to make sure that the assessment considers whether the president is getting the support and direction he needs from the Board to accomplish his goals. **Trustee Brown** suggested the president create and present, at every board meeting, a university dashboard with key indicators to show progress on strategic or presidential goals. He also suggested a subcommittee write the assessment and present it to the board and suggested an intense review every 3 years. **Trustee Peterson** emphasized the necessity for stakeholder feedback in the evaluation process.

6. Adjournment

Meeting adjourned at 11:48am

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'S. Fox', is written above the printed name.

Sandra Fox
Board Secretary

Agenda Action Item

Agenda Item No. 3.1

Recommendation to the Full Board to Name the New Softball Stadium

Background

The softball complex located on the Klamath Falls campus will undergo a complete renovation beginning mid-May thanks to a major contribution by John and Lois Stilwell. The new softball stadium will sport a new turf field, bullpens, wrap-around bleachers with improved press box, improved walkways and a field house that will include concessions, restrooms and a team room. The Stilwell's contribution is the catalyst to improving the facilities, which complements Oregon Tech's short-term goal to *promote university pride and elevate our campuses to be the preferred destinations for students, employees, and the community.*

The Board of Trustees' policy on Delegation of Authority states that the board retains the right to approve the naming and renaming of University buildings or outdoor areas, and other assets, in recognition of individuals or organizations. University policy OIT-50-050 provides the opportunity to recognize significant gifts that have an impact to the campus by acknowledging donors with a naming opportunity and may do so after a living person if the Board of Trustees finds that the donor contributes a substantial share of the cost of construction. The policy also states that buildings and structures may be named for a donor when the gift constitutes more than 50% of the total cost of the project.

The Stilwell's contributions are ultimately designated for the softball renovation project and meet the requirements of policy OIT-50-050. The Oregon Tech Foundation held a meeting on February 9, 2018 and proposed that the new softball field be named in honor of John (living) and Lois (deceased) Stilwell. The naming would recognize the Stilwell's significant contribution to this project, their significant support of students through a number of endowed scholarships, and their long-time athletic support as both donors and fans.

Recommendation

The President and Foundation Board recommend the Executive Committee of the Board of Trustees make a recommendation to the Full Board to name the new softball stadium the ***John and Lois Stilwell Stadium*** in honor of John and Lois Stilwell, to recognize their generous gifts in support of this project and Oregon Tech.

Attachments

- Oregon Institute of Technology policy OIT-50-050, Property Naming
- Softball field renderings

OREGON INSTITUTE OF TECHNOLOGY

Property Naming OIT-50-050

On occasion, the Oregon Institute of Technology seeks to recognize the efforts and contributions of individuals by the naming of buildings, structures, interior spaces, and landscape elements. This policy establishes a uniform and consistent procedure to gain approval.

Under OAR 580-50-0025, the President is authorized to name buildings or structures, but may not do so after a living person unless the Oregon State Board of Higher Education makes an exception. The Board's legal staff has defined "structure" to include large outdoor spaces such as courtyards. The permissible exceptions are for a donor who contributes a substantial share of the cost of construction or for other unusually meritorious reasons. Those honored with such a naming might be:

- Staff or faculty members, or persons not connected to the Institute who have contributed significantly to the social, academic, scholarly, research, or political life of the Institute.
- Persons not connected to the Institute who have contributed to its growth and development.
- An illustrious alumni member.
- An outstanding states-person, educator, or scholar.

The naming, or renaming, of a building or structure is considered a major event in the history of the institution requiring due consideration and consultation. The President of OIT, by this policy, also is authorized to name parts of buildings, interior spaces (classrooms, atria, conference room, laboratories, seminar rooms, lounges, offices, etc.) and landscape elements (plazas, quadrangles, open spaces, fields, streets, etc.).

I. Naming in recognition of a gift

- a. Buildings and structures may be named or renamed for a donor when the gift covers the total cost of the new building or facility or provides funding for the portion of the cost which would not have been available from other sources (state or federal appropriations, student fees, bonds, etc.) and which would constitute a significant portion, normally not less than 50%, of the total cost.
- b. All other naming opportunities are to be set for values determined by the Oregon Tech Foundation after consultation with the OIT president and his or her designees. The Oregon Tech Foundation will take under consideration the gift amounts used to name like facilities or areas on

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campus and the general market value of such naming opportunities on other campuses.

II. Naming for an individual not in recognition of a gift

- a. Naming opportunities are generally reserved for donors. However, an individual's name may be affixed to a facility or space (interior or exterior) in posthumous recognition of unusually meritorious service to the Institute or to society at large.
- b. Normally a period of at least one year shall have elapsed between the individual's death and the proposal for naming.

III. Functional Names

- a. The use of functional names should be avoided, as the whereabouts of functions can change over time.
- b. In cases where functions change within a building, the name will remain with the building and the functional name will be deleted.

IV. Signage and Plaques

- a. All interior and exterior signage on campus will conform to established guidelines.
- b. Plaque text must be reviewed and approved by the Vice Presidents for Finance and Administration and Institutional Advancement.
- c. The use of terms such as Center, Hall, Building, Courtyard must be approved by the OIT president and shall be consistent with other such named spaces on campus.

V. Procedures

- a. For building names, a formal letter of request should be submitted to the Office of the President. The letter should discuss the importance of the naming to the Institute; the nature of the gifting and/or meritorious activity; and other conditions, concerns, or impacts of the naming. A resume or discussion of the individual(s) who would be honored should be included.

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- b. All other recommendations for naming opportunities should be submitted to the Vice President for Institutional Advancement. The Vice President for Institutional Advancement will review these recommendations with the Executive Staff. Final approval will be given by the President.

VI. Responsibility

No individual may commit OIT to naming unless specific formal acceptance has been granted by the President or the Vice President for Institutional Advancement as described in the Procedures section of this policy.

Recommended:

Administrative Council – November 13, 2002

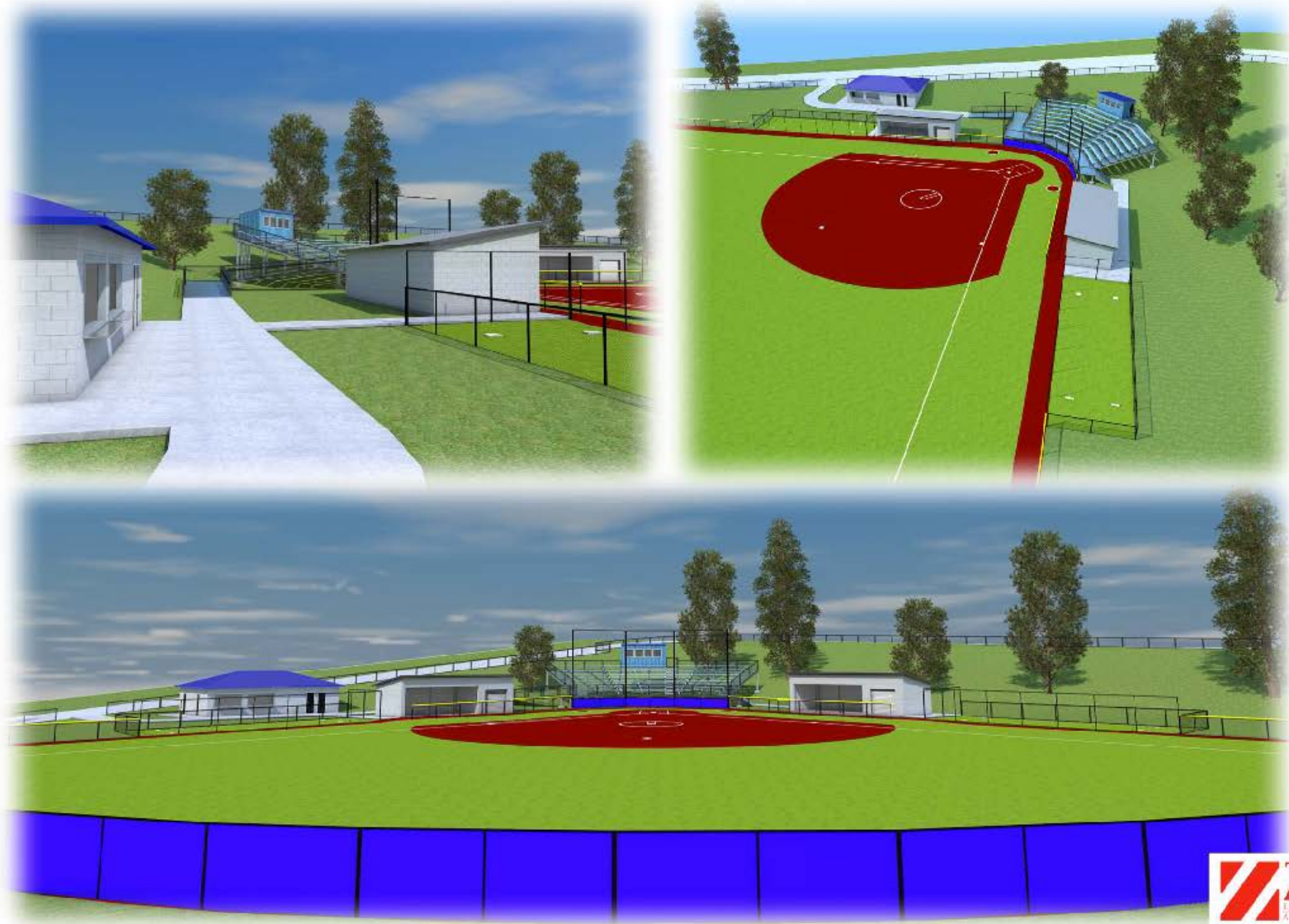
Faculty Senate – November 7, 2002

President's Council – October 8, 2002

Approved: /s/ Martha Anne Dow
Martha Anne Dow, President

Date: November 7, 2002

May 17, 2018



Discussion

Agenda Item No. 4.1

Update on Compensation Philosophy Ad Hoc Committee

Background

In the spirit of shared governance, to address concerns relating to faculty compensation, and build on the information presented in the faculty compensation study conducted in 2016-17 by consultant MGT America, President Naganathan, in consultation with Provost Kuleck, appointed an ad hoc committee of faculty and administrative staff. The Committee is charged to develop a scalable and sustainable (through enrollment and revenue growth) comprehensive compensation philosophy and multi-year implementation model, while keeping higher education accessible and affordable.

The task of creating a long-term, improved compensation philosophy was broken down into two primary steps:

Step 1: Develop merit process guidelines supplementing existing policies as well as a candidate distribution methodology (due by June 1, 2018).

Step 2: Improve our compensation philosophy and establish a multi-year implementation model (progress report due by December 7, 2018 and final report by March 29, 2019).

To support the charge of the Committee, President Naganathan outlined the guiding principles (attached) at the kick-off meeting in April.

The desire is to begin the implementation based on the recommendations in Fall 2019.

Recommendation

No action required. This item is informational only.

Attachments

- Correspondence from President Naganathan to Faculty dated March 28, 2018
- Guiding Principles from President Naganathan to ad hoc Committee dated April 13, 2018

Sent: Wednesday, March 28, 2018 6:00 PM

Subject: Oregon Tech Presidential ad hoc Compensation Task Force

Dear Faculty Colleagues:

Trust you are enjoying a restful spring break.

During the last few months, Provost Kuleck and I have heard from you about the importance of continuing the conversation on faculty compensation, developing a comprehensive philosophy and a multi-year implementation model, and moving forward with what was initiated through the MGT study during 2016-17. This communication and its specific action steps are in the spirit of the same. I have also heard rumors that the MGT study has been completely discounted by the new administration. Please know that this perception is incorrect.

As we all work together to elevate Oregon Tech's profile and prominence in our region and beyond, we must look to our current and aspirational peers (including those in the MGT study) not just by the majors taught, but also by our peers' contributions through their portfolios leading to programmatic and institutional excellence and distinctiveness. Given the magnitude of additional mandatory costs incurred while improving compensation, our compensation philosophy and implementation must be scalable and sustainable through enrollment and revenue growth, while keeping higher education accessible and affordable for our students.

During the first week of the spring term, in the spirit of shared governance, I will be announcing the appointment of an *ad hoc* Compensation Task Force with membership from faculty and administration to accomplish two primary steps towards a long-term, improved compensation philosophy.

Step 1: Develop merit process guidelines supplementing existing policies

The goal is to create a process to distribute a merit salary pool, which will be initially funded through the President's Strategic Investment Fund in support of this pilot initiative. The merit process should recognize teaching effort, excellence, and innovation, creative works, and advancing the institution with brand identity and external recognition.

The final recommendations of the task force are to include possible new merit guidelines supplementing any existing policies as well as a candidate distribution methodology and are due to the Office of the President by June 1, 2018.

After receiving the recommendations, Provost Kuleck and I will confer with the members of the Task Force for any additional revisions and provide appropriate directions to the academic units to implement the process. We will set aside about \$65,000 in support of this pilot initiative and award merit increases accordingly. Those receiving merit increases from this special pool of merit funds will see these as a supplement to any across the board increases effective Winter 2019. This will be the first of a larger effort to link greater levels of compensation with merit and performance.

Step 2: Improve our compensation philosophy and establish a multi-year implementation model

Why is this second step important?

Higher education, and public higher education in particular, is changing rapidly in response to external economic and political forces that challenge the viability of Oregon Tech's current operating model. Given the relatively recent transition to an independent university model, we have a unique window to align our strengths in preparing students for careers in professional disciplines with a focus on the industries and communities we serve. We must meet and exceed Oregon's and the global workforce needs and achieve appropriate brand identity by encouraging entrepreneurial engagement across our university. Hence, the scope of this step goes beyond rewarding individual productivity and excellence; this is about the way we (not only the faculty, but also the departments and colleges) intentionally pursue our mission and achieve our vision.

Faculty play a critical role in creating and nurturing such ethos and we want to incentivize this by emphasizing excellence in pedagogy and creative activities with our external stakeholders that are duly supported by our departments and colleges and recognized in our compensation, workload, and RPT decisions. These hallmarks epitomize our culture and will energize prospective students to enroll, industry and community partners to collaborate, alumni to support Oregon Tech at a higher level, and new faculty to join our ranks on all of our campuses.

What is our action as part of this step?

To further these efforts, the Task Force is asked to recognize faculty contributions in ways which align with the overarching goals of the university and achieve an appropriate and sustainable system by linking compensation, workload and RPT since they are closely intertwined. We must also develop a sufficiently flexible structure to be sustainable over time.

Salary and workload information for the discussion will be based on comparator information from institutions with similar programs and composition of faculty portfolios. Data will include the analysis from the MGT study completed last academic year as well as other pertinent sources such as IPEDS, competitor institutional implementations and workload and RPT guidelines. The Task Force's recommendations are to align our compensation model with that of similar institutions and are expected to include a robust merit policy and a proposed multi-year implementation strategy.

The Task Force is to submit a progress report by December 7, 2018 and a final report by March 29, 2019 to the Office of the President. It is our sincere hope that we can begin the implementation based on the recommendations in fall 2019.

Provost Kuleck and I look forward to working closely with all of you in this important initiative, culminating in concrete implementation steps. Thank you for your continued dedication to Oregon Tech and our students.

Sincerely,



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

Oregon Tech Presidential ad hoc Faculty Compensation Task Force Guiding Principles

We want Oregon Tech to be a destination for bright students and their employers; but as importantly for outstanding faculty and staff. We want to be a destination where meritorious performance is recognized and rewarded and where entrepreneurial and externally facing creative activities are encouraged, supported, and rewarded. We want to create a revenue growth model, which will allow us to support new initiatives which will increase the prominence and value proposition of Oregon Tech, with a collective commitment to excellence and distinction. We want to attract and retain outstanding faculty who are truly committed to applied learning and innovation.

It is for these reasons, the following guiding principles are defined in support of the charge to the Presidential ad hoc Faculty Compensation Task Force related to linking compensation, performance, productivity, and revenue generation.

1. The foundation of the compensation philosophy must be constructed with salary increases based on meritorious performance.
2. Documentable meritorious performance is a condition of eligibility for any raise beyond any across the board adjustments. Merit is judged by each College Dean on the basis of annual performance evaluations and in consultation with Department Chairs and Directors and recommended to the Provost. A department's merit pool must not be distributed equally among all eligible faculty.
3. Regardless of goals and targets with respect to faculty compensation, the University must generate the necessary income if it is to meet its payroll obligations, since there are always competing priorities -- new positions, merit and equity considerations, equipment, maintenance and operations, etc. Therefore, Deans and Chairs must create strategic plans that include a dedicated focus on increasing revenue to support faculty compensation.
4. The faculty compensation plan must remain flexible. Since the salary targets will be based on periodic surveys of average salaries by rank and discipline, which cannot be predicted, there can be no guarantee that salary increases will be forthcoming and that funding will be available to support recommended salary changes.
5. Institutional income arising from state funding is likely to be constrained and shrinking over time in both absolute and relative terms; therefore the revenue arising from credit production (i.e. tuition) will be of paramount concern. It is of utmost importance that faculty and administration understand and agree on the necessity of keeping compensation and productivity in balance and tightly linked. •

NGN: April 13, 2018