

Board of Trustees
Minutes

July 9, 2015

Trustees Present

| | | |
|-------------------------|---------------|--------------------|
| Lisa Graham, Chair | Fred Ziari | Christopher Maples |
| Steve Sliwa, Vice-Chair | Dan Peterson | Jessica Gomez |
| Kelley Minty Morris | Kathleen Hill | Paul Stewart |
| Jeremy Brown | Gary Johnston | |
| Melissa Ceron | Dana Henry | |

University Staff and Faculty Present:

Mateo Aboy, Assoc. Provost, VP for Research
Brad Burda, Provost, VP for Academic Affairs
Lita Colligan, Assoc. VP for Strategic Partnerships and Government Relations
Erin Foley, VP for Student Affairs and Dean of Students
Sandra Fox, Board Secretary
Jamie Kennel, Paramedic Education Program Director
Michelle Meyer, Acting VP of Finance and Administration and Director of Business Affairs
Brittany Miles, Industry Outreach – Government Relations Manager
Di Saunders, Assoc. VP for Communications and Public Affairs
Maureen Sevigny, Distance Education Program Manager
Terri Torres, Associate Professor of Mathematics

Others in Attendance:

Jenee Hilliard, Legal Counsel Miller Nash Graham and Dunn
Rafael Santiago, Oregon Tech Alumni Association President

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

Chair Graham called the meeting to order at 3:10pm. The secretary called roll and a quorum was declared.

Trustee Henry announced her resignation from the Board as a result of her resignation from the University as an employee, effective July 22, 2015.

2. Opening Comments and Reports

2.1 Guest

Wilsonville Mayor Tim Knapp expressed the City's pleasure at the presence of Oregon Tech in the community. He gave a history of the area and a look at potential future development. He is looking forward to Oregon Tech being a long term partner in the community. There was a discussion regarding tracking the economic impact the university might have on the community and whether businesses are looking to locate here because of the university.

2.2 President's Report and Discussion

President Maples walked through a PowerPoint presentation (on record) of the national trends in higher education, Oregon Tech (faculty, staff and student) accomplishments, and opportunities and hurdles of being a small university. Discussion occurred regarding priority student, operational and capital investments to be made with state appropriations, bonding, and sale of Harmony site.

2.3 Legislative Session Update

AVP Lita Colligan explained the Thank You handout (on record) outlining what can be accomplished from the funds allocated by the Legislature. She read the budget message, walked the Trustees through the accomplishments of the legislature, issues that were sent to committee, and work staff needs to complete to address the new requirements. She thanked the Trustees for assisting with the legislature: writing letters, making phone calls, meeting legislators and serving as champions for the University. **A suggestion was made for a breakfast at the Wilsonville Campus with legislators and board of trustees, to say thank you and provide a tour of the university.**

2.4 Faculty Senate Report

Terri Torres, VP of Faculty Senate, explained how the Faculty contribute to the university and outlined the requests associated with faculty salaries. **Trustee Johnston** asked about the costs associated with each request. **Torres said she would email those costs.** Cost of living is not in the comparison nor are benefit packages. Discussion occurred on how agendas are set for the group, and members suggested that the Faculty Senate look at what items the University might consider to create incentives or reward faculty, such as consideration of creating open source text books when looking at promotion and tenure. **Open source text books could be a future discussion item based on the outcome of the fall retreat.**

2.5 Administrative Council Introduction and Report

Administrative Council Chair, Bill Goloski explained that the group of ten, from Wilsonville and Klamath Falls, represents unclassified staff (107); tasks include policy review and granting emeritus status. Brief overview of accomplishments over the past year and existing projects which include: working on an unclassified staff employee handbook, new employee checklist, flu shots through integrated student health center, acronym guide, spirit week coordination, and plausibility of establishing a day care center on campus.

2.6 ASOIT Wilsonville Report

Trustees received a handout (on record) outlining the accomplishments of Wilsonville ASOIT.

2.7 Academic Quality and Student Success Committee Report

Trustee Brown summarized the committee's meeting which included a recommendation for a new program, a presentation on academic quality, discussion on Title IX, Violence Against Women Act, and Clery Act compliance; and a brief discussion regarding enrollment, retention and graduation. There will be a future presentation on Student Success.

2.8 Finance and Facilities Committee Report

Vice Chair Sliwa summarized the Finance and Facilities Committee meeting which included a recommendation to the full board on the investment of funds; a report on investments; reports on funding and expense levels; a report on deferred maintenance, space inventory, and capital construction/renovation; and a report on Facility Master Plan creation based on the Academic Plan. The committee briefly discussed institutional risk and that the committee will address one type of risk per meeting.

2.9 Executive Committee Report

Chair Graham stated the committee had an update on how marketing/communications helps increase enrollment; discussion about enrollment management strategies; presentation on HECC's university evaluation proposal; and a report on Mission Alignment.

3. Consent Agenda

3.1 Approve Minutes of the April 7, 2015 Meeting

3.2 Approve Committee Charters

Trustee Johnston moved to approve the consent agenda. Trustee Stewart seconded the motion. With all Trustees present voting aye, the motion passed unanimously.

4. Action Items

4.1 Approve Resolution Adopting Oregon Tech's Mission Statement and Core Themes

Chair Graham explained the statutory requirement for the Board to adopt a mission statement, and staff proposed to adopt the current mission with a slight modification addressing the dissolution of the Oregon University System. It was explained that the Board can review and modify at future meeting if desired.

Trustee Sliwa moved to approve the Resolution adopting Oregon Tech's mission statement and core themes. Trustee Peterson seconded. With all Trustees present voting aye, the motion passed unanimously.

4.2 Amend Resolution 15-3 authorizing the President to repeal Administrative Rules and adopt certain rules as University Policies

Chair Graham explained the request to change the term 'shall' to 'may' when discussing the force of law in regards to policies.

Trustee Ziara moved to Amend Resolution 15-3 authorizing the President to repeal Administrative Rules and adopt certain rules as University Policies. Trustee Gomez seconded the motion. With all Trustees present voting aye, the motion passed unanimously.

4.3 Approve Resolution Authorizing the Investment of University Funds in the Oregon Public University Fund

Acting VP Meyer explained the benefit of placing the university's investment into the Public University Fund.

Trustee Brown seconded the motion of the Finance and Facilities Committee to approve the resolution authorizing the investment of University Funds in the Oregon Public University Fund.

There was a discussion regarding moving endowment funds into this low risk fund and the ability for future discussion regarding the appropriate place to invest long-term.

With all Trustees present voting aye, the motion passed unanimously.

4.4 Select Board Members for 2016 External Audit Request for Proposal Committee

Acting VP Meyer gave background on the need for an external auditor and the reasoning for the Board to have members involved with the Request For Proposal. She recommended staff manage the RFP process and recommend one external audit firm for the F&F committee, acting as the audit committee, to award the contract.

Trustee Sliwa moved to have staff manage the external audit Request For Proposal process and recommend one firm for the Finance and Facilities Committee to award the external audit contract. Trustee Ziari seconded the motion. With all Trustees present voting aye, the motion passed unanimously.

4.5 Recommendation to Provost's Council to Approve New Program: Master of Science in Allied Health

Trustee Brown stated this is an opportunity for Oregon Tech to move forward and offer a strong program.

Trustee Stewart seconded the motion from the Academic Quality and Student Success Committee to recommend to the Provost's Council approval of a new program: Master of Science in Allied Health. With all Trustees present voting aye, the motion passed unanimously.

4.6 Approve Resolution Authorizing the Sale of an Undivided Interest in Real Property and Improvements, Referred to as the Harmony Campus, to Clackamas Community College

Trustee Minty Morris seconded the Finance and Facilities Committee's motion to approve a Resolution authorizing the sale of an undivided interest in real property and improvements, referred to as the Harmony Campus, to Clackamas Community College.

Discussion regarding specifics of sale and strategy to expend the funds.

With all Trustees present voting aye, the motion passed unanimously.

At 5:30pm Trustee Johnston moved to adjourn the meeting until July 10, 2015 at 8am. Trustee Minty Morris seconded the motion. With all Trustees present voting aye, the motion passed unanimously.

July 10, 2015

Trustees Present:

| | | |
|---------------------------------|---------------|--------------------|
| Lisa Graham, Chair | Melissa Ceron | Dana Henry |
| Steve Sliwa, Vice-Chair | Fred Ziari | Christopher Maples |
| Kelley Minty Morris (8:10am) | Dan Peterson | Jessica Gomez |
| Jeremy Brown | Kathleen Hill | Paul Stewart |
| | Gary Johnston | |

University Staff and Faculty Present:

Mateo Aboy, Assoc. Provost, VP for Research
Brad Burda, Provost, VP for Academic Affairs
Lita Colligan, Assoc. VP for Strategic Partnerships and Government Relations
Erin Foley, VP for Student Affairs and Dean of Students
Sandra Fox, Board Secretary
Jamie Kennel, Paramedic Education Program Director
Michelle Meyer, Acting VP of Finance and Administration and Director of Business Affairs
Brittany Miles, Industry Outreach and Governmental Relations Manager
Di Saunders, Assoc. VP for Communications and Public Affairs
Maureen Sevigny, Distance Education Program Manager
Wangping Sun, Associate Professor Manufacturing Engineering
Mehmet Vurkac, Assistant Professor Electrical Engineering/Renewable Energy

Others in Attendance:

Jenee Hilliard, Legal Counsel, Miller Nash
Tim Nesbitt, HECC Chair
Rafael Santiago, Oregon Tech Alumni Association President
Kim Thatcher, Senator

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

Chair Graham called the meeting to order at 8:00am. The secretary called roll and a quorum was declared.

6. Discussion Items

6.1 Q&A with Higher Education Coordinating Commission

HECC Chair Tim Nesbitt congratulated Trustees on their appointments and stated that the HECC is pleased with the new structure of individual governing boards. Affordability and access to higher education are not enough; HECC and the universities need to make sure that students are graduating and receiving degrees, and Oregon Tech is doing this

well. He discussed the change in funding distribution, change in ETIC funding/formula, importance of text book affordability, reducing costs to students, new community college program incentives and the tasks of HECC including evaluation of universities (approximately one to 1.5 years from now for Oregon Tech), approving university missions for coordination, and approving significant key program changes. HECC is working on a new 5 year plan and encourages Board member involvement. He stated a new outcome-based funding model is in the works which should reflect the investment in STEM studies and student success. Discussion regarding the importance of informal guidance to obtain student success, making sure the university provides every incentive and all of the support to students and to focus on resident students.

When asked if there are any parts of the state that are underserved that Oregon Tech should focus on, **Chair Nesbitt** stated that Oregon Tech is well positioned in Wilsonville and Klamath Falls (metro and rural). He recommended connecting to high school students especially in eastern Oregon; suggested reaching students in the 3rd and 4th year of high school, easing the transition from high school to college, and offering college credit courses in high school. **Vice Chair Sliwa** stated that 40% of Oregon Tech students are non-traditional and do not meet the standard model of an incoming high school graduate, the university also serves industry employees, and offers nationally recognized degrees. He asked that HECC keep in mind, when modifying funding formulas, the non-traditional areas that Oregon Tech serves. **Trustee Brown** recognized the amount of work that HECC has dedicated (product and time), and how he appreciates recognition of the role that Oregon Tech plays state wide and the programs which are not duplicated throughout the state. Placement rate of students is high at Oregon Tech but programs are technical and expensive. He asked HECC to consider these facts when reviewing the funding model. **Chair Nesbitt** acknowledged the need to review costs of programs and they plan on addressing this in 2017-18.

Trustee Stewart asked if there were any disruptive innovations which could change the university's traditional business model. **Chair Nesbitt** replied: on-line learning, mentoring students one-on-one on a regular basis, high schools which have added a 5th year, potential K-14 system, recognizing the difference of cost of living and the cost of education, and bumping up against all old structures (e.g., Pell grant funding). There was also a discussion regarding geographic access to higher education.

Senator Thatcher stated that she considers Oregon Tech the most important institution in the state as we produce the graduates who are prepared to enter the workforce. She asked that the Board keep her and other legislators up to date on anything that they can do to assist the university in graduating successful students.

Break 8:55am-9:15am

6.2 Strategic Plan Overview

President Maples walked Trustees through a PowerPoint (on record) and led a strategic discussion, including the university's strengths, weaknesses, opportunities and challenges moving forward; a review of national and state trends in higher education, including student movement within and across campuses, state funding over time, college costs and debt, meeting the needs of Oregon's changing demographics in the student population,

and retention and time-to-degree issues. Oregon Tech's strengths include its growing reputation for student return on investment; unique niche as a polytechnic university; student- and teaching-centric applied approaches to learning; diverse and talented Board of Trustees; diverse locations and styles of course delivery, including rural Klamath Falls, urban Wilsonville, online and hybrid delivery and extension centers in Salem, La Grande and at Boeing; focus on partnerships with other colleges, including dual enrollment and college credits in high school; and community connections in Klamath Falls.

President Maples noted that there may be more opportunities in areas such as faculty research that engages students and attracts outside grants; options for faculty tracts outside of the focus on teaching; and for creating new prospects for students who do not qualify for limited-enrollment majors such as medical imaging. Oregon Tech has the opportunity to turn around student support staff reductions that occurred over the past several years made to balance declining budgets. Finding new ways to support the high percentage of low-income and first-generation students is critical, as well as being able to support their success holistically once they get on campus. A large percentage of costs are outside of the university's control, such as tuition levels, capital bonding, and faculty and staff compensation; and overall there is too much reliance on state support.

Key areas of Oregon Tech's 2020 Strategic Action Plan include student success; faculty and staff success; economic and workforce connections; student access and diversity; and university financial success.

Discussion regarding a potential niche offering a higher cost, lower term (time to get degree) program, providing students industry experience beyond internships, while in school (it is difficult to hire students with no experience even if they have a degree), the need to get accrediting committees to approve of some of these ideas, the need to focus on being outcome based, provide financial literacy to students, incentivize students to apply for funding, and share information with Alumni to assist in accomplishing goals. Discussion regarding adjunct faculty costs and benefits, faculty work load/expectations, research in terms of innovation, who we market to and the type of institution we market.

Finance and Administration will put together a one page set of metrics regarding the budget, available at board retreat.

Break 11:30am-11:45am

Discussion regarding the meaning of being a polytechnic university, naming/renaming/repositioning, and university focus; aspirational peers, proposed program directions, accelerated/dual credit strategies. Extensive conversation on tuition and enrollment management policies. **President Maples and Executive Staff will address the need to establish tuition and enrollment management policies at the management retreat and follow up with Chair Graham and Vice Chair Sliwa.** Need to focus on increasing revenue aside from state revenue; also look at acquiring larger percentage of state funding.

Lunch 12:50pm-2:15pm Associate Provost/VP Aboy gave an update on the Wilsonville Campus.

Discussion regarding the existing and future strategic plans, the roles of the University and Board, how to include stakeholders, and how it would relate to the budget. **President Maples and Executive Staff will outline a process for updating the strategic plan and present it at the Board Retreat, and the Board will provide guidance.** Four priorities of Finance Committee are to: increase revenues, reduce expenses, move Oregon Tech in a positive direction, and catch the university up on backlog of projects.

Discussion regarding Delegation of Authority. **Executive Staff will bring a proposal for investing/spending the Harmony Sale funds for Board Endorsement.**

Regarding the outcome of the Board retreat, Chair Graham asked that Trustees provide ideas that are important to board that they would like explored and then to prioritize them. A member asked what the Faculty Senate think as a group would make the biggest impact for the students and how important it is to hear from them.

Send out draft retreat plan to Trustees over the summer for comment.

Request to hold Board Committee meetings simultaneously.

7. Roundtable

None

8. Public Comment

Rafael Santiago, President of the Alumni Association stated the Association is re-establishing and re-inventing itself and would like to maintain a relationship with the Board.

Associate Provost Aboy stated President Maples executed the purchase agreement for the Harmony campus; Clackamas Community College Board will meet on July 22; and Oregon Tech should receive \$4.2M by July 30.

Vice Chair Sliwa moved to commend Executive Staff at Oregon Tech for handling the transition from a shared governing body to an independent Board. Trustee Minty Morris seconded the motion. With all Trustees present voting aye the motion passed unanimously.

President Maples thanked **Trustee Henry** for her contribution to the Board and extended appreciation for her willingness to serve and contributing to the successful transition.

9. Adjournment

With no further business proposed Trustee Johnston moved to adjourn the meeting. Trustee Henry seconded the motion. With all Trustees present voting aye, the meeting was adjourned at 3:07p.m.

Respectfully submitted,



Sandra Fox
Board Secretary