

EXECUTIVE SESSION OF THE EXECUTIVE COMMITTEE (12:30pm – 12:45pm)

The Board met in Executive Session per ORS 192.660(2)(f)(h) and ORS 40.225 Rule 503 to consider information or records that are exempt by law from public inspection and to have confidential communication subject to attorney-client privilege.

EXECUTIVE SESSION OF THE BOARD (1:00pm – 1:45pm)

The Board met in Executive Session per ORS 192.660(2)(d)(f) and ORS 40.225 Rule 503 to consider information or records that are exempt by law from public inspection and to have confidential communication subject to attorney-client privilege.

Board of Trustees Meeting Agenda

	<u>Page</u>
1. Call to Order/Roll/Declaration of a Quorum (2:00pm) <i>Chair Jessica Gomez</i>	
2. Reports (2:05pm)	
2.1 President (20 min) <i>President Naganathan</i>	1
2.2 ASOIT (2:25pm) (10 min) <i>Presidents Mason Wichmann (KF) and Peter Wantuck (PM)</i>	
2.3 Administrative Council – written report only	10
2.4 Faculty Senate (2:35pm) (20 min) <i>President Don McDonnell</i>	12
2.5 Strategic Enrollment Management (2:55pm) (10 min) <i>Provost Joanna Mott</i>	36
2.6 COVID Plan (3:05pm) (10 min) <i>VP Erin Foley</i>	
2.7 Legislative - written report only	40
2.8 Academic Quality and Student Success Committee (3:15pm) (5 min) <i>Trustee Brown</i>	
2.9 Finance and Facilities Committee (3:20pm) (5 min) <i>Vice Chair Vince Jones</i>	
2.10 Executive Committee – no meeting held	
3. Consent Agenda (3:25pm) (5 min) <i>Chair Jessica Gomez</i>	
3.1 Approval of the Minutes of the January 28, 2021 Meeting	42
3.2 Recommendation to the Provost's Council to approve a new location for the BS in Business Management <i>Recommendation from AQ&SS Committee</i>	
3.3 Recommendation to the Provost's Council to approve a new location for the BS in Healthcare Management <i>Recommendation from AQ&SS Committee</i>	
3.4 Approval to Pursue Bond Financing for Construction of a New Student Housing Facility <i>Recommendation from F&F Committee</i>	
4. Discussion Items - none	
5. Action Items (3:30pm) (20 min)	
5.1 Approval of the 2021-22 Academic Year Tuition and Fees <i>VPFA John Harman</i>	47
6. Other Matters – none	
7. Public Comment (3:50pm) (20 min)	
8. Adjournment (4:10pm)	

President's Report

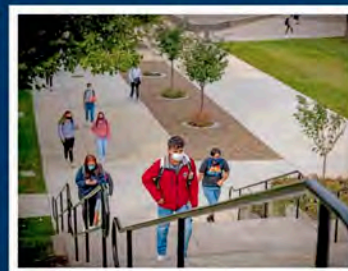
Dr. Nagi Naganathan, President

Oregon Tech Board of Trustees - April 8, 2021



President's Report

- State-level Updates
- Commencement
- FY22 Budget
- COVID Relief Dollars
- Faculty Labor Unionization
- Capital Projects & Improvements
- Athletics
- Executive Think Tank



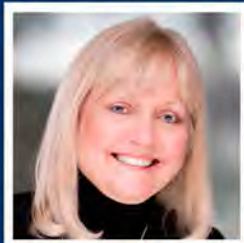
State-level Updates

- Successful lobbying of Governor on early eligibility of vaccine for university employees – vaccine eligibility for Oregon Tech employees effective the week of April 5
- Long legislative session underway
- University Presidents lobbying for \$63M more in Public University Support Fund compared to previous biennium
- HECC Allocation formula revision
 - As late as October 2020, impact was of the order of reducing annual state allocation to Oregon Tech by about \$5M
 - We have been successful in negotiating this down to about \$1M
- Comprehensive Study on Higher Education in Oregon – planning underway

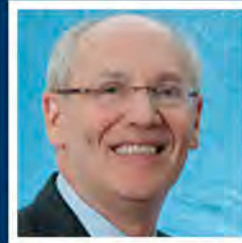
Spring 2021 Commencement

- Continued planning for virtual ceremonies for ETM and HAS graduates
- Individual departments to organize separate events to celebrate their graduates

Keynote Speakers:



Dr. Carol Dahl
Executive Director
The Lemelson Foundation



Duncan Wyse
President
Oregon Business Council

FY22 Budget

- Impact of HECC Allocation formula revision
- University tuition & fee process completed
- FY22 University budget build underway with an assumption of a flat budget at this time
- Planning to submit a balanced budget to the Board's May meeting
- FOAC and Senior Leadership to make recommendations to President in late April.



COVID Relief One-Time Dollars

- **Coronavirus Aid Relief and Economic Security Act – CARES**
 - Total funds: \$1,807,273 Student grants: \$903,637
- **Coronavirus Response and Relief Supplemental Appropriations Act – CRRSAA**
 - Total Funds: \$4,145,175 Student grants: \$903,637 (min)
- **American Rescue Plan – ARP**
 - Total funds: \$7,285,296 Student grants: \$3,697,318

Faculty Negotiation Status

- Impasse declared on March 10, 2021 after 16 months of negotiations
- 7-day period for each side to prepare and submit their 'final offer' by March 17.
- 30 day cooling off period began March 18 and ends April 16.
- Negotiations to continue during the cooling off period with a goal to attain a mutually agreed upon contract.
- The Union could choose to strike, and Oregon Tech could implement its offer on April 17 (earliest date), provided appropriate notice is given.

Capital Projects & Improvements CEET/Cornett Hall

Total Budget for CEET	\$37.7M
State Funding	
Article XI-Q Bond (CEET and Cornett Phase II)	\$38.0M
Article XI-G Bond	\$2.0M
Total	\$40.0M
University Match	
University/Foundation Funds	\$2.0M
Total Funding	\$42.0M



CEET Construction Timeline



Capital Projects & Improvements

Track & Field Facility

BRINGING HOME THE GOLD

Oregon Tech launches \$900,000 fundraising campaign to renovate track and field with help from Olympic gold medalists in track and field, Dan O'Brien and Ashton Eaton



Funding Sources	Amount
University Auxiliary Funding	
Article XI-F Bond	\$1.0M
Sports Lottery	\$0.6M
Total	\$1.6M
Foundation Funding	
Foundation Fundraising	\$0.8M - \$0.9M
Total Funding	\$2.4M - \$2.5M

\$60,275 raised so far!

Track and Field Construction Timeline



Capital Projects & Improvements

Boivin Hall

Funding Source	Amount
State Funding	
Article XI-Q Bonds	\$18.27M
Article XI-G Bonds	\$1.02M
Total	\$19.29M
University Match	
University/Foundation Funds	\$1.02M
Total Funding	\$20.3M

New master planning to be kicked off through the Facilities Planning Commission in spring to discuss future major projects.



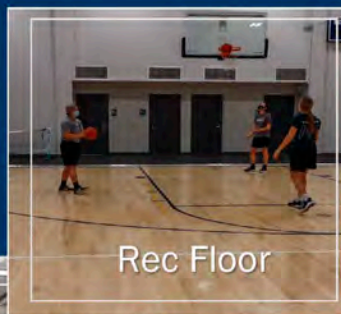
Boivin Hall Construction Timeline



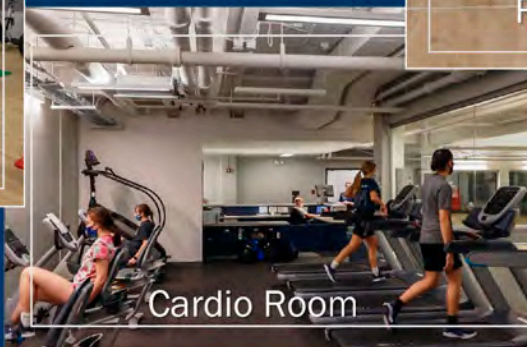
Athletics – Renovated TechRec ready and in use



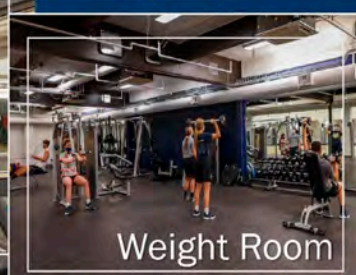
Yoga Room



Rec Floor



Cardio Room



Weight Room

Oregon Institute of Technology

ATHLETIC HIGHLIGHTS



SOFTBALL
HISTORIC 20-0 START
RANKED 5TH NATIONALLY



WOMEN'S CROSS
RANKED 11TH NATIONALLY



MEN'S CROSS
RANKED 17TH NATIONALLY



WOMEN'S SOCCER
CURRENTLY 1ST PLACE IN
CASCADE CONFERENCE



MEN'S BASKETBALL
CURRENTLY 1ST PLACE IN
CASCADE CONFERENCE

Oregon Tech's Executive Think Tank

- High-level, industry-focused, presidential advisory group
- Members are accomplished in their sectors and volunteer to help Oregon Tech conceive and shape future initiatives
- Inaugural (virtual) Meeting
 - February 11, 2021
 - Free exchange of thoughts and ideas among the membership



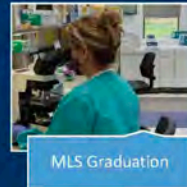
Executive Think Tank Members

Boeing
Cambia Health Solutions
CETI
ECONorthwest
Intel
Intel Foundation
IRZ Consulting and Engineering
Jeld Wen Board of Directors
Kestrel Advisors
Konica Minolta
N I C Industries Inc
NVIDIA
Oregon Business Council
Oregon Health & Science Univ.
Pacific Power
Portland General & Electric
Providence Health & Services
Sky Lakes Medical Center
University of Michigan



Celebrations & Program Updates

- **MLS Graduation**
- **Dental Hygiene Pinning Ceremony**
- **Accreditation visits for individual programs**
- **Grants Awarded**
- **Regional and National competition winners**
- **OHSU Invent-a-thon**
- **Catalyze Klamath Challenge**
- **Diversity, Equity, and Cultural Engagement initiative**



Our Path Forward





THANK YOU!



Administrative Council of Oregon Institute of Technology

TO: Board of Trustees

FROM: Administrative Council Co-Chairs, Zach Jones and Jolyn Dahlvig

DATE: March 26, 2021

Administrative Council 2020-2021, Winter Term Update

President Nagi approved a spring term budget (\$2500) for Administrative Council to further engagement opportunities this year and a \$5000 FY22 budget.

Administrative Council Standing Committees

1. Welcome & Welfare Committee
 - a. Successful partnership with OHR to facilitate a virtual Employee Appreciation Event on Friday, March 5; 86 employees attended the event. The event featured appreciation comments by the executive leadership team.
 - b. As part of Employee Appreciation Day, W&W created a photo collage (60 employees participated): https://oregontech-my.sharepoint.com/personal/sarah_moore_oit_edu/Documents/Personal%20Files/2021%20Employee%20Appreciation%20Collage.jpeg
 - c. W&W provides “swag” and outreach to new unclassified staff members, as well as an invitation to participate in Administrative Council.
 - d. Continued planning and collaboration with OHR for an employee recognition program.
2. Professional Development Committee
 - a. Facilitated a *SMART Goal* workshop during an Administrative Council meeting in January.
 - b. The April meeting will feature a *Customer Service* workshop.
 - c. *Owl Leaders are Readers* kicked off in Winter term with 30 employees reading *Burnout* (Nagoski & Nagoski, 2021). At the end of February four small groups met for over an hour discussing the book and how to apply stress management/burnout prevention techniques to our lives and work at Oregon Tech. A few comments from discussion group participants:
 - Need to connect more with colleagues. We have such a great group!
 - I never considered the levels of anxiety/ worry/ stress/ feelings of defeat that my colleagues were experiencing.
 - I appreciated the tangible opportunities to discuss stress and what we learned, but I also really appreciated the ability to connect with others, meet new people. It felt real and genuine. That was nice and filled a void I hadn't realized.
 - How the concepts learned in *Burnout* are prevalent at OIT and how can we start to change the culture of burnout at our university.
 - The importance of making time for completing the stress cycle.
 - d. Owl Leaders are Readers will tackle *Think Again* (Grant, 2021) this Spring, and *Emotional Agility* (David, 2016) this Summer.

3. Communications
 - a. A goal of Administrative Council is to increase communication across divisions. A portion of AC meetings is dedicated to updates across campus, as well as an active TEAMS channel for all unclassified employees.
4. Faculty Senate
 - a. Concerns about the tone of faculty senate meetings and all-campus communications from the contract negotiation team prompted AC leadership team to send a campus email communication (pasted below).
5. FOAC participation
 - a. FOAC will meet this next month to provide feedback on the proposed FY22 budget.
6. President's Council
 - a. President's Council has not met this year.
7. Administrative Council Elections
 - a. We will hold our yearly elections process in April-May to fill the seats vacated by our outgoing councilors.

Sent on Behalf of the Administrative Council

March 8, 2021

As members of Administrative Council leadership, we are disheartened by recent comments and hostilities among University constituents. We urge all members of our university community to be aware of, and practice, mutual respect, professionalism, and service as outlined in our newly adopted strategic plan.

Oregon Tech's Strategic Plan defines respect as "demonstrating high regard for one another in interactions and treating others with dignity," and identifies it as a fundamental value that guides our University. Additionally, Pillar III, Goal 6 describes a commitment to "forge an inclusive, cohesive university community," and promises that our people are our strength. It further prompts us to "promote inclusiveness and collegiality through open engagement, mutual respect, and acceptance of diverse perspectives."

Words and behavior matter and have consequences, be it positive or negative on all employees, students, and the community at large. Behavior and language are visible. As leaders and teachers, we all share the responsibility to ensure that what we "teach," by how we act and treat one another is what we want our students to see and learn. We can and must do better than what we have done in recent months.

We must improve relationships between the various groups on our campus and remember that our primary focus must always be on our students. Their success is our number one commitment and is reflected in our mission and vision statements. It is also a critical component of accreditation standards. We are preparing tomorrow's leaders in engineering, health, business, technology, and applied arts and sciences. What kind of leaders will they be? How will they shape the world for generations to come? What will they remember about the organizational culture at Oregon Tech? It starts here—in our classrooms, conversations, interactions, and service. We set the standard they will follow.

Respect and courteous approaches must be ever-present if the Strategic Plan of the university will be advanced and our students receive the world-class education that we can offer them. Healthy, trusted relationships must come from "both sides." *Oregon Tech Together* must not be a mere slogan but must be reflected in every conversation, email, lecture, or interaction. We are diverse but united in one central goal—our students' education and success.


Administrative Council Leadership



Faculty Senate President Report

April 8, 2021

Hands-on education for real-world achievements



History

- After nearly 4 years
 - No solutions or plans to address issues
 - No answers for faculty
 - Faculty have actively pursued solutions
 - Cost savings on the back of faculty
 - Executive administration and support staff salary increases

Quotes

- Initiated several meetings and he has been cordial

Data

Why We Are Here

- This has not been driven by a small group
- Boss versus leader

Timeline 2017

- Resolution
- Policy not accepted by President's Council
 - Resolution
- Policies not recognized

Timeline 2018

- Faculty voted to unionize - June 5, 2018
- Resolution

Timeline 2019

Timeline 2020

- Faculty Welfare committee Faculty Satisfaction Survey data - pre-COVID
- Resolution - PREC

Timeline 2021

Survey Results



FIGURE 1. HOW CONFIDENT ARE YOU IN SENIOR ADMINISTRATION'S ABILITY TO MAKE THE RIGHT DECISIONS FOR OREGON TECH?

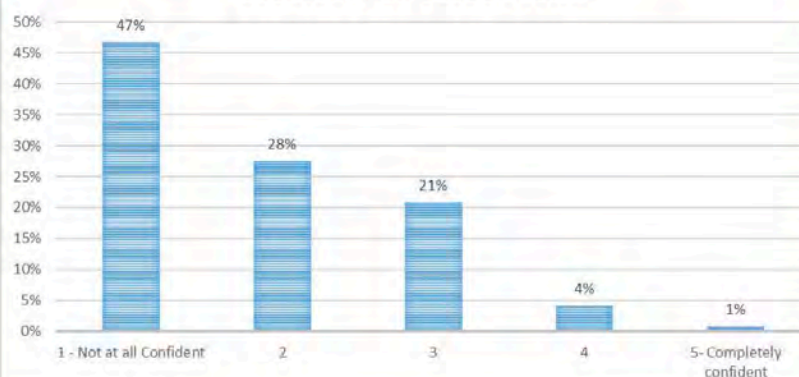
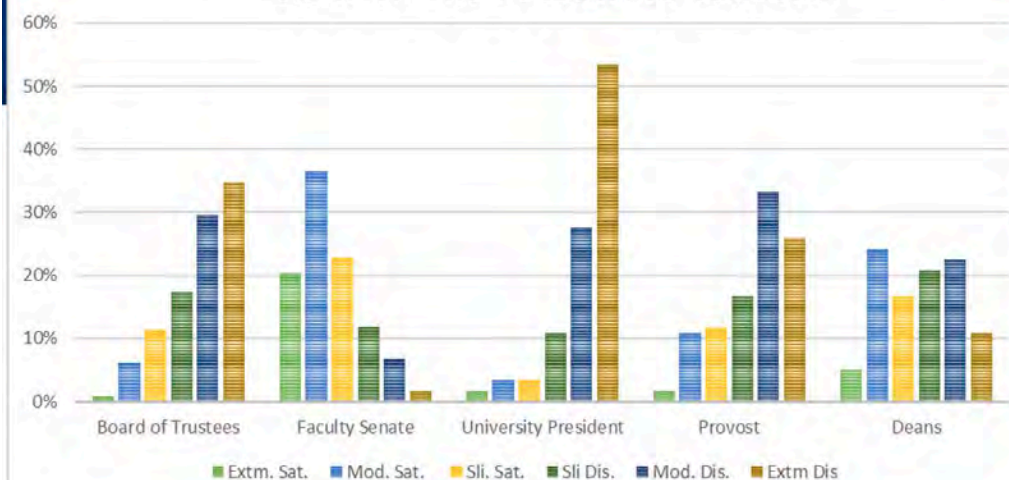
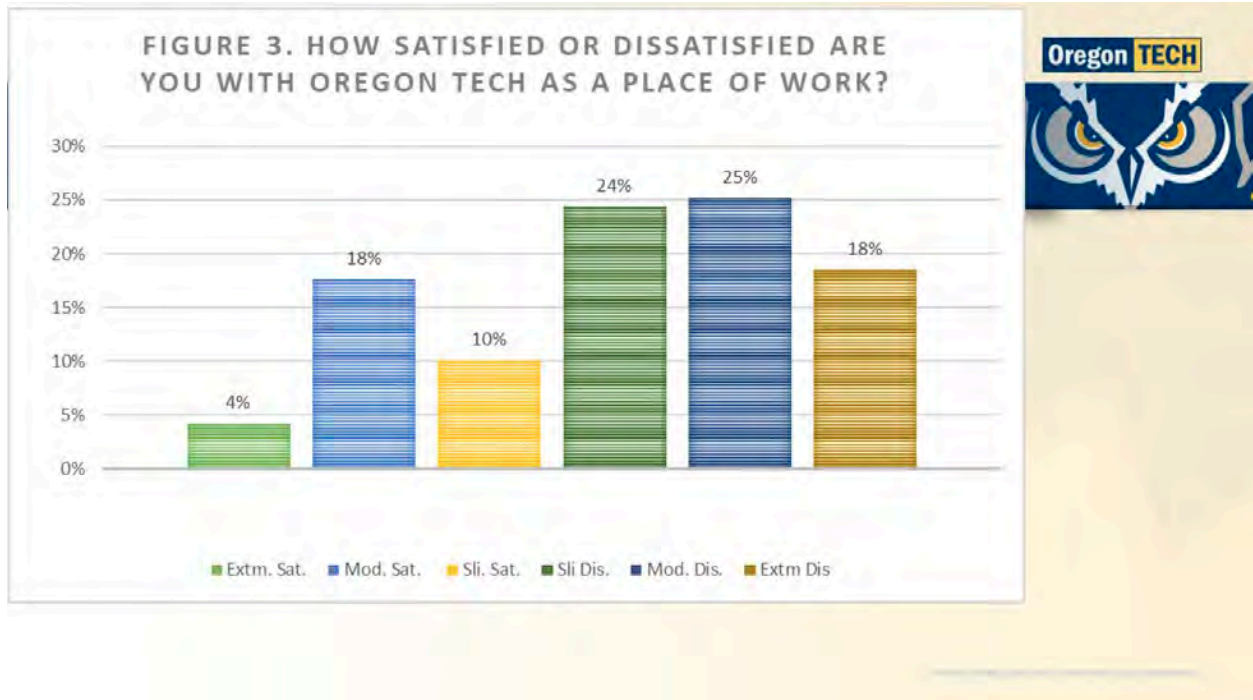


FIGURE 2. HOW SATISFIED OR DISSATISFIED ARE YOU WITH THE FOLLOWING LEADERS?





Results of Faculty Vote of No Confidence



RESOLUTION REGARDING OREGON TECH FACULTY CONFIDENCE IN DR.
NAGANATHAN

Whereas Dr. Naganathan has repeatedly failed to practice shared governance and provide appropriate leadership, as outlined in the attached Report of the Oregon Tech Faculty Senate Executive Committee; and

Whereas Dr. Naganathan has failed to respond to repeated efforts by faculty leadership to correct this situation; and

Whereas the Oregon Tech Faculty Senate no longer has confidence in the leadership of Dr. Naganathan; now, therefore, be it

Resolved, that the Oregon Institute of Technology Faculty Senate:

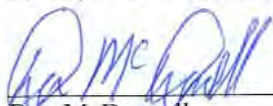
1. Calls on Dr. Naganathan to immediately tender his resignation;
2. In the event that Dr. Naganathan does not resign, the Senate will conduct a vote of No Confidence with respect to Dr. Naganathan's leadership among all full-time Oregon Tech faculty and make the results of that vote available to the Oregon Tech Board of Trustees and the general public;
3. The Senate recommends that faculty support a vote of No Confidence with respect to Dr. Naganathan.

Passed on Tuesday, March 16, 2021 by Faculty Senate with a vote of:

Yeas – 24

Nays – 0

Faculty Senate requests your response by 5:00pm Wednesday, March 24, 2021.



Date: March 18, 2021

Don McDonnell
Oregon Tech
Faculty Senate President

Hands-on education for real-world achievement.

3201 Campus Drive, Klamath Falls, OR 97601 | 541.885.1000 | www.oit.edu

REPORT OF THE OREGON TECH FACULTY SENATE EXECUTIVE COMMITTEE
REGARDING OREGON TECH FACULTY'S CONFIDENCE IN DR. NAGANATHAN'S
LEADERSHIP

March 16, 2021

Dear Members of the Oregon Tech Board of Trustees,

At the request of the Faculty Senate, representing their constituent majority, the Oregon Tech Faculty Senate Executive Committee has compiled a report outlining examples of grievances against Dr. Naganathan since his hire in 2017. The contents of this report are the result of the collective input of Oregon Tech's faculty senators. The intent of the report is to articulate how Dr. Naganathan's leadership has caused persistent and ongoing issues that affect Oregon Tech faculty and the student body it serves, and to enumerate those issues to the best of our ability.

While every point of this document may not be correct to the last detail, in part due to lack of transparency of budgets and administrative decision-making processes, we believe that the overwhelming body of evidence supports these broad and extensive areas of deficiency in Dr. Naganathan's leadership.

The Oregon Tech Faculty Senate Executive Committee strongly compels the Board of Trustees to carefully consider the contents of this report, which addresses Dr. Naganathan's leadership and management style only and makes no assertions about or judgments on his character. The report will outline the following areas of deficiency:

1. Disregard of existing Oregon Tech policies and the editing of policies without Senate approval.
2. Lack of commitment to shared governance as established by the Board of Trustees Resolution No. 15-2.
3. Failure to execute responsible fiscal management of Oregon Tech monetary, capital, and human resources.

Examples of Disregard of Existing Oregon Tech Policy and Editing Policy without Senate Approval

1. [Policy Addition and Revision OIT-01-001](#), specifically the provision "All new and revised policy for Sections 10 and 20 of the Oregon Institute of Technology Policy Manual shall be reviewed by the Faculty Senate and acted upon according to the Constitution of the Oregon Institute of Technology Faculty."
 - Dr. Naganathan acted unilaterally and made changes to [Faculty Department Chair Selection and Evaluation OIT-21-030](#) without Faculty Senate

recommendation, and as such, this is the only policy directly affecting faculty (as chairs are still faculty) signed by Dr. Naganathan, solely.

2. [Tenure Indefinite Tenure Selection OIT-20-030](#) has a specific provision stating “All parties shall abide by the timeline set forth in this policy. However, the Dean or Provost may modify the timeline if either determines a reasonable need to do so, but not by greater than 90 days and with notice to the affected faculty.”
 - One faculty member’s progress toward tenure and promotion was halted in violation of the timeline set in OIT-20-030 without recourse to appeal.
3. [Academic Rank and Tenure for Unclass Administrators OIT-20-231](#) states that “1. Unclassified administrators employed on fixed-term renewable appointments will not be awarded tenure, except as may be earned in ‘Granting of Academic Rank to Unclassified Administrators’ 2.c. Unclassified administrators are eligible for multi-year contracts at the discretion of the President.”
 - Dr. Naganathan and other senior administrators were granted tenure immediately upon hire.
4. [Faculty Compensation OIT-20-015](#). Listed below are the specific provisions in the policy, coupled with examples of noncompliance:
 - Section 5, under “Increases to Base Salary,” the policy states that “The COLA adjustment will be a minimum of 2% per year. If the CPI is greater than 2%, the FCC, with the approval of the Faculty Senate, will recommend to the provost whether available funds above 2% will be used for COLA, market, equities, or merit.”
 - Oregon Tech faculty have not received this COLA adjustment for 3 years, and for many years COLAs have been below the CPI without consulting FCC.
 - Section 6, under “Increases to Base Salary”, the policy states “The FCC and Provost’s Office will examine and make recommendations on salary levels in the university as a whole, salary disparity among departments/disciplines, minimum salary levels (institutional floor data and comparator data) and salary compression. Such review will take place on a biennial basis.”
 - At least one department has experienced several instances where new hires were compensated more than seasoned, experienced faculty members. This has led to severe compression within that department, and no resolution has been proposed to address this inequity.

- The section “Salary Administration” states, “Overall administration of the faculty compensation policy is the responsibility of the provost, or designee, in collaboration with the Faculty Compensation Committee (FCC), the vice president of finance, and subject to the direction of the president. The FCC is a Faculty Senate standing committee whose membership is appointed by the Faculty Senate President. The committee will meet to review and address faculty compensation issues. In the second year of each biennium, the committee will review and make recommendations regarding institutional floors and market equity adjustments. The committee will also make recommendations to the president and provost in determining the allocation of available compensation funds.”
 - Senior administration refuses to grant FCC's requests for a meeting.
- The section “Comparator Adjustments” states, “The Provost's Office will direct institutional research (IR) to collect College and University Professional Association (CUPA) data by discipline from OUS-approved list of comparator institutions for OT. If data are not available for a discipline, the academic department, with the final approval of the FCC and the provost, will determine a list of comparators based on the criteria established by the state system in the document ‘Developing Peer Groups for the Oregon University System: From Politics to Analysis (and Back).’” The same policy states, “Comparator floors are 87.5% of the above-calculated averages.”
 - Previous senior administrators commissioned a 3rd party firm (MGT of America), to conduct a study to either discount or corroborate the established CUPA data, and whose services cost Oregon Tech \$50,000. The MGT of America report corroborated the CUPA data, and Dr. Naganathan's response was to create an “Independent Compensation Committee” comprised of Oregon Tech personnel in response to the report. The results of the “Independent Compensation Committee” concluded that CUPA data, selections of FCC comparators, and the MGT of America report were all incorrect.
 - A substantial number of Oregon Tech faculty members' compensation remains below the floor, with no plan to remediate the deficiency.

- Due to senior administration's refusal to meet with FCC, compensation has stagnated for all faculty.

5. [Academic Appointment, Rank and Promotion for Non-Tenure Track Instructional Faculty OIT-20-046](#) (Latest Draft)

- The Faculty Senate committee on Rank, Promotion, and Tenure was charged by SenEx with drafting an appointment, rank, and promotion policy for Non-Tenure Track Instructional Faculty in 2017. RPT completed its charge, the policy was vetted, voted on, and passed by Faculty Senate, and then was rejected by President's Council. Despite increased hiring of NTT faculty over the last four years, Oregon Tech remains without a policy for appointing those faculty and providing them with established rank(s) or pathway(s) to promotion.

6. [Faculty Merit Pay OIT-20-016](#)

- President Naganathan's plan to award merit raises disregards established policy. In addition, it fails to adhere to protocol regarding policy changes as stated in the policy [Policy Addition and Revision OIT-01-001](#).

7. [Board Policy on Operating Budget Fund Balance](#)

- Provision 1.1.2 states "Reporting of program revenue cash balances is at a level that provides the Board of Trustees, Legislature, and the public with a complete, consistent and transparent understanding of end-of-year balances."
 - The lack of shared governance with respect to financial and budget planning issues has led to the misallocation of resources. In particular, the administration has used ad-hoc mechanisms to set budget priorities in a way that excludes faculty input, rather than using existing policies and mechanisms for budgeting that provide for a faculty voice.
- Provision 1.1.1 states "Oregon Tech has the necessary flexibility to manage program revenue accounts to meet cash flow needs throughout the year, financial commitments, plans, and goals."
 - There continues to be no coherent plan to address our ongoing budget deficits beyond increasing student numbers and raising tuition yet again.

- There continues to be no contingency planning for an economic recession and/or cuts in funding by the State of Oregon.

8. [Administrative Compensation Plan OIT-20-044](#)

- Unclassified, Administrator Base Salary increases from \$7,373,355 (FY 2017) to \$10,180,449 (FY 2020)
- Unrestricted salary increases to the President's direct reports that outpaced COLAs by orders of magnitude.

Examples of Lack of Commitment to Shared Governance as Established by the Board of Trustees Resolution No. 15-2 "A RESOLUTION ON SHARED GOVERNANCE AT OREGON INSTITUTE OF TECHNOLOGY" [Resolution 15-2 Shared Governance](#)

1. Proposed creation of the Associate Dean positions

- No Faculty Senate input in this decision. There was also a lack of clear position duties for the Associate Deans as well as a lack of evidence of need. The last time Oregon Tech went through major leadership structure changes, the entire Oregon Tech community was involved in the process and we carefully considered these decisions.

2. New Associate/Assistant Vice President Job Titles

- These positions were all promotions from positions that formerly had the title of director. While the roles remain the same, the title changes came with significant salary increases. According to Dr. Naganathan, this was necessary so that our directors have the same status as their peers at other universities. He often uses the example that a Director of Human Resources from Oregon Tech does not have the same status as an Associate Vice President of Human Resources at Oregon State University and thus cannot interact effectively. There is no evidence to support this claim nor is there any evidence to suggest that our directors were ineffective in the past.

3. Denied/ignored request for more detailed information/data

- FOAC has only been provided high-level financials and has repeatedly requested more detailed information. The committee has requested data

on several issues, one being the \$2+million in salary savings this year and similar for prior years that seems to be coincident with both the senior admin raises and budget deficit, with no response.

4. Ignoring the recommendations of hiring committees

- Senior administrators have been hired outside of the university's established hiring procedures, and contrary to the input of their respective hiring committees.

5. Creation of new positions and then appointing people to them with disproportionate raises

- As just one example, a position originally titled "Secretary to the President", was revised to be the "Senior Advisor to the President." This position was not advertised, no search was performed, no additional credentials or education were required, and the individual was appointed by Dr. Naganathan.
- The Portland-Metro Director of Academic Affairs was appointed without a competitive search process.

6. Disregard for 2018 CEET Visioning Report

- "The responsibilities of the Facilities Planning Commission are 1) to recommend to the President the priority for building construction, remodeling, and optimal building utilization during master planning efforts, 2) advise on major changes in the use of space, and 3) to review requests for additional space and equipment which would become a part of the building inventory." This is taken from the charter of the Facilities Planning Commission, which did not meet as part of this process.
- The original plan for the building included a student common space and café in what is now a 3,000 square foot conference room. Instead of this space being used daily for student collaboration and sharing, it will be used infrequently for important meetings and events approved by the president.
- The president's 1,800 square foot office suite, originally slated to be a student entrepreneurial space, was reappropriated without the input of faculty of the Facilities Planning Commission.
- If you combine the president's office with the conference room area, it is twice the size of classroom space in the building at 4,800 square feet. This is deeply concerning given the current difficulty scheduling classroom space on the Klamath Falls campus. With the president now directly

controlling the use of 16% of the usable space on the main floor of the CEET, this is clearly a departure from the vision and defined purpose of this building.

- The new plan minimizes space for “The Garage”/Entrepreneurial Lab, which also impacts usable space for other labs. The Garage was featured in [the CEET groundbreaking "virtual ceremony"](#) (around 2:00) and is still posted on the Oregon Tech website to solicit funds for the building, despite having been eliminated as a result of space being allocated for the President's office move.

7. Examples of Unclassified Administration Salary Increases

- Senior Advisor to the President: 66%
- Senior Executive Assistant: 12%
- Vice President of Finance: 30%
- Vice President of Student Affairs: 21 %
- Associate Vice President of Strategic Enrollment Management: 40%
 - Though this position is currently not filled, this increase was implemented before the position was vacated.
- Acting Director (while searching for an Associate Vice President) of Human Resources: 34%
- Assistant Vice President of Government Relations: 77%
 - Though this position is currently not filled, this increase was implemented before the position was vacated.
- Assistant Vice President of Financial Operations: 47%

8. President's office spending increased 70% from 2017 to 2020, without consultation with FOAC regarding necessary budget details.

- Budget increases to student success, College of ETM and HAS, were less than 20% during this same period.

9. Kernot Stokes report

- Audit of the Student Projects and Grants was completed in April of 2020. 13 significant findings, 5 observations, and 6 process improvements were identified. These findings have not been meaningfully addressed.

10. Unmet and/or abandoned goals

- Stated enrollment goal of 7,500 students by 2028 without an overarching plan.
- Grow diversity, equity, and inclusion.
 - Not met (no partnership with Latino organizations and communities created, no international student recruitment).
- Modernize general education component.
 - Essential Studies renovation abandoned.
- Establish the Faculty Innovation Center.
 - Abandoned.
- Invest in talent.
 - No evidence that this goal is being met in terms of faculty recruitment.
- Pilot formalized mentoring and professional development programs.
 - Abandoned.
- Create facilities master plan.
 - Abandoned.

Examples of Failure to Execute Responsible Fiscal Management of Oregon Tech Monetary, Capital, and Human Resources

1. Faculty positions have been cut/not replaced and many more have been changed from tenure track to non-tenure track (i.e., one department has lost 1.5 faculty positions, 1 position has been changed to NTT, and now they must work 129 WLU in overload just to teach the curriculum across both campuses).
2. Request for funds from the 2017-19 OREC budget \$223,000 carry-over has been blocked for the last 2 years, preventing its use in some high-impact applied research projects. Each time different reasons were given from VP Fox, with the

last indirectly from the President. The question remains whether those funds still exist or were “appropriated” for other means.

3. State support increased by \$1.29 million from 2018-2019 and another \$1.37 million from 2019 to 2020, yet we find the university ‘short’ on funds.
4. Overall revenue increases of \$3.81 million from 2018-2019 and another \$4.94 million from 2019-2020, yet we find the university ‘short’ on funds.
5. Staff layoffs during the same timeframe as new, senior administration positions are created and filled.
6. Increases in administrative positions and salaries resulted in a \$2,000,000 increase in base salaries between 2018 and 2019, almost the exact amount of our deficit.
7. Significant tuition increases with the understanding that the funds would be devoted to new teaching equipment and the funding of new programs. Data and documentation relating to the usage of these revenues to their promised recipients have never been furnished.

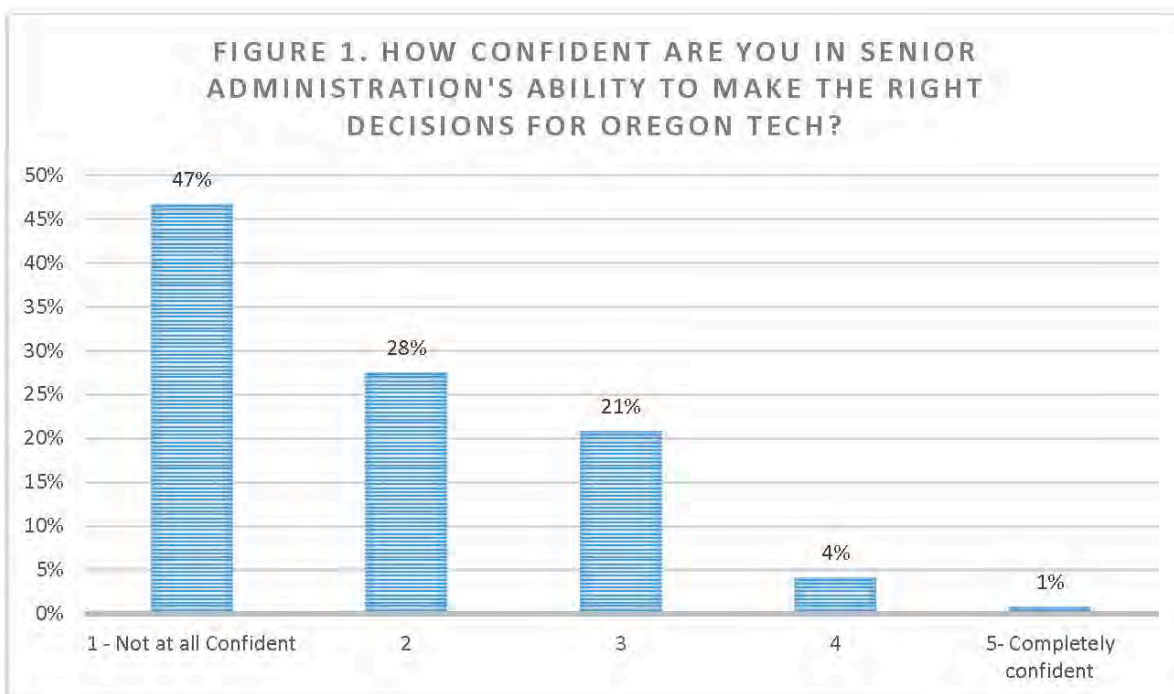
Faculty Confidence and Satisfaction in Leadership Survey, 2021

Background and Overview

In February 2021, the Faculty Senate Executive Committee launched a survey of faculty to gauge how confident and satisfied with various leaders at Oregon Tech. In total, 120 out of 155 faculty plus department chairs completed the survey for a response rate of 70.6%. The motivation behind this survey was to determine whether there was a handful of vocal faculty, or the general faculty majority dissatisfied with university leadership.

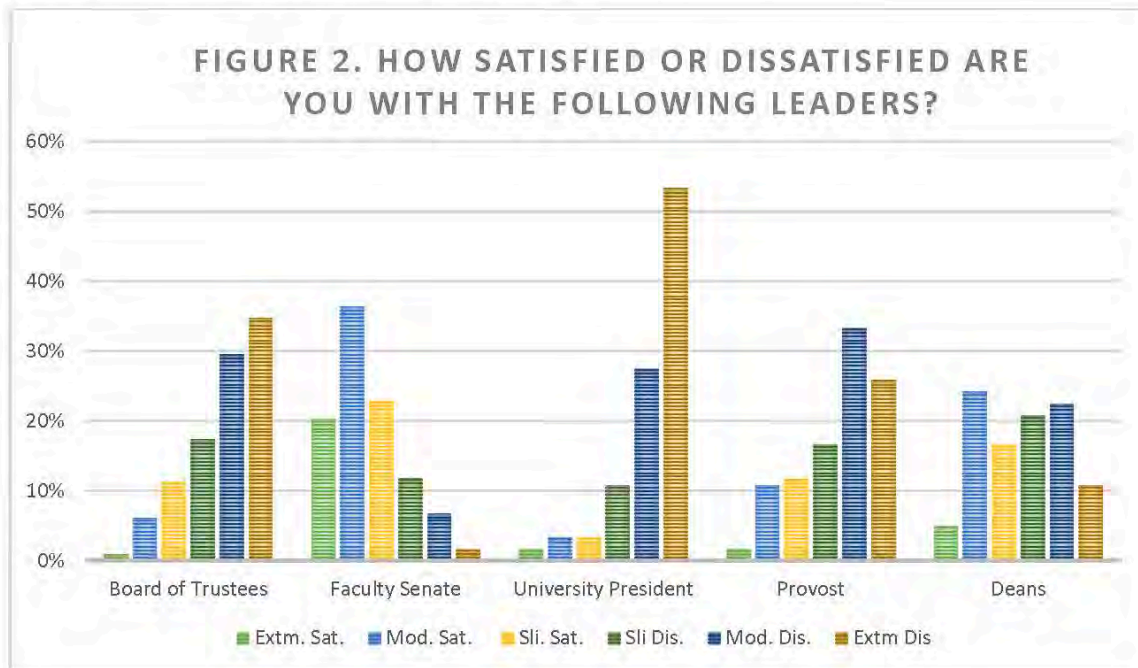
Confidence in Senior Administration's ability to make the right decisions for Oregon Tech

The first question asked, **"How confident are you in senior administration's ability to make the right decisions for Oregon Tech?"** Figure 1 presents the findings. The mean (average) score on a scale of 1-5 was 1.85. The median score was 2. Further, nearly half of faculty rated their confidence at a 1 or Not at all confident, while just over one quarter rated their confidence of 3 or higher.



Satisfaction with University Leaders

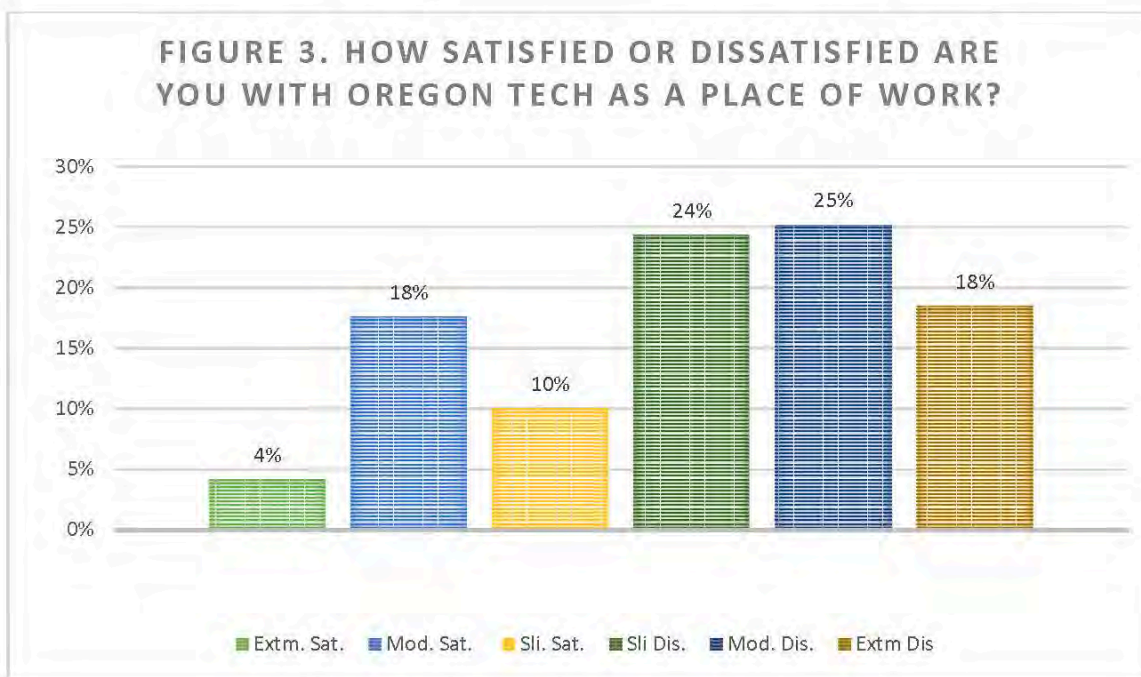
In the next question, respondents were asked, “How satisfied or dissatisfied are you with leadership at Oregon Tech?” Faculty were asked to rate the Board of Trustees, Faculty Senate, University President, Provost, and Deans. Figure 2 presents these findings.



Overall, levels of satisfaction were highest among Faculty Senate and Deans with respondents reporting being moderately or extremely satisfied at 56% and 29%, respectively (See Appendix Figures 7 and 10). Levels of satisfaction were lower for the Board of Trustees and the Provost with only 7% and 13%, respectively, reporting being moderately or extremely satisfied (See Appendix Figures 6 and 9). Finally, levels of satisfaction were lowest for the University President. Overall, only 5% reporting being moderately or extremely satisfied while 82% reported being moderately or extremely dissatisfied (See Appendix Figures 8).

Satisfaction with Oregon Tech as a place of work

The next question asked to faculty was **“How satisfied or dissatisfied are you with Oregon Tech as a place of work?”** Figure 3 presents the findings. Overall, two-thirds of faculty reported at least being slightly dissatisfied with Oregon Tech as a place of work, with just under 20% reporting extreme dissatisfaction.



Burnout and Feeling Pressured to Take on Extra Work

Lastly, the survey asked two questions related to burnout and pressure to take on out of load work. Figures 4 & 5 present the findings. In terms of experiencing burnout, over 60% of faculty members reported experiencing burnout about half the time or more. Likewise just over half of faculty reported feeling pressure to take on overload or online work at least half of the time. These questions were also asked in the Spring 2020 Faculty Welfare survey. Due to slight differences in the response sets, direct comparison is not possible; however, the outcomes were quite similar.

FIGURE 4. HOW OFTEN DO YOU EXPERIENCE BURNOUT AT WORK?

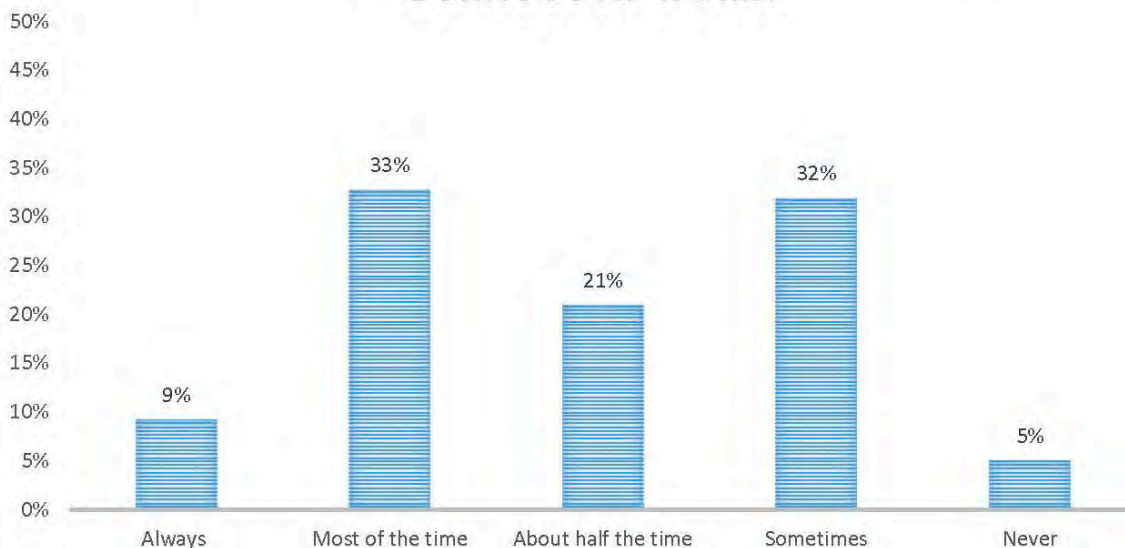
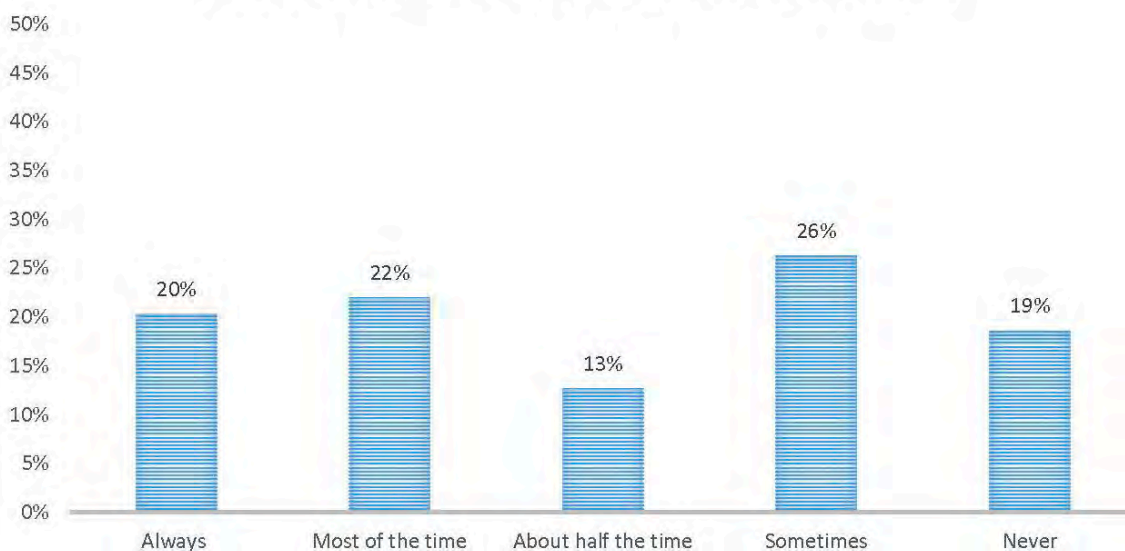
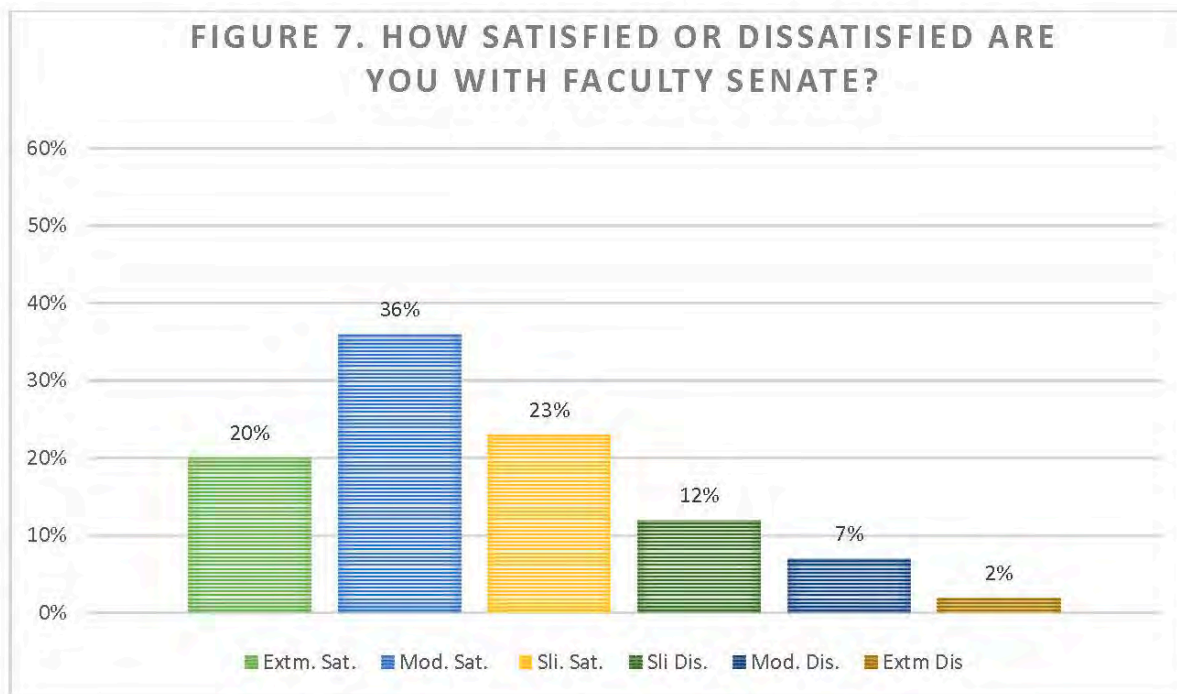
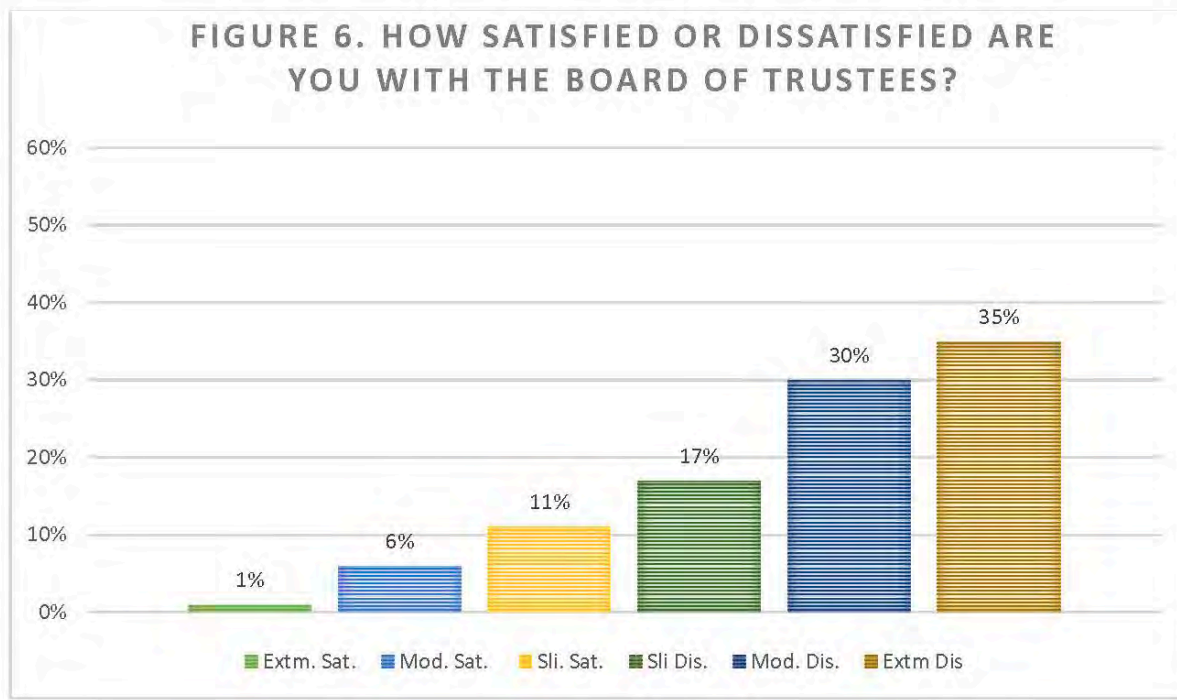


FIGURE 5. HOW OFTEN DO YOU FEEL PRESSURED TO TAKE ON OVERLOAD OR ONLINE WORK?



Appendix



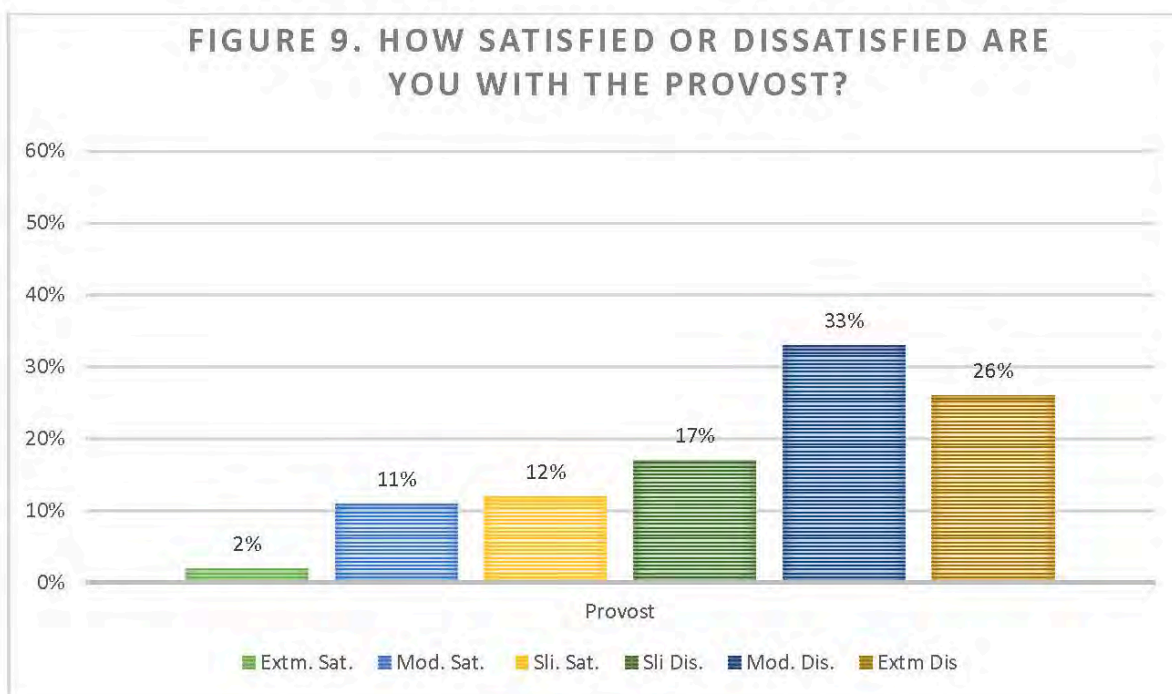
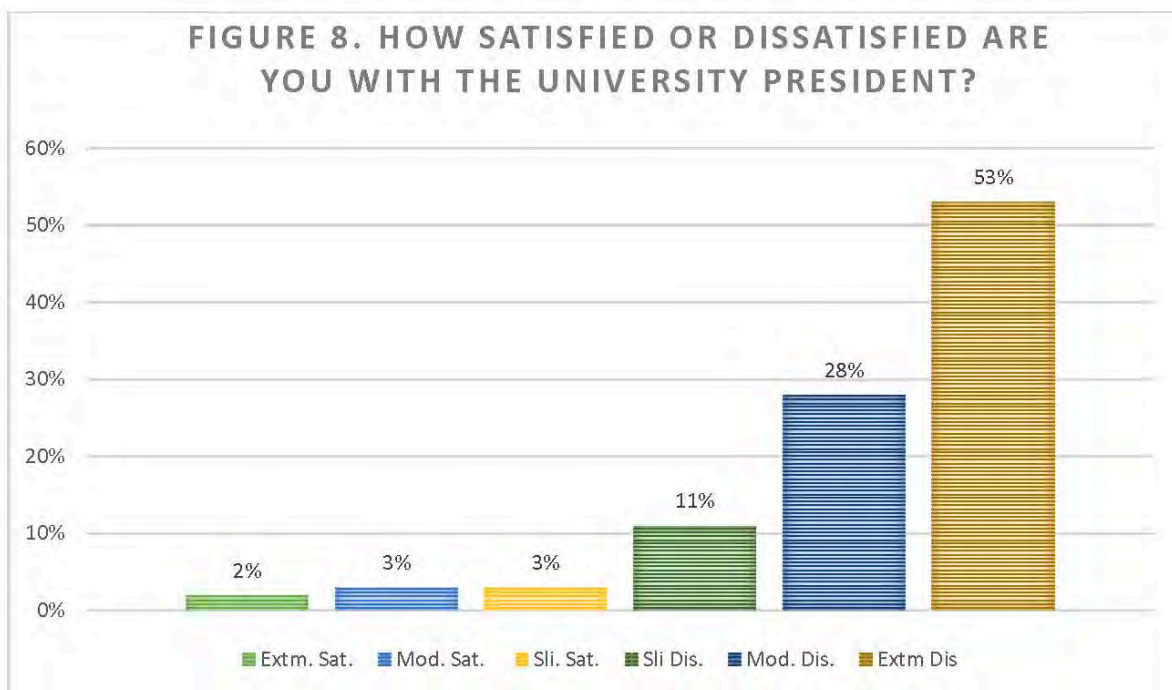
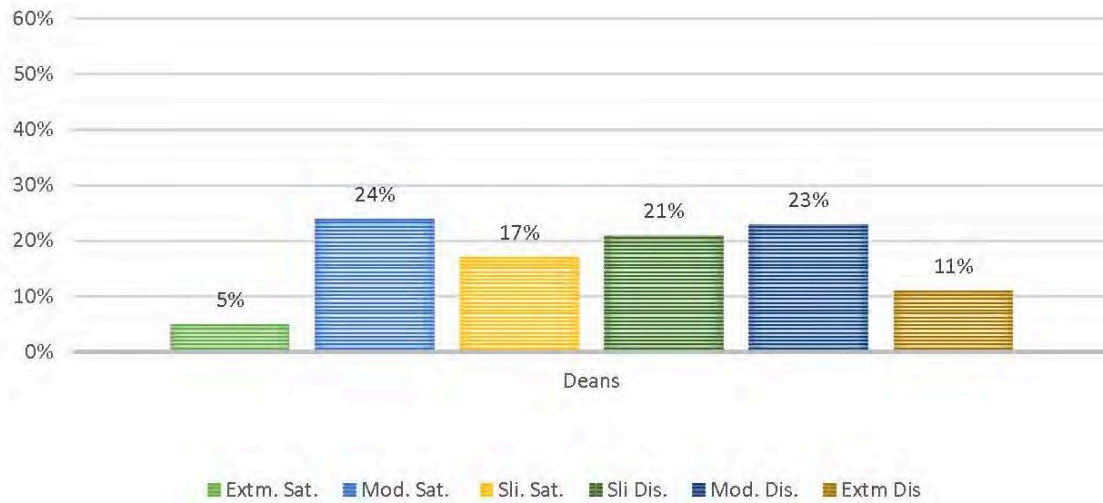


FIGURE 10. HOW SATISFIED OR DISSATISFIED ARE YOU WITH THE DEANS?





Oregon Institute of Technology

ENROLLMENT REPORT APRIL 2021 - BOARD OF TRUSTEES

SPRING 2021 Enrollment (as of March 26, 2021)

Headcount (Based on Primary Campus)

	Same Week Comparison	
	Spring 2020	Spring 2021
On Campus (Klamath Falls)	1,956	1,918
Online	646	613
Onsite Total	837	752
* Portland Metro	675	604
* Seattle	85	65
* Chemeketa	40	39
* Joint Program	2	0
* HST at OIT	35	44
Sub-Total	3,439	3,283

Same Week Comparison

Difference	% Change
-38	-1.9%
-33	-5.1%
-85	-10.2%
-71	-10.5%
-20	-23.5%
-1	-2.5%
-2	-100.0%
9	25.7%
-156	-4.5%

High School (ACP)	637	451
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-186	-29.2%
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Grand Total	4,076	3,734
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-342	-8.4%
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Credit Hours (Based on Course Campus)

	Same Week Comparison	
	Spring 2020	Spring 2021
On Campus (Klamath Falls)	22,572	21,667
Online	8,651	8,664
Onsite Total	6,836	5,998
* Portland Metro	5,825	5,100
* Seattle	501	378
* Chemeketa	454	450
* Joint Program	56	70
Sub-Total	38,059	36,329

Same Week Comparison

Difference	% Change
-905	-4.0%
13	0.2%
-838	-12.3%
-725	-12.4%
-123	-24.6%
-4	-0.9%
14	25.0%
-1,730	-4.5%

High School (ACP)	2,847	2,033
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-814	-28.6%
------	--------

Grand Total	40,906	38,362
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-2,544	-6.2%
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Fall Cohort Retention from Winter to Spring
As of March 26, 2021

Retention Fall 2019 Cohort from Winter 2020 to Spring 2020

	Started Fall 2019 4th Week	Retained Winter 2020 4th Week	Retained Spring 2020 As of Friday before Start of Term	Retained Winter 2020 to Spring 2020
New Freshmen (Full-Time)	380	355	332	93.5%
New Transfers (Full-Time)	315	301	283	94.0%
Total	695	656	615	93.8%

Retention Fall 2020 Cohort from Winter 2021 to Spring 2021

	Started Fall 2020 4th Week	Retained Winter 2021 4th Week	Retained Spring 2021 As of Friday before Start of Term	Retained Winter 2021 to Spring 2021
New Freshmen (Full-Time)	424	393	357	90.8%
New Transfers (Full-Time)	295	274	257	93.8%
Total	719	667	614	92.1%

FALL 2021 Enrollment data (as of 03/29/21) Comparison with same date last yearSummary of admitted students excluding those who later cancelled

Type	Fall 2020	Fall 2021	Difference	% Change
Freshmen	2,921	3,144	223	7.6%
Transfer	319	387	68	21.3%
Post-Bac	54	64	10	18.5%
Graduate	15	33	18	120.0%
Total	3,309	3,628	319	9.6%

Data by level**FRESHMEN****Klamath Falls and Portland Metro**

	completed apps	admits	declined	deposits	yield
FY 21	4599	3949	1069	357	9.0%
FY 20	4266	3871	949	351	9.1%
change	8.3%	2.0%		1.7%	

Admits by Campus

	Fall 2020	Fall 2021	Change
KF	3683	3769	2.34%
PM	188	180	-4.26%

Admits by Residency

	Fall 2020	Fall 2021	Change
WUE	2260	2381	5.35%
Resident	1259	1175	-6.67%
Non resident	326	382	17.18%
International	4	5	
Other *	21	6	

*nonresident reciprocity - processed in spring - Siskiyou, College of Redwoods, Shasta; tuition equity

TRANSFERS

Klamath Falls and Portland Metro

	completed apps	admits	declined	deposits	yield
FY 21	546	431	29	180	41.8%
FY 20	450	318	15	154	48.4%
change	21.3%	35.5%		16.9%	

Admits by Campus

	Fall 2020	Fall 2021	Change
KF	238	325	36.6%
PM	80	106	32.5%

Admits by Residency

	Fall 2020	Fall 2021	Change
WUE	44	58	31.8%
Resident	219	294	34.3%
Non resident	31	66	112.9%
International	2	6	
Other *	22	7	

*nonresident reciprocity - processed in spring - Siskiyou, College of Redwoods, Shasta; tuition equity

REPORT

Agenda Item No. 2.7

Legislative Update – March 2021

2021 Regular Legislative Session Update:

- The 2021 legislative session began on January 19, 2021. All legislative work, including committee meetings, is being held virtually via Microsoft Teams accepting written and oral testimony remotely. Legislators meet a few times a week in person with physical distancing, face-mask requirements, and other public health measures to debate and vote on bills in each chamber. These in-person floor sessions are expected to increase in frequency and length as the legislature approaches policy bill deadlines in mid-April. The Capitol building has remained closed to the public except for legislators and select staff. Legislative leadership has made no announcements on re-evaluating the current operating plan or making alterations to expand public entry into the building.
- Oregon Tech priorities update for the 2021 Regular Session:
 - [HB 2472, Designates Oregon Institute of Technology as Oregon's Polytechnic University](#)
 - A public hearing was held in the House Committee on Education on January 28, 2021 with Representatives E. Werner Reschke and Courtney Neron and Senator Linthicum testifying in support of the measure. The bill passed unanimously out of the House of Representatives on March 17, 2021. It was carried by Representatives E. Werner Reschke (Klamath Falls) and Courtney Neron (Wilsonville) who spoke about the impact of this bill for Oregon Tech on the House floor.
 - The bill has been referred to the Senate Committee on Education and is awaiting a public hearing and committee vote before a vote of the full Senate.
 - University capital projects for the Learning Resource Center and campus-wide infrastructure projects continue to be a priority. Decisions on university capital projects are not expected until the end of session in mid-June.

Federal American Rescue Plan (ARP):

- The [Federal ARP Act](#) was signed into law by President Biden on March 11, 2021 and included \$39 billion in aid for higher education.
 - The U.S. Department of Education (DOE) will allocate those funds to institutions through a formula, [Oregon Tech is expected to receive \\$7,285,296](#), of which, \$3,697,318 must be spent on emergency student grants.
 - The institutional aid portion can be used for costs incurred associated with the COVID-19 pandemic, including lost revenue, technology investments in remote learning, and other related expenses.

- Additional guidance is expected in the coming weeks from the Department of Education on the allowable uses of the ARP institutional relief funds and reporting requirements for institutions.

Shift in Oregon's Economic Forecast and Release of the Co-Chairs Budget:

- Oregon's [February 2021 Revenue Forecast](#) projected significant improvements in the state's revenue outlook from previous forecasts as Oregon economic outlook continues to improve for Oregon's expected revenues for the 2021-2023 and future biennia. For the 2021-2023 biennia, Oregon is expected bring in \$642.7 million in additional combined general fund and lottery revenue over what was projected in November 2020.
- The Ways and Means Committee Co-chairs, Senators Elizabeth Steiner-Hayward and Betsy Johnson and Representative Dan Rayfield released their [budget framework for the 2021-2023 biennium on March 24, 2021](#).
 - The Public University Support Fund (PUSF) was increased from the Governor's Recommended Budget funding level of \$836.9 million to \$886.09 million for the 2021-2023 biennia, \$13 million short from the public university joint ask of base-funding of \$900 million.
 - Other Oregon Tech funding priorities include the Oregon Renewable Energy Center, continued funding for Engineering Technology Sustaining Funds, and full funding of Sports Lottery Scholarship program (at one percent of total lottery revenues). Additional information is being gathered on the impact of the co-chairs budget on the funding level for these programs, but they are expected to increase approximately 6 percent from the flat-funding levels of the Governor's Recommended Budget.
 - The Co-chairs indicated in their framework that their target level spending for the entire education sector is 1 percent less than current service level.
 - Final decisions for the 2021-2023 biennial budget will be made off the May 2021 revenue forecast, impacts of the American Rescue Plan funds, and additional information developed in the coming months.

Staff Recommendation

Report only, no action necessary.



**Meeting of the
Oregon Tech Board of Trustees
Sunset Room, Klamath Falls Campus
And virtually via Microsoft Teams
January 28, 2021
1:15pm – 3:25pm**

EXECUTIVE SESSION OF THE EXECUTIVE COMMITTEE (1:00pm – 1:45pm)

The Board met in Executive Session per ORS 192.660(2)(f) and ORS 40.225 Rule 503 to consider information or records that are exempt by law from public inspection and to have confidential communication subject to attorney-client privilege.

EXECUTIVE SESSION OF THE BOARD (2:00– 2:30pm)

The Board met in Executive Session per ORS 192.660(2)(f) and ORS 40.225 Rule 503 to consider information or records that are exempt by law from public inspection and to have confidential communication subject to attorney-client privilege.

Board of Trustees Meeting DRAFT MINUTES

Trustees Present:

Jessica Gomez, Chair

Jeremy Brown

Tim Hasty (in person)

Vince Jones, Vice Chair

Jill Mason

Nagi Naganathan, President

(in person)

Mike Starr

Paul Stewart

Michele Vitali

Fred Ziari

Trustees Unable to Attend:

Lisa Graham

Kathleen Hill

Rose McClure

Kelley Minty Morris

University Staff and Faculty Present:

Jolyn Dahlvig, Associate Dean of Students

Maureen DeArmond, AVP Human Resources

Ken Fincher, VP Institutional Advancement

Erin Foley, VP Student Affairs and Dean of Students (in person)

Scotty Hayes, Information Technology Consultant (in person)

Franny Howes, Associate Professor of Communication

Kelsey McCauley, Government Relations Coordinator

Don McDonnell, Medical Imaging Technology Professor

Joanna Mott, Provost and VP Academic Affairs and Strategic Enrollment Management

Iona Musgnung, Associate Director Student Support and Belonging

Adria Paschal, Senior Executive Assistant to the President

Stephanie Pope, Assistant VP Financial Operations

Sean St. Clair, Professor Civil Engineering, President OT-AAUP

Students Present:

Peter Wantuck

Mason Wichmann

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

Chair Gomez called the meeting to order at 1:18pm. The Board Secretary called roll and a quorum was declared.

2. **Discussion Items**

2.1 **House Bill 2864 Compliance Report**

Associate Director Musnung reviewed the PowerPoint presentation included in the agenda report. She covered the issues shaping Oregon Tech's diversity, equity and inclusion (DEI) efforts; the university's House Bill 2864 report and the university's outstanding requirements to comply completely with the bill; what culturally engaging campus environments look like. **Dr. Howes** explained the meaning of the term 'polytechnic cultural competency.' She reviewed the DEI committee 2021 foci and DEI Plan after meeting the first round of requirements for HB2864. **Ms. Musnung** and **Dr. Howes** reviewed the requests and recommendation to assist in meeting HB2864 requirements and the items in the DEI plan. **Dr. Howes** shared that the bill impacts faculty and staff by requiring the universities provide opportunities to improve their cultural competency to benefit the students and to attract a more diverse population of both students and employees. She noted that some of our departments and programs are already addressing some of these issues. **Ms. Musnung** stated the House Bill also will impact students as it came about from a group of students who didn't feel they were being culturally represented. **Trustee Jones** noted to be successful we need to have buy in from faculty, staff, and students. **Dr. Howes** gave examples of polytechnic cultural competency in the hands-on and project-based learning environment.

3. **Reports**

3.1 **President**

President Naganathan reviewed a PowerPoint presentation included in the agenda report noting new hires, strategic plan implementation progress, enrollment figures, budget and tuition process update, fundraising efforts, and student achievements.

3.2 **ASOIT**

KF President Wichmann stated the group is working on updating internal documents and working to better the relationship with the Portland Metro campus and connect both campuses. **PM President Wantuck** stated the group will meet weekly starting with the Tuition Recommendation Committee meeting. They are looking at bringing *The Edge*, the student newspaper, to the Portland Metro campus, sharing information on both campuses to create a sense of community. The goal is to find ways to share information between the campuses. He noted a future project could be around a NASA project setting up a group of students to study a solar eclipse in 2023 in southern Oregon. Both presidents stated that Teams has been very helpful to work together and share documents all PM student organizations have moved to Teams.

3.3 **Administrative Council**

Co-Chair Dr. Dahlvig stated two groups were created within the Council: a welcome committee and a professional development committee. She noted some of the student-oriented projects from Student Involvement and Belonging have been opened up to

employees, the employee recognition program is still underway, and the Council meets at least once a month.

3.4 Faculty Senate

President McDonnell noted the decision to have remote courses for two weeks is appreciated as are Human Resources' remote social events and educational opportunities, Student Affairs' weekly COVID updates, and ITS' assistance. He stated a new activity is a walk-about with the Provost and Deans. He reviewed the prior culture of Oregon Tech feeling like a family and building relationships with students and reaching out to faculty who are subject matter experts to solve challenges. He noted there were three prior attempts to unionize faculty, but administration and faculty were able to negotiate to a point of common ground. Faculty is concerned that decisions are being made on COVID compliance that are having negative impacts on course delivery. There appears to be a lack of trust between faculty and senior administrators; the lengthy union negotiations are not helping the moral of faculty on campus. Faculty have high anxiety due to COVID, negotiations, and the future of their employment. This has impacted quality of course delivery but is not unique to Oregon Tech. He would like to see the Rotarian 4-way test applied to the things we think, say or do at Oregon Tech: is it the truth, is it fair to all concerned, will it build good will and better friendships, and will it be beneficial to all concerned? He asked the board, faculty, and staff to adopt this 4-way test and that steps be taken to end the union negotiations. He stated that while there is anxiety and concern, faculty have not given up on collaborating and wanting shared governance and doing whatever is best for our students. He stated faculty are fatigued but they have not given up.

3.5 Strategic Enrollment Management

Provost Mott explained the tables included in the agenda packet. She shared that OSU was the only other university that had enrollment growth and all community colleges had drastic enrollment decline. She reviewed the numbers of credit hours, newly enrolled students and new student retention rates. She outlined advising and retention initiatives.

3.6 COVID Plan

VP Foley reminded the trustees of the HECC mandate to notify the Board of any changes to the COVID reopening plan. She noted the plan was amended on December 7, 2020 to align with OSHA temporary rule requirements and on December 31, 2020 the university received one complaint alleging it did not follow the OSHA rule. The university submitted a response on January 8, 2021. She explained the two reopening work groups continue to meet. She reviewed on-site testing, isolation, and COVID positive case figures and processes, noting there were no known exposures in classes or labs; all exposures resulted from social gatherings and family events. She stated the university is now conducting contact tracing for employees and has been conducting it for students since summer. She addressed the changes to capacity in instructional space, prohibition of students in designated dining areas, scheduled reopening of the Tech Rec center, athletic team status, resumption of on-site testing, and the increase in mental health issues for students, staff and faculty. The university is requesting fall term requirements from HECC and OHA, anticipating new federal COVID funds. She stated there is no mandate for vaccines at this time as not everyone has equal access to obtain the vaccine and higher education is not included in the education group (1B) the governor outlined for vaccination dates.

3.7 Academic Quality and Student Success Committee

Trustee Brown recapped the committee meeting noting new program development is underway and the university was able to retain and enroll new students more so than other universities and community colleges. There was a presentation on a Student-Faculty Innovation Grant project on the impacts air quality as it pertains to respiratory care and the impact on the health care system in the Rogue Valley. This was a collaboration across disciplines. There also was a presentation about the Portland Metro student services.

3.8 Finance and Facilities Committee

Vice Chair Jones highlighted the quarterly report noting the university is on track with the balanced budget but there are still some uncertainties ahead. The report from the external auditing firm noted no material deficiencies in the financial audit. The committee approved the 2020 Financial Report.

3.9 Executive Committee – no report as no meeting was held

4. Consent Agenda

4.1 Approval of the Minutes of the November 12, 2020 Meeting

Vice Chair Jones moved to approve the minutes of the November 12, 2020 meeting. **Trustee Hasty** seconded the motion. With all trustees present voting aye, the motion passed unanimously.

5. Action Items - none

6. Other Matters

Trustees shared their take-aways from the meeting.

7. Public Comment

Sean St. Clair stated: I am a professor in civil engineering and am president of the OT chapter of the AAUP. And I am bringing to you a letter from the faculty to the provost and the president. I am going to read it verbatim and then I am going to submit the text for the minutes.

Dear Provost Mott, President Naganathan: As Oregon Tech faculty members, we are deeply invested in the bargaining discussions between the Oregon Tech administration and our association, OT-AAUP. We have been seriously concerned that the University Shared Services attorney does not understand our institution or the work we do. A recent communication to our bargaining team chair has moved us to contact you directly: The employer's lead negotiator notified the association's bargaining team that he has no intention of including language around promotion and tenure (and related issues) in our contract.

While we understand that the negotiating process is a back and forth exchange of ideas and concepts between the parties, we want to make one thing clear: faculty cannot and will not accept a contract that does not provide fair procedures related to promotion and tenure processes for tenure-line faculty, promotion for our non-tenured faculty, and annual faculty evaluations.

It is unacceptable for the administration's bargaining team to continue putting off negotiating

around these essential items. Every other faculty contract in the state of Oregon addresses these issues as working conditions for faculty, and ours will be no different.

The undersigned urge you, as provost and president of Oregon Tech, to show leadership in this bargaining process by directing your bargaining team to work with the faculty to reach a fair agreement that serves our institutional mission, respects our faculty, and supports our students.

It has been signed by 132 Faculty Members which is roughly 80%. Thank you.

8. Adjournment

Meeting was adjourned at 3:30pm.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'S. Fox', with a stylized flourish at the end.

Sandra Fox
Board Secretary

ACTION ITEM

Agenda Item No. 5.1

Request for Approval: 2021-22 Academic Year Tuition and Fees

Legislative and HECC Background

A primary responsibility of the Oregon Tech Board of Trustees is to establish tuition and mandatory enrollment fees each year. Oregon Revised Statute (ORS) 352.102 outlines the Board's responsibilities relative to tuition and mandatory enrollment fees. The statute stipulates that the Governing Board shall:

- *establish a collaborative and inclusive process for determining tuition and mandatory enrollment fees,*
- *require the university to establish a written process describing the role of an advisory board and its relationship to the president and the university,*
- *outline specific information and analysis which must be presented to the advisory board,*
- *request the President transmit a joint tuition and fee recommendation, including both the President's and the recognized student government's tuition and fee recommendations or any minority report,*
- *stipulate limitations on authority to adjust tuition and mandatory enrollment fees to increases at or below 5% without prior authorization from the HECC or legislature, and*
- *limit its ability to delegate the responsibility to set tuition and mandatory enrollment fees.*

The Oregon Tech Board of Trustees established its Policy on Resident Undergraduate Tuition and Mandatory Enrollment Fee Process in compliance with ORS 352.102. This policy establishes the Tuition Recommendation Committee (TRC) as the university's advisory board for developing tuition recommendations, as well as a tuition setting process and policy framework as required by ORS 352.102, Section 5.1, which specifically states:

The Tuition Recommendation Committee shall meet at least twice between January and February prior to providing the President with written recommendations on proposed tuition and mandatory fee rates for resident undergraduate students for the upcoming academic year; these meetings shall be open to the student body. A minimum of one public forum shall be held at the Klamath Falls campus and a minimum of one at the Portland-Metro campus to discuss and solicit input on the proposed tuition and mandatory fees; and broad notification of the forum shall be made to the university community.

To assist in making its recommendations, the Tuition Recommendation Committee shall receive a plan for how the Board of Trustees and Administration are managing costs on an ongoing basis and a plan for how resident tuition and mandatory enrollment fees could be decreased if the university receives more money from the state than anticipated.

When advising the president, the Tuition Recommendation Committee shall include input received at the public forum and considerations regarding the mechanisms by which moneys are appropriated by the Legislative Assembly to the Higher Education Coordinating Commission for allocation to universities, historical tuition and fee trends, comparative data for peer institutions, the University's budget and projected cost increases, and anticipated state appropriation levels. In addition to the recommendations, the report shall convey deliberations and observations of the Tuition Recommendation Committee and must include any minority report requested by a Tuition Recommendation Committee member and any documents produced or received by the Tuition Recommendation Committee. The President shall bring the recommendations report and all associated documents to the Board for approval.

When setting tuition and fees, the Board may consider a number of factors, including the intent to (a) create affordable access to degree programs, (b) create a diverse student body, (c) maintain strong degree programs at every level, (d) develop and maintain the human and physical infrastructure necessary to support the university's educational outcome goals, and (e) maintain the fiscal integrity of the institution over the long-term.

The Higher Education Coordinating Commission (HECC), in an effort to increase transparency and predictability for universities during the tuition setting process, approved criteria during 2018 to be utilized in determining whether or not a proposed tuition increase of greater than five percent is “appropriate,” as is required by Oregon Law. Barring extreme or unforeseen circumstances, these criteria will be the only criteria utilized by the Commission in evaluating tuition increases. The university's compliance with the criteria will be judged using a “reasonableness” standard and determined using the totality of the institution's submission. These criteria were folded into the TRC deliberation process so that if the TRC were to advance a proposed tuition increase of greater than 5% the university would be able to meet the objectives delineated by the HECC. These criteria include three focus areas:

Focus Area One: Fostering an Inclusive and Transparent Tuition-Setting Process.

Specifically, the institution must demonstrate that students had multiple opportunities to engage in the tuition-setting process, and that information about the tuition-setting process was easily accessible and in compliance with ORS 352.102.

Focus Area Two: Safeguarding Access and Support for Degree Completion by Historically Underrepresented Students. Specifically, the institution must demonstrate the impact of tuition increases above and below five percent on remission programs and support services for underrepresented students; and that the university has a plan for reducing tuition if there is additional state funding available.

Focus Area Three: Financial Conditions Demonstrating the Need for Resident, Undergraduate Tuition to be Increased More than 5%. Specifically, the university is required to explain the cost drivers and revenue dynamics that are causing tuition to increase above five percent and the impact on the university's mission; and that the university is implementing cost containment efforts.

Committee Principles

The TRC established a set of guiding principles to inform the deliberation and recommendation process. The Committee also read and reviewed the statutory and policy requirements of the group at its first and subsequent meetings. These guiding principles were reviewed or referenced at the beginning of every meeting.

Guiding Principles:

- Consider long-term factors when recommending the single-year decisions
- Recognize the importance of affordability for students
- Tuition levels should be developed using data and information, including internal budget, comparative institutions, and external cost indices.
- Maintain the service level, quality and support that Oregon Tech currently provides students.

Process Requirements:

- Transparent communication with stakeholders with an appropriate level of detail
- Committee will utilize data and information throughout the process (see Attachment E)
- Respectful communications and ask questions.

Tuition Recommendation Committee and ASOIT Recommendations

The Tuition Recommendation Committee (TRC) is comprised of students, faculty, staff and the chair of the Fiscal Operations Advisory Committee (FOAC) and met six times, between January and March 2021. The Committee also held three public forums in conjunction with the Associated Students of Oregon Institute of Technology (ASOIT) through virtual media conferencing with the Klamath Falls and Portland-Metro campuses. These forums were held in February to educate the campus community on the tuition setting process and budget dynamics impacting the university, as well as one forum at the beginning of March designed to solicit feedback from students on a range of tuition scenarios developed by the TRC. Feedback from the forums was incorporated into the TRC recommendation and is available on the TRC's public website.

TRC reviewed financial projections, current tuition, and fee rates at other Oregon public universities and competitor institutions outside the state as well as other information and background materials.

The TRC submitted a recommendation to ASOIT in March, and ASOIT supported the recommendation to increase current Resident Undergraduate base tuition by 4.9%, and increase the Health Program and Engineering Technology differential tuition by 2 percentage points from a 35% to a 37% premium over base tuition.

The TRC also recommended maintaining financial aid remissions at 15% of tuition revenue. Additionally, the TRC recommended a process be developed to fund students challenged to cover the cost of meeting the requirement to bring their own device.

Finally, the TRC recommended that the base rate tuition increase recommended by the TRC and ASOIT for academic year 2021-22 be reduced by 1% if the approved state budget increases the Public University Support Fund (PUSF) for the 2021-23 biennium by an additional \$50 million over the current biennium amount.

Based on the TRC recommendation, ASOIT also made suggestions regarding services and interactions they believe would be beneficial to the student body. These are as follows:

Portland-Metro Campus:

- Increased frequency of campus visits by administrators (i.e., vice presidents and academic deans)
- Commitment to improve communication around issues and the student experience

The Incidental Fee Commission (IFC) has made various recommendations related to changes in the incidental fees. The Commission recommended a decrease in Incidental Fees for students enrolled in 6 or more credit hours at the Klamath Falls campus and no change for those with 1 to 5 credit hours. The IFC recommended no change in Incidental Fees at the Portland-Metro campus. These recommendations are outlined in the table below.

The Tuition Recommendation Committee acted by consensus and all members of that body support the recommendation of the TRC and ASOIT.

Presidential Recommendation

Consistent with the recommendations of the TRC, IFC, and ASOIT, the President is recommending to the Board of Trustees an increase of base undergraduate tuition of 4.9% and an increase in the Health Program and Engineering Technology differential tuition from a 35% to a 37% premium over base tuition rates. This continues a multi-year strategy to increase differential tuition to better align with high cost, equipment intensive, and low cohort size programs. These programs tend to have very high median wages and thus continue Oregon Tech's tradition of high return on investment programs.

Additionally, the President is recommending a decrease to the incidental fee in Klamath Falls to \$397.50 from \$399.50 per term and that incidental fees remain flat at the Portland-Metro campus for students enrolled during the regular academic year at \$50.00. The table below summarizes the recommended changes.

After conferring with the interim chair of the TRC and the ASOIT representatives, the President is recommending a 1% reduction in TRC and ASOIT recommended base tuition increases for the 2021-22 academic year if the approved 2021-23 biennium state budget provides at least an additional \$49 million (rather than \$50 million) in revenue to the PUSF over the current biennium funding level.

With these revised tuition rates, Oregon Tech tuition will continue to be competitive with other institutions featuring similar programs both within and outside the state.

If the Board approves the changes in tuition and fees, as recommended by the President and outlined in the staff recommendation, it will *not* trigger subsequent review and approval by the HECC or the Legislative Assembly as outlined in ORS 352.102(4)(a).

The recommendations outlined above from the President, ASOIT, IFC, and the TRC are appended to this agenda item.

Proposed Finance and Facilities Committee Recommendation

The Committee was asked to make a motion recommending the Board approve the Academic Year 2021-22 tuition and mandatory fee schedule as presented in this agenda item and authorize the President and/or his designee(s) to take necessary actions to implement and enforce the tuition and fees. VPFA Harman will relay the Committee's actual recommendation.

Oregon Tech Tuition Recommendation				
		2020-21	2021-22	% Change
		Per Credit	Per Credit	
Undergraduate	Resident	\$204.72	\$214.75	4.9%
	WUE	\$307.08	\$322.13	4.9%
	Non-Resident	\$651.61	\$683.54	4.9%
	Differential	35%	37%	
Special Programs	Medical Lab Sciences (R)	\$276.37	\$294.21	6.5%
	Medical Lab Sciences (NR)	\$499.71	\$532.19	6.5%
	Paramedic (Res)	\$223.90	\$234.87	4.9%
	Paramedic (NR)	\$321.07	\$336.80	4.9%
	Chemeketa Dental Hygiene (Res)	\$223.90	\$234.87	4.9%
	Chemeketa Dental Hygiene (NR)	\$727.13	\$762.76	4.9%
Graduate	Resident	\$470.85	\$493.92	4.9%
	Non-Resident	\$790.42	\$829.15	4.9%
	Differential	35%	37%	
Fees				
		2020-21	2021-22	% Change
Klamath Falls	Building	\$45.00	\$45.00	0.0%
	Incidental	\$399.50	\$397.50	-0.5%
	Health Services	\$172.00	\$172.00	0.0%
	Student Rec Center	\$69.00	\$69.00	0.0%
Wilsonville	Building	\$45.00	\$45.00	0.0%
	Incidental	\$50.00	\$50.00	0.0%
	Health Services	\$43.00	\$43.00	0.0%

2021-2022 ONLINE TUITION AND FEES RATES	
	2021-2022 Rates
TUITION	RATES
Online Undergraduate Tuition	\$283.00/Credit
Online Graduate Tuition	\$404.00/Credit
Online Master of Science in Allied Health (MSAH) Tuition	\$404.00/Credit
Online Master of Science in Engineering (MSE) Tuition	\$587.00/Credit
FEES	RATES
Online Tech Fee	\$65.00/Online Course
Matriculation Distance Ed Fee	One-time fee of \$50 for Online Students
2021-2022 STAFF & STAFF DEPENDENT FEE PRIVILEGES	
TUITION	RATES
OIT Staff Undergraduate and Graduate Tuition (on-campus & online credits)	\$64.50/Credit (up to 12 credits)
OIT Staff Undergraduate and Graduate Dependent Tuition (on-campus & online credits)	\$64.50/Credit (up to 12 credits)
Other Institution Staff Undergraduate and Graduate Tuition (on-campus credits only)	\$64.50/Credit (up to 12 credits)
Other Institution Staff Undergraduate and Graduate Dependent Tuition (on-campus credits only)	\$64.50/Credit (up to 12 credits)
FEES	RATES
OIT and Other Institution Staff Fees	Staff do not pay Building, Incidental, Student Rec Center and Health Service Fees but they do pay extra class fees.
OIT and Other Institution Staff Dependent Fees	Staff Dependents pay all on-campus fees and extra class fees
2021-2022 DUAL CREDIT PROGRAM (HST) & ADVANCED CREDIT PROGRAM (ACP)	
TUITION	RATES
Dual Credit Program (HST)	\$25.00/Credit
Advanced Credit Program (ACP)	\$100.00/Course
2021-2022 BOEING RATES	
TUITION	RATES
Undergraduate Tuition	\$557.04/Credit
Graduate Tuition	\$712.13/Credit

Attachments and Additional Information

- A. [Tuition Recommendation Memo - President Naganathan](#)
- B. [Tuition Recommendation Committee Staff Report](#)
- C. [Tuition Recommendation Memo - ASOIT](#)
- D. [Incidental Fee Recommendation Memo - ASOIT](#)
- E. [Tuition Recommendation Committee Material PowerPoint Presentation](#)

ATTACHMENT A
TUITION RECOMMENDATION MEMO – PRESIDENT NAGANATHAN



To: Oregon Tech Board of Trustees
 From: President Naganathan *Nagi G. Naganathan*
 Re: Academic Year 2021-22 Tuition Recommendation
 Date: March 29, 2021

As required by statute, through this memorandum, I submit to the Oregon Tech Board of Trustees my recommendation for tuition and fees for the 2021-2022 academic year. This recommendation was developed through an open and consensus driven process led by the Tuition Recommendation Committee (TRC), a dedicated group comprised of students, faculty, and administrators from both major campuses. The TRC met six times beginning in January of this year and concluded their process in March after campus forums in January and February. I sincerely appreciate their dedication to the university and the engagement of students during the complex and time-consuming process. The Committee's responsibilities, process and guiding principles are more outlined in the Tuition Recommendation Committee Staff Report (see Attachment B).

The TRC has recommended a 4.9% increase in the base tuition rate and a two-percentage point increase in differential tuition, from 35% to 37%. Differential tuition rates apply to the Health and Engineering Technology programs. The increase to base tuition equates to a \$10.03 per credit hour increase for most students and a \$17.84 per credit hour increase for those in majors which have differential tuition. This recommendation was supported by a consensus opinion of all students, faculty and staff representatives on the TRC and by the Associated Students of Oregon Institute of Technology (ASOIT) Presidents on each campus (see Attachment C). The TRC and ASOIT recommendation also included guidance related to continuing financial aid remission levels at 15% of tuition revenue to support students most impacted by tuition increases. Finally, the TRC and ASOIT recommended a 1% reduction in base tuition for the 2021-22 academic year if the approved 2021-23 biennium state budget provides an additional \$50 million in revenue to the Public University Support Fund (PUSF) over the current biennium funding level.

ASOIT, acting through the Incidental Fee Commission (IFC), recommended a moderate decrease in the Klamath Falls Campus Incidental Fee that funds Student Services, Athletics, and the College Union (see Attachment D).

After much consideration and conferring with the interim chair of the TRC and the ASOIT presidents from the Klamath Falls and Portland-Metro campuses, I am endorsing the TRC and ASOIT tuition and fee recommendations as referenced above and outlined in Attachments C and D with one

exception. After conferring with the interim chair of the TRC and ASOIT representatives, I am recommending a 1% reduction in the TRC and ASOIT recommended base tuition for 2021-22 academic year if the approved 2021-23 biennium state budget provides at least an additional \$49 million (rather than \$50 million) in revenue to the PUSF over current biennium funding.

Specific tuition and fees level recommendations are outlined in the following tables.

Oregon Tech Tuition Recommendation				
		2020-21 Per Credit	2021-22 Per Credit	% Change
Undergraduate	Resident	\$204.72	\$214.75	4.9%
	WUE	\$307.08	\$322.13	4.9%
	Non-Resident	\$651.61	\$683.54	4.9%
	Differential	35%	37%	
Special Programs	Medical Lab Sciences (R)	\$276.37	\$294.21	6.5%
	Medical Lab Sciences (NR)	\$499.71	\$532.19	6.5%
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	Chemeketa Dental Hygiene (NR)	\$727.13	\$762.76	4.9%
Graduate	Resident	\$470.85	\$493.92	4.9%
	Non-Resident	\$790.42	\$829.15	4.9%
	Differential	35%	37%	

Fees				
		2020-21	2021-22	% Change
Klamath Falls	Building	\$45.00	\$45.00	0.0%
	Incidental	\$399.50	\$397.50	-0.5%
	Health Services	\$172.00	\$172.00	0.0%
	Student Rec Center	\$69.00	\$69.00	0.0%
Wilsonville	Building	\$45.00	\$45.00	0.0%
	Incidental	\$50.00	\$50.00	0.0%
	Health Services	\$43.00	\$43.00	0.0%

It is important to note that the TRC and university administration considered tuition options both above and below the final recommended amount. When reflecting on the principles articulated by the students, faculty and staff of the Committee, evaluating comparator university tuition, internal budget projections, salary data for graduates and many other data points, the group agreed the best interest of students is served by adequately supporting quality programs and continuing the investment in our recognized professional programs.

The university committed to continuously improving operational efficiencies to offset cost increases and unpredictable levels of state funding which is compounded by the current economic climate and continuing pandemic.

**ATTACHMENT B
TUITION RECOMMENDATION COMMITTEE REPORT**



**Tuition Recommendation
Committee Staff Report for
Academic Year 2021-2022**

Tuition Setting Process Report

March 26, 2021

Academic Year 2021-2022 Tuition Recommendation

The Tuition Recommendation Committee (TRC), through an inclusive and consensus-driven process, has recommended a moderate tuition increase for the 2021-2022 academic year. The recommendation assumes state funding will be at the Governor's recommended budget level in fiscal year 2022. The TRC discussed the dynamics impacting the university's budget in the short and long-term as well as the state's funding allocation methodology. These deliberations were guided by a set of principles established by the Committee with a particular focus on balancing the quality and return on investment of an Oregon Tech degree while minimizing the impact to students, especially those most sensitive to tuition increases, from the unfortunate budget realities faced by the university.

Specifically, in order to maintain quality and return on investment of an Oregon Tech education and to ensure continued investments in equipment intensive programs and increased levels of financial aid to support student affordability and completion, the TRC recommended to the President an increase to the base rate and differential rate for the 2021-2022 academic year. Specifically, the base tuition rate increase is recommended at 4.9% and the differential rate increase is recommended at 2 percentage points, increasing from 35% to 37%.

The TRC also recommended maintaining financial aid remissions at 15% of tuition revenue and asked that a process be established to fund students challenged to cover the cost of the institution's bring-your-own-device requirement.

The TRC further recommended that the increase to the base tuition rate be reduced by 1% if the final approved state budget provides an additional \$50 million to the Public University Support Fund (PUSF) for the 2021-23 biennium over the amount funded during the current biennium.

Tuition Recommendation Committee Charter, Principles, and Membership

The Tuition Recommendation Committee is established by Board of Trustees policy and is operationalized through a charter and committee membership approved by the president annually.

The Board Policy on Resident Undergraduate Tuition and Mandatory Enrollment Fee Process establishes a minimum number of meetings, public forums and notification requirements to the student body. The policy also outlines the President's, or President's designee's, responsibility to support and provides information to the TRC related to the budget of the university and impact of state funding. The Board Policy further assigns the TRC the role of recommending to the President, changes in tuition and conveying the substance of the group's deliberations and feedback provided at campus open forums.

Oregon Tech's President annually approves charters and membership of university standing committees, commissions, and councils. Administrative members of the TRC are appointed by the president and student members are appointed by the Vice President of Student Affairs in consultation with the ASOIT. There are certain membership requirements established by ORS 352.102. These are incorporated into university policy by the Board of Trustees and were followed in establishing the composition of the committee. The TRC Charter, as approved by the President, is as follows:

The Tuition Recommendation Committee is responsible for recommending the tuition and mandatory fee rates to the President who must in turn report and recommend mandatory tuition and fees to the Board of Trustees in accordance with ORS 352.102. The Board of Trustees shall request that the President transmit to the Board the joint tuition recommendation of the President and the recognized student government.

This committee is comprised of six students representing both the Klamath Falls and Portland-Metro campuses and is appointed by the ASOIT president(s), two of which represent ASOIT and two of which represent historically underserved students of the university, as defined by the university; the Fiscal Operations Advisory Council (FOAC) chair and at least two administrators. Any changes to the Committee structure required by ORS 352.102, subsequent controlling statutes or Board Policy may be made without notification. The President shall designate one member to chair the committee.

Before making any recommendation to increase tuition and mandatory fees, but especially when the proposed increase is more than five percent annually, the Committee must document its consideration of the impact on students, and the necessity of the increase in achieving the mission of the University. The Committee shall provide meaningful opportunities for members of the student government and students at large to participate in the process and deliberations.

The committee will meet at least twice during January – February. Its meetings shall be open to the public and broad notification of the meetings shall be made to the university community. The committee will consider the guidelines provided by the Board, information provided by the Administration, and such other matters as shall seem appropriate.

The membership and affiliation of the Tuition Recommendation Committee is listed below:

<u>Name</u>	<u>Affiliation</u>	<u>Campus Location</u>
Hassan Alhayek	Student Representative	Portland-Metro
Richard Bailey	Department of Business Management, ETM & FOAC Chair	Klamath Falls
Erin Foley, Interim Chair	Vice President for Student Affairs & Dean of Students	Klamath Falls
John Harman	Vice President for Finance & Administration	Klamath Falls
Wendy Ivie	University Registrar	Klamath Falls
Erik Johnson	Director of Admissions	Klamath Falls
Joanna Mott	Provost & Vice President for Academic Affairs	Klamath Falls
LeQuynhDao Nguyen	Student Representative	Portland-Metro
Rosanna Overholser	Department of Mathematics, HAS	Klamath Falls
Sasha Rabich	Student Representative	Klamath Falls
Peter Sherwood	Student Representative	Klamath Falls
Peter Wantuck	ASOIT President	Portland-Metro
Mason Wichmann	ASOIT President	Klamath Falls

The Committee was supported by, and is grateful to a staff members, from varying units across the university, tasked with providing information to the Committee, these include:

<u>Name</u>	<u>Affiliation</u>	<u>Campus Location</u>
Jaron Hartman	Research Analyst for Institutional Research	Klamath Falls
Stephanie Pope	Associate Vice President for Financial Operations	Klamath Falls
Nellie Stewart	Executive Assistant for Finance & Administration	Klamath Falls

At the TRC's first meeting on January 22, 2021, the Committee discussed and approved by consensus a set of governing principles and process guidelines for the tuition development process. These guidelines established both how the group would conduct its meetings and engagements with students throughout the development and decision-making process and the priorities it had to balance in recommending tuition levels to the President for the 2021-2022 academic year. These principles were referenced or reviewed at every TRC meeting and in all campus and community forums, as these were integral to the TRC's deliberations. The TRC Guiding Principles and Process Guidelines are as follows:

Guiding Principles:

- Consider long-term factors when recommending the single year decisions
- Recognize the importance of affordability for students
- Tuition levels should be developed using data and information, including internal budget, comparator institutions, and external cost indices
- Maintain the current service level, quality and support that Oregon Tech provides to students

Process Framework:

- Communicate openly and transparently with all stakeholders with appropriate detail
- The committee will utilize data and information throughout the process
- Communicate respectfully and ask questions

ORS 352.102 Process Requirements & HECC Tuition Increase Criteria

ORS 352.102 outlines certain requirements for the composition of each university's tuition advisory body and the process by which it operates.

Oregon Tech has a long and successful history of an inclusive tuition setting process, including students, faculty, and administrative staff. The Oregon Tech Board of Trustees' policy on tuition setting and the presidential charge of the TRC included in the Oregon Tech Committees, Commissions, and Councils (2021-22) are in alignment with the requirements of ORS 352.102. Below is an analysis of the requirements outlined by ORS 352.102, and the steps taken by the TRC to meet these requirements.

Section 2(1) requires that each public university establish "...an advisory body to advise the president of the university on the president's recommendation to the governing board regarding tuition and mandatory enrollment fees for the upcoming academic year."

- The TRC is the "advisory body," as contemplated by ORS 352.102 for Oregon Tech.

Section 2(2) outlines certain requirements regarding committee membership and "...establish a written document describing the role of the advisory body[.]"

- This was accomplished through the distribution of membership as agreed to between the Vice President of Student Affairs and ASOIT for student members, and as assigned by the president for faculty and administrative members of the Committee. The president's charge for the

committee and the Oregon Tech Board of Trustees' Policy on Resident Undergraduate Tuition and Mandatory Enrollment Fee Process outline the role and relationships of the advisory body, the university, the President and the Board of Trustees in the tuition setting process.

Section 2(3) includes training requirements regarding the university's budget, state appropriations and mechanisms of their distribution, historical relationships between state appropriations and tuition for Committee members.

- Training requirements under this section were accomplished through a series of meetings at the outset of the TRC process spanning from January through February 2021 when tuition setting deliberations began. High level information regarding these topics were provided to the student body during the three virtual tuition forums held to ensure participants had sufficient background information to meaningfully participate in the deliberation and recommendation process. Material presented is available at www.oit.edu/trc.

Section 2(4) requires the university provide “[a] plan for how the university is managing its costs on an ongoing basis and how resident tuition and mandatory enrollment fees may be decreased if the public university receives more moneys from the state than anticipated.”

- Information on how the university is managing and its cost structure was incorporated into the TRC's deliberations through modeling the medium-term impact of different tuition levels in relation to known and anticipated cost drivers and then identifying required use of reserves or budget cuts necessary to maintain the financial integrity of the university. This task is challenged by the need for consistent replacement of high-cost equipment in the university's technology focused programs, and the university's continuing to growth in enrollment and complexity.

Section 2(5) requires the advisory body, if its recommendation is to increase tuition and mandatory enrollment fees greater than five percent, to document the impact on historically underserved students and the mission of the university.

- The TRC allowed for broad student engagement and discussion of factors impacting the university's budget, including how increasing tuition and the use of increased remissions could offset these impacts.

Section 2(6) requires that the TRC “provide meaningful opportunities” for the student government and students more broadly to participate in the TRC process and deliberations and report such deliberations in writing to the President. The written report must provide any minority report requested by a member of the advisory body.

- The ASOIT presidents from the Portland-Metro and Klamath Falls campuses were members of the TRC. During the deliberation process, the TRC held meetings that were open to the campus community and public generally, as well as virtual student forums for both campuses, specifically designed to elicit student feedback and incorporate it into committee deliberations. As a further step to involve ASOIT, the student government is requested to provide a final tuition recommendation to the President outside of the TRC's recommendation to ensure that students are highly involved in the process. This document constitutes a staff summary of the TRC's deliberations as required by ORS 352.102. No member of the advisory body has requested the inclusion of, or submitted, a minority report.

Section 2(7) requires the university establish a website including all material provided by the university and utilized by the advisory body during its deliberations.

- The university hosted and advertised a website for the TRC – www.oit.edu/trc – and ensured that it was easy and simple for students to find the website. This website includes all material, meeting minutes and tuition setting calendars.

At the Higher Education Coordinating Commission’s (HECC’s) December 2018 meeting, the Commission approved criteria to be utilized in determining whether or not a proposed tuition increase of greater than five percent is appropriate, as is required by Oregon Law. It reaffirmed these guidelines at its February 2020 meeting. Barring extreme or unforeseen circumstances, these criteria will be the only criteria utilized by the Commission in evaluating tuition increases. The university’s compliance with the criteria will be judged using a “reasonableness” standard and determined using the totality of the institution’s submission. The TRC was briefed on the HECC criteria at its first meeting in January 2021. These criteria are split into three areas of focus, and are outlined below. A brief description of the TRC’s steps taken to ensure that Oregon Tech met the criteria is also provided.

Focus Area One: Fostering an Inclusive and Transparent Tuition-Setting Process. Specifically, the institution must demonstrate that students had multiple opportunities to engage in the tuition-setting process and that information about the tuition-setting process was easily accessible and in compliance with HB 4141 (ORS 352.102).

The TRC is comprised of primarily students and held virtual tuition forums for students at both the Portland-Metro and Klamath Falls campuses. These forums were sponsored and organized by the respective campus student government and advertised heavily in written and electronic communications and through multiple channels, including email, website, student mobile apps, etc. All TRC materials and meetings were publicly posted on the TRC’s website and material was available electronically. Means for feedback from students, either electronically or in person, were provided and supplied to the Committee. All process requirements of ORS 352.102 were met, as outlined previously in this document.

Focus Area Two: Safeguarding Access and Support for Degree Completion by Historically Underrepresented Students. Specifically, the institution must demonstrate the impacts of tuition increases above and below five percent on remission programs and support services for underrepresented students; and that the university has a plan for reducing tuition if there is additional state funding available.

The TRC did not consider tuition increases above five percent during this year’s process.

Focus Area Three: Financial Conditions Demonstrating the Need for Resident, Undergraduate Tuition to be Increased More than 5%. Specifically, the university is required to explain the cost drivers and revenue dynamics that are causing tuition to increase above five percent and the impact on the university’s mission; and that the university is implementing cost containment efforts.

The TRC began its tuition development process by examining the composition of the university’s budget and the forces acting on all major budget categories, many of which are direct responses to meeting both the university’s mission of statewide polytechnic education and the HECC’s focus areas,

including broad access to and completion from high quality degree programs in a broad and equitable manner. Current state-imposed cost increases and likely future increases, particularly those related to retirement and health care expenses are increasing dramatically, are not being funded, and are likely to cause increasing and ongoing tuition pressure. Despite these pressures, the TRC focused on an increase below five percent.

Given the depth and breadth of information provided to the TRC by the university and through the TRC's good faith efforts, deliberations, and outreach to students the university has met the HECC Tuition Increase Criteria.

Conclusion

After significant deliberation and discussion spanning several months of concentrated effort, the TRC completed its charge as outlined by the President, and to the extent possible met all process and review criteria established by the HECC through its Tuition Increase Criteria and relevant law as embodied in ORS 352.102. Through this document, the TRC outlines its recommendation for tuition levels at Oregon Tech for the 2021-2022 academic year.

The TRC found it important when discussing any tuition recommendation to acknowledge the value of maintaining, if not increasing, the quality and strong return on investment an Oregon Tech education provides. This is one of the major reasons why students enroll in Oregon Tech as their institution of choice.

Specifically, in order to maintain the quality and strong return on investment an Oregon Tech education provides, ensure continued investments in equipment intensive programs, and create the space for increased levels of financial aid to support student affordability and completion, the TRC recommends to President Naganathan that for the 2021-2022 academic year:

1. The base tuition rate increase be 4.9% and the differential rate increase by 2 percentage points from 35% to 37%.
2. The financial aid remissions remain at 15% of tuition revenue and that a process be established to fund students challenged to cover the cost of the bring-your-own-device requirement; and
3. The TRC recommended increase to base tuition rate for the 2021-22 academic year be reduced by 1% if the approved state budget adds \$50 million in funds to the PUSF for the 2021-23 biennium over the funding level for the current biennium.

ATTACHMENT C
TUITION RECOMMENDATION MEMO



March 17, 2021

President Nagi Naganathan
Oregon Institute of Technology
Sent via Email only

Dr. Nagi,

Oregon Tech's Tuition Recommendation Committee (TRC) met six times, beginning in January and completing its work on March 12, 2021 after holding three virtual TRC/ASOIT student forums spread between the Klamath Falls and Portland-Metro campuses (one per campus and one combined with both campuses). The TRC was comprised of a broad and diverse group of students from both campuses, including those from different majors and residency statuses as well as faculty from both the College of Engineering, Technology and Management and Health, Arts and Sciences and administrators. ASOIT leadership was an active participant in the TRC. As a group the Committee communicated openly and transparently with each other and, as importantly, with stakeholders across both campuses through student forums.

ASOIT, with support of Student Affairs and Finance and Administration, advertised TRC meetings, student forums and provided links to material and feedback opportunities on the TRC website at www.oit.edu/trc in order to facilitate student and community feedback.

During TRC meetings and at the campus forums the Committee discussed internal budget projections for upcoming academic years, tuition rates at competitor institutions, state funding levels, and state mandated cost increases, among other factors. This information was used to develop the tuition recommendation for the 2021-2022 academic year and can be found on the TRC website.

At its March 12 meeting, the TRC established a tuition recommendation by reflecting on the principles established during its first meetings. These principles are as follows:

- Consider long-term factors when recommending the single year decisions (important to have a forward looking vision)
- Recognize the importance of affordability for students
- Tuition levels should be developed using data and information, including internal budget, comparator institutions, and external cost indices
- Ensure we maintain the current service level, quality and support that Oregon Tech provides to students

The TRC recognizes the continued uncertainty of state funding coupled with the continued increase in employee healthcare and retirement costs which are not within the university's control. Those factors place the university in a tenuous position while positioning itself to ensure continued investments in equipment intensive programs and new initiatives. The Committee's recommendation for 2021-22 academic year, resident tuition is:

- Increase by 4.9% over current base tuition rates
- Increase by 2% the Health Program and Engineering Technology Differentials

During the ASOIT forums, students from each campus provided comments and/or asked questions. While the KF students had questions about the overall budget and its pressures, and how tuition is used, a couple of the PM students made it clear that a tuition increase was strongly opposed as it would have a significant impact on them.

One comment from a Financial Aid staff member noted that the amount of a maximum Pell grant and the estimated tuition per year in 2012-2013 was a difference of \$2,204, and in 2020-2021 this difference has increased to \$4,924. However, the Allied Health and Engineering students are looking at a difference of \$8,148 due to the differential tuition rates.

The TRC also recommends maintaining financial aid remissions at 15% of the tuition revenue. Additionally, the TRC recommends a process to fund students challenged to cover the cost to meet the requirement to bring their own device.

The TRC recommends that the base tuition rate is decreased 1% if the state provides an additional \$50M to the PUSF.


Specific considerations for the Portland Metro campus that the TRC wants to highlight include:

- Campus visits by administrators (i.e., vice presidents, academic deans)
- Commitment to improve communication around issues and the student experience

The TRC appreciates the level of engagement of the members as well as the transparent information provided around the university's budget.

Sincerely,


Mason Wichmann
ASOIT President, KF

 /cs
Peter Wantuck
ASOIT President, PM

Cc: Dr. Erin Foley, TRC Chair, VP for Student Affairs
John Harman, VP for Finance & Administration
Sandra Fox, Secretary for Board of Trustees

ATTACHMENT D
INCIDENTAL FEE RECOMMENDATION MEMO – ASOIT
MEMORANDUM



Date: March 10, 2021
To: Dr. Nagi Naganathan, President, Oregon Institute of Technology
From: Mason Wichmann, President, ASOIT-KF
CC: Dr. Erin Foley, Shellie Wilson, John Van Dyke, Josie Hudspeth, Stephanie Pope
RE: 2021-2022 Incidental Fee Commission Recommendations

The IFC convened on March 3, 2021 and reviewed the budgets presented by the Director of Athletics (John Van Dyke), the Director of Student Involvement & Belonging (Josie Hudspeth), and Manager of the College Union (Shellie Wilson). Financial Information is provided in more detail below.

After thorough review, the Incidental Fee Commission (IFC) has decided to recommend a decrease to the Incidental Fees for the 2021-2022 academic year. The recommendation is that the Klamath Falls Incidental Fee decreases from \$399.50 to **\$397.50** per term for every student enrolled in six or more credits and that the fee structure remain for students with 1 to 5 credit hours (a step increase for each additional credit). Specifically, the fee for 1 credit would be \$222.50, with an additional \$35 for each additional credit; therefore, 5 credits would be \$362.50.

Financial Data

IFC Funding Areas	2020-2021		2021-2022 Recommended		
	\$ Budgeted	% of Total	\$ Budgeted	\$ Inc./ (Dec.)	New Allocation %
Athletics	\$855,000	35.9%	\$855,000	\$0	36.5%
Student Involvement & Belonging	\$864,733	36.4%	\$830,733	(\$34,000)	35.4%
College Union	\$660,000	27.7%	\$660,000	\$0	28.1%
Totals	\$2,379,733	100%	\$2,345,733	(\$34,000)	100%

The reduction to the SIB budget is as follows: \$24,000 cut to The Edge and \$10,000 cut to OTB (two student programs).

Portland-Metro Campus

Portland Metro students also have an incidental fee and the recommendation by ASOITPM is to keep the same fee amount for 2021-22, which is \$50 per term. They are recommending to keep the health fee at \$43 per term.

Summer 2022 Fees

The summer 2022 Incidental Fee for Klamath Falls students will remain \$70, regardless of the number credit hours enrolled. For the Portland-Metro Campus, Incidental Fees will remain at \$50, regardless of the number of hours enrolled and the health fee will remain at \$43.

We appreciate your consideration, and I welcome any and all questions you may have. Thank you for your time.

ATTACHMENT E

TUITION RECOMMENDATION COMMITTEE MATERIAL

The Tuition Recommendation Committee Reviewed an extensive amount of material relevant to its decision-making process. Because of the volume of material and for the convenience of the reader this material is hereby incorporated into the report by reference is available at www.oit.edu/trc.

FINANCE & FACILITIES COMMITTEE | 4.8.2021



2020-21 Academic Year Tuition and Fees Recommendation

John Harman, MBA, CGMA, CMPE | VP Finance & Administration

Presentation Outline



1. Tuition Recommendation Committee (TRC)
2. TRC Overview & Process
3. Budget Context & Tuition Comparisons
4. Student Feedback
5. TRC Recommendation
6. President's Recommendation



Tuition Recommendation Committee Overview and Process

How the Tuition Recommendation Committee works



Role

- TRC reviews budget, legislative, scholarship, programmatic information and collects feedback on tuition scenarios and options
- TRC evaluates different options and input from campus stakeholders and develops a tuition recommendation for ASOIT and the President who in turn recommends tuition to the Board

Guiding Principles

- Consider long-term factors when recommending the single year decisions. (forward-looking vision)
- Recognize the importance of affordability for students.
- Tuition levels should be developed using data and information, including internal budget, comparator institutions, and external cost indices.
- Ensure we maintain the current service level, quality and support that Oregon Tech provides to students.

Tuition Recommendation Committee Charter



The Tuition Recommendation Committee is responsible for **recommending the tuition and mandatory fee rates to the President** who must in turn report and recommend mandatory tuition and fee to the Board of Trustees in accordance with ORS 352.102. The Board of Trustees shall request that the President transmit to the Board the joint tuition recommendation of the President and the recognized student government.

This committee is comprised of **six students representing both campuses and appointed by the ASOIT president(s)**, two of which represent ASOIT and two of which represent historically underserved students of the university, as defined by the university; the **Fiscal Operations Advisory Council (FOAC) chair** and at least **two administrators**. Any changes to the Committee structure required by ORS 352.102, subsequent controlling statutes or Board Policy may be made without notification. The President shall designate one member to chair the committee.

Before making any recommendation to increase tuition and mandatory fees but especially when the proposed increase is more than five percent annually, the Committee must **document its consideration of the impact on students, and the necessity of the increase in achieving the mission of the University**. The Committee shall provide **meaningful opportunities** for members of the student government and students at large **to participate** in the process and deliberations.

The committee will meet at least twice during January – February. Its meetings shall be open to the public and broad notification of the meetings shall be made to the university community. The committee will consider the guidelines provided by the Board, information provided by the Administration, and such other matters as shall seem appropriate.

Committee Membership



Erin Foley (Interim Chair)	Vice President for Student Affairs & Dean of Students	Klamath Falls
Hassan Alhayek	Student Representative	Portland-Metro
Richard Bailey	Professor of Business Management & FOAC Chair	Klamath Falls
Erik John	Director of Admissions	Klamath Falls
Wendy Ivie	University Registrar	Klamath Falls
Joanna Mott	Provost & Vice President for Academic Affairs	Klamath Falls
LeQuynhDao Nguyen	Student Representative	Portland-Metro
Rosanna Overholser	Assistant Professor of Applied Mathematics	Klamath Falls
Sasha Rabich	Student Representative	Klamath Falls
Peter Sherwood	Student Representative	Klamath Falls
Peter Wantuck	ASOIT President	Portland-Metro
Mason Wichmann	ASOIT President	Klamath Falls
Jaron Hartman (Additional Attendee)	Research Analyst for Institutional Research	Klamath Falls
Stephanie Pope (Additional Attendee)	Assistant Vice President for Financial Operations	Klamath Falls
Nellie Stewart (Committee Secretary)	Executive Assistant for Finance & Administration	Klamath Falls

Tuition Setting Timeline



January 22, 2021	TRC Charge, Principles and Process, Calendar
February 5, 2021	University Budget, Management Report, Quarterly Financial Dashboard
February 12, 2021	Enrollment & FY22 Planning, Student Memo: ASOIT Wants to Hear from YOU!
February 19, 2021	FY22 Budget, Tuition Questions Student Feedback, TRC Committee Questions
February 24, 2021	TRC & ASOIT Campus Open Forum for Klamath Falls Campus
February 26, 2021	TRC & ASOIT Campus Open Forum for Portland-Metro Campus
March 3, 2021	TRC & ASOIT Campus Open Forum for University-wide
March 5, 2021	Forum Feedback, TRC Recommendation Development
March 12, 2021	Finalize TRC Recommendation
March 15, 2021	President Review Recommendation
April 8, 2021	Oregon Tech Board Review and Approval

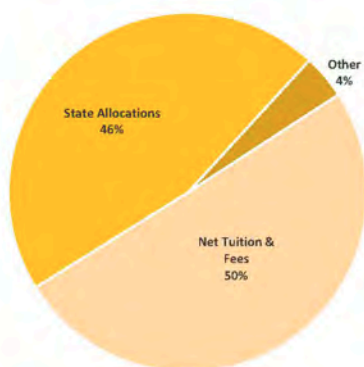


Budget Context & Tuition Comparisons

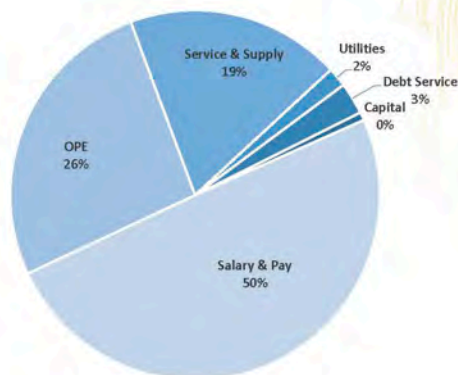
Tuition and Budget Dynamics



FY20 Revenues



FY20 Expenditures



Managing the University Budget



Balanced approach across four categories:

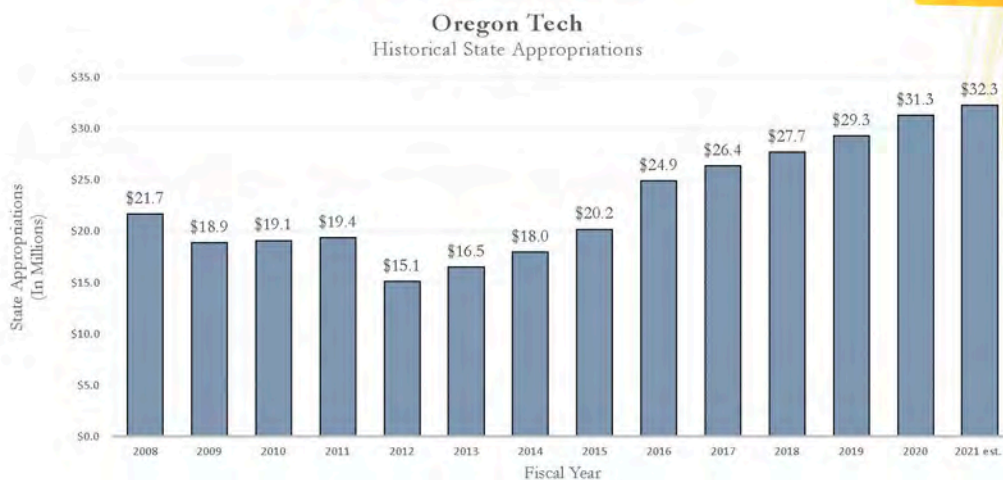
- Focusing on **securing state appropriations** for operations, capital and equipment
- **Using institutional reserves** to invest in new improved programs, equipment and student services
- **Reducing expenses** and improving efficiencies to focus resources on student services and education
- **Balancing tuition increases** with increases in remissions and scholarships

Comparative Tuition



Base Annual Tuition Comparatives (15 hrs)	
University	Base Tuition
Oregon Tech	\$9,664
Oregon State University	\$12,165
University of Oregon	\$13,857
Portland State University	\$10,081
University of Portland	\$49,424
Portland CC	\$5,535
Cal Poly San Luis Obispo	\$10,071
Washington State University	\$25,702
George Fox	\$37,840
Cal Poly Pomona	\$8,613

Historical Annual State Appropriations



University Cost Dynamics



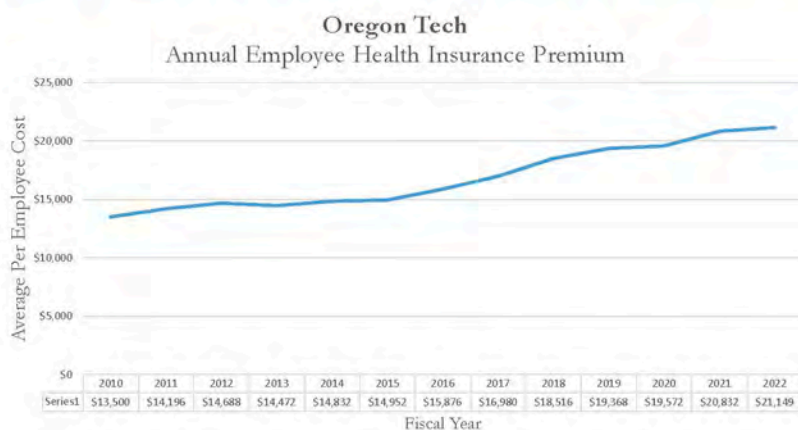
Controllable

- Number of Employees
- Some Supplies & Services
- Equipment investments
- New capital projects
- Salaries (Admin/Faculty)

Uncontrollable

- Salaries (SEIU)
- Benefits
- Utilities
- Regulatory compliance
- Debt Service
- Rent/Leased Space
- Software costs
- Service & Supplies inflation
- Equipment/infrastructure/buildings system failures

Rising Employee Healthcare Costs





Student Feedback

Student Forum Feedback



- Students are concerned about unpredictability of state funding and impact on tuition costs
- Students believe maintaining quality and high ROI programs is important
- Strengthening programs, ensuring quality education are most important to students
- Some students are not satisfied with some online course experiences
- Certain equipment needs updating or replacement
- Understand value and importance of adequate funding, but also worried about increasing costs of education



Committee Tuition Recommendation

TRC Recommendation



- Increase Base Tuition by 4.9%
- Increase Health Program, Engineering & Technology Differentials by 2 percentage points from 35% to 37% premium
- If approved state budget for 2021-23 biennium increases funding to the PUSF by \$50 million over the current biennium level, decrease the TRC recommended 2021-22 academic year base tuition increase by 1%

TRC Service Recommendation



- Continue tuition remissions at 15% of tuition revenue.
- Consider process to fund students challenged to cover the cost to meet the requirement to bring your own device
- Increase campus visits by administrators (i.e., vice presidents, academic deans, PM)
- Commitment to improve communication around issues and the student experience

Tuition and Fees Recommendation



President's Tuition Recommendation 2021-22 Academic Year



In concurring with the TRC and ASOIT Recommendations,* the President Recommends:

- Undergraduate Base Tuition: (Res/WUE/Non-Res) +4.9%
- Differential Tuition: +2 percentage points from 35% to 37%
- Graduate Tuition: +4.9%
- If approved state 2021-23 biennium budget increases funding to the PUSF by at least \$49 million, over current biennium funding, implement a 1% reduction in TRC and ASOIT recommended base tuition increase for 2021-22 academic year

** Exception: TRC and ASOIT recommended a 1 percent reduction in academic year 2021-22 TRC and ASOIT recommended tuition increase if approved 2021-23 biennium state budget added an additional \$50 million to the PUSF.*

Note: Remissions and institutional investments are incorporated into the budget development process.

Tuition Recommendation Example

4.9% Base Tuition Increase/37% Differential



Student Type	Rate	Current Tuition	Tuition Recommendation	Change
Resident	Per Credit	\$204.72	\$214.75	\$10.03
	15 Credits (term)	\$3,070.80	\$3,221.25	\$150.45
	45 Credits (year)	\$9,212.40	\$9,663.75	\$451.35
	Differential (additional)	\$71.65	\$79.46	\$7.81
WUE	Per Credit	\$307.08	\$322.13	\$15.05
	15 Credits (term)	\$4,606.20	\$4,831.95	\$227.75
	45 Credits (year)	\$13,818.60	\$14,495.85	\$677.25
	Differential (additional)	\$107.48	\$119.19	\$11.71
Non-Resident	Per Credit	\$651.61	\$683.54	\$31.93
	15 Credits (term)	\$9,774.15	\$10,253.10	\$478.95
	45 Credits (year)	\$29,322.45	\$30,759.30	\$1,436.85
	Differential	\$228.06	\$252.91	\$24.85

Presidential Fee Recommendation: Academic Year 2021-22



	Klamath Falls		Portland-Metro	
	2020-21	2021-22	2020-21	2021-22
Incidental Fee	\$399.50	\$397.50	\$50	\$50
Health Services Fee	\$172	\$172	\$43	\$43
Building Fee	\$45	\$45	\$45	\$45
Student Rec Center Fee	\$69	\$69	N/A	N/A



Questions