



# **Celebrating Our Legacy & Embracing the Vision for Our Future**

**Nagi G. Naganathan, Ph.D., ASME Fellow  
President**

**Convocation – Sept. 20, 2022**

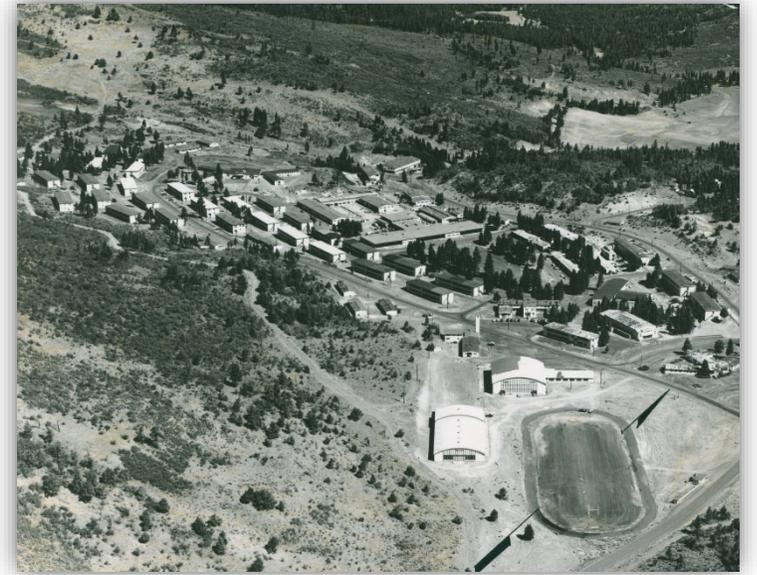
# Choice, not Chance

**“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.”**

— Jim Collins

*From “Good to Great”*

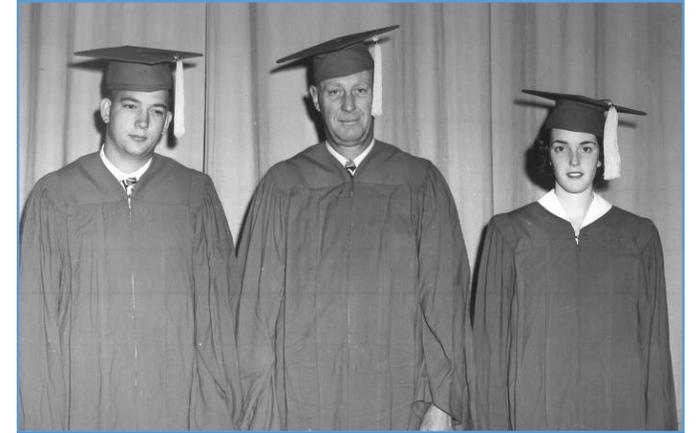
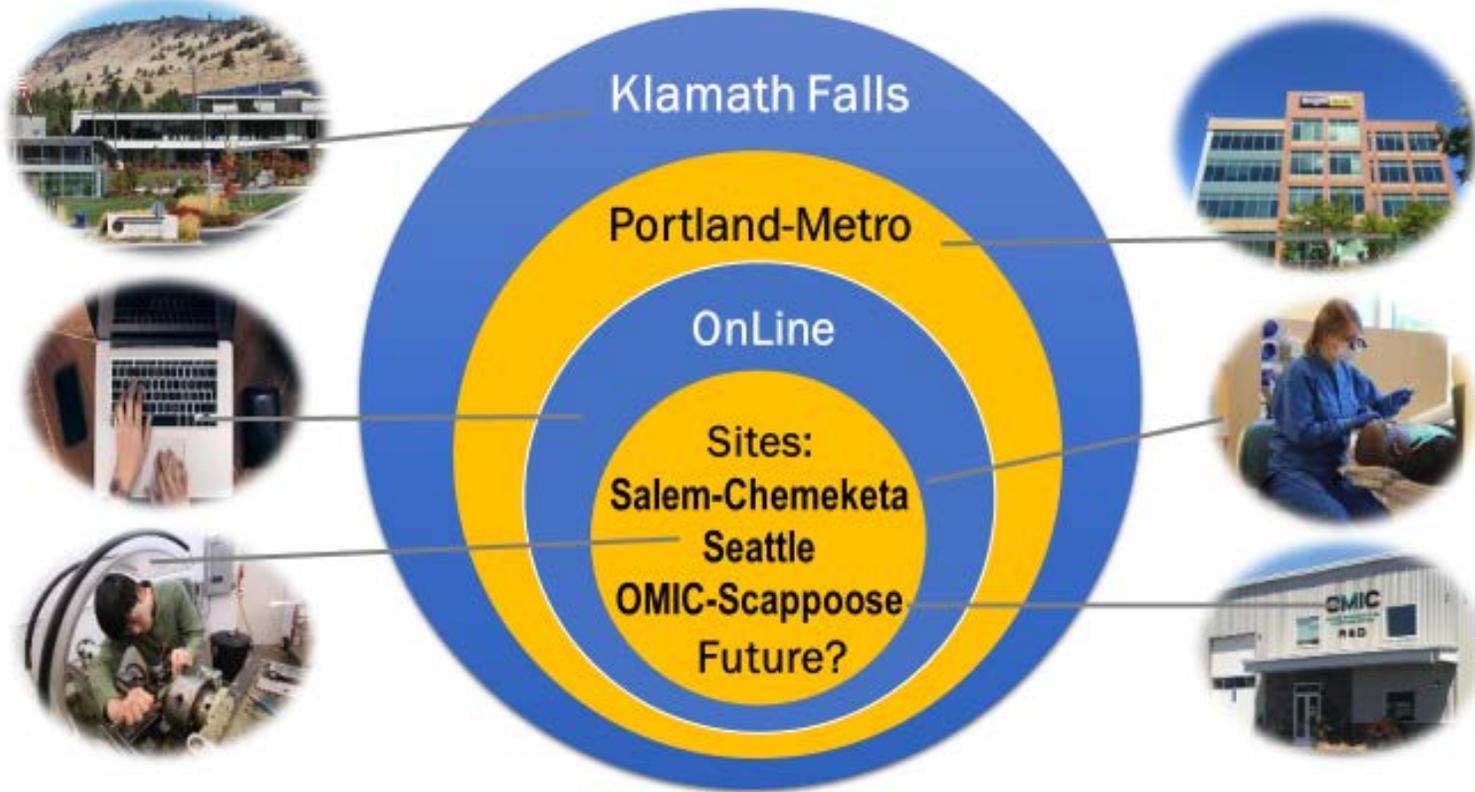




Old Fort Road location

- Our relevant beginnings 75 years ago as a vocational training institute -- 33 students, serving veterans.
- Today we are a polytechnic university, an entity responsible for knowledge and innovation.
- We have the responsibility to be relevant to our university stakeholders in the 21<sup>st</sup> century.

# Oregon's Polytechnic University



Oregon Technical Institute, date unknown

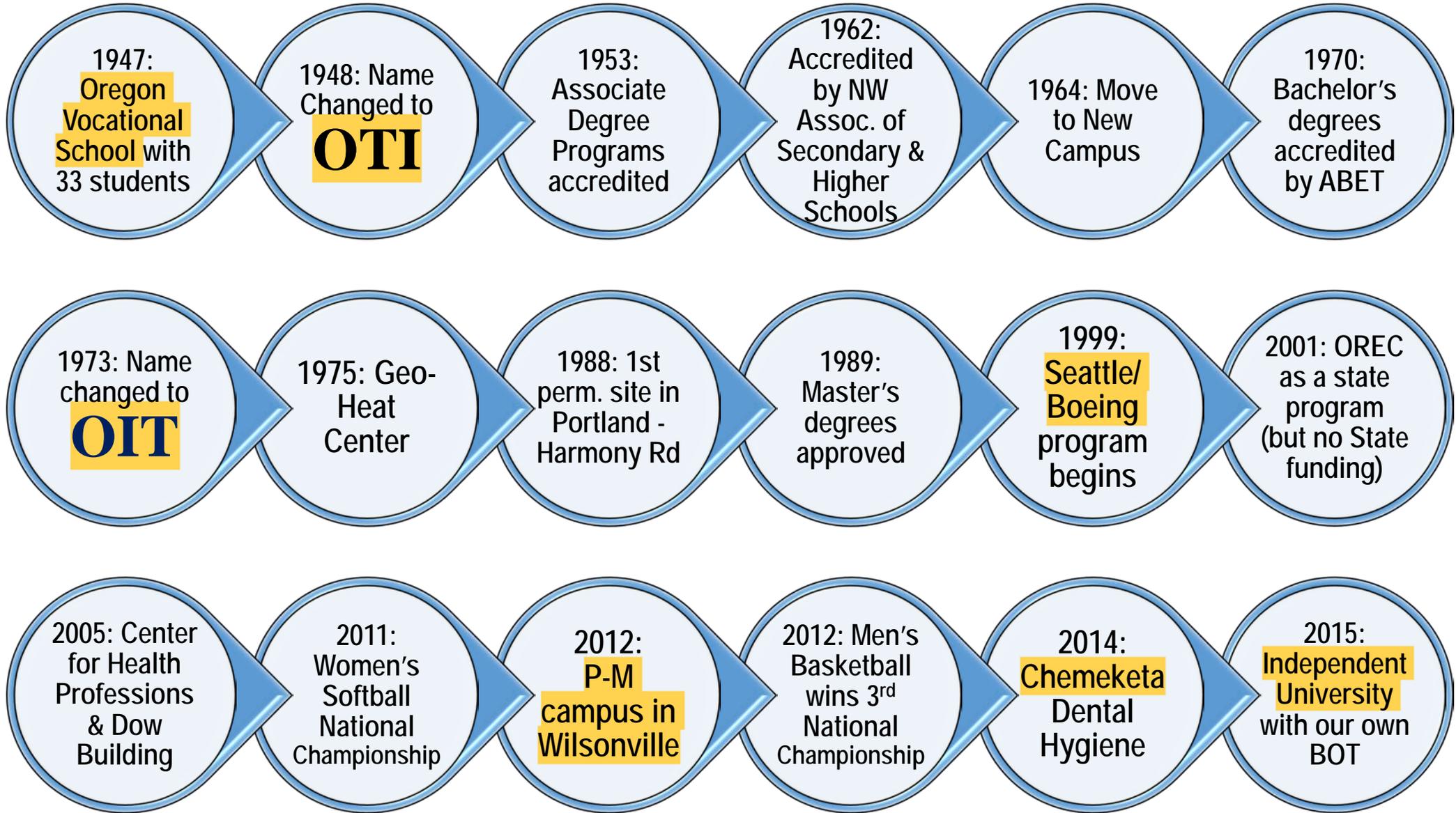


Class of 2022

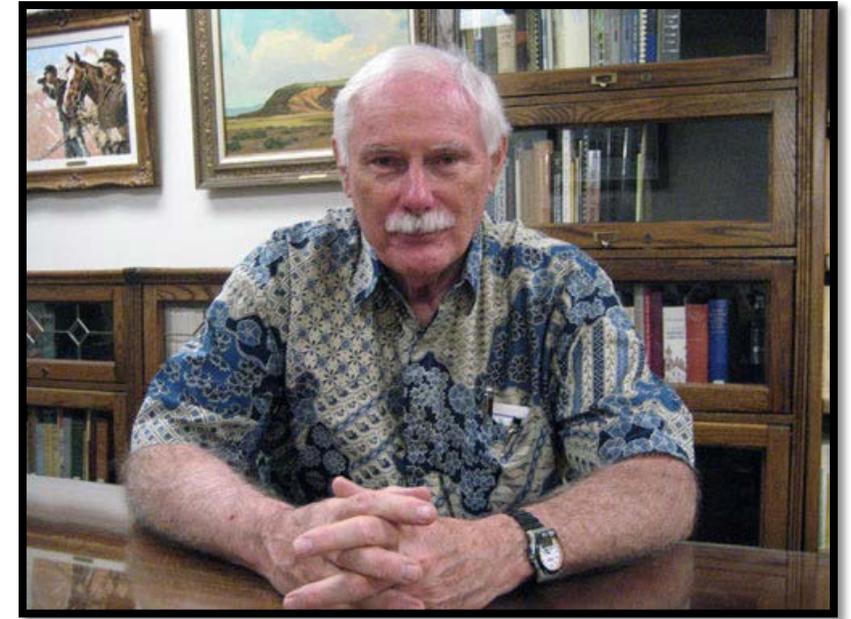
Our mission has been revised; but the **centrality of our mission** has not changed: **Student Success**

# Honoring the past and celebrating the present

1947  
to  
2016



# Honoring the past and celebrating the present



**Dr. John Lund**

**Fond memories and  
impact continue**

**Recognition of colleagues with more than 25 years of service**

# Honoring the past and celebrating the present



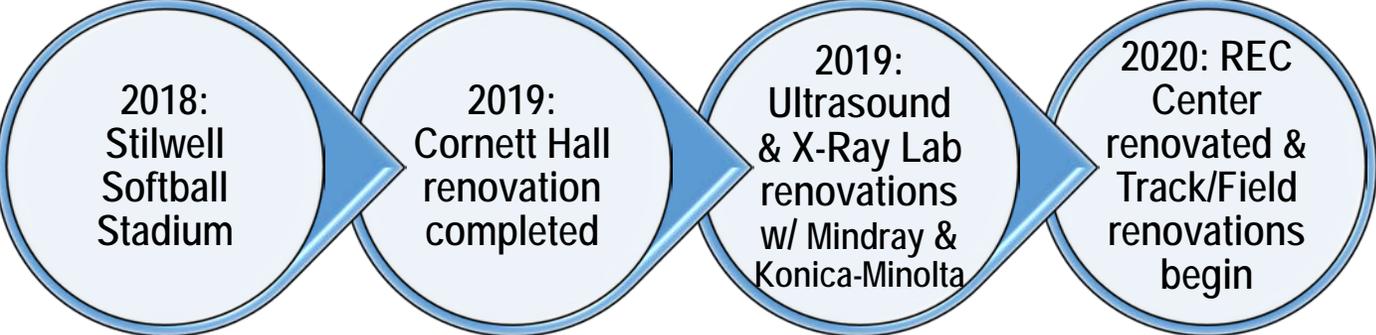
## Vintage Hootie returns to Oregon Tech

- 7-foot owl made of 1/8-inch steel designed and cut in the metal shop at the Oregon Technical Institute (OTI) by Professor George Marostica '53, '55.
- Restored in 1976 and entrusted to Iota Phi Theta.
- Thanks to alumni for caring: Ed Butchino '75, Donna Butchino '78, Mark Cassady '72, Delia Coble '74, Don Douglas '77, '91, '95, and Brian Waggoner '79 '95 who had possession of Hootie since 2012.
- Thanks to Jay Tofflemire '77 and Brian Waggoner for their role in Hootie's reunification with the campus.

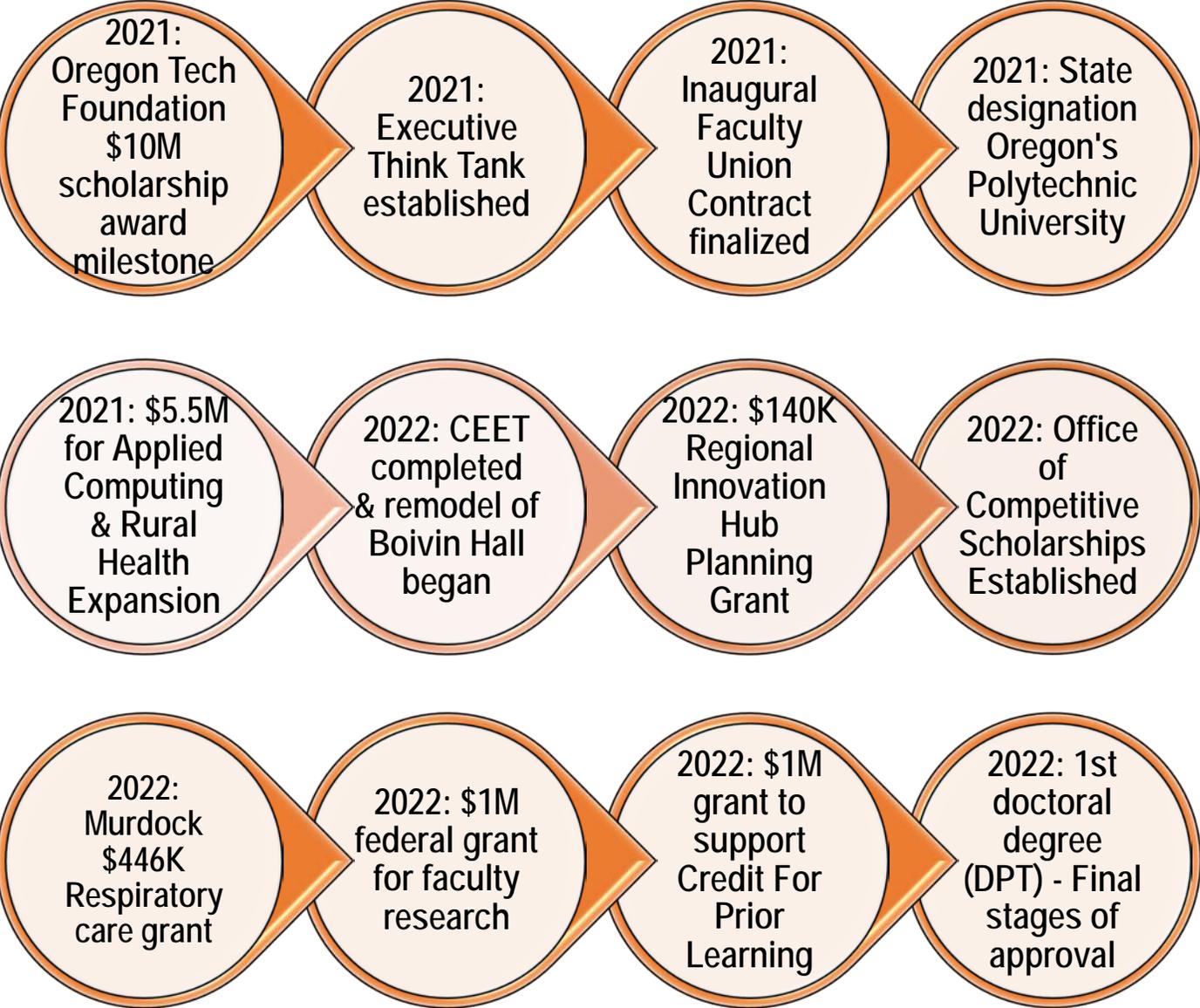
# Honoring the past & celebrating the present (2017 to 2022)

**Implementation of the Short-Term Action Plan and the roll out of the New Strategic Plan**

**You make a difference**



# Honoring the past & celebrating the present (2017 to 2022)



**Implementation of the Short-Term Action Plan and the roll out of the New Strategic Plan**

**You make a difference**



**Continued progress  
at Oregon Tech  
despite the  
challenges of the  
past two years thanks  
to the efforts of many  
within and outside  
the university.**



*--- On display at Nibbley's Café*

## **Record # of degrees (800+) awarded during each of the last two years through a community effort all across the university**

Faculty continued to adapt to provide the needed academic programming, so students can make timely progress.

Faculty initiatives in applied research have helped to secure new federal grant funding, supporting new research experiences for our students.

Successful completion of the Peer Review of the Year Six Report by the Northwest Commission (NWCCU)

Admissions staff have worked hard to continue to attract more than 4,500 applications and arrested the summer melt this year.

Dual credit continues to remain strong, thanks to Educational Partnership & Outreach Office.

## **Record # of degrees (800+) awarded during each of the last two years through a community effort all across the university**

Retention staff have worked with academic units to improve new freshman retention.

- Student Health was able to have appointments for physical and mental health issues while shouldering the COVID response.

- Housing registered an all-time high number while managing COVID.

- New REMS staff are rolling out new standard response protocols.

- Disability Services worked with 237 students last year

# **Record # of degrees (800+) awarded during each of the last two years through a community effort all across the university**

**Veteran Services worked with 173 military-connected students last year (82% of which are veterans)**

- **Finance and IT Staff continue to support despite major changes to the software system, reductions in services through the University Shared Services Enterprise (USSE), and state funding revisions.**

- **Facilities have advanced capital projects despite supply chain issues and labor shortage.**

- **Our Alumni & Advancement staff have continued to engage and expand relationships with alumni, donors, friends, and agencies.**

- **Our Marketing & Communications staff have been tirelessly publicizing the good work of our faculty, staff, and students, statewide & beyond.**

# Graduate Success Rates Lead the State



## Georgetown University Ranking (2022)

**#1 in Oregon**  
Top 3% of 4,500 universities & colleges in the nation for long-term return on investment

GEORGETOWN UNIVERSITY



Center  
on Education  
and the Workforce



Washington Journal  
2022 COLLEGE RANKINGS  
#15 BEST BACHELOR'S COLLEGE  
#40 BEST BANG FOR THE BUCK: WEST  
Oregon TECH



\*2023 U.S. News and World Report "Best Colleges"

# **ATHLETICS – Our students are not just Student Athletes; they are **Scholar Athletes****

## **ATHLETIC DEPARTMENT SUCCESS**



**2021-22 ALL SPORTS TROPHY CHAMPIONS**  
**2021-22 PRESIDENTS CUP FOR ACADEMIC EXCELLENCE CHAMPIONS**  
**131 STUDENT-ATHLETES EARN ACADEMIC ALL-CONFERENCE (RECORD)**



**ALL 13 TEAMS EARN SCHOLAR TEAM DISTINCTION (3.00+ GPA)**  
**96 STUDENT-ATHLETES EARN SCHOLAR-ATHLETE HONORS (RECORD)**  
**10 TEAMS QUALIFY FOR NATIONAL COMPETITION**

# **3.53 CUMULATIVE GPA**

**2021-22 Men's  
Basketball:  
#1 in the nation  
for Team GPA**

**Advanced to Nationals:** women's and men's soccer, volleyball, men's and women's cross country, men's basketball, track, and softball.

# Education & General Budget

	FY 2021-22 Actual	FY 2022-23 Budget
<b>Total Revenue</b>	<b>72.02 M\$</b>	<b>68.97 M\$</b>
<b>Total Expenses and Transfers</b>	<b>64.11 M\$</b>	<b>78.47 M\$</b>
<b>Other Resources (Uses)*</b>	<b>(5.98) M\$</b>	<b>9.50 M\$</b>
<b>Net from Operations</b>	<b>1.92 M\$</b>	<b>(0.00) M\$</b>
<b>% Revenue from State Allocations</b>	<b>46%</b>	<b>46%</b>
<b>% Revenue from Tuition and Fees</b>	<b>50%</b>	<b>50%</b>
<b>% Labor Expense</b>	<b>74%</b>	<b>71%</b>

1% in change in enrollment is equivalent to about \$400K revenue

# Oregon Tech Foundation

Awarded over \$10 million in scholarships since 1989 and will award more than \$1M to 341 students this year – the first time!

Raised over \$4 million FY 21-22 for student programs, capital projects, athletics, faculty research, and scholarships

20+ alumni programs across the region

Give A Hoot and National Giving Day raised over \$450,000

Awarded a Murdock Trust Grant of \$446,000 for Respiratory Care

Planning a comprehensive capital campaign for the future

**Moving Forward...**

# **Climate Assessment**

- **Thanks to all who participated.**
- **Important to own the recommendations of the report and acknowledge the areas for improvement**
- **Results showed positive feedback as well as areas for improvement**
- **Specific areas for improvement:**
  - **Understanding Board roles and responsibilities**
  - **Understanding of Shared Governance and its implementation**
  - **Understanding of university leadership roles.**
  - **Importance of increased communication**

# Climate Assessment Action Steps

1. Immediate and prompt follow-up by BOT on board roles and responsibilities and shared governance through special meetings
2. President to meet with leadership of constituent shared governance groups as was done during the pre-pandemic years (already scheduled for the year)
3. At least one university-wide forum each academic term - hosted by the President and the senior leadership (Nov 15, 2022)
4. Establishment of a well-being committee of faculty, classified staff, unclassified staff, and members of the administration to help promote a healthier work environment (in progress)

# **Climate Assessment Action Steps**

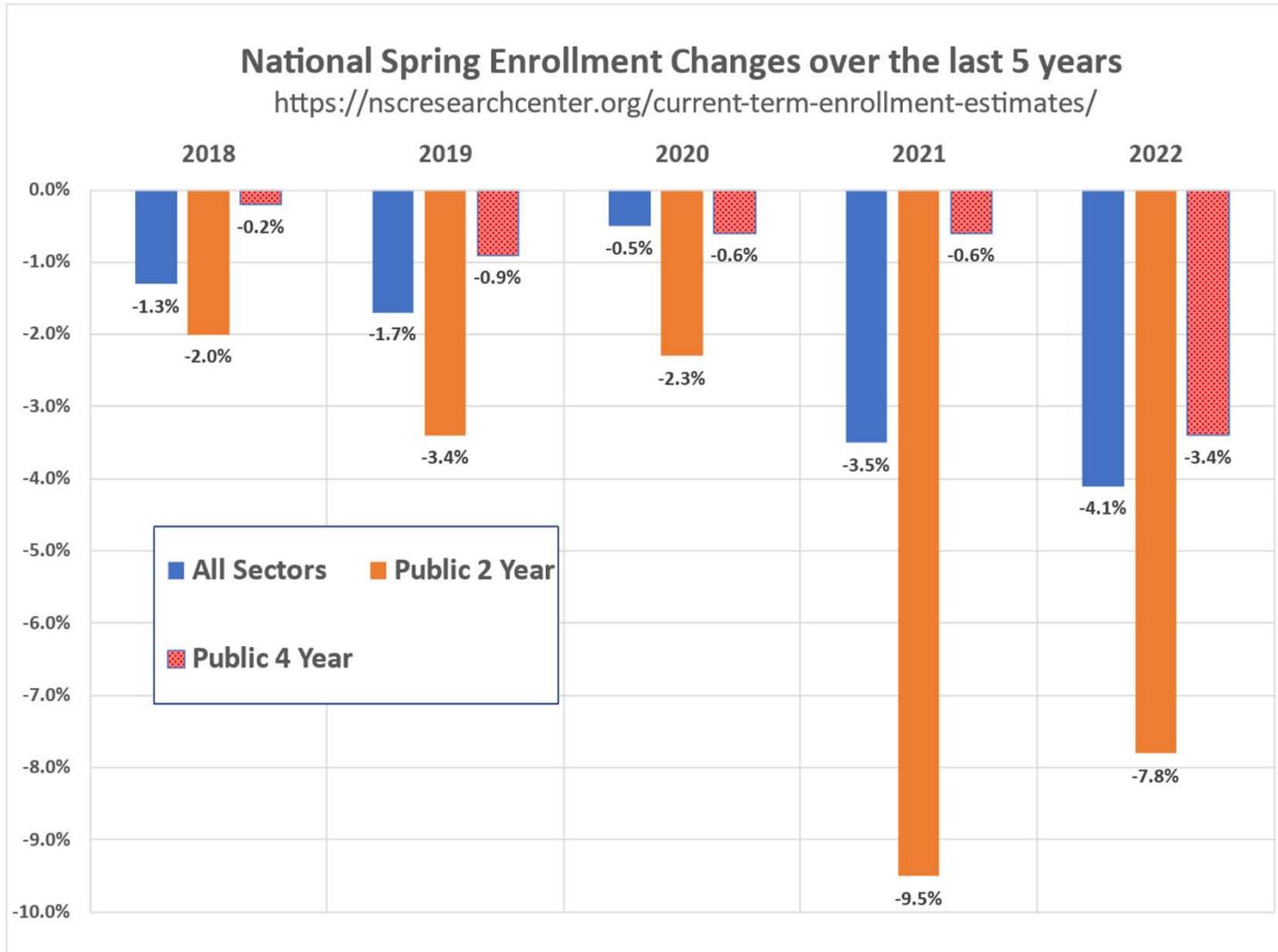
5. Roll outs of the Strategic Plan and the Academic Master Plan, including forums on these topics at Convocation
6. Additional meetings between the administration and representatives of the Faculty Senate, ASOIT, Admin Council, and other stakeholder groups
7. Training workshops for skills and business literacy development beyond convocation
8. Additional direct communications with college-specific audiences between deans, chairs, faculty, and students.

**Welcome additional constructive ideas from all**

# **A few of the external factors...**

- A new governor to be elected in Oregon in November 2022
- Big changes in the Oregon Legislative Assembly, also in November 2022
- Required changes in graduate preparation to align with changes in employers' workforce expectations due to the pandemic
- Need to elevate our brand identity.
- New processes at the Higher Education Coordination Commission (HECC) that affect our curricula
- Leadership changes at the other universities
- Continued challenges from the great resignation
- Increased competition for the declining student pool, in & out of Oregon

# National Higher Education Enrollment Trends

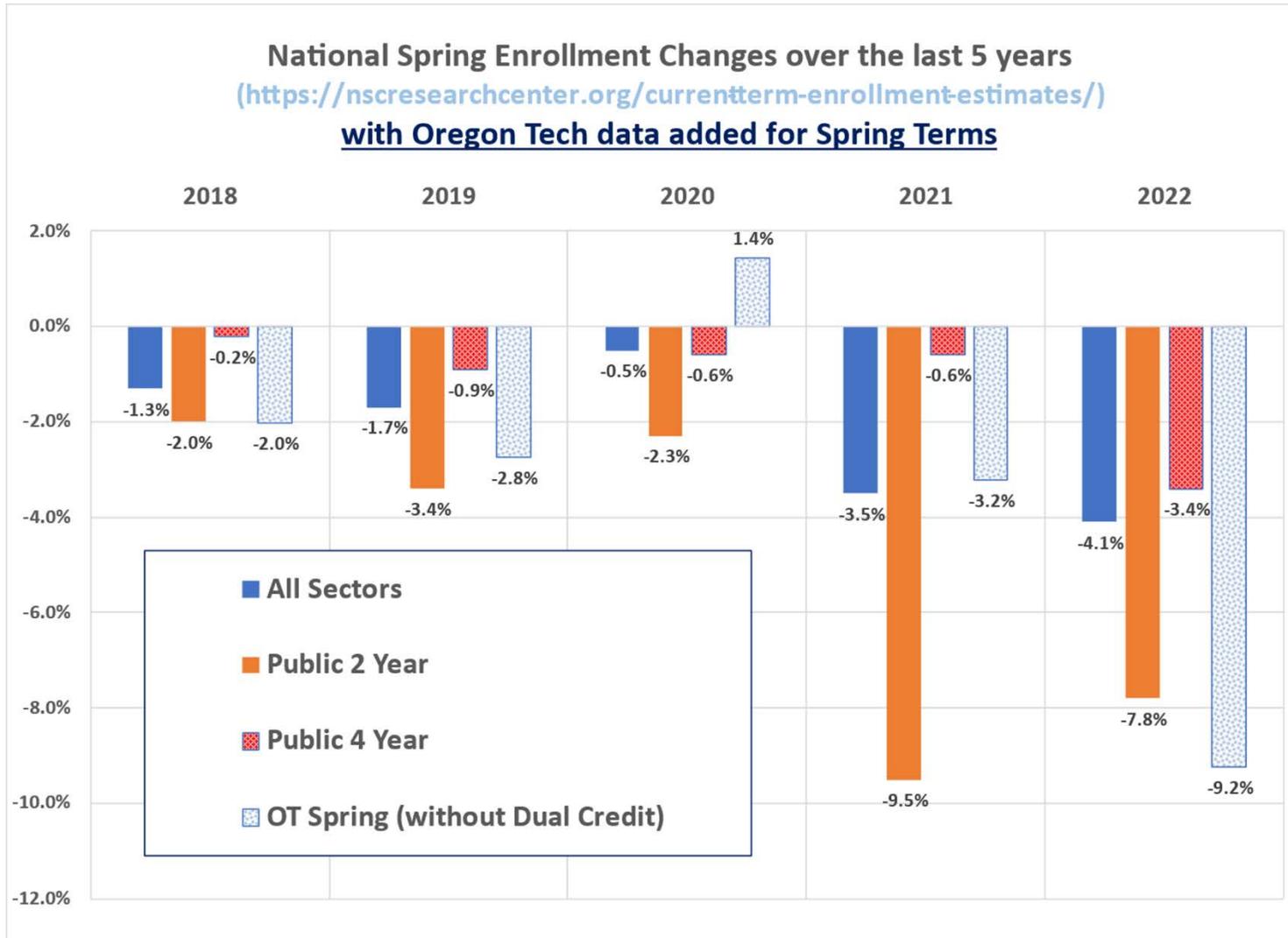


- The number of people “who began college but **left without a credential** grew to **39 million** in 2020, up **nearly 9 percent** in **two years.**”
- **# of transfer students** **dropped** by **~300,000**, or **13.5%**, during the first 2 years of the pandemic.

*[Source: National Clearing House]*

# Oregon Higher Education Enrollment Trends

## Oregon Fall Census Enrollments Fall 2012 to Fall 2021



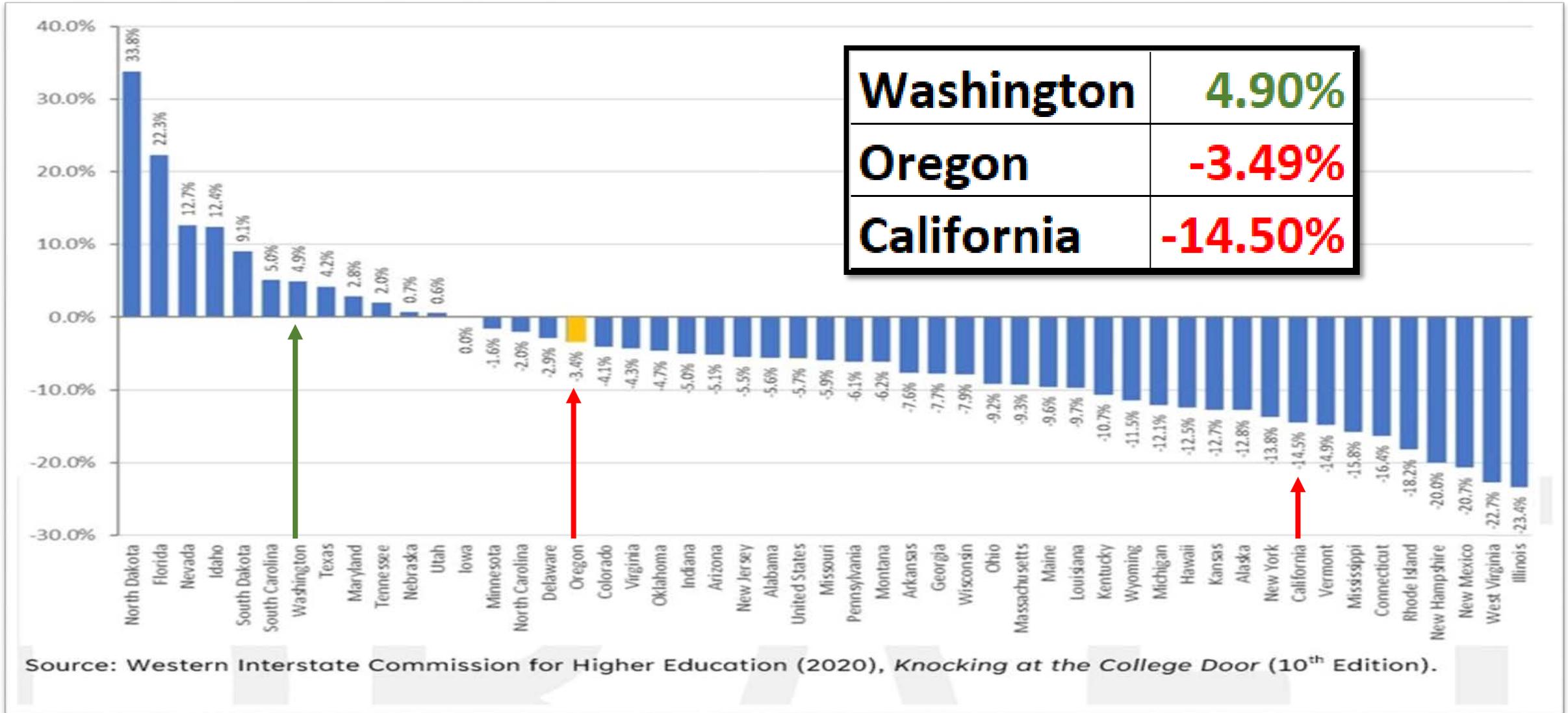
**Direct impact on Oregon Tech**

- **Public 2 Year in Oregon** dropped by nearly 60,000 students (~40%). Dropped by about 20% in the last two years.
- **Public 4 Year in Oregon** dropped more than 9,000 resident students (~13%).

*Source: HECC*

# Future Enrollment Trends

## Projected % Change in High School Graduates by State, 2020-2037



# Enrollment Management

- Enrollment is a function of both recruitment and retention.
- Recruitment
  - ❑ Our freshman recruitment has been successful again this year at 470 New Freshmen - 6% more than last year and the HIGHEST in the last 18 years.
  - ❑ Unfortunately, transfer student challenges continue at 343 students – 23% lower than last year and the LOWEST in the last 18 years.
- Retention is even more critical.

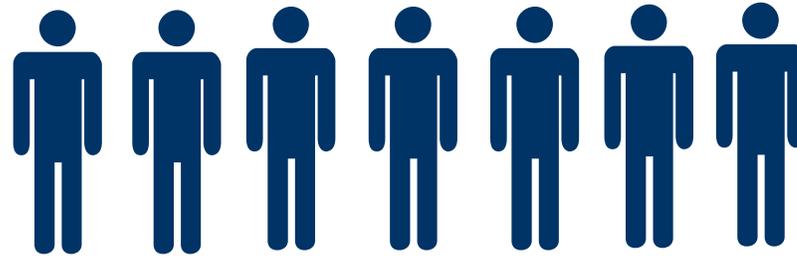
- **New Full-Time student retention improved** from last fall to this fall. 

	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022
New Freshmen (FT)	75.8%	74.7%	66.7%	72.5%
New Transfers (FT)	81.4%	80.6%	78.0%	75.2%
Total	78.5%	77.4%	71.3%	73.6%

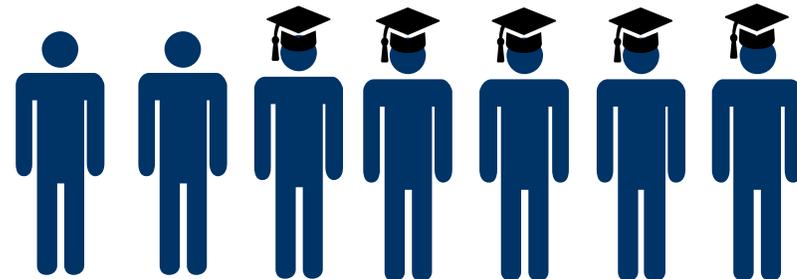
# Student retention: 2016 undergraduate cohort (1,044 New UG)

Fall 2016: 1,044 new undergraduates...

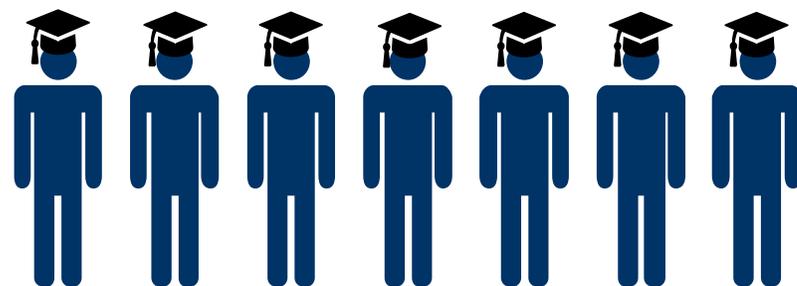
230 left during the 1st year...



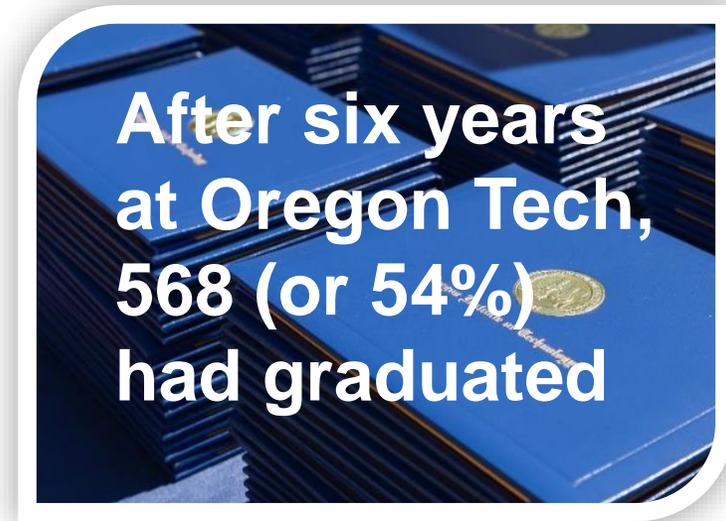
Another 82 left by 2nd year...



40 more left by 3rd year...



73 more left 4<sup>th</sup> & 5<sup>th</sup> years...



After six years  
at Oregon Tech,  
568 (or 54%)  
had graduated

Retention & Graduation: Is a Point of Pride; not just a Point of Revenue

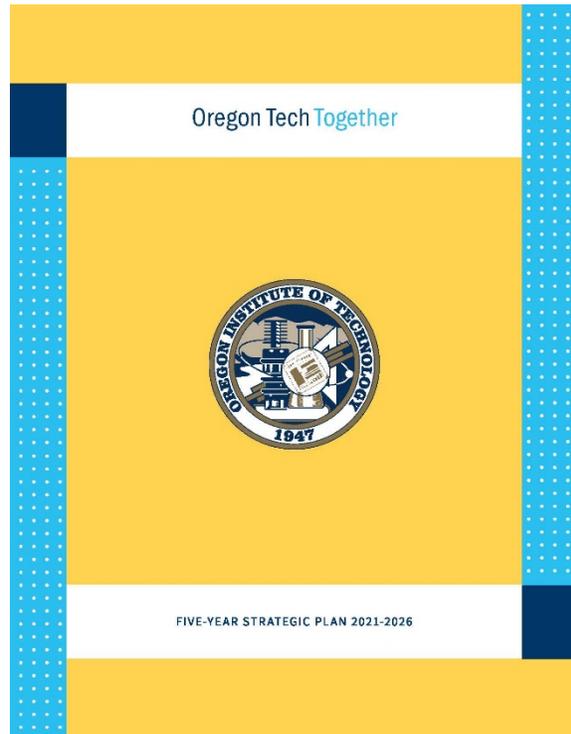
# **Retention & Graduation:** *A Point of Pride;* *not just a Point of Revenue*

2016 New Student Home Dept	Total Original Cohort	Graduated in original Home Dept	Graduated in another dept	Total Graduated at OT in 6 yrs	Did not graduate in 6 yrs at OT
<b>Dept 01</b>	<b>38</b>	<b>79%</b>	<b>3%</b>	<b>82%</b>	<b>18%</b>
...	...	...	...	...	...
<b>Dept 15</b>	<b>115</b>	<b>33%</b>	<b>3%</b>	<b>36%</b>	<b>64%</b>
<b>Average</b>	<b>153</b>	<b>47%</b>	<b>7%</b>	<b>54%</b>	<b>46%</b>

“It is not because  
things are difficult  
that we do not dare.  
It is because we do  
not dare that things  
are difficult.

*Seneca the Younger*

# Strategic Plan



**We are Oregon's Polytechnic University**

**Let us DARE with impactful initiatives - big & small**

**Reputation – Resource – Relevance**

# Key Action Items for AY2022-23

1. Successful Year-7 Comprehensive Review and site visit by the Northwest Commission of Colleges and Universities.
2. Increase degree seeking undergraduate enrollment overall – at least a 2% growth in new students and a 2% growth in the retention of continuing students.
3. Stabilize enrollment at Portland-Metro Campus with at least a 2% growth.
4. Increase engagement with industry for us to become a surrogate lab for innovation.
5. Elevate Student and employee health & well-being.

Everyone at the university has an important role in these initiatives.

**Roles are internal, external, or both.**

**Let us all be university's ambassadors.**



❖ Student Success ❖ Integrity ❖ Respect ❖ Diversity, Equity, Inclusion ❖  
❖ Service ❖ Accountability ❖ Excellence ❖ Confidence ❖

# *Celebrating 75 years of Applied Learning*



- Social events
- Dedicated memorial items
- Community events
- Spring gala & commencement events



**75<sup>th</sup> Anniversary Committee Co-Chairs:  
Dr. Christopher Syrnyk and Doug Halvorsen**