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## Board of Trustees Meeting MINUTES

### Trustees Present:

Jessica Gomez, Chair  
Jeremy Brown  
Tim Hasty  
Kathleen Hill

Michele Vital  
Mike Starr  
Fred Ziari  
Rose McClure

Jill Mason  
Vince Jones  
Kelley Minty-Morris  
Nagi Naganathan, President

### Trustees Unable to Attend:

Lisa Graham  
Paul Stewart

### University Staff and Faculty Present:

Abdy Afjeh, Vice Provost-Research & Academic Affairs  
Thomas Cooper, Information Technology Consultant 2  
Thom Darrah, Director-Facilities Management Services  
Don DaSaro, President-Fiscal Operations Advisory Council  
Erin Foley, Vice President & Dean of Students  
David Groff, General Counsel & Interim Board Secretary  
Pam Grove, Assistant to University General Counsel & Interim Board Secretary  
John Harman, Vice President Finance & Administration  
Lacey Jarrell, Marketing, Communications & Public Affairs  
Tom Keyser, Dean College of Engineering, Technology & Management  
Billy Kimmel, ASOIT Officer, Portland-Metro  
Kelsey McCauley, Government Relations  
Michelle Meyer, Accounting Services Manager  
Travis Miller, Information Technology Consultant 2  
Michael Moghtader, Academic Advisor-Retention Coordinator – Retention Services  
Joanna Mott, Provost & VP of Academic Affairs  
Adria Paschal, Senior Executive Assistant to the President  
Dan Peterson, Dean College of Health, Arts & Sciences  
Mario Segura, Oregon Tech Student  
Terri Torres, Faculty Senate President  
Bryan Wada, Information Technology Consultant 2  
Mason Wichmann, Oregon Tech Student  
Hannah Wolf, Oregon Tech Student  
Jack Zoucha, ASOIT President, Portland-Metro

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

Chair Gomez called the meeting to order at 1:35pm. The Board Secretary called roll and a quorum was declared.

## 2. Reports

**2.1 President Naganathan** reviewed his written report included in the agenda packet. He shared the news of Oregon Tech's new Trustees: Stefan Bird, John Davis, Kanth Gopalpur and Celia Nunez, who's terms will begin July 1, 2022. President Naganathan advised that Oregon Tech's Respiratory Program has received continuing accreditation, and the sixth-year accreditation study has been submitted to the Northwest Commission on Colleges and Universities. President Naganathan advised that the speakers for the June 10, 2022 commencement will be Scott Kelly of Assante (HAS-Klamath Falls, June 10, 2022), Terry Cross (ETM-Klamath Falls, June 11, 2022 and Dr. Elizabeth Steiner Hayward, Senate Chair for the Ways & Means Committee (Portland-Metro, June 12, 2022). He discussed the recent study which reports that there are 40% fewer community college students in Oregon which translates to 59,000 fewer students in community colleges; and 17% or 10,000 fewer public university students in Oregon over the last decade. President Naganathan reported that the HECC's new strategic roadmap funding formula is causing much concern for Oregon Tech.

### **2.2 ASOIT, President Brie Landis (KF) and Jack Zoucha (PM)**

KF-ASOIT: **President Brie Landis** reviewed their PowerPoint presentation and reported that ASOIT elections are under way for 2022-2023. They shared that the ASOIT is undergoing officer restructuring, as well as revising position responsibilities. Landis also provided an update on Resolution 15-2 on Shared Governance and that aspects of the AGB report will be incorporated. They discussed lobbying for Higher Education and the ranking of Oregon with respect to public spending on higher education.

PM-ASOIT: **President Jack Zoucha** reviewed his PowerPoint presentation included in the agenda packet and discussed campus involvement and suggestions have been made for events such as Engineer's Week, trivia, hands-on workshops and a Dean's dinner with students, faculty and administration. He also advised that lobbying efforts are underway with members in Wilsonville and surrounding areas to get Oregon Tech Renewable Energy Engineering programs out into the community, such as the Pedestrian Bridge at Willamette River and a traffic study for I-5 Bridge at Willamette River. ASOIT is actively looking for ways to increase state and federal funding and encouraging lobbying the HECC against recent changes to the funding formula. Zoucha addressed the 2022-23 incidental fees, health fees and tuition increases.

### **2.3 Faculty Senate Report, President Terri Torres**

**President Torres** reported that she is currently finishing the term of Don McDonald and reported that she's been elected to the position of Faculty Senate President for the next two years. She discussed the progress made in Faculty Senate (FS) with respect to the reorganization of the FS, and reported on her collaboration with the Provost's Office on charges for academic committees. She reported her most important goal for this year is the

non-tenure track promotion policy. The hope is to have this policy be in place by fall. According to Dr. Torres, this would affect 23% of Oregon Tech faculty. She reiterated her request for the board to have informal meetings with faculty and students. **Trustee Hasty** asked when the committee charges normally go forward. **Dr. Torres** responded that it would have to have been last quarter. **Chair Gomez** thanked President Torres for her report and assured her that the board is listening. She thanked President Torres for continuing to be here and striving for engagement, and said we'll be looking for additional ways to help faculty feel heard.

#### 2.4 **Climate Assessment: Preliminary Review**, *Rich Boyer – Modern Think*

**Mr. Boyer** advised that his colleague on this project was Diana Wrench, who was also remotely present. He said the Board had put out an RFP to conduct a comprehensive climate assessment to include faculty, staff, students, and potentially other audiences. Boyer reviewed his PowerPoint presentation included in the agenda packet and shared the background and methodology which included the deployment of the survey at the end of February 2022, and over 44 individual interviews with faculty, staff and students. Ultimately, those findings will be integrated into the formal report that will be submitted to the Board. In terms of preliminary findings, Boyer said there were some who suggested early on that some of the issues of climate were a vocal minority of faculty, that there were primarily due to the unionization, the strike or the vote of no confidence. The findings reflect more than just the institutional response to these issues. The sentiment, both positive and negative he characterized as widespread and deeply held. Some of the things heard loud and clear during the interviews, was that today Oregon Tech was not a high trust environment.

Boyer characterized the formal findings in terms of institutional strengths and opportunities. Boyer said strengths include a tremendous sense of connection to mission and connection to students. He said there is appreciation not just for the mission, but the sense of job fit and the ability to do work that is meaningful, and an appreciation for the benefits. He said another strength is individuals' experience with their immediate supervisor, noting that they were collectively among the most positive responses on the survey. On the student side, Boyer reported the thing that most stood out is an appreciation for the faculty interaction. Those numbers are higher than what we've typically been seeing over the last two years where student interaction has been so impacted by the pandemic. With respect to the mission for academic and career support, there are some foundational strengths on which to build and some real legitimate opportunities.

Boyer said one opportunity for institutional improvement, is increasing awareness of, and support for, vision and values. When people were asked about their awareness of the strategic plan or their ability to articulate any of the number of values, a number of people were unable to respond. Boyer said another opportunity is to address concerns and/or uncertainty regarding the evolution around expectations regarding service, teaching and research and what that looks like moving forward. He said there are significant leadership concerns; some are directed at President Naganathan, some directed at senior leadership, and some directed at the Board of Trustees. He said there is frustration with shared governance, and one of the things that emerges clearly is that there is not a common

understanding of shared governance in general, or what the shared governance model at Oregon Tech. For many faculty, there is a frustration with what is today the faculty experience relative to what it had been. There is a clear plea for collaboration. He said there are some concerns regarding potential whistleblowers, and whether people feel comfortable speaking up when they see something that they believe is wrong or that is incongruent with the values or perhaps unethical. Boyer said Oregon Tech is at higher risk for more student activism issues.

Boyer said some of the secondary issues include communication and collaboration within and across departments and the institution, greater focus on the well-being of students, faculty and staff, diversity, inclusion and belonging, professional development. He advised that if we want a culture of integrity or a culture of excellence, it is important that our performance management processes be sound and effective.

Boyer said his recommendation is that Oregon Tech needs to be very intentional and very systemic in the post-survey approach. In the coming weeks, Modern Think will be providing its full report to the Board as detailed in the RFP and will continue to work with VP Harman, the committee and Dr. Naganathan in terms of what that path looks like moving forward.

**Chair Gomez** thanked Mr. Boyer the presentation of his data She said it is really important that we move forward, and that this report is used to actually bring Oregon Tech together and create a stronger university and a great environment for all.

## **2.5 Coffee with Klamath Falls Faculty, *Chair Gomez***

**Chair Gomez** reported on her February 23-24, 2022 meetings with Klamath Falls faculty, which was intended to get a sense of how people were feeling. She reported she met with approximately 60% of the faculty in groups of 2 to 6 at a time and had some productive communication during those meetings. Chair Gomez shared that a few themes arose, some structural and some cultural in nature. She said one theme was the timing of when faculty jobs are posted, and that Oregon Tech has been out of sync with the typical posting period for quite some time. Other themes included concerns about terminal degree requirements, engineering versus technical, the length of time it takes to do things and some of the challenges with IT, specifically with Heroes software and how you have to go through many approval processes. Chair Gomez explained that she heard some angst about Oregon Tech's moves to do more applied research and some faculty asked for more information about how to do this as it's a pretty big shift for Oregon Tech. Chair Gomez said there was also mention of challenges with administration being accessible. She said her hope is systems get adjusted and we figure out how to make a mature university structure work well for us, so it doesn't feel like it's a hinderance. She said shared governance also came up; and some expressed they were unsure about what this means, and believe there needs to be improved shared governance. She reported some faculty feel as though put in lot of work, and the administration is not necessarily taking that work into consideration when making decisions. Chair Gomez indicated that is something that needs to be worked on to assure that if we ask people to work on something they get feedback as to whether

their ideas were taken into consideration during the decision making, and that their work is valued.

Chair Gomez relayed that there were questions about where decisions are made at the Chair level, Dean, Provost or President's level. She said we need to work on clarifying some of those decision-making structures.

Chair Gomez said that people are feeling the strain of being short-handed and recognized that Oregon Tech has been trying to fill positions for quite some time. She noted the workforce is a struggle for everyone, and her hope is that some of the changes to the timing of when positions are posted will help with that. She heard from faculty that stressors on the students are at a high point, and that she appreciated that students have open communication with faculty on those issues.

Chair Gomez recognized that during these meetings, some came in a bit unsure of the nature of the meetings, and a bit guarded about talking to her. By the time the meetings were completed, she had been able to have some real conversations about how people were feeling. She thanked all faculty that made the time and effort to participate, and that she hopes to get to Portland-Metro campus and meet with faculty there, as well as students, staff and administration.

## **2.6 Academic Quality and Student Success Committee, *Chair Jeremy Brown***

**Committee Chair Brown** summarized the reports and presentations made at the AQSS Committee meeting, which included a presentation by students Hanna Wolf and Mario Segura and their InventOR contest winning entry, Dean Peterson and Provost Mott's group working on an Academic Strategic Plan, the status of vacancies and the efforts to address the vacancies and searches. He noted the Respiratory Care program has been accredited for ten years and all faculty members who were up for tenure were approved. He said as we emerge from Covid, there are more student activities under way, which will help with a sense of community.

## **2.7 Finance and Facilities Committee, *Chair Vince Jones***

**Committee Chair Jones** summarized the Vice President of Finance & Administration's reports, including updates on capital projects, budget performance, revenue and enrollment indicators, invested funds as well as internal and external audit coordination. Chair Jones advised that the committee voted to approve and recommend to the Full Board the request for the 2022-23 Academic year tuition and fees, as well as the request for approval for a reduced scope and modified bond financing authority for construction of a smaller new student housing facility.

## **3. Discussion Items**

### **3.1 Comprehensive Presidential Evaluation, *Board Chair Jessica Gomez***

**Chair Gomez** advised that the board policy concerning comprehensive evaluations of the President states this task should be undertaken between year four and five of the President's contract, and we are at the beginning of year five. She shared that she spoke with President Naganathan about this, and we believe it is time to begin the evaluation

process. The Executive Committee has been designated to be responsible for this process, and Oregon Tech will bring on a consultant to assist with the process to assure the evaluation is comprehensive and follows best practices. The goal is to complete the evaluation by the first part of June.

Due to scheduling issues, at this point in the meeting **Chair Gomez** asked **Vice Chair Jones** to step in for her and run the remainder of the meeting.

#### 4. Consent Agenda

##### 4.1 Approval of the Minutes of the January 27, 2022 Meeting

No changes voiced. Minutes approved as submitted.

#### 5. Action Items

##### 5.1 Approve 2022-2023 Tuition, *VP Harman*

**VP Harman** reviewed his presentation provided during the Finance & Facilities Committee meeting and discussed the role of the Tuition Recommendation Committee (TRC), which is to analyze the budget as well as legislative, scholarship and programmatic information, and collect feedback on tuition scenarios and options. The TRC acted by consensus and 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. VP Harman explained that the TRC recommendation was to increase base tuition and fees by 8.0%, contingent upon HECC approval, and if that approval is not forthcoming the increase would be 5.0%. The ASOIT recommendation is to increase base tuition and fees by 5.0%. This is comprised of a 4.6% tuition increase and increasing the health service fees at the Klamath Falls campus to \$195 from \$172 and at the Portland-Metro campus to increase to \$63 from \$43 for students enrolled for the regular academic year. VP Harman explained that the Presidential recommendation to the Board of Trustees is to increase academic year 2022-23 base tuition and fees by 7.0% contingent upon HECC approval, as set out in the Board materials. VP Harman said we have been put in a very difficult position, because although the SSCM formula funding revision was a collaborative process, the numbers changed quite a bit after the revised model was approved by the HECC. What we are really experiencing is no growth in funding from the state to maintain a consistent percentage coverage of expenditures by state revenues in the current year and in FY 2023, whereas other schools got a minimum of about \$3 to \$3.5 million more per year.

VP Harman further explained that Oregon Tech does not want to increase expenses on our students more than necessary and imagines that if we thought enrollment would could expect the related additional \$3-\$3.5 million in tuition revenue, and we would be in a much different position for FY 2023

**Trustee Fred Ziari moved to approve academic year 2022-23 tuition and fees be set in accordance with the President's Tuition Recommendation Memo (Attachment A to Agenda) as follows:**

- **increase academic year 2022-23 base tuition and fees to 7.0% contingent upon HECC approval.**

- The increase is comprised of a 6.6% tuition increase and increasing health service fees at the Klamath Falls campus to \$195 from \$172 and at the Portland-Metro campus to \$63 from \$43 for students enrolled for the regular academic year.
- Differential tuition related to Health and Engineering Technology programs shall remain at the current 37% premium on base tuition rates.
- Tuition remissions shall continue at approximately 14% of tuition revenue, and an additional \$200,000 shall be targeted for underserved and disadvantaged students.
- Incidental fees shall remain unchanged at \$397.50 for the Klamath Falls campus and will increase to \$80 from \$50 at the Portland-Metro campus for student enrolled during the regular academic year.
- If HECC approval is not forthcoming at the level approved by the Board, the increase shall be the alternate amount approved by the HECC or 5.0%, whichever is larger.

Trustee Mike Starr seconded the motion. With all trustees present voting, there were 11 ayes, 1 no, and 1 abstention; the motion passed.

## 5.2 Student Housing, *VP Harman*

**VP Harman** reviewed his presentation provided during the Finance & Facilities Committee meeting and discussed the reduced scope and modified bond financing authority for construction of a smaller new student housing facility. He explained that in June of 2021, the Legislature approved \$55 million in bonding authority through Article XI-F bonds for Oregon Tech to construct a student housing facility. A recommendation was made to the Board at the July 15, 2021 meeting to approve a resolution on bond issuance for a new student residence hall. The Board authorized acceptance of the \$55 million in bonding authority at that time. Since that time, construction costs have increased on average between 25-30 percent, which increased original estimated construction costs by an additional \$15-18 million. To maintain the original project scope, Oregon Tech would have to fund the escalation out of existing funds or seek additional bonding authority through the legislature. Neither option is feasible, as Oregon Tech cannot commit \$15 million from existing funds and additional bond debt would financially impair the project. As a result of material changes in key assumptions, the new student housing facility as originally envisioned and approved by the Board is no longer financially viable and requires a revision in project scope.

**Trustee Mike Starr moved to approve a modification in Oregon Tech's Article XI-F series bond authority from \$55 million to no more than \$35 million to construct a new housing facility with no less than 500 beds on the Klamath Falls campus and to authorize management to use a portion of auxiliary or general reserves with payments in the start-up years if necessary until occupancy reaches 95%.**

Trustee Tim Hasty seconded the motion. With all trustees present voting and 10 voting aye, and 1 no vote, the motion passed unanimously.

## 6. Reports, continued

### 6.1 Strategic Enrollment Management, *Provost and VP for Academic Affairs and Strategic Enrollment Management Joanna Mott* – written report only

**6.2 AGB Report Review, *Interim Board Secretary David Groff***

**Mr. Groff** briefly reviewed the Association of Governing Board Association (AGB) report on governance at Oregon universities and highlighted 12 recommendations to university governing boards and universities found at pages 18 and 19 of the report. He suggested reviewing an inventory of practices for boards to consider in addressing engagement with the stakeholders on campuses, found at page 26.

**6.3 COVID-19, *Vice President & Dean of Students*** – written report only

**7. Other Business** – none.

**8. Public Comment**

Billy Kimmel identified himself as a Junior in the Renewable Energy Engineering program at Oregon Tech. Mr. Kimmel reminded the board of his last visit and addressed issues about transparency. He said he would like to see the results and data of the climate assessment survey published by the university. Mr. Kimmel said the most common criticism he has heard at this university, is the Deans, Provost, and VP positions do not have enough power to swiftly adapt a change and remove problems for those beneath them. He's also observed a common criticism about the chain of command not being properly followed.

**Meeting adjourned at 4:45pm.**

Respectfully submitted,



**David P. Groff**

*University General Counsel & Interim Board Secretary*