

**Board of Trustees Meeting
AGENDA**

Theme: Lifting Oregon Tech in Times of Headwinds

1. **Welcome/Call to Order/Roll/Declaration of a Quorum (9:30 AM) (45 min)** *Chair John Davis*
 - 1.1 **Moment of Silence and Special words of recognition for Dr. Kasturi Naganathan**
 - 1.2 **Honoring Retiring Board Members, Vice Chair Vince Jones and Trustee Mike Starr, and Outgoing Student Trustees Aaron Hill and Keegan Dentinger**
 - 1.3 **Consent Agenda**
 - 1.3.1 **Approval of April 8, 2026 Meeting Minutes**
2. **Public Comments (10:15 AM) (15 Min)** *Chair Davis*
 - 2.1 **OT-AAUP** *Union President Dr. Kari Lundgren*
 - 2.2 **OT-SEIU** *Union President Darryn Stevens*
 - 2.3 **Others**
3. **Regular Reports (10:30 AM) (40 min)** *Chair Davis*
 - 3.1 **Reports from Shared Governance Organizations:**
 - 3.1.1 **ASOIT (10:30 AM) (10 min)** *ASOIT Presidents: Aurora Parsons (KF) and Bryce Wilson (PM)*
 - 3.1.2 **Faculty Senate (10:40 AM) (10 min)** *Faculty Senate President Dr. Yuehai Yang and/or President-Elect Dr. Ashton Greer*
 - 3.1.3 **Admin Council (10:50 AM) (10 min)** *Co-Chair Carl Agrifoglio*
 - 3.2 **Foundation Report (11:00 AM) (10 min)** *President Alan Polaski*

11:30 AM-12:30 PM Board Meet & Greet with Faculty and Staff (60 min) – CEET Commons

12:30 PM-1:00 PM Lunch Break (30 min) - President's Conference Room, CEET 250

- 3.3 **University Report (in lieu of President's Report) (1:00 PM) (55 min)** *Senior Leadership*

4. **Special Reports** (1:55 PM) (30 min) *Chair Davis*
 - 4.1 **Doctor of Physical Therapy (DPT) Program Testimonial & Update** (1:55 PM) (30 min) *DPT Student Mackenzie Wilkinson, DPT Program Director Dr. Marybeth GrantBeuttler, Associate Dean of the College of HAS Dr. Michelle Preston, OHSU Assistant Vice Provost for Accreditation Robert Halstead*
5. **Board of Trustees Committee Reports and Discussions** (2:25 PM) (30 min) *Chair Davis*
 - 5.1 **Academic Quality and Student Success Committee Report** (2:25 PM) (10 min) *AQSS Committee Co-Chairs Cecelia Amuchastegui and Celia Nuñez*
 - 5.2 **Finance, Facilities & Audit Committee Report** (2:35 PM) (10 min) *FF&A Committee Chair Vince Jones*
 - 5.3 **Executive Committee Report** (2:45 PM) (10 min) *Board Chair John Davis*
6. **Action Items** (2:55 PM) (55 Min) *Chair Davis*
 - 6.1 **Approval of FY 2026-27 Budget** (2:55 PM) (30 min) *SVP Harman*
 - 6.2 **Approval of Revised Board Policy on Debt Management** (3:25 PM) (15 min) *SVP Harman*
 - 6.3 **New option within BS in Geomatics: Unmanned Systems** (3:40 PM) (10 min) *Provost and Senior Vice President for Academic Affairs & Strategic Enrollment Management, Dr. Hesham El-Revini*
7. **Discussion Items** (3:50 PM) (5 Min) *Chair Davis*
8. **New/Old Business** (3:55 PM) (5 Min) *Chair Davis*
9. **Adjournment** (4:00 PM)

All times and discussion lengths are estimated and approximate.

The Chair of the Board of Trustees reserves the right to adjust the agenda schedule and the length of agenda items.

1.3

Minutes: April 8, 2026

**Meeting of the Board of Trustees
MINUTES**

Theme:
***Relentless in Mission. Unwavering in Excellence.
Improving the Human Condition.***

Trustees present:

Chair John Davis
Vice Chair Vince Jones
Cecelia Amuchastegui
Stefan Bird
David Cauble
Dr. Vijay Dhira
Dr. Johnnie Early
Kim Faks
Don Gentry
Kanth Gopalpur
Dr. Mark Neupert
Celia N  nez
Mike Starr
Aaron Hill
President, Dr. Nagi Naganathan (*Ex-Officio*)

Trustees not present:

Keegan Dentinger

University Faculty, Staff, Students, and Visitors in attendance:

Dr. Abdy Afjeh, Sr. Vice Provost for Research & Academic Affairs
Dr. Neslihan Alp, Dean of College of Engineering, Technology and Management
Carl Agrifoglio, Chair, Admin Council
Diana Angeli, Executive Assistant, Office of the President
Aurora (Parsons) Atwood, ASOIT KF President
Dr. Mandi Clark, Vice President of Student Affairs
Professor Don DaSaro, Fiscal Operations Advisory Council
Dr. Hesham El-Rewini, Provost and Sr. VP, Academic Affairs and Strategic Enrollment Management

Dr. Ken Fincher, Vice President of University Advancement & Board Secretary
Celia Green, Executive Assistant & Project Coordinator, Finance and Administration
David Groff, Esq, General Counsel
John Harman, Sr. VP, Finance and Administration
Katie Harman Ebner, Strategic Communications Advisor (Acting Board Secretary)
Victoria Inogamaora, Director of Budget and Planning
David Johnston, Senior Instructor, Physics
Suzanne Kunse, Associate Vice President of Government and Community Relations
Dr. Kari Lundgren, OT-AAUP Union President
Dr. Beverly McCreary, Vice Provost of Faculty Success
Mindy Mickelson, Executive Assistant, Research & Academic Affairs
Dana Miller, Facilities Director
Shane O'Brien, Associate Director of Government Relations
Adria Paschal, Senior Executive Assistant, President's Office
Alan Polaski, President, Oregon Tech Foundation
Tony Richey, Associate VP-Chief Information Officer, ITS
Dr. Denise Seabert, Interim Dean of HAS
Victoria Seward, Assistant Director of Business Affairs
Darryn Stevens, SEIU 503 Representative
Dr. Greg Stringer, Associate Vice President for SEM and Student Success
Bryan Wada, Information Technology Specialist
Max Williams, Consultant
Bryce Wilson, ASOIT President, Portland-Metro
Dr. Yuehai Yang, Faculty Senate President

1. Welcome/Call to Order/Roll/Declaration of a Quorum *Chair John Davis*

Chair Davis called the meeting to order at 10:48 AM at the Oregon Tech Portland-Metro Campus in Wilsonville, Oregon. Acting Board Secretary, Katie Harman Ebner, called the roll and declared a quorum.

1.1 Consent Agenda:

1.1.1 Approval of January 23, 2026 Meeting Minutes

Chair Davis asked for any amendments to the minutes of the January 23, 2026 meeting. No amendments were requested, and the minutes were adopted unanimously.

1.1.2 Revisions of Selected Courses

Chair Davis introduced the Consent Agenda item from the Academic Quality and Student Success Committee regarding technical revisions to selected course offerings in the College of Engineering, driven by the revised business core curriculum and Higher Education Coordinating Commission (HECC) guidance. The revisions were approved unanimously, and the Provost and the President were authorized to follow up with relevant bodies.

2. Public Comments *Chair John Davis*

2.1 OT-AAUP *Union President Dr. Kari Lundgren*

Dr. Kari Lundgren addressed the Board on the challenges of maintaining academic integrity in the face of technological advancements and political uncertainties.

Dr. Lundgren highlighted OTAUP's ongoing initiatives to improve faculty workload, administrative balance, and fair evaluation processes.

2.2 OT-SEIU Union President Darryn Stevens

Darryn Stevens, SEIU 503 representative, emphasized the critical role of classified staff in daily campus operations. Stevens advocated for the urgent need for a dedicated campus electrician and argued for above-market compensation for skilled trades positions to retain and recruit essential staff, ensuring campus safety and operational stability.

2.3 Others

No additional public comments were offered.

3. Regular Reports

3.1 Reports from Shared Governance Organizations:

3.1.1 ASOIT ASOIT PM President Bryce Wilson

Bryce Wilson, ASOIT President (Portland-Metro), reported on student services support, the on-campus student fitness center, and the hiring process for next year's ASOIT leadership team. Wilson highlighted the success of the campus gym project, including the creation of a new student worker position to monitor the space. He also discussed efforts to promote student engagement with Career Services.

3.1.2 Faculty Senate Faculty Senate President Dr. Yuehai Yang

Dr. Yuehai Yang, Faculty Senate President, provided an update on faculty matters, program trends, and the importance of shared governance in maintaining institutional knowledge and continuity.

3.1.3 Admin Council Chair Carl Agrifoglio

Carl Agrifoglio, Chair of the Administrative Council, presented the Council's kudos program and shared recent feedback from unclassified staff on remote and hybrid work, summer Fridays, and promotion and title changes. Agrifoglio discussed the Council's efforts to address these concerns, including a pilot program for adjusting summer hours and increased resources for unclassified staff.

3.2 Foundation Report President Alan Polaski

Alan Polaski, President of the Oregon Tech Foundation, provided an update on the comprehensive capital campaign, upcoming fundraising events, and the growth of the scholarship program. Polaski highlighted the importance of athletics in fundraising efforts and raised the potential for forming a dedicated athletics-focused fundraising committee. Trustees and President Naganathan engaged in discussion regarding the rationale behind the Foundation's fundraising goals, the importance of research and strategic planning, and the need to identify new donor bases. Vice President of University Advancement & Executive Director of the Oregon Tech Foundation Ken Fincher noted the strong community identity programs such as athletics and dental hygiene as potential areas for expanded donor engagement.

Ribbon Cutting: Portland-Metro Student Fitness Center / Lunch Break

The Board recessed to participate in the ribbon cutting ceremony for the new Portland-Metro Student Fitness Center. A lunch break followed the tour, after which the Board reconvened for the afternoon agenda.

3.3 **Special Report: Enrollment Update** *AVP of SEM Dr. Greg Stringer, and Provost and Sr. VP, Dr. Hesham El-Rewini*

Dr. Greg Stringer presented the enrollment update, noting that current retention rates are healthy at approximately 85%, with data presented as a snapshot from April 2, 2026. Stringer described the student enrollment funnel from prospective to enrolled students and highlighted the admission team’s ongoing efforts, including automatic admission and targeted calling campaigns.

Dr. El-Rewini praised the admission team’s work and discussed the integration of admissions with retention efforts. He noted the impact of external factors—including geopolitical uncertainty, immigration trends, and AI—on student performance and enrollment. El-Rewini emphasized the need for strategic investments in academic skills development and athletics to drive enrollment growth.

Trustees raised several questions, including strategies to address the decline in international students, diversification of the student pipeline through online and graduate programs, opportunities for admitted students to visit campus, and the possibility of accelerating financial aid award letter timelines. Dr. El-Rewini and Dr. Stringer confirmed active efforts on all fronts, including working with the Foundation to leverage scholarship timelines.

3.4 **President’s Report** *University President, Dr. Nagi Naganathan*

President Naganathan reported under the theme “Relentless in Mission. Unwavering in Excellence. Improving the Human Condition.” He outlined the 10 institutional goals and provided progress updates in several key areas:

- Development of a new university strategic plan for Board consideration;
- Growth in overall enrollment and progress on an AI degree program;
- Launch of a new marketing and branding campaign;
- Ongoing development of a new medical school, including conversation with OHSU;
- Faculty retention program highlights, including professional development and department chair training;
- Successful completion of the Doctor of Physical Therapy program’s self-study and site-visit, and
- Updates on faculty and administrative searches and new programs and partnerships.

4. **Board of Trustees Committee Reports and Discussions**

4.1 **Academic Quality and Student Success Committee Report**

AQSS Committee Co-Chairs Amuchastegui and Núñez

Co-Chairs Amuchastegui and Núñez reported on the AQSS Committee’s recent activities, including review of institutional goals, the strategic plan, enrollment and retention progress, the Google partnership supporting research and educational grants, and the mid-cycle accreditation visit from the Northwest Commission on Colleges and Universities (NWCCU). Dr. Abdy Afjeh provided additional detail on the NWCCU mid-cycle self-evaluation, noting the importance of accreditation for financial aid

eligibility for Oregon Tech students, the format and timeline of the upcoming site visit, and the broad involvement of faculty and administrators in the process. CIO Tony Richey discussed the new partnership with Google to support research and educational grant processes.

4.2 Finance and Facilities Committee Report *F&F Committee Chair Vince Jones*

Vice Chair Jones reported on the recent Finance and Facilities Committee meeting, highlighting a positive year-to-date financial position of approximately \$156,000, strengthening endowment performance following the decision to halt automatic withdrawals, and continued emphasis on disciplined spending and enrollment growth to maintain fiscal stability. The committee also received updates on several major capital projects, including student housing, geothermal systems, emergency renovations, campus infrastructure improvements, Stilwell Softball Stadium, the Kip Thomet Memorial Fieldhouse, and the Semon Hall capital funding request submitted to HECC. Internal Auditor Eide Bailey shared favorable findings from recent student financial assistance and cybersecurity reviews, noting that identified improvement areas are already being addressed, while the next audit will focus on enrollment and admissions processes. Additionally, Professor Don DaSaro reported on the Fiscal Operations Advisory Council's ongoing work related to state funding analysis and tuition recommendations.

5. Action Items *Chair Davis*

5.1 Recommendation to the Board to Approve 2026-27 Tuition and Fees *Sr. VP John Harman*

SVP Harman presented the recommendation from the Tuition Recommendation Committee, a proposed a 4.5% tuition increase if state funding is reduced, or a 4% increase if state funding remains stable. The President recommended a 4% increase, along with detailed specific fee increases to the cost of attendance with and without housing. The Board discussed the cumulative impact of tuition and fee increases, focusing on affordability concerns and the need to balance next year's budget.

- 5.1.1 Action:** A motion was made by Chair Davis to approve the President's tuition and fees recommendation. The motion was seconded by Trustee Amuchastegui. A vote was called by roll. The motion carried unanimously.

5.2 University Strategic Plan 2027-2030 *President Naganathan, Provost El-Rewini, and Consultant Max Williams*

President Naganathan provided introductory remarks for the new Strategic Plan. Provost El-Rewini, joined by consultant Max Williams, introduced the 2027–2030 Strategic Plan. The plan is grounded in the university's mission, vision, and values, and organized around four strategic pillars: applied learning, high-performance computing, medical school development, and workforce partnership. The planning process involved a steering committee, campus-wide surveys, town halls, and synthesis of goals, strategies, and metrics.

The Board discussed the following strategic goals in detail:

- **Goal 1 – Grow and Diversify Enrollment:** Target 10% enrollment growth by 2030 through expanded academic footprints, strengthened transfer partnerships, and expanded online programs. Trustees requested that the goal be expanded to also

reflect improving the admitted student yield and acceptance rate. Dual credit matriculation was identified as a missing pipeline strategy, with a proposed target of 10% annual matriculation from dual credit students.

- **Goal 2 – Maximize Retention and Graduation Rates:** Emphasize data-informed student success, transform the first-year experience, and strengthen academic advising and support.
- **Goal 3 – Ensure Applied Experience for All Students:** Expand internship and externship capacity, increase undergraduate research participation, and integrate AI and emerging technologies into the curriculum.
- **Goal 4 – Prepare Graduates for Practice:** Develop new programs, integrate AI and emerging technologies, and offer micro-credentials in five departments.
- **Goal 5 – Develop Robust HPC Infrastructure:** Enable AI education, research, and innovation; position Oregon Tech as a regional leader in computational capacity.
- **Goal 6 – Advance the Medical School:** Move to the feasibility study phase, including continued partnership discussions with OHSU.
- **Goal 7 – Build an Efficient Partnership System:** Scale high-impact models for clinical placements, externships, and industry-sponsored spaces; establish six new strategic partnerships and 25 new student placements.
- **Goal 8 – Become an Indispensable Partner and Premier Workplace:** Focus on employee experience and external community engagement.
- **Goal 9 – Optimize Facilities:** Implement central scheduling, improve space utilization, apply shared standards in 90% of decisions, and ensure all capital requests are data-supported.
- **Goal 10 – Align Brand and Identity:** Develop a unified brand message emphasizing people-centered, project-based learning and ensure consistent communication across all channels.

Trustees provided additional feedback.

5.2.1 Action: A motion was made by Chair Davis to adopt the strategic goals as presented, with refinements to be incorporated based on Board feedback.. The motion was seconded by Trustee Neupert. A vote was called by roll. The motion carried unanimously.

6. Discussion Items *Chair Davis*

Trustee Starr's eight years of service on the Board were recognized and appreciated by Chair Davis and fellow trustees.

7. New/Old Business *Chair Davis*

Chair Davis provided updates on upcoming events, including graduation and future board meeting dates. Chair Davis also introduced a fundraising challenge for the Board, inviting trustees to provide matching donations for Give a Hoot Day.

8. Adjournment at 4:17 PM.

There being no further business, the meeting was adjourned.

A recording of the meeting is available on the Oregon Tech website:
<https://www.oit.edu/trustees/meetings-events/recordings>

DRAFT

3.1.1

ASOIT Reports

IFC Policy Update

- We were able to work with Dr. Clark and VP Harmon to update the universities IFC policy so it aligns more with updated state statute.

Transition

- Each office created documents to help ease the transition process to a new administration
- Some of those projects that we will be continuing to pursue include, updating the Dead Week policy, HAS Dean Advisory Board, and Student Fee Transparency.
- Handbook Creation 47 pages

Upcoming Officers

- President- Nate Strauch
- Vice President- Isaiah Payne

Reflection on Experience



ASOIT-PM

Board of Trustees Report

June 2026

ASOIT-PM 2025-2026

END-OF-YEAR REPORT

1. Quality of Education
2. Student Services Support
3. On-Campus Gym

ASOIT-PM 2025-2026

QUALITY OF EDUCATION

- ❖ Gathered student feedback and tracked ongoing education-related concerns.
- ❖ Met with Dean Alp to discuss academic concerns/needs and OMIC utilization.
 - Continued exploring student access to OMIC through possible shuttle support.
 - OMIC progress appears to be moving forward for future student use.

ASOIT-PM 2025-2026

STUDENT SERVICES SUPPORT

- ❖ Promoted campus resources through outreach and advertising.
- ❖ Increased student engagement through tabling and student interviews.
 - Averaged 29 students per tabling session.
- ❖ Supported leadership development and ASOIT visibility across campus.

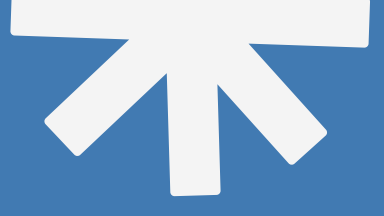
ASOIT-PM 2025-2026

ON-CAMPUS GYM

- ❖ Developed the gym project from student interest into a realistic campus plan.
 - Created timelines, a floor plan, and smaller project goals.
- ❖ Worked with campus leadership to move the project forward.
 - Bought/installed equipment and opened the gym for student use.
- ❖ Created a mandatory fee focused for areas that include student staffing, cleanliness, and maintenance.

3.1.2

Faculty Senate Report



FACULTY SENATE **INCOMING** **PRESIDENT REPORT**

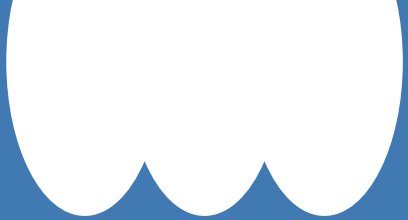
Dr. Ashton Greer
Oregon Tech Board of Trustees Meeting
June 11, 2026



About Me

- Associate Professor, Civil Engineering
- 7th year at Oregon Tech
- Faculty Senator since 2020
 - SenEx member since 2021
 - Vice-President since 2024





'25-'26 Senate Accomplishments

Faculty Policy

- Passed OIT 20-041 Academic Rank and Promotion for Library Faculty
- Continued work on OIT-20-030 Indefinite Tenure Selection

Inclusive Excellence

- Conducted faculty- and staff-wide Inclusive Excellence Survey

Ad-hoc Budget Committee

- Performed detailed studies on financial matters impacting academic quality:
 - MIT externship travel budget allocations
 - Differential tuition

2026–2027 Preliminary Goals



Curriculum

Work with Curriculum Planning Commission (CPC), colleges, and other stakeholders to improve curriculum proposal review processes



Evaluation of Instruction

Build off of previous work to finalize changes to our Student Evaluations of Instruction



Departmental Health Review

Establish a metric for analyzing the “health” of departments in terms of resources and support



Support Academic Quality

Continue efforts to advocate for support of academic quality

Working Together for Oregon Tech

Faculty Senate is committed to being a constructive partner in addressing the opportunities and challenges facing Oregon Tech



Communication

Maintain open, respectful, and honest dialogue



Student Success

Keep students and academic quality at the center of decisions



Concrete Action

Prioritize, implement, and assess effectiveness of initiatives

Thank You

Contact:

 541-885-1562

 ashton.greer@oit.edu

3.1.3

Admin Council Report

Administrative Council Report

June 11, 2026

Carl Agrifoglio
Director IT Operations &
Classroom Technology
Chair

Oregon **TECH**

Administrative Council

Kudos Recognition

- * Awardees since the last Board of Trustees Meeting:
- * April: Gary Preston – Academic Advisor & Retention Coordinator
- * May: Gabriel Castro – TOP Advisor



Owl-Star Partner Award

- * Purpose: Share gratitude and appreciation for our on-campus partners
- * Document Resource Center (DRC) Staff

Admin Council Charge

- * Being available to serve in an **advisory capacity** to the President and other appropriate administrators;
- * Maintaining **ongoing contact** with the Faculty Senate;
- * Considering appropriate campus-wide issues where the input and/or interest of administrative staff are relevant, and making appropriate **recommendations** about these issues;

Admin Council Charge (Cont'd)

- * Reviewing proposed Oregon Tech **policies and procedures** and advising appropriate parties accordingly;
- * Performing annual selection of Administrative **Emeritus**; and
- * Managing or supporting events and initiatives that **strengthen connections** between Administrative staff and the rest of the university, as well as strengthening connections between Administrative staff across locations.

2025 - 2026 Goals & Achievements

Goal	Achievements
Continue to advocate for performance evaluations and related trainings	• Admin Council representatives provided feedback to HR on the new performance evaluation process • Training has been provided to all unclassified staff • HR shared information on the People Admin unclassified performance program at our January meeting
Increase awareness of institutional departments	Departments featured in Administrative Council Meetings: • Payroll – Karen Blevins • Global Engagement – Mehtap Ricer • President’s Office – Adria Paschal & Diana Angeli • Board of Trustees – Dr. Fincher • Oral History Project – Jacen Bridges • OMIC – Don Hendrickson • ITS – Carl Agrifoglio
Provide more professional development opportunities	• In progress
Facilitate events with campus community	• Campus Beautification projects • Spirit Week • Oregon Tech Fridays – STICKERS!
Continuing to build strong connections between faculty and staff	• Representation in Faculty Senate • Faculty Senate representative shared information with Admin Council • Tech Friday • Campus Clean-up Events

Campus Clean-Up

- * Faculty & Staff joined the Grounds Crew
- * Completed 2 days' worth of work in 2 hours



Campus Clean-Up



Additional Accomplishments

- Updated Administrative Emeritus policy to align with Faculty Emeritus policy; clearer language for faculty and classified staff who become unclassified staff to earn Emeritus status
- Worked with the President and Senior Leadership to develop a trial framework to allow classified and unclassified staff to adjust their hours over the summer

Election Results

- * Representatives serve for a 2-year term

- * Goodbye and thank you to:

- * Carl Agrifoglio
- * Ashlie Pence
- * Carleen Drago Starr

- * Hello and welcome to:

- * Trent LaMont (OMIC)
- * Loree Hyde (PM Campus)
- * Gale Bloom (PM Campus)

- * Reelected:

- * Celia Green

Questions?
Thank you for your time!

Oregon **TECH**

Admin Council

3.2

Oregon Tech Foundation Report

Oregon Tech Foundation Report

RE: Oregon Tech Board of Trustees, June 11, 2026

From: Alan Polaski, Foundation Board President

- Thank you, Chair Davis, and thank you to the members of the Board of Trustees for your continued partnership and interest in the work of the Oregon Tech Foundation. For those I haven't met, I'm Alan Polaski, and I serve as President of the Foundation Board.
- Our most recent Foundation Board meeting was held on May 15, with directors participating both in person and remotely. We had a productive discussion focused on advancing our philanthropic priorities and strengthening support for Oregon Tech students and programs.
- We continue to make steady progress in the leadership, or "quiet," phase of our comprehensive campaign and we're encouraged by the strong level of engagement and momentum we're seeing.
- This spring also brought great energy through **Give A Hoot Day**, which continues to be our largest annual day of giving. I want to especially thank this Board for helping lead the way—many of you stepped forward with matching gifts that inspired participation across the Oregon Tech community. We saw strong engagement from alumni, employees, and friends, along with a fun partnership with Brevada Brewing Company, an alumni-owned business here in Klamath Falls, which donated \$1 per beverage sold. It was a great example of community pride in action. We raised over \$500,000!
- We also hosted a wonderful **4th Annual Presidential Gala, *The Power of Purpose*** this spring. It was our highest attendance to date and a meaningful evening that brought together alumni, donors, and friends to celebrate the shared impact of philanthropy at Oregon Tech.
- From a fundraising standpoint, I'm pleased to share that we have exceeded our annual goal—raising just over \$5.6 million, or 102% of our \$5.5 million target. This reflects strong year-over-year growth and continued engagement from our community.
- As we head into this weekend, I also want to take a moment to congratulate our graduates as they prepare for commencement. It's an exciting milestone for our students and a reminder of the impact that philanthropy and scholarships have in helping them reach this moment.
- We're especially pleased to welcome our **Golden Owls alumni** back to campus, who will once again help lead the commencement procession—a meaningful tradition that connects generations of Oregon Tech graduates.
- And tomorrow, we'll gather for our **Alumni Awards Brunch**, where we'll celebrate the achievements of this year's outstanding alumni while also recognizing the bright future ahead for our newest graduates. It's a special opportunity to honor both legacy and momentum within the Oregon Tech community.
- Mr. Chair, thank you again for the opportunity to share this update. I'm happy to answer any questions.

3.3

University Report



Oregon **TECH**

University Report

June 11, 2026

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

*Heart & Mind Installation in Martha Anne Dow Center for Health Professionals

AGENDA



Oregon **TECH**

- **Academic Affairs and SEM Report**
Provost El-Rewini & AVP Stringer
- **Update on Institutional Goals 7 & 8**
VP Fincher
- **Financial Report**
VP Harman
- **Student Affairs Report**
VP Clark
- **Legislative Update**
AVP Kunse
- **Strategic Plan - Launching Implementation**
Provost El-Rewini



Oregon **TECH**

Progress Update on 2025-26 AY Institutional Goals

Provost El-Rewini

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

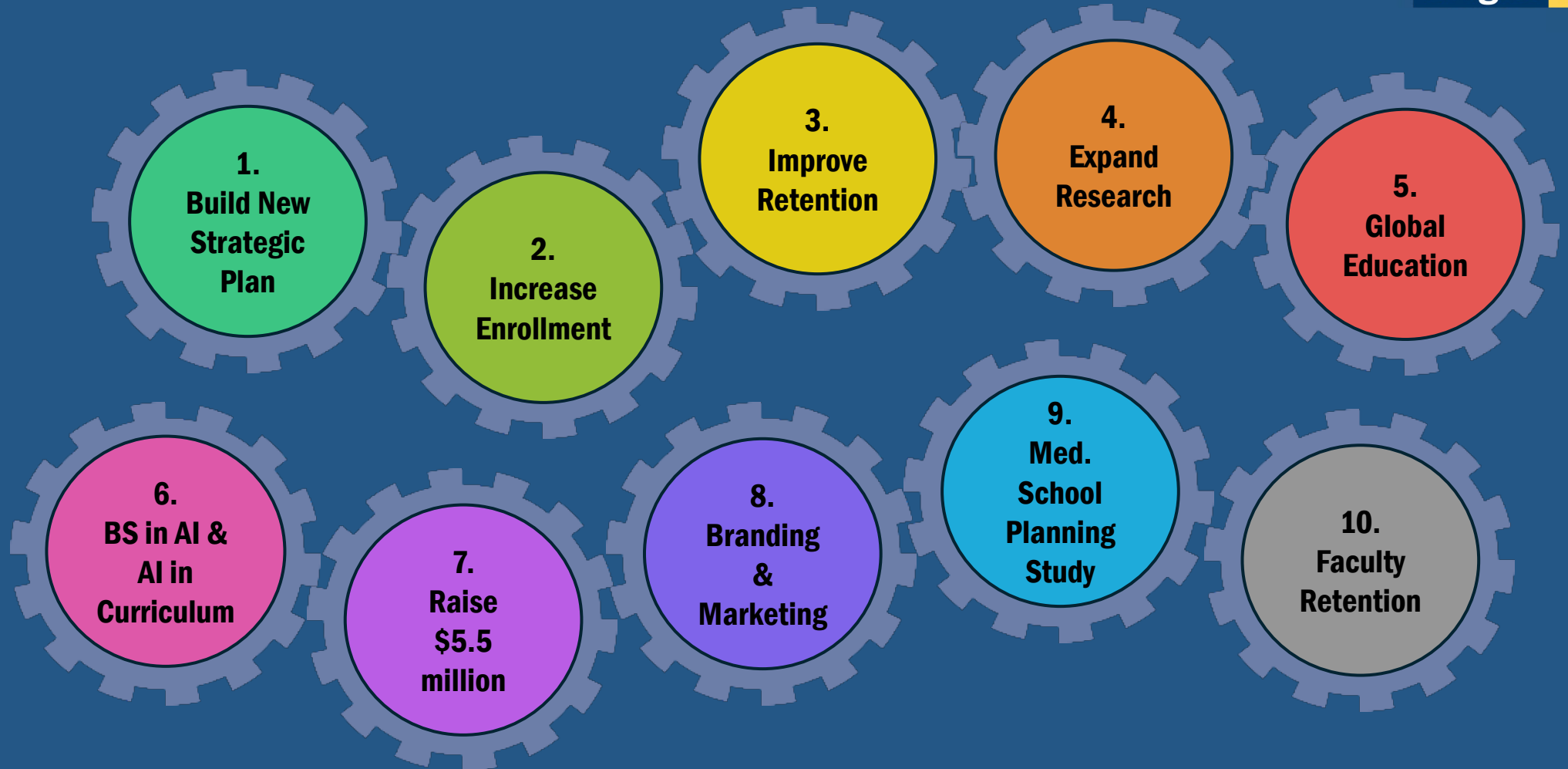
*Heart & Mind Installation in Martha Anne Dow Center for Health Professionals

2025-26 University Goals

(Approved by the BOT – Dec 15, 2025)



Oregon **TECH**



COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

2025-26 AY Institutional Goals Dashboard



Oregon **TECH**

1. New Strategic Plan	
2. Increase Enrollment	
3. Improve Retention	
4. Expand Research	
5. Global Education	
6. Artificial Intelligence	

7. Fundraising	
8. Branding & Marketing	
9. Medical School	
10. Faculty Retention	

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

2025-26 AY Institutional Goals (AA & SEM)



Goal Key Word	Status
1. New Strategic Plan	100% Complete
2. Enrollment	Ongoing – On Track (Final Metric will be calculated at 4 th week of Fall 2026)
3. Student Retention	Ongoing – On Track (Final Metric will be calculated at 4 th week of Fall 2026)
4. Grant Submissions	88% Complete (as of June 10, 2026)
5. Global Education	Complete (as of June 10, 2026) Students: 63% , Trips: 60% , Overall: 61.5%
6. Artificial Intelligence (AI)	100% Complete (as of May 15, 2026)
10. Faculty Retention Program	Ongoing – On Track

GOAL #1

Develop the new Strategic Plan



Oregon **TECH**

COMPLETE



**Oregon Tech Forward:
Strategic Plan 2027-2030** was
presented for review and
approval at the April 8, 2026
Board of Trustees meeting



Strategic Planning Steering Committee

GOAL #2

Grow overall enrollment in Fall 2026

3%-5% over the Fall 2025 census, excluding dual credit



Oregon **TECH**

- **Completed apps continue to outpace year over year (2025-2026) from 6054 to 7949 (31.3% increase)**
- **Net Deposits for KF and PM show an increase year over year (2025-2026) from 589 to 643 (9.17% increase)**





Oregon **TECH**

Enrollment: Initiatives & Headwinds

Initiatives

- Integration of new programs in marketing
- Dual Credit Direct Admission
- Golden Horizon Scholarship
- Reimagining Advising Model
- New Wings Revamp

Headwinds

- Out of state competitors
- Federal aid changes
- Dwindling traditional-age population
- The National narrative
- Lower average credit taken

GOAL #3

Increase the retention rate of first-year, full-time students



Fall to Spring Retention of New Undergraduate Students		
Course Load	Fall 2024 to Spring 2025 Retention Census	Fall 2025 to Spring 2026 Retention Census
Full Time	768 (86.1%)	766 (88.3%)
Part Time	160 (53.8%)	210 (56.2%)
All Students	928 (80.5%)	976 (81.4%)

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

GOAL #4

Increase research grant submissions

25% increase from the current 3-year average of 62 per year (77.5)



Oregon **TECH**

- **Proposals submitted to date: 68**
- **Proposals under development: 5**
- **Requested funding: \$19,147,356**
- **Confirmed funding: \$6,6348,273**
- **Implementation is ongoing for the new Google AI Platform – will support faculty submit more proposals.**



GOAL #5

Create a sustainable study-abroad program

At least five (5) trips in 2026, with an objective to create tangible and scalable global experiences for at least 60 students by calendar year 2026 Summer term



Oregon **TECH**

- **Jeonbuk National University (JBNU) – South Korea, Spring 2026 – 6 students**
- **Ocho Rios, Jamaica, 8/15~24 – 24 students**
- **Metropolia University ICT Summer School – Finland, 8/3~22 – 8 students**



GOAL #6

Demonstrate implementation of AI competencies

In at least 10 courses during the AY2025-26 and launch a Bachelors of Artificial Intelligence degree by Fall 2026



Oregon **TECH**

COMPLETE



- **BS Artificial Intelligence – We have secured all necessary approvals** to offer the degree in Fall 2026.
- **Initial report shows about 60 courses across both colleges** incorporating AI competencies during the 2025-26 academic year.
- **Partnership with Google AI (Generative AI for Research Grants) –** Faculty are being introduced to this new tool, and implementation is currently underway.



GOAL #9

Complete the feasibility study and business plan for a new Medical School by Dec 31, 2026



- The OT-OHSU Exploration Team has completed their conversations.
- Leadership is reviewing the Team's assessment.



Faculty Retention – Ongoing



- The **Provost Office** continues to work with the Faculty Senate and the Faculty Union to streamline guidelines: workload, evaluation, promotion & tenure
- Mentorship program for new faculty, **Dr. Ashton Greer & Dr. Michelle Preston**
- Training ongoing for department chairs, **Dr. Beverly McCreary**
- Leadership Academy for mid-career faculty and staff , 2026–27, **Provost**
- Faculty professional development flexible funding, **Deans**
- Competitive packages for new faculty, **Provost, Deans**



Oregon **TECH**

Hiring Update

Provost El-Rewini

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

*Heart & Mind Installation in Martha Anne Dow Center for Health Professionals

Successful External Leadership Hires (4)



Oregon **TECH**

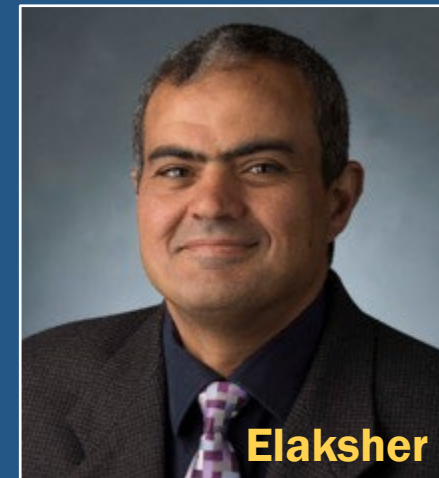
1. **Dr. Jackie Zhang**, Dean of the College of Health, Arts, and Sciences (HAS)
2. **Dr. Richard Besel**, Vice Provost for Academic Affairs
3. **Dr. Ahmed Elaksher**, Chair, Department of Applied Computing and Geomatics (ACG)
4. **Dr. KC Santosh**, Chair, Department of Computer Systems Engineering Technology (CSET)



Zhang



Besel



Elaksher



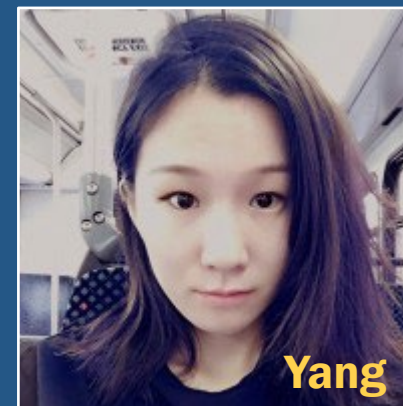
Santosh



Oregon **TECH**

Successful External Faculty Hires (4)

1. Dr. Teng Yang, Assistant Professor, MMET
- Klamath Falls



2. Dr. Saiful Islam, Assistant Professor,
MMET - Klamath Falls



3. Dr. Hitiura Anihia, Visiting Instructor,
Department of Behavioral Science (MFT)



4. Brittany Pennington, Visiting Instructor,
Department of Integrated Clinical
Sciences (RC)





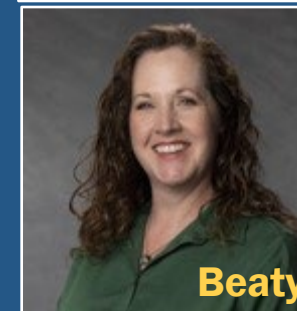
Oregon **TECH**

Successful New Leadership Roles (7)

1. **Dr. Kyle Chapman**, Graduate Studies Director
2. **Dr. C.J. Riley**, Chair, Department of Civil Engineering
3. **Dr. Dawn Bailey**, Chair, Department of Behavioral Sciences
4. **Krista Beaty**, Chair, Department of Dental Hygiene
5. **Andria Fultz**, Interim Chair, Department of Integrated Clinical Sciences
6. **Dr. Kamal Gandhi**, Interim Chair, Department of Natural Sciences
7. **Dr. Amber Lancaster**, Interim Chair, Department of Communication



Chapman



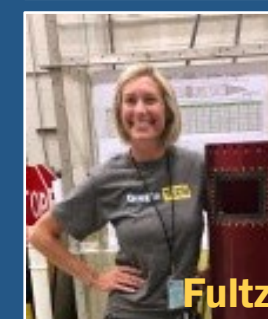
Beaty



Lancaster



Riley



Fultz



Bailey



Gandhi

Ongoing Searches (12)



Oregon **TECH**

1. Chair, Business Management - **(final phase)**
2. Director, Construction Management - **(Offer phase)**
3. Chair, Doctor of Physical Therapy (DPT) - **(ongoing)**
4. Assistant Professor, Computer Systems Engineering Technology (CSET) - **(Offer phase)**
5. **Two** assistant professors, Electrical Engineering and Renewable Energy (EERE) - **(early phase)**
6. One Assistant Professor, Applied Behavioral Analysis - **(early phase)**
7. **Three** faculty members, Medical Imaging Technology (MIT) - **(interviewing)**
8. **One** Assistant Professor, Doctor of Physical Therapy (DPT) - **(early phase)**



Oregon **TECH**

Academic Programs Update

Sunset:

BS Professional Writing (BS PWR)

Recently Approved:

Master of Science Dental Hygiene (MSDH) – ~20 students start Summer 2026

Early Notification in AQSS:

MBAi (Master of Business Administration—Artificial Intelligence)

Action Item (Agenda Item)

Unmanned Systems (new option in Existing BS in Geomatics)



Oregon **TECH**

Update on Institutional Goals 7 & 8

Dr. Ken Fincher

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

*Heart & Mind Installation in Martha Anne Dow Center for Health Professionals

GOAL #7

Raise \$5.5 million

Toward the annual and capital campaigns

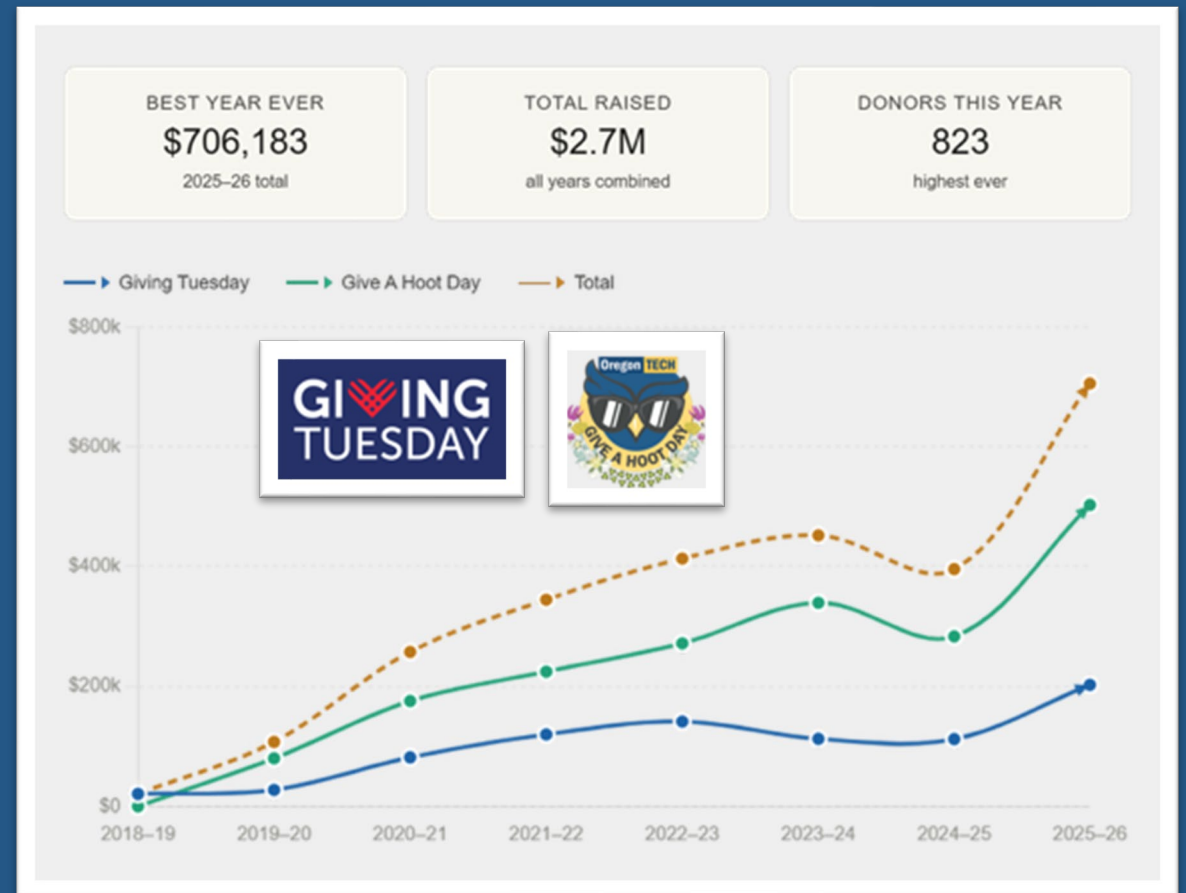


Oregon **TECH**

COMPLETE



\$5,644,000
Raised as of
May 28, 2026
102% of Goal



GOAL #8

Develop a new marketing and branding campaign



Statewide Branding & Marketing

- Standardized academic branding across degree programs and departments.
- Expanded visual identity resources for colleges and academic units.
- Enhanced website consistency and accessibility through ongoing program-site refreshes.
- Strengthened co-branded partnerships with OMIC R&D, Boeing, and industry collaborators.
- Advanced the “Improving the Human Condition” campaign through strategic marketing and storytelling.

Brand Identity and Consistency

White background: no outline necessary



Blue background: yellow outline logo advised with white text



Black and white version: black outline, black text



Yellow background: blue outline logo advised with blue text



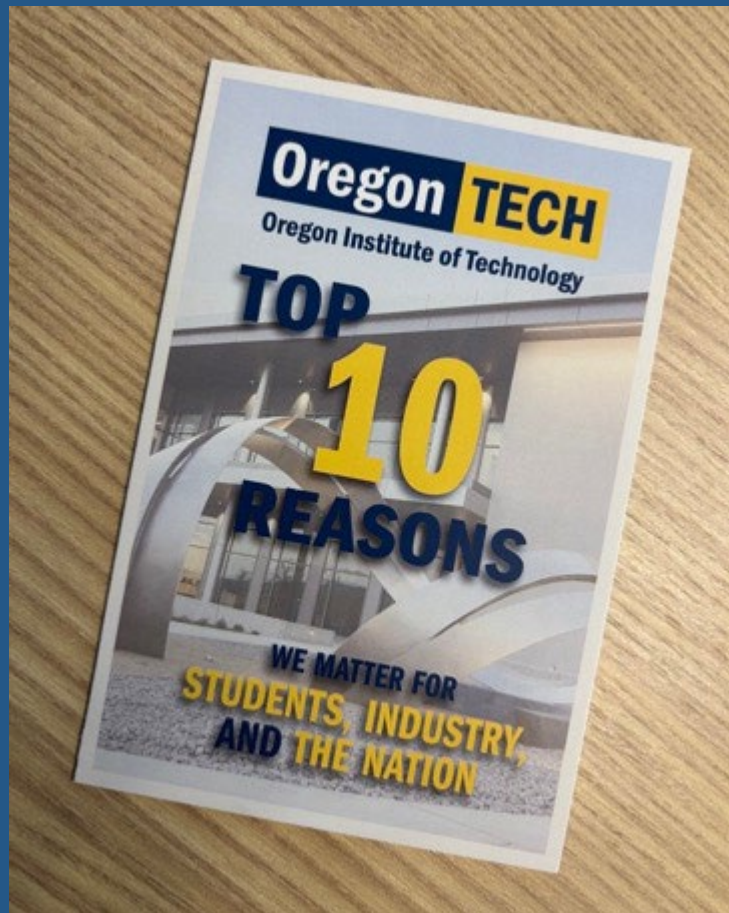
GOAL #8

Develop a new marketing and branding campaign

Statewide Branding & Marketing



Oregon **TECH**



Oregon's Polytechnic University

Built for how the world works today.

One of seven public universities, Oregon Tech is legislatively designated the state's only polytechnic university.

Top Return on Investment

Education that pays off - quickly and meaningfully.

Oregon Tech graduates earn strong early-career salaries, averaging \$70,000 within a year of graduation.

Exceptional Career Outcomes

Graduates contribute immediately.

Our programs are designed with employers, so graduates are career-ready on day one.

Applied Project-Based, Career-Focused Learning

Students don't just learn - they build, design, and solve.

Oregon Tech's renowned faculty prioritize and embed project-based curriculum to encourage critical thinking and creativity in real-world labs, clinics, and industry-sponsored projects.

Health, Engineering, and Computing Strengths

A rare integration of disciplines.

Oregon Tech offers unique degree programs in allied health, engineering, computing, and applied science disciplines.

Innovation in Emerging Technologies

Preparing talent for what's next.

Oregon Tech offers impactful in-demand degrees and certifications in emerging technologies to include cybersecurity, applied computing, quantum computing, and human-centered artificial intelligence.

Georgetown University Center on Education and the Workforce

Oregon Tech	100
Oregon State	471
Oregon State	522
Uink Oregon	648
Portland State	715

Top university among Oregon's four-year publics & privates

30 Year Net Present Value (NPV)

National Ranking of Return on Investment - Ranking 4,500 Colleges by ROI



Renewable Energy & Energy Manufacturing Leadership

Powering possibility.

Through our long-standing Renewable Energy Center, we advance energy dominance to support regional and national priorities.

Transforming Rural and Frontier Health

Expanding access where it matters most.

Built on a strong allied health legacy, Oregon Tech is envisioning Oregon's second public medical school, exploring innovations in telehealth practice to improve access to care.

Deep Industry Partnerships and Top Employers

Where education and industry move forward together.

Through partnerships across the Northwest, that include the Oregon Manufacturing Innovation Center R&D and the Boeing Collaboration Lab, Oregon Tech works closely with employers who regularly hire our career-ready graduates.

Multi-Campus, Regional Impact

Fueling communities, economies, and opportunities.

With campuses across Oregon and Washington, we deliver talent, innovation, and economic impact across the region.



**COMPETENCE EQUIPS;
CHARACTER GUIDES;
TOGETHER, IMPACT MULTIPLIES.**

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.



Oregon **TECH**

Financial Update

John Harman

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

*Heart & Mind Installation in Martha Anne Dow Center for Health Professionals

FY 2025-26 YTD April: Revenue and Labor Expense in thousands

YTD Comparison			FY 2025-26 Budget & Forecast					
	FY 2024-25 April Actuals	FY 2025-26 April Actuals	FY 2024-25 Year End Actuals	FY 2025-26 Board Adopted Budget (BAB)	FY 2025-26 Adjusted Budget	FY 2025-26 Forecast	Forecast to Budget Variance	Notes
Revenue								
State Appropriations	\$38,160	\$38,345	\$38,160	\$38,573	\$38,573	\$38,329	(\$244)	(1)
Tuition & Fees	41,231	43,515	41,833	43,368	43,368	\$44,015	\$647	(2)
Remissions	(7,975)	(8,706)	(8,031)	(7,907)	(7,907)	(8,756)	(\$849)	
Other	3,497	3,765	4,067	3,912	3,912	4,102	\$190	
Total Revenue	\$74,912	\$76,919	\$76,029	\$77,946	\$77,946	\$77,689	(\$257)	
Expenses								
Administrative Staff Salary	\$8,102	\$9,077	\$9,724	\$11,463	\$11,098	\$10,970	(\$494)	
Faculty Salary	10,272	11,797	12,926	14,660	14,641	14,400	(\$260)	
Adjunct and Admin/Faculty Other Pay	2,621	2,859	3,797	3,338	3,396	3,900	\$562	
Classified	5,745	6,126	6,906	7,313	7,255	7,263	(\$50)	
Student	759	910	1,004	809	847	1,138	\$329	
GTA	84	124	113	121	120	151	\$30	
OPE	14,414	16,323	17,745	20,547	20,399	20,070	(\$477)	
Total Labor Expense	\$41,998	\$47,217	\$52,215	\$58,252	\$57,756	\$57,892	(\$360)	(3)

Notes:

- (1) **FY 2025-26 State Appropriation Actuals** - The decrease in state appropriations reflects the true-up and ETSF adjustment.
- (2) **FY 2025-26 Tuition & Fees Forecast** - Reflects a projected 1.5% increase in credit hours over Board Adopted Budget assumptions.
- (3) **FY 2025-26 Labor Expense Forecast** - Reflects savings from vacant budgeted positions remaining vacant for all or part of the year (primarily administrative and classified staff), related savings in other payroll expenses, and projected increased spending on adjuncts and overload driven by updated CBA WLU rates.

FY 2025-26 YTD April: Direct Exp. & Net from Operations in thousands

	YTD Comparison		FY 2025-26 Budget & Forecast					Notes
	FY 2024-25 April Actuals	FY 2025-26 April Actuals	FY 2024-25 Year End Actuals	FY 2025-26 Board Adopted Budget (BAB)	FY 2025-26 Adjusted Budget	FY 2025-26 Forecast	Forecast to Budget Variance	
Service & Supplies	\$14,349	\$14,762	\$17,423	\$16,375	\$17,555	\$17,197	\$823	(4)
Internal Sales	(1,057)	(1,078)	(1,283)	(1,243)	(1,243)	(1,243)	\$ -	
Debt/Investment	1,038	1,309	1,207	1,318	1,318	1,318	\$ -	
Capital	316	121	379	472	451	201	(\$271)	
Utilities	1,527	1,666	1,910	1,292	1,292	2,100	\$808	(5)
Transfers In	-		-	-	-	-	\$ -	
Transfers Out	<u>1,017</u>	<u>1,351</u>	<u>1,351</u>	<u>1,481</u>	<u>1,481</u>	<u>1,481</u>	\$ -	
Total Direct Expense	\$17,189	\$18,130	\$20,988	\$19,694	\$20,854	\$21,055	\$1,360	
Total All Expense	<u>\$59,186</u>	<u>\$65,347</u>	<u>\$73,203</u>	<u>\$77,946</u>	<u>\$78,610</u>	<u>\$78,947</u>	<u>\$1,000</u>	
Net from Operations before Other Resources (Uses)	<u>\$15,726</u>	<u>\$11,571</u>	<u>\$2,827</u>	<u>\$ -</u>	<u>(\$664)</u>	<u>(\$1,257)</u>	<u>(\$1,257)</u>	

Notes:

- (4) **FY 2025-26 Service & Supplies** - Reflects the projected spending of FY2024-25 state appropriation for behavioral health (offset by corresponding transfer in), as well as structural deficit in ITS and increased operational costs across divisions due to rising prices for computer hardware and other expenses.
- (5) **FY 2025-26 Utilities Forecast** - Reflects growing increased utility costs driven by rate increases (identified structural deficit) and the impact of a detected water leak.

FY 2025-26 YTD April: Total From Operations in thousands

YTD Comparison			FY 2025-26 Budget & Forecast					Notes
	FY 2024-25 April Actuals	FY 2025-26 April Actuals	FY 2024-25 Year End Actuals	FY 2025-26 Board Adopted Budget (BAB)	FY 2025-26 Adjusted Budget	FY 2025-26 Forecast	Forecast to Budget Variance	
Other Resources (Uses)								
Transfers In	\$176	\$29	\$802	\$ -	\$690	\$924	\$924	(6)
Transfers Out	(405)	(133)	(3,050)	-	(309)	(309)	(\$309)	(7)
Use of Reserve	-	-	-	-	-	-	\$ -	
Total Other Resources (Uses)	<u>(\$229)</u>	<u>(\$104)</u>	<u>(\$2,249)</u>	<u>\$ -</u>	<u>\$380</u>	<u>\$615</u>	<u>\$615</u>	
Total from Operations and Other Resources (Uses)	\$15,497	\$11,467	\$578	\$ -	(\$284)	(\$642)	(\$642)	
Beginning Fund Balance	\$14,789	\$15,388	\$14,789	\$15,388	\$15,388	\$15,388		
Fund Balance Adjustment	-	-	21	-	-	-		
Ending Fund Balance	<u>\$30,286</u>	<u>\$26,855</u>	<u>\$15,388</u>	<u>\$15,388</u>	<u>\$15,104</u>	<u>\$14,745</u>	<u>(\$642)</u>	
Fund Balance as % Operating Revenues	40.4%	34.9%	20.2%	19.7%	19.4%	19.0%		
Ending Cash Balance	<u>\$30,782</u>	<u>\$27,838</u>	<u>\$18,603</u>					

Notes:

(6) **FY 2025-26 Transfers In Forecast** - The increase in transfers in reflects the offset for projected behavioral health expenditures, incentive-related, OREC transfer, and transfer from non-E&G fund to support ITS project expenditures.

(7) **FY 2025-26 Transfers Out Forecast** - The increase in transfers out reflects funding for capital expenditures, including Board Room Upgrades, incentive-related transfers, and strategic planning and facilitation contract.

FY 2025-26 Q-3 Investments

Oregon Tech
Investment Summary
as of March 31, 2026
(Net of Fees)

	Quarter Ended 3/31/2026	Current Fiscal YTD	Prior Fiscal YTD	3 Yr Avg	5 Yr Avg	10 Yr Avg	Market Value	Actual Asset Allocation ¹
OIT Operating Assets								
Oregon Short - Term Fund	1.0%	3.3%	3.7%	4.7%	3.3%	2.5%	\$ 25,570,700	55.4%
Benchmark - 91 day T-Bill	0.8%	2.9%	3.6%	4.7%	3.3%	2.3%		
PUF Core Bond Fund	0.2%	3.5%	5.0%	4.8%	1.9%	N/A	20,627,207	44.6%
Benchmark - Bloomberg Barclays Intermediate U.S. Gov't./Credit Index ²	0.0%	2.7%	5.0%	4.2%	1.3%	2.0%		
Investment Yield ³	1.0%	3.2%	3.3%	4.4%	3.9%	N/A		
Total Operating Assets							<u>\$ 46,197,907</u>	<u>100.0%</u>
OIT Endowment Assets								
Oregon Intermediate-Term Pool	0.1%	3.3%	4.9%	4.7%	1.9%	N/A	\$ 7,540,038	100.0%
Benchmark - Bloomberg Barclays Intermediate U.S. Gov't./Credit Index ⁴	0.0%	2.7%	5.0%	4.2%	1.3%	1.9%		

¹ University operating asset allocations based upon liquidity needs as determined by rolling 12-month cash flow forecasts.

Operating assets in excess of liquidity requirements are available for investment in the PUF Core Bond Fund and other long-term investments.

² 100% Bloomberg Barclays Intermediate U.S. Gov't./Credit Index as of February 1, 2021. From April 1, 2017 to January 31, 2021, the benchmark was 75% Bloomberg Barclay's Aggregate 3-5 Years Index, 25% Bloomberg Barclay's Aggregate 5-7 Years Index.

³ The reported investment yields for the quarter and fiscal year-to-date represent earned yields for the period and are not annualized rates.

⁴ 100% Bloomberg Barclays Intermediate U.S. Gov't./Credit Index as of January 1, 2021. From June 1, 2015 to December 31, 2020 the benchmark was Bloomberg Barclays 3-5 Year U.S. Aggregate Index.

Note: Outlined returns underperformed their benchmark.

Prioritized Public University Projects

2027-29 Biennium, \$ millions

Rank	Univ	Project	XI-Q	XI-G	Total State	Match	Project Total
1	OSU	Gilbert Hall STEM Center	\$48.0	\$18.0	\$66.0	\$18.0	\$84.0
2	UO	Lawrence Hall Design Hub	\$45.0	\$22.5	\$67.5	\$22.5	\$90.0
3	EOU	Loso Hall Student Success	\$58.2	\$1.8	\$60.0	\$1.8	\$61.8
4	OIT	Semon Hall	\$48.6	\$2.7	\$51.3	\$2.7	\$54.0
5	PSU	Millar Library Renovation	\$79.5	\$2.5	\$82.0	\$2.5	\$84.5
6	WOU	Performing Arts Renewal	\$31.2	\$1.0	\$32.2	\$1.0	\$33.3
7	OSU	Gilkey Hall Student Health	\$9.0	\$3.0	\$12.0	\$3.0	\$15.0
8	EOU	Badgely Hall Stabilization	\$24.3	\$0.8	\$25.1	\$0.8	\$25.9
9	EOU	Ackerman Hall Conversion	\$53.4	\$1.7	\$55.1	\$1.7	\$56.8
Total			\$397.2	\$54.0	\$451.2	\$54.0	\$505.2



Oregon **TECH**

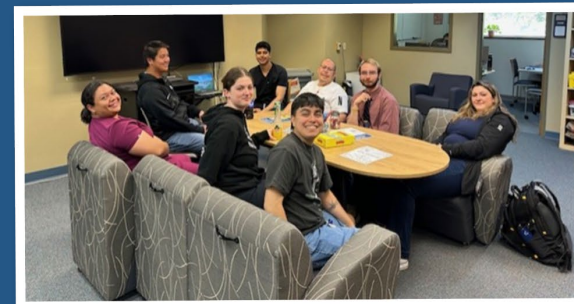
Student Affairs Update

Dr. Mandi Clark

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

*Heart & Mind Installation in Martha Anne Dow Center for Health Professionals

Klamath





RYAN!

DIALOGUE WITH DTS

IN THE CU LOBBY

APRIL 15, 2026
8 AM - 10:30 AM

Oregon TECH
Disability & Testing Services



EMY!



COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

Portland



Oregon **TECH**



COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

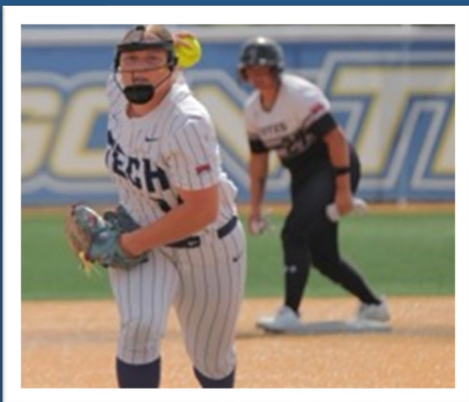
Athletics



Oregon **TECH**



SOFTBALL



- First in Cascade Collegiate Conference (CCC) history to win 5 straight CCC regular season titles (43-10) record
- Oregon Tech hosted CCC Championships and NAIA opening Round National Championship
- Finished one win shy of NAIA World Series
- Coach Stewart Name Coach of the Year for the 12th time!

GOLF



- Both teams placed 3rd at CCC Championships
- Both teams recorded the lowest scoring total at CCC Championships in program history
- Cayson VanBeekum, Madie Hepner, & Madison Dick earned all CCC honors
- Women's team earned an at-large bid to the NAIA Championships! Their play ended at round 2.



BASEBALL



- Baseball qualified for the CCC Championship! (25-28)
- Sixth straight season with 25+ wins
- Catcher Andrew Sharp and Second Baseman Nick Gimino earned all CCC honors



Track & Field



Oregon **TECH**



MEN'S TEAM

- Competed in the CCC Championships & the NAIA Outdoor National Championships
- Eli Stevens used a gutsy Day 2 performance in the decathlon to place ninth
 - Finished the decathlon with 6,548 points
 - Cleared 4.65 meters (15 feet, 3 inches) in the pole vault.
 - 1,500-meters chased down an All-America honor, clocking a personal-best time of 4:45.80
 - 16.68-second 110-meter hurdle race
 - Threw the discus 34.02 meters (117-7) and had a mark of 43.61 meters (143-1) in the javelin.
- Braedan Doherty finished ninth in his section of the 3000-meter
 - time of 9:38.02 – missing the final by 14 seconds



WOMEN'S TEAM

- Competed in CCC Championships & NAIA Outdoor National Championships
- Sydney Soskis
 - Placed 19th the Long Jump
 - distance of 5.45 meters (17 feet, 10 1/2 inches).
- Amina Redfield
 - 3rd Place medal winner and All-America Honors in Javelin

Tech Rec Repairs

- Scheduled to be completed mid-June
- Will fully open for summer

TECHREC IS COMING BACK STRONGER!



TECHREC

Our Recreation Center is **NEARLY READY** TO WELCOME YOU BACK!

After a full rebuild following an incident, we're excited to share that construction is in the final stretch and incredible progress is being made every day. We can't wait to open the doors to your new and improved space!





HOPING TO BE DONE BY
MID JUNE!



OUR GOAL IS TO BE FULLY OPEN FOR
SUMMER TERM!



CLEAN. NEW EQUIPMENT. SAME MISSION.
BUILT FOR YOU.

THANK YOU FOR YOUR PATIENCE AND SUPPORT.
THE BEST IS ALMOST HERE!

Get ready for a state-of-the-art facility designed with you in mind — new equipment, more ways to move, play, and connect.

We can't wait to see you back inside!



TECHREC

STAY TUNED
FOR UPDATES AS WE GET CLOSER TO OPENING!



Oregon **TECH**

Housing & Residence Life



Oregon **TECH**

Spring term is all about:

- **Connecting with current residents to support and encourage them to sign up for on-campus housing early**
- **Maintaining ties with incoming new residents**
- **Tracking housing contract for the coming year**

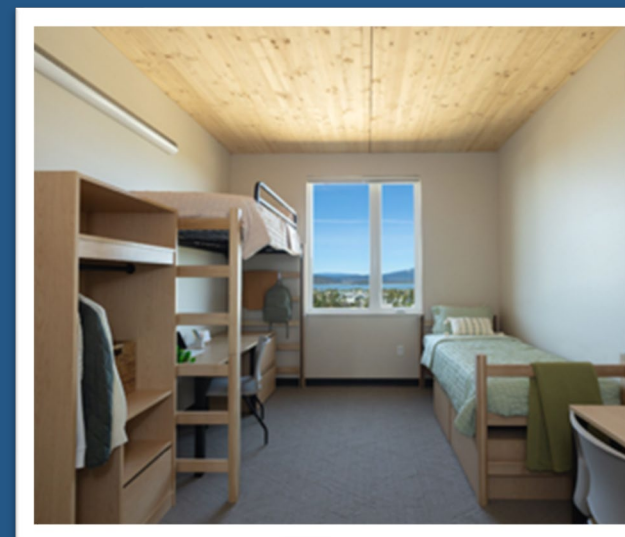
Date	New Student Completed Application for Fall 2026	Returning Student Completed Application for Fall 2026	Total
June 2025	451	440	891
June 10, 2026	497	462	959



Oregon **TECH**

New Residence Hall Updates

- Furniture & artwork installed
- Exterior walkways & punch list work in progress
- Open to welcome New Wings guests in June
- Tours are happening fast and furious now, as most of the interior work is done
- July 1, 2026 – new Director will join the HRL & Student Affairs team!



Career Services

SPRING 2026 ETM CAREER FAIRS

2 CAMPUSES | 46 EMPLOYERS | 172 STUDENTS

What Employers are Saying

- Students still need a strong, printed resume to bring to the career fair and networking events
- Professional first impressions matter, including appropriate attire (neat appearance, no pajamas!)
- Hands-on experience (internships, projects, applied learning) significantly increases hiring competitiveness



What Career Services is doing



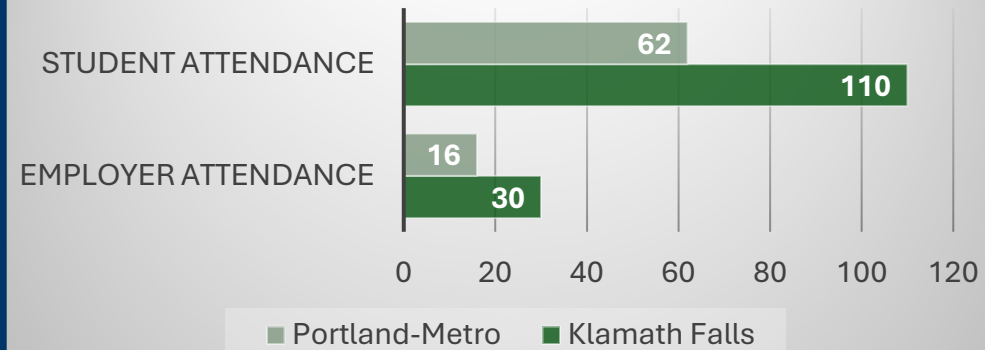
- Earlier, ongoing student career engagement
- Expanding regional and local employer outreach
- Improving access to professional attire by collaborating with campus partners
- Resume reviews and career fair prep labs prior to career fairs
- Coordinating promotion of career opportunities via email, flyers, promos

What's next with AI?

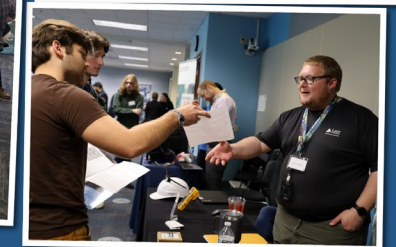
- Integrating AI-informed resume review practices to help students remain competitive in automated screening environments
- Using Quinncia, an AI-powered career platform, to help students understand how common applicant tracking systems (ATS) work and how employers use ATS to review resumes
- Educating students on the use of AI in the professional world as a tool to improve their work



Attendance by Campus at Spring Engineering Technology & Management (ETM) Career Fair



Oregon **TECH**

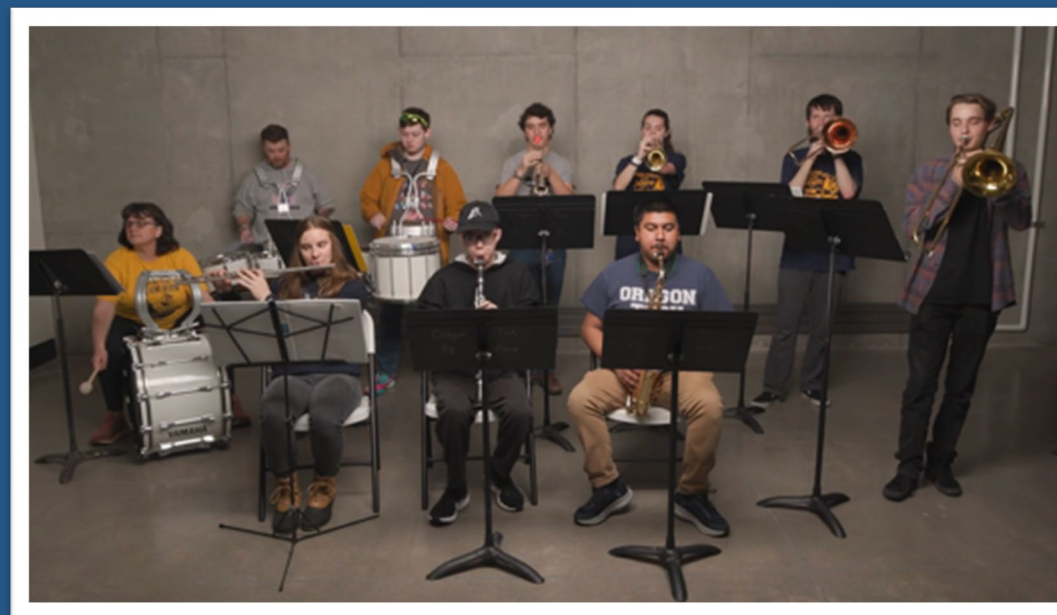


COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

Pep Band Update



Oregon **TECH**



COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.



Oregon **TECH**

Legislative Update

Suzanne Kunse

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

*Heart & Mind Installation in Martha Anne Dow Center for Health Professionals



Oregon TECH

Federal Requests

At the federal level, we have had **three positive project updates**:

- A. Senators Wyden and Merkley submitted two of Oregon Tech's FY27 appropriations requests for further consideration to the respective committees:**
 - **\$1.1 million for a SPECT/CT gamma camera for MIT**
 - **\$2 million to expand AI and Applied Computing infrastructure**
- B. Congresswoman Janelle Bynum submitted Oregon Tech/OMIC R&D's request in the DoD bill:**
 - **\$1.6 million for UAS manufacturing research**

The next step is for each Subcommittee to determine which projects they will include in their respective mark-up bills, which we could know around late June or July.

If successful there, then bills will still need to be passed out of each Subcommittee, by the full Senate, and then by the full Congress.



Oregon **TECH**

Recent Legislative Visits

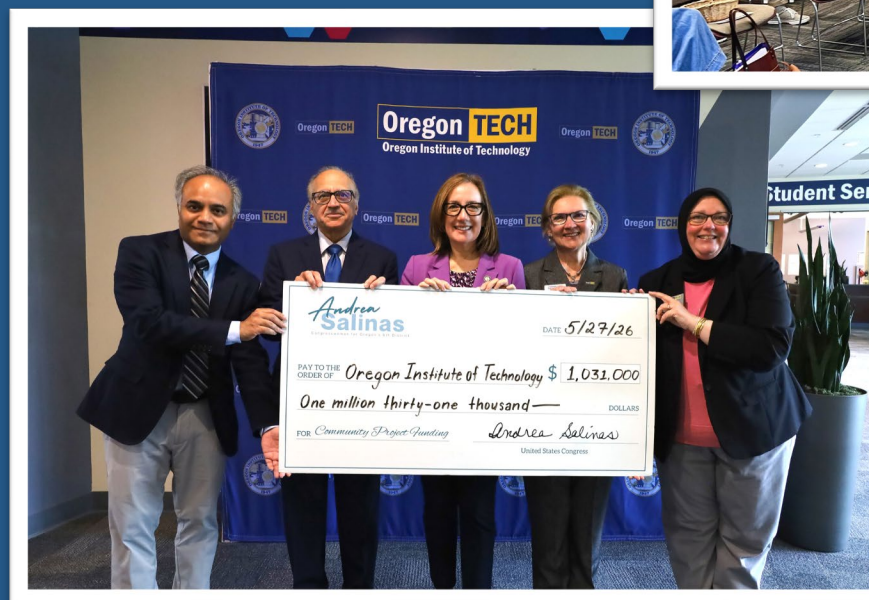
April 2 & 3, 2026

**Town Halls
at Klamath Falls Campus
Senator Ron Wyden and
Senator Jeff Merkley**



May 27, 2026

**Check Presentation
at Portland-Metro Campus
Congresswoman Andrea Salinas**



COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

Recent Legislative Visits

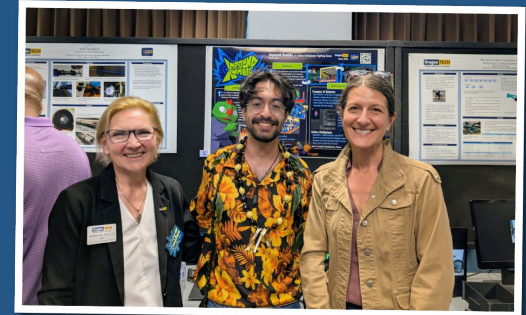


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April 22 & April 27, 2026
Chemeketa Dental
Hygiene site -
Representative Paul
Evans and Senator Deb
Patterson

May 26, 2026
OMIC R&D -
Congresswoman
Suzanne Bonamici

June 2, 2026
Portland-Metro IDEAfest
- Senator Neron Misslin





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Semon Hall Revitalization Project Request

- HECC Capital Visit to Klamath Falls Campus
May 14, 2026
- Members of the HECC and LFO toured Semon Hall, Boivin Hall and new Student Housing.
- Semon Hall Revitalization Request HECC Ranking:
#4 of 9 on State Project List
- Semon Hall Revitalization Project enables:
 - Expansion of the **Dental Hygiene** program, including **Masters in Dental Hygiene**
 - Launch of a new **Dental Therapy** program, specifically designed to improve access to oral healthcare in underserved communities
 - Continued delivery and growth of the **Doctor of Physical Therapy** program
 - Enhanced delivery and expansion of the **Marriage and Family Therapy** program
 - Create **Applied Learning Labs (A+ Labs)** that bring faculty, students and local healthcare providers to promote collaborative research



Artist rendering of Semon Hall & the Dental Hygiene Learning Lab



Oregon **TECH**

Strategic Plan 2027-2030 Implementation Update

Provost El-Rewini

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

*Heart & Mind Installation in Martha Anne Dow Center for Health Professionals



Oregon **TECH**

Implementation Team

- Provost El-Rewini will lead the implementation team.
- The purpose is to coordinate the implementation of the strategies aligned with each goal.
- Each team member, supported by a small committee of faculty and staff, will implement the action items associated with the assigned strategies.



Implementation Team



Oregon **TECH**



Neslihan Alp
(Dean)



Kyle Chapman
(Chair)



Mandi Clark
(VP)



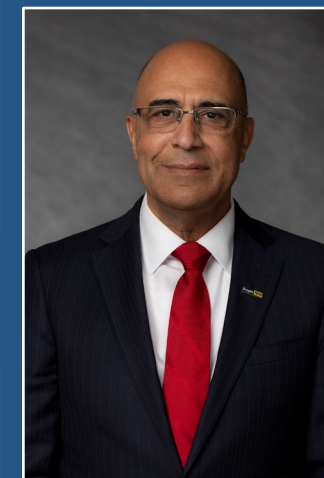
Kim Faks
(Staff)



David Johnston
(Faculty)



SuJin Lee
(Faculty)



**Hesham
El-Rewini**
(Provost)



Beverly McCreary
(Provost Office)



Tony Richey
(Staff)



K.C. Santosh
(Chair)



Greg Stringer
(Provost Office)



Ashley VanEssen
(Staff)



Jackie Zhang
(Dean)

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

Project Managers



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- **Monitor progress, track key performance indicators (KPIs), ensure cross-functional alignment, and report to stakeholders.**
- **Ensure that deliverables meet stakeholder expectations.**
- **Identify risks, mitigation strategies, and contingency plans.**
- **Facilitate communication, resolve conflicts, motivate.**



**Cate
Guenther
(Staff)**



**Gaylyn
Maurer
(Staff)**



**Jennifer
Wilson
(Staff)**

Strategic Plan Revealed – Your Copy is READY



Oregon **TECH**



COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.



Oregon **TECH**

Questions

COMPETENCE EQUIPS.
CHARACTER GUIDES.
IMPACT MULTIPLIES.

*Heart & Mind Installation in Martha Anne Dow Center for Health Professionals

4.1

Special Report

Doctor of Physical Therapy
(DPT) Program Testimonial &
Update



Oregon TECH

Oregon TECH



Doctor of Physical Therapy

Mackenzie Peterson, DPT Student, Class of 2026
Dr. Marybeth Grant-Beuttler, Professor, Program Director & Department Chair DPT
Dr. Dana Director, Executive Vice Provost, OHSU
Dr. Michelle Preston, Associate Dean, College of Health, Arts & Sciences



Overview

- History of joint DPT program
- Program information - faculty, curriculum
- Student Perspective
- Program information - student cohorts, challenges
- CAPTE self-study and site visit
 - Achievements
 - Opportunities for growth
- In closing
- Question & discussion



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Relationship with OHSU

- Building off of a long, strong relationship between OHSU and Oregon Tech
 - Aligned institutional missions
 - Educate, scholarship, community engagement, improve health of Oregonians
 - Other programs at Portland Metro (Wilsonville) campus
 - Medical Laboratory Science (BS)
 - Emergency Medical Services - Management (BS); Paramedic (AAS), Emergency Medical Technician (certificate)



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History

- Oregon Tech's first Doctoral Program
- Approval of DPT program by HECC – August 18, 2019
- Approval by NWCCU April 2, 2020
- MOU established January 2022 for the joint program
- Application to CAPTE – June 2022
 - Commission on Accreditation in Physical Therapy Education (CAPTE)
- CAPTE grant “Candidate Status” – May 2023



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History

- First cohort of students start – June 2023
- Second cohort of students start – June 2024
- Third cohort of students start – June 2025
- DPT Program Self-Study Submitted to CAPTE – December 2025
 - Thank you...
- CAPTE Site Visit March 16-18, 2026
- First graduating class – June 2026!



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Program Information

- Department of Physical Therapy
 - 6 core faculty (7th approved)
 - 1 administrative assistant
 - Associated (adjunct) faculty from OHSU, Klamath Falls area, and the US
- Curriculum
 - 12 terms over 3 years
 - Start in summer term of year 1 – graduate end of spring term of year 3
 - 3 integrated clinical experiences (ICE) prior to first externship
 - 4 terms of externship (clinical education in a PT setting)



Oregon TECH





Oregon **TECH**

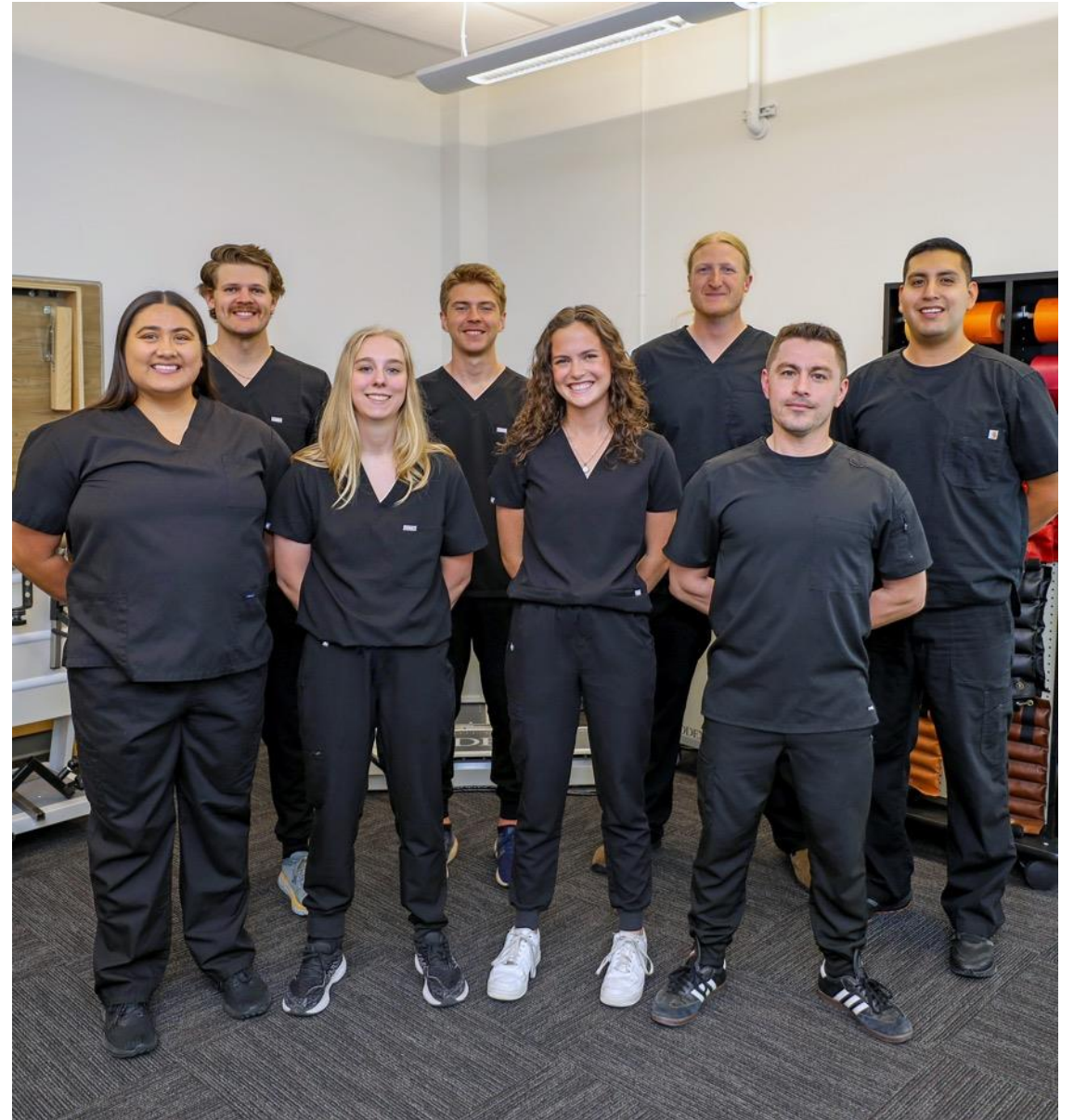
OIT/OHSU DPT – Cohort of 2026

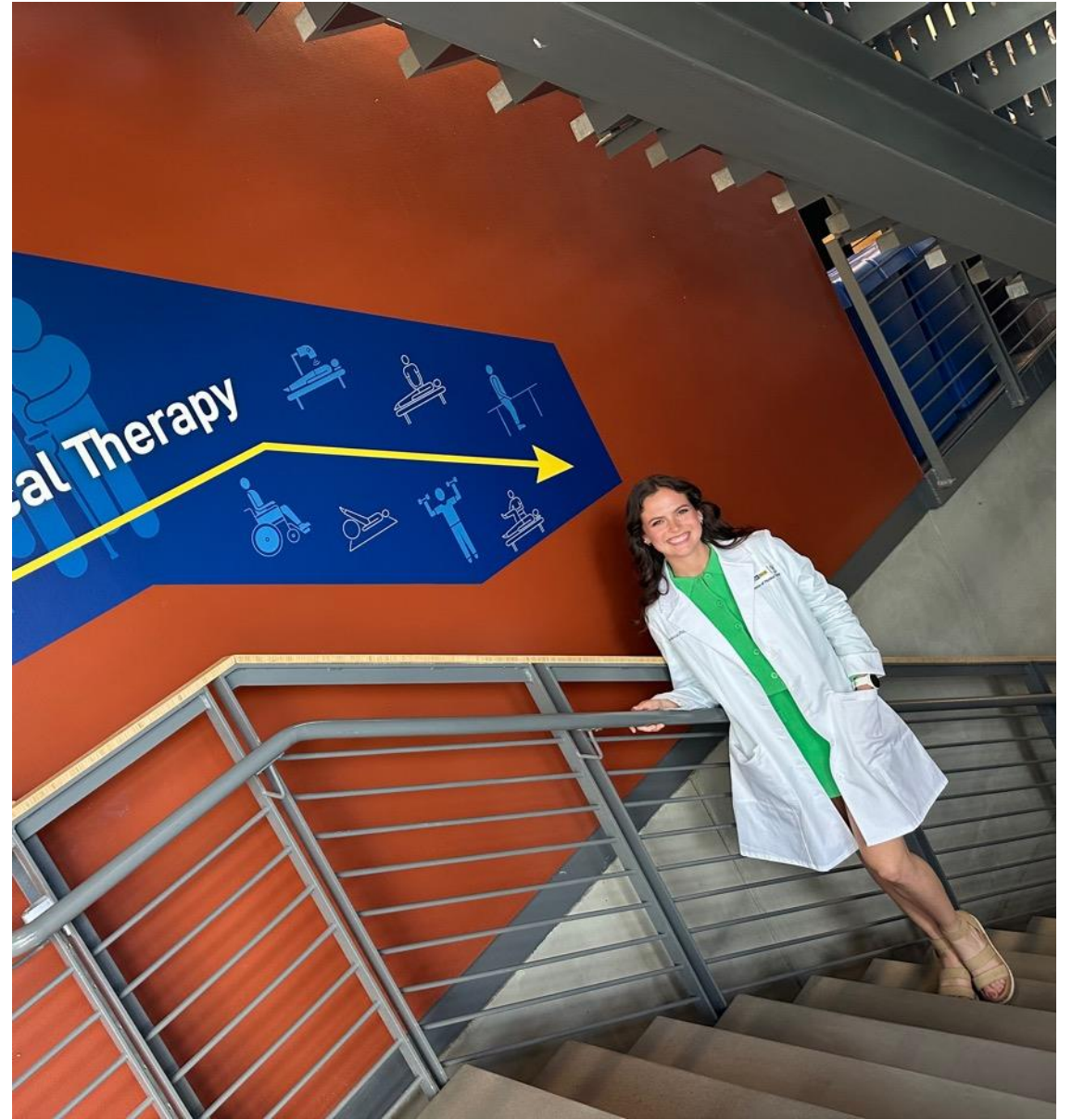
Mackenzie Wilkinson



















Balance and Beyond: Evaluating the Effects of the Better Bones and Balance® (BBB) Program on Balance in Community-Dwelling Older Adults

Mackenzie Wilkinson, SPT*; Jesus Egoavil, SPT; Claire Strong, SPT;
Anne Davenport, PT, DPT, GCS; Marybeth Grant-Beuttler, PT, PhD, PCS

Doctor of Physical Therapy Department, Oregon Institute of Technology / Oregon Health and Science University, Klamath Falls, OR



INTRODUCTION

- 1 in 4 older adults reports falling every year.
- Falls are the leading cause of fatal and non-fatal injuries among older adults.
- Better Bones and Balance® (BBB) is a low-cost community program designed to reduce fall and fracture risk.

PURPOSE/HYPOTHESIS

- **Aim:** Objectively evaluate the BBB program's impact on balance and fall risk in rural older adults using validated pre- and post-measures.
- **Hypothesis:** Participation would lead to significant improvements in validated measures of balance (miniBEST, Bertec SOT), fall risk (5TSTS, FSST), and balance confidence (ABC Scale).

METHODS

- **Design:** Prospective pre-post intervention
- **Subjects:** n = 9 community-dwelling older adults (mean age 77.7 ± 6.16)
- **Test/Measures:**
 - **Balance:** miniBEST and Bertec SOT
 - **Fall Risk:** 5TSTS and FSST
 - **Confidence:** ABC Scale
- **Procedure:** Participants attended BBB classes twice weekly for 8 weeks.
- **Statistical Analysis:**
 - Wilcoxon signed-rank tests used for miniBEST, ABC, and SOT scores; risk-categorization used for 5TSTS and FSST.



Figure 1. Participant completing the Bertec SOT.

RESULTS

Table 1. Demographic Data on Participants (n = 9)

	Description	N	Percentage
Age	65-70	1	11
	71-80	4	44.5
	81-90	4	44.5
Gender	Male	0	0
	Female	9	100

Table 2. Summary of Results

Measure	Statistical Finding	Magnitude of Improvement (Cohen's d)
MiniBEST Test	Highly Significant (p=0.009)	Extremely Large (d=2.22)
ABC Score	Significant (p=0.030)	Very Large (d=1.72)
5TSTS Score	Highly Significant (p=0.008)	Extremely Large (d=2.27)
FSST Score	Significant (p=0.039)	Very Large (d=1.61)
Bertec SOT (n = 8*)	Close Call (p=0.059)	Very Large (d=1.56)

*1 participant was excluded from the final Bertec analysis due to repeated falls and safety-related test discontinuation during Condition 4.

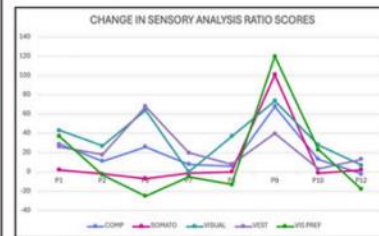


Figure 4. Data revealing the detailed change in Sensory Analysis Ratio Scores from the Bertec SOT.



Figure 2. Participant completing a portion of the miniBEST during an evaluation day.



Figure 3. Participant completing the FSST during an evaluation day.

- **Balance:** miniBEST and ABC showed significant improvements.
- **Risk Reduction:** 80% (4 of 5) of high-risk participants improved to below-risk on 5TSTS; 75% (3 of 4) improved on FSST.
- **Sensory Organization Test:** Composite scores trended toward improvement, were not statistically significant.

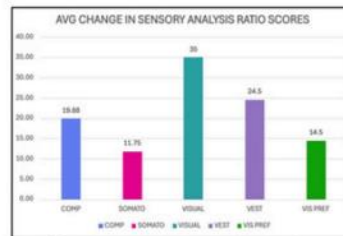


Figure 5. Data demonstrating the average positive change in Sensory Analysis Ratio Scores from the Bertec SOT.

DISCUSSION

- **Hypothesis:** Accepted for balance (miniBEST), balance confidence (ABC Scale), and fall risk. (5TSTS, FSST). Rejected for Bertec SOT (p=0.059)
- **Curriculum Efficacy:** The BBB program alone (without weighted vests) is sufficient to improve dynamic stability and fall risk.
- **Limitations:** The small cohort limits statistical power for SOT sensory integration changes. Standard BBB may not explicitly target visual motion hypersensitivity or complex sensory conflict. Final data was limited to female participants, potentially impacting generalizability to all older adults.

CONCLUSION

- **Key Takeaway:** BBB is a cost-effective, structured intervention for rural areas, bridging the gap between clinical PT and long-term independence for at-risk and high-functioning older adults.
- **Referral Pathway:** PTs can confidently refer patients to BBB as a post-discharge plan to maintain functional independence.
- **Future Research:** Scale sample sizes to clarify SOT results and evaluate long-term balance retention (6–12 months).



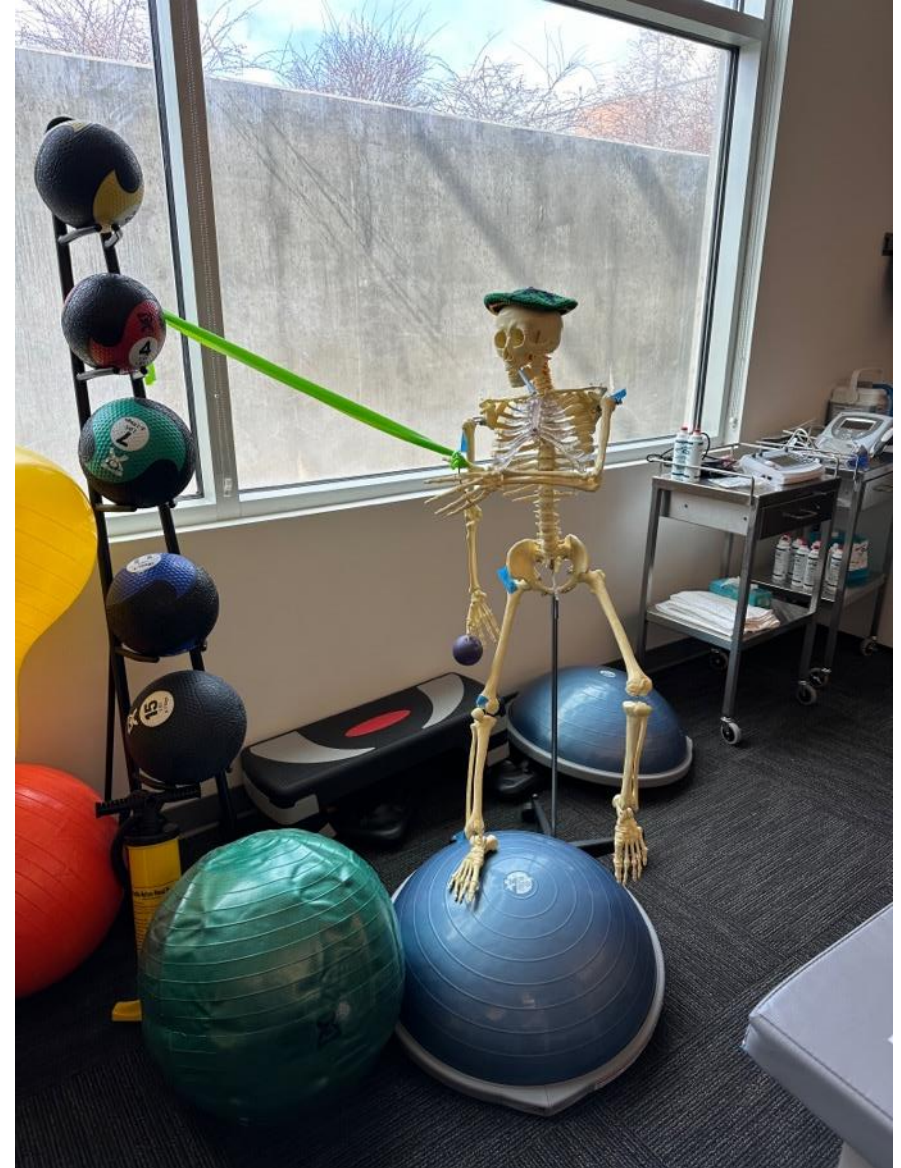
Figure 6. Participant completing an exercise during a BBB class.

Acknowledgements

- We extend our sincere gratitude to the nine participants for their dedication and to the Klamath Basin Senior Citizens' Center for the venue. We gratefully acknowledge Oregon Tech for clinical facilities and the Bertec Sensory Organization Test equipment.

Oregon Tech IRB Approval #2025-05-02 Davenport

*SPT=Student Physical Therapist



















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Thank you!

Program Information

- Cohort Sizes
 - Cohort started June 2023 (graduating June 2026)
 - 8 enrolled
 - June 2024 – 14 enrolled
 - June 2025 – 6 enrolled
 - Starting June 2026 – 12 enrolled



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Program Challenges



- Challenges since initiation:

- Leadership transitions/retirements
- Recruitment of faculty
- Recruitment of students
 - Limitations of conditional accreditation
 - Competition from other DPT programs

- Overcoming challenges:

- Leaderships stability at both institutions
- 7th faculty line approved
- Fully accredited program
 - Assist with recruitment of students and faculty

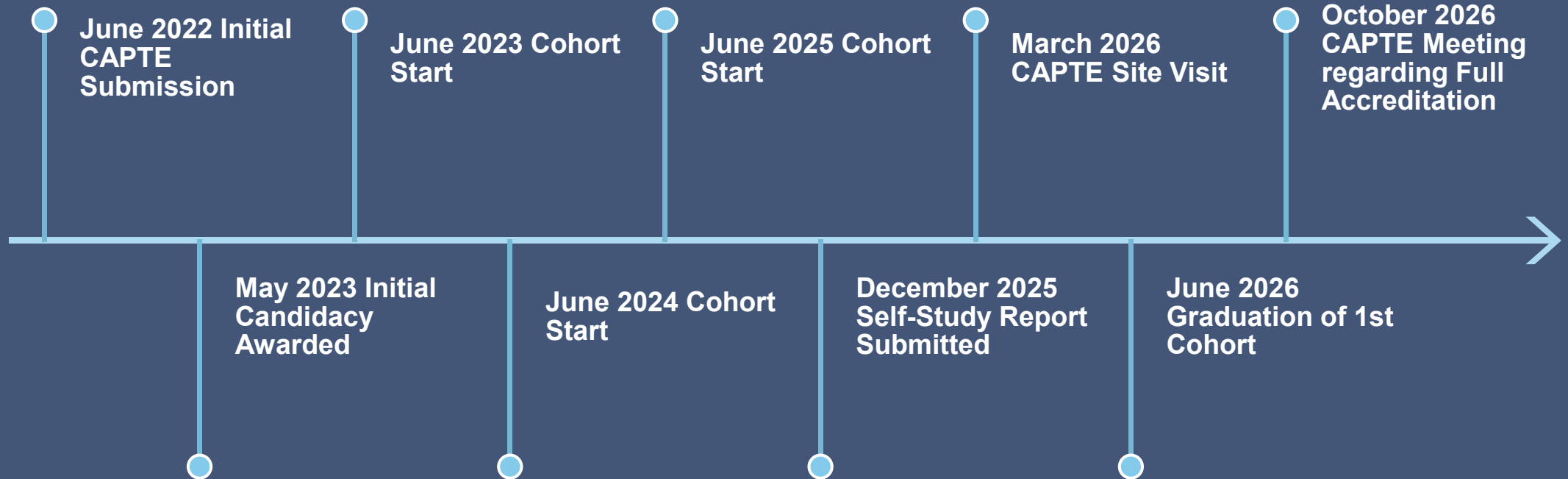
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Timeline



Oregon **TECH**



Program Achievements

- Per CAPTE site visit
 - Rural emphasis
 - Community Engagement (ICE):
 - Better Bones and Balance- offered at the Klamath Senior Center
 - Walk with Ease- offered in partnership with Sky Lakes Medical Center
 - Mini-Kickers- offered in partnership with the Klamath YMCA
 - High demand clinical placements available from OHSU
 - OHSU resources – faculty development for online trainings (TLC); Library resources; Debt Counseling and Financial Management
 - Faculty commitment to program & students



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Opportunities for Growth



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- Per CAPTE site visit
 - Faculty recruitment and retention
 - Staff support needed when at full enrollment
 - Budget process clarifications
 - Physical Therapy student pipeline
- Program response
 - Prioritize hiring of DPT adjuncts and faculty
 - Staff support – addressed at full enrollment
 - Budget process – being addressed by Dean Zhang
 - Outreach middle & high school students; undergraduate feeder programs



In Closing

- **A strong partnership in action** – the joint program reflects aligned missions in education, scholarship, and improving the health of Oregonians.
- **A historic milestone** – Oregon Tech's first doctoral program will graduate its inaugural class in June 2026.
- **A program built for impact** – core and associated faculty, three cohorts, a rural emphasis, and strong community engagement.
- **Challenges met with progress** – leadership stability, an approved 7th faculty line, and accreditation advancement have answered the program's early hurdles.
- **Looking ahead** – continued investment in faculty recruitment, staff support, budgetary authority, and outreach will sustain the program's next phase of growth.

Thank you for your continued partnership and support.



Oregon TECH





Oregon **TECH**

Question and Discussion



6.1

Action Item

Approval of FY 2026-27 Budget

Board Action

Agenda Item No. 6.1

Fiscal Year 2026-27 Oregon Tech All Funds Budget

Background:

Each year, Oregon Tech conducts an extensive and collaborative process in developing the All-Funds Budget for the next fiscal year. The All-Funds Budget includes the Education and General, Auxiliary, Service Operations and Designated Operations Funds budgets. The General Fund (GF) is the primary operating budget for the university. The General Fund budget also includes “Special General Fund” budgets which are fee-for-service activities such as clinic revenues and grant indirect charges. Online Education, Advanced College Placement, and Boeing operations are included in the Special General Fund budget since revenues from these programs are used to support general operations of the university. “Other Revenue” includes interest earnings, gain or loss on sale of investments and miscellaneous revenue.

The General Fund includes revenues from tuition and fees, state appropriations through the Public University Support Fund (PUSF), Engineering & Technology Sustaining Fund (ETSF) and Oregon Renewable Energy Center (OREC) along with other miscellaneous income. These revenues are used to fund instruction, research administration, public service, academic support, institutional support, student services and facilities operations of the institution.

Auxiliary, Service and Designated operating funds are separate pools of dedicated resources and are included distinctly. Auxiliary budgets include student housing operations, campus life, athletics, parking, student health and other various non-core operations. These operations are expected to be self-supporting mostly through fees and maintain balanced budgets throughout the fiscal year.

Recent Financial Landscape

The current year’s budget was developed with minimal spending reductions and operational adjustments even though many operational costs continued to increase related to salaries and benefits and some structural deficits. The FY 2025-26 balanced budget approved by the Board was possible in part as a result of increasing student enrollment, improved retention and careful expense management. As of the FY 2025-26 official fall enrollment reporting date, the University achieved a three and one-half percent (3.5%) increase in enrollment (excluding high school ACP) over the prior year combined with an increase in student credit hours of one and six-tenths percent (1.6%). However, even with these improvements, Oregon Tech may not avoid an operating deficit by FY 2025-26 yearend. This is due to a number of budget variances. While overall, faculty and administrative salaries are under budget, salary recapture is less than in prior years and final adjustments from the CBA exceeded budget by \$500,000. Additionally, unbudgeted tuition remissions rose by eleven percent (11%). The impact of these revenue and expense variances will not be fully clear until year-end.

Although FY 2025-26 enrollment results give reason for optimism, we know the enrollment cliff is not far away and that many universities across the country continue to experience a prolonged decline

in enrollment with regional universities disproportionately impacted compared to their peer flagship universities.

Oregon Tech continues to manage the challenges strategically through careful planning, fiscal discipline and with an overarching focus on maintaining quality academic degree programs while supporting student success. In FY 2026-27, Oregon Tech will continue to focus on strategic enrollment and student retention initiatives as well as investment in faculty and new or expanded market competitive academic degree programs that meet evolving workforce needs, while closely managing expenditures.

The evolving nationwide conversation on higher education has altered how students and families perceive and prioritize the cost and value of higher education. This is further complicated in Oregon where state demographics continue to evolve and there is one of the lowest rates of student matriculation to college upon completing high school as well as one of the lowest rates nationally for state funding per student FTE at its public universities.

Process

In developing the FY 2026-27 Budget, the university adhered to a set of budget development principles supported by the Board of Trustees to ensure fiscal responsibility in developing a realistic budget along with operational efficiencies to position the university for continued success in driving its strategic plan and achieving its mission. These principles were jointly developed between the President, Senior Leadership Team and the Fiscal Operations Advisory Council (FOAC) and are as follows:

- 1) Balance revenue, other resources and expenditures within the operating budget.
- 2) Prioritize recruiting, retaining, and graduating students to ensure long-term sustainability.
- 3) Align programs and initiatives with industry and employer demand.
- 4) Invest in faculty, staff, and infrastructure to support student and institutional success.
- 5) Use a budget development process built on realistic assumptions and forecasting.

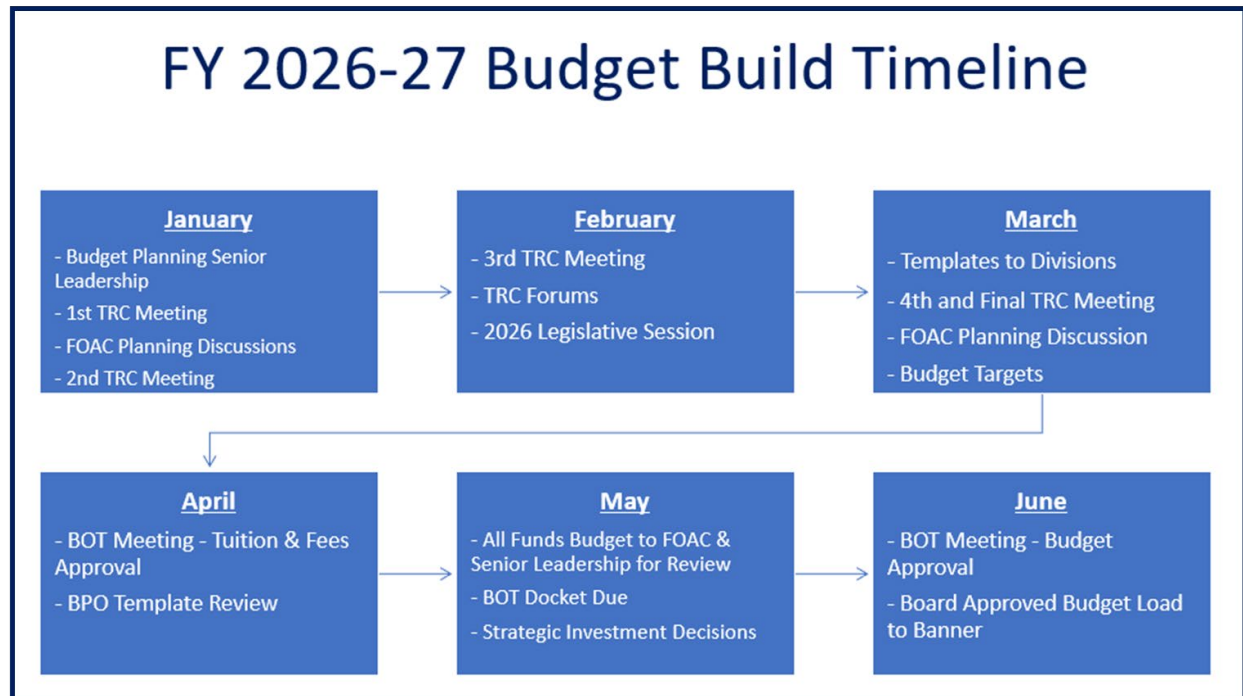
The FY 2026-27 budget was balanced with minimal reductions of \$326,872, with no additional funds remaining for new strategic investments. Faculty and staff positions that were previously budgeted were not reduced during the process, although division vice presidents were allowed to repurpose funds between categories in finalizing their budgets. Continuing strategic initiatives from FY 2025-26 were carried forward into the FY 2026-27 budget.

Each Vice President worked closely with teams in their divisional structures and in collaboration with the president and peer vice presidents in developing their final budgets. There were leadership meetings during the course of budget development to promote shared decision-making and to ensure the resulting budget was mission centric and supported the University strategic plan.

Additionally, between January and May, vice presidents engaged with the Fiscal Operations Advisory Council (FOAC) during its regularly scheduled meetings to discuss divisional budget objectives and challenges and to solicit feedback and recommendations from the advisory group for consideration in finalizing the budget.

A budget timeline was collaboratively developed and distributed. The process was designed to meet budget objectives supported by the Board, while including FOAC in the review and advisory process. See Figure 1 below.

Figure 1



Budget Assumptions

The following assumptions were used in establishing the FY 2026-27 General Fund budget:

Revenues:

1. The tuition rate is budgeted to increase by 4.0% as approved by the Board in April 2026.
2. Enrollment (student credit hours) is budgeted to increase by 1.0% over FY 2025-26 actual.
3. Fee remissions are budgeted to be approximately 18.6% of gross tuition.
4. State appropriations were budgeted at the Year 2 funding level based on the 2025-27 biennium Legislative approved budget (7% increase over 2023-25 biennium) and using recent SSCM modeled calculations.

Expenses and Budget Targets:

5. Divisional budget targets for FY 2026-27 were calculated based on the FY 2025-26 permanent budgets, incorporating adjustments for salary and other payroll expense (OPE) increases as well as non-payroll initiatives funded and implemented in FY 2025-26. See Table 1 below.
6. Budget development required a \$326K (.41%) reductions from FY 2025-26 levels.

Table 1

FY 2026-27 Permanent Regular General Fund Budget by Division					
					Variance
Division	FY 2025-26 Permanent Budget	FY 2026-27 Net Adjustments	FY 2026-27 Total Budget	FY 2025-26 to FY 2026-27	
President	\$ 2,629,496	\$ 276,252	\$ 2,905,748		10.5%
Provost & Academic Affairs	40,506,565	2,406,244	42,912,809		5.9%
Student Affairs	3,573,092	66,533	3,639,625		1.9%
Enrollment Management	6,356,009	152,751	6,508,760		2.4%
Finance and Administration	17,301,562	690,547	17,992,109		4.0%
Advancement & Marketing	2,309,483	(17,206)	2,292,277		-0.7%
Institutional General	3,252,785	-	3,252,785		0.0%
University Health & Wellness	168,157	(716)	167,441		-
Total	\$ 76,097,149	\$ 3,574,405	\$ 79,671,554		4.7%

7. Estimated salary increases and related OPE for faculty and staff were budgeted in pools for FY 2026-27. All administrative adjustments are contingent upon available funds. Salary recapture of \$3.5M was budgeted, consistent with prior years' budget and actual recapture. See Table 2 below.
8. Any new strategic investments will be contingent upon budget savings achieved during the year. The operating contingency will continue to be used for adjustments as necessary and will be utilized at the discretion of the President.
9. Special General Fund operations, excluding Boeing, Advanced College Placement, Sponsored Projects and Grants Administration and Distance Education established their own revenue targets and are expected to manage expenses within those revenue targets or adjust expenses downward during the year. See Table 2 below.

Budget Risks

With enrollment still significantly below the levels of just a few years ago, despite two successive years of moderate growth, the university continues to face budget challenges in FY 2026-27 with little opportunity for new investment in programs and services to support students. Enrollment growth continues to be essential, especially in view of ongoing state funding shortfalls in the Public University Support Fund (PUSF) relative to required University Base Funding (UBF). These challenges continue to be addressed through comprehensive scenario planning and strategic initiatives. Risks include, but are not limited to:

- Achieving enrollment projections, reaching satisfactory housing occupancy numbers to support bond debt service payments.
- Improving student retention, meeting research and clinical activities targets.
- Labor relations outcomes that pose unrealistic and unsustainable increases in labor costs.
- Changes in Oregon public policy, tax structures or economic performance.
- State priorities and competing demands on resources from other sectors in the economy that could impact higher education funding.

- Ongoing review and possible redesign of the Student Success and Completion Model (SSCM) that may change Oregon Tech's share of the PUSF.
- Impact of HB 4124 public university funding and alignments.

Table 2

FY 2026-27 General Fund Budget			
	FY 2025-26	FY 2026-27	Variance FY 2025-26 to FY 2026-27
Revenues			
State Appropriations	\$ 38,572,985	\$ 39,890,089	3.4%
Tuition and Fees (less special general funds)	42,250,112	45,445,626	7.6% (1)
Remissions	(7,906,782)	(8,615,817)	9.0% (2)
Other Revenues (less special general funds)	2,853,409	2,423,327	-15.1% (3)
Special General Fund Revenues	2,176,448	2,360,686	8.5%
Total Budgeted Revenues	\$ 77,946,172	\$ 81,503,911	4.6%
Expenses			
Permanent Budget	\$ 76,097,149	\$ 79,671,554	4.7%
Salary Recapture	(3,500,000)	(3,500,000)	0.0%
Special General Fund Expenses	2,176,448	2,360,686	8.5%
Contingency Reserve	560,000	560,000	0.0% (4)
Administrative Salary Pool (effective January 1, 2027)	875,748	311,766	-64.4% (5)
Faculty Salary Pool (effective Jan/Feb 1, 2027)	726,315	702,130	-3.3% (6)
Classified Salary Pool	-	620,761	- (7)
Strategic Investments	1,010,512	777,013	-23.1%
Total Budgeted Expenses	\$ 77,946,172	\$ 81,503,911	4.6%
Net from Operations Before Other Resources (Uses)	\$ 0	\$ 0	
Other Resources (Uses)			
Use of Reserve		-	
Total from Operations and Other Resources (Uses)	\$ 0	\$ 0	
(1) Tuition revenue projections are based on an estimated 1.0% increase in student credit hours and a 4.0% increase in tuition rates. (2) Budgeted remissions reflect the continuation of updated eligibility criteria and increased award amounts. (3) The decrease in Other Revenue reflects revenue projections for FY 2026–27 in various categories. (4) The contingency fund is budgeted at 0.7% of operating revenue. (5) The administrative staff salary pool includes a contingency budget for FY 2026-27 mid-year salary increases. (6) The faculty salary pool includes funding for January 1, 2027 salary adjustments (per the AAUP CBA) and faculty promotions. (7) The classified salary pool includes an estimated contingency budget for a COLA and projected step increases. SEIU negotiations are underway.			

Fund Balance

The reserve balance at FYE 2025-26 is expected to total about \$14.7M or approximately 19% of operating revenue. With the recommended FY 2026-27 budget, the ending reserve balance for FY 2026-27 is expected to remain basically the same. This reserve percentage is slightly above the amount required by Board Policy and is within the range that the Board has defined as acceptable.

Summary

Although Oregon Tech has reached a realistic and balanced budget for FY 2026-27, the lack of significant additional revenue for budget growth to support investment in new initiatives and innovation remains a concern and is resulting primarily from the continual effect of lower enrollment than just a few years ago along with escalating labor and benefits costs. When combined with limited growth in state funding, these elements cause pressure on overall financial resources. Despite these challenges, Oregon Tech remains committed to addressing enrollment growth through expanded strategies to support outreach and targeted marketing efforts, while continuing focused retention initiatives and development of strong student pipeline programs.

A few years ago, during a period of enrollment decline lasting three years, divisional budgets we strategically reduced to help stabilize spending within available revenues. This required a comprehensive review of all departmental budgets, prioritizing essential services and programs and identifying areas where reductions could be made with minimal impact on the core mission of the university. Although most of these reductions have not been restored, through collaboration and careful fiscal responsibility, we are positioned to continue providing quality academic programs that support student success.

Recommendation:

After review and discussion of the proposed FY 2026-27 All-funds Budget documents, and **with the recommendation of the Finance and Facilities Committee, staff requests a Motion for Approval by the full Board of the FY 2026-27 All-funds Budget as provided herein.**

Attachments:

Auxiliary, Designated Operations and Service Fund Budget Overview

AttachmentAuxiliary, Designated Operations and Service Fund Budget Overview**FY 2026-27 Non E&G Funds Budget**

	Auxiliary	Designated	Service
Revenues			
Academic Affairs (HAS only)	\$ 120,000	\$ -	\$ -
Student Affairs	12,082,318	-	-
Finance & Administration	3,835,595	3,760	215,660
OMIC	941,000	-	-
Total Revenues	\$ 16,978,913	\$ 3,760	\$ 215,660
Expenses			
Academic Affairs (HAS only)	\$ 288,025	\$ -	\$ -
Student Affairs	14,849,930	-	-
Finance & Administration	3,374,724	2,800	409,100
OMIC	350,000	-	-
Total Expenses	\$ 18,862,679	\$ 2,800	\$ 409,100
Transfers Out (In)			
Academic Affairs (HAS only) ⁽¹⁾	\$ (168,025)	\$ -	\$ -
Student Affairs ⁽²⁾	(2,767,612)	-	-
Finance & Administration ⁽³⁾	460,871	-	(193,440)
OMIC	591,000	-	-
Total Expenses and Transfers	\$ (1,883,766)	\$ -	\$ (193,440)
Net	\$ -	\$ 960	\$ -

(1). Academic Affairs auxiliary transfers in represent drawdowns from reserve funds to cover the operating deficit; the Dental Hygiene clinic model remains under review.

(2). Student Affairs auxiliary transfers in represent E&G support for Athletics and drawdowns from reserve funds in support of the new student housing project.

(3). Finance & Administration service fund deficit is covered through a below-the-line use of reserve to restore balance.

6.1

Recommendation

After review and discussion of the proposed FY 2026-27 All-funds Budget documents, and with the recommendation of the Finance, Facilities & Audit Committee, staff requests a Motion for Approval by the full Board of Trustees of the FY 2026-27 All-funds Budget as provided herein.

6.2

Action Item

Approval of Revised Board
Policy on Debt Management

Board Action

Agenda Item No. 6.2

Board Policy on Debt Management: Review and Revision

Background

The Oregon Tech Board of Trustees (Board) adopted the *Board Policy on Debt Management* (Policy) at its regularly scheduled meeting in February 2016. The policy was established to outline the provisions for managing debt used to finance university capital projects and assigns the responsibilities for the management of University debt. It also provides the framework for approving debt financing for projects and for managing the University's debt capacity and debt affordability.

The policy further specifies in Section 7.4.3 that the maximum debt burden ratio should not exceed seven percent (7%). This financial metric is calculated as:

$$\text{Annual Debt Service} / \text{Total Annual Expenditures minus Depreciation plus Principal Payments}$$

The policy is to be reviewed every five years and amended if necessary.

In recent years, the Governmental Accounting Standards Board (GASB) has revised the traditional methodology used for lease reporting in the financial statements. Historically, there were primarily two types of leases, capital leases and operating leases.

Capital leases were generally seen as similar to a financed purchase because the term of the lease often ended with the asset being fully depreciated and ownership transferring to the lessee. These leases were recorded on the balance sheet as assets along with related accumulated depreciation as financing activities. The associated lease payment expenses were recorded in the income statement.

Operating leases were generally short-term where assets were returned to the lessor after the lease period and did not transfer ownership at the end of the lease period to the lessee. These leases were often (3-5 years) with remaining useful life after their return. Examples include equipment, vehicles and certain real estate leases. Operating leases did not create an asset or liability on the balance sheet and were just expensed through the income statement.

In 2017, GASB Statement No. 87 was finalized and changed the way operating leases have traditionally been recorded. For fiscal years beginning after June 15, 2021, Universities (as governmental entities) were required to capitalize operating leases and recognize both an asset and a liability on the balance sheet, because the standard eliminated the prior distinction between operating and capital leases and instead treats all leases as financing for the "right to use" an underlying asset.

The purpose of the [Board Policy on Debt Management](#) is restated below:

3.0 Purpose

This policy sets forth the principles that will govern the use of debt to finance University capital projects and assigns responsibilities for the management of University debt. This policy describes the framework for approving debt financing for projects and for managing the University's debt capacity and debt affordability, which are important tools for furthering the University's mission.

In view of the GASB revised reporting guidance and to preserve the intent of the original Policy, staff is proposing the revised language in track changes in Section 7.5 as follows (also see Attachment A):

7.0 Debt Ratios

7.5 All ratio calculations will be based on industry standards and include all "direct debt" such as bonds, bank debt and any off-balance sheet or similar financing structures that would be considered on-credit.

Indirect debt, such as leases and software agreements as defined by GASB Statements No. 87 and No. 96 respectively, is excluded from the above calculations. However, indirect debt is considered part of the University's "comprehensive debt", which is a broader measure of the University's debt obligations. The University recognizes that the use of indirect debt has an impact on debt capacity and affordability.

The university will continue to monitor the five financial ratios to assist the Board in evaluating debt capacity and affordability as outlined in Section 7.4 of the Policy and will report annually under both the revised GASB No. 87 and this proposed modification for Debt Burden once fiscal yearend financial statements have been audited.

Staff Recommendation

After review of documents and proposed revisions to the Board Policy on Debt Management, and **with the Recommendation of the Finance and Facilities Committee, staff requests a Motion for Approval by the full Board for Approval of the proposed revisions to the Board Policy on Debt Management as outlined in Attachment A.**

Attachments and Additional Information

Attachment A- Track Changes Revised Version of Board Policy on Debt Management

**Board Policy on Debt Management
Board of Trustees of Oregon Institute of Technology**

1.0 Authority of the Board of Trustees

1.1 Under ORS 352.107, Oregon Institute of Technology is authorized to borrow money and incur debt. Also, under ORS 351.365 to 351.379, the University is eligible to continue to receive proceeds from state bonds, or issue its own revenue bonds, or both, subject to the requirements of those statutes.

1.2 With this new authority, Oregon Tech is responsible for the management of its debt portfolio and to ensure compliance with applicable compliance requirements.

2.0 Previous Rules and Policies

This policy supersedes the following Oregon University System rules and policies, which shall have no further effect at the University: Debt Policy, approved March 1, 2010; and Interest Rate Risk Management Policy, approved March 1, 2010.

3.0 Purpose

This policy sets forth the principles that will govern the use of debt to finance University capital projects and assigns responsibilities for the management of University debt. This policy describes the framework for approving debt financing for projects and for managing the University's debt capacity and debt affordability, which are important tools for furthering the University's mission.

The University seeks to achieve the lowest cost of capital that is consistent with its risk tolerance and the principal of intergenerational equity. While the Debt Management Policy is a stand-alone policy, it should be considered in conjunction with liquidity and investment policies.

4.0 Definitions

4.1 **"Bank Products"** means financing obtained from banks or other third parties, rather than through capital markets, such as a line of credit.

4.2 **"Board"** means the Oregon Institute of Technology Board of Trustees or the Executive and Audit Committee when authorized to act on behalf of the Board of Trustees.

4.3 **"Commercial Paper"** is a form of short-term unsecured debt that is issued in tranches with maturities of 1-270 days and which must be redeemed or rolled over at maturity.

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Commercial Paper may provide interim financing for projects in anticipation of philanthropy, planned issuance of long-term debt or other sources of funds.

4.4 **"State-Paid Debt"** means borrowings that are expected to be repaid from state appropriations. This includes Article XI-G Bonds, Article XI-M Bonds, certain Article XI-Q Bonds, Lottery Bonds, and certain State Energy Loan Program (SELP) loans.

4.5 **"University-Paid Debt"** means borrowings that are expected to be repaid from revenues of the University. This includes Article XI-F(I) Bonds, certain Article XI-Q Bonds, certain SELP loans, Revenue Bonds, Bank Products, Commercial Paper, and alternative financing structures, such as public-private partnerships, that would be either included in the University's balance sheet or considered on-credit by rating agencies.

4.6 **"Internal Financing"** means the short-term loaning of University funds for use on a particular University project. Internal Financing may be utilized for emergency physical plant needs or for other purposes, such as to provide matching funds for Article XI-G Bonds in anticipation of philanthropy.

4.7 **"Revenue Bonds"** means bonds issued by the University based on its own credit rating. For the purpose of this policy, Revenue bonds includes all debt, obligations, or extensions of credit incurred or received by the University, both short- and long-term, that are not Article XI-F(I) Bonds, Article XI-G Bonds, Article XI-M Bond, Article XI-Q Bonds, Lottery Bonds, or SELP loans. Revenue Bonds may be backed by a general or specific revenue pledge of the University and do not require legislative approval.

5.0 Roles and Responsibilities

5.1 The Board of Trustees retains authority and responsibility for:

- 5.1.1 Reviewing and approving capital projects in an amount greater than \$1 million, regardless of source of funding or consideration of debt financing.
- 5.1.2 Reviewing and approving any debt financing in an amount greater than \$1 million.
- 5.1.3 Reviewing and approving land and improvement leases with a total consideration exceeding \$1 million or a lease term over 15 years.
- 5.1.4 Approving this policy, amending this policy as necessary, and reviewing this policy at least every five years.

5.2 The Board delegates to the President, who may further delegate to the Vice President for Finance and Administration, authority and responsibility for:

- 5.2.1 Implementing this policy.
- 5.2.2 Reviewing and approving, provided that doing so is consistent with sound fiscal management and consistent with the ratios defined in Section 7.0 of this policy

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and the President or the President's delegate has a good-faith belief that doing so is consistent with best interests of the University:

- 5.2.2.1 capital projects in an amount up to \$1 million, regardless of source of funding or consideration of debt financing;
 - 5.2.2.2 debt financing in an amount up to \$1 million; and
 - 5.2.2.3 land and improvement leases with a total consideration up to \$1 million or a lease term up to 15 years.
- 5.2.3 Establishing a comprehensive compliance program for debt management and post-issuance compliance. Such a program is to clearly assign responsibilities within the University, require the prudent investment of unspent bond funds, and require regular monitoring to satisfy continuing disclosure requirement and ensure compliance with this policy, bond resolutions, bond covenants, and applicable laws, regulations and other requirements. This program must include a post-issuance compliance policy addressing legal requirements imposed by the Securities and Exchange Commission and Internal Revenue Service and all other relevant laws relating to the use of debt, particularly tax-advantaged debt. The post-issuance compliance policy must include, at a minimum, the procedures and systems used to monitor compliance, the responsibilities of the compliance officer, private use and arbitrage analysis requirements, and records management and retention guidelines.
- 5.2.4 Retaining expert advisors, including bond counsel, financial advisors, underwriters, paying agents, and other related service providers in connection with the use, issuance and management of university debt. The solicitation and selection process for such services will comply with the University's procurement requirements. The retention of such advisors should be reconsidered at least every five years.
- 5.2.5 Analyzing and presenting recommendations to the Board in connection with each proposed debt financing transaction reviewed by or submitted to the Board for approval, after (1) identification of the source of repayment for each project, together with proforma financial statements and related assumptions, and (2) consideration of internal coverage requirements for each project and/or auxiliary providing repayment.
- 5.2.6 Pricing of Revenue Bonds, recognizing that the Oregon State Treasurer possesses authority to price debt issued as part of the debt programs administered by the State.
- 5.2.7 For previously issued state general obligation bonds from which University received proceeds, approval of refunding opportunities determined by the State Treasurer to be in the best interests of the State of Oregon.
- 5.2.8 Overseeing management of daily activities relating to debt use, management and issuance.
- 5.2.9 Entering into or endorsing reimbursement resolutions, authorization resolutions, and such other documents as may be necessary for any debt issuance previously authorized by the Board, the President, or the President's delegate.
- 5.2.10 Approving Internal Financings up to limit provided in Section 8.0 of this policy.

6.0 Conditions Governing Issuance of Debt

6.1 The University may use debt financing for academic, administrative, and auxiliary facilities and equipment, as well as any other infrastructure needs or property acquisitions, that are consistent with the University's mission and strategic priorities and part of the University's capital plan.

6.2 No University-Paid Debt or State-Paid Debt in an amount greater than \$1 million will be issued or sought without prior approval of the Board, including land and improvement leases with total payments greater than \$1 million over the term of the lease. When the University issues or seeks University-Paid Debt, the Board's authorizing resolution will generally include its finding, based on an analysis of debt affordability and capacity, that the financed project is both self-liquidating and self-supporting. The Board may make exceptions for projects that further the University's mission, even if not self-liquidating and self-supporting, taking into consideration other unobligated and legally-available revenues of the University.

6.3 No University-Paid Debt in an amount greater than \$1 million will be issued or sought without prior analysis and notification to the Board of all covenants associated with such issue.

6.4 University-Paid Debt may be repaid from general revenues of the University or may be secured by a specified revenue stream.

6.5 When issuing or seeking University-Paid Debt or State-Paid Debt:

6.5.1 The University will evaluate the form of debt that is best suited for the project, taking into consideration debt-type characteristics, costs and risks.

6.5.2 The University will seek the lowest available cost of capital, taking into consideration administrative capacity, the University's risk tolerance, and the need to sustain adequate flexibility to allow the University to achieve its strategic goals.

6.5.3 The University will determine whether to issue debt through the State (if eligible) or independently, taking into consideration the cost of capital, financial flexibility and the use of debt capacity.

6.5.4 The University will identify a source of repayment and demonstrate that sufficient revenues are available to support debt service over the life of the financing.

6.5.5 The maturity and term of debt repayment will be determined based on the expected availability of resources, other long term goals and obligations of the borrowing unit and the University, the useful life of the assets being financed, and market conditions at the time of financing. The term of a debt financing will not exceed 1.2 times the estimated useful life of the property and equipment being financed.

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- 6.5.6 If debt is issued through the State, the University will adhere to the requirements set forth by the State.
 - 6.5.7 As long as the University intends to remain eligible to receive proceeds from Article XI(F) (I) Bonds or Article XI-Q Bonds to be repaid in whole or in part from University revenues or other moneys under control of the University, the University will not issue Revenue Bonds without first obtaining the approval of the State Treasurer, as provided in ORS 351.369.
 - 6.5.8 The University will utilize tax-advantaged debt when legally possible and reasonable and when tax-advantaged debt does not unnecessarily restrict the anticipated usage of the financed facilities. Projects financed with tax-advantaged debt will be identified and tracked to ensure compliance with all tax and reimbursement regulations. Taxable debt will be utilized when the project does not qualify for tax-advantaged debt. The University will aim to amortize any taxable debt before any tax-advantaged debt if that reduces the overall debt cost of the University.
 - 6.5.9 In general, fixed-rate debt will be utilized. However, the University may utilize variable-rate debt when appropriate for a particular financing plan, taking into consideration bond market conditions, the University's liquidity position, and risks associated with variable-rate debt (including interest rate risk, remarketing risk and liquidity renewal risk). The University will not issue more than 20% variable-rate debt (including synthetic fixed-rate debt) as a percentage of all University-Paid Debt.
 - 6.5.10 Financial covenants and restrictions will be minimized to the extent possible, taking into consideration the long-term capital requirements of the University.
 - 6.5.11 The University will use reasonable efforts to utilize debt which provides for sufficient ability to refinance if market conditions or other factors warrant that action. Refinancing may be appropriate if doing so relieves the University of covenants, payment obligations, constraints or reserve requirements that limit flexibility, consolidates debt into a general revenue pledge, or reduces the cost and administrative burden of managing small outstanding obligations. The University recognizes that the Oregon State Treasurer retains authority to refinance debt issued as part of the debt programs administered by the State.
- 6.6 The University will not enter into any derivative transactions without first adopting a derivatives policy.

7.0 Debt Ratios

- 7.1 Debt capacity is a subjective measure, typically associated with balance sheet strength and the ability to repay debt on demand. The University's risk tolerance will inform the amount of leverage that can comfortably be assumed.

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7.2 Debt affordability is also a subjective measure and typically associated with income statement strength. Operating performance and the ability to meet debt service requirements will inform the affordability of existing and additional debt.

7.3 The University recognizes that its strategy and mission must be the primary drivers of its capital investment and use of debt. Although external credit ratings provide a view on debt capacity and affordability, the University does not manage its debt portfolio to achieve a specific rating. Success in achieving University objectives will over time result in a stronger financial profile and higher ratings.

7.4 The University will monitor five financial ratios to assist the Board in evaluating debt capacity and affordability, as described below.

7.4.1 Viability Ratio (balance sheet leverage ratio)

Expendable Resources (including available resources of the Oregon Tech Foundation) / Debt

Measures the ability to repay debt with financial resources and the ability to use debt to strategically advance the University's mission

7.4.2 Primary Reserve Ratio (income statement leverage ratio)

Expendable Resources (including available resources of the Oregon Tech Foundation) / Total Expenditures

Measures whether financial resources are sufficient and flexible enough to support the University's mission

7.4.3 Debt Burden Ratio (affordability ratio)

Debt Service / Total Expenditures Minus Depreciation Plus Principal Payments

Measures the University's dependence on debt to finance its mission and the relative cost of borrowing to overall expenditures

Guideline maximum debt burden ratio= 7%

7.4.4 Debt Service Coverage (affordability ratio)

3-Year Average Net Operating Income Plus Non-Operating Revenues Plus Interest and Depreciation / Debt Service

Measures the sufficiency of operations on a cash flow basis to cover debt service

7.4.5 Debt / Revenues (income statement leverage and affordability ratio)

Measures the amount of leverage relative to the size of operations

7.5 All ratio calculations will be based on industry standards and include all "direct debt" such as bonds, bank debt, and any off-balance sheet or similar financing structures that would be considered on-credit

Indirect debt, such as leases and software agreements as defined by GASB Statements No. 87 and No. 96, respectively, is excluded from the above calculations. However, indirect debt is considered

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part of the University's "comprehensive debt", which is a broader measure of the University's debt obligations. The University recognizes that the use of indirect debt has an impact on debt capacity and affordability.

8.0 Internal Financings

Internal Financing may be used when it is determined to be the most appropriate and cost-efficient mechanism for meeting certain financing needs. Unless authorized by the Board, the total value of Internal Financings shall not exceed 10% of the core cash balance of the University's general operating bank account, as projected annually. If the core cash balance of the University's general operating bank account is projected to be inadequate to cover liquidity requirements for any 30-day period in the following 12 months, no Internal Financing will be permitted unless approved by the Board. The maximum term of any single Internal Financing shall not exceed three (3) years.

9.0 Short-Term Financings

The University will not issue Commercial Paper or enter into other short-term financing arrangements using Bank Products without first adopting a Short-Term Financings Policy and seeking input from a consultant with expertise with short-term financing products.

10.0 Reporting Requirements

The Board's Finance and Administration Committee is to be provided a detailed report and update including:

10.1 At least annually or when additionally requested, all outstanding University-Paid Debt and State-Paid Debt (by type, purpose and repayment source, where applicable).

10.2 At least annually or when additionally requested, the amount of outstanding principal, interest rates, maturity dates, debt service requirements and changes in outstanding debt since the previous year's report.

10.3 Upon the release of annual audited financial statements, the debt ratios identified in Section 8.0 above.

10.4 At least annually or when additionally requested, for any variable rate debt, the status and remaining term of any letter of credit or similar liquidity source.

10.5 At least quarterly or when additionally requested, any known or anticipated new debt issuance, use of Internal Financing mechanisms, or accessing of Short-Term Financings regardless of value.

10.6 Significant restructuring or refinancing opportunities.

6.2

Recommendation

After review of documents and proposed revisions to the Board Policy on Debt Management, and with the Recommendation of the Finance, Facilities & Audit Committee, staff requests a Motion for Approval by the full Board of Trustees for Approval of the proposed revisions to the Board Policy on Debt Management as outlined in Attachment A.

6.3

Action Item

New option within BS in
Geomatics: Unmanned Systems

Unmanned Systems Option Presentation for the Oregon Tech's Board of Trustees

Dr. Su Jin Lee

Assistant Professor

Applied Computing & Geomatics Department

June 11, 2026

Unmanned Systems Option at OIT

• Market Need

- The U.S. drone market is projected to grow from \$6.58 billion in 2024 to \$31.34 billion by 2034 (16.9% CAGR: Compound Annual Growth Rate).
- Industries increasingly rely on Unmanned Aerial Systems (UAS) for data acquisition, monitoring, and decision-making.

• Academic Gap

- No public university in Oregon currently offers a 4-year UAS degree.
- Oregon Tech can become a regional leader by integrating UAS, GIS, AI, and data analysis.

• Pathway Models

- **2+2 Transfer Pathway:** Students begin at a Community College and complete the last two years at Oregon Tech.
- **4-year at Oregon Tech:** Students begin and complete the degree at Oregon Tech.

Unmanned Systems Option at OIT

- **Program: B.S. in Geomatics: Unmanned Systems Option**
- **Launch Date: Fall 2027**
- **Focus: Aligned with geomatics, surveying, GIS, remote sensing, and Unmanned Aerial Systems (UAS) technologies.**

Unmanned Systems Option at OIT

- **The Core Philosophy:** "Design-Build-Fly-Analyze"
- **Community Colleges' Role:** Providing strong foundational knowledge and technical operation skills.
- **Oregon Tech's Role:** Providing engineering design, advanced analysis, and professional licensure pathways.
- **The Outcome:** Creating "Geospatial Systems Engineers" and "Licensed Professionals" who lead the industry.

Program Priorities

- The Unmanned Systems program will help meet key priorities in areas such as:
 - Advanced manufacturing
 - Smart & Sustainable transportation
 - Agricultural & Environmental Technology
 - Public Safety & Disaster Response
 - Critical Infrastructure
 - Defense & National Security Applications



Program Learning Outcomes

Graduates will:

- Pilot UAS in accordance with FAA regulations.
- Acquire and process aerial data using advanced sensors.
- Apply GIS and spatial analysis in real-world contexts.
- Integrate AI/machine learning with drone data.
- Design and execute mission plans.
- Communicate technical findings ethically and effectively.



CAREER OPPORTUNITIES

Explore a world of opportunities
in UAS, geospatial technology,
and remote sensing.



DRONE
TECHNOLOGY



GEOSPATIAL
ANALYSIS



REMOTE
SENSING



ACCURATE
DATA



SMART
SOLUTIONS



UAS ENGINEER



Design, build, test and
maintain unmanned
aircraft systems.

REMOTE PILOT



Operate drones safely
and legally to capture
aerial data.

GEOSPATIAL ANALYST



Analyze and interpret
spatial data to support
decision making.

GIS SPECIALIST



Manage, create and
maintain GIS data and
maps.

SURVEY TECHNICIAN



Collect field data and
assist in surveying and
mapping projects.

SURVEYOR-IN-TRAINING



Work toward professional
licensure while gaining
hands-on experience.

REMOTE SENSING ANALYST



Use satellite and aerial
imagery to analyze
Earth's surface.

PRECISION AGRICULTURE SPECIALIST



Leverage drone data and
analytics to optimize crop
yield and resources.

INFRASTRUCTURE INSPECTOR



Inspect bridges, roads,
towers and other assets
using drone technology.

ENVIRONMENTAL MONITORING SPECIALIST



Monitor natural resources
and ecosystems with
aerial data.

PUBLIC SAFETY DRONE OPERATOR



Support emergency
response and public
safety missions.



REAL DATA. REAL IMPACT. REAL OPPORTUNITIES.

Build **your future** in a growing, in-demand field.



TECH
chnology

Why Oregon Tech?

- Oregon's only polytechnic university
- Strong GIS and Surveying foundation
- Existing FAA Part 107 expertise
- Existing drone fleet and labs
- Kingsley Field partnership
- OMIC partnership
- Oregon UAS Accelerator partnership
- Existing ABET-accredited Surveying program



Program Phases

- **Phase 1: Design**
 - Goal: Conceiving the System
 - Skillset: Mathematical modelling, simulation, and CAD.
- **Phase 2: Build**
 - Goal: Fabricating the Solution
 - Skillset: Electronics, systems integration, and fabrication.
- **Phase 3: Fly**
 - Goal: Executing the Mission
 - Skillset: Mission planning, regulatory compliance, and flight execution.
- **Phase 4: Analyze**
 - Goal: Delivering the Value
 - Skillset: Processing sensor data into actionable intelligence.

R&D Ecosystem

- **OMIC (Oregon Manufacturing Innovation Center) R&D Partnership**
 - Access to prototyping, fabrication, and materials testing
- **Oregon UAS Accelerator**
 - Connects students with industry mentors and startups
 - Provides commercialization pathways and internships.
- **173rd Fighter Wing, Kingsley Field (Operation Focus)**
 - Role: Drone flight test site and airspace integration partner
 - Benefit: Located in Klamath Falls, offering unique opportunities for collaboration on airspace deconfliction and joint operation training.

Required Credits

GE Requirements	Listed Credits
Communication	19
Humanities	9
Social Science	12
Science/Math	36
Major Requirements	
GIS/Surveying	39
Coding/Engineering	31
UAS	30
Electives	
Electives	4
Total:	180

Year 1 – Foundations

B.S. in Geomatics – Unmanned Systems Option

Building the Core Knowledge

- Mathematics and Calculus
- Geographic Information Systems (GIS)
- Surveying Fundamentals
- Technical Communication
- Engineering Graphics (CAD)
- Introduction to Unmanned Systems
- Mobile & Web GIS

Key Courses

- GIS 103 The Digital Earth
- GME 161 Plane Surveying I
- GIS 134 Geographic Information Systems
- UAS 101 Introduction to Unmanned Systems
- CE 203 Engineering Graphics
- GIS 205 Mobile & Web GIS

Year 2 – Build

Developing Engineering and Operational Skills

Focus Areas

- UAS Hardware
- Fabrication
- Flight Operations
- Regulations and Safety
- Statistics and Decision Making
- Engineering Management

Key Courses

- UAS 210 UAS Hardware & Fabrication
- UAS 220 UAS Safety & Regulations
- UAS 230 Flight Lab II
- GIS 306 Geospatial Raster Analysis
- GIS 316 Geospatial Vector Analysis I
- MATH 361 Statistical Methods I
- BUS 304 Engineering Management

Year 3: Fly & Analyze

Advanced Systems Integration

Focus Areas

- Aerodynamics
- Physics
- Embedded Systems
- Mission Planning
- Remote Sensing
- Automation
- Python Programming

Key Courses

- UAS 310 Aerodynamics & Mechanics
- UAS 315 UAS Mechatronics & Embedded Systems
- UAS 320 Engineering Design & Simulation
- UAS 350 Flight Lab III
- GIS 332 Python for Geospatial Analysis
- GIS 435 Remote Sensing II
- GIS 426 Geospatial Vector Analysis II

Year 4: Integration & Capstone

Design • Build • Fly • Analyze

Focus Areas

- Geodesy
- GNSS Surveying
- GIS Databases
- UAV Data Acquisition
- Professional Communication
- Multidisciplinary Design

Capstone Sequence

UAS 491 – Design

- Mission requirements
- System architecture
- Engineering planning

UAS 492 – Build/Fly

- System integration
- Flight testing
- Performance validation

UAS 493 – Analyze/Report

- Data processing
- Decision support products
- Technical reporting

Pro Forma

I. PLANNED STUDENT ENROLLMENT			Year 1	Year 2	Year 3	Year 4	Year 5
			FTE	FTE	FTE	FTE	FTE
	Headcount						
	A. New enrollments to institution		5	10	15	20	25
	B. New part-time students		3	3	3	3	3
	C. Enrollment from existing programs		3	3	3	3	3
	TOTAL		11	16	21	26	31
II. REVENUE							
	4. New Tuition Revenues from Increased Enrollment		\$153,093	\$238,137.96	\$328,147.67	\$423,343.64	\$523,956.03

Pro Forma (cont'd)

III. EXPENDITURES			Year 1	Year 2	Year 3	Year 4	Year 5
			One-time	On-going	On-going	On-going	On-going
A. Personnel Costs							
1. FTE (total for all personnel types)			0	1	1	2	2
No. Faculty (1 FTE = 36 Credits)			0	1	1	2	2
2. Faculty			-	\$85,000	\$87,550	\$180,354	\$183,059
No. Adjuncts (1 Adjunct = 9 Credits)							
8. Fringe Benefits			\$0	\$64,428	\$65,640	\$132,338	\$133,624
9. Other:			\$0	\$0	\$0	\$0	\$0
Total Costs			\$0	\$165,628	\$169,390	\$336,992	\$340,983

		Year 1	Year 2	Year 3	Year 4	Year 5
		On-going	On-going	On-going	On-going	On-going
B. Operating Expenditures						
1. Travel		\$3,000	\$3,300	\$3,630	\$3,993	\$4,392
2. Professional services		\$2,000	\$2,200	\$2,420	\$2,662	\$2,928
3. IPDA allocation		\$1,500	\$1,650	\$1,815	\$1,997	\$2,196
4. Communications		\$500	\$550	\$605	\$666	\$732
5. Services & Supplies (Flight + Lab Consumables)		\$11,000	\$11,500	\$12,500	\$13,000	\$14,000
6. Software		\$7,000	\$8,000	\$9,000	\$10,000	\$11,000
Scholarships		\$0	\$0	\$0	\$0	\$0
8. Marketing materials and advertising		\$2,000	\$2,200	\$2,420	\$2,662	\$2,928
9. Miscellaneous (Computers & Incentive Funds for New Faculty):		\$3,000	\$3,300	\$3,630	\$3,993	\$4,392
Total Operating Expenses		\$30,000	\$32,700	\$36,020	\$38,972	\$42,569
C. Capital Outlay						
1. Library Resources		\$0	\$0	\$0	\$0	\$0
2. Equipment		\$30,000	\$10,000	\$11,000	\$12,100	\$13,310
Total Capital Outlay		\$30,000	\$10,000	\$11,000	\$12,100	\$13,310

Pro Forma (cont'd)

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenue	\$153,093	\$238,138	\$328,148	\$423,344	\$523,956
Total Expenditures	\$60,000	\$208,328	\$205,410	\$375,964	\$383,552
Net Income	\$93,093	\$29,810	\$122,737	\$47,380	\$140,404

RUAV 0.5



SPECIFICATIONS

Frame	Holybro X500 V2
Flight Controller	Orange Cube +
GPS / Compass	u-blox M9N
Telemetry	915MHz (SIK)
ESC	Tekk22 F4 65A 4in1
Motors	X500 KV320
Propellers	22 inch
Battery	6S 10000mAh LiPo
Takeoff Weight (Ext.)	~4.5 kg
Arm Diameter	500 mm
Custom Modifications	Oregon Tech Integrated Avionics and Branding

Integration and custom modifications by
Oregon Institute of Technology

TOP VIEW



FRONT VIEW

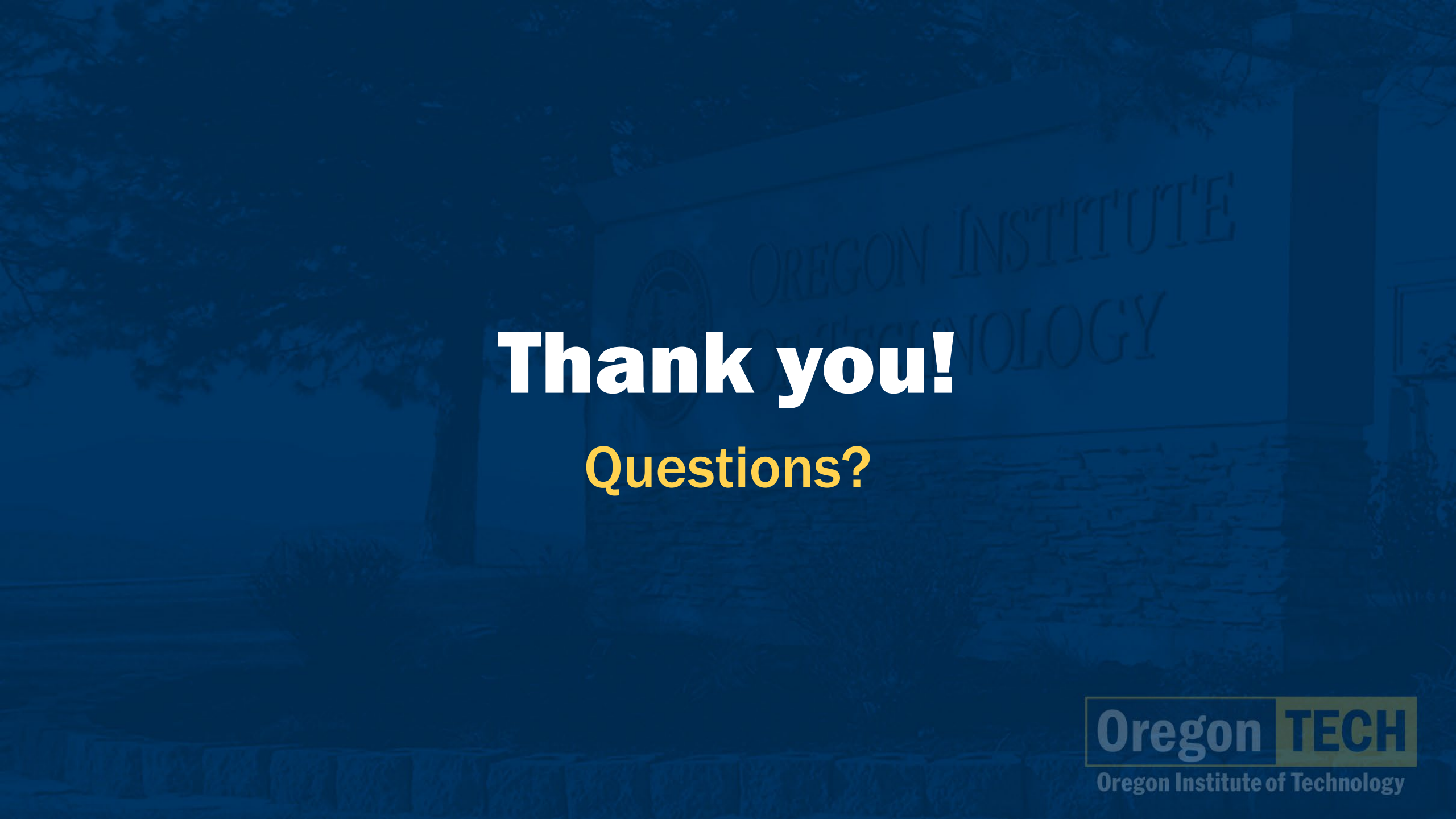


SIDE VIEW



REAR VIEW



A large stone sign for the Oregon Institute of Technology is visible in the background, partially obscured by a blue overlay. The sign features the text "OREGON INSTITUTE OF TECHNOLOGY" and a circular seal on the left.

Thank you!

Questions?

6.3

Recommendation

After review of documents, and with the Recommendation of the Academic Quality and Student Success Committee, staff requests a **Motion for Approval** by the full Board of Trustees to take due action for Approval of the addition of the Unmanned Systems option within the Bachelor of Science in Geomatics at Oregon Tech, effective Summer 2026, and to authorize the President or designee to follow up with NWCCU, HECC, and other relevant bodies as appropriate.