

POSITION	TERM	NAME	DEPARTMENT/DIVISION
Chair- Senior Vice President	2025-26	John Harman	Finance and Administration
Vice President, <i>ex officio</i>	2025-26	Mandi Clark	Student Affairs
Assoc. VP/Controller	2025-26	Alicia Dillon	Finance and Administration
Provost and VP Academic Affairs	2025-26	Hesham El-Rewini	Academic Affairs
AVP for SEM and Student Success	2025-26	Greg Stringer	Strategic Enrollment Mgt./Ret.
Financial Aid & Registration Coordinator	2025-26	Kendal Marks	Registrar/Financial Aid
Budget & Planning Rep	2025-26	Victoria Inogamova	Budget Office
FOAC Chair	2024-27	Don DaSaro	Business Management
Professor	2024-27	Ryan Madden	Humanities/Social Services
Klamath Falls ASOIT Delegate	2025-26	Aurora Parsons	Student Government
Portland-Metro ASOIT Delegate	2025-26	Bryce Wilson	Student Government
Klamath Falls Student	2025-26	Uriel AguilarTorres	Student
Klamath Falls Student	2025-26	Chase Uhrich	Student
Klamath Falls Student	2025-26	Naomi VazquezTellez	Student
Portland Metro Student	2025-26	Jessica Armenta	Student
Administrative Support	2025-26	Celia Green	Finance and Administration

## Minutes

Attendance: John Harman, Mandi Clark, Alicia Dillon, Greg Stringer, Kendal Marks, Victoria Inogamova, Ryan Madden, Aurora Parsons, Bryce Wilson, Uriel Aguilar Torres, Chase Ulrich, Jessica Armenta, Celia Green

Additional Attendees: Josie Hudspeth, Kim Faks, Victoria Seward, Carl Agrifolio, Anwen Jones

1. Three committee members could not attend. Proxies were assigned as follows:
  - a. Don DaSaro assigned his proxy to John Harman
  - b. Hesham El-Rewini assigned his proxy to Alicia Dillon
  - c. Naomi Vazquez-Tellez assigned her proxy to Uriel AguilarTorres

All other committee members were present.

2. AVP Dillon replied to feedback received via the TRC website.
  - a. **Question 1:** One of the guiding principles of the TRC is to “maintain the current service level, quality, and support” for student education. Currently, medical imaging is missing a CT and MRI professor and is short staffed in other programs. What efforts is the TRC making to ensure tuition raises are not coming at a time of decreased education quality?

**Response:** Dr. El-Rewini provided feedback via email to AVP Dillon. In February 2025, the Medical Imaging Technology (MIT) department received approval for five faculty positions. One position has been filled, and recruitment remains ongoing for the remaining four positions. As part of the Collective Bargaining Agreement (CBA), salaries within the MIT department were significantly increased. Additionally, a faculty committee has been established to evaluate five key areas, including strategies to attract qualified candidates. Funding for these positions will remain in place until all positions are filled.

- b. **Question 2:** Would you please explain how expenses strategic initiatives/ projects (upcoming Strategic Plan goals) are managed?

**Response:** AVP Dillon explained that during the annual budget development cycle, departments may submit proposed strategic initiatives for consideration. Vice Presidents prioritize submissions within their respective divisions. The Finance and Operations Advisory Committee (FOAC) reviews and ranks the initiatives, followed by a final review and ranking by Senior Leadership. When funding is available, projects are supported based on the final prioritization. This process allows the institution to respond effectively if there is additional Higher Education Coordinating Commission (HECC) funding from the fall true-up.

3. The committee and additional attendees were invited to ask questions. None were asked.
4. SVP Harman reviewed the information provided in the presentation with the committee.
5. Discussion & Questions
  - a. **Reserve Funding Balance** SVP Harman reviewed historical use of reserves to balance the budget. Three years (FY 2022-23) ago, \$1.5 million was requested, with \$605K ultimately used following significant expense reductions. Two years ago (FY 2023-24), \$3.0 million from reserve was requested, and \$1.8 million was used. Last year (FY 2024-25), \$2.5 million was requested when the budget was adopted and then an additional amount was requested in October to fund Oregon Tech’s connection to the city water supply. However, because student credit hours rose by just over 4%, spending from the fund balance was not necessary after all. Board policy requires maintaining a fund balance equal to 10–15% of annual budgeted revenues. The current fund balance is estimated at 17–18% of annual budgeted revenue.
  - b. **Enrollment Trends** Enrollment trends differ from the prior year. While student headcount increased, the average number of credit hours taken per student was not up as much. This trend may be related to early-year uncertainty surrounding financial aid, higher inflation, and instability in federal grant funding.
  - c. **Transfer and Dual Credit Impacts** The committee discussed the impact of transfer and dual credit hours on revenue. Dual credit students pay minimal tuition for earned credits. On average, incoming students have earned approximately six dual credit hours. Students transferring from community colleges generate revenue for those institutions rather than Oregon Tech. While community colleges offering bachelor’s degrees benefit students, this trend negatively affects four-year universities’ revenue.
  - d. **Financial Sustainability** Discussion continued on maintaining Oregon Tech’s long-term financial health. Increased enrollment is only one factor driving success. The institution must continue responding to student and community feedback, offering relevant programs, expanding online and degree offerings, and pursuing growth in a deliberate manner. Improving student retention remains critical to sustainable growth.
6. Motions were requested for proposed adjustments for the 2026-27 academic year tuition and fee rates.

- a. Uriel AguilarTorres moved to increase tuition by 4% unless the State did not decrease the PUSF budget allocation, in which case, tuition would be increased by 3.5%. Chase Uhlrich seconded the motion. Vote: 4 yes; 11 no  
Outcome: Motion failed
  - b. AVP Dillon moved to increase tuition by 4.5% unless the State did not decrease the budget PUSF allocation, in which case, tuition would be increased by 4%. Dr. Stringer seconded the motion. Vote: 11 yes; 4 no  
Outcome: Motion carried
7. SVP Harman will compile the TRC Committee report and send back out to the Committee for review before sending the recommendation to the President. Those who voted against the approved motion were encouraged to write a minority report to the President for his consideration. The Board of Trustees will vote on the President's tuition and fees recommendation at the April 2026 Board meeting.

SVP Harman thanked the committee for their participation and service.