

Meeting of the
Oregon Tech Board of Trustees
Academic Quality and Student Success Committee
Board Room, Portland-Metro Campus
And virtually via Micro ()Tj ET Q 520.9 533.

6. Other Business/New Business(4:55pm) (5 min)

7. Adjournment (5:00 pm)

Meeting of the
Oregon Tech Board of Trustees
Academic Quality and Student Success Committee
Room 402, Portland-Metro Campus
And virtually

Jane Woodcock, Executive Director, Sponsored Projects & Grants Administration

8. Call to Order/Roll/Declaration of a Quorum, Chair Jeremy Brown
Chair Brown called the meeting to order at 1:15. The Board Secretary called roll and a quorum was declared. Trustee Brown welcomed the new members to the committee and welcomed back Trustee Leóniz.

9. Consent Agenda Chair Jeremy Brown
 - 2.1 [Approve Minutes of the June 2, 2022 Meeting](#)
No changes were voiced. Minutes approved as submitted.

10. Reports
 - 3.1 [Provost's Report](#) Provost and VP for Academic Affairs and Strategic Enrollment Dr. Mott
Dr. Mott reviewed her PowerPoint presentation, which addressed the September 2022 Convocation. She discussed the highlights thereof, including the keynote address, "Strategies for closing equity gaps," given by Drs. Ed Harri and Gita Banera, both Senior Vice Presidents at NWCCU, sessions on the Academic Master Plan, strategic enrollment plans, an assessment session, accreditation status, and addresses by the Provost and Deans. At a separate half event at the Portland Metro campus, Senior Leadership met with ASAC leaders to discuss Portland Metro student needs. Dr. Mott addressed staffing matters and advised that searches are in progress for the positions of Dean of Online Education and Global Engagement, Director for the new Center for Excellence in Applied Learning, and Associate Vice Provost for Academic Excellence. She also reported that faculty searches are underway this fall. Dr. Mott reported that Dr. Christopher Syrnyk had been promoted to Executive Director of the Honors Program and Office of Competitive Scholarships. Effective July 1, 2022. Also, Dr. Arief Budiman has been named Acting Director of the Oregon Renewable Energy Center (OREC), effective September 1, 2022. Dr. Kari Bjuredgren will co-chair the new Wellbeing Committee, which has been formed, along with Sarah Henderson Wong (Human Resources). This committee is one of the climate assessment action steps. Dr. Mott shared that a final draft of the Academic Master Plan will be posted on the website and disseminated via email for comments. An open forum will be scheduled to discuss the implementation of those action items with timelines in the current and next academic years. Every goal has a metric,

studentsThe new Director of Veteran Student Services, Don Stockton, started September 6
andserves students across all campuses. Staffing levels are challenging as we have experienced
turnover in career services, student life, advising, and mental health counseling. Dr. Foley
shared they are also conducting an equity gap review/study.

explained the intent to have a standard response plan for both campuses. The biggest challenge will be to project the plan to the Portland Metro Campus. Trustee Nguyen explained that the two campuses are very different. Director Tripp pointed to the need to tailor the needs of each campus, and the Portland Metro campus continues to evolve. Trustee Brown asked about public perception and how people feel about coming to a safe workplace. Director Tripp replied that training and communicating with campus is ongoing, and he plans to build confidence in the procedures through continued, robust training. Also, this is reinforced by conducting drills and training. He stressed this is a systems approach and we are in the early stages of building the system. Trustee Minty inquired about the emergency response system and emergency alert systems. Director Tripp answered with the process and working with Dr. Foley and communications through appropriate channels. Threat assessment is done in the moment as the situation arises. Oregon Tech relies on community input as well. Dr. Ehrer added the Alert System is robust and segmented by campus.

5.3 [National Early Response Firefighting System \(NERFS\)](#)

Graeme Wilttrout (presenting for group: Dylan Yoshinaga, Fletcher Stults, Marcus Delamarter, Toby Ruston, Sydney Beers, Logan Rivera, Jemisha Vargas, Gabriel Bafia, and Brandon Moehlman)

5.4 [Update on Human Resources Dashboard](#) John Harman, VPFA

VP Harman reviewed his PowerPoint presentation, which addressed national resignation trends and why employees are resigning nationwide at a high rate. He shared the various factors that guide the current trends in workforce mobility. He provided statistics regarding OT separations and new hires over a five year period, including a breakdown by class, location, faculty tenure and rank, and reasons for separation.

Trustee Brown added that the report's purpose was to examine the veracity of past claims made to the Board related to turnover and workforce mobility. President Naganathan pointed out the additional hires that have been made over the past 5 year timeframe.

VP Harman explained the exit survey results and separations. Chair Davis asked, what are we doing to implement a plan to address turnover. VP Harman discussed plans to invest in personnel with ongoing education programs and coming from within. President Naganathan added that we need to care for each other, and provide connection points for

discussed goals for the College of Engineering, Technology, and Management, the College of Health, Arts and Sciences, and other academic offices. Dean Peterson shared his excitement regarding the environmental science programming and its location in Klamath Falls. Dean Peterson called this a low resource request since most of the faculty and the program support needed to implement the MS in Natural Sciences degree is low or already met. Chair Davis asked what this degree translates to ~~career~~ ^{careers}. Dr. Mott responded ~~careers~~ ^{careers} include working at state and federal agencies. The MS in Biomedical sciences complements several undergraduate degrees. The MS in Dental Therapy program is a program OHA and the Oregon Legislature support related to dental care for rural ~~and~~ ^{and} populations. This is a

OFFICE OF THE PROVOST

AQ&SS Committee January 27, 2022

Academic Affairs and Strategic Enrollment Management Update

This spring a top priority across campus is the Northwest Commission on Colleges and Universities (NWCCU) seven year accreditation report due March 1, and site visit in April. With the resignation of the AVP for Academic Excellence in the fall, Vice Provost Alish has taken the lead in writing the report with the assistance of Janette Isaacson. Vice President Foley, Vice Provost Afjeh and Janette Isaacson are serving as leadership for the preparation of the site visit.

Updated KPI dashboards are included in Attachment A. The employee information (HR) and student to faculty ratio remain to be updated, which will be done once the official numbers are available after reporting to IPEDS in early April this year.

Data comparisons between Oregon Tech and peer institutions is included as Attachment B. This information has been collated for our NWCCU Year 7 report and is included to provide the Board of Trustees some national perspective.

Staffing

Human Resources data on Oregon Tech employee (faculty and staff) and applicant diversity are shown in Attachment C.

Several vacant leadership positions are currently being recruited including Dean of Online Education and Global Engagement, AVP for Academic Excellence, AVP for Strategic Enrollment Management and Retention, Executive Director for Center for Excellence in Applied Computing.

Most notably our Dean for Engineering, Technology and Management (ETM), Dean Keyser has accepted a new position and has resigned with an effective last day of March 17, 2023. We w

Oregon Tech Board of Trustees

Oregon Tech B rdru-25 stees

Industry Partnerships

The Boeing Company (Boeing Commercial Airplanes) and Oregon Tech collaboration is progressing well with the establishment of a Collaboration Lab in the CEET building at Oregon Tech's Klamath Falls campus, providing a secure environment for Oregon Tech ~~and~~ completing projects for Boeing. The first project is scheduled to begin this spring.

Academic Facilities

Boivin Hall renovations are on track for fall ~~opening~~ and Dean Peterson is coordinating furniture and fittings purchases with a group of ~~stake~~holders (faculty and staff).

Additional space in the basement of the Dow building is being renovated ~~for~~ funded DPT faculty research.

The Behavior Improvement Group Applied Behavioral Analysis (BIGABA) Clinic ~~lease~~ was not renewed last spring and since then, despite many efforts, a new location has not been identified. They are currently housed with the Foundation office but this space does not allow for full clinic operations. Finding an appropriate location is a high priority for OT and for the Klamath Falls community that the clinic serves.

College News

Engineering, Technology and Management

OREC at Oregon Tech Named as Semifinalist in the ~~Am~~ ~~Make~~ Solar Prize

OREC entered the competition with the ~~CRA~~ CATCHER AI (artificial intelligence), a system of lasers and artificial intelligence to assess mechanical stress on PV (photovoltaic) cells inside solar modules, sensing and predicting fracturing in high volume PV manufacturing.

Representing Oregon Tech ~~are~~ the OREC Director and Assistant Professor Arief Suriadi Budiman, Ph.D., as the Main Principal Investigator (PI); Manufacturing and Mechanical Engineering Technology Instructor Derrick Speaks, Ph.D.; and Manufacturing and Mechanical Engineering ~~Techn~~ Professor Tim Pasang, Ph.D.

~~^d} v o u}CE •}o CE u vμ(šμCE]vP]v šZ h v]š ^š š •U Z < d , Z~~
innovative way to sense and predict cracks in silicon solar cells using scientific principles, which has not been possible hitherto and will then lead to higher manufacturing yield as well as quality, and secure U.S.
~~}u%o š]š]À v ••]v •}o CE W s u vμ(šμCE]vP Á}CE o Á] U_ W/ μ]u v •]~~

Student Affairs Update AQSS Committee, January 2023

The following report provides information about the Student Affairs division and highlights from individual offices for the KF and PM locations (as of January 13, 2023).

ASOIT

- x Academic Affairs Officer resigned late fall term due to other commitments; Thomas Long has been selected as the new officer and will begin immediately
- x Elections are planned for the next academic year for president and vice president positions next month
- x T-shirts for the Black Out for Hunger basketball game (Saturday, February 11) are being designed and ordered

Athletics

Fall Update For the second-straight year, the men's basketball team advanced to the NAIA National Championships dropping a first-round matchup in Olathe, Kan., against MidAmerica Nazarene. The squad finished 13-4 on the season, with Brock Rideout earning All-America honors. The women's basketball team advanced to the Cascade Conference Tournament for the second-straight year, dropping a first round game to rival Southern Oregon. Maddie Miller earned first-team All-CCC, helping the Lady Owls to a 6-5-5 overall record. Nicole Reyes led the volleyball team to a 15-13 overall mark, including a season sweep of SOU, with the senior earning the third ACC honor of her career. Jonas Hartline and Nick McMillen earned All-America honors in cross country. The men's soccer team finished 11-4 at the Oregon Tech National.

Winter Update: The men's basketball team (7-8 as of Jan. 11) had the toughest non-conference schedule in program history, including a game tour of Indiana, competing in the Crossroads/Cascade Classic. The Lady Owls (11-4 as of Jan. 11 with a game win streak) opened the season 40 behind Olivia Sprague, who currently leads the league in scoring average, assists per game, steals per game, and 3-point percentage. Both teams will be at home for three weekends in January: 6-7, Jan. 20-21, and Jan. 27-28. In fact, among all Division I schools, only UO, OSU and U of Portland average more than the OIT men.

- x Collaborating with Management/ Business faculty to host the Business Majors Networking Event(Spring Term).
- x Collaborating with OHSU Nursing Program

and so continues to support our students); Fall 2022 completed appointments (n=483) were lower by 48 than Fall 2021 completed appointments (n=531).

- x Total unique students supported for mental health was slightly lower; Fall 2022 unique students served (n=141) were 18 students fewer than Fall 2021 (n=159).
- x Crises were comparable (n=20 in Fall 2022 and n=23 in Fall 2021).
- x When comparing the top concerns discussed in counseling between the 2 terms:
 - o While Anxiety and Depression are typically the most diagnosed mental health conditions at Student Health, Fall 2021 saw an alltime high of 73% of unique students seen struggling with Anxiety (and 65% reporting mood disorders, like Depression); note that these are not mutually exclusive categories. Fall 2022 saw a more typical pattern with 61% of unique students with Anxiety, and the same percentage (61%) meeting criteria for mood disorders (Depression and so on).
 - o Students reported elevated interpersonal concerns in Fall 2021, with 88% of the unique students seen reporting issues with parents, friends, and significant others; in fact, close to half of the unique students seen in counseling specifically reported conflicts with their parents (41%). While interpersonal concerns were lower in Fall 2022 (60% of unique students seen), it remains elevated over prior years.
 - o Academics represented the most frequent topic of focus in Fall 2021, with close to half of all unique students endorsing academic stress (47%); this lowered to 24% of unique students seen in Fall 2022 (which is a more typical percentage).
- x Changes in our electronic medical records system now allow us to pull data from the Health History Form that each admitted student (excluding One Only) is required to complete. As a result, we now have improved access to both medical and mental health histories for cohorts of incoming students. Curious as to how COVID may have impacted several potentially related symptoms, we pulled data from these cohorts starting in 2017 to present (chart below). Most notably (and not surprisingly) both Anxiety and Depression have increased significantly over time, particularly from the outset of COVID, while the other potentially related symptoms seem to have been less affected. We will continue to explore the data to look for trends and patterns, and will now be able to better monitor incoming student issues in a much more complex way.

- x Counseling staff have been working hard to support the campus community in the wake of student deaths Targeted outreach was made to student organizations, roommates, RA staff, friends, and other groups whose lives have been touched by the loss of these students in Drop counseling was offered for several days in both instances, as well as other efforts to connect with students and employees who were impacted. Further, employees were provided with EAP information for ongoing support. There were several students who sought immediate support via crisis appointments, while others (who were already seeing the counseling staff) simply processed it during their usual sessions.

Medical Services

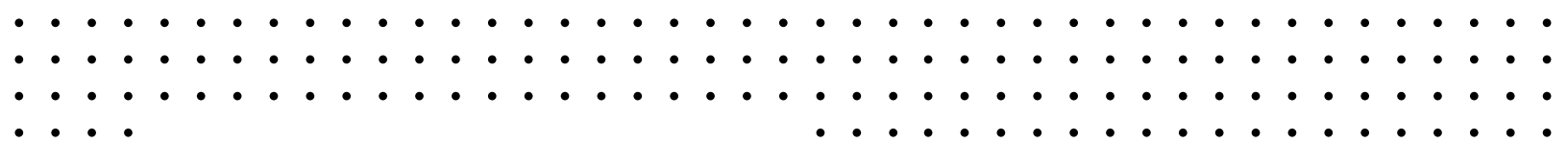
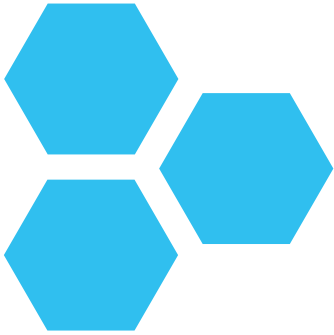
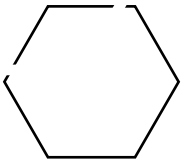
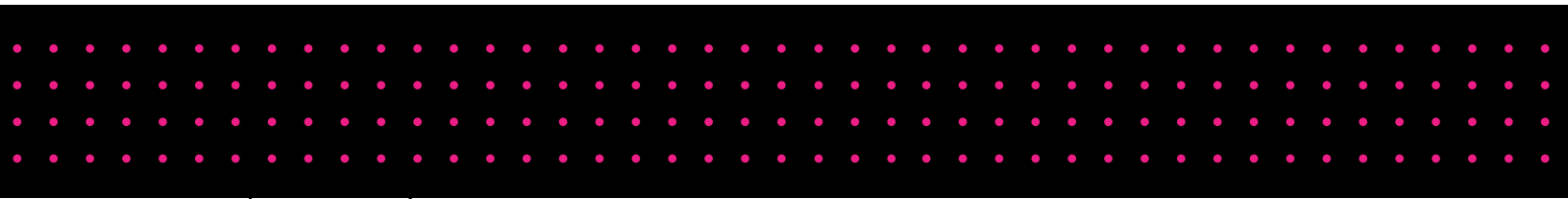
- x Medical appointments

- x REMS continues to assess the regulations governing chemical hygiene/laboratory safety, laser safety and radiation safety. Oregon Tech policy assigns compliance efforts would likely benefit from a more structured programmatic approach with an appropriate level of administrative oversight. A report entitled University Safety Program was

Raytheon, among other defense industry staples, but also multiple cybersecurity and IT professionals including Microsoft.

- o Oregon Tech students stood out as being uniquely positioned to capitalize on the face-to-face interactions with these industry reps as high performing polytechnical students.
- x The Portland Metro VRC move is complete and there will be a Grand Opening of the 1st floor space on January 25
- x A program presented at the SVA National Conference by Author and Documentarian Sebastian Junger called Communities. Oregon Tech military connected students have a great opportunity to demonstrate community building when we host these 3(y)g 0 rthese 3(y)g 0 rthese 3(y)g 0 rthese 3(y)g 0 r

r



Academic Master Plan

Definition of an Academic Master Plan

The Academic Master Plan (AMP) provides the overarching goals and objectives for Academic Affairs at Oregon Tech, including students, faculty, staff and administration. It sets the goals and objectives to accomplish the vision and mission of Academic Affairs as it builds toward the future. The plan is not operational, but visionary and forward looking. It is not program reduction focused, but instead concentrated on program and curriculum innovation, accountability, and quality. The plan provides focus to the work of all members of Academic Affairs at the University.

Principles to Guide the Master Planning Process

Approval from the president and board of trustees provided charges to a steering committee of Academic Affairs members, including faculty, students, Academic Affairs staff and administrators to develop the AMP which will form a bold and challenging Academic Affairs roadmap for the next five years and beyond. The plan provides vision and focus for moving the institution forward to realize its potential as a polytechnic university. The academic master planning process:

- x Leads the academic mission of Oregon Tech into the future at all its locations

excellence. The dean of the college of Health, Arts, and Sciences chaired the committee. The committee focused on four charges shown below. The group met weekly as an entire committee, but most of the work was done in subgroups focused on charges one and four. One member of each charge group participated in charge one.

Charges

At the outset of the committee, the provost provided four charges to the committee to guide their efforts:

Charge 1: To develop academic vision and mission statement for Polytechnic University.

Charge 2: To form a plan for fiscally sustainable growth through an array of innovative, forward looking academic programs that reflect the university mission and include signature experiences, as well as address the need for coherence and coordination between academic units configured for the future.

Charge 3: To outline initiatives that will increase enrollment, retention, and graduation rates, serving the academic needs and ensuring financial sustainability (HECC Strategic Roadmap, 2021).

Charge 4: To develop a path for progress in entrepreneurial and collaborative applied research,

FRPPLWWLÓW` <pp İ0 ÀEÍ0UÄp p` p 0p I <W · L Â@ 0 <`Kp \§ L ð Êp p ü ð Ä p Å, \Ü

Goals

Goal 1: Create fiscally sustainable growth through an array of strong, innovative, forward looking programs aligned with the U Q L Y H U V L W, workforce needs of the region and state, market projections, University resources and student interest.

1.1 Identify programs with current strengths to develop further.

Metric: Identify six strong programs based on mission, workforce needs enrollment

Implementation Timeline: January 2023

Metric: Program review process including external review established
 Implementation Timeline: Fall 2023
 Responsible person/Office: Associate Vice Provost Academic Excellence
 Resources: Deans, Department Chairs, Provost, Admissions, Institutional Research, Faculty, Student, Online Education, outside reviewers

1.6 Evaluate and improve faculty and staff retention rates to ensure the continued offering of programs.

Metric: Faculty and staff retention improvement
 Timeline: Ongoing
 Responsible person/Office: Assistant Vice Provost Faculty Labor Relations
 Resources: Deans, Human Resources, academic departments

Goal 2: Coherence and coordination between academic units configured for the future.

2.1 Explore functional units and organization (i.e., colleges, divisions, departments) with an intent toward promoting shared common pedagogical and research interests, supporting growth and development in specifically identified disciplinary academic areas.

Metric: Restructured functional units
 Implementation Timeline: Fall 2024
 Responsible person/Office: Provost
 Resources: Deans, Department Chairs, Faculty, Finance and Administration, Curriculum Planning Commission, Graduate Council, Registrar, VCoPA, Admissions

2.2 Provide opportunities for faculty across campus to engage in conversations and encourage development of innovative programming and faculty research in rural healthcare, applied computing, the environmental sciences, etc.

Metric: Meetings at least once per quarter
 Implementation Timeline: Fall 2022
 Responsible person/Office: Provost
 Resources: Provost Office, Deans, University Research Committee, Sponsored Projects and Grants Administration, Executive Director, Commission on College Teaching

Education, office of Sponsored Projects and Grants Administration, Educational Partnerships and Outreach, and Academic Advising and Retention. This information will then be updated and included in every program review.

Metric: NWCCU Year 6 report which includes this information
Implementation Timeline: Completed, 2021
Responsible person/Office: Vice Provost Research and Academic Affairs
Resources: Provost Office, Student Affairs, Deans, Faculty, Staff

- 3.2 Tie institutional administrative process improvement and efficiency to Strategic Plan (Pillar II) order to improve processes that support growth in academic departments and support systems.

Metric: Implement Academic Master Plan
Implementation Timeline: 2027
Responsible person/Office: Provost Office
Resources: Board of Trustees, Senior Leaders, Sponsored Grants and Projects Administration, Library, Student Affairs, Department Chairs, Provost Leadership Team

- 3.3 Connect accountability for improved results to job descriptions and/or annual reports departments, colleges, and Academic Affairs

3.3.1 Units at each level (department, college, division) summarize progress towards goals through preparation of annual reports

Metric: Annual department reports that summarize all faculty accomplishments
Implementation Timeline: June 1, 2023
Responsible person/Office: Provost Office
Resources: Provost, Deans, Department Chairs, Provost Leadership Team

- 3.4 Revise annual performance evaluation position description and processes to better reflect the vision/mission of Academic Affairs

Metric:

Metric: Development of comprehensive advising program
Implementation Timeline:

Metric: Identify two potential new centers
 Implementation Timeline: Fall 2024
 Responsible person/Office: Provost Office/Vice Provost, Research and Academic Affairs Deans
 Resources: Sponsored Grants and Projects Administration, Institutional Research, US Labor Bureau, Career Services, Provost, Deans, Faculty, Department Chairs

- 1.3 Facilitate connections between research center work and relevant courses in curriculum. Review connections to ensure that research centers and industry partnerships benefit student learning and outcomes.

Metric: Students involved in undergraduate research through centers
 Implementation Timeline: Ongoing
 Responsible person/Office: Academic departments
 Resources: Sponsored Grants and Projects Administration, Provost Office, Institutional Research, US Labor Bureau, Vice Provost, Research and Academic Affairs, Library, University Research Committee

Goal 2: Create consortia, partnerships with industry to work toward shared goals

- 2.1 Explore and create research consortia involving industry partners, other universities, non profit and government organizations, and Oregon Tech faculty and students

2.1.1 Provide a framework for organizing a schedule of events and evaluating the efficacy/impact of each consortium

2.1.2 Host consortium events that showcase student and teacher scholarship presentations

Metric: Development of a partnership with industry to benefit student experience
 Implementation Timeline: Fall 2023
 Responsible person/Office: Deans
 Resources: Vice Provost, Research and Academic Affairs, Career Services, industry boards, University Research Center, academic departments, Sponsored Projects Grants Administration

- 2.2 Develop industry advisory boards for each program/department to cultivate industry relationships, participate in campus events, participate in student applied learning experiences, and contribute to college orientation events

Metric: Boards formed for each program/department
Implementation Timeline: Spring 2023
Responsible person/Office: Department Chairs
Resources: Provost Office, Deans, faculty experts, Board of Trustees,
Workforce Development Boards

- 2.3 Provide workshops addressed to students, staff, and faculty on leadership, communication, professional development, and

- Metric: At least 10% of students doing applied research will present at a conference
- Implementation Timeline: Fall 2024
- Responsible person/Office: Academic departments
- Resources: Vice Provost Research and Academic Affairs, Department Chairs, Deans, Faculty, Students
- 3.4 Produce conference proceedings and make them accessible to partnerships and research through an Oregon Tech library institutional repository
- Metric: Proceedings produced from conferences sponsored by Oregon Tech
- Implementation Timeline: Fall 2025
- Responsible person/Office: Library
- Resources: Vice Provost Research and Academic Affairs, academic departments, Department Chairs, Faculty, Deans, Institutional Advancement, Academic Affairs, MarCoPa, Sponsored Projects and Grants Administration, Library
- 3.5 Increase equitable student access to scholarships and involvement in the R&D Centers. Seek sponsors for students through scholarship offerings from the Oregon Tech Foundation, and external resources
- Metric: Students working with the R&D centers funded through scholarships
- Implementation Timeline: Fall 2024
- Responsible person/Office: Center Directors
- Resources: Financial Aid, Career Services, Institutional Advancement, Oregon Tech Foundation, academic departments, Department Chairs, Faculty, Student Affairs
- 3.6 Prepare students for future careers and learning through increased opportunities for undergraduate research.
- Metric

5.5 Assess the return on investment for centers and consortia

5.5.1 Evaluate appropriate goals, timelines, and implementation for centers and consortia to determine their effectiveness and longevity

Metric: ROIs of centers and consortia

Implementation Timeline: Three years after formation of center

Responsible person/Office: Center Director

Resources: Deans, Department Chairs, Faculty, Provost, Research and Academic Affairs, Vice President for Planning and Administration

Goal 6: Update support and policy structure for entrepreneurship and research.