

A Discussion on University Strategic Directions

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President**

Board of Trustees Meeting
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Discussion on Strategic Directions

- Learning from the implementation of the 11 goals of the Short-term Action Plan
- Opportunities & Challenges
- Recalibration of the 2020 Strategic Plan

Short-term Action Plan



- 11 goals for 2017-2018 years
- Short-term action plan supportive of long-term goals and aspirations
- Outcomes to inform the Strategic Planning Process and long-term goals

Summary Dashboard: Short-term Action Plan

Goal #1: Increase Reputational Capital	
<i>Implement a clear, branding strategy in three major markets (Klamath Basin, Portland-Metro, and Medford region).</i>	
a) Engage with external research firm	
b) Collect and analyze data for target markets	
c) Expand strategic advertising/branding	
d) Redesign Admissions collateral	
e) Explore new website design	
Goal #2: Increase Enrollment	
<i>Support aggressive, aspirational enrollment growth -- average 6% during next 5 years. Put mechanisms in place to:</i>	
a) Increase the number of direct from high school students	
b) Increase the number of Transfer students	
c) Improve overall retention (New students 1st to 2nd year and 1%; and retention beyond 1st year)	
d) Pursue use of digital badges and micro-credentials	
Goal #3: Grow Student and Campus Diversity	
<i>Elevate Oregon Tech's commitment to nurture our environment of diversity and inclusion, by pursuing multiple modalities to celebrate and strengthen diversity among faculty, staff, and students.</i>	
a) Create and staff a multi-cultural office	
b) Elevate our partnership with the Native American Community	
c) Launch a parallel initiative with the Latino Community	
d) International student recruitment	
Goal #4: Extend Academic Planning Part I	
<i>Implementation of our modernized general educational component—Essential Studies</i>	
Goal #5: Extend Academic Planning Part II	
<i>Quality of instructional experience for Oregon Tech faculty & students in multi-modal, multi-site course delivery of our programs.</i>	
a) Establish the Faculty Innovation Center	
b) Implement two coordinated hi-tech classrooms, one in K-Falls & one in Wilsonville	
Goal #6: Invest in Talent	
<i>Pilot at least two formalized mentoring and professional development programs with an objective to help faculty prepare for leadership positions such as department chairs, program directors, etc., and to help staff advance in their professional careers.</i>	

Goal #7: Grow our Culture of Pride	
<i>Promote university pride and elevate our campuses to be the preferred destinations for students, employees, and the community.</i>	
a) Launch the first phase of the facilities master-plan to include a comprehensive condition analysis across the university	
b) Expand our beautification efforts on our campuses	
Goal #8: Organizational Improvement Part I	
<i>Improve efficiency and effectiveness of Oregon Tech's business processes and expand our use of technology</i>	
a) Launch business process analysis services within ITS	
b) Launch employee hiring process (HEROES – Hootie's Employee Recruitment, Onboarding, and Exiting System)	
c) Launch Recruiter	
d) Launch Banner 9	
Goal #9: Organizational Improvement Part II	
<i>Encourage an entrepreneurial culture in academic programming [Academic Affairs & Finance Divisions, in collaboration with FOAC.]</i>	
a) Implement a contribution margin awareness project to encourage operational efficiency	
b) Develop an open & participatory budget process so all units can share plans and aspirations during the planning cycle	
Goal #10: Build Alumni Relations and Philanthropy	
<i>Elevate Oregon Tech's efforts and outcomes in advancement, in partnership with Foundation and Alumni boards.</i>	
a) Create a sustainable friend-raising and fund-raising framework	
b) Create & execute a mini-campaign to raise at least \$2.75M in support of the CEET project and student & faculty innovation	
Goal #11: Leverage Academic and Industry Partnerships	
<i>Enhance our partnerships with academia and industries.</i>	
a) Viability of Doctorate in Physical Therapy degree program proposal in fall 2018	
b) Cyber Defense Center	
c) Oregon Manufacturing Innovation Center (OMIC)	
d) Off-campus research and innovation center in K-Falls to bring together current initiatives (Catalyze, ABA Clinic, etc.)	

Opportunities & Challenges

Opportunities	Challenges
<ol style="list-style-type: none">1. Positioned to promote entrepreneurial initiatives in academic divisions.2. Leadership team staffed nearly in-full and ready to implement a new strategic plan.3. Unique polytechnic mission of the university and an opportunity to recast polytechnic education the way 'industry' desires it today.4. New avenues in applied research & industry outreach - parallel opportunity to attract new talent to OT.5. Renewed awareness of OT's potential in Oregon.6. Fervent ambassadorship and advocacy from trustees. <ul style="list-style-type: none">• Other??	<ol style="list-style-type: none">1. Lack of brand identity in the state and in the nation.2. Sustaining current instructional models.3. Recruitment and retention of faculty and staff.4. Threat of changes in state funding model for higher education.5. Upcoming important negotiations with faculty union requiring considerable expense of time and monetary resources for the administrative team and faculty.6. Nascent alumni and donor cultivation framework. <ul style="list-style-type: none">• Other??

Oregon Tech's Current Mission Statement

Oregon Institute of Technology, an Oregon public university, offers innovative and rigorous applied degree programs in the areas of engineering, engineering technologies, health technologies, management, and the arts and sciences. To foster student and graduate success, the university provides an intimate, hands-on learning environment, focusing on application of theory to practice. Oregon Tech offers statewide educational opportunities for the emerging needs of Oregonians and provides information and technical expertise to state, national and international constituents.

Oregon Tech's Current Vision Statement

Oregon Tech will be a nationally recognized public polytechnic university delivering in-demand, industry-focused degrees and graduates ready to meet workforce needs in Oregon and the Northwest.

(Current) 2020 Strategic Plan Core Themes

- Student Success
- Faculty and Staff Success
- Economic and Workforce Connections
- Student Access and Diversity
- University Financial Success

Oregon Tech – Mission

- **Current Mission Statement**

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- **Current statement does not reflect our contributions and impact through our graduate programs and applied research.**



Our vision moving forward...

Inspirations from the Past
Aspirations for the Future



Oregon Tech's Aspirational Vision (Proposed)

During the next decade, Oregon Tech will become an established global leader among polytechnic institutions and enjoy a reputation as the 'industry's university' that nurtures the best of professionals and leaders of tomorrow for engineering, health, business, and technology fields, emphasizing hands-on undergraduate and graduate education and applied research.

Oregon Tech in 10 years...

- A clear identity as **‘industry’s university’**.
- Evidenced global leadership in polytechnic education and applied research, nurturing career-ready professionals and leaders of tomorrow.
- A university that is at least 7,500 students strong with a diverse student body.
- At least three well-established Innovation Centers strategically linked to industry.
- A truly-engaged university through our mission, partnering with the communities we serve.

What does it mean to be Industry's University?

- Choice destination for industries because our graduates are career-ready and 'holistic' in their professional portfolios.
- University becomes a surrogate-lab for industries.
- Seamless integration of industry and their interests in everything we do.
- Progressive intellectual property exchange to promote active investments in campus talent and intellectual activity.

Four Pillars of Excellence Drive a Future of Success



ADVANCEMENT

- People
- Programs
- Projects



Students



Innovation



Community



Ourselves



Strategic Direction Topics for Discussion: PEOPLE

- Faculty
- Students
- Staff
- Other key Stakeholders

Strategic Direction Topics for Discussion: STUDENTS

1. Must grow freshman and transfer students.
2. Increase international student population.
3. Recruit out-of-state students.
4. Intentional outreach to first generation, under-served populations.
5. Use existing pipelines to maximize enrollment by conversion.
 - STEM HUB activity, MESA activity, Project Lead the Way, and **ACP**

Strategic Direction Topics for Discussion: FACULTY & STAFF

1. Making Oregon Tech a destination of choice for not only excellent students but also outstanding faculty & staff.
2. Identification of multiple tracks for professional advancement and personal satisfaction.
3. Progressive compensation philosophy with strategies and incentives tied to institutional growth and advancement.

Strategic Direction Topics for Discussion: PROGRAMS

1. New college(s) and program division(s).
2. New programs – cross-disciplinary.
3. Additional partnerships? Campuses? Joint-locations?
4. Strategic industry partnerships to promote mandatory co-ops.
5. New processes - improve efficiency and focus on student, faculty, and staff satisfaction to promote institutional outcomes.
 - University and department dashboards
 - Revisiting advising model
 - Academic program review
 - Capital equipment inventory and replacement assessment and tracking

Strategic Direction Topics for Discussion: CAMPUS FOCI

- **Klamath Falls**

- Freshman
- Transfer
- Create student-life activities

- **Portland-Metro**

- Transfers
- Working professionals
- Industry/business programming
- Faculty research hub

- **Chemeketa**

- **Boeing**

- Leverage with LWIT

- **Other Partnerships in Southern Oregon**

Strategic Direction Topics for Discussion: FUNDING

1. Change culture to recognize reality of reduced state funding in the future.
2. Change culture to recognize student recruitment and building brand awareness is everyone's responsibility.
3. Recruit International and out-of-state students.
4. Manage work load/course offerings/scheduling.
5. Implement our new budget model/create long-term budget/financial plan.
6. Seek external support:
 - a) Vibrant legislative and corporate engagement
 - b) Incentives to promote corporate and individual donations/sponsorships through departments
 - c) Elevated engagement with alumni and families
 - d) Grants
 - e) Stand up research centers
 - f) Fee for service operations
 - g) Continuing education – use summer, nights/weekends to offer certification courses, etc.

We are...

Oregon's Institute of
Technology!

Oregon **TECH**