

**Oregon Tech Strategic Planning Steering Committee**  
**Meeting #3 Notes**  
**May 29, 2019**  
**2:00pm – 5:00pm**  
**Mt. McLoughlin Conference Room, Klamath Falls campus**

**Attendees:**

Steve Addison	Erik Johnson	Alan Polaski (via phone)
Aja Bettencourt-McCarthy	Jennifer Kass	Tony Richey
Jessyca Chosy	Tom Keyser	Di Saunders
Anna Clark	Bobbi Kowash	Lindy Stewart (via Skype)
Mandi Clark	Amber Lancaster	Farooq Sultan
John Davis (via Skype)	Ginny Lang	Chitra Venugopal (via skype)
Sandra Fox	Justin Laughlin (via Skype)	Wakaya Wells
Kathleen Hill	Joel McPherson	
Suzanne Hopper (via Skype)	Nagi Naganathan	

**Unable to Attend:**

Joyce Hollander-Rodriguez	Jim Jones	Roger Lindgren
	Jack Keggs	Ken Vandehey

**Ginny** reviewed the agenda, explained the next steps and work going forward. She stated the work groups are reconfigured down to four. She thanked the members who were able to attend the Town Hall on May 28 and explained the ideas generated from that group. She asked what worked and what didn't with the Town Hall. Responses included: an individual was asked to facilitate a station that her group had not been a part of so she was not prepared to answer questions of faculty and staff; the amount of time to review the SWOT themes was brief and did not have a lot of context; few students attended; suggested reaching out to students and running a student town hall; suggested a handout of some kind so there's a take away item.

She referenced the UTMB Strategic Planning figure included with the agenda (and attached to these notes) and stated our strategic planning process is not this linear because we already have some building blocks: Mission, vision, and the four pillars. We will work on identifying values and the goals and strategies. The committee will choose the goals and put them in priority order that fits Oregon Tech – where we want to go and where the path is going to be; and put that into the plan for the next 5 years. She reminded the committee to stay at a high enough level to avoid being distracted on “how we get there.” She stated moving to the implementation will be a fairly seamless transition as many departments have plans in which strategic objectives can be addressed. She referenced a figure (The Strategic Plan as Integrator and Source) included in the agenda packet (and attached to these notes) that identifies topics and the plans where they are often addressed. She encouraged the committee to review the 11 short-term action plan goals and think about incorporating them into the SWOT analysis.

She shared that value statements are incredibly useful; some groups start with this instead of a mission or vision. The strategic plan is driven by values of what the institution sees in itself. Values are principles and perspectives that guide and influence our daily work and culture; relationships, decision making; help define culture of university.

She explained the SWOT analysis is now a compilation of input from the committee, the town hall and foundation board members. She asked the committee to think about what the opportunities are that would propel the university forward and to hone in on those things.

The committee was tasked with working in their groups over the next two weeks to review the SWOT themes/categories and make any changes necessary to convey the messages. She reminded the committee to think about the stakeholder groups and keep them in mind as we go through planning process. We need to make sure we're not overlooking anyone.

It was suggested that we find out if we're doing a good job with the different stakeholders and to develop focus groups among the stakeholders. **Dr. Nagi** expressed interest in holding focus groups this summer with industry, Chambers of Commerce, etc., to make sure they are included in a formal way. Focus groups will be an item for the June 13 SPSC meeting. We will need to get dates on calendars, invitations out and determine questions.

**Ginny** spoke about the need for data and research when we start to identify goals and initiatives. The committee will need information that supports an idea; we cannot rely on anecdotal information. Discussion regarding the types of information that will be useful for planning and the best places to get this information. Items discussed included: survey results on student population, student exit survey, and NESSE and FESSE results.

The committee broke into their work groups and reviewed the themes from the SWOT analyses, making amendments they felt necessary. The committee reconvened and shared out the proposed changes. Discussion about some themes being too specific and others very broad. Many of the opportunities read as tactics rather than being strategic. A suggestion was made to treat the Klamath Falls and Portland-Metro campuses separately as they have unique SWOTs. It was noticed that the opportunities and weakness categories overlap and have a lot in common. Discussion that the opportunities should be external rather than internal. Discussion regarding campuses competing with each other, an example was online versus the brick and mortar campuses, and an issue identified was lower class sizes but more overload money paid to faculty. A comment was made that international students from some countries won't come to certain universities if there are too many classes online. There was a connection between the themes: if enrollment is increased it could also increase our diversity and pride. There is a need for flexibility as the modalities change often.

Discussion regarding the four pillars of commitment: commitment to students, innovation (teaching, applied research), community (what type of engagement do we want) and ourselves (institutional pride, how we talk about ourselves in public).

Dr. Nagi, Tom, Lindy and Aja will give an update on strategic planning to the Faculty Senate at its June 4 meeting. Discussion regarding members taking the SWOT analysis to staff meetings and run the exercise after the June 13 SPSC meeting. Discussion on how to explain the SWOT to people and whether we need a more defined explanation. An outline of the document should be achievable by the end of July. Agreement to move the September 26 meeting to September 19 to allow members to meet on the Klamath Falls campus during convocation.

Homework:

1. Continue to work on the themes for, and condense, the SWOT analyses results
2. Identify groups or individuals to invite to focus groups over the summer in Klamath Falls and Portland Metro.

The next meeting will be June 13, 2019 at 2:00pm in Mt. McLoughlin. Agenda items will include presentations on aspects of strategic enrollment management, budget, fundraising, National Survey of Student Engagement (NSSE) and Faculty Survey of Student Engagement (FSSE) results, and accreditation that are important for strategic planning; a review of the book Erik mentioned; values; locations; action steps; communication plan; and working towards a draft outline. For the June 27 meeting the committee will work on value statements.

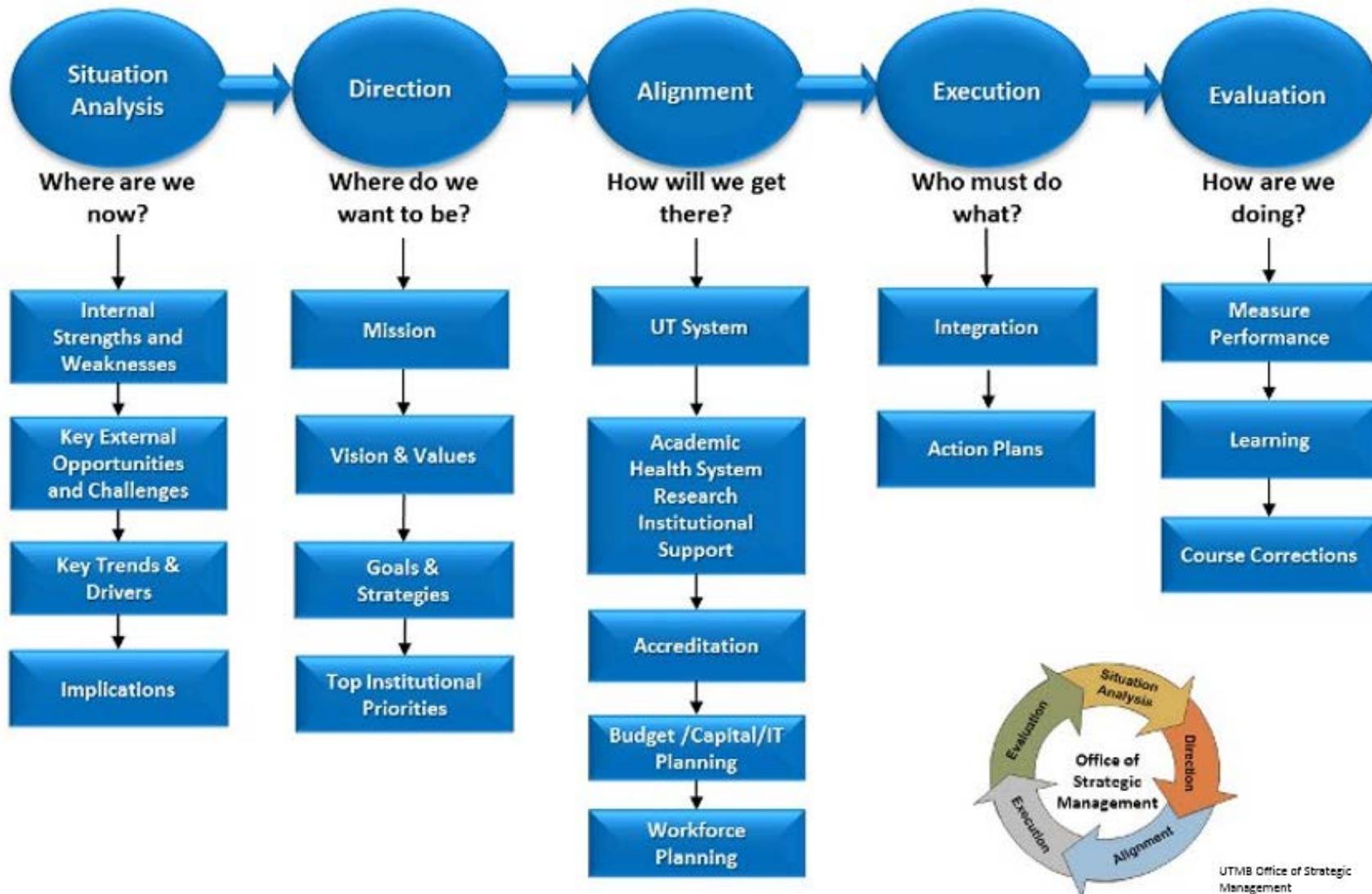


Figure 6 The Strategic Plan as Integrator and Source

	<i>Enrollment Projections</i>	<i>Student Population</i>	<i>New Academic Programs</i>	<i>Changes in Pedagogy</i>	<i>Initiatives &amp; Partnerships</i>	<i>Student Services Initiatives</i>	<i>Staffing Need</i>	<i>Staff Training &amp; Development</i>	<i>Community Relations</i>	<i>Facilities Initiatives</i>	<i>IT Initiatives</i>
<b>Academic Master Plan</b>	•	•	•	•	•	•	•	•	•	•	•
<b>Enrollment Management Plan</b>	•	•	•	•		•	•		•	•	
<b>Budget Plan</b>	•	•	•	•	•	•	•	•	•	•	•
<b>IT Plan</b>	•	•	•	•	•	•	•	•		•	•
<b>Facilities Master Plan</b>	•	•	•	•	•	•	•	•	•	•	•
<b>Advancement Plan</b>	•	•	•		•				•	•	
<b>Student Services Plan</b>	•	•	•	•	•	•	•	•	•	•	•
<b>Library Plan</b>	•	•	•	•	•	•	•	•		•	•
<b>Residence Life Plan</b>	•	•	•		•	•	•	•	•	•	•
<b>Athletics Plan</b>	•	•			•	•	•	•	•	•	