

DRAFT- Oregon Tech Strategic Plan

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MISSION (As approved by Oregon Tech Board of Trustees & HECC)

Oregon Institute of Technology (“Oregon Tech”), Oregon’s public polytechnic university, offers innovative, professionally-focused undergraduate and graduate degree programs in the areas of engineering, health, business, technology, and applied arts and sciences. To foster student and graduate success, the university provides a hands-on, project-based learning environment and emphasizes innovation, scholarship and applied research. With a commitment to diversity and leadership development, Oregon Tech offers statewide educational opportunities and technical expertise to meet current and emerging needs of Oregonians as well as other national international constituents.

DRAFT VISION

Oregon Tech will achieve global recognition among polytechnic universities, be recognized as the ‘industry’s university’, and nurture the leaders of tomorrow.

DRAFT VALUES

Our work is guided by our values:

- **Integrity:** adhering to the highest standards of moral and ethical principles.
- **Respect:** demonstrating civility in all interactions.
- **Diversity, Equity, Inclusion:** embracing and empowering diverse people and ideas.
- **Service:** advancing the wellbeing of our internal and external communities.
- **Accountability:** taking ownership of our actions and showing the leadership necessary to accomplish goals.
- **Excellence:** adhering to the highest quality standards.

DRAFT INSTITUTIONAL PILLARS & GOALS

Pillar I. Commitment to Student Learning Success

Oregon Tech creates a safe, energizing, and creative environment where students can thrive.

Goal 1. Increase retention and graduation rates by being a learner-centered institution focused on student success.

Objectives

- 1.1 Increase support and awareness of student services for academic success and student-life programs.
- 1.2 Provide students with expert advising in order to proceed to timely degree completion.
- 1.3 Create streamlined and innovative pathways for timely course and degree completion.
- 1.4 Strengthen and augment support systems specific to the needs of all students and particularly transfer students from application through completion.
- 1.5 Implement targeted enrollment and retention strategies for students of color, focusing on underrepresented minority students.
- 1.6 Create beautiful, technology-forward, learner-focused living spaces.
- 1.7 Ensure support for struggling students.
- 1.8 Provide enriched resource support for high need students.

Goal 2. Increase pipeline of qualified students.

Objectives

- 2.1 Expand collaborations with community colleges and pre-college districts to increase the numbers and diversity of students prepared for STEM degrees.
- 2.2 Include more high impact co-curricular opportunities as part of comprehensive recruitment, retention and graduation strategy.
- 2.3 Convert prospects and high school students into full time students.
- 2.4 Develop location-specific enrollment strategies, informed by facilities and academic master plans, e.g. commuter student base or residence halls; robust array of certificates, alternative credentials/digital badges.
- 2.5 Recruit not only to retain, but to graduate.

Goal 3. Ensure all degree-seeking students graduate career ready.

Objectives

- 3.1 Create a framework for equipping all degree-seeking students with professional skills in addition to requisite technical skills.
- 3.2 Create a university-wide program with uniform overall requirements that departments can adapt to their needs.
- 3.3 Create Career Readiness Maps (CRMs) in partnership with each student to supplement Curriculum Maps.
- 3.4 Include in every course syllabus the technical and professional skills students will develop in the course, and measure student acquisition of those skills.

Pillar II. Commitment to Institutional Excellence

Oregon Tech fosters a culture of pride in scholarship, leadership and citizenship.

Goal 4. Enhance and strengthen academic excellence.

Objectives

- 4.1 Promote culture of scholarship, leadership, and citizenship.
- 4.2 Develop processes for rigorous review and assessment of academic programs for relevance, quality, and timely response to strategic market opportunities.
- 4.3 Advance and incorporate innovative practices, including a broader array of certificates and alternative credentials/digital badges.
- 4.4 Inventory and assess industry areas of demand to more closely align a strong polytechnic program mix with the needs of industry.

Goal 5. Promote and support a culture of excellence for faculty & staff.

Objectives

- 5.1 Seek development opportunities and provide time and resources for development opportunities focused on high impact learning strategies, teaching techniques, specialized credentials, curriculum design, and student-centered service.
- 5.2 Pursue entrepreneurial methods to advance program excellence, particularly the acquisition and maintenance of sophisticated equipment required for training.

- 5.3 Increase opportunities and support for professional development, including specialized credentials.
- 5.4 Provide support for retention and career progression.
- 5.5 Increase and promote intra- and inter-campus opportunities for cross-training and collaboration.
- 5.6 Improve and enhance facilities and infrastructure.
- 5.7 Complete the comprehensive facilities condition analysis to improve and enhance working and living spaces and related infrastructure needs.
- 5.8 Secure consistent and significant investment in systems and technology.

Goal 6. Champion diversity, equity and inclusion among all faculty, staff, and students.

Objectives

- 6.1 Design and implement recruitment practices to attract a diverse range of candidates, including people from underrepresented communities and identities, for positions at every level.
- 6.2 Create regular opportunities for the campus community to gather, celebrate, and strengthen diversity among staff, faculty, and students.
- 6.3 Establish a diversity website with statistics, resources, and vision.
- 6.4 Ensure equal access to facilities and activities for all students.

Goal 7. Build a compelling presence in Oregon, in the Pacific Northwest and beyond.

Objectives

- 7.1 Create and incorporate a cohesive sense of purpose, pride, and spirit across locations, programs and campuses.
- 7.2 Fully fund and implement the unified branding and marketing strategies for national and international visibility, and global reputation-building.
- 7.3 Extend brand identity, polytechnic reputation and name recognition throughout Oregon.
- 7.4 Develop a vast alumni network poised to advocate, contribute, and participate.

Goal 8. Develop a culture of assessment and continuous improvement.

Objectives

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Goal 9. Maintain University financial success.

Objectives

- 9.1 Ensure adaptability, sustainability, and fiscal health for academic programs.
- 9.2 Initiate an open and participatory budget process across all units.
- 9.3 Make accountability an integral part of all budgeting processes.
- 9.4 Maximize Oregon Tech's position in the state funding formula by increasing relevant courses and degree completion.
- 9.5 Improve data collection, analysis and governance structure for more effective use of accurate data in decision-making.

- 9.6 Streamline and improve timeliness of decision making across divisions to be nimble and responsive to market forces.
- 9.7 Build on work-to-date from short term goals to improve effectiveness of business processes for greater efficiencies.

Pillar III. Commitment to Innovation

Oregon Tech celebrates and incentivizes being on the leading edge of advancements in teaching, collaborative research, and administrative efficiency.

Goal 10. Make concept of 'Industry's University' come alive beyond campus boundaries.

Objectives

- 10.1 Become the surrogate lab for industries in applied research and innovation.
- 10.2 Embed an intentional strategy and remove obstacles for faculty to be placed and engage in industry experiences.
- 10.3 Establish and leverage Oregon Tech's approach to intellectual property exchange.
- 10.4 Intentionally seek opportunities for the "next" market, the "next" location, the "next" partnership rather than wait to be invited in.
- 10.5 Bridge the gap between students and faculty and the jobs that will meet the future needs of employers and the economy.
- 10.6 Collaborate with Industries to develop relevant labs and research.
- 10.7 Create a mutually beneficial policy for intellectual property sharing.
- 10.8 Establish relationships with industries to meet the current and the future needs of the employers and Oregon Tech partners.
- 10.9 Grow Oregon Manufacturing Innovation Center R&D capability to better serve industry in the U.S. and around the world.
- 10.10 Develop innovation centers/clubs to enhance critical thinking, application of knowledge, and communications.
- 10.11 Increase opportunities for students to transform abstract ideas into concrete accomplishments.

Goal 11. Incorporate an innovative mindset into teaching, learning, facilities, and processes.

Objectives

- 11.1 Schedule updates of classrooms and lab facilities for active learning and discovery.
- 11.2 Set measurable, attainable goals for IT project management, technology updates, and system integration.
- 11.3 Create an open platform to engage in innovative discovery and invention discussions.
- 11.4 Create beautiful, technology-forward, learner-focused work spaces.

Goal 12. Develop maker spaces and research centers to elevate industry reputation.

Objectives

- 12.1 Develop innovation centers/clubs to enhance critical thinking, application of knowledge and communications.
- 12.2 Increase opportunities for students to transform abstract ideas into concrete accomplishments.

Goal 13. Create an open platform to engage in innovative discovery and invention discussions

Objectives

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Pillar IV. Commitment to Community

Oregon Tech is an active member of the communities which we serve.

Goal 14. Strengthen and expand partnerships with academia and industries.

Objectives

- 14.1 Implement a collaborative plan for each outreach/research center to build more partnerships with local, state, federal, tribal, industry, and nonprofit organizations in host communities.
- 14.2 Become a common ground to bridge divides, inspire confidence, and provide service and human capital.

Goal 15. Establish a valued civic presence locally, statewide, and nationally.

Objectives

- 15.1 Sustain an interdisciplinary collaborative university community with ties to local, state, and federal entities to cultivate cohesiveness of purpose and leverage competitive strengths for the betterment of all Oregonians and Oregon Tech.
- 15.2 Represent all Oregon Tech locations to cultivate cohesiveness of purpose and leverage competitive strengths for the betterment of all Oregonians and Oregon Tech.
- 15.3 Launch a well-designed, thorough process to understand the role of athletics and how team sports support the Oregon Tech brand and community.
- 15.4 Initiate educational and service partnerships for students, staff, faculty, and alumni, particularly for underrepresented student groups.
- 15.5 Recognize and celebrate faculty, staff, and student civic/leadership service in community.

Goal 16. Increase philanthropy and endowment funding.

Objectives

- 16.1 Foster a university-wide culture of philanthropy: a set of organizational values and practices that support and nurture development.
- 16.2 Develop a targeted giving strategy to acquire leading edge advanced equipment for teaching, training, and applied research opportunities.
- 16.3 Build a robust pipeline of donors actively and deeply invested in Oregon Tech's future based on clear priorities and a compelling case for support.

Goal 17. Provide life-long learning and engagement opportunities for graduates and alumni.

Objectives

- 17.1 Create an open source life-long learning and participation platform.

17.2 Develop opportunities for alumni and faculty interactions; faculty and industry mentoring and young alumni leadership training.

DRAFT GLOSSARY

Institutional Goal

A key area of work for the university that forms the basis for action items and strategic objectives

Mission

The University's primary purpose and its reason for existence

Pillar

Essential and foundational part of our university that drives multiple areas of the strategic plan

Strategic Theme

Area in which our university must excel in order to achieve our vision

Value

Principle that guides the university's work and relationships

Vision

The desired future state Oregon Tech aspires to reach in several years' time