

OREGON TECH TOGETHER

The 2021 – 2026 Strategic Plan for the Oregon Institute of Technology



University Mission, Vision and Values

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 and international constituents.

DRAFT VISION

Oregon Tech will be a student-centered, world-class polytechnic university that inspires tomorrow’s leaders and is recognized as “industry’s university.”

DRAFT VALUES

We are guided by:

Student Success: Student and graduate success is considered in every decision and action at all levels of the university.

Integrity: Adhering to the highest standards of ethical principles.

Respect: Demonstrating high regard for one another in all interactions and treating others with dignity.

Diversity, Equity, Inclusion: Welcoming and empowering individuals of differing backgrounds, identities and life experiences.

Service: Contributing to the wellbeing of our university and external communities.

Accountability: Taking responsibility for our actions and demonstrating leadership.

Excellence: Embracing and celebrating the highest quality standards in teaching, research, and innovation.

Confidence: Exhibiting pride and conviction in our university, our talent and our contributions to those around us.

University Pillars

The foundation of the university's goals and actions are supported by four pillars:

Pillar I: Commitment to Student Success

Oregon Tech enhances the quality and diversity of the student experience by increasing access and supporting high-quality, student-centered educational experiences that result in student success at Oregon Tech and beyond graduation.

Pillar II: Commitment to Innovation

Oregon Tech champions being entrepreneurial and on the leading edge of innovative teaching, collaborative research, student engagement.

Pillar III: Commitment to Community

Oregon Tech is an active member of the communities that it serves. Students, faculty, and staff are encouraged to contribute to their physical, professional, scholarly, and social communities via leadership and active participation through their areas of educational and professional expertise.

Pillar IV: Commitment to Institutional Excellence

Oregon Tech fosters a culture of scholarship, leadership, engagement, and institutional pride. A focus on shared vision, inclusion, and collaboration motivates all members of the Oregon Tech community to achieve and celebrate excellence.

Pillar I: Commitment to Student Success

Oregon Tech enhances the quality and diversity of the student experience by increasing access and supporting high-quality, student-centered educational experiences that result in student success at Oregon Tech and beyond graduation.

Goal 1. Grow enrollment.

Objectives

- 1.1 Expand collaborations with community colleges, high schools, and industry partners.
- 1.2 Increase co-curricular opportunities as part of a comprehensive recruitment, retention and graduation strategy.
- 1.3 Develop location- and program-specific enrollment management strategies and targets.
- 1.4 Implement targeted enrollment management strategies for underrepresented students including outreach and partnerships with diverse high schools and communities.

Goal 2. Nurture and inspire student success.

Objectives

- 2.1 Increase support and awareness of academic and student services for student success and well-rounded student development.
- 2.2 Provide students with holistic advising and streamlined, innovative pathways to timely course and degree completion.
- 2.3 Implement collaborative university-wide retention strategies.
- 2.4 Create learner-focused environments that are welcoming, respectful, inclusive, and offer a sense of belonging to all students.

Goal 3. Ensure all degree-seeking students graduate with the capability to succeed.

Objectives

- 3.1 Develop a university-wide culture of career advising and professional mentorship.
- 3.2 Create a framework to equip all students with professional and life skills.
- 3.3 Instill cultural competency to prepare students for a diverse workplace and world.

Pillar II: Commitment to Innovation

Oregon Tech champions being entrepreneurial and on the leading edge of innovative teaching, collaborative research, student engagement.

Goal 4. Incorporate an innovative mindset into teaching, learning, facilities, and processes.

Objectives

- 4.1 Implement innovative, high impact practices including experiential learning and undergraduate research to support students' academic success.
- 4.2 Create both physical and intellectual space for discovery, engagement, and creative activities among students, faculty, alumni and staff.
- 4.3 Design an innovative framework for students, faculty and staff to transform abstract ideas into concrete accomplishments.
- 4.4 Increase opportunities and support for professional development of faculty and staff to advance skill sets in their respective fields.

Goal 5. Transform concept of 'Industry's University' from idea to reality.

Objectives

- 5.1 Leverage collaboration with industry, government agencies, and other polytechnic partners to sustain leading edge technology in the classroom and laboratory.
- 5.2 Increase employment opportunities for graduates and provide professional development opportunities for faculty and staff.
- 5.3 Promote innovative intellectual property exchange to become a prime destination for industry investment.
- 5.4 Develop and actively encourage pursuit of external funding from government agencies and other funding sources to support the university and its faculty and students.

Pillar III: Commitment to Community

Oregon Tech is an active member of the communities that it serves. Students, faculty, and staff are encouraged to contribute to their physical, professional, scholarly, and social communities via leadership and active participation through their areas of educational and professional expertise.

Goal 6. Forge inclusive, cohesive university community: our people are our strength.

Objectives

- 6.1 Be transparent, inclusive and data driven in our decision making.
- 6.2 Support the well-being and development of all members of the university community.
- 6.3 Promote inclusiveness and collegiality through open engagement, mutual respect, and acceptance of diverse perspectives.
- 6.4 Incorporate a cohesive sense of purpose and pride across all locations and programs of the university.

Goal 7. Establish a valued presence locally, statewide, and nationally.

Objectives

- 7.1 Intentionally cultivate and strengthen university community ties with local, state, and federal stakeholders for the betterment of all Oregonians and Oregon Tech.
- 7.2 Increase the range of educational and service partnerships for students, staff, faculty, and alumni, particularly for underrepresented student groups.
- 7.3 Recognize and celebrate the community and professional leadership service of faculty, staff, students and alumni.
- 7.4 Engage community and other university partners to be leaders in Oregon Tech's strategic initiatives and community outreach.

Goal 8. Foster a university-wide culture of philanthropy.

Objectives

- 8.1 Increase philanthropy among all constituents and increase endowment funding.
- 8.2 Develop a targeted giving strategy to acquire and maintain leading edge advanced equipment for teaching, training, and applied research opportunities.
- 8.3 Build a robust pipeline of donors invested in Oregon Tech's future based on clear priorities and a compelling case for support.

Pillar IV: Commitment to Institutional Excellence

Oregon Tech fosters a culture of scholarship, leadership, engagement, and institutional pride. A focus on shared vision, inclusion, and collaboration motivates all members of the Oregon Tech community to achieve and celebrate excellence.

Goal 9. Champion diversity, equity, inclusion, and access among all faculty, staff, and students.

Objectives

- 9.1 Foster and sustain a welcoming environment where all feel supported and experience a sense of belonging; where differing perspectives, participation, and contributions are valued.
- 9.2 Implement employment recruitment practices to attract a diverse range of qualified candidates, including people from underrepresented communities and identities.
- 9.3 Increase equal access to programs, facilities and activities for all students.
- 9.4 Ensure meaningful evaluation of inclusive and culturally competent teaching.
- 9.5 Develop assessment tools for diversity, equity, inclusion, and access to be used university-wide, allowing for an evidence-based approach in decision making.

Goal 10. Create a distinctive edge for Oregon Tech and embrace a culture of excellence and continuous improvement.

Objectives

- 10.1 Develop processes for rigorous review and assessment of academic programs for relevance, quality, and timely response to strategic market opportunities.
- 10.2 Secure consistent and significant investment in systems, technology, and teaching and learning facilities to advance program excellence and student success.
- 10.3 Invest in development opportunities focused on learning strategies, teaching techniques, specialized credentials, curriculum design, and student-centered service.
- 10.4 Support student, faculty and staff discovery in basic and applied research and promote the dissemination of the results.
- 10.5 Increase opportunities and support for professional development of faculty and staff to advance skillsets in their respective fields.
- 10.6 Provide support for service units to excel in efficiency and creating streamlined processes.

Goal 11. Build a compelling presence in Oregon, the Pacific Northwest and beyond.

Objectives

- 11.1 Implement unified branding and marketing strategies for state, regional, national and international visibility and name recognition, and global reputation building.
- 11.2 Implement a collaborative plan for each outreach/research center to build more partnerships with local, state, federal, tribal, industry, and nonprofit organizations and agencies.
- 11.3 Assess and promote the role of athletics and enhance how team sports support Oregon Tech and its brand.
- 11.4 Develop a vast alumni network poised to advocate, contribute, and participate in all efforts to promote and advance Oregon Tech.

Academic: The students, programs, faculty and facilities of the university.

Co-Curricular: A complement to the formal curriculum that typically does not count for credit or toward graduation. Examples: *First-Year Experiences, Common Intellectual Experiences, Learning Communities, Undergraduate Research, Diversity/Global Learning, ePortfolios, Service Learning, Community-Based Learning, Internships.*

Industry: All organizations and business entities that benefit from our students, faculty and university resources.

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.

Value: Principle that guides the university's work and relationships.

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

World class: Quality of outcomes that exceed student and all of constituent expectations, and thus building brand recognition and loyalty.

University Partner: An organization or individual that represents a constituent or 'friend' of the university.