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| <b>Goal #1: Increase Reputational Capital</b>  |  |          |
| <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  |  |          |
| <b>Goal #2: Increase Enrollment</b>  |  |          |
| <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  |  |          |
| <b>Goal #3: Grow Student and Campus Diversity</b>  |  |          |
| <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 Tribes and Native American Communities   |  |          |
| c) Create a partnership with Latino organizations and communities  |  |          |
| d) International student recruitment   |  |          |
| <b>Goal #4: Extend Academic Planning Part I</b>  |  |          |
| <i>Implementation of our modernized general educational component—Essential Studies</i>  |  |          |
|  |  |          |
| <b>Goal #5: Extend Academic Planning Part II</b>   |  |          |
| <i>Quality of instructional experience for Oregon Tech faculty &amp; 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   |  |          |
| <b>Goal #6: Invest in Talent</b>   |  |          |
| <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> |  |          |
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| <b>Goal #7: Grow our Culture of Pride</b>  |  |          |
| <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   |  |          |
| <b>Goal #8: Organizational Improvement Part I</b>  |  |          |
| <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   |  |          |
| <b>Goal #9: Organizational Improvement Part II</b>   |  |          |
| <i>Encourage an entrepreneurial culture in academic programming [Academic Affairs &amp; 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   |  |          |
| <b>Goal #10: Build Alumni Relations and Philanthropy</b>   |  |          |
| <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  |  |          |
| <b>Goal #11: Leverage Academic and Industry Partnerships</b>   |  |          |
| <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.)   |  |          |






**Oregon Tech Short-term Action Plan for 2017-18 and 2018-19 Academic Years with Status Descriptions**




| Goal  | Progress  | Status Description  |
|---|---|---|
| <b>Goal #1: Increase Reputational Capital</b>   |   |   |
| <i>Implement a clear, branding strategy in three major markets (Klamath Basin, Portland-Metro, and Medford region). The initial phase will be focused on increasing enrollment.</i> |   |   |
| a) Engage with external research firm   |    | a) DHM Research (Portland) was identified and hired as a market research firm. They conducted a market survey of more than 400 Oregonians and also obtained feedback from nearly 300 Oregon Tech students. The statewide results were shared with the Board of Trustees. The survey clearly demonstrated the lack of brand identity for Oregon Tech and the very limited understanding of the scope of our programming. On the other hand, the on-campus survey results showed the high level of student satisfaction at Oregon Tech. 96% of the students rated their educational experiences highly. |
| b) Collect and analyze data for target markets  |   | b) Actions based on the results of the DHM Research seeing implementation across all channels; for example, advertising copy; admissions/recruitment materials; external and stakeholder presentations by Oregon Tech leadership.   |
| c) Expand strategic advertising/branding  |  | c) Director of Marketing hired in July and a comprehensive Marketing/Branding strategy is currently under development, including a strategic advertising approach to reach prospective students and key market segments while also increasing name recognition and reputational capital. Outdoor media implemented regionally as a media mix reinforcement: billboard on Hwy. 97, digital advertising in Medford, and billboard in downtown Klamath Falls. On waiting lists for Medford airport terminal advertising and Hwy. 205 billboard in Portland.  |
| d) Redesign Admissions collateral   |  | d) Hired a Strategic Enrollment Marketing (SEM) Specialist in July. The Specialist is working to design print collateral for academic programs to augment program-specific recruitment. Search for a graphic designer is underway to assist in additional admissions and recruitment collateral design as well as general design needs for Oregon Tech.   |
| e) Explore new website design   |  | e) Comprehensive planning and strategy for a new website will begin fall 2018.  |







| Goal   | Progress  | Status Description   |
|--|---|--|
| <b>Goal #2: Increase Enrollment</b>  |   |  |
| <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   |    | a) High School--Redesigning influencer events to reach broader audience and to provide broader overview of Oregon Tech with an emphasis on analytics; purchasing student names from College Board based on ACT/SAT scores and aptitude areas relevant to Oregon Tech; SEM absorbed the Academic Agreements group in the Provost's Office [now Educational Partnerships and Outreach (EPO)] and will focus on Advance Credit Program (ACP or Dual Credit) student recruitment and pre-college camps and summer offerings; partnering with EAB (formerly, the Education Advisory Board) for financial aid optimization to increase enrollment; designing incoming freshmen applicant communication plan using Recruit software; additional recruiter hired to allow for more strategic focus in California freshman recruitment. |
| b) Increase the number of Transfer students  |  | b) Transfer--Redesigning influencer events to reach broader audience and broader overview of Oregon Tech; SEM absorbed EPO and can focus on community college and military/veterans partnerships; partnering with EAB for financial aid optimization to increase enrollment for transfers; purchased transfer evaluation software to provide early information for prospective transfer students; designing transfer applicant communication plan using Recruit; Recruit now working for communication and sends auto-response after application and inquiry; exploring partnership with KCC for pipeline to Oregon Tech; actively working to develop international recruitment plan.  |
| c) Improve overall retention (New students 1st to 2nd year 1%; and retention beyond 1st year)                            |  | c) Retention--Researching professional advising center; repurposing several vacant positions into transfer advising staff for transfer students (in addition to ROCK); hiring new data analyst to provide much needed weekly reports and data; hiring additional ROCK staff; assessing Retention/ROCK structure.   |

| Goal   | Progress  | Status Description  |
|--|---|---|
| d) Pursue use of digital badges and micro-credentials  |    | d) Badging--Task force to reconvene in fall term; badges under exploration include non-credit boot camps, dental hygiene, respiratory care/sleep health, and soft-skills (communication-focused).<br>[OTHER—Holding quarterly SEM half-day, all-staff retreats to check in on progress of strategic planning process as related to enrollment; working to improve outdated or time-consuming processes; working with the Associate Dean of Student Services on the Portland-Metro campus to evaluate needs in Portland-Metro regarding retention, advising, and recruitment.]   |
| <b>Goal #3: Grow Student and Campus Diversity</b>  |   |   |
| <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  |  | a) Multicultural Student Services office created; staffed with 1.0 FTE coordinator who has developed a programming model in February 2018 engaging students and community members on issues of diversity, identify, and cultural awareness and celebration (please see <a href="http://www.oit.edu/campus-life/multicultural-student-services">www.oit.edu/campus-life/multicultural-student-services</a> ); Student Empower Mentors selected for fall '18 start with six upperclassmen providing peer mentoring to incoming students predominantly from underrepresented minority groups; Empower Mentors will host a multicultural event during new student orientation in the fall; Project Unity will also launch fall '18. |
| b) Elevate our partnership with the Tribes and Native American Communities.  |  | b) Multi-cultural Coordinator meeting regularly with tribal leadership; Youth Summit in August; Native American visit day set for October 8, 2018; NASU programming efforts increased last year.  |
| c) Create a partnership with Latino organizations and Communities.   |  | c) Hosted 'Latinos Unidos' (Latino student recruitment event) on February 27, 2018 with 30 students attending and it is scheduled again for January 2019; Multi-cultural Coordinator meets with Latino Club regularly and has ongoing interaction with the Latino students.   |
| d) International student recruitment.  |  | d) Currently drafting a position description for international student support and recruitment and determining the scope of international student services on our campuses across Student Affairs, Provost, and SEM divisions.  |

| Goal   | Progress  | Status Description   |
|--|---|--|
| <b>Goal #4: Extend Academic Planning Part I</b>  |   |  |
| <i>Implementation of our modernized general educational component— Essential Studies</i>   |    | Ad hoc task force consisting of leading faculty and staff are working this summer to come with recommendations for a flexible, cost-effective, implementable solution(s) to modernize our general education component.   |
| <b>Goal #5: Extend Academic Planning Part II</b>   |   |  |
| <i>Quality of instructional experience for Oregon Tech faculty and students in multi-modal, multi-site course delivery of our programs.</i>  |   |  |
| a) Establish the Faculty Innovation Center   |    | a) Faculty Innovation Center is completed. The room has been used by the CCT for meetings and training sessions and events are scheduled for the fall.   |
| b) Implement two coordinated hi-tech classrooms, one in K-Falls & one in Wilsonville.  |    | b) Future classroom projects funding built into budget which should support accomplishing this goal. The Academic Technology Advisory Council will develop a strategic funding model in the upcoming academic year. One time funding has been received to begin the renovations of critical classrooms. Model hi-tech classrooms equipment that support synchronous delivery will be evaluated in fall term and installed over winter break. |
| <b>Goal #6: Invest in Talent</b>   |   |  |
| <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> |  | Staff Training program established; Training website, registration, communications, evaluation tools, and resources established; continuous development of training offerings, training partnerships, HR Heroes, and community connections.<br>[PENDING – establish required supervisory training and obtain comprehensive online training technology system.]   |
| <b>Goal #7: Grow our Culture of Pride</b>  |   |  |
| <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.   |  | a) Fluent Engineering was selected to complete the Comprehensive Conditions Analysis (CCA), the kickoff meeting between the Fluent team and Facilities staff was held on 7.26.18. Scheduled completion for the CCA is Fall 2018.   |

| Goal  | Progress  | Status Description  |
|---|---|---|
| b) Expand our beautification efforts on our campuses.   |    | b) Summer of 2018 beautification efforts are currently underway, work continues on a three-year campus beautification project plan. Also, the campus exterior handrail painting project is currently underway, with scheduled completion of early Fall 2018.  |
| <b>Goal #8: Organizational Improvement Part I</b>   |   |   |
| <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   |    | a) A business analyst was hired in ITS in spring. The analyst is being brought up to speed and is focusing on business processes that impact the implementation of Banner 9.  |
| b) Launch employee hiring process (HEROES – Hootie's Employee Recruitment, Onboarding, and Exiting System)        |    | b) HEROES online hiring system has been implemented and trainings held for users. Existing positions have been inventories and position descriptions are being updated which will speed up future hiring efforts. Onboarding and exiting processes have been formalized. Efforts to train and get support across functional units continues. Baseline metrics and process reporting tools are being established to judge effectiveness. |
| c) Launch Recruit Software  |  | c) Recruit CRM has been implemented and is in production. Recruit software is now operational and is supporting the recruitment process; but still needs refinement and additional features rolled out.   |
| d) Launch Banner 9  |  | d) Banner 8 has been hosted. Banner 9 test environment is up and running in the cloud. User acceptance testing will begin in August. This project is currently on schedule for completion in November 2018.   |

| Goal   | Progress  | Status Description  |
|--|---|---|
| <b>Goal #9: Organizational Improvement Part II</b>   |   |   |
| <i>Encourage an entrepreneurial culture in academic programming, Oregon Tech’s Academic Affairs and Finance Divisions, in collaboration with FOAC.</i> |   |   |
| a) Implement a contribution margin awareness project to encourage operational efficiency.  |    | a) IR in conjunction with Budget Office are in the final stages of developing a contribution margin analysis which incorporate actual tuition payments, state funding by department, enrollment and completion as well as internal direct costs. Roadblocks related to data systems have been encountered, including workload management and tracking and the recording of tuition revenue at the student level have been mitigated. Ongoing recording and planning of workload will be required by the Registrar’s Office for the system to be repeatable. |
| b) Develop an open and participatory budget process so all units can share plans and aspirations as part of the planning process.                      |    | b) FOAC established a budget process development task force which included academic, finance and faculty leadership. This task force established a new budget model which pushes responsibility and funding to departments and colleges and balances predictability and responsiveness. Portions of the model, including increased training funds, predictable roll overs and departments equipment “savings accounts” have been established. The model will be fully implemented over the next several years.  |
| <b>Goal #10: Build Alumni Relations and Philanthropy</b>   |   |   |
| <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.   |  | a) We collaborated with the foundation board, alumni advisory board, and campus partners to create programs and events designed to increase engagement of alumni, donors and prospects. The outcome of these partnerships include an expanded calendar of alumni events, focused on regional and thematic diversity, a program to support departments in the scheduling and execution of their alumni events, and execution and planning of donor recognition events.   |

| Goal   | Progress  | Status Description   |
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| b) Create and execute a mini-campaign this year to raise at least \$2.75M in support of the CEET project and student and faculty innovation. |    | b) We exceeded the original goal of the mini-campaign (\$2.75M). Expanded the campaign to include a broader set of initiatives and increased our goal to \$4M. Currently finalizing case materials and scheduling tours of Cornett Hall.   |
| <b>Goal #11: Leverage Academic and Industry Partnerships</b>   |   |  |
| <i>Enhance our partnerships with academia and industries.</i>  |   |  |
| a) Viability of Doctorate in Physical Therapy degree program proposal in fall 2018   |    | a) The campus proposal is getting close to being finalized and OHSU Provost has offered her support. However, the approval process is very involved and requires substantial up-front investment and identification of adequate number of clinical sites.  |
| b) Cyber Defense Center  |    | b) The Center was formally opened on Nov 20, 2017 when Gov. Brown came to Oregon Tech Portland-Metro campus to proclaim the Oregon Cyber Day. A proposal to launch the baccalaureate degree in Cyber Security is going through campus review and will be ready for Board review in AY'18-'19. New faculty member hired in Information Technology to help drive the impact of the Center across Oregon Tech.                                    |
| c) Oregon Manufacturing Innovation Center (OMIC)   |  | c) OMIC infrastructure (physical, personnel, policies) in place - new Executive Director, funding (Economic Development Authority [EDA]), agreements and policies are either underway. As host university, Oregon Tech, prepared and submitted a \$3M EDA grant proposal and has just been awarded the same.   |
| d) Off-campus research and innovation center in Klamath Falls to bring together current initiatives (Catalyze, ABA Clinic, etc.)             |  | d) Significant outcomes in this area include the following so far.<br><ul style="list-style-type: none"><li>• Hosting the 4th Annual Catalyze Klamath and attracting the statewide InventOR competition involving more than 300 attendees from 11 colleges and universities and related communities to our Klamath Falls campus.<br/>The InventOR competition was co-sponsored by Lemelson Foundation and Portland State University.</li></ul> |
|  |  | <ul style="list-style-type: none"><li>• The Behavior Improvement Group @ Oregon Tech (BIG) is a product of our new Applied Behavior Analysis program. A community clinic was opened off-campus by our faculty.■</li></ul>  |