OREGON TECH 2025
VISION, MISSION, CORE THEMES, STRATEGIC GOALS, AND SUPPORTING STRATEGIES & INITIATIVES

Preamble: Oregon Institute of Technology undertook a strategic review and update of its current strategic plan (OIT 2017) during the latter third of the 2011–2012 academic year. This document, *Oregon Tech 2025: Vision, Mission, Core Themes, Strategic Goals, and Supporting Initiatives*, is the result of that strategic review. The process followed, groups and individuals involved, and timeline are documented in the Appendix.

Vision: Oregon Institute of Technology will be the university of choice for students who want an active, relevant, hands-on education where they can learn and use problem-solving and critical-thinking skills; and who also have the desire to shape their own career paths, especially in high-tech and health-professional careers.

- Oregon Institute of Technology will grow and be recognized as an outstanding university in Oregon, the Northwest region, and nationally.
- Educate graduates who excel in the technological workplace.
- We will be known for our commitment to applied research, the preparation of "world-ready" graduates, and partnerships that ensure relevant, high-quality programs.
- We will be a leader in economic development by educating students who are prepared to enter the modern workforce and/or further their education.

Mission: Oregon Institute of Technology, a member of the Oregon University System, 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 Oregon's citizens, and provides information and technical expertise to state, national, and international constituents.

Core Themes:

- Applied Degree Programs
- Student and Graduate Success
- Statewide Educational Opportunities
- Public Service

Strategic Goals

Overall Rationale: Each of the strategic goals below emerged from university-wide discussions based on the current Oregon Institute of Technology strategic plan (OIT 2017) and the following guiding principles that result from Oregon Tech being a public university in Oregon:

1) As a public university, we have an obligation to grow to meet the needs of the State of Oregon as its population grows over time.
2) As a public university, we have an obligation for our student, staff, and faculty demographics to reflect the demographics of Oregon, and to change over time as Oregon's demographics change.
3) Given that the State of Oregon has implemented "40-40-20"—a plan in which 40% of the state's population will have at least a bachelor's degree, 40% will have a certificate or associate's degree, and the remaining 20% will have at least a high-school diploma or equivalent by 2025—Oregon Tech must demonstrate that we are doing our part to help the State of Oregon meet those obligations.
4) Oregon Tech has a clearly defined statewide mission and responsibility as the singular polytechnic university in Oregon.

In addition to the overall rationale for Oregon Tech 2025, each strategic goal is supported by its own rationale as well as its own strategies/objectives.

OREGON TECH'S STRATEGIC GOALS

Student Success

Deliver personalized educational experiences that provide students with the technical, critical-thinking, and communication skills they need to succeed in their chosen field.

Student Success Rationale:

As Oregon's public polytechnic university, Oregon Tech has an obligation to the citizens of Oregon to educate Oregonians for successful high-wage technical and health-professional careers in a timely manner with as little cost to the students as possible, yet maintain the high-quality, hands-on, undergraduate-focused education that has become the hallmark of Oregon Tech.

Strategies and Objectives:

Oregon Tech will continue to emphasize the applied, real-world focus of our programs, and enhance student and post-graduate success by enhancing the quality and number of student internships and externships.

Oregon Tech will introduce new majors, minors, and certificates, as well as update or phase out old majors, minors, and certificates, as the high-tech and health-care industries change in order to continue our focus on student and graduate success.

Oregon Tech will enhance student and graduate success by increasing the number of pathways to and options for relevant and applied degrees and certificates, including offering more sophomore- and junior-year options for changes in majors with little to no need for additional coursework.

Oregon Tech will increasingly offer majors, minors, and certificates in an "anytime, anywhere" format through various means (co-located campuses, online offerings, etc.) for students to use their time more efficiently in order to achieve their degrees in a more timely manner.

Oregon Tech will increase the number and variety of dual-enrollment, transfer, prior-credit, and other credit-counting opportunities for students to shorten their time to degree completion and decrease their overall cost of attendance.

Oregon Tech will continue to keep the in-class student-to-faculty ratio as low as possible to maximize the quality of learning, the overall undergraduate experience, and student retention on our campuses.

Oregon Tech will continue to build and enhance student-life opportunities on our campuses, and focus on building and enhancing a deeper, more meaningful tie between the university and all of our students, irrespective of where they are or how they are enrolled (i.e., enhance school spirit).

Oregon Tech will expand collaborations with community colleges and pre-college school districts throughout Oregon to better prepare students for the lucrative STEM (Science, Technology, Engineering, and Math) degrees that form the core of a polytechnic university.

Faculty and Staff Success

Attract and retain first-rate faculty and staff that are actively engaged in globally competitive education and the application of industry research in classrooms and university operations.

Faculty and Staff Success Rationale:

Through the strength of shared governance, the core of a university lies with its faculty and staff. Faculty and staff conduct the day-to-day business of the university, and are responsible for helping students achieve success through on-time graduation with appropriate preparation for their post-graduate careers. Faculty and staff must be supported to the fullest extent possible by the university so that all are engaged in the overall university direction, quality, and goals. Retention of high-quality faculty and staff serves to build an increasingly high-quality university through time.

Strategies and Objectives:

Provide different opportunity tracks for faculty and staff to become part of Oregon Tech and remain with us, including: (1) different faculty tracks that emphasize teaching and research (e.g., lecturers, instructors, research faculty, clinical faculty, etc.); (2) different hiring tracks that allow for a range of employment percentage (e.g., part-time faculty, adjunct faculty, two or more faculty members sharing a single faculty line, etc.); and (3) flexible work schedules and locations (e.g., differential loads in different years or terms; including summer as one of three terms taught, with either fall, winter, or spring off; etc.), to the extent allowable.

Provide additional opportunities for professional development for both faculty and staff.

Provide competitive compensation packages for faculty and staff, as well as a welcoming, open, work environment.

Facilitate more effective use of faculty and staff, including: (1) faculty and staff exchanges, (2) staff and faculty shared among two or more institutions, and (3) other opportunities for faculty and staff to enhance their quality of experience.

Provide additional support for faculty and staff achievements, including: (1) funding for mission support, (2) funding for professional-development opportunities, (3) group opportunities, and (4) recognition and celebration of individual and group achievements.

Career-focused Education with Integrity to Enhance Oregon's Economy

Build Oregon's competitive strength, market advantage, and industries by preparing new generations of high-tech and allied-health professionals.

Career-focused Education with Integrity to Enhance Oregon's Economy Rationale:

Oregon Tech has risen to prominence in Oregon through its focus on real-world, problem-solving, career-focused education, and its reputation for producing students who are ready for post-graduate careers or additional post-graduate education. Oregon Tech graduates will continue to achieve the long-term value-added component to their undergraduate educational experience, and will contribute to the State of Oregon's economy.

Strategies and Objectives:

Develop a university-wide Academic Master Plan that is reviewed on an annual basis in order to keep current with employers' needs and requirements of accrediting groups and professional organizations.

Build upon our rigorous, practical, and supportive educational environment at Oregon Tech in order to impart these same qualities to our students and alumni.

Partner with Oregon businesses, chambers of commerce, hospitals, and other entities to increase internships, externships, and career opportunities in order to enhance retention of Oregon Tech graduates within the State of Oregon.

Recognizing that long-term career success is linked inextricably with work ethic and integrity, Oregon Tech will teach and exemplify those traits in our day-to-day conduct of business.

Diversity

Improve educational access, employment opportunities, and the university environment for diverse and historically underserved populations.

Diversity Rationale:

With diversity comes additional quality and perspective for students, faculty, staff, and the surrounding community. In addition, the changing demographics of the US require us as a public university to provide a means for access to the entire population, not just a subset of that population. It is also contingent upon universities to have diverse faculty and staff in order to relate more closely with a diverse student population.

Strategies and Objectives:

Grow and expand Oregon Tech's urban and suburban presence along the I-5 corridor between Portland and Salem.

Provide an added focus on rural needs, issues, and degrees at Oregon Tech's Klamath Falls campus, as well as additional co-location opportunities and online offerings.

Recruit and retain underrepresented groups of students, faculty, and staff, as well as increase Oregon Tech's use of diverse contractors.

Increase Oregon Tech's international profile, including recruiting and retaining international students, faculty, and staff.

Work on methods to recruit, retain, and remove barriers for non-traditional students, faculty, and staff, including veterans; single parents; married students, staff, and faculty; and others with non-traditional circumstances.

Sustainability

Embrace and live the sustainability movement in higher education in the areas of university operations, academics, and community involvement.

Sustainability Rationale:

As a polytechnic university that emphasizes both long- and short-term solutions to real-world problems, sustainability is a common thread in everything we do, whether in the classroom, our own facilities, in the communities where we live, or globally. Oregon Tech must be the embodiment of the sustainability to the fullest extent possible.

Strategies and Objectives:

Oregon Tech will become as energy self-sufficient as possible.

Connect with the surrounding communities for enhanced social and technical networking and strategic sustainable problem-solving solutions to local problems.

Conduct teaching, service, and applied research with an ethical approach and environmentally aware consciousness.

Help provide low-cost, sustainable solutions to real-world problems for the broadest range of people possible.

Financial Success

Manage university fiscal and physical resources to sustain and enhance financial viability.

Financial Success Rationale:

As Oregon's public polytechnic university, Oregon Tech has both an obligation and challenge to achieve financial viability in the face of changing economic conditions. With

decreasing state support and increasing tuition, Oregon Tech's financial future must be one that is more stable, more predictable, and less volatile if we are going to continue to attract and retain the high-quality faculty and staff in order to offer the high-quality, hands-on programs on which we have built our reputation.

Strategies and Objectives:

Oregon Tech will focus on growing the Oregon Tech Foundation's endowment to a level where it is concomitant with a private university (approximately 10x its current value) over the next decade. Oregon Tech will be able to build on the success of our graduates as well as the success of our athletic programs to attract endowment support from alumni and non-alumni alike.

Oregon Tech will expand development objectives and responsibilities to include focus at the college, department, and program levels, in order to broaden university commitment to fundraising goals while simultaneously focusing our fundraising commitment and efforts.

Engage alumni and supporters to build pride, involvement, and financial investment in the university.

Oregon Tech will grow, but must continue to maintain the intimate, hands-on experience that has been so crucial to our success. To accomplish this, we will focus on student growth in four key areas: (1) the Klamath Falls campus; (2) the Wilsonville campus; (3) co-located campuses and programs (e.g., Chemeketa CC, ODS/EOU, Seattle); and (4) online and related offerings. By enhancing and expanding all four areas of growth, Oregon Tech can double or triple our current overall enrollment to 8,000–12,000 students, yet maintain our small-university, hands-on culture and high-quality learning environment. This level of student enrollment will increase the number of graduates and alumni, and help stabilize finances for the university through both tuition and development.

Explore innovative cost-savings opportunities through shared services, short-term contracts, part-time employment, and non-traditional partnerships with local communities.

Continue to refine and implement a logical enrollment-management strategy for Oregon Tech that (1) strikes an appropriate balance of Oregon resident and non-resident students, (2) increases graduation rate, (3) increases retention, and (4) provides a clear value-added component for the high-cost programs offered by Oregon Tech (i.e., has an extremely positive Return on Investment [ROI] for students).

Focus on getting Oregon Tech's name, reputation, and successes to a broader audience through development of a university-wide Marketing Master Plan that is reviewed and updated regularly.

Develop a university-wide Facilities Master Plan that is reviewed on a regular basis.