

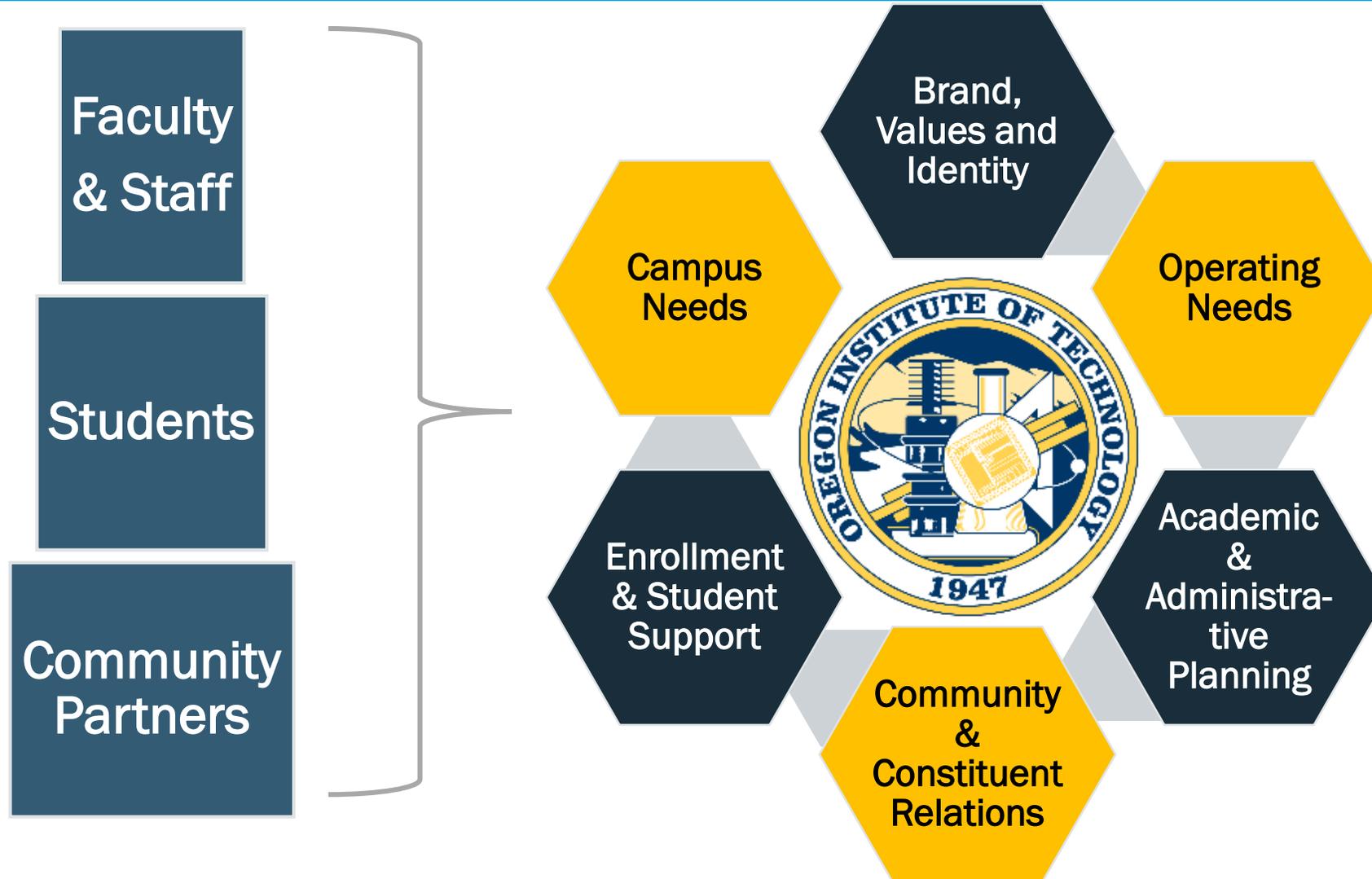
# **President's Annual goals For AY 2017-18**

**Board of Trustees Meeting**

**October 26, 2017**



# Feedback from the Transition Team



# University Stakeholders defined Focus Areas



# Proposed Aspirational Vision for Oregon Tech

During the next decade, Oregon Tech will become an established world leader among polytechnic institutions and enjoy a reputation as the '*industry's university*' that nurtures the best of professionals for engineering, health, business, and technology fields, emphasizing hands-on undergraduate and graduate education and applied research.

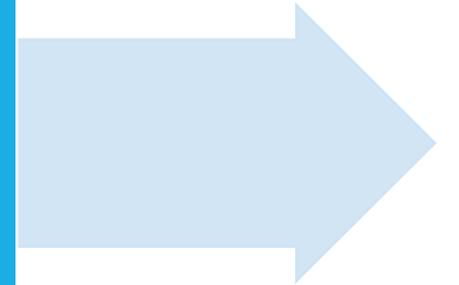
# Proposed Annual Goals Based on Focus Areas



- Proposing 11 goals for AY2017-18
- Champion or Co-Champions to be appointed for each of the approved goals, who in turn will invite participation from faculty, staff, and students.
- Regular reports to the Trustees and the University Community at-large.
- Outcomes to inform the Strategic Planning Process and long-term goals.

# Goal #1: Increase Reputational Capital

**#1: Implement a clear, branding strategy in three major markets (Klamath Basin, Portland-Metro, and Medford region). In the initial phase, we will focus on increasing enrollment.**



# Goal #2: Increase Enrollment

**#2: Support aggressive, aspirational enrollment growth -- average 6% during next 5 years. We will put mechanisms in place to:**

- **(a)** Increase the number of **direct from high school students** by developing and implementing special events around the state to communicate directly with counselors and teachers.
- **(b)** Increase the number of **Transfer students** by elevating effectiveness of partnerships with feeder community colleges through additional inter-institutional academic, administrative processes, and hosting at least two CC influencer events.

# Goal #2: Increase Enrollment, continued...

#2

- (c) Improve **overall retention** by developing continuous, data-driven strategy to identify students at risk of dropping out, to support students not accepted into first-choice majors, and to accelerate time to degree.
  - Improve first to second year retention of all new students by at least 1%.
  - Develop a structured data-sharing approach with academic units and create a dialog and action steps to improve retention beyond first to second year, time to degree, and graduation rates.
- (d) Pursue use of **digital badges and micro-credentials** to meet the needs of prospective students already in the workforce who are place-bound or limited by work and family schedules, but are looking to expand their skillsets without returning to school for a full degree.

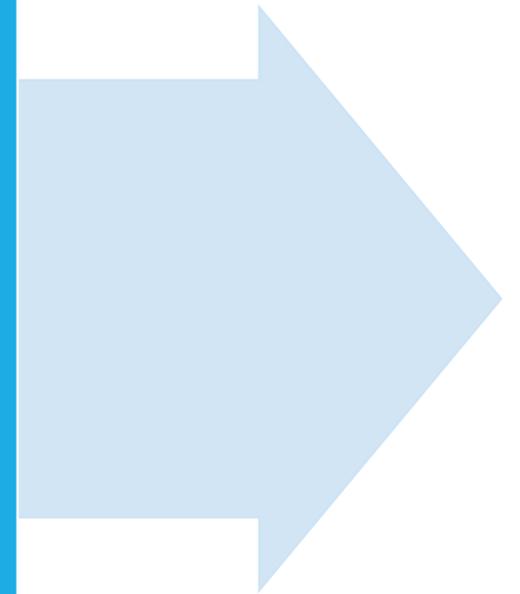
# Goal #3: Grow student and campus diversity

**#3: Elevate our commitment to nurture our environment of diversity and inclusion, by pursuing multiple modalities to celebrate and strengthen diversity among faculty, staff, and students.**

- (a) Create and staff a **multi-cultural office** to support student body and promote awareness and sensitivity in our interactions with all constituents.
- (b) Elevate our **partnership with the Native American Community** building on strengths of recently executed MOA with Klamath Tribes.
- (c) Launch a parallel initiative with the **Latino Community**.
- (d) Develop intentional recruitment initiative for **international students** to include targeted efforts with select universities.

# Goal #4: Extend Academic Planning

**#4:** Plan for the implementation of our modernized general educational component—**Essential Studies**—in support of our Essential Student Learning Outcomes (ESLOs) across our diverse programming and student demographics. Also, pilot an Essential Studies Synthesis Experience (ESSE) to expand interdisciplinary opportunities for faculty and students.



# Goal #5: Extend Academic Planning

**#5: Elevate the quality of instructional experience for our faculty and students in multi-modal, multi-site course delivery of our programs.**

- (a) Create a **Faculty Innovation Center** to provide space to experiment with technology, conduct peer-to-peer training in transforming pedagogy with technology including augmented and virtual reality course design.
- (b) With faculty input, plan and design two **new classroom environments** – one at Klamath Falls with an exact replica in Wilsonville to increase the quality of multi-site instruction using synchronous technologies.

# Goal #6: Invest in Talent

#6: In support of professional development of faculty and staff, 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.



# Goal #7: Grow our Culture of Pride

**#7: Promote university pride and elevate our campuses to be the preferred destinations for students, employees, and the community.**

- (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.

# Goal #8: Organizational Improvement

**#8: Improve efficiency and effectiveness of our business processes and expand our use of technology. Key milestones this year will include launching:**

- **(a) Business process analysis services within ITS**
- **(b) Employee hiring process (HEROES – Hootie’s Employee Recruitment, Onboarding, and Exiting System)**
- **(c) Recruiter**
- **(d) Banner 9**

# Goal #9: Organizational Improvement

**#9: To encourage an entrepreneurial culture in academic programming, our Academic Affairs and Finance Divisions, in collaboration with FOAC, will:**

- (a) implement a **contribution margin awareness project** to encourage operational efficiency.
- (b) Develop an **open and participatory budget process** so all units can share plans and aspirations as part of the planning process.

# Goal #10: Build Alumni Relations and Philanthropy

**#10: To elevate our efforts and outcomes in advancement, in partnership with Foundation and Alumni boards, we will:**

- (a) create a sustainable friend-raising and fund-raising framework.
- (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.

# Goal #11: Leverage Academic and Industry Partnerships

**#11: To enhance our partnerships with academia and industries, we will:**

- **(a)** continue collaborative efforts with OHSU and Sky Lakes Medical Center to submit the **Doctorate in Physical Therapy** degree program proposal in Fall 2018.
- **(b)** establish a premium brand identity in the area of the Cybersecurity with a pilot launch of our **Cyber Defense Center** (a “teaching hospital” incorporating residency in cybersecurity for students) and serve as a solution source for small and medium-size industries. An interdisciplinary **cybersecurity academic program** will follow.

# Goal #11: Leverage Academic and Industry Partnerships...continued...

#11

- (c) elevate our contribution and importance to **OMIC** by **developing appropriate business processes** as an impactful host university. Additionally, will further opportunities for faculty and students as an applied research partner.
- (d) further efforts towards establishing an **off-campus research and innovation center in Klamath Falls** to bring together current initiatives (PHMRC, Catalyze, ESSE, etc.) and provide students the opportunity to participate in sponsored, interdisciplinary applied research projects for social, technological and economic development.

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Oregon's Institute of  
Technology!

**Oregon** **TECH**