



# OREGON TECH TOGETHER

## Five-Year Strategic Plan 2021-2026

**Oregon** **TECH**

Oregon Institute of Technology

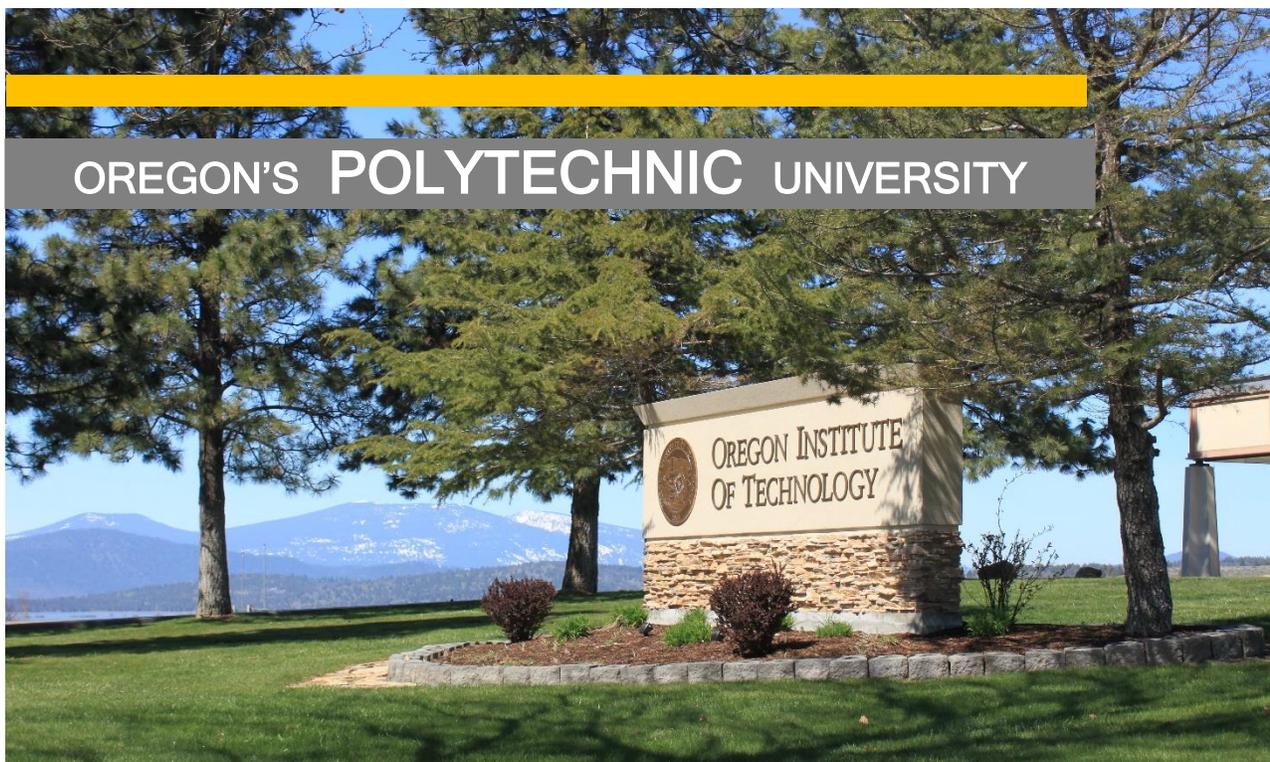
# OREGON INSTITUTE OF TECHNOLOGY

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## About the University

Oregon Institute of Technology, “Oregon Tech,” is an institution founded on the principles of excellence through hands-on learning. As Oregon’s polytechnic university, we are proud to be one of the state’s seven public universities, providing affordable, high quality undergraduate and graduate education programs. We believe in giving students a rigorous, professional practice-based education with experiential learning opportunities throughout their college career with us.

Oregon Tech takes pride in our mission to deliver tech-infused education. We continually partner with industry to ensure that our programs and classes remain relevant, leading edge, and aligned with new technology that prepares students for today's and tomorrow's workforce demands. This real-world focus gives our students a competitive edge: **96 percent** are either employed or enrolled in graduate school within six months after graduation, with an **average starting salary of \$60,000** per year. We also attribute this to our dedicated faculty who are genuinely invested in their students' learning, providing personalized teaching and advising approaches. A total enrollment of about 5,400 students across all campuses and sites allows for an intimate campus environment distinguished by small classes. This personal approach leads to high levels of student engagement, achievement and career success.



## ADVANCING OREGON TECH, *TOGETHER*

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*Oregon Tech Together*, our university's five-year strategic plan for 2021-2026, represents a transparent and collaborative effort across the university and our larger community. Importantly, the title of the plan itself came from our students, an expression of their dedicated engagement and pride in Oregon Tech.

As co-chairs of the Strategic Planning Steering Committee, Dr. Tom Keyser, Dean of the College of Engineering, Technology and Management, and I extend our gratitude to the dedicated Committee members. They brought active engagement to every stage of the plan's development, from surveys, focus groups and forums with their peers, to passionate discussions that defined Oregon Tech's guiding values, pillars of excellence, goals and measurable outcomes.

*Oregon Tech Together* is about world-class polytechnic university education for the future, establishing seamless industry-university partnerships, and about Oregon Tech's important role in not only meeting the talent needs of industry but also nurturing the leaders of tomorrow. As 'industry's university,' our graduates will continue to bring the latest knowledge and years of innovation-focused professional practice and leadership to organizations across the region and beyond, from community-based nonprofits to multinational corporations.

Strong talent and visionary leadership make for strong organizations, make for a strong industry sector, and make for a strong economy. Oregon Tech, through this plan, will play a key role moving our state forward through today's intense challenges and the unknowns of tomorrow. Together, our next steps will be to take the plan and operationalize it through each of the academic and administrative areas at Oregon Tech, in partnership with all constituents. The plan is a cohesive, strategic roadmap that will guide our future success and progress.

Thank you in advance for your continued engagement in helping Oregon Tech advance our vision, and for being a steward of our public higher education mission and the students who we collectively serve. We are, *Oregon Tech Together!*

Nagi G. Naganathan, Ph.D., ASME Fellow  
President

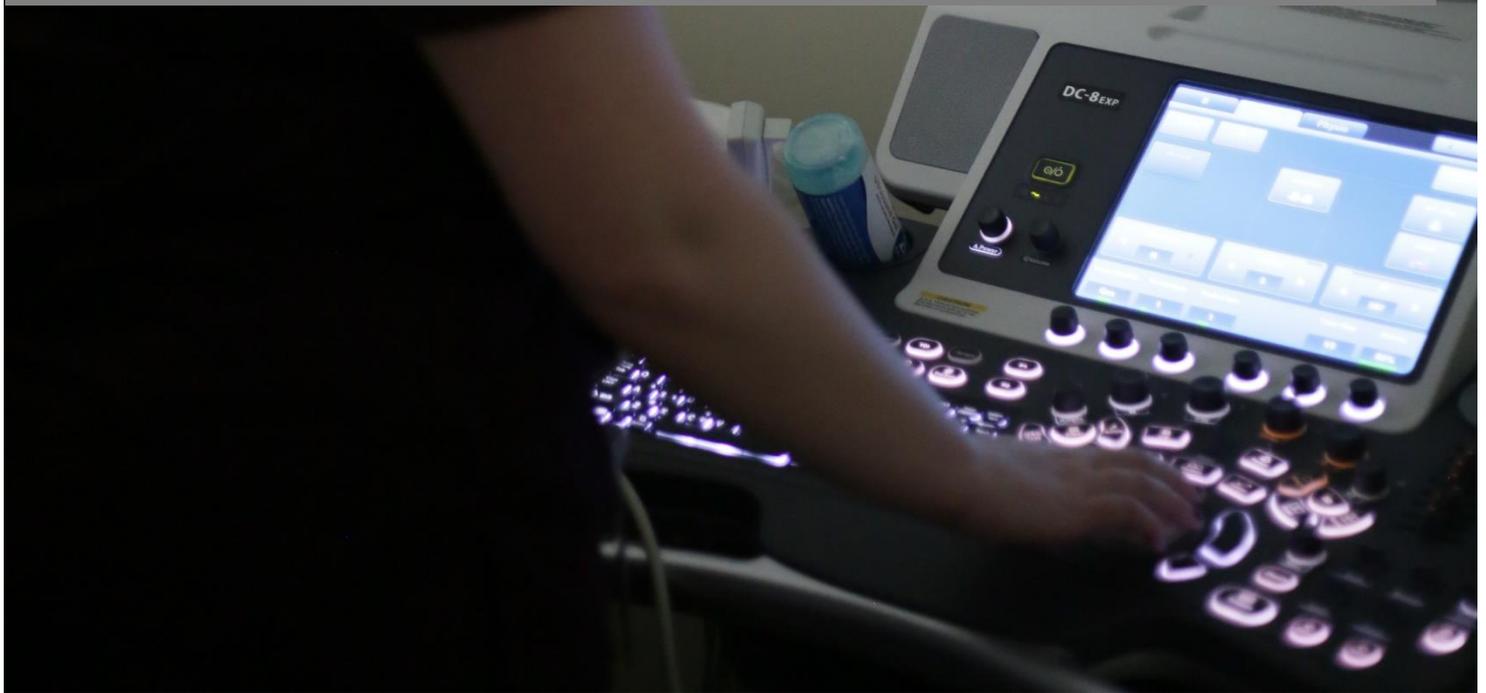
*June 30, 2020*

# WE ARE OREGON TECH TOGETHER





STUDENT-CENTERED **WORLD-CLASS** POLYTECHNIC UNIVERSITY



## OREGON TECH MISSION

Oregon Institute of Technology (“Oregon Tech”), Oregon’s 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, public educational opportunities and technical expertise to meet current and emerging needs of Oregonians as well as other national and international constituents.

## OREGON TECH VISION

Oregon Tech will be a student-centered, world-class polytechnic university that inspires students to become tomorrow’s leaders

## OREGON TECH VALUES

We are guided by:

<b>Student Success:</b>	Prioritizing student and graduate success in every decision or action at every level of the university.
<b>Integrity:</b>	Adhering to the highest standards of ethical principles.
<b>Respect:</b>	Demonstrating high regard for one another in interactions and treating others with dignity.
<b>Diversity, Equity, Inclusion:</b>	Welcoming and empowering individuals of differing backgrounds, identities, and life experiences.
<b>Service:</b>	Contributing to the wellbeing of our university and external communities.
<b>Accountability:</b>	Taking responsibility for our actions and demonstrating leadership.
<b>Excellence:</b>	Embracing and celebrating the highest quality standards in teaching, research, and innovation.
<b>Confidence:</b>	Exhibiting pride and conviction in our university, our talent, and our contributions to those around us.

## UNIVERSITY PILLARS

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Four pillars support the foundation of the university's strategic goals, objectives and actions:



### PILLAR I: COMMITMENT TO STUDENT SUCCESS

Oregon Tech enhances the quality and diversity of the student experience by increasing access to and support for high quality, student-centered education, resulting in student and graduate success.



### PILLAR II: COMMITMENT TO INNOVATION

Oregon Tech strives to be entrepreneurial and on the leading edge of student engagement, innovative teaching, and collaborative research.



### 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 academic 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 members of the Oregon Tech community to achieve and celebrate excellence.

STUDENT SUCCESS ■ INNOVATION ■ COMMUNITY ■ EXCELLENCE



## PILLAR I: COMMITMENT TO STUDENT SUCCESS

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**Oregon Tech enhances the quality and diversity of the student experience by increasing access to and support for high quality, student-centered education, resulting in student and graduate success.**

### Measurable Outcomes

- I.a) Student engagement measured through the National Survey of Student Engagement (NSSE).
- I.b) Increase student retention rates (1<sup>st</sup> to 2<sup>nd</sup> year and beyond) and 6-year graduation rates.
- I.c) Number of student internships/Co-op experiences/undergraduate research experiences and number of employers and their geographic footprint.
- I.d) Strategic student enrollment growth plans with attention to diversity, demographics, and robustness.
- I.e) Number of notable academic outcomes measured through students pursuing prestigious fellowships and graduates chosen as candidates for corporate and graduate leadership programs.

### Goal 1. Nurture and inspire student success.

#### Objectives

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

### Goal 2. Ensure degree-seeking students who graduate are ready for success.

#### Objectives

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

## Goal 3. Increase the number of students recruited, retained, and graduated.

### Objectives

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



## PILLAR II: COMMITMENT TO INNOVATION

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

### Measurable Outcomes

- II.a) Recognitions for faculty, students, and staff for innovative instructional pedagogies and scholarship initiatives at the state and national levels.
- II.b) New undergraduate and graduate programs that are unique and distinctive aligned with our mission.
- II.c) Students, faculty and staff engaged in applied innovation initiatives.
- II.d) Industry sponsored capstone design and research projects and undergraduate and graduate research projects.
- II.e) Number of externally sponsored grants and contracts in support of education and applied research.
- II.f) Makerspace and innovation center(s) for students, faculty, and staff to engage in entrepreneurial initiatives.

### Goal 4. Incorporate an innovative mindset into teaching, learning, applied research, scholarship, 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, staff, and alumni.
- 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 the 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 across a broad range of industry sectors.

- 5.3 Promote an 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.

## ON THE LEADING EDGE OF INNOVATIVE TEACHING



## PILLAR III: COMMITMENT TO COMMUNITY

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**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 academic and professional expertise.**

### Measurable Outcomes

- III.a) Expand inclusive and university-based trainings and professional development for a stronger and more cohesive university community.
- III.b) A constituent-based program review process across the university coupled with continuation of an integrated assessment culture.
- III.c) Service Recognition model to recognize contributions by faculty and staff beyond the campus boundaries defining Oregon Tech as a truly engaged university.
- III.d) Oregon Tech alumni engagement strategy coupled with a simultaneous engagement of their employers.
- III.e) Expanded capital campaign.
- III.f) Launch of donor clubs and societies.
- III.g) A national visiting board at each of the colleges and at the university level to expand the opportunities for our faculty, students, and staff.

### Goal 6. Forge an 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, tribal, and federal stakeholders for the betterment of Oregonians and Oregon Tech.
- 7.2 Continue our commitment to sustainability and renewable energy through innovative programs, research, and university action.

- 7.3 Increase the range of educational and service partnerships for students, faculty, staff, and alumni, particularly for underrepresented student groups.
- 7.4 Support, recognize, and celebrate the community and professional leadership service of students, faculty, staff, and alumni.
- 7.5 Engage community and other university constituents 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 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

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

### Measurable Outcomes

- IV.a) Continue promoting diversity, equity, and inclusion across students, faculty, and staff.
- IV.b) University-wide branding methodology and approach to create a distinctive image of our designation as Oregon's Polytechnic University.
- IV.c) A facility master plan that is reflective of the objectives of the strategic plan and promoting university pride.
- IV.d) Awards to faculty, staff, and students for going above and beyond to promote and advance the University.

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

#### 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 Continue equal access to programs, facilities, and activities.
- 9.4 Ensure meaningful evaluation of inclusive and culturally competent teaching.
- 9.5 Use assessment tools for diversity, equity, inclusion, and access university-wide, enabling 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 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 Ensure 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 create streamlined processes.

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

### Objectives

- 11.1 Practice unified branding and marketing strategies for state, regional, national and international visibility and name recognition.
- 11.2 Support outreach and research efforts 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 Grow a vast alumni network poised to advocate, contribute, and participate in efforts to promote and advance Oregon Tech.



WHERE ALL FEEL A SENSE OF BELONGING

## GLOSSARY

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**Academic:** Areas relating to education and scholarship through faculty, students, and programs of study of the university.

**Board of Trustees:** The Oregon Tech Board of Trustees is the governing body of the university, with its voting members nominated by the Governor of Oregon and approved by the Senate of the State of Oregon. The Board has broad authority to manage and govern the University including the approval of the University's mission, programs, budgets, and strategies.

**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.*

**Constituents:** The people, organizations and industries that support Oregon Tech and enhance educational experiences for our students.

**Diversity:** A full, representative range of perspectives, backgrounds, and differences.

**Equity:** Working to ensure all people have successful outcomes, no matter where they start, especially for historically underrepresented populations.

**HECC:** The Higher Education Coordinating Commission (HECC) is the primary state entity responsible for ensuring pathways to postsecondary education success for Oregonians statewide.

**Inclusion:** The active and intentional choice of engaging with diversity and creating a sense of belonging that acknowledges that we all benefit when everyone has a place at the table.

**Industry:** 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.

**Objective:** Means through which the goals of the plan are achieved.

**Pillar:** Essential and foundational part of our university that drives multiple areas of the strategic plan.

**Polytechnic:** relating to, or offering instruction in a variety of industrial arts, applied sciences, or technical subjects.

**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 constituent expectations, and thus build brand recognition and loyalty.

EMBRACE A CULTURE OF EXCELLENCE



## STRATEGIC PLANNING STEERING COMMITTEE

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Special thanks goes to Oregon Tech’s Strategic Planning Steering Committee for their thoughtful, insightful and dedicated engagement in the year-long process of developing the *Oregon Tech Together* strategic plan. Their hard work and leadership – and diverse representation from across Oregon Tech – resulted in our roadmap for the challenging and exciting five years ahead.

### Co-Chairs

**Dr. Nagi Naganathan**, President

**Dr. Tom Keyser**, Dean, College of Engineering, Technology & Management

### Members

**Dr. Steve Addison**, Associate Professor, Manufacturing and Mechanical Engineering and Technology

**Aja Bettencourt-McCarthy**, Instruction Librarian

**Jessyca Chosy**, Student, Klamath Falls campus

**Anna Clark**, Financial Analyst

**Mandi Clark**, Director, Housing/Residence Life

**John Davis, J.D.**, Oregon Tech Foundation Board Member

**Kathleen Hill, J.D.**, Oregon Tech Board of Trustees Member

**Suzanne Hopper**, Professor, Dental Hygiene

**Erik Johnson**, Director, Admissions

**Jennifer Kass**, Director, Career Services

**Jack Kegg**, Coach, Track & Field and Cross Country

**Bobbi Kowash**, Assistant Professor, Medical Imaging Technology

**Dr. Amber Lancaster**, Assistant Professor, Communication Studies

**Justin Laughlin**, Student and ASOIT member, Portland-Metro campus

**Dr. Roger Lindgren**, Professor, Civil Engineering

**Joel McPherson**, Director, Marketing, Communication and Public Affairs

**Alan Polaski, J.D.**, Oregon Tech Foundation Vice-President

**Tony Richey**, Chief Technology Officer

**Dr. Joyce Hollander-Rodriguez, MD**, Sky Lakes Medical Center

**Lindy Stewart**, Assistant Professor, Management

**Ken Vandehey**, President, Alumni Advisory Board

**Dr. Chitra Venugopal**, Assistant Professor, Electrical Engineering and Renewable Energy Engineering

**Wakaya Wells**, Assistant Director, Multicultural Affairs

### Ex-Officio Members

**Sandra Fox**, Board Secretary and Senior Advisor to the President

**Dr. Joanna Mott**, Provost and Vice President of Academic Affairs

**Di Saunders**, Associate Vice President, Communications and Public Affairs

**Farooq Sultan**, Director of Institutional Research

### Consultant

**Virginia ‘Ginny’ Lang**



**Oregon** **TECH**  
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