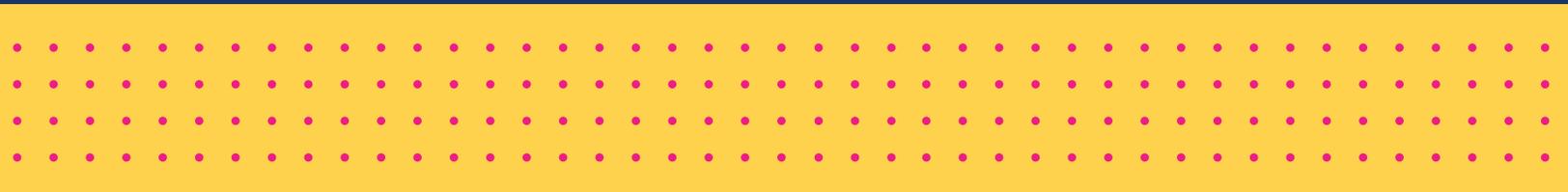


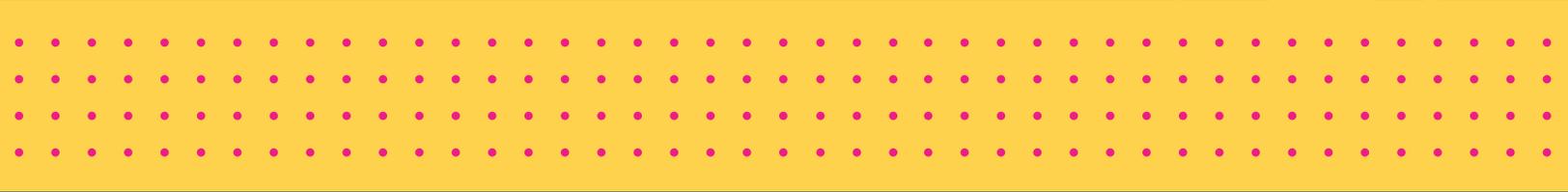
Oregon **TECH**

Oregon Institute of Technology



Academic Master Plan

2022 - 2027



Oregon's Polytechnic University



Academic Master Plan

Definition of an Academic Master Plan

The Academic Master Plan (AMP) provides the overarching goals and objectives for Academic Affairs at Oregon Tech, including students, faculty, staff, and administration. It sets the goals and objectives to accomplish the vision and mission of Academic Affairs as it builds toward the future. The plan is not operational, but visionary and forward-thinking. It is not program reduction focused, but instead concentrated on program and curriculum innovation, accountability, and quality. The plan provides focus to the work of all members of Academic Affairs at the University.

Principles to Guide the Master Planning Process

Following the development and implementation of the University's strategic plan, the provost, with approval from the president and board of trustees, provided charges to a steering committee of Academic Affairs members, including faculty, students, and Academic Affairs staff and administrators to develop the AMP, which will form a bold and challenging Academic Affairs roadmap for the next five years and beyond. The plan provides vision and focus for moving the institution forward to realize its potential as a polytechnic university. The academic master planning process:

- Leads the academic mission of Oregon Tech into the future at all its locations
- Places students and their learning in the center of Academic Affairs
- Provides accountability and timelines for completion
- Considers both current and future resources
- Builds in flexibility for creativity and innovation across all parts of Academic Affairs
- Expresses the values of Academic Affairs and its members
- Strives for improvement, development, and growth
- Uses data and review of comparator institutions
- Provides high-level goals and objectives around which colleges and departments develop their own plans and strategies
- Appreciates sharing and input from faculty, students, and administration

Steering Committee Structure

A group of 16 faculty, students, and administrators developed the framework for the AMP. Included on the committee were two student members selected by ASOIT, two faculty elected by their faculty peers, one faculty selected by Faculty Senate, four faculty recommended by the deans and selected by the provost, two department chairs, one representing each college, an administrative staff member, the two deans of the colleges, the vice provost, and the associate vice provost of academic

excellence. The dean of the college of Health, Arts, and Sciences chaired the committee. The committee focused on four charges shown below. The group met weekly as an entire committee, but most of the work was done in subgroups focused on charges two, three and four. One member of each charge group participated in charge one.

Charges

At the outset of the committee, the provost provided four charges to the committee to guide their efforts:

Charge 1: To develop academic vision and mission statements for Oregon Tech, as Oregon's Polytechnic University.

Charge 2: To form a plan for fiscally sustainable growth through an array of innovative, forward-looking academic programs that reflect the University mission and include signature hands-on experiences, as well as address the need for coherence and coordination between academic units configured for the future.

Charge 3: To outline initiatives that will increase enrollment, retention, and four-year graduation rates, serving the academic needs and ensuring success of all students with the frame of "Is Oregon Tech ready for students?" (HECC Strategic Roadmap, 2021).

Charge 4: To develop a path for progress in entrepreneurial and collaborative applied research, inclusive pedagogy, and service to the profession, that broadens access, promotes student learning and success, and enhances the intellectual life of our students, faculty, and staff.

As part of the work on charges, the larger group was broken into four subgroups that worked on each of the charges.

Timeline

The committee was formed in mid-December 2021 and began its work in mid-January 2022. The group completed its work on drafting a plan in May and shared it with a wide variety of groups, including the Provost Leadership Team, academic colleges, Academic Council, Faculty Senate, Administrative Council, and senior leadership, and in open forums for students and others unable to participate in other groups. The committee's goal was to share the plan with the institutional Board of Trustees in early June, with the plan to begin implementation in Fall 2022.

Goals and Objectives of the AMP

Charge 1

To develop academic vision and mission statements for Oregon Tech, as Oregon's Polytechnic University.

The committee considered the institution's strategic plan pillars and mission statement, a review of academic master plans of comparator institutions, the missions of other polytechnic institutions, the needs of the state of Oregon, and the experiences of group members in developing the values, vision and mission. The values, vision, and mission statements acted as the North Star during the

committee's deliberations of the AMP charges, goals, and objectives, giving the group focus and direction for planning and decision-making.

Values

The social and ethical principles, norms, and attitudes that govern behavior and decisions of Academic Affairs are:

- Professional Ethics
- Inclusivity
- Transparency
- Accountability
- Forward-thinking
- Respect
- Excellence

Vision Statement

Through the efforts of Academic Affairs, Oregon Tech will be the preferred polytechnic for innovative, multi-disciplinary education and applied research by learners across Oregon and the world.

Academic Affairs Mission Statement

Through a sense of community, collaboration, and innovative degree programs, Oregon Tech Academic Affairs provides applied hands-on learning from teacher-scholars who develop life-long learners and tomorrow's leaders.

Charge 2

To form a plan for fiscally sustainable growth through an array of innovative, forward-looking academic programs that reflect the University mission and include signature hands-on experiences, as well as address the need for coherence and coordination between academic units configured for the future.

Oregon Tech faculty, staff, and students are resilient and adaptive. Recent challenges have demonstrated that Oregon Tech has the capacity and ability to be creative and nimble. Academic Affairs can harness this momentum to fundamentally reevaluate and improve our fiscal sustainability, enhance our program innovation, transform our programs to equip graduates with current field relevant skills, and improve the efficiency of our operations. Focused institutional effort in this direction will put Oregon Tech on a trajectory for continued student success and institutional excellence.

Goals

Goal 1: Create fiscally sustainable growth through an array of strong, innovative, forward-looking programs aligned with the University's mission, workforce needs in the region and state, market projections, University resources, and student interests.

1.1 Identify programs with current strengths to develop further.

Metric:	Identify six strong programs based on mission, workforce needs, enrollment
Implementation Timeline:	January 2023
Responsible people/Office:	Deans
Resources:	Department Chairs, Faculty, Deans, Institutional Research, Admissions, Provost Office

1.2 Carry out university-wide efforts to develop program portfolios that enhance enrollment and increase fiscal sustainability, meeting the University's Five-Year Strategic Plan Goals.

- 1.2.1 Use program strengths, workforce needs, and market analysis to identify opportunities consistent with the University mission and strategic goals to increase graduation in identified areas.
- 1.2.2 Develop an institution-wide academic innovation culture to stimulate the development of new and existing academic programs, including minors, certificates, and stackable credentials.
- 1.2.3 Focus on developing new programs and certificates while also increasing enrollment in current ones, as compatible with market demands and programs that appeal to students.
- 1.2.4 Attract and retain students from diverse backgrounds in the new programs and certificates to help achieve the University's diversity and equity goals.
- 1.2.5 Model sustainability and equity efforts currently in place at our peer institutions.
- 1.2.6 Emphasize the unique role of Oregon Tech in responding to the needs of rural and underrepresented communities (priority populations) across the state in healthcare and engineering.
- 1.2.7 Consider face-to-face, online, and hybrid delivery modalities in current programs and the development of new programming.

Metric: Identify high enrollment, low cost, revenue generating programs

Implementation Timeline: Ongoing, five years

Responsible person/Office: Provost

Consult: Deans, Department Chairs, experts from other departments, faculty experts in the field, Admissions, Institutional Research, Career Services, Provost Leadership Team, Industrial Boards

Resources: US Labor Department, Burning Glass, university comparators, industry partners, executive think tanks, Advisory Boards (programmatic), Board of Trustees, Library

1.3 Identify and develop two nationally recognized programs in the College of Health, Arts and Sciences and the College of Engineering, Technology and Management.

Metric: Two programs identified by January 2023, developed within five years

Implementation Timeline: January 2023, five years

Responsible person/Office: Deans

Resources: Department Chairs, Faculty, Provost Office, US Labor Department, Admissions, national comparators

1.4 Align Oregon Tech’s educational offerings with the mission of the institution, the State’s recent transfer initiatives, and student accelerated credit to review and update our general education and programmatic curricula.

Metric: Updated curriculum

Implementation Timeline: Ongoing as state initiatives evolve

Responsible person/Office: Program faculty

Resources: Associate Vice Provost-Academic Excellence, Deans, Provost, Department Chairs, Admissions, Registrar, General Education Advisory Committee, Educational Partnerships and Outreach, Assessment Committee

1.5 Establish a regular process for program review with a focus on relevance, marketability, student interest, return on investment, student outcomes, resource availability, and alignment with Northwest Commission on Colleges and Universities accreditation assessment requirements. Each program will be reviewed at least every seven years, including a self-study and one or more outside reviewer site visits.

Metric: Program review process including external review established
Implementation Timeline: Fall 2023
Responsible person/Office: Associate Vice Provost-Academic Excellence
Resources: Deans, Department Chairs, Provost, Admissions, Institutional Research, Faculty, Students, Online Education, outside reviewers

- 1.6 Evaluate and improve faculty and staff retention rates to ensure the continued offering of programs.

Metric: Faculty and staff retention improvement
Timeline: Ongoing
Responsible person/Office: Assistant Vice Provost-Faculty Labor Relations
Resources: Deans, Human Resources, academic departments

Goal 2: Coherence and coordination between academic units configured for the future.

- 2.1 Explore functional units and organization (i.e., colleges, divisions, departments) with an intent toward promoting shared common pedagogical and research interests, supporting growth and development in specifically identified interdisciplinary academic areas.

Metric: Restructured functional units
Implementation Timeline: Fall 2024
Responsible person/Office: Provost
Resources: Deans, Department Chairs, Faculty, Finance and Administration, Curriculum Planning Commission, Graduate Council, Registrar, MarCoPa, Admissions

- 2.2 Provide opportunities for faculty across campus to engage in conversations and encourage development of innovative programming and faculty research (e.g., rural healthcare, applied computing, the environmental sciences, etc.).

Metric: Meetings at least once per quarter
Implementation Timeline: Fall 2022
Responsible person/Office: Provost
Resources: Provost Office, Deans, University Research Committee, Sponsored Projects and Grants Administration Executive Director, Commission on College Teaching, faculty innovators, Department Chairs, Vice Provost-Research and Academic Affairs, Advisory Boards (Oregon Tech and programmatic)

Goal 3: Identify, streamline, or develop academic program support processes to be more effective, responsive, and adaptable.

- 3.1 Conduct an audit of resources available to academic programs to identify availability and effectiveness of the resources including the Library, office of the Registrar, Online

Education, office of Sponsored Projects and Grants Administration, Educational Partnerships and Outreach, and Academic Advising and Retention. This information will then be updated and included in every program review.

Metric: NWCCU Year 6 report which includes this information
Implementation Timeline: Completed, 2021
Responsible person/Office: Vice Provost-Research and Academic Affairs
Resources: Provost Office, Student Affairs, Deans, Faculty, Staff

- 3.2 Tie institutional administrative process improvement and efficiency to the University's Strategic Plan (Pillar II) in order to improve processes that support growth and innovation in academic departments and support systems.

Metric: Implement Academic Master Plan
Implementation Timeline: 2027
Responsible person/Office: Provost Office
Resources: Board of Trustees, Senior Leadership, Sponsored Grants and Projects Administration, Library, Student Affairs, Department Chairs, Provost Leadership Team

- 3.3 Connect accountability for improved results to job descriptions and/or annual goals set by departments, colleges, and Academic Affairs.

- 3.3.1 Units at each level (department, college, division) summarize progress towards goals through preparation of annual reports.

Metric: Annual department reports that summarize all faculty accomplishments
Implementation Timeline: June 1, 2023
Responsible person/Office: Provost Office
Resources: Provost, Deans, Department Chairs, Provost Leadership Team

- 3.4 Revise annual performance evaluation policies, position descriptions, and processes to better reflect the vision/mission of Academic Affairs and the objectives outlined in this plan.

Metric: Evaluation policies revised for faculty, staff, and administration
Implementation Timeline: Spring 2023
Responsible person/Office: Provost Office
Resources: Department Chairs, Faculty, Human Resources, Assistant Vice Provost-Faculty Labor Relations, Faculty Senate, President's Council

Goal 4: Make applied-learning experiences a signature part of our polytechnic education for all programs.

4.1 Exemplify a teacher-scholar model through applied, hands-on learning and research.

Metric: Increase faculty involved in SoTL and applied research, measured by outcomes reported in APEs
Implementation Timeline: Ongoing
Responsible person/Office: Associate Vice Provost-Academic Excellence
Resources: Commission on College Teaching, Department Chairs, Faculty

4.2 Require an applied learning experience as an integral part of student graduation requirements. These may include externships, internships, clinical hours, discipline-themed study-abroad opportunities, service-learning experiences, field trips, senior project, or undergraduate research.

Metric: All students will obtain an applied learning experience prior to graduation
Implementation Timeline: Fall 2024
Responsible person/Office: Department Chairs
Resources: Associate Vice Provost-Academic Excellence, Department Chairs, Faculty, Assessment Committee

Charge 3

To outline initiatives that will increase enrollment, retention, and four-year graduation rates, serving the academic needs and ensuring success of all students with the frame of “Is Oregon Tech ready for students?” (HECC Strategic Roadmap, 2021).

Oregon Tech has a history of being a learner-centered institution with a mission of hands-on experiences for students. The quality of the student experience matters. Academic Affairs prioritizes student learning when allocating resources, determining pedagogical approach, assessing learning outcomes, and promoting a culture of inclusion and equity on all Oregon Tech campuses. Enrollment, retention, and four-year graduation rates are critical markers for success of our students and our institution. We must examine our programmatic offerings and assess their value in this rapidly evolving professional market. We are committed to offering unique applied-learning experiences in every academic program. These endeavors will culminate in growth across all areas of academic affairs to support the mission of Academic Affairs.

Goals

Goal 1: Support admitted students.

1.1 Encourage a culture of greater focus on student success within Academic Affairs.

- Metric: Regular department meetings focused on increasing student success in their programs
- Implementation Timeline: Fall 2022
- Responsible person/Office: Department Chairs
- Resources: Faculty, Provost Office, Deans, Provost Leadership Team, Student Affairs
- 1.2 Increase the four-year degree-completion rate across all locations of the institution.
- Metric: Increase four-year graduation rates by 10% collectively
- Implementation Timeline: Spring 2025
- Responsible person/Office: Academic Affairs led by the Provost
- Resources: Academic Advising and Retention, Admissions, faculty advisors, embedded advisors, Student Affairs, Library
- 1.3 Review student enrollment, retention, graduation rates, Pell grant status, and DFWI rates to identify and address equity concerns.
- Metric: Program Assessment reports submitted to include this data and plans to address any concerns
- Implementation Timeline: Annually
- Responsible person/Office: Department Chairs
- Resources: Associate Vice Provost-Academic Excellence, Admissions, Institutional Research, Deans, Faculty, Academic Advising and Retention, DICE, Assessment Committee, Financial Aid
- 1.4 Increase high-impact practices for retention, especially through the first year, through a review and implementation of best practices appropriate for a polytechnic, especially those that support equity and inclusion, including affordability, location, and modality.
- Metric: Complete a review of best practices in retention at a polytechnic
- Implementation Timeline: Spring 2023
- Responsible person/Office: Provost Office
- Resources: Institutional Research, Faculty, Associate Vice Provost-Academic Excellence, Students, Commission on College Teaching, DICE, Library
- 1.5 Review student advising best practices at both programmatic and institutional levels and ensure advising excellence training is offered to all advisers for improvement.

Metric: Development of comprehensive advising training program
Implementation Timeline: Fall 2023
Responsible person/Office: Academic Advising and Retention
Resources: Faculty programmatic advisors, Registrar, Admissions, Department Chairs

1.6 Increase focus on Academic Affairs student support programs.

- 1.6.1 Review all current programs for their effectiveness and implement changes to improve student support (for example, SI and tutoring).
- 1.6.2 Identify additional needs to enhance student success in their courses and develop program-specific student support, such as math and writing labs.
- 1.6.3 Examine overlap between Academic Affairs and Student Affairs and develop closer partnerships to better streamline efforts in academic support and retention and to reorganize in meaningful ways.

Metric: Annual department reports to include resources needed for improved student support
Implementation Timeline: Fall 2023
Responsible person/Office: Department Chairs
Resources: Provost Office, Student Affairs, Deans, Faculty, Staff

1.7 Further develop the Honors Program and nationally competitive scholarships that recognize and provide opportunities for student awards and accomplishments.

Metric: Increase number of honors students and competitive scholarship awards
Implementation Timeline: Ongoing
Responsible person/Office: Executive Director for Honors and National Scholarships
Resources: Provost Office, Faculty, Financial Aid, Oregon Tech Foundation, Deans, Library, other institutions

1.8 Review academic communication tools, including websites, to improve communication and enhance awareness of student support services, departments, and programs.

Metrics: Quarterly meetings with MarCoPa to discuss academic communication needs
Implementation Timeline: Ongoing
Responsible person/Office: Provost Leadership Team
Resources: MarCoPa, Academic Advising and Retention, Admissions, Student Affairs, Deans, Department Chairs, Program Directors, Library

1.9 Review undergraduate academic programs in all delivery modalities to ensure there are student paths for completion in four years (i.e., review pre-requisites, bottleneck courses, credit hours, general education, academic scheduling, etc.).

Metric: All programs have a path for completion in four years
Implementation Timeline: Spring 2023
Responsible person/Office: Department Chairs
Resources: Faculty, Institutional Research, Registrar, Provost Office, Deans, Academic Advising and Retention

1.10 Develop an innovative first-year experience for all students aligned with our polytechnic mission.

Metric: An innovative first-year experience has been developed
Implementation Timeline: Fall 2025
Responsible person/Office: Provost Office
Resources: Department Chairs, Deans, Faculty, Student Affairs, Academic Advising and Retention, General Education Advisory Council, Academic Affairs Leadership

Goal 2: Increase enrollment over the next five years on the Klamath Falls and Portland-Metro campuses, including both in-state, domestic, and international students.

2.1 Increase on-campus and online engagement with more prospective students each year for the next five years.

Metric: Deposited prospective students in each program will be contacted by a department faculty member
Implementation Timeline: 2023
Responsible person/Office: Department Chairs
Resources: Admissions, Provost Leadership Team, Dean-Online Education and Global Engagement, Faculty, Provost Office, Deans, Student Affairs, Institutional Research, Admissions

2.2 Review and develop opportunities for international student pipelines at Oregon Tech.

Metric: Increase number of international students
Implementation Timeline: 2027
Responsible person/Office: Dean of Online Education and Global Engagement
Resources: Provost Office, Provost Leadership Team, International Committee, Student Affairs

2.3 Strengthen STEM education K-12 initiatives through pre-college programming and dual credit.

2.3.1 Review current initiatives and evaluate their effectiveness.

- 2.3.2 Work with the Sponsored Projects and Grants Administration office to identify sources of foundation and other grant funds to support existing and new initiatives.
- 2.3.3 Encourage faculty to connect with local high schools for demonstrations, classroom visits to raise awareness of Oregon Tech and encourage students to consider college.

Metric: Meet with school districts, identify grant funding opportunities

Implementation Timeline: Spring 2023

Responsible person/Office: Educational Partnerships and Outreach

Resources: Educational Partnerships and Outreach, Admissions, Provost Office, academic departments, Sponsored Projects and Grants Administration

Goal 3: Promote a sense of relationship and community among students, faculty, and staff.

- 3.1 Provide one-on-one mentorship relationships between first-year students and upper-level students.

Metric: All first-year students have the opportunity to meet with an upper-level student

Implementation Timeline: Fall 2022

Responsible person/Office: Department Chairs

Resources: Provost Office, Academic Advising and Retention, Student Involvement and Belonging, Tech Opportunities Program

- 3.2 Foster a sense of community among online students.

Metric: Online course evaluations will include a question measuring sense of belonging to a community learning environment

Implementation Timeline: Winter 2023

Responsible person/Office: Director of Online Education

Resources: Admissions, Students, Faculty, Provost Office, Deans, Associate Vice Provost-Academic Excellence

- 3.3 Sponsor interactive events involving students, staff, and faculty.

Metric: At least one interactive event each year

Implementation Timeline: 2023

Responsible person/Office: Deans

Resources: Department Chairs, Provost, Admissions, Library, University Research Committee, Student Affairs

Charge 4

To develop a path for progress in entrepreneurial and collaborative applied research, inclusive pedagogy, and service to the profession, that broadens access, promotes student learning and success, and enhances the intellectual life of our students, faculty, and staff.

Hands-on learning and practical application are at the core of Oregon Tech’s identity and provide a natural fit for entrepreneurial work and applied research. To truly express the polytechnic character of our university, a range of initiatives will be implemented that connect the curriculums with applied research, solve real problems, and contribute to progress in engineering, health, business, technology, and applied arts and sciences, while promoting innovation, scholarship, and applied research.

The framework for these initiatives dramatically redefines the University as a bold, brave, and progressive force that will become a key partner for everyone and premier center for growth and development. The initiatives that will enable this radical evolution of the University include formation of cutting-edge research centers, creation of industrial consortia, hosting technical conferences, and publishing peer-reviewed journals in the areas of expertise of Oregon Tech faculty. The University will initially invest resources to initiate and promote these ambitious programs, which are expected to bring unprecedented growth to Oregon Tech in five years.

In all, Oregon Tech needs to capitalize on—and invest in—our substantial strengths to grow an entrepreneurial ecosystem supported by applied, collaborative, even international research. Thus, collaborative consortia – a network of synergistic cross-department relations, industry partners, community members, and other internal and external university stakeholders – are an essential function for the continued training and administration of personal and professional development for students, faculty, staff, and Oregon Tech leadership.

Goals

Goal 1: Establish multiple Cross-Disciplinary Research Centers (CDRC).

1.1 Facilitate growth of existing CDRC in colleges.

Metric:	Increase in number of faculty participating in existing CDRC
Implementation Timeline:	Spring 2024
Responsible person/Office:	Deans
Resources:	Vice Provost-Research and Academic Affairs, Faculty, Department Chairs, University Research Committee, Sponsored Projects and Grants Administration

1.2 Explore opportunities for future centers using enrollment, retention, and Career Services data to project programmatic and industry growth.

Metric: Identify two potential new centers
 Implementation Timeline: Fall 2024
 Responsible person/Office: Provost Office, Vice Provost-Research and Academic Affairs, Deans
 Resources: Sponsored Grants and Projects Administration, Institutional Research, US Labor Bureau, Career Services, Provost, Deans, Faculty, Department Chairs

- 1.3 Facilitate connections between research center work and relevant courses in curriculum. Review connections to ensure that research centers and industry partnerships directly benefit student learning and outcomes.

Metric: Students involved in undergraduate research through centers
 Implementation Timeline: Ongoing
 Responsible person/Office: Academic departments
 Resources: Sponsored Grants and Projects Administration, Provost Office, Institutional Research, US Labor Bureau, Vice Provost-Research and Academic Affairs, Library, University Research Committee

Goal 2: Create consortia, partnerships with industry to work toward shared goals.

- 2.1 Explore and create research consortia involving industry partners, other universities, non-profit and government organizations, and Oregon Tech faculty and students.

2.1.1 Provide a framework for organizing a schedule of events and evaluating the efficacy/impact of each consortium.

2.1.2 Host consortia events that showcase student and teacher-scholar presentations.

Metric: Development of a partnership with industry to benefit student experience
 Implementation Timeline: Fall 2023
 Responsible person/Office: Deans
 Resources: Vice Provost-Research and Academic Affairs, Career Services, industry boards, University Research Committee, academic departments, Sponsored Projects and Grants Administration

- 2.2 Develop industry advisory boards for each program/department to cultivate industry relationships, participate in campus events, participate in student applied learning experiences, and contribute to college orientation events.

Metric: Boards formed for each program/department
 Implementation Timeline: Spring 2023
 Responsible person/Office: Department Chairs
 Resources: Provost Office, Deans, faculty experts, Board of Trustees, Workforce Development Boards

- 2.3 Provide workshops addressed to students, staff, and faculty on leadership, communication, professional development, and transferable skills.

Metric: Annual workshop at convocation addressing at least one topic
 Implementation Timeline: Annually
 Responsible person/Office: Provost Office
 Resources: Academic departments, Career Services, DICE, Student Involvement and Belonging, Library, Students

Goal 3: Foster a university-wide entrepreneurial and applied research culture.

- 3.1 Enhance support systems and collaborations for faculty who are interested in participating in research but lack experience or knowledge.

Metric: Once a quarter workshops for faculty on applied research topics
 Implementation Timeline: Ongoing
 Responsible person/Office: University Research Committee
 Resources: Vice Provost-Research and Academic Affairs, Provost, Deans, academic departments, University Research Committee, Sponsored Projects and Grants Administration, Library

- 3.2 Host professional conferences at which industry leaders and research experts present their findings and collaborate.

Metric: Host a conference every two years (e.g., additive manufacturing, environmental impacts)
 Implementation Timeline: 2024
 Responsible person/Office: Deans
 Resources: Provost, Career Services, Deans, Associate Vice Provost-Academic Excellence, Faculty

- 3.3 Encourage faculty to take students to discipline-specific conferences where students present their own research and can be recruited by Oregon Tech and other graduate programs and/or employment.

- Metric: At least 10% of students doing applied research will present at a conference
- Implementation Timeline: Fall 2024
- Responsible person/Office: Academic departments
- Resources: Vice Provost-Research and Academic Affairs, Department Chairs, Deans, Faculty, Students
- 3.4 Produce conference proceedings and make them accessible to partnerships and research through an Oregon Tech Library institutional repository.
- Metric: Proceedings produced from conferences sponsored by Oregon Tech
- Implementation Timeline: Fall 2025
- Responsible person/Office: Library
- Resources: Vice Provost-Research and Academic Affairs, academic departments, Department Chairs, Faculty, Deans, Institutional Advancement, Academic Affairs, MarCoPa, Sponsored Projects and Grants Administration, Library
- 3.5 Increase equitable student access to scholarships and involvement in the R&D Centers. Seek sponsors for students through scholarship offerings, the Oregon Tech Foundation, and external resources.
- Metric: Students working with the R&D centers funded through scholarships
- Implementation Timeline: Fall 2024
- Responsible person/Office: Center Directors
- Resources: Financial Aid, Career Services, Institutional Advancement, Oregon Tech Foundation, academic departments, Department Chairs, Faculty, Student Affairs
- 3.6 Prepare students for future careers and learning through increased opportunities for undergraduate research.
- Metric: Increased numbers of students involved in applied research
- Implementation Timeline: Ongoing
- Responsible person/Office: Academic Departments
- Resources: University Research Committee, Students, Sponsored Projects and Grants Administration
- 3.7 Expand inclusive faculty/staff recognitions for outstanding accomplishments.

Metric: Develop at least one new faculty/staff recognition award
 Implementation Timeline: Fall 2023
 Responsible person/Office: Provost Office
 Resources: Deans, Provost Leadership Team, academic departments, Faculty Senate

3.8 Use strategic hiring approaches to develop a diverse faculty dedicated to teaching, research, and professional practice.

Metric: Faculty hired through Academic Affairs strategic hiring plan
 Implementation Timeline: Fall 2023
 Responsible person/Office: Deans
 Resources: Academic departments, Provost, Assistant Vice Provost-Faculty Labor Relations, Human Resources

Goal 4: Strengthen community/University partnerships, locally, regionally, and globally.

4.1 Identify opportunities to foster faculty and student involvement in philanthropic efforts.

4.1.1 Establish partnerships with other institutions (nationally and internationally) to collaborate on faculty and student exchange, and the exchange of ideas, information, and shared initiatives.

Metric: Opportunities identified
 Implementation Timeline: Fall 2025
 Responsible person/Office: Dean-Online Education and Global Engagement
 Resources: Academic departments, Deans, Institutional Advancement

4.2 Create relationships with the Klamath Falls and Wilsonville communities through faculty, student, and alumni collaboratively based projects.

Metric: Two new relationships developed by each college
 Implementation Timeline: Fall 2024
 Responsible person/Office: Academic Departments
 Resources: Provost, Deans, academic departments, Industry Advisory Board Members, Students, Student Affairs, Oregon Tech Foundation

4.3 Develop a process for establishing closer industry partnerships.

Metric: Process developed
 Implementation Timeline: Spring 2024
 Responsible person/Office: Academic Council
 Resources: Provost Office, Deans, Department Chairs, Career Services, Institutional Advancement, Vice Provost-Research and Academic Affairs, Industry Advisory Boards

Goal 5: Assess entrepreneurial and applied research efforts.

5.1 Develop a framework to assess CDRC-specific student-success outcomes.

Metric: Framework developed
 Implementation Timeline: Spring 2024
 Responsible person/Office: Associate Vice Provost-Academic Excellence
 Resources: Provost Office, Academic Departments, Center Directors, Career Services, Student Affairs, Students, University Research Committee

5.2 Strengthen systems for supporting faculty-student applied research.

Metric: Increased faculty-student applied research
 Implementation Timeline: Ongoing
 Responsible person/Office: University Research Committee
 Resources: Provost Office, Faculty, Students, Provost Leadership Team, Library, Sponsored Projects and Grants Administration

5.3 Develop department year-end accomplishment reports on research and creativity efforts and outcomes.

Metric: Annual reports submitted by Department Chairs, collated by Deans, and submitted to Provost Office
 Implementation Timeline: Spring 2023
 Responsible person/Office: Deans, Department Chairs
 Resources: Vice Provost-Research and Academic Affairs, Faculty, MarCoPa, Provost Office

5.4 Revisit the assessment processes of student success outcomes and APE reporting every five years for efficiency and effectiveness.

Metric: Review and updates if necessary of APEs
 Implementation Timeline: Spring 2023
 Responsible person/Office: Provost Office
 Resources: Faculty, Students, Vice Provost-Research and Academic Affairs, Faculty Senate, President's Council

5.5 Assess the return on investment for centers and consortia.

5.5.1 Evaluate appropriate goals, timelines, and implementation for centers and consortia to determine their effectiveness and longevity.

Metric: ROIs of centers and consortia
Implementation Timeline: Three years after formation of center
Responsible person/Office: Center Directors
Resources: Deans, Department Chairs, Faculty, Vice Provost-Research and Academic Affairs, Vice President-Finance and Administration

Goal 6: Update support and policy structure for entrepreneurship and research.

6.1 Review and revise entrepreneurial-focused University policies.

Metric: Policies reviewed and revised
Implementation Timeline: Spring 2023
Responsible person/Office: Provost Office
Resources: University General Counsel, Provost Office, Sponsored Projects and Grants Administration, Applied Research, Faculty Senate, President's Council