



Oregon **TECH**

OREGON TECH FORWARD

Strategic Plan 2027-2030

**Improving the Human Condition:
University Project-Based Learning
Driving Real-World Impact**



OREGON TECH FORWARD: IMPROVING THE HUMAN CONDITION

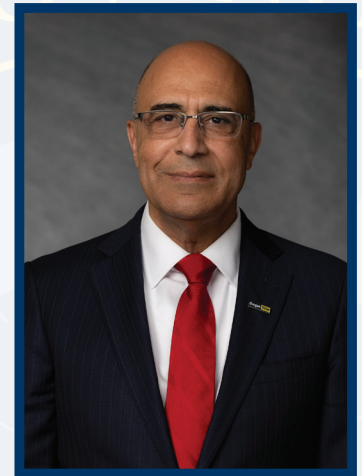


Nearly eight decades of applied learning, innovation, and community service have brought us to this moment. But our work is not done. The Strategic Plan 2027-2030 represents our shared commitment to achieving the next level of excellence at Oregon Tech while ensuring that our experiential education and applied research methodologies continue to make a meaningful impact in our professions, communities, and the world, while delivering a great return on investment for our students and families. At its core, it is a roadmap for improving the human condition.

Today, higher education stands at an inflection point. Rising education costs, shifting workforce demands, demographic change, and rapid technological transformation are reshaping what it means to earn a degree. These forces are also redefining what universities must do to remain relevant, both in preparing students for successful careers and lives and in conducting meaningful, impactful research.

Oregon Tech Forward sets ambitious goals for the next three years. But they are not simply institutional metrics; they are measures of how faithfully we are keeping our promise: that an Oregon Tech education prepares graduates to face the world with skill, integrity, and purpose. Every element in this plan reflects our belief that competence equips, character guides, and together, impact multiplies.

Achieving this vision will require all of us to invest ourselves. To this end, we invite every member of the Oregon Tech community, including students, faculty, staff, industry partners, alumni, and community members, to see yourselves in this plan, contribute as stakeholders, and help Oregon Tech achieve its next level of excellence.



A handwritten signature in blue ink that reads "Nagi G. Naganathan".

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

A handwritten signature in blue ink that reads "Hesham El-Rewini".

Hesham El-Rewini, Ph.D., P.E.
*Provost and Senior Vice President
for Academic Affairs & Strategic
Enrollment Management*

STRATEGIC PLANNING STEERING COMMITTEE

From October 2025 through March 2026, the Strategic Planning Steering Committee met regularly to explore and identify the needs of the university and to prioritize those needs considering current challenges and opportunities. As part of the process, the steering committee reviewed survey data from students, faculty, staff, and external partners. The committee also engaged in town halls on the Klamath Falls and Portland-Metro campuses. The breadth and depth of the steering committee's experience and the feedback they received from internal and external partners were instrumental in framing this three-year strategic plan.

Chairperson

Hesham El-Rewini, Ph.D., P.E., Provost and Senior Vice President for Academic Affairs and Strategic Enrollment Management

External Facilitator

Max Williams, J.D., Max Williams Consulting LLC

Faculty & Staff

Abdy Afjeh, Ph.D., Senior Vice Provost, Research and Graduate Studies

Neslihan Alp, Ph.D., Dean, College of Engineering, Technology, and Management

Kyle Chapman, Ph.D., Department Chair, Humanities and Social Sciences

Caroline Doty, Professor, Medical Laboratory Science

Kamal Gandhi, Ph.D., Associate Professor, Natural Sciences

Ashton Greer, Ph.D., Associate Professor, Civil Engineering

Praveen Guraja, Ph.D., Assistant Professor, Applied Computing and Geomatics

Rick Hoylman, Professor, Medical Imaging Technology

Josie Hudspeth, Assistant Dean of Students, Student Affairs

Naga Korivi, Ph.D., Department Chair, Electrical Engineering and Renewable Energy

Gaylyn Maurer, Executive Director, Health and Wellness

Beverly McCreary, Ph.D., Vice Provost, Faculty Success

Michelle Meyer, Director of Audit and Compliance, Finance and Administration

Hallie Neupert, Department Chair, Management

Tony Richey, Associate Vice President and Chief Information Officer, Information Technology Services

Denise Seabert, Ph.D., Dean, College of Health, Arts, and Sciences

Greg Stewart, Associate Director, Athletics, and Head Coach of Women's Softball

Don Stockton, Director, Veteran Student Services

Greg Stringer, Ph.D., Associate Vice President, Strategic Enrollment Management and Retention and Student Success

Darlene Swigart, Associate Professor, Dental Hygiene

Mira Wonderwheel, Assistant Vice President, Development

Linus Yu, Ph.D., Associate Vice Provost, Academic Affairs

Board & Community

Cecelia Amuchastegui, Trustee, Oregon Tech Board of Trustees

Chris Mangan, Vice President, Oregon Tech Foundation Board of Directors

TeriAnne Stafford, Vice President, Oregon Tech Alumni Advisory Board

Students

Kurtis Lepley, Committee Member, Academic Quality and Student Success Committee

Aurora Atwood, President, ASOIT-Klamath Falls

Ex Officio

Katie Harman Ebner, Strategic Communications Advisor, Office of the President

Adria Paschal, Senior Executive Assistant, Office of the President

Farooq Sultan, Director, Institutional Research

Bryan Wada, IT Consultant, Information Technology Services

Brittany Williams, Executive Assistant, Office of the Provost

EXECUTIVE SUMMARY

Oregon Tech Forward is Oregon Tech’s three-year strategic plan for 2027-2030. Building on the foundation of *Oregon Tech Together* (2021-2026), this plan focuses the university’s energy on the highest-impact initiatives that will advance our mission of improving the human condition through Oregon Tech’s unique project-based learning culture.

This strategic plan is a mission-critical roadmap for Oregon Tech’s next three years. This plan comes at a time when higher education has never been more challenged. Those challenges include the rising cost of education, the growing debate about the value of a college degree, disruptions of the global economic model, and a future that is quickly redefining what it means to “work.” Add to these the impacts on enrollment from demographic decline in the traditional student population and the structural challenges faced by Oregon’s higher education system and the need for bold action could not be clearer. Successful businesses often cite the mantra “innovate or die.” Today, higher education institutions, faced with the current state of change, must be willing to embrace that same commitment to innovation.

To successfully meet these challenges and ensure a robust future, Oregon Tech must:

- Leverage its existing assets and infrastructure while making key investments in advancing academic programs, optimizing student outcomes and developing mission-ready infrastructure to support the university’s future growth strategy.
- Target systems and policies that attract and retain quality employees focused on developing stable, consistent student experiences, solidifying institutional knowledge, and building a cohesive university culture.
- Establish a robust long-term financial discipline built on controlling expenses and expanding revenue streams through philanthropy, state and federal funding, industry partnerships, and research grant awards.

The purpose of this plan is to align Oregon Tech’s vision, values, resources, and its leadership to meet this critical moment. When implemented, these ten goals will allow Oregon Tech to fulfill its mission to advance students, employers and the communities we serve by honoring our commitment to deliver best-in-class university education that improves the human condition.



THE PROMISE OF OREGON TECH: A UNIFYING THEME AND A UNIVERSITY EDUCATION

Throughout this plan, one commitment runs as a unifying thread: every Oregon Tech student will graduate with meaningful project-based and applied learning experiences that connect classroom knowledge to real-world practice and impact. This promise—delivered through internships, clinical placements, undergraduate research, industry-sponsored projects, student engagement opportunities, study abroad, innovation competitions, and capstone experiences—distinguishes Oregon Tech graduates and provides what employers value most. When this integrative experiential framework is combined with well-rounded university-level education, Oregon Tech students are prepared for more than just their job but also to create lasting economic value for Oregon communities and to truly improve the human condition.

2030 STRATEGIC GOAL HIGHLIGHTS

Enrollment & Retention	Grow enrollment by 10% and achieve 80% first-to-second year retention
Graduation Rates	Improve 6-year graduation rate by 10 percentage points
Applied Learning	70% of graduates completing internship or applied research experience
Academic Programs	Develop future-focused academic programs that combine technical excellence with a strong foundation in the humanities
Digital Infrastructure	Build High Performance Computing capacity for AI, research, and innovation evidenced by measurable curricular impact
Medical School	Complete requirements for Medical School accreditation
Partnerships	Strengthen workforce partnerships by 10% increase in placement with strategic partners
People & Culture	Improve employee retention by 10-15%
Physical Infrastructure	Achieve 95% central scheduling; align all capital requests with data
Brand & Identity	Achieve brand alignment across all units and campuses

OUR FOUNDATION: MISSION, VISION, AND VALUES

This strategic plan is grounded in the University's mission, vision, and values. It also is framed by the commitment to the four pillars of Student Success, Innovation, Community, and Institutional Excellence.

MISSION

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

VISION

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

VALUES

OUR VALUES GUIDE EVERY DECISION AND INTERACTION:

- **Accountability:** Taking ownership of our actions and showing the leadership necessary to accomplish goals
- **Confidence:** Exhibiting pride and conviction in our university, our talent, and our contributions to those around us
- **Diversity, Equity, Inclusion:** Welcoming individuals of all backgrounds
- **Integrity:** Adhering to the highest ethical standards
- **Service:** Contributing to our communities
- **Excellence:** Celebrating the highest quality in teaching, research, and innovation
- **Respect:** Treating others with dignity
- **Student Success:** Prioritizing student and graduate success in every decision

UNIVERSITY PILLARS



THE FOUR PILLARS

The four pillars provide important directional focus to Oregon Tech's strategic plan. The goals and strategies in this plan align across multiple pillars focused on the most important opportunities and critical needs facing the university over the next three years.

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.

INNOVATION

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

COMMUNITY

Oregon Tech is an active member of the communities it serves, contributing through leadership and professional expertise.

INSTITUTIONAL EXCELLENCE

Oregon Tech fosters a culture of scholarship, leadership, engagement, and institutional pride.

GOAL 1:

GROW AND DIVERSIFY ENROLLMENT

Oregon Tech will grow total enrollment by 10% by 2030 through expanded recruitment, new academic locations, strengthened transfer pathways, and improved retention.

WHY THIS MATTERS:
Enrollment is foundational to Oregon Tech’s mission impact and its resilient future. The plan provides clear enrollment growth targets alongside retention improvements. Growth must be strategic—expanding access while maintaining the applied education model that distinguishes Oregon Tech.

Strategies

1.1 Expand Oregon Tech’s Academic Presence Statewide and Beyond
Extend Oregon Tech’s presence to additional locations and delivery formats to serve students where they are. This includes strengthening the Portland-Metro campus, leveraging existing capacity and expanding market, exploring new site partnerships (healthcare systems, community colleges, employer locations), and expanding online program offerings in high-demand fields. The goal is to increase geographic access while maintaining Oregon Tech’s distinctive project-based learning model.

1.2 Strengthen Early College Pathways, and Transfer and Community College Partnerships
Streamline transfer pathways with Oregon community colleges through articulation agreements, guaranteed admission programs, and 2+2 pathways. Reduce barriers for transfer students by improving credit evaluation processes and providing dedicated transfer advising. Target: increase transfer enrollment by 10% by 2030. Reduce barriers to enrollment and increase matriculation rate for current Oregon Tech dual credit students.

1.3 Optimization of Recruiting, Outreach, and Engagement to Maximize Yield
Analyze the impact of financial incentives in expanding regional engagement and matriculation rates across targeted populations. Deploy strategic marketing designed to narrow enrollment funnel (maximizing yield), improving ROI for recruiting expenditures, and achieving targeted first-year enrollment growth.

Metrics

Metric	Baseline (2026)	Target (2030)	Source
Total headcount enrollment without dual credit	~3,250	~3,600 (+10%)	Institutional Research (IR)
New transfer student enrollment	~360	~400 (+10%)	IR/Admissions
New academic site/partnership	KF, PM, Salem, Scappoose, Seattle	+1 new location	Academic Affairs, IR

GOAL 2:

MAXIMIZE RETENTION AND GRADUATION

Oregon Tech will achieve 80% first-to-second year retention and improve the 6-year graduation rate by 10 percentage points through data-informed interventions and enhanced student support.

WHY THIS MATTERS:

Improving retention is the most efficient path to enrollment growth—every student retained is a student who doesn't need to be recruited. A 10-percentage-point improvement in graduation rate will require coordinated effort across academic advising, student support, and first-year programming.

Strategies

2.1 Build a Data-Informed Student Success Culture

Establish student success Key Performance Indicators (KPIs) for every department. Integrate data across financial aid, student information systems, Learning Management Systems (LMS), and Customer Relationship Management (CRM) to enable predictive analytics and early intervention. Every unit will identify how its work impacts enrollment and student outcomes.

2.2 Transform the First-Year Experience

Develop a comprehensive first-year experience connecting students to academic programs, coordinated advising, career pathways, and campus community from day one. Implement first-year seminars, peer mentoring, and targeted programming to support academic readiness and belonging.

2.3 Strengthen Academic Advising and Student Support

Create a coordinated advising model that connects academic advising with career services, financial aid counseling, and student support services. Ensure students have clear pathways to graduation and early alerts when they go off-track.

Metrics

Metric	Baseline (2026)	Target (2030)	Source
First-to-second year retention	~74%	80%	IR
6-year graduation rate	~53%	63% (+10 pts)	IR
Departments with enrollment and retention KPIs	Limited/ad hoc	90% of departments	IR/Provost

GOAL 3:

ENSURE EVERY STUDENT GAINS APPLIED EXPERIENCE

By 2030, 70% of Oregon Tech graduates will have completed a meaningful applied learning experience—internship, clinical placement, undergraduate research, industry-sponsored project, innovation competitions, or capstone—before graduation.

WHY THIS MATTERS:
Applied learning is a promise that runs through every pillar of this plan. Job-ready experience is what employers value, what students remember, and what distinguishes Oregon Tech from other institutions. Every strategy in this plan—from community partnerships to infrastructure modernization—supports this goal.

Strategies

3.1 Expand Internship and Externship Capacity

Work with Career Services and Community Partnership teams to dramatically expand the number of internship and externship placements available. Target 50 new industry-sponsored student positions. Ensure placements are available across all programs and accessible to students at all locations.

3.2 Increase Undergraduate Research Participation

Increase student participation in research centers, labs, and faculty-led projects by 30%. Work with Tech Opportunities Program (TOP) to specifically increase access for rural, first-generation, and underrepresented students. Target: 30% increase in research center/lab participation at locations such as Oregon Manufacturing Innovation Center Research & Development (OMIC R&D), Oregon Renewable Energy Center (OREC), Advancing Interdisciplinary Research on the Environment and Health (AIRE), and faculty labs.

3.3 Strengthen Project-Based Learning in Curriculum

Increase the number of courses with hands-on or project-based learning components by 10 courses. Ensure capstone experiences in every program include meaningful industry connection, innovation competitions, or applied research component.

Metrics

Metric	Baseline (2026)	Target (2030)	Source
Graduates with applied experience	~40%	70%	Career Services
Industry-sponsored students	Establish baseline Year 1	+50 new positions	Academic Affairs
Research center/lab participation	Establish baseline Year 1	+30% participation	Research Centers

GOAL 4:

DELIVER TECHNOLOGY-FORWARD, WORKFORCE-READY EDUCATION

Oregon Tech will prepare graduates who are practice-ready and adaptable—equipped with technical excellence and the ability to navigate the human, ethical, and institutional dimensions of their professions.

WHY THIS MATTERS:

By coordinating education, technical capacity and research around social, ethical, and professional dimensions, the university will contribute to economic vitality and wellbeing across the state while serving as a catalyst for innovation, opportunity, and community benefit. Aligning academic programs and research efforts aimed at improving the human condition ensures that Oregon Tech is positioned as a driver of opportunity, innovation, and public good for Oregon’s communities, especially rural, underserved, and workforce-critical regions.

Strategies

4.1 Strategic Program Investment and Innovation

Identify two promising programs in each college for strategic investment and expansion. Establish an innovation process (Program Incubation Team model) to support new and revised program proposals. Develop two new interdisciplinary programs that bridge traditional departmental boundaries relying on the University’s ongoing program review process to support recommendations.

4.2 Integrate AI and Emerging Technologies

Incorporate AI and emerging technologies into at least five general education courses over three years. Ensure graduates across all programs have foundational competency in the social and ethical dimensions of how AI and automation will affect their fields.

4.3 Expand Flexible Pathways and Credentials

Develop micro-credentials in five departments to support professional upskilling. Reduce minimum credits for certificate programs to lower barriers. Create two accelerated programs with industry partners and two new 3+2 or 4+1 BS-to-MS pathways.

Metrics

Metric	Baseline (2026)	Target (2030)	Source
AI integrated into GenEd courses	Limited/pilot	+5 courses	Academic Affairs
Micro-credentials offered	Limited	5 departments	Academic Affairs
New accelerated/pathway programs	0	4 (2 accel + 2 BS+MS)	Provost/Deans



GOAL 5:

BUILD HIGH PERFORMANCE COMPUTING CAPACITY

Oregon Tech will develop robust High-Performance Computing (HPC) infrastructure to advance AI-forward education, support the technology-enhanced medical school initiative, strengthen research and innovation across disciplines, and position the university as a regional leader in computational capacity.

WHY THIS MATTERS:

High Performance Computing is foundational infrastructure for Oregon Tech's future. HPC capacity is necessary for the AI-forward medical school curriculum, emerging research in data science and machine learning, enabling advanced simulation and modeling across STEM programs, and positions Oregon Tech to compete for research grants requiring computational resources. With HPC investment, Oregon Tech can deliver on its technology-forward vision.

Strategies

5.1 Build HPC Digital Architecture

Design and implement scalable HPC infrastructure including server capacity, storage systems, networking, and cloud integration. Establish baseline architecture by Year 1 with phased expansion through 2030. Ensure architecture supports AI/machine learning workloads, research computing, and instructional needs across programs.

5.2 Modernize Physical Infrastructure for HPC

Evaluate co-location and hybrid cloud options to balance capital investment with operational flexibility. Identify and upgrade existing facilities to support HPC requirements including power, cooling, and physical security.

5.3 Integrate AI and Quantum Computing into Existing Academic Programs

Integrate and expand AI, machine learning, and emerging quantum computing concepts into existing degree programs and certificate pathways, leveraging HPC infrastructure to enhance curriculum relevance, applied learning, and alignment with industry and workforce needs. Partner with industry to ensure curriculum alignment with workforce needs.

5.4 Expand HPC-Enabled Research Partnerships

Leverage HPC capacity to expand research partnerships with industry, national labs, and other universities. Use computational resources as a differentiator in grant applications and industry collaborations. Target: train faculty, staff, and students on HPC systems.

5.5 Pursue External Capital and Grant Funding for HPC and Advanced Computing Infrastructure

Actively pursue federal, state, industry, and foundation grant opportunities to support HPC infrastructure, applied research, workforce development, and academic program growth. Coordinate proposal development across Academic Affairs, Information Technology Services (ITS) and Facilities to position HPC capacity as a shared institutional asset and to reduce reliance on institutional and state capital resources.

Metrics

Metric	Baseline (2026)	Target (2030)	Source
HPC digital architecture and physical infrastructure operational	N/A	Fully operational	ITS
Core System uptime	N/A	≥97% (Silver)/≥99% (Gold)	ITS
AI/Quantum Program	Establish baseline Year 1	≥3 new plus 2 enhanced programs/certificates	Academic Affairs
Users formally trained on HPC	Establish baseline Year 1	100 Faculty/staff/students	ITS/Academic Affairs
External grant and capital funding proposals submitted that leverage HPC infrastructure	N/A	≥12 cumulative submissions	Sponsored Projects and Grant Administration (SPGA)

GOAL 6:

ADVANCE THE MEDICAL SCHOOL ACCREDITATION

Oregon Tech will complete the foundation for a new public medical school—an AI and technology-forward program addressing the state’s rural healthcare workforce crisis.

WHY THIS MATTERS:
The medical school represents Oregon Tech’s most ambitious initiative—a transformational project that would elevate the entire institution, create interdisciplinary opportunities, strengthen community partnerships, and address a critical state need. This initiative leverages Oregon Tech’s established expertise in health education, strong partnerships with key healthcare stakeholders across the state as we develop a new medical school in Oregon. Progress during this plan period focuses on feasibility, fundraising, leadership, and planning for accreditation. This initiative reflects Oregon Tech’s commitment to improving the human condition.

Strategies

- 6.1 Complete Feasibility Study and Business Proforma**
Engage an expert consultant firm to complete feasibility study providing readiness framework, implementation timeline, accreditation summary, business strategy, and curriculum overview. Present to Board of Trustees by January 2027.
- 6.2 Launch External Fundraising Campaign**
Work with Foundation to develop medical school-specific capital campaign goals as an extension of the university’s capital campaign strategy. Target: raise 50% of expected initial investment costs by 2030 from all sources.
- 6.3 Accreditation Application Approved**
Complete all the necessary elements to submit application and receive accreditation.

Metrics

Metric	Baseline (2026)	Target (2030)	Source
Feasibility study and Business Proforma to Board of Trustees	N/A	January 2027	President’s Office
External resource campaign progress	\$3M capital goal	50% of initial investment	Foundation, Government Relations
Accreditation application approved	N/A	Fall 2030	Academic Affairs



EXPANDING OREGON TECH’S IMPACT
Launching the medical school will bring a different type of student into the student population, enhancing the allied health students’ learning through interprofessional education experiences with skilled professional medical school students.

The medical school will incorporate AI and advanced technology to create “Polytechnic Physicians” who are skilled in both medicine and technology. By weaving AI and advanced technology throughout the curriculum, the Oregon Tech medical school will be on the cutting edge of medical education. Interdisciplinary research opportunities will increase (bioengineering, for example), Oregon Tech’s prestige will elevate, and applications to programs other than the College of Medicine are likely to increase as well.

Collaborative partnerships are key to the medical school initiative’s success. Further, research indicates that Klamath County and the Southern region are likely to experience significant economic development with the medical school launch.

GOAL 7:

BE OREGON'S INDISPENSABLE WORKFORCE PARTNER

Oregon Tech will be an indispensable partner in advancing Oregon's workforce development and regional economic vitality—a trusted, responsive institution creating mutual value for students, employers, and communities.

WHY THIS MATTERS:

By building efficient systems and scaling high-impact partnership models, we will strengthen Oregon Tech's engagement and reputation as a trusted partner with key and developing industry partners. Strategically aligning partnerships with academic priorities, student learning, workforce development, and regional economic impact will create measurable value for all stakeholders and support Oregon Tech's wider mission of student success and academic innovation.

Strategies

7.1 Build Partnership Infrastructure

Create a centralized, comprehensive inventory of external partnerships and community engagement across all academic units. Document clear engagement pathways (intake, contracts, Memorandums of Understanding (MOU), funding structures, and stewardship). Establish accountability structures, stewardship responsibilities and reduce response time to partnership inquiries.

7.2 Scale High-Impact Partnership Models

Identify and expand partnership models that create the most value: clinical placements, externships, applied research collaborations, and industry-sponsored spaces. Prioritize partnerships in healthcare, engineering, and applied sciences that directly connect students to career pathways across Oregon Tech's full innovation portfolio and aligned with state economic development opportunities.

7.3 Fill Partnership Gaps

Based on partnership inventory analysis, develop new resources and spaces to enable deeper engagement—including industry-sponsored collaborative spaces, expanded clinical capacity, and new partnership models serving underserved regions.

Metrics

Metric	Baseline (2026)	Target (2030)	Source
Partnership inventory complete	No centralized system	100% inventoried	SPGA, Academic Affairs, Career Services
Students in post-graduation career placements with strategic partners	Establish baseline Year 1	+25 new positions in student placement with strategic partners	Career Services
New strategic partnerships	Establish baseline Year 1	6 new partnerships	SPGA, Academic Affairs, Career Services

GOAL 8:

MAKE OREGON TECH A PREMIER PLACE TO WORK

Oregon Tech will be a premier workplace characterized by efficient processes, accessible training, clear communication, and strong support for employee success—improving recruitment and retention of quality faculty and staff.

WHY THIS MATTERS:

The heart of any university is the faculty and staff. Attracting and retaining high-quality faculty and staff are essential to Oregon Tech's success. When systems and processes support faculty and staff in performing their job duties successfully, those outcomes improve. Maintaining quality employees develops a stable, consistent student experience, solidifies institutional knowledge, and builds a cohesive university culture.

Strategies

8.1 Build Connected Work Environments

Launch university-wide calendar by Fall 2026 connecting all campuses with events, training, and institutional communications. Expand to all locations by Fall 2027.

8.2 Invest in Mentorship and Development

Reinstate mentorship programs connecting employees across units. Create centralized training repository accessible synchronously and asynchronously. Expand professional development opportunities.

8.3 Streamline Processes

Identify and prioritize key processes with unnecessary administrative burden (ITS, HR, finance, purchasing) for improvement each year. Establish feedback mechanisms to surface pain points and address inefficiencies.

Metrics

Metric	Baseline (2026)	Target (2030)	Source
3-year employee retention rate	~67%	77-82% (+10-15%)	Human Resources (HR)
University calendar launched	None	Fall 2026 (all campuses by Fall 2027)	ITS/HR
Relaunch Employee Mentorship Programs and modernize training programs	Develop system-wide process/program	All new employees have a clear mentorship and training pathway	HR, all units
Process Improvement Plan	Survey of most impactful process improvement areas	Have completed improvement plan of the top 3 critical areas	ITS, Financial Operations, Purchasing, HR, Academic Affairs

GOAL 9:

OPTIMIZE FACILITIES FOR LEARNING AND SUSTAINABILITY

Oregon Tech's physical spaces will be strategically planned, data-informed, and optimally utilized—supporting student success, academic excellence, and long-term fiscal responsibility.

WHY THIS MATTERS:

Intentional space planning is essential to advancing student success, strengthening academic alignment, improving efficiency, and ensuring responsible stewardship of Oregon Tech's facilities and capital investments. Oregon Tech will utilize data-driven decision making to align university spaces, course scheduling, and facilities investment with enrollment trends, the Academic Master Plan, and evolving employee needs.

Strategies

9.1 Implement Data-Driven Space Management

Develop integrated space inventory and utilize existing scheduling databases. Create dashboards supporting internal capital planning and space utilization.

9.2 Modernize Learning Environments

Modernize three high-priority lab/simulation/makerspaces at Klamath Falls and Portland-Metro.

9.3 Optimize Instructional, Laboratory and Work Environments

Reconfigure underutilized spaces into collaboration zones and student-facing services and develop institution-wide Space Framework and Shared-Use Standards.

9.4 Align Capital Investment with Data

Require all internal capital requests to be supported by utilization data and documented space needs. Evaluate all internal requests using Higher Education Coordinating Commission standards.

Metrics

Metric	Baseline (2026)	Target (2030)	Source
Spaces centrally scheduled	Establish baseline Year 1	≥95%	Academic Affairs
Space utilization improvement	Establish baseline Year 1	75% space utilization	Academic Affairs
Develop shared-use standards	Establish Year 1	Used in 90% of space use demonstrations	Facilities
Capital requests data-supported	Varies	100%	Finance/Facilities

GOAL 10:
UNIFY BRAND AND INSTITUTIONAL IDENTITY

Oregon Tech will advance a recognizable, unified brand highlighting people-centered, project-based learning and workforce outcomes that improve the human condition.

WHY THIS MATTERS:

Strengthening Oregon Tech’s market position and institutional reputation requires the University to align messaging, visuals, and storytelling across all campuses and units to present a cohesive, compelling brand. By elevating project-based learning, faculty mentorship, and measurable workforce outcomes, Oregon Tech will clearly articulate its distinctive value to students, employers, alumni, and community partners.

Strategies

10.1 Strengthen Brand Coherence

Unify communications and visual identity across all campuses and units with support from the Department of Marketing, Communications, and Public Affairs (MarCoPa). Conduct structured review of websites, materials, and social media. Target: 95-100% brand alignment.

10.2 Empower Brand Stewardship

Embed shared institutional identity across interactions, practices, and communications. Empower all stakeholders—students, faculty, staff, alumni, partners—as confident stewards of who we are.

Metrics

Metric	Baseline (2026)	Target (2030)	Source
Brand alignment score	2024 VisionPoint baseline	95-100%	MarCoPa
Brand compliance (audit)	2024 Watson Creative baseline	95-100%	MarCoPa
Cross-unit collaboration	Compartmentalized	50% reduction in silos	MarCoPa







Oregon **TECH**

Oregon Tech is *Improving the Human Condition* by educating students through applied project-based learning, advancing technological and healthcare innovation and workforce readiness.

Serving communities through real work and real impact.

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