Student Affairs Strategic Plan 2026-2030

Strategic Goal	Student Affairs Focus	Owner	Deadline	How We Will Measure Progress
Goal 1: Grow and Diversify Enrollment	**SA Goal 1:** Increase track and field roster enrollment by 30 students while sustaining recruited student-athlete retention.	Athletics	Fall 2030	Annual roster counts, recruited student-athlete retention, and comparison to the current retention baseline.
Goal 1: Grow and Diversify Enrollment	**SA Goal 2:** Recruit and retain two international student-athletes across each of the 13 athletic programs.	Athletics	Fall 2028 initial target; fall 2030 full implementation	International student-athlete counts by program, annual roster data, and retention comparisons.
Goal 2: Maximize Retention and Graduation	**SA Goal 3:** Document the first three weeks' engagement for new Klamath Falls and Portland-Metro students and use the data for persistence outreach.	Office of Student Affairs/Deans	October 2026	The Roost engagement data, shared spreadsheet completion, identification of students needing outreach, and follow-up plans.

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Goal 3: Ensure Every Student Gains Applied Experience	**SA Goal 4:** Implement a student employment self-evaluation process focused on transferable skills and career readiness.	Office of Student Affairs	Winter term 2028	Self-evaluation completion rates, student-reported skill gains, and resume or career plan updates.
Goal 8: Make Oregon Tech a Premier Place to Work	**SA Goal 5:** Create a division-specific onboarding process that includes an onboarding passport, a supervisor checklist, and a mentorship framework.	Goal 8 implementation team	May 2027	Completion of onboarding tools, tracking of onboarding milestones, and comparison of one-year retention for new staff.

Student Affairs Strategic Plan 2026-2030

This document outlines Student Affairs contributions to Oregon Tech Forward: Strategic Plan 2027–2030, with emphasis on alignment, ownership, implementation, and measurable progress. Each goal below connects a university strategic priority to Student Affairs action steps, timelines, expected outcomes, and evidence of success.

Strategic Plan Goal 1: Grow and Diversify Enrollment

Strategy 1.1: Expand Oregon Tech's academic presence statewide and beyond.

Student Affairs Goal 1: By fall 2030, Athletics will increase track and field roster enrollment by 30 students above the current baseline while retaining recruited track and field student-athletes at a rate comparable to or higher than the overall student-athlete retention rate.

Owner: Athletics

Support Team: VPSA, Dean of Students

Tasks:

1. Plan annually for incremental transportation, travel, staffing, and operational costs associated with roster growth.

Deadline: Fall 2030

Expected Outcome and Evidence of Success: Athletics enrollment will increase through expanded track and field recruitment, stronger international student-athlete recruitment across programs, and sustained retention of recruited student-athletes. Progress will be measured through annual roster counts, recruited student-athlete retention rates, and comparison to the current student-athlete retention baseline.

Strategy 1.3: Optimize recruiting, outreach, and engagement to maximize yield.

Student Affairs Goal 2: By fall 2030, Athletics will recruit and retain two international student-athletes across each of the 13 athletic programs, using annual roster and retention data to track progress by program.
Owner: Athletics
Support Team: Strategic Enrollment Management, Admissions, VPSA, Dean of Students

Tasks:

1. Continue discussions with Strategic Enrollment Management and Admissions to identify, recruit, and support international student-athletes.

Deadline: Fall 2028 for initial recruitment of two international student-athletes; fall 2030 for full program-level goal completion.

Expected Outcome and Evidence of Success: Student-athlete enrollment will increase, and the student-athlete cohort will become more internationally diverse. Progress will be measured through annual roster data, international student-athlete counts by program, and retention comparisons across programs.

Strategic Plan Goal 2: Maximize Retention and Graduation

Strategy 2.2: Transform the first-year experience.

Student Affairs Goal 3: By October 10, 2026, every new student on the Klamath Falls and Portland-Metro campuses will have engaged with Student Affairs in at least one activity documented in The Roost. By October 23, 2026, Student Affairs will analyze documented engagement data and use the findings to guide winter and spring 2026–27 persistence efforts.

Owner: Office of Student Affairs/Deans

Support Team: SIB, TOP, Athletics, Career Services, Disability and Testing Services, Housing and Residence Life

Tasks:

1. Run The Roost reports each Friday to capture weekly engagement data. (SIB Team)
2. Create a shared spreadsheet for all first-three-weeks engagement data (SAE Team).
3. Add the student employee roster to the shared spreadsheet and have directors update departmental information weekly. (All directors)
4. Review Maxient/SST confidential data weekly to identify student engagement concerns and outreach needs. (SAE team).
5. Add Inspire early-alert reporting to the shared spreadsheet and document the Portland-Metro process so it can be replicated across campuses.

6. Confirm Intro to Engineering enrollment and upload participating student rosters to the master spreadsheet. (SAE team)
7. Collect the first three weeks' meal swipe data from Sodexo and add it to the shared engagement spreadsheet. (VPSA)

Deadline: Establish data collection tools and reporting processes by October 1, 2026. The VPSA and Deans will monitor data collection weekly, identify gaps, and address follow-up needs.

Expected Outcome and Evidence of Success: By October 23, 2026, Student Affairs will have a shared data set showing which students connected with which programs, services, or activities; how often those connections occurred; and which students may need additional outreach. Success will be measured by documented engagement for new students, identification of students with limited or no engagement, and completion of targeted outreach plans.

Follow-up Outreach Plan: Student Affairs will use engagement data to identify students who may benefit from additional outreach and support to improve persistence through winter term 2027. In November, SALT members will begin targeted outreach to students with limited or no documented engagement. During the week of November 16, 2026, the VPSA and Deans will review outreach progress and determine next steps for students of concern.

1. Student Affairs departments will reach out to students with whom they already have a connection:
    a. Housing and Residence Life: Students living on campus
    b. TOP: Students affiliated with TOP
    c. Disability Services: Students receiving services
    d. Veteran Services: Students connected with Veteran Services
2. SIB, Career Services, Dean of Students Office, and Athletics will divide the remaining students who do not have an established connection with one of these areas.
3. By November 1, 2026, create an email template and phone script to guide outreach conversations.

Longer-Term Measurement: Student Affairs will continue monitoring engagement during the first three weeks of each term in 2026–27, analyze patterns across terms, and, by spring 2027, identify which data points and outreach strategies should be carried into fall 2027 retention efforts.

Commented [HL1]: For students with no established connections: inquire (via data request) if any of these students are first generation college students (this is an admission question) and/or if these students are receiving Pell Grant funds (which may be an indication they would qualify as low income). Any students who meet this criteria can be referred/soft handoff to TOP.

Strategic Plan Goal 3: Ensure Every Student Gains Applied Experience

Strategy 3.3: Strengthen project-based learning in the curriculum.

Student Affairs Goal 4: By winter term 2028, Student Affairs will implement a student employment self-evaluation process for Student Affairs student employees, with at least 80% completion in participating departments by the end of spring term 2027.

Owner: Office of Student Affairs

Support Team: SIB, Career Services
Tasks:

1. Develop a student employment self-evaluation tool focused on transferable skills, reflection, and career readiness.
2. Identify participating departments and confirm implementation expectations by the fall term of 2027.
3. Collect completion data and summarize student-reported skill gains at the end of spring term 2027.

Deadline: Develop the self-evaluation process by winter break 2027 for implementation in winter 2028.

Expected Outcome: Students will better understand how on- and off-campus employment helps build job skills, strengthen resumes, and support future professional goals. This will be measured through completion rates for the self-evaluation, student-reported skill gains, and the number of students who update resumes or career plans based on the reflection process.

Strategic Plan Goal 8: Make Oregon Tech a Premier Place to Work

Strategy 8.1: Build connected work environments.

Student Affairs Goal 5: By May 2027, Student Affairs will develop a division-specific onboarding process for new staff that includes an onboarding passport, supervisor checklist, and mentorship program framework.

Owners: Justin Bowman, Hannah Levine, and Mandi Clark, as members of the Goal 8 implementation team

Support Team: Student Affairs division directors and supervisors

Tasks:
1. Create a Student Affairs onboarding passport.
2. Create a supervisor checklist that outlines required onboarding topics, expectations, and milestones for new Student Affairs employees.
3. Develop a mentorship framework that identifies meeting frequency, discussion topics, mentor training expectations, and a 90-day assessment process to evaluate mentorship effectiveness.

Deadline: By May 2027, share a proposed Student Affairs onboarding process with the division.

Expected Outcome: By May 2027, Student Affairs will have a division-specific onboarding plan that includes an onboarding passport, supervisor checklist, and mentorship program framework. Beginning with new hires in 2027-28, the division will track completion of onboarding milestones and compare one-year retention for new Student Affairs staff against the current baseline retention rate.

Commented [MC2]: Need a goal on how to measure effectiveness of mentor program

Commented [JB3R2]: We could create a survey to give new hires about 90 days to ask them about their experiences in the program