Meeting of the
Oregon Tech Board of Trustees
Academic Quality and Student Success Committee
Board Room, Portland-Metro Campus
And virtually via Microsoft Teams
January 25, 2023
2:30 pm – 5:00pm

Academic Quality and Student Success Committee Agenda

Meeting of the
Oregon Tech Board of Trustees
Academic Quality and Student Success Committee
Room 402, Portland-Metro Campus
And virtually via Microsoft Teams
October 17, 2022
1:15 pm – 3:30 pm

Academic Quality and Student Success Committee
DRAFT Minutes

Trustees Present:

Jeremy Brown, Chair   Kelley Minty   Phong Nguyen
Kathleen Hill   Celia Núñez   Nagi Naganathan (*ex officio*)

Trustees Unable to Attend:

Jill Mason

Other Trustees in Attendance:

Michele Vitali

University Staff and Faculty Present in person:

Abdy Afjeh, Vice Provost-Research & Academic Affairs
Ken Fincher, Vice President University Advancement
Erin Foley, Vice President of Student Affairs & Dean of Students
David Groff, General Counsel & Interim Board Secretary
Pam Grove, Assistant to University General Counsel & Interim Board Secretary
John Harman, Vice President Finance & Administration
Tom Keyser, Dean College of Engineering, Technology & Management
Michelle Meyer, Director of Audit & Compliance-Business Affairs
Joanna Mott, Provost & VP of Academic Affairs & VP for Strategic Enrollment Management
Adria Paschal, Senior Executive Assistant to the President
Dan Peterson, Dean College of Health, Arts & Sciences
Doug Tripp, Director, Resilience, Emergency Management & Safety
Bryan Wada, Information Technology Consultant 2
Graham Wiltrout, Student (NERFS)
Marcus Delamarter, Student (NERFS)

Jane Woodcock, Executive Director, Sponsored Projects & Grants Administration

8. **Call to Order/Roll/Declaration of a Quorum,** *Chair Jeremy Brown*

   Chair Brown called the meeting to order at 1:15 pm. The Board Secretary called roll, and a quorum was declared. Trustee Brown welcomed the new members to the committee and welcomed back Trustee Núñez.

9. **Consent Agenda** *Chair Jeremy Brown*
   2.1   Approve Minutes of the June 2, 2022 Meeting
   No changes were voiced. Minutes approved as submitted.

10. **Reports**
    3.1   Provost's Report *Provost and VP for Academic Affairs and Strategic Enrollment Joanna Mott*

    Dr. Mott reviewed her PowerPoint presentation, which addressed the September 2022 Convocation. She discussed the highlights thereof, including the keynote address, "Strategies for closing equity gaps," given by Drs. Ed Harri and Gita Banera, both Senior Vice Presidents at NWCCU, sessions on the Academic Master Plan, strategic enrollment plans, an assessment session, accreditation status, and addresses by the Provost and Deans. At a separate half-day event at the Portland-Metro campus, Senior Leadership met with ASOIT Leaders to discuss Portland-Metro student needs. Dr. Mott addressed staffing matters and advised that searches are in progress for the positions of Dean of Online Education and Global Engagement, Director for the new Center for Excellence in Applied Computing, and Associate Vice Provost for Academic Excellence. She also reported that faculty searches are underway this fall. Dr. Mott reported that Dr. Christopher Syrnyk had been promoted to Executive Director of the Honors Program and Office of Competitive Scholarships. Effective July 1, 2022. Also, Dr. Arief Budiman has been named Acting Director of the Oregon Renewable Energy Center (OREC), effective September 1, 2022. Dr. Kari Birrer-Lundgren will co-chair the new Wellbeing Committee, which has been formed, along with Sarah HendersonWong (Human Resources). This committee is one of the climate assessment action steps. Dr. Mott shared that a final draft of the Academic Master Plan will be posted on the website and disseminated via email for comments. An open forum will be scheduled to discuss the implementation of those action items with timelines in the current and next academic years. Every goal has a metric, timeline, person responsible, and resources listed in a searchable format. Dr. Mott also shared information regarding early notice dissemination to the statewide Provost Council regarding the MS in Dental Therapy, MS in Natural Sciences, MS in Biomedical sciences, and BS in Respiratory Care (new location – PM). Dr. Mott also reviewed the program accreditations process/outcomes for Civil Engineering, Mechanical and Renewable Energy (ABET), and the DPT program CAPTE site visit report due in November. She also provided an update on the DPT application pool.

    Dr. Mott then reported on funding for Academic Initiatives, including $1 million grants from HRSA for research, from HECC for Credit for Prior Learning, as well as funding for additive

manufacturing, applied computing, and rural health care initiative, and a grant from the Murdoch Trust. Other asks and requests are pending. Dr. Mott also reported that 15 summer research grants were awarded through her office. Provost Mott reviewed initiatives related to Academic Excellence, including syllabi and video capture software. Provost Mott reviewed academic priorities for 2022-23, including NWCCU accreditation, student retention, academic master plan implementation, student success, excellence in instruction, and applied research. Dr. Mott explained the plan to meet with various stakeholders throughout the year and concluded by reviewing goals by college and by program/office. Dean Keyser added information related to the Boeing partnership that will be unveiled soon. Dr. Mott answered questions related to the new syllabi and video software.

Trustee Brown asked about an elevator pitch related to the academic master plan and if it will incite excitement. Dr. Mott and Dean Peterson provided answers related to goal orientation, metrics, and much more that are forthcoming. Dr. Mott added that this is a faculty lead document.

3.2 **Student Affairs** *VP Erin Foley*
Dr. Foley reported that the Klamath Falls Portland-Metro ASOIT officers met on September 23rd for joint training that covered University-wide information, such as organizational structure, Board role, shared governance, student voice, and students on committees. Dr. Foley reported on the hiring of new coaches and staff members. Dr. Foley shared that the university submitted its annual campus safety security report on time. She shared that the second Howard Morris OT Athletic Hall of Fame ceremony was held on September 24th at the Ross Ragland Theater. The inductees included Dave Hummel, Dave Carrigan, Carmen Morgan, Bobby Thompson, Danny Miles, and the 1974 Men's Basketball Team. Ninety-Six student-athletes were named NAIA Scholar-Athletes for the 2021-2022 season, which is the most ever received by the Athletics Department. All 13 teams were honored as NAIA Scholar Teams, with a 3.33 GPA or higher.

Dr. Foley reported on the College Union (CU) and the challenges faced by its aging infrastructure. She also recognized the hiring of a new CU facility director. She reported on the success of career services during career fairs and stated that residence life has 710 persons living on campus, an increase from last year. Student activities and programs are well attended, with on-campus activities offered continually. Dr. Foley deferred a campus safety report to a report given later in the agenda by Doug Tripp, Director, Resilience, Emergency Management, & Safety.

Dr. Foley spoke about the training sessions provided by the Integrated Student Health Center (ISHC) and the Campus Safety staff and the related presentations at the convocation regarding services provided to students and assisting students in crisis. Dr. Foley reported on a program offered by the Student Involvement and Belonging (SIB) called "Flight School: Strong Start." As part of this program, SIB collaborated with Academic Affairs staff and faculty, the TRIO Tech Opportunities Program (TOP), and the Office of Housing and Residence Life. This pre-orientation program involved student success workshops and speakers for nearly 60 first-year

students. The new Director of Veteran Student Services, Don Stockton, started September 6th and serves students across all campuses. Staffing levels are challenging as we have experienced turnover in career services, student life, advising, and mental health counseling. Dr. Foley shared they are also conducting an equity gap review/study.

Chair Davis congratulated the team for preparing the campus for the fall term.

11. Action Items
4.1 None

12. Discussion Items

5.1 Sponsored Projects & Grants Administration (SPGA) Report
Jane Woodcock, Executive Director of Sponsored Projects & Grants Administration

Executive Director Woodcock reviewed her PowerPoint presentation, which addressed the mission of the Sponsored Projects & Grants Administration (SPGA). She advised that the purpose of the SPGA is to assist faculty and staff with identifying funding opportunities, provide support for budget and proposal development, facilitate the submission of grant applications for individual, collaborative, and institutional proposals, maintain documentation of compliance with federal, state, and University regulatory requirements, ensure financial compliance and provide contract management services. Chair Davis asked for an example of how ED Woodcock supports a faculty member who needs her assistance. ED Woodcock gave an example of the process, procedure, timelines, deadlines, and pathways forward related to editing, copywriting, and whatever is needed based on their level of grant experience. Trustee Brown asked a question related to the institutional research board(IRB) and other related research policies and procedures. ED Woodcock and Dr. Mott answered in the affirmative that there are policies, an IRB, and other procedures in place but that the university should continually improve in all research areas. President Naganathan added that we are informing more and more people on the processes, how to make grant submissions, and how we must be able to meet grant timelines. He also thanked Dr. Afjeh and the team for their work. Trustee Nguyen said that he is impressed to see things happening. Trustee Vitali also shared her appreciation on behalf of OMIC, how ED Woodcock has been so helpful, and how great it is to have someone in this role.

5.2 Emergency Services Response Plans
Doug Tripp, Director, Resilience, Emergency Management, & Safety

Director Tripp reviewed his PowerPoint presentation on campus preparedness, including his extensive 30-year professional career, training, drills, governance, pandemic, and incident management exercises. He also addressed a resilience model for OT to include business continuity disaster recovery, emergency management, environmental health and safety, and sustainability. Trustee Minty asked about the connection of Oregon Tech with local and county emergency management. Director Tripp explained the critical need for close working relationships with all local partners. Trustee Minty offered her support to help Director Tripp. Trustee Nguyen asked if both emergency campus plans were equal. Director Tripp

explained the intent to have a standard response plan for both campuses. The biggest challenge will be to project the plan to the Portland Metro Campus. Trustee Nguyen explained that the two campuses are very different. Director Tripp pointed to the need to tailor the needs of each campus, and the Portland Metro campus emergency plan continues to evolve. Trustee Brown asked about public perception and how people feel about coming to a safe workplace. Director Tripp replied that training and communicating with campus is ongoing, and he plans to build confidence in the procedures with continued, robust training. Also, this is reinforced by conducting drills and training. He stressed this is a systems approach and we are in the early stages of building the system. Trustee Minty inquired about the emergency response system and emergency alert systems. Director Tripp answered with the process and working with Dr. Foley and communications through appropriate channels. Threat assessment is done in the moment as the situation arises. Oregon Tech relies on community input as well. Dr. Fincher added the Alert System is robust and segmented by campus.

5.3 **National Early Response Firefighting System (NERFS)**
Graeme Wiltrout (presenting for group Dylon Yoshinaga, Fletcher Stults, Marcus Delamarter, Toby Ruston, Sydney Beers, Logan Rivera, Jemisha Vargas, Gabriel Bafia, and Brandon Moehlmann)
On behalf of this group, Graeme Wiltrout presented the next generation of wildfire technology they have created. Their video of the NERFS system was shared and reviewed by the Board. This prototype contains software and hardware constituting an automatic and accurate firefighting system that can combat a fire in a matter of minutes. This system focuses on the response time and not the size of the response. It can take approximately 18 hours for a fire crew to arrive at a wildfire site. Instead, NERS is envisioned to fire custom-guided mortar rounds using military equipment and satellites. The rounds fired do not include explosives and can be refilled and reused with biodegradable liquid fire retardants. The mortar rounds have a ten-mile range with accuracy down to centimeters, thereby extinguishing a fire within 90 seconds of being spotted. Trustee Brown asked if there was an update from when their video was made. Wiltrout provided an update that included their process for stepping up the process, the design, and the need to review all electronics in their product.

President Naganathan asked about the team's ability to communicate with the Kingsley Base leadership. Wiltrout responded with an update on the information learned from the base and other possible technologies that may integrate with NERFS.
Trustee Brown asked for background on the presenters; Wiltrout and Delamarter responded and, after explaining their academic background, shared the inspiration for the NERFS program, how they became a team, and competed in innovation contests. Trustee Nguyen asked if the CSET department was involved in the team. Wiltrout responded that the team reached out to the department but most had already chosen senior projects and that the team does have a cross-disciplinary makeup. Additional conversations included possible team members and supporters.

5.4 <u>**Update on Human Resources** Dashboard</u> *John Harman, VPFA*

    VP Harman reviewed his PowerPoint presentation, which addressed national resignation trends and why employees are resigning nationwide at such a high rate. He shared the various factors that guide the current trends in workforce mobility. He provided statistics regarding OT separations and new hires over a five-year period, including a breakdown by class, location, faculty tenure and rank, and the reasons for separation.

    Trustee Brown added that this report's purpose was to examine the veracity of past claims made to the Board related to turnover and workforce mobility. President Naganathan pointed out the additional hires that have been made over this past 5-year timeframe.

    VP Harman explained the exit survey results and separations. Chair Davis asked, what are we doing to implement a plan to address turnover. VP Harman discussed plans to invest in personnel with ongoing education programs and promoting from within. President Naganathan added that we need to care for each other, and provide connection points for faculty to grow. Dr. Mott added the plan to increase faculty training, networking opportunities, and research support. There is also an endeavor to support new faculty to engage within the university community. President Naganathan shared the post-pandemic world has allowed for more in-person and person-to-person meetings. VP Harman offered to provide this information in subsequent meetings and/or as requested. Trustee Starr added his appreciation for the clarity provided by VP Harman's report. Trustee Brown added his comments and appreciation for the tool created for this request. He also commented on the 50% rate as admirable given the circumstances of an employee departing. President Naganathan recognized and thanked Dr. Brown, VP Harman, and his team for the report and diligence.

5.5 <u>**Update on New Programs**</u> *Provost and VP for Academic Affairs and Strategic Enrollment Joanna Mott – verbal only*

    Dr. Mott reported that, consistent with the recent Board adopted process, she consulted with President Naganathan and Trustee Brown about sending out early notice for three new programs and one current program to be offered at a new location. This early notice process allows other institutions to reach out and collaborate before developing the full proposal and seeking approval from the Board and at HECC. Dr. Mott reported we have already received feedback on two of the programs from other institutions. She further discussed the early notice dissemination to the statewide Provost Council regarding MS Dental Therapy, MS Natural Resources, MS Biomedical Sciences, and BS Respiratory Care (Portland-Metro), as well as program accreditations in Civil, Electrical, Mechanical, Renewable Energy Engineering, and the Doctor of Physical Therapy. She discussed funding for academic initiatives to include a $1 million HRSA Grant, $1 million HECC Credit for Prior Learning Grant, $3.2 million for additive manufacturing equipment, $5.5 million for applied computing and rural health initiatives, $446,000 from the Murdock Trust for Respiratory Care equipment, Summer Creativity Grants, pending HECC workforce development grant, and a federal appropriations bill for $200,000 for the study of the Northern Waterthrush. She shared the priorities for Academic Affairs for 2022-2023: NWCC Accreditation, retention, Academic Master Plan implantation, student success, excellence in instruction, and applied research. Dr. Mott also

discussed goals for the College of Engineering, Technology, and Management, the College of Health, Arts and Sciences, and other academic offices. Dean Peterson shared his excitement regarding the environmental science programming and its location in Klamath Falls. Dean Peterson called this a low resource request since most of the faculty and the program support needed to implement the MS in Natural Sciences degree is low or already met. Chair Davis asked what this degree translates to career-wise. Dr. Mott responded careers include working at state and federal agencies. The MS in Biomedical sciences complements several undergraduate degrees. The MS in Dental Therapy program is a program OHA and the Oregon Legislature support related to dental care for rural and at-risk populations. This is a unique program and an exciting opportunity. Chair Davis asked about the scope of practice for this degree. Dean Peterson responded the scope of practice is in place, which Trustee Hill echoed.

Regarding the MS in Natural Resources, Trustee Hill noted the absence of input from, or language related to, the Tribes in the documentation presented. Trustee Hill explained this is an opportunity to highlight Oregon Tech's commitment to diversity, inclusion, and cultural engagement. Dr. Mott agreed it was a miss and agreed to be more collaborative, and offered, in the final proposal the Tribes will be included. Trustee Nunez added her support to Trustee Hill's commitments and offered that the Board needs to carry on her passion for the Tribes and our partnerships. Dr. Mott agreed, and President Naganathan thanked Trustee Hill for her input. Dean Peterson concluded with the endeavor to add the BS in Respiratory therapy to the Portland Metro Campus. Dr. Brown added his concern about equipment for the program and his hope that equipment needs would not be a problem at Portland Metro. He also added the need for Master's programs to be on an advanced level from undergraduate courses. Dr. Peterson answered that he had approached that concern with the academic side and assured the committee chair the program(s) would be at an advanced level.

13. Other Business/New Business - None

14. Adjournment (3:55 pm)

15. Other Business/New Business *Chair Jeremy Brown* - None

Adjournment: 3:55 pm

Respectfully submitted,

AQ&SS Committee January 27, 2022
Academic Affairs and Strategic Enrollment Management Update

This spring a top priority across campus is the Northwest Commission on Colleges and Universities (NWCCU) seven year accreditation report due March 1, and site visit in April. With the resignation of the AVP for Academic Excellence in the fall, Vice Provost Afjeh has taken the lead in writing the report with the assistance of Janette Isaacson. Vice President Foley, Vice Provost Afjeh and Janette Isaacson are serving as leadership for the preparation of the site visit.

Updated KPI dashboards are included in Attachment A. The employee information (HR) and student to faculty ratio remain to be updated, which will be done once the official numbers are available after reporting to IPEDS in early April this year.

Data comparisons between Oregon Tech and peer institutions is included as Attachment B. This information has been collated for our NWCCU Year 7 report and is included to provide the Board of Trustees some national perspective.

Staffing

Human Resources data on Oregon Tech employee (faculty and staff) and applicant diversity are shown in Attachment C.

Several vacant leadership positions are currently being recruited including Dean of Online Education and Global Engagement, AVP for Academic Excellence, AVP for Strategic Enrollment Management and Retention, Executive Director for Center for Excellence in Applied Computing.

Most notably our Dean for Engineering, Technology and Management (ETM), Dean Keyser has accepted a new position and has resigned with an effective last day of March 17, 2023. We will begin searching for a new Dean very shortly.

Searches for two department chairs in ETM – Management and CSET are underway. The EERE chair is also stepping down.

Last year we filled 30 faculty positions to start fall 2022 – 12 tenure track, 6 non tenure track and 12 visiting lines (currently being re-searched for permanent TT/NTT positions); some late openings were filled

with visiting instructors (one year). This fall approx. 30 faculty searches are underway, 13 in ETM, 17 in HAS, including searches to replace current one year visiting instructor positions.

In strategic enrollment management there has been a substantial turnover in staff and searches are increasingly less successful; currently the Director for Academic Advising and Retention position is vacant and the first search for a replacement failed. This is a key position that will have repercussions for the institution. We are also still short on admissions counselors with five of seven positions vacant and the Institutional Research Analyst position search has also failed.

According to IPEDs data (*Integrated Postsecondary Education Data System),* fall 2021 faculty numbers at the seven Oregon universities were as follows:

(Excludes library and part time faculty)

University	All Faculty	Tenure/TenureTrack	Non-Tenure	% Tenure	Tenure:Non-Tenure
Oregon Institute of Technology	151	126	25	83.4%	5.04
Eastern Oregon University	111	80	31	72.1%	2.58
Oregon State University	1391	789	460	63.2%	1.72
Portland State University	725	489	236	67.4%	2.07
Southern Oregon University	137	113	24	82.5%	4.71
University of Oregon	946	724	222	76.5%	3.26
Western Oregon University	243	144	99	59.3%	1.45
GROUP AVERAGE	509	352	157	69.2%	2.25

New and Developing Academic Programs (to be discussed as a separate agenda item)

The Northwest Commission on Colleges and Universities (NWCCU) has approved the Geomatics Program (GIS and Surveying) being offered in online modality in addition to the current in-person program.

The Medical Laboratory Science program is planning to start an online completion program. This also requires no external state approval process as we have an existing program but we are requesting approval from NWCCU for the online modality.

Based on recent leadership conversations between OT and Rogue Community College regarding increasing collaborations, early notice for our three MMET degrees and a CSET degree will be submitted to Statewide Provost Council (SPC) for new location approval (Medford). These degree completion programs will provide Rogue Valley students the opportunity to complete a four year degree in these programs. Once early notice has been submitted, the new location proposals will be brought to the board for approval prior to submitting to SPC for HECC approval. The degrees are BS Manufacturing

Engineering Technology, BS Mechanical Engineering, BS Mechanical Engineering Technology and BS Computer Software Engineering Technology.

A MS Mechanical Engineering program has been developed by the MMET department and they have initiated the internal approval process.

The MS Natural Resources and MS Bio-health Science degrees to be housed in Natural Sciences are moving through the Graduate Council approval process and should be ready for Board approval at the next meeting.

A Graduate Certificate in Population Health Innovation is under review.

Dental Therapy is still at discussion stage.

Accreditation updates

ETM Programs

Geomatics Program

Completed Accreditation in Summer of 2019. No non-compliant findings ('weaknesses or deficiencies') ABET-ANSIS. Next Review Fall of 2024.

Electrical Engineering Technology Program

Completed Accreditation in Summer of 2021. No non-compliant findings ('weaknesses or deficiencies') ABET-ETAC. Next Review Fall of 2026.

Software, Computer and Embedded Systems Engineering Technology Programs

Site visit Winter of 2021. Several non-compliant findings ('weaknesses or deficiencies') ABET-ETAC. Findings were addressed and non-compliant findings removed Fall 2022. Next Review Fall of 2026.

Mechanical and Manufacturing Engineering Technology Programs

Site visit Winter of 2021. Several non-compliant findings ('weaknesses or deficiencies') ABET-ETAC. Findings were addressed and non-compliant findings removed Fall 2022. Next Review Fall of 2026.

Business Management Department

Completed Accreditation in Spring of 2021. No findings discovered by International Accreditation Council for Business Education (IACBE). Next review 2027.

Civil Engineering Program

Completed Accreditation in Summer of 2022. No non-compliant findings ('weaknesses or deficiencies') ABET-EAC. Next Review Fall of 2027.

Electrical Engineering Program

Site visit Fall of 2022. Several non-compliant findings ('weaknesses or deficiencies') ABET-EAC. Findings were addressed, waiting for response from ABET. Program continues to be accredited.

Mechanical Engineering Program

Site visit Fall of 2022. Several non-compliant findings ('weaknesses or deficiencies') ABET-EAC. Findings were addressed, waiting for response from ABET. Program continues to be accredited.

Renewable Energy Engineering Program

Site visit Fall of 2022. Several non-compliant findings ('weaknesses or deficiencies') ABET-EAC. Findings were addressed, waiting for response from ABET. Program continues to be accredited.

HAS programs

Doctor of Physical Therapy

Candidacy status is in progress with the Summary of Action response due to CAPTE in March to provide more detail, and an oral hearing to the Commissioners to be held in April. OHSU is working collaboratively with OT on this work.

New and Ongoing Initiatives

The Academic Master Plan will be presented separately. It is posted on the Provost site and an open forum was held at the end of November to discuss initial implementation steps.

The $5.5.million funds allocated by the legislature are being used for several purposes, following the purposes stated in the bill. For the expansion of rural health initiative, funds are being expended to support the developing DPT program and infrastructure, and a camera was purchased for Medical Imaging Technology, with the understanding that this program will be planning for growth in enrollment. Funds will also be used for the relocation and likely renovations costs for the ABA clinic. The Center of Excellence in Applied Computing funds have been used to build out cybersecurity equipment on both campuses. It will also be used to fund the executive director salary and their needs once hired, to develop the center.

Industry Partnerships

The Boeing Company (Boeing Commercial Airplanes) and Oregon Tech collaboration is progressing well with the establishment of a Collaboration Lab in the CEET building at Oregon Tech's Klamath Falls campus, providing a secure environment for Oregon Tech students completing projects for Boeing. The first project is scheduled to begin this spring.

Academic Facilities

Boivin Hall renovations are on track for fall re-opening and Dean Peterson is coordinating furniture and fittings purchases with a group of stakeholders (faculty and staff).

Additional space in the basement of the Dow building is being renovated for NSF funded DPT faculty research.

The Behavior Improvement Group Applied Behavioral Analysis (**BIG** ABA) *Clinic* lease was not renewed last spring and since then, despite many efforts, a new location has not been identified. They are currently housed with the Foundation office but this space does not allow for full clinic operations. Finding an appropriate location is a high priority for OT and for the Klamath Falls community that the clinic serves.

College News

Engineering, Technology and Management

OREC at Oregon Tech Named as Semifinalist in the American-Made Solar Prize
OREC entered the competition with the CRACK CATCHER AI (artificial intelligence), a system of lasers and artificial intelligence to assess mechanical stress on PV (photovoltaic) cells inside solar modules, sensing and predicting fracturing in high volume PV manufacturing.

Representing Oregon Tech are OREC Director and Assistant Professor Arief Suriadi Budiman, Ph.D., as the Main Principal Investigator (PI); Manufacturing and Mechanical Engineering Technology Instructor Derrick Speaks, Ph.D.; and Manufacturing and Mechanical Engineering Technology Professor Tim Pasang, Ph.D.

"To enable more solar manufacturing in the United States, CRACK CATCHER AI enables smarter, more innovative way to sense and predict cracks in silicon solar cells using scientific principles, which has not been possible hitherto and will then lead to higher manufacturing yield as well as quality, and secure U.S. competitiveness in solar PV manufacturing worldwide," PI Budiman said.

Publications:

Dr. Tim Pasang -
'Tribological Characterization of Alumina Ceramic Manufactured by Solvent-Based Slurry Stereolithography', Journal of Materials Engineering and Performance, December 2022.

'Additive manufacturing of titanium alloys – Enabling re-manufacturing of aerospace and biomedical components', Microelectronic Engineering, December 2022.

Dr. Jintai Wang -
'Performance evaluation of high energy dynamic compaction on soil-rock mixture geomaterials based on field test', Case Studies in Construction Materials, December 2022.

Health, Arts and Sciences

Publications:

Amber Lancaster -
Lancaster, A. (November 2022). Localized Usability and Agency in Design: Whose Voice Are We Advocating. *Technical Communication*, 69, (4). Co-author/editor

Kyle Chapman -
Chapman KA, Machado SS, van der Merwe K, Bryson A, Smith D. (2022). Exploring Primary Care Non-*Attendance: A Study of Low-Income Patients. Journal of Primary Care & Community Health.*

Ryan Madden -
Madden, R. (October 2022). Does Citizenship Matter? The Case of the Aleut Relocation During the Second World War in Alaska. *Journal of Migration History*, 8, (3).

Robyn Wilde & Myranda Selvage (OT student) –
Wilde, R.S., Selvage, M.K. & Fabrikant, I.I. (September 2022). Positronium Collisions with Polar Molecules. *Physical Review A*. 106, (3).

Presentations and Invited Talks:

Jesse Kinder. (January 2023). Epidemic Modeling: Computational Physics in Interdisciplinary Undergraduate Research. *American Association of Physics Teachers National Meeting*. Portland, OR.

Chapman, Kyle. (2022). Oregon Tech's Center for Interdisciplinary Research on the Environment and Health. *Pacific Ecological Systems Division of the EPA*.

Sophie Nathenson (2022). "Non Pharmacological Approaches to Managing and Preventing Chronic Illness" at the Association for Rehabilitation Nurses virtual conference.

Leadership:

Dawn Bailey, Ph.D., has been named the 2022 president-elect of the Association of Professional Behavior Analysts (APBA), an international organization that supports the needs and interests of behavior analytic practitioners.

Andrea McCracken was appointed to the Western States Communication Association (WSCA) Executive Director Search Committee.

Students and Programs:

Two MLS Students (Valentina Cingel and Rosey Le) awarded two of only 18 National ASCLS Alpha Mu Tau Scholarships in 2022.

The Diagnostic Medical Sonography program - EduMed.org #5 ranking in Top Online Sonography & Ultrasound Tech Schools. The program is in the top 10 currently ranked number #8 in the nation of Best 15 Ultrasound Tech Schools in 2022.

Office of Honors Program and National Scholarships

Director Dr. Christopher Syrnyk has been elected to the Board of Directors for the National Collegiate Honors Council. On October 25th, the national Phi Kappa Phi Chapter Development Committee recommended OT institution be advanced to the next step in the new chapter petitioning process. Honors program enrollment is 8% higher this year than last year, and continues to include a diverse group of students based on ethnicity and degree.

Registrar's Office

The Registrar continues to be heavily involved in the HECC Transfer Council common course numbering initiative. This will significantly impact our lower division courses, particularly in general education, providing students with a more seamless transfer of these courses. The first round of courses have been approved by the Transfer Council and will be modified in our catalog. The Faculty Senate recommendation regarding the automatic waitlist are being incorporated into scheduling and should be in place for fall 2023. Also based on the recommendation voted on by Faculty Senate the summer schedule will be adjusted to 10 weeks with a 5 week option.

STRATEGIC ENROLLMENT MANAGEMENT – key accomplishments

Financial Aid

The Financial Aid office is operating smoothly. A new initiative to package and send financial aid information for prospective students much earlier, as a recruitment tool has been initiated; this will entail a second round of information to be sent out later in the process, significantly increasing workload, but hopefully improving enrollment for fall.

Educational partnerships and outreach (EPO).

The expansion of MESA to the Klamath County area is progressing well. Dual credit enrollment has increased both for the fall and winter quarters. The Assistant Director at Klamath Falls resigned and the first search to fill the position failed.

Advising and retention

Academic advising and retention working closely with faculty were able to retain 92% of the incoming fall 2022 students for the winter term (90.5% freshmen, 94.7% transfer students). They will now be reaching out to students who did not continue from last spring 2022 to fall 2022 to identify reasons and encourage students to register for spring or next fall. The retirement of the Director for the Academic Advising and Retention Office in December will be a challenge in developing new initiatives. The first search to fill the position failed. The new advising software "Inspire" is being implemented across campus in phases. The academic advisors are using it and faculty are being trained in using it effectively.

Admissions

Enrollment data is included in the full board packet and will be discussed in the strategic enrollment management report. The impact of the community college enrollment drop continues to create uncertainty but early data indicates strong interest by potential freshmen for fall 2023.

Student Affairs Update
AQSS Committee, January 2023

The following report provides information about the Student Affairs division and highlights from individual offices for the KF and PM locations (as of January 13, 2023).

ASOIT
- **Academic Affairs Officer** resigned late fall term due to other commitments; Thomas Long has been selected as the new officer and will begin immediately
- Elections are planned for the next academic year **president and vice president positions** next month
- T-shirts for the **Black Out for Hunger** basketball game (Saturday, February 11) are being designed and ordered

Athletics
Fall Update: For the second-straight year, the **men's soccer team** advanced to the NAIA National Championships – dropping a first-round match-up in Olathe, Kan., against MidAmerica Nazarene. The squad finished 13-3-4 on the season, with Brock Rideout earning All-America honors. **The women's soccer team** advanced to the Cascade Conference Tournament for the seventh-straight year, dropping a first-round game to rival Southern Oregon. Maddie Miller earned first-team All-CCC, helping the Lady Owls to a 6-5-5 overall record. Nicole Reyes paced the **volleyball team** to a 15-13 overall mark, including a season sweep of SOU, with the senior earning the third All-CCC honor of her career. Jonas Hartline and Nick McMillen earned All-America honors in **cross country**, helping the men's side to a 21st-place finish at the NAIA Championships, while women's runner Kira Morrow earned an at-large bid to Nationals.

Winter Update: The Hustlin' Owls **men's basketball team** (7-8 as of Jan. 11) had the toughest non-conference schedule in program history, including a 3-game tour of Indiana, competing in the Crossroads/Cascade Classic. The **Lady Owls** (11-4 as of Jan. 11 with a 6-game win streak) opened the season 4-0 behind Olivia Sprague, who currently leads the league in scoring average, assists per game, steals per game, and 3-point percentage. Both teams will be at home for three weekends in January – Jan. 6-7, Jan 20-21, and Jan. 27-28…with January 21st the 12th annual Pink Out.
Also, both the OIT men and women's teams lead the NAIA in attendance average… in fact, among all Oregon colleges and universities… only Oregon and Oregon State average more fans than the OIT women and only UO, OSU and U of Portland average more than the OIT men.

Campus Safety

- Assisted with **two student deaths** (November and January) that occurred on campus (emergency medical services, law enforcement, campus departments).
- Continued with the Klamath Falls **campus parking enforcement plan** while the Campus Safety Parking Representative was out on medical leave. This was performed by the full-time Campus Safety officers along with a student parking employee.
- Provided in-depth report regarding a resident student that violated the Oregon Tech gun policy. This resulted in this student losing the privilege to store his weapons on campus.
- Continued **reports and responses** to on-campus:
  - Harassments
  - Welfare checks
  - Transient/homeless individuals looking for areas on campus to settle
  - Marijuana/Minors in Possession of Alcohol etc.; the incidents this year have been much fewer so far, than in the past
  - Work with Facilities and their grounds department regarding snow and ice removal at the appropriate times
  - Cover special events and home basketball games as needed/requested
  - Medical transports with assistance from Student Health
  - Motor vehicle accidents on campus
  - Providing 24/7 coverage to our campus community
- The upcoming **Traffic Commission** meeting will consider budget priorities for the upcoming year of maintenance, fees, fines, and potential projects.

Career Services

- Career Services Staff partnered with faculty to present **career readiness presentations** in academic classes scheduled throughout fall term.
- Hosted the **Medial Imaging Technology and Respiratory Care Networking and Info Fair** (October) - 11 employers recruited, and 183 students participated.
- Hosted the **Business, Government, & Nonprofit Career Fair at Klamath Falls** (November) - 19 employers recruited, and 35 students participated.
- Hosted the **Engineering & Technology Career Fair at Klamath Falls** (November) - 40 employers recruited, and 219 students participated.
- Hosted the **Engineering & Technology Career Fair at Portland Metro** (November) - 24 employers recruited, and 66 students participated.
- Hosting 2 **Career Fairs** (February) during winter term: the Health, Arts, & Sciences (HAS) and Engineering, Technology, & Management (ETM) all majors Career Fair at Klamath Falls and Portland-Metro campuses.
- Hosting 2 **Etiquette Dinner** events (February & March) during winter term for Portland Metro and Klamath Falls students.
- Collaborating with CSET faculty to host the **Computer Systems Engineering Technology Career Fair** (Spring Term).
- Collaborating with EMS faculty at Portland-Metro to host the **Emergency Medical Services Career and Networking Fair** (Spring Term).

- Collaborating with Management/ Business faculty to host the **Business Majors Networking Event** (Spring Term).
- Collaborating with **OHSU Nursing Program** to offer career readiness resources to nursing students.
- Collaborating with **Dental Hygiene Program** to offer career readiness resources to the students.

College Union
- Facility challenges continue (mostly plumbing issues)
- Vendor back this week to continue the technology upgrades in meeting rooms
- Planning for Winter Wings event, February 17-20
- HVAC system rehabilitation moving towards contractor bid phase

Disability Services
- Winter term currently has **278 active Disability Services** students.
- Launched our new **Faculty Notification Letters** this term. They now include an Etrieve form for faculty to fill out when wanting to make a claim that an accommodation is causing a fundamental alteration to their course, which creates a paper trail and a more organized due process whenever an accommodation is being denied to a student. So far, this is going well and seems to have remedied some faculty confusion surrounding the process.
- Meetings with each academic department will continue this term to answer any DS questions and provide an overview of our updates.

Housing & Residence Life (HRL)
Fall Highlights:
Opened with **over 700 students**, retaining 706 students in residential housing through fall 2022. We opened with 685 number of residents winter 2023 for only a 3.3% loss from fall to winter term the smallest loss we have experienced in at least 10 years.

Fall term 2022 grades overview:
Average term gpa: 3.069
Average cum gpa: 3.13

class standing	Number of residents	4.0 term	4.0 cum
First-year student	265	35	1
sophomore	159	15	16
junior	132	14	14
senior	147	26	11
graduate	1	1	0
Total	704	91	42

Community	Term gpa	Cum gpa
Village	3.17	3.25
Res Hall	3.06	3.04
FYE community	3.07	3.08

Fall Programming:
At least 835 residential students participated in HRL programs this term, with the return of larger scale programming to help our residents make connections. **Fall Hall Crawl** was so popular we brought it back for Family Weekend as the **Dessert Crawl**. Both events encouraged residents and their families to wander through various locations across Housing facilities to play games, craft, watch a movie and enjoy a variety of snacks. We also took students bowling, ice skating, and to the Ross Ragland to introduce them to the Klamath Falls area and highlight some of our local entertainment venues.

Winter Programming:
Tech Con, a tradition since 2013, kicks off winter programming. The Oregon Tech community is invited to join us for two days (January 14 & 15) for tech driven entertainment with a Cyber Punk theme. From casino games, a Magic tournament, Dungeons and Dragons, and a variety of video games hosted by OTG, a movie marathon and costume contest-just to name a few activities, our goal is to provide something for all Oregon Tech students to join in on over the Martin Luther King 3-day weekend. History has shown our numbers of incidents involving residential students is much lower this weekend as we provide students with a safe and fun way to enjoy themselves over the three-day weekend.
Housing applications for 2023-24 will be available January 17, 2023. We are excited to do this work in a new housing management system and welcome a new and returning mix of 700+ students to our community in the fall of 2023!

Finally, the entire housing community has been saddened by the **sudden loss of two students** this year, one in fall term and one winter term The Housing and Residence Life team has come together along with campus partners to support each other and our community as we grieve these losses, and work to celebrate the amazing relationships and share the great experiences so many students, faculty, and staff had with these students. They are sorely missed in our community as we work through each day knowing they are no longer here with us.

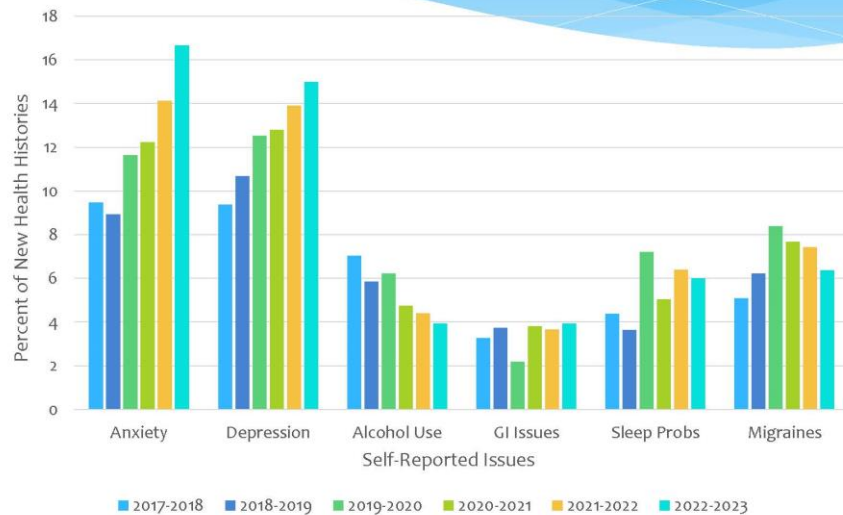**Integrated Student Health Center**
Mental Health Support:
- Total **mental health appointments** were lower, largely due to decreasing the hours of the Psychiatric Advanced Practice Nurse (who moved to Spain but continues to be licensed in Oregon

and so continues to support our students); Fall 2022 completed appointments (n=483) were lower by 48 than Fall 2021 completed appointments (n=531).

- Total <u>unique</u> students supported for mental health was slightly lower; Fall 2022 unique students served (n=141) were 18 students fewer than Fall 2021 (n=159).
- **Crises** were comparable (n=20 in Fall 2022 and n=23 in Fall 2021).
- When comparing **the top concerns** discussed in counseling between the 2 terms:
  - While Anxiety and Depression are typically the most diagnosed mental health conditions at Student Health, Fall 2021 saw an all-time high of 73% of unique students seen struggling with Anxiety (and 65% reporting mood disorders, like Depression); note that these are not mutually exclusive categories. Fall 2022 saw a more typical pattern with 61% of unique students with Anxiety, and the same percentage (61%) meeting criteria for mood disorders (Depression and so on).
  - Students reported elevated interpersonal concerns in Fall 2021, with 88% of the unique students seen reporting issues with parents, friends, and significant others. In fact, close to half of the unique students seen in counseling specifically reported conflicts with their parents (41%). While interpersonal concerns were lower in Fall 2022 (60% of unique students seen), it remains elevated over prior years.
  - Academics represented the most frequent topic of focus in Fall 2021, with close to half of all unique students endorsing academic stress (47%); this lowered to 24% of unique students seen in Fall 2022 (which is a more typical percentage).
- Changes in our **electronic medical records system** now allow us to pull data from the **Health History Form** that each admitted student (excluding On-line Only) is required to complete. As a result, we now have improved access to both medical and mental health histories for cohorts of incoming students. Curious as to how COVID may have impacted several potentially stress-related symptoms, we pulled data from these cohorts starting in 2017 to present (**see chart below**). Most notably (and not surprisingly) both Anxiety and Depression have increased significantly over time, particularly from the outset of COVID, while the other potentially stress-related symptoms seem to have been less affected. We will continue to explore the data to look for trends and patterns, and will now be able to better monitor incoming student issues in a much more complex way.

Health History Responses Over Time

Figure: Percent of New Health Histories by Self-Reported Issues (Anxiety, Depression, Alcohol Use, GI Issues, Sleep Probs, Migraines) across years 2017-2018, 2018-2019, 2019-2020, 2020-2021, 2021-2022, 2022-2023.

- Counseling staff have been working hard to support the campus community in the wake of **two student deaths**. Targeted outreach was made to student organizations, roommates, RA staff, friends, and other groups whose lives have been touched by the loss of these students. Drop-in counseling was offered for several days in both instances, as well as other efforts to connect with students and employees who were impacted. Further, employees were provided with EAP information for on-going support. There were several students who sought immediate support via crisis appointments, while others (who were already seeing the counseling staff) simply processed it during their usual sessions.

Medical Services:
- **Medical appointments** for Fall 2021 were slightly increased (n=613) as compared to Fall 2022 (n=532) – this is largely because (consistent with the guidance at the time) students last fall had to obtain a negative COVID test before being seen in the clinic. Now, the medical team can work with ill students without COVID testing first.
- Total <u>unique</u> students supported by medical were significantly increased above last year; Fall 2022 unique students (n=432) were 49 students more than Fall 2021 (n=383).
- Due to a significant push among the **MIT students**, laboratory visits were up by close to half this Fall (n=114 as compared to 72 in Fall 2021). Student Health tracks and facilitates the completion of additional required vaccines and blood draws for the MIT students, and this summer we really focused on working with the in-coming Sophomore class so that they could begin the process earlier than in past years. This resulted in an increase of blood draws for Fall term. As a result of

this increased focus on the MIT Sophomore class, almost half (58 out of 122, 48%) have already completed their vaccine/blood draw requirements, which is an all-time high.

International Student Services
- KF – 14 F1 students
- PM – 10 F1 students
- OPT – 11 F1 Alumni being supported by Oregon Tech through practical training
- All current students and alumni who are eligible for Non-resident alien tax filing can use tax filing service funded by ISS.

Portland Metro Student Services
Student Services/ Student Success Team
- Supported **27 at-risk students** throughout fall term that were identified through Early Warning Report or through poor academic standing

Student Involvement & Belonging
- **Week of Welcome events** attracted about 150 students
- Collaborating with ASOIT PM to **provide weekly events for community building**
- **ASOIT PM** to drive conversations around 2023-24 budget and course delivery needs
- Incidental Fee setting process begins in February

Peer Tutoring
- **Tutoring** offered in-person on the 4th Floor and online in collaboration with KF Peer Tutoring and Math Lab

Resilience, Emergency Management and Safety (REMS)
- REMS continues to coordinate efforts to develop a university-wide **Business Continuity, Disaster Recovery and Emergency Management plan** aimed at mitigating the impact of business disruptions on campus operations. B. Riley Advisory Services has been retained to provide consulting services in support of this initiative. The initial project planning meeting between the vendor and the university steering committee will take place in February 2023.
- On October 21, 2022, REMS released a new **campus-wide *Earthquake* procedure**. The procedure is accessible through the department's website as well as its *Procedures* tile in TECHweb.
- On October 17, 2022, the Office of the State Fire Marshal conducted a **fire and life safety inspection** of the Klamath Falls campus. Staff from Facilities Services and Resilience, Emergency Management and Safety participated in the inspection. Overall, no significant code violations were observed with most minor violations being corrected during the inspection.
- In partnership with Marketing, Communications and Public Affairs, REMS developed a **Standard Response Protocol (SRP) awareness and training video** for the campus community. The video will be made available to the campus community in January 2022 via the internet and various training platforms.
- On September 29, 2022, staff from REMS participated in **Stop the Bleed training** to increase its ability to render life saving measures during a medical emergency. The training was provided by a nurse trainer from Sky Lakes Medical Center.

- REMS continues to assess the **university's compliance** to regulations governing chemical hygiene/laboratory safety, laser safety and radiation safety. Oregon Tech policy assigns responsibility for these safety programs to appointed faculty. Findings suggest that the university's compliance efforts would likely benefit from a more structured programmatic approach with an appropriate level of administrative oversight. A report entitled **University Safety Programs** was released in July with initial recommendations to executive leadership on the development of a comprehensive and integrated university-wide, risk-based safety model.

Student Involvement & Belonging
- **New Registered Student Organizations** started by students during fall term:
    - 8 Ball Pool Club (KF)
    - Asian Culture Club (KF)
    - Business and Innovation Club (KF)
    - Hot Beverage Club (KF)
    - Pre-Medical Laboratory Science Club (KF)
    - Statistics and Research Club (KF)
    - Emergency Medical Services Club (PM)
- **Dr. Martin Luther King Jr. Week of Service** activities (January 17-20) planned for winter term to showcase community service volunteering to benefit 7 Klamath Falls local agencies and 2 Portland-Metro local agencies in-need.
- Diversity & Belonging Staff provided direct 1:1 advising and student support to over 65 **Leadership & Diversity Scholars** - guidance on leadership development, identity development, and awareness of intrapersonal skills.
- Collaborations with Office of Diversity, Inclusion, and Cultural Engagement (D.I.C.E.) and Portland-Metro Student Services for event offerings in recognition of **Black History Month** (February) and for event offerings in recognition of **Women's History Month**.
- **Community-Based Resources Coordinator** provided direct 1:1 support for food insecurities, housing insecurities, and access to basic necessities for over 65 students during fall term (KF & PM).
- A new campus-based student resource room for food pantry, clothing closet, and textbook accessibility, called **Basic Needs Hub**, located in the College Union (KF).

Veteran Student Services
- KF Student Veterans Program (SVP) has maintained quality attendance in the VRC, consistently serving 62 individual students (current data collection process beginning in October 2022) across hundreds of encounters throughout the term.
- KF and PM students as well as all Military Connected Student specific staff attended the Student Veterans of America National Conference in Orlando, Florida:
    - 4 students from KF
    - 2 Students from PM
    - 2 Certifying Officials
    - Director
    - The event was sponsored by several STEM industry representatives most notably Oregon Tech partner Boeing, but they were joined by Northrup Grumman, General Dynamics,

Raytheon, among other defense industry staples, but also multiple cybersecurity and IT professionals including Microsoft.

- o Oregon Tech students stood out as being uniquely positioned to capitalize on the face-to-face interactions with these industry reps as high performing polytechnical students.
- The Portland Metro VRC move is complete and there will be a Grand Re-Opening of the 1st floor space on January 25th.
- A program presented at the SVA NatCon by Author and Documentarian Sebastian Junger called "Vets Town Hall" could be highly valuable for the Klamath Falls and Portland Metro Communities. Oregon Tech military connected students have a great opportunity to demonstrate community building when we host these events in May and November at KF and PM respectively.
- At the end of the year, the KF SVP will be doing a donation collection as students move out of the residence halls. The collected items will go to support the Disabled American Veterans post in Klamath Falls to provide materials to veterans in need in Klamath County.

SA Staffing Update

The Student Affairs division currently has 10 staff vacancies, which is fewer than previously as we have filled two positions (Athletic Trainer starts late spring and DS/Testing APA started last month). Several searches are in the interview phase (women's soccer coach, PM Counselor, PM APA, and Career Advisor for PM) with others needed to be (re)posted (TOP Director, Disability & Testing Services Director, HRL positions).

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 entrepreneurism 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