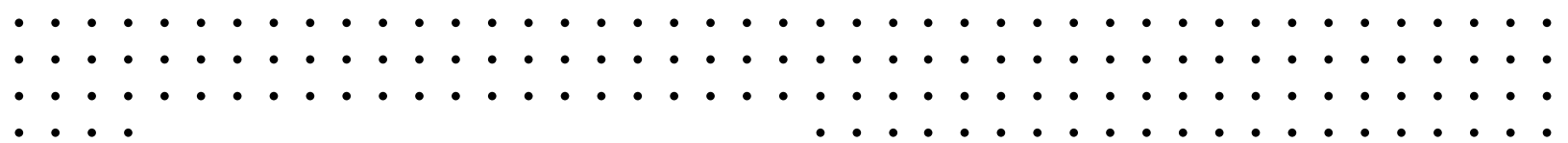
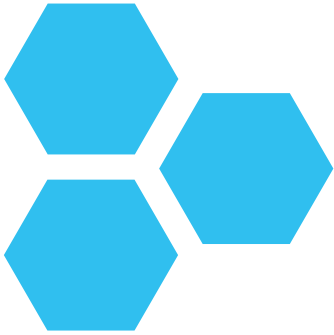
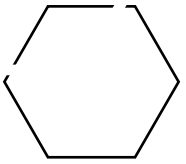
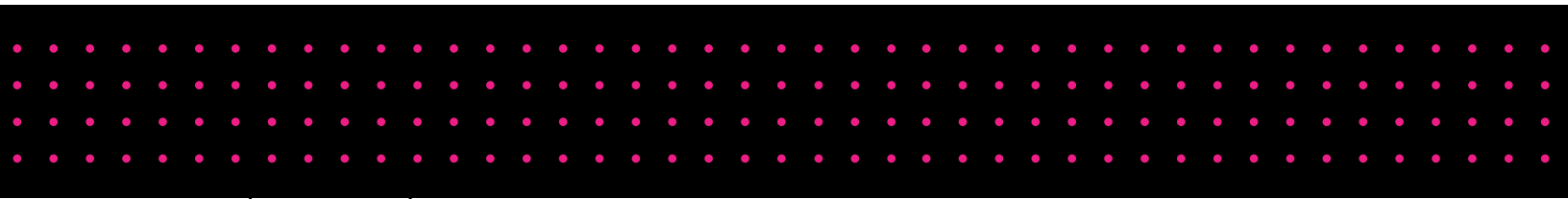


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# Academic Master Plan

## 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 looking. 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

Approval from the president and board of trustees provided charges to a steering committee of Academic Affairs members, including faculty, students, 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:

- x Leads the academic mission of Oregon Tech into the future at all its locations

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 one 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 statement for 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 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 graduation rates, serving the academic needs and ensuring financial sustainability (HECC Strategic Roadmap, 2021).

Charge 4: To develop a path for progress in entrepreneurial and collaborative applied research,

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## Goals

*Goal 1: Create fiscally sustainable growth through an array of strong, innovative, forward looking programs aligned with the U Q L Y H U V L W, workforce needs of the region and state, market projections, University resources and student interest.*

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



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, Student, 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 disciplinary 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, VCoPA, Admissions

2.2 Provide opportunities for faculty across campus to engage in conversations and encourage development of innovative programming and faculty research in 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

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 Strategic Plan (Pillar II) order to improve processes that support growth in academic departments and support systems.

Metric: Implement Academic Master Plan  
Implementation Timeline: 2027  
Responsible person/Office: Provost Office  
Resources: Board of Trustees, Senior Leaders, 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 reports 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 position description and processes to better reflect the vision/mission of Academic Affairs





Metric:

Metric: Development of comprehensive advising program  
Implementation Timeline:







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 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 consortium events that showcase student and teacher scholarship 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 Center, academic departments, Sponsored Projects 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



- 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 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 offered by 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





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, Provost, Research and Academic Affairs, Vice President for Planning and Administration

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