



2012-16 Strategic Plan

Mission

The mission of Oregon Alliance of Independent College and Universities is to represent and serve its member institutions, all of which are regionally accredited, not-for-profit, independent colleges and universities in Oregon. We accomplish this through public advocacy, institutional cooperation, and strategic collaboration with the public sector, including business, philanthropy, and government. The organization seeks to strengthen Oregon's intellectual, creative, and economic resources.

Vision

The Alliance envisions that by 2016 the people of Oregon and their elected representatives will recognize independent, not-for-profit colleges and universities as leaders that meet the educational, economic, political, and social requirements of our students, state and nation.

Process

Following the completion of the combination of the Oregon Independent Colleges Foundation and the Oregon Independent Colleges Association in September 2011, the articles of incorporation created the Oregon Alliance of Independent Colleges and Universities (The Alliance).

The Alliance, pursuant to the revised bylaws, is governed by a board of trustees consisting of an equal number of institutional presidents (all ten foundation presidents plus 2 general member presidents) and community member representatives. The initial functions of The Alliance represent the continuation of selected activities from each of the two prior entities. In addition, an agenda created by the transition committee prior to the formal merger included adding an effort to “brand” The Alliance. In other words, draw the best from prior practice with a renewed emphasis on using our new capacity to speak with a single voice and elevate the profile of the not-for-profit independent, regionally accredited colleges and universities that are members of the Alliance.

The foregoing paragraphs are essential to understanding the strategic planning process. As a consequence of the at-large trustees and the presidents being centrally and continually involved in the merger process—a process that formally took fifteen months—they understand and embrace the mission and the activities of The Alliance.

The strategic planning process leverages that wide participation of stakeholders and has informed the writing of a plan that has identified four strategic goals for the next four years.

While these goals reflect the thinking of stakeholders and are centered in the circumstances of 2012, we anticipate the need for periodic reviews and corrections between now and the end of 2016. The plan should be reviewed, initially, in October of 2014 or earlier if there is a radical shift in circumstances (e.g. the economy, federal policies on financial aid and taxes, etc.)

Executive Summary

GOAL I

Successfully communicate to the public how Alliance institutions benefit Oregonians.

Goal IA-Collect, interpret, and communicate how the member institutions benefit Oregon through students they serve, public service components of their missions, and scholarly productions.

Goal IB-Build and advance the Alliance brand.

GOAL II

Partner with Oregon's educational governing authorities to leverage the contributions Alliance institutions make to the state and the nation's education goals.

Goal IIA- Achieve recognition from the Oregon Education Investment Board (OEIB) and the Higher Education Coordinating Commission (HECC) of the contributions that Alliance institutions make to the education attainment statute.

Goal IIB- Achieve recognition from Oregon legislators of the contributions that Alliance institutions make to the attainment of the goals of the 40-40-20 statutes.

Goal IIC- Continue to communicate with Oregon federal representatives to sustain federal financial aid to students at Alliance institutions and to enhance and protect present tax and regulatory interests of member institutions.

GOAL III

Demonstrate to Oregon business and industry the contribution Alliance institutions make to the state's economic and workforce development needs.

Goal IIIA- Consult with Oregon businesses and engage campus professionals regarding the state's high-end workforce requirements.

Goal IIIB- Leverage past, current, and developing relationships with corporations, foundations, and third party service providers to increase gift dollars, enterprise income, and additional cost savings for member institutions.

GOAL IV

Leverage the collective resources of Alliance institutions and the higher education industry to design, develop, and test innovative models that support sustainability and protect—and potentially enhance—education quality.

Goal IVA-Facilitate and support a robust series of periodic meetings of Alliance campus professionals.

Goal IVB- Develop and commit additional resources to research and development.