EASTERN OREGON UNIVERSITY

ACADEMIC QUALITY (EXCELLENCE)

Goal: Achieve intellectual vitality across all contexts of learning and teaching.

Objective: Promote opportunities for advanced collaborative learning, creative expression, cross-cultural engagement, leadership development, and other enriching learning activities to attract and retain high-achieving students.

- KPI 1: Increase to XX% the number of first-year students reporting participation in one or more high-impact practices on the National Survey of Student Engagement (NSSE)
- KPI 2: Increase to XX% the number of senior students reporting participation in two or more high-impact practices on the NSSE

Objective: Provide support for faculty scholarship and engagement to enrich teaching, to model intellectual engagement for students, and to elevate further EOU's academic profile.

- KPI 1: how do we measure the faculty:student relationship...creating excitement for student in area of study? (Gallup?)
- KPI 2: Establish a $500k endowment to fund faculty research/teaching fellowships
- KPI 3: Establish 3 endowed chairs or professorships at the university

Goal: Become a leader in collaborative career-focused liberal arts education graduating students with the competence and confidence to succeed in the short-term and long-term.

Objective: Every EOU graduate possesses the essential learning outcomes employers seek.

- KPI 1: Graduates demonstrate effective learning relative to General Education Learning Outcomes (GLOs).
- KPI 2: Graduates demonstrate effective learning relative to Program Learning Outcomes (PLOs), as aligned with University Learning

Faculty Senate - 06/02/2015
- Strong academic support programs that help students succeed in their studies and complete their degrees
- Introduce students to new ways of thinking about the world and their place in it
- Offer academic majors in professional and Liberal Arts fields
- Support healthy arts programs that encourage and engender an appreciation of the arts
- Provide a library that supports graduate and undergraduate research and faculty development
- Support both on campus and online learning experiences
- Professional and technical programs that meets the needs of the people in the region
- A focus on rural studies

Cabinet - 07/06/2016, 07/13/2016, 08/03/2016
- Commitment to learning outcomes
- Foster trans-disciplinary opportunities
- Develop/Maintain accelerated learning and community college pathways responsive to regional needs - Early college credit and/or quicker completion
- Reduce barriers to successful transition from high school to college to completion
- Enhance the quality of all academic programs
- Align student services with academic success
- Elevate liberal arts relevance in all programs - Oregon Promise is a threat as it may undermine, force through a 2 + 2 pathway
- Online education is integrated into every student's experience and every faculty member's responsibility

Board of Trustees - 08/11/2016
- Help students succeed – adapt, change, think for self
- Fund, innovate, expand successful programs – Example = teacher education
- Program alignment – what do we do with underperforming programs?
- Learning outcome assessment, including soft skills, complete learner
- Expand use of "applied"

UC Draft Goals / Objectives - 11/30/2016
- Goal: Improve the Quality of All Modalities of Instruction and Operations
- Objectives: updated instructional methods; experiential learning; professional development and scholarship; quality faculty and staff; standardized syllabi;

Outcomes (ULOs). • KPI 3: Employer surveys indicate graduates of EOU demonstrate the ability to transfer key intellectual and practical capacities to new learning contexts.	assessment based on learning objectives; stimulating learning environment
COMMUNITY (ENGAGEMENT, RELATIONSHIPS, AND NETWORKS) *Goal: Serve as the educational, economic, and cultural engine for rural Oregon.* Objective: Facilitate solutions and influence action that addresses economic, social, cultural, and environmental challenges and advances rural progress. • KPI 1: Community and economic impact report • KPI 2: "Formal" partnership inventory • KPI 3: Center for Rural Advancement/Rural Engagement and Vitality (REV) Institute Objective: Become the First Choice 4yr institution for regional students. • KPI 1: EOU draws the highest percentage of regional high school graduates matriculating to a 4yr institution • KPI 2: EOU draws the highest percentage of regional community college graduate matriculating to a 4yr institution • KPI 3: Develop and maintain our brand *Goal: Foster an inclusive and diverse community of students, faculty, and staff that exemplify EOU's values and principles.* Objective: Something that gets to campus culture • KPI 1: Use a "Best Colleges to Work For" metric(s)? • KPI 2: Other?	**Faculty Senate - 06/02/2015** Free and open communication among students, staff, administration and faculty An inclusive ethic that welcomes all into the EOU community Connections between the EOU campus and our outdoor environment Through serving as a regional hub for culture and the arts Multiple internships and civic engagement activities that connect undergraduate education to the region **Cabinet - 07/06/2016, 07/13/2016, 08/03/2016** Educational, cultural and economic engine of eastern Oregon Forge innovative partnerships… Positive public perception Link students to workplace – Practical value to students, serve region - Set placement target EOU has a strong alumni network that allows students to have a leg up in the workplace EOU is a portal bringing the world to eastern Oregon and giving EO access to the world Foster stronger global perspectives and connections People throughout central and eastern Oregon identify with EOU as a unifying symbol of our region Invest (including salaries) in EOU's employees in support a culture of continuous improvement EOU's culture is welcoming to people from diverse backgrounds while maintaining our regional identity - leverage unique local Demonstrate courageous leadership in an increasingly diverse world - leading vs. participating Campus culture of mutual respect and support Hire and retain quality employees Legislative designation as Oregon's rural university Update school colors, Vegas gold EOU is able to operate with a high degree of independence while still benefitting from being a public institution Have internal decision-making processes that are efficient, credible, and effective

	Complies with legal requirements while maintaining a culture of fairness and effectiveness Develop and implement a business plan that maximizes revenue sources and ensures transparent resource allocation in support of College priorities and needs Ensure technology is current **Board of Trustees - 08/11/2016** Increase outreach and connections to Eastern Oregon Improve climate and trust Cultivate relationships and connectedness Increase impact of region center – re-establish Baker. Staff the centers appropriately. Commuting to provide coverage is too much. Improve connection to La Grande community. Grow partnerships – businesses, non-profit, state Educate adult population – La Grande and Union County – What can we do to serve them? Recreate the region center director? Connections to students outside of the region. Ask communities, partners what they need from us. Serve the greater good of the region – applied learning experience, available where they are. Develop relationships with K-12 educators – spring symposium, define why local students don't choose EOU, presentations to juniors and seniors, sit in on classes, provide quality tours. Build relationships with tribes Rebuild relationships internally – Board of Trustees to/from faculty/staff, disagree respectfully. Increase political influence – regarding funding model, eastern promise, "fix Salem" Consider "institutes" as they relate to political action and money that may become available. Faculty and staff relationships. Define identity, brand, niche, how we are thought of. Identify core values, create pride – capitalize on what makes us unique – example is forest, resource-based, fire-connected programs. Identify customer, audience. Culture of academic freedom, given constraints. Value – product promotion with customers.

	Increase enrollment of students of color, programs and support. Known as local, affordable option. Mend the climate, culture, reputation. Develop autonomy – we are in one box, but we are not the same as the other universities. Maintain top-notch faculty – care, relationships with students. Foreign/international student recruitment. Resources to recruit and retain great faculty and staff. **UC Draft Goals / Objectives - 11/30/2016** Goal: Build and Maintain Well Functioning Relationships Objectives: faculty with students, faculty with faculty, students with administration, administration with everyone, students with students, students with community, etc.; develop framework for relationships; EOU and regeional partners. Goal: Create and Execute Comprehensive Marketing Strategies Objectives: systematic ongoing recruitment; engage a marketing firm; maintain current plan for immediate future.
FINANCIAL STABILITY/SUSTAINABILITY *Goal – Exercise diligent stewardship in financial sustainability and in growing EOU's financial and capital resources* Objective: Develop and foster a culture of fiscal responsibility, accountability, and security for all university funds. • KPI 1: Maintain E&G fund balance ≥ 10% • KPI 2: Maintain current ratio 1.5:1 • KPI 3: Maintain primary reserve ratio ≥ 5% • KPI 4: Maintain debt burden ratio ≤ 8% Objective: Through focusing on relationships, engage and expand EOU's constituency base while fostering a culture of philanthropy that significantly increases giving to the university. • KPI 1: Grow the EOUF endowment from $13 million in 2016 to $50 million in 2025. • KPI 2: Increase annual fund giving by 5 percent per year (from	**Faculty Senate - 06/02/2015 – NA** **Cabinet - 07/06/2016, 07/13/2016, 08/03/2016** Financial stability EOU's finances are so robust that EOU only charges a token tuition Grow our alumni donor base -- % of alums giving back Diversification of revenue…less dependent on tuition and state funding variability $100 million endowment Foster an environment of fiscal accountability and integrity Align resources with institutional priorities Develop and implement a business plan that maximizes revenue sources and ensures transparent resource allocation in support of College priorities and needs **Board of Trustees - 08/11/2016** Economic stability and diversification of revenue streams. Increase resources to meet student needs. Improve graduation rates. Minimize tuition increases. Align resources with strategy. **UC Draft Goals / Objectives - 11/30/2016**

$XX in 2016 to $XX in 2029), expand trustee giving to EOU to $XXk annually, and achieve a XX percent alumni giving rate.

Objective: Pursue new sources of revenue from grants, collaborations, corporate sponsorships, and alternative uses of campus properties.

- KPI 1: Increase grant, sponsorship, and alternate facilities-use revenue from an average combined total of approximately $XX per year to $YY per year by 2025

Goal: Ensure Financial Stability
Objectives: reserve amount; baseline enrollment numbers; diversity revenue sources.

MULTIFACETED GROWTH

Goal – Provide access and opportunity in an increasingly diverse and interconnected world.

Objective: Offer engagement programs and pathways for degree attainment that breakdown barriers to access offering seamless articulation from community colleges to university to career

- KPI 1: XX pathways available from community colleges to EOU
- KPI 2: Eastern Promise/Early college credit metric(s)?
- KPI 3: Oregon Teacher Pathway metrics?

Objective: Provide equity of access and affordability to all students.

- KPI 1: Achieve 78% retention of first-year freshman cohort (traditional?)
- KPI 2: Achieve XX% 4-year degree completion rate (traditional?)

Objective: Support intercultural competency, inclusiveness, and diversity by recruiting and retaining a diverse student body (staff?).

- KPI 1: Increase (to what?) enrollment of full-time undergraduate students from underrepresented domestic racial and ethnic populations
- KPI 2: Increase (to what?) enrollment of international, resident students.

Objective: Serve as a thriving rural university

- KPI 1: Grow on-campus FTE enrollment to 2,500 by 2025
- KPI 2: Grow on-line FTE enrollment to 5,000 by 2025

Faculty Senate - 06/02/2015
An institutional vision and plan to serve the changing demographics of the region

Cabinet - 07/06/2016, 07/13/2016, 08/03/2016
Comprehensive enrollment strategy
Commitment to growth
Articulated market niche - Define niche
Take a radical approach - try one that sets us apart
Exhibiting a willingness to attempt radical strategies to elevate EOU's exposure to a growing market of potential students.
Sponsor EOU activities in diverse and high impact locations for increased visibility. E.g. Develop a hybrid baseball program based out of Bend, Oregon, theatre department performs "on location", chemistry club travels, Island Magic performs, etc.
Hold quarterly collaborative meetings to encourage inclusion from campus departments while fostering an atmosphere conducive to developing nontraditional/radical growth ideas.

Board of Trustees - 08/11/2016
Increase on campus enrollment, 3000?
Invest in growth.

UC Draft Goals / Objectives - 11/30/2016
Goal: Define and Plan for Multifaceted Growth
Objectives: online; on campus; demographic and diversity

Objective: Is this where we establish a niche objective with a few supporting KPIs?	

STUDENT EXPERIENCE/SUCCESS
 	
Goal – Prepare EOU students to be responsible and contributing global citizens.
 	
Objective - Expand experiential-learning opportunities for students to serve the community, participate in off-campus initiatives, and apply their educational skills in workplace settings.
 	
    KPI 1: Increase to 85% the number of traditional undergraduates who complete an internship, practicum experience, or research project before graduating.
 	
    KPI 2: Increase to 100% the number of traditional undergraduates who participate in a meaningful service-learning experience or extracurricular activity as well as a multi-term project.
 	
Objective - Establish a comprehensive program to assist students with career planning and preparation, graduate-school and career placement, and ongoing professional development.
 	
    KPI 1: Equip all traditional undergraduate students to create a job-search and employment portfolio that is appropriate for their field.
 	
    KPI 2: Some type of employment/grad school achievement rate?
 	
    KPI 3: Rating metric on graduate satisfaction?
 	
Objective: Sustain intercollegiate athletics as a nationally recognized NAIA program committed to academic and competitive excellence.
 	
• KPI 1: Academic performance metric relative to conference or NAIA.
 	
• KPI 2: Competition performance metric relative to conference participants.
	Faculty Senate - 06/02/2015
	    Numerous and robust extra-curricular activities in which students can engage to build a sense of community
	    Strong and diverse athletics programs that support student-athletes
	Cabinet - 07/06/2016, 07/13/2016, 08/03/2016
	    Dang fun place to be
	    Educate the whole student for responsible citizenship
	    Meaningful student experience - All students experience the 6 Gallup criteria for success
	    Student culture of mutual respect, support, and appreciation - Speak up, have each other's back, taking responsibility for each other
	    Win a national championship as a team
	    Link students to workplace – Practical value to students, serve region - Set placement target
	    Develop engaging experience that inspires a life-long commitment
	    Provide equity of access and financial support to all students
	    Serve student where they are (physical location & intellectually)
	    Align student services with academic success
	    Establish a comprehensive program to assist students with career planning and preparation, graduate-school and career placement, and ongoing professional development
	    Graduate Satisfaction
	Board of Trustees - 08/11/2016
	    Student support leading to retention. Expand mentoring including mentors from the community. Advisory boards – mentor, connections, politics.
	
	UC Draft Goals / Objectives - 11/30/2016
	    Goal: Engage in Planning and Activities that Promote Student Success
	    Objectives: student support and resources; pathways for degree completion; emotional support; job placement.