Goal 1: Achieve intellectual vitality across all contexts of learning and teaching.

- Objective 1: Provide support for faculty scholarship and engagement to enrich teaching, to model intellectual engagement for students, and to further elevate EOU's academic profile

    - KPI 1: 100% of faculty contribute to disciplinary research and/or the scholarship of teaching

    - KPI 2: 100% of faculty participate in professional development opportunities

    - KPI 3: Establish a $500,000 endowment to fund faculty research/teaching fellowships

    - KPI 4: Establish endowed chairs or professorships in each of the colleges at the university

- Objective 2: Increase student opportunities for collaborative learning, creative expression, cross-cultural engagement, leadership development, and other enriching academic activities that develop 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

Goal 2: Graduate students with the competence and confidence to succeed in the short-term and long-term.

- Objective 1: Every EOU graduate possesses the essential learning outcomes employers seek

    - KPI 1: Graduates demonstrate expected competency relative to General Education Learning Outcomes (GLOs)

    - KPI 2: Graduates demonstrate expected competency relative to Program Learning Outcomes (PLOs), as aligned with University Learning Outcomes (ULOs)

    - KPI 3: Employer surveys indicate graduates of EOU demonstrate the ability to transfer key intellectual and practical capacities to new learning contexts

- Objective 2: Expand experiential-learning opportunities for students to serve the community, participate in off-campus initiatives, and apply their educational skills in workplace settings - wherever they are

    - KPI 1: All EOU graduates will complete an internship, practicum experience, research project or equivalent

    - KPI 2: All EOU graduates will participate in civic engagement, service-learning experiences or recognized extracurricular activities

    - KPI 3: XX% of all program core courses will incorporate civic engagement opportunities

- Objective 3: Establish a comprehensive program to assist students with career planning and preparation, graduate-school admission and career placement

    - KPI 1: XX% of enrolled students who took advantage of various EOU services such as career placement each year

    - KPI 2: XX% of EOU graduates who are employed or enrolled in graduate school within 1 year of completion

- Objective 4: Sustain intercollegiate athletics as a nationally recognized NAIA program committed to academic and competitive excellence

    - KPI 1: Student-athlete GPA's will consistently exceed those of the general student population

    - KPI 2: Graduation and retention rates will consistently exceed those of the general student population

    - KPI 3: All sports programs will finish in the top 1/3 of their respective conference

- Objective 5: Optimize progress through the student lifecycle

    - KPI 1: Achieve 78% retention of first-year freshman cohort

    - KPI 2: Achieve 45% 4-year degree completion rate

    - KPI 3: Achieve XX% transfer student retention rate

    - KPI 4: Achieve XX% transfer student 2-year degree completion rate

Goal 3: Serve as the educational, economic, and cultural engine for rural and Eastern Oregon.

- Objective 1: Facilitate solutions and influence action that addresses economic, social, cultural, and environmental challenges and advances rural progress

    - KPI 1: Community and economic impact annual report

    - KPI 2: "Formal" partnership inventory

    - KPI 3: Establish a thriving and sustainable Center for Rural Engagement

- Objective 2: Become the First Choice 4 year 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 graduates matriculating to a 4yr institution

- Objective 3: Offer engagement programs and pathways for degree attainment

  - KPI 1: Increase by XX% each year the number of new transfers from community college partner institutions

  - KPI 2: Increase to 40% the Eastern Promise/Early college credit matriculation rate

  - KPI 3: Increase by 20% each year the Oregon Teacher Pathway matriculation rate

  - KPI 4: Increase by XX% each year the number of new online students

Goal 4: Foster an inclusive and diverse community of students, faculty, and staff that exemplify EOU's values and principles. (altruism, civility, discovery, integrity, interdependence, quality)

- Objective 1: Generate a positive/supportive campus culture

  - KPI 1: Become recognized on the "Best Colleges to Work For" national list

  - KPI 2: Create at least one significant campus-wide (online + on-campus) bonding event each term

  - KPI 3: XX% of senior students (across all modalities) indicate that the institution provides a supportive environment

- Objective 2: Support intercultural competency, inclusiveness, and diversity by recruiting and retaining a diverse EOU community

  - KPI 1: Attain 20% enrollment of non-international students from underrepresented racial and ethnic populations

  - KPI 2: Attain 20% non-international faculty and staff from underrepresented racial and ethnic populations

  - KPI 3: Attain 10% enrollment of international students

  - KPI 4: XX% of students indicate the campus climate is inclusive

  - KPI 5: XX% of employees indicate the campus climate is inclusive

Goal 5: Exercise diligent stewardship in financial sustainability and in growing EOU's financial and capital resources.

- Objective 1: 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 2: 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 $XX in 2016 to $XX in 2029), expand trustee giving to EOU to $XXk annually, and achieve a XX percent alumni giving rate

- Objective 3: Increase enrollment at the institution

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

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

- Objective 4: 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

    - KPI 2: Revenue from collaborations an average combined total of approximately $XX per year to $YY per year by 2025

Goal 6: Provide access and opportunity in an increasingly diverse and interconnected world.

- Objective 1: Provide equity of access and affordability to all students

    - KPI 1: Annual report on access disparities (instruction, student services, and resources)

    - KPI 2: Equality of applicant yields by diversity categories

    - KPI 3: Equality of retention and completion rates by diversity categories

- Objective 2: Establish and maintain partnerships with international institutions for the purpose of providing opportunities for student enrichment

    - KPI 1: XX% of EOU students will participate in study abroad or international internship opportunities annually

    - KPI 2: XX% of EOU students will interact with international students in class or through co-curricular activities (on Campus and Online)