

## **2017-2025 Strategic Plan**

### **1. Goal: Improve Academic Quality & Enhance Intellectual Vitality**

#### **Objective 1: Facilitate Intentional Scaffolded Student Learning**

- KPI 1: Increase from 73% to 85% of all graduates demonstrating Proficient or Adequate mastery of General Education Learning Outcomes (GLOs) by 2025.
- KPI 2: Increase from 73% to 85% of all graduates demonstrating Proficient or Adequate mastery of Program Learning Outcomes (PLOs), as aligned with University Learning Outcomes (ULOs).
- KPI 3: 85% of employers indicate EOU graduates of EOU demonstrate the ability to transfer key intellectual and practical capacities to new learning contexts by 2025.

#### **Objective 2: Create Engaged Learning Activities for Students**

- KPI 1: All Graduates complete an internship, practicum experience, research project or equivalent by 2025.
- KPI 2: All graduates participate in civic engagement, service-learning experiences or recognized co-curricular activities by 2025.
- KPI 3: XX% of students participate in study abroad or international internship opportunities annually by 2025
- KPI 4: XX% of students interact with international students in class or through co-curricular activities (on Campus and Online) annually by 2025
- KPI 5: 100% participation in NAIA's Champions of Character Program by student-athletes by 2025

#### **Objective 3: Increase Support and Involvement of Faculty in Professional Development**

- KPI 1: Increase by 10% annually professional development funding for all tenured and tenure-track faculty, starting in 2019.
- KPI 2: 100% all tenured and tenure track faculty and fixed term faculty participate in EOU professional development opportunities annually by 2025.
- KPI 3: Increase by 10% annually sabbatical funding for all tenured and tenure track faculty, starting in 2019 and continuing.
- KPI 4: 100% of all tenured and tenure track faculty contribute to disciplinary research and/or the scholarship of teaching and learning annually by 2025.
- KPI 5: Develop administrative framework to support current projects by EOU faculty that target EOU region (CHART, Center for Rural Studies, etc.) by 2025.

### **2. Goal: Energize Student Success**

#### **Objective 1: Link Academic and Post-Graduation Planning**

- KPI 1: All EOU graduates engage in post graduation planning activities

- KPI 2: 90% of graduates are employed or enrolled in graduate school within 1 year of degree completion
- KPI 3: 75% of Alumni indicate EOU appropriately prepared them to achieve long term career and/or education goals by 2025.

**Objective 2: Increase Recruitment**

- KPI 1: Engage in strategic enrollment management
- KPI 2: Grow on campus FTE enrollment to 2,500 by 2025
- KPI 3: Grow online FTE enrollment to 5,000 by 2025

**Objective 3: Improve Retention**

- KPI 1: Increase year 1 to year 2 retention rates to 85% for first-year freshman cohort by 2020
- KPI 2: Increase year 2 to year 3 retention rates to 70% for first-year freshman cohort by 2022
- KPI 3: Increase year 1 to year 2 retention rates to 90% for entering transfers by 2020

**Objective 4: Streamline Completion**

- KPI 1: Increase 4 year completion rates to 50% for first-year freshman cohort by 2025
- KPI 2: Increase 2 year completion rate for entering transfers to 70% by 2025

**3. Goal: Strengthen EOU As A Great Place to Work & Learn**

**Objective 1: Create a diverse and supportive campus culture**

- KPI 1: Achieve national recognition in at least one of the twelve categories as one of the “Great Colleges to Work For” by 2025.
- KPI 2: 100% of staff participate in professional development activities annually
- KPI 3: At least 20% of students, faculty, and staff are from ethnically or culturally diverse backgrounds
- KPI 4: XX% of all EOU students, faculty, and staff indicate that the institution provides a supportive environment
- KPI 5: XX% of all EOU students, faculty, and staff indicate the campus climate is inclusive

**Objective 2: Improve Access & Affordability**

- KPI 1: Annual report on access disparities (instruction, student services, financial aid, and resources) in order to address inequities
- KPI 2: Increase equity of applicant yields by diversity categories to meet or exceed EOU comparator benchmarks
- KPI 3: Increase equity of retention and completion rates by diversity categories to meet or exceed EOU comparator benchmarks

- KPI 4: Conduct biennial review and amendment of the campus master plan (physical and technological infrastructure)

**Objective 3: Create a Celebratory Culture**

- KPI 1: Increase the number of events reported on by University Advancement
- KPI 2: Establish practices that Identify, Celebrate and Reward our successes internally
- KPI 3: Overall attendance increases at university events by 40% by 2025

**4. Goal: Foster Relationships Between EOU and the Communities it Serves**

**Objective 1: Promote Economic Progress in Rural Oregon**

- KPI 1: Conduct biennial community and economic impact reports
- KPI 2: Establish a thriving and sustainable Center for Rural Engagement
- KPI 3: Establish a program for developing entrepreneurship opportunities for graduating EOU students to incentivize economic development in region

**Objective 2: Enhance and Expand Community College Partnerships**

- KPI 1: Complete general education and program outcome alignments by 2020 (all new partnerships alignments completed within one year of signing)
- KPI 2: Students who complete work at a CC Partner transfer with a minimal loss of credit
- KPI 3: Coordinate advising among partnerships through consistent and regular communication
- KPI 4: Conduct faculty exchanges for programs with each community college partner by 2025

**Objective 3: Invest in Long-Term Partnerships with the Local Community**

- KPI 1: Increase attendance at community events by 20% by 2025
- KPI 2: All sports programs will strive to be in the top 1/3 of their respective conference
- KPI 3: Increase the number of and incentivize recognized university-community co-sponsored projects annually
- KPI 4: Develop partnership with City of La Grande to promote a thriving downtown environment

**Objective 4: Engage the Online Community in the EOU Experience**

- KPI 1: Demonstrate increased online student outreach and engagement
- KPI 2: Increase richness of online programming and co-curricular opportunities
- KPI 3: Formulate, disseminate, and assess online teaching standards and best practices
- KPI 4: Demonstrate increased depth of online relations
- KPI 5: Demonstrate increased Availability & Access

## **5. Goal: Ensure Financial Stewardship and Growth**

### **Objective 1: Ensure Fiscal Accountability**

- KPI 1: Maintain E&G Fund Balance  $\geq 10\%$
- KPI 2: Maintain Primary Reserve Ratio  $\geq 40\%$
- KPI 3: Maintain Viability Ratio  $\geq 1:1$
- KPI 4: Net Operating Revenues Ratio  $\geq 0\%$
- KPI 5: Return on Net Assets Ratio  $\geq 3-4\%$
- KPI 6: Debt Burden Ratio  $\leq 5\%$

### **Objective 2: Increase Endowment and Expand Purpose**

- KPI 1: Grow the EOU Foundation 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 2025)
- KPI 3: Identify and expand use of endowment to support strategic plan

### **Objective 3: Create New Sources of Revenue**

- KPI 1: Increase annual grants received by XX
- KPI 2: Increase athletics sponsorships and alternate facilities-use from \$XX per year to \$YY per year by 2025
- KPI 3: Revenue from collaborations an average combined total of approximately \$XX per year to \$YY per year by 2025
- KPI 4: Reach enrollment capacity across all modalities