

Six overarching themes were gleaned from the Faculty Senate “Essential Components” and from the strategy sessions with the Board of Trustees and Cabinet. The themes are ***Academic Quality, Connections and Networks, Fiscal and Financial, Growth, Experience and Environment, and Student Outcomes/Experience.***

The input from each of the above named constituents are sorted according to the respective theme:

Themes	Faculty Senate Essential Components (6/2/15)	Cabinet Strategy Sessions(s) (7/6/16; 7/13/16; 8/3/16)	Board of Trustees Retreat (8/11/16)
Academic Quality	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • EOU has eliminated meaningful 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 	<ul style="list-style-type: none"> • Help students succeed — adapt, change, think for self • Fund, innovate, expand successful programs, e.g., teacher education • Program alignment — what do we do with underperforming programs? • Learning outcome assessment, including soft skills, complete learner • Expand the use of “applied”

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<p>Academic Quality</p> <p>Connections and Networks</p>	<ul style="list-style-type: none"> Professional and technical programs that meets the needs of the people in the region A focus on rural studies 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 	<ul style="list-style-type: none"> Educational, cultural, and economic engine of eastern Oregon Forge innovative partnerships Positive public perception Link students to workplace — practical value to students, serve the 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 	<ul style="list-style-type: none"> Increase outreach and connections to eastern Oregon Improve climate and trust Cultivate relationships and connectedness Educate adult population, e.g., increase impact of regional centers, re-establish La Grande and Baker Centers; staff the centers appropriately Improve connection to La Grande community Grow partnerships — business, non-profit, state Connections to students outside the region Ask communities, partners what they need from us

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Networks and Connections (cont'd)			<ul style="list-style-type: none"> • Serve the greater good of the region — applied learning experience that are 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 between the Board of Trustees and 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
Fiscal and Financial	<ul style="list-style-type: none"> • None identified in the Essential Components document 	<ul style="list-style-type: none"> • Financial stability • Perception that EOU's finances are so robust that EOU only charges a token tuition 	<ul style="list-style-type: none"> • Economic stability and diversification of revenue streams • Increase resources to meet student needs • Improve graduation rates

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Fiscal and Financial (cont'd)		<ul style="list-style-type: none"> • Grow our alumni donor base — increase the percentage of alums giving back • Diversification of revenue so that EOU is 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 university priorities and needs 	<ul style="list-style-type: none"> • Minimize tuition increases • Align resources with strategy
Growth	<ul style="list-style-type: none"> • An institutional vision and plan to serve the changing demographics of the region 	<ul style="list-style-type: none"> • Comprehensive enrollment strategy • Commitment to growth • Articulated market niche • Take a radical approach to set EOU apart 	<ul style="list-style-type: none"> • Increase on campus enrollment — 3,000 • Invest in growth
Experience and Environment	<ul style="list-style-type: none"> • Free and open communication among students, staff, administration, and faculty 	<ul style="list-style-type: none"> • People throughout central and eastern Oregon identify with EOU as a unifying symbol of our region 	<ul style="list-style-type: none"> • Faculty and staff relationships

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Experience and Environment (cont'd)	<ul style="list-style-type: none"> An inclusive ethic that welcomes all into the EOU community 	<ul style="list-style-type: none"> Invest (including salaries) in EOU's employees to 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 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 benefiting from being a public institution Have internal decision making processes that are efficient, credible, and effective 	<ul style="list-style-type: none"> Define identity, brand, niche, and how we are thought of Identify core values, create pride, capitalize on what makes us unique, e.g., forest, resource-based, fire-connected programs Identify customer, audience Culture of academic freedom, given constraints Value — product promotion with customers Increase enrollment of student of color, programs, and support Known as local, affordable option Mend the climate, culture, reputation Develop autonomy — we are not the same as the other universities Maintain top-notch faculty who care about connecting with students Foreign/international student recruitment

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Student Outcomes/ Experience	<ul style="list-style-type: none"> Numerous and robust extra curricular activities in which student can engage to build a sense of community Strong and diverse athletics programs that support student athletes 	<ul style="list-style-type: none"> Comply with legal requirements while maintaining a culture of fairness and effectiveness Develop and implement a business plan that maximizes revenue sources and ensure transparent resource allocation in support of university priorities and needs Ensure technology is current Fun place to be Educate the whole student for responsible citizenship Meaningful student experience with the six Gallup criteria for success in mind Student culture of mutual respect, support, and appreciate — 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 the region; set a placement target 	<ul style="list-style-type: none"> Student support leading to retention, e.g., expand mentoring to include mentors from the community; Advisory boards to mentor, connections, politics

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Student Outcomes/ Experience (cont'd)		<ul style="list-style-type: none"> • Develop engaging experience that inspires a life long commitment • Provide equity of access and financial support to all students • Serve students where they are (physically and intellectually) • Align student services with academic success • Establish a comprehensive program to assist student with career planning and preparation, graduate school and career placement, and ongoing professional development • Graduate satisfaction 	

The Cabinet has taken one step further in the strategic planning process by identifying ***potential*** goals, objectives, and indicators from the themes that developed from their strategy sessions. The potential goals according to the respective themes are as follows:

Themes	<i>Potential Goals and Indicators (as identified by Cabinet)</i>		
	Goals	Objectives	Indicators
1. Academic Quality	1.1 Elevate the quality of liberal arts components in all professional and arts and sciences programs, including cultivation of quantitative and information literacies, fostering methodologies for critical and creative inquiry, introducing student to new ways of thinking about the world and their place in it, and supporting integrative and applied learning experience on campus and online	1.1.1 Foster and assess throughout the curriculum and co-curriculum those essential student learning outcomes that employers seek	1.1.1.1 Students demonstrate effective learning relative to General Education Learning Outcomes (GLOs) 1.1.1.2 Students demonstrate effective learning relative to Program Learning Outcomes (PLOs) 1.1.1.3 Employer surveys indicate graduates of EOU demonstrate the ability to transfer key intellectual and practical capacities to new learning contexts.
	1.2 Foster an aspiration for excellence within all employee groups by providing an environment that incentives and rewards life long learning	1.2.1 Ensure faculty and staff success	1.2.1.1 Hire and retain quality faculty and staff by investing in improved salaries 1.2.1.2 Design professional development opportunities that provide faculty and staff with 21 st century higher education career enhancements
	1.3 Provide students with access to degree programs with strong academic support that help them success in their studies and complete their degrees	1.3.1 Ensure access and success for all students, regardless of location	1.3.1.1 Professional, arts and sciences, and integrative learning degree programs as well as tutoring services accessible to students a on-campus, online and off campus locations 1.3.1.2 Effective academic curriculum and support programs and services

<i>Potential Goals and Indicators (as identified by Cabinet)</i>			
Themes	Goals	Objectives	Indicators
1. Academic Quality (cont'd)	1.4 Align institutional mission and vision to serve the changing demographics of eastern Oregon and to realize its educational, cultural, and economic potential	1.4.1 Provide programs and resources in response to regional needs	to ensure the success of first time freshmen in their first year 1.3.1.3 Effective and seamless completion pathways that bridge the education continuum from both high schools and community colleges 1.4.1.1 Academic program mix reflects regional needs educationally, culturally, and economically 1.4.1.2 EOU students and faculty engage with the Civic Engagement and Social Responsibility University Learning Outcome
	2. Connections and Networks	2.1 Serve as the educational, cultural, and economic engine	2.1.1 Demonstrate that EOU is the educational, cultural, and economic engine
	2.2 Positive public perception	2.2.1 Position EOU in terms of stability, viability, and success	2.2.1.1 Public perception survey 2.2.1.2 Strategic media relations
	2.3 Expand partnership between EOU, businesses, and organizations	2.3.1 Foster partnerships and provide opportunities for students and faculty	2.3.1.1 Identify partners

Potential Goals and Indicators (as identified by Cabinet)			
Themes	Goals	Objectives	Indicators
2. Connections and Networks (cont'd)		for engagement at the community, regional, state, and national levels	2.3.1.2 Establish outreach program (On Belay) 2.3.1.3 Develop platform for partnership program management
	2.4 Connect EOU to the world and the world to EOU	2.4.1 Every student will have the opportunity to experience the world	2.4.1.1 Number of international travel opportunities 2.4.1.2 Bring international experiences to campus 2.4.1.3 Increase number of international students on campus 2.4.1.4 Hire international online faculty
	2.5 Campus and outdoor environment	2.5.1 Provide students access to the outdoors	2.5.1.1 Number of students using the Outdoor Program 2.5.1.2 Degree programs in outdoor leadership, recreation management 2.5.1.3 Bike/pedestrian pathways around campus 2.5.1.4 Marketing/recruitment campaign
	2.6 Give students real-world experience	2.6.1 Every student will have an internship or civic engagement experience	2.6.1.1 Number of alumni-student networking events 2.6.1.2 Number of students doing internships with alumni 2.6.1.3 Number of internships: local, region, state 2.6.1.4 Number of civic engagement experiences: local, region, state 2.6.1.5 Placement rates
3. Fiscal and Financial	3.1 Financial stability	3.1.1 Develop and maintain a healthy picture for all university funds	3.1.1.1 Fund balance \geq 10% 3.1.1.2 Current ratio (150%)

<i>Potential Goals and Indicators (as identified by Cabinet)</i>			
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3. Fiscal and Financial (cont'd)		3.1.2 Develop and maintain a residence life business plan that allows for growth in occupancy and infrastructure	3.1.1.3 Primary reserve ratio (15%) 3.1.1.4 Debt burden ratio (<8%) 3.1.2.1 Occupancy targets (5-10year) 3.1.2.2 Determine target for additional physical infrastructure (minimum level of reserves required to allow for current and additional debt service)
		3.1.3 Diversify revenue streams	3.1.3.1 Grow alumni base and develop a target 3.1.3.2 develop \$100M endowment with short, mid, and long term targets) 3.1.3.3 Maintain affordable tuition levels
		3.1.4 Foster an environment of fiscal accountability and integrity	3.1.4.1 Align resources with institutional priorities 3.1.4.2 Develop and maintain a transparent resource allocation process that supports university priorities and needs
		3.1.5 Develop and maintain a tuition structure that supports enrollment strategy	3.1.5.1 Develop targets
	4. Growth	4.1 Promote enrollment growth through a comprehensive enrollment strategy while focusing on the diverse and changing demographic of the region	4.1.1 By showing a campus wide commitment to growth, finding our niche within the competitive university market, and will attract a larger number of diverse and qualified students

<i>Potential Goals and Indicators (as identified by Cabinet)</i>			
Themes	Goals	Objectives	Indicators
4. Growth (cont'd)		4.1.2 Exhibiting a willingness to attempt radical strategies to elevate EOU's exposure to a growing market of potential students	4.1.1.3 Increase the number of traditionally underrepresented students by 20% 4.1.2.1 Sponsor EOU activities in diverse and high impact locations for increased visibility 4.1.2.2 Hold quarterly collaborative meetings to encourage inclusion from campus departments while fostering an atmosphere conducive to developing radical growth ideas
	5. Experience and Environment	5.1 EOU becomes a robust, widely admired public institution	5.1.1 Courageous leadership in an increasing diverse world 5.1.2 A high degree of institutional independence and self-determination 5.1.3 Recognized as a symbol of the region 5.1.4 Welcoming to people from diverse backgrounds 5.1.5 Appreciative of the unique attributes of the region 5.1.6 Campus culture of inclusion, mutual respect, and mutual support 5.1.7 Institutional culture of continuous improvement
	5.2 Internal operations support institutional greatness	5.2.1 Having internal decision-making processes that are efficient, credible, and effective 5.2.2 Operating under a business plan that maximizes revenue sources while	

Themes	Potential Goals and Indicators (as identified by Cabinet)		
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6. Student Outcomes/ Experience		<p>ensuring transparent resource allocation</p> <p>5.2.3 Complying with legal requirements while maintaining fairness and effectiveness</p> <p>5.2.4 Maintaining continuously current technology and other infrastructure</p>	
	6.1 Prepare students to be responsible and contributing global citizens	<p>6.1.1 Expand experiential learning opportunities for student to serve the community, participate in off-campus initiatives, and apply their education al skills in workplace settings</p> <p>6.1.2 Establish a comprehensive program to assist students with career planning and preparation, graduate school and career placement, and ongoing professional development</p>	<p>6.1.1.1 Eighty percent of traditional undergraduates will complete an experiential learning experience</p> <p>6.1.1.2 One hundred percent of traditional undergraduates will participate in a meaningful service-learning experience, extracurricular activity, and multi-term project</p> <p>6.1.2.1 Prepare all traditional undergraduate students to create a job-search and employment portfolio that is appropriate for their field</p> <p>6.1.2.2 Some type of employment/grad school achievement rate</p> <p>6.1.2.3 Determine a rating metric on graduate satisfaction</p>
	6.2 Provide access and opportunity in an increasingly diverse world	6.2.1 Provide equity of access and affordability to all students	<p>6.2.1.1 Seventy-five percent retention of traditional undergraduate first-year freshmen</p> <p>6.2.1.2 Develop a target for the number of traditional</p>

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6. Student Outcomes/ Experience (cont'd)			undergraduates that reach degree completion in four years
		6.2.1.3 Develop a metric for tracking persistence	
		6.2.2 Support EOU's commitment to intercultural competency, inclusiveness, and diversity by recruiting and retaining a diverse student body	6.2.2.1 Increase enrollment of full-time traditional undergraduate students from underrepresented domestic racial and ethnic populations 6.2.2.2 Increase enrollment of international, full-time traditional students
		6.2.3 Sustain and enhance intercollegiate athletics as a nationally recognized NAIA program committed to academic and competitive excellence	6.2.3.1 Academic performance metric relative to conference and/or NAIA 6.2.3.2 Competition performance metric relative to conference participants