EXCELLENCE

2016-2021 strategic framework for the University of Oregon

UNIVERSITY OF OREGON

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February 29, 2016

We are pleased to share with you the University of Oregon's 2015-2021 strategic framework, simply and appropriately titled, "EXCELLENCE."

This framework is a guiding document, meant to be aspirational. It will provide us all with a set of objectives and principles by which to judge our work as we collectively move forward. We will contemplate priorities, decisions, and actions based on whether they are consistent with this framework.

The document is meant to complement the UO's mission statement (adopted in 2014). Further, the framework is not a "plan"—it does not contain metrics or specific tactics—and to be honest, we may not have the resources to fully execute all of these strategies. That will not, however, preclude us from striving to reach the important overall goals contained in the framework to enhance excellence at the University of Oregon.

Thank you to everyone who participated in the process to develop this framework, and to each and every member of the UO community—excellence is, without question, a team effort.

Sincerely,

Michael H. Schill   Scott Coltrane
President   Provost and Sr. Vice President

Imagine...

a preeminent research university rooted in a liberal arts and sciences education.

an institution that teaches people to think deeply, critically, and creatively.

an incubator where inquiry leads to real impact.

a place where innovation occurs at the intersection of disciplines.

a close-knit, human scale academic community with global reach.

a setting where mountains, forests, rivers, and beaches are part of the everyday learning environment.

a home for students, researchers, teachers, and employees consistently focused on the greater good.

Welcome to the University of Oregon.

The University of Oregon's
Mission, Purpose, Vision, and Values

Our Mission   The University of Oregon is a comprehensive public research university committed to exceptional teaching, discovery, and service. We work at a human scale to generate big ideas. As a community of scholars, we help individuals question critically, think logically, reason effectively, communicate clearly, act creatively, and live ethically.

Our Purpose   We strive for excellence in teaching, research, artistic expression, and the generation, dissemination, preservation, and application of knowledge. We are devoted to educating the whole person, and to fostering the next generation of transformational leaders and informed participants in the global community. Through these pursuits, we enhance the social, cultural, physical, and economic wellbeing of our students, Oregon, the nation, and the world.

Our Vision   We aspire to be a preeminent and innovative public research university encompassing the humanities and arts, the natural and social sciences, and the professions. We seek to enrich the human condition through collaboration, teaching, mentoring, scholarship, experiential learning, creative inquiry, scientific discovery, outreach, and public service.

Our Values   We value the passions, aspirations, individuality, and success of the students, faculty, and staff who work and learn here. We value academic freedom, creative expression, and intellectual discourse. We value our diversity and seek to foster equity and inclusion in a welcoming, safe, and respectful community. We value the unique geography, history and culture of Oregon that shapes our identity and spirit. We value our shared charge to steward resources sustainably and responsibly.

Strategic Framework 2015
Institutional Priorities

1. Promote and enhance student access, retention, and success.

2. Enhance the impact of research, scholarship, creative inquiry, and graduate education.

3. Attract and retain high quality, diverse students, faculty, and staff.

4. Enhance physical, administrative, and IT infrastructure to ensure academic excellence.

Promote and enhance student access, retention, and success.

> The UO will create a cohesive four-year undergraduate experience that propels students on an inspiring and rewarding path by fully integrating a liberal arts and sciences education, a purposeful major, meaningful experiential opportunities, and intentional post-graduation planning. The UO will offer effective support for all students—including programs tailored to those from diverse backgrounds—to ensure a path to timely completion.

STRATEGIES & INITIATIVES

1. Improve, enhance, and establish new programs aimed at increasing student access, retention, and success.

   O Foster institution-wide collaboration among various student-focused services to ensure access and efficacy, and eliminate redundancy.

   O Make better use of data to identify at-risk students as well as adopting the tools needed to support those students in achieving success at the UO.

   O Expand programs that provide students of limited means with access to the UO and enhanced opportunities for successful and timely completion.

   O Expand and coordinate student academic advising and remove unnecessary curricular and administrative barriers to timely completion.

2. Provide an integrated, compelling educational experience that allows students to graduate in four years while accommodating the needs of transfer and nontraditional students.

   O Engage in a comprehensive review of the structure of the four-year educational experience of undergraduate students—including general education requirements—and identify potential pilot projects or models based on best practices.

   O Maximize opportunities for undergraduate students to learn directly from and build relationships with faculty engaged in research and creative discovery.

   O Adopt a learning-outcome approach to mapping education at the UO.

   O Focus on engaged learning that combines service and experiential learning opportunities.

   O Expose all undergraduate students to meaningful research experiences and global perspectives.

- **O** Ensure that all students develop an understanding of the challenges and opportunities created by living in an increasingly diverse society.

- **O** Leverage the use of technology to achieve educational goals and undergraduate student success.

- **O** Support undergraduate mentoring and advising by emulating best practices and strengthening student-faculty interaction.

- **O** Reflect best practices in diversity, equity, and inclusion as part of curricular and programmatic review.

- **O** Expand Academic Residential Communities and other learning communities.

3. Enhance post-graduation planning and success to help launch students into their futures after the UO.

   - **O** Expand undergraduate research opportunities and internships.

   - **O** Explore ways to use the emerging presence of the university in Portland to connect students with exciting internships and employment opportunities.

   - **O** Enhance pipeline preparation opportunities into graduate and professional programs for students who seek additional education, with special attention to programming for underrepresented students.

   - **O** Develop institutionally-supported opportunities to promote and share integrated learning experiences (e.g. e-portfolios, transition, or capstone projects).

   - **O** Increase the number of students who are prepared to apply for distinguished national and international scholarships.

   - **O** Expand outreach to graduate programs and potential employers (companies, non-profits, and government).

   - **O** Link liberal arts and sciences education to career preparation through advising, curricular, and co-curricular initiatives, including ideas around co-locating or co-operating academic and career advising.

   - **O** Enhance career preparation and networking opportunities for students, especially as they relate to student-alumni connectivity and networking.

4. More thoroughly analyze and understand strategic opportunities and limitations of online education (including hybrid approaches).

5. Engage in a more data-driven approach to evaluate and assess the quality of teaching, student engagement, and the overall campus environment.

Enhance the impact of research, scholarship, creative inquiry, and graduate education.

> The UO will embrace a culture of excellence, both existing and enhanced. We will focus on hiring more faculty (especially tenure track, post docs, and researchers in strategic areas) and educating more graduate students to enhance UO's reputation as a preeminent comprehensive research university and enhance its standing among national peers. Investments in faculty will align with institutional priorities and be based on appropriate metrics. The UO will increase externally sponsored research, bolstering existing and interdisciplinary research, scholarship, and inquiry as well as enhancing doctoral programs and training.

STRATEGIES & INITIATIVES

1. Encourage a culture that promotes and enhances excellence.

   O Reallocate institutional funds to enhance excellence and align resources with teaching and research priorities.

   O Celebrate and reward excellence among faculty, students, and staff.

2. Increase the size of the tenure-related faculty by 80 to 100 members.

   O Develop hiring practices that emphasize current strengths and emerging areas of basic and applied research excellence.

   O Focus on hiring faculty with potential for making transformative contributions to scholarly research, scientific discovery, and creative practice.

3. Substantially increase externally-sponsored research support.

   O Enhance programmatic tools at the institutional, college, and unit levels to support those seeking externally-sponsored opportunities.

   O Leverage existing strengths and identify the best opportunities for new programs and initiatives to increase external support.

   O Engage in innovative partnerships for non-traditional sources of support.

   O Ensure that faculty obligations and responsibilities, such as teaching and research, align with institutional priorities.

   O Align hiring strategies with the priority of increased success in obtaining externally sponsored research awards and projects.

4. Increase the number of graduate programs ranked in the top 25%.

   O Make targeted investments in programs that can "go from good to great."

   O Increase graduate student fellowship support, professional development, and post-graduation success.

   O Encourage, facilitate, and support new and transformative courses and programs.

   O Increase the number and diversity of Ph.D. students in areas of academic excellence.

   O Increase the number and diversity of graduate students in areas where prospects for fulfilling professional careers are bright.

   O Strengthen graduate program review processes to enable eventual expansion of successful programs and contraction of less successful programs.

   O Partner with regional research institutions (e.g., Oregon Health and Science University, Oregon State University, Pacific Northwest National Labs) in training graduate students and postdoctoral scholars.

5. Enhance the use of appropriate unit-level and institutional measures of quality, equity, and excellence (metrics) in decision-making and resource allocation.

   O Make assessments and critical discussion of results a routine part of governance at the UO—from units to the institution as a whole.

   O Promote the use of various field-specific metrics and best practices for effective decision-making.

6. Substantially increase support of research, scholarship, and creative inquiry.

   O Find new and effective ways to connect researchers with philanthropic funding opportunities through enhanced collaboration between researchers and development staff.

   O Strengthen existing partnerships, and explore new ones, to promote institutional teaching and research priorities, including the use of public-private partnerships.

   O Seek resources to provide research support for faculty including but not limited to seed and bridge funding, summer support, salary support for research leave, and project completion grants.

   O Strengthen and expand existing internal research award programs which provide support for faculty.

Attract and retain highly qualified, diverse students, faculty, and staff.

The UO will promote a campus culture and infrastructure within which all students, faculty, and employees can flourish. We seek greater diversity among the student body, faculty, and staff in order to ensure a meaningful and successful experience for all. The UO will ensure inclusive recruitment efforts; transparent, equitable, and navigable hiring and admissions processes; a welcoming environment that facilitates scholarship, creativity, collaboration, learning, personal advancement, success and, interdisciplinarity.

STRATEGIES & INITIATIVES

1. Recruit and foster the success of a highly-qualified and diverse student body.

   O Increase numbers of underrepresented students at the UO and engage in new tactics to recruit a diverse student body.

   O Compete for high-achieving and underrepresented students by increasing scholarship resources and by coordinating and strengthening UO pipeline programs.

   O Attract students from diverse backgrounds by increasing faculty and staff diversity.

   O Use the UO's emerging Portland presence to recruit more students from the greater Portland area.

   O Expand programs that provide students of limited means access to the UO and enhanced opportunities for successful and timely completion.

   O Create a stronger, more connected campus community by creating and supporting affinity groups.

   O Enhance diversity and global reach by recruiting top international students.

   O Study the benefits and feasibility of establishing cultural centers and programming for underrepresented students.

   O Effectively communicate the value of a UO experience and education.

2. Strengthen and expand active recruitment and retention of highly qualified and diverse faculty and staff through new strategies and relationships.

   O Instruct and train all search committees about the importance of diversity and how to create diverse pools of candidates.

- **O** Develop strategic recruitment and hiring practices for faculty and staff that indicate a clear commitment to a highly qualified and diverse employee base.

- **O** Expand faculty hiring programs (e.g. dual-career programs, inter-institutional partnerships, the Initiative for Faculty Diversity, the Underrepresented Minority Program, and Target of Opportunity Program).

- **O** Establish and track measurable goals for increasing diversity.

- **O** Improve overall assistance to new faculty and staff, especially as it relates to making a transition to communities in Oregon less diverse than their previous communities.

- **O** Engage faculty in Eugene with programs and communities in Portland.

3. Create a campus culture that is supportive and responsive to the diverse needs and aspirations of students, faculty, and staff.

- **O** Establish programs and opportunities through which students, faculty, and staff can share information and build networks within and across UO communities, and which foster a better understanding of the history and cultures of diverse populations.

- **O** Establish mechanisms through which the university can articulate its commitment to highly qualified, diverse students, faculty, and staff, including the use of a general Code of Conduct and through enhanced training.

- **O** Develop programs and processes that foster academic and professional success as well as opportunities for advancement for faculty and staff throughout the institution.

- **O** Improve and maintain campus resources and facilities in ways that attract highly qualified, diverse students, faculty, and staff.

Enhance physical, administrative, and IT infrastructure to ensure academic excellence.

> The UO will wisely deploy or reallocate resources to maintain, enhance, and expand the infrastructure necessary to recruit, retain, educate, and serve students, faculty, and staff to promote the research mission of the university. Choices will be guided by the need to support intellectual inquiry, creativity, and scholarly communication in its myriad forms. Physical, administrative and IT infrastructure decisions will be based on alignment with the UO's mission and institutional priorities. Such decisions will also consider issues of accessibility, safety, efficiency, security, modernization, and flexibility.

STRATEGIES & INITIATIVES

1. Develop a university-wide resource allocation system that will provide incentives for excellence, promote stability, and ensure that units are aligned with university priorities.

2. Ensure that UO's planning process and vision for its physical infrastructure includes long-term planning and ongoing assessment of needs for classrooms, faculty offices, and areas to house student support services, as well as for preserving the beauty and functionality of the campus.

3. Address immediate infrastructure needs to accommodate current and future enrollment and protect existing assets.

   O Develop and implement planning—and increased funding—to address deferred maintenance needs.

   O Develop and implement an IT strategic plan that will be informed by institutional and unit needs, but that will also conserve resources, reduce waste and redundancy, and ensure security and excellent service.

4. Renovate and repurpose current assets to ensure longer building life, ensure accessibility, and improve space utilization.

   O Complete a housing renovation plan that will provide necessary and desired upgrades to student campus housing.

   O Maintain an accessible physical campus and provide up-to-date adaptive technology and interpretive support.

5. Build assets to support strategic objectives.

   O Develop new, outstanding research and teaching spaces focused on institutional priorities, including new research laboratory buildings.

O Add facilities necessary to meet faculty and student demand, and develop a comprehensive plan to address future growth.

6. Continually assess underlying assumptions and guiding principles regarding infrastructure and administrative services, especially as they relate to a more digital world.

   O Support and enhance core research facilities (including the library).

   O Identify opportunities to rationalize facilities, infrastructure, and services by eliminating or condensing units, outsourcing appropriate programming and services, leveraging shared services with other entities, and where appropriate facilitating suitable telework.

   O Devise and implement processes, policies, and resource allocations that will promote economies of scale and more centralized services where appropriate.

   O Ensure that infrastructure plans and priorities are driven from the point of view of end users, especially given the diverse community and needs across campus.

-END-

THANK YOU to the many task force members who helped shape this strategic framework…

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