

# OREGON RISING STRATEGIC PLAN: KEY ELEMENTS

## **Implementation Principles**

*Prioritize work toward our common goals.* If everything is a priority, nothing is a priority. Where appropriate, we will curtail work that does not align with the goals outlined in this plan.

*Break down silos and align our efforts.* Responsibility for advancing our priorities is shared. We will collaborate across units to align our work, systems, infrastructure, and resources toward meeting our common goals. Leaders will collaborate with each other and expect collaboration from others.

*Create accountability to meet our goals.* We will support units in creating leading indicators that align with KPIs. Wherever a unit's work can be aligned with university goals, strategies, and leading indicators, the leader of that unit will take responsibility for ensuring this happens. We will align positions, duties, and performance evaluations with the work required to meet our common goals.

*Acknowledge our people and our financial resources.* Unit-level planning should be done based on existing levels of funding. We also intend to find ways to raise additional resources to accomplish our goals. In both planning and implementation, we will integrate work into current workloads, optimize resources through collaboration, and use existing structures and meetings whenever possible. We will specifically allocate time to this work, allowing individuals the capacity to engage.

*Make data-informed decisions.* We will formalize the use of data to inform decision making.

*Embed an equity minded approach.* We will measure and close equity gaps in all goals and indicators of success. We will ensure there are opportunities for faculty, staff, students, and other stakeholders to provide input during planning and implementation, and we will use the input collected to inform our work.

*Celebrate and share successes.* We will acknowledge individual and group success, and we will seek out less-visible contributors and stories less told. We will develop, distribute, and share our progress with the university community and the wider world and take joy in the accomplishments of students, staff, and faculty.

## **GOAL 1: Enhance pathways to timely graduation**

### *Key Performance Indicators*

- Four-year and six-year graduation rates
- Four-year and six-year graduation rate equity gaps
- Retention to second year

### *Strategies*

To enhance pathways to timely graduation, we will:

- Establish a campus-wide student policy and practice action team that serves as the central coordinating body to focus on understanding and removing institutional barriers to timely graduation.
- Require on-going, research informed curriculum analysis in the schools/colleges to identify and remove curricular barriers to timely graduation.
- Mobilize a university-wide “finish in four” effort. (Note: “Finish in four” will be adapted to “finish in five” as program durations warrant.) Work together across academic and student support units to create unified principles for student success; and align academic advising practices across the university.
- Direct effective, targeted financial assistance to students.

## **GOAL 2: Be a leader among the nation’s public research universities in career preparation**

### *Key Performance Indicator*

- Percent of recent degree-completers who have positive outcomes within six months of graduation

### *Strategies*

To be a leader among the nation’s public research universities in career preparation, we will:

- Define career readiness and experiential learning to establish a common understanding and language across the university.
- Engage and support academic units, faculty, and staff to embed career-focused transferable skills into curriculum.
- Establish “career communities” to provide industry informed career guidance for students.
- Leverage our alumni network to provide students opportunities for experiential learning, internships, and jobs.
- Adopt a campus-wide student and alumni engagement platform to facilitate student and alumni engagement.

### **Goal 3: Create a flourishing community**

Flourishing is the holistic development and thriving of every individual in our diverse community achieved through growth, well-being, resilience, trust, belonging, robust connection and sense of purpose. Flourishing requires commitment to accessibility, diversity, equity, and inclusion in all forms. A flourishing community is built on collective experience and is made stronger by our shared commitment to one another.

#### *Key Performance Indicators*

- Percent of flourishing students (undergraduate and graduate)
- Percent of flourishing employees

#### *Strategies*

To create a flourishing community, we will:

- Create and adopt a survey-based measure of community flourishing.
- Expand access to existing innovative credit-bearing courses that emphasize human flourishing.
- Coordinate existing employee development and employee engagement opportunities and align these efforts with shared outcomes that enable flourishing and create a respectful and inclusive workplace.
- Build on successful efforts to recruit and retain a diverse faculty and staff.
- Support infrastructure to meet the needs of an evolving student population.
- Enhance business practices, processes, systems, and tools to support the needs of the university community effectively and efficiently.

## Goal 4: Innovate for societal impact

### *Key Performance Indicators*

- Annual research expenditures university wide
- We will also identify one or more additional metrics that reflect our signature areas' impact on individuals, communities, science, industry and the human condition.

### *Signature Areas of Scholarship*

We will continue to strive for excellence in everything we do, but we will also focus on areas of unique strength as “signature areas of scholarship”:

**Environmental Resilience.** The University of Oregon will create and build on existing programs to develop novel and scalable approaches for mitigating the challenges of a changing climate and adapting to a rapidly evolving world. This comprehensive effort includes scientific work to understand and prepare for changing environmental conditions and catastrophic natural events, alongside engineering solutions that reduce carbon dependence; cultural analysis in the humanities and social sciences to explore the ethical and social complexities of climate change and its human impact; efforts in policy, business, education, and law to build resilient communities that can thrive in the face of environmental challenges; and artistic endeavors that capture the urgency of our current environmental crisis and imagine a sustainable and equitable future.

**Youth Behavioral and Mental Health.** The University of Oregon will lead the field in creating and expanding programs designed to support youth well-being through early detection, prevention, and interventions that promote behavioral and mental health, particularly for underserved communities. This centers evidence-based programs and practices that can be deployed at scale across schools and communities to reduce behavioral health disparities and maximize societal impact.

**Human Performance and Sport.** The University of Oregon will take the next steps to be a world-class university in the study of human performance and sport, leveraging our unique and historical strengths in these areas. These will include new degree programs, development of professional pathways for our students into related industries, and accelerated scholarship that expands our understanding of human performance and sport through multidisciplinary lenses, including science, business, communications, design, ethics and law.

**Accelerating Innovation and Scientific Impact.** The University of Oregon will create and expand programs and areas of scholarship that promote the effective translation of scientific discoveries into transformative societal impacts. We will support the development and deployment of fundamental research discoveries, technologies, and knowledge that will improve people's lives and enable the University to amplify its role as a driver for economic prosperity in the region. We will also invest in emerging areas of applied sciences and engineering geared towards addressing major societal challenges. This includes establishing stronger talent and technological pipelines and partnerships to meet the needs of industry and the state; creating a seamless innovation support ecosystem; building infrastructure to accelerate the pathway to societal impact; and removing barriers for individuals historically underrepresented in innovation and entrepreneurship. The University of Oregon will become a destination for those who seek to innovate without being limited by academic silos and barriers that slow the translation of research into practical solutions.