



STRATEGIC PLAN (December 2008)

10-15 YEAR PLANNING HORIZON ~ CORE IDEOLOGY & ENVISIONED FUTURE ~

Core ideology describes the Division's consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **core purpose** – the Division's reason for being – and **core values** – essential and enduring principles that guide the organization. **Envisioned future** conveys a concrete yet unrealized vision for the organization. It consists of a **big (hairy) audacious goal (BHAG)** – a clear and compelling catalyst that serves as a focal point for effort – and a vivid description –vibrant and engaging descriptions of what it will be like to achieve the BHAG.

CORE IDEOLOGY

Core Purpose:

To transform and advance student learning.

We value and are committed to:

- Community
- Integrity
- Excellence
- Multicultural competence
- Compassion
- Personal development
- Collaboration
- Responsible stewardship

ENVISIONED FUTURE

Big (Hairy) Audacious Goal (BHAG):

To be the preeminent residential university.

Vivid Description of the Desired Future:

The University of Oregon's Division of Student Affairs is nationally recognized for its leadership role in creating the model residential university. Building upon best practices and innovation, the U of O will continually sets the standard for the future. In this model residential university, students are motivated to engage with the campus throughout their educational experience and thrive in the seamless integration of academic, social, and cultural learning opportunities. Students find high quality living spaces, learning facilities, recreational opportunities and outdoor areas that reflect a commitment to the free exchange of ideas, multiculturalism, and active learning. A walk on campus reveals intentional neighborhoods which serve as ideal settings where theory and application meet and personal, leadership, and career development are enhanced. In addition, promotion of physical and mental health and well being are key elements of the student experience. Regardless of one's role of campus or where one chooses to participate, the UO community inspires both the intellectual and human potential of students and prepares them to be contributors in a diverse, dynamic, and global society.

3-5 YEAR PLANNING HORIZON ~ OUTCOME-ORIENTED GOALS AND OBJECTIVES ~

The following are the Division's goals for the next three to five years. The goal statements represent outcomes defining "what will constitute future success." The achievement of each goal will move the Division toward realization of its envisioned future. The goal areas are not in priority order.

Objectives provide direction and actions on how the Division will accomplish its articulated goals. Objectives are considered in the 3-5 year planning horizon. Each Objective includes strategies (activities) considered within the 1-3 year planning horizon. Strategies are reviewed annually by the Division leadership. Strategies are provided in an action plan document.

GOALS AND OBJECTIVES

Goal Area: Programs and Services

Goal: Student learning is integral to the creation and delivery of exceptional residential university programs and services.

- Objective (1): Increase staffs' understanding of exceptional programs and services that support the development of a preeminent residential university.
- Objective (2): Increase opportunities for students to engage in the design and delivery of programs and services.
- Objective (3): Enhance the quality of programs and services by incorporating best practices and ongoing innovation.
- Objective (4): Increase collaboration between academic and student affairs in the creation of student learning opportunities.

Goal Area: Marketing and Communications

Goal: The University will understand the role of Student Affairs in advancing student learning and the establishment of a preeminent residential university.

- Objective (1): Increase the allocation of resources to centralized branding, marketing, and communication functions.
- Objective (2): Establish a coordinated branding, marketing, and communications strategy.
- Objective (3): Increase collaboration and cooperation with the university in communications and marketing.

Goal Area: Resources

Goal: Sufficient resources (time, staff, and money) are available to become the preeminent residential university.

- Objective (1): Increase funding from external sources.
- Objective (2): Reallocate existing divisional resources.
- Objective (3): Increase funding from non-divisional university sources.

Goal Area: Multicultural Organizational Development

Goal: The division will become a multicultural organization by addressing social justice, diversity, and inclusion.

- Objective (1): Increase awareness of Multicultural Organizational Development (MCOB) theory within division staff.
- Objective (2): Increase and enhance residential university environments that are welcoming, inclusive, and accessible.
- Objective (3): Increase collaboration with university partners.

Goal Area: Facilities

Goal: Design and build exceptional facilities integral to achieving the residential university experience.

- Objective (1): Establish and begin implementation of divisional capital construction plan and sequence.
- Objective (2): Develop funding strategies to achieve divisional construction plan.
- Objective (3): Develop creative learning and community spaces in existing and new facilities.

Goal Area: Research and Assessment

Goal: Divisional decision-making will be informed by research and assessment.

- Objective (1): Establish the infrastructure to lead the division's assessment and research efforts.
- Objective (2): Implement a division-wide assessment program and research agenda.
- Objective (3): Increase research and assessment support to division units.

Goal Area: Curriculum

Goal: Students' readiness for civic engagement, global citizenship, healthy living, employment, and life-long learning is enhanced through a comprehensive and purposeful curriculum.

- Objective (1): Establish a divisional curriculum framework.
- Objective (2): Increase the students' ability to develop, apply, and confidently articulate their skills, personal qualities, and goals.
- Objective (3): Increase student engagement through intentional active learning opportunities.

APPENDIX

5-10 YEAR PLANNING HORIZON ~ ASSUMPTIONS ABOUT THE RELEVANT FUTURE ~

In order to make progress against the 10-15 year Envisioned Future, an entity must constantly anticipate the strategic factors likely to affect its ability to succeed and to assess the implications of those factors. This process of building foresight about the future will help the Division to constantly recalibrate its view of the relevant future; a basis upon which to update the strategic plan annually. As the outcome-oriented goals are based on this foresight, annual review of these "Assumptions" is an appropriate method of determining and ensuring the ongoing relevance of the strategic plan.

ASSUMPTIONS

Competition

1. There will be continued competition between the University of Oregon and neighboring entities for space, land, transportation, and parking.
2. There will be an increase in competition with peer institutions resulting in the need to redefine the unique mission of the University of OR as compared to others.
3. There will be an increase in competition for funding within the University and within the Student Affairs Division.
4. There will be a need for new facilities and upgrades to existing facilities as well as an increased need for services and programs to remain competitive with other universities.
5. There will be an increase in competition from off-campus living facilities.
6. There will be an increased need to develop preventative and responsive safety standards to remain competitive with other universities.
7. There will be an ongoing need to remain competitive with other AAU universities.
8. Compensation for employees will make it more difficult to remain competitive with peer institutions.
9. There will be increased competition to recruit, retain, and provide access to under-represented students.
10. There will be increased competition amongst OUS schools to replicate existing academic programs.

Business, Employment, and Economic Climate

1. The costs of providing services will continue to increase.
2. There will be less state funding.
3. Increasing costs and greater responsibility for the cost of education will result in students graduating with greater debt and the importance of identifying alternative funding sources.
4. The economy and housing market will affect the ability to recruit nationally.
5. There will be an increased expectation for employers to have higher education credentials, but the salaries offered will not match with education level.
6. The value of the bachelor's degree will decrease and there will be fewer jobs for students with undergraduate degrees.
7. There will be increased pressure for the University of OR to become more business-like and to centralize business practices.
8. Dependence on outside donors will have ongoing implications for the university.
9. There may be an increase in enrollments as a result of the economic downturn.
10. Development of the off-site campus will continue to impact the Eugene campus and available resources.

Legislation and Regulation

1. There will be more regulations and spending accountability both internal and external to OUS system.
2. There will be a change in the availability of federally funded loans and research dollars.
3. Students will be increasingly reliant on private funding for grants and scholarships.
4. There will be an increase in private funding for grants and scholarships.
5. There will continue to be layers of regulations around purchasing and contracting work on campus.
6. The 7% capital debt will impact Student Affairs facility renewal.
7. There will be increased political pressure to locate professional programs at the Portland campus.

Social Values, Demographics, and Diversity

1. There will be an increase in the diversity of students, faculty, and staff.
2. There will be a broadening of the concept and acceptance of diversity on campus.
3. There will be an increase in non-traditional students including veterans.
4. There will be increasing pressure to become "sustainable" in practices.
5. A predicted decline in the number of high school graduates may negatively affect enrollment and budgets.
6. There will be an increase in expectations from students and parents to meet their unique definition of the student experience.
7. There will be an increase in the view that undergraduate education is a commodity.
8. There will be a significant number of key staff retirements in the next five years.
9. There will be an increase in recruitment and enrollment of international students.
10. The increasing cost of college will impact enrollment of students from diverse backgrounds.
11. It will be increasingly important for students to have a greater global perspective.
12. There will be a continuing need to address students with serious mental health and substance abuse problems.
13. Technology will continue to change relationships and what is acceptable behavior.
14. There will be increasing pressure on campus to address safety issues given the decrease in public safety in the city, county, and state.
15. There will be continuing struggles around the job demands in Student Affairs, and a desire for work/life balance.
16. A significant cohort of students and parents will continue to display a sense of entitlement.
17. A multigenerational workforce will continue to impact workplace communications, behavior, and values.
18. There will be an increase in the number of students dealing with obesity and other related health issues.

Technology and Science

1. There will be ongoing technological changes.
2. There will be more opportunities for online and distance learning.
3. There will be an increased need for IT training amongst faculty and staff.
4. There will be a higher demand for technological equipment and resources on campus.
5. There will be an increased need to retrofit buildings to be compatible with technology changes. New construction will have to use significant foresight in building plans.
6. There will be an increased need to invest in and use technology as a vehicle for the Division's business services.
7. The campus cash system and the EMU Computer Network service requirements will increase.
8. Cell phones will serve as a primary form of communication which will dramatically change the way student affairs operates.
9. There will be an increase in the number of students who own laptops or other technology that makes information immediately accessible.
10. There will be an increased need to provide services on a 24/7 basis.
11. There will be an increased opportunity for telecommuting.
12. Increased technology use will lead to more paperless services.
13. There will continue to be communication innovations and challenges.

14. There will continue to be tension between access to and the security of data.
15. There will be an increase in funding for scientific research.
16. There will be an increased demand for student affairs professionals to be technology proficient.
17. There will be an increased need for division training, centralized support, and coordination of technology needs.
18. The capacity to obtain information 24/7 increases stress and anxiety for students and staff.

University Dynamics

1. There will be new leadership at the University in the next two years.
2. The University will continue to rely heavily on outside donors for funding.
3. There will be an increased need to be student-centered when making decisions.
4. Faculty and university staff will continue to feel un-empowered.
5. There will be a greater emphasis on social/education issues.
6. There will be an increase in global collaboration, sustainability and environmental issues.
7. There will be a political and cultural shift as the Student Affairs Vice President is more active, visible and engaged.
8. There will be an increased need for more effective communication between university administration, faculty, and staff.
9. There will be an increased need to address alternative transportation options.
10. As student enrollment decreases in the next five years, there will be greater competition for funding within the University.
11. The need for the Student Affairs VP to be a strong advocate for the Division will increase.
12. The University will take more responsibility for students' holistic experience.
13. There will be a continued focus on development of athletic programs and facilities.
14. The University will continue to grow physically.
15. There will be an increase in the collaboration between academics and student affairs.
16. There will be increased demand to raise the heights of residence halls to increase green space.
17. There will be greater expectation for student affairs to expand resources assigned to student conduct.
18. The use of drugs and alcohol on campus will increase.
19. Issues regarding student conduct will continue to rise.
20. There will be a higher percentage of Oregon based (vs. out of state) students enrolled.
21. There will be increased emphasis on safety, security, risk management, and centralized oversight.
22. There will continue to be a need to examine public and private partnerships to provide services.
23. There will be an increase in corporate and private donors on university and student affairs decision-making.
24. Continued Division retirements will cause a significant drain in institutional memory.
25. The expansion of satellite campuses will increase onsite student affairs services.