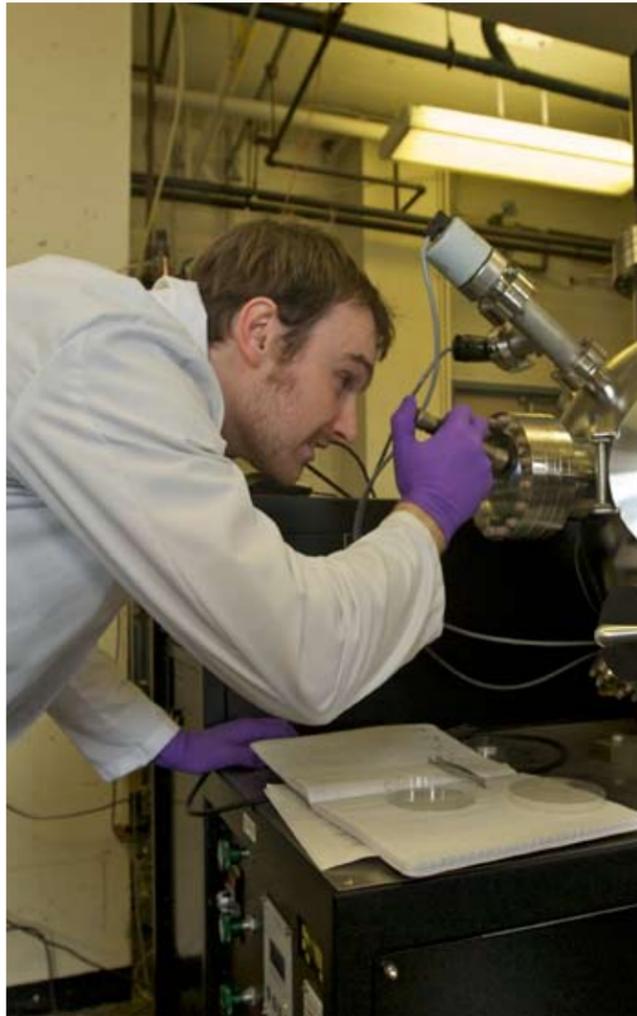




Oregon State University
Strategic Plan – Phase II
2009 – 2013

Oregon State
UNIVERSITY

Mission Statement



As a land grant institution committed to teaching, research, and outreach and engagement, Oregon State University promotes economic, social, cultural and environmental progress for the people of Oregon, the nation and the world. This mission is achieved by producing graduates competitive in the global economy, supporting a continuous search for new knowledge and solutions, and maintaining a rigorous focus on academic excellence, particularly in the three Signature Areas: Advancing the Science of Sustainable Earth Ecosystems; Improving Human Health and Wellness; and Promoting Economic Growth and Social Progress.

Vision

To best serve the people of Oregon, Oregon State University will be among the Top 10 land grant institutions in America.

Goal 1

Provide outstanding academic programs that further strengthen performance and pre-eminence in the three Signature Areas of Distinction: Advancing the Science of Sustainable Earth Ecosystems; Improving Human Health and Wellness; and Promoting Economic Growth and Social Progress.

Goal 2

Provide an excellent teaching and learning environment and achieve student access, persistence and success through graduation and beyond that matches the best land grant universities in the country.

Goal 3

Substantially increase revenues from private fundraising, partnerships, research grants, and technology transfers while strengthening our ability to more effectively invest and allocate resources to achieve success.

Executive Summary

Phase II of Oregon State University's 2004 Strategic Plan for the 21st Century continues the University's ambitious drive to rank among the ten best Land Grant universities in the nation. This updated Plan builds on OSU's long tradition of excellence in education, research, and outreach – and on the significant progress arising from the initial Strategic Plan and the University's first university-wide capital campaign – to:

- Sustain and accelerate improvements in student learning and experience through creation of outstanding academic and student engagement programs;
- Align and strengthen innovative scholarly and research activities to continue discovering new products and technologies that generate economic activity; and
- Focus even more intently on enhancing OSU's ability to produce strategies and solutions for the most important – and intractable – issues facing Oregon, the nation, and the world.

Phase II rests on an intensive focus on three Signature Areas of Distinction:

Advancing the Science of Sustainable Earth Ecosystems; Improving Human Health and Wellness; and Promoting Economic Growth and Social Progress. All three build upon the University's core teaching and research strengths, the skill and capacities of its faculty, and OSU's many established national and international partnerships and collaborations. Collectively, the Signature Areas represent OSU's greatest opportunity to lead in solving complex societal problems, and to creating superior learning opportunities for students by:

- Improving the understanding of the earth ecosystems upon which all life depends, and promoting their sustainability through high-impact public policy involvement with issues such as climate change, food security and safety, renewable energy production, and economically viable natural resource management;
- Building more holistic and interdisciplinary approaches to healthy aging, chronic infectious disease control, new drug development, mental health, and disease prevention to enhance the human lifespan, decrease health care costs, and maintain a healthy population;
- Capitalizing on an expanding institutional culture of innovation and collaboration to discover and implement creative, economically powerful solutions to America's critical challenges through leadership in areas such as energy and clean technology, micro and nano technology, and natural resource product technology.

The fundamental goals of the Strategic Plan – Phase II remain essentially unchanged from the 2004 Plan. This document highlights progress achieved under the plan during the five year period 2004 – 2008; describes the primary contextual trends and challenges to which the university must respond going forward; describes the three new signature areas; and outlines the key future initiatives to sustain the progress achieved since 2004.

I. Introduction

Steadfast in its vision to stand with America's 10 best Land Grant universities, Oregon State University seeks to advance its ambitious 2004 Strategic Plan for the 21st Century by continuously focusing and aligning its educational, research, and outreach and engagement activities towards this goal. The 2004 plan (oregonstate.edu/leadership/strategicplan) harnessed OSU's long history of educational, social, and technological accomplishment as the Land Grant University for the people of Oregon, guiding the University over a five year period (2004-2008) and setting the stage for greater achievement and prominence.

The first Strategic Plan intensified OSU's commitment to serve as an engine for economic growth and social progress by preparing graduates to compete and succeed anywhere; by generating knowledge targeted at society's most pressing challenges; and by solving problems and creating economic activity through innovative new products, technologies, and applications. Going forward, OSU will work across disciplines and collaborate with external partners to enhance its positive impact on the nation and the world, especially in areas where the University has global leadership capacity.



“A strategic plan is more like a map of the foreseeable landscape, with some speculation about what’s beyond the horizon, than it is a blueprint. One has to recalibrate the path periodically, reconfiguring what must be done and how to do it. Phase II refines the pathway based on what we have learned and what we can see, but it keeps us firmly on course to our destination.”

Ed Ray, President

Mission and Fundamental Goals

Oregon State University is committed to a rigorous focus on academic excellence in all aspects of its mission: teaching, research, and outreach and engagement. The OSU Strategic Plan rests on a set of three fundamental goals: provide outstanding academic programs, enhance the teaching and learning environment, and increase investment in academic priorities. A Statement of Vision and Core Values supports these goals. Phase II adheres, with minor changes, to the vision and goals presented in the 2004 document.

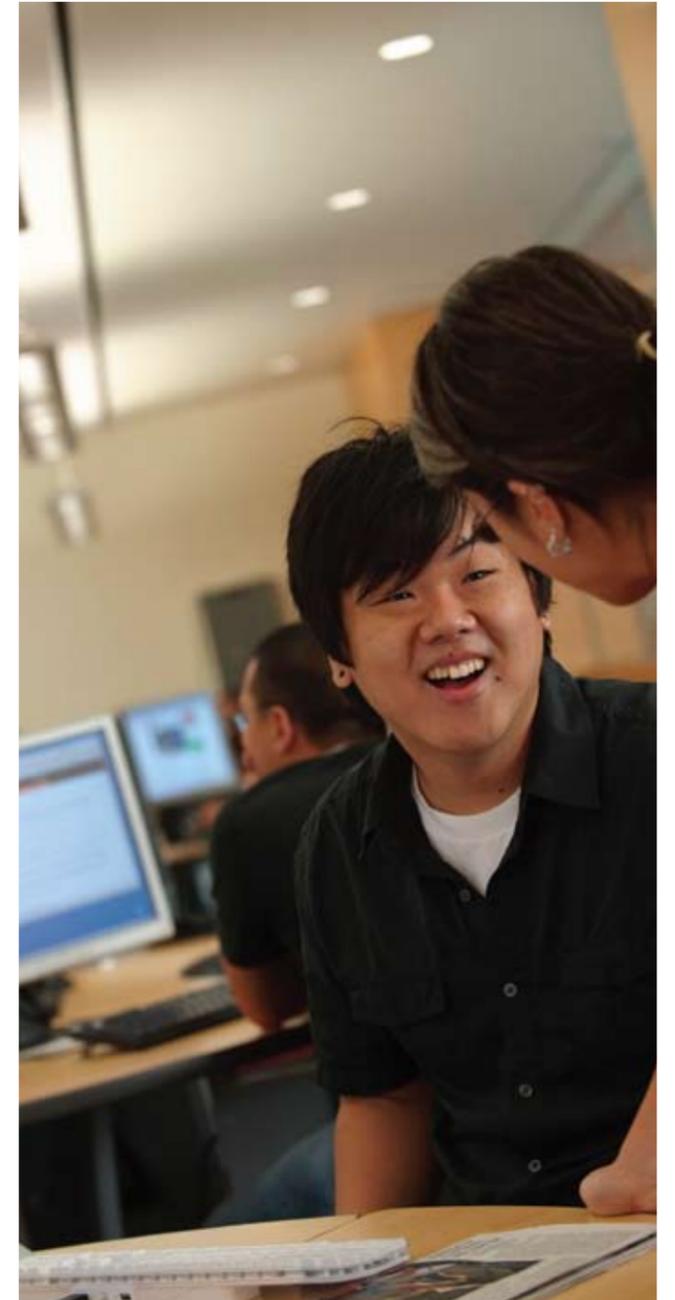
OSU prepares talented young people from all backgrounds to be leaders and productive members of our society by helping them become critical thinkers, global citizens and skilled professionals. Its alumni are leaders in business, industry, service and education sectors of Oregon and the world. OSU has degree programs that produce graduates who now and in the future will sustain areas critical to Oregon’s economic vitality, including energy, health, nutrition and green development. The University is a significant contributor to the State’s economy and economic development, and its core competencies are an excellent fit with Oregon’s needs and priorities. While the global economy struggles with the consequences of mismanagement of the natural world as well as crises in health and nutrition, OSU carries a legacy of knowledge-driven stewardship of the environment and a track record of developing technology and approaches to help create more effective and equitable systems for addressing health, food and other human systems.

Progress has been measured annually against a set of Strategic Plan metrics. The Office of the Provost issues yearly reports on performance. These may be read at oregonstate.edu/leadership/strategicplan. A metrics-based assessment of progress, including 2013 targets will be found at the same web page.

Signature Areas of Distinction

The 2004 Strategic Plan established five thematic areas to be the focus of resource allocation, faculty hiring, scholarly emphasis, and research. Sustained attention to these areas has resulted in greater interdisciplinary collaboration, scholarly achievement, and external impact, including the development of new institutes and centers targeted at such critical issues as water resources and climate change. This document outlines how Phase II coalesces these five areas into three Signature Areas of Distinction that are more targeted in their aspirations and more inclusive of the University’s core strengths and unique capabilities. These three Signature Areas of Distinction encompass **Advancing the Science of Sustainable Earth Ecosystems; Improving Human Health and Wellness; and Promoting Economic Growth and Social Progress.** Education and inquiry in the three Signature Areas will build upon a foundation in the arts and sciences to promote economic innovation, an educated citizenry, a globally competitive workforce, and strategies for addressing difficult regional, national, and global issues.

Phase II of the Strategic Plan will guide OSU over the next five years (2009 – 2013) as the University continues to pursue its vision of achieving top ten status among Land Grant universities.



II. Phase II Background

A number of factors inform Phase II of the Plan. These include progress against 2004 goals, changes in environment, and national and global issues. These factors are concisely summarized below.

Progress Against 2004 Goals

OSU made substantial – in some instances remarkable – progress against Strategic Plan benchmarks. Overall, the University benefited from the sense of purpose and alignment fostered by the Strategic Plan and the accompanying success of The Campaign for OSU. Particular progress was seen in these areas:

- Promotion of a **culture of collaboration** across the campus, both at the faculty level and in the relationships among the University, Alumni Association, Foundation, and outside stakeholders. Interdisciplinary scholarly activity, encouraged by institutional investment in the five thematic areas, was increasingly seamless and powerful, improving student learning and research productivity.
- Attention to **increasing excellence and leveraging institutional and philanthropic resources** enhanced academic programs and learning environments.
- Expansion of the **research enterprise and a sustained emphasis on innovation** resulted in a very significant increase in external grants and contracts, patents, technology transfer, and commercialization activities, generating new business opportunities and establishing substantial new research enterprises.
- Controlled **growth in student enrollment**, with a focus on increased diversity of the student population and on raising the proportion of non-resident students in the student mix, moderated financial pressures and allowed for greater concentration on student life and student experience while increasing the number of students – now at an all time high – benefiting from an OSU education.
- Substantial progress in **assessing student learning outcomes and promoting student mental and physical health** generated improvements in curriculum, teaching, and student experience.
- Significant advances derived from OSU's first **comprehensive capital campaign** included physical infrastructure improvements in academic and athletic areas and dramatically heightened pride, enthusiasm, and morale among all OSU constituencies.

Targets were not met in all areas. Among the areas of concern are:

- **Student retention rates and graduation rates** remain short of expectations. A more aggressive and integrated approach is required in Phase II to maximize and equalize retention and graduation rates for all student cohorts.
- Fostering a **sense of community and improving the diversity** climate on campus is still a work in progress, even as diverse enrollments are at all-time highs and prospects for enrolling more international students are strong.
- OSU's **regional positioning** – especially in Portland and Central Oregon – remains insufficient, undermining visibility and impact in key areas. New strategies and targeted attention from the University, the Alumni Association, and the OSU Foundation show promise, if given sustained effort and support.
- **Deferred maintenance** constrains learning and research. Renovations to classrooms and shared research facilities (laboratory animal research and electron microscopy) are underway and will be intensified as funds permit.
- **Institutional marketing and visibility** still falls short of many peers. Development of an Integrated Marketing Plan, set for completion in 2009, will guide improvement in this pivotal activity.

Changes in State Environment

Phase II of the Plan is informed by external factors, especially changes in the larger social and educational environment and the steady emergence of global challenges. The following are the key statewide dynamics shaping OSU's external environment:

Declining educational aspirations, to the point where Oregon has one of the greatest disparities in the United States between the educational attainment of older and younger residents. Census data reveal that 39% of Oregon adults aged 45-54 hold undergraduate degrees compared to only 33% of adults aged 25-34. This trend is especially pronounced among underserved and economically disadvantaged communities.

OSU has responded in several ways:

- A pioneering degree partnership program with all 17 Oregon community colleges encourages community college students to complete four-year degrees;
- The comprehensive Bridge to Success student access initiative, inaugurated in Fall 2008, greatly expands financial support and educational opportunities for students facing economic hardship;
- New Academic Support programs, peer-to-peer mentoring in foundational courses, and summer orientation programs are easing student transitions to OSU.



Intense competition for state resources has resulted in a shift of financial support away from higher education.

OSU has responded by launching an aggressive effort to develop and secure alternate sources of income, and by instituting greater transparency in budgeting and rigorous cost-containment.

Unpredictable funding streams for the Statewide Public Service Programs (Extension Service, Agricultural Experiment Station and Forest Research Laboratory) that are at the heart of OSU's Land Grant mission.

OSU Extension has responded by working with county officials to create special tax districts to augment Extension resources – two districts were approved by voters in 2008 – and in establishing fees for some services. Additionally, there is a more intense focus within the Statewide Public Service Programs on positioning faculty for greater success in securing competitive grants and contracts.

Statewide higher education goals recently issued by the Board of Higher Education call on public higher education institutions to create an educated citizenry and provide a globally competitive workforce; ensure access to quality postsecondary education and high quality student learning leading to success; generate original knowledge and advance innovation; and contribute positively to the economic, civic and cultural life of all Oregon communities.

OSU has responded by fully incorporating these goals in the original Strategic Plan and this update.

National and Global Issues

Phase II of the plan also responds to major national and global trends:

Rapidly intensifying competition for federal research resources challenges OSU and its faculty to continue the university's track record of external funding success.

OSU has responded by developing a coordinated, carefully-planned effort to increase corporate partnerships; encourage large scale inter-institutional research and development efforts such as ONAMI and the Oregon Climate Change Research Institute; and focus interdisciplinary scholarly activity on the most pressing regional, national, and global issues.

Aggressive competition among universities nationally and internationally affects every aspect of OSU.

OSU has responded by leveraging its status as one of 96 American universities top-ranked as *very high research activity* by the Carnegie Foundation; by expanding international partnerships (including 200 education abroad programs); by becoming the first American university to partner with INTO University Partners Ltd. to recruit international students; and by developing an integrated marketing program.

Emergence of a global economy and greater cultural diversity in workplaces and communities profoundly influences OSU's mission.

OSU has responded by striving to produce graduates who can build effective, respectful relationships with people from many backgrounds and experiences; by increasing the support for cultural diversity (including student recruitment and new Cultural Centers); and by expanding internship opportunities for students in business and service sectors. The University also continues to address the cultural dimensions of Oregon communities and leadership through statewide Extension programs.

Growing awareness of the extraordinarily complex, critically important challenges facing the world affects OSU's teaching, research and outreach priorities.

OSU has responded by explicitly embracing these challenges, creating an environment that promotes interdisciplinary education and research, and further refining its focus in the three **Signature Areas of Distinction** in Phase II of the Plan.



III. Phase II Imperative And Action Commitments

Informed by its achievements and challenges, and by the changes in its operating environment, OSU is adopting a single **overarching imperative** and **two educational action commitments** to guide the University through the next five years.

Phase II Imperative

The University will foster exceptional educational, research, and outreach initiatives that **sustain human well being and improve the quality of human life**. Acting on this imperative requires understanding diverse, complex interactions among population, demographics, human health, climate, access to natural resources (including safe food, clean water and air, and wood products), sustainability, economic vitality, cultural diversity, and new technologies, among others. Well-being and quality of life are likewise enhanced by the fine and performing arts and the humanities and social sciences, which promote understanding and improvement in human interactions within and across cultures.

A successful response to this imperative requires OSU to meet two commitments:

Commitment #1

OSU will lead in developing a globally competitive workforce and an informed and capable citizenry. Given complex global challenges and the explosive growth of knowledge and technology, student learning must encompass the basic tenets of human thought, the skills of critical thinking and information assessment, and the capacity to work and live in a multicultural world. Students will acquire the understanding of major political, social and intellectual trends – and the functions of the natural world – necessary to address complex academic and research problems.

Commitment #2

OSU will address multifaceted national and global challenges that resist simple technical or social solutions. The University's education, research, and outreach activities must intensely engage broad intellectual and social communities in seeking solutions to these problems. Therefore, OSU will integrate knowledge and exploration in Signature Areas of Distinction with inquiries in the sciences and humanities that open doors to new strategies and solutions.

IV. Phase II Signature Areas Of Distinction

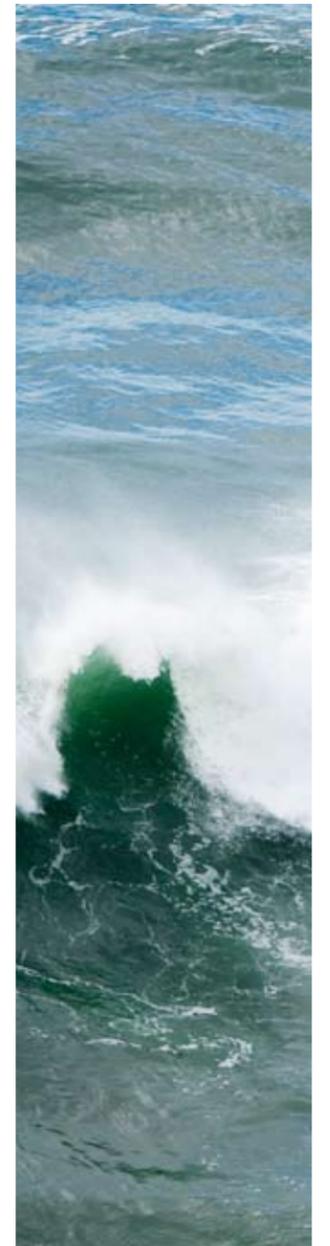
As indicated above, OSU has refined its opportunities for institutional distinction in Phase II of the Plan. Three Signature Areas of Distinction, informed by the two commitments above, build upon the five thematic areas in the original Strategic Plan in order to provide OSU a competitive edge, a stronger assertion of institutional identity nationally and internationally, and the greatest possible opportunity to have a positive impact. These three areas are:

Advancing the Science of Sustainable Earth Ecosystems

OSU possesses a distinctive, world-class capacity to improve understanding and sustainability of the ecosystems upon which all life depends, a capacity that will be harnessed to expand OSU's impact on public policy decisions and the pursuit of social justice for all people.

The relevant issues are increasingly well known and dire. The human population doubled in the last 50 years; it is projected to grow another 30 percent by mid century. Global economic activity and related consumption of fossil fuels increased five-fold since 1950 and will increase further as nations develop economically. These trends have enormous consequences for oceans, forests, agricultural lands, fresh water, and the atmosphere. Many natural resources are declining in abundance, quality, and/or productivity, hindering the capacity of these ecosystems to sustain a livable planet that can support human well being and provide an equitable quality of life for all. The intersection between human endeavors and natural systems is projected to become even more congested and troubled in the future at both local and global scales. Key future challenges include linking the drivers of climate and ecosystem change to their impacts on natural and human systems; assessing strategies to mitigate the human "footprint," (such as carbon sequestration, consumption moderation, and resource conservation); and formulating strategies that balance sustainable environmental, energy, and economic systems.

OSU's nationally top-ranked programs in oceanic and atmospheric sciences, agriculture, forestry, geosciences, fisheries and wildlife, marine resources, botany, zoology and natural-resource related humanities and arts – augmented by the scientific and policy expertise of major federal research laboratories on campus – give OSU unmatched competitive advantage in the study of earth ecosystems. The synergy produced by the close proximity and interdisciplinary interaction of faculty and students from these programs multiplies the advantage. By working together





to address challenges in dynamic natural and human systems, OSU faculty and students, in collaboration with their many national and international partners, are poised to make major contributions to knowledge, technologies, and policies related to climate change, food security and safety, renewable energy production, and economic vitality based on sustainable natural resources.

OSU's extensive capabilities in this area also represent an opportunity to establish distinctive interdisciplinary educational programs that teach students how to solve problems creatively at the overlap of natural and human systems. Similarly, OSU's long-standing engagement with the larger community through the Extension Service, Agricultural Experiment Station, and Forest Research Laboratory enhances the university's ability to communicate information and provide answers about pressing environmental concerns broadly and effectively.

Improving Human Health and Wellness

With three health-related professional schools and significant national and international research in health and life sciences across the university, OSU is uniquely positioned to enhance the quality of human lifespan by promoting a more holistic approach to mental and physical health.

As Oregon's and the nation's population grows, ages, and diversifies, public health needs are not being met adequately. This is especially true for chronic diseases, which impact the quality of life of 90 million Americans and are responsible for 70% of all deaths. While many chronic diseases result from complex interactions between infectious agents, people, animals, and the environment, traditional health care still focuses principally on the individual patient and the primary disease etiology, without taking into account the environmental, genetic, demographic, and social contexts. Nor are the impacts of chronic

diseases exclusively physical. The World Health Organization estimates that by 2020, depression will be the second leading cause of disability and suffering worldwide, trailing only heart disease.

Needed are comprehensive public health research and teaching programs that address crucial aspects of behavior; interactions among people, animals, and the environment; and the interplay between infectious agents and other factors such as stress, aging and nutrition. To treat and prevent chronic diseases and to promote health, tomorrow's competitive health professions workforce must match competency in human and animal biological science with an understanding of social, behavioral, mathematical, computational, and public health factors.

OSU's Colleges of Health and Human Sciences, Pharmacy, and Veterinary Medicine are home to highly ranked programs that respond to some of the most challenging issues facing us today, focusing on prevention strategies to promote healthy living across the life span, examining the creation of new vaccines and vaccine delivery, and identifying and testing new pharmaceutical treatments for infectious diseases, and testing diseases that can affect humans. OSU is a collaborator in the Oregon Master of Public Health Program (OMPH) in community health, a program ranked second in the nation. The Linus Pauling Institute's focus on cardiovascular and metabolic diseases, cancer, aging, immune function, and neurodegenerative diseases brings additional strength and focus to this signature area. These, and other, areas of strength position our University for long-term excellence and continued distinction in human health and wellness.

The University will expand its interdisciplinary research and academic programs that investigate the causes of chronic mental and physical diseases and promote strategies for healthy living. OSU's range of expertise in human and animal health sciences, and its existing interdisciplinary collaborations within its health and life sciences colleges, and research institutes and centers, provides the capacity to investigate the multiple causes of chronic diseases and design health promotion strategies for their prevention. The university's long history of successfully preparing undergraduate and graduate students as health professionals and its proven track record of collaboration with other universities demonstrates an ability to promulgate knowledge. A singular Medicine, Writing, and Humanities Initiative augments OSU's holistic approach to health by preparing students to empathize with the sufferings of others, reflect critically on medical knowledge and discourse, create new representations of the medical experience, and confront moral, psychological and ethical dilemmas. The existing, widespread network of Extension Service connections facilitates the rapid statewide dissemination of novel programs and new approaches that will help establish and maintain a healthy urban and rural population.



Promoting Economic Growth and Social Progress

Consistent with its mission, OSU has long sought to advance effective technological solutions to societal problems and to develop the socially responsible workforce needed to solve problems in Oregon and beyond. OSU achieves these impacts in today's globally competitive economy by nurturing a culture of innovation that encourages research and discovery, and by educating the socially aware, diverse, and creative leadership required for engineering, science, and business.

The presence of skilled, educated, creative workers is a prerequisite for generating wealth and producing positive social impact in all sectors of the economy. This workforce is in turn reliant on an advanced research capacity to explore and uncover solutions for the nation's most pressing challenges, matched with a talent for delivering these solutions efficiently.

Numerous governmental and nongovernmental organizations including The National Academies and the Oregon Innovation Council have clearly identified America's urgent need for this skilled work force and the essential underlying research and development capacity needed to ensure regional and national competitiveness.

OSU's strengths in nationally ranked engineering programs and well-known entrepreneurship and family business programs, along with a focus on unique and distinctive areas like nanotechnology, sensor design and interfaces, tsunami wave research, nuclear engineering research, and wood product innovation leverage the culture of creative solutions at OSU and further impact economic growth and social progress.

OSU will capitalize on its broad strengths in technology, engineering, science and business to pursue breakthrough advances in renewable and alternative energy, green building technology, and resource and enterprise sustainability. Several alternative energy companies have recently emerged from OSU, and energetic linkages between business, engineering, and science-dependent colleges are giving rise to new degree programs, strategic partnerships with corporations, and acceleration in the process of bringing discoveries to market. All these activities create advanced learning opportunities for students.

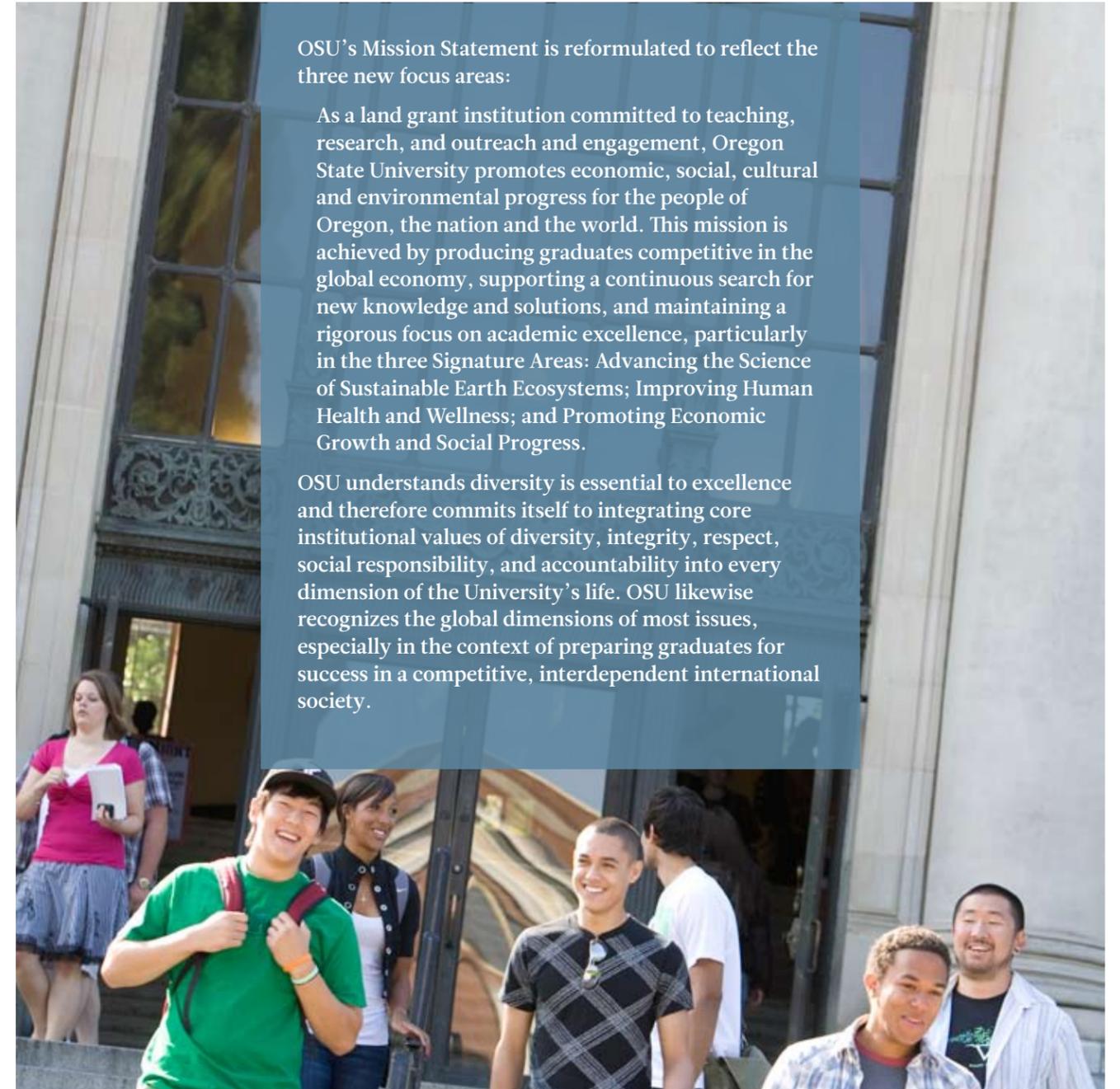
Socially progressive, effective technological and enterprise solutions occur in a context of social justice, supportive communities, and outlets for creativity and expression. By building a diverse community rich and varied in its talents, OSU seeks to attain excellence and to enrich the human spirit in fields ranging from bioengineering to the visual and performing arts, while capitalizing on its world-class engineering and science programs and its distinctive programs in education for entrepreneurship to responsibly address society's most challenging problems.

V. Mission Statement

OSU's Mission Statement is reformulated to reflect the three new focus areas:

As a land grant institution committed to teaching, research, and outreach and engagement, Oregon State University promotes economic, social, cultural and environmental progress for the people of Oregon, the nation and the world. This mission is achieved by producing graduates competitive in the global economy, supporting a continuous search for new knowledge and solutions, and maintaining a rigorous focus on academic excellence, particularly in the three Signature Areas: Advancing the Science of Sustainable Earth Ecosystems; Improving Human Health and Wellness; and Promoting Economic Growth and Social Progress.

OSU understands diversity is essential to excellence and therefore commits itself to integrating core institutional values of diversity, integrity, respect, social responsibility, and accountability into every dimension of the University's life. OSU likewise recognizes the global dimensions of most issues, especially in the context of preparing graduates for success in a competitive, interdependent international society.



VI. Phase II Goals, Objectives And Strategies

To meet its aspirations, OSU reconfirms the three fundamental goals that underlie the Plan and adopts a set of institution-wide objectives. OSU will continue to assess progress on goals through selected metrics. Our metrics have been updated to include the Phase II targets, and include:

Metrics Associated with Institution Mission and Goals:			
Metric	2002-03 Baseline	2007-08 Performance	2012-13 Target
Number of Degrees Awarded	3894	4232	4566
First-Year Retention Rate	80.7	80.8	85
Six-Year Graduation Rate	60.5	62.1	65
% High-Achieving Oregon High School Graduates	30.5	32.7	35
% U.S. Minority Students	13	15	18
% U.S. Minority Faculty	9.2	12.8	15
Total R&D Expenditures, (million \$)	208.1	233.4	296.6
Dollars Leveraged per Appropriated Dollar for SWPS Research	1.73	1.70	1.75
Annual Private Giving (million \$)	29.3	91.1	92

Phase II Strategic Plan Goals

OSU's goals remain unchanged, except for a slight revision to the first goal to reflect the three new signature areas. Updated initiatives are shown for each goal.

Goal 1

Provide outstanding academic programs that further strengthen performance and pre-eminence in the three Signature Areas of Distinction: Advancing the Science of Sustainable Earth Ecosystems; Improving Human Health and Wellness; and Promoting Economic Growth and Social Progress.

Summary of Initiatives:

- Increase faculty capacity in signature areas and improve faculty strength through coordinated faculty hiring.
- Increase total grants and contracts to expand the impact of research on scholarship and the creative work of faculty, and enhance partnerships with the business and corporate sector, other universities and associations, and non-profit and non-governmental organizations.
- Raise the profile of graduate education at OSU by repositioning existing programs and introducing targeted new programs to support OSU's three signature areas, and increasing professional and graduate programs to 25 percent of all enrollments.
- Increase the impact of OSU's regional programs, especially in the Portland metropolitan area and Central Oregon, and raise the university's visibility nationally and internationally.
- Attract the best students to OSU's undergraduate and graduate programs through targeted recruitment, increased capacity in the University Honors College, and competitive scholarships and fellowships.
- Create and enhance models of outreach and engagement to serve the needs of the State and promote adoption of these models by other higher education institutions around the globe.

OSU will benchmark our progress toward our Top 10 land grant vision using these peer institutions:

- University of Arizona
- University of California, Davis
- Cornell University
- University of Illinois
- Michigan State University
- The Ohio State University
- Penn State University
- Purdue University
- Texas A&M University
- University of Wisconsin



Goal 2

Provide an excellent teaching and learning environment and achieve student access, persistence and success through graduation and beyond that matches the best land grant universities in the country.

Summary of Initiatives:

- Implement a student engagement agenda that enables successful transition to college, adds value to student experiences, and increases leadership and research opportunities in order to raise first-year retention and six-year graduation rates.
- Ensure all teaching faculty contribute to a learner-centered academic experience, and aid them in bringing their scholarship into the learning experience of students.
- Sustain and expand the Bridge to Success program to provide educational opportunities to students from limited financial circumstances.
- Increase participation and success of students from under-represented U.S. minorities and international students, and equalize six-year graduation rates for all student cohorts.
- Re-evaluate the liberal education component (“baccalaureate core”) of the undergraduate education to ensure that all students explore, experience, and reflect upon world views, life situations, and cultures that are different from their own, and create opportunities for students to apply their skills and knowledge to complex problems and real-world challenges.
- Increase access to innovative, relevant educational programs through non-traditional delivery modes that serve place-bound students, address targeted business needs, and promote lifelong learning.

Goal 3

Substantially increase revenues from private fundraising, partnerships, research grants, and technology transfers while strengthening our ability to more effectively invest and allocate resources to achieve success.

Summary of Initiatives:

- Successfully complete the public phase of the Campaign for OSU and position the University for future growth in private fundraising.
- Increase revenues from research grants and contracts, technology transfer, and commercialization activities.
- Collaborate with institutional partners in areas of shared vision to gain efficiencies in program development and delivery.
- Systematically improve the quality and cost effectiveness of business services to strengthen academic programs and student services.

In addition to the goals and objectives listed, there are a number of **university-wide initiatives** focused on institutional culture and infrastructure that are critical to success. These include:

- Foster a culture of excellence in all the university’s programs.
- Provide a campus environment in which health and wellness are fostered and all community members can grow and do their best.
- Bring synergy and impact to OSU messages through an integrated marketing plan that better presents the university to the general public and targeted constituencies.
- Improve the physical and information infrastructure that supports the education, research and outreach and engagement missions of the university, including construction of the remaining facilities targeted for the public phase of the Campaign for OSU (e.g. the Linus Pauling Science Center, the Student Success Center, and the four Cultural Centers); continued upgrading of classrooms and research facilities; and constant enhancements to the backbone structure of information technology.
- Substantially reduce OSU’s carbon footprint.
- Augment the spirit and practices of shared governance with consistent articulation and application of a compelling vision, long-term perspective, personal empowerment, and clear linkages among responsibility, authority and accountability.



VII. Conclusion

The 2004 Strategic Plan positioned OSU to begin sustained improvement in education, research, and outreach. It set the stage for more productive faculty interactions, improved student learning, and essential private investment into facilities, programs, professorships, and student access. By harnessing these investments into thematic areas with significant potential, OSU was able to leverage institutional resources and dramatically increase measurable results in student performance, institutional quality, faculty renown, and many other areas.

Phase II of the Strategic Plan consolidates and refines the accomplishments of the last five years to accelerate institutional improvement. The three signature areas concentrate the impact of OSU's scholarship and research, shaping and guiding the efforts of a great university to enhance its contributions to the state, nation, and world, and to continue its leadership in finding innovative solutions to our most important regional and global problems.



oregonstate.edu/leadership/strategicplan

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