A Strategic Plan
for the 21st Century
An Imperative for Change

The Kellogg Commission on the Future of State and Land-Grant Universities challenged institutions like Oregon State University to maintain their legacy of world-class teaching, research, and public service while responding to the needs of a rapidly changing world. Oregon is experiencing such change as its abundant natural resources and high quality of life continue to attract new residents and Oregonians continue to diversify and strengthen their economy. In addition, today’s global economy is increasingly characterized by high-technology and the need for a more highly-skilled workforce. By bringing best practices and state-of-the-art technology to bear on all sectors of the economy, including the traditional natural resource base, Oregon can enhance its economic growth and help its residents enjoy a higher quality of life.

Where Oregon Stands. The Oregon Council for Knowledge and Economic Development (OCKED) reported in December 2002 that, “Oregon’s economic health and national and global competitiveness is relatively poor.” It found Oregon “ranked in the middle of all the states on key measures that indicate our ability to compete in a global and knowledge-based economy,” adding that “States with high rankings in knowledge-based measures also tend to have higher income, net wealth, and stable business growth.” OCKED also emphasized that over 90 percent of technology jobs exist in industries outside of high-technology itself—e.g., banking, retail, tree nurseries, and hospitals. Thus, the fundamental difference between fast-growth and slow-growth economies is not between the so-called “new” and “old” economies. Fast growth economies apply the latest technologies and best practices to all sectors, not just to high-tech industries.

OSU Role. It is important that OSU serve as an engine for economic growth and social progress in Oregon. Whatever mix of industries characterizes Oregon’s economy, Oregon State University should prepare its students for tomorrow’s jobs while generating and commercializing intellectually-based discoveries and innovations that spur economic growth. No less important is the need to broadly educate students in the liberal arts and sciences. Today’s world requires individuals with the knowledge and perspective to make sensible contributions and choices as world citizens and to understand and thoughtfully analyze societal needs and trends. At no time in our history has the ability to absorb, understand, and evaluate information been so important.

OSU Strengths. Oregon State University is well positioned to help energize Oregon’s economy and improve the lives of all Oregonians. For example, three of its colleges—Oceanic and Atmospheric Sciences, Forestry, and Agricultural Sciences—are ranked among the top 10 in the nation. OSU also ranks 11th nationally in the broad fields of ecology, evolution, and behavioral programs. Students entering our Honors College compare favorably with those listed in U.S. News & World Report’s top 25, and in 2002, members of the University Honors College had an average high school GPA of 3.97 and average SAT scores of 1376.

Our statewide reach is impressive, with the Extension Service delivering community-based education programs in Oregon’s counties and benefiting low-income families, businesses, and others. Our Agricultural Experiment Station’s 14 branches span the state, from Portland to Klamath Falls and from Newport to Ontario. Their programs...
are the pre-eminent source of knowledge for Oregon’s agriculture, food system, and natural resource endeavors. The OSU Forest Research Laboratory emphasizes the social and economic benefits of Oregon’s forest resources, and its research helped make the secondary wood products industry a growth sector in recent years. OSU units also provide a wide array of direct services, such as testing for the West Nile virus and diagnosing plant diseases.

Our College of Engineering, Oregon’s flagship institution for engineering and technology, is embarked on a drive to become one of the nation’s top 25 engineering schools. The Linus Pauling Institute focuses on dietary issues, and in collaboration with the Colleges of Agricultural Sciences and Health and Human Sciences is leading the way to healthier, higher-quality lives and important avenues for reducing long-term health care costs. The Hatfield Marine Science Center is one of America’s top marine laboratories, with high potential for future growth.

**OSU Challenges.** At the same time, we face substantial challenges:

- A continuously decreasing fraction of our costs is covered by state support. This requires dramatic growth in tuition, private donations, and federal and privately-funded research.
- NIH-based federal research funding is particularly low.
- The OSU Foundation and Alumni Association are in transition. We must establish the organizational and internal infrastructure necessary to successfully complete a major capital campaign.
- Non-competitive compensation exists in some areas and must be raised to attract and retain outstanding faculty and staff.
- Our deferred maintenance needs are high, and our information infrastructure varies in effectiveness—with excellent facilities and backbone structure in some units and poor desktop delivery capabilities in others.
- There is no long-range plan to optimally support and position our range of programs around the state (including OSU-Cascades, the Hatfield Marine Science Center, the Portland metropolitan area, e-Campus learning programs, our programs at Eastern Oregon University, and Extension education programs).
- We lack a prominent international role to complement our study abroad programs.

**Environmental Factors.** Finally, our success in optimizing OSU’s contribution will be shaped in part by other factors that affect our working environment:

- Public expectations for stronger programs and services for more students without proportionate increases in state base funding.
- An increased focus on outcomes and accountability.
- The globalization of markets, technologies, information, and knowledge.
- The increasing opportunity and risks involved in translating discoveries and knowledge into commercial applications that influence life in society broadly.
- Advances in information and communication technologies that affect the discovery, presentation, preservation, and communication of knowledge.
- Complex societal problems requiring integrated thinking and learning.
- Changing demographics of society, students, and faculty, as well as different skill sets and expectations.
Oregon State University’s Aspirations and Beliefs

Founded in 1868 as Oregon’s land grant University, Oregon State is a member of the Oregon University System and a public research university strongly devoted to student success. We benefit the people of Oregon and our global society by educating the leaders of tomorrow, extending the boundaries of knowledge, and meeting the most compelling needs of a diverse and complex world. We are the state’s land, sea, and space-grant institution—one of a few universities in the nation with all three designations. In this document, all three descriptors are absorbed in the term “land grant.”

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

Our journey toward this long-term vision will have positive impacts for our students, faculty, staff, and constituents. Our graduates will be competitive with anyone, anywhere, not only in their chosen fields but also in their ability to think broadly, address complex problems, and adapt to diverse environments. Our faculty will be recognized worldwide for their teaching, scholarship, research, and outreach as well as their pursuit of academic and intellectual leadership and integrity. Our staff will excel in providing professional and support services. Partnerships with elementary, secondary, and higher education as well as with government, business, and Oregon communities will add economic and social value for the people and communities of our state. The relevance and impact of our research and scholarship will be second to none. In today’s high-technology global economy and fast-changing world, we will be an engine for economic growth and social progress in Oregon.

**Core Values.** The following core values are fundamental to our success:

- **Accountability.** We are committed stewards of the loyalty and good will of our alumni and friends and of the human, fiscal, and physical resources entrusted to us.
- **Diversity.** We recognize that diversity and excellence go hand-in-hand, enhancing our teaching, scholarship, and service as well as our ability to welcome, respect, and interact with other people.
- **Integrity.** We practice honesty, freedom, truth, and integrity in all that we do.
- **Respect.** We treat each other with civility, dignity, and respect.
- **Social responsibility.** We contribute to society’s intellectual, cultural, spiritual, and economic progress and well-being to the maximum possible extent.

**Enabling Conditions.** Success in reaching our vision requires us to create a university community that:

-Engages people from every segment of society and prepares them for lifelong learning, discovery, and leadership in an increasingly interdependent, global society;
-Excels in our unique obligation to deliver selected, top-quality professional programs;
• Partners with the public and private sectors in education, research, and the transfer of knowledge to assure that the benefits of discovery are widely disseminated and utilized;

• Inspires student learning and enthusiasm by integrating teaching, scholarship, and outreach;

• Provides students with a nurturing, safe, challenging, and supporting environment, with curricular, co-curricular, and residential experiences—including intramural sports, recreation, and performing arts programs;

• Provides students with linkages to meaningful employment opportunities;

• Sustains a faculty and staff of exceptional talent, a relevant and rigorous curriculum, a physical and technological infrastructure that supports outstanding achievement, and a supportive environment for personal and professional growth and satisfaction among our employees;

• Encourages innovation, creativity, and risk-taking;

• Involves Oregon’s citizens, government officials, and business leaders in addressing the most critical issues facing our state while balancing multiple conflicting values and perspectives;

• Affirms the importance of our programs in Intercollegiate Athletics and endorses a vibrant approach to athletics that promotes competitive success, unwavering integrity, and academic success for participating students; and

• Above all, maintains a commitment to excellence.
Oregon State has strengths and potential in five multidisciplinary thematic areas that integrate the mission of teaching, research, and outreach that is our charge from the people of Oregon. These robust intellectual themes, which respond to the unique challenges of Oregon's future, are integral to our vision and constitute signature academic priorities that define the University. These themes span our academic programs and encompass social, cultural, economic, and environmental dimensions.

Accordingly, while OSU will progress in many areas, it will prioritize its academic resources and investments to focus on the following themes.

• **Advancing the arts and sciences as the foundation for scientific discovery, social and cultural enhancement, and progress in the applied professions.** Continuously shifting challenges require creative public policy responses. The diverse disciplines of arts and sciences can positively and measurably strengthen Oregon's civic, economic, and social foundations through multi-disciplinary undergraduate, graduate, and professional programs and campus/community partnerships. A strong curriculum and basic inquiry in the arts and sciences is the foundation upon which all great universities are built and is strengthened by interdisciplinary connections with professional programs.

• **Understanding the origin, dynamics, and sustainability of the Earth and its resources.** Natural and human-induced changes to the climate of the Earth will have an enormous impact on the economic, political, social, and ecological systems of the Pacific Northwest. Our experience in studying the atmosphere, the oceans, and the earth and its ecology uniquely positions us to create knowledge and understanding that lead to strategies that successfully meet these challenges.

• **Optimizing enterprise, innovation, and economic development.** Oregon needs to jump-start high-tech innovations and build an entrepreneurial climate in which to move those innovations to market. OSU will develop world-class, work-ready engineers and create globally competitive high-impact ideas for products, services, and infrastructure. We will help develop tomorrow’s entrepreneurs, who will drive the success of emerging and growing organizations across the natural resource and technology sectors and build the infrastructure for 21st Century Oregon.

• **Realizing fundamental contributions in the life sciences and optimizing the health and well-being of the public.** As population and health care costs continue to increase, demand for health promotion, disease prevention, therapeutic interventions, and social services are also increasing. OSU is recognized worldwide for its leadership in biosciences research and promoting an understanding of the effects of the environment on health, promotion of healthy lifestyles, and cost-effective delivery of health care. OSU also plays a prominent role in ensuring a safe and bountiful food supply. Around these existing strengths we will build an integrated and novel program focused on the prevention of disease, biomedical discovery and application, and the promotion of health.
• Managing natural resources that contribute to Oregon's quality of life and growing and sustaining natural resources-based industries. The environmental, social, and economic benefits provided by Oregon's landscapes, beaches, forests, streams, rangelands, ranches, farms, and marine systems shape our quality of life. Industries like forestry, agriculture, and tourism are important components of the state's economy. To compete globally and be sustainable, however, these sectors must become increasingly innovative and more environmentally-friendly, changes in which university research and development can play an important part.

A purposeful commitment to excellence in these five thematic areas will help make OSU a Top 10 land grant university. This focus will also help attract and retain talented students, faculty, staff, and other contributors to our mission. It will help educate a new generation of students who can communicate clearly and effectively, think broadly, address and solve complex problems, and adapt to environments enriched by diversity and characterized by constant change.

Specific initiatives will bring together faculty, staff, and students from all appropriate units to increase our impact on communities in Oregon and beyond while encouraging the strong and stable partnerships that can transform the institution. Initiatives that cut across thematic areas and programs, including the University Honors College, International Programs, Extension, and Extended Campus, will further strengthen the University's impact and contribution to its various constituencies. This plan will help develop our research agenda as well as the alignment and synergy of efforts with the Oregon State University Alumni Association and the Oregon State University Foundation. Finally, focusing on these themes will help attract and invest the public and private resources necessary to build academic programs, community partnerships, and infrastructure that address the pressing economic and social needs of the people of Oregon.

Supporting 20,000 resident students and providing additional programs through our extended campus and outreach, the Corvallis campus will remain the backbone of our University. Key regional operations will include: the Cascades Campus in Bend providing programs in outdoor recreation and tourism management; performing arts and other specialized programs; the Hatfield Marine Science Center in Newport providing programs in estuarine and marine sciences; the Agricultural Experiment Station branch locations doing research in a variety of areas related to agriculture, natural resources, food systems, and environmental sustainability; an integrated Extension Service that is focused on long-term societal issues; and an OSU Center in Portland providing programs in pharmacy and other programs that serve the metro area.

OSU will create an international presence through collaborative partnerships that enhance future global opportunities for education, research and development, and that enable a better understanding of the multicultural world in which our future graduates will live and work. Finally, OSU will seek excellence in creating a nurturing environment through co-curricular activities, including intramural sports and recreation opportunities, intercollegiate athletic programs, and performing arts programs.
Goals and Initiatives

A great deal of valued work takes place in our academic and support units, and we expect progress to continue in a variety of areas, many of them not cited in this plan. That is because a strategic plan by definition is built upon targeting and focus. It cannot and should not capture every aspect of an institution.

By focusing resources and initiatives in support of the five themes, we expect to achieve our vision for the long run and to make substantial progress on our specific goals over the next three to five years. The time required to implement the initiatives that support the goals will vary depending upon budget realities and available resources.

This section presents three goals and a summary of initiatives to achieve them, including initiatives aimed at individual goals and overarching initiatives that contribute to all three goals. Many of these initiatives emerged from the OSU 2007 planning process; some have already been implemented and are not included in this plan. While the vision, values, themes, and goals in this plan will endure, the implementation initiatives will change along with circumstances, and we continue to welcome suggestions on how best to accomplish our goals.

We will continuously assess our progress toward the goals by monitoring the effectiveness of our initiatives through appropriate metrics. We will set short-term targets that will move us toward our long run goals and ultimately to our vision. In implementing our goals and initiatives, we will be guided by our core values of accountability, diversity, integrity, respect, and social responsibility.

GOAL 1. Provide outstanding academic programs that further strengthen our performance and pre-eminence in the five thematic areas.

Building upon existing strengths and centers of excellence, we will focus new investments in areas with the potential to significantly benefit the economic, social, cultural, and environmental future of our communities, state, nation, and world. Over the next 18 months, we will develop specific initiatives and programs for the five themes that will chart our course over the next five years. These initiatives and programs will include greater student involvement in meaningful scholarship activities; deeper and more lasting collaborations within OSU and between OSU and our many academic, corporate and government partners; and a higher visibility in Salem, Portland, and Washington, D.C. These initiatives and programs will guide faculty hires; investments in teaching, scholarship, and outreach; state and federal funding; and the development of a capital campaign.

As measures of progress, we will:


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
Summary of Initiatives:

• Fund up to six proposals for significant, integrative programs that advance excellence in the thematic areas.
• Increase the quantity and quality of significant scholarship and high impact research.
• Develop processes that align curricular programs with and advance the five themes.
• Align OSU’s Federal and State Agendas for maximum relevance and funding opportunities.
• Build and sustain faculty strength in thematic areas through coordinated faculty hires.
• Evaluate Extension, Extended Campus, and Outreach programs, and redirect them as needed to advance progress in the thematic areas.
• Develop targeted programs at Cascades, Harfield Marine Science Center, and Portland.

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.

We will create a dynamic and vibrant learning environment inside and outside the classroom that deeply engages students in the life of the university by connecting them to our primary activities of teaching/learning, scholarship, and outreach. We will pursue initiatives that promote high-level student engagement, provide a relevant and integrated educational experience, and enhance student success. This goal will be augmented by progress in the thematic areas, which will create rich and powerful academic experiences that help students become successful leaders and responsible social contributors.

As measures of progress, we will:

2. Increase the Six-Year Graduation Rate from 58% in 2002–2003 to 62% in 2007–2008
3. Improve postgraduate satisfaction, as measured by an increase in the combined rating of “excellent” and “very good” on the Graduate Satisfaction Survey, from 82% in 2002–2003 to 85% in 2007–2008

Summary of Initiatives:

• Promote teaching as an academic discipline and provide training, resources, and support through two new Centers on campus to enhance teaching, learning, and advising.
• Develop an enrollment management plan that incorporates all of the factors we must balance to produce the outcomes we seek within our unique context. This plan will include admissions and retention policies that promote a diverse educational community and a financial aid program that enables the achievement of our access, diversity, and student profile goals.
• Align curricular and co-curricular programs and support services to respond to the shared and unique needs of our students, promote student development, encourage a broad and diverse educational experience, and support student success.
• Implement curricular approaches that promote course access and allow students to engage in long-range academic planning.
• Pursue efforts to encourage and support student-faculty interaction in a wide range of educational contexts.
• Enable P-16 partnerships, including expanding dual-enrollment agreements with community colleges in the region and providing educational opportunities to P-12 students through pre-college programs and distance education.

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.

Our ability to achieve Goals 1 and 2 depends on our capacity to generate new resources and to redirect existing resources to initiatives and activities that achieve our strategic goals.

Working with the OSU Foundation and the OSU Alumni Association, we will develop and implement a comprehensive University capital campaign. This campaign will attract new gifts to support faculty, programs, and student scholarships as well as to build new facilities that enhance access and excellence. In addition, we will assess our existing administrative structures and processes to reduce costs, improve efficiencies, and enhance the quality of services.

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<td>2. <strong>Increase the annual growth rate of non-state dollars</strong> from 3.2% in 2002–2003 to 5.0% in 2007–2008</td>
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Summary of Initiatives:
• Develop and successfully complete a University capital campaign.
• Significantly increase federal funding of research.
• Develop technology transfer capabilities, joint ventures, and collaborative partnerships that advance our excellence in the five thematic areas.
• Assess and improve processes in key areas including human resource management, business services, information processing, and space allocation.
• Reduce administrative costs and redirect these resources to academic programs and strategic initiatives.
Overarching Initiatives

This plan also includes overarching initiatives that contribute to all goals. These will promote an institutional environment that empowers faculty and staff to develop and implement new ideas and creates an organizational structure that aligns resources with goals and provides accountability. These overarching initiatives can be summarized as follows:

- Implement an institution-wide framework for employee performance and career development.
- Develop shared and sustained leadership with consistent articulation of a compelling vision, long-term perspective, personal empowerment, and a clear link between authority, responsibility, and accountability.
- Configure academic units, centers, institutes, programs, support services, and cross-cutting efforts to maximize contribution to our goals while achieving efficient delivery of services.
- Implement a cohesive and coordinated assessment program that identifies program/unit-level outcomes and mechanisms to measure results and use them to improve programs and services.

The University has achieved significant success with two recent organizational reconfigurations that followed detailed planning by members of the faculty, OSU leadership, students, staff, and other stakeholders: Establishment of the College of Health and Human Sciences and the re-emergence of the School of Education. These examples suggest that additional gains are attainable through further reconfiguration. Such further integration of existing units can complement the interdisciplinary, collaborative culture envisioned by the development of thematic areas and enhance opportunities to attract new resources. It can also provide optimal operational efficiencies when organizational units are sized to balance economies of scale with responsive service and provide opportunities to redirect existing resources to support core activities.

The University will review academic programs to insure that they have the appropriate critical mass of faculty in tenure track positions to credibly provide the breadth and depth of quality in each program that is appropriate for a Top 10 land grant University. Further, the proportion of tenure track to fixed term faculty should be sufficient to protect academic freedom and program integrity.
Next Steps

The Office of the Provost and Executive Vice President will lead and coordinate the implementation and assessment of this strategic plan. The Provost will work with the Provost’s Council, the Faculty Senate, and other entities to ensure that the implementation process moves forward and is periodically assessed and revised, and to establish individual and unit accountability for the success of the plan. A detailed implementation plan will be completed by July 2004.

Other next steps will include:

- Alignment of all existing college, school, and academic support plans with this University plan.
- Development, where none now exists, of new college, school, and academic support plans.
- Decisions regarding strategic investments for FY04 and beyond.
- Creation of an annual strategic indicators report and an annual plan report card.
- Budget discussions each spring that focus on the allocation of resources to implement the University, college, and support unit plans.

Prioritization will include an RFP process that encourages proposals for funding that will advance our strategic intent. A select group of preeminent faculty and administrators will advise the Provost and Executive Vice President who, in consultation with the President, will make decisions on resource allocation through an open, transparent, and competitive process and in the best interest of the University.

All University leadership, including the President, Provost, Vice Presidents, Vice Provosts, Deans, Directors, and Department Chairs/Heads, in consultation with Senate leaders, faculty, staff, and students, must make the hard decisions necessary to implement this plan and must be held accountable. Realizing our aspirations for this great University will require us to consolidate and/or eliminate activities as well as launch new initiatives. The implementation plan must begin that process. Ultimately, success will depend upon our willingness to remain on course, adjusting our initiatives but not our aspirations.