Fulfilling the University’s Mission:
Aligning Accreditation Core Themes/Objectives, Strategic Plan Goals/Strategies and Achievement Compacts

Presentation to the OSU Board of Trustees: January 15 – 16, 2015
We believe in our community. We believe in Oregon State University.

Mission of Oregon State University

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
- Promoting Economic Growth and Social Progress
Accountability for Fulfilling the Mission:

- Accreditation by the Northwest Commission on Colleges and Universities (NWCCU)
- Strategic Plan 3.0
- Achievement Compacts
What is Accreditation?

• Process of recognizing educational institutions for performance, integrity, and quality that entitles them to the confidence of the educational community and the public.

• Public recognition that an institution or program meets the accrediting agency’s established requirements.

• Process of institutional self assessment and critical peer review.

Why is it important?

• Quality assurance.

• Provides eligible students with access to federal financial aid.

• Public trust.

• Shows good stewardship of resources.
The Northwest Commission on Colleges and Universities (NWCCU) is one of six regional organizations recognized by the U.S. Department of Education to accredit postsecondary institutions within the United States.
Overview of Accreditation Process: Standards

Standard One – Mission and Core Themes
- Institution articulates its purpose in a mission statement.
- Identify core themes that comprise essential elements of that mission.

Standard Two – Resources and Capacity
- Document adequacy of its resources and capacity.
- Demonstrates the potential to fulfill its mission, accomplish its core theme objectives, and achieve the intended outcomes of its programs and services.

Standard Three – Planning and Implementation
- Engage in planning that provides direction for the institution.
- Leads to the achievement of the intended outcomes of its programs and services, accomplishment of its core themes, and fulfillment of its mission.

Standard Four – Effectiveness and Improvement
- Assessment of results of evaluating the achievement of core theme objectives.
- Uses results to effect improvement.

Standard Five – Mission Fulfillment, Adaptation, and Sustainability
- Develop and publishes evidence-based evaluations regarding the extent to which it is fulfilling its mission.
Overview of Accreditation Process: 7 Year Review Cycle

**Year One (2011-2012)**
Self evaluation with respect to Standard One: articulating OSU’s purpose in a mission statement, and identifying core themes.

**Year Three (2013-2014)**
Self evaluation with respect to Standard Two: documenting the adequacy of its resources and capacity; update response to Standard One.

**Year Seven (2017-2018)**
Self-evaluation with respect to Standards Three, Four and Five: planning and implementation, effectiveness and improvement, and mission fulfillment, adaptation, and sustainability; updates response to Standards One and Two.
OSU’s Core Themes and Objectives*: Core Theme 1

**Undergraduate Education**

**Objective 1.1:** Provide broad and continuing access to undergraduate university degrees for the people of Oregon and beyond.

**Objective 1.2:** Provide rigorous and effective undergraduate degree programs.

**Objective 1.3:** Provide a supportive and healthy learning environment beyond the classroom for student success and development at all levels.

*See Appendix A for Accreditation Core Themes, Objectives and Rationale.
OSU’s Core Themes and Objectives: Core Theme 2

**Graduate Education and Research**

**Objective 2.1:** Attract and support high achieving and diverse graduate students.

**Objective 2.2:** Provide high quality education to prepare graduate students for employment in rewarding professional careers.

**Objective 2.3:** Foster a research and scholarship environment that is diverse and has a high impact.
OSU’s Core Themes and Objectives: Core Theme 3

Outreach and Engagement

Objective 3.1: Attract off-campus learners to educational opportunities using a variety of face-to-face, distance and technology-based programs.

Objective 3.2: Build and sustain engagement with communities of interest and communities of place across the institution to exchange knowledge and resources in a context of partnership, reciprocity and mutual benefit.
Strategic Plan: Focus on Excellence

Oregon State’s Strategic Goals*: 

• Provide a Transformative Educational Experience for All Learners

• Demonstrate Leadership in Research, Scholarship and Creativity while Enhancing Preeminence in the Three Signature Areas of Distinction

• Strengthening Impact and Reach Throughout Oregon and Beyond

*See Appendix B for Strategic Plan Metrics and Targets.
Achievement Compacts with the State

Outcomes Measured*

Completion of Degrees
- Degrees granted to Oregonians
- Degrees granted to rural Oregonians

Quality
- Undergraduate alumni satisfaction with degree

Connections
- Oregon freshmen entering with college credit
- Bachelors degrees awarded to transfer students from Oregon community colleges

Local Priorities
- Oregon residents and youth participating in OSU Extension Service activities

*See Appendix C for current Achievement Compact. All outcomes measured across racial ethnic groups and socioeconomic background.
How does this all fit together?

Accreditation Core Themes:
Mission Fulfillment

Strategic Plan Goals:
Focus on Excellence

Achievement Compact:
Serving Oregon
How do we use the alignment of these to reach goals and achieve mission fulfillment?

Alignment of Mission and Strategic Goals

**Accreditation Core Themes**
- Undergraduate Education
- Graduate Education and Research
- Outreach and Engagement

**Strategic Plan 3.0 Goals**
- Provide a Transformative Educational Experience for All Learners
- Demonstrate Leadership in Research, Scholarship and Creativity While Enhancing Preeminence in the Three Signature Areas
- Strengthen Impact and Reach Throughout Oregon and Beyond
Alignment of Indicators of Success

Objectives within Core Themes

2.2: Provide high quality education to prepare graduate students for employment in rewarding professional careers.

Strategies for Reaching Strategic Planning Goals

Selectively increase the quality, capacity and impact of Oregon State’s graduate programs, while improving Retention and student success.

Metrics: Retention and Graduation Rates
Growing Market Demand for Graduate Education

Between 2010 and 2020, jobs generally requiring a doctorate or professional degree for entry is estimated to increase by 20%, while those requiring a master’s degree for entry is estimated to increase by 22%.

- Sectors projected to see the largest growth and that will generally require graduate level degrees upon entrance include: health care, personal services, social services, and postsecondary teaching.

**Figure 1. Projected Growth in Employment by Level of Educational Attainment, 2010 to 2020**

- Doctorate or professional degree: 20%
- Master's degree: 22%
- Bachelor's degree: 17%
- Associate's degree: 18%
- Postsecondary nondegree award: 17%
- Some college, no degree: 18%
- High school or equivalent: 12%
- Less than high school: 14%
- Total: 14%

Source: Sommers & Franklin, 2012

Status of Public Policy Program

Growth in the MPP program has been significant

- Began in 2002; reached goal of 50 by 2009
- NASPAA accredited in 2014
- Diverse students

Public Policy Students have achieved success

- 107 MPP degrees have been conferred in last 5 years
- Placement in state and federal government and NGOs
Program Faculty Exceed National Norms

PP ranks #5 for faculty productivity in their discipline among all land grant institutions (© 2014, Academic Analytics, LLC)
On the Horizon

PhD Programs in Development

• Women, Gender & Sexuality Studies (WGSS)
• Psychology

Recent Program Approvals

• Robotics
• Comparative Health Sciences
• Environmental Engineering
• Graduate Certificate in College & University Teaching

F2014 Enrollment for New Programs

- Environmental Engineering: 10 Doctoral, 10 Masters, 27 Total
- Comparative Health Sciences: 3 Doctoral, 4 Masters, 7 Total
- Robotics: 5 Doctoral, 9 Masters, 14 Total

60% growth since inception in 2013

WGSS Master's Program Growth

GCCUT Growth
Alignment of Indicators of Success

Objectives within Core Themes

2.3: Foster a research and scholarship environment that is diverse and has a high impact.

Strategies for Reaching Strategic Planning Goals

Expand and cultivate transdisciplinary research through partnerships within Oregon State, along with industry and national and international partners.

Metrics: Total R&D Expenditures and Industry Dollars as a Percentage of R&D Expenditures
Autonomous Systems Research Group

**Research Revenue Data Shows:**
- Need to diversify portfolio.
- Intelligent machines and sensing core strength needed to achieve impact on several global challenges.

**External Environment:**
- Civilian use of unmanned systems and robotics is an important industrial application both nationally and within Oregon.
- SOAR Oregon was established to help further the economic development opportunity associated with unmanned air vehicles.

**OSU Action:**
- Formed the Autonomous Systems Research Group (ASRG) to further goals for research growth through collaborations and industry partnerships. Now greater than 40 faculty.
- Engaged OSU Advantage Partnerships to expand relationships with this cluster.
Alignment of Indicators of Success

Objectives within Core Themes

3.1: Attract off-campus learners to educational opportunities using a variety of face-to-face, distance and technology-based programs.

Strategies for Reaching Each Strategic Planning Goal

Position Oregon State’s outreach and engagement programs as learning laboratories to promote high-impact experiences for students and to promote the broader impact of university research more effectively.

Metrics: E-Campus Degree Seeking Enrollment
Market Demand for Online Programs 2013

- Business admin/mgt - general
- Computer and information sciences
- Business/mgt - accounting
- Health professions and related
- Psychology
- Nursing
- Business/mgt - marketing
- Engineering
- Education – teacher education (K-12)
- Education (general)
- Business/mgt – finance

Graduate (n=110) vs Undergraduate (n=163)
Education Advisory Board Analysis 2014

Second Bachelor’s Can Out-Earn Master’s
Average Salary by Field of Study, Ages 30-54

Bachelor’s

Computer Engineering
Computer Science
Management Systems
Economics
Finance

Master’s

English
Psychology
Elementary Education
Music or Fine Arts
Social Work

Oregon State University
CS Post-Bacc Program

- **2,160 students admitted** to program.

- **Largest online degree program** offered through Oregon State Ecampus.

- In two years, **120 students have graduated** with post-bacc in CS.

- Newly admitted students in this CS program:
  - 75% increase from 2012-13 (427) to 2013-14 (749)
  - 31% increase from 2013-14 midway through AY2014-15 (984)
    - 19% are from Oregon
    - 19% are from California
    - 11% are from Washington
    - 62% between 25-34-age range
  - 25% of the current students are women
Summary: A Matter of Alignment

• Accreditation establishes our baseline metrics for meeting our mission.

• Strategic Plan allows us to focus on areas of excellence and impact on Oregon, the region and the world.

• Achievement Compact with the state established our commitment to 40-40-20 and state’s goals.

CORE: Campus Open Reporting Environment

The CORE is a new way of working at Oregon State University; the development of a university-wide reporting environment that supports the OSU strategic plan and operations.

core.oregonstate.edu