Organization of the University: Direct Reports to the President

OSU Board of Trustees

President
Edward J. Ray

Provost & Executive Vice President
Sabah Randhawa

OSU Foundation, Inc.
Mike Goodwin

Vice President, Finance & Administration
Glenn Ford

Vice President, Research
Rick Spinrad

Vice President, University Relations & Marketing
Steve Clark

Vice President, Alumni Relations
Kathy Bickel

General Counsel
Meg Reeves

Executive Director, Equity & Inclusion
Angelo Gomez

Director, Government Relations
Jock Mills

Director, Intercollegiate Athletics
Bob DeCarolis

University Ombuds
Sue Theiss
Organization of the University:
Statewide Presence

Our mission is to serve the people of the State of Oregon.
We have a presence in every part of the State—that fact influences our financial planning, structures, and practices.
## Accreditation: Standards of Excellence

<table>
<thead>
<tr>
<th>Unit</th>
<th>Accrediting Body</th>
</tr>
</thead>
<tbody>
<tr>
<td>University</td>
<td>Northwest Commission on Colleges and Universities (NWCCU)</td>
</tr>
<tr>
<td>Engineering</td>
<td>Accreditation Board for Engineering &amp; Technology</td>
</tr>
<tr>
<td>Business</td>
<td>Association to Advance Collegiate Schools of Business</td>
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<tr>
<td>Pharmacy</td>
<td>American Council for Pharmacy Education</td>
</tr>
<tr>
<td>Public Health; Nutrition &amp; Food Management</td>
<td>Council on Education for Public Health; American Dietetic Association</td>
</tr>
<tr>
<td>Veterinary Medicine</td>
<td>American Veterinary Medical Association</td>
</tr>
<tr>
<td>Forestry</td>
<td>Society of American Foresters; Accreditation Board for Engineering &amp; Technology; Society of Wood Engineers</td>
</tr>
<tr>
<td>Education</td>
<td>National Council for Accreditation of Teacher Education; Teacher Standards &amp; Practices Commission</td>
</tr>
<tr>
<td>Agricultural Sciences: Food Science &amp; Technology; Rangeland Sciences</td>
<td>Institute of Food Technologists; Society for Range Management</td>
</tr>
<tr>
<td>OSU Institutional Animal Care &amp; Use Program</td>
<td>Association for Assessment &amp; Accreditation of Laboratory Animal Care, International</td>
</tr>
</tbody>
</table>
Accreditation: Northwest Commission on Colleges & Universities (NWCCU)

1. Mission and Core Themes

2. Resources and Capacity
   - Governance
   - Leadership and Management
   - Academic Programs and Policies
   - Human and Fiscal Resources
   - Physical and Technological Infrastructure

3. Planning and Implementation
   - Strategic Planning, Core Theme Planning, Outcomes
   - Planning and Resource Allocation

4. Assessment and Improvement
   - Assessment processes at course, curricular, unit and system levels
   - Improvement Cycle

5. Mission Fulfillment, Adaptation, Sustainability
Accreditation: NWCCU Governance
(Standards 2.A.4 – 2.A.8)

2.A.4 Functioning governing board

2.A.5 Board acts only as a committee of the whole

2.A.6 Board provides oversight of institutional policies, including those regarding its own organization and policies

2.A.7 Board selects, evaluates, delegates authority and responsibility to the CEO of the institution

2.A.8 Board regularly evaluates its performance
Partners in University Governance: Consultative Leadership Structure

- OSU Foundation Trustees & Alumni Assn Board of Directors
- Cabinet
- Provost’s Council
- University Administration
- Faculty Senate & FS Executive Committee
- University-appointed Committees & Task Forces
- Associated Students of OSU (ASOSU)
- SEIU Leadership
- External Constituents, incl. legislative bodies
- FS Committee Structure
- Provost’s Council
- University Administration
- Faculty Senate & FS Executive Committee
- University-appointed Committees & Task Forces
- Associated Students of OSU (ASOSU)
- SEIU Leadership
- External Constituents, incl. legislative bodies
- FS Committee Structure
Partners in University Governance:  
Shared Faculty Governance

Shared Governance related to:

- Academic programs and policies
- Academic regulations
- Educational standards
- Faculty compensation and advancement
- Administrative appointments and faculty hiring
- Strategic planning and implementation; resource priorities
- Other key aspects of the University’s operations

Basic Principles

- Administrators and faculty share responsibility and accountability
- Requires broad participation from faculty and administrators
- Requires a “full cycle” approach in soliciting, formulating and making decisions
- Shared governance informs decisions at the institution, college and unit levels
Strategic Plan for the 21\textsuperscript{st} Century: Climbing the Quality Ladder
OSU: 10 Year Journey
Strategic Plan 1.0 – 2.0

Graph showing the following metrics over time:
- Enrollment
- Degrees
- Research Awards

The graph is labeled with years from 2003-04 to 2012-13.
OSU: 10 Year Journey
Strategic Plan 1.0 – 2.0

- Enrollment
- Degrees
- Research Awards

2003-04
2004-05
2005-06
2006-07
2007-08
2008-09
2009-10
2010-11
2011-12
2012-13

SP 1.0
SP 2.0
SP 3.0
Revenue Growth, Targeted Investments & Cost Containment

Exemplary Teaching & Learning Environment

Program Excellence

Aspiration: Top 10 Land Grant

Revenue Growth, Targeted Investments & Cost Containment

Signature Areas of Distinction

Advancing the Science of Sustainable Earth Ecosystems
Improving Human Health & Wellness
Promoting Economic Growth & Social Progress
OSU Growth & Progress
Creating Critical Mass

- **Student Enrollment**: 25,000 → 27,925
- **Annual Research Revenue**: $250M → $263M
- **Annual Budget**: $950M → $1B
- **Capital Campaign**: $990M → $1B

*Currently*
## OSU vs. Aspirational Peer Institutions

<table>
<thead>
<tr>
<th></th>
<th>OSU</th>
<th>Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>27,925</td>
<td>42,759</td>
</tr>
<tr>
<td>Degrees Granted</td>
<td>5,055</td>
<td>10,770</td>
</tr>
<tr>
<td>Annual Research Expenditures</td>
<td>$241 M</td>
<td>$745 M</td>
</tr>
<tr>
<td>Revenue from Licensing</td>
<td>$3.7 M</td>
<td>$10.9 M</td>
</tr>
<tr>
<td>Annual Campaign Commitments</td>
<td>$105 M</td>
<td>$209 M</td>
</tr>
<tr>
<td>Annual Budget</td>
<td>$950 M</td>
<td>$2,446 M</td>
</tr>
</tbody>
</table>

### Aspirational (Strategic Planning) Peers

- Cornell University
- Michigan State University
- Ohio State University
- Penn State University
- Purdue University
- Texas A&M University
- University of Arizona
- University of California – Davis
- University of Illinois
- University of Wisconsin – Madison
OSU Growth & Progress
Strategic Plan 2.0

- Focus on 3 Signature Areas
- Curriculum Redesign & Innovation
- Divisional Alignment of Colleges
- Re-engineering of Business Services
- Department & Unit Alignment
- Faculty & Infrastructure Growth

2007
$1.5 B Economic Impact

2012
$2.06+ B Economic Impact

Revenue Growth + 25%
OSU Growth & Progress

Enrollment Growth:  U.S. Minorities 76%; International 155%; E-Campus 151%

<table>
<thead>
<tr>
<th></th>
<th>2007-08</th>
<th>2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main Campus</td>
<td>19,753</td>
<td>26,393</td>
</tr>
<tr>
<td>OSU Cascades</td>
<td>497</td>
<td>801</td>
</tr>
<tr>
<td>Degrees Awarded</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main Campus</td>
<td>4,222</td>
<td>5,256</td>
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<tr>
<td>OSU Cascades</td>
<td>157</td>
<td>210</td>
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<tr>
<td>Research Awards</td>
<td>$244M</td>
<td>$263M</td>
</tr>
<tr>
<td>Annual Campaign Commitments $</td>
<td>$76.9M</td>
<td>$105M</td>
</tr>
<tr>
<td>Economic Impact</td>
<td>$1.5B</td>
<td>$2.06B</td>
</tr>
</tbody>
</table>

- 44% reduction in State appropriations per student FTE
- 12% reduction in State support for SWPS programs
- Change in Federal funding for competitive research & formula funding
Climbing the Excellence Ladder
Strategic Plan 3.0

Excellence

Enhance Graduate Education Profile

Increase Excellence In 3 Signature Areas

Innovation

Support 40:40:20; International Profile & Ecampus Growth

Increase & Equalize Student Success

Authentic Leadership

Enhance Sustainability & Impact of SWPS Programs

Nurturing

Develop OSU Cascades into a 4-year Branch Campus; Develop Marine Studies Campus in Newport

Increase Industry-based Research & Innovations Through Partnerships

Collaborative

Enhance Profile: Marketing and Branding OSU as a Premier International Research University

Marine Sciences Public Health Arts & Communication Materials Science Alternative Energy Environmental Studies
Climbing the Excellence Ladder
OSU 2025

★ OSU is recognized as a top Land Grant University

★ OSU is known internationally for its student experience, research collaborations and impact, and for faculty expertise in its signature areas of distinction

★ OSU has a student learning environment in all of its academic programs that fosters integrative, engaged learning

★ OSU is a truly international university in its reach and collaborations with educational and research partners across the globe, with a campus culture of excellence and diversity
Questions?
OSU Growth & Progress
Enrollment Management: *The core of financial stability.*

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Total Corvallis Enrollment:</td>
<td>24,977</td>
<td>26,393</td>
<td>27,627</td>
<td>27,925</td>
<td>28,468</td>
<td>29,210</td>
<td>29,995</td>
<td>30,839</td>
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<tr>
<td>Student bodies in Corvallis</td>
<td>23,199</td>
<td>24,393</td>
<td>25,305</td>
<td>25,452</td>
<td>25,979</td>
<td>26,571</td>
<td>27,225</td>
<td>27,962</td>
</tr>
<tr>
<td>% Non-residents of Corvallis undergraduates</td>
<td>24.7%</td>
<td>27.9%</td>
<td>29.8%</td>
<td>31.0%</td>
<td>30.7%</td>
<td>31.6%</td>
<td>32.6%</td>
<td>33.6%</td>
</tr>
<tr>
<td>% International students:</td>
<td>7.6%</td>
<td>9.3%</td>
<td>9.2%</td>
<td>10.2%</td>
<td>10.5%</td>
<td>11.9%</td>
<td>13.4%</td>
<td>14.9%</td>
</tr>
<tr>
<td>% Grad and Professional enrollment:</td>
<td>17.4%</td>
<td>17.4%</td>
<td>17.0%</td>
<td>17.1%</td>
<td>18.0%</td>
<td>18.6%</td>
<td>19.2%</td>
<td>19.9%</td>
</tr>
<tr>
<td>% U.S. Minority Enrollment:</td>
<td>18.9%</td>
<td>19.8%</td>
<td>20.0%</td>
<td>20.6%</td>
<td>20.0%</td>
<td>20.0%</td>
<td>20.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>% Ph.D. of Graduate and Professional:</td>
<td>30.0%</td>
<td>29.4%</td>
<td>30.0%</td>
<td>30.2%</td>
<td>30.4%</td>
<td>31.5%</td>
<td>32.4%</td>
<td>33.0%</td>
</tr>
<tr>
<td>Total Cascades Enrollment:</td>
<td>764</td>
<td>801</td>
<td>894</td>
<td>936</td>
<td>1,204</td>
<td>1,419</td>
<td>1,648</td>
<td>1,914</td>
</tr>
<tr>
<td>Total OSU Enrollment:</td>
<td>25,741</td>
<td>27,194</td>
<td>28,521</td>
<td>28,861</td>
<td>29,672</td>
<td>30,629</td>
<td>31,643</td>
<td>32,753</td>
</tr>
</tbody>
</table>

This is just a piece of a working enrollment plan tracking major student populations out to 2025.
### OSU Corvallis Campus: Undergraduate Fall Enrollment
*excludes Cascades and Ecampus-ONLY students*

<table>
<thead>
<tr>
<th></th>
<th>Fall 2008</th>
<th>Fall 2009</th>
<th>Fall 2010</th>
<th>Fall 2011</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Headcount</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oregon Resident</td>
<td>13487</td>
<td>14164</td>
<td>14538</td>
<td>14674</td>
<td>14689</td>
<td>14770</td>
</tr>
<tr>
<td>Non Resident</td>
<td>2138</td>
<td>2594</td>
<td>3462</td>
<td>4002</td>
<td>4730</td>
<td>5392</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>15625</td>
<td>16758</td>
<td>18000</td>
<td>18676</td>
<td>19419</td>
<td>20162</td>
</tr>
<tr>
<td><strong>% Resident</strong></td>
<td>86%</td>
<td>85%</td>
<td>81%</td>
<td>79%</td>
<td>76%</td>
<td>73%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Fall 2008</th>
<th>Fall 2009</th>
<th>Fall 2010</th>
<th>Fall 2011</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FTE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oregon Resident</td>
<td>12246.0</td>
<td>12845.1</td>
<td>13179.8</td>
<td>13258.1</td>
<td>13162.2</td>
<td>13181.4</td>
</tr>
<tr>
<td>Non Resident</td>
<td>1923.5</td>
<td>2373.3</td>
<td>3162.1</td>
<td>3681.4</td>
<td>4286.0</td>
<td>4821.5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>14169.5</td>
<td>15218.4</td>
<td>16341.9</td>
<td>16939.4</td>
<td>17448.2</td>
<td>18002.9</td>
</tr>
<tr>
<td><strong>% Resident</strong></td>
<td>86%</td>
<td>84%</td>
<td>81%</td>
<td>78%</td>
<td>75%</td>
<td>73%</td>
</tr>
</tbody>
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