Oregon State University

Presentation to
State Board of Higher Education
February 2007
Oregon State University

Land Grant Heritage

• Mission: OSU, a land grant institution, promotes economic, social, cultural, and environmental progress for people across Oregon, the nation, and the world through our graduates, research, scholarship, outreach, and engagement.

• Along with Cornell University, OSU is the only land, sea, space, and sun grant institution in the nation.

• OSU is Oregon’s largest public research University, and Oregon’s only university classified by the Carnegie Foundation as “Research university (Very High Research Activity).”
Oregon State University

Land Grant Heritage

- Our graduates are the most important contribution we make to the future. We understand we must prepare them to compete with anybody, anywhere in the world.

- OSU’s contributions to society include:
  - Graduates who contribute to social progress and economic growth
  - Service to the people of Oregon through our engagement and outreach efforts
  - Contributions to the knowledge, practices, and processes that will help society solve important problems
Strategic Plan Vision

“To be one of America’s Top 10 land grant universities.”

Goals

I. Provide outstanding academic programs that further strengthen our performance and preeminence in key thematic areas.

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

III. Substantially increase revenues from private fundraising, partnerships, research grants, and technology transfers while strengthening our ability to more effectively invest and allocate existing resources.
Top 10 Land Grant

Five Thematic Areas

- Arts and Sciences
- Earth Dynamics and Sustainability
- Enterprise, Innovation, and Economic Development
- Life Sciences and Health
- Managing Natural Resources

Exemplary Teaching and Learning Environment

Program Excellence

Revenue Growth, Targeted Investments, and Cost Containment
### OSU Profile

#### Enrollment – Fall 2006

**OSU – Main Campus**

- Headcount: 19,362
- Headcount growth over past 10 years: 41%

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>47.5%</td>
</tr>
<tr>
<td>Men</td>
<td>52.5%</td>
</tr>
<tr>
<td>Ethnic Minorities</td>
<td>14.5%</td>
</tr>
<tr>
<td>International</td>
<td>4.6%</td>
</tr>
<tr>
<td>In-State</td>
<td>81.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>83.5%</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>81.9%</td>
</tr>
<tr>
<td>Graduate</td>
<td>15.5%</td>
</tr>
<tr>
<td>First Professional</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

**Fee Remission**

- $11 million (10% of tuition)

**OSU – Cascades Campus**

- Headcount: 495
- Headcount growth over past 5 years: 100%
OSU Profile

Community College Programs

- Degree partnership programs with 16 of 17 Oregon community colleges

- Degree partnership programs profile, Fall 2006:
  - # of students: 2,271
  - Student credit hours: 26,895

- Since program initiation in 1998, over 1,200 bachelor degree students have graduated from OSU

Collaborative Educational Programs with 4-Year Institutions

- Pharmacy (OHSU)
- Public Health (OHSU, PSU)
- Executive Business (PSU, UO)
- Agricultural Sciences and Forestry undergraduate programs in Eastern Oregon (EOU)
- Undergraduate programs at OSU – Cascades Campus (UO)
OSU Profile

- Extended Campus (Ecampus)
  - Over 15 undergraduate and graduate degrees and certificate programs
  - OSU P-12 Outreach and the emerging tribal college program
- Expenditures from Grants and Contracts, 2005-2006 $194 million
- Growth in Grants & Contracts over past 5 years 40%
- Private Annual Fundraising, 2005-2006 $53.3 million
- Endowment Assets, 2005-2006 $381 million
OSU Profile

Economic Impact

• OSU is a $684 million enterprise with 9,509 jobs.

• OSU’s economic footprint is $1.4 billion with 17,340 jobs.

• OSU’s and related expenditures extend to every industrial sector in Oregon.

• OSU leverages its legislative appropriation four times in direct expenditures and more than nine times in total economic activity.

• OSU brings $328.4 million of new money into the state or 2.4 times its legislative appropriation.

• Oregon’s economy depends on those outside funds to almost double within the Oregon economy and create a total of 7,591 jobs.

• OSU extends its economic impacts to every county in the state with a median impact of $718,000 per county per year.
OSU Profile

Academic Areas of Distinction

• Environmental Sciences
• Forestry
• Healthy Living and Disease Prevention
• Oceanic and Earth Sciences
• Sustainability and Water Resources

Emerging Areas

• Health Sciences
• Materials Science
• Mixed-Signal Integration Systems
• Nanoscience and Microtechnology
• Renewable Energy
• Sustainable Rural Communities
OSU Profile – Statewide Public Services (SWPS)

OSU Extension Service

• Offers off-campus programs in Agriculture, Forestry, Family and Community Development, Marine Issues, and 4-H Youth Development

• Programs offered in all 36 Oregon counties

• About 200 faculty FTE, more than two-thirds located off-campus and attached to academic units

• Over 23,000 Extension volunteers contribute nearly 1.5 million hours annually

• Almost 900,000 Oregonians use OSU Extension Service each year

• Between 1994 and 2006, the number of youth participating in 4-H increased from 42,000 to 107,000

• OSU and the Assn of Oregon Counties co-sponsor the new ‘County College,’ a leadership program that has trained 32 county commissioners and judges from 24 counties in the past two years
Oregon Agricultural Experiment Station

- Statewide research network of OSU scientists working on the Corvallis campus and 15 branch stations throughout the state
- The value added of agricultural research to Oregon’s economy is about $125 million annually

Selected Branch Stations

- Newport and Astoria – production and use of food products from the ocean and estuaries
- Portland – food processing and packaging technology, food product development and marketing
- Klamath Falls – potatoes, forage and cereal production
- Central Point (Medford) – tree fruits, vegetable and seed crop production
- Union and Burns – rangeland ecology, livestock management
OSU Profile

**Forest Research Laboratory (SWPS)**

- Aids in economic development of the state through enabling fullest utilization of forest resources (28 million acres)
- Research includes: optimizing forest yields, innovations in forest products, sustainable economic returns, enhanced recreational opportunities, and responsible stewardship of Oregon’s forest, air, water, and wildlife resources

**Veterinary Diagnostic Laboratory**

- Long-standing resource for Oregon veterinarians, livestock producers, and horse and camelid owners, and an important connection to the State’s public health delivery system
- Nationally accredited and certified to test for a wide range of animal and human pathogens, including West Nile virus, avian influenza, and non-human rabies

**Hatfield Marine Science Center (Newport)**

- Provides research and educational programs in aquatic and marine sciences
- Brings over $19 million through partnerships with 7 federal and state agencies
- Hosts 150,000 visitors annually, including 12,000 K-12 students
- Partners with Oregon Coast Community College and the Oregon Coast Aquarium
# The Future

## Goal 1: Academic excellence

<table>
<thead>
<tr>
<th>Metric</th>
<th>Peer Institutions Average, 05-06</th>
<th>OSU 2002-03</th>
<th>OSU 2005-06</th>
<th>2008 Target (set in 2004)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and Contracts Expenditures</td>
<td>346 M</td>
<td>139 M</td>
<td>194 M</td>
<td>180 M</td>
</tr>
<tr>
<td>• Research $/T-T Faculty</td>
<td>$204,732*</td>
<td>$141,252</td>
<td>$222,222</td>
<td></td>
</tr>
<tr>
<td>• Research $/State App. $</td>
<td>0.97*</td>
<td>1.07</td>
<td>1.15*</td>
<td></td>
</tr>
<tr>
<td>Invention Disclosures</td>
<td>209</td>
<td>36</td>
<td>46</td>
<td>60</td>
</tr>
<tr>
<td>Entering High School Average GPA/SAT</td>
<td>3.53/1206</td>
<td>3.44/1070</td>
<td>3.48/1080</td>
<td>3.50/1125</td>
</tr>
</tbody>
</table>

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**Peers**
- University of Arizona
- University of California, Davis
- Cornell University
- University of Illinois
- Michigan State University
- Ohio State University
- Pennsylvania State University
- Purdue University
- Texas A&M University
- University of Wisconsin

*2004 – 05*
The Future

Goal 1: Key Initiatives, 2004 – 2007

• Established as a major partner in the multi-institutional signature program in nanoscience and microtechnologies, ONAMI (2003 – 04)

• Invested $2 million annually for up to 5 years in six interdisciplinary initiatives that leverage existing strength and potential to advance science and external funding (2004 – 05)
  • Computation and genome biology
  • Ecosystem informatics
  • Healthy aging
  • Subsurface biosphere
  • Sustainable rural communities
  • Water and watersheds

• Received Sun Grant designation (2004 – 05) and federal funding (2005 – 06)

• OSU Extension Service started initiative to reinvent Extension services for urban needs and issues (2005 – 06)

• Two significant new buildings opened: the Kelley Engineering Building to support electrical engineering and computer science programs, and the Small Animal Clinic in Veterinary Medicine to support the 4-year curriculum and provide clinic services for small animals (2005-06)

• Partner in multi-institutional effort to develop signature programs in infectious diseases/drug discovery and renewable energy (2006 – 07)
### The Future

#### Goal 2: Quality of the student experience and student success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Peer Institutions Average, 05-06</th>
<th>OSU 2002-03</th>
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</thead>
<tbody>
<tr>
<td>Freshman-to-Sophomore Retention Rate</td>
<td>89.6%</td>
<td>79.5%</td>
<td>80.3%</td>
<td>85%</td>
</tr>
<tr>
<td>Six-Year Graduation Rate</td>
<td>74.6%</td>
<td>58.6%</td>
<td>61.5%</td>
<td>65%</td>
</tr>
<tr>
<td>Student-to-Faculty Ratio</td>
<td>15.9</td>
<td>21</td>
<td>25.4</td>
<td>20</td>
</tr>
<tr>
<td>Percent of U.S. Minority Students</td>
<td>19.7%</td>
<td>13%</td>
<td>14.1%</td>
<td>15%</td>
</tr>
</tbody>
</table>

#### Peers

- University of Arizona
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The Future

Goal 2: Key Initiatives, 2004 – 2007

• Established Academic Success Center (2003 – 04)
  ➢ Enhance student learning and retention, including Transitional Learning Communities, programs for at-risk students, and peer mentoring
• Established Center for Teaching and Learning (2004 – 05)
  ➢ Provide resources for faculty development, assessment, and technology use
• Targeted increase in University Honors College by 5% per year (2004 – 05)
  ➢ Entering students GPA / SAT
    - Honors College 3.97 / 1334
    - OSU 3.46 / 1079
  ➢ 6-Year Graduation Rate
    - Honors College 90%
    - OSU 61.5%
• Rebased budgets of academic units, redirecting $7.5 million over 5 years in recurring funds to core teaching colleges (2005-06)
• Started a multi-year plan to renovate university classrooms (2005 – 06)
• Assess Baccalaureate Core courses and enhance 1st year experience for improving student engagement and success (2006 – 07)
The Future

Goal 3: Growing our resource base

<table>
<thead>
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<th>2008 Target (set in 2004)</th>
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<tbody>
<tr>
<td>Private Annual Giving and Pledges</td>
<td>154 M</td>
<td>38.1 M</td>
<td>53.3 M</td>
</tr>
<tr>
<td>Grant &amp; Contract Expenditures</td>
<td>346 M</td>
<td>139 M</td>
<td>194 M</td>
</tr>
<tr>
<td>Endowment Assets</td>
<td>1.4 B</td>
<td>235.9 M</td>
<td>381 M</td>
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Peers
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- Ohio State University
- Pennsylvania State University
- Purdue University
- Texas A&M University
- University of Wisconsin

Oregon State University
The Future

Goal 3: Key Initiatives, 2004 – 2007

- Appointed new leadership in the OSU Foundation, University Advancement, Office of Research, and the Alumni Association (2004 – 05)

- Established priorities based on the Strategic Plan for the university-wide capital campaign (2004 – 05)

- Successfully renegotiated F&A rate with federal government, from 41.5% to 46.2% for organized sponsored research, and from 29.1% to 33.8% for other sponsored activities (2005 – 06)

- Rebased budgets of academic units (2005 - 06)

- Implementing an incremental budget distribution model (2006 – 07)
The Future

Over-Arching Initiative: Enhancing Community and Diversity

- Implemented professional faculty professional development fund (2003 – 04)
- Created the Office of Community and Diversity, and hired new leadership (2004 – 05)
- Conducted campus climate survey (2004 – 05)
- Started a new Faculty Diversity Initiative to hire senior faculty to serve as role models and mentors (2004 – 05)
- Provided education and training to administrators and faculty on sexual harassment, consensual relationships, and discrimination complaint procedures (2005 – 06)
- Completed University, college, and support unit diversity action plans (2006 – 07)
- Hiring Director of Women’s Advancement and Gender Equity (2006 – 07)
Going Forward – Challenges

- Keeping focus on quality and excellence in an uncertain fiscal environment
- Providing infrastructure for excellence (deferred maintenance)
- Enhancing faculty capacity in targeted areas
- Maintaining statewide public services (SWPS) research and outreach programs in the face of federal budget challenges
OUS Goals:

• Create an educated citizenry
• Ensure high quality student learning
• Create original knowledge and advance innovation
• Contribute to the economic, civic, and cultural life of Oregon