Purpose of retreat: To identify the OSBHE’s vision for higher education

Context: Oregon Benchmarks, OSBHE goals enunciated in the OSBHE budget submission, disparity between “haves” and “have-nots,” loss of financial resources for postsecondary education, need for increased participation in the knowledge economy, high number of new jobs requiring a postsecondary education, higher education as a driver for economic development (also Governor’s focus)

What individual directors would be proud to share in ten years—generally affirmed by all:

- Increase in Oregon’s intellectual capital
- More accessible institutions
- Responsive to increased expectations from students
- Results of focus on being lean, mean, effective, smart, and strategic
- Spires of academic excellence
- Contribution to economic development
- Research and development strength
- Changing aspirations and perspectives about higher education in rural areas
- Stable funding for higher education
- Shared aspiration for student success
- Inspiring postsecondary system
- Smart oversight capacity
- Better than “good enough”
- National recognition of excellence in several identified programs
- Excellence excellence excellence
- An aura of excitement
- Impact on “two Oregons”—“haves” and “have-nots”
- Creation of increased demand for higher education

Bob Woodbury (Association of Governing Boards) draft summary of aspirations/themes:
1. Developing new and shared expectations for Oregonians
2. Developing a successful economy and society
3. Developing focused and recognized excellence
Chancellor Pernsteiner reorganization of aspirations into four themes:

1. Develop new, shared expectations for every Oregonian
2. Develop focused and recognized excellence
3. Develop a successful society and economy
4. Develop a bold, innovative, entrepreneurial, and accessible Oregon University System that inspires

Director-developed list of necessary broad action steps:

1. Create a viable, stable financial system
2. Create an education ethic
3. Choose and invest in specific initiatives
4. Develop a plan for information technology to further educational and efficiency goals
5. Focus on student-centered goals
6. Clarify institutional missions
7. Identify areas of excellence and build on them
8. Create a fertile and nurturing environment for research and development
9. Provide for institutional autonomy, but strengthen accountability
10. Create a seamless education system to enhance accountability
11. Create a broader higher education constituency
12. Build a sustainable, predictable, and transparent tuition policy
13. Rethink academic delivery to assure credibility with public and policy makers