



Oregon
University
System

OREGON STATE BOARD OF HIGHER EDUCATION

An Investment in Oregonians for our Future

A Plan to 2025 for the
Oregon University System

Executive Summary

September 2006

Full report: http://www.ous.edu/state_board/meeting/dockets/ddoc060908-LRP.pdf

**DRAFT APPROVED BY THE BOARD SEPTEMBER 8, 2006
PENDING EDITS**

Executive Summary

The Oregon University System's plan for 2025 is based on several critical forces shaping higher education in the future, and framed around a vision statement, four broad goals, a set of performance metrics, and principles for System governance and operation. This framework serves as the platform for three critical strategic priorities.

Planning Context

Operating in a global environment, in which educational attainment is growing rapidly, and in a national environment in which patterns of educational attainment for Oregon warn of risks in the future, Oregon's efforts to significantly increase college degree attainment will be shaped by the following trends and conditions:

- Enrollment and degree production levels will need to increase by approximately 37,000 students and 4,000 bachelor's degrees—the equivalent of Portland State University, Southern Oregon University, and Western Oregon University combined—to meet projected population growth and demand at just the current bachelor's degree attainment level of 26%. To improve the level to 40% by 2025 would require doubling current OUS enrollment and degrees awarded.
- Increases in the number of Hispanic/Latino Oregonians will be dramatic, and are likely to have a significant impact on college participation and workforce characteristics.
- Economic and population demands in Portland and Bend will demand new postsecondary education services.
- While Oregon receives relatively high marks in the national report card *Measuring Up* for educational attainment (because of the in-migration of more educated new residents from other states) and college participation, it receives lower marks for preparation and completion. Along with changes in how learning is delivered and assessed, these elements of student success are not well aligned to meet future needs.
- Oregon is endowed with strength in faculty research, ranking among the top states in attracting research and development funding, especially on a per faculty basis. Maintaining strong doctoral programs—which face challenges from declining state budgets and anticipated declines in federal grant support—is critical to maintaining strong research programs.
- OUS faces threats to its future financial viability, arising from long-term state disinvestment, declining affordability for students and families, diminished institutional capacity, and constraints on operating flexibility for achieving efficiencies.

Vision

The Board's planning framework is built on a vision that encompasses teaching, learning, inquiry, and service to improve educational attainment for Oregonians and economic, civic, and cultural benefits for Oregon.

Vision statement: Raise the educational aspirations and achievement of all Oregonians by providing lifelong education and knowledge development through teaching and learning; inquiry and innovation; and the application of knowledge to global, national, state, and local needs.

Goals and Desired Outcomes

The Board, on behalf of OUS, seeks to accomplish four broad goals to produce the highest level of educational outcomes for Oregonians:

1. Create in Oregon an educated citizenry to support responsible roles in a democratic society and provide a globally competitive workforce to drive the State's economy, while ensuring access for all qualified Oregonians to quality postsecondary education.
2. Ensure high-quality student learning leading to subsequent student success.
3. Create original knowledge and advance innovation.
4. Contribute positively to the economic, civic, and cultural life of communities in all regions of Oregon.

To gauge the degree to which Board goals have been achieved, a performance measurement framework is proposed, built around a few key measures for the four goals, accompanied by more detailed metrics to further support the key measures.

Guiding Principles for System Governance and Operations

To facilitate the effective accomplishment of Board goals, new assumptions and processes are needed, reflected in the following principles:

1. Manage the Oregon University System and its institutions as a portfolio, with the objective of delivering optimal overall outcomes for the benefit of all citizens across Oregon.
2. Create an adequate and sustainable financial structure.
3. Gain and provide operating and financial flexibility.
4. Facilitate the achievement of state educational goals in an integrated PreK-20 learning environment.

Strategic Priorities

The priorities for achieving desired outcomes by 2025 are reflected in three broad long-term strategies designed to:

1. Increase educational attainment—
 - Raise Oregonians' aspirations.
 - Make postsecondary education affordable for Oregonians.

- Lead a statewide effort to deliver a measurable increase in higher education participation and success for underserved populations throughout the state.
 - Facilitate student success and degree completion by improving the efficiency and effectiveness of K-20 learning processes.
 - Provide the educated workforce needed for the areas of healthcare, engineering and related technologies, as well as other workforce and economic development areas as they emerge.
2. Invest in globally competitive research—
- Attract and retain excellent internationally recognized faculty, particularly in targeted areas of existing excellence.
 - Sustain existing signature research funding (ONAMI) while developing new signature research centers.
 - In partnership with the Oregon Innovation Council, align targets for research funding growth and research productivity with the needs of Oregon companies and industry clusters.
 - Establish at every OUS university an expectation of student engagement in research, at both the undergraduate and graduate levels.
3. Assure the long-term financial viability of OUS and its institutions—
- As required to achieve the Board’s goals and other strategic priorities, explore governance and/or organizational models.
 - Develop service models for areas of the state projected to grow significantly, especially Portland and Bend.
 - Invest in faculty recruitment and retention.
 - Develop the role of the Chancellor as the Oregon University System’s Chief Executive Officer.
 - Provide the policy support and expectation for OUS presidents to manage the academic and capital assets of their institutions.

Choosing our Course

The Oregon University System is at a turning point, between a future of missed opportunity and one in which excellence and attainment are achieved. The Board’s long-range plan is just a blueprint; building a strong foundation is the next step. Achieving the goals will require the dedication and creativity of students, faculty, and administrators in all of our universities; of the Governor, Legislature, and our partners in education; and of private businesses and citizens, who stand to gain or lose the most from which turn OUS takes.