Imperative for Planning

Rapid population growth; the emergence of dynamic new economic sectors; and an expanding network of financial and capital organizations offers Central Oregon great opportunity – and presents significant challenges.

Statewide, the Oregon Innovation Council notes that, “Oregon’s economic health and national and global competitiveness is relatively poor.” While Central Oregon is not exempt, the development of new industries in fields such as aviation, and rapid growth in forest products technology, tourism and recreation, health care and medical products, and related fields offers new avenues for sustainable regional economic competitiveness.

Vitality in these sectors is substantially fueled by an influx of new residents, often highly trained and educated, and the enduring character and determination of longtime residents. The increasing availability of money for entrepreneurial activity and investment is another significant factor.

The Strategic Plan presented here describes OSU-Cascades Campus’ response to these challenges and opportunities – a process of continuous development and improvement of indigenous educational, social, and workforce-related higher education resources for Central Oregon.

OSU-Cascades Campus

The OSU-Cascades Campus combines the strengths of Oregon State University, the state’s Land Grant institution and only high-intensity public research university, with the strengths of two major partners, the University of Oregon and Central Oregon Community College. Working together, these institutions provide a seamless program of undergraduate, graduate, and pre-professional education in Central Oregon.

OSU-Cascades draws students locally, regionally, and internationally. A branch campus of Oregon State University, OSU-Cascades offers fully accredited upper division (junior and senior year) and graduate programs in the liberal arts, the physical and life sciences, and targeted professional programs, leveraging the lower-division programs offered by Central Oregon Community College. Undergraduate, graduate and pre-professional degrees can be earned from Oregon State University and the University of Oregon.

In all its activities, OSU-Cascades seeks to respond to student aspirations and community and workforce needs. Educational programs at OSU-Cascades are highly collaborative, accessible, flexible, and easily transferable.
Vision, Mission and Values

Vision
The OSU-Cascades Campus will be the center for university-level educational opportunity in a high-quality learning environment and a major contributor to the region’s economic, cultural, and social vitality.

Mission
The OSU-Cascades Campus seeks to help residents of Central Oregon improve their lives, their careers, and their communities by offering high quality, affordable, and accessible university-level programs in disciplines locally identified as regional priorities.

Values
To achieve its mission and vision, the OSU-Cascades Campus is committed to:
• Providing students a solid grounding in the arts and sciences and fostering critical thinking, excellence in communication, creativity, and the capacity for leadership and lifelong learning;
• Modeling principles of equality, diversity, international awareness, community service, and ethical decision-making throughout the organization;
• Forging strategic partnerships that add value, reduce overhead and redundancy, and increase services and educational quality for students;
• Creating collaborative, mutually beneficial relationships with regional businesses, community organizations, school systems, and others.
• Providing opportunities for experiential learning, applied scholarship, and undergraduate research.
• Ensuring the highest possible level of educational affordability and accessibility for all students.

Strategic Goals
This strategic plan addresses three goals critical to the future of the OSU-Cascades Campus. These goals are:

Goal 1  Building academic excellence to support social and economic vitality in the Central Oregon region.
Goal 2  Enhancing the student experience and campus environment to increase opportunities for learning, personal growth, and service;
Goal 3  Securing resources to sustain and expand core and Signature academic programs identified as regional priorities.

These three strategic goals reflect Central Oregon’s specific circumstances, opportunities, and needs. These goals also align generally with Oregon State University’s Strategic Plan, promoting coherence and the efficient use of resources.
Strategic Goal 1: Academic Excellence

Objective: Expand and initiate signature programs to meet student demand and drive enrollment growth.

- Expand Outdoor Recreation Leadership and Tourism course offerings and support with additional faculty and program funds.
- Grow the nationally accredited Business degree program into a Signature program by Fall 2008.
- Coalesce and expand existing undergraduate and graduate Education programs into a Signature program by Fall 2008.
- Develop programs leading to a secondary education certification in Math and Science.
- Launch programs in the areas of Health Sciences, and Natural Resources and Sustainability, by 2010.

Objective: Increase program and degree offerings to support comprehensive growth.

- Advance program development and strengthen the partnership with the University of Oregon to make new degree programs available in Central Oregon, particularly in the Humanities, Social Sciences, and Sciences.
- Increase the level of proactive, coordinated academic and budget planning.
- Continue co-institutional alignment of OSU-Cascades Campus programs and offerings with the programs of Central Oregon Community College.

Objective: Ensure the quality of existing and new academic programs.

- Improve educational program planning and the articulation of courses and accredited programs among key partners to ensure seamless transfer, avoid redundancy, and improve student advising.
- Enhance the library collection and resources to support the expanding OSU-Cascades curriculum.
- Hire a core of tenured and tenure track faculty, balanced with professional (adjunct) faculty, to effectively deliver each degree program.
- Recruit additional faculty to meet growth in high-demand core disciplines, such as Psychology and Sociology, and in Signature programs including Education, Business, and Outdoor Recreation Leadership and Tourism.
- Establish an Honors Program by 2009.

Objective: Benchmark and evaluate progress and outcomes.

- Identify a set of comparable institutions of higher learning as peer institutions and generate benchmarking data and target goals for key performance metrics.
- Create a program of professional development for faculty to continuously improve student learning in all OSU-Cascades courses by June 2008.
- Enhance the use of technology for instruction, research, and community outreach.

Benchmark and evaluate progress with comparative institutions (2006–07 baseline year):
- University of Montana West
- University of Idaho–Coeur d’Alene
- University of Arizona South
- University of Washington–Bothell
- Washington State University–Vancouver

Metrics:
- Enrollment in signature programs
- Time to graduation
- Ratio of tenure-base faculty to total faculty
- Post-graduate Student satisfaction
Goal 2: Student Experience

Objective: Strengthen student services and create a compelling student engagement experience to complement the academic endeavors of students.

- Combine OSU-Cascades and Central Oregon Community College student service programs to increase opportunities, operational efficiency, and cost-savings.
- Create student engagement experience that integrates research, industrial internships, service learning, international exchange programs and other experiential experiences in students’ educational plans.
- Assess and develop recreational, intramural and club athletic opportunities for students.

Objective: Improve student retention and graduation rates.

- Plan improvements in student advising by drawing on baseline data regarding the effectiveness of the advising process.
- Create an integrated, centralized advising process for all students.
- Assess student and faculty satisfaction with the academic programs, library and other support services, and campus life.
- Initiate exit and follow-up analysis of student satisfaction and success.

Objective: Increase campus diversity and promote an appreciation for diversity.

- Complete a campus diversity plan encompassing intentional awareness and learning experiences.
- Appoint a diversity committee to implement and evaluate the plan.
- Increase participation in international exchange programs.

Objective: Provide for student health and well being.

- Develop an appropriate health insurance program to meet the needs of students.
- Explore options for student residential facilities.
- Provide career development, career services, and placement services.
Goal 3: Sustainability and Expansion

Objective: Develop a sustainable business model.

- Secure increased state funding through inclusion of OSU-Cascades in the Oregon University System small school funding framework and enrollment growth funding.
- Increase tuition income through a minimum of 7.5% annual growth in enrollment over the next five years.
- Maintain careful cost control.
- Continue to build alliances with regional legislators and legislative leadership.

Objective: Increase private support through the OSU Cascades Campus Foundation.

- Build a strong component of private giving through the Foundation.
- Raise $2 million to support two professorships in Signature programs.
- Build a $3.5 million scholarship endowment fund.
- Increase distributable scholarship funds by 10% annually.

Objective: Strengthen marketing, recruitment, and community partnerships.

- Enlist Admissions and Recruitment staff from Oregon State University and the University of Oregon to help increase enrollment.
- Engage University Advancement at Oregon State University to develop coordinated, effective marketing and communications strategies in support of enrollment growth and community awareness and appreciation.
- Execute partnership with EDCO, the regional economic development agency, to create a regional incubator to promote innovation.
- Establish partnerships with private sector groups to leverage resources for programs, facilities, research, and mentor relationships for students.
- Continue to collaborate with local K-20 initiative

Objective: Continue building essential infrastructure.

- Provide an additional 38,000-40,000 square feet of instructional space to accommodate current growth in enrollments and programs.

Metrics:

- State appropriated dollars per student FTE
- Annual giving and pledges per State appropriated dollar
- Educational (E&G) expenditures as percentage of total budget
Funding for Implementation

Achieving the goals of this Strategic Plan requires securing additional funding from multiple sources. These sources will necessarily include:

- State support at increased levels, reflecting the growth in programs and enrollment at OSU-Cascades;
- Tuition income commensurate with continued steady growth in enrollment and the availability of financial aid for qualified, deserving students;
- Federal and state funds targeted for specific programs and opportunities; and
- Philanthropic support from individuals, corporations, associations, and foundations to expand access, grow programs, enhance quality, and enlarge and improve facilities.

Current revenue and cost projections indicate that, over the near term, OSU-Cascades Campus can anticipate that 96.9% of needed resources will be provided by state support and tuition.

This level of funding provides the base for aggressive pursuit of additional private, corporate and government support. This additional funding is critical to the success of the Strategic Plan, and campus fundraising priorities align directly with the plan’s goals and aspirations.

The OSU Cascades Campus Foundation will lead the effort to secure the necessary philanthropic funding in conjunction with campus leadership and OSU Foundation staff.

Conclusion

The OSU-Cascades Campus was created in 2002 to be a leading-edge model for creating a community of learning for the region. The campus offers Central Oregon high quality, affordable, and relevant public higher education. It also provides signature programs in a unique living and learning environment that can attract students from around the world.

This Strategic Plan — and action plans drawn from it — will assist OSU-Cascades, its partner institutions, and its stakeholders in making this a powerful, sustainable, and excellent educational community responsive to the needs and aspirations of the people of Central Oregon.