A Strategic Plan for the 21st Century

Extended OSU to Lifelong Learners
Oregon State University is a comprehensive, public, Research University and a member of the Oregon University System. It is the state’s land, sea, space, and sun-grant institution, with programs and faculty located in every county of the state. OSU views the state of Oregon as its campus, and works in partnership with Oregon community colleges and other OUS institutions to provide access to educational programs. We benefit the people of Oregon and our global society by educating the leaders of tomorrow, extending the boundaries of knowledge, and meeting the needs of a diverse and complex world.

Vision

Oregon State University’s vision is to serve the people of Oregon as one of America’s Top 10 land grant universities.

Mission

Oregon State University aspires to stimulate a lasting attitude of inquiry, openness and social responsibility. To meet these aspirations, we are committed to providing excellent academic programs, educational experiences, and creative scholarship.

Integrated Themes

Oregon State University has strengths and potential in five multidisciplinary thematic areas. Those areas integrate the mission of teaching, research, and outreach that is our charge from the people of Oregon and are essential to becoming a Top 10 land grant institution. Accordingly, while OSU will progress in many areas, it will focus its academic resources and investments on five themes:

- Advancing the arts and sciences as the foundation for scientific discovery, social and cultural enhancement, and progress in the applied professions.
- Understanding the origin, dynamics, and sustainability of the Earth and its resources.
- Optimizing enterprise, innovation, and economic development.
- Realizing fundamental contributions in the life sciences and optimizing the health and well-being of the public.
- Managing natural resources that contribute to Oregon’s quality of life, and growing and sustaining natural resources-based industries.

Strategic Goals

- Provide outstanding academic programs that further strengthen our performance and pre-eminence in the five thematic areas.
- Provide an excellent teaching and learning environment and achieve student access, persistence and success through graduation and beyond that matches the best land grant universities in the country.
- Substantially increase revenues from private fundraising, partnerships, research grants, and technology transfers while strengthening our ability to more effectively invest and allocate resources.
Our graduates will be competitive with anyone, anywhere, not only in their chosen fields but also in their ability to think broadly, address complex problems, and adapt to diverse environments. Our faculty will be recognized worldwide for their teaching, scholarship, research, and outreach as well as their pursuit of academic and intellectual leadership and integrity. Our staff will excel in providing professional and support services.

Partnerships with elementary, secondary, and higher education as well as with government, business, and Oregon communities will add economic and social value for the people and communities of our state. The relevance and impact of our research and scholarship will be second to none. In today's high-technology global economy and fast-changing world, we will be an engine for economic growth and social progress in Oregon.

Becky List, 2003 OSU/Extended Campus graduate in Natural Resources.

Ms. List worked as an intern at Muir Woods Nat'l Monument near San Francisco while taking online classes to finish her degree.
Vision, Mission & Core Values
OSU Extended Campus

The Extended Campus (Ecampus) has specified strategic initiatives to focus the unit’s personnel, technological resources, services, and programs to assist OSU in achieving its goal of becoming one of the nation’s top 10 land grant universities. These strategic initiatives are derived from the priorities and directions established by Oregon State University and the complementary goals of Ecampus. While the core philosophies embodied in the Vision, Mission, and Goals statements included in this document will remain constant, the context within which they reside is dynamic and fluid. The strategic initiatives, therefore, are considered tactical and are to be revisited and evaluated on a continuing basis to ensure that they reflect the realities of our operating environment and remain responsive and competitive in focus.

Vision

Through leadership, service, and partnerships, Ecampus extends OSU’s programs of excellence to diverse learners of all ages.

Mission

The OSU Extended Campus provides institutional leadership to encourage professional and personal development by sharing the knowledge, expertise and resources of the university throughout the state, nation, and world. In contributing to the educational, civic, economic, environmental, social, and cultural foundations of society, the Extended Campus will help energize Oregon’s economy and improve the lives of all Oregonians.

Core Values

To achieve success for both students and the institution, Ecampus will base decisions and provide services and business operations in accordance with five core values:

- **Accountability.** Ecampus is a committed steward of the loyalty and goodwill of our alumni and friends and of the human, fiscal, and physical resources entrusted to us by the state of Oregon.
- **Diversity.** Ecampus recognizes that diversity and excellence go hand-in-hand, enhancing the teaching facilitated through programs, scholarship, and service as well as our ability to welcome, respect, and interact with other people.
- **Integrity.** Ecampus practices honesty, freedom, truth, and integrity in all that we do.
- **Respect.** We treat our colleagues and clients with respect, dignity and civility.
- **Social Responsibility.** Ecampus will participate in and provide programs that contribute to society’s intellectual, cultural, spiritual, and economic progress and well-being.

“The Extended Campus staff, regardless of their specific positions, really do take the phrase ‘student-oriented’ seriously. In addition, OSU Extended Campus is committed to assisting instructors in providing quality courses.”

Bob Ehrhart
Assistant Professor
Natural Resources
**GOAL I**

Focus available resources to reflect the Ecampus vision, mission, goals and objectives.

**Objective A.** All Ecampus units will have unit goals that are aligned with, and serve to meet, the overall Ecampus strategic goals.

*Strategic Indicators:*

- Each unit within Ecampus has a subset of specific unit goals under each appropriate Ecampus Strategic Goal.

**Objective B.** Ecampus will maintain, publish, and broadly distribute a strategic plan that is fully articulated with OSU’s strategic plan for the 21st century.

*Strategic Indicators:*

- Ecampus will publish and distribute print copies of the strategic plan to all OSU colleges, partnering departments, the Faculty Senate, central administration, and appropriate Higher Education State Board representatives, and other appropriate persons in the Oregon University System.

- Ecampus will post the organization’s 2004-2008 strategic plan on the OSU Extended Campus website <http://ecampus.oregonstate.edu>.

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“I really appreciate the enthusiasm and commitment of the students from all over the country or world – and the insightful questions posted by them on the course bulletin boards.”

Dawn Wright, Associate Professor Geosciences
Objective C. Ecampus will attain positive alignment between the Ecampus strategic plan and the greater OSU plan.

**Strategic Indicators:**
- Validation by the Faculty Senate DE Committee, Ecampus Advisory Committee, OSU President, University Cabinet, Provost, and Provost’s Council.

Objective D. Implement strategies for continuous improvement of Ecampus operations and programs by setting expectations for customer service and methods for gathering satisfaction data by 2004-2005. Customer satisfaction data will be gathered on a regular and ongoing basis (at least once each year) by all Ecampus units/programs directly serving students, departments, and other Ecampus constituents.

**Strategic Indicators:**
- 85% overall customer satisfaction rating will be achieved annually by all units directly serving students, departments, and other Ecampus constituents by 2007-2008.

Objective E. Continue to build a scalable service infrastructure and systems to provide high nationally accepted standards and best practices for electronically delivered instruction and student services.

**Strategic Indicators:**
- Number of Extended Campus student accounts active on OSU Portal Systems.
- Student services available to Extended Campus students via the Portals and telecommunication systems.
- Percentage of Extended Campus students indicating quality experience with Extended Campus online courses.
- Participation of OSU alumni in the Extended Campus credit or non-credit online professional development courses.

Objective F. Provide revenue and service incentives to academic units for expanding the course offerings, degrees, and certificate program options offered through OSU Extended Campus.

**Strategic Indicators:**
- Number of courses being developed and offered per term and per year.
- Number of faculty teaching distance delivered courses per term and per year.
- Number of SCH being produced by Ecampus courses per term and per year.
- Amount of revenue being returned to Colleges-Departments through the revenue sharing model per term and per year.

Objective G. Increase external funding for program inventory development, faculty development, infrastructure development, scholarships, and distance learning research to average of $1.5 million per year by 2006-2007.

**Strategic Indicators:**
- Private funding secured for development of selected distance delivered degrees developed collaboratively with Colleges-Departments.
- New gifts for scholarships for distance education students.
- Successful request for inclusion in the DOE financial aid project for distance education.
- Fundraising contacts made by dean with foundation development officer.
- New grants, licensing agreements and contracts

Objective H. Ecampus will work together with OSU Facilities Services, Campus Planning, to ensure that Ecampus is provided and maintains physical space and office/customer service facilities necessary to meet its required overall space allocations (as per data on room basis for actual assigned space and FTE assignments for each room occupied by Ecampus). Ecampus will work together with OSU Facilities Services to meet the OSU/OUS Facilities Standards and Guidelines for appropriate unit/business operations, confidentiality (closed office space), production, workrooms, and various office spaces.

“Distance learning allowed me to maintain a ‘life in progress’ while pursuing my academic and professional goals.”

Steve Dowlan
Ecampus graduate in Natural Resources
GOAL II
Provide the infrastructure, systems, personnel, and processes required to enable non-resident P-Lifelong learners to access OSU’s programs of excellence, any time, any place in the state of Oregon, the nation, and the world.

Objective A. Increase total annual Ecampus unduplicated headcount (i.e., enrollment) to 15,000 in credit programs by 2007-2008.

Strategic Indicators:
• Number of strategic partnerships with OSU departments for development of undergraduate and graduate degree programs that will produce the annual enrollment growth rates required to achieve the enrollment targets for 2007-2008.
• Established and operational strategic programmatic/business partnership with OSU Cascades Campus which mutually benefits both units and is dedicated to serving OSU students both on and off the Cascades campus.
• Number of headcount enrollments in distance courses (credit programs) annually.

Objective B. Have Ecampus enrollments by ethnicity meet or exceed the percentage of ethnic population for the state of Oregon by 2007-2008.

Strategic Indicators:
• Develop a comprehensive enrollment management plan aligned with campus that includes policies to encourage a diverse educational community.
• Number of ethnic enrollments in distance degree programs by 2007-2008: Native American 1.3% of the Oregon population, Asian/Pacific Islander 3.2%, African American 1.6%, and Hispanic 8.0% (total 15%).

Objective C. Have active dual enrollment pathways for distance degree seeking students with all seventeen Oregon community colleges by 2007-2008.

Strategic Indicators:
• Number of partnerships developed with Oregon community colleges to provide baccalaureate track degree programs

Objective D. Increase headcount enrollments of dual enrollment pathway students seeking bachelor’s degrees facilitated by Ecampus at a rate of 20% per year through 2007-2008.

Strategic Indicators:
• Number of Extended Campus students enrolled in OSU dual enrollment distance degree programs.
• Number of high school students enrolled through Extended Campus P-12 Outreach at OSU.

“I wanted to let Ecampus know what a wonderful experience my son had with Creative Writing 1. I really appreciated how the instructor not only provided students with new skills and insights, but she accomplished the most desirable outcome of all – she stimulated critical thinking!”

Ann Zweber
June, 2004
Objective E. Facilitate greater access for non-traditional students seeking baccalaureate and postgraduate degrees with Oregon State University by providing “OSU Access Grants & Scholarships.”

**Strategic Indicators:**

Objective F. Work together with the departments/colleges to raise average annual Student Credit Hour (SCH) enrollments by degree seeking students.

**Strategic Indicators:**
- Increase the average annual SCH per undergraduate degree seeking student to 12 SCH by 2007-2008.
- Increase the average annual SCH per graduate degree or certificate seeking student to 9 SCH by 2007-2008.
- Number of FTE per degree and/or certificate program track.

Objective G. Increase the total Summer Session and Inter-Session headcount enrollments to 10,000 by 2007-2008.

**Strategic Indicators:**
- Number of strategic partnerships with OSU departments necessary for development of courses and programs that will produce the annual enrollment growth rates required to achieve the enrollment targets for 2007-2008.

Objective H. Extend the OSU Summer Session programs to three new geographical areas within the state of Oregon (Portland Metro, Coast, and Southern Oregon) by 2007-2008.

**Strategic Indicators:**
- Establish Summer Session program presence in the Portland Metropolitan Area in 2005-2006.
- Establish Summer Session program presence on the Oregon Coast in 2005-2006.
- Number of strategic partnerships with OSU departments necessary for development of courses and programs that will produce the annual enrollment growth rates required to achieve the enrollment targets for 2007-2008.

Objective I. Develop and implement OSU Inter-Session programs that produce total headcount enrollments of 1000 in 2005-2006.

**Strategic Indicators:**
- Establish university approval and support to implement the OSU Inter-Session program.
- Establish and maintain a scalable infrastructure (including Banner support) to operate the program in 2004-2005.
- Number of strategic partnerships with OSU departments necessary for development of inter-session courses and programs that will produce the annual enrollment growth rates required to achieve the enrollment targets for 2007-2008.
- Number of students enrolled per inter-session and total annual headcount inter-sessions enrollments of 1000 in 2005-2006.

Objective J. Increase the pre-college enrollment in university lower division courses 500% from FY 2003-04 to FY 2006-07.

**Strategic Indicators:**
- Number of lower division courses offered to P-12 students with instructor support.
- Number of high school students completing OSU P-12 Outreach lower division courses.

“Last week my husband and I went to the American Center in Saigon. We searched through 3,500 institutions in the USA and Canada that offer online learning, and decided that Oregon State University offers the best range of options for me to improve my learning.”

Vuong Thi Minh Thanh
Ho Chi Minh City, Vietnam
June 2004
**Objective K.** Increase the Ecampus P-12 Program enrollment 500% from FY 2003-04 to FY 2006-07.

**Strategic Indicators:**
- Number of total annual headcount enrollments in P-12 courses/programs.
- Establish and maintain a “scalable” infrastructure.
- Number of courses offered for high school students.
- Number of courses offered for middle school students.
- Number of courses offered for elementary school students.
- Number of students completing P-12 courses.
- Number of students enrolling in consecutive semesters.

**Objective L.** Develop the OSU Ecampus P-12 Programs to offer unique and value-added courses that support student achievement, success, and matriculation to higher education.

**Strategic Indicators:**
- Number of matriculated students from the Ecampus P-12 Outreach Program into OSU as freshmen.

**Objective M.** Increase the number of OSU undergraduate programs available for non-traditional and non-residential learners to 6 in 2005-2006, 8 in 2006-2007, and 10 in 2007-2008.

**Strategic Indicators:**

**Objective N.** Increase the number of OSU postgraduate programs available for non-traditional and non-residential learners.

**Strategic Indicators:**

**GOAL III**
The OSU Extended Campus will sustain talented, knowledgeable faculty and staff and will work with departments and colleges to provide high quality courses and programs that support academic achievement and encourage student persistence (i.e., retention), inspire student learning and enthusiasm, engage people from every segment of society, and prepare individuals for lifelong learning, discovery, and success in the knowledge economy.

**Objective A.** Instructors for Ecampus courses will provide syllabi that contain specific learning outcomes and assessment measures for all activities and final grades. Syllabi for courses offered through Ecampus will be posted on the Internet for student reference. All courses that make up programs offered through Ecampus will meet the learning outcome and assessment measurement standards of the institutional accrediting agency.

**Strategic Indicators:**
- Student evaluation of teaching for Ecampus courses will be comparable to or higher than campus-based courses (questions #1 and #2 of Student Evaluation of Teaching).
- Learning outcomes and course assessment measures for all courses offered through Ecampus will meet the standards established by the Northwest Commission on Colleges and Universities.
- Learning outcomes and program assessment standards for all programs offered through Ecampus will meet the standards established by the Northwest Commission on Colleges and Universities.
- Students will complete Ecampus courses at a rate comparable to campus-based courses.

“...students participate in online discussions at their own time and place. Responses don’t have to be immediate. Rather, students can take the time to think about the issue at hand...Having a discussion over the period of several days can allow for more developed thinking than a 15 minute discussion.”

Becky Warner, Chair, Sociology Dept.
June, 2004
Objective B. Work together with the departments/colleges to raise overall student retention and completion ratio to 65% FY 2007-08.

**Strategic Indicators:**
- Percentage of increase in number of early declarations of major/degree for undergraduate degree completion students.
- Number of graduates from undergraduate distance degree and certificate programs.

Objective C. Encourage and support increased student-faculty interaction.

**Strategic Indicators:**
- Work together with the departments/colleges to create learning environments in online courses that maintain an average student to faculty FTE ratio of 20:1 by 2007-2008.

Objective D. Work together with the departments/colleges to improve undergraduate and postgraduate program satisfaction.

**Strategic Indicators:**
- As measured by an increase in the combined rating of “excellent” and “very good” on satisfaction surveys to 85% by distance students by 2007-2008.

Objective E. Develop the OSU Ecampus P-12 Programs to align with national and state standards offering high school and middle school curricula by 2005 and elementary enrichment curricula by 2007.

**Strategic Indicators:**
- Establish/adopt P-12 standards (curriculum, licensure, outcomes, and discipline) by 2004-2005.
- Attain Distance Education Accreditation by the Northwest Association of Schools and Colleges, Commission on Schools by 2004-2005.

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**Program Excellence**

**GOAL IV**

The OSU Extended Campus will contribute to the advancement of Oregon State University toward its goal of becoming one of the top ten land-grant institutions in the country.

**Objective A.** Establish a definable national and international reputation for leadership in development, delivery, and support of online and distance education by 2007-2008.

**Strategic Indicators:**
- Number of articles published in national and juried journals of extended and distance education.
- Number of presentations invited/presented at national, regional, international professional conferences of extended and distance education.
- Number and total amount of grant awards for online education course and infrastructure development.
- Growth in student enrollments in Ecampus programs.
- Number of consulting contracts or courtesy consults by Ecampus staff in online education infrastructure and course development and delivery.
- Number of regional, national, and international forums dedicated to distance and continuing education presented by the OSU Extended Campus.
Objective B. Establish a national and international reputation for leadership in research on the impact of new “distance” technologies on teaching, learning, access, and success by 2007-2008.

Strategic Indicators:
- Funding for establishment of the Western Center for Distance Education Research.
- Amount of grant funding to support research in distance education.
- Number of faculty conducting research in distance education.
- Number of consulting contracts for applications of Ecampus staff and Center expertise.
- Number of presentations at national and international professional meetings.
- Number of non-refereed and refereed journal articles accepted for publication.
- Number of new products transferred/licensed to private sector.

GOAL V
Ecampus will extend OSU’s academic programs of excellence by providing courses and programs in each area of the five multidisciplinary themes of the university to non-traditional and non-resident learners.

Five Multidisciplinary Themes:
1) Advancing the arts and sciences as the foundation for scientific discovery, social and cultural enhancement, and progress in the applied arts.
2) Understanding the origin, dynamics, and sustainability of the Earth and its resources.
3) Optimizing enterprise, innovation, and economic development.
4) Realizing fundamental contributions in the life sciences and optimizing the health and well-being of the public.
5) Managing natural resources that contribute to Oregon’s quality of life and growing and sustaining natural resources-based industries.

Objective A. Ensure that the distance degree and certificate programs offered through Ecampus are designed to meet or exceed accepted national standards of quality and best practice for electronically-delivered instruction by 2007-2008.

Strategic Indicators:
- As measured by an increase in the combined rating of “excellent” and “very good” on student satisfaction surveys to 85% by distance students by 2007-2008.
- Number of content and/or format revisions required for operational courses during academic year.

Objective B. Encourage the development of new courses and programs by providing ongoing training, support, and informational forums on the development of online courses for OSU faculty and staff.

Strategic Indicators:
- Number of faculty and other teaching and learning forums.
- 85% satisfactory rating from faculty who receive training and support in course development from Ecampus.

GOAL VI
Ecampus will be a part of the OSU engine for economic growth and social progress in Oregon.

Strategic Indicators:
• Number of Ecampus partnerships with local and state wide economic and workforce development agencies to provide responsive and value-added education and training that support recruitment of new job-creating businesses to Oregon and the expansion of existing job-creating businesses.
• Collaboration with all OSU colleges in facilitating lifelong learning offerings that support Oregonians staying abreast of changing economic conditions and emerging trends.
• Number of non-credit programs throughout the state of Oregon, and beyond, which meets the continuing education and training needs of business, industry, government, organizations, and professionals, obtaining an increase in net revenue annually.
• Development of new public programs (workshops, seminars, courses, certificates, exam preps, symposiums, conferences, etc.) annually to help prepare participants for new careers, retrain for alternative careers, acquire new knowledge, maintain currency within their field, qualify for promotion, or satisfy mandated certification/recertification requirements.
• Development of new contract programs annually, as requested by customers or indicated by current research.
• Expansion of program delivery formats utilizing telecommunications or on-line applications.
• Number of annual transactions/enrollments for non-credit programs.
• Number of training and development contracts in place with Portland metropolitan area high-tech and engineering clients.
• Number of training and development contracts in place throughout the state or Oregon in critical areas of economic development (e.g., healthcare, biotechnology, security, information technology).
• Number of training and development contracts in place with other Portland metropolitan area business and industry clients.
• Number of individual client transactions in non-credit programs in Portland metropolitan area for health care clients.
• Amount of revenue generated from Portland metropolitan area non-credit programs.


Strategic Indicators:
• Number of individuals who enroll in online non-credit professional development courses.
Administrative Team Commitment

We, the undersigned, serve as the leadership team for the Extended Campus. We concur with the Strategic Plan outlined in this document and the objectives defined for accomplishing our goals. We commit ourselves to the responsibility of ensuring that the efforts of the Extended Campus staff and the allocation of its resources are directed toward achieving these goals. We pledge our mutual support to one another, to the staff of the Extended Campus, to the University community and the University’s reputation, and to internal and external constituents we serve in the implementation of this Strategic Plan.

William T. McCaughan, Dean

Mark Merickel, Associate Dean

Sarah Williams, Assistant to the Dean

Carol Babcock, Director, Business Services

Martin Barry, Director, Summer and Inter-Sessions

Rick Eckel, Director, Project Development and Training

Paula Minear, Director, Department and Student Services

David Oatman, Director, Outreach Programs and Workforce Development

Lisa Templeton, Director, Marketing and Communications