OUR MISSION
As a land grant institution, Oregon State University promotes economic, social, cultural and environmental progress for the people of Oregon, the nation and the world...particularly in three signature areas:

- Advancing the Science of Sustainable Earth Ecosystems
- Improving Human Health and Wellness
- Promoting Economic Growth and Social Progress

OUR VISION
To best serve the people of Oregon, Oregon State University will be among the Top 10 land grant institutions in America.

15 YEARS OF UNIVERSITY-LEVEL STRATEGIC PLANNING

Good Academic Budgeting
Think:

Organization | Strategy | Resources
STRATEGY
A VALID DIAGNOSIS

of a challenge or opportunity…
which reduces complexity and…
provides an explanation and identifies a domain of action

GUIDING POLICIES

to channel actions

SPECIFIC ACTIONS

that are coherent…
and consistent and coordinated

Source: Rumelt, Good Strategy/Bad Strategy
Disruptors

College going rates static without substantial new investment and effort

Enrollment growth is slowing broadly in the US, but is regionally and demographically diverse

Distrust of the public of the economics of higher education is growing

Higher education is becoming a transactional, commodity good

Digitization and big data are creating unprecedented opportunity

Family recognition of the value of a college education

Real and perceived inability to meet costs

Anger and frustration at higher education sector

Uncertainty about whether higher education is a net positive for society
Implications

Less enrollment stability
Rising price sensitivity
More pricing experimentation
Rising demand for accountability and value
Less enrollment predictability
Greater dependence on borrowing

Increased legislative micro-management
Rising pressure for solutions led by corporate sector
Need to resist pressure to exacerbate commoditization trends—becoming similar
Need to be different
Need to yield demonstrable value and communicate it
Challenges

• Three “Healthies”: Healthy planet, healthy people, healthy economy
• Six crises
  – Environmental degradation
  – Wellness disparity
  – Economic divide
  – Racial/social inequity
  – Devaluation of knowledge
  – Access to education
STRATEGY = STORY
RESOURCES
Think:

Organization | Strategy | Resources

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