

OSU

Oregon State
UNIVERSITY

Outreach and Engagement Strategic Plan

Version 2

Submitted by

Outreach & Engagement Steering Committee

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Imperative for Change

The Academy is at risk.

We need to act decisively now in order to be relevant to society. For OSU to continue to be a major player in higher education in Oregon and beyond, we must change and adapt to the increasingly competitive knowledge and information marketplace. After nearly 100 years as a sole source information and education provider, the education and information marketplace has become crowded with competitors. OSU has an existing mandate and growing expectation to serve the needs of people.

The competitive advantage of a Land-Grant institution is the ability to translate the needs of the people into the research and educational agenda. Outreach and engagement is the mechanism that helps make research and teaching relevant and competitive.

In a world where students and learners can now “build their own” degrees or educational opportunities online from many educational sources, OSU must change and adapt or be left behind. Technology and subsequent changes in learner expectations have combined to change the educational environment to a global market. People seeking educational opportunities are overwhelmed with choices based on cost, availability, quality and identity, in a world where for-profit and other educational providers have targeted our traditional higher education customers and students.

To be successful, OSU must build on its historical strengths and invest in new learning opportunities that attract and provide access to new and expanding audiences—from traditional to urban to international. Applying our intellectual capital and expertise to social, economic, and environmental problems that matter to the public is a value we provide to residents of our state and beyond. Expanding outreach and engagement improves the University’s ability at solving multi-dimensional problems. It enhances our ability to take on two or three issues that can be solved better together than addressing each separately. We solve real problems for real people.

The potential for new partnerships that share our mandate for improving the social, economic, and environmental quality of life is enormous. These partnerships provide a foundation for the creation and expansion of research and educational opportunities for communities, businesses,

families, and individuals. Leveraging and developing resources through expanded partnerships will fuel our competitive success to provide programs and services.

OSU's commitment to outreach and engagement deepens our ability to serve the population of the state and beyond. University viability is dependent on success.

Strengths

History and Experience

For more than 100 years, OSU has provided educational programs and activities that respond to the needs of the people of Oregon and the world. OSU faculty and staff in Extension, Extended Campus, and throughout the university have the dedication, experience and expertise to continue to achieve success in outreach and engagement.

Building on Success

Current programs in Extended Campus—with a national reputation for developing and delivering quality online academic programs—and in Extension—also with a national recognition for effectiveness—are invaluable foundations on which to expand OSU outreach and engagement efforts. The Extension County Offices, Branch Stations of the Agricultural Experiment Station, and partnerships like those we have in Oregon's public school districts provide a tremendous connection to the people of this State.

Local Knowledge

OSU representatives and research facilities are located throughout the state and provide in-depth understanding of local conditions and opportunities necessary for effective outreach and engagement. Extension programs assist in the educational development of our youth, promote responsible natural resource management, and foster local economic development

Research and Technical Innovation

As a Carnegie class 1 research university, OSU is a world leader in the discovery of new knowledge across a broad spectrum of areas. The entire institution is committed to offering this breadth of knowledge through current and future outreach and engagement programs. We have a tremendous advantage here because of our tradition of connecting our research to the needs of society. The rankings of our faculty in areas like ecology, conservation biology, geosciences,

forestry, and agriculture come from a rich mix of scholars working on laboratory benches and in Oregon's communities.

Partnerships and Relationships

We have a tradition of forging strong, collaborative relationships with external groups. These include decision-makers, businesses, professionals, entrepreneurs, self-employed small business people, and educators. These relationships range from providing educational programs, being a source of research based information, to spinning off high tech businesses based on technology developed by OSU researchers.

Location

Oregon is both a rural and urban state with a remarkably diverse physical environment. The state is part of the greater Northwest region as well as the Pacific Rim. There are social, economic, and environmental implications and benefits for research and education because of our physical location. Oregon provides a unique laboratory for creating models of effective outreach and engagement that address different kinds of communities and different kinds of issues.

Challenges

Demonstrating Value and Obtaining Funding

State and federal support will continue to be limited forcing OSU to rely increasingly on private support. Continued internal competition for resources with research and teaching will impact efforts at prioritization and opportunities for collaboration. Demands for accountability from both taxpayer and corporate funding sources will have to be met through carefully documenting the value that outreach and engagement activities and programs provide. The political and economic position of our traditional stakeholders is changing. There is as well increased competition for resources among competing priorities---public safety, health, K-12 education, and higher education at the state level, and teaching, research, and outreach at the local level

Complexity of Issues

Although it is essential for OSU to remain a research leader in the five multidisciplinary thematic areas integral to its mission, this is not a sufficient response to the increasingly complex issues that must be confronted. Rapidly changing technology is a helpful tool but maintaining our

technical expertise will continue to be difficult. It will be challenging to provide easily accessible information to private and public interests in order to address current and future societal problems. All of the research we do will have to consider the human and social dimensions of the problems we seek to solve.

Tradition and Inertia

One hundred years of history is a two-edged sword, providing the historical context but also a long-standing tradition that is hard to overcome. The challenge is to preserve what we have done so well while evolving to meet new societal and audience expectations.

Societal Forces

Political dynamics in the state and nation are changing rapidly. Rapid demographic and economic changes in communities and numerous career changes for individuals create an ever increasing and shifting demand for education. Many prospective learners cannot leave their jobs and homes for the traditional campus experience. Rather, they require and expect that technology bring education to them. Thus, the challenge is to develop advocates for resources for OSU among these shifting allegiances and political allies.

Increasing Competition

The dynamic marketplace for online and continuing education has attracted private corporate entities that are in direct competition with traditional institutions of higher education within Oregon and around the world. OSU must respond aggressively and expand its online presence or lose this opportunity to other state and private institutions.

Internal Support

Scholarship and educational efforts need to be shaped by community and learner needs. The OSU reward system doesn't adequately recognize those involved in outreach and engagement efforts. The reward system needs to be modified to provide support and encouragement for faculty and staff involved in outreach and engagement. OSU must commit to making outreach and engagement a University priority. In order to do this the culture of the institution must change.

Mission

OSU MISSION

***OREGON STATE UNIVERSITY** serves the people of Oregon, the nation, and the world through discovery, learning, and engagement.*

Oregon State outreach and engagement provides access to learning opportunities, knowledge and information throughout the world.

The University is committed to providing access and educational opportunities to minorities and to challenged and disadvantaged learners and information seekers.

Oregon State has an inherent commitment to provide a comprehensive array of high-quality educational programs that address societal needs. The University encourages students, both on and off campus, to develop an enriched awareness of themselves and their global environment.

Through research, **Oregon State** extends the frontiers of knowledge in the sciences, liberal arts, and in all aspects of natural, human, and economic resources. **Oregon State** contributes to the intellectual development and the economic and technological advancement of humankind.

As a Land Grant, Sea Grant, Space Grant and Sun Grant university, **Oregon State** has a special responsibility for education and research enabling the people of Oregon and the world to develop, utilize and conserve human, land, atmospheric, and oceanic resources..

Vision

OSU's success in outreach and engagement has measurably improved the economic, social, and environmental well-being of Oregon and beyond. University leadership is deeply committed to outreach and engagement as the unique niche of the land-grant institution. We create models and practices of outreach and engagement that are adopted by other institutions of higher education. Outreach and engagement strengthens the research and teaching functions of the University by making higher education directly relevant to the lives of the people it serves.

Outreach and engagement helps shape our research agenda and research outcomes; increases access to compelling learning experiences that are available anytime and anyplace; and is responsive to the changing needs of current and future learners. We work collaboratively with individuals, families, businesses, and communities in mutually beneficial and reciprocal

partnerships. OSU outreach and engagement programs reflect the diversity of our communities and individuals.

The Division of Outreach and Engagement is an agent for institutional change. It leads, supports, and encourages entrepreneurial activities, including the development and delivery of learning systems and technologies. The Division increases access to innovative and relevant University expertise, and promotes scholarship derived from and leading to university-community partnerships. The Division is an advocate for the integration of outreach and engagement in all sectors of the institution.

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Strategic Goal 1

Provide access to innovative and relevant educational programs for lifelong learning and access to intellectual resources that meet the broad range of needs for individuals, organizations and communities.

Building on existing strengths and expertise that have earned the university national and international stature, OSU responds to the rapidly changing needs of society within a very competitive environment by creating and providing access to innovative and relevant courses, programs, intellectual resources, and information that meet a broad range of individual, organizational and societal needs. Through the use of new and emerging technologies, OSU will provide learners with affordable educational opportunities that can be accessed where, when and how they want them. The university will offer an ever-increasing spectrum of credit and non-credit programs in response to the broad range of needs for lifelong learning in Oregon and beyond. OSU will increase access to our knowledge, people and presence to add value to stakeholders by providing critical information and intellectual resources that address local and national issues.

Strategies

- Identify and reach new audiences that include community decision-makers, corporate managers, professionals seeking education opportunities, and disadvantaged audiences by expanding access to university programs and information.
- Develop new extended education programs and expand on line degree program offerings
- Create an easy to use web based system to access OSU's knowledge base
- Increase use of appropriate emerging technologies to facilitate learning and communication.
- Create a new and more inclusive front door to the university by expanding the capability and awareness of our presence in every county.
- Achieve national and international recognition for OSU's increased scope and quality of Outreach & Engagement programming.

Measures of OSU Success

- Increase the number of students and lifelong learners enrolling in Outreach & Engagement courses and programs.

- Increase the number of people accessing OSU generated information and areas of expertise and their satisfaction with the quality and ease of access to OSU resources.
- Expand the number of OSU Extended Campus courses/programs and educational opportunities offered to meet the market needs, provide greater access and to take advantage of high impact opportunities.
- Expand and update web access to OSU educational programs and university generated information in up-to-date formats using technology that addresses the interests of information seekers, as evidenced by increased access.
- Increase the number and scope of media stories featuring OSU, outreach and engagement successes and impacts.

Role of the Outreach and Engagement Division

- Increase and expand the availability and scope of credit and non-credit courses and educational programs provided by Extended Campus and OSU Extension Service.
- Coordinate access to OSU programs and intellectual resources through the work of the Outreach and Engagement Council.
- Take a leadership role in coordinating a coherent and unified web based system for accessing the OSU knowledge base.
- Support OSU colleges, departments and units in developing online learning opportunities including degree programs, credit courses, specialized certificates and workforce development opportunities.
- Increase through the media, attention and notation of expanding outreach and engagement activity at OSU.

Strategic Goal 2

Create and expand mutually beneficial and responsive partnerships that enhance the social, economic and environmental well being of individuals, organizations, and communities.

Partnerships are the essence of OSU engagement. Partnerships strengthen the University by providing a reciprocal flow of information, insight, and resources, enabling OSU to participate in the collaborative solution to pressing societal problems. Priority in partnership development goes to those interested in mutually beneficial efforts and who share OSU's vision of outreach. Partnerships increase university effectiveness by leveraging resources. OSU's philosophy for partnership and collaborative work includes listening, respect for all involved, flexibility, responsiveness, and a belief in the value of people and ideas.

Strategies

- Build partnerships that address the pressing economic, social and environmental needs of Oregon.
- Identify strategic partners that enhance competitiveness, leverage existing resources and create new resources. These partnerships include but are not limited to communities, P-12, community colleges, other universities, and businesses (profit and non-profit.).
- Create mutually beneficial and reciprocal international partnerships in OSU priority areas.
- Catalogue existing OSU partnerships to use as a basis for expanding outreach and engagement opportunities.
- Highlight successful partnerships to create a tool kit for building mutually beneficial partnerships – approaches, processes, and expectations.
- Integrate and coordinate OSU (preschool through 12th grade) P-12 outreach efforts from across the University.

Measures of OSU Success

- Demonstrated improvement in the lives and well-being of OSU partners and their constituents
- Increased number of OSU partners, especially those that deliver strategic value that enhances OSU's competitiveness

- Percentage of OSU faculty and staff actively involved in reciprocal partnerships that show measurable advantage and value
- Documented learning from partners that drives OSU knowledge creation
- Increased public awareness of OSU programs that results from reciprocal partnerships
- Increased number of internal collaborations that lead to measurable economic, social and environmental benefit

Role of the Outreach and Engagement Division

- Define, identify, and promote outreach and engagement partnerships actively within OSU and throughout the state.
- Create a university clearinghouse as a resource for partnerships that documents best practices, provides models for partnership agreements, and identifies available resources.
- Provide professional development training for faculty, staff and external constituents as a basis for building effective partnerships.
- Build a partnership knowledge base that documents ongoing partnership projects, measures of success and impacts.
- Recognize successful partnerships through a coordinated university annual partnership awards program.

Strategic Goal 3

Broaden the scope of research and scholarship that emerges from and contributes to effective outreach and engagement.

OSU researchers contribute to economic, social, and environmental well-being by connecting research to issues identified by stakeholders. As part of OSU's land-grant tradition, outreach and engagement informs the research agenda. In many cases, new research opportunities emerge from the interaction between OSU researchers and the people they serve. Historically, such effective research and outreach has been exemplified and championed by the OSU Extension Service, Agriculture Experiment Stations and Forest Research Lab. All units of OSU are encouraged to take advantage of similar research opportunities as they interact with partners.

As OSU moves toward its goal of being a fully engaged university, researchers learn more about the practice of working with stakeholders. This learning will be communicated through the same processes as other scholarly endeavors. The resulting scholarship of outreach and engagement must be equally valued by university promotion and reward systems. Such scholarship improves professional practice which benefits communities served by OSU.

Strategies:

- Increase capacity to measure ongoing societal trends and needs in order to identify new research opportunities that add value to people and communities served.
- Create and support a community of scholars interested in researching outreach and engagement topics and impacts.
- Develop tools to measure the degree to which the scope of research related to outreach and engagement has increased.
- Establish a grant program from funds provided by the Vice-Provost of Outreach and Engagement to foster outreach projects that include members from these groups: OSU residential faculty, OSU students, OSU Extension and Extended Campus faculty, and community members.

Measures of OSU Success

- Within two years, the total amount of grants with a focus on outreach and engagement will increase by established measurable percentage.
- Within two years, the total number of publications focused on outreach and engagement will increase by established measurable percentage.
- Within five years, the number of units with research programs that include a formal outreach and engagement component will increase by 25%.

Role of the Outreach and Engagement Division

- Conduct an annual statewide survey of societal trends and expectations which is made available to university community to guide creation of sponsored programs and new research initiatives.
- Convene faculty and staff members to promote scholarship activities related outreach and engagement.

Strategic Goal 4

Integrate Outreach and Engagement throughout the university with expected outcomes from each college, department and unit.

Outreach and Engagement at OSU must be integrated across the university and be an expected responsibility of each college, department and unit. While traditionally the responsibility of OSU Extension Service and Extended Campus, outreach and engagement is much more. The division of Outreach and Engagement enhances this integration in ways that support and provide value to new and on-going outreach partnerships and efforts. Responsibility for effective outreach and engagement starts with the executive leadership of the university and must permeate the structure at each level.—president, provost, vice presidents, deans, department heads, faculty and staff.

Strategies

- Elevate senior leadership attention and support for outreach and engagement activities.
- Implement selected strategies recommended by the President’s Commission for Outreach and Engagement .
- Make necessary investments and lead organizational change in order to achieve Carnegie classification for curricular engagement and outreach and partnership within three years.

Measures of OSU Success

- Achievement of the Carnegie classification in (1) Curricular Engagement and (2) Outreach & Partnerships within three years (see information on Carnegie classification at: <http://www.carnegiefoundation.org/classifications/index.asp?key=1213>)
- Outreach and Engagement capabilities and achievements are readily referenced and accessed by the public
- Curricular engagement increases to include a majority of the undergraduate students (measured by student participation in service-learning, internships, international experiences, and community endeavors)
- Outside fund-raising for outreach efforts increases

- Identifiable increase in internal collaborations among University units that lead to outreach successes
- Each college strategic plan identifies strategy goals that will lead to outreach successes
- Development of new and ongoing outreach programs is demonstrably linked to input from communities, businesses, families and individuals

Role of the Outreach and Engagement Division

- Data collection and documentation of outreach and engagement activities of the university (required information to document application for Carnegie classification)
- Creation of a public interface for OSU Outreach and Engagement, to document outreach and engagement endeavors and to serve as the gateway to OSU for the communities (in conjunction with other units like the OSU Libraries, University Enhancement).

Strategic Goal 5

Create a widely shared organizational culture that encourages, promotes and rewards outreach and engagement activities of faculty and staff.

Faculty and staff need assurance that their efforts in the area of outreach and engagement will be valued by administration and colleagues as highly as the other land-grant missions of teaching and research. Change in the organizational culture at OSU must be influenced by university leaders and policy makers as well as through the aggregated efforts of individual faculty and staff. Faculty efforts at outreach and engagement should be rewarded and celebrated internally (department, college, university) and externally (media, alumni, etc.), including merit increases and promotion/tenure reviews. The contribution of outreach and engagement to teaching and research should be communicated in our external relations materials, but should also be advertised internally, to institutionalize this aspect of the university's work.

Strategies

- Ensure that the reward and recognition system acknowledges and rewards contributions made in on-line teaching and other outreach and engagement activities.
- Identify barriers in all units and make transparent to all units the processes used to reward faculty participation in on-line teaching and other outreach and engagement activities.
- Promote outreach and engagement activities by the President, Provost, and university leadership as a top university priority.
- Include outreach and engagement activities in all annual planning processes at the university, college, department and unit levels.
- Include a dedicated section on university outreach and engagement activities in all annual reports (including President's, Provost's, Colleges', and Divisions' reports).
- Adjust the Promotion and Tenure Guidelines to appropriately recognize outreach and engagement activities and scholarship.
- Modify new and existing position descriptions and academic appointments to reflect appropriate expectations for outreach and engagement.
- Determine and sponsor opportunities for students to be involved in recognized outreach and engagement activities.

Measures of OSU Success

- Increase the number of outreach/engagement activities by a measurable percentage on successful tenure and promotion files in the next five years
- Increase the number of students involved in recognized outreach and engagement activities, especially those integrated with teaching and research
- Increase the number of new and revised position descriptions that indicate outreach and engagement as a measurable percentage of position responsibilities and activities
- Increase the number of and value of official awards within colleges and the university recognizing outreach and engagement excellence

Role of the Outreach and Engagement Division

- Benchmark OSU among nationally recognized universities for outreach and engagement activities, including promotion and tenure and rewards comparisons.
- Create a framework to help promote, reward and focus college and program level expectations for outreach and engagement.
- Provide examples of Position Descriptions and other methods for incorporating outreach and engagement into the university effort.
- Build bridges between outside partners and constituents into the OSU reward and recognition system based on external customer value.

Strategic Goal 6

Expand and increase the financial and human resources that enable success in outreach and engagement across the University.

Successful strategies for supporting a fully engaged university will demand different fiscal strategies than have been used in the past. A vibrant program in outreach and engagement depends upon talented and committed people. Finding, keeping, and supporting these individuals require a solid financial foundation. Support for people and programs will be built on a core of funding from the State of Oregon, augmented by support from partners and participants in our programs. Market-based strategies that create investments in outreach and engagement at OSU because of their value need to be developed. Private funds, fee-based programs, and long-term public partnerships will be a more significant part of the outreach and engagement financial model in the future. The long-term success of outreach and engagement activities will not come simply by redistribution of existing resources, but by identification of new resources and the development of new audiences for programs. Programs will be built on the solid foundation that Extension and its partners across campus have established over the years.

Strategies

- Develop an outreach and engagement plan for private fundraising within the Campaign for OSU to increase financial support for faculty positions and program support dedicated to Outreach and Engagement.
- Complete a comprehensive review of models for fee-based outreach and engagement services nationally and develop a financial model that demonstrates the value of investments in OSU outreach and engagement services.
- Develop a long-term financial model for outreach and engagement at OSU that includes support of more diverse programs and units and that is less reliant on state funds.
- Complete a comprehensive staffing plan that identifies required shifts and/or additions of staff to meet the directions defined in this plan. Diversify staff to reflect communities served.
- Expand financial support for Outreach and Engagement beyond traditional stakeholder and constituent groups.

Measures of OSU Success

- New sources of revenue to support Outreach and Engagement activities that result from

private giving, new financial models, support from non traditional constituent groups, and granting organizations

- Within the next year, completion of a comprehensive staffing and financial management plan for outreach and engagement activities
- Within three years a measurable percentage increase in the non-state funds supporting outreach and engagement activities at OSU

Role of the Outreach and Engagement Division

- For faculty and staff on and off campus, sponsor and support professional development opportunities related to effective outreach and engagement practices.
- Division leadership will work with OSU Foundation and potential donors to increase funds available for outreach and engagement activities.
- Create a comprehensive staffing and financial plan for outreach and engagement activities at OSU.
- Identify sources of grant funding from government agencies and private foundations specifically dedicated to outreach and engagement activities.
- Support and track the efforts of colleges, departments, and units in submitting proposals and obtaining funding related to outreach and engagement activities.
- Track “soft” research money obtained through outreach and engagement activities.
- Work with partners and constituent groups in defining new revenue and business models that reflect the value of services provided by OSU outreach and engagement activities.