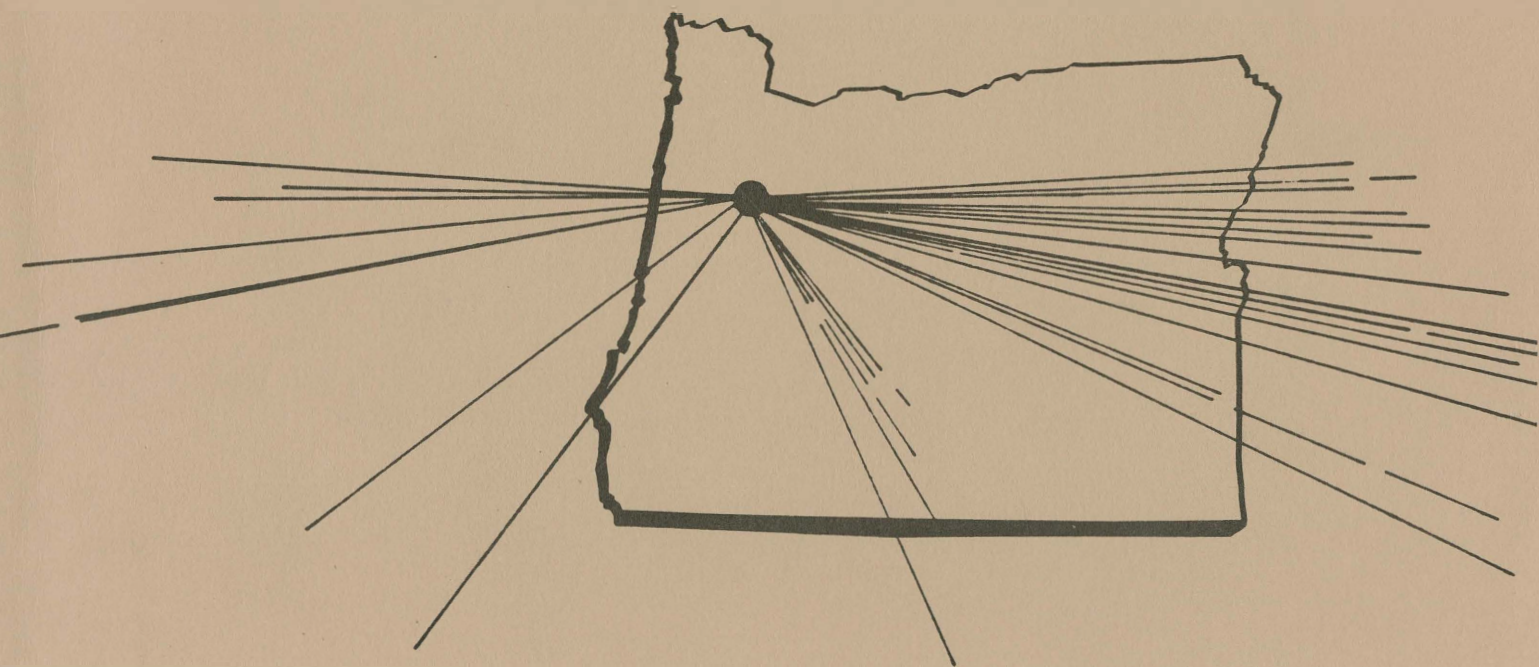

Oregon State University



Oregon State University

Presentation

by

President John V. Byrne

to

Governor Neil Goldschmidt



Revised Edition

21 January 1988

President's Office
Oregon State University
Corvallis, OR 97331
(503) 754-4133



Revised Edition
21 January 1988

TABLE OF CONTENTS

PERSPECTIVES ON OSU

Selected Statistics	4
OSU's Colleges and Schools	5
Selected College Highlights	
Science	6
Liberal Arts	8
Business	10
Agricultural Sciences	12
Forestry	14
Engineering	16
Home Economics	18
Health and Physical Education	20
Pharmacy	22
Education	24
Veterinary Medicine	26
Oceanography	28
Research Organizations and Facilities	30
Experiment Station and Extension	
Service Office Locations	31
OSU Overseas Operations	32
National/International Accomplishments	33

FACTS ABOUT OSU

Enrollment	
Fall Term 1977-78 to 1986-87	35
Enrollment by Level 1977-78 to 1986-87	36
Enrollment Change by College	37
College Enrollment Trends	
Science	38
Liberal Arts	39
Business	40
Agricultural Sciences	41
Forestry	42
Engineering	43
Home Economics	44
Health and Physical Education	45
Pharmacy	46
Education	47
Veterinary Medicine	48
Oceanography	49
Graduate Enrollment by College	50
Foreign Student Enrollments	51
Academic Staff	
Academic Staff FTE 1980-81 to 1986-87	52
Academic Staff Supported by Grants and Contracts	53
Student/Faculty Ratio	54
Tuition Changes 1975-76 to 1987-88	55

TABLE OF CONTENTS

Faculty Salaries	
Purchasing Power in 1967	
Dollars of Full Professor's Salaries	56
Ranking of Salaries of Full Professors	57
Faculty Salaries in PAC-10	58
Buildings	
Age of Buildings	59
Map of OSU Campus	64
Deferred Maintenance Needs	65
Research and Grants	
Fact Sheet	66
Summary of Grants On An Annual Basis	68
Grant Monies Received By	
Comparable Institutions	69
Grant Funds by College 1986-87	70
Sources of Grant Funds August 1987	71
Grants in Special Areas	72

THE OSU BUDGET AND PLANNING PROCESS

Strategies for the Future	73
Goals for Fostering Human Development	74
Goals for Creating Knowledge and Beauty	75
Goals for Assisting the Economic and	
Social Development of Oregon	75
Goals for Establishing an	
Environment for Success	76
Planning Assumptions for the	
External Environment	77
Planning Assumptions for	
the Internal Environment	79
Major Funding Issues for 1987-88	81
Budget	
Operating Dollar: Where it Came From	82
Operating Dollar: Services Provided	83
Operating Dollar: How it Was Used	84
1987-88 Budget Process	85
Priorities for 1987-88	86
1987-88 Funding Decisions	87

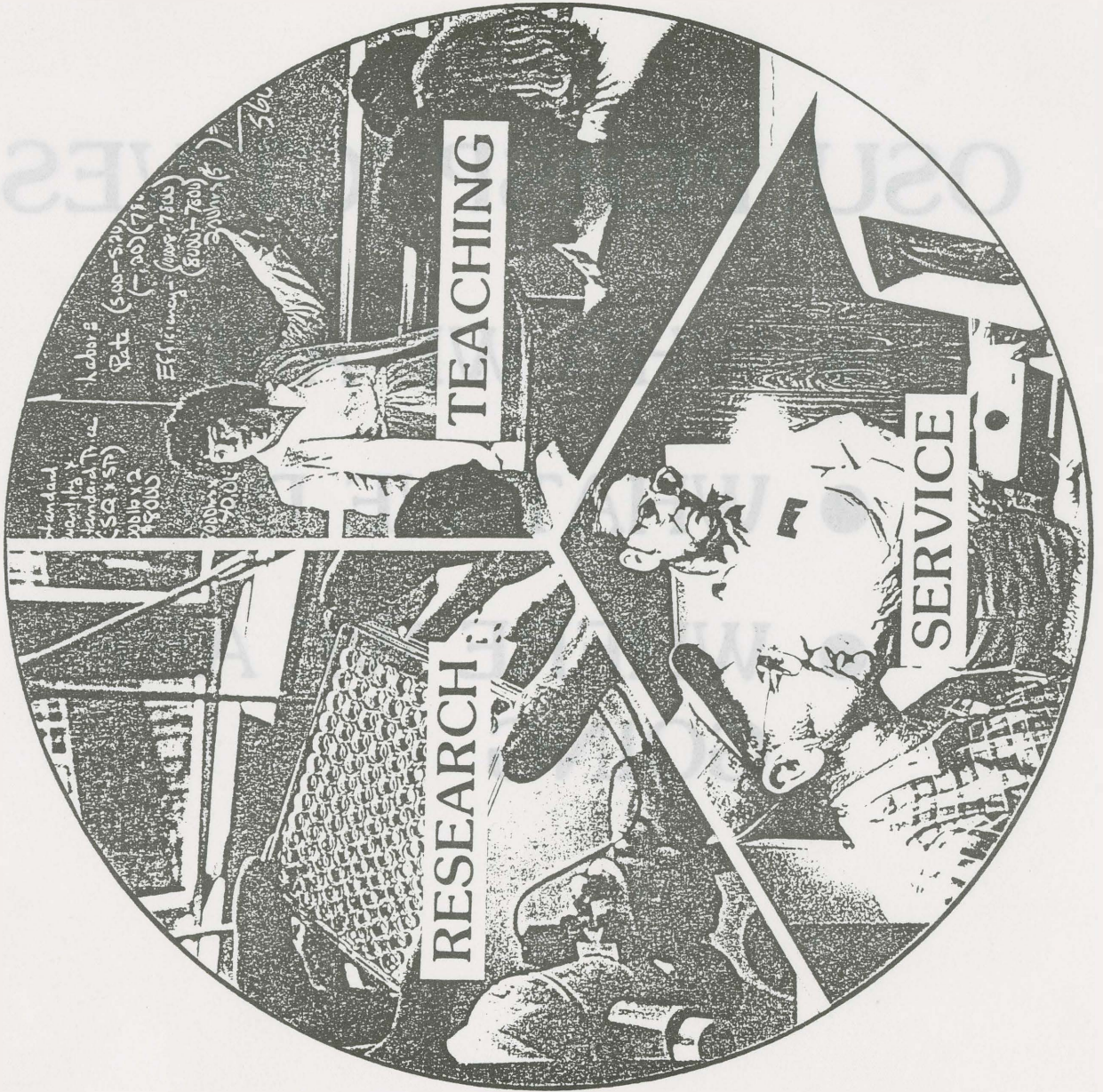
Perspectives on OSU

The background features a large, faded circular seal of Oregon State University. The seal is divided into four quadrants by a cross. The top quadrant shows a plow, the bottom a sheaf of wheat, the left a book, and the right a ship. The words 'SEBAICE', 'LCHIE', 'BESEABOCH', and 'MISSION' are visible in the quadrants. The text 'OSU' is at the top and 'U.S.O.' is at the bottom of the seal.

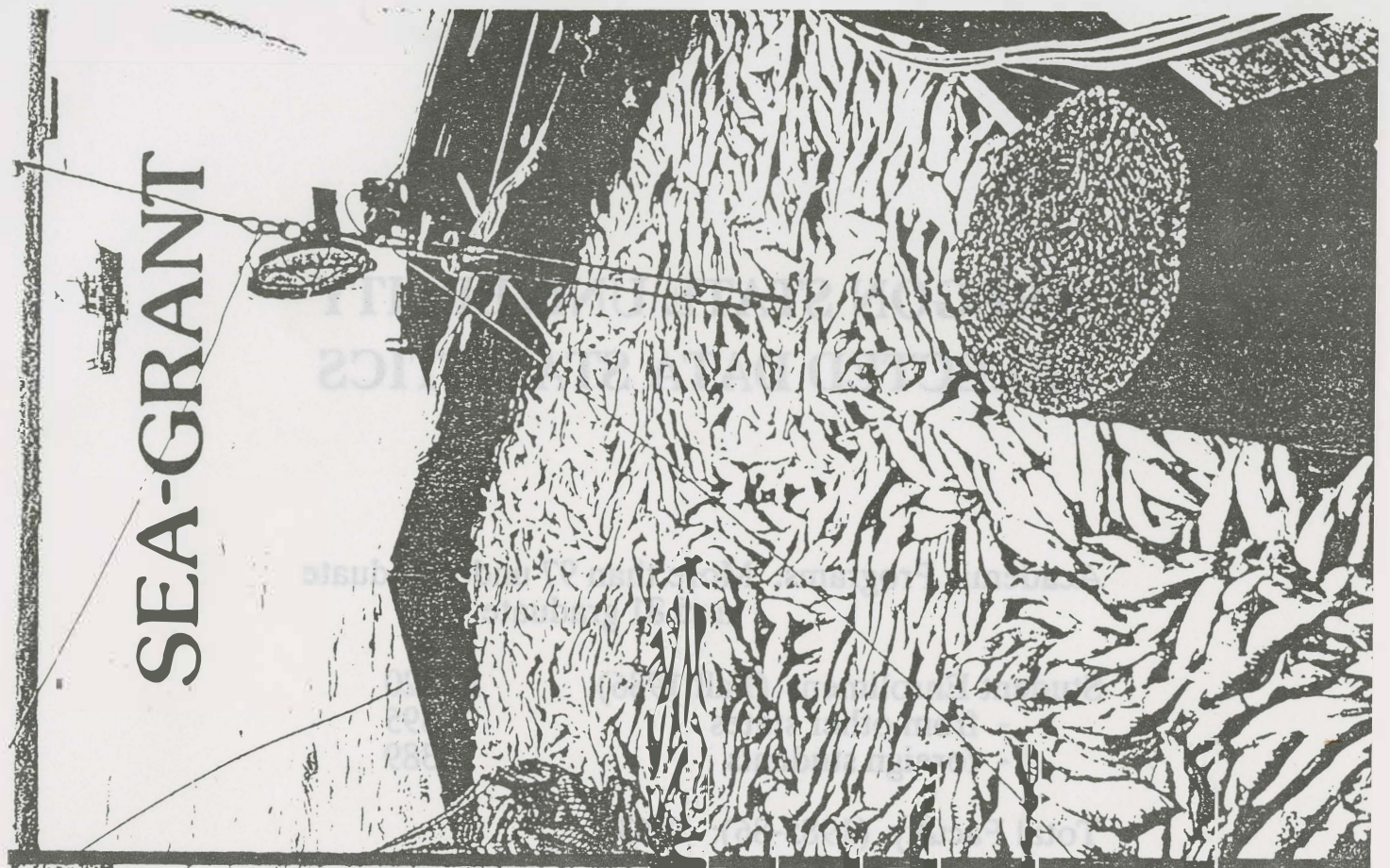
OSU PERSPECTIVES

- WHO WE ARE
- WHAT WE DO
- WHERE WE ARE GOING

O.S.U.'s MISSION



SEA-GRANT



LAND-GRANT



OREGON STATE UNIVERSITY SELECTED DATA STATISTICS

Academic Programs: More than 97 undergraduate
and 81 graduate

Student Enrollment (Fall 1986)	15,220
- from other states	1,695
- foreign students	1,389

Total Faculty (1985-86): 2,631

Faculty salary ranking (1987): 96 out of 108

Students graduating from OSU (1987): 3,460

* Degrees granted (1987):	2,811 baccalaureate
	611 masters
	178 doctoral

* Some students receive more than one degree

OSU'S COLLEGES AND SCHOOLS

SCIENCE

LIBERAL ARTS

BUSINESS

AGRICULTURE

FORESTRY

ENGINEERING

HOME ECONOMICS

HEALTH AND PHYSICAL
EDUCATION

PHARMACY

EDUCATION

VETERINARY MEDICINE

OCEANOGRAPHY

ROTC

OREGON STATE UNIVERSITY

COLLEGE OF SCIENCE

- Center of Excellence in Gene Research and Biotechnology
- With College of Liberal Arts, the core of OSU's undergraduate education
- 42 Presidential Scholars
- In 1987, 447 Bachelor's, 139 MS and Ph.D. degrees
- 12% increase in graduate enrollment over past 3 years
- 17% increase in Ph.D. students
- \$11,000,000 in Federal grants in 1987
- \$700,000 grant from Bonneville Power for new fish disease facility (Fryer)
- \$400,000 grant for fish disease research (Leong)
- Oregon's first Rhodes Scholar received B.S. from College of Science
- Graduate degree programs through OCATE at Tektronix
- Only program in Actuarial Science in Western U.S.
- National Center for Satellite Imagery (300,000 LANDSAT images, including first Soviet images acquired by U.S.)

COLLEGE OF SCIENCE (continued)

- A few of many recent national and international awards

NSF Presidential Young Investigator Award for research in artificial intelligence (Dietterich)

NIH Merit Award for research in toxicology (Reed)

Von Humbolt Research Awards for research in Mathematics (K. T. Smith and Robson)

- Editors in chief for three major scientific journals

- National and international reputation in:

Applied Mathematics

Artificial Intelligence

Climatology

Diseases of Fish

Environmental Sciences

Marine Biology

Materials Science

Mathematics Education

Molecular Biology and Biotechnology

Nitrogen Fixation

Optical Physics

Paleontology

Parallel Computing

Remote Sensing

Superconductivity

Synthesis of New Antibiotics

COLLEGE OF SCIENCE (continued)

OREGON STATE UNIVERSITY COLLEGE OF LIBERAL ARTS

- 15 departments, 2 interdisciplinary degrees, 8 certificate programs
- Nationally recognized scholars and artists
- Undergraduate focused; classes taught by faculty, not TA's
- CLA teaches 35% of OSU's undergraduate credits
- 15% Fall Term 1987 increase in CLA majors
- Interdisciplinary Graduate Training
 - Applied Economics
 - Scientific and Technical Communication
 - Interdisciplinary Studies
 - M.A./M.S. and Ph.D. degrees to be presented for Board approval
- Serves mid-Willamette Valley and Corvallis communities with lecture series, music events, theater, and art exhibits
- Annual Ava Helen Pauling Lecture for World Peace
 - Adolfo Perez Esquivel 1987 lecture
- State System's first Peace Studies Program
- Annual Governor Tom McCall Memorial Lecture in Public Affairs

COLLEGE OF LIBERAL ARTS (continued)

- J. W. Forrester, prominent Oregon editor, first Distinguished Alumnus Lecturer
- Year long celebration of Bicentennial of the United States Constitution
- Fourth annual Winter Music Festival
- Bachelor of Liberal Studies degree offered at COCC in Bend
- \$240,000 NIH Career Development Award (Smotherman)
- \$850,000 grant to study economic problems of rural areas (Castle)
- Grants from National Endowment for the Humanities, Oregon Committee for the Humanities
- Campus leader in computer literacy for faculty: all faculty in arts, humanities, and social sciences offered microcomputers
- One of nation's best remote sensing laboratories for collection of satellite imagery (Modern Geography)
- English professor invited to lecture at Harvard Divinity School
- State's first program in Museum Studies

OREGON STATE UNIVERSITY

COLLEGE OF BUSINESS

- Leadership in research and service of particular importance to Northwest businesses
- All undergraduate majors have a minor in a discipline other than Business
- Only accredited undergraduate accounting program in Oregon
- Only Hotel, Restaurant, and Tourism Management program in Oregon
- The unique Family Business Program has helped hundreds
- Business Advisory Council with international business leaders
- Oregon Productivity and Technology Center
- Microcomputer network one of best in Western U. S.
- Accounting undergraduates - highest CPA exam pass rate in nation
- MBA program doubled in size in three years
- 1988 Family Business Conference (with First Interstate Bank)

OREGON STATE UNIVERSITY COLLEGE OF BUSINESS (continued)

- Major role in State System's International Trade Center
- Northwest leaders in International Finance
- 2600 Majors
- Center for Tourism Research and Development in Oregon
- Partners in Oregon Executive MBA Program
- National Awards for Student Leadership and Service
- Only undergraduate CE Program in Insurance in Northwest
- Created Annual NW Family Business of the Year Awards
- Nationally recognized office and business leaders in microcomputing networks
- Unique program in dental service administration

OREGON STATE UNIVERSITY

COLLEGE OF AGRICULTURAL SCIENCES

- Focuses on advancements that will:
 - sustain economic vitality in Oregon's \$6 billion agriculture sector
 - make agriculture more productive and competitive
 - assure wise management and conservation of natural resources
 - improve the quality of life in rural areas
 - benefit the consumer
- Four Divisions: Academic Programs, Agricultural Experiment Station, OSU Extension Service, International Agriculture
- 16 Departments
- 9 Branch Experiment Stations
- 42 Extension Service Offices with OSU faculty in every Oregon county
- Almost 1000 students, two thirds undergraduates
- One-third of faculty are off campus

COLLEGE OF AGRICULTURAL SCIENCES (continued)

- New Agricultural Sciences II building jointly funded by Oregon and Federal government
- International Agricultural Development programs rank 3rd in size nationally; first among public universities
- More than 30 commodity groups link educational programs, research, and service
- 12,000 trained volunteers help deliver College's educational programs
- Joint degree programs with EOSC in LaGrande
- 350 research projects
- OSU Extension programs on

4-H and Youth	Home Economics
Agriculture	Community Development
Energy	Extension/Sea Grant
Forestry	
- National and world reputation for research

Wheat Breeding	Seed Technology
Nitrogen Fixation	Integrated Pest Management
Fish Diseases	Plant Molecular Genetics and Physiology
Weed Science	Rhizosphere Biology
Food Toxicology	
Soil/Water/Plant Relationships	

OREGON STATE UNIVERSITY

COLLEGE OF FORESTRY

- Ranked top forestry college in nation
- National leaders in Forestry Extension:
 - Innovative research linkage with campus
- Forest Research Laboratory dedicated to fullest utilization of forest resources:
 - Improves competitiveness of the Forest Owners and Industry
 - Strengthens Governor's role in Federal Forest decisions
 - Leverages state appropriations five times
 - FIR project adds 150,000 acres for potential management in SW Oregon
- Forest Research Laboratory and U. S. Forest Service Laboratory
 - Largest forest research center in nation
- Strong support by forest and resource agencies and industry
- \$2.5 million COPE research program for coastal economic development:
 - Timber-water-wildlife-tourism interactions
 - Support from industry, agencies, local interests
 - Constructive conflict resolution
- College economists help Oregonians understand and influence Federal forest management alternatives
- OSU Forestry alumni manage many wood products firms in Oregon

OREGON STATE UNIVERSITY
COLLEGE OF ENGINEERING

COLLEGE OF FORESTRY (continued)

- National Center for Wood Utilization Research - One of three
- Quality control extension project helped save target company \$1.7 million
- Continuing education programs served 3,300 professionals 1986-87
- National scientific and professional leadership
 - Presidency of Society of American Foresters (Stoltenberg)
 - Presidency of International Union of Forest Research Organizations (Buckman)
 - Presidency of Mycological Society of America (Trappe)
- Two of four National SAF awards went to OSU faculty in 1987
- International students and programs bridge Oregon to 19 countries

OREGON STATE UNIVERSITY

COLLEGE OF ENGINEERING

- National reputation for educational and research quality
- Oregon Center for Excellence (60% completed)
- About 400 B.S., 125 M.S., and 20 Ph.D. degrees per year for positions in industry, business and government
- Almost 20,000 alumni
- Many CEO's of major companies among alumni, examples are:
 - John Young (President of Hewlett-Packard)
 - Robert Lundeen (Tektronix Board Chair; past CEO Dow)
 - Mark Miller (President of Boeing Electric Company)
 - Andrew Smith (President, Pacific Northwest Bell)
- Oregon Center for Advanced Technical Education (OCATE)
 - Service to Oregon engineers
 - Professional Continuing Education programs
 - Attracts new industry to Oregon
 - Programs at Tektronix, H-P, Mentor Graphics, others
- Average 1985 score of OSU graduates on national engineering exam higher than average in any state nationally

COLLEGE OF ENGINEERING (continued)

- Ocean Engineering Program - \$8.6 million grant from Office of Naval Research
- New Electrical and Computer Engineering building to be completed in April 1988
- Research excellence in areas important to Oregon and nation:

Computer Engineering

Computer-Aided Design and Manufacturing

Energy Systems/Alternate Sources

Geotechnical Engineering

Nuclear Engineering

Ocean Engineering

Productivity Improvement

Solid state electronics and devices (semi-conductor materials, devices, integrated circuits and opto-electronics)

Systems and Controls Engineering

Thermal/Fluid Applied Sciences

Transportation Engineering

Water Resources

OREGON STATE UNIVERSITY
COLLEGE OF HOME ECONOMICS

- Most comprehensive program west of Rockies

- Departments and Programs in:

Apparel, Interiors, and Merchandising

Family Resource Management

Food Systems Management

Foods and Nutrition

Home Economics Communications and
Education

Human Development and Family Studies

OSU Extension

- Accredited by American Home Economics Association -
1 of only 91 in U.S.(out of 350 institutions)
- Grant and contract funding increased by 240% in
3-year period
- Programs focus on prevention, development and education
(rather than crisis intervention, remediation and therapy)

COLLEGE OF HOME ECONOMICS (continued)

- American Home Economics Association Borden Awards for research in human nutrition (Leklem, Miller and Woodburn)
- American Home Economics Association James Moran Award for excellence in family research (Spanier)
- 9% enrollment increase in Fall, 1987 - reversed 12-year decline
- Launched \$2,500,000 capital campaign for new Family Study Center
- Development program increased gifts from \$20,000 to \$210,000 in one year
- New M.S. in Home Economics, emphasizing competencies in public policy, family life, and administration
- State-wide symposia on impact of home-based businesses on the family (with Home Economics Alumni Association)
- New majors in Foods in Business and Food Systems Management
- Developed first annual Family Conference for professionals who work with families (from attorneys and financial planners to educators and agency representatives)

OREGON STATE UNIVERSITY

COLLEGE OF HEALTH AND PHYSICAL EDUCATION

- Programs reflect contemporary marketplace--educational, health service, and industrial settings
- Special Motor Fitness Clinic has helped hundreds of disabled children
- Undergraduate Health Care Administration program one of three accredited by AUPHA in Western U. S.
- State leadership in Health Promotion training programs
- Human Performance Laboratory first in State System
- New graduate program for training health professionals for careers with disabled
- NCATE accreditation
- One of four programs nationally selected to provide postdoctoral training in Special Physical Education
- Oregon Youth Traffic Safety grant -- \$573,000 since 1980
- Motorcycle Safety Training and Research Program - \$407,000 since 1984

OREGON STATE UNIVERSITY COLLEGE OF HEALTH AND PHYSICAL EDUCATION (continued)

- \$228,000 Oregon Dental Service grant with Business
- Almost \$1,000,000 in grants from U. S. Office of Special Education and Rehabilitative Services
- Cooperative projects with Oregon Heart Association
- Research leadership in Oregon on:
 - Uncompensated Medical Care
 - Evaluation of Oregon's State Employee Assistance Programs
 - Changes in Worker Productivity and Health Care Costs
 - Development of Model Benefit Plans for Long Term Care Insurance
- Sports programs for children and youth offered for several decades
- Current research projects with U.S. Olympic Committee
- Formal exchange programs with several foreign universities
- Leadership in assessment procedures for evaluating physical fitness of Oregon youth

OREGON STATE UNIVERSITY COLLEGE OF PHARMACY

- Professional and research center for Oregon's 3000 licensed pharmacists and 600 pharmacies
- Satellite campus at OHSU with 9 Pharmacy faculty
 - OHSU Director of Pharmacy Services
 - Director University Drug Consultation Service
- Oregon State Board of Higher Education approved joint Pharm.D. program between OSU College of Pharmacy and OHSU School of Medicine. Implementation is awaiting funding.
- 150 Oregon pharmacists train students in their practice sites
- State and national leadership in modern problems
 - prescription drug cost containment
 - effective care of geriatric patients
 - nursing home treatment of AIDS patients
 - nursing home pharmacy practice
 - patient compliance with drug therapy to reduce hospital costs

COLLEGE OF PHARMACY (continued)

- Cost containment consultant to Oregon's Insurance Industry to manage the state's annual \$172,000,000 retail prescription drug expenditures
- \$306,000 in grant and contract support in 1987
- Campus leader with Microbiology in technology transfer
- National awards for student pharmacy organizations
- National stature in research
 - new drugs from the sea
 - development of new dosage forms
 - etiology and control of epilepsy
 - drug receptors - heart, nervous system
- Strong partnership with pharmacy professional organizations
- Faculty elected officers in National and State professional organizations

OREGON STATE UNIVERSITY/ WESTERN OREGON STATE COLLEGE SCHOOL OF EDUCATION

- OSU Strengths
 - College Student Services Administration
 - Reading
 - Science
 - Mathematics
 - Computer Science Education
 - Adult Basic Education
- WOSC Strengths
 - Special Education
 - Elementary Education
 - Bilingual Education
- National award for excellence in teacher education (ASCU)
- National award for excellence in higher education (Mitau Award)
- First major school of education to provide teacher warranty program
- More than half of Oregon new teachers are graduates of OSU-WOSC program
- Largest graduate education program in Oregon
- Third largest doctoral program at OSU

SCHOOL OF EDUCATION (continued)

- Leadership with Barbara Ross in designing cost effective programs to prevent school drop-outs
- State and National leadership for effective programs for "At Risk" youth
- 3000 majors and graduate students (1500 at OSU)
- Leadership in State reform of Teacher Education
- State's only Vocational and Technical Teacher Education Program (OSU)
- Nation-wide consultations for designing and improving alternative educational programs
- Cost effective merged administration - a model nationally
- Merger allows faculty or students to work and study on both campuses
- Action Alliance for Educational Excellence for Education (A₂E₂) and The Oregon Alliance:
 - School of Education
 - Community Colleges
 - Oregon Business and Industry
- Off-campus Cooperative Graduation Programs throughout Oregon:
 - Counseling (EOSC, COCC)
 - Adult Education (OIT)
 - Elementary Education (COCC)
 - Vocational Education (CCC)
- Fred Meyer multi-media campaign (with College of Home Economics) for helping families effectively deal with the aged

OREGON STATE UNIVERSITY

COLLEGE OF VETERINARY MEDICINE

- Major contributors to the Oregon Comeback:
 - Veterinary Diagnostic Laboratory
 - Veterinary Teaching Hospital
- Millions saved annually for Oregon farmers, ranchers, pet owners, veterinarians, and government agencies
- Veterinary Diagnostic Laboratory: a unique facility for service and research
- Progressive medical services: clinical medicine and surgery, diagnostic services, research, prevention and treatment of animal diseases.
- Regional veterinary medical educational program with Washington State University and University of Idaho
- Students have scored in top percentile in national exams
- Grants and contracts more than doubled last year
- Oregon Racing Commission project to monitor drug use in racing animals.

COLLEGE OF VETERINARY MEDICINE

(continued)

- Ph.D. program approved by State Board of Higher Education
- \$150,000 veterinary student scholarship fund established by the Dr. J. E. Salsbury Foundation
- OSU Rabbit Research Center developed rabbit that does not harbor Pasteurella. Estimated \$2,000,000 increase in earnings annually for Oregon raisers.
- National recognition in basic and applied research

Biotechnology

Cancer Research

Clinical Chemistry

Diagnostic Pathology

Drug Residue Analysis

Endocrinology

Environmental Toxicology

Enzootic Diseases

Immunoparasitology

Immunotoxicology

Llama Research

Nutrition

Poultry Health and Disease

OREGON STATE UNIVERSITY COLLEGE OF OCEANOGRAPHY

- World leaders in study and intelligent development of oceanic resources
- Fourth in size among U.S. oceanographic institutions
- Annual budget of \$14,700,000 -- 94% from grants and contracts
- National and world leadership in Research

Coastal Physics and Biology

Nutrient Dynamics

Upper-ocean Physics

Paleo-oceanography

Geology and Geophysics of Ocean Margins

Sea-floor vents

Satellite imagery

Mathematical modeling

- \$1,300,000 in Federal funds per State-funded faculty FTE
- International Ocean Drilling Program planning at OSU for 17 countries

Annual budget over \$50,000,000

COLLEGE OF OCEANOGRAPHY (continued)

- R/V WECOMA -- 176 foot long, 900-ton research vessel
 - NSF funded
 - OSU operated
- 208 doctorate and 435 masters degrees conferred
 - Of 561 theses, 302 dealt with Oregon resources
- Research in all seven seas, with largest activity off U. S. west coast
- Some undergraduate courses include off-campus broadcasts
- Leader in Seabed Consortium for study of sub-seabed disposal of nuclear wastes
- Most early discoveries about deep-sea vents by OSU Oceanographers

OSU scientists hypothesized and found first hot vents off the Galapagos Islands

First demonstration of bacterial life in vent water over 100° C

First collections of large invertebrates around hot and cold vents

First demonstration of methane as a basis for bacterial activity in deep cold vents

OREGON STATE UNIVERSITY RESEARCH ORGANIZATIONS AND FACILITIES

Agricultural Experiment Station
Engineering Experiment Station
Environmental Remote Sensing Applications Laboratory
Forest Research Laboratory
Sea Grant College Program

Advanced Science and Technology Institute (OSU/UO)
Cooperative Institute for Marine Resources Studies (OSU/NOAA)
Forestry Sciences Laboratory (USFS)
National Coastal Resources Research and Development Institute (OSSHE)

Research Centers

Center for Gene Research and Biotechnology
Center for the Humanities
Computer Center
Drug Research and Reference Testing Center (Vet Med)
Environmental Health Sciences Center
International Plant Protection Center
Marine/Freshwater Biomedical Center
Mark O. Hatfield Marine Science Center
Oregon Productivity and Technology Center
Radiation Center
Survey Research Center
Western Rural Development Center

Research Institutes

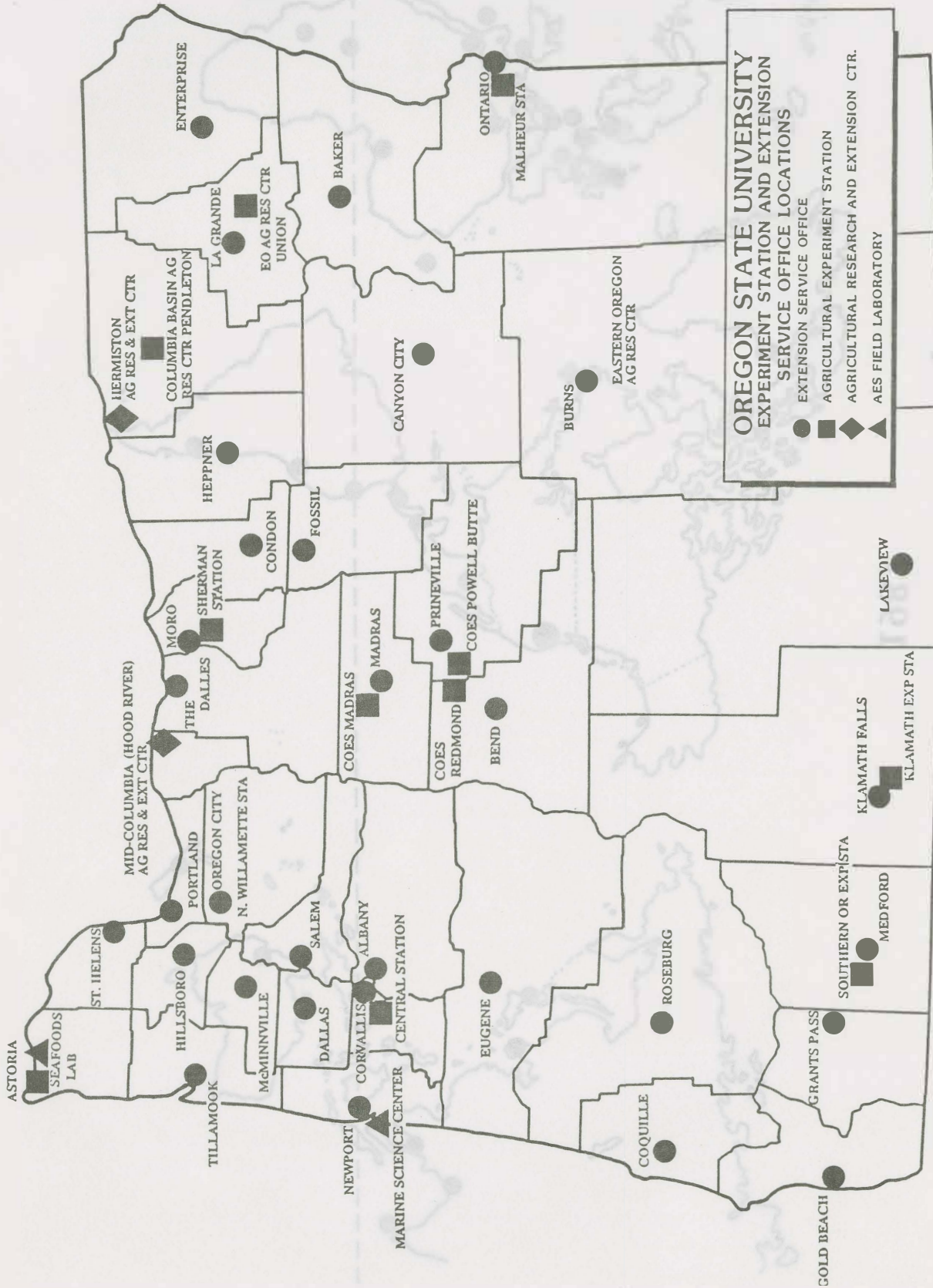
Advanced Materials Research Institute
Climatic Research Institute
Nuclear Science and Engineering Institute
Nutrition Research Institute
Transportation Research Institute
Water Resources Research Institute

Research Consortia

Consortium for International Development (CID)
Consortium for International Fisheries and Aquaculture Development (CIFAD)
University Corporation for Atmospheric Research (UCAR)

Research Facilities

Advanced Waste Treatment Laboratory
Berry Creek Controlled Environmental Stream
O.H. Hinsdale Wave Research Laboratory
Laboratory Animal Resources Facility
Netarts Bay Fisheries Culture Station
Nitrogen Fixation Laboratory
Pacific Cooperative Water Pollution Laboratory
Seafoods Laboratory (Astoria)
H.J. Andrews Experimental Forest
McDonald Forest
Dunn Forest > OSU Research Forests
Agricultural Experiment Station: Experimental Farms and
Branch Experiment Stations

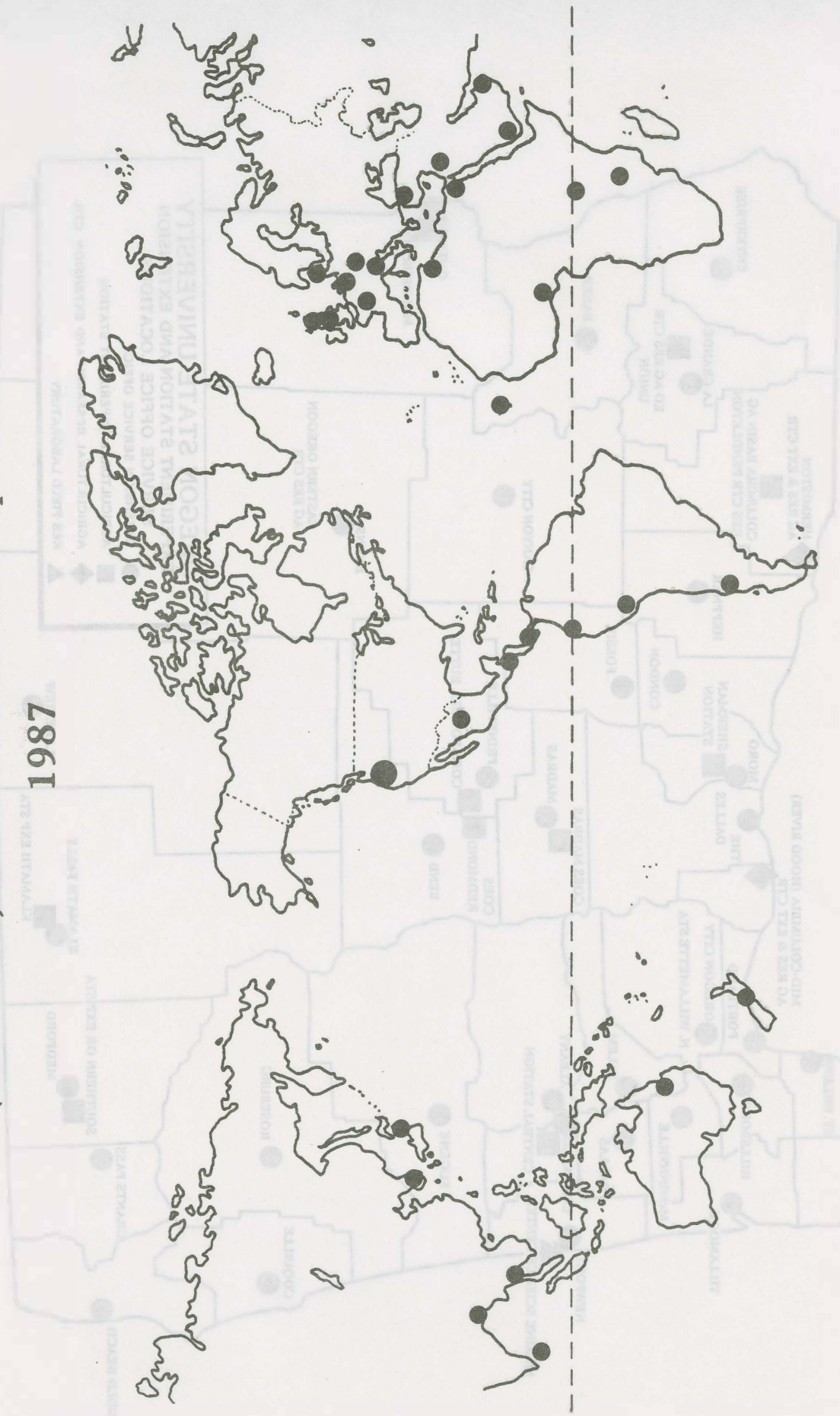


OREGON STATE UNIVERSITY
EXPERIMENT STATION AND EXTENSION
SERVICE OFFICE LOCATIONS

- EXTENSION SERVICE OFFICE
- AGRICULTURAL EXPERIMENT STATION
- ◆ AGRICULTURAL RESEARCH AND EXTENSION CTR.
- ▲ AES FIELD LABORATORY

OSU OVERSEAS OPERATIONS (Education, Research and Development)

1987



OREGON STATE UNIVERSITY

NATIONAL/INTERNATIONAL ACCOMPLISHMENTS

(1985-87)

RESEARCH

6th in research grant awards among public universities without medical or law schools

International Agricultural program is nation's largest among public universities

One of 5 U.S. universities chosen to be linked by satellite with the supercomputer at the National Center for Atmospheric Research

Two faculty members were named Presidential Young Investigators by the NSF

Department of Rangeland Resources was ranked in the top 4 nationally, and Crop Sciences in the top 10 in a CSRS review

SCHOLARSHIP

Only two-time Nobel laureate: Linus Pauling

Only recent Rhodes scholar from Oregon

Highest test scores on the National Engineering Fundamentals Exam

Highest test scores on the Uniform CPA Exam

Dairy products evaluation team captured the national championship

STATEWIDE RECOGNITION

Highest number of entering Freshmen from among Oregon high school graduates

Highest high school GPA scores of entering freshmen (3.24)

Daily Barometer named as the top college newspaper in the Northwest

OREGON STATE UNIVERSITY

NATIONAL/INTERNATIONAL ACCOMPLISHMENTS

(1983-87)

RESEARCH

5th in research grant awards among public universities without medical or law schools
International Agricultural program is nation's largest among public universities
One of 2 U.S. universities chosen to be linked by satellite with the supercomputer at the National Center for Atmospheric Research
Two faculty members were named Presidential Young Investigators by the NSF
Department of Horticulture Research was ranked in the top 4 nationally, and Crop Science in the top 10 in a CSRS review

SCHOLARSHIP

Only two-time Nobel laureate: Linus Pauling
Only recent Rhodes scholar from Oregon
Highest test scores on the National Engineering Fundamentals Exam
Highest test scores on the Uniform CPA Exam
Daily products evaluation team captured the national championship

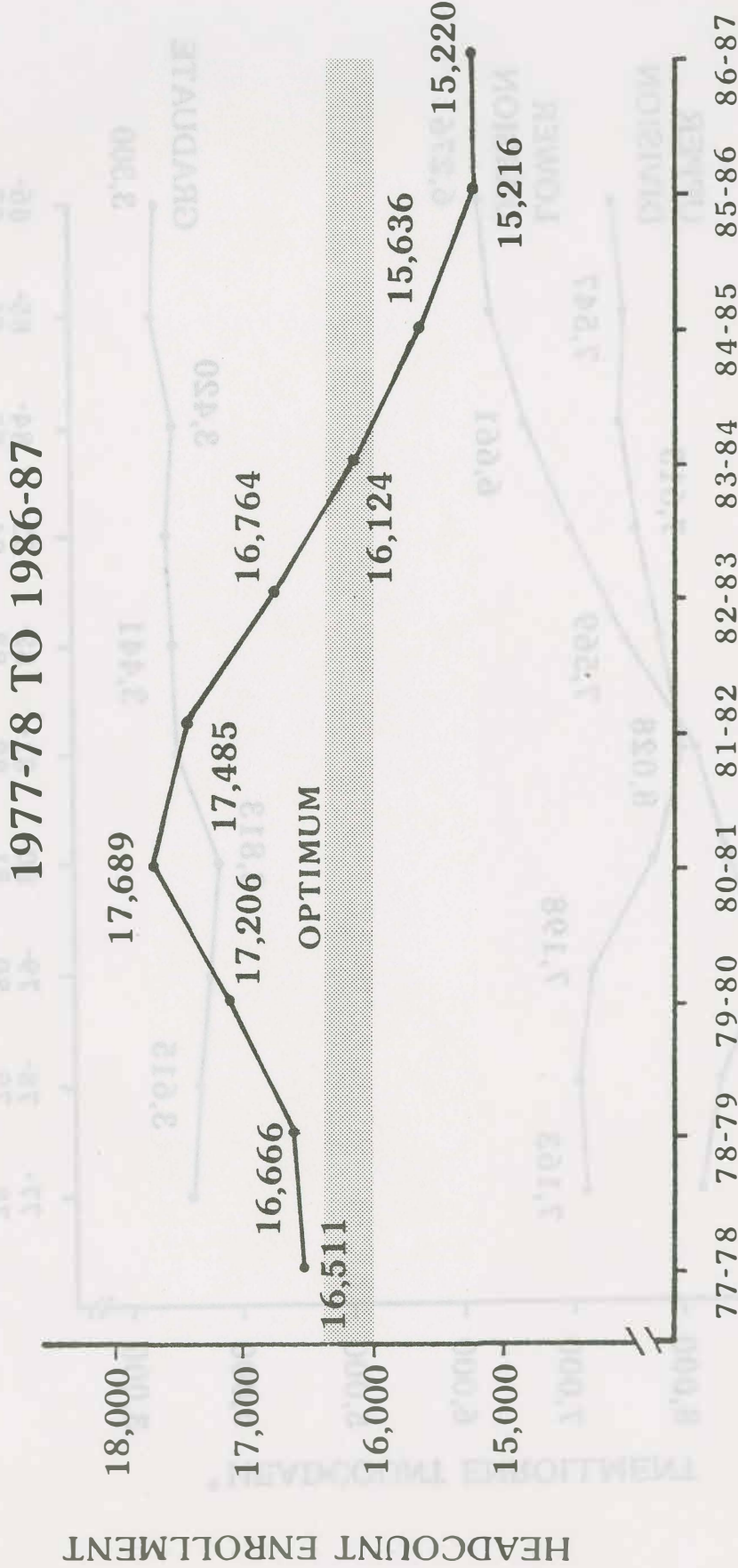
STATEWIDE RECOGNITION

Highest number of entering Freshmen from among Oregon high school graduates
Highest high school GPA scores of entering Freshmen (3.24)
Daily Reporter named as the top college newspaper in the Northwest

Facts About OSU

OREGON STATE UNIVERSITY TREND

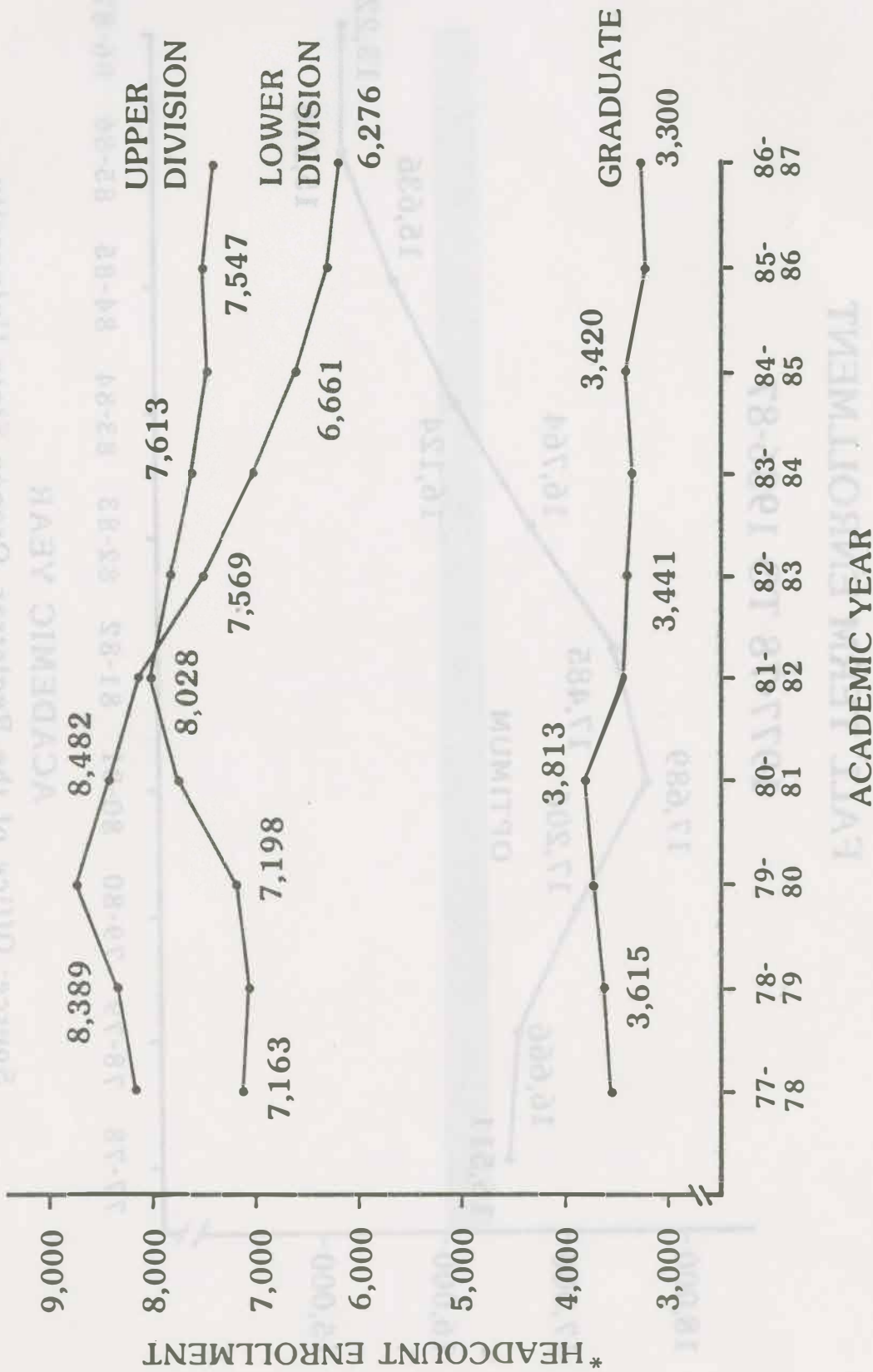
FALL TERM ENROLLMENT



ACADEMIC YEAR

Source: Office of the Registrar, Oregon State University

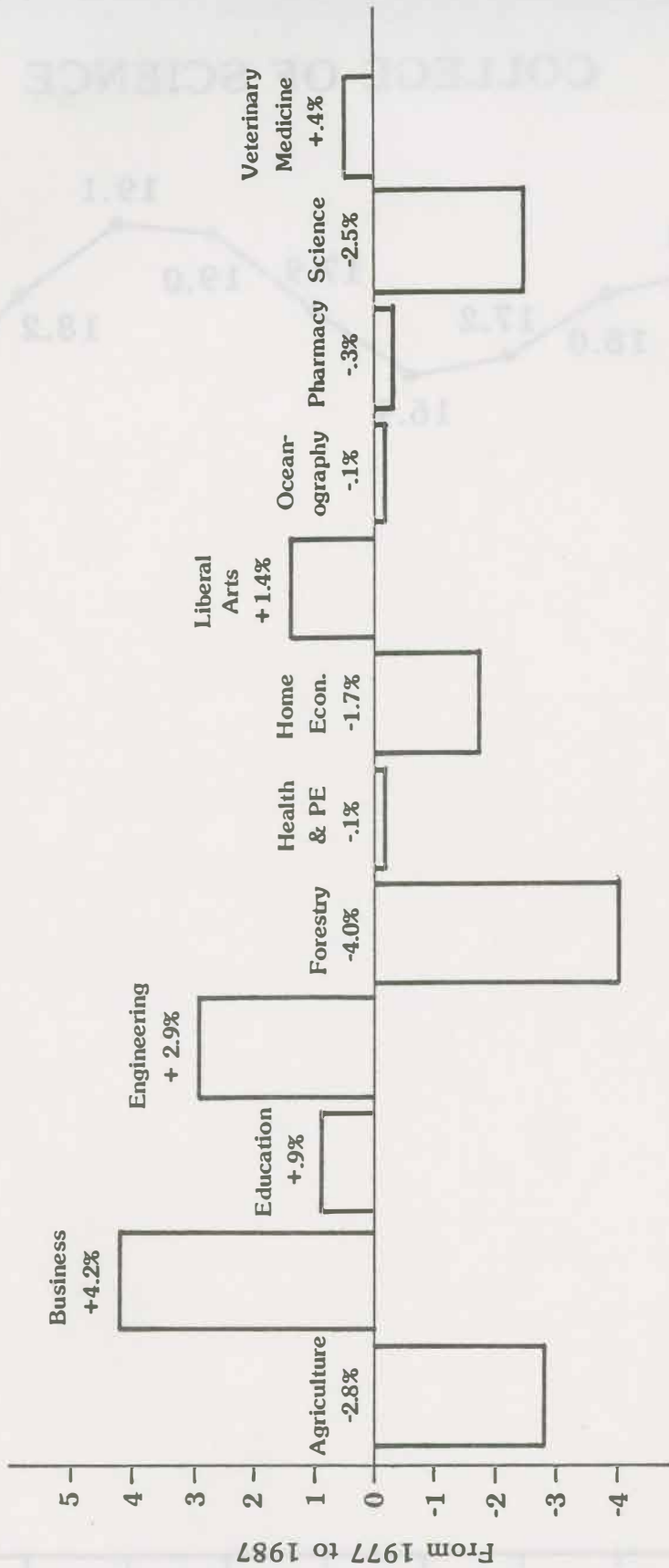
ENROLLMENT BY LEVEL OREGON STATE UNIVERSITY 1977-78 to 1986-87



Source: Office of the Registrar, Oregon State University

* Three Term Unduplicated Enrollment

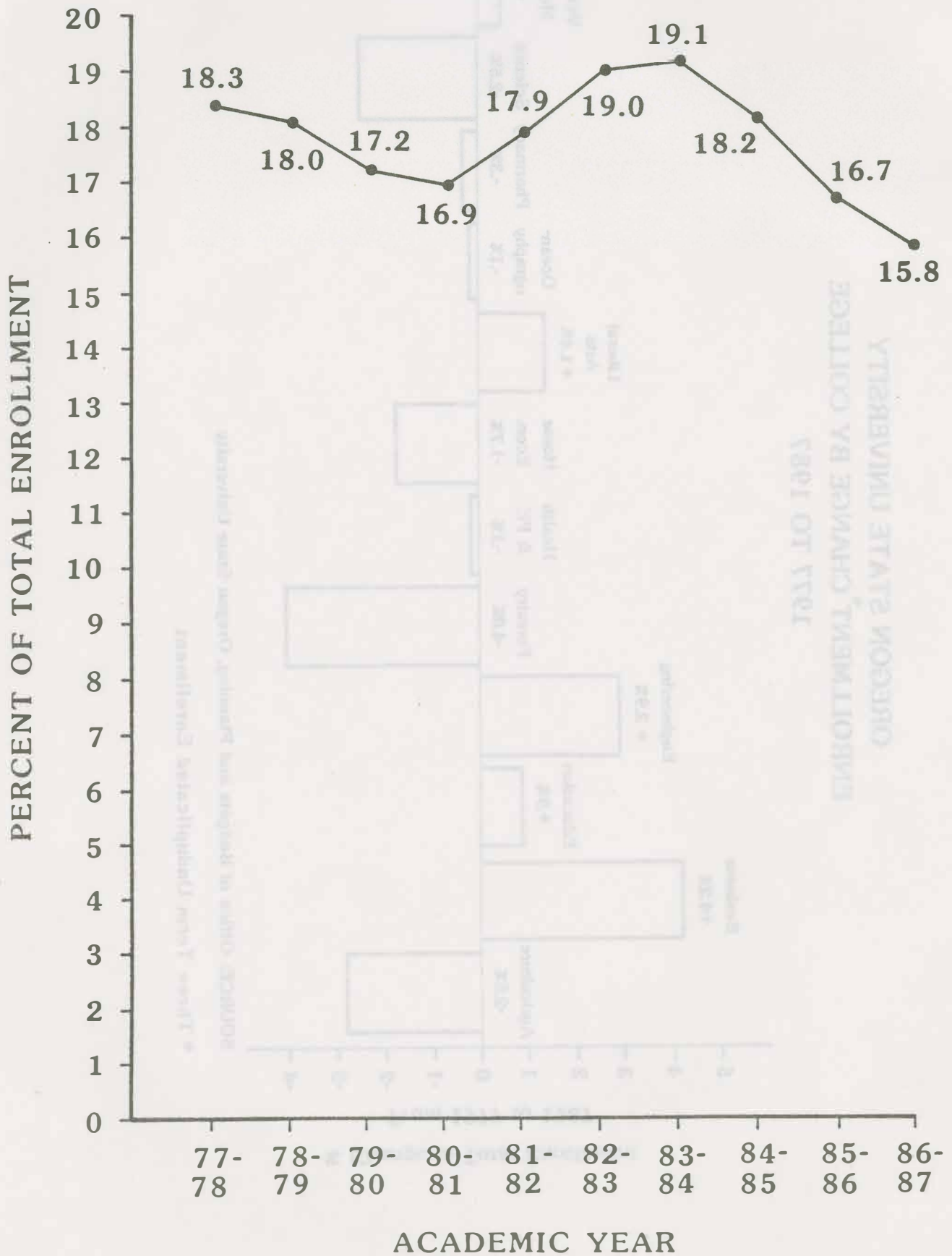
OREGON STATE UNIVERSITY ENROLLMENT* CHANGE BY COLLEGE 1977 TO 1987



SOURCE: Office of Budgets and Planning, Oregon State University

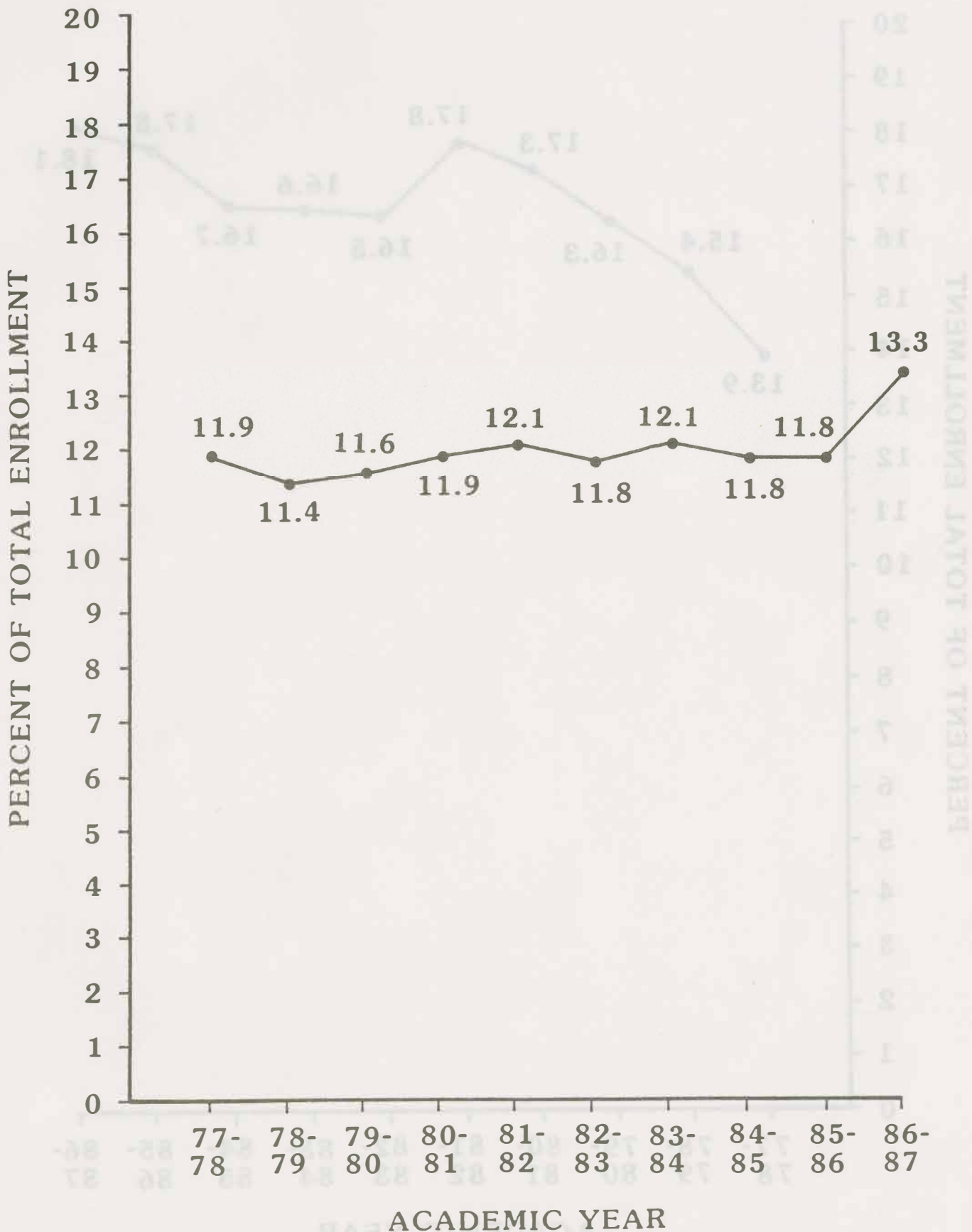
* Three Term Unduplicated Enrollment

COLLEGE OF SCIENCE



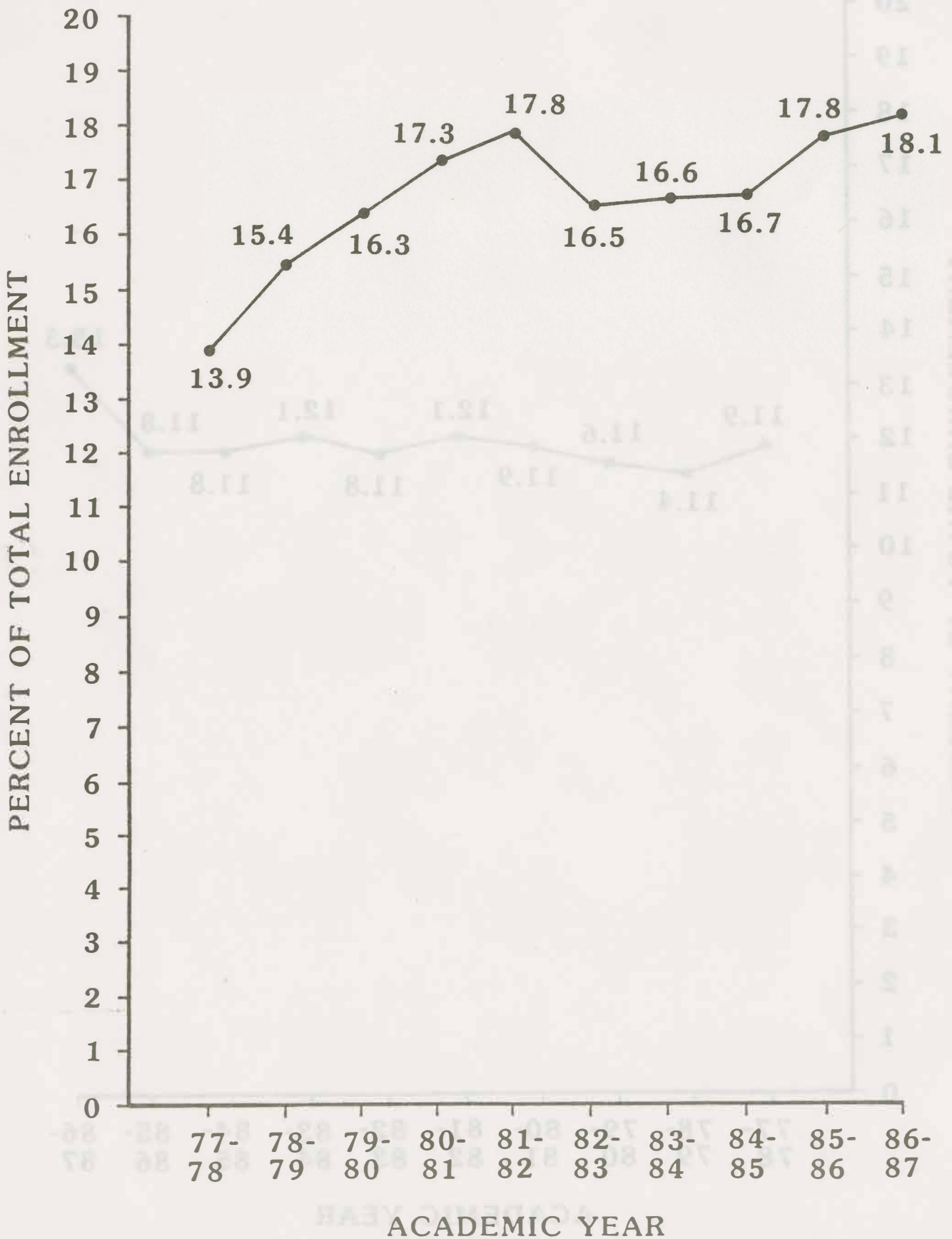
Source: Office of Budgets and Planning, Oregon State University

COLLEGE OF LIBERAL ARTS



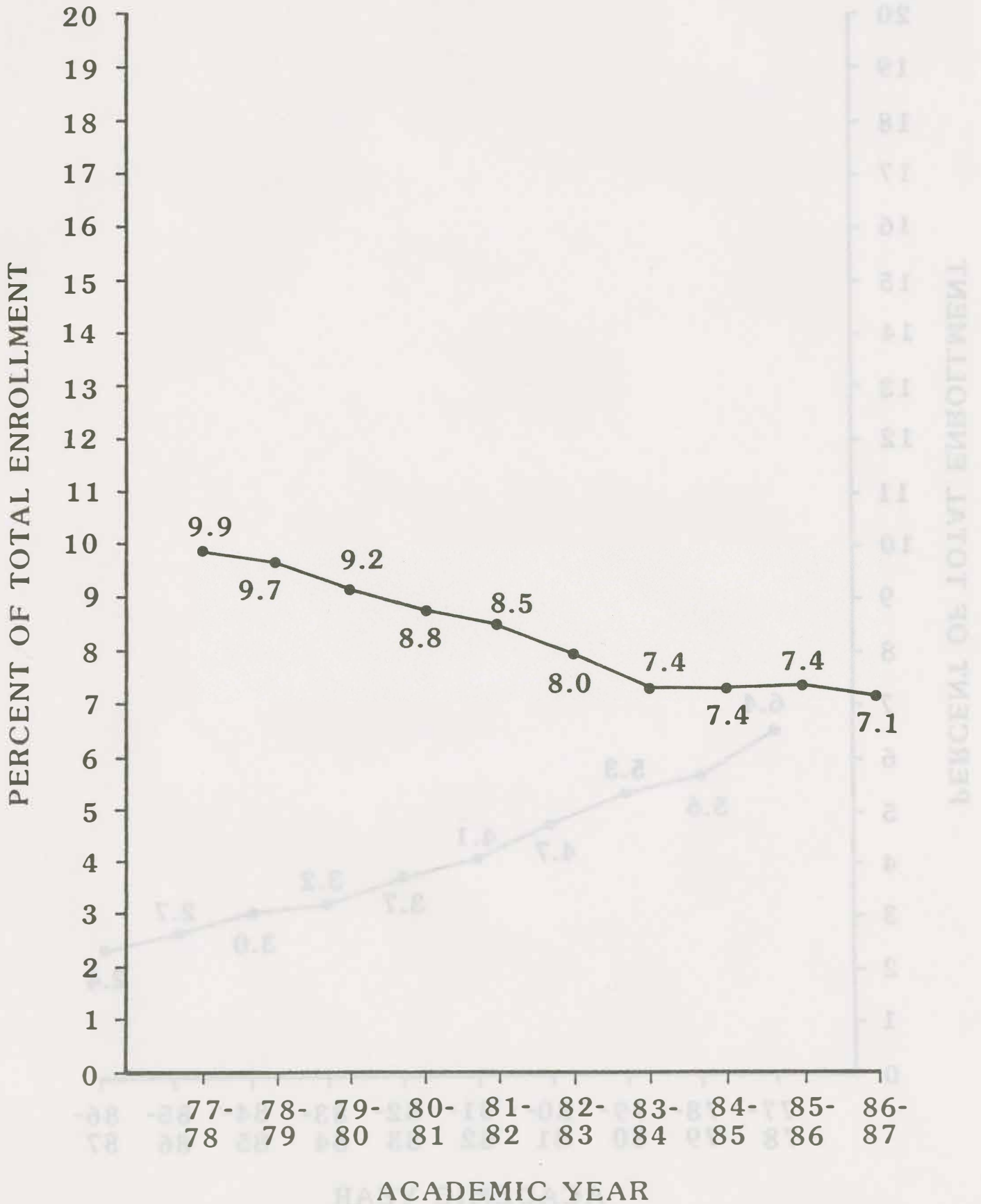
Source: Office of Budgets and Planning, Oregon State University

COLLEGE OF BUSINESS



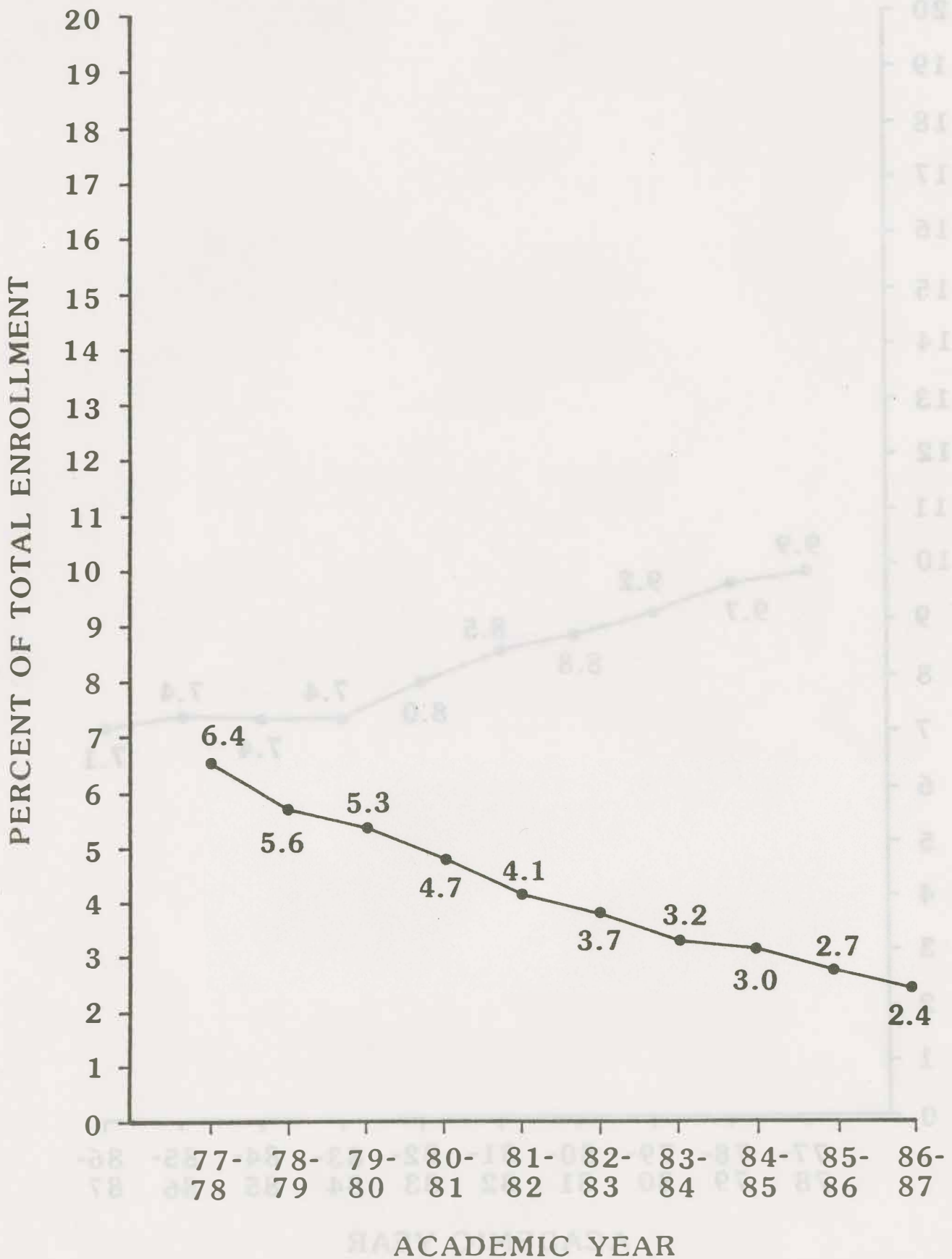
Source: Office of Budgets and Planning, Oregon State University

COLLEGE OF AGRICULTURAL SCIENCES



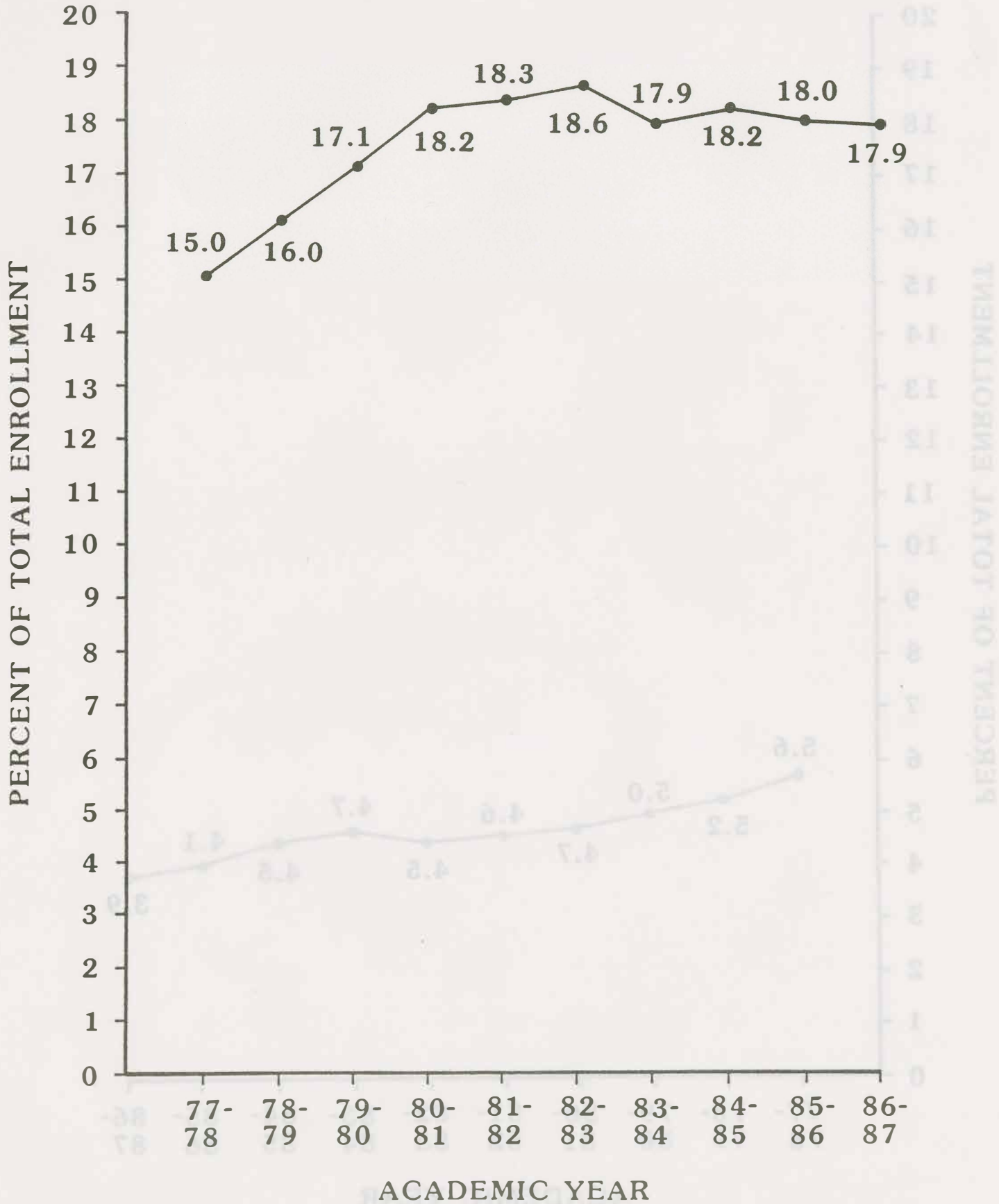
Source: Office of Budgets and Planning, Oregon State University

COLLEGE OF FORESTRY



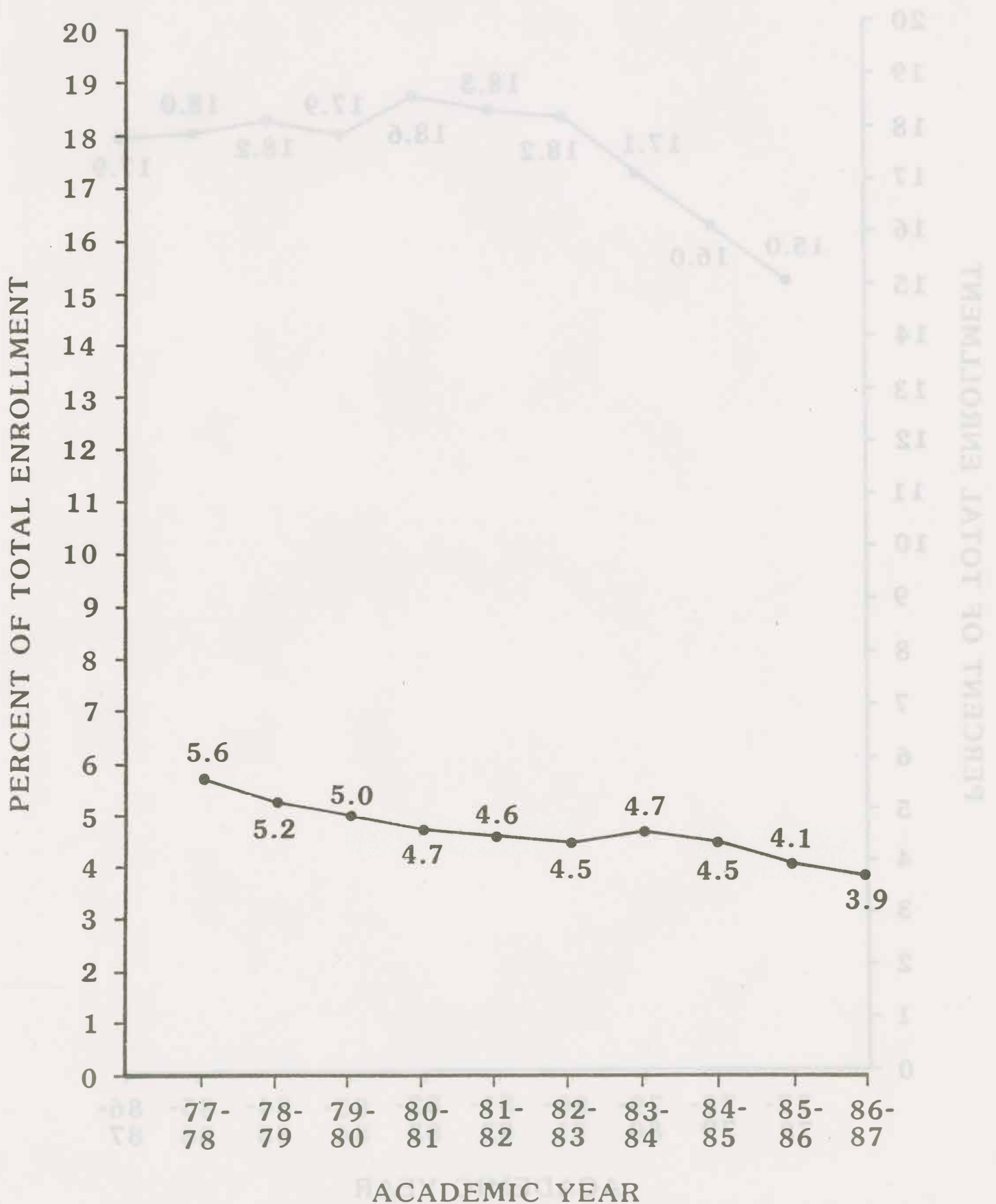
Source: Office of Budgets and Planning, Oregon State University

COLLEGE OF ENGINEERING



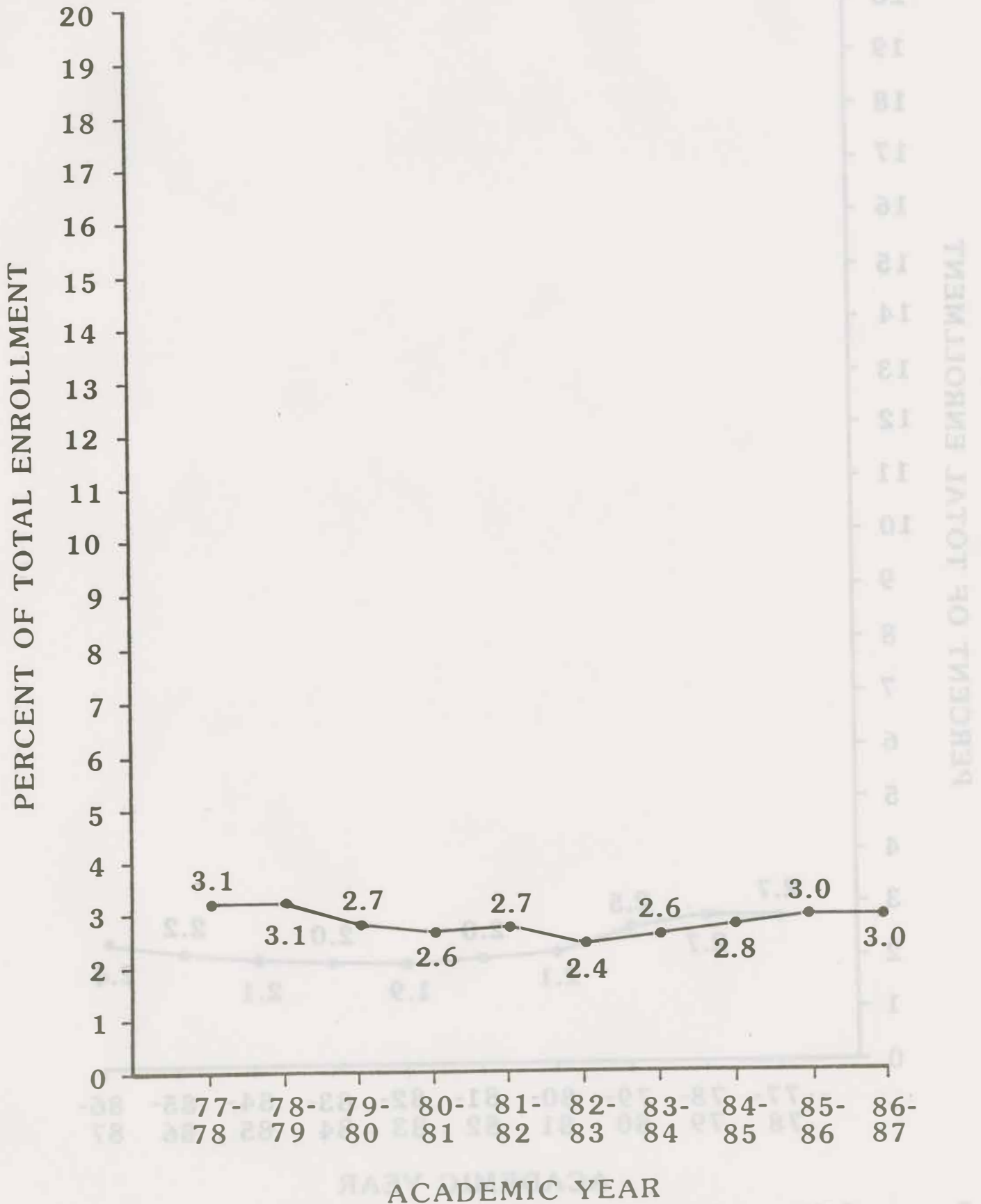
Source: Office of Budgets and Planning, Oregon State University

COLLEGE OF HOME ECONOMICS



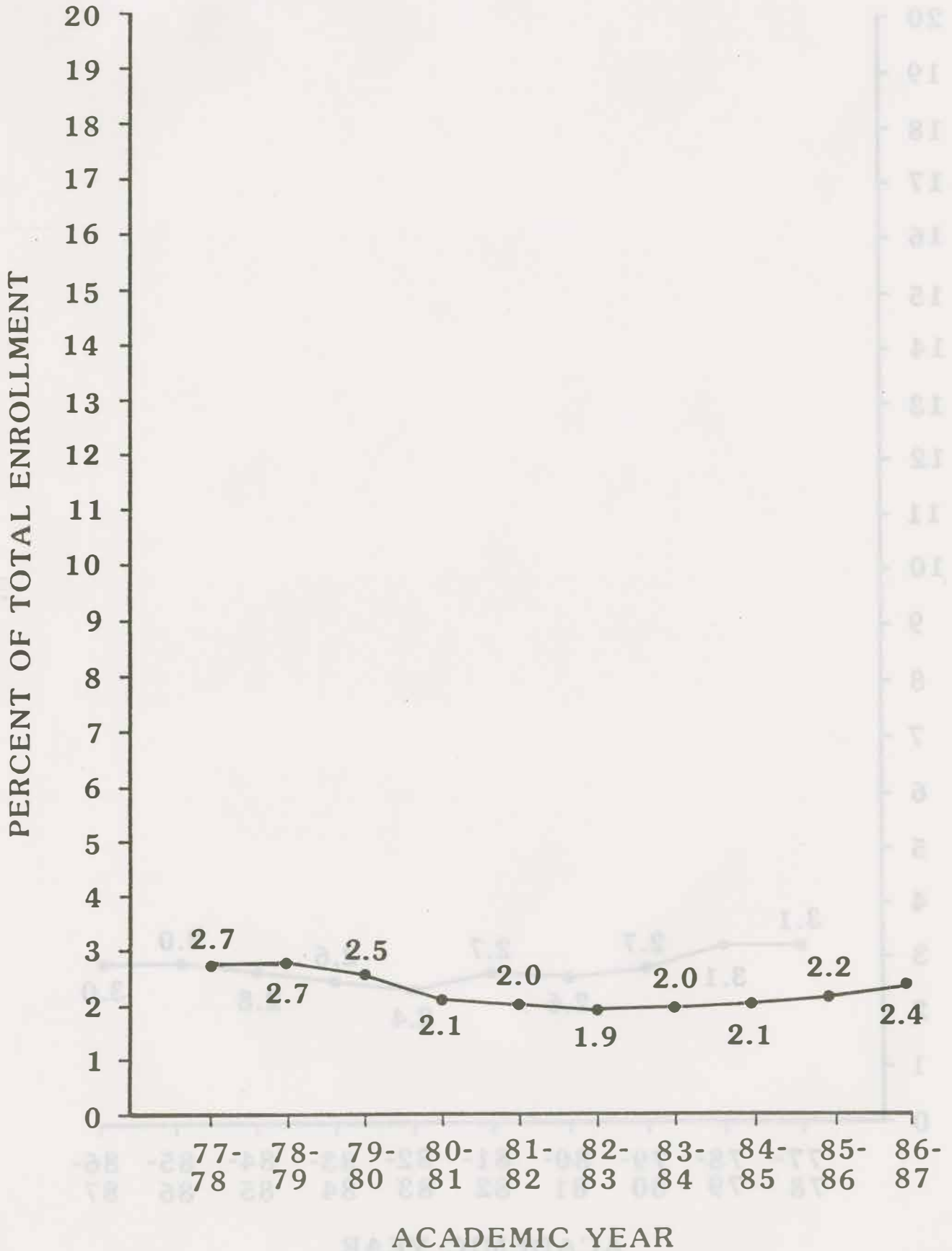
Source: Office of Budgets and Planning, Oregon State University

COLLEGE OF HEALTH & PHYSICAL EDUCATION



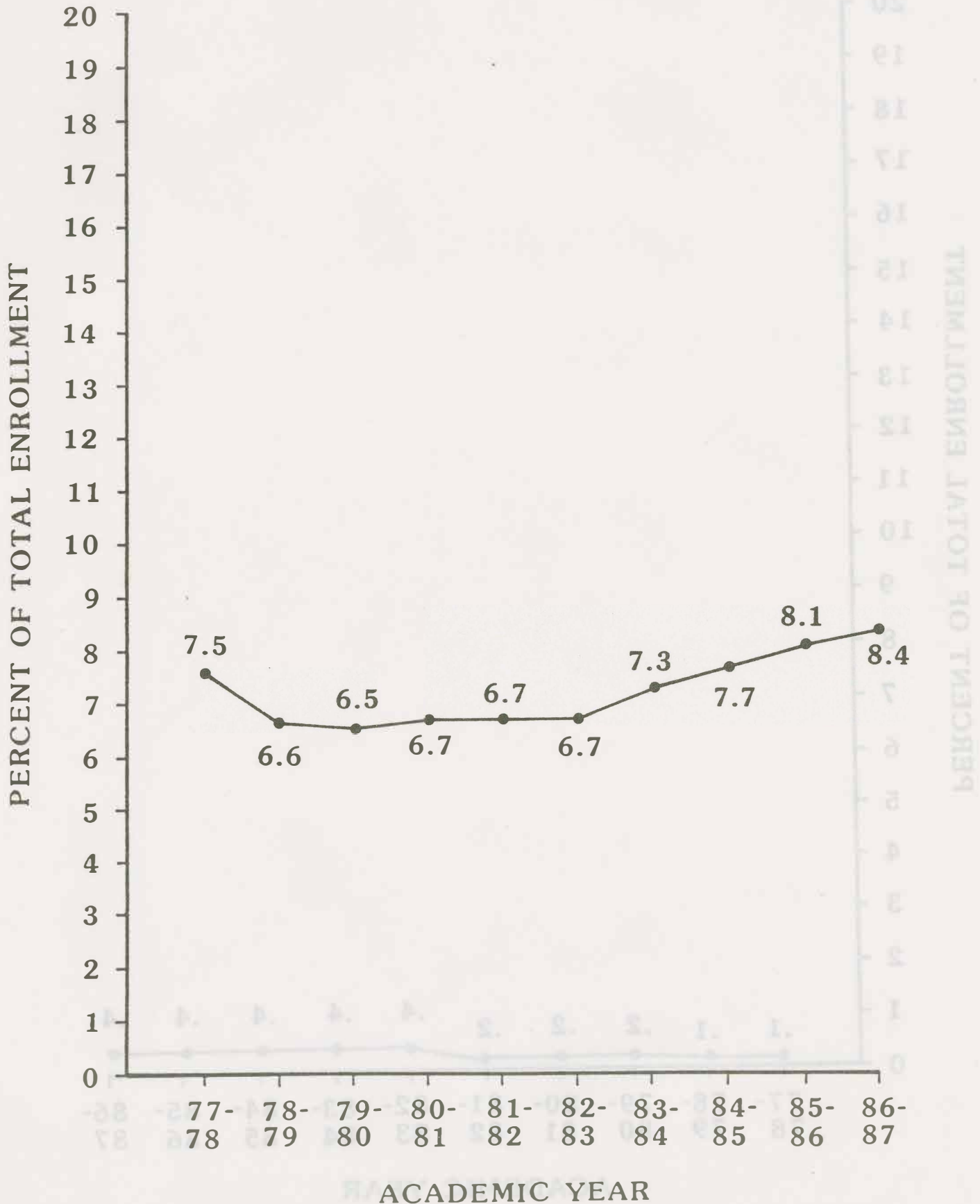
Source: Office of Budgets and Planning, Oregon State University

COLLEGE OF PHARMACY



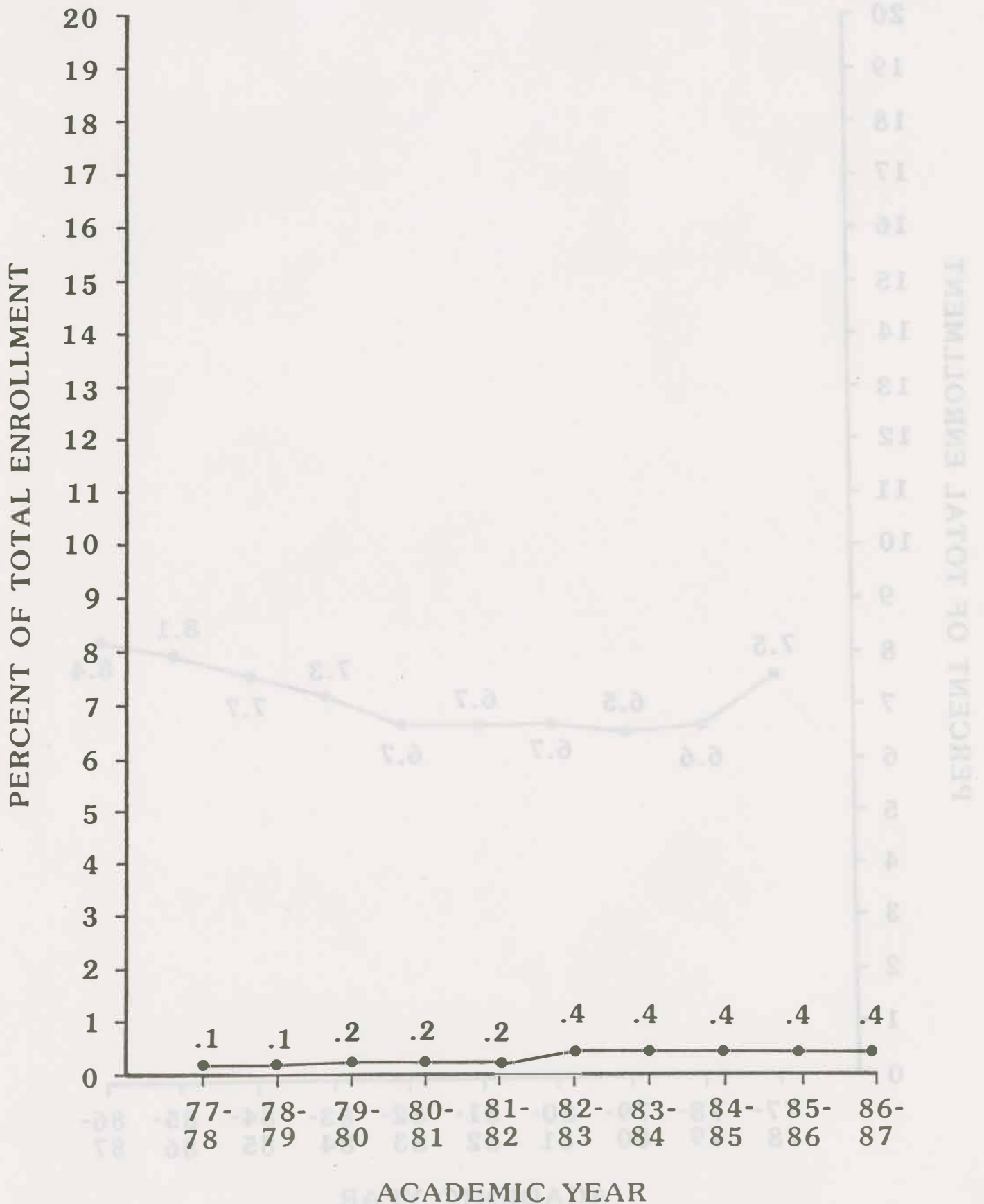
Source: Office of Budgets and Planning, Oregon State University

OSU/WOSC SCHOOL OF EDUCATION



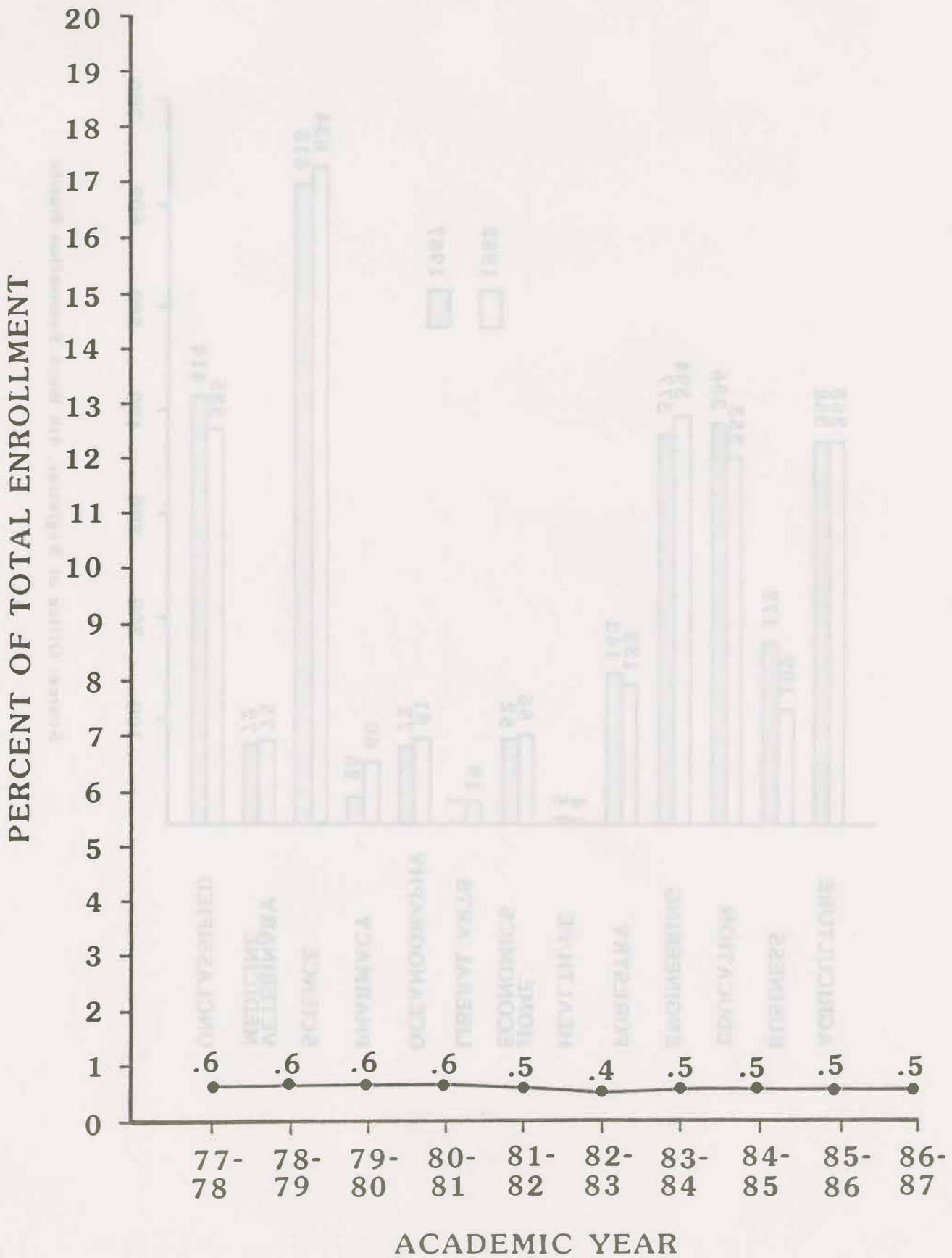
Source: Office of Budgets and Planning, Oregon State University

COLLEGE OF VETERINARY MEDICINE



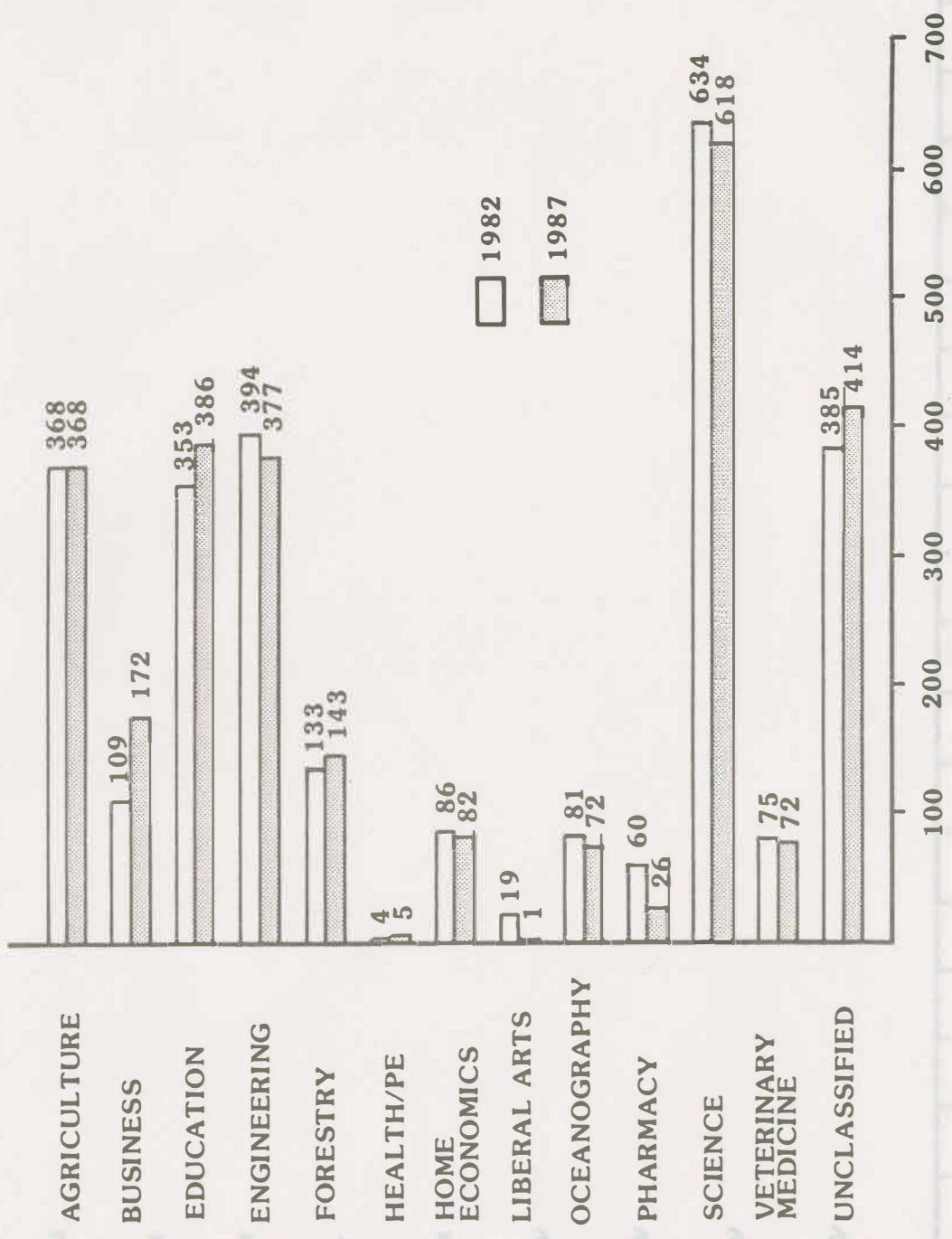
Source: Office of Budgets and Planning, Oregon State University

COLLEGE OF OCEANOGRAPHY



Source: Office of Budgets and Planning, Oregon State University

OREGON STATE UNIVERSITY GRADUATE ENROLLMENT BY COLLEGE

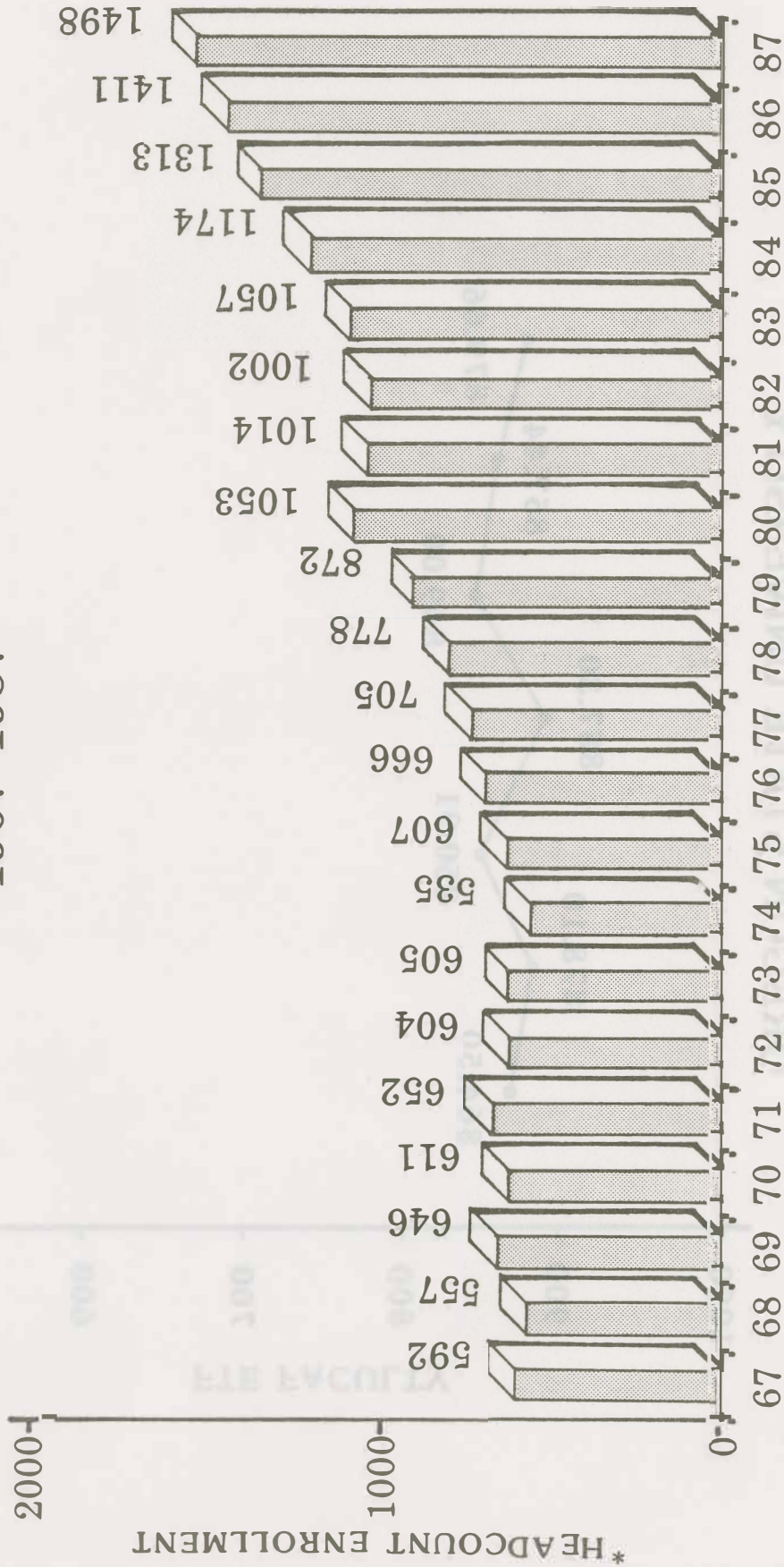


Source: Office of Registrar, 4th Week Summation Matrix

20 YEARS OF FOREIGN STUDENT ENROLLMENTS

OREGON STATE UNIVERSITY

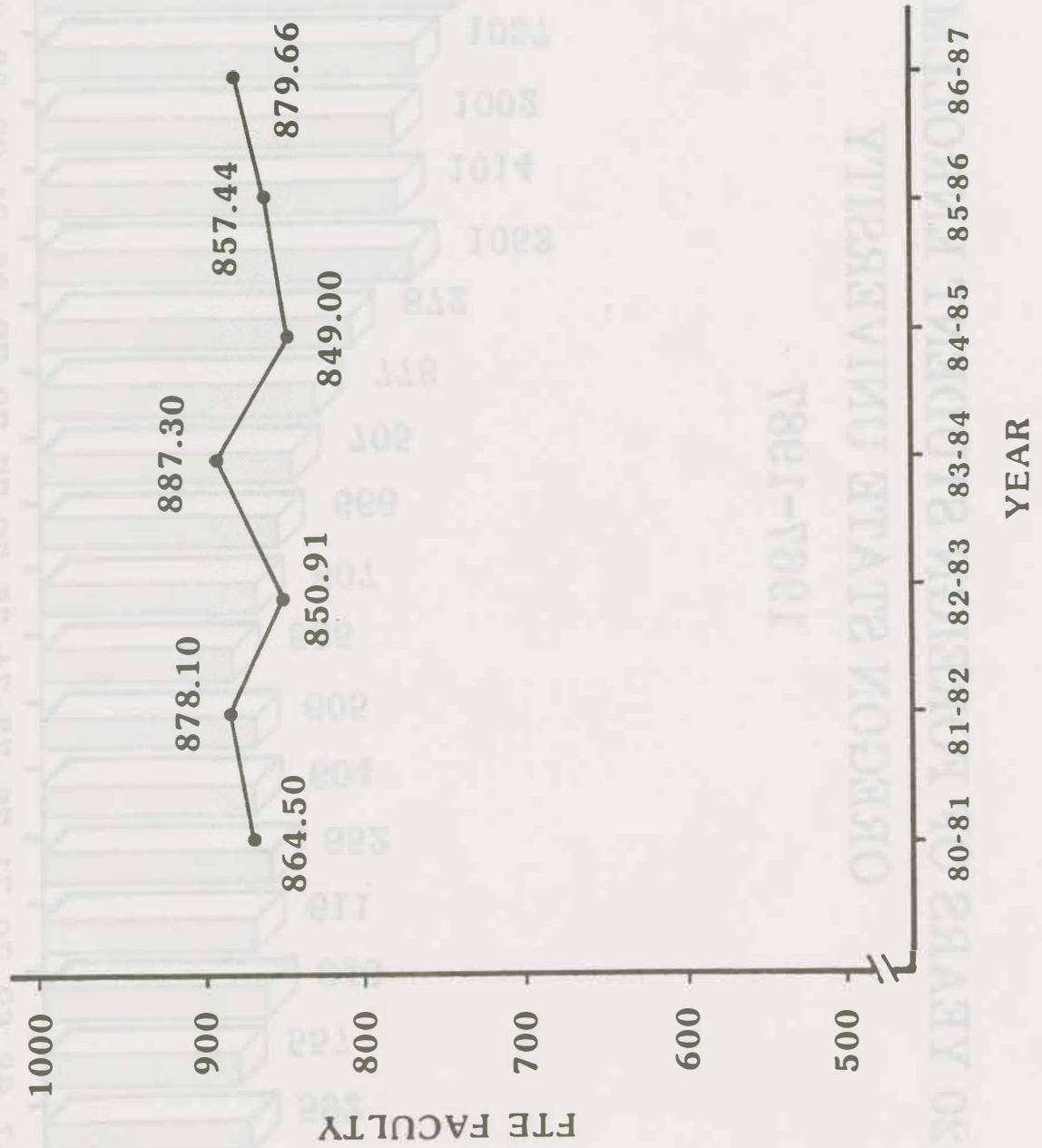
1967-1987



* Three Term Unduplicated Enrollment

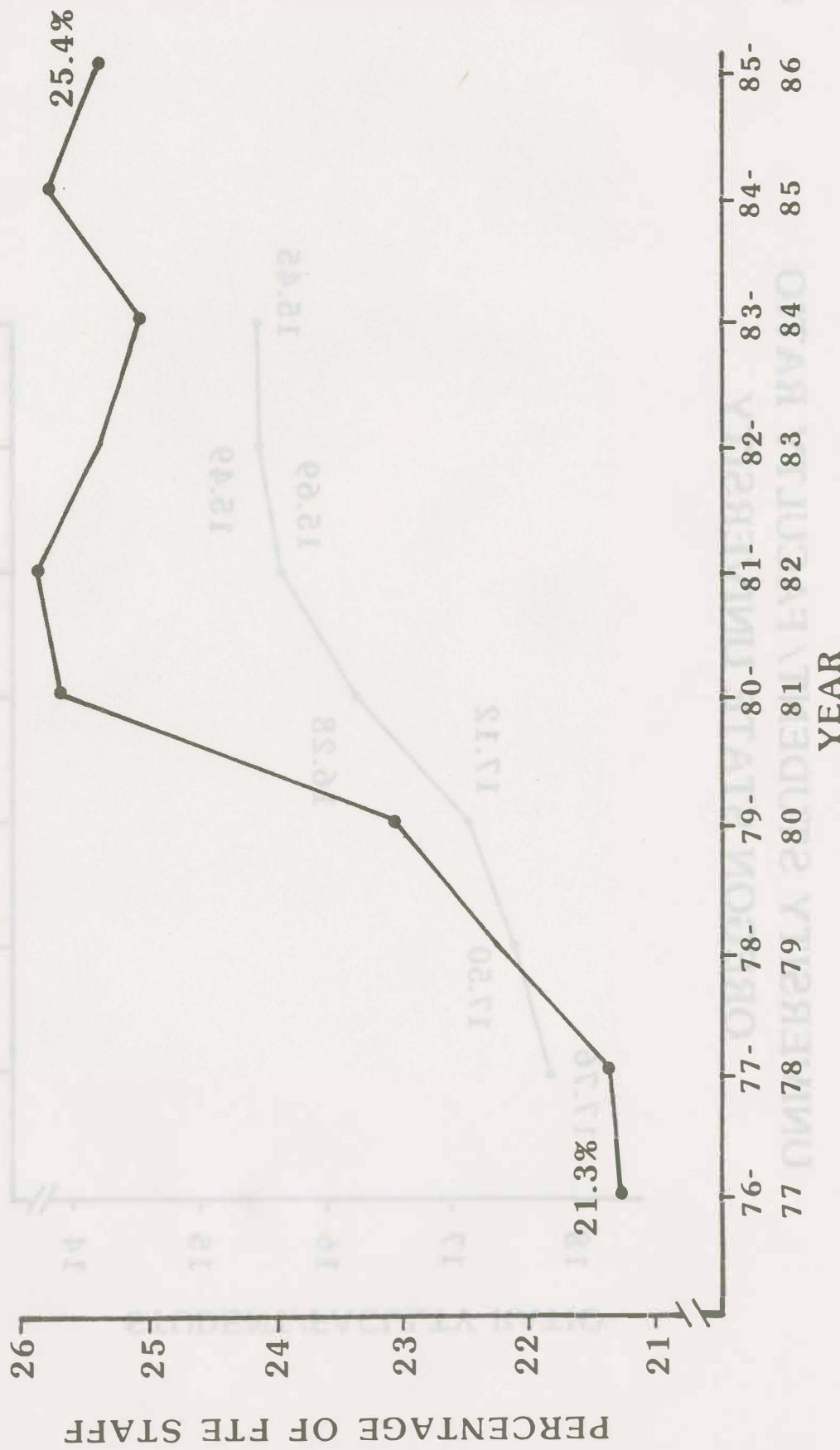
INSTRUCTIONAL ACADEMIC STAFF FTE 1980-81 TO 1986-87

OREGON STATE UNIVERSITY



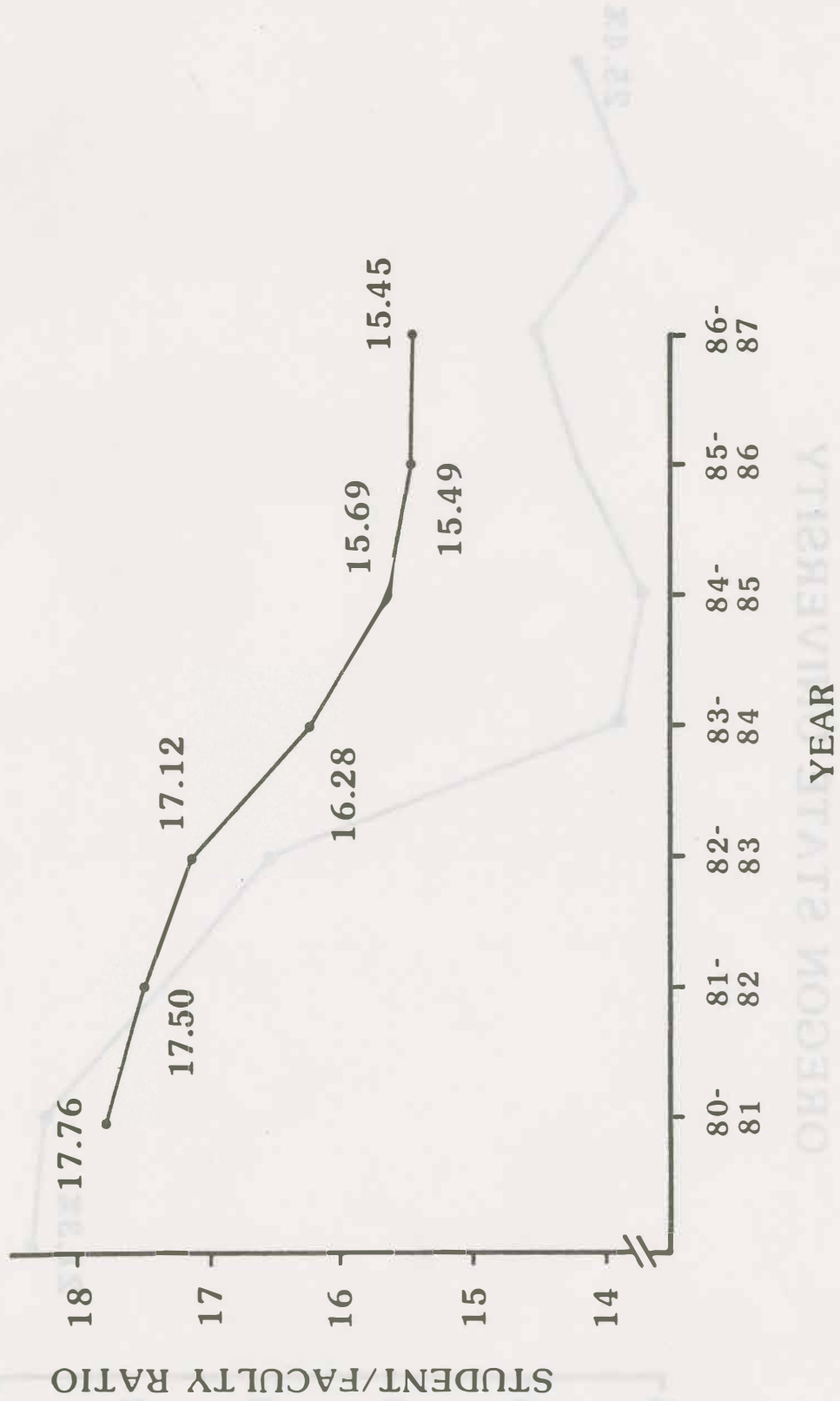
Source: Academic Staff Statistics, Office of Budgets and Planning

PERCENTAGE OF ACADEMIC STAFF FTE SUPPORTED
 BY GRANTS AND CONTRACTS
 OREGON STATE UNIVERSITY



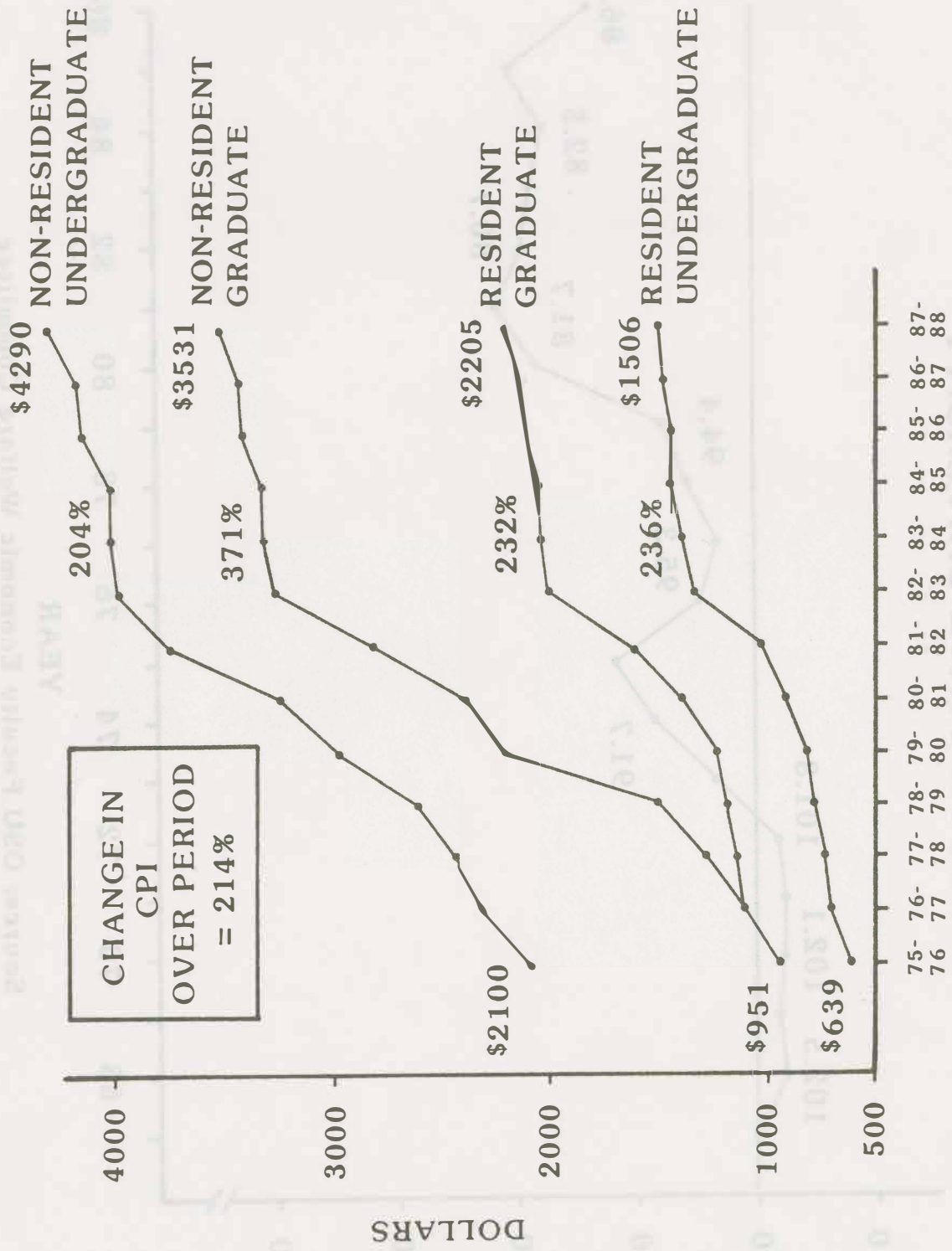
Source: Academic Staff Statistics, Office of Budgets and Planning

UNIVERSITY STUDENT / FACULTY RATIO OREGON STATE UNIVERSITY



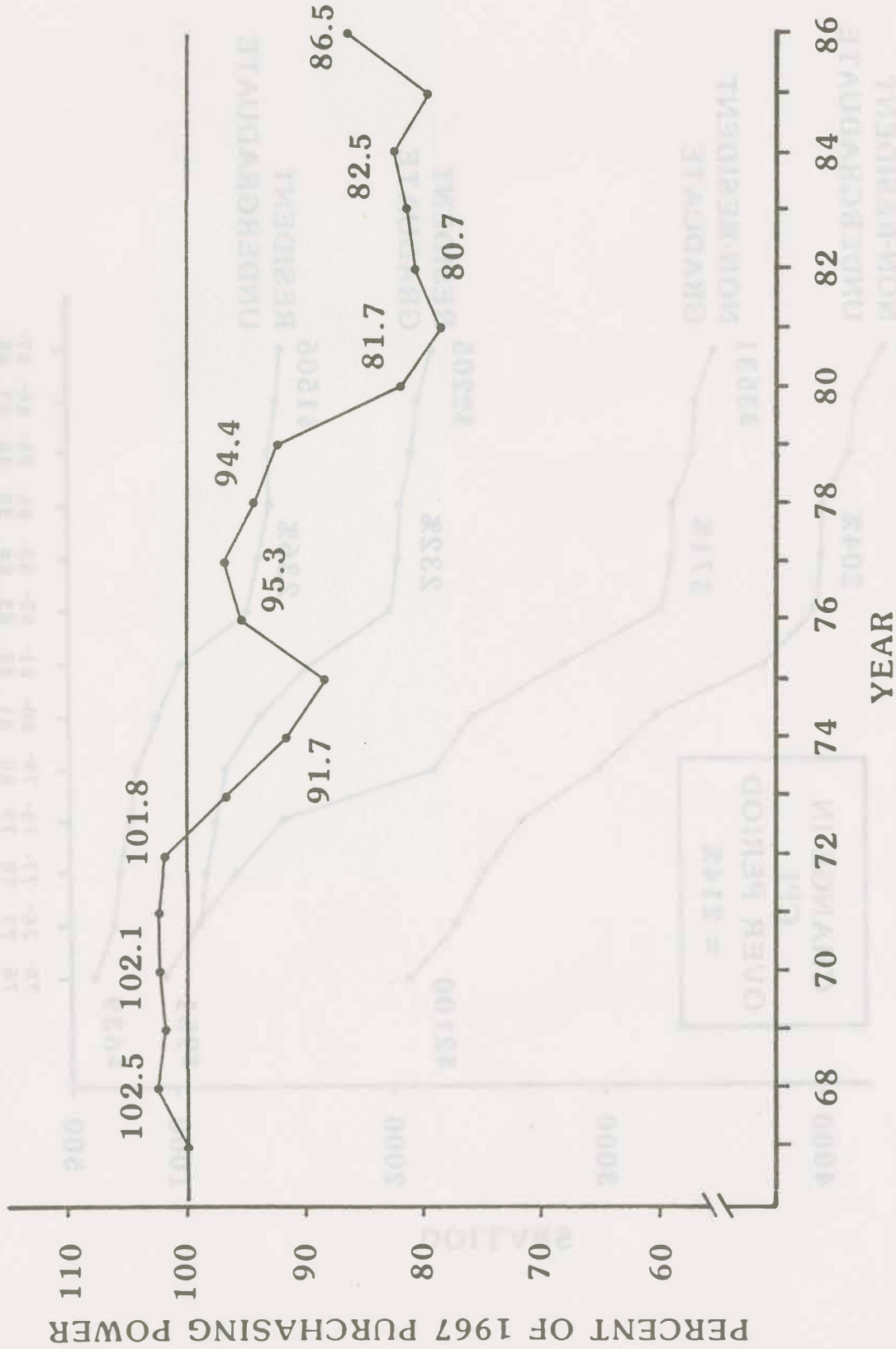
Source: Office of Budgets and Planning

TUITION CHANGES 1975-76 TO 1987-88 OREGON STATE UNIVERSITY



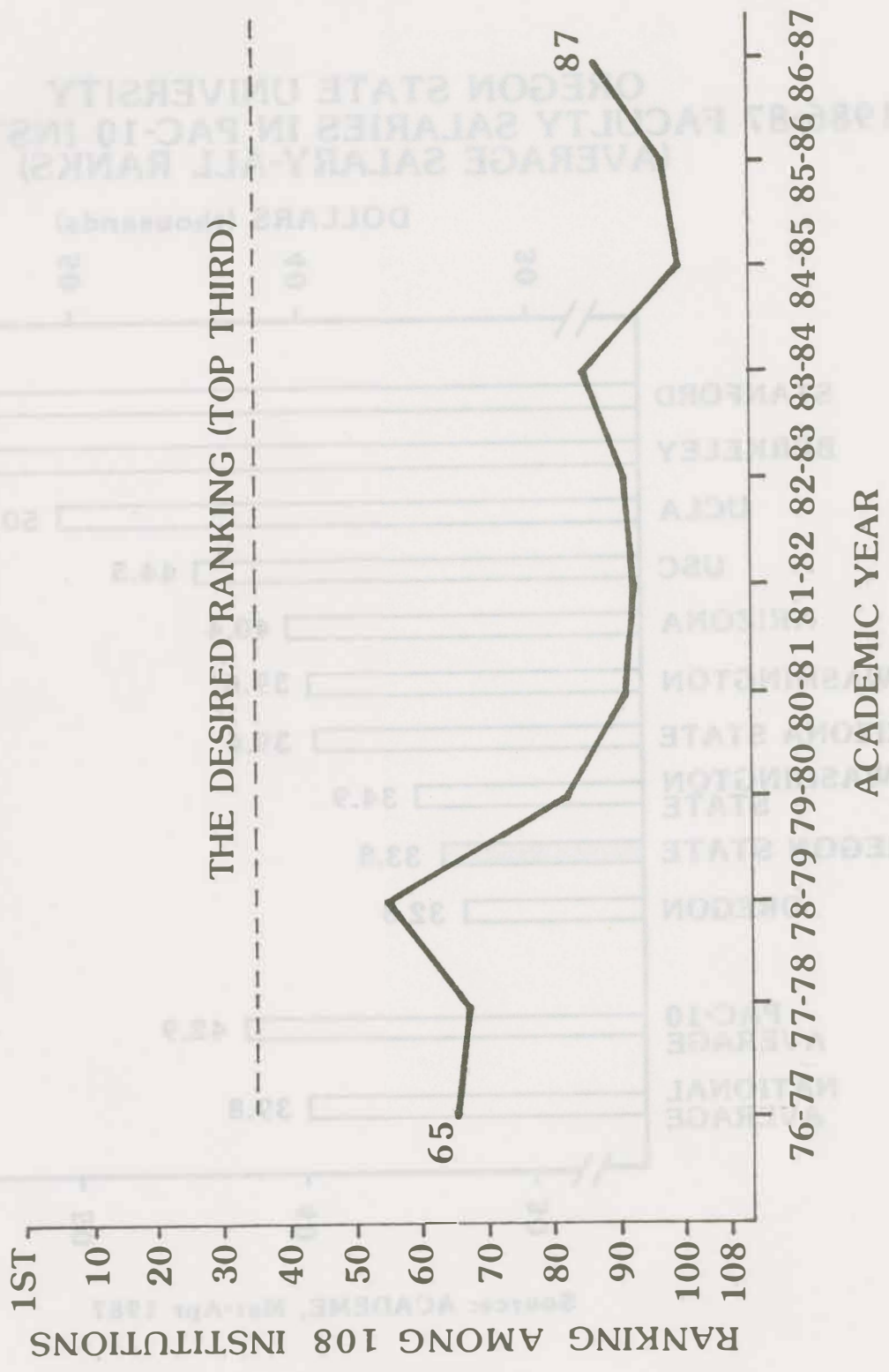
Source: Office of Budgets and Planning

**PURCHASING POWER IN TERMS OF 1967 DOLLARS
 AVERAGE ANNUAL SALARIES OF FULL PROFESSORS
 OREGON STATE UNIVERSITY**



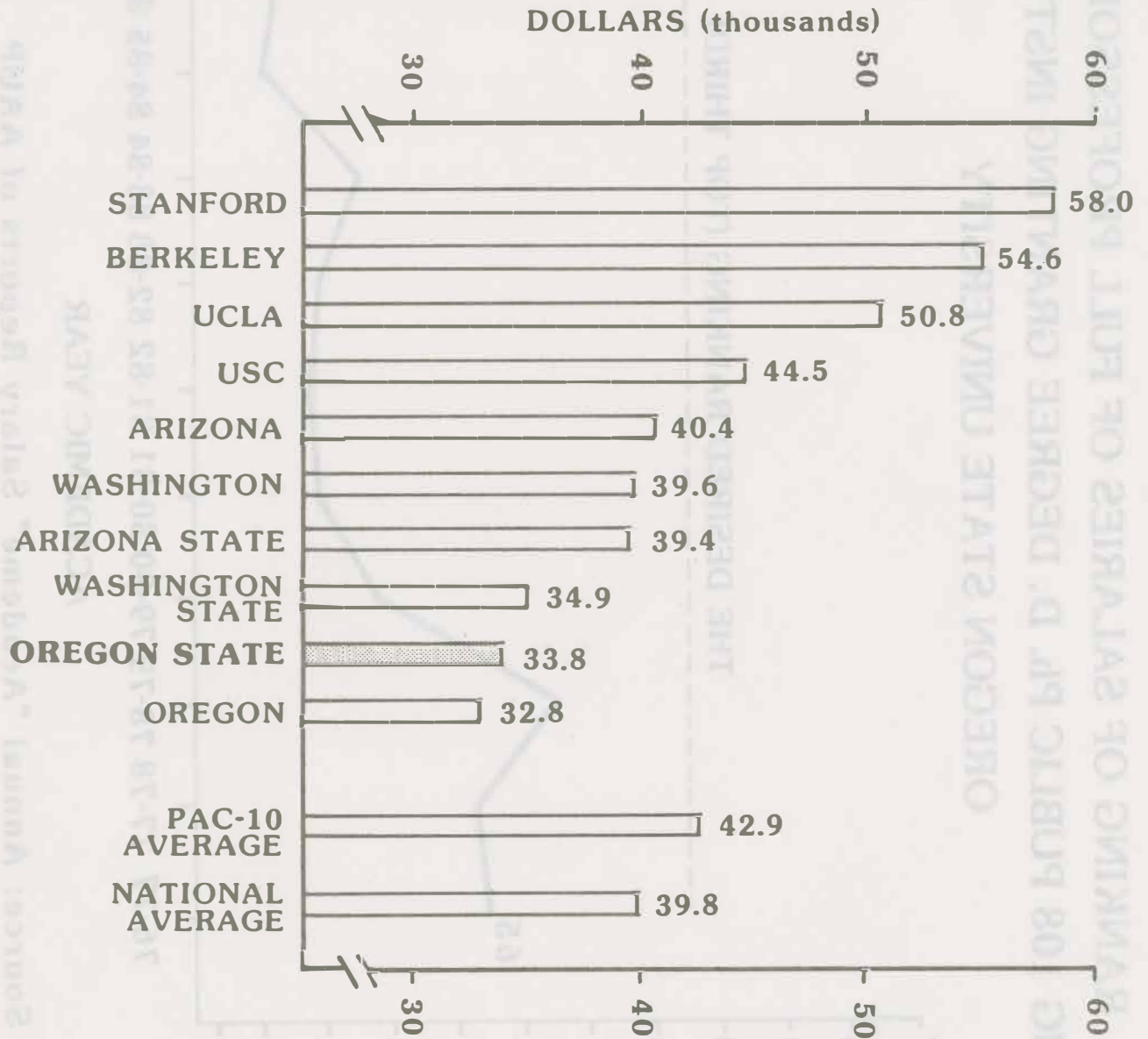
Source: OSU Faculty Economic Welfare Committee

**RANKING OF SALARIES OF FULL PROFESSORS
AMONG 108 PUBLIC Ph. D. DEGREE GRANTING INSTITUTIONS
OREGON STATE UNIVERSITY**



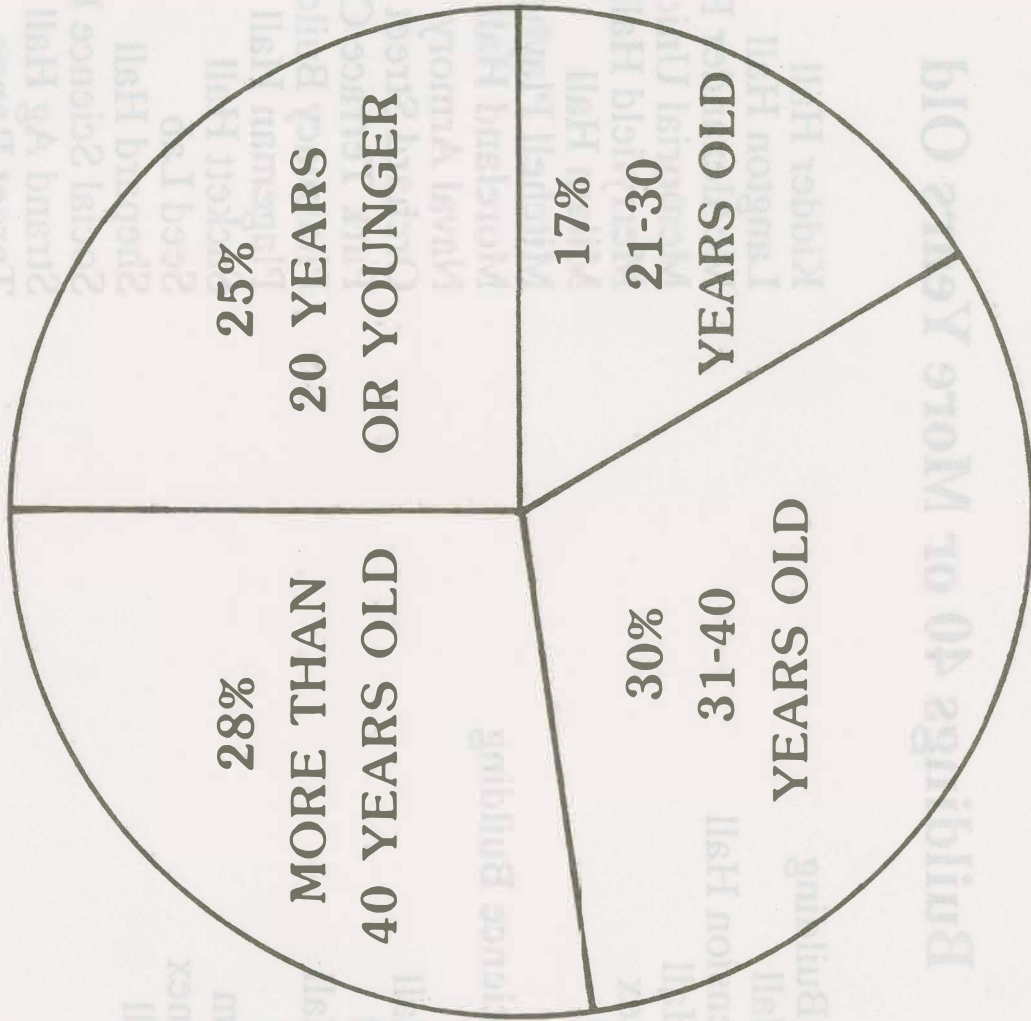
Source: Annual "Academe" Salary Reports of AAUP

OREGON STATE UNIVERSITY 1986-87 FACULTY SALARIES IN PAC-10 INSTITUTIONS (AVERAGE SALARY-ALL RANKS)



Source: ACADEME, Mar-Apr 1987

AGE OF BUILDINGS AT OREGON STATE UNIVERSITY



SOURCE: Building Space Inventory, Oregon State University

OREGON STATE UNIVERSITY

Buildings 40 or More Years Old



Ag Utilities Building	Kidder Hall
Apperson Hall	Langton Hall
Ballard Extension Hall	McAlexander Fieldhouse
Batcheller Hall	Memorial Union
Benton Annex	Merryfield Hall
Benton Hall	Milam Hall
Bexell Hall	Mitchell Playhouse
Computer Science Building	Moreland Hall
Covell Hall	Naval Armory
Dearborn Hall	Orchard Street Child Dev Ctr
Dryden Hall	Park Terrace Child Dev Ctr
Fairbanks Hall	Pharmacy Building
Gilbert Hall	Plageman Hall
Gill Coliseum	Sackett Hall
Gilmore Annex	Seed Lab
Gilmore Hall	Shepard Hall
Graf Hall	Social Science Hall
Greenhouse	Strand Ag Hall
Heat Plant	Target Range
Hut F S	Veterinary Dairy Barn
Hut F W	Waldo Hall
Industrial Building	Weatherford Hall
Kent House	Women's Building

OREGON STATE UNIVERSITY

Buildings Between 31 and 40 Years Old

- | | |
|----------------------------------|-------------------------------|
| Aero Engineering Lab | Industrial Building Annex |
| Azalea House | Material Shed (3) |
| Beef Barn | Motor Pool (2) |
| Cauthorn Hall | Oceanography Admin Offices |
| Coleman Field Storage | Oceanography Staging Building |
| Cordley Hall | Parker Concessions |
| Experimental Beef Barn | Parker Restrooms |
| Farm Service | Parker Stadium |
| Farm Service Hut | Physical Plant Shops |
| Feed Center | Poling Hall |
| Filter Plant | Reed Lodge |
| Forest Research Lab Garage/Whse | Seed Lab |
| Forest Research Lab Solvent Shed | Shed (3) |
| Forest Research Office/Lab | Sheep Barn |
| Gleeson Hall | Stock Judging Pavilion |
| Greenhouses (6) | Surplus Property |
| Heat & Vent Control | Vet Research Lab |
| Heckart Lodge | Warehouse & Garage |
| Hut L | Weatherford Cafeteria |
| Hut M | Wiegand Hall |
| | Withycombe Hall |

OREGON STATE UNIVERSITY

Buildings Between 21 and 30 Years Old

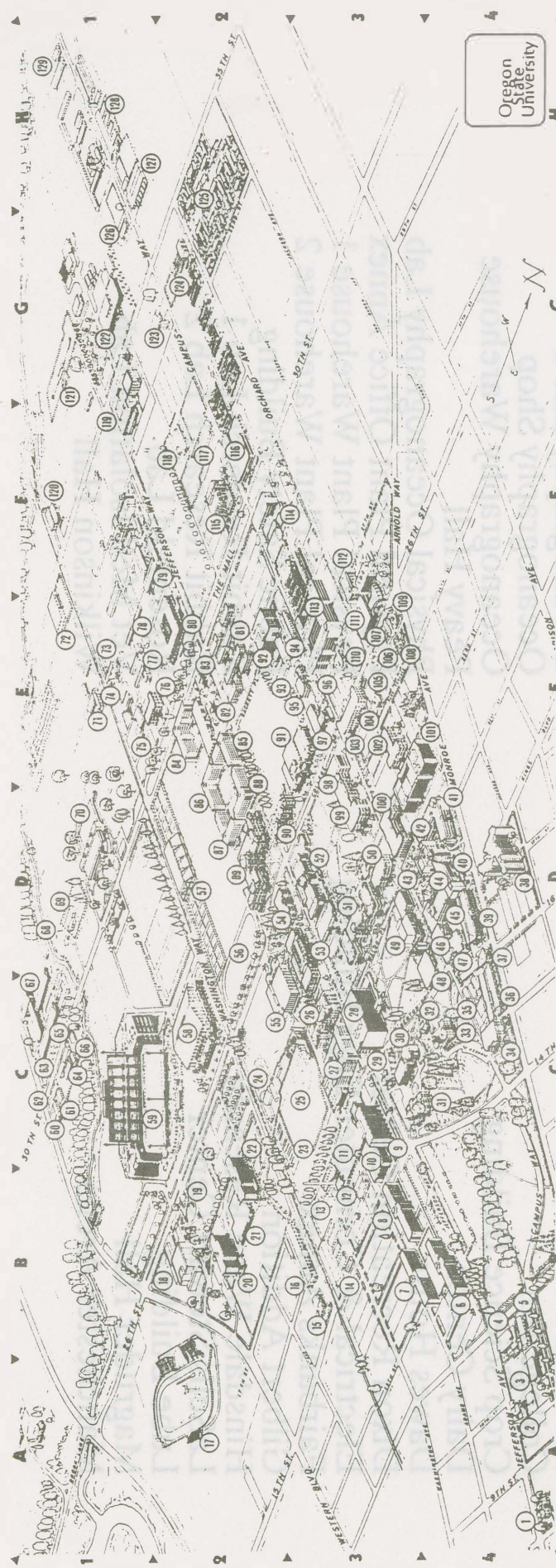
Avery Lodge	McNary Hall
Buxton Hall	Oceanography
Callahan Hall	Orchard Court Apartments
Clark Lab	Oxford House
Dixon Lodge	Physical Plant Office Building
Extension Hall Annex	Radiation Center
Finley Hall	Rogers Hall
Forest Research Lab Greenhouse	Snell Hall
Forest Research Lab Insectary	Swine Center
Forest Research Lab Warehouse	Vet Sheep Barn
Greenhouses (2)	Warehouse Storage Building
Hawley Hall	Weniger Hall
Housing Service Building	West Cafeteria
Kerr Library	West Hall
McNary Dining Hall	Wilson Hall
	Wool Lab

OREGON STATE UNIVERSITY

Buildings 20 Years or Younger

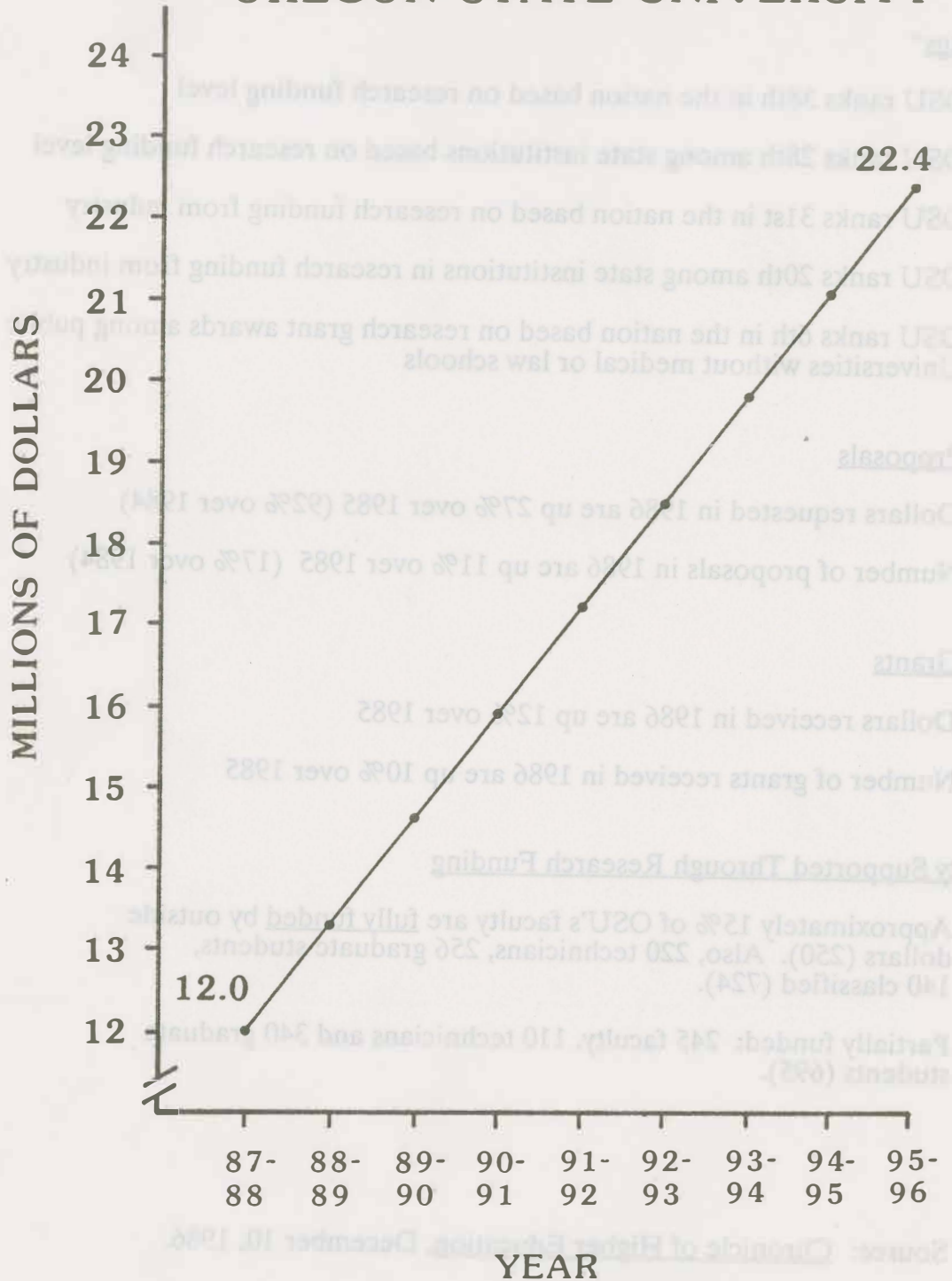
Administrative Services Building
Ag Engineering Shed
Animal Physical Lab
Arnold Hall
Bio Curation Building
Bloss Hall
College Inn
Crop Science Building
Dairy Center
Dawes House
Dixon Recreation Center
Electrical & Computer Engr Building
Fairbanks Annex
Gilbert Addition
Hinsdale Wave Research
LaSells Stewart Center
Lube Building
Magruder Hall
Manchester Arena

Milne Computer Center
Nash Hall
Oceanography Buoy Lab
Oceanography Core Lab
Oceanography Geophysics Building
Oceanography Lab 5
Oceanography Shop
Oceanography Warehouse
Peavy Hall
Physical Oceanography Lab
Physical Plant Office Annex
Physical Plant Warehouse 1
Physical Plant Warehouse 2
Public Safety Building
Rabbit Research Lab 1
Rabbit Research Lab 2
Rosenfeld Lab
Vet Med Isolation Lab
Wilkinson Hall



Alphabetical Listing	Numerical Listing	Chemical Engineering Building
10. C3 Admin. Serv. Bldg.	1. Oecography Shop	43. Chemical Engineering Building
11. D1 Aero Engng. Lab	2. Climatic Research Center	44. Shepley Hall
12. A1 Apponion Hall	3. Oecography Shop	45. DeBorja Hall
13. C1 Apponion Hall	4. Oecography Shop	46. DeBorja Hall
14. C1 Apponion Hall	5. Oecography Shop	47. DeBorja Hall
15. C1 Apponion Hall	6. Oecography Shop	48. DeBorja Hall
16. C1 Apponion Hall	7. Oecography Shop	49. DeBorja Hall
17. C1 Apponion Hall	8. Oecography Shop	50. DeBorja Hall
18. C1 Apponion Hall	9. Oecography Shop	51. DeBorja Hall
19. C1 Apponion Hall	10. Oecography Shop	52. DeBorja Hall
20. C1 Apponion Hall	11. Oecography Shop	53. DeBorja Hall
21. C1 Apponion Hall	12. Oecography Shop	54. DeBorja Hall
22. C1 Apponion Hall	13. Oecography Shop	55. DeBorja Hall
23. C1 Apponion Hall	14. Oecography Shop	56. DeBorja Hall
24. C1 Apponion Hall	15. Oecography Shop	57. DeBorja Hall
25. C1 Apponion Hall	16. Oecography Shop	58. DeBorja Hall
26. C1 Apponion Hall	17. Oecography Shop	59. DeBorja Hall
27. C1 Apponion Hall	18. Oecography Shop	60. DeBorja Hall
28. C1 Apponion Hall	19. Oecography Shop	61. DeBorja Hall
29. C1 Apponion Hall	20. Oecography Shop	62. DeBorja Hall
30. C1 Apponion Hall	21. Oecography Shop	63. DeBorja Hall
31. C1 Apponion Hall	22. Oecography Shop	64. DeBorja Hall
32. C1 Apponion Hall	23. Oecography Shop	65. DeBorja Hall
33. C1 Apponion Hall	24. Oecography Shop	66. DeBorja Hall
34. C1 Apponion Hall	25. Oecography Shop	67. DeBorja Hall
35. C1 Apponion Hall	26. Oecography Shop	68. DeBorja Hall
36. C1 Apponion Hall	27. Oecography Shop	69. DeBorja Hall
37. C1 Apponion Hall	28. Oecography Shop	70. DeBorja Hall
38. C1 Apponion Hall	29. Oecography Shop	71. DeBorja Hall
39. C1 Apponion Hall	30. Oecography Shop	72. DeBorja Hall
40. C1 Apponion Hall	31. Oecography Shop	73. DeBorja Hall
41. C1 Apponion Hall	32. Oecography Shop	74. DeBorja Hall
42. C1 Apponion Hall	33. Oecography Shop	75. DeBorja Hall
43. C1 Apponion Hall	34. Oecography Shop	76. DeBorja Hall
44. C1 Apponion Hall	35. Oecography Shop	77. DeBorja Hall
45. C1 Apponion Hall	36. Oecography Shop	78. DeBorja Hall
46. C1 Apponion Hall	37. Oecography Shop	79. DeBorja Hall
47. C1 Apponion Hall	38. Oecography Shop	80. DeBorja Hall
48. C1 Apponion Hall	39. Oecography Shop	81. DeBorja Hall
49. C1 Apponion Hall	40. Oecography Shop	82. DeBorja Hall
50. C1 Apponion Hall	41. Oecography Shop	83. DeBorja Hall
51. C1 Apponion Hall	42. Oecography Shop	84. DeBorja Hall
52. C1 Apponion Hall	43. Oecography Shop	85. DeBorja Hall
53. C1 Apponion Hall	44. Oecography Shop	86. DeBorja Hall
54. C1 Apponion Hall	45. Oecography Shop	87. DeBorja Hall
55. C1 Apponion Hall	46. Oecography Shop	88. DeBorja Hall
56. C1 Apponion Hall	47. Oecography Shop	89. DeBorja Hall
57. C1 Apponion Hall	48. Oecography Shop	90. DeBorja Hall
58. C1 Apponion Hall	49. Oecography Shop	91. DeBorja Hall
59. C1 Apponion Hall	50. Oecography Shop	92. DeBorja Hall
60. C1 Apponion Hall	51. Oecography Shop	93. DeBorja Hall
61. C1 Apponion Hall	52. Oecography Shop	94. DeBorja Hall
62. C1 Apponion Hall	53. Oecography Shop	95. DeBorja Hall
63. C1 Apponion Hall	54. Oecography Shop	96. DeBorja Hall
64. C1 Apponion Hall	55. Oecography Shop	97. DeBorja Hall
65. C1 Apponion Hall	56. Oecography Shop	98. DeBorja Hall
66. C1 Apponion Hall	57. Oecography Shop	99. DeBorja Hall
67. C1 Apponion Hall	58. Oecography Shop	100. DeBorja Hall
68. C1 Apponion Hall	59. Oecography Shop	101. DeBorja Hall
69. C1 Apponion Hall	60. Oecography Shop	102. DeBorja Hall
70. C1 Apponion Hall	61. Oecography Shop	103. DeBorja Hall
71. C1 Apponion Hall	62. Oecography Shop	104. DeBorja Hall
72. C1 Apponion Hall	63. Oecography Shop	105. DeBorja Hall
73. C1 Apponion Hall	64. Oecography Shop	106. DeBorja Hall
74. C1 Apponion Hall	65. Oecography Shop	107. DeBorja Hall
75. C1 Apponion Hall	66. Oecography Shop	108. DeBorja Hall
76. C1 Apponion Hall	67. Oecography Shop	109. DeBorja Hall
77. C1 Apponion Hall	68. Oecography Shop	110. DeBorja Hall
78. C1 Apponion Hall	69. Oecography Shop	111. DeBorja Hall
79. C1 Apponion Hall	70. Oecography Shop	112. DeBorja Hall
80. C1 Apponion Hall	71. Oecography Shop	113. DeBorja Hall
81. C1 Apponion Hall	72. Oecography Shop	114. DeBorja Hall
82. C1 Apponion Hall	73. Oecography Shop	115. DeBorja Hall
83. C1 Apponion Hall	74. Oecography Shop	116. DeBorja Hall
84. C1 Apponion Hall	75. Oecography Shop	117. DeBorja Hall
85. C1 Apponion Hall	76. Oecography Shop	118. DeBorja Hall
86. C1 Apponion Hall	77. Oecography Shop	119. DeBorja Hall
87. C1 Apponion Hall	78. Oecography Shop	120. DeBorja Hall
88. C1 Apponion Hall	79. Oecography Shop	
89. C1 Apponion Hall	80. Oecography Shop	
90. C1 Apponion Hall	81. Oecography Shop	
91. C1 Apponion Hall	82. Oecography Shop	
92. C1 Apponion Hall	83. Oecography Shop	
93. C1 Apponion Hall	84. Oecography Shop	
94. C1 Apponion Hall	85. Oecography Shop	
95. C1 Apponion Hall	86. Oecography Shop	
96. C1 Apponion Hall	87. Oecography Shop	
97. C1 Apponion Hall	88. Oecography Shop	
98. C1 Apponion Hall	89. Oecography Shop	
99. C1 Apponion Hall	90. Oecography Shop	
100. C1 Apponion Hall	91. Oecography Shop	
101. C1 Apponion Hall	92. Oecography Shop	
102. C1 Apponion Hall	93. Oecography Shop	
103. C1 Apponion Hall	94. Oecography Shop	
104. C1 Apponion Hall	95. Oecography Shop	
105. C1 Apponion Hall	96. Oecography Shop	
106. C1 Apponion Hall	97. Oecography Shop	
107. C1 Apponion Hall	98. Oecography Shop	
108. C1 Apponion Hall	99. Oecography Shop	
109. C1 Apponion Hall	100. Oecography Shop	
110. C1 Apponion Hall	101. Oecography Shop	
111. C1 Apponion Hall	102. Oecography Shop	
112. C1 Apponion Hall	103. Oecography Shop	
113. C1 Apponion Hall	104. Oecography Shop	
114. C1 Apponion Hall	105. Oecography Shop	
115. C1 Apponion Hall	106. Oecography Shop	
116. C1 Apponion Hall	107. Oecography Shop	
117. C1 Apponion Hall	108. Oecography Shop	
118. C1 Apponion Hall	109. Oecography Shop	
119. C1 Apponion Hall	110. Oecography Shop	
120. C1 Apponion Hall	111. Oecography Shop	
	112. Oecography Shop	
	113. Oecography Shop	
	114. Oecography Shop	
	115. Oecography Shop	
	116. Oecography Shop	
	117. Oecography Shop	
	118. Oecography Shop	
	119. Oecography Shop	
	120. Oecography Shop	

ESTIMATED DEFERRED MAINTENANCE NEEDS TEN YEARS IN THE FUTURE OREGON STATE UNIVERSITY



Source: Physical Plant Department.

RESEARCH AT OREGON STATE UNIVERSITY FACT SHEET (Fiscal Year 1985)

Rankings*

OSU ranks 38th in the nation based on research funding level

OSU ranks 28th among state institutions based on research funding level

OSU ranks 31st in the nation based on research funding from industry

OSU ranks 20th among state institutions in research funding from industry

OSU ranks 6th in the nation based on research grant awards among public Universities without medical or law schools

OSU Proposals

Dollars requested in 1986 are up 27% over 1985 (92% over 1984)

Number of proposals in 1986 are up 11% over 1985 (17% over 1984)

OSU Grants

Dollars received in 1986 are up 12% over 1985

Number of grants received in 1986 are up 10% over 1985

Faculty Supported Through Research Funding

Approximately 15% of OSU's faculty are fully funded by outside dollars (250). Also, 220 technicians, 256 graduate students, 140 classified (724).

Partially funded: 245 faculty, 110 technicians and 340 graduate students (695).

* Source: Chronicle of Higher Education, December 10, 1986.

RESEARCH AT OREGON STATE UNIVERSITY

FACT SHEET (continued)

Technology Transfer

14 U.S. patents and 18 foreign patents issued (32 total)

16 U.S. patent applications and 25 foreign patent applications pending (41 pending)

23 licenses are in place with various companies

On the average, 30 disclosures are made by the faculty to the Patent Manager annually

GROSS ANNUAL ROYALTY INCOME (By Fiscal Year)

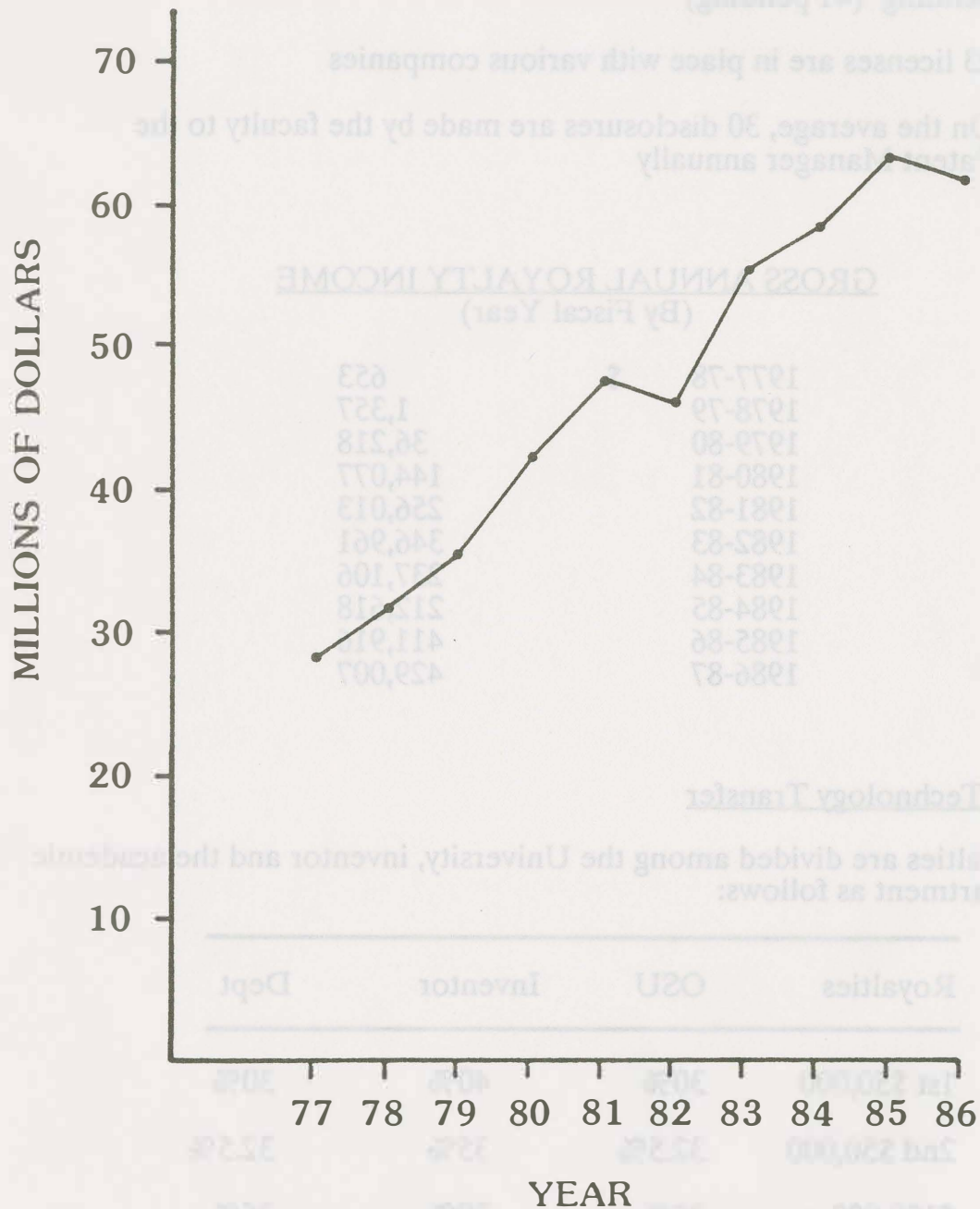
1977-78	\$	653
1978-79		1,357
1979-80		36,218
1980-81		144,077
1981-82		256,013
1982-83		346,961
1983-84		237,106
1984-85		212,618
1985-86		411,916
1986-87		429,007

Policy on Technology Transfer

Royalties are divided among the University, inventor and the academic department as follows:

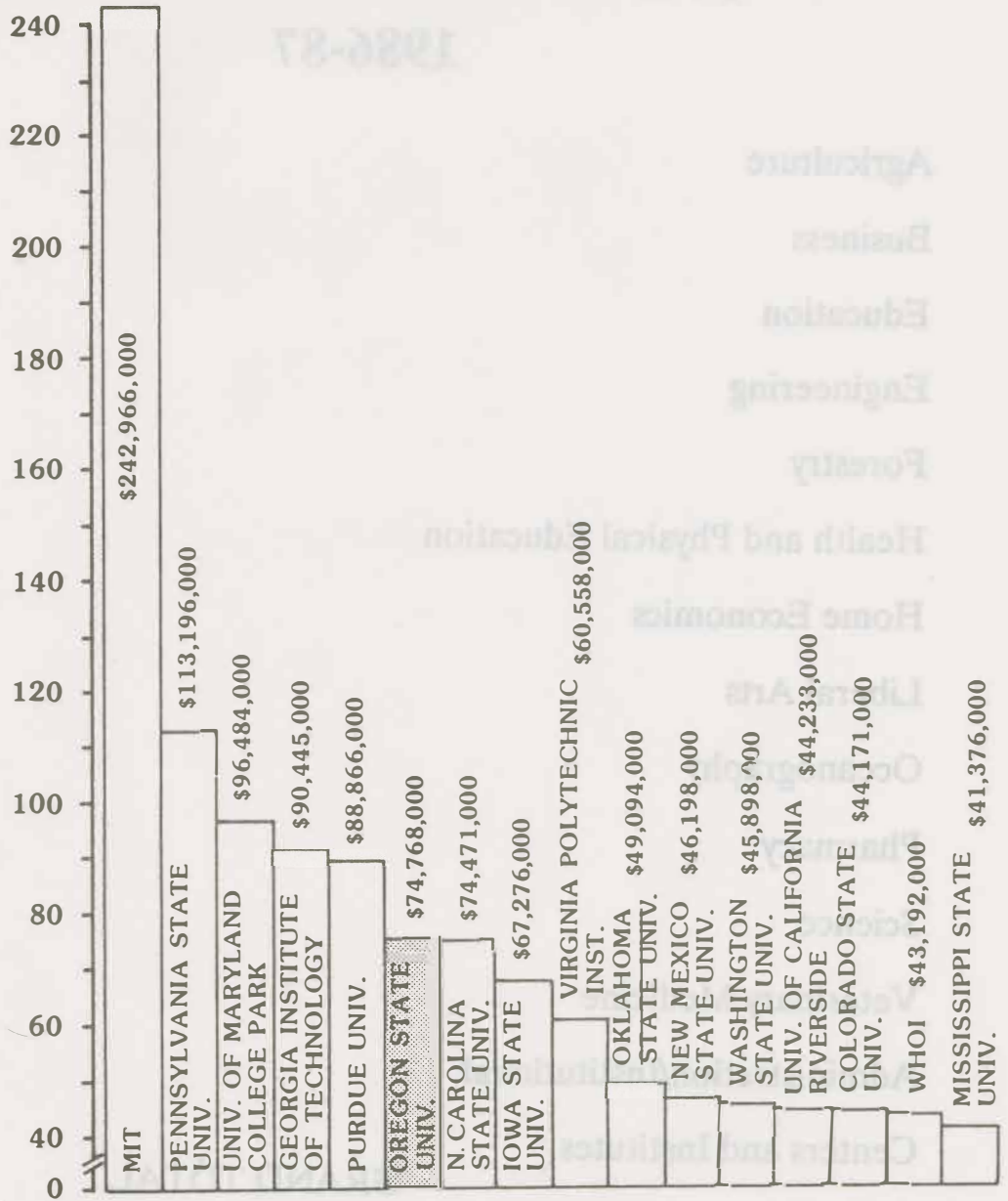
Royalties	OSU	Inventor	Dept
1st \$50,000	30%	40%	30%
2nd \$50,000	32.5%	35%	32.5%
\$100,000 +	35%	30%	35%

SUMMARY OF GRANTS ON AN ANNUAL BASIS OREGON STATE UNIVERSITY



Source: Office of Research, Graduate Studies,
and International Programs.

**GRANT MONIES RECEIVED BY COMPARABLE
INSTITUTIONS IN FY 85
UNIVERSITIES WITHOUT MEDICAL OR LAW SCHOOLS**



GRANT FUNDS BY COLLEGE OREGON STATE UNIVERSITY 1986-87

Agriculture	\$26,226,339
Business	79,154
Education	365,829
Engineering	10,966,637
Forestry	6,500,168
Health and Physical Education	625,839
Home Economics	264,048
Liberal Arts	456,247
Oceanography	15,097,977
Pharmacy	589,065
Science	10,550,957
Veterinary Medicine	1,153,832
Administration/Institutional	14,900,818
Centers and Institutes	<u>8,262,128</u>
GRAND TOTAL	\$96,039,038

SOURCES OF GRANT FUNDS OREGON STATE UNIVERSITY August 1987

Environmental Protection Agency	\$1,351,754
National Aeronautics and Space Administration	729,101
National Science Foundation	11,430,395
Office of Naval Research and Other Navy	7,416,068
Other Department of Defense	524,083
Public Health Services	7,852,304
State of Oregon Agencies	2,080,336
U.S. Department of Agriculture	6,690,771
U.S. Department of Commerce	5,898,100
U.S. Department of Education	2,127,074
U.S. Department of Energy	2,764,028
U.S. Department of Interior	1,081,831
Other Federal Agencies	15,050,704
Foundations & Professional Associations	1,056,271
Industry	3,277,191
Oregon Commodity Commissions	584,636
Other Commodity Commissions	96,002
Other Private Sources	560,885
Other Government Agencies	<u>2,247,991</u>
GRAND TOTAL	72,819,525

SOURCES OF GRANT FUNDS
 OREGON STATE UNIVERSITY
 August 1987

**RESEARCH FUNDS IN MAJOR AREAS
 OREGON STATE UNIVERSITY**

	Environmental Protection Agency
	National Aeronautics and Space Administration
	National Science Foundation
	Office of Naval Research and Other Navy
	Other Department
	Public Health Service
	State of Oregon
	U.S. Department of Agriculture
	U.S. Department of Commerce
	U.S. Department of Education
	U.S. Department of Energy
	U.S. Department of Interior
	Other Federal Agencies
	Foundations & Professional Associations
	Industry
	Oregon Commodity Commissions
	Other Commodity Commissions
	Other Private Sources
	Other Government Agencies
	GRAND TOTAL

The OSU Budget and Planning Process

Preparing for the Future

Strategic

Planning at

Oregon State

University

GOALS FOR FOSTERING HUMAN DEVELOPMENT

1. Enhance the University environment for learning, creativity, exchange of ideas and personal development.
2. Develop curricula that are responsive to change.
3. Strengthen the critical thinking and communication skills of students.
4. Strengthen the humanities, social sciences, and the arts.
5. Broaden the University's international perspective and focus its activities.
6. Improve student retention and increase the enrollment of outstanding students.
7. Strengthen advising and support services for students.

GOALS FOR CREATING KNOWLEDGE AND BEAUTY

8. Sustain and expand research excellence and artistic creativity.
9. Expand the frontiers of knowledge by strengthening interdisciplinary activities.
10. Improve the quality of graduate education, develop new programs, and increase graduate enrollment.

GOALS FOR ASSISTING THE ECONOMIC AND SOCIAL DEVELOPMENT OF OREGON

11. Contribute to the social and economic development of Oregon.
12. Extend research-based knowledge to Oregon citizens through Extension and service programs.
13. Focus the University's continuing education efforts.

GOALS FOR ESTABLISHING AN ENVIRONMENT FOR SUCCESS

14. Attract, develop, and retain faculty and staff committed to excellence.
15. Expand educational and professional opportunities for members of minorities, women, disadvantaged and disabled persons.
16. Develop responsive leadership and streamline administrative procedures.
17. Improve facilities and equipment to enhance institutional capabilities.
18. Improve the library to enhance the University's capabilities.
19. Strengthen University computing.
20. Emphasize cooperation with other institutions and agencies.
21. Improve the University's public relations and development activities.

PLANNING ASSUMPTIONS FOR THE EXTERNAL ENVIRONMENT

Demographic and Societal Trends

- Oregon's population is expected to increase by less than two percent annually through the year 2000.
- The age structure of the U.S. population will shift over time. Through the year 1992, the greatest increases will occur in the 35-54 year old segment, and the 18-21 year old segment will decrease.
- Oregon high school graduates will decline in 1985-86, rise slightly through 1987-88, then decline through 1993-94.
- The composition of households and families is changing with family size decreasing and single-parent families increasing.
- Women, particularly married women, will continue to enter the work force at faster rates than any other population group.

Economic Trends

- Federal funding for higher education will continue to decline due to the pressure to reduce the federal deficit, which will increase the competition for state revenues.
- International trade will increase its contribution in both the U.S. and Oregon economies.
- The Pacific Rim, particularly Japan, will continue to be Oregon's leading trading partner.
- National and state employment in services and retail and wholesale trade will grow faster than manufacturing employment.
- Oregon's forest products sector will regain market share, but with lower mill employment because of automation.
- Oregon's agriculture and food processing sectors will grow at an annual growth rate of two to four percent.
- Tourism in Oregon will continue to grow.
- The entire University will be pressured to commit a larger proportion of resources to economic development vis-a-vis other functions.
- Growth in Oregon personal income will continue to lag behind the national average.

State and Federal Policies

- Declining Federal support for research, student financial aid, and extension in higher education will place a greater reliance on state and external funds.
- OSSHE will experience increased competition for state funds from basic education.
- State support for research will emphasize near-term economic development as distinct from basic long-term research.
- Federal funding cuts will eliminate programs that can be assumed by higher education or private enterprise.

Changing Environment for Higher Education

- Oregon's eight state-governed universities and colleges will experience declines in FTE enrollment.
- OSSHE will continue to support interinstitutional programs and activities.
- There will be increasing oversight and control of state institutions by OSSHE, the Legislature, and the Oregon Educational Coordinating Commission.
- Development of corporate education and training institutions as an alternate source of higher education will continue.
- Students will more commonly choose to start their higher education in community colleges as opposed to four-year institutions.
- There will be growth in the use of telecommunications to deliver higher education state-wide and regionally.

SOURCE: Oregon State University, 1987. Preparing For The Future: Strategic Planning at Oregon State University, 62 pp.

PLANNING ASSUMPTIONS FOR THE EXTERNAL ENVIRONMENT

Technological and Scientific Trends

- There will be a continuing integration of computers, automation, and telecommunications in all aspects of modern life.
- There will be an increased demand for research in all areas of bio-technology, materials science, health science, natural resource and environmental sciences, and other interdisciplinary fields.
- The sophistication and the cost of acquisition and maintenance of research instrumentation is rapidly increasing.

Market for Graduates

- Computer literacy, communication, problem-solving, and management skills are in growing demand for all college graduates.
- The greatest expansion in the job market is expected for the service, information, health care, and high technology and biotechnology industries.
- There will be increasing opportunities for graduates in the area of international trade.
- Future job market expansion will be concentrated in the West and the Southwest.

Market for Research

- There will be an increasing opportunity for university research to help shape public policy in areas of economic development and natural resource management.
- Opportunities for collaborative research between universities and industry will continue to expand.
- There will be an increasing demand for technology transfer.
- There will be increasing participation in international research, training, and development programs.
- There will be increasing resources available for defense research.
- Social science research emphasis will shift from therapy and remediation to prevention, with implications for public policy.

Market for Continuing Education and Extension

- There will be an increasing demand for life-long education from educated, older citizens.
- There is an increasing need for professional education and career-change retraining.
- New roles for Extension beyond service to agriculture are evolving.
- There is a trend toward diversification of education delivery systems.

PLANNING ASSUMPTIONS FOR THE INTERNAL ENVIRONMENT

General Assumptions

- Oregon State University will continue to pursue its mission as a comprehensive research university.
- In those areas where OSU is strongest, it will continue to compete with the best institutions in the country.
- To make Oregon State a truly comprehensive university, the asymmetry among its programs will be addressed.
- To increase the effectiveness of fund development, alumni relations, and student recruitment, these activities will be further decentralized.
- Periodic internal and external review of all University programs will be conducted to maintain and enhance their overall quality.

Faculty and Staff

- The selection, recruitment, evaluation, and compensation of faculty will be the highest priority of the University.
- Promotion and tenure decisions will become more rigorous.
- Institute directorships and extramurally funded professorships will be used to attract outstanding senior faculty members to OSU.
- Recruitment and retention of minority faculty will be emphasized throughout the University.
- The bulk of support for the scholarly work of most faculty members will come from extramural grants, fellowships, and contracts. Continued success of the University's scholarly production will depend on augmenting these resources with internal funds.
- Faculty morale and satisfaction depends upon resolution of the following issues regarding faculty status: assignment of faculty rank, 9-month versus 12-month appointments, fixed-term and part-time appointments, and consulting and off-campus employment.
- Classified staff constitute an indispensable resource for the University; OSU will seek to enhance their career development.

Numbers and Sources of Students

- More effective recruitment programs will be developed to continue attracting a substantial proportion of college-age Oregon residents. Special efforts will be made to recruit minority, out-of-state, international, and older-than-average students.
- Comprehensive recruitment strategies will be developed to include increased financial aid, competitive tuition rates, and student employment opportunities.
- As a research university, OSU will share recruitment responsibility for graduate students with the departments and will seek ways to enlarge the proportion of the student body seeking advanced degrees.

Educational Programs

- New curricular initiatives may require discontinuance or curtailment of marginal programs or consolidation of overlapping programs.
- Barriers to interdisciplinary programs and interinstitutional ventures will be reduced to assure the future vitality of the University.
- OSU will initiate a systematic review of the curriculum, to include consideration of new interdisciplinary opportunities.
- OSU will explore and develop interinstitutional and additional interdisciplinary graduate programs.
- OSU will increase its interaction with community colleges.

Instruction

- Student retention will be increased through improved systems for evaluating, recognizing, and rewarding excellent teaching and advising.
- Release time from teaching and additional resources will be provided to encourage innovation in instruction and professional development.
- OSU will increase student access to its educational programs through flexible scheduling and use of alternative locations.

SOURCE: Oregon State University, 1987. Preparing For The Future: Strategic Planning at Oregon State University, 62 pp.

Research

- In seeking public and private sources of funding, the University will capitalize on strengths reflecting its mission, location, and historical development.
- OSU will continue to be highly competitive for external research support.
- Creativity and scholarship in the arts and humanities is essential for a comprehensive university and will be rewarded.
- Existing space allocation formulas will be refined to include additional qualitative criteria reflecting programmatic needs and research productivity.
- Research productivity, as well as student-credit-hour generation, will be taken into account in budget allocations.

Financing

- The University will establish a more active relationship with public and private sector organizations to attract funding for quality programs in teaching, research, and service.
- To maintain quality in a period of limited resources the University will consolidate programs and curtail ineffective ones.

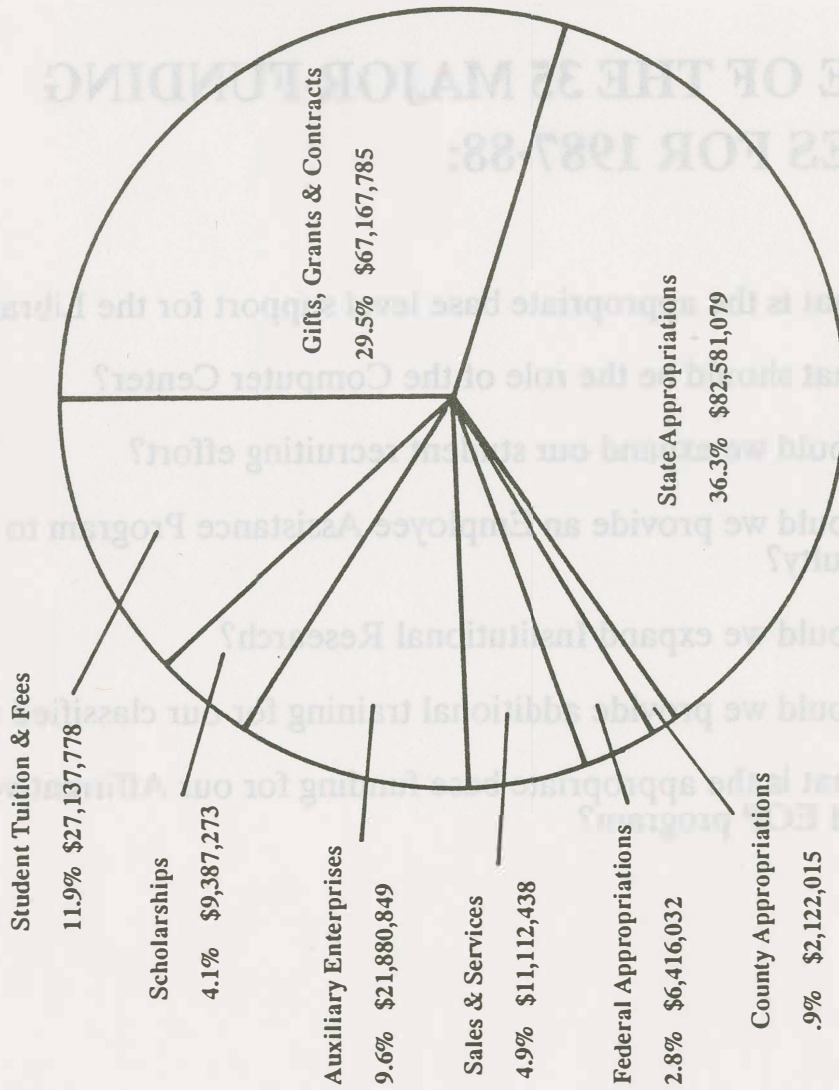
Equipment and Facilities

- Building renovation will continue to provide a more cost-effective means than new construction for providing adequate space for the University's instructional, research, and service functions.

SOME OF THE 35 MAJOR FUNDING ISSUES FOR 1987-88:

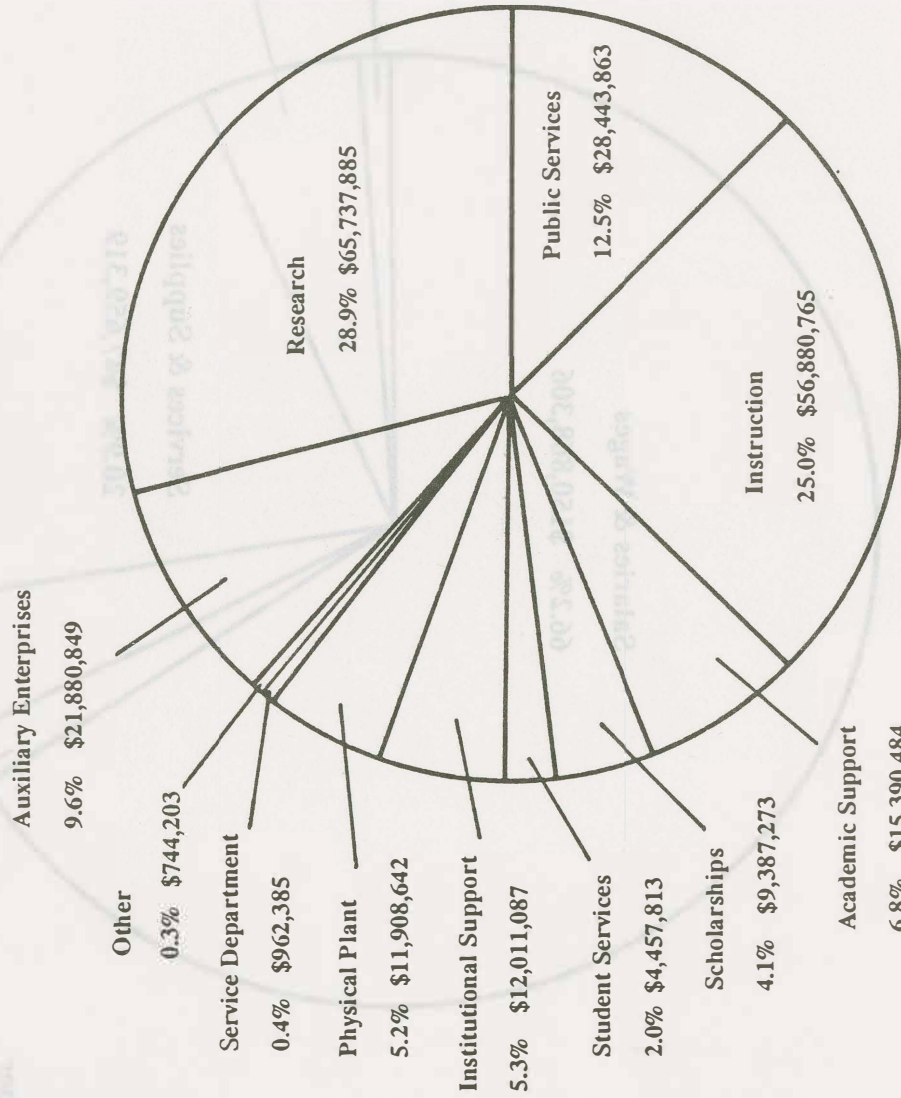
1. What is the appropriate base level support for the Library?
2. What should be the role of the Computer Center?
3. Should we expand our student recruiting effort?
4. Should we provide an Employee Assistance Program to our staff and faculty?
5. Should we expand Institutional Research?
6. Should we provide additional training for our classified staff?
7. What is the appropriate base funding for our Affirmative Action and EOP program?

**THE OREGON STATE UNIVERSITY
OPERATING DOLLAR
WHERE IT CAME FROM
1986-87**



TOTAL \$227,805,249

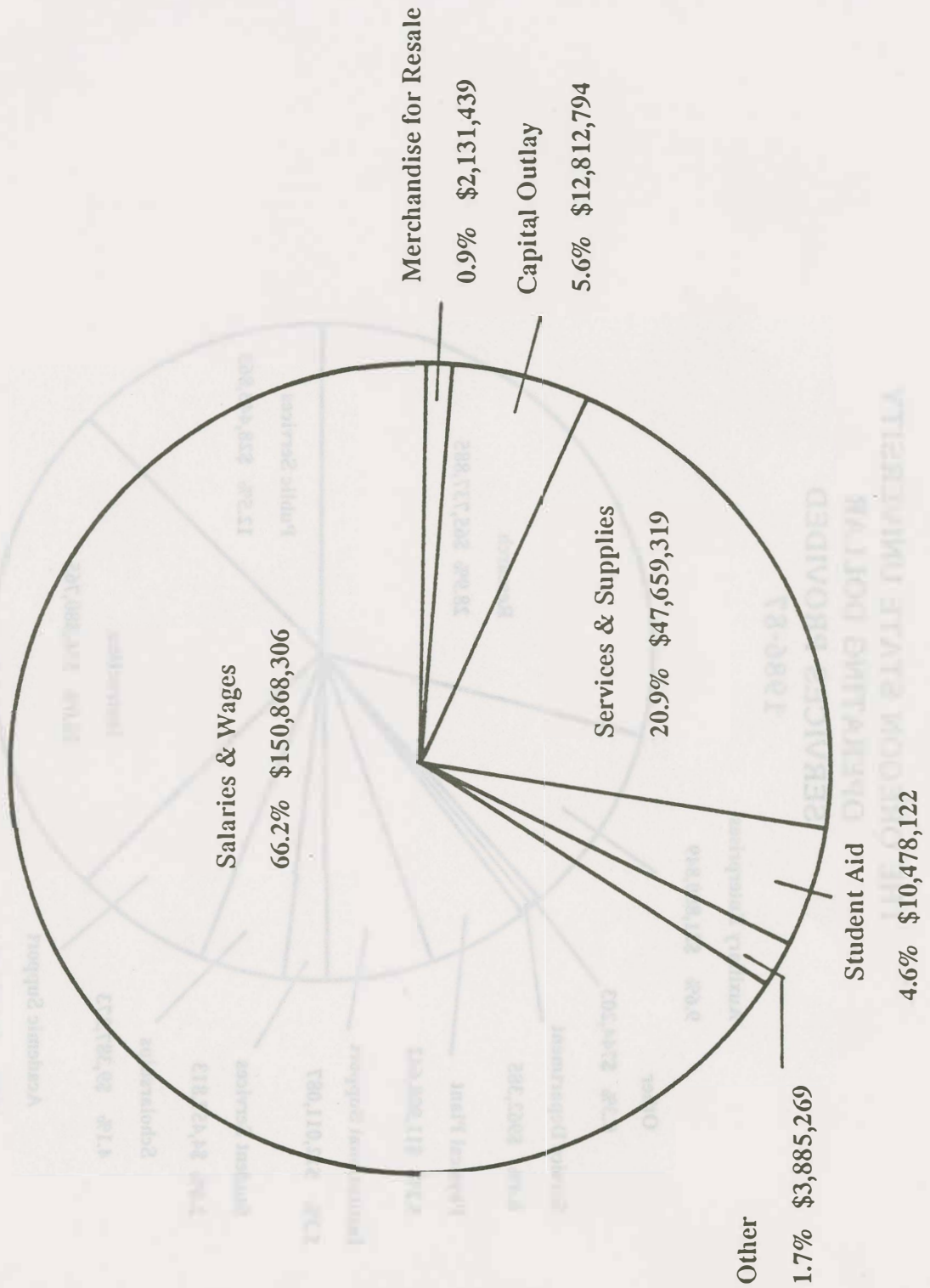
THE OREGON STATE UNIVERSITY
 OPERATING DOLLAR
 SERVICES PROVIDED
 1986-87



TOTAL \$227,805,249

**THE OREGON STATE UNIVERSITY
OPERATING DOLLAR
HOW IT WAS USED**

1986-87



TOTAL \$227,805,249

1987 - 88 BUDGET PROCESS

College and administrative units were requested to prepare three budgets

Base budget minus 1%

Base budget minus 6%

Base budget plus 4%

Focus of requests is programs and activities

PRIORITIES FOR 1987 - 88

I. PREVIOUS COMMITMENTS

- a) Covering debts
- b) Covering promises

II. LIBRARY

III. REALISTIC BASE BUDGETS

IV. UNIVERSITY COMPUTING

V. EQUIPMENT NEEDS

VI. FACILITIES

1987 - 88 FUNDING DECISIONS

Reductions

Most units reduced from one percent to six percent

Additions

Library	+ \$425,000.00
Computing	+ 300,000.00
Employee Assistance Program	+ 60,000.00
Affirmative Action and Minority Assistance	+ 60,000.00

