



Date: April 6, 2015

To: Executive Committee of the Board of Trustees of the Oregon Institute of Technology

From: Brad Burda, Provost and Executive Committee Staff Support

Subject: HECC Mission Alignment Update

HECC (Higher Education Coordinating Committee) has charged the Public University Provosts' Council to create a mission alignment document to be used for both university mission statement approval and to assist with program approval.

The work to date has centered on the mission alignment document that was created for the State Board of Higher Education, a summary of programs offered by each university as defined by CIP codes (National Center for Educational Statistics Classification of Instructional Programs), and a list of mission statements that also includes strategic priorities for each university.

Completion is scheduled for June.

Attached are:

- Mission statements, core themes, and strategic priorities
- State Board of Higher Education Mission Alignment document
- List of academic programs offered by the universities.



Oregon
University
System

Academic Strategies Committee

Mission Alignment/Metrics, Use and Implementation

The OUS Provosts' Council has developed this document to accompany the March 31, 2011, Mission Alignment document in order to define its uses and implementation. The Mission Alignment document (attached) includes:

- Background
- Overall approach for defining metrics
- Institutional mission intensities and defining metrics
- A table on the alignment of student access mission intensity along with Systemwide metrics and institutional-specific metrics
- A table on academic program mission intensity along with Systemwide metrics and institutional-specific metrics
- A table on innovation/research mission intensity along with Systemwide metrics and institutional-specific metrics
- Institutional mission statements

The Mission Alignment document supports the Oregon University System Board's four goals to produce the highest level of educational outcomes for Oregonians:

1. *Create in Oregon an educated citizenry to support responsible roles in a democratic society and provide a globally competitive workforce to drive the State's economy, while ensuring access for all qualified Oregonians to quality postsecondary education;*
2. *Ensure high quality student learning leading to subsequent student success;*
3. *Create original knowledge and advance innovation, and*
4. *Contribute positively to the economic, civic, and cultural life of communities in all regions of Oregon.*

In the Mission Alignment document institutional missions and profiles are defined by three alignment matrices that correspond to Board goals:

- **Student Access** (addressing Goal #1 above). Referencing both physical presence as well as areas of the State from which an institution draws a significant number of students.
- **Academic Programs** (addressing Goal #2 above). Undergraduate programs only.
- **Innovation/Research** (addressing Goal #3 above). Reflective of strengths in graduate education and research.

Contributions to the economic, civic, and cultural life in communities (Goal #4) are reflected in all the matrices in that student access, academic programs and innovation/research are all components that contribute to economic and social vibrancy.

The data in each of the matrices, along with the distinct mission of each institution, provides a picture of the contributions each institution makes to OUS and will be used as planning tool.

Each matrix is followed by lists of Systemwide and of institution-specific metrics, from which each institution has selected the most valid indicators of fulfilling the mission aspects for which the institution declares primary mission intensity. Note: OHSU is listed the matrices to demonstrate their contributions to the network of public higher education in the State, however, no metrics are listed for OHSU given their autonomy from OUS.

USE OF MISSION ALIGNMENT

The Mission Alignment document is a snapshot; it shows the contributions of OUS institutions at a given point in time. It is intended to be updated on an annual basis and submitted to the Academic Strategies Committee of the Board for discussion, modification if needed, and approval. It is reflective of how OUS institutions are fulfilling their mission commitments and was designed as a tool to be used by institutions, OUS, and the Board to determine how OUS is meeting the Board's goals. It provides a bridge to align institutional missions with OUS. It will be used to determine needs for new academic programs and to assess new program proposals. It will provide a framework for measures and metrics to be used to benchmark institutional progress, program viability, and presidential evaluation.

How institutions will use the Mission Alignment matrices and metrics:

- **Development of new academic programs:** The Mission Alignment document will be used internally by an institution to determine program needs. This includes determining the need for new programs (both in terms of meeting market and access), whether or not a proposed new program is duplicative of current offerings in OUS, and if a program needs to be discontinued.
- **Benchmarking:** Institutions will use the Systemwide and campus-specific metrics to benchmark and measure progress. These metrics will be integrated into institutional planning and budget process and could result in program changes, additions, or discontinuations.
- **Mission alignment:** Institutions will use the Mission Alignment document to assess the integrity of their mission via their program array and metrics.
- **Accreditation:** Institutions will use the Mission Alignment document for Northwest Commission on Colleges and Universities accreditation; with a specific emphasis on the required criteria of developing core themes and demonstrating that new academic program development is based on a process that meets the Board's goals and is informed by assessment and analysis.

How the Provosts' Council will use the Mission Alignment matrices and metrics:

- **Determining regional and statewide needs:** By routinely examining the rows in the matrices in the Mission Alignment document, the Provosts' Council will be able to identify where there might be gaps in OUS offerings by region, meeting market needs, or access and to develop proposals to fill those gaps.
- **Program approval:** The Provosts' Council will use the matrices in the Mission Alignment document as a means to determine how newly proposed programs fit within an institution's mission, geographic need, or if it is duplicative of existing offerings.
- **Monitoring:** The Provosts' Council will annually update the matrices and metrics in the Mission Alignment document to reflect the responsiveness of OUS institutions in ensuring that the program array provided meets the needs of the state.

How Chancellor's Office will use the Mission Alignment matrices and metrics:

- **Program approval:** The Chancellor's Office will use the matrices in the Mission Alignment document as a means to determine how a newly proposed program fits within an institution's mission, if it serves a geographic need, or is duplicative of existing offerings.
- **Development of initiatives:** The Chancellor's Office will develop and provide leadership on initiatives, when applicable, to support progress on the Systemwide and institutional-specific metrics.
- **Presidential evaluation:** For Board action, the Chancellor's Office will incorporate the Systemwide and institutional-specific metrics of the Mission Alignment document in presidential evaluations.
- **Compact with the campuses:** For Board action, the Chancellor's Office will use the Systemwide and institutional-specific metrics in the Mission Alignment document as part of the development of the compact with the campuses.

How the Board will use the Mission Alignment matrices and metrics:

- **Fulfilling Board goals:** The Board will continually assess if the matrices and metrics of the Mission Alignment document advance the goals of the Board, and as needed, develop actions.
- **Meeting the needs of the State:** The Board will review the rows and columns of the Mission Alignment matrices to determine if there are gaps in program offerings or student access
- **Institutional mission integrity:** The Board will use the Mission Alignment document to determine if institutions are meeting their mission and if changes in institutional mission are warranted.

- **Communication document:** The Board will use the Mission Alignment document to communicate with external stakeholders as to how OUS is meeting the needs of the State, as well as evidence of OUS' progress on advancement of the Board's goals.



BACKGROUND

The Oregon University System Board, on behalf of OUS, seeks to accomplish four goals to produce the highest level of educational outcomes for Oregonians:

1. Create in Oregon an educated citizenry to support responsible roles in a democratic society and provide a globally competitive workforce to drive the state's economy, while ensuring access for all qualified Oregonians to quality postsecondary education;
2. Ensure high quality student learning leading to subsequent student success;
3. Create original knowledge and advance innovation; and
4. Contribute positively to the economic, civic, and cultural life of communities in all regions of Oregon.

Both in response to Senate Bill 442 and the goals of the Board, the Oregon University System institutions have defined their missions, student access, academic program array, and research. These efforts are conveyed in the following matrices with accompanying metrics. Individual campuses and the System, as a whole, will use this information to ensure the Board's goals are met and that resources are effectively managed. The matrices and metrics are designed to first and foremost be used as tools at the campus-level for decision-making related to program development and/or discontinuation.

OVERALL APPROACH FOR DEFINING METRICS

Institutional profiles are defined by three mission alignment matrices:

- Student Access (addressing Goal #1 above). Referencing both physical presence as well as areas of the State from which an institution draws a significant number of students.
- Academic Programs (addressing Goal #2 above). Undergraduate programs only.
- Innovation/Research (addressing Goal #3 above). Reflective of strengths in graduate education and research.

Contributions to the economic, civic, and cultural life in communities (Goal #4) are reflected in all the matrices in that student access, academic programs, and innovation/research are all components that contribute to economic and social vibrancy.

The data in each of these matrices, along with the distinct mission of each institution (also included at the end of this document), provide a picture of the contributions each institution makes to OUS.

INSTITUTIONAL MISSION INTENSITIES AND DEFINING METRICS

Each matrix lists mission aspects in the row categories and the institutions across the columns. The numerical entries in the cells represent the intensity of the commitment each institution has to the mission aspect in that row. A **value of 1** implies primary mission intensity for that institution – a commitment to a leadership responsibility in providing coverage for that aspect. A **value of 2** indicates secondary mission intensity – substantial involvement by the institution but not a commitment to leadership of the area. A **value of 3** indicates some involvement by that institution in that mission aspect. A **blank cell** indicates that the institution is not materially involved in that mission aspect. It is important to note that these are *institution-declared* mission intensities and the numbers should not be misinterpreted to stand for a ranking of programs or a measure of program quality but, rather, the numbers represent a commitment on the part of the university to offer this set of mission aligned programs, but with varying intensity.

Each component of the institution's mission is multi-faceted and is presented here in terse form. It is also the case that quantitative metrics alone do not capture all the essential relationships among various dimensions of an institution and should be factored in when assessing an institution's mission.

Each matrix is followed by lists of Systemwide and of institution-specific metrics, from which each institution has selected the most valid indicators of fulfilling the mission aspects for which the institution declares primary mission intensity. Note: OHSU is listed in the matrices to demonstrate their contributions to the network of public higher education in the state; however, no metrics are listed for OHSU given their autonomy from OUS.

ALIGNMENT DIMENSION #1: STUDENT ACCESS MISSION INTENSITY

	EOU	OIT	OSU	PSU	SOU	UO	WOU	OHSU
Portland	3	2	2	1		2		2
Eastern	1	3	2					2
Southern		2	3		1	3		2
Central	3	3	1	3		2		
Coastal	2		3	3		3		3
Willamette		2	1	2		2	1	2
Statewide		1	1	2		1		1
Distance	1	2	2	2	3	3	3	2

- **Systemwide Metrics**

- Enrollment (Unduplicated Headcount): Total and Resident
- Enrollment from *primary geographic areas* as percentage of Total Enrollment (Note: Need this to link to the Table 1)
- Underrepresented Enrollment as percentage of Total Undergraduate Enrollment
- State Appropriation per Fundable Resident Student FTE (Note: Resident enrollment needs to be linked to State funding to get the full picture)

- **EOU Institution-Specific**

- Distance Education Enrollment as percentage of Total Enrollment
- Distance Education Enrollment Oregon County by County as a percentage of Total Enrollment
- Number of Programs—majors, minors, certificates—available at a distance as a percentage of total number of programs offered
- New Undergraduate Enrollment: Total, percentage of Resident
- First-Year Retention Rate for Undergraduate Students (including interinstitutional transfers)
- Percentage of newly admitted freshmen entering with HS Dual Credit courses
- Percentage of newly admitted transfers who came from Oregon Community Colleges

- **OIT Institution-Specific**

- Distance Education Enrollment as percentage of Total Enrollment
- New Undergraduate Enrollment: Total, percentage of Resident
- First-Year Retention Rate for Undergraduate Students (including interinstitutional transfers)

- Percentage of newly admitted freshmen who had HS ACP during their last year of high school or percentage of newly admitted transfers who came from Oregon Community Colleges (if this is possible given the current framework)

- **OSU Institution-Specific**

- Enrollment as percentage of Total Enrollment for Nonresident U.S. students, international students, graduate students
- Distance Education Enrollment as percentage of Total Enrollment
- First-Year Retention Rate for Undergraduate Students

- **PSU Institution-Specific**

- Oregon resident enrollment from Portland Metropolitan Area (PMA)
- Oregon resident enrollment from outside PMA
- International student enrollment
- Domestic Nonresident enrollment
- Ethnicity
- Programs offered outside PMA (includes online)
- Enrollment and degrees awarded by these programs

- **SOU Institution-Specific**

- Number of Transfer Students from the Six County Southern Oregon Region
- Number of Articulation Agreements with Institutions in Oregon
- Number of First Generation/Low Income students served in Oregon/Southern Oregon

- **UO Institution-Specific**

- Average HS GPA and SAT/ACT for New Freshman
- Percentage of Entering Class (undergraduate and graduate) from Underrepresented Groups and International
- First- to Second-year Retention
- Six-year Graduation Rate of undergraduates
- Percentage of Unmet Financial Need of Resident undergraduates filled from University resources

- **WOU Institution-Specific**

- Enrollment as percentage of Total Enrollment for any of the following: First Generation/Low Income students
- First-year Retention Rate for Undergraduate Students
- New Undergraduate Enrollment: Total, percentage Resident, percentage Underrepresented, etc.
- Distance Education Enrollment as percentage of Total Enrollment

ALIGNMENT DIMENSION #2: ACADEMIC PROGRAM MISSION INTENSITY

	EOU	OIT	OSU	PSU	SOU	UO	WOU	OHSU
Gen Ed	1	1	1	1	1	1	1	
Math/Science	2	2	1	1	2	1	2	1
Humanities	2	3	1	1	2	1	2	
Social Sciences	3		1	1		1		
Engineering/Tech		1	1	1				3
Natural Resources	3	3	1	2	3	3		
Health	3	1	1	2	3	3	3	1
Business	1	2	1	1	2	1	1	3
Jour/Comm/Digital	3		2	3	3	1		
Public/Social Serv	3		2	1	3	2		
Education	1		2	1	1	1	1	
Arts	2		2	1	1	1	2	
Architecture				2		1		
Law						1		

• Systemwide Metrics

- Degrees Awarded: Total, Bachelors, Advanced
- Degrees Awarded in State-designated Workforce Shortage Areas

• EOU Institution-Specific Metrics

- Degrees Awarded in Education Areas Important to the Institution's Geographic Region (Note: These may be different from State-designated Workforce Shortage Areas)
- Enrollment of students in the State-designated Workforce Shortage areas expressed as a percentage of Total Enrollment
- Enrollment of students in program areas leading to programs offered in partnership with other OUS partners and Oregon Community College partners
- Percentage of Graduates Employed or Enrolled One Year After Graduation

• OIT Institution-Specific Metrics

- Degrees Awarded in Education Areas Important to the Institution's Geographic Region (Note: These may be different from State-designated Workforce Shortage Areas). Include enrollment of students in the state-designated shortage areas

(either Labor Department or Complete College America) expressed as a percentage of Total Enrollment.

- Programmatic Accreditation by DOE-recognized professional accreditation agencies
- Percentage of Graduates Employed or Enrolled One Year After Graduation

- **OSU Institution-Specific Metrics**

- Licensure or Certification Pass Rates in Selected Education Areas
- Programmatic Accreditation by DOE-recognized professional accreditation agencies
- Six-Year Graduation Rates for Undergraduate Students

- **PSU Institution-Specific Metrics**

- Enrollment by Declared Major
- Degrees granted by Major and Level
- Enrollment in Community-Based Learning
- Faculty Headcount and FTE by Tenure Status, by Program

- **SOU Institution-Specific Metrics**

- Degrees Awarded in Education Areas Important to the Southern Oregon Region (Business, Education, Environmental Studies, Applied Psychology, Arts)
- Licensure or Certification Pass rates

- **UO Institution-Specific Metrics**

- Student/Faculty Ratio
- Percentage of Students that Study Abroad
- Percentage of Students involved in Internships, Leadership Programming and Service Learning

- **WOU Institution-Specific Metrics**

- Degrees Awarded in Education Areas Important to the Institution's Geographic Region (Note: These may be different from State-designated Workforce Shortage Areas)
- Percentage of Graduates Employed or Enrolled One Year After Graduation
- Six-Year Graduation Rates for Undergraduate Students
- Examination of resources dedicated to the Art Programs

ALIGNMENT DIMENSION #3: INNOVATION/RESEARCH MISSION INTENSITY

	EOU	OIT	OSU	PSU	SOU	UO	WOU	OHSU
Math/Science			1	1	3	1	3	
Humanities			2	3		1		
Social Sciences			1	1		1		
Engineering/Tech		2	1	1				3
Natural Resources			1	2	3	3		
Health			1	2		3	2	1
Business	3		2	2		1		3
Jour/Comm/Digital			3	3		1		
Public/Social Serv			3	1	3	2	1	
Education	3		2	2	3	1	1	
Arts			3	3	2	1	3	
Architecture				2		1		
Law						1		

- **Systemwide Metrics**

- Total Annual Sponsored Grant and Contract Expenditures
- Graduate Degrees Awarded as percentage of Total Degrees

- **EOU Institution-Specific Metrics**

- High-Achieving High-School Graduates (GPA>3.75) as percentage of Total First-Year Class
- Acceptance Rate of Students to selected Professional/Medical/Graduate Programs
- Number of Graduating Baccalaureate students presenting Senior Research Symposia as a percentage of Overall Baccalaureate Graduates

- **OIT Institution-Specific Metrics**

- High Achieving High-School Graduates (GPA>3.75) as percentage of Total First-Year Class
- Number of Patents, Licenses, and Start-ups per Faculty FTE
- Cumulative Economic Impact per State Appropriation Dollar

- **OSU Institution-Specific Metrics**

- Annual Sponsored Grants and Contracts Expenditures per Faculty FTE
- Number of Patents, Invention Disclosures, and Start-ups, and Licensing Revenue
- High-Achieving High School Graduates (GPA>3.75) as percentage of Total Enrollment

- **PSU Institution-Specific Metrics**

- Number of Patents/Licenses/Start-ups
- Number of Partnerships, by agency or organization type
- Number of state or federal agencies currently supporting Sponsored Research
- Carnegie Research Classification

- **SOU Institution-Specific Metrics**

- Number of Students/Clients Served in Community-based Learning and Research Partnerships
- Number of Clients served through Educational Outreach Collaborations

- **UO Institution-Specific Metrics**

- Faculty Salaries as percentage of AAU Peers Median
- Major Faculty Awards (Fulbright, Guggenheim, National Academies...)
- Average GRE for new graduate students
- Graduate enrollment
- Financial Support provided to graduate students
- Research Expenditures
- Dollar Return from Patents and Licensing

- **WOU Institution-Specific Metrics**

- Annual Sponsored Grants and Contracts Expenditures per Faculty FTE
- Regionally/Nationally Recognized Programs

Draft Report on Mission Alignment

*Prepared for the Provosts Council and Salam Noor
for discussion at their April 2, 2015 meeting*

Purpose

This Mission Alignment document was developed by the Statewide Provosts Council and the Higher Education Coordinating Commission (HECC) staff. The matrix represents the wide range of programs and degree offerings at all seven public institutions, and supports the state's goals for increasing access to quality education, increasing student success, and supporting graduate education and research. In addition, this document lists each institution's mission statement, core themes, and key strategic priorities.

The Mission Alignment document will be used by institutions, the Provosts Council, and the HECC to convey a snapshot of academic programs offered by the seven public institutions, including duplication of programs in high demand areas (such as business and education) and uniqueness and complementarity of programs in high cost disciplines or areas unique to an institution's mission. Used primarily as a communication tool for students, the public, and the Legislature, the document highlights specific programs and priorities for each institution. It may inform the program approval process, but it will not be used exclusively for that purpose. It is also important to note that many institutions are in the process of forming their governing boards and may need to revise and update their mission statements and strategic plans in the coming years. Furthermore, it is expected that the collective program portfolio will evolve over time to address changing societal needs. As such, this document is intended to serve as a useful coordination tool and promote dialogue across institutions for identifying state needs and gaps that can be responded to in a thoughtful and coordinated manner.

EASTERN OREGON UNIVERSITY

Mission Statement

Eastern Oregon University guides student inquiry through integrated, high-quality liberal arts, and professional programs that lead to responsible and reflective action in a diverse and interconnected world. As an educational cultural and scholarly center, Eastern Oregon University connects the rural regions of Oregon to a wider world. Our beautiful setting and small size enhance the personal attention our students receive, while partnerships with colleges, universities, agencies, and communities to add to the educational possibilities of our region and state.

Core Themes

1. EOU has high quality liberal arts and professional programs that prepare students for the world beyond college.
2. EOU is a regional University with a deep sense of commitment to students where they are.
3. EOU is the educational, cultural, and economic engine of eastern Oregon.

Strategic Priorities

1. Foster and assess student learning and ensure faculty and staff success.
2. Ensure access and success for students, regardless of location, and adopt and enhance appropriate educational technologies.
3. Foster partnerships and provide opportunities for students and faculty to participate in community engagement, ensure a sustainable university environment, and provide programs in response to regional needs.

OREGON STATE UNIVERSITY

Mission Statement

As a land grant institution committed to teaching, research and outreach and engagement, Oregon State University promotes economic, social, cultural and environmental progress for the people of Oregon, the nation and the world. This mission is achieved by producing graduates competitive in the global economy, supporting a continuous search for new knowledge and solutions and maintaining a rigorous focus on academic excellence, particularly in the three Signature Areas: Advancing the Science of Sustainable Earth Ecosystems, Improving Human Health and Wellness, and Promoting Economic Growth and Social Progress.

Core Themes

1. Undergraduate Education
 - Provide broad and continuing access to undergraduate university degrees for the people of Oregon and beyond.
 - Provide rigorous and effective undergraduate degree programs.
 - Provide a supportive and healthy learning environment beyond the classroom for student success and development at all levels.
2. Graduate Education and Research
 - Attract and support high achieving and diverse graduate students.
 - Provide high quality education to prepare graduate students for employment in rewarding professional careers.
 - Foster a research and scholarship environment that is diverse and has a high impact.
3. Outreach and Engagement
 - Attract off-campus learners to educational opportunities using a variety of face-to-face, distance and technology-based programs.
 - Build and sustain engagement with communities of interest and communities of place across the institution to exchange knowledge and resources in a context of partnership, reciprocity and mutual benefit.

Strategic Priorities

1. Provide a transformative education experience for all learners.
2. Demonstrate leadership in research, scholarship and creativity while enhancing preeminence in the three signature areas of distinction (advancing the science of sustainable earth ecosystems, improving human health and wellness, promoting economic growth and social progress).
3. Strengthen impact and reach throughout Oregon and beyond.

OREGON TECH***Mission Statement***

Oregon Tech, a member of the Oregon University System, offers innovative and rigorous applied degree programs in the areas of engineering, engineering technologies, health technologies, management, and the arts and sciences. To foster student and graduate success, the university provides an intimate, hands-on learning environment, focusing on application of theory to practice. Oregon Tech offers statewide educational opportunities for the emerging needs of Oregon's citizens and provides information and technical expertise to state, national and international constituents.

Core Themes

1. Applied Degree Programs
2. Student and Graduate Success
3. Statewide Educational Opportunities
4. Public Service

Strategic Priorities

1. Establish and sustain effective self-governance.
2. Expand access and success for Oregon students.
3. Create new applied degree programs that are responsive to industry and student demand.

PORTLAND STATE UNIVERSITY***Mission Statement***

Portland State University's mission is to enhance the intellectual, social, cultural and economic qualities of urban life by providing access throughout the life span to a quality liberal education for undergraduates and an appropriate array of professional and graduate programs especially relevant to metropolitan areas. The University conducts research and community service that support a high quality educational environment and reflect issues important to the region. It actively promotes the development of a network of educational institutions to serve the community.

Core Themes

1. Community Engagement and Civic Leadership
2. Student Success

3. Innovation, Research, and Scholarship
4. Educational Opportunity

Strategic Priorities

1. Community Engagement and Civic Leadership
2. Student Success
3. Innovation, Research, and Scholarship
4. Educational Opportunity

SOUTHERN OREGON UNIVERSITY

Mission Statement

Southern Oregon University is an inclusive campus community dedicated to student success, intellectual growth, and responsible global citizenship. Southern Oregon University is committed to (1) a challenging and practical liberal arts education centered on student learning, accessibility, and civic engagement; (2) academic programs, partnerships, public service, outreach, sustainable practices, and economic development activities that address regional needs such as health and human services, business, and education; and (3) outstanding programs that draw on and enrich our unique arts community and bioregion.

Core Themes

1. Student Success
2. Intellectual Growth
3. Responsible Citizenship

Strategic Priorities

1. Continue to grow and sustain a diverse and distinctive university culture that supports and inspires connected learning and a passion for making a difference.
2. Continue to strengthen the University's role as an economic and cultural partner and catalyst for the region through our curricula, scholarship, and service.
3. Continue to reinforce the University's commitment to fiscal stability through a dynamic approach to recruitment and retention, budget development and resource management, strategic partnerships, and fundraising.

UNIVERSITY OF OREGON

Mission Statement

The University of Oregon is a comprehensive public research university committed to exceptional teaching, discovery, and service. We work at a human scale to generate big ideas. As a community of scholars, we help individuals question critically, think logically, reason effectively, communicate clearly, act creatively, and live ethically.

Purpose: We strive for excellence in teaching, research, artistic expression, and the generation, dissemination, preservation, and application of knowledge. We are devoted to educating the whole person, and to fostering the next generation of transformational leaders and informed

participants in the global community. Through these pursuits, we enhance the social, cultural, physical, and economic wellbeing of our students, Oregon, the nation, and the world.

Vision: We aspire to be a preeminent and innovative public research university encompassing the humanities and arts, the natural and social sciences, and the professions. We seek to enrich the human condition through collaboration, teaching, mentoring, scholarship, experiential learning, creative inquiry, scientific discovery, outreach, and public service.

Values: We value the passions, aspirations, individuality, and success of the students, faculty, and staff who work and learn here. We value academic freedom, creative expression, and intellectual discourse. We value our diversity and seek to foster equity and inclusion in a welcoming, safe, and respectful community. We value the unique geography, history and culture of Oregon that shapes our identity and spirit. We value our shared charge to steward resources sustainably and responsibly.

Core Themes

1. Providing the teaching and mentoring and supporting the learning and intellectual growth that are the heart of outstanding undergraduate education.
2. Preparing future leaders, scholars, and teachers through graduate and professional education.
3. Shaping the future through research and artistic creation.
4. Providing service to society and humankind.

Strategic Priorities

1. Attract high quality, diverse students and promote student access, retention, and success.
2. Elevate research, scholarship and creative profile including expanding graduate education.
3. Attract and retain high quality, diverse faculty and staff.
4. Enhance physical and IT infrastructure to ensure academic excellence.

WESTERN OREGON UNIVERSITY

Mission Statement

Western Oregon University is a comprehensive public university, operating for the public good, which provides effective learning opportunities that prepare students for a fulfilling life in a global society; supports an accessible and diverse campus community; and improves continuously our educational, financial, and environmental sustainability.

Core Themes

1. Effective Learning
2. Supports Diversity
3. Sustainable Institution

Strategic Priorities

1. Provide academic and student support services to ensure student access, retention, and progress through degree completion.

2. Provide competitive compensation packages in order to recruit and retain highly-qualified faculty and professional staff.
3. Provide informational and mentoring outreach to under-represented and under-served populations to enhance enrollment in and completion of baccalaureate programs.

Attachment:

Draft matrix of the Academic Programs in the Oregon Public Universities dated 3/26/15

*Prepared by H. Stampe
OUS Chancellor's Office*

ACADEMIC PROGRAMS IN THE OREGON PUBLIC UNIVERSITIES

Legend: B = Bachelor M = Master D = Doctorate

* = degree offered with a partnering college/university

Field / Program	EOU	OSU	OSU-Cascades	Oregon Tech	PSU	SOU	UO	WOU
ARTS, HUMANITIES, AND SOCIAL SCIENCE								
Advertising							B	
Air Force Studies: ROTC								
American Sign Language								B M
American Studies			B					
Anthropology	B	B M D			B M	B	B M D	B
Apparel Design		B						
Arabic / Arabic Studies					B			
Art	B M	B	B		B M	B	B M	B
Art History					B		B M D	
Arts & Letters					B M			
Arts Management							M	
Arts Practices					B			
Arts Studies					B			
Asian, East / South / SE Asian Studies					B		B M	
Black / African Studies					B			
Ceramics							B M	
Child & Family Studies					B		M	
Chinese					B		B	
Classics							B M	
Comics & Cartoon Studies								
Communication / Communication Studies				B	B M	B	B M D	B
Community Development					B		M	
Comparative Literature							B M D	
Conflict Resolution					B M		M	
Contemporary Hispanic Studies		M						
Criminology / Criminal Justice, Forensics					B M	B		B M
Dance							B M	B
Design & Human Environment		M D						
Digital Arts							B	
Drawing								
Early Childhood Studies								B
Ecological Design							B	
Electronic Media							M	
English / Literature	B	B M			B M	B	B M D	B
Ethics		M						
Ethnic Studies		B					B	
European Studies					B			

Field / Program	EOU	OSU	OSU- Cascades	Oregon Tech	PSU	SOU	UO	WOU
Music: Voice					B			
Musicology / Ethnmusicology					B		M D	
Native American Studies								
Naval Studies: ROTC								
Non-Profit Administration							M	
Painting							B	
Peace Studies								
Philosophy		B			B		B M D	B
Philosophy, Economics & Political Science								
Photography							B	
Planning, Public Policy, Management							B M	B
Political Science		B			B M	B	B M D	B
Political Science: Public Service					B			
Population Health Management				B				
Printmaking							B	
Product Design							B	
Psychology / Applied Psychology	B	B	B	B	B M D	B	B M D	B
Public Administration					M		M	
Public Administration: Executive Master					M			
Public Administration: Health Administration					M			
Public Affairs & Policy					D			
Public Policy		M D			M			
Public Relations							B	
Queer Studies								
Religious Studies		B					B	
Romance Languages							B M D	
Russian					B			
Russian & East European Studies							B M	
Scandinavian								
Sculpture							B	
Shakespeare Studies								
Social Sciences		B	B		B M		B	B
Social Sciences: Human Services						B		
Social Work / Welfare					B M			
Social Work & Social Research					D			
Sociology	B	B			B M D	B	B M D	B
Spanish		B			B M		B M	B
Spanish Language Teaching						M		
Speech Communication		B						
Strategic Communication							M	
Systems Science					M D			
Theater / Theater Arts	B				B M	B	B M D	B
Theater Studies in Production & Design						M		
Turkish								
Urban & Regional Planning					M			
Urban Studies					M D			
Visual Arts & Applied / Design		B	B					B

Field / Program	EOU	OSU	OSU- Cascades	Oregon Tech	PSU	SOU	UO	WOU
Women's & Gender Studies		B M			B		B	
World Languages & Literatures					M			
Writing / Creative Writing	B	M	M		M		M	B
Rhetoric, Critical Reasoning								
BUSINESS								
Accounting	B	B M	B	B	B		B M D	
Advertising Management					B			
Business / Business Administration	B M	B M D	B		B M	B M	B	B
Business Real Estate Finance					M			
Economics	B	B M D			B M	B	B M D	B
Entrepreneurship-Small Business Management				B				
Finance		B			B M		M D	
Financial Analysis					M			
Financial Mathematics						B		
Global Supply Chain Management					M			
Health Care Management				B	M *			
Hospitality & Tourism Management			B					
Human Resources Management					B			
Information Technology				B				
Innovation Management		B						
International Business					M			
International Management					M			
Management	B	B		B	B	M	M D	
Management Information Systems		B			M			M
Marketing	B	B		B	B		M D	
Merchandising Management		B						
Music Business								
Operations Management				B			M D	
Sports Business							M	
Supply & Logistics Management					B			
EDUCATION & TEACHING ENDORSEMENTS								
Adult Education		M						
Agriculture Education		M						
Biology Education		M						
Chemistry Education		M						
Counseling		M D	M					
Critical & Sociocultural Studies in Education							D	
Curriculum & Teacher Education							M	
Early Childhood Development						B	M D	
Early Childhood Education	B				M	M		B M
English for Speakers of Other Languages	B				M	M		
Education	B M	B M D			M	M	B M D	B M
Education: Counseling					M			
Education: Curriculum & Instruction					M			
Education: Leadership & Policy					M			

Field / Program	EOU	OSU	OSU- Cascades	Oregon Tech	PSU	SOU	UO	WOU
Education: Media / Librarianship					M			
Educational Foundations / Studies							B	
Educational Leadership					D			
Elementary Education / Interdisciplinary Studies	B M	B M			M	B		
Family & Consumer Sciences Education		M						
Family & Human Services		B					B	
Mathematics Education		M D						
Music Education		M			B	M	B M D	M
Psychology: Counseling							D	
Psychology: School							M D	
Physics Education		M						
Secondary Education					M D			
Science Education		M D						
Spanish Education		M						
Special Education	B				M	M	M D	
TEACHING AUTHORIZATIONS								
Early Childhood (age 3-grade 4)	B M		M			M		B M
Elementary (grades 3-8)	B M		M			B M		B M
Middle Level (grades 5-10)	M		M			M		B M
High School (grades 7-12)	M		M			M		B M
ENGINEERING, COMPUTER SCIENCE, MATH, AND ARCHITECTURE								
Aerospace Studies								
Applied Biotechnology		M						
Applied Science in Technology & Management				B				
Architecture					B M		B M D	
Bioengineering		B						
Biological & Electrical Engineering		M D						
Chemical Engineering		B M D						
Civil Engineering		B M D		B M	B M D			
Computer & Information Sciences							B M D	B
Computer Engineering		B			B M D			
Computer Engineering Technology				B				
Computer Information Technology								
Computer Science	B	B M D	B		B M D	B M		
Construction Engineering Management		B						
Ecological Engineering		B						
Electrical Engineering		B		B	B M D			
Electronics Engineering Technology				B				
Embedded Systems Engineering Technology				B				
Energy Systems Engineering			B					
Engineering & Technology Management					M			
Engineering Management: Project Management					M			
Engineering Management: Technology Mgmt.					M			
Environmental Engineering		B M D			B M D			

Field / Program	EOU	OSU	OSU- Cascades	Oregon Tech	PSU	SOU	UO	WOU
Forest Engineering		B						
Geographic Information Science / Systems								
Geomatics (Surveying and GIS)				B				
Housing Studies / Interior Design		B					B M	
Industrial Engineering		B M D						
Information Systems								B
Information Technology				B				
Irrigation Engineering								
Landscape Architecture							B M D	
Manufacturing Engineering		B			M *			
Manufacturing Engineering Technology				B M				
Material Science		M D			M			
Mathematics / Applied Mathematics	B	B M D		B	B M D	B M	B M D	B
Mathematics & Computer Science	B						B	B
Mathematics Education					D			
Mechanical Engineering		B M D		B	B M D			
Mechanical Engineering Technology				B				
Nuclear Engineering		B M D						
Renewable Energy Engineering	B			B M				
Robotics		M D						
Software Engineering					M			
Software Engineering Technology	B			B				
Statistics / Applied Statistics		M D			M			
Systems Engineering					M			
Technology Management					D			
Water Resources Engineering		M D						
SCIENCES								
Applied Systematics in Botany		M						
Biochemistry / Biophysics	B	B M D			B		B M D	
Biology	B	B	B	B	B M D	B	B M D	B
Botany		B			B			
Botany & Plant Pathology		M D						
Chemistry	B	B M D			B M D	B	B M D	B
Computational Physics								
Earth Science		B			B			B
Environmental Education						M		
Forensic Chemistry								B
Geography		B M D			B M		B M D	B
Geology		B M D			B M		B M D	
Geology: Geohydrology					M			
Marine Biology		B					B	
Marine Resource Management		M						
Microbiology / Molecular Biology		B M D						
Molecular & Cellular Biology		M D						
Ocean, Earth & Atmospheric Sciences		M D						
Oceanography		B						

Field / Program	EOU	OSU	OSU- Cascades	Oregon Tech	PSU	SOU	UO	WOU
Physics / Applied Physics		B M			B M D	B	B M D	
Physics: Biomedical					B			
Science / General Science / Applied Science					B M		B	
Zoology		B M D						
AGRICULTURE, FORESTRY, ENVIRONMENTAL SCIENCES, AND NATURAL RESOURCES								
Agriculture / Business Management	*	B M						
Animal Sciences	*	B M D						
Bioresource Research		B						
Botany		B						
Crop & Soil Science	*	B M D						
Earth, Environment & Society					D			
Entomology		M D						
Environmental Chemistry								B
Environmental Economic / Policy Management	*	B						
Environmental Geosciences								
Environmental Management					M			
Environmental Physics					B			
Environmental Safety & Health								
Environmental Sciences & Resources					D			
Environmental Studies / Sciences		B M D		B	B M	B	B M	
Fermentation Science								
Fisheries & Wildlife Administration		M						
Fisheries & Wildlife Science		B M D						
Food Science & Technology		B M D						
Food Systems Management								
Forest Ecosystems & Society		M D						
Forest Engineering		B						
Forest Operations / Management								
Forest Products								
Forestry		B						
Horticulture		B M D						
Lane Use Planning								
Natural Resources	*	B M	B					
Natural Science								B
Outdoor Adventure Leadership						B		
Rangeland Ecology & Management		B M D						
Recreation Resource Management		B						
Renewable Materials / Bioenergy		B						
Soil Science	*	M D						
Tourism & Outdoor Leadership			B					
Sustainability		B	B					
Sustainable Forest Management		M D						
Turf & Landscape Management								
Water Resources Policy & Management		M						

Field / Program	EOU	OSU	OSU- Cascades	Oregon Tech	PSU	SOU	UO	WOU
Water Resources Science		M D						
Wood Science		M D						
HEALTH AND PRE-PROFESSIONS								
Athletic Training		M						
Biohealth Sciences		B						
Biomedical / Health Informatics				B	B *			
Clinical Laboratory Science				B				
Communication Disorders & Sciences							B M D	
Community Health					D			
Community Health Education					B			B
Comparative Health Sciences		M D						
Dental Hygiene	*			B				
Diagnostic Medical Sonography				B				
Echocardiography				B				
Emergency Medical Services				B				
Exercise Physiology / Sport Science	B	B M D	B		B			B
Gerontology / Aging Services					B			B
Health Management & Policy		B		B	M			
Health Promotion / Fitness Management	B	B			M			
Health Sciences / Studies	B			B	B M			
Health Systems & Policy					D			
Human Physiology							B M D	
Medical Physics		M D						
Medical Sociology								
Nuclear Medical Technology				B				
Nursing	*			*		*		
Nutrition		B M D						
Pharmaceutical Sciences		M D						
Pharmacy (PharmD)		D						
Physical Education & Health	B					B		
Polysomnographic Technology								
Public Health		B M D						
Radiation Health Physics		B M D						
Radiologic Science				B				
Respiratory Care				B				
School Health Education					B			B
Speech & Hearing Sciences					B M			
Sports Injury Care								
Toxicology		M D						
Vascular Technology				B				
Veterinary Medicine (DVM)		D						

Prepared by H. Stampe
 OUS Chancellor's Office
 Please send changes to helen_stampe@ous.edu