EXECUTIVE SUMMARY
Phase II of Oregon State University’s 2004 Strategic Plan for the 21st Century, presented here, continues the University’s ambitious drive to rank among the ten best Land Grant universities in the nation. This update of the Plan builds on OSU’s long traditions of excellence in education, research, and outreach – and on the significant progress catalyzed by the Strategic Plan and the University’s first university-wide capital campaign – to:

- Sustain and accelerate improvements in student learning and experience through creation of outstanding academic and student engagement programs;
- Align and target innovative scholarly and research activities to continue discovering new products and technologies that generate economic activity; and
- Focus even more intently on the most important – and intractable – issues facing Oregon, the nation, and the world in seeking strategies and solutions to those issues and enhance OSU’s positive impact in addressing them.

The core of Phase II is an intensive focus on three Signature Areas of Excellence: Understanding and Sustaining Earth Ecosystems; Improving Human Health and Wellness; and Driving Innovation through Engineering, Science and Business. All three build strategically upon the University’s core teaching and research strengths, the skill and capacities of its faculty, and the many partnership and collaborations OSU has established. Collectively the Signature Areas provide OSU the greatest opportunity to lead in finding innovative solutions to three complex societal challenges:

- Improving the understanding and sustainability of the earth ecosystems upon which all life depends, and do so in ways that can lead to enhanced impact on public policy decisions related to climate change, food security and safety, renewable energy production, and economic vitality based on sustainable natural resources;
- Building more holistic and interdisciplinary approaches to address healthy aging, chronic infectious diseases, new drug development and disease prevention to enhance the quality of the human lifespan, decrease costs, and maintain a healthy population;
- Capitalizing on a growing culture of innovation and collaboration, lead in discovering and implementing creative, economically powerful and productive solutions to America’s challenges in critical areas such as energy and clean technology, micro and nano technology, and natural resource product technology.

This document outlines the fundamental goals of the Strategic Plan – Phase II, which remain essentially unchanged from 2004; overviews progress achieved under the plan during the five year period 2004 – 2008; describes the primary changes in environment and context to which the university must respond going forward; describes the three signature areas in which we can have the greatest impact; and outlines the key future initiatives to sustain the progress achieved by OSU since 2004.
I. INTRODUCTION
Steadfast in its vision to stand with America’s 10 best Land Grant universities, Oregon State University seeks to build on its ambitious 2004 Strategic Plan for the 21st Century to continue focusing and aligning its educational, research, and outreach and engagement activities toward this goal. The 2004 plan (http://oregonstate.edu/leadership/strategicplan/) harnessed OSU’s long history of educational, social, and technological accomplishment as the Land Grant University for the people of Oregon, guiding the University over a five year period (2003-2008) and setting the stage for greater accomplishment, recognition, and prominence.

The Strategic Plan also intensified OSU’s commitment to serve as an engine for economic growth and social progress by preparing graduates to compete and succeed anywhere; by generating knowledge targeted at society’s most pressing challenges; and by solving problems and creating economic activity through innovative new products, technologies, and applications. Working across disciplines – and collaborating with external partners – OSU will enhance its positive impact on the nation and the world, especially in areas where the University has global leadership capacity.

Fundamental Goals
The core of the OSU Strategic Plan is a set of three fundamental goals that will generate outstanding academic programs, enhance the teaching and learning environment, and increase investment in academic priorities. A Statement of Vision and Core Values supports these goals. All remain essentially unchanged from 2004.

Progress has been measured annually against a set of Strategic Plan metrics. The Office of the Provost issues yearly reports on performance. These may be read at http://oregonstate.edu/leadership/strategicplan/. A metrics-based assessment of progress, including 2004 benchmarks, 2008 metrics, and 2013 targets will be found in Appendix A.

Five Thematic Areas
In addition to the three fundamental goals, the 2004 Strategic Plan established five thematic areas for resource allocation, faculty hiring, scholarly emphasis, and research focus. Sustained attention to these five thematic areas has resulted in interdisciplinary collaboration, scholarly achievement, and external impact, including the development of new institutes and centers targeted at critical issues, such as water resources and climate change. This document outlines how Phase II coalesces these five areas into three Signature Areas of Excellence that are both more targeted in their aspirations and more inclusive of the University’s core strengths and unique capabilities. These three Signature Areas of Excellence focus on Understanding and Sustaining Earth Ecosystems; Improving Human Health and Wellness; and Driving Innovation through Engineering, Science and Business. Education and inquiry in these three areas will build from a foundation in the arts and sciences to create economic innovation, an educated citizenry, a globally competitive workforce, and strategies for addressing difficult regional, national, and global issues.

Phase II of the Strategic Plan will guide OSU over the next five years (2009 – 2013) as the University continues to pursue its vision of achieving top ten status among Land Grant universities. Phase II adheres, with minor changes, to the aspirations and goals presented in the 2004 version.

“A strategic plan is more like a map of the foreseeable landscape, with some speculation about what’s beyond, than it is a blueprint. One has to re-calibrate the path periodically,
reconfiguring what must be done and how to do it. Phase II refines the pathway but it keeps us firmly on course to our destination.” Ed Ray, President

II. PHASE II BACKGROUND
This phase of the plan is informed by consideration of a number of factors, including:
- Progress Against 2004 Goals;
- Changes in Environment; and
- National and Global Issues.

These factors are concisely summarized below.

Progress Against 2004 Goals
OSU made substantial – in some instances remarkable – progress against Strategic Plan benchmarks. While progress did not meet targets in every area, overall the University benefited from the sense of purpose and alignment fostered by the Strategic Plan and the accompanying success of The Campaign for OSU. Particular progress was seen in these areas:

- Promotion of a culture of collaboration across the campus, both at the faculty level and in the relationships among the University, Alumni Association, Foundation, and outside stakeholders. Interdisciplinary scholarly activity, encouraged by institutional investment in the five thematic areas, was more seamless and powerful, improving student learning and research productivity.

- Intensified attention to increasing excellence and leveraging institutional and philanthropic resources enhanced academic programs and learning environments.

- Growth in the research enterprise and a sustained emphasis on innovation resulted in a very significant increase in external grants and contracts, patents, technology transfer, and commercialization activities, generating new business opportunities and establishing substantial new research enterprises.

- Controlled growth in student enrollment, with a focus on increasing the proportion of non-resident students in the student mix, moderated financial pressures and allowed for greater concentration on student life and student experience while increasing the number of students – now at an all time high – benefiting from an OSU education.

- Substantial progress in assessment of student learning outcomes and promoting student mental and physical health generated improvements in curriculum, teaching, and student experience.

- Significant advances derived from OSU’s first comprehensive capital campaign included physical infrastructure improvements in athletic and academic areas and dramatically heightened pride, enthusiasm, and morale among all OSU constituencies.

Targets were not met in all areas. Among the areas of concern are:

- Student retention rates and graduation rates remain short of expectations. A more aggressive and integrated approach is required in Phase II to equalize retention and graduation rates for all student cohorts. (Models for success, such as the College Assistance Migrant Program, now in its fifth year, offer guidance.)
Fostering a sense of community and improving the diversity climate on campus is still a work in progress, even as diverse enrollments are at all-time highs and prospects for enhanced enrollment of international students are strong.

OSU’s insufficient regional presence, particularly in Portland and Central Oregon, undermines visibility and impact in these key regions. New strategies and targeted attention from the University, the Alumni Association, and the Foundation show promise, if given sustained effort.

Deferred maintenance issues constrain learning and research. Renovations to classrooms and shared research facilities (lab animal research and electron microscopy) are underway and will be intensified as funds permit.

Institutional positioning and visibility still falls short of many peers. Development of an Integrated Marketing Plan, set for completion in 2009, will help address this key area.

The inability to rise from tier 3 of the USN&WR rankings limits full recognition of OSU’s quality and accomplishments. Improved scores for reputation, the selection of numerous OSU departments and colleges among the best in the nation, and student success in national tests and competitions hold promise. Since the ranking heavily weights inputs rather than outputs, the low level of state funding and lack of selectivity in the admissions process remain barriers.

Changes in Environment

Phase II of the Plan is informed by external factors, especially changes in the larger social and educational environment and the steady emergence of global challenges. The following are the key dynamics shaping OSU’s external environment:

Declining statewide educational aspirations, to the point where Oregon has one of the greatest disparities in the United States between the educational attainment of older and younger residents. Census data reveal that 39.1% of Oregon adults aged 45-54 hold undergraduate degrees, while only 33% of adults aged 25-34 do. This trend is especially pronounced in two demographic groups: rural Oregonians, who are falling significantly behind their metropolitan counterparts on college attainment; and students from traditionally underserved communities, who proportionally attend and graduate from college at lower rates, yet make up an increasing number of high school graduates.

OSU has responded in important ways:

- A pioneering degree partnership program with all 17 Oregon community colleges successfully encourages community college students to complete four-year degrees;

- The comprehensive Bridge to Success student access initiative inaugurated in Fall 2008 greatly expands financial support and educational opportunities for students facing economic hardship;

- New Academic Support programs, peer-to-peer mentoring in foundation courses, and summer orientation programs are easing student transitions to OSU.
Intense competition for state resources has resulted in a shift of financial support away from higher education.

*OSU has responded* by launching an aggressive effort to develop and secure alternate sources of income, and by instituting greater transparency in budgeting and rigorous cost-containment.

Unpredictable funding streams for the Statewide Public Service Programs (Extension Service, Agricultural Experiment Station and Forest Research Laboratory) that are at the heart of OSU’s Land Grant mission.

*OSU Extension has responded* by working with county officials to create special tax districts to augment Extension resources. Two districts were approved by voters in 2008. Additionally, there is a greater focus within the Statewide Public Service Programs on positioning faculty for greater success in securing competitive grants and contracts.

Statewide higher education goals recently issued by the Board of Higher Education, which call on all public higher education institutions to:

- Create an educated citizenry and provide a globally competitive workforce by ensuring qualified Oregonians access to quality postsecondary education;
- Ensure high quality student learning leading to success;
- Create original knowledge and advance innovation;
- Contribute positively to the economic, civic and cultural life of all Oregon communities.

*OSU has responded* by fully incorporating these goals in the original Strategic Plan and Phase II.

**National and Global Issues**

Phase II of the plan also responds to major national and global trends:

Rapidly intensifying competition for federal research resources challenges OSU and its faculty to continue the university’s track record of external funding success.

*OSU has responded* by inaugurating a coordinated, carefully-planned effort to increase corporate partnerships; encourage large scale inter-institutional research and development efforts such as ONAMI and the Oregon Climate Change Research Institute; and focus interdisciplinary scholarly activity on the most pressing regional, national, and global issues.

Aggressive competition among universities nationally and internationally affects every aspect of OSU.

*OSU has responded* by leveraging its status as one of 96 American universities top-ranked as *very high research activity* by the Carnegie Foundation; by expanding international partnerships (including 200 exchange programs); by becoming the first American university to partner with INTO University Partners.
LTD. to recruit international students; and by developing an integrated marketing program.

The rapid emergence of a global economy and greater cultural diversity in workplaces and communities profoundly influences OSU’s mission.

OSU has responded by committing to produce graduates who can build effective, respectful relationships with people from many backgrounds and experiences; by enhancing the support for cultural diversity (including student recruitment and new Cultural Centers); and by expanding “real-world” internship opportunities for students.

Growing awareness of the extraordinarily complex, critically important challenges facing the world impacts OSU’s teaching and research priorities.

OSU has responded by explicitly embracing these challenges and making them the foundation for scholarship, inquiry, and student success goals in the three new Signature Areas of Excellence in Phase II of the Plan.

III. PHASE II IMPERATIVE AND ACTION COMMITMENTS
Informed by its achievements and challenges, and by the changes in its operating environment, OSU is adopting a single overarching imperative and two educational action commitments to guide the University through the next five years.

Phase II Imperative
The University will commit to educational, research, and outreach initiatives that foster a culture of scholarly excellence and innovation directed at sustaining human well being and improving quality of human life. Acting on this concept requires understanding complex interactions among diverse factors: population, demographics, human health, climate, access to natural resources (including safe food, clean water and air, and wood products), sustainability, economic vitality, cultural diversity, and new technologies, among others. Well-being and quality of life are likewise enhanced by the fine and performing arts and the humanities and social sciences, which promote understanding and improvement in human interactions within and across cultures.

A successful response to this imperative requires OSU to meet two commitments:

Commitment #1
OSU will lead in developing a globally competitive workforce and an informed citizenry. Given complex global challenges and the explosive growth of knowledge and technology, student learning shall encompass the basic tenets of human thought, the skills of critical thinking and information assessment, and the capacity to work and live in a multicultural world. Our students will engage complex academic and research problems informed by an understanding of major political, social and intellectual trends and the functions of the natural world.

Commitment #2
OSU will address multifaceted national and global challenges that are not amenable to simple technical or social solutions. The University’s education, research, and outreach activities must intensely engage broad intellectual and social communities in seeking solutions to these issues. Therefore, OSU will integrate knowledge and exploration in
signature areas of excellence with inquiries in the sciences and humanities that open
doors to new strategies and solutions.

IV. PHASE II SIGNATURE AREAS OF EXCELLENCE
As indicated above, OSU has refined its pivotal opportunities for institutional distinction in
Phase II of the Plan. Three new Signature Areas of Excellence derive from and replace the
five thematic areas in the original Strategic Plan. The signature areas will be informed by
the two commitments above and will provide OSU a competitive edge, a stronger assertion
of institutional identity nationally and internationally, and the greatest possible opportunity
to make a positive impact. These three areas of excellence are:

*Understanding and Sustaining Earth Ecosystems*
OSU can capitalize on its distinctive, world-class capacity to improve understanding and
sustainability of the ecosystems upon which all life on earth depends, and do this in ways
that can lead to enhanced impact on public policy decisions and social justice for all people.

The global human population doubled in the last 50 years; it is projected to grow another
30 percent by mid century. Global economic activity and related consumption of fossil fuels
increased five-fold since 1950 and will increase further as nations develop economically.
These changes have enormous impact on oceans, forests, agricultural lands, fresh water,
and the atmosphere. Many natural resources have declined in abundance, quality, and/or
productivity. The intersection of human enterprises with earth’s ecosystems, whether at
local or global scales, now hinders the capacity of these ecosystems to sustain a livable
planet that can support human well being and provide an equitable quality of life for all.
This intersection between human endeavors and natural systems is more congested than
ever before. It is projected to become even more congested and troubled in the future.
Key future challenges include linking the drivers of climate and ecosystem change to their
impacts on natural and human systems; assessing strategies to mitigate the human
"footprint," (such as carbon sequestration, consumption moderation, and resource
conservation); and formulating strategies that balance sustainable environmental, energy,
and economic systems.

OSU’s nationally ranked programs in oceanic and atmospheric science, agriculture, forestry,
geosciences, marine resources, botany, zoology and natural-resources related humanities
and arts – augmented by the science capacity of major federal research laboratories on
campus – give OSU unmatched competitive advantage in the study of earth ecosystems.
The advantage is even more pronounced because of the adjacency and interdisciplinary
interaction of faculty and students from these top-ranked programs. By working together to
address complex, integrated, and dynamic natural and human systems, OSU faculty and
students are uniquely poised to make major contributions to knowledge, technologies, and
policies related to climate change, food security and safety, renewable energy production,
and economic vitality based on sustainable natural resources. OSU’s extensive capabilities in
this area also represent an opportunity to establish unique interdisciplinary educational
programs that teach students how to solve problems creatively at the overlap of natural and
human systems. Similarly, OSU’s long-standing engagement with the larger community
through the Extension Service, Experiment Station, and Forest Research Laboratory
enhances the university’s ability to address pressing environmental concerns by
communicating answers to questions about the earth’s health broadly and effectively.

*Improving Human Health and Wellness*
OSU is uniquely positioned to build new interdisciplinary research and academic programs
investigating the causes of chronic diseases and promoting disease prevention strategies.
This more holistic approach to enhancing the quality of the human lifespan is a healthcare model that holds promise for decreasing the costs of achieving and maintaining a healthy population. OSU has a unique responsibility in its state and region for training critically needed health professionals and pre-professionals prepared to pursue strategies that promote and maintain lifetime health.

As Oregon’s and the nation’s population grows, ages, and diversifies, its public health needs are not being met. Modern health care focuses principally on the diagnosis and treatment of disease in individuals, not on broad disease prevention measures. Needed are comprehensive health initiatives that account for aspects of behavior; interactions among people, animals, and the environment; and the interplay between infectious agents and other factors such as stress, aging and nutrition. Future health professionals must be educated broadly to deal with new models of health promotion. Tomorrow’s flexible and competitive health care workforce must match an understanding of biological science with familiarity with social science, mathematical and computing sciences and humanities if we are to meet the nation’s needs in this area.

OSU is ideally situated to meet this challenge. Its range of expertise and its existing collaborations with health and life sciences colleges and research institutes and centers committed to interdisciplinary research and education ideally position the university to help address healthy aging, chronic infectious diseases, new drug development, the role of micronutrients in disease prevention, and animal models of disease. OSU’s long history of successful preparation of pre-health and health professionals and a track record of collaboration with other universities will greatly facilitate program development. New knowledge generated will be disseminated via an extensive network of existing Extension Service connections and applied in both urban and rural communities to achieve and maintain a healthy population.

**Driving Innovation through Engineering, Science and Business**

OSU’s proven ability to educate first-rate engineering, natural science, social science and business talent capable of contributing to economic and social progress is matched by a research track record which marks OSU as one of the few regional universities top-ranked by the Carnegie Foundation. With multiple outreach activities in the scholarly disciplines and active corporate partnerships, OSU’s growing culture of innovation and collaboration makes it an ideal leader for discovering and implementing creative, economically powerful solutions to America’s challenges.

A number of governmental and nongovernmental organizations including The National Academies and the Oregon Innovation Council have clearly established America’s urgent need for a skilled work force and accelerated research and development as the key to ensuring regional and national competitiveness in the global economy. The ability of skilled, educated workers to discover and innovate solutions is a prerequisite for generating wealth and producing positive social impact in all sectors. Likewise, the capacity of advanced research to uncover innovative solutions for the nation’s most pressing challenges – and the ability to deliver these solutions effectively to the points of need – is of paramount importance.

OSU is capitalizing on its distinction in research and commercialization in areas such as energy and clean technology, micro and nano technology, and natural resource product technology to both drive the education of engineering, science, and business talent and to propel research results into new businesses, products, and technologies. Through this process, OSU is furthering a culture of innovation that delivers direct economic impact and creates powerful learning experiences for students by giving them the mix of technical and
business knowledge that will make them creative, skilled engineering, science, and business leaders.

V. MISSION STATEMENT
OSU’s Mission Statement is reformulated to reflect the three new focus areas:

As a land grant institution, Oregon State University promotes economic, social, cultural and environmental progress for the people of Oregon, the nation and the world through a commitment to making our students competitive in the global economy, continued exploration of new knowledge and solutions, and a sustained focus on three primary areas of endeavor: Understanding and Sustaining Earth Ecosystem; Improving Human Health and Wellness; and Driving Innovation through Engineering, Science and Business.

OSU commits itself to being an institution where diversity is essential to excellence. The core institutional values of diversity, integrity, respect, social responsibility, and accountability will be integrated in every dimension of the University’s life. Furthermore, OSU recognizes the global dimensions of most issues, especially in the context of preparing graduates for success in a competitive, interdependent international society.

VI. PHASE II GOALS, OBJECTIVES AND STRATEGIES
To meet its ambitious aspirations, OSU reconfirms the three fundamental goals that underlie the Plan and adopts a set of institution-wide objectives. OSU will continue to assess progress on goals through selected metrics. Metrics, which have been updated to include Phase II targets, can be found in Appendix A.

Phase II Strategic Plan Goals
OSU’s goals remain unchanged, except for a revision to the first goal to reflect the three new signature areas. Updated initiatives are shown for each goal.

Goal 1: Provide outstanding academic programs that further strengthen our performance and pre-eminence in the three Signature Areas of Excellence: Understanding and Sustaining Earth Ecosystems; Improving Human Health and Wellness; and Driving Innovation through Engineering, Science and Business.

Summary of Initiatives:

- Increase faculty capacity in signature areas and improve faculty strength through coordinated faculty hiring.
- Increase total grants and contracts to expand the impact of research on scholarship and the creative work of faculty, and enhance partnerships with the business and corporate sector, other universities and associations, and non-profit and non-governmental organizations.
- Raise the profile of graduate education at OSU through repositioning of existing programs and introducing targeted new programs to support OSU’s three areas of excellence.
- Increase OSU’s visibility and presence regionally – especially in the Portland metropolitan area and Central Oregon – nationally, and internationally.
Attract the best students to OSU’s undergraduate and graduate programs by increasing the capacity of the University Honors College and providing competitive scholarships and fellowships.

Create and enhance models of outreach and engagement to serve the needs of the State and promote their adoption by other institutions of higher education around the globe.

**Goal 2: Provide an excellent teaching and learning environment and achieve student access, persistence and success through graduation and beyond that matches the best land grant universities in the country.**

**Summary of Initiatives:**

- Implement a student engagement agenda that supports the transition to college, demonstrably adds value to student experiences, and increases leadership and research opportunities in order to raise first-year retention and six-year graduation rates.

- Ensure all teaching faculty contribute to a learner-centered academic experience, and aid them in bringing their scholarship into the learning experience of students.

- Sustain and expand the *Bridge to Success* program to provide educational opportunities to students from limited financial circumstances.

- Increase participation and success of students from under-represented U.S. minorities and international students, and equalize six-year graduation rates for all student cohorts.

- Re-evaluate the liberal education component (“baccalaureate core”) of the undergraduate education to ensure that all students explore, experience, and reflect upon world views, life situations, and cultures that are different from their own, and create opportunities for students to apply their skills and knowledge to complex problems and real-world challenges.

- Increase access to innovative, relevant educational programs through non-traditional delivery modes that serve place-bound students, address targeted business needs, and promote lifelong learning.

**Goal 3: Substantially increase revenues from private fundraising, partnerships, research grants, and technology transfers while strengthening our ability to more effectively invest and allocate resources to achieve success.**

**Summary of Initiatives:**

- Successfully complete the public phase of the Campaign for OSU and sustain the improvements in fundraising it has occasioned.

- Increase revenues from research grants and contracts, technology transfer, and commercialization activities.
systematically improve the quality and cost effectiveness of business services to strengthen academic programs and student services.

In addition to the goals and objectives listed, there are a number of **over-arching university objectives** focused on institutional culture and infrastructure that are critical to success. These include:

- Foster a culture of excellence in all the university’s programs.
- Promote a **healthy campus** as a key element in advancing community and diversity, including supporting the involvement of every faculty and staff member in a “community of success”.
- Brings synergy and impact to OSU messages through an integrated marketing plan that better presents the university to the general public and targeted constituencies.
- Improve the physical and information infrastructure that supports the education, research and outreach missions of the university, including construction of the remaining facilities targeted for the public phase of the Campaign for OSU (the Linus Pauling Science Center, the Student Success Center, and the four Cultural Centers); sustained upgrading of classrooms and research facilities; and constant enhancements to the backbone structure of information technology.
- Eliminate OSU’s carbon footprint.
- Augment the spirit and practices of shared leadership with consistent articulation of a compelling vision, long-term perspective, personal empowerment, and clear linkages between responsibility, authority and accountability.

**VII. CONCLUSION**

The 2004 Strategic Plan positioned OSU to begin sustained improvement in education, research, and outreach. It set the stage for more productive faculty interaction, improved student learning, and essential private investment into facilities, programs, professorships, and student access. By harnessing these investments into thematic areas with significant potential, OSU was able to leverage institutional resources and dramatically increase measurable results in student performance, institutional quality, faculty renown, and many other areas.

Phase II of the Strategic Plan coalesces and refines the accomplishments of the last five years to accelerate institutional improvement. The three areas of excellence concentrate the impact of OSU’s scholarship and research, shaping and guiding the efforts of a great university to enhance its contributions to the state, nation, and world, and to continue its leadership in finding innovative solutions to our most important regional and global challenges.
APPENDIX: PHASE II METRICS

The metrics section is in development. The plan is to have 4-6 primary metrics per goal, reflecting the key thrusts. Relevant individuals and units will be consulted in identifying, defining and finalizing the metrics.

Goal #1 Metrics – Outstanding Academic Programs

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<tr>
<th>Metric</th>
<th>2002-03 Baseline</th>
<th>2007-08 Target</th>
<th>2007-08 Actual</th>
<th>2012-13 Target</th>
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<tbody>
<tr>
<td>Total grants and contracts</td>
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<td>Invention disclosures</td>
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<td>60</td>
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<tr>
<td>Entering student profile (GPA/SAT)</td>
<td>3.46/1097</td>
<td>3.51/1150</td>
<td>3.47/1070</td>
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<tr>
<td>Percent of U.S. minority/ international students</td>
<td>13/6</td>
<td>15/8</td>
<td>15/4.7</td>
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Goal #2 – Excellent learning environment and student persistence

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<th>Metric</th>
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<th>2007-08 Actual</th>
<th>2012-13 Target</th>
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<tbody>
<tr>
<td>First-year retention rate</td>
<td>79.5%</td>
<td>85.0%</td>
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<tr>
<td>Six-year graduation rate</td>
<td>58.6%</td>
<td>65.0%</td>
<td>60.9%</td>
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<tr>
<td>Postgraduate satisfaction</td>
<td>82.2%</td>
<td>85.0%</td>
<td>89.7%</td>
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Goal #3 – Increase revenues from multiple sources, invest & allocate resources effectively

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<th>Metric</th>
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<th>2007-08 Actual</th>
<th>2012-13 Target</th>
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<td>Annual giving &amp; pledges</td>
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<td>Endowment assets</td>
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<td>Expenditures from grants and contracts</td>
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<tr>
<td>Licensing revenue</td>
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