

To: University of Oregon Stakeholders

From: The University of Oregon Community

Subject: Academic Plan

Date: January 12, 2009

Attached is a draft Academic Plan for the University of Oregon prepared from input by a wide spectrum of our community. As an Academic Plan it is intended to express the values, vision and aspirations of our academic core. This in turn will drive development of a University Plan that investigates implementation of goals in the Academic Plan. While this draft is fairly advanced in its development and incorporation of comments, it is still not complete. During Winter term, 2009 department faculties and others will review and provide further input. In a separate process, Big Ideas will be reformulated to respond to selection criteria and go through a selection process. Of course, the new president will subsequently have the opportunity to accept, reject or suggest modifications to the Plan.

The process for development of the Plan has also been important. Please review the blog at <http://academicplan.uoregon.edu/archived-academic-plan-blog/>. It shows the depth of discussion and engagement of our community in this process.

The building of the Academic Plan began with a leadership retreat in July, 2008. Recall that at that time the DOW was near 14,000, oil was north of \$140/barrel, and our enrollment was 20,300. Much has changed in the past few months. The economy has collapsed and demand for an Oregon education has reached all time highs.

Due to boomlet demographics, most schools found higher demand this past year. While that was part of what happened at Oregon, we faced much more. The economic collapse caused shrinkage at Berkeley and UW. This drove greatly increased out-of-state demand for UO. In Fall 2008, our matriculation of new students was up about 1200 from the previous fall. Our matriculation of Oregon students was up about 10%, and out-of-state was up over 56% from the previous fall new student counts. Applications for Fall 2009 are running nearly 30% above the Fall 2008 numbers, with record diversity! To be honest, we were caught by surprise in 2008. For 2009 we are controlling enrollments significantly better, and for 2010, we will introduce higher quality standards in a manner that also strengthens diversity. The Academic Plan suggests that we use this "hot brand" to grow the University into greater self-sufficiency and critical mass, while not changing our core values. While we understand that the demographics will likely turn down in the near future, by strengthening our student experience and marketing, we can maintain a higher enrollment level.

As has been true in the past, the economic collapse has been slow to impact the Oregon economy. It will also be slow to leave. To date we have seen an initial \$1.7M rescission in November, 2008. However, we expect a more significant rescission in late Winter 2009 and general fund cuts from the 09-11 biennial budget of 8-20% from the current budget. These will be difficult, but at the moment our university remains in a relatively strong position compared to other schools. For example, many

traditional competitors for faculty are freezing hiring. Hence, we are seeing an enhanced candidate pool in some searches. While we need to be careful not to overextend in this difficult time, we also see timely opportunities in the current scenario.

The Academic Plan drives us intentionally toward greater self sufficiency and our future depends on it. The pending budget cuts will force us in that same direction. Hence, we feel that the Academic Plan is more important now than ever. It gives us a vision of how Oregon can prosper and improve during the next decade.