Oregon State University

Strategic Alignment and Budget Reduction
Implementation Plan for 2009-2011
8 October 2009

Executive Summary

This document provides implementation guidelines for strategic alignment of academic and support units and for achieving budget reduction targets approved by President Ed Ray in July and October 2009. Implementation will involve the effective interaction of a large number of colleges, departments, units, and individuals. For this reason, the plan defines an approach and structure that will facilitate design, management and implementation activities, provide the ability to identify and resolve issues quickly, and enable effective communication with the campus community and external constituents.

The plan is based on the principles that:

1. The goals and signature themes of OSU’s Strategic Plan guide all criteria for change and decisions.
2. Academic programs and degrees are the responsibility of the appropriate academic units, and alignment in and across academic units and ensuring academic program quality are best achieved through active faculty participation at the appropriate unit level.
3. Design and implementation processes will be open and transparent with appropriate engagement of faculty, staff, students and external constituents.
4. Design and implementation plans for all units will be guided by the same overarching principles used by the Advisory Council on Budget and Strategic Priorities at the university level: maximize student learning and success and minimize impact of budget reductions on progress towards graduation, maximize faculty recruitment and retention to advance students’ success and our signature areas of distinction, and use the Strategic Plan as a guide to current and future opportunities.
5. Change involves real human dynamics that need to be considered in the design and implementation processes and leaders need to create a safe environment in which to make difficult decisions, learn along the way, and be able to explore issues and increase individual and group leadership effectiveness.

The strategic alignment and budget reduction process will be initiated October 15, 2009 and will be implemented over the next four years. This plan addresses the first two years of implementation.

During the 2009-10 academic year, the following activities will be accomplished:

- Plan for restructuring of administrative and academic units to advance strategic plan goals and signature areas while meeting the system guidelines for administrative efficiency.
- Begin to implement the new administrative units and budget reduction actions.
- Achieve $5-6 million in E&G budget savings and $3 million in Statewide Public Service Programs (SWPS) budget savings.
- Develop a system to monitor progress, accountability and savings.

During the 2010-11 academic year:

- Implement new administrative units and budget reduction actions by Fall 2010.
- Achieve $10-12 million in additional ongoing E&G budget savings and $6 million in SWPS.
While this document is focused on activities and processes needed to achieve budget reduction targets for the 2009-11 biennium, it is important to state that the long-term growth and success of the University depends on growing its revenue base and continually investing in strategic areas. To this end, the University leadership will enhance its efforts to increase OSU’s revenue base. Additional resources will be invested to increase faculty capacity in each of the four academic divisions, once the restructuring plan to achieve budget reduction targets is completed. The faculty additions will be strategically targeted and will advance the University’s three signature themes.

Introduction

The Advisory Council on Budget and Strategic Priorities (ACBSP) has worked over the past several months to create recommendations for solutions that focus the University’s programs and resources within the projected budgets, and are consistent with our Strategic Plan. More specifically, the goal has been to identify $15-20 million in annual recurring budget cuts in the Education and General budget while envisioning a flatter, more focused, and more strategic University that focuses on areas of distinctiveness and excellence. Statewide Public Service Programs are targeted to save $9 million per year in recurring expenses.

The work of the ACBSP was guided by the following set of principles:
1. Maximize student learning and success and minimize the adverse impact of budget reductions on students progress towards graduation;
2. Maximize recruitment and retention of faculty to advance student success and signature areas of distinction; and
3. Use the Strategic Plan as a guide to current and future opportunities.

The implementation plan refers to the set of decisions approved by President Ed Ray in July and October 2009. Those decisions are outlined below in the section on Work Plan and Schedule, and include:
- Division-based academic college alignment and changes in departments and Statewide Public Service Programs within that context
- The four divisions include: Arts and Sciences; Business and Engineering; Earth Systems Science; and Health Sciences
- Implementation of Administrative System, Academic System and Research guidelines
- Cost reduction in administrative and academic support units
- Plan for enhanced focus on student engagement and success
- Consolidation and/or elimination of selected degrees

A summary of the decisions is provided in Appendix B, posted with the Implementation Plan on the State of the Budget web site: http://oregonstate.edu/leadership/budget/.

Assumptions
Specific assumptions related to the implementation approach, and timeframes include the following.
- Staff attrition, retirements, and central hiring approval will be used to minimize the number of layoffs required to meet the budget reduction targets.
- A salary freeze will remain in effect throughout the 2009-2011 biennium.
- The targeted savings must be ongoing and must be achieved during the 2009-2011 biennium.
The implementation strategy will need to be flexible in order to accommodate the dynamic financial environment, including the possibility of further reductions in state appropriations.

**Implementation Strategy**

OSU strategic alignment and budget reduction processes will be initiated October 15, 2009 and will be implemented over the next four years. This plan addresses the first two years of design and implementation.

During the 2009-10 academic year, the following activities will be accomplished:
- Plan for restructuring of administrative and academic units to advance strategic plan goals and signature areas while meeting the system guidelines for administrative efficiency.
- Begin to implement the new administrative units and budget reduction actions.
- Achieve $5-6 million in E&G budget savings and $3 million in Statewide Public Service (SWPS) programs budget savings.
- Develop a system to monitor progress, accountability and savings.

During the 2010-11 academic year:
- Implement new administrative units and budget reduction actions by Fall 2010.
- Achieve $10-12 million in additional ongoing E&G budget savings and $6 million in SWPS.

**Strategic Alignment and Budget Reduction Processes**

The intent of the decision making process is to focus on a direction and process, and defining responsibility and accountability versus defining operational details. The goal is to enable college, division and unit leaders to lead the design, management and implementation processes, while at the same time ensuring that the faculty and staff have an opportunity to advance creative ideas and proposals that have an opportunity to be considered by positional leadership in the organization.

The 2009-2010 targets associated with reduction in course offerings for academic colleges, streamlining administrative functions, and savings in other key areas are provided in Appendix II. The Vice Provost for Academic Affairs and International Programs will provide oversight for the process of aligning course offerings with system guidelines.

**Proposals from Academic Units, including Statewide Public Service Programs**

All academic proposals will be submitted by Deans of Academic Colleges (includes Vice Provost for Outreach and Engagement). The Deans are responsible for clearly articulating to their departments and faculty:
- What decisions need to be made?
- What the timeline is for making those decisions?
- Who needs to be engaged?
- What process will be used to engage and make the decisions?
- Who needs to be informed of the decisions?

Proposals that will be evaluated include proposals for new, consolidated or significantly transformed degree programs, and for major structural changes in colleges or SWPS. Such changes need to be consistent with the divisional structure shown in Appendix I. This will ensure that the changes are
consistent with and advance the strategic directions of the University, while enabling achievement of the University’s budget reduction targets.

1. **Development of Academic Proposals**: Deans of the academic colleges will develop proposals (e.g., establishing a shared program, department or school, decoupling an existing entity, or moving a program/department from one college/division to another). The work should reflect coordinated academic planning. The proposals may originate jointly from faculty or administrators of multiple colleges, or from one or a subset of colleges involved in the proposal. Ideally, such proposals will have endorsement of all relevant deans before it is forwarded for review. In the case of proposals where there is ultimate disagreement among the deans, fully developed proposals that include a careful analysis of strategic positioning, growth and impact, revenue and cost implications, and program and faculty implications, and counter arguments to the proposal will be forwarded for review and approval.

Reorganization and restructuring of degree programs and units may have implications that will be addressed at the university level or the college/unit level, as appropriate. University-level implications include change of tenure homes for faculty and budget changes and recalibration. College or unit level implications include different workload expectations resulting in changes in faculty position descriptions.

2. **Review of Proposals by Strategic Alignment/Budget Reduction Review Committee**: A Strategic Alignment/Budget Reduction Review Committee appointed by the Provost will review the budget reduction process and assure coordinated academic planning and implementation across the campus. The Committee will be advisory to the Provost and the Vice President for Finance and Administration, with the expectation that when appropriate, the Provost will consult with the Provost’s Council when making decisions regarding substantive issues. The Committee will also provide advice and support to college, division and unit leadership as proposals are developed.

3. **Faculty Senate Review**: Proposals will be forwarded for initial review to the Faculty Consultative Group in accordance with the procedures outlined in the Institutional Policies and Procedures for Program Reorganization or Elimination document posted on the Faculty Senate web site. The FCG will evaluate proposals and, if curricular actions are proposed, recommend review through an expedited curricular review process. The Faculty Senate will work to streamline its review process for these actions.

4. **Provost Approval**: The Provost and Executive Vice President is responsible for the overall execution of an integrated university-wide action plan that is responsive to achieving the budget reduction targets and achieving institutional alignment in areas that are critical to student success and long-term growth of the University.

**Proposals from Administrative and Academic Support Units**
The Advisory Council for Budgets and Strategic Priorities has recommended cost reduction actions for a number of administrative and academic support units. Implementation of those actions will proceed using the processes defined later in this document. The senior administrator (Vice President, Vice Provost, or Dean) is responsible for ensuring implementation success. Implementation progress of already recommended actions will be monitored and evaluated by the Review Committee.

It is expected that additional proposals will be developed by faculty and staff in administrative and academic support units to address longer-term alignment of operations with the Administrative System Guidelines and improvement of programs and services to support the academic enterprise. Similar to
academic proposals, ideas for initiating new programs or modifying/restructuring programs may originate from divisional faculty and staff or administrators. It is expected that division and unit heads will carefully consider and assess the merit of the ideas and proposals originating with faculty. While a senior administrator may decide not to support a proposal forwarded by a unit or faculty/staff, they will include all such “fully-developed” proposals in the package forwarded for review.

The senior administrator will clearly articulate:

- What decisions need to be made?
- What the timeline is for making those decisions?
- Who needs to be engaged, including appropriate individuals from academic units?
- What process will be used to engage and make the decisions?
- Who needs to be informed of the decisions?

The senior administrator will submit proposals to the Strategic Alignment/Budget Reduction Review Committee. After its review, the Review Committee will make a recommendation to the Provost for a final decision. Proposals developed by a division headed by a Vice President (other than the Provost) that are contained (change and impact) within that division will be reviewed by the Review Committee and the recommendations will be forwarded to the appropriate Vice President.

**Work Plan and Schedule**

The purpose of this section is to define the major activities associated with the implementation. The development and implementation involves the effective interaction of a large number of colleges, departments, units, and individuals. For this reason, this plan defines an approach and structure that will not only facilitate day-to-day management, but will also help us to communicate effectively and identify and resolve issues quickly.

The work effort is divided into the following tasks (with responsible persons identified).

**Task 1: Oversee the Strategic Alignment and Budget Reduction Process – Provost**

- Define the decision process and timeline for decisions and their implementation and ensure that the decisions are made and implemented on the timeline established in this document
- Provide budget reduction targets to leadership of academic and support units
- Establish a Strategic Alignment/Budget Reduction Review Committee to provide oversight to the budget reduction process
- Appoint Executive (lead) deans for divisions, and define responsibilities, reporting, and accountability expectations
- Appoint Implementation Teams as needed
- The Provost will engage the Provost’s Council, the Cabinet, and the Faculty Senate Executive Committee in the implementation process
- Make final approval of all plans

**Task 2: Advance Division-based College Alignment and Implement Academic System Guidelines – Senior Academic Unit Leaders**

- Develop an integrated agenda for each division that encompasses OSU’s full mission, that sustains disciplines yet advances interdisciplinarity to address critical and complex problems in signature areas
- Assess current college and department structures compared with system guidelines and reorganize as needed in the context of the division structure
- Evaluate low enrollment courses and degree programs for consolidation or elimination

**Task 3: Implement changes in Statewide Public Service Programs – Senior Academic Unit Leaders**
- Implement plans to meet short term budget savings targets
- Reorganize programs as needed in the context of the division structure

**Task 4: Implement Research Guidelines – Vice President for Research**
- Develop and implement plans to comply with guidelines

**Task 5: Implement Student Success Recommendations – Associate Provost for Academic Success and Engagement**
- Oversee successful implementation of orientation and retention, academic support and summer bridge programs
- Coordinate access to foundational academic courses and small course learning experience
- Identify first-year advising outcomes to improve student success and coordinate implementation to ensure consistency across colleges

**Task 6: Implement Administrative System Guidelines – Senior Unit Leaders**
- Assess current unit and department structures consistent with system guidelines
- Develop and implement plans to realign structures to comply with guidelines
- Work with academic unit leaders to understand and manage impact of actions on academic units
- Implement specific changes for program consolidation, reduction, and realignment

**Task 7: Consolidate and streamline IT functions across campus – Implementation Team Chair (Provost)**
- Develop and implement changes for program consolidation, reduction, and realignment

**Task 8: Consolidate and streamline media, marketing, events functions across campus – Implementation Team Chair (Vice President for Finance and Administration)**
- Develop a plan and implement changes for program consolidation, reduction, and realignment

**Task 9: Consolidate machine shops – Director, Facilities Services**
- Develop a plan and implement changes for program consolidation, reduction, and realignment

**Anticipated Milestones**
- Establish Strategic Alignment/Budget Reduction Review Committee and Implementation Teams
- Implement course reduction guidelines
- Develop plans for division-based college alignment and implementation of system guidelines
- Appoint Executive Deans for the four divisions
- Strategic Alignment/Budget Reduction Review Committee Monitoring Plan complete
- Strategic Alignment/Budget Reduction Review Committee Communications Plan complete
- Reporting for savings and progress
- Review and approval of plans
- Implement system guidelines

October 15, 2009
October 15, 2009 for winter; December 15, 2009 for spring
October 2009 – March 2010
November 10, 2009
November 10, 2009
November 10, 2009
January 2010 – 2011
March – May 2010
July 2010
Strategic Alignment/Budget Reduction Review Committee – Task 1

The Strategic Alignment/Budget Reduction Review Committee will report to the implementation sponsors, Sabah Randhawa (Provost and Executive Vice President) and Mark McCambridge (Vice president for Finance and Administration), and will be responsible for:

- Reviewing the work of the strategic alignment and budget reduction processes defined in the Workplan and Schedule section
- Developing methods to monitor progress, results, and budget savings
- Monitoring the impact of local decisions on broader University functions and operations
- Identifying cultural, technical and organizational barriers and developing plans to manage or eliminate barriers
- Developing and executing a communications plan
- Provide recommendations (endorsements, sets of issues, analysis) for proposals prior to the proposal being reviewed by the Faculty Senate and the Provost

Membership

Becky Warner (Chair), Vice Provost for Academic Affairs & International Programs  
Nancy Heiligman, Associate Vice President for Finance and Administration  
Dan Arp, Dean, University Honors College  
Scott Reed, Vice Provost for Outreach and Engagement  
Leslie Burns, President-Elect, Faculty Senate  
John Cassady, Vice President for Research  
Chris Van Drimmelen, ASOSU President  
Cyril Clarke, Dean, College of Veterinary Medicine

The work of the team will commence immediately and will continue through the end of the 2009-2010 academic year. Luanne Lawrence, Vice President for University Advancement, will be advisory to the Committee regarding communications and messaging. Sara Eklund, Executive Assistant to the Vice Provost for Academic Affairs and International Programs, will provide administrative support for the Committee.

Advance Division-based College Alignment and Implement Academic System Guidelines – Task 2

Academic Deans are responsible for developing, guiding and implementing plans that advance division-based college alignment and ensure that departments, degree programs and courses meet the Academic System Guidelines and that cost reduction goals are achieved. This process presents an opportunity for colleges to revisit their 2003-2004 strategic plans to ensure that college-level priorities are aligned with the University's Strategic Plan Phase II, 2009-2013 (http://oregonstate.edu/leadership/strategicplan/).

The divisions are intended to emphasize focal areas for which the University has been traditionally strong, enable faculty to increase their synergy to deliver undergraduate education, and allow faculty and unit and college leadership to envision new opportunities to expand research and graduate education. It is expected that college deans and Division Executive Deans will engage faculty for identifying programs for change and growth and for bringing the divisions to life. Each division is “different” and while all are required to define and follow a faculty-based process of engagement, expectations regarding agenda, priorities and structure will be different for different divisions.
It is expected that college- and division-level proposals will be discussed and vetted with the Provost’s Council.

The implementation plans will:

- Be guided by the three principles outlined in the Introduction section and the opportunity to advance areas of pre-eminence for the University
- Address three elements of OSU mission: instruction/education, research/scholarship, and outreach/engagement
- Reflect collaborative planning and implementation
- Include campus and distance delivery programs

**Charge to Academic Deans:**

1. Establish a process and timeline to align programs and services, consistent with administrative, academic and research guidelines. The suggested process and timeline, providing as much detail as possible, should be submitted to the Strategic Alignment/Budget Reduction Review Committee by November 15, 2009;
2. Document the group’s work and provide brief monthly progress reports to the Strategic Alignment/Budget Reduction Review Committee;
3. Provide reports to the Vice Provost for Academic Affairs and International Programs for implementation of course reduction and streamlining, winter 2010 by February 15, 2010, and for spring 2010 by April 15, 2010;
4. Provide a final report to the Strategic Alignment/Budget Reduction Review Committee by March 15, 2010 that documents a detailed set of recommendations, implementation plans, metrics, and timeline for advancing a divisional agenda and for relevant reorganization of department and programs.
5. While all academic colleges are expected to assess their departmental structures, design work related to the following changes resulting from the divisional structure will be specifically advanced with a completion date of March 15, 2010:
   - **Youth Development Education (YDE) Department:** The College of Education, as part of the Division of Arts and Sciences, will be focused on STEM education. In this context, and with an alignment of the YDE Department and its programs with human and youth development in the College of Health and Human Sciences (HHS), it is envisioned that the Youth Development Education Department will be better positioned for growth and impact in the Division of Health Sciences. The Provost has charged Scott Reed, Vice Provost for Outreach and Engagement, Roger Rennekamp, YDE Department Head, and Tammy Bray, Dean of College of HHS, to work with YDE and HHS faculty to recommend how to best position the Youth Development Education Department within this division for future success.
   - **Science and Mathematics Education Department:** With the primary focus on STEM education, the Academic Council on Budget and Strategic Priorities recommended that Science and Mathematics Education Department (SMED) be aligned with the College of Education. The Provost has charged Sherm Bloomer, Dean of the College of Science, and Sam Stern, Dean of the College of Education, to work with SMED faculty to recommend how to best position SMED in the Division of Arts and Sciences.
   - The University has committed to expand its Education programs at OSU-Cascades Campus. The Provost has charged Becky Johnson, Vice President of OSU-Cascades, and Sam Stern, Dean of the College of Education, to recommend programs that will be developed at OSU-Cascades over the next five years.

The Faculty Senate will expedite its curriculum review processes to enable timely implementation of program or unit restructuring/consolidation proposals. The Academic Deans will submit all proposals for
program change, modification or development and restructuring of units to the Strategic Alignment/Budget Reduction Review Committee. The proposals will be reviewed by the Committee and by the Faculty Senate. Final approval rests with the Provost.

The Academic System Guidelines call for a maximum of five sub-units within a college with a minimum faculty size of 20 in each sub-unit. The limit of five sub-units per college is driven by the need to attain administrative savings, facilitate attainment of a sub-unit size that maximizes both administrative efficiency and professional development of faculty and staff, and to establish units that are more appropriately resourced to provide a supportive environment for faculty and students. However, it is recognized that the total FTE in a college and the mix of faculty that may span multiple disciplines may impact the number of sub-units in a college as it reorganizes in the divisional context.

Implementation of guidelines for minimum course enrollments will commence immediately for winter 2010. Proposals for changes in degree programs and unit structures will be completed by May 31, 2010 to enable implementation to begin in summer 2010.

**Implement Changes in Statewide Public Service Programs (SWPS) – Task 3**

The SWPS Senior Leadership is responsible for implementing plans to implement strategies, including consolidation and realignment of programs, to meet the budget savings targets. The Deans of the Colleges of Agricultural Sciences and Forestry and the Vice Provost for Outreach and Engagement will:

1. Establish a process and timeline to align programs and services for targeted budget reduction. The suggested process and timeline, providing as much detail as possible, should be submitted to the Strategic Alignment/Budget Reduction Review Committee by November 15, 2009;
2. Document the group’s work and provide a progress report to the Strategic Alignment/Budget Reduction review Committee at the end of fall term;
3. Provide a report to the Strategic Alignment/Budget Reduction Review Committee by March 15, 2010 that documents detailed set of recommendations, implementation plans, metrics, and timelines.

**Implement Research Guidelines – Task 4**

The Vice President for Research (VPR) is responsible for implementing plans to comply with the Research Guidelines. The VPR will work with Academic Deans and CIP Directors to:

1. Develop a four year timeline by December 15, 2009 for complete initial review of all university-level CIPs to ensure that their mission and operation are consistent with OSU’s Strategic plan or developing plans for sun setting their operation;
2. Communicate and start implementing overhead waiver policy per Research Guidelines by October 30, 2009;
3. Consolidate and coordinate major inter-departmental research core facilities, including timeline for LARC accreditation.

**Implement Student Success Initiative – Task 5**

The Associate Provost for Academic Success and Engagement is responsible for implementing plans to advance student engagement and success. The Associate Provost will work with Academic Deans, unit
heads and the Faculty Senate to advance the activities listed in the Workplan and Schedule section. In particular, the Associate Provost will co-chair a joint administrative/Faculty Senate task force to:

1. Create a plan for improving student retention through structural and other enhancements to first-year advising;
2. Recommend adoption of a degree auditing system;

Implementation of a 300:1 ratio for first-year advising will be deferred until the work of this task force is completed.

**Implement Administrative System Guidelines – Task 6**

Vice Presidents, Vice Provosts and other senior unit leaders for administrative and academic support units are responsible for implementing administrative system guidelines and achieving cost reduction goals.

The implementation plans will:

- Be guided by the three principles outlined in the Introduction section and the goal of optimizing service to the University community
- Reflect collaborative planning and implementation

**Charge to Administrative and Support Unit Leadership:**

1. Establish a process and timeline to align programs and services, consistent with administrative, academic and research guidelines. The suggested process and timeline, providing as much detail as possible, should be submitted to the Strategic Alignment/Budget Reduction Review Committee for approval by November 15, 2009;
2. Document the group’s work and provide brief monthly progress reports to the Strategic Alignment/Budget Reduction Review Committee;
3. Provide a final report to the Strategic Alignment/Budget Review Committee by March 15, 2010 that documents detailed set of recommendations, implementation plans, metrics, and timelines.

Implementation of guidelines will commence immediately, though some changes may require development of detailed plans involving division faculty and staff, and academic units. Such plans need to be completed by March 15, 2010 to enable implementation to start in summer 2010.

**Consolidate and Streamline IT Functions Across Campus – Task 7**

The IT Team will:

1. Guide implementation of short-term budget savings plans and monitor progress;
2. Recommend a new governance structure to advance the strategic re-engineering of IT for OSU;
3. Develop a Strategic IT plan/architecture for the university that will enable cost reductions of 25% in IT operations across the university;
4. Prioritize long-term strategies and consolidations and develop phased implementation plans and timeframes.
Membership
Sabah Randhawa (Chair), Provost and Executive Vice President
Sherm Bloomer, Dean College of Science
Nancy Heiligman, Associate VP for Finance and Administration
Cherri Pancake, Chair, University IT Committee
Curt Pederson, Vice Provost for Information Services

The work of the team will commence September 15, 2009 with a sunset date of December 15, 2009.

Consolidate and Streamline Media, Marketing, and Events Across Campus—Task 8

The Media, Communications, Marketing and Events Team will:

1. Compile an inventory of OSU media services, FTE, and resources in the context of needs;
2. Create a core service center for technical marketing assets at the university level that includes technical resources associated with videography, photography, technical writing, graphic design, web development, as well as the outsourcing management for these types of services;
3. Compile an inventory of OSU events services, FTE, and resources in the context of needs;
4. Consolidate events functions across the University with Conferences & Special Events;
5. Monitor progress and budget savings.

Membership
Mark McCambidge (Chair), Vice President for Finance and Administration
John Greydanus, Director, IT Outreach and Media Services
David King, Associate Provost, Outreach and Engagement
Ilene Kleinsorge, Dean, College of Business
Luanne Lawrence, Vice President for University Advancement

The work of the team will commence September 15, 2009 with a sunset date of December 15, 2009.

Consolidate Machine Shops—Task 9

The Director of Facilities Services will work with appropriate academic units to develop an inventory of OSU machine shops, FTE, and resources in the context of needs. Based on the inventory and targeted budget reduction, the Space Committee will provide a recommendation on consolidating machine shops across the university by March 1, 2010 to enable implementation in spring/summer 2010.

Support from Central Units

Budget and Fiscal Planning: Allocation of budget reductions to units; budget analysis; monitoring of budget savings

Human Resources: Realignment of positions; assist with reassignments and layoffs; services for displaced employees

Academic Planning and Assessment: Data requests and analysis

Facilities Services: Assist with space planning
Leading and Facilitating Planning Experiences

Based on recommendations endorsed by President Ed Ray, leaders at Oregon State University are charged with developing strategies, recommending leadership options, proposing structures and processes and implementing actions to enhance the future direction and strategic success of OSU. Led by Larry Roper, Vice Provost for Student Affairs, the ACBSP has developed a guide that provides direction for initiating effective leadership conversations and achieving outcomes consistent with strategic priorities. It is intended to be used as administrative and academic entities initiate the planning process that will meet the budgetary challenges and strategic alignments for OSU. The guide is posted with this Implementation Plan on the State of the Budget web site: http://oregonstate.edu/leadership/budget/.

Appendices

Appendix A: Proposals approved for implementation by President Ray.

Appendix B: Cost reduction targets for 2009-2010

Appendix C: Frequently asked questions regarding interpretation and implementation of administrative and academic systems guidelines and other actions approved by President Ray. This is an emerging document that will be regularly updated by the Review Committee.