



# Strategic Intent and 2020 Vision

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## 150 Years of Learning, Discovery, and Engagement

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As the founding college of Oregon's land-grant university, the College of Agricultural Sciences at Oregon State University has a long-standing commitment to understand social, economic, and environmental issues important to Oregon; to research effective ways to address those issues; and to engage the public with practical solutions, locally and globally.<sup>1</sup>

This commitment is even more important as we face the *global* challenge to provide food, safe environments, and livelihoods for 9 billion people and the *local* challenge to sustain quality of life in Oregon through the 21st century.

The College of Agricultural Sciences has faculty stationed in Corvallis and across the state, where we are fully engaged in our communities. We bring the power of science to address local problems and emerging issues important to Oregon and the world, through teaching, research, and Extension. *The state is our campus, and the world is our commitment.*

## Where We are Now

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### Our Mission

The College of Agricultural Sciences is a world-class leader in agricultural, environmental, and life sciences. We foster leadership and science-based expertise in our students; and we create knowledge to solve problems, manage natural resources, create jobs, and support the economy.

**Academics within the College of Agricultural Sciences** prepare the next generation of scientists, managers, and leaders in the fields of food, agriculture, natural resources, and life sciences. With 14 academic programs, learning is integrated with research and Extension to provide students with inquiry-based, hands-on experiences in laboratories and field locations across Oregon and the world.

**The Oregon Agricultural Experiment Station (AES)** is Oregon's principal research engine related to agriculture and natural resources. Centered in the College of Agricultural Sciences, AES engages more than 400 scientists in five OSU colleges, on campus and at branch stations across the state. The strengths of all these disciplines are put to work to solve complex problems of productivity, profitability, environmental quality, and human health.

**The Agricultural Sciences and Natural Resources Extension Program** connects Oregonians to research-based knowledge in a wide variety of topics. Extension programs support production of Oregon's major crops, management of working landscapes, and integrated pest management strategies. In addition, well-known Extension programs, such as Master Gardeners and the Small Farms programs, enrich communities across Oregon.

**Equity, inclusion, and civil discourse** are highly valued within the college. It's worth remembering that the legislation that established the nation's land-grant university system was intended to educate all the people, not only the privileged class. That original intention has grown within the College of Agricultural Sciences, where today, diversity and excellence go hand-in-hand.

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<sup>1</sup> The idea of research and education in the service of society began with the Morrill Act of 1862 that created the nation's land-grant university system during the height of the American Civil War. In 1887, the need for site-specific research led to the Hatch Act that created a national network of Agricultural Experiment Stations. In 1914, the need for educational outreach to communities led to the Smith-Lever Act that established an Extension Service in every state.

## Our Values

*We are responsive* to the needs of those we serve;

*We are a reliable source* of credible, evidence-based information and education;

*We partner* with individuals, organizations, businesses, and stakeholders beyond OSU;

*We collaborate* with colleagues to tackle complex problems with integrated ideas;

*We include diverse perspectives* in our research, outreach and educational efforts;

*We foster mutual respect* among ourselves and the broader community;

*We are accountable* for stewardship of resources and for fulfillment of our missions.

## Our Areas of Excellence

We serve Oregon, a state with remarkable diversity in agriculture, natural resources, ecosystems, and communities. In a 2014 international survey, OSU's programs in agriculture and forestry were *ranked seventh in the world*. Clearly, the college is well positioned to address local and global challenges through the following areas of excellence:

**Sustainable food and agricultural systems:** Global population growth and economic development increase the urgency for sustainable approaches to grow food. While Oregon is a global leader in food production, *the college leads research and education in sustainable, profitable agricultural systems*. This work is helping to increase a safe and reliable food supply in developing countries and to add value to Oregon's agricultural and seafood products to keep Oregon industries competitive.

**Water quality, quantity, and marine resources:** As the global population continues to grow, competition increases for fresh water and marine resources. *The college leads research and education in freshwater, coastal, and marine resources*. This work is helping to increase efficiency in the use of water in agricultural systems and to conserve the world's fresh water and marine resources.

**Environmental and human well-being:** Oregon's high quality of life requires confidence that the food supply is safe and that air and water are clean. *The college leads development of technologies to protect human and environmental health*. This work is helping to identify alternatives that will reduce risk and improve lives of individuals and communities, from Oregon to Africa.

**Integrated systems biology:** Understanding the basic building blocks of life is essential to sustaining agriculture, natural resources, and human health. *The college leads development of revolutionary discoveries in the basic function and structure of life*. This work creates new knowledge that builds from fundamental genomics to integrated cells, organisms, and ultimately, ecosystems.

**Natural resource stewardship:** Oregon has exceptional natural resources that support both our economy and our quality of life. *The college leads the nation in programs in fisheries, wildlife, and range management*, and is internationally known for work in the sustainability of managed landscapes, natural resources, and the world's oceans.

## Where We are Heading

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To advance Oregon State University’s Strategic Plan 3.0, we will pursue innovative initiatives within our areas of excellence and make intentional, targeted investments to achieve leveraged impacts.

### Our Intentions

**We will integrate food systems research across the full spectrum of food issues**—breeding new crops, developing food safety practices, creating new products—to build Oregon’s reputation as a global food leader and to address the needs of a growing, hungry world.

**We will address critical environmental issues facing Oregon and the world**, such as climate change, land use, and invasive species, to ensure sustainable use of land, water, and resources for future generations.

**We will work with Oregon industries to provide research, education, and outreach** for the development of new precision technologies, new products that add value to resources, and new businesses that keep jobs in the state.

**We will discover new approaches to improve environmental and human health**, to reduce risks, and to reveal the complex mechanisms that drive plant and animal health.

**We will help build a world-class marine studies program** on the foundation of our recognized excellence in marine resource management, ecology and genetics, and seafood-related research and outreach.

**We will inspire a new generation of leaders to solve society’s most pressing challenges** through mastery of STEM fields (science, technology, engineering, and mathematics) and evidence-based, experiential learning throughout Oregon and the world.

**We will continue our commitment to the people of Oregon**, to address their site-specific needs through our statewide network of facilities, faculty, and long-term collaborative relationships.

### Call to Action

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This document is *not* a detailed “strategic plan” with metrics and evaluation plans. It is a “strategic intent” meant to guide investments of time and resources toward the year 2020. It is meant to chart a course for the college that is roughly right and directionally correct, to address challenges, and to intentionally move this great college toward greater excellence.

The following pages include a list of actions and operations that will guide our decisions in the coming years. As we move forward, we encourage your continued participation. *We ask that you use this document to develop your annual plans of work and move the college forward in a positive, intentional direction.*

It will take energy, passion, and resources to align what we *say* with what we *do*. The CAS leadership will do whatever possible to support the collaboration and creative thinking that will achieve our shared intent for the college.