Division of Earth Systems Science

Put change in context
Describe the journey in front of us
Discuss how alignment articulates with budget reductions
Gain common understanding on next steps
Impacts of Intentional Change

1. Conscious decisions
2. Anticipated
3. Gradual
4. Incremental
5. Paced
6. Solve problems
7. Create new opportunities
Impacts of Imposed Change

1. Decisions without choice
2. Unexpected
3. Sudden
4. Dramatic
5. Rapid, chaotic
6. Create problems
7. Disrupt routines
# Common Reactions

1. Uncertainty  
2. Doubt  
3. Skeptical  
4. Suspicious  
5. In over their heads  
6. Cautious, risk averse  
7. Anger, bitterness  
8. Cynical  
9. Crave more info  
10. Painful losses
Change as a Journey
Old Oregon Trail
1840s-1880s
Lessons from the Trail

- Some went for a vision, others because forced to leave
- All “lost” something in leaving, grieving yet hoping
- Poor maps
- Unknown hazards
- Not always reliable leaders

- Some initial “essentials” proved not essential to the journey
- Some did not complete the journey

Keys to success:
- Intelligence
- Knowledge and experience
- Ingenuity and creativity
- Courage and willing to take risks
- Flexibility to try new ways
- Willingness to form new relationships, trust strangers
- Good fortune
Where are We Going at OSU?

OSU Strategic Plan – Aligning Programs and Processes for
Preeminence in Signature Areas

OSU 2025 – Outcomes to guide growth

3 Signature Areas plus Core of the Academic Enterprise

Deliver “products/creations/services” on less state support, i.e., severe expenditure reductions
OSU Trail is NOT Oregon Trail

Less risky to life
Must keep delivering programs while charting new course
Not all will feel compelled to go
Some may want to stop before journey is over or leave the trail for another route
There is no final destination
Decision Timelines

**ESS Division**
- Vision/mission by 12/15/09
- Proposals by 3/15/10
  - Degree program alignment
  - Departmental alignment
  - Resources, services, responsibilities at Division level
- Budget reductions FY 10-11?

**Colleges**
- Budget reductions FY 09-10
- Vision/mission 3/15/10
- Alignment implementation FY 10-11
- Budget reductions FY 10-11
Strategic Alignment Tasks

- ESS vision/mission – Hal Salwasser, Sonny Ramaswamy, Mark Abbott draft for review
- Earth Systems Institute and graduate degree program – Mark Abbott et al.
- Status of dialogue on CAS/CoF programmatic and departmental restructuring – Russ Karow
- Creation of ESS Division marketing and communications service center – David Zahler and names from Sonny and Mark
- Creation of ESS Division “cradle to grave” pre and post awards service center for grants and contracts – Sonny Ramaswamy, Roger Admiral, Jack Breen, COAS person
- Curriculum streamlining – Cary Green and Ed Jensen tbd
- Diversity strategy – Hal, Sonny, Mark et al.
- Programs currently delivered by FES and FWL – Brenda McComb, Dan Edge, Thomas Maness
- Cooperative Education element to undergraduate degrees – Thomas Maness, Sonny Ramaswamy
- Advising – Cary Green, Ed Jensen et al.
- Graduate degrees (faculties of ...) – for future dialogue
- Introductory and capstone courses in ESS Division – Cary Green, Ed Jensen, someone from COAS
- Preparing SPSP for legislative action in February – Sonny, Hal, Scott Reed
- School of Applied Economics and Public Policy – Susan Capalbo et al.
- Others?
## Desired Outcomes for ESS

- Decisions advance OSU strategic vision
- People sacred, structure not
- Distinctive at multiple scales
- Realistic yet bold
- Respect; veneration of diversity
- Generativity
- Sharpen shared identity
- Connect for sense of purpose
- Focus on vision, goals

- Enhance capacity
- Bring some order to chaos
- Build new, vital communities of scholars
- Learn more about others
- Compel new investments: $$, students, faculty
- Enable broader networks
- Internationalize OSU
- A metropolis of diverse, distinct “neighborhoods”