

Oregon State University | Strategic Plan 3.0 | 2014-18

Focus on Excellence



Oregon State
UNIVERSITY

We believe in our community.

Our Mission:

As a land grant institution committed to teaching, research, and outreach and engagement, Oregon State University promotes economic, social, cultural and environmental progress for the people of Oregon, the nation and the world. This mission is achieved by producing graduates competitive in the global economy, supporting a continuous search for new knowledge and solutions and maintaining a rigorous focus on academic excellence, particularly in the three signature areas:

- » Advancing the Science of Sustainable Earth Ecosystems
- » Improving Human Health and Wellness
- » Promoting Economic Growth and Social Progress

Our Vision:

To best serve the people of Oregon, Oregon State University will be among the Top 10 land grant institutions in America.

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We have established specific performance goals for the university with respect to student success, faculty excellence and university impact for 2018, and achieving those goals will move us closer to fully realizing this vision.

We believe in Oregon State University.

As a community, we are each committed to uplift the dignity of those with whom we interact in the course of our campus life. We strive to create a nurturing campus community with mindfulness of the awesome responsibility that goes with preparing students to live successfully in a complex world. As leaders and educators, we are charged to listen more openly, respond more sensitively and support more unconditionally on our journey toward a just, inclusive and equitable campus

community. Success at building community, like success in any other endeavor, requires disciplined behavior, deep commitment and persistence. Therefore, we assertively declare that true community is our aspiration, and we will hold ourselves accountable for doing what is required — nurture healthy relationships, enhance the condition of our collective space, build networks of care, embrace shared governance and acknowledge and celebrate our humanity.

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EXECUTIVE SUMMARY

As a leading institution of higher education, Oregon State University must be on the forefront of new ideas, research and innovation. We must continually strive to push ourselves in new ways that challenge our thinking and past practices.

The university's updated strategic plan, known by the campus community as SP 3.0, provides a roadmap and vision for our future. Our mission and goals remain committed to a rigorous focus on academic excellence in all aspects of learning, discovery and engagement.

Founded in 1868, Oregon State is the state's land grant university and is one of only two universities in the U.S. to have land, sea, space and sun grant designations. Oregon State is also the only university in the state to hold both the Carnegie Foundation's top designation for research institutions and its prestigious Community Engagement classification. This evolution of Oregon State's strategic plan builds upon previous plans set forth in 2004 and 2009. Our focus is unwavering on the signature areas of creating and enhancing a healthy planet, healthy people and a healthy economy.

SP 3.0 expands Oregon State's strategic goals to focus on:

- » Success that transforms our learners and our world.
- » Leadership that integrates scholarship, creativity and collaboration throughout learning and discovery.
- » Expansion of the university's diversity, reach and service across Oregon, throughout the nation and around the world.

As we approach the university's sesquicentennial in 2018, we remain committed to the ideals that higher education is a public good, and that high-quality college degrees should be accessible to all students. By pursuing new innovations and scaling those that are successful, we will significantly increase the number of students from all strata and diverse backgrounds graduating with quality college degrees. Our strategic plan provides the structure and momentum to give all learners an integrated, coherent and personally meaningful educational experience.

This blueprint for future success also calls for the university to enhance faculty excellence, broaden and deepen the diversity of our community, reaffirm our excellent stewardship of resources and capture the power of information in transforming our learning environment and systems.

Our strategic planning and the creativity of this remarkable university community have enabled us to advance our mission in a powerful way. This is a journey that will lead to continued success, committed as we have been for nearly 150 years, to the state of Oregon and its people.



GOAL 1.

PROVIDE A TRANSFORMATIVE EDUCATIONAL EXPERIENCE FOR ALL LEARNERS



Oregon State University will promote student success through learning experiences and outcomes that seamlessly integrate teaching and research efforts. This integration will provide a platform to deliver content and experiential opportunities that support intellectual, professional and personal development to prepare Oregon State graduates for responsible and productive citizenship in a global society.

Oregon State will become a model 21st century university by developing personalized and integrated ways to learn. Innovative, integrated programs will offer high-quality educational experiences for undergraduate and graduate students, as well as other learners who will become tomorrow's leaders, critical thinkers and problem solvers.



Transforms students

Through excellent and diverse undergraduate and graduate educational opportunities, Oregon State University transforms students into leaders in life, community and career. OSU is Oregon's largest university, having increased enrollment by 34 percent, including OSU-Cascades, over the last five years. In 2013, Oregon State enrolled more than 24,600 students in Corvallis, more than 900 at OSU-Cascades in Bend and more than 3,800 online students in Ecampus.

By moving beyond a one-size-fits-all learning model to offering varied opportunities for different learners, we will better accommodate and serve all students and enhance learning outcomes. We will continue to invest in and recognize the pivotal role faculty and staff play in motivation and learner success.

Strategies

- » Enhance an integrated learning environment that raises and equalizes retention and success of all learners.
- » Make high-impact learning a hallmark of Oregon State undergraduate education, preparing students for responsible citizenship and global competitiveness.



An inclusive community

Oregon State achieves excellence through diversity: 21 percent of the university's enrollment is made up of U.S. minorities – an increase of 50 percent from 2004. International enrollment has tripled since 2009 to nearly 3,000 students in 2013, 10 percent of the student population.

- » Advance teaching and learning in the Baccalaureate Core through innovations in course design, authentic assessment, interactive teaching and faculty development.
- » Strategically grow online education programs, explore new pedagogical models and address all learning styles through myriad learning platforms.
- » Enhance our comprehensive Healthy Campus Initiative, caring about the health and well-being of students, faculty and staff.
- » Expand strategies to recruit diverse and high-achieving students and meet enrollment goals for OSU-Cascades.



Success for all

An accessible, affordable education is made available through a number of financial aid programs, including the university's Bridge to Success, in which more than 2,600 Oregon students each year pay no tuition or fees. Meanwhile, personalized academic advising and programs such as the First-Year Experience help students become thriving members of the campus community, achieve academic success and progress to graduation.

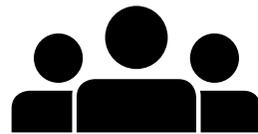
GOAL 2.

DEMONSTRATE LEADERSHIP IN RESEARCH, SCHOLARSHIP AND CREATIVITY WHILE ENHANCING PREEMINENCE IN THE THREE SIGNATURE AREAS OF DISTINCTION



Oregon State University will advance the frontiers of knowledge and creativity while innovating and integrating discoveries to address the grand challenges and fundamental needs for sustainable growth and prosperity. The three signature areas build upon Oregon State's core academic strengths, the excellence and skill of our faculty and our established national and international partnerships.

Oregon State will be a leader in solving society's most pressing challenges through innovative, integrated, data-enabled research, outreach and creative activity. The university will further its national and international distinction



World-class faculty

Oregon State faculty members are best in class. They achieve academic and research excellence through innovation and collaboration that reaches across all disciplines. The Campaign for OSU has provided more than \$100 million to recruit and retain world-class faculty.

through targeted elevation of graduate programs, research and scholarship in the three signature areas. Preeminence in the signature areas is the result of building and maintaining excellence and critical mass in key foundational disciplines reflecting the breadth of the sciences, social sciences, engineering, arts and the humanities.

Strategies

- » Attract and retain faculty to strengthen the foundational disciplines and excellence in signature areas.

- » Expand and cultivate transdisciplinary research through partnerships within Oregon State, along with industry and national and international partners.
- » Selectively increase the quality, capacity and impact of Oregon State's graduate programs, while improving retention and student success.
- » Expand and increase visibility of high-profile programs in the performing arts and creative work in the humanities.



Accomplished graduate students

Enrollment in Oregon State's more than 80 graduate programs has grown by more than 33 percent since 2009. In 2013, the university's world-class research laboratories and teaching excellence attracted more than 4,500 graduate students from across the U.S. and 100 countries. New Ph.D. programs recently have been added in Comparative Health Sciences, Public Policy and Robotics.



Internationally recognized research

Research at Oregon State continues to grow in reputation and economic impact. Faculty researchers are renowned leaders in marine studies, public health, natural resources, computer science and many more areas. Over the past decade, the university's research enterprise has more than doubled, reaching \$263 million in 2013. Industry-funded research has increased by 65 percent since 2009.

GOAL 3.

STRENGTHEN IMPACT AND REACH THROUGHOUT OREGON AND BEYOND



Oregon State University will enhance our statewide, nationwide and worldwide footprint, pushing boundaries to extend our research and knowledge to people and communities throughout the world. As the land grant institution for the state of Oregon, our successes remain inseparable from those of our constituents. Our statewide footprint continues to grow — through the expansion of OSU-Cascades to a four-year branch campus, our marine studies research and academic programs on the Oregon coast and through our deepening and sustaining investments in the greater Portland metro area and in communities throughout the state. In this era of collaborative partnerships, we connect globally to lead research and conversations on issues of concern for people around the world. In all that we do, we seek to engage our people and others to develop strategies and solutions that advance economic growth and social progress.



America's natural resources university

Through excellence, innovation and university-wide collaboration, Oregon State has developed a worldwide reputation for leadership in natural resources teaching and research. The university is leading designs for the nation's next generation of oceangoing research vessels, advancing healthy food production, developing novel green materials and creating a world-class marine studies campus along the Oregon coast.

With increasingly interconnected global ties among people, communities and nations, Oregon State also aspires to recruit top-quality international students and faculty, to envision different means of promoting education abroad, to facilitate and value international scholarship and collaboration by our faculty and students, to promote the global dimension of Oregon State's land grant mission and to strategically engage with our international alumni.

Strategies

- » Position Oregon State's outreach and engagement programs as learning laboratories to promote high-impact experiences for students and to promote the broader impacts of university research more effectively.



Economic prosperity in Oregon

The university's contributions in education, research and community engagement extend throughout Oregon's 36 counties, with an economic impact statewide measured at \$1.92 billion in 2011. Along with nearly 19,000 volunteers, OSU Extension faculty serve more than 2.3 million Oregonians annually in urban and rural communities.

- » Grow rural and urban regional centers to advance social progress for all Oregon communities.
- » Drive economic development in Oregon by expanding commercialization, technology transfer and startup companies that originate from Oregon State research.
- » Increase the number of Oregon State students who participate in study abroad and grow the number of strategic international research partnerships.
- » Engage alumni and other external partners to advance university goals and priorities.



And around the globe

Oregon State's influence also extends throughout the nation and the world, with a 2011 global economic impact of more than \$2.06 billion. More than 170,000 Oregon State alumni excel in the world's workplaces and in community leadership and volunteerism. From studying the damaging effects of natural disasters such as earthquakes and tsunamis to exploring multiple sources for renewable energy and determining ways to enhance wellness as people age, university discoveries advance the health of our planet, its people and our economy.

SIGNATURE AREAS OF DISTINCTION

SP 3.0 reaffirms our commitment to the three signature areas that draw from disciplines across the university and integrate research, engagement and teaching at both graduate and undergraduate levels. The role of land grant universities in the 21st century will evolve from a primary focus of providing information to individual stakeholders for private consumption to include a broader focus of informing society as a whole. This broader focus will inform decisions

and policies that will lead to responsible stewardship of environmental and social systems, locally and globally. The university's long-standing connections with communities and institutions beyond campus borders, with the Statewide Public Services — OSU Extension Service, Agricultural Experiment Station and the Forest Research Laboratory — and with our national and international partners enhance our ability to communicate our discovery and research.

Advancing the Science of Sustainable Earth Ecosystems

Our economic and social well-being is increasingly dependent on the health of the Earth to provide food, shelter and energy. The challenges we face are at the intersection of our cultures, our economy and our values, and they are characterized by complex linkages between global and local problems, their distributed and changing nature and a high level of uncertainty (e.g., climate change, biodiversity, marine ecology).

Building on our strong and comprehensive foundation in earth and environmental sciences, Oregon State will create new and powerful bridges with public health, applied economics, public policy and the humanities. This new framework will rely on discovery-based learning and engagement and will set the stage for broader partnerships with other academic institutions and relevant organizations, both nationally and globally. Our research will further enhance a rigorous approach to prediction and scenario development of human/environmental systems by building from a sound theoretical and observational basis.



Improving Human Health and Wellness

As the population grows, ages and diversifies, pressures on health care and well-being locally and globally continue to mount. This is especially true for chronic diseases, which impact the quality of life of 90 million Americans and are responsible for 70 percent of all deaths. Many chronic diseases result from complex interactions between infectious agents, people, animals and the environment. Identifying these relationships can improve health outcomes across populations and create opportunities to reduce the impact of chronic disease.

With strong programs in public health, science, pharmacy and veterinary medicine, along with related health research

in the life and environmental sciences, Oregon State scholars address the health impacts of micronutrients, pollutant exposure and exercise, as well as the molecular mechanisms of diseases such as amyotrophic lateral sclerosis (ALS or Lou Gehrig's disease), cancer and cardiovascular diseases. Partnerships with social science and public policy programs address challenging and emerging public health and environmental health issues with significant local and global impact, and programs in the humanities shape individual and collective responses to human disease, disability and social and medical interventions.



Essential to the Plan

Enhancing diversity, stewarding our resources and recognizing technology as a strategic asset are all essential to the success of this strategic plan. These initiatives are integral to each of the plan's three goals and their respective strategies.

Enhancing Diversity

Enhancing the diversity of the Oregon State community is essential to attaining excellence in our educational, research and outreach endeavors and to preparing our students to succeed in a globally connected world.

We will:

- » Increase the diversity of faculty, staff and students through new hires and enhanced retention efforts.
- » Develop more comprehensive work-life balance initiatives for all employees.
- » Pursue inclusive excellence — equity in student success and quality learning.

Promoting Economic Growth and Social Progress

Great ideas change the world. The daunting challenges we face — from inequalities in health care, education and security of incomes to increasing pressures on our natural resources — call for innovative and relevant discoveries to deliver essential services and result in greater prosperity for all citizens. Sound, science-based technologies are at the core of these innovations; integration of entrepreneurship, industry partnerships and commercialization bring these innovations from discovery to delivery.

Oregon State University has established a legacy of innovation, cutting-edge research and engagement with

our industry and government partners to promote economic growth and overall social prosperity for all. The university achieves these impacts by nurturing a collaborative culture of discovery and innovation statewide while embracing the requirements for sustaining economic prosperity and educating the leaders and innovators of tomorrow's world. Leveraging strengths in engineering and business, Oregon State draws upon the diversity of disciplines and skills from all corners of campus and the state to create a strong platform for innovation, prosperity and relevance.



Stewardship of Resources

We must ensure that all budget and finance, physical infrastructure and private philanthropy resources entrusted to the university are used effectively, efficiently, transparently and in a socially responsible manner. We will leverage The Campaign for OSU successes to advance the university's excellence in signature areas and in service to our students.

We will:

- » Continue the momentum created by The Campaign for OSU to enhance resources raised through private philanthropy.
- » Develop an integrated infrastructure recapitalization plan that includes deferred maintenance needs.
- » Promote sustainable stewardship of Oregon State's campuses, including built and natural environments.
- » Work with city and regional partners to appropriately balance economic and environmental improvements.

Technology as a Strategic Asset

Technology and information occupy a critical role in a 21st century university and are an essential part of developing greater efficiencies in institutional and administrative functions. Greater accountability, enhanced expectations of a current generation and growth in the development, management and delivery of digital resources point to the expanding role that big data, analytics and information technologies provide as a strategic and enabling asset.

We will:

- » Ensure that relevant information is widely shared and strategically used to make effective decisions and measure progress toward achieving university goals.
- » Invest in information technology to enable educational innovation while enhancing a collaborative and engaged learning environment.
- » Implement highly efficient administrative processes to enhance the quality of service and improve productivity.

DECADE OF TRANSFORMATION

Guided by Phase II of the Strategic Plan (2009-2013), Oregon State University has grown in all areas, from numbers and diversity of students and faculty — including high-achieving students — to fundraising, research and discovery dollars, partnerships and physical infrastructure. Incredible progress has been achieved with Phase II's goal to substantially increase revenues from private fundraising, corporate partnerships, research grants and technology transfers. The Campaign for OSU exceeded its \$1 billion goal nearly a year ahead of schedule, fueling Oregon State's rise as a comprehensive land grant university for the 21st century. Research grants and expenditures have continued to increase dramatically during the last decade, clearly establishing our reputation as the premier research university for the state of Oregon. The university's faculty has climbed the excellence

ladder, outpacing peer institutions for prestigious grants and partnerships and deepening commitments to engaged learning and public service.

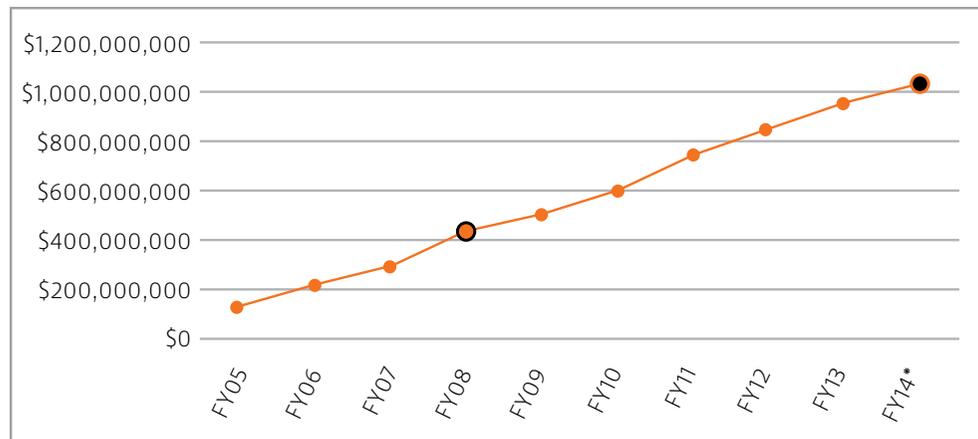
Our commitment to Phase II's goal to provide outstanding academic programs that further strengthen preeminence in the three signature areas of distinction is demonstrated through investments in foundational disciplines, collaborative research initiatives and cluster hires of more than 180 world-class faculty in the past two years, along with the retention of excellent faculty and staff. Oregon State is well-positioned to strengthen its leadership in these signature areas, attract outstanding new faculty, increase the number of high-achieving Oregonians that select Oregon State as their first-choice university and offer an integrated and transformative research and teaching environment.

Our graduates are the most significant contribution we make to the future. Going forward, the university will be sharply focused on increased student success through graduation for all groups of students.

Oregon State's future will be guided by the state's 40-40-20 educational achievement goals — an ambitious plan that calls for 40 percent of adult Oregonians to hold a bachelor's or advanced degree, 40 percent to have an associate's degree or a meaningful postsecondary certificate, and all adult Oregonians to hold a high school diploma or equivalent by the year 2025. Additionally, our future will be guided by our decision to pursue a new governance model with an independent board of trustees and the changing landscape at the federal and state levels that will impact funding in many areas.

Oregon State's accomplishments will be promoted through a comprehensive branding and communication strategy that informs and inspires the public's engagement in our mission; helps promote industry, public, education and nonprofit partnerships with the university; assists in the recruitment and retention of high-achieving and diverse students, faculty and staff; and portrays Oregon State as a leading 21st-century university.

Oregon State's commitment to move to the front ranks of international and comprehensive land grant universities in the United States remains a top priority. We intend to continue the pursuit of excellence in every dimension in which we operate. The more exceptional we are at all that we do, the more powerful and positive an impact we will have on the lives of our students and people throughout the world.



● Public launch ● \$1 billion goal surpassed on 1-31-14

A community of giving

More than 102,000 donors have helped to transform the university by contributing more than \$1.02 billion to The Campaign for OSU. This philanthropic effort will conclude at the end of 2014 and has helped to build, renovate or acquire more than two dozen facilities, raised more than \$170 million in merit and need-based scholarships and established more than 75 endowed faculty positions.

*through 4-30-14



KEY INNOVATIVE INITIATIVES DURING THE LAST DECADE



Academic Divisions: To support growth in the three signature areas and further collaboration across disciplines, Oregon State created four academic divisions, each representing a combination of colleges: Earth Systems Science, Health Sciences, Business and Engineering, and Arts and Sciences. This structure has led to many innovative collaborations and programs and shared resources within a division.



Distance Education Enterprise: Reaching students at a distance is a strategic initiative that fits with Oregon State's land grant mission and will help our contributions to the state's 40-40-20 goal. Through our Ecampus program, Oregon State has the delivery system needed for world-class online education. Enrollment has grown more than 200 percent over the last five years.



Program Remapping: Oregon State realigned and remapped our academic curriculum to direct more resources to the core academic enterprise. This new alignment created the necessary resources to expand graduate programs.

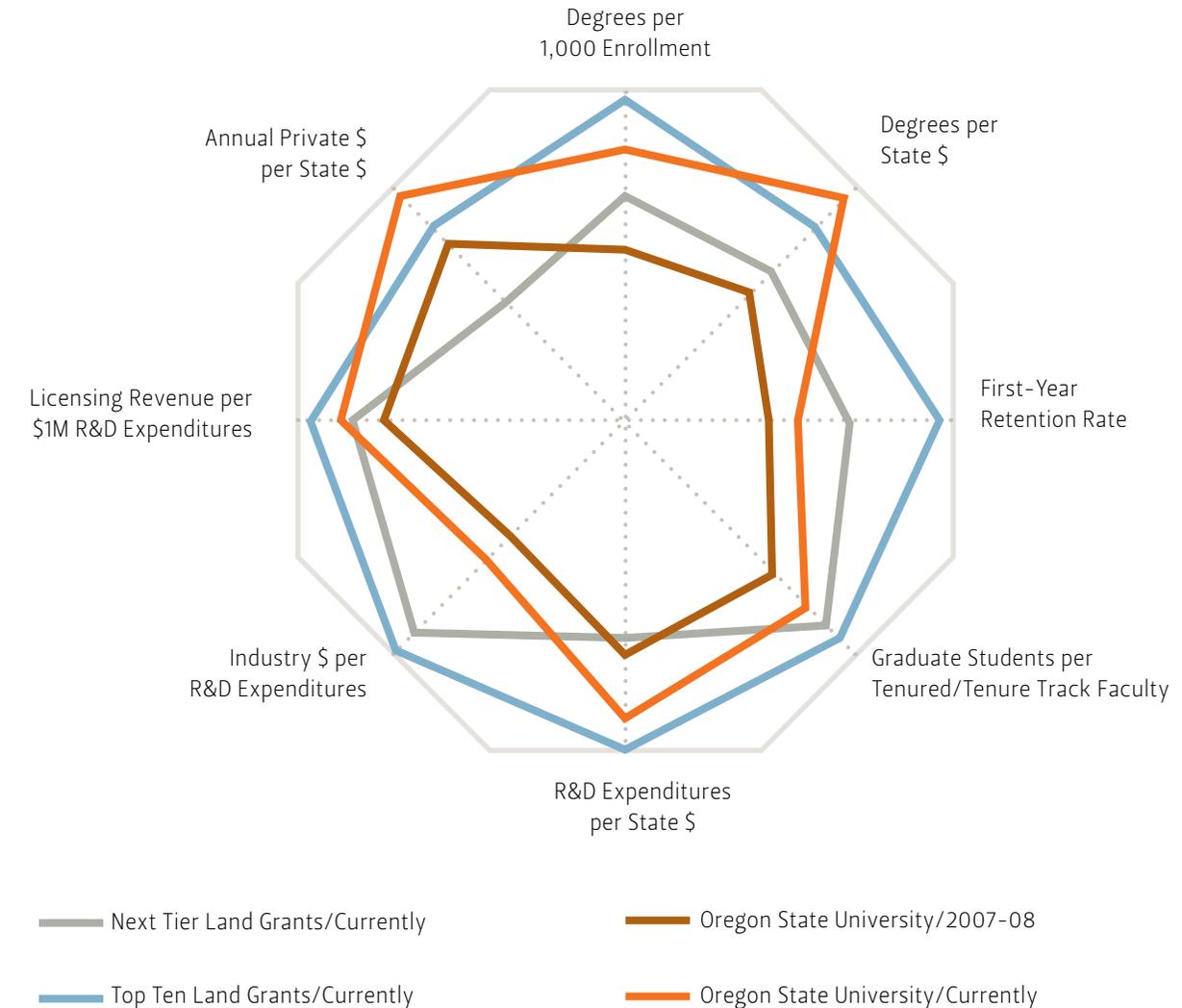


Transforming Business Centers: Oregon State moved financial transactions and human resource work to seven consolidated business centers, each serving a group of university units. Previously most of these transactions were managed at the department level in each college. The result: one of the first shared-services models in higher education in the nation.



Public-Private Partnership in Academic Delivery: As part of a longer-term educational, diversity and enrollment growth strategy, Oregon State established a partnership with INTO University Partnerships, Inc., a British corporation, to recruit international students to an innovative first-year program. This partnership has resulted in nearly a 200 percent increase in international students from fall 2009 to fall 2013.

PEER UNIVERSITY COMPARISONS



BENCHMARKS FOR EXCELLENCE

Metrics Associated with Institutional Mission and Goals

Metric	2003-04 Baseline	2007-08 Performance	2012-13 Performance	2017-18 Target
Degrees Awarded — Total	3,894	4,232	5,055	6,000
Degrees Awarded — OSU-Cascades	-	-	210	360
First-Year Retention Rate	80.7%	80.8%	84.2%	88%
Six-Year Graduation Rate	60.5%	62.1%	61.5%	67%
Junior Transfer Four-Year Graduation Rate	72.6%	67.3%	63.8%	72%
High-Achieving Oregon High School Graduates	30.5%	32.7%	39.5%	45%
U.S. Minority Students	13.0%	15.0%	20.0%	25%
International Students	6.6%	4.7%	8.9%	15%
Total R&D Expenditures (in millions)	\$208.1	\$233.4	\$232.6	\$270
Industry Dollars % of R&D Expenditures	1.3%	1.5%	2.8%	3.6%
Ph.D.s Awarded	169	173	213	255
Invention Disclosures	36	74	80	120
Licensing Revenues (in millions)	\$1.5	\$2.3	\$7.3	\$10.9
Ecampus Degree-Seeking Enrollment (student primary campus)	101	593	1,854	3,000
Dollars Leveraged per Appropriated Dollar for Statewide Public Services Research	\$1.73	\$1.70	\$2.66	\$3.00
Annual Private Giving (in millions)	\$29.3	\$91.1	\$81.5	\$110

AT OREGON STATE, WE ARE:

- » Grounded in an academic community characterized by respect for each person; innovation and creativity; integrated and transformative learning environments; equitable and inclusive practices; passion for our world and a commitment to improve its condition; and a collaborative environment where partnerships are nurtured and cherished.
- » Focused on discovery and relevance.
- » Committed to being a great place to work, learn and flourish; and to creating and sustaining healthy environments that enable community members to live productive, balanced and engaged lives.
- » Dedicated leaders who reflect our civic and global responsibility to be stewards of our mission and our many resources.





oregonstate.edu/leadership/strategicplan

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