

2017-18 ADMINISTRATIVE SUPPORT DIVISION/PORTFOLIO ANNUAL REPORT



Performance Indicators

METRIC	2015-16	2016-17	2017-18
Enrollment	Fall '15: 1016	Fall '16: 1122	Fall '17: 1204
Academic Programs	16 UG, 3 GRD; add FR	16 UG, 3 GRD; add SO	16 UG, 3 GRD; FR, SO most majors
First Year Retention: Freshman Full-Time	Fall '15 - Fall '16: N/A - less than 10	Fall '16 - Fall '17: 75%/79% OSU	Fall '17 - Fall '18: <i>avail Fall '18</i>
First Year Retention: All Freshman with COCC	Fall '15 - Fall '16: 63%	Fall '16 - Fall '17: 73%	Fall '17 - Fall '18: N/A
Four-Year Graduation Rate: Freshman Full-time	N/A	N/A	N/A
Six-Year Graduation Rate: Freshman Full-time	N/A	N/A	N/A
First Year Retention: Junior Transfer Full-time	81%/91% OSU	82%/86% OSU	N/A
3-Year Graduation Rate: Junior Transfer Full-time	73%/77% OSU	61%/65% OSU	N/A
6-Year Graduation Rate: Junior Transfer Full-time	82%/89% OSU	68%/73% OSU	N/A
Four-Year Graduation Rate: Junior Transfer All Enrolled	55%/58% OSU	56%/58% OSU	N/A
U.S. Minority Students	17%	18%	16%
Central Oregon Students	73%	70%	67%
First Generation Students	35%	35%	32%
Economically Disadvantaged Pell Grant Recipients	53%	50%	47%
Annual Private Giving	\$1,384,000	\$2,677,538	\$2,593,954 ²
Energy Use Intensity (kwh/GSF)	N/A	27.40 ³	21.96
Sustainable Transportation (Single Occupancy Vehicle/Active Commute)	76%/24%	52%/48%	61%/39%
Jobs Created	N/A	N/A	27

¹Estimated prior June 30, 2018.

²Total funds raised as of May 31.

³Adjusted for part year occupancy in 3 of 5 buildings.

Education and Learning

Enhancing education and advising in ways that raise and equalize student success

- Many programs embedded high impact learning experiences directly into their curriculum, ensuring that all students have access to these learning opportunities. Examples include:
 - Forest ecology research on ponderosa pine restoration in FES 341 Forest Ecology.
 - Peer tutoring in Biology 200 series for majors in an effort to increase retention and success.
 - Plant phenology as proxy for examining climate change in SUS 103 Climate Change.
- Twenty donor-funded Layman Fellowships expanded undergraduate research opportunities and provided resources for students and faculty to collaborate on research projects.

- Internships are a significant component in many programs. A significant percentage of degree-seeking students (347/26%) participated in 489 OSU-Cascades hosted internships and practicums. Examples include:
 - Four Natural Resources students participated in vegetation monitoring internship with US National Park Service in John Day Fossil Beds, resulting in an authored document.
 - Forty-three Energy Systems Engineering students, about 50% of students in the major, had paid internships. Their 5-year job placement rate is 93.4%, and 40% of this year's graduates secured jobs before Commencement. They are breaking ground in the use of case studies from Harvard Business School in the energy regulation course.
 - Computer Science continues to cultivate strong relationships with +60 local companies and employers, particularly in tech sector. Over 85% of CS students are working part/full time in roles relevant to their field.
 - Ten Hospitality Management students engaged in internships. One-hundred percent of 2018 graduates found jobs.
 - Kinesiology program developed and provided experiential lab opportunities for 30 students to better prepare them for work in clinical and fitness industries.
 - Forty-seven human development and family sciences students participated in internships.
- Faculty and staff served as mentors to 2-4 new students each during fall term. Each mentor contacted mentees and met or corresponded periodically to ensure they were experiencing a successful transition to college life. The opportunity was offered to all new students, although not all elected to participate.
- Academic Advisors initiated projects to support student success including four-year sample plans and COCC transfer guides for each major, implementing appointment scheduling software and collaborating with faculty program leads to ensure course access and degree progress for all students.
- Disability Access Services provided support to 59 students, a 43% increase over the previous year. In addition to proctoring exams, the coordinator provided faculty support, DAS orientations, and coaching to increase retention and completion rates.
- Student Wellness collaborated with 36 healthcare providers, 11 health insurance agencies and 4 healthcare committees to provide health services and education to students. More than 20 health promotion events reached 744 students. Personal counseling visits increased 23% with most students seeking support for relationships, anxiety and stress. A new grant-funded Health Advisor met with 92 students in her first year, helping students connect with insurance and health resources.
- Financial Aid and Veterans coordinator provided 32 aid and scholarship workshops and increased scholarship applications by 83%. The first VA work-study student was hired to support outreach through four events for veteran students and families.
- First Year Experience Committee collaborated with the student programming board to engage new students. Activities throughout the year provided information on student success, plus social events to help students connect with each other and faculty.
- The Student Care Team experienced a 200% growth in its case load. Issues varied from significant long-term medical conditions to mental health concerns and associated behaviors impacting the classroom or community. Issues ranged from veteran support, domestic violence, stalking and harassment. The OSU Director of Student Care is a member of the OSU-Cascades SCT.

Promoting responsible citizenship and global awareness among students and faculty and staff

- Business Administration program sent two students to Germany for spring term and five German students spent the term at OSU-Cascades. The exchange program helps students garner international business skills and experiences from an EU/global perspective.
- Fifteen students completed a study or internship abroad experience. Six students participated in faculty-led study abroad. Two faculty-led student participants went on to OSU College of Forestry international internships. Four additional students completed IE-3 Global Internships. In addition to Germany, students studied or interned in Australia, Chile, Costa Rica, Alpine Europe, Japan, Malaysia, Peru and Thailand.

Online and hybrid-delivery education

- Hospitality Management minor for business administration was approved. It will be offered fully online.
- The Bachelor of Science in Nursing (RN to BSN) was approved by the Curriculum Committee and will be reviewed by Faculty Senate in fall 2018. The 42-credit program will be available for offer fall 2019. The program will be fully online and employ a national faculty of experts.

The development of new pedagogical models

- OSU-Cascades was awarded a \$10,000 OSU Women's Circle grant to implement Supplementary Instruction (SI) in three lower division mathematics classes. SI is a peer instruction intervention found to increase student course success and college retention.
- Undergraduate research is a growing initiative. Significant examples include:
 - Biology program is striving to ensure that every graduate has an authentic experience in undergraduate research. In 2017-18 five science faculty mentored 20 students.
 - Two Kinesiology students presented research (podium presentations) at the Northwest Biomechanics Symposium in Bellingham WA.
- The Anatomage table, which allows for virtual cadaver dissections, has been successfully incorporated into Anatomy and Physiology, and Kinesiology courses.
- Seniors in Energy Systems Engineering and Computer Science worked on capstone projects solving real-world problems posed by community collaborators.
- Dr. Melinda Knapp taught elementary mathematical methods course in a local elementary school classroom. Her preservice teachers gained an authentic teaching experience where they could apply knowledge and skills. This promising pedagogical model offers opportunities to integrate realities of the classroom with teaching ideals.

Enhancing the integration and success of international students

- OSU-Cascades international student population increased by 83% from fall 2016 to fall 2017.
- A Task Force was formed to consider the support needs of international students. Members include faculty and staff with expertise and influence over academics, advising, student life, student success, and the residence hall. Recommendations include revising international student orientations, creating a peer mentoring program and organizing faculty/staff trainings on working with international students.
- Admissions worked with international advising to produce an OSU-Cascades specific pre-departure guide to ensure accurate information surrounding securing student visas, planning travel to Bend, general campus information, and international orientation.

Growing programs at OSU-Cascades, Newport and Portland

- The BS in Elementary Education was approved by Faculty Senate in May and forwarded on for state level approval. One option was approved: Hospitality Management. The Bachelor in Science in Nursing (RN to BSN) will be reviewed by Faculty Senate in the Fall. Several

programs will be reviewed by the various curriculum committees in the fall including Media and Technology (BA/BS), Bachelor of Engineering, BS in Environmental Science, BS in Outdoor Products, and a Doctorate of Physical Therapy.

- The MFA received an exemplary Graduate School review and was recognized as one of the most unique and high-quality programs in the country, on par with the three long-standing private school MFA programs.

Recruiting diverse and high-achieving students

- OSU-Cascades hosted ChickTech, bringing +50 rural high students to campus to learn more about STEM fields and participate in hands-on learning opportunities in hopes of increasing gender equality in the tech industry. Over 40 Computer Science students volunteered at 15 community events in Central Oregon, including ChickTech workshops in Madras and Make-a-thons in Redmond.
- In collaboration with Open Campus managers and coordinators, OSU-Cascades hosted an inaugural Juntos Day. Nearly 50 Juntos students and family members attended the entirely Spanish-language event. Topics covered included admissions, financial aid, student life, a campus tour, and two mock faculty lectures. Additionally, admission staff attended Juntos events throughout the year at high schools in Central Oregon.
- OSU-Cascades again offered the Leading Edge Scholarship event to continue high-achieving student recruiting efforts. Students were selected to participate in an essay competition based on their admission application, GPA, contribution to community, and insight resume score. Admission staff also coordinated with Corvallis staff to personally deliver Presidential Scholarship recipient packets to local high schools.
- Admissions staff collaborated more closely with the Honors College around communication and recruitment of high-achieving students. Efforts were made to highlight HC at visit and recruitment events, publications were taken on the road, and emails and phone calls were made to HC candidates.
- The MFA in Creative Writing piloted a series of spring creative writing workshops for Central Oregon high school students, many of which may become first generation college students. High school students who participate will learn skills similar to the students in the MFA program, visit campus, and join the MFA Community in June for a culminating collaboration and installation workshop led by Portland-based activist and artist Horatio Law.

Research and Creative Work

Attracting and retaining exceptional faculty and staff

- OSU-Cascades had 10-15 active employee recruitments going at any time last year. This included new and replacement staff in dining and custodial, professional staff positions in marketing and student affairs, researchers, and teaching and research faculty. To support the increased load in recruiting and retention, the on-site OSU-Cascades human resources team was restructured around distinct HR functions: Talent Acquisition, HR Transactions and Organizational Development.
- Teaching, research and professional faculty have access to an annual professional development fund to maintain currency in their field. Staff have access to professional development opportunities that are designed for individuals in collaboration with a supervisor.
- OSU-Cascades hired 11 new faculty: five in business (1 Associate Professor, 1 Assistant Professor, 3 Instructors); one Instructor in Tourism, Recreation, and Adventure Leadership; one Instructor in Natural Resources; an Assistant Professor in Energy Systems Engineering; one Visiting Instructor in Physics; one Instructor in Hospitality Management; one Instructor in Counseling.

- Matt Shinderman was promoted to Senior Instructor II (a first at OSU-Cascades), and Todd Montgomery was promoted to Senior Instructor II.
- The Diversity Coordinator role expanded from 0.25 FTE to 0.50 FTE and attracted interest from people across the country.
- The OSU-Cascades Finance and Administration group was restructured to allow for career development and progression to support retention of key staff and attract new specialists.

Supporting innovation and entrepreneurship

- OSU-Cascades launched the Innovation Co-Lab to grow innovative companies and the innovative workforce of tomorrow. To meet this mission, the Co-Lab provides space, equipment, and coaching to help start-up companies develop their products and bring them to market. While providing services, the Co-Lab provides student interns projects designed to help companies who use the Co-Lab.
- Since Co-Lab's launch on March 1 it has:
 - Launched incubator space with 17 entrepreneurs and 14 companies now in residency.
 - Hosted 11 seminars supporting innovation with 364 attendees. Examples included a Funding Bootcamp, Customer Bootcamp, and IP for Startups seminar.
 - Held the first-ever Innovation PitchFest for students as part of an Intro to Entrepreneurship course taught by Kim Vierra, and provided \$500 award to the winning team.
- Hosted 7 in-residence students to work with start-ups and on their own entrepreneurial projects.
- Pitched Mobility Lab to City of Bend, St. Charles, Bend Metropolitan Planning Organization, Cascades East Transit and COCC to develop creative transportation/mobility solutions for Bend's future. OSU-Cascades will lead the development of creative solutions to replace a bus route in Bend.
- Three Computer Science students created DriveSafe, a plug-in device for automobiles to disable texting while driving.

Cultivating partnerships with industry and other external stakeholders

- Dr. Amy Watson is working with Oregon Innovative Marketing (OIM) to foster more interaction between marketers from the business community and OSU-Cascades students.
- The Humans and Ecosystem Resiliency and Sustainability Lab is pursuing a model of research "co-production," wherein our academic unit works in tandem with agency professionals to devise research and monitoring programs that directly respond to agency management challenges. The HERS lab has successfully competed for close to \$1 million in contracts, supporting important regional work that includes undergraduate students as researchers.
- The Functional Orthopedic Research Center of Excellence is a partnership between OSU-Cascades and orthopedic surgeons, sports medicine physicians and physical therapists. Conversations are underway at the FORCE Lab with Stryker and a local tech start-up to discuss potential research projects and collaborations.
- Dr. Melinda Knapp is providing professional development support to all elementary teachers in Crook County around mathematics instruction.
- The research of Chris Wolsko and Beth Marino has resulted in websites and brochures related to physician intervention around issues of suicide and firearm access.
- The Counseling programs provided free counseling services to over 172 community clients.
- Dr. Brianne Kothari, Dr. Shannon Lipscomb, and two undergraduate students partnered with more than 20 agencies and organizations around the TRACeS movement (Trauma, Resilience, and Adverse Experiences). They have secured a 3-year \$60,000 contract to launch a research partnership and leverage for external funding.

- The Computer Science program cultivated strong relationships with over 60 local companies and employers, particularly in the tech sector. Over 85% of computer science students are working part/full time for companies, in roles relevant to their field of study.
- The Career Development Office registered 142 employers in the new online database system Handshake, posting 422 jobs and 81 internships for OSU-Cascades students. OSU-Cascades hosted five Opportunities Fairs organized by industry to replace one larger Career Fair. Participation increased 40% for employers and 300% for students.
- Many faculty and staff serve on boards or are otherwise involved in local organizations.
- The OSU-Cascades Transportation Manager is embedded with local public and private agencies to share OSU-Cascades work and innovation on sustainable transportation options for our region.

Other initiatives focused on research and creative work as it pertains to the work of the Provost Office

- The Layman Fellows program provided stipends to both students and faculty, plus funds to cover operational costs, to spur undergraduate research at OSU-Cascades.
- The Cascades Research and Scholarship Symposium was a great success with 32 posters and 4 lightning talks representing the work of 56 students, assisted by 22 faculty mentors.
- In addition to 22 ongoing grants totaling \$2,646,414, OSU-Cascades faculty were awarded 8 new grants/incremental funding in the amount of \$902,812.
- Dina Ribbink was honored with the Prominent Scholar Award by the College of Business for a publication of an article in a premier journal.
- Dr. Shannon Lipscomb is the PI of a 4-year 1.5 million grant from the Institution for Education Sciences, U.S. Department of Education, to develop and test an online learning and coaching program for early childhood teachers to strengthen resilience among children impacted by trauma.
- Dr. Shannon Lipscomb, and Alicia Miao (recent OSU PhD graduate) were awarded one of only two post-doctoral state policy fellowships from the Society for Research in Child Development 2018.

Outreach and Engagement

Positioning OSU's outreach and engagement programs as vehicles for facilitating high-impact learning and effectively utilizing university research and creative work

- Beth Marino was selected as the US Delegate to the Arctic Science Forum, was an author on a congressionally mandated National Climate Assessment report, and partnered with FEMA to bring social science research to FEMA policy making.
- Hospitality Management students helped Visit Bend tackle hotel low-occupancy in shoulder seasons. For Visit Bend, they evaluated the Visitors Guides and offered suggestions on how to reduce carbon footprint, cost and time investment.
- OSU-Cascades was approved to offer WR 512 for Central Oregon high school writing teachers as part of their certification process for dual-credit writing offerings. The collaboration is evidence of a multi-year partnership between area high school writing teachers, OSU-Cascades Writing, and the High Desert ESD called the Cascades Commitment.
- Ann Petersen conducted outreach on stickleback fish and river health at Pine Ridge Elementary for 100 5th graders.
- MFA in Creative Writing held its inaugural One-Day Literary Festival, Stepping Into Each Other's Shoes, to a sold-out audience. The festival is co-sponsored by Echo Fund and Deschutes Public Library.

- Computer Science hosted +300 K-12 students on campus for Computer Science Education Week and other activities. CS undergraduate students volunteered at these on-campus events, as well as similar off-campus events.
- Adam Krynicki, Co-Lab ED has done extensive outreach with the Technology Association of Oregon, Looking Forward, e-Labs, Opportunity Knocks, BendTech, OOA, and other trade organizations in Central Oregon to understand needs and develop partnerships.
- LRDP Design and Planning team and expert consultants presented the master plan, remediation plan, and sustainability plan to Wells Fargo Bank Board, Bend Innovation Day, Innovation City/Sister City program, State officials visiting Bend, P3 Higher Education Conference, Deschutes County Commission, Oregon Brownfield's Conference, and at Neighborhood Association meetings.

Increasing study abroad opportunities and strategic international faculty and research partnerships

- Only 1.3% or 15 undergraduate students participated in an international experience. The national average is about 10%. OSU-Cascades is working to increase participation including encouraging faculty to set-up short-term study abroad opportunities like Dr. Ron Reuter's program, Exploring World Agriculture in Costa Rica. A short-term study abroad experience builds student capacity to try either a longer program or an international internship as two OSU-Cascades students did last year.
- Dr. Julie Elston is currently working on a project examining firm performance in the Middle East with Accounting faculty member Alois Weidinger. A draft of the paper, "Examining the Relationship between Firm size and Growth in the UAE," was accepted for an academic conference at Oxford University to take place in July 2018, where research assistant/undergraduate student Melanie Widmer will co-present preliminary findings.
- Dr. Seth Ganzhorn is collaborating as co-author with Dr. Fernanda Gaiotto and her master's student Alesandro Souza from the Universidade Estadual de Santa Cruz, Ilhéus, Bahia, Brasil on a review article. The objective is to create a synthesis focusing on genetic diversity of timber species threatened with extinction from the Atlantic Forest biodiversity hotspot. The partnership between OSU-Cascades and UESC enhances ecological knowledge to guide evidence-based sustainable management in a rural and impoverished region that is 52% Multiethnic, 28% Afro-Brazilian, 19% Caucasian, 0.6% Indigenous.

Engaging alumni and other external partners

- Dr. Amy Watson hosted an etiquette dinner for students in the BA353 (Professional Development) class and community members at The Oxford Hotel. There was a 2:1 student-community member ratio. As a result, several students were placed in jobs and/or internships.
- The Business Administration program is working with a community member to co-facilitate the first-ever Student Opportunity Knocks (OK) group on campus. During the Student OK meetings, business leaders from around Central Oregon come to campus and spend two hours addressing student concerns about job opportunities and managing early careers.
- OSU-Cascades instructor Norm Rush attended meet-and-greet sessions with local CPA firms to link accounting students with local CPAs.
- Hosted the screening of OPB's "Oregon Experience | Oregon State University" at the Tower Theater, with more than 250 attending.

Advancing economic and social progress in rural and urban areas in Oregon and beyond

- Dr. Amy Watson hosted a free workshop in conjunction with the City of Bend to help all 13 city Neighborhood Associations maximize impact through social media. As a direct result, some of the most vocal opponents to the presence/growth of OSU-Cascades were able to see the benefit

of having a four-year university and the faculty expertise that comes with it. They voluntarily provided feedback expressing gratitude and wishes for success in securing state funding to continue our expansion.

- OSU-Cascades leadership and staff participated in Bend 2030's mid-market housing workgroup.
- OSU-Cascades long range development plan finalized the path for future development of a 3,000 to 5,000-student university campus. The master plan was approved unanimously by Bend City Council.
- Capital funding for land development and Academic Building 2 approved.

Other initiatives focused on outreach and engagement

- Dr. Amy Watson worked with two community partners (Destination Rehab and KPOV) as clients in MRKT 493. Students worked directly with the partners and managed their digital marketing and advertising budgets (real dollars) and websites, purchasing ad buys on national social media and AdWords campaigns.
- Hosted 10 Science Pub lectures featuring OSU and OSU-Cascades professors in Bend, Sisters and Prineville, averaging approximately 100 participants at each event.
- Hosted two "It's in the Bag: Lunchtime Lectures" on campus, averaging 30 participants per event.
- Community partners and other non-OSU entities utilized campus spaces for 48 events and meetings. Thirty-one overnight on-campus conferences included ChickTech (women's STEM and computer coding), Tech Trek (middle and high school STEM camp), Medstars (under-represented youth interested in medical careers) and the Oregon Youth Conservation Corps (youth crews that complete conservation-related projects).
- More than 1,000 people attended a Solar Eclipse event hosted by OSU-Cascades in Culver.
- Hosted the State of the University address in Bend, with attendance of almost 400 community members, alumni and university employees.
- Hosted an on-campus Connexiones networking and educational event for the OCF Latino Partnership Program.
- Student Life Office coordinated MLK Day of Service activities sending 25 volunteers into the community for community service work at Ronald McDonald House, Healing Reins and the Environmental Center.
- Hosted the TEDxBend "Thought" social event on campus after the main TEDxBend conference.

Diversity and Inclusion

- Increased capacity to advance Diversity, Equity and Inclusion by hiring a half-time Diversity Coordinator, arranging a course buyout for a faculty member to serve as a Search Advocate Liaison, and hiring a bilingual and bicultural employee to run the new Welcome Center and host OSU-Cascades first Juntos Family Day.
- Diversity Committee created diversity-related programming and trainings prior to hiring of Diversity Coordinator. The committee coordinated new events for MLK Jr. Day, Black History Month, Women's History Month and Diversity Week, organized an eight-hour social justice training, and brought a national speaker on race to campus and the community.
- Inaugural Diversity Week launched by the Office of Student Life engaged +300 participants over 16 events and included events organized by multiple student groups and campus departments.
- Staff and faculty saw increased opportunities for professional development relating to diversity, equity and inclusion, including the Social Justice Education Initiative, Safe Zone, and Implicit Bias trainings, in which more than 100 people participated.

Employee Development and Support

- Engaged in first year of faculty governance with Faculty Executive Committee and the Faculty Curriculum Committee.
- Launched a new on-boarding program for faculty and staff. All new faculty were invited to participate in a three-day orientation session hosted by key leaders and faculty from across the organization.
- In addition to the revised onboarding process, OSU-Cascades Leadership Team sponsored the First-Year Connections program introducing new faculty and staff to our campus. Fall term program topic was Looking Back, Moving Forward: A look at our history and future. Winter term program topic was Mission, Vision, Goals, Ethos and Values: The many ways we contribute to OSU.
- New faculty were introduced to our ethos, strategic plan and how to access resources. Each staff member was offered the same sessions over their first week of work.
- Re-aligned starting wage for all instructional faculty to market realities in Central Oregon. All new instructors will start at a living wage. This has had a direct impact on our ability to hire key faculty for FY19.

Resource Stewardship

- ASCC student leaders, ASCC Fee Committee members and Student Programming Board members worked closely with OSU-Cascades leadership, successfully implementing strategies to persuade state leaders to authorize issuance of bonds for a second academic building.
- Refined Five-Year Enrollment Target model. Incorporated historical student demographic data as well as strategic plans. Incorporated enrollment targets into 20-year financial forecast. Set up model for housing targets that aligned to Board of Trustees approved P&L and in alignment with Housing and Dining. Created enrollment tracking tool to evaluate weekly progress against targets.
- Created new budgeting and forecasting tools for auxiliary, designated ops and student fees budgets. This facilitated collaboration and shared goals across administrative units, in particular with University Housing and Dining.
- Realigned roles within financial planning team to align business operations functions with financial planning. Updated chart of accounts to better reflect growth at OSU-Cascades. Updated business office rules.
- Reduced spend on transportation options, design and planning and facilities. Re-allocated those resources to higher and better use in the form of faculty salary modifications to meet market needs.
- Successfully completed the \$10 million capital campaign for the next academic building.
- Continued to build a reserve fund for each building to avoid future deferred maintenance issues.