



## **Impact Studio 2017-18 ACADEMIC YEAR ANNUAL REPORT**

### **Overview and Objectives**

Formed in December 2017, the Oregon State University Impact Studio is a place for teams of faculty, administrators and staff to develop, test and incubate bold ideas that will advance the University's strategic goals. The Impact Studio Director is Rich Duncombe, a longtime expert in corporate and university innovation.

The Impact Studio formalizes and continues an effort begun in 2016-17 that engaged stakeholders across the campus to identify and evaluate a series of ideas for their academic merit and capacity to generate net revenue for the University. The Gateway Initiative was the first such initiative to gain approval for the Incubation Phase with appropriate stakeholder engagement and shared governance.

### *Vision*

A higher rate of institutional innovation surfaced as a high priority through the Vision 2030 conversations, as were the needs for net revenue growth and diversification. The Impact Studio gives the University an active venue coupled with best practice approaches for developing ways to respond creatively and nimbly to fast-changing trends in higher education.

### *Impact Studio 2017-18 Objectives*

The Impact Studio had three priorities for the second half of the 2017-18 Academic year:

1. Establish the Impact Studio with the Oregon State senior leadership
2. Support the incubation of the Gateway Program selected by the President and Provost for development.
3. Create two or three new investment grade proposals by June 30, 2018. The Provost selected three areas for initiative creation in 2018. Each team followed a rigorous methodology to create and evaluate numerous ideas before recommending the top investment proposals.
4. Aspirational: Create widespread engagement with faculty, staff, and students.

## **University Strategic Plan Results**

### **1. Performance Indicators:**

- a. All objectives were met on schedule
- b. Financial spending was below the forecasted amount
- c. The aspirational objective for widespread engagement is three months ahead of schedule

### **2. Education and Learning:**

- a. The Gateway program successfully moved through the incubation phase to a pilot in the Fall of 2018. The solution for underserved transfer students could open a much-needed access point for Oregon State. If successful, this program will enhance education and advising in ways that raise and equalize student success.

- b. The Transfer Student Experience initiative provided an exceptional outside-in view of transfer students at Oregon State. Improving this experience will contribute to growth across all campuses and Ecampus.
- c. The Outdoor Economy, Workforce Development Initiative will open new pathways for professional and continuing education for one of Oregon's largest economic sector. It also provides a connection to new students who will see to get a degree from Oregon State.

**3. Research and Creative Work:**

- a. The Impact Studio brings significant new capabilities in innovation and entrepreneurship to Oregon State. The impact in 2017-18 was primarily accomplished through leading four projects through the Impact Studio methodology; Gateway, Advanced Wood Products, Outdoor Economy, and Transfer Student Experience.
- b. The Impact Studio has supported two additional teams this year for innovation methodology and facilitation. The Colleges of Education at Oregon State and the University of Oregon are investigating ways to improve the affordability of STEM Masters programs. The Colleges of Engineering, Business and Liberal Arts are investigating an initiative for next year to create a new unit for "Engineering and Design for Society."
- c. All the above initiatives have engaged external partners and thought leaders. Across the initiatives over 200 individuals external to Oregon State have been contacted for inputs to guide the initiatives.
- d. A search was conducted to hire the Administrator of Operations position for the Impact Studio. A US-wide search was conducted, and a highly qualified candidate hired.

**4. Outreach and Engagement:**

- a. The Outdoor Economy initiative is front and center regarding positioning Oregon State's outreach and engagement capability as a vehicle for facilitating high-impact learning and driving economic impact. Leaders from across the state of Oregon are traveling to Corvallis on July 30, 2018, to discuss Oregon State's proposal for serving the need in this rapidly growing sector.
- b. Both the Outdoor Economy and the Advanced Wood Products initiatives provide specific impacts to advance economic and social progress in rural and urban areas in Oregon and beyond.

**5. Diversity and Inclusion:**

- a. The selected initiatives will increase diversity and access to Oregon State. Gateway targets underserved Community College students that want to get a bachelor's degree, but historically only 14% have been successful. The Transfer Student Experience initiative focused on these same students when they arrive at Oregon State.
- b. The Impact Studio conducted a hiring process during this year. A search advocate guided the process to identify a diverse group of candidates. Best practices were used at every step to screen, interview, and select the top candidate.

# Impact Studio Plan Results

The key results for the second half of the academic year included stakeholder interviews, incubation of the Gateway program, and the advancement of three new initiatives.

## *Objective #1: Establish Impact Studio with top Oregon State Senior Leadership*

The Impact Studio is a new function inside of Oregon State and the function of an “innovation hub” is not common in most universities or companies. The first objective was to create a connection with Oregon State senior leaders to share the purpose of the Impact Studio and listen to their needs. During the first six months, I met with over 150 people across the institution in various capacities. Three specific actions are captured here to highlight these interactions.

### Stakeholder Feedback

The first step in launching the Impact Studio was to conduct a round of 19 stakeholder interviews with those directly affected by the Impact Studio or Gateway, those who had initiatives ideas for 2018, and potential advisory board members.

Figure 1 summarized the most important outcomes for the Impact Studio to drive over the next three years. Findings for the top three categories follow.

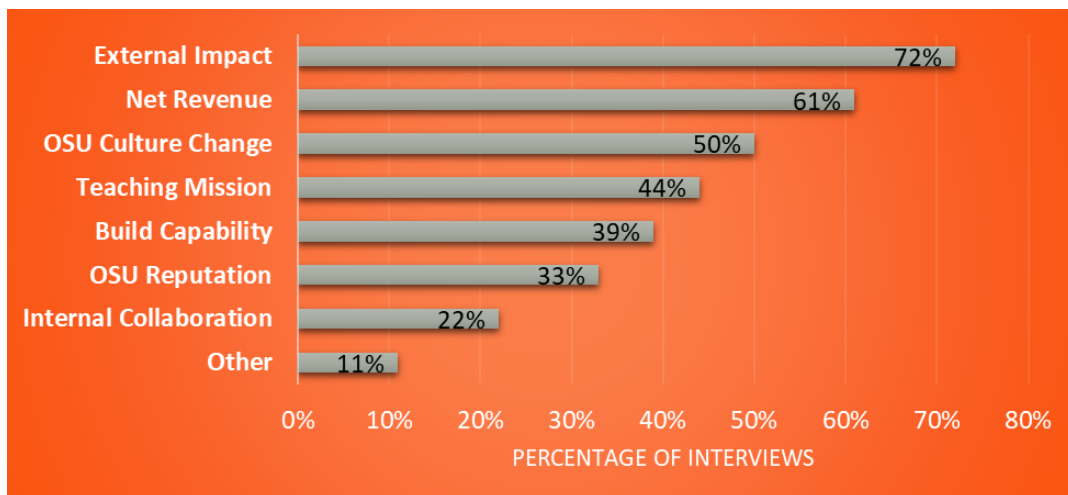


Figure 1: Top Impact Studio Outcomes over the first three years

### *External Impact*

72% of the interviewees commented that the Impact Studio should focus on initiatives that make a significant difference in our society.

- *“The Impact Studio needs to contribute to sustaining the institution; starting with the impact from the outside in and then the money and resources will follow.”*
- *“Make sure the projects maximize the impact in a broader context – the Impact Studio should be looking for the broader benefit and contribution.”*
- Examples of External Impact included statewide, industry-wide, social impact, big ideas, and disruptive innovation.

### *Net Revenue*

Over 60% of those interviewed mentioned net revenue, but not as the end goal. In other words, generating revenue alone on initiatives that did not move one of the other objectives forward was not viewed as a valuable contribution.

- *“Generating revenue after expenses is needed to contribute to paying overhead expenses. The demographics in higher education is going to deepen the financial issues in the next ten years. Getting a 15% net revenue return rate would be good. The overall revenue hurdle rate should be around \$15M, or roughly 3% of core educational revenue which is \$600M.”*
- *“The revenue factor is just one variable; another key factor is whether the initiative is going to contribute to the university beyond the initiative such as improving academic quality, building infrastructure, hiring top faculty, etc.”*
- *“It is important to identify new revenue sources, not keep tapping the same ones.”*

### **Oregon State Culture Change**

50% mentioned that the Impact Studio needs to contribute to a cultural change at Oregon State. The interviewees were cognizant that changing culture is a heavy lift but looked to the Impact Studio to model different approaches that will spread organically.

- *“The overall culture at Oregon State is one that values stability, predictability, and degrees. It is important to share new approaches into the mix; new ways of solving problems or structuring initiatives. One area, in particular, is looking at Oregon State contributions from the outside in.”*
- *“The Impact Studio could help to change the culture about how Oregon State thinks; i.e., how risk-taking, and success/failure is viewed.”*
- *“The Impact Studio needs to show how to move a program forward using industry best practices. The internal modeling is important as Oregon State tries to change the culture.”*

### **Faculty Senate**

The Faculty Senate is a key partner for the Impact Studio. The previous and incoming Faculty Senate presidents were included in the Stakeholder Interviews. Additionally, I provided an overview of the Impact Studio to the Faculty Senate Executive Council and presented to the full Faculty Senate on April 12, 2018.

### **Colleges and Division Staff Meetings**

I was invited to executive staff meetings to present an overview and host a conversation about the Impact Studio and the broader topic about adjacent growth for organizations. Three staff meetings that yielded follow-up projects and conversations included the College of Engineering, Division of Outreach and Engagement, and Ecampus.

## **Objective #2: Gateway Program Incubation**

### **Incubation Results Summary**

President Ray and Provost Feser approved the Gateway Investment Grade Proposal during September 2017. Jeff Sherman called a Gateway Planning Workshop in November 2017 where stakeholders requested significant changes to the program to streamline execution. In December, Sherman formed a program team with oversight from the Impact Studio. The objectives of Learning Cycle 1 (LC1), completed in February 2018, tested the viability of the program given the requested changes. Learning Cycle 2 (LC2) investigated the target audience and solution elements for students that were still in high school. Both Learning Cycles were essential to refine our understanding of the target students and their needs. A key assumption was made in the original proposal that online education was an acceptable approach for the target group. Interviews and analysis in LC1 & LC2 indicated that this was not a good fit. The decision was taken to shift course delivery to community colleges with Oregon State delivering the other elements. A report summarizing the incubation findings and recommendations was published in April 2018 leading to the decision in May to proceed to a Pilot in Fall 2018.

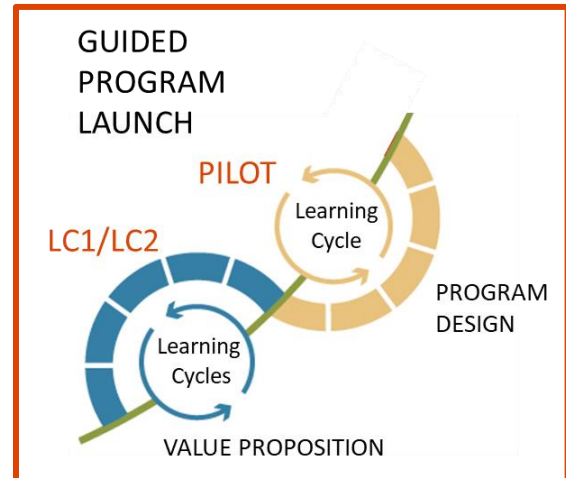
### **Gateway Pilot**

A Gateway Pilot will be started in Fall 2018 to test and refine the solution elements. The pilot will be at Portland Community College, with Oregon State coordinating and delivering the other solution elements. A roadmap was proposed to expand the program across Oregon, then the Pacific Northwest, and even considers an online version for national or international audiences after successfully refining the Gateway solution and program design.

Noah Buckley, Interim Leader for Enrollment Management, is the executive sponsor of Gateway. Jeff Sherman is leading the pilot team, and Rich Duncombe will continue to provide support for the incubation phase from the Impact Studio.

### *Pilot Summary*

1. Oregon State Gateway Program will offer fully integrated marketing, communications, advising, articulation, and transfer into the community college student experience.
  - a. Oregon State Gateway will leverage the Degree Partnership Program (DPP) and existing articulation agreements between the institutions.
2. The goal is to dual enroll 100 students in Fall 2018 at Portland Community College (PCC).
  - a. Lower division course delivery provided by PCC
  - b. Test and refine the five remaining solution elements delivered by Oregon State
3. Systematically monitor, evaluate, and review initial results and scale-up options, February 2019
4. The pilot will test the following:
  - a. Marketing and communications
  - b. Value proposition
  - c. Solution design and elements
  - d. Program design for scale-up
  - e. Student experience
  - f. Financial model



### *Pilot Solution Elements*

#### *Delivered by Oregon State in Pilot*

- Student Success
- Connection to Oregon State
- Academic Support
- Access to Course Materials/ Collaborative Marketing Strategies
- Help with Financial Aid

#### *Delivered by PCC in Pilot*

- Delivery of courses
- Access to required course materials
- Assessment of student progress and pro-active course correction

### *Pilot Metrics*

The metrics include the following to track the first year:

1. Recruitment Rate: PCC and Oregon State contact 200 to gauge interest
2. Gateway Pilot Enrollment: 100 students dual enrolled in Gateway Pilot
3. Retention Rate: Students in Gateway have a 50% higher retention rate than their peer group in community college.
4. Credit Efficiency: 90% of the credits earned by students in the pilot apply to their selected major
5. Scalability: Refined solution elements allow for cost-effective scale-up.

### Objective 3: Create Two or Three New Investment Grade Proposals

During the stakeholder interviews, each stakeholder was asked to propose ideas they had been considering that should be pursued in by the Impact Studio during 2018. The top ten initiative ideas were then scored using the stakeholder priorities. The scoring summary in Figure 2 shows that six initiative ideas scored highly. One was referred to Ecampus as it fit their targeted growth portfolio. The Impact Studio recommended Advanced Wood Products, Outdoor Economy, and Transfer Student Experience as the three to pursue for this year and this recommendation was approved by the Provost.

Initiative Name	External Impact	Net Revenue	Culture Change	Teaching Mission	Build Capability	OSU Reputation	Internal Collaboration	Total Score	2017-18 Decision
	0.72	0.61	0.5	0.44	0.39	0.33	0.22		
<b>External Initiatives</b>									
Advanced Wood Products Sponsor: Davis	5	5	3	4	4	5	3	13.8	Yes
Oregon Outdoor Economy Sponsor: Reed	5	4	3	4	3	5	3	12.8	Yes
Medical Device Development Masters Sponsor: Ashford	4	4	3	5	4	4	3	12.6	Delay
Pre-Med Post Baccalaureate Degree Sponsor: Haggerty	4	4	3	5	3	4	3	12.2	Ecampus
ATAMI Expansion Sponsor: Wall	4	4	3	1	2	4	2	9.8	No
U2B Engagements Sponsor: Duncombe	4	3	3	4	3	4	3	11.1	No
<b>Internal Initiatives</b>									
Transfer Student Experience Sponsor: Rivera-Mills	3	4	4	5	5	4	3	12.7	Yes
Faculty Experience Sponsor: Capalbo	2	2	4	2	4	3	5	9.2	Delay
IHub Seminars and Workshops Sponsor: Duncombe	1	1	5	4	2	1	4	7.6	No
ECAC	2	1	1	1	1	3	1	4.6	No

Figure 2: 2017-18 Initiative Ideas and Scoring Results

### Advanced Wood Products

The objective of the initiative was to redefine the wood products, architecture, and construction, industry by changing the fundamental approach for non-residential construction. There are many advantages and opportunities for using mass timber in commercial buildings, but the industry has not yet fully embraced this novel approach. The Tallwood Design Institute provides an ideal collaboration structure (COF, COE, UO-COD) to launch ideas that will foster and promote this industry in ways that support ongoing economic development opportunities for timber-dependent rural communities.

#### Team Formation and Members

The initiative was kicked off on March 9, 2018. The following team was created to pursue the opportunity:

Executive Sponsors: Anthony S. Davis

Core Team: Geoff Huntington, Eric Hansen, Iain Macdonald, Juliana Ruble

Methodology and Program Support: Rich Duncombe, Shannon Murray

#### Initiative Execution

The team was able to maintain a very tight, 20-week schedule. The team generated over 20 ideas in the Prepare Phase and published 16 Idea Resumes for evaluation.

Three Candidate Opportunities were selected in the Explore Phase with external research on track in preparation for the Converge Phase.

The decision was made on May 13, 2018, to suspend work on the initiative to avoid adding more stress to the College of Forestry team. The team interviewed industry thought leaders and started to build a solid base of secondary research. The goal is to restart the initiative during the 2018-19 year.

## Outdoor Economy

Oregon State Extension has been asked to take a leadership role in the recently categorized \$16.4B Oregon Outdoor industry. The opportunity to partner with companies such as REI and Columbia, nonprofits such as the Mazamas, and with the governor's office will yield many innovative ideas. The emphasis is on convening communities (Rural and Urban) to respond to this growing economic supersector and ensuring the prosperity of individuals, families, and communities as we work and play outdoors. The key theme that will be the focus on during this round of work will be Education and Training—Workforce Development.

### *Team Formation and Members*

The initiative was kicked off on March 9, 2018. The following team was created to pursue the opportunity:

Executive Sponsors: Scott Reed and Lindsey Shirley

Core Team: Vince Adams, Emily Anderson, Kris Elliott, Emily Henry, Wiley Thompson, Siew Sun Wong

Methodology and Program Support: Rich Duncombe, Kim Tarrant

### *Initiative Execution*

The team was able to maintain a very tight, 20-week schedule. The team generated over 20 ideas in the Prepare Phase and published 19 Idea Resumes for evaluation. Three Candidate Opportunities were selected in the Explore Phase, and research was conducted on each. One Candidate Opportunity was selected during the converge phase for further refinement. The Investment Grade proposal was published on schedule.

A draft Investment Grade Proposal, Version 2.0 was shared with the Provost on June 18. After getting his initial feedback, the draft was shared with over 15 key external leaders in the Outdoor Economic sector and 20 Oregon State stakeholders. The final proposal is scheduled to be published on July 23, 2018, with the inputs. The decision meeting is scheduled with the Provost and external leaders on July 30, 2018.

## Transfer Student Experience

The Gateway Program, in the incubation phase, and many other initiatives are looking at how to serve underserved and non-traditional students. Unfortunately, those that transfer into OSU have significantly lower outcomes. The goal of this initiative is to take an outside-in view of the transfer student experience to identify the most significant barriers and then work to identify solutions in the Oregon State systems and procedures.

### *Team Formation and Members*

The initiative was kicked off on March 9, 2018. The following team was created to pursue the opportunity:

Executive Sponsor: Susana Rivera-Mills

Core Team: Alex Aljets, Noah Buckley, Rick DeBellis, Rebecca Mathern, Erin Mulvey, Marleigh Perez, Randy Rosenberger

Methodology and Program Support: Rich Duncombe, Kristann Orton - Inceodia

### *Initiative Execution*

The team was able to maintain a very tight, 20-week schedule. A different methodology approach was used for this project to maximize the amount of student input we received. The team surveyed, interviewed, and held co-design sessions with over 1,000 Oregon State transfer students, either attending on-campus or online. There was outstanding engagement from these students as the team got to know their goals, passions, and where they have struggled at Oregon State. The Initiative Report was published on schedule.

A draft Transfer Experience Report, Version 2.0 was shared with the Provost on June 29. Simultaneously the draft has been shared with 27 Oregon State stakeholders. The final proposal is scheduled to be published on July 29, 2018.