



Oregon State
University

OSU Board of Trustees

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To: OSU Board of Trustees
Executive & Audit Committee

From: Rani Borkar, Chair

Subject: Board Chair's Report: FY2017 Presidential Assessment

Date: September 30, 2017

The Board of Trustees is charged with oversight of the President, including assessing his performance in order to inform and support his successful leadership. I have completed the FY2017 assessment of President Ray and submit the following report.

Results of the FY2017 Assessment

Assessment Process: The Board approved the President's FY2017 goals on October 21, 2016. On August 10, 2017, the President provided a self-assessment report describing progress toward his goals and proposed agenda for the coming year. I forwarded the report to the Board, requesting trustee input on the President's accomplishments during the year, opportunities for improvement, ways to strengthen his effectiveness, and his goals for the upcoming year. Concurrently, the Vice Chair of the Board assisted me in gathering input from a subset of the President's direct reports and university partners, including the OSU Foundation, Faculty Senate leadership, and college deans. Participants received a copy of the President's self-assessment report and were asked similar questions about accomplishments, opportunities, and the President's agenda for the coming year. I summarized the input from trustees, direct reports, and partners and shared the summary with the President.

Assessment Feedback: Trustees expressed gratitude to have the President as the university's leader, noting that he provides a steady, thoughtful moral compass and strong vision that inspires others. All trustees are pleased with the President's meaningful and substantial progress toward his goals over the past year and his fair and honest assessment of his progress. His direct reports and university partners echo this feedback.

Among his accomplishments, trustees and others note:

- The balanced approach he used to develop a tuition proposal that considered efforts to control costs and make strategic investments while not compromising the quality of education;
- The continued progress on the OSU-Cascades and Newport campuses as well as the student success initiative;
- Growth in research, contract awards, private giving, and number of degrees awarded;
- His genuine efforts to build community throughout the university, standing up for what is right especially in the face of significant cultural challenges confronting the country and its university communities; and

- His ability to make decisions while seeking and considering broad input.

With respect to opportunities for improvement, trustees and others encourage the President to “keeping doing what he’s doing.” In particular, trustees urge the President to continue to strengthen OSU’s financial stability by pushing hard for new revenues and new programs, engaging the legislature on funding, developing industry partners and relationships with the business community to help identify funding opportunities that fit the university’s mission, pushing hard on fundraising by the OSU Foundation, and anticipating more competition in the Ecampus market. Trustees also agreed with the President on the need to keep improving graduation rates and time to degree.

Looking into the next year, several trustees and other participants praise the quality of recent hires. They encourage the President to continue to build a strong team, seek the input of senior leaders on key questions and decisions, and ensure the Board is engaged in how the university is addressing challenges and strategic issues. The President is also encouraged to continue his focus on building a strong community.

Establishment of FY2018 Goals

On September 11, 2017, I met with the President to share the feedback on his self-assessment report and his proposed agenda for the year. For FY2018, the President proposes to focus his attention in four major areas: 1) continued implementation of Strategic Plan (SP) 3.0 and creation of SP4.0, 2) expansion of OSU-Cascades and the Marine Studies campus in Newport, 3) revenue growth, cost containment and financial sustainability, and 4) community building.

Trustees support the President’s goals for next year, recognizing they are ambitious. In particular, they urge him to focus proactively on revenue growth, cost containment, and financial sustainability for the university and continue to build community. Several trustees would like to better understand how the university will raise graduation rates, what it will take to get there, and whether we are making the right investments to achieve our goals.

Conclusion

I am pleased by the overwhelmingly positive input received on the President’s progress over the past year. I also echo comments from trustees, his staff, and university partners that the President’s knowledge, experience, and strong vision are assets to the university. I support his ambitious agenda for the upcoming year and recommend that the Board accept this report, thereby completing the FY2017 assessment and setting the President’s goals for FY2018.

Attachment 1

Oregon State University
Edward J. Ray
(8/10/17)

PRESIDENT'S SELF-ASSESSMENT FOR 2016/2017

While we have begun visioning exercises and internal discussions regarding Strategic Plan 4.0, the current plan remains the road map to guide the university for the 2017/18 academic year. I take the continued successful implementation of Strategic Plan 3.0 and the transition to the new plan as my first priority for 2017/18. This focus is reflected primarily by progress in meeting the targets for key metrics provided in the plan. However, my self-assessment draws on information that goes beyond the metrics of SP3.0. The expanded list of metrics and SP3.0 targets - where they were established - are noted in the President's Review Metrics, Appendix B (pages 12-14).

The three goals articulated in Strategic Plan 3.0 are to:

1. Provide a transformative educational experience for all learners;
2. Demonstrate leadership in research, scholarship, and creativity, while enhancing pre-eminence in the three signature areas of distinction (Advancing the Science of Sustainable Earth Ecosystems, Improving Human Health and Wellness, and Promoting Economic Growth and Social Progress); and
3. Strengthen OSU's impact and reach throughout the state and beyond.

The OSU Board of Trustees approved my proposed agenda for the 2016/17 academic year at the October 2016 Board meeting. In addition, the Board adopted a Presidential Assessment Policy in May 2015 that requires the self-assessment report to address eight specific elements (see Appendix A, p. 11). Where appropriate, those elements are included in the assessment document for FY17 and the proposed agenda for FY18. The specific agenda and results for FY17 are summarized below and are followed by my proposed agenda for FY18.

PROPOSED AGENDA AND RESULTS FOR FY17

I had four goals for 2016/17:

1. Continue success in the implementation of SP3.0
2. Expansion of OSU-Cascades
3. Financial Stability
4. Build Community

Goal #1: Continue Success in the Implementation of SP3.0

Results: The attached table of President's Review Metrics (Appendix B, p. 12-14) includes the 2017/18 targets for SP3.0 measures along with a number of other factors, some of which I expect to be included in SP4.0, which will cover the 2018-23 period. For my discussion of the university's results for 2016/17, I focus on the SP3.0 2017/18 targets to indicate our progress toward achieving the goals of the plan.

The 6,758 bachelor's degrees awarded for 2016/17 exceeded our SP3.0 goal of 6,000 in 2017/18. The 324 degrees awarded at OSU-Cascades, which peaked at 369 in FY16, are 10% below the SP3.0 target of 360 degrees by FY18. With 4,085 Ecampus degree-seeking students in 2016/17, we surpassed our SP3.0 target of 3,000 by FY18. With a total of \$441 million in research and contract awards OSU last year exceeded its previous record set in 2015-16 of \$336 million. Industry-funded research as a percentage of total R&D was 3.3% for 2016-17, close to the SP3.0 target of 3.6% for FY18. Finally, annual private giving received in current gifts and pledges by the OSU Foundation totaled \$132.15 million for FY17, which surpassed the \$110 million SP3.0 target for FY18. In the last three years, we have raised \$383 million in donor funds. It is worth recalling that the year before I came to OSU our FY03 fundraising total was \$29.3 million.

The university is within striking distance of a number of the other 2017/18 targets found in SP3.0. Total R&D expenditures of \$254.4 million in 2016/17 are close to our goal of \$270 million by 17/18. At 83.4% and 63.3%, the overall first-year undergraduate retention rate and six-year graduation rate are approaching the SP3.0 targets of 88% and 67%, respectively, by FY18. It is worth noting that these figures are for fall 2016 and therefore reflect 2015/16 activities. We are likely to succeed in reaching the SP3.0 goals for FY18 for the percentage of U.S. minority students attending Oregon State, which is now 23.7% (FY18 goal: 25%) and we already exceeded the percentage of high-achieving Oregon high school graduates in the freshmen class at 47% (FY18 goal: 45%). Finally, at 273, the number of Ph.D.s awarded in 2017 for the first time is above our SP3.0 target of 255 for 2017/18.

There are several key areas in which we are not on pace to reach our SP3.0 targets for 2017/18. Our junior year transfer four-year graduation rate is only 56.9% (63% for those starting in Corvallis) despite a goal of 72% for all junior level transfers (see Appendix D, p. 21). In addition, we are substantially below our target for invention disclosures (68 vs. a goal of 120 by FY18). Although licensing revenue reached \$10.3 million in FY15, in FY17 it stood at \$4.1 million versus an SP3.0 goal of \$10.9 million by FY18. Research dollars generated per dollar of state support for the statewide public service programs (1.98) is below the FY18 target figure of 3. State funding for statewide public service programs increased for the FY15-17 biennium in advance of awarding research grants, so this ratio should increase in future years.

At my State of the University Address in February 2016, I issued a challenge to all supporters of OSU to help us raise the undergraduate six-year graduation rate to 70% by 2020 and the first-year retention rate to 90% by 2020 for all groups of students, which means closing all achievement gaps. As indicated in the President's Review Metrics, we will require targeted efforts to close the first-year retention rate gap of 6.6% over the next three years, and even with concerted efforts by all concerned, we will be challenged to eliminate the six-year graduation

rate gap of 11.4% -- or attain a common six-year graduation rate of 70% -- under current state funding conditions. Our efforts are hampered by the state providing less than current service level (CSL) funding for the next two years. Areas for improvement that shape my agenda for 2017/18 are provided below.

At my State of the University Address in February 2017, I announced that we have joined with the OSU Foundation to raise \$150 million in support of the Student Success Initiative. As of July 30, 2017, we have raised \$61 million toward this goal and events associated with the celebration of the university's 150th anniversary in 2018 should provide a boost to our fundraising campaign for the Student Success Initiative.

As indicated last year, we are undertaking a number of initiatives to improve undergraduate and graduate retention and graduation rates and to reduce achievement gaps among sub-groups of students. These efforts are under the leadership of our Vice Provost and Dean of Undergraduate Studies, Vice Provost and Dean of the Graduate School and our Vice Provost for Student Affairs. The last two columns of each of the three tables in Appendix C (pp. 15-20) indicate additional actions and investments to be undertaken in FY18.

Last year, I noted that our four-year graduation rate was 32.3% compared to 60.1% for our aspirational land-grant peers. This year our four-year graduation rate was 32.9%. As noted then, if we are to significantly reduce the cost of a degree and debt burden borne by students and their families, we must dramatically increase our four-year graduation rate. On average, resident and non-resident students could respectively save \$26,000 and \$44,700 by graduating in four-years rather than six-years. In 2017, 43% of our students graduated with no debt and students with debt had a median debt of \$24,776.

The state no longer refers to the 40-40-20 educational attainment goal as informing the budget process. That plan called for 40% of Oregonians to have a college degree or more by 2025, 40% of Oregonians to have an associate's degree or certificate and 20% to have a high school degree. Furthermore, state policy is silent on the issue of academic program quality, the role of research in undergraduate and graduate education and the importance of university research and university-industry collaborative research on the economic future of the state of Oregon. We continue to struggle to increase the size of our graduate programs, the number of graduate degrees granted, as well as patents, licenses, licensing revenue and start-up companies.

Goal #2: Expansion of OSU-Cascades

Results: After many years of drift and ineffective efforts to expand OSU-Cascades we obtained permission from the Oregon University System to begin offering in fall 2015 four-year degrees at OSU-Cascades. Since then progress has been remarkable. In the last year, we have increased the campus footprint from 10.4 to 56.4 acres with an option to buy another 70 acres of contiguous land. The campus' first academic building, Tykeson Hall, opened in September 2016 and a separate dining hall/classroom building and a 300 bed residence hall opened in January 2017. We supported the capital requests for \$284 million agreed upon by the seven public university presidents. In addition, we called on the legislature to fund \$69.5 million to allow us to proceed with infrastructure and site preparation of the 46-acre OSU-Cascades site and for

construction of a second classroom building, a student success center and a renovation of professional college space in Bend. Unfortunately, the legislature set funding for capital projects for Oregon's seven public universities at \$264 million, and in doing so apportioned capital funding across PSU, OSU and UO at roughly equal amounts. As a result, it provided funding of only \$9 million for site preparation at OSU-Cascades. We will redouble our efforts to fund the growth in capacity that is needed in Bend in the short session in 2018. In fact, Governor Brown encouraged me in a call following the session to bring our case forward again in the February 2018 session.

Goal #3: Financial Stability

Results: At the Board of Trustees meeting last January, the Board approved the university's first 10-year university business forecast, including both operating and capital components and forecasts of key financial components. We will share a revised 10-year business forecast with the Board in January 2018, which will reflect the 2017-19 legislative funding and updates to the capital renewal and construction forecast. We will provide updates in January of each even numbered year thereafter.

Appendix E (p. 23-24) provides a summary of recent, present and anticipated education and general fund budgets for the Corvallis campus. As noted in the table, the current ending fund balance has increased slightly from 13.3% in FY16 to 15.5% for FY17. Fund balances are expected to remain near 15% at the end of FY18. We remain committed to attain a level of fund balance in line with the Board's recommendation of maintaining increased liquidity in uncertain times to be able to more nimbly address adversity going forward. Our goal is to keep our fund balance in the range of 10% to 20%, and to be centered on 15%. The table also reflects proposed investments in new faculty and staff hires and, for the foreseeable future, keeping the percentage of Oregonians among undergraduate students in residence in Corvallis above 66%.

The university will manage spending reductions, reallocate resources and invest in strategic initiatives for the next few years even as state funding falls below maintaining the current service level. Nevertheless, we appreciate the long-term necessity of maintaining a healthy fund balance and we will continue to work toward that end. Third-party ratings agencies have recognized our strong financial management position recently. We received a rating of AA3 from Moody's Rating Service in spring 2015 and again in summer 2016.

The seven universities asked the state to provide the universities with an increase of \$100 million for the FY18-19 biennium from \$665 million to \$765 million. The large increase in current service level costs stems from a continuing understating of our CSL by the Department of Administrative Services and the Legislative Fiscal Office and substantial increases in employee medical benefits and pension costs associated with state programs in which we are obligated to participate. While OSU's personnel costs account for roughly 69% of our operating costs, underfunding by DAS and LFO have served to significantly shift our personnel costs on to the backs of students. University calculations of our CSL sought to mitigate this impact.

OSU's share of that \$100 million increase would have amounted to about \$27 million in new E&G funding for this biennium. The Governor's recommended budget proposed flat funding for

E&G. Ultimately, we obtained a \$70 million increase to \$735 million for the seven universities and we expect our share of that funding to amount to about \$19 million for the biennium. Combined with our 4% increase in resident undergraduate tuition and 2% for other tuition categories, we anticipate the need to reduce expenses and defer planned investments by \$20 million for FY18, but no additional cuts are anticipated for FY19. These cuts and planned investment reductions are required to accommodate the short-fall in continuing funding from the state, as well as provide 1% of the tuition increases for need based student financial aid and redirect resources to critical investments in student success initiatives, strategic faculty and staff hires, renovations of research space and investments in quality services throughout the university. The final allocation from the State will provide \$7 to \$9 million more than anticipated when the Board approved the FY18 budget. These funds will help reduce some of the planned cuts and will support some of the initiatives we will pursue in the next year.

A number of financial challenges and opportunities face the university going into the next legislative session in February. We must take action to improve the operating efficiency of the university to minimize resident undergraduate tuition increases as we move forward. The legislation establishing the independent university boards of trustees requires universities to keep resident undergraduate tuition increases below 5% each year -- unless the Higher Education Coordinating Commission (HECC) or the legislature approves an increase above 5%. The appropriations for 2017-19 also seek to limit tuition increases for the second year of the biennium to below 5%. Internally, we have committed to keep these tuition increases below 3%, whenever possible.

Quality

The Board also asked that the President's Self-Assessment provide evidence of the university's overall academic quality (Appendix D, page 21). Our goal is to imbed excellence in all dimensions of OSU's mission: teaching and learning, research and innovation, and outreach and engagement. I have indicated over the years that we aspire to be among the top ten land-grant universities in America, and I have made it clear that this is a statement of commitment to excellence as reflected in measurable outcomes attained at the most highly regarded land-grant institutions. At OSU, we understand that the more exceptional we are at everything we do, the more powerful and positive our impact will be on the world through our graduates, research and creative works.

In Appendix D: Quality Measures, I provide a number of metrics for OSU and for our aspirational peers, land-grant universities that we consider to be the top 10 by virtue of their substantive accomplishments. The first section of the table provides the context within which we operate. It is worth noting that our resident tuition is lower, we are less selective in student admission requirements, our enrollment is substantially less at both the undergraduate and graduate level, and we have a higher percentage of Pell-eligible students than our aspirational peers do. While some of these contextual factors disadvantage us in rankings vis-a vis aspirational peers, we consider others as key characteristics of our access mission.

To reach the average performance level among the top 10 land-grant universities, we must raise our first-year retention rate from 83.4% to 94%, our four-year graduation rate from 32.9% to

60.7%, and our six-year graduation rate from 63.3% to 84.1%. The most effective way we can reduce the tuition and debt burden on our students and their families would be to increase our four-year graduation rate. As we advance our university assessment practices, we will continue to explore and report on measures of quality that focus on the quality of student learning and outcomes.

To match our peers, we would also have to raise our percentage of historically under-represented students from 10.4% to 12.9% and the percentage of historically under-represented tenured/tenure-track faculty from 7.6% to 8.1%. The percentage of international students in Corvallis is 13.6%, which is close to the peer average of 15.2% and our 2017/18 target of 15%. Our research expenditures per tenured/tenure-track faculty FTE of \$273,539, while well above the Association of Public and Land-grant University average, is below our aspirational peer group average of \$421,496. In fairness, many of our peer comparators have academic medical centers, which often account for half of all research grants and contracts. As reported earlier in this document, our licensing revenue reached \$10.3 million in FY15 but was only \$4.1 million for FY17. Our top 10 peer institutions average \$19.11 million in licensing revenue per year. In short, our objective to be among the top 10 land-grant universities will require substantial investments, but this goal clearly reflects our commitment to excellence in all we do.

It is worth noting that we periodically receive recognition for specific program accomplishments. An international survey recently ranked our forestry program No. 2 in the world and our ocean studies program No. 3 in the world. Our agricultural sciences college is regularly ranked among the top programs in the country. US News and World Report ranks our online undergraduate education programs No. 8 in the country and they are regularly among the top 10. Our online liberal arts undergraduate degree offerings were recently ranked No. 1 in the country and our robotics program was recently ranked No. 4 in the country.

Goal #4: Build Community

Results: Working with colleagues, including our new provost and executive vice president, Ed Feser; our new vice president and chief diversity officer, Charlene Alexander; and our new executive director for the Office of Equal Opportunity and Access, Kim Kirkland, I will continue to focus on creating a community that demonstrates equity in all we do, a commitment to inclusive excellence and social justice and a community that celebrates diversity as the surest path to excellence for Oregon State University.

Raising retention and graduation rates and closing achievement gaps cannot be realized without addressing the fundamental issues that continue to slow our progress to achieve what Dr. Martin Luther King Jr. referred to as the “Beloved Community.” Students from underrepresented backgrounds report experiencing chilly climate, bias, and unwelcoming comments with far too much frequency, undercutting the effectiveness of the learning experience on multiple levels. Faculty and staff colleagues report similar negative experiences that undermine their creativity and productivity – not to mention their sense of value and shared purpose within our community. Getting our community where it needs to be in terms of inclusive excellence and social justice is fundamental to student, staff and faculty success.

Internal and External Relationships

While there are many demands on my time, it is critical for me to listen and learn about the current concerns of faculty, staff and students on campus as well as alumni, friends of the university, colleagues at other universities and partners in government and business. Not surprisingly, many colleagues are wrestling with financial and other concerns. I expect an effort will be made this coming year to unionize the faculty. I meet with small groups of faculty along with a colleague from the university senate to learn of faculty and staff concerns and issues several times each year. We pass along observations, recommendations and complaints without attribution to the appropriate offices of the university to be addressed as quickly as possible. These sessions have proven helpful in increasing the quality of our support and service for colleagues.

Anyone throughout Oregon State can send me an email and receive a quick response. I believe that my relationships with presidential university colleagues in Oregon, the Pac-12, and around the country are good, and I participate on the boards of several national and regional higher education organizations. I also believe that I have very positive working relationships with the Governor, members of the legislature, our federal delegation, and the executive director and members of the Higher Education Coordinating Commission.

Internally, I work well with my direct reports, deans, the University Faculty Senate and individual faculty and staff, and I treasure time spent with student leaders and students in general. As the “speak-out” demonstrated in 2015, I need to do a better job of listening, seeking information on community member’s experiences proactively, and acting to ensure that my statements about the community we are building reflect the experiences of our students and colleagues. In response we have reorganized our efforts to create a positive and supportive community on and off campus. This work will continue to be a focus area for years to come.

In higher education, presidents serve an average of seven years, and most governance challenges come from dealing with presidential succession issues. Given my long tenure here, our challenge is to deal with changes in other key positions throughout the university. I truly believe that our Board of Trustees and associated staff are excellent. Oregon State’s current group of deans is very good. Yet, we continue to recruit new deans. As you know, two of the 14 voting members of the Board were new last year and there will be two new board members this year; fortunately, all are great additions. I am currently recruiting a vice president for finance and administration and we are recruiting a new director of human resources.

We have been fortunate to recruit Ed Feser from the University of Illinois at Urbana-Champaign as our new provost and executive vice president. We have also recruited three other outstanding leaders: Charlene Alexander from Ball State University as our first vice president and chief diversity officer to lead the Office of Institutional Diversity, Kim Kirkland from the University of Indiana-Purdue University in Indianapolis as our first executive director for the Office of Equal Opportunity and Access and Scott Barnes as our vice president and director of athletics from the University of Pittsburg. In addition, Toni Doolen, who continues to provide excellent leadership for the Honors College has also assumed the role of dean of the College of Education. Meanwhile, all of the other six Oregon public universities have new leaders since 2014. As a

result, the process of creating, renewing and enriching relationships critical to higher education governance at Oregon State and in Oregon is a continuous one. However, I believe that Oregon State's overall internal and external teams keep getting better and better.

For my own professional development, I will remain active in national, regional and state organizations where I can interact with colleagues to share best practices and perform an environmental scan of the trends and challenges to higher education across the nation and in Oregon. I will continue to serve as the chair of the Science and Mathematics Teaching Imperative (SMTI) Committee for the Association of Public and Land-Grant Universities through November 2018 as well as serve on the APLU Board. In addition, I will be in my second year of a three-year term on the APLU-Canada Committee to promote engagement between APLU institutional members in the U.S. and universities in Canada. I completed my term as past chair of the Board of the Association of American Colleges and Universities, although I continue to serve as the liaison for AAC&U to the American Council of Education. I am serving on the executive committee as the finance committee chair of the Board of the American Council on Education, after serving as the secretary to the Board last year. This appointment runs through March 2018. I also served as a member of the search committee of the Board to recruit a new president for ACE. We hired Ted Mitchell, former Undersecretary of Education at the U.S. Department of Education. I remain on the boards of the University Innovation Alliance (UIA) the Pac-12, Pac-12 Enterprises and the Oregon Council of Presidents.

PROPOSED AGENDA FOR FY18

The four major areas I expect to devote most of my time and attention to this year are:

- 1. Continued Implementation of SP3.0 and Creation of SP4.0**
- 2. Expansion of OSU-Cascades and the Marine Studies Campus in Newport**
- 3. Revenue Growth, Cost Containment and Financial Sustainability**
- 4. Build Community**

1. Continued Implementation of SP3.0 and Creation of SP4.0

We began conversations with constituent groups in spring 2017 regarding elements of SP4.0. In parallel, we asked participants to help us create a vision of what Oregon State University will be in 2030. The vision statement will serve as a preamble for SP4.0 and provide the university with a sense of destination to guide the journey forward to be traced out by SP4.0 - SP6.0. The draft work for the vision statement and SP4.0 will continue through the summer and into the fall of 2017. Both documents will be completed after extensive consultations with internal and external stakeholders by the middle of winter quarter 2018. I expect the new draft of the strategic plan to highlight emerging and potential areas of academic excellence at the university and to place equity, inclusion and success for all students, staff and faculty as essential to all we do at the university.

Even as we create SP4.0, we have a good deal of work to do this year in striving to reach the stated goals for 2018 in SP3.0. To list a few of our areas of focus for 2018, we must increase the presence and improve the experience of historically under-represented student groups and faculty

on our campus; continue to raise the first-year retention rate and six-year graduation rate of all undergraduate student groups to 90% and 70%, respectively; raise our four-year graduation rate; close achievement gaps; expand the number and size of our graduate program offerings and the number of doctoral students in our programs and Ph.D. degrees awarded; increase our licensing, patent and start-up activity; manage our operations more efficiently; and identify and expand our sources of revenue. Despite the budget challenges we face, we have committed \$3 million for investments in student support services for students this year.

2. Expansion of OSU-Cascades and the Marine Studies Campus in Newport

The fact that the legislature cut the allocation of capital funds for the OSU-Cascades campus from the \$20 million recommended by the Governor to \$9.5 million compared with our request for \$69.5 million indicates that we have our work cut out for us in gaining the funding necessary to serve 3,000-5,000 students by 2025. We will approach the short session of the legislature in February 2018 with the goal of securing the rest of the funds we requested in the recently concluded session. In a recent conversation with Governor Brown, she indicated strong support for the continuing development of the OSU-Cascades campus and encouraged us to return to the February 2018 session with a bond request.

The design of the Marine Studies Building will be completed this summer. There will be a ground-breaking celebration this fall but construction is not likely to begin in earnest until spring 2018. We hope to occupy the building by fall 2019. Furthermore, we are also making plans to construct residence halls for students and perhaps faculty working at the Marine Studies Campus in Newport on the high ground where the Oregon Coast Community College is located. One unique feature of the new facility is that it will provide a vertical evacuation site large enough to accommodate all of those working and studying at Hatfield. There are no such facilities there now although there is an impressive horizontal evacuation site at Safe Haven Hill. In the event of a major 9.0 Earthquake and associated tsunami at Hatfield, people will be safer after the construction of the building than they are today.

Despite the need to reduce spending, we have committed \$5 million in the coming year toward building a \$45 million revolving fund to invest in infrastructure. Based on the recent work of Sightlines, we estimate deferred maintenance of \$650 million and seismic retrofit needs of \$350 million.

3. Revenue Growth, Cost Containment and Financial Stability

State funding for the university has declined substantially on a per student FTE basis for more than 20 years and the inability of elected state officials to restructure taxes or the state pension system are unlikely to alter that pattern. In the last 12 years, the university has managed to pursue excellence primarily because of our revenue growth associated with substantial enrollment growth on the Corvallis campus, especially among non-resident and international students, the success of the Campaign for OSU and the momentum that has created, modest tuition increases, and dramatic growth in our online enrollments. Going forward we do not envision a similar pattern of enrollment growth in Corvallis. We will launch a second Campaign for OSU in the next two or three years, designed to exceed the success of the first Campaign for

OSU. Competition from other institutions is beginning to affect the growth of Ecampus enrollment. Unless we are able to reach new groups of learners, Ecampus enrollment is not likely to continue to grow at the double-digit annual rates of the last decade.

This year we will establish new programs to reach new groups of online students throughout the state and beyond. We will develop new locations to offer hybrid courses. We are also exploring working with major employers in the region to provide on-site online education services. We will create staging areas for university-industry research collaboration. For example, we recently agreed to collaborate with Peet's Coffee to provide online learning opportunities for Peet's employees throughout the nation.

While our research grants and awards continue to increase dramatically over time, we have serious capital renewal needs with respect to research laboratories and space that could hinder future growth. State capital funds for the renewal of Fairbanks, Gilkey and Cordley halls will begin to address a very serious obstacle to maintaining our funded research trajectory.

Last year we began the implementation of a new eProcurement system, which will go live this fall, and audited the operations of our Human Resources division and Athletics to seek efficiencies and improvements in service. We have developed a budget plan for Athletics to reach a steady state of balanced budgets, including a fixed level of university support of \$8 million per year, which closely approximates the value of out of state tuition revenue that Athletics brings to the university. We will take the lessons learned from these cost cutting and service improving efforts and bring them to bear on other aspects of university operations.

We will continue to update our 10-year business forecast and capital renewal and construction plan as circumstances necessitate, which should help us maintain balanced budgets with appropriate levels of fund balance and other financial indicators. Unfortunately, we are likely to face the same challenges each year to maintain resident tuition rate increases around 3% and resident undergraduate enrollment in Corvallis at 66% or higher.

4. Build Community

The campus experience of the last three years has made it clear that we can never achieve our aspirations for this great university if we do not create a community in which all of our students, faculty and staff can realize their full potential. We have created a new Office of Institutional Diversity and a new Office of Equal Opportunity and Access to separate the university-wide effort to promote community from the management of Title IX and other legal matters. Kim Kirkland is already changing the effectiveness of the Office of Equal Opportunity and Access while Charlene Alexander is learning about the strengths and weaknesses of our community, so that she can help orchestrate how we can each contribute to a common effort to provide all members of our community with the support they need and deserve to be successful. Allison Davis-White Eyes is our new liaison with local and state-wide constituent groups and communities. She will help us expand the boundaries and lower the barriers of our community. Furthermore, our provost and executive vice president Ed Feser will implement accountability measures for the evaluation of faculty, chairs, directors, deans and other administrative leaders with regard to community building.

Appendix A

From Oregon State University Presidential Assessment Policy (As approved May 29, 2015)

V. Annual Assessment

The Annual Assessment will include the following:

A. President's Self-Assessment Report

The President will complete a Self-Assessment Report that addresses the State of the University and the President's stewardship. The report will be due to the Board on the date specified by the Chair and will be based on information available at the time of the assessment.

The report will include the following:

1. Progress on meeting previously established goals, including any relevant data;
2. An assessment of the university's advancement of goals outlined in the Strategic Plan;
3. An assessment of the overall academic quality of the university;
4. An assessment of the financial status of the university;
5. An assessment of the challenges and opportunities facing the university;
6. An assessment of the President's relationships with the Board, Board Officers, university leadership, and other key stakeholders;
7. The identification of any professional development the President wishes to pursue; and
8. Goals the President proposes for him/herself over the course of the next year.

Appendix B President Review Metrics July 2017

Preliminary current year estimates are highlighted in blue

Strategic Plan 3.0 Metrics

Goal 1: Provide a Transformative Educational Experience for All Learners

Metric	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Degrees Awarded-Total	4113	4213	4294	4222	4232	4254	4490	4538	5055	5256	5891	6031	6411	6758
Bachelor's Degrees	3078	3177	3351	3294	3267	3300	3453	3478	3932	4157	4702	4809	5107	5367
Master's Degrees	760	778	659	621	674	648	727	745	774	746	848	871	943	991
Doctoral Degrees	172	159	166	179	173	178	179	174	205	213	196	211	210	273
First Professional Degrees	103	99	118	128	118	128	131	141	144	140	145	140	151	127
Cascades Degrees ¹	22	54	57	129	108	111	134	153	173	210	262	315	369	324

2017-18 Target
6000

360

1 These are also counted in the total and levels.

Metric	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
First Year Retention Rate²	80.7%	80.7%	80.3%	80.9%	81.3%	80.8%	82.6%	83.1%	81.4%	83.3%	84.2%	83.8%	84.8%	83.4%
Six Year Graduation Rate²	60.5%	60.4%	61.5%	60.0%	60.9%	62.1%	60.2%	60.4%	60.7%	60.4%	61.5%	63.1%	64.3%	63.3%
URM to White 1 yr Retention Rate Gap ³	4.0%	7.8%	7.6%	0.1%	1.5%	5.5%	1.7%	6.6%	3.9%	2.1%	3.3%	8.3%	4.7%	6.6%
URM to White 6 yr Graduation Rate Gap ³	12.7%	10.3%	16.7%	17.6%	18.6%	18.0%	15.5%	15.0%	7.4%	9.4%	10.1%	10.8%	10.4%	11.4%
Junior Transfer 4 Year Graduation Rate	72.6%	66.9%	66.0%	62.8%	67.7%	66.1%	63.4%	70.4%	65.5%	63.8%	61.6%	62.4%	63.7%	57.1%

2017-18 Target
88%

67%

72%

2 First-time students from High School, full-time degree seeking Fall cohort. Year shown is year rate was completed. For example, 2003-04 is the rate for freshmen beginning in Fall 2002 and returning Fall 2003. For 6 year graduation, 2003-04 is the reference year (degrees earned up to summer 2003) for freshman that began Fall 1997.

3 URM rates are computed by using aggregate cohort and outcome numbers for URM students; it is a weighted average of group rates (American Indian, Black, Hispanic).

Metric	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
% US Minority Student⁴	13.5%	13.6%	14.1%	14.3%	15.0%	15.8%	16.1%	17.6%	18.8%	19.7%	19.4%	21.9%	22.8%	23.7%
% International Student⁴	6.0%	5.2%	4.9%	4.8%	4.7%	4.9%	4.8%	6.5%	7.4%	8.9%	10.2%	11.1%	11.3%	11.6%
High Achieving Oregon HS Graduates⁵	30.9%	31.6%	33.7%	32.8%	32.7%	32.6%	31.8%	34.6%	36.2%	40.3%	39.6%	44.1%	41.4%	47.0%

2017-18 Target
25%

15%

45%

4 Out of all enrolled students, including non-degree students on main campus (Corvallis + Ecampus), excludes non-credit INTO students and Cascades-only students.

5 First-time from high school, degree-seeking Fall cohort from an Oregon high school, with high school GPA of 3.75 or higher.

Other Student Access and Success Measures

Oregon Resident Degrees	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Bachelor's-All	2527	2655	2795	2769	2740	2800	2812	2805	3088	3097	3289	3542	3719	3728
Bachelor's - URM⁶	156	127	173	186	193	188	226	218	262	299	352	373	450	470
Bachelor's - Pell Eligible	1120	1206	1238	1302	1215	1204	1205	1374	1673	1702	1927	1862	1976	1854
Advanced Degrees	506	584	536	540	556	547	596	596	586	425	422	544	569	540

6 As defined in Achievement Compact: Underrepresented Minority - African American, Hispanic, Native American, Native Hawaiian/Pacific Islander and those citing "two or more races" where at least one is one of these groups.

Goal 2: Demonstrate Leadership in Research, Scholarship, and Creativity while Enhancing Preeminence in the Three Signature Areas of Distinction

Fiscal Year/Academic Year starting with summer														
Metric	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Total R&D Expenditures (\$ millions) ¹¹	207.2	218.0	227.7	231.9	233.4	257.6	216.6	228.8	240.5	232.7	231.0	245.3	254.3	254.4
Industry-funded Research percent of Total R&D Expenditures ¹¹	1.3%	1.0%	1.5%	1.4%	1.4%	1.9%	2.7%	2.4%	2.9%	2.8%	3.8%	4.0%	3.7%	3.3%
PhDs Awarded	172	159	166	179	173	178	179	174	205	213	196	211	210	273

2017-18 Target
270
3.6%
255

Other Research and Scholarship Measures

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Total R+D Revenues (\$ millions) ¹²	204.0	230.0	209.0	206.0	244.0	265.6	288.3	275.9	280.9	263.4	284.6	308.9	336.0	441.0
Industry Contracts, Licensing, Royalties (\$ millions) ¹²					21.2	21.7	24.9	25.1	35.2	36.0	36.8	40.1	31.0	34.0

Goal 3: Strengthen Oregon State's Impact and Reach Throughout the State and Beyond

Fiscal Year/Fall term														
Metric	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Ecampus (student primary campus)														
Degree Seeking Enrollment	162	207	414	476	593	802	1085	1244	1548	1854	2424	2890	3591	4085
Invention Disclosures	36	44	49	54	74	58	52	76	75	80	62	72	70	68
Licensing Revenue (\$ millions) ¹²	1.5	1.9	1.9	2.1	2.3	2.4	2.5	4.0	3.7	6.3	5.9	10.3	5.1	4.1
Dollars Leveraged per Appropriated Dollar for SWPS Research ¹³	1.89	1.98	1.98	1.87	1.70	1.89	2.05	2.89	2.92	2.66	2.49	2.51	2.17	1.98
Annual Private Giving (\$ millions) ¹⁴	51.9	64.3	67.6	57.9	91.1	77.5	77.6	84.6	103.9	81.5	96.9	100.0	99.1	93.0

2017-18 Target
3000
120
10.9
3.00
110

11 Annual expenditures - does not include future amounts from multi-year contracts.

12 Fiscal year awarded, including amounts from multi-year awards

13 Based on computations from Agricultural Experimental Stations and Forest Research Labs

14 As reported to Voluntary Support of Education (VSE) survey using CASE standards (total face value) for reporting current value of awards.

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Main Campus Enrollment⁷ (IR Census)	18979	19162	19236	19362	19753	20320	21969	23761	24977	26393	27925	28886	29576	30354
URM Enrollment	1095	1133	1232	1252	1338	1488	1637	1872	2034	2233	2431	2668	2903	3190
International	1061	944	904	897	928	988	1120	1548	1852	2362	2859	3202	3328	3529
Ecampus (all)	1563	1781	2508	2704	3170	3575	4282	4811	5564	6750	7763	8862	10148	11251
Undergraduates	15599	15713	15747	15829	16228	16673	18067	19559	20261	21812	23161	23903	24612	25327
Graduate/1st Professional	3311	3449	3489	3533	3525	3647	3902	4202	4356	4581	4764	4983	4964	5027
Oregon Resident	15262	15676	15736	15712	15760	15816	16670	17178	17360	17487	17657	17707	17876	17964
Degree Seeking Corvallis⁸ Undergraduate														
% Resident	87.5%	88.5%	88.8%	88.6%	87.6%	86.3%	84.5%	80.8%	79.8%	77.2%	75.2%	74.8%	75.1%	74.2%
Cascades Enrollment (IR Census)	373	438	591	495	497	510	611	678	764	801	936	980	1016	1122
URM Enrollment	17	15	20	27	22	35	45	42	49	68	77	82	94	109
Undergraduates	312	385	406	419	417	432	488	574	640	662	784	812	857	912
Graduate/1st Professional	61	53	85	76	80	78	123	104	124	139	152	168	159	210
Oregon Resident	343	417	457	451	457	489	584	649	713	741	886	934	944	1035

7 Corvallis + Ecampus (includes some Cascades students taking Ecampus courses)

8 Corvallis campus only including non-degree students, excludes those determined to be Ecampus only students; values are estimates before 2011

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Degrees in Designated Shortage Areas (Engineering and Computer Science)	761	725	756	736	650	712	765	787	919	919	1106	1229	1417	1657
% Graduating Seniors with Experiential Learning⁹	-	-	-	-	-	-	-	-	-	69.1%	69.3%	65.6%	68.4%	n/a
% Graduating Seniors Satisfied with degree/educational experience⁹	-	-	-	-	-	-	-	-	-	82.0%	82.2%	82.3%	83.7%	n/a

9 From IR Undergraduate Exit Survey, percent of graduating senior reporting having participated in at least one of: research, internship, education abroad, service learning, or creative projects, whether for credit or outside of OSU

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Instructional Faculty Diversity¹⁰	-	-	9.3%	9.9%	10.2%	11.0%	11.2%	11.0%	11.2%	12.5%	14.8%	15.2%	15.0%	15.6%

10 From IPEDS Human Resources Report, prior to 2012, numbers included research and extension service staff. 2012 and later are restricted to those with some instructional role.

Appendix C

Student Success Initiative

Division of Undergraduate Studies (DUS) – Investments & Activities for AY 2017-2018
Compiled by Susana Rivera-Mills, Vice Provost and Dean of Undergraduate Studies
July 2017

Priority Areas	Implemented in 2016-17	Planned for 2017-18	Investments
Facilitate Clear Degree Pathways through Expanded Advising Capacity	<ul style="list-style-type: none"> Established 4 of the 12 advisor positions using a shared cost model (40% central, 60% college) Fully integrated the SSC predictive analytics tool into advising practice campus-wide Developed professional workshops and data literacy trainings for advisors and faculty Completed degree maps for all OSU majors Piloted early alert system to identify at risk students Completed first year experience and advising assessment Established a support structure for transfer student advising 	<ul style="list-style-type: none"> Add 2 additional advisors using a shared cost model (40% central funding; 60% college-based) Continue MAAPS (Monitoring Advising Analytics to Promote Success) intrusive advising program and study Implement 2nd year advising syllabus Share results of advising assessment with colleges for continued improvement Explore use of technology to automate advising guidance for incoming students and improve communication Expand data literacy trainings to include leadership 	<ul style="list-style-type: none"> DUS to provide \$100k to fund 2 additional advisor positions to decrease advising ratios in key areas. Colleges will redirect \$100k to match central funding in this area so we can provide 2 full FTEs for advising. Cost of SSC advising tool \$185k per year. DUS to provide \$100k to hire an additional data analyst
Promote Meaningful Academic Engagement via Curriculum Redesign	<ul style="list-style-type: none"> Identified 28 high-enrollment “Roadblock” courses correlated to high academic difficulty and attrition using historical predictive analytics data and current failure and withdraw rates 	<ul style="list-style-type: none"> Continue implementation of redesign of fundamental courses through incorporation of adaptive learning tools; OSU was one of seven universities to receive a 3- 	<ul style="list-style-type: none"> APLU Grant provides a total of \$515k for 3 years for adaptive learning and the integration of adaptive tools into curriculum. We will continue with year 2.

October 19-20, 2017 Board of Trustees Meetings

Priority Areas	Implemented in 2016-17	Planned for 2017-18	Investments
	<ul style="list-style-type: none"> • Began implementation of APLU grant to redesign high attrition courses through adaptive learning technology. • Launched a 3-year Math Initiative focusing on strengthening math pathways • Organized math summit and a speaker series at OSU in collaboration with the College of Science 	<ul style="list-style-type: none"> • year grant from the APLU to support this work. • Focus on continuing to strengthen math pathways • Monitor and update data on “Roadblock” courses and course access • Continue with year 2 of the Math Initiative 	<ul style="list-style-type: none"> • OSU/DUS to provide \$345k for the 3 years in matching funds for the APLU Grant. Will continue with year 2. • DUS to provide \$100k to support the second year of the Math initiative to strengthen Math pathways at OSU • Support for creation and expansion of the writing studio and library services integration. DUS to provide \$50k
Advance a culture of data-driven decision-making with respect to student success initiatives	<ul style="list-style-type: none"> • Drafted college-level student success metrics that will inform colleges annually. • Created 19 dashboards in CORE system that inform colleges on a variety of OSU student success initiatives (e.g., first year experience, academic support for diverse populations, DFW rates, supplemental instruction) 	<ul style="list-style-type: none"> • Roll out college student success metrics • Create additional data analytics and reports to inform other student success initiatives, including impact of scholarships as financial interventions • Implement advising metrics for continuous improvement • Implement data literacy trainings for leadership, and continue trainings for advisors and faculty 	<ul style="list-style-type: none"> • Hired a data analyst to oversee data analytics in DUS. \$100K for salary and benefits • Financial literacy support DUS to provide \$45k for part time staff or technology to track impact

Division of Student Affairs – Investments & Activities for AY 2017-2018
Compiled by Susie Brubaker-Cole, Vice Provost for Student Affairs
July 2017

Priority Areas	Implemented in 2016-17	Planned for 2017-18	Investments*
Improve Campus Community, Inclusivity and Belonging	<ul style="list-style-type: none"> Created new position of assistant vice provost for diversity in Student Affairs Created diversity education modules Started men’s minority success initiative that supported 27-student cohort with intensive mentoring and support Started new transfer student ambassador program to address transfer student integration 	<ul style="list-style-type: none"> Fully implement Creating Inclusive Community online learning modules in fall 2017 Create intergroup dialogue program for students to engage across difference Introduce new “Beavers In It Together” inclusion and belonging program in Welcome Week Launch “Finding Community at OSU” communication campaign in fall quarter Train professional staff in facilitation skills for difficult conversations and conflict mediation 	<ul style="list-style-type: none"> \$50,000 Student Affairs base funds \$15,000 Student Affairs base funds
Expand Student Co-Curricular Engagement and Experiential Learning	<ul style="list-style-type: none"> Completed design of student employment enhancement and experiential career development initiative Hired “transformative learning director” to oversee co-curricular record and learning outcomes Opened new living learning communities in fall 2016 on “Exploration” (UESP) and “Adventure Learning” (Rec Sports); COB living learning community expanding to include both Weatherford and Poling. 791 students total. 	<ul style="list-style-type: none"> Begin co-curricular record initiative to track and motivate student engagement in co-curricular learning Expand PROMISE summer internship program for underrepresented students 	<ul style="list-style-type: none"> \$85,000 Student Affairs base funds investment to support co-curricular record initiative \$40,000 for student summer experiential learning support

Priority Areas	Implemented in 2016-17	Planned for 2017-18	Investments*
Advance Data-Driven Student Success & Support Practices	<ul style="list-style-type: none"> Introduced Beaver Scholars intensive, cohort-based at-risk student support program (joint with DUS) to serve 45 incoming freshmen from highly disadvantaged backgrounds. 	<ul style="list-style-type: none"> Use co-curricular student participation tracking to identify and intervene with disengaged and at-risk students. 	
Advance Student Success Initiative Scholarship Components	<ul style="list-style-type: none"> Awarded/offered 181 Engineering scholarships for a total of \$415,800 (with \$277,000 accepted) utilizing new practice of targeting high achieving first-gen and Pell-eligible data. Awarded sophomore High Promise (persistence) Scholarships to support 100 middle-performing sophomores; 95% retention rate. Raised \$61M toward a goal of \$150M during the initiative. Last fiscal we raised \$29.8M of our overall total. Awarded \$50,000 in emergency scholarships 	<ul style="list-style-type: none"> Continue Student Success Initiative (SSI) college-based scholarship redeployments for high-need and/or high-achieving students. Continue fundraising work for SSI central-unit scholarship initiatives 	<ul style="list-style-type: none"> \$29.8 million in new scholarship gifts (not all of which will be realized/used in FY18)
Improve Student Health and Wellbeing	<ul style="list-style-type: none"> Delivered “Beavers Give a Dam” peer-led bystander violence prevention program to 3,197 students with strong learning gains for participants in their ability to perform bystander intervention Hired second advocate for SARC Hired second advocate in ASOSU office of advocacy for respondents Expanded alternatives to 1:1 counseling in CAPS to expand access, reducing appointment wait-time by half. Opened new collegiate recovery community living center in Dixon Lodge 	<ul style="list-style-type: none"> Create new complex student case management capacity in Dean of Student Life Continue expansion of alternatives to 1:1 counseling in CAPS Implement Greek life task force enhancements Implement “exercise as medicine” initiative to improve wellness and activity levels 	<ul style="list-style-type: none"> 110,000 new E&G allocation

*Where no dollar investment is indicated, the program was funded/will be funded through reallocation of existing Student Affairs funding.

Graduate School – Investments & Activities for AY 2017-2018
Compiled by Jennifer Dennis, Vice Provost and Dean of the Graduate School
July 2017

Priority Areas	Implemented in 2016-17	Planned for 2017-18	Investments*
Professional development curriculum	<ul style="list-style-type: none"> Continued to develop professional development opportunities Used relationships to enhance programming Introduced Grad Appreciation Week including a new university-wide graduate showcase. 	<ul style="list-style-type: none"> Transform student employment into early professional development and mentoring opportunities Refine and expand professional development curriculum around six core areas, to include workshops, special events, credit-bearing courses, professional credential and certificate program Hire a second Student Success Coordinator (1.0 FTE) to focus on GCCUT, CIRTLL and GRAD courses. 	
Graduate Student Success Center	<ul style="list-style-type: none"> Continued GRA support and resources needed for center Partnered with university units to provide drop-in support in this centralized space 	<ul style="list-style-type: none"> Continue collaborations with partner units for drop-in support 	
Monitoring academic progress	<ul style="list-style-type: none"> Continued academic progress follow up 	<ul style="list-style-type: none"> Refine academic progress reporting via CORE Begin planning further refinement and expansion of progress and milestone outreach via Salesforce integration Assist graduate programs in developing metrics for satisfactory academic progress 	
Graduate resource hub	<ul style="list-style-type: none"> Expanded audience for New Student Communication Plan to encourage student acceptance of admission. Implemented graduate program director and coordinator orientation 	<ul style="list-style-type: none"> Redesign grad success web site for 1) students, 2) faculty, and 3) programs Customize incoming student communication plan by campus location Begin planning for individually targeted new and current student communication plans via Salesforce integration 	

Priority Areas	Implemented in 2016-17	Planned for 2017-18	Investments*
		<ul style="list-style-type: none"> Assist graduate programs in developing student and faculty handbooks 	
Graduate student care	<ul style="list-style-type: none"> Explored how to best utilize advisory groups established in 2015-2016, including the Graduate Community Deployed a triage model for graduate care issues 	<ul style="list-style-type: none"> Implement an improved tracking system for graduate care issues Enhance relationship between graduate student care and university student care 	
Grad Welcome Week	<ul style="list-style-type: none"> Leveraged relationships to enhance programming Improved coordination of communications to incoming students 	<ul style="list-style-type: none"> Continue to modify programming to meet new graduate student and new GTA needs 	

*Where no dollar investment is indicated, the program was funded/will be funded through reallocation of existing Graduate School funding.

TAB B

CONTEXT STATISTICS		Corvallis	(main)	Top Ten	T10 Time	
Acceptance Rate of First-time freshmen [1]		77%		53%	Fall 2015	
SAT Critical Reading and Math Composite of First-time Freshmen [1]		1115		1259	Fall 2015	
Percentage of Pell eligible undergraduate students [2]		35%	28%	23%	2014-15	
Undergraduate Enrollment [3]		20707	25327	35282		
Graduate Student Enrollment [3]		3964	5027	11406		
Resident undergraduate annual tuition and fees [3]		\$10,797		\$12,151		
INDICATOR		Corvallis	(main)	Target*	Top Ten	T10 Time
First-time undergraduate 1 year retention rate [4]		83.4%		88%	94.0%	
First-time undergraduate 4 year graduation rate [5]		32.9%			60.7%	
First-time undergraduate 6 year graduation rate [6]		63.3%		67%	84.1%	
First-time undergraduate 6 year graduation gaps						
	White plus Unknown minus URM [7]	10.8%			8.6%	
	Non-Pell eligible minus Pell eligible [8]	8.5%			n/a	
Junior Transfer 4 year graduation rate [8]		63.0%	56.9%	72%	n/a	
Masters Degree 4 year graduation rate [9]		86.6%	84.3%		n/a	
Masters Degree 4 year graduation gap						
	White plus Unknown minus URM [9]	1.3%	1.3%		n/a	
Ph.D. 6 year graduation rate [8]		52.3%			n/a	
Ph.D. 6 year graduation gap						
	White plus Unknown minus URM [8]	-5.1%			n/a	
Percentage resident among undergraduates [10]		74.2%	70.9%		67.9%	
Percentage historically under-represented minority students [11]		10.4%	10.5%		12.9%	Fall 2015
Percentage international students [11]		13.6%	11.6%	15%	15.2%	Fall 2015
Percentage historically under-represented tenured/tenure track faculty [12]			7.6%		8.1%	Fall 2015
Research expenditures per tenured/tenure track faculty [13]			\$273,539		\$421,496	2014-15
Licensing Revenue (\$ millions) [14]			4.07	10.9	19.11	2014-15

* 2017-18 Metric Targets from Strategic Plan - these are targets for main campus numbers

n/a = not available for Top Ten Land Grants from comprehensive source

Source/Comments

1. IPEDS Admissions survey, Fall 2015 entering term
2. IPEDS Financial Aid Survey, 2014-15 Financial Aid Year
3. Common Data Set, Fall 2016 (tuition is actual or estimated 2017-18)
4. Common Data Set, First-time freshmen retained (Fall 2015 to Fall 2016)
5. Common Data Set, Fall 2010 cohort graduated by Fall 2014
6. Common Data Set, Fall 2010 cohort graduated by Fall 2016
7. CSRDE Fall 2009 cohort graduated by Fall 2015 - URM includes Native Hawaiians
8. Internally computed Fall 2010 cohort
9. Internally computed Fall 2012 cohort
10. College website enrollment summary/Fact Book Fall 2016
11. IPEDS Fall Enrollment Fall 2015
12. IPEDS Human Resources Fall 2015; full-time instructional tenured/tenure track excluding administrators
13. NSF research survey fiscal year 2014-15; IPEDS Human Resources Fall 2015
14. AUTM database fiscal year 2014-15 data

Top Ten Land Grant (institutions routinely in top ten of Land Grants in US News or QS World University ranks)

Ohio State University
 Pennsylvania State University
 Purdue University
 University of California, Davis
 University of Florida
 University of Illinois, Urbana-Champaign
 University of Wisconsin, Madison

Appendix E

Education and General Funds

Projections FY18 through FY22

OREGON STATE UNIVERSITY

Education and General Funds (Corvallis Campus, excluding Cascades Campus and Statewide Public Services)

Projections FY18 through FY22 (in thousands of dollars)

379,968

3% annual raises

23-Jul-16

2.8% tuition increases per year

tan highlighted are projected

	FY15 Final	FY16 Final	% INC.	FY17 Final	% INC.	FY18 Projected	% INC.	FY19 Projected	% INC.	FY20 Projected	% INC.	FY21 Projected	% INC.	FY22 Projected	% INC.
Revenue															
Tuition and Resource Fees															
Undergrad Resident	101,058	107,924	6.8%	107,807	-0.1%	111,224	3.2%	114,678	3.1%	117,195	2.2%	120,371	2.7%	123,453	2.6%
Undergrad Non-Resident	105,810	109,136	3.1%	113,629	4.1%	118,236	4.1%	124,363	5.2%	130,516	4.9%	138,823	6.4%	147,304	6.1%
Graduate Resident	27,622	28,124	1.8%	28,775	2.3%	27,351	-4.9%	28,885	5.6%	30,440	5.4%	32,104	5.5%	33,739	5.1%
Graduate Non-Resident	12,050	13,951	15.8%	13,068	-6.3%	16,705	27.8%	18,595	11.3%	19,984	7.5%	21,480	7.5%	22,975	7.0%
Professional - Pharmacy & Vet Med	14,633	15,294	4.5%	15,305	0.1%	16,738	9.4%	17,849	6.6%	19,008	6.5%	20,218	6.4%	20,825	3.0%
Ecampus	55,537	66,951	20.6%	79,884	19.3%	96,231	20.5%	105,519	12.0%	115,108	12.0%	124,978	12.0%	132,632	10.0%
Summer Session	10,113	9,890	-2.2%	10,574	6.9%	11,378	7.6%	11,992	5.4%	12,712	6.0%	13,462	5.9%	14,243	5.8%
Misc Tuition & Student Fees	13,548	12,785	-27.0%	10,726	-17.3%	12,082	6.1%	12,578	4.1%	13,106	4.2%	13,643	4.1%	14,203	4.1%
Summer Revenue Accrual Mngmt	156	1,409		200		200		200		200		200		200	
Fee Waivers	(30,472)	(35,388)	16.1%	(37,440)	5.8%	(39,847)	6.4%	(42,039)	5.5%	(44,355)	5.5%	(46,799)	5.5%	(49,378)	5.5%
Total Net Tuition & Fees	310,055	330,074	6.5%	342,528	3.8%	370,297	8.1%	392,620	6.0%	413,913	5.4%	438,480	5.9%	460,196	5.0%
State Appropriation	95,759	107,609	12.4%	112,829	4.9%	116,930	3.6%	121,702	4.1%	120,438	-1.0%	125,353	4.1%	124,051	-1.0%
Ten-year Plan initiative revenues (tuition)						5,241		5,241		13,841		19,198		25,176	
Indirect Cost Recovery	37,338	39,348	5.4%	38,944	-1.0%	39,552	1.6%	41,541	5.0%	43,631	5.0%	45,826	5.0%	48,131	5.0%
Interest Income	3,108	3,520	13.3%	6,259	77.8%	4,750	-24.1%	4,798	1.0%	4,845	1.0%	4,894	1.0%	4,943	1.0%
Sales & Services	12,561	15,654	24.6%	15,420	-1.5%	14,994	-2.8%	15,294	2.0%	15,600	2.0%	15,912	2.0%	16,230	2.0%
Other Revenue	5,301	4,335	-18.2%	3,721	-14.2%	3,300	-11.3%	3,366	2.0%	3,433	2.0%	3,502	2.0%	3,572	2.0%
Total Revenues	464,121	500,540	7.8%	519,701	3.8%	549,823	5.8%	584,562	6.3%	615,702	5.3%	653,165	6.1%	682,298	4.5%
Expense															
Total Salaries and OPE	347,818	368,291	5.9%	389,214	5.7%	416,566	7.0%	436,196	4.7%	461,572	5.8%	480,893	4.2%	505,387	5.1%
Service and Supplies	83,150	90,110	8.4%	95,511	6.0%	104,432	9.3%	108,610	4.0%	112,536	3.6%	117,047	4.0%	122,898	5.0%
Ten-year Plan Strategic Expenses						12,050		12,050		12,418		17,363		24,155	
Capital Outlay	6,113	6,503	6.4%	6,706	3.1%	6,150	-8.3%	6,304	2.5%	6,461	2.5%	6,623	2.5%	6,788	2.5%
Student Aid	884	1,029	16.5%	893	-13.2%	900	0.8%	927	3.0%	955	3.0%	983	3.0%	1,013	3.0%
Net Transfers	12,284	13,237	7.8%	13,245	0.1%	16,187	22.2%	18,587	14.8%	19,897	1.2%	24,176	21.5%	24,448	1.1%
Total Expense	450,249	479,171	6.4%	505,569	5.5%	544,235	7.6%	582,673	7.1%	613,838	5.3%	647,086	5.4%	684,690	5.8%
Net Change From Operations	13,872	21,370		14,132		5,588		1,889		1,864		6,079		(2,392)	
Fund Deductions for Internal Loans	(136)														
Beginning Fund Balance	31,421	45,157		66,527		80,659		86,246		88,135		89,999		96,078	
Ending Fund Balance	\$ 45,157	\$ 66,527		\$ 80,659		\$ 86,246		\$ 88,135		\$ 89,999		\$ 96,078		\$ 93,686	
EFB % of Operating Revenue	9.7%	13.3%		15.5%		15.7%		15.1%		14.6%		14.7%		13.7%	
Actual enrollment	28,886	29,576		31,476											
Ten-year plan target enrollment:	28,886	29,576		31,312		33,324		35,154		37,032		38,802		38,802	
Resident Undergraduates Corvallis	14,688	14,808		14,743		14,740		14,785		14,813		14,706		14,800	
Non-resident Undergraduates Corvallis	5,624	5,602		5,888		5,912		6,092		6,162		6,271		6,380	
% Non-resident students	27.7%	27.4%		28.5%		28.6%		29.2%		29.4%		29.9%		30.1%	

Notes/Comments**Steps**

- Five-year projection taken from ten-year business forecast approved by the Board in January
- FY17 values were updated to current estimates based of FY17 year-end closing
- FY18 values updated to Board approved budget, with addition of the \$9.3M estimated to be OSU's share of the increase in state funding
 - Assuming some of the increase was spent for increased financial aid, to offset some of the reductions, and for other strategic initiatives
- State funding in out years updated assuming 3% growth in the biennial allocation after 17-19
- Increases in revenues and expenses for the out years were assumed to be the same as in the current ten-year forecast; percentage increases in enrollment, tuition, etc. all stayed the same, just the FY18 starting point for the calculation was adjusted
- Incremental revenues from strategic initiatives were pushed out a year, as the ramp up for things like the Portland strategy are farther out than was assumed in the January plan

Assumptions

- Enrollment numbers are consistent with the current enrollment management plan (28,000 students in Corvallis, 15% international, 1/3 of Corvallis undergraduates non-residents, etc.)
- Annual tuition increases of 2.8%, annual raises of 3%, costs for PERS and PEBB increases as currently projected with unfunded pension liabilities, other inflationary costs
- Staffing and supplies increases proportional to growth in enrollment
- Debt service, maintenance, and depreciation costs consistent with current ten-year capital forecast
- Strategic investments in student success, research initiatives and facilities, and engagement supported by new revenues from professional education, aggressive online growth, and other innovations in education and enrollment (nearly all net revenue growth is from tuition)
- Additional state funding in FY18 and the spending reductions the FY18 budget included improved the FY18 projection a bit and keep us on track with the ten-year forecast

Next steps

- Complete major update of the ten-year forecast for January Board meeting
- Update enrollment projections to the revised Enrollment Strategy, including any changes to goals for Cascades

- Update state funding projections in detail based on the legislative allocation, final HECC allotment, and any decisions on investing those funds
- Revise ten-year capital forecast based on legislative outcomes, recent escalations in construction costs, and input from the infrastructure working group, and align the ten-year forecast expenses with those changes
- Review and update projections for PERS and PEBB increases (if new information is available by September)
- Include more specifics on enrollment and revenue strategies including projections for recently proposed initiatives in Portland
- Update strategic investment planning to align with current thinking in student success and other areas
- Update modeling for restricted funds, and self-support operations

Appendix E

TAB B

OREGON STATE UNIVERSITY

Education and General Funds (Corvallis Campus, excluding Cascades Campus and Statewide Public Services)

Projections FY17 through FY21 (in thousands of dollars)

3% annual raises

23-Jul-16

2.8% tuition increases per year

tan highlighted are projected

	FY14 Final	FY15 Final	% inc.	FY16 Final	% inc.	FY17 Budget	% inc.	FY18 Projected	% inc.	FY19 Projected	% inc.	FY20 Projected	% inc.	FY21 Projected	% inc.
Revenue															
Tuition and Resource Fees															
Undergrad Resident	96,243	101,058	5.0%	107,924	6.8%	108,662	0.7%	112,073	3.1%	115,591	3.1%	119,074	3.0%	121,615	2.1%
Undergrad Non-Resident	97,834	105,810	8.2%	109,136	3.1%	113,763	4.2%	118,198	3.9%	125,272	6.0%	130,068	3.8%	135,962	4.5%
Graduate Resident	26,003	27,622	6.2%	28,124	1.8%	28,415	1.0%	31,472	10.8%	33,617	6.8%	35,851	6.6%	38,201	6.6%
Graduate Non-Resident	11,575	12,050	4.1%	13,951	15.8%	14,614	4.8%	17,198	17.7%	19,308	12.3%	20,743	7.4%	22,136	6.7%
Professional - Pharmacy & Vet Med	14,511	14,633	0.8%	15,294	4.5%	15,046	-1.6%	15,973	6.2%	16,433	2.9%	16,906	2.9%	17,394	2.9%
Ecampus	45,574	55,537	21.9%	66,951	20.6%	76,888	14.8%	88,440	15.0%	99,270	12.2%	111,566	12.4%	123,322	10.5%
Summer Session	10,351	10,113	-2.3%	9,890	-2.2%	10,053	1.6%	10,685	6.3%	11,259	5.4%	11,730	4.2%	12,214	4.1%
Misc Tuition & Student Fees	13,353	13,548	1.5%	12,785	-27.0%	12,463	-21.4%	12,791	-14.3%	12,863	-12.0%	12,924	-8.8%	12,895	-5.5%
Summer Revenue Accrual Mngmt	262	156		1,409		200		200		200		200		200	
Fee Waivers	(30,594)	(30,472)	-0.4%	(35,388)	16.1%	(35,437)	0.1%	(39,873)	12.5%	(42,425)	6.4%	(44,843)	5.7%	(47,225)	5.3%
Total Net Tuition & Fees	285,113	310,055	8.7%	330,074	6.5%	344,666	4.4%	367,157	6.5%	391,389	6.6%	414,219	5.8%	436,713	5.4%
State Appropriation	86,165	95,759	11.1%	107,609	12.4%	110,324	2.5%	114,225	3.5%	118,627	3.9%	121,711	2.6%	124,881	2.6%
Other Govt Appropriations															
Ten-year Plan initiative revenues (tuition)								10,941		17,229		23,812		31,409	
Transfers from Oregon State Agencies															
Indirect Cost Recovery	34,196	37,338	9.2%	39,374	5.5%	39,500	0.3%	41,333	4.6%	43,412	5.0%	45,595	5.0%	47,889	5.0%
Interest Income	2,950	3,108	5.3%	3,520	13.3%	3,200	-9.1%	3,060	-4.4%	3,091	1.0%	3,122	1.0%	3,153	1.0%
Sales & Services	12,098	12,561	3.8%	15,649	24.6%	17,771	13.6%	13,277	-25.3%	13,543	2.0%	13,813	2.0%	14,090	2.0%
Other Revenue	3,382	5,301	56.7%	4,335	-18.2%	1,363	-68.6%	4,170	205.9%	4,253	2.0%	4,338	2.0%	4,425	2.0%
Total Revenues	423,903	464,121	9.5%	500,561	7.9%	516,824	3.2%	554,163	7.2%	591,542	6.7%	626,611	5.9%	662,559	5.7%
Expense															
Total Salaries and OPE	327,599	347,818	6.2%	368,367	5.9%	390,770	6.1%	411,859	5.4%	428,802	4.1%	451,566	5.3%	467,028	3.4%
Service and Supplies	80,055	83,150	3.9%	89,526	7.7%	96,310	7.6%	105,044	9.1%	114,636	9.1%	121,981	6.4%	129,357	6.0%
Ten-year Plan Strategic Expenses								3,735		5,879		13,082		24,354	
Capital Outlay	4,565	6,113	33.9%	6,503	6.4%	6,665	2.5%	9,463	42.0%	9,698	2.5%	9,939	2.5%	10,186	2.5%
Student Aid	1,136	884	-22.2%	1,024	15.9%	1,055	3.0%	1,091	3.4%	1,127	3.4%	1,165	3.3%	1,204	3.3%
Internal Sales Reimbursement															
Net Transfers	9,224	12,284	33.2%	13,160	7.1%	13,644	3.7%	13,758	0.8%	14,834	7.8%	18,404	24.1%	18,633	1.2%
Total Expense	422,579	450,249	6.5%	478,581	6.3%	508,445	6.2%	544,950	7.2%	574,977	5.5%	616,137	7.2%	650,763	5.6%
Net Change From Operations	1,324	13,872		21,981		8,380		9,213		16,566		10,474		11,797	
Fund Deductions for Internal Loans		(136)													
Beginning Fund Balance	30,097	31,421		45,157		67,138		75,518		84,730		101,296		111,770	
Ending Fund Balance	\$ 31,421	\$ 45,157		\$ 67,138		\$ 75,518		\$ 84,730		\$ 101,296		\$ 111,770		\$ 123,567	
EFB % of Operating Revenue	7.4%	9.7%		13.4%		14.6%		15.3%		17.1%		17.8%		18.6%	
Actual enrollment	27,925	28,886		29,576											
Ten-year plan target enrollment:	27,925	28,886		29,576		31,312		33,324		35,154		37,032		38,802	
Resident Undergraduates Corvallis	14,770	14,688		14,808		14,709		14,740		14,785		14,813		14,706	
Non-resident Undergraduates Corvallis	5,392	5,624		5,602		5,779		5,912		6,092		6,162		6,271	
% Non-resident students	26.7%	27.7%		27.4%		28.2%		28.6%		29.2%		29.4%		29.9%	
Ecampus															
New faculty hires per year						15.1		41.2		43		34.7		29.7	
New Staff/advisor staff hires per year						12.6		25.3		27.1		21.8		21.3	

October 19-20, 2017 Board of Trustees Meetings