To: OSU Board of Trustees
   Executive & Audit Committee

From: Kirk Schueler, Chair

Subject: Consideration of the President’s FY2023 Goals

Date: October 18, 2022

The Board of Trustees is charged with oversight of the president. This includes an annual process of reflecting on the priorities and needs of the university and working with the president to set goals for the year ahead.

In September, Vice Chair Patty Bedient and I met with President Jayathi Murthy to share information about this annual process and to discuss the value of goal setting over her presidency. As a follow up to that discussion, she shared a set of proposed goals with me, which she developed with input from members of her team.

I shared the draft goals with members of the Board, asking trustees:
   • Do the goals focus her energies on the most pressing needs of the university and the delivery our mission?
   • Do these goals help to advance the university’s strategic plan and priorities?
   • Are the goals appropriate for the president’s first year?

A majority of trustees responded to my request. Overall, trustees found the goals thoughtful and ambitious, well done, and comprehensive. Trustees provided feedback and posed questions for a few areas of inquiry. After reviewing the feedback, President Murthy updated the goals to address these comments and her revised goals are provided in Attachment 1.

Trustees appreciated that the goals are ambitious, are largely focused on the top priorities of the university and would serve the university well over the year ahead. I believe these goals are appropriate for President Murthy’s first year in which the university will be developing SP 5.0.

When we discuss these goals at the October meetings, President Murthy will have officially served a bit less than two months in her position. Thanks to her generosity with her time over the summer, she engaged in meetings and received briefings to gain a sense of the structure and current environment at the university. I look forward to hearing her share some of the perspective she has gained over this time during our discussion in October.

Conclusion
In closing, trustee feedback indicates that President Murthy has put forth an ambitious yet quite appropriate set of goals. I support her agenda for the upcoming year and recommend that the Board accept this report, thereby setting the president’s goals for FY2023.
Jayathi Y. Murthy
Proposed Presidential Agenda for FY 2023

1. **Deepen connection to OSU stakeholders, Oregon communities, the nation, and beyond**
   
   Over the next year, my objective is to engage broadly and deeply with OSU stakeholders and communities within and outside Oregon. These will include alumni and donors, key industry partners, state and federal legislative and executive branch leadership, as well as community leaders in Corvallis, Benton County, Bend and Philomath, among others.

   Higher education in Oregon is undergoing an extraordinary period of transition and this represents an opportunity for OSU to exercise leadership. I will engage leaders in the Oregon K-12 and higher education communities, including the Oregon Council of Presidents (OCOP), the Higher Education Coordinating Commission (HECC) and community colleges to identify common concerns and to find avenues for concerted action. I will also visit our Bend campus, Hatfield Marine Science Center, our Portland Center and our extension offices and experiment stations to understand their strengths and potential. Beyond engagement within the state of Oregon, I will work to raise OSU’s profile at the national level and will forge and deepen international relationships in countries such as India to help project OSU’s excellence abroad.

   Three critical internal constituencies to engage are faculty, staff and students. I will seek to strengthen shared governance and to build trust with these groups through frequent engagement. An important aspect will be seeking their participation in developing and deploying Strategic Plan 5.0. I will be especially cognizant of the challenges of return to in-person after COVID, the mental health challenges facing our community and the need for reconnection amongst our constituents. I will be sure to pay particular attention to connecting with those from minoritized communities.

   Throughout, I will update the Board on my progress through regular meetings with Chair Schueler, Vice Chair Bedient and Board Secretary Jackie Bangs.

2. **Evaluate current strategies and progress in key domains**
   
   An important component of my work for the next year will be to understand all elements of Strategic Plan 4.0, review current strategies and progress towards goals, and to support SP4.0 execution until the launch of the next strategic plan. I will also evaluate the current state of elements that are likely to be an important part of the next strategic plan, including:
   
   a. Student success, including admission, retention and graduation rates, including achievement gaps across different demographics;
   b. Enrollment management and Ecampus strategy, including online versus on-campus instruction, in-state versus out-of-state composition, international enrollment and pricing strategies;
   c. Research, including awards and expenditures, key areas of academic excellence and intersection with emerging opportunities (the Collaborative Innovation Complex, the CHIPS and Science Act and current investments, among others);
   d. DEI and inclusive excellence, including progress on diversity strategic plan;
   e. Statewide footprint, including strategy and plans for our Corvallis and Bend campuses, the Hatfield Marine Sciences Center, our Portland Center and our extension and experiment stations;
   f. Major administrative and capital projects.
3. **Drive FY2023 legislative priorities**

The coming 2023-2025 biennium will be one of significant transition for OSU. It is of course the beginning of my tenure as president, but will also include the appointment of a new governor and a new legislature with a turnover of almost 40% at the state level. At the federal level, the Oregon delegation will have three new representatives in Congress in January 2023. Furthermore, Corvallis, Bend and Newport will also have new representation. These transitions represent the potential for positive change and an opportunity for early relationship development, but may also represent lost seniority, new committee assignments and potentially, new commitments. I will work to quickly establish strong relationships with our local, state and federal representatives.

I will work with our Government Relations team to advocate for OSU’s FY2023 state-level legislative priorities. These will include, among others:

- Support for our Public University Support Fund request
- Increase in Oregon Opportunity Grant funding
- Higher Education Cybersecurity investments
- Support for the three statewide public service programs, OSU Extension Service, Oregon Agricultural Experiment Station, and the Oregon Forest Research Laboratory, collectively referred to as the Statewides, including both base funding as well as support for a proposed resilience initiative
- Capital project investments, including deferred maintenance, support for the Collaborative Innovation Complex, and for the OSU-Cascades Health Center.

We will continue to push for investments recommended by the Semiconductor Task Force. We will also monitor and productively engage in other discussions and initiatives involving, for example, the Elliott State Forest, governance and trustee appointments.

At the federal level, we will focus on both broad advocacy for a variety of goals shared by US higher education institutions as well as OSU-specific priorities. Broad advocacy will include federal science agency re-authorization, DACA, college athletics, Title IX, semiconductor R&D funding and the like. Specific to OSU, we will continue to pursue funding for PacWave, as well as defense, semi-conductor, and energy and sustainability-related funding.

4. **Develop OSU’s next strategic plan**

Working with OSU leadership and the OSU community, I will launch the development of OSU’s next strategic plan, focusing on those elements of SP 4.0 which need continuation and further investment of time and resources, as well as new directions for our university. Engagement of OSU’s stakeholders will be an essential part of the process. My goal is to deliver to the Board of Trustees a draft of the plan by June 2023, a final plan by October 2023 and a formal launch of the plan by January 2024. A plan for broad and continuous dissemination of vision, goals, strategies, metric and progress will be developed and rolled out. Though the specific elements of the plan remain to be developed, it is likely that there will be a significant focus on student success, including graduation rates and time to completion, deepening our R1 mission, expanding and deepening our statewide imprint, and continuing our focus on inclusive excellence.

5. **Deepen connections with OSUF and drive public phase of capital campaign**

I will work with OSUF to get to know our alumni and our donor base more deeply over the next year. The OSUF Board of Trustees and the Beaver Caucus consist of
individuals with strong networks and a wealth of experience. I will leverage their expertise and connections to further OSU’s goals and positioning.

The public phase of the next capital campaign will launch this October and will continue into 2027. I will work with OSUF to determine the fund-raising goal of this phase of the campaign and to set a timeline for achieving it. We will review unit goals, including those for all our colleges, Athletics and for OSU-Cascades. I will work with OSUF to drive principal gift conversations and to steer them towards a successful conclusion. Furthermore, I will work with OSUF to craft our strategy regarding foundation and industry gifts. In forging deeper connections with OSUF, I hope to exploit the organization’s energy and agility to further OSU’s ambitions.

6. Evaluate effectiveness of university-wide marketing and communications
As we launch our new strategic plan, it is important that we pay attention to marketing and communications. The world of marketing and communications is changing rapidly, and it is important that we understand the current state of our operations and to modernize them as necessary. An effective marketing and communications operation is essential to building internal coherence and excitement for the work ahead and is also a chance to reposition OSU in the eyes of our external constituencies. We will assess our operations, potentially with the assistance of an outside consultant, considering the varied communications needs of our colleges and administrative units, centralized versus more distributed structures, the use of social media, the diversity of our audience – old, young, urban, rural – and the interface with enrollment management, Ecampus, Athletics and OSUF, among others. Based on our findings, we will implement a revised structure, setting OSU on a path to amplify its impact on the state of Oregon and beyond.

7. Continue to develop and implement plans for Athletics re-alignment
College athletics is undergoing a revolutionary transformation and OSU Athletics is no exception. Working with Vice President and Director of Athletics Scott Barnes, I will drive the continuing development and implementation of strategies and programs to address issues such as the educational benefits now permitted under the Supreme Court’s NCAA vs. Alston court decision; pay-to-play and athlete unionization; name-image-likeness (NIL) infrastructure to support student athletes; issues surrounding the transfer portal; and the NCAA transformation project. PAC-12 media rights negotiations are currently underway and a grant-of-rights agreement will need to be signed during the next few months. I will also continue to work with the other PAC-12 presidents to re-think the future of the PAC-12 conference. This is critically important not only for OSU Athletics but also for our academic mission.