# Strategic Plan 4.0 Implementation Update

## BACKGROUND

This calendar year is the last under the university's current Strategic Plan 4.0 (SP4.0) – "Transformation, Excellence and Impact" – which has guided OSU since 2019 in pursuit of four institutional goals: (1) preeminence in research, scholarship, and innovation; (2) delivery of transformative education accessible to all learners; (3) significant and visible impact on Oregon and beyond; and (4) an institutional culture of belonging, collaboration, and innovation.

To advance the goals, the plan identified 20 actions, each of which is made up of multiple projects ("tactics") (see Appendix I for the summary of actions and leads). Implementation of SP4.0 is led by the Office of the Provost under the direction of the vice provost for faculty affairs, who chairs an implementation team comprised of leaders for each of the actions. Action leaders are charged with convening and collaborating with relevant university leaders, stakeholders, and partners to develop and refine the projects under the given action. Projects may change as new opportunities and challenges arise and are discussed with the president, provost, other senior leaders, and implementation team.

A set of strategic metrics are compiled annually in a comprehensive dashboard. These metrics map onto the four broad goals and track resources and other basic information on the university. The metrics associated with the four goals are lagging indicators because they primarily capture key outcomes associated with the goals.

Last year's briefing provided an update on progress under three areas: (1) student pathways and learning experiences, (2) faculty success in research and teaching, and (3) inclusion, caring, and social interconnectedness. The briefing summarized major progress under each area. It also underscored that, despite the pandemic, the university had made good progress on many actions: where progress had slowed, it had not stopped; where projects had been delayed, they had not been abandoned; and in some cases, progress was accelerated (e.g., in operations, collaboration, communication, and learning pathways and options).

Because this is the final year of the plan, the implementation team has been discussing:

- When SP4.0 concludes, what will be its "big wins"? That is, what will have been accomplished that made a significant difference for the university?
- Which SP4.0 tactics will be prioritized and can be completed in the remaining time?
- Which SP4.0 tactics may need to be postponed to SP5.0 but are critical to complete?

This briefing provides a high-level summary of where we are and a few of the major accomplishments under each action. Many other accomplishments have been described in domain briefings and the provost's regular updates to the Academic Strategies Committee.

## HIGH-LEVEL PROGRESS

We anticipate a very strong close to SP4.0. Most projects will be completed by the end of the year. Along the way, very few projects have been reconsidered or abandoned. Virtually all (97%) of the initially planned projects have been started. At present, the average completion across the 20 actions is around 83 percent (likely higher due to imprecision in reporting). Implementation of SP4.0 will continue alongside the development of the new plan. Anything

crucial but not completed will be carried forward. This reflects the reality that there is no hard line between strategic plans. Given their broad nature, most actions will not suddenly be completed once all 2019-23 projects are complete. Many actions are ongoing– for example, increasing graduation and retention rates; building and supporting a diverse, world-class faculty; or integrating inclusive excellence principles and practices throughout the university.

## "BIG WINS" AND THE YEAR AHEAD: SELECTED HIGHLIGHTS

All 20 actions have been critical to the successful advancement of the university's four strategic goals and the transformation of the university. As we complete our work this year and look back on SP4.0, there have been some particularly notable accomplishments under each action.

### Action 1. Continue building and supporting a diverse, world class faculty

By the end of 2023, OSU will have completed a comprehensive revision of promotion and tenure guidelines, with a focus on providing greater clarity on processes and promotional criteria and providing more user-friendly access to guidelines formally organized under a published faculty handbook. Some of the revisions are guided by the recommendations of an OSU faculty-led national coalition of more than 65 universities on P&T in the context of innovation and entrepreneurship ("PTIE"). The university is also laying the groundwork for a faculty-facing CRM (Customer Relationship Management approach) that will create a coordinated system to manage workflow related to the P&T process and annual reviews and a centralized repository on faculty activities, accomplishments, and honors.

The university has developed and launched programs to promote the professional growth of academic faculty, professional faculty, public safety professionals, classified employees, and academic leaders. A Managerial Competencies Framework was launched in 2022 to cultivate the management and supervisory skills of OSU leaders, who are central to the success, satisfaction, and retention of faculty. The larger "talent management" initiative has brought significant improvements to the support provided in the entire life cycle of employees, from recruitment and onboarding to career development and departures and retirements (see related Action 19).

### Action 2. Provide distinctive curricula and support innovative pedagogy suited to our mission and vision

The Faculty Senate recently approved a new General Education curriculum, a product of four years of dialogue and consensus-building. Implementation has begun, supported by a large team of faculty and staff, and will continue over the next two years. The new curriculum will be available to students starting in academic year 2025. It updates a 30-year-old curriculum, reducing its size and improving its legibility for all students, introducing a new course category to support students' transition to OSU, adding a sequence of touchpoints to incorporate career-readiness, and expanding instruction to foster understanding of diversity, equity, and inclusion.

### Action 3. Diversify our research portfolio and strategically build our graduate programs

The university has established a unique program – the Research Impact and Advancement (RIA) Academy launched Fall 2022 – to support faculty in building collaborations and leading large transdisciplinary projects, including a cohort of fellows focused on biohealth sciences. It has the potential to become a national model and will need a strong funding stream to support

the growth and success of research funding. The demand is significant, with over 100 faculty expressing interest in 20 fellow slots in the first cohort.

The university developed a strategy to increase the success of faculty in attracting funding from high-status federal agencies, such as the National Institutes of Health and the National Oceanic and Atmospheric Administration, as well as to build partnerships with national labs, such as the National Renewable Energy Laboratory and the Pacific Northwest National Laboratory. These efforts will continue and ensured through the intentional building of transdisciplinary teams and MOUs with national labs, particularly partnerships with the PacWave test facility and Hatfield Marine Science Center (HMSC).

**Action 4. Retool the OSU experience for the 21st century learner**

The university has made major investments in technology, including improving the digital experience for students and classroom technology enhancements. Every classroom is now Zoom-ready. Significant progress has been made on common course numbering and transfer articulation, as well as on understanding career attainment across majors. The university has established commissions to support Black and Indigenous students, faculty, and staff (alongside the 50-year-old commission on women), as well as the Tribal Nations tuition policy and a new childcare center and expanded childcare programming across campus.

The colleges of Business and Engineering have made significant curricular and student support changes to allow new students to confirm admission to particular majors immediately, rather than await results of their performance in foundational coursework to gain entry to specific degree paths. This approach allows students to be immersed in business and engineering fundamentals early on, and to have more flexibility to switch majors if they choose. This has significantly improved students' first-year experience, embedding them fully in their colleges from day 1 and improving their sense of belonging and retention.

**Action 5. Implement an integrated approach to recruiting and enrolling learners at all levels**

Since the launch of the strategic plan, OSU has established a dedicated CRM (Slate) to manage hundreds of thousands of records of prospective students; shifted to managing institutional financial aid within a net revenue framework, aided by new financial aid analysis consultants; joined the Western Undergraduate Exchange (WUE), helping to boost non-resident enrollment; improved scholarship management; implemented trial recruitment strategies outside traditional draw areas; and dramatically increased analytics and reporting to guide enrollment decision making. The university's modified responsibility center management (RCM) budget model—implemented in 2019—has helped to balance resources to enrollment across colleges and to prioritize retention and completion. Incoming undergraduate first-year classes on all campuses are at record levels. Diversity has increased and is reinforced by the adoption of test-optional admissions practices. Undergraduate enrollment has stabilized at Corvallis while the rest of the portfolio of undergraduate enrollment is increasing. The university is now using an integrated approach to recruiting students to the Corvallis and OSU-Cascades campuses.

**Action 6. Substantially improve our physical and administrative research infrastructure**

There have been dramatic physical improvements to research infrastructure, including renovations to Cordley Hall, Graff Hall, Fairbanks Hall, the Research Animal Isolation Lab, the East Greenhouse, and Statewide Research Centers. The new Gladys Valley Marine Studies

Building substantially expands research and teaching spaces and infrastructure at HMSC while providing the complex and surrounding area with a tsunami evacuation point. Ed Ray Hall at OSU-Cascades similarly expands research and teaching space at the campus. The Jen-Hsun and Lori Huang Collaborative Innovation Complex and the Patricia Valian Reser Center for the Creative Arts will be powerful new spaces for interdisciplinary and transdisciplinary research.

There have been major administrative improvements in pre- and post-award support and resources. The university has modernized its electronic research administration platform, improved the management of research conflicts of interest and requirements related to human subjects, built new compliance modules, and created efficiencies in streamlining and processing submissions. These help to support compliance with complex regulatory requirements and increase the productivity of researchers and staff. Going forward the university will be prioritizing building a holistic system that addresses conflicts of interest outside the research realm and broader conflicts of commitment as well as developing new business models for core research facilities.

**Action 7. Increase experiential learning opportunities and ensure access**

Experiential learning can now be made visible on transcripts. There will be opportunities to embed high-impact practices such as experiential learning into the new General Education curriculum. Because many of these activities happen in colleges, the university will need to build a reporting mechanism and central repository to collect information about students' engagements. It will also need to develop a plan for garnering greater donor contributions to support high-impact opportunities for students, including internships, study abroad, service learning, and experiential learning.

**Action 8. Expand pathways to an OSU credential**

Support to transfer students now includes coordinators in community colleges. Two core initiatives of Impact Studio, which was launched in response to finding of the Vision 2030 process that OSU needed to increase its rate of institutional innovation as well as develop new revenue streams, relate to expanding pathways to credentials: Access OSU and the Transfer Student Experience.

The development of new Ecampus programs has accelerated. Among new Ecampus efforts are new strategic collaborations with corporations, including Guild Education, Bright Horizons, and Amazon. The Guild relationship has been extremely successful, enrolling more than 525 employees who are funded partially or fully by their employer and have little to no debt upon graduation. Ecampus also created 16 microcredentials, giving learners an opportunity to upskill or reskill faster and at less cost than a traditional degree. These pilots will continue to be evaluated and modified as needed, while building awareness and enrollment

New buildings on the OSU-Cascades campus offer opportunities to expand capacity to offer pathways to an OSU credential. OSU-Cascades completed Edward J. Ray Hall in 2021, which serves the disciplines of science, technology, engineering, arts, and mathematics (STEAM). OSU-Cascades also obtained funding for Student Success Center, which will break ground this year and have spaces and programming to support students.

**Action 9. Make strategic investments in interdisciplinary and transdisciplinary scholarship, teaching, and engagement**

The university has developed a comprehensive interdisciplinary health science strategy, which included ignite sessions on COVID-19 and health sciences and the charging of a work group to develop a strategy to increase funding from the National Institutes of Health, now underway. The development of two new interdisciplinary programs in Translational Data Science and Sustainability is also underway.

A strategy to integrate the arts, humanities, and STEM in research and education is emerging from efforts in curriculum (e.g., the Design for Social Impact program), research, and space development (e.g., the Patricia Valian Reser Center for the Creative Arts). The Collaborative Innovation Complex (CIC) will house one of the nation's most powerful supercomputers and be the site of team-based research in artificial intelligence, materials science, and robotics to solve global challenges in areas such as climate science, oceanography, sustainability, and water resources. The CIC will be pivotal in directing a new vision for collaborative scholarship and engagement at OSU.

**Action 10. Integrate inclusive excellence principles and practices into all aspects of the university**

The university has expanded the Office of Institutional Diversity and its programming. OID developed and launched the Inclusive Excellence Inventory to assess unit-level progress in advancing OSU's inclusive excellence goals; a model unit-level diversity strategic planning framework, which has now been used to launch multiple college-level diversity strategic plans; and a comprehensive seminar ("Leading Change for Diversity, Equity, and Inclusion") to expand the capacity of OSU leaders to advance equitable organizational change. Work remains in developing processes to support accessible websites and learning platforms. This has been fostered by the Americans with Disabilities Act at 31 Task Force, which provided a roadmap for accomplishing this project and implementation is underway.

**Action 11. Increase retention and graduation of students**

The university and several colleges created small retention and completion grants (usually $500 to $1,000) to help students over the final hurdle to graduation. There is now a coordinated system to identify students with balance holds who might benefit from these grants. The procurement process for a student experience CRM – a tool which will help advisors and other support staff have timely, coordinated outreach to students – is complete and begin its launch this summer.

The university initiated a review of OSU's approach to academic advising, which will include a visit from an external review team this winter and result in recommendations for improvement later in the year.

**Action 12. Further internationalize OSU**

OSU's first Internationalization and Global Engagement (IGE) Strategy was launched in 2020. The university has diversified international student enrollment through more intentional support to international students and the establishment of degree or certificate programs such as International Direct (ID) and Master's International Direct (MID), the International Studies (Double) Degree, and Global Learning Certificate, which has just been launched on Ecampus.

*January 19-20, 2023 Board of Trustees Meetings*

International Online was also piloted, to extend the global reach of OSU Ecampus programs through the partnership with INTO and its global network. The university's Enrollment Strategy Task Force will this year consider how international undergraduate and graduate enrollments fit into the larger enrollment strategy of the university, including revised international enrollment targets.

**Action 13. Support interdisciplinary education, research and engagement on healthy ocean and coasts through the Marine Studies Initiative**

The Marine Studies Initiative (MSI) partnered with the College of Liberal Arts to develop and launch the social sciences-focused Marine Studies undergraduate degree (MAST), filling a gap in OSU's related marine offerings. Now in its second year, over 75 students are pursuing a Marine Studies major. Work continues on new marine-related minors and certificates. The new internationally recognized Gladys Valley Marine Studies Building, with safety features designed to protect it from seismic shaking and tsunami waters, is the site of interdisciplinary marine studies research, education, and engagement. It has been bolstered by the hiring of 11 new marine faculty across the university. The building of new housing at HMSC is out for bid and will be completed after SP4.0 has ended.

**Action 14. Reduce our carbon footprint**

OSU developed and implemented an energy policy which, coupled with the 10-year capital forecast and the Path to Carbon Neutrality, provides a roadmap to significantly reduce the university's carbon footprint. These tools have led to major investments and plans for new and sustainable construction and the retro-commissioning of many existing buildings and power purchase agreements for rooftop solar and lighting upgrades. This work has reduced OSU's carbon footprint by over 30 percent per square foot of building space relative to the 2007 baseline.

**Action 15. Strengthen support system for innovation and entrepreneurship**

OSU's engagement with business and industry increased to nearly $46 million last year, which is up more than $11 million relative to one year ago. Almost half of the revenue is derived from testing and services which OSU labs perform in support of private sector products and services. FY2022 was the best year in OSU's history for startup business success, demonstrating the drive of OSU faculty and students toward commercialization.

A university-industry partnerships framework focused on economic development will serve as a strategic and coordinated "front door" to OSU, providing talent access, workforce development, research, and innovation opportunities. The proposed framework, once refined, will be transformational for relationships with industry and government agencies. The university is considering creating a new office focused on economic development, workforce, and corporate relations. OSU is well positioned in the semiconductor sector, which has received increased investments by the federal government to decrease the nation's dependence on others.

**Action 16. Retool approach to university-stakeholder engagement**

The university was awarded its second Carnegie Community Engagement classification as a "high engagement university," a select designation that acknowledges the strength of our commitment to community engagement and engaged scholarship among Oregonians statewide – along with OSU's longstanding classification as a "very high research activity" doctoral

university (or "R1") institution. The university has created a structure to align engagement efforts for industry partners, parents, families, alumni and friends, the Alumni Association, and the Foundation. This will enable effective advocacy for OSU by stakeholders in support of student success and staff and faculty excellence.

## Action 17. Clarify vision, communications and governance guiding OSU's physical and digital footprint

The Corvallis and OSU-Cascades campuses have created detailed plans for development, with a campus master plan approved by Bend City Council as required by the city of Bend's land development code. A Corvallis campus vision plan was presented for input to the Corvallis City Council, although the city of Corvallis does not require a campus master plan. These plans support the university's strategic plan priorities and sustainable 21st century financial and environmental priorities. The OSU Portland Center is central to the university's Access OSU plan, a university strategy that fosters access to college and student success for members of underserved and underrepresented communities. A new partnership between University Information Technology (UIT) and Extension and Engagement has significantly improved the university's digital footprint through county programming. Their collaboration will increase broadband across the state in the near future and help close the digital divide in Oregon and address barriers that Oregon communities face in fully using contemporary digital technologies and participating in OSU programs. IT Governance has been established and is anchored in processes that create transparency, clarity, accountability, and equity. In the year ahead, the university will mature its adaptive IT governance structure, introduce Educational and Operational IT Governance, and develop an overarching roadmap for a comprehensive governance structure ahead.

## Action 18. Strengthen alignment within the university among our branding, marketing, communications, and public affairs efforts

Two reviews of university-wide marketing and communications will be completed this year: one resulting in a toolkit for university communicators to conduct more socially and racially appropriate marketing and communications; and the other involving an external review of university-wide marketing and communications.

## Action 19. Implement a comprehensive talent management system

The university has developed a suite of resources to improve the experiences of employees and supervisors. On the employee side, these include stronger orientations for new employees; more tailored and intentional onboarding and offboarding processes; enhanced resources for leaves, work-family balance, mental health, and housing; climate surveys for current employees; and exit interviews and surveys for departing employees. The year ahead will bring continued improvements to compete for top talent through targeted outreach, broader promotion of employment opportunities, more nimble search processes, an improved UHR website, resources for prospective candidates and more. It will also bring stronger evaluative tools and guidance on employee goal setting and professional development.

On the supervisor side, these resources include updated core curriculum trainings for supervisors and the new Managerial Competency Framework, which is now being implemented and is poised to significantly elevate the practice of management and supervision of leaders – from supervisors across administrative and academic units as well as senior administrators.

**Action 20. Integrate and simplify technology systems, data practices and policies to increase our organizational agility**

Critical practices and standards have been established for information technology, including contemporary cybersecurity tools designed to detect risks and attacks and protect systems. The university has worked diligently to reduce similar and duplicative tools across campus, replacing individual ones with enterprise licenses and retiring many aging tools to reduce technical debt. The university's experience and platform for distance learning helped support the success of employees and students during the pandemic – and left operations agile as online enrollment continues to grow and as hybrid or remote work remain part of many university positions. University Information and Technology automated or digitized over 26,000 hours of manual administrative work, allowing staff to reallocate their time to more valuable functions. The university re-established the architecture of the systems through which university data is delivered, established new data governance processes and policies, and began to deliver an easier-to-use environment with highly valued strategic data products for enrollment management and academic affairs.

Priorities this year include a new identity management environment (IGA) to give students, faculty, staff, and other university partners and stakeholders the correct level of access to the data they need – and anchored in "zero trust" architecture, which minimizes cyber vulnerabilities; implementation of a system for integrating and managing data that flows through the university's many administrative systems; and adoption and use of a common student CRM to improve the student experience of university processes and services. Complete modernization of core OSU administrative processes will take five years. The Administrative Modernization Program (AMP) to replace Banner and transform core processes is the next big step.

**CONCLUSION**

SP4.0 has had profound effects in its three intended spheres: education, research and entrepreneurship, and operations. It has created the conditions for the university, through its next strategic plan, to be even bolder in our vision, to reach even greater heights in our achievements, and to have even stronger impact the years ahead.

**Appendix I. Summary of actions and leads**

# TRANSFORMATION, EXCELLENCE, AND IMPACT
## STRATEGIC PLAN 4.0 (2019-2023)

| | ACTION | LEADER |
|---|---|---|
| 1 | Continue building and supporting a diverse, world class faculty | Vice Provost, Faculty Affairs |
| 2 | Provide distinctive curricula and support innovative pedagogy suited to our mission and vision | Vice Provost, Academic Affairs |
| 3 | Diversify our research portfolio and strategically build our graduate programs | Vice Provost and Dean, Graduate School |
| 4 | Retool the OSU experience for the 21st century learner | Vice Provost, Student Affairs |
| 5 | Implement an integrated approach to recruiting and enrolling learners at all levels | Vice Provost, Enrollment Management |
| 6 | Substantially improve our physical and administrative research infrastructure | Vice President, Research |
| 7 | Increase experiential learning opportunities and ensure access | Vice Provost, Academic Affairs |
| 8 | Expand pathways to an OSU credential | Associate Provost, Ecampus |
| 9 | Make strategic investments in interdisciplinary and transdisciplinary scholarship, teaching and engagement | Associate Vice President, Budget and Resource Planning |
| 10 | Integrate inclusive excellence principles and practices into all aspects of the university | Interim Vice President, Chief Diversity Officer |
| 11 | Increase retention and graduation of students | Vice Provost, Academic Affairs |
| 12 | Further internationalize OSU | Vice Provost, Faculty Affairs |
| 13 | Support interdisciplinary education, research and engagement on healthy ocean and coasts through the Marine Studies Initiative | Executive Director, Marine Studies Initiative |
| 14 | Reduce our carbon footprint | Vice President, Finance and Administration |
| 15 | Strengthen our support system for innovation and entrepreneurship | Vice Provost, Faculty Affairs |
| 16 | Retool our approach to university-stakeholder engagement | Dean, Honors College |
| 17 | Clarify vision, communications and governance guiding our physical and digital footprint | Vice President, University Relations and Marketing |
| 18 | Strengthen alignment within the university among our branding, marketing, communications, and public affairs efforts | Vice President, University Relations and Marketing |
| 19 | Implement a comprehensive talent management system | Associate Vice President, Chief Human Resources Officer |
| 20 | Integrate and simplify technology systems, data practices and policies to increase our organizational agility | Vice Provost, Information and Technology |

*January 19-20, 2023 Board of Trustees Meetings*