



*Prosperity Widely Shared:*

*The Oregon State Plan*

**UNIVERSITY STRATEGIC PLAN 2024-30**

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## **OFFSET/INSIDE FRONT COVER**

### **MISSION**

As a land grant institution committed to teaching, research, and outreach and engagement, Oregon State University promotes economic, social, cultural, and environmental progress for the people of Oregon, the nation, and the world.

### **OUR FOUNDATIONAL VALUES**

As we embark on this next chapter in Oregon State University's story, we affirm our collective commitment to our underlying values related to excellence, knowledge generation, environmental stewardship and equity. We will:

- Support the excellence and diversity of faculty work, from traditional to alternative ways of knowing; from basic, to applied, to engaged scholarship; to interdisciplinarity and transdisciplinarity; and to innovation and entrepreneurship.
- Continually work to remove barriers and create equitable outcomes for communities denied access to opportunity.
- Value and integrate the diverse lived experiences, perspectives and viewpoints within Oregon State and the communities we serve.
- Broaden our distinction in collaborative, team-based and solutions-oriented work, and low disciplinary walls.
- Engage communities to build mutual and resilient relationships and to advance shared goals and ensure sustainable futures.

### **A Commitment to Tribal Nations and Indigenous Communities**

Oregon State University in Corvallis is in the traditional homelands of the Marys River or Ampinefu Band of Kalapuya. Following the Willamette Valley Treaty of 1855, Kalapuya people were forcibly removed to reservations in Western Oregon. Today, living descendants of these people are part of the Confederated Tribes of the Grand Ronde Community of Oregon and the Confederated Tribes of the Siletz Indians.

Oregon State University recognizes the impact that its land grant history has had, and continues to have, on Tribal Nations and Indigenous communities in Oregon. Grounded in self-reflection, learning, reconciliation and partnership, the university will through its actions advance the sovereignty, rights and prosperity of Tribal Nations and Indigenous communities in Oregon and nationally.

## A MESSAGE FROM THE PRESIDENT

### What this plan is — and is not

Many strategic plans aspire to capture everything an institution wants to do. This is not that kind of plan.

Driven by the imperative of civic contribution, this is an intensely focused plan, offering the world an achievable vision: that humankind can equitably and sustainably prosper, and that Oregon State will be a catalyst for that prosperity.

This is a collaborative vision that values the strengths of diverse physical and human geographies: urban and rural; sovereign Tribal Nations; businesses small and large; farms and ranches; ocean, coast, forest, mountains and desert; schools and community colleges. And it is a deeply human and hopeful vision — one that celebrates the interconnectedness of the world, upholds the dignity of every person and offers a way forward for our state, the nation and the world.

Three strategic goals guide us, building on our longstanding and emerging institutional strengths. This is the Oregon State University we will become:

- **A university focused on big discoveries that drive big solutions.** We will lead the world in building transdisciplinary teams in areas of strategic focus and turning our foundational strengths into accelerated applications with far-reaching, lasting public value.
- **A university where every student graduates.** All degree seekers and their families will fully trust that their academic and professional success is Oregon State's very highest priority.
- **A university that fuels a thriving world.** We will be a proactive driver of economic, workforce and community development, providing a model for research university engagement with people and places. This goal draws on both our knowledge and talents across the disciplines and our deep embeddedness in a state with extraordinary geographic, ecological, social and political diversity.

The plan's three goals are interdependent: We must rally around them all to be successful — and that will require new ways of thinking and doing. We will improve the quality of individual lives by fully realizing our educational mission — one defined by access, improved educational outcomes and expanded online education. Doing so will also provide the financial means to enhance student support, increase need-based scholarships and fuel our research ambitions. And our ability to drive economic development is made possible both by cultivating a workforce educated for the future and by creating human-centered, sustainable solutions that emerge from big discoveries.

Our world is yearning for a sense of possibility. We respond with the clear-eyed optimism and pragmatic, scalable problem-solving that has always been our signature. This plan goes to the heart of who we are — and it reaffirms our determination to deliver on our public mission and reward the public's trust — proving what public research universities can achieve.

We fervently believe that a bright future is within reach, with opportunities for all to contribute to and reap the rewards of prosperity widely shared. I know we are ready.

Jayathi Y. Murthy  
President

**CALLOUT BOX** (to be placed on the same page as JM's letter)

As we pursue these three goals, other essential work at the university continues, including initiatives outlined in the strategic plans of colleges and administrative units and work advancing universitywide initiatives already underway. Continuing our commitment to OSU student-athletes and competition at the highest level possible in college athletics and our goals in the Believe It campaign will also fuel our success.

## **VISION**

From our vantage points across Oregon and beyond, we see an inspiring constellation of strengths and the makings of a bright future. Oregon State University will be a driving force for prosperity that is equitable, scalable and sustainable.

## ORGANIZATION OF THE STRATEGIC PLAN

This strategic plan comprises three primary sections:

**Three Goals** describe in broad terms what OSU is striving to achieve, articulating the rationale for pursuing these outcomes and identifying some of the associated implications and assumptions. These are the “whats” of the strategic plan.

**Five Actions** elaborate big strategic undertakings through which the university will achieve the three goals, pursuing these at every level — university, campus, college, school and department— independently and collaboratively. These are the “hows” of the strategic plan.

**Summary of Actions and Tactics** provides, in tabular form, three to five initial tactics for each action. These tactics are the “hows” with a more specific level of detail, allowing us to define clear progress metrics and hold ourselves accountable at all appropriate levels of the institution.

Following these core sections, the strategic plan identifies OSU’s **Top Five Targets** — aspirational, measurable outcomes at the highest level for areas such as research expenditures, graduation rates and enrollment.

An implementation plan accompanies the strategic plan and provides more background information and details on how the tactics will be executed, along with timetables, milestones and identification of responsibility on the part of all individuals and units at the university.

## THREE GOALS

Oregon State will be:

- A university focused on big discoveries that drive big solutions.
- A university where every student graduates.
- A university that fuels a thriving world.

### GOAL

#### **A university focused on big discoveries that drive big solutions.**

Prosperity will flourish when Oregon State research is fully powered up for excellence — intentionally concentrated in domains in which we are uniquely competitive and distinctive, making the most of our capacity for collaborative transdisciplinary discovery and leveraging entrepreneurship and public engagement. To begin embedding this culture of high strategic focus, this plan outlines several initial research areas where OSU has clear opportunities to build a global reputation and exert extraordinary impact. In all cases, we will pursue these ambitions with transdisciplinary teams that work across the sciences, engineering, arts, social sciences and humanities.

Our intention to go big in selected areas will require a new mindset in how we prioritize, fund, staff, collaborate and problem-solve. We are confident that strategic, targeted investments will lift the entire university, open new opportunities in every discipline and create social, economic and environmental solutions with big impacts.

These focused initiatives will also create enduring university-community partnerships that will serve the state, the nation and the world far beyond the timeline of this plan: bridging differences, combating misinformation, inspiring more effective stewardship and facilitating greater civic participation. As we build these strengths, we will do so in ways that grow and sustain resilient, collaborative relationships with diverse community stakeholders, incorporate many ways of learning and knowing, and co-create solutions with benefits that are distributed fairly and equitably.

### GOAL

#### **A university where every student graduates.**

This goal commits us to becoming a university deeply committed to the principle that every student we admit — in person or online — should achieve their goal to graduate. We are not gatekeepers; we are enablers. As an institution established in the public trust, we have the privilege and responsibility to keep open pathways to academic success and to do all we can to provide every student with the support necessary to succeed. We know we can do so without compromising our academic standards or the value of an Oregon State University degree.

We will continuously adapt to the rapidly evolving needs of learners and communities by strategically expanding academic programs and credentials and delivering them fluidly across Oregon State's campuses and education platforms. We will build on the scale and reputation of Ecampus, which serves a

growing number of degree-seekers of all ages and is consistently ranked among the nation's top providers of degrees online. We can enrich pre-college engagement and Oregon State's curriculum, teaching, experiential learning, academic support and career development. At the same time, we will offer educational opportunities for learners who seek shorter-term credentialing programs to upskill and retool their careers.

More a mindset than a metric, this goal will require us to productively disrupt many of the ways we are organized and approach our work. Every member of our community should approach their work, their responsibilities and their obligations toward the academic fulfillment and success of our students.

## **GOAL**

### **A university that fuels a thriving world.**

By combining exceptional research and teaching with an unparalleled capacity to partner with public and private stakeholders, Oregon State will serve as a powerful engine for widely shared, environmentally sustainable prosperity in our state, the nation and the world.

Working with partners in industry, government and education, we will help strengthen economies and communities by sharing Oregon State's discoveries and capacity for joint problem-solving and by continuously adapting to the future of work in how we teach and prepare students for careers. We will be among the nation's leaders in translating research to applications that contribute solutions to the world's greatest challenges in areas like food, water, energy and climate change. We will be proactive and collaborative in creating the vision for — and helping to realize — dynamic, innovative and entrepreneurial economies and communities.

Purposefully engaging all disciplines, we will connect the analytic, humanistic and aesthetic in innovative ways to contribute understanding of how societies can fully realize the promise of new discoveries and technologies. To create a shared path forward, we will coordinate with the private sector; state, local and Tribal governments; and other educational institutions. Knowing true partnerships are built on trust, we will measure our leadership by whether we deliver on our commitment to collaboration and reciprocity.

## **FIVE ACTIONS**

The following five actions and associated tactics will advance the three goals. We will pursue these actions at every level — university, campus, college, school and department — by defining clear progress metrics and holding ourselves accountable for results.

### **1. Launch a campaign for timely undergraduate degree completion.**

We will set and track bold but achievable targets for retention and graduation in every department, school and college, aiming also to equalize rates of retention and graduation by race and ethnicity. Partnering with the OSU Foundation, we will launch a campaign to substantially increase need-based scholarships. To incentivize and support more undergraduate students to attend full time, we will explore instating a block (or flat) tuition rate model. In addition, we will launch a signature first-year onboarding experience for undergraduate students, including reformed first-year advising and dedicated attention to transfer and online students, and we will strengthen relationships with other higher education institutions to create smoother pathways into Oregon State's academic programs.

### **2. Build international research distinction in areas of competitive advantage.**

Oregon State will maintain a breadth of disciplines and research appropriate for a comprehensive research university. However, we will be highly strategic at every level — university, campus, college, school and department — in building selected clusters of research excellence that are world-leading and underpinned by exceptional faculty, highly ranked undergraduate and graduate programs, and Oregon State's unique assets.

To catalyze this culture of deliberate focus, over the next several years we will prioritize four areas for investment and growth: climate science and related solutions, clean energy technology and related solutions, robotics, and integrated health and biotechnology. To support work in these areas, we will build foundational strength across the university in artificial intelligence, data science and research computing, and we will consolidate and invest in infrastructure that will better support scholarship, creative work and research in the arts and humanities and their intersection with the target areas.

As we build the four target areas, we will take advantage of Oregon State's current and emerging assets, including those associated with our specializations across 11 academic colleges; the Jen-Hsun and Lori Huang Collaborative Innovation Complex; PRAX, the Patricia Valian Reser Center for the Creative Arts; centers and institutes such as the Linus Pauling Institute, PacWave and the world-renowned Hatfield Marine Science Center; OSU-Cascades; and our location in the ecologically and socioeconomically diverse Pacific Northwest. We will build accompanying strength in doctoral programs, and we will purposely take a multidisciplinary approach in each area, bringing together the expertise of scientists, artists, engineers, humanists and social scientists.

### **3. Build an enterprise approach to knowledge translation, innovation and partnerships.**

Urgent questions of global consequence — such as climate change and sustainability, the health and welfare of rural communities and marginalized people, and the diffusion of artificial intelligence — require solutions that are grounded in discovery but often have unclear paths to human-centered

application. Elements of Oregon State’s approach to solving this problem include launching an economic development and industry relations strategy, strengthening our capacity to link research and its translation, launching a comprehensive strategy for our activity in the Portland region and leveraging global networks and partnerships to create additional competitive advantages in research and teaching.

**4. Build faculty excellence.**

In addition to our focus on the first four target areas for investment, all colleges will set goals for research and teaching excellence and innovation. A universitywide faculty hiring initiative, fueled in part by creating efficiencies and focusing priorities, will leverage college efforts. Even as we expand the work of colleges and the Office for Research Advancement in supporting faculty in their research endeavors, we will launch a campaign supporting faculty professional development in course design, teaching and assessment, and we will increase awards and recognition for distinguished teaching. We will also expand our efforts to increase the number of faculty recognized by national scientific and scholarly societies.

**5. Significantly increase enrollment online and at OSU-Cascades.**

An economy that is increasingly knowledge intensive is motivating more people to pursue degrees and build new skills over the course of their careers, and Oregon State plays a critical role by addressing those needs, and in doing so, serving state and national workforce needs. What’s more, demand for quality online academic programs is growing, and competitors are striving to capture market share. In this context, it is imperative that we expand our online programs to offer educational opportunities to more students, remain competitive and fuel investments in student success, faculty excellence and research. Developing and executing ambitious plans in every college, we will strive to more than double online enrollment, and we will implement growth strategies for OSU-Cascades, the Corvallis campus and our professional master’s degree offerings.

## SUMMARY OF ACTIONS AND TACTICS

<p>1. Launch a campaign for timely undergraduate degree completion.</p>	<ol style="list-style-type: none"> <li>1. Set and track academic unit targets for retention and graduation and reward success.</li> <li>2. Substantially increase need-based scholarships.</li> <li>3. Launch a signature new student onboarding experience, including reformed first-year advising.</li> <li>4. Strengthen partnerships with community colleges.</li> <li>5. Explore instating a block (flat) tuition rate model.</li> </ol>
<p>2. Build international research distinction in areas of competitive advantage.</p>	<ol style="list-style-type: none"> <li>1. Increase colleges' tenure/tenure-track hiring in target areas.</li> <li>2. Invest in research support infrastructure and programs, including doctoral education, especially in target areas.</li> <li>3. Invest in four priority research areas and in building foundational strength in artificial intelligence, data science and research computing across Oregon State.</li> <li>4. Consolidate and invest in infrastructure that will better support scholarship, creative work and research in the arts and humanities and their intersection with target areas.</li> </ol>
<p>3. Build an enterprise approach to knowledge translation, innovation and partnerships.</p>	<ol style="list-style-type: none"> <li>1. Launch an economic development and industry relations strategy.</li> <li>2. Build capacity to link research and translation to application and use.</li> <li>3. Launch a new Portland metro strategy.</li> <li>4. Leverage global networks and partnerships to create additional competitive advantage in research and teaching.</li> </ol>
<p>4. Build faculty excellence.</p>	<ol style="list-style-type: none"> <li>1. In academic units, set and hold ourselves accountable to targets for research, scholarship, and creative work, and for teaching excellence and educational innovation.</li> <li>2. Launch a joint central and college-level faculty excellence hiring initiative to support targeted tenure/tenure-track hiring.</li> <li>3. Launch a professional development campaign for course design, teaching and assessment.</li> <li>4. Increase awards and recognition for distinguished teaching.</li> <li>5. Expand efforts to increase the number of Oregon State faculty recognized by major scientific and scholarly societies.</li> </ol>
<p>5. Significantly increase enrollment online and at OSU-Cascades.</p>	<ol style="list-style-type: none"> <li>1. Implement an integrated college and university-level strategy to more than double online enrollment.</li> <li>2. Implement a college and university growth strategy for OSU-Cascades.</li> <li>3. Implement a strategy for Corvallis campus enrollment.</li> <li>4. Grow professional graduate program offerings.</li> </ol>

## TOP FIVE TARGETS

Oregon State University uses dozens of metrics to track progress. We will continue to do so. We know that not all that is valuable is quantifiable, but a relentless focus on achieving the aspirational **Top Five Targets** by 2030 will motivate our community and increase our prospects for success.

1. Increase annual research expenditures to \$600 million.
2. Increase six-year graduation rate to 80 percent.
3. Equalize six-year graduation rates.
4. Increase online-only enrollment to 30,000.
5. Increase OSU-Cascades enrollment to 2,200.

## IMPLEMENTATION

Oregon State's most recent strategic plan — covering 2019 through 2023 — articulated four goals and 20 actions designed to lay the groundwork for success for OSU's next 150 years. The university successfully implemented nearly all the tactics originally envisioned in SP4.0 and introduced new tactics as challenges and opportunities evolved. Some of that work remains underway (see sidebar) and is essential to achieving the goals laid out here.

Accompanying this strategic plan is an implementation plan. Additionally, the Office of Institutional Diversity will lead the development of a diversity action plan that will articulate how the university will pursue the goals and actions in alignment with our core diversity, equity and inclusion commitments. Finally, the Office of Human Resources will work with university partners to update OSU's talent management strategy to ensure we are taking every action within our control — hiring practices, onboarding, professional development, increased options for affordable housing, child care and general assistance — to recruit and retain outstanding and diverse academic and professional faculty and staff.

## SIDEBAR

### ONGOING TACTICS

- Improve transfer student support.
- Improve Oregon State's research support infrastructure.
- Improve the retention and success of faculty and staff of color.
- Position Oregon State as an international leader in the integration of the arts, humanities, sciences and engineering, anchored by PRAx.
- Build out the Jen-Hsun and Lori Huang Collaborative Innovation Complex and related programming supporting collaborative innovation and research across OSU.
- Support faculty to successfully lead large transdisciplinary projects through the Research Advancement Academy.
- Address deferred maintenance and seismic needs through facilities renewal.
- Modernize IT systems through the Administrative Modernization Program.
- Implement the reformed undergraduate Core Education curriculum.
- Continue campus development at OSU-Cascades.
- Build the professional competencies of supervisors and leaders.

## CONCLUSION

Ours is a deeply human and hopeful vision — one that celebrates the interconnectedness of the world, upholds the dignity of every person and offers a way forward for Oregon, the nation and the world. Our work on the leading edges of research, teaching and public engagement — coupled with our shared belief in what’s possible — is a powerful force for a brighter future.

## APPENDIX

### DEVELOPMENT OF THE PLAN

Following facilitated sessions with the Oregon State University Board of Trustees, senior leaders and others, President Jayathi Murthy and Provost Edward Feser formally launched the development of the university's next strategic plan in early fall 2022. Supported by AKA Strategy, a nationally recognized consulting firm, a steering committee and core team analyzed internal and external trends and issues, identified major themes the new plan might address and developed working hypotheses regarding university priorities and goals for the next plan.

Concurrently, the Office for Research Advancement (ORA) and the Associate Deans for Research Advisory Committee (ADRAC) worked together to create a framework that expresses Oregon State's values and goals in research and scholarship and to identify areas of high strategic opportunity — those with accelerating extramural funding potential and close alignment with college and university priorities. The initial four areas targeted for strategic investment — climate science and related solutions, clean energy technology and related solutions, robotics, and integrated health and biotechnology — along with the enabling domains of AI, data science and research computing, emerged from a combination of the ORA/ADRAC's recommendations, the findings of a commissioned analysis of federal funding trends by Hanover Research Inc., and the developing plans for the Huang Collaborative Innovation Complex.

The preliminary goals and priorities in the plan were presented and discussed in individual and group conversations with more than 150 stakeholders, including in town halls co-hosted by President Murthy and Provost Feser in Corvallis, at OSU-Cascades and online. Input was also gathered via an online survey and in meetings with the OSU Foundation Board of Trustees and Foundation and Alumni Association staff. The plan outline was shared with the Oregon State University Board of Trustees in its June 2023 meeting and refined over the summer months.

#### Strategic Planning Steering Committee

Alix Gitelman	Professor of Statistics, Vice Provost for Academic Affairs and Senior Vice Provost, Co-chair
Andy Dong	Professor of Mechanical Engineering and Head, School of Mechanical, Industrial, and Manufacturing Engineering, Co-chair
Peter Betjemann	Professor of English, Executive Director of Arts and Education
Jon Boeckstedt	Vice Provost for Enrollment Management
Ruijing "Amy" Chen	Student (Class of 2023), OSU-Cascades
Marina Denny	Associate Vice Provost for Engagement
Edward Dever	Professor of Earth, Ocean, and Atmospheric Sciences
Kevin Dougherty	Senior Associate Vice Provost and Dean of Students
Satoris (Tori) Howes	Toomey Faculty Fellow and Professor of Management

Jossilyn Martinez	Student, OSU Corvallis
Devon Quick	Senior Instructor II, Integrative Biology and Director, Learning Assistant Program
Staci Simonich	Professor of Environmental and Molecular Toxicology and Chemistry, and Dean of Agricultural Sciences
Lisa Templeton	Vice Provost for Educational Ventures
Scott Vignos	Vice President and Chief Diversity Officer

In addition, Associate Vice President for Research Advancement Anthony Koppers served on the research subcommittee formed by the Steering Committee. Vice President Scott Vignos worked with each of three subcommittees to consider how best to reflect Oregon State's inclusive excellence commitment throughout the strategic plan.

#### **Core Planning Team**

Alix Gitelman	Vice Provost for Academic Affairs and Senior Vice Provost
Andy Dong	Professor of Mechanical Engineering and Head, School of Mechanical, Industrial, and Manufacturing Engineering
Belinda Batten	Senior Advisor to the Provost for Strategic Initiatives
Gigi Bruce	Chief Assistant to the Provost
Rick Settersten	Vice Provost for Faculty Affairs

#### **AKA Strategy, Consultants**

John Braunstein	Director
Belinda Li	Senior Consultant
Libby Morse	Narrative Consultant