



**Oregon State**  
University

**Office of the Provost and Executive Vice President**  
624 Kerr Administration Building  
Oregon State University  
Corvallis, Oregon 97331

15 April 2024

### **2024-25 Innovation District Working Group**

Sherm Bloomer, Chancellor and Dean, OSU-Cascades, **Co-Chair**  
Mike Green, Vice President for Finance and Administration, **Co-Chair**  
Belinda Batten, Senior Advisor to the Provost for Strategic Initiatives  
Jessica Brubaker, Associate General Counsel  
Terri Libert, Interim OSU-Cascades Chief Financial Officer  
Nicole Neuschwander, Director of Leasing and Real Property Management  
Paul Odenthal, Senior Associate Vice President for Administration  
Jarrod Penttila, Associate Director of Capital Planning and Construction, OSU-Cascades  
Steve Pitman, Interim Chief Operations Officer, OSU-Cascades  
Rebecca Robinson, Associate Vice President, Economic Development and Industry Relations  
Scott Vignos, Vice President and Chief Diversity Officer  
Brian Wall, Associate Vice President for Research, Innovation, and Economic Impact Dear

Colleagues,

I write to ask you to serve or continue your service on a working group to guide the development of the innovation district envisioned at OSU-Cascades through the 2024-25 academic year. This is an exciting project that has the potential to advance important goals in Central Oregon, for OSU-Cascades and for OSU as a whole. Key tasks for the work group include:

1. Working with OSU leadership (including OSU and OSU-Cascades), clarify key goals and principles guiding the development of the physical campus at OSU-Cascades. The innovation district should be viewed as nested within a larger campus that is advancing the mission of the university in Bend and the Central Oregon community.
2. Again, working with OSU leadership, clarify the university's broader objectives in economic and workforce development in the region. The innovation district will be a key contributor to those objectives, most proximately in Central Oregon but with potential for statewide impact if we fully leverage the capabilities of OSU and the dynamic regional economy.
3. Considering 1 and 2, clarify the vision for the innovation district, i.e., articulate "the why?" The vision should include consideration of both commercial and public interest aspects of the project, to inform appropriate financing and business models.
4. Pull together a succinct project summary and detailed project work plan; come to agreement with university leadership on that plan; and guide the plan's execution.

As you undertake this work, develop an agreed strategy for engaging the existing Innovation District Steering Committee, which is comprised of both internal and external stakeholders who bring expertise around Central Oregon industry, real estate, and university academic and research

programs to the table.

**Timeline**

The work of the group will be ongoing, with deadlines determined by appropriate Board of Trustees' consultation, stage gate requirements, and grant requirements. Sherm and Mike will be in touch to establish a cadence of meetings and specifics on next steps. Note that the composition of the group may be adjusted to accommodate the expertise needed at the table.

Thank you for guiding this project on behalf of the university. Please contact Chief Assistant to the Provost Gigi Bruce if you are not able to serve or continue your service on this working group.

Sincerely,

A handwritten signature in black ink, appearing to read "Edward Feser". The signature is fluid and cursive, with a large initial "E" and "F".

Edward Feser  
Provost and Executive Vice President