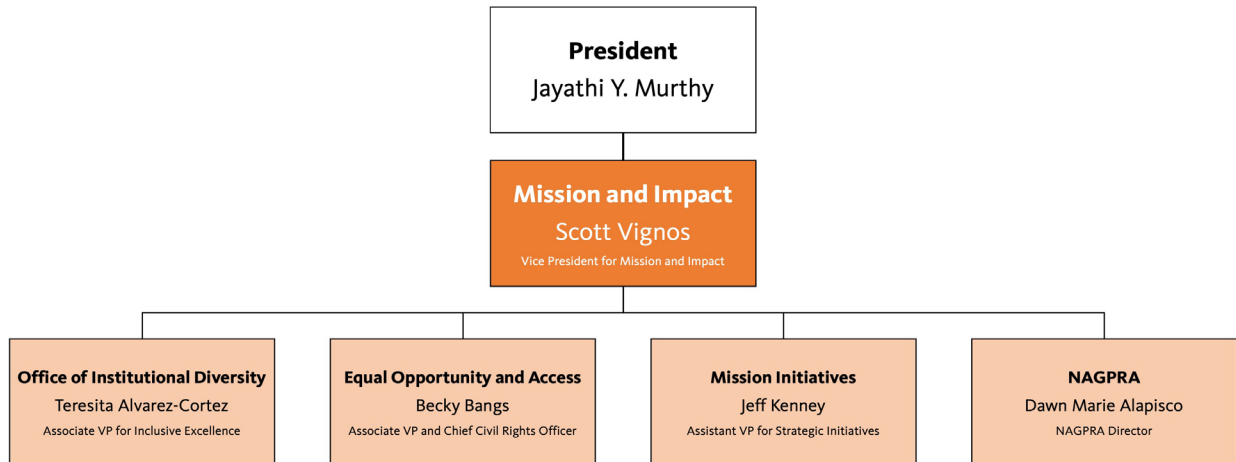


Advancing Mission and Impact

THE MISSION AND IMPACT PORTFOLIO

The Mission and Impact portfolio is a newly established unit at Oregon State University designed to accelerate and amplify efforts to advance the university's distinct land grant mission by aligning strategic initiatives, cultivating institutional innovation and deepening OSU's commitment to inclusive excellence.

The Mission and Impact portfolio integrates and expands upon the work of the Office of Institutional Diversity (OID), the Office of Equal Opportunity and Access (EOA) and the Office of Native American Graves Protection and Repatriation Act (NAGPRA) while preserving their distinct roles and responsibilities. The new portfolio also includes a new unit, Mission Initiatives, whose role is to accelerate and coordinate complex, cross-domain initiatives amplifying the positive impact of the university's land grant mission. This structure will enable stronger collaboration and aligned efforts across OSU's teaching, research and engagement functions.



Mission and Impact units lead and support initiatives that:

- Advance university-wide strategic priorities established in Prosperity Widely Shared and the Diversity Action Plan.
- Generate and integrate data insights and facilitate dialogue to enable strategic leadership decision making.
- Build organizational capacity through employee development, leadership development and robust assessment.
- Foster external partnerships that deepen trust and engagement across diverse communities served by the university.
- Support compliance with civil rights laws and policies to advance the university's equal access mission.

STRATEGIC ENGAGEMENT

President and Provost's Leadership Council

To maximize its reach and positive impact, the President and Provost's Leadership Council (PPLC) has evolved to provide cross-disciplinary decision support by creating a structured environment where university leaders can deliberate strategic priorities relevant to advancing Prosperity Widely Shared and the Diversity Action Plan with subject matter experts and key partners. During AY25, in its new configuration, the PPLC partnered with leaders from the Division of Finance and Administration to explore tuition model strategies contributing to the student success priorities outlined in Prosperity Widely Shared and the Diversity Action Plan.

Workforce Strategy Council

The Workforce Strategy Council was initiated by President Murthy and Provost Feser in March 2024 to support and advance the university's commitment to enhancing employee excellence and student success through innovative and strategic recruitment and hiring practices. The Council engages university partners to create mission-driven goals for recruitment and hiring and incorporates data-informed insights to more strategically develop OSU's workforce. This year, the Council advanced a proposal for unit level workforce strategy consultations: focused engagements with university leaders translating workforce development goals articulated in Prosperity Widely Shared and the Diversity Action Plan into unit-level action. Informed by institution-wide goals setting broad, long-range priorities, this process assembles cross-functional teams in each unit to assess local employee conditions, surface gaps, and design practical next steps that fit the unit's unique context.

University Climate Surveys Workgroup

The University Climate Surveys Workgroup was established and charged with leading systematic inquiry into university climate to produce actionable insights contributing to the university's mission and strategic goals. The Workgroup is responsible for coordinating and overseeing the planning, administration and follow-up of the university's alternating annual climate surveys for students and employees. Through its collaborative efforts, the workgroup aims to ensure that each survey cycle is conducted effectively, with sufficient lead time for thoughtful design, broad participation, and robust data analysis. Moreover, the Workgroup seeks to foster a culture of consistent engagement with survey findings ensuring the data collected informs meaningful decision-making, policy review and action across the university.

INSTITUTIONAL ENGAGEMENT

Institutional engagement refers to the outreach and capacity building efforts of the Mission and Impact portfolio to advance the university's mission and commitment to inclusive excellence. Each Mission and Impact unit engages extensively across the university to advance the land grant mission and OSU's core commitment to inclusive excellence.

During the 2024-25 academic year, OID staff completed over 410 internal engagements and consultations with students, faculty, staff, leaders and volunteers in every college and administrative unit and at institutional sites including the Corvallis campus, OSU-Cascades, the Hatfield Marine Science Center, and OSU Portland Center. OID engagements provide a range

of leadership, educational and strategic services. OID's engagements this year represent a 15% percent increase over the 358 engagements recorded during the 2023-24 academic year.

EOA staff dedicated a significant amount of time to developing and delivering prevention, education and awareness training for the campus community in the areas of sexual violence prevention and response, equal opportunity, universal access, and civil rights awareness. During the 2024-2025 academic year, EOA offered diverse training programs and presentations that included over 2500 participants. Additionally, EOA's online critical training modules reached 5741 employees, or 79.9% of the workforce.

Now in its fourth year, the [Equity Leaders Consortium](#), whose 38 members include university leaders responsible for advancing unit-level inclusive excellence efforts in every college and administrative unit and the OSU Foundation and Alumni Association, convened monthly to deliberate strategy, align efforts, establish collaborations, create additional capacity and share resources.

EXTERNAL ENGAGEMENT

Mission and Impact units also engage external partners, including school districts, non-profit organizations, Tribal governments and industry partners to advance the university's mission and goals.

During the 2024-25 academic year, OID staff completed over 150 external engagements and consultations with community partners across the state of Oregon and nationally. External engagements include program partnerships with community organizations, participation in community events, and facilitating campus visits. These activities aim to advance inclusive excellence as a function of our land grant mission. OID's external engagements this year represent a 25% percent increase over the 120 engagements recorded during the 2023-24 academic year.

A key example includes Access OSU, a joint venture between the Divisions of Extension and Engagement, Student Affairs, and Enrollment Management, the Office of Institutional Diversity and the OSU Foundation & Alumni Association, aimed at creating seamless pathways to higher education for students and families from underrepresented communities in the Portland metro areas. Now in its third year, Access OSU continued to mature and its efforts included launching over 15 community partner events at the OSU Portland Center aimed at raising awareness of OSU programs serving Portland-area residents, visits to the Corvallis campus by over 800 students from all Title I middle schools in the Portland Public School District to engage with OSU programs, colleges, students and faculty, and engagement of over 4,000 students and parents from across the Portland Metro Area.

Finally, as a state and national leader in the implementation of the Native American Graves Protection and Repatriation Act (NAGPRA), our NAGPRA office completed over 100 external consultations with Tribal governments, state and federal agencies, and other universities which resulted in respectful repatriation, advising on federal, state and organizational policy, and facilitation of government-to-government Tribal relations.

HIGHLIGHTED INITIATIVES

Educating on Free Expression and Academic Freedom

During the last year, the Office of Institutional Diversity, in consultation with university partners, facilitated comprehensive faculty and employee education on free expression and academic freedom. 161 employees attended in-depth workshops on free expression rights in higher education, 134 employees attended a webinar on academic freedom in the curriculum, and 31 employees enrolled in special, intensive, term-long sections of the Dialogue Facilitation Lab to develop robust dialogue facilitation skills, with a focus on free expression. Each educational opportunity leveraged the guidance and resources developed by the [Taskforce on Free Expression and Academic Freedom](#), co-chaired by the Vice President for Mission and Impact and the Vice President for Student Affairs.

Amplifying Scholarly Excellence

The third annual [Inclusive Excellence Research Reception](#) brought together OSU faculty across disciplines whose research, scholarship and community engagement advances access, belonging and success – core aspects of OSU’s land grant mission. The 2025 reception featured the submission of 60 works, including peer-reviewed articles, books, book chapters and other scholarly outputs, from 37 faculty members whose research advances inclusive excellence and broader societal impact.

Advancing Inclusive Excellence through the Administrative Modernization Program

OSU’s [Administrative Modernization Program \(AMP\)](#) is reimagining the university’s administrative systems to be more efficient, effective and future-focused. To further the goal that these changes reflect OSU’s commitment to inclusive excellence, OID partnered with AMP leadership in a year-long consultation to integrate equity into every future state process design. The team developed a protocol and facilitated a series of trainings that introduced the “Equity Stress Test,” a structured approach to evaluate new processes to improve efficacy and reduce barriers related to access, belonging and success. AMP adopted the Equity Stress Test as a standard tool for process design.

STATE OF INCLUSIVE EXCELLENCE AT OREGON STATE

The annual [State of Inclusive Excellence](#) at Oregon State recognizes high impact initiatives advancing inclusive excellence led by community members across the university. Eleven efforts were highlighted during this year’s program held on May 27, including:

- The [Catalyst Scholars](#) in the College of Engineering which rallies more than 100 donors to close affordability gaps for high-achieving, high-need and first-gen students, providing \$8,000 per year plus up to \$2,000 for experiential learning, with the 2025 cohort reporting 84 percent retention and 100 percent post-graduation employment.
- The [OSU Extension Fire Program](#) embeds six regional specialists who center “the people part” of fire adaptation by co-designing education with communities, leading workforce development, and expanding access through Spanish and English guides such as *Nuestro Futuro en Nuestras Manos* and *Incendio Aquí, Listos Ya*, and adjust program delivery so more residents can prepare for and recover from wildfire.

- The coordination of [Finish in Four](#) which mobilizes scholarships and wraparound supports so more high-need Oregon undergraduates can complete degrees on time, addressing a persistent 10 percent graduation gap by coupling financial aid with advising, financial education and emergency and completion grants.
- The [Disability and Social Interaction Lab](#) elevates disability scholarship and student belonging through a Psychology of Disability course that helped launch an Autism and Neurodiversity microcredential and work toward a disability psychology minor, while national leadership includes co-founding a 500 plus member network for disabled psychologists and earning APA recognition in 2024.

The breadth and impact of efforts highlighted at this year's State of Diversity demonstrate the impressive commitment of the university community to think creatively and work collaboratively to remove barriers to access, belonging and success for all university community members.

FOCUS AREAS FOR 2025-26

Develop an OSU External Engagement Network

The Mission Initiatives unit will lead the development of an OSU External Engagement Network: a strategic network designed to elevate and coordinate the university's partnerships in alignment with its land grant mission and Prosperity Widely Shared. By coordinating efforts across units, the Engagement Network will ensure that external engagement is not only efficient and strategic but also measurably impactful. The Engagement Network will be anchored by a robust customer relationship management system (CRM), which will enable OSU to more effectively document, assess and communicate its partnerships. This system will support real-time visibility into relationship histories, accelerate new initiatives, and reduce duplication, all while preserving institutional memory and enabling responsive follow-up. Our aim is to expand access to OSU's expertise, improve partner satisfaction, and strengthen the university's ability to demonstrate economic, social, cultural and environmental impact.

Engage the PPLC to advance Strategic Enrollment Management

In its new configuration, the PPLC will serve as a strategic leadership incubator for PWS and DAP implementation. For AY26, the PPLC will focus support for the VP for enrollment management in the implementation of a Strategic Enrollment Model. Our team will help co-design discussion topics, create onboarding education for PWS domain leads and subject matter experts, and structure dialogic activities to propel decision making.

Engage Unit Leaders in Workforce Strategy

In collaboration with University Human Resources, the Workforce Strategy Council will complete pilot unit level workforce strategy consultation, which will include the development of a unit level data profile that presents quantitative insights into a unit's functioning, guides further inquiry, and informs planning and strategy. The consultations will also implement a practices inventory which is an indexed assessment of evidence-based high-impact workforce practices. This tool will visualize a unit's workforce efforts and reveal potential practice gaps. The aim is to provide all participating units with a synthesis of quantitative and qualitative findings, benchmarked practices against evidence-based standards, and a layout of goals, owners, timelines and metrics ready for execution within the next budget cycle.

Continue Navigating the Changing Higher Education Landscape

Mission and Impact units, including OID and EOA, will continue to partner with leaders across the university and the Office of General Counsel to develop institutional strategies enabling a mission centered response to changes in the federal landscape. Already underway are resources to respond to evolving immigration policy, executive orders and memoranda regarding unlawful discrimination.

Enhance the Impact of Access OSU

Access OSU will prioritize increasing participation in signature programs such as Summer Stays, Campus Field Trips and Enrichment Programs by 5–10%, with particular attention to Portland Metro students. The team will launch an improved data system to measure student engagement and program impact. AY26 will also see the introduction of at least two new initiatives to increase opportunities for early experiential learning and college engagement via a partnership with KidSpirit.

CONCLUSION

The Mission and Impact portfolio is positioned to support meaningful progress on Oregon State University's strategic priorities. Through coordinated internal and external engagement, data-informed decision making, and targeted initiatives, the portfolio will continue to advance inclusive excellence and the university's land grant mission. The outlined focus areas for the coming year reflect a commitment to measurable impact, collaboration, and responsive leadership across the institution.