

Research and Innovation Briefing

INTRODUCTION

As highlighted in the [2025 Research and Innovation Annual Report](#), OSU continues to make big discoveries that drive big solutions. OSU's researchers and innovators continued to engage in areas of significant global impact, collaborating across disciplines and with communities to tackle global issues and seek solutions that are innovative, holistic, implementable and of great impact. OSU's strategic plan, [Prosperity Widely Shared](#) (PWS), sets ambitious research, innovation and economic development goals, providing the university with an opportunity to elevate areas of distinction. The following report summarizes the university's progress in reaching its research and innovation goals in FY25; describes special initiatives in FY25 aimed at advancing research, scholarship and innovation; and highlights the significant work ahead for OSU to achieve the new strategic plan's ambitious goals.

OUTCOMES

Oregon State University's research activity takes place on all campuses, in colleges, schools, and departments, as well as in [centers, institutes, and large research facilities](#). The [Division of Research and Innovation](#) (DRI) is the central administrative unit tasked to support, enable and strategically grow research and innovation in partnership with all these research-active units. The division's work takes place in multiple offices that support the university, including the Office for [Sponsored Research and Award Administration \(OSRAA\)](#), [Research Support Services \(RSS\)](#), [Office of Research Integrity \(ORI\)](#), [Office of Research Advancement \(ORA\)](#), [OSU Advantage](#), and the Office of [Economic Development and Industry Relations \(EDIR\)](#).

Faculty Excellence

Through discoveries and meaningful engagement, the nearly 3,000 groundbreaking faculty researchers at OSU demonstrate our extraordinary commitment as a land-grant university to focus resources and expertise on transdisciplinary collaboration and real-world problem-solving. This approach has a marked impact in Oregon, the nation and the world. Our faculty have built a preeminent reputation for working directly with those communities and industries that can leverage discoveries to transform the world. This approach is recognized through our selection as the 2025 [C. Peter Magrath Community Engagement Scholarship Awardee](#). The Magrath honors OSU for the central role the university played in collaboration with our surrounding communities to protect precious wildlife while preserving our state's treasured fishing industry. This year, OSU became one of 90 institutions designated as an [Innovation & Economic Prosperity University](#), in recognition of our strong commitment to collaboration with public and private sector partners to support economic prosperity.

This year's University Distinguished Professor Award honors Dr. Melissa Cheyney whose work embodies societally responsive transdisciplinary approaches through community-led research that combines data science and ethnography to achieve more equitable reproductive futures. Early-career scholars continue to secure NSF CAREER and Presidential awards and are honored by their peers through awards from international professional societies. Two OSU faculty were bestowed the exceptional honor of being elected to join the membership of the National Academies of Science, Engineering and Medicine: [Heidi Schellman](#), professor in the Department of Physics; and [Peter U. Clark](#), University Distinguished Professor of Earth, Ocean, and Atmospheric Sciences.

Our faculty seize opportunities to create meaningful impact through transdisciplinary problem solving. For example, the [Research Advancement Academy](#) has provided cohort-based professional development and coaching for 65 highly motivated early- and mid-career faculty Fellows as they seek to build teams with external partners and secure funding to grow their ambitious solutions research programs. The Transdisciplinary Research Seed Fund program, supported equally by the colleges and the Office of the Provost through DRI, has recently supported 45 faculty teams that engaged more than 50 external organizations in collaborative transdisciplinary research advancement.

Research by the Numbers

Research Expenditures are the costs related to research awards, a barometer of research productivity and performance. OSU has shown steady progress over the last several years towards the PWS target goal of \$600M in research expenditures. However, as detailed in the FY25 research annual report, FY25 is the first year that saw a reversal of this trend.

In FY24, OSU’s research expenditures were \$422 million, an increase of 15% over FY 2023. However, in FY25, research expenditures totaled \$417 million, reflecting a 0.9% decrease from the previous year. This slight decrease in expenditures is reflective of the challenging environment surrounding research nationwide. More significantly, research awards in FY25 were \$344M, a **decrease of 21.0%** compared to FY24. A significant factor for this decrease is the continued decline in federal research awards from \$340M received in FY24 to \$295M received in FY 2025. In addition, other research and innovation-related contributions from research cooperatives and licensing and royalty revenue were \$5.4 million.

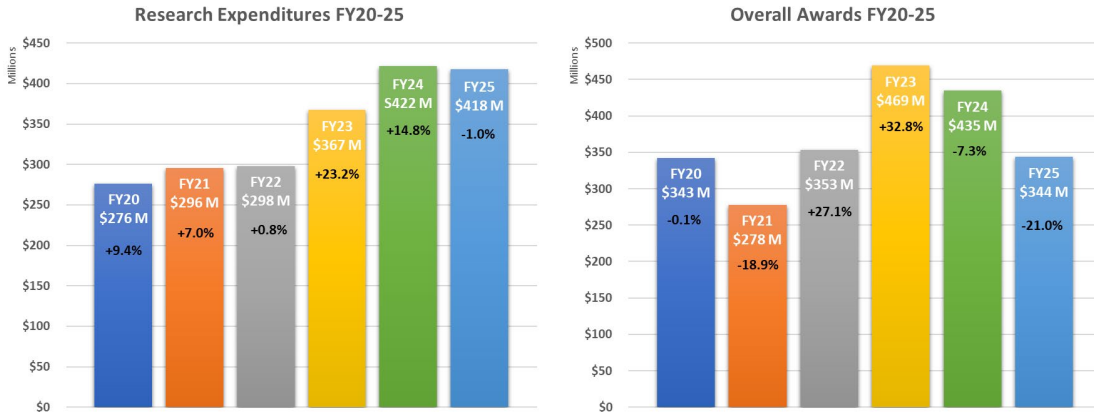


Figure X1. FY20-FY25 research expenditures and overall awards.

Figure X1 illustrates OSU’s research expenditures (left) and overall awards (right) from FY20 through FY25. Research expenditures continue to demonstrate a strong upward trend, with a modest decline of less than 1% in FY25 (black percentages indicate year-over-year change). Awards peaked in FY23 at \$480 million and have since declined by – 7% in FY24 and –21% in FY25. Despite this reduction, the proportion of federal awards remains strong at 86% in FY25, consistent with OSU’s six-year historical average.

In addition, **Figure X2** shows research expenditures by college for FY25. Three Colleges, namely, the Colleges of [Earth, Ocean and Atmospheric Sciences \(CEOAS\)](#), [Engineering \(COE\)](#) and [Agricultural Sciences \(CAS\)](#) have the largest expenditure amount, accounting for about two-thirds of the total. Notably, the CEOAS continues to have the largest funded

research productivity with expenditures at \$99M, followed by the College of Agricultural Sciences at \$85M, the College of Engineering at \$76M, the College of Health at \$33M and the combined central [Centers and Institutes](#) at \$32M. Also significant, the Colleges of [Liberal Arts](#), [Forestry](#), [Science](#), [Education](#), [Health](#) and [Pharmacy](#), as well as [OSU-Cascades](#) and the [Division of Extension and Engagement](#), have continued their upward trend in attracting research funding, which is critical for OSU achieving its goal to conduct research that transcends all disciplinary boundaries.

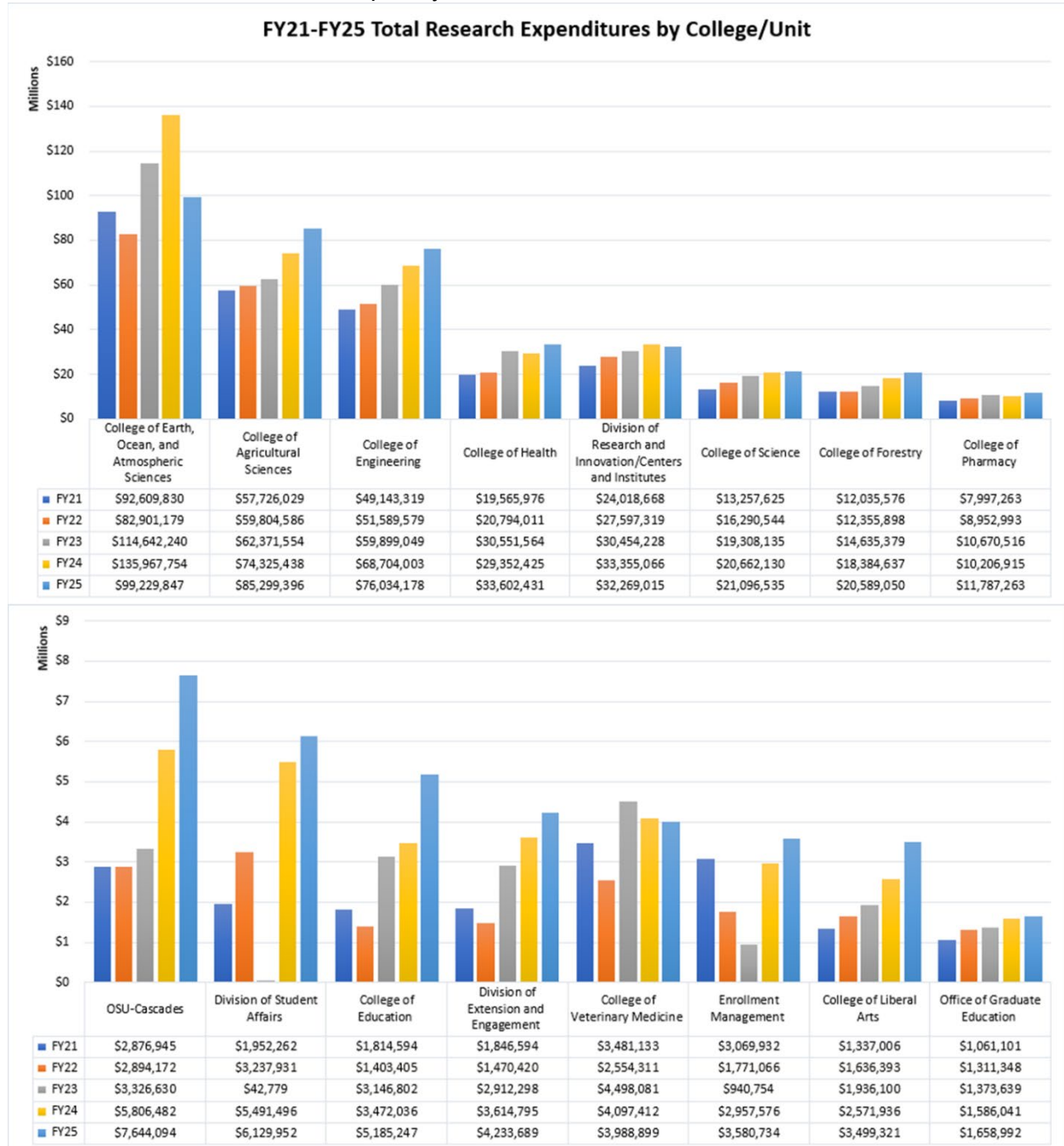


Figure X2: FY20-FY25 Research Expenditures by College and University-Wide Centers and Institutes. This data captures all restricted funds administered by the Division of Research and Innovation. Note the different vertical scales.

Lastly, **Figure X3** illustrates that federal agencies remain OSU’s largest source of funding at ~\$295M. State and local governments rank second with ~\$20.7M followed by nonprofit organizations in third placed at \$14.4, industry at ~\$12.2M and a much smaller allocation by foreign governments at ~\$286K.

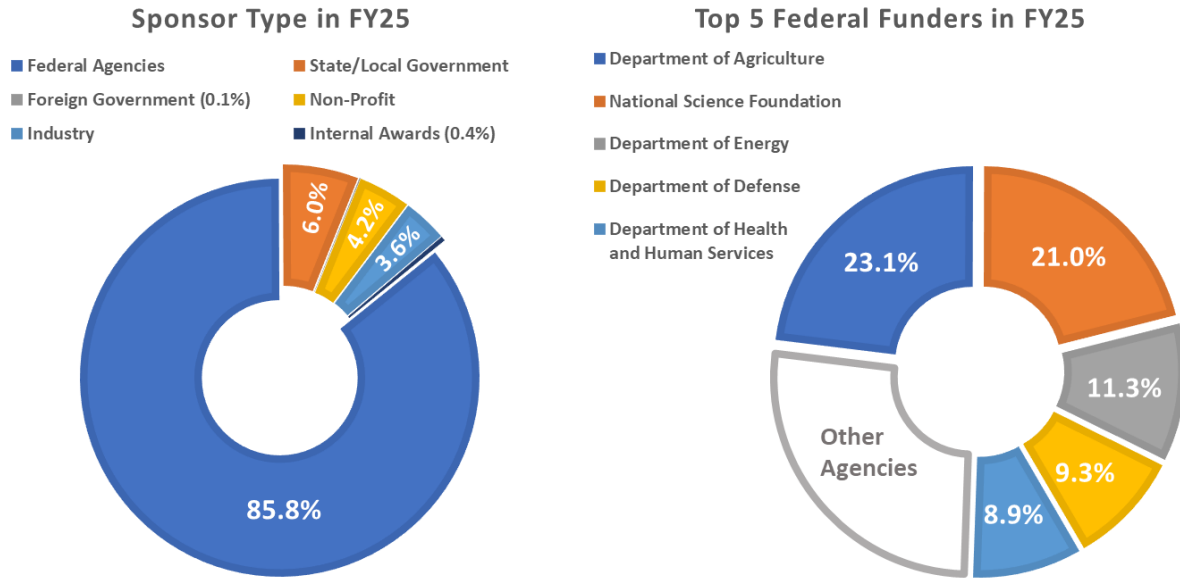


Figure X3: FY25 Awards by Sponsor Type and Top 5 Agencies

This data captures all restricted funds administered by the Division of Research and Innovation.

Economic Impact through Research Innovation

As forecasted, licensing income decreased significantly this year with no equity positions to be liquidated and one patent that expired, previously contributing to approximately 20% of recurring licensing income. At \$3.9M, licensing revenue has returned to historic levels and is at national averages (**Table 1**). This level provides an adequate income for office/program sustainability but begins to dig into self-sustaining reserves to secure intellectual property and to offset innovation and entrepreneurship expenses. Invention disclosures are beginning to rise back to pre-pandemic numbers of 70-80 per year (**Table 1**).

The university will continue to focus on this metric to support colleges’ efforts. In FY22 OSU recovered sharply from the pandemic downturn in industry-sponsored research in FY20-FY21 and began leveling off the past three years producing \$6.7M in awards (**Table 1**), which is a 11% increase over the typical three-year average (taking out the pandemic year of FY21). Industry is beginning to engage with OSU more heavily in large, complex sponsored research funded by government agencies, which will support future total research awards and expenditures, but not directly translate to pure industry-sponsored research numbers.

Table 1: Innovation and Economic Impact from FY20 to FY24. Overview of invention disclosures, licensing income, and industry-sponsored research.

University Totals	FY21	FY22	FY23	FY24	FY25
Invention Disclosures	75	50	66	65	73
Licensing Income	\$3,987,761	\$6,066,069	\$9,611,212	\$6,974,391	\$3,872,128
Industry Sponsored Research	\$2,911,283	\$8,938,453	\$7,063,937	\$6,774,891	\$6,661,610

SPECIAL INITIATIVES & PROJECTS

Navigating the Changing Federal Landscape

The university is navigating an unprecedented federal funding landscape, creating uncertainty about the future of federally funded research and our universities' role as global leaders in research and innovation. In response, OSU's leadership is working collaboratively as a community to advocate for research and innovation. Their efforts aim to support the world's best scientists, engineers, and thinkers. The university has been heavily engaged in national conversations and advocacy on the Hill on behalf of our universities' global leadership in research and innovation. Critical to delivering on our research and innovation mission, an internal working group has been at the forefront assessing new directives, new regulations, and making sure our researchers are well supported. This working group has worked with other OSU leaders to respond to federal executive orders and directives by helping researchers navigate changes and partnering with internal and external stakeholders to understand and mitigate negative impacts.

DRI's role is to support our researchers and help them understand and navigate these changes. We focus on facilitating productivity, maintaining continuity in proposal and award management, and strengthening the partnerships and infrastructure that sustain OSU's research mission. Many of the initiatives outlined next focus on ensuring seamless support and strategically positioning OSU's research and innovation enterprise.

Financial Impacts

Overall, the federal funding landscape has drastically changed for all higher education institutions in the United States with direct implications for OSU's research and innovation enterprise, significantly impacting research awards and expenditures expected over the next year. At OSU, between January and October 2025, federal agencies terminated 36 OSU grants, resulting in approximately \$14M in lost funding. Each termination situation is unique, and collaborative efforts were undertaken on each one to attempt to reduce the negative impacts, ranging from reviewing allowable costs and expediting financial reporting to formal administrative appeals and federal lawsuits.

The \$14M total is comprised of \$7.1M in obligated funding that was revoked, as well as \$6.9M in anticipated future funding increments that will not be issued. Thanks to the active engagement of OSRAA with the Principal Investigators (PIs), 11 of the terminated grants resulted in a loss of less than \$10,000. This is due to the timing of the termination late in the project period as well as collaborative work to bill all allowable costs. However, 10 of the terminated grants resulted in a loss of over \$500,000. The largest financial impacts include a \$1.4M Dept of Education CAMP award; a \$1.6M EPA award on Antibiotic Resistant Bacteria; a \$2M: NSF LSAMP award; and a \$2M USDI-BLM Tribal Conservation Corps award.

Note that this list includes only federal grants that were terminated prior to their end date through a formal termination action by the agency. Many other projects that were financially impacted by reductions in scope or budget are not included in the reported \$14M in losses. About half of the included grants are still estimates because we have not yet completed closeout, but they should have reasonable estimates at this point.

Proactive Work

To help OSU position for success with the uncertain and increasingly competitive funding environment, the university is undertaking many activities to understand the current set of priorities and exploring new avenues for supporting our research and scholarship, including: expanding our strategic intelligence and agency engagement efforts; thinking proactively about diversifying our research portfolio; investing in the infrastructure; actively exploring new frontiers of research and capability; doubling down on faculty engagement. The most important investment for the research enterprise is to ensure OSU can proactively diversify its funding portfolio by pivoting toward new research areas and targeting federal agencies, industry, philanthropy and private foundations to a greater degree. OSU has formed an internal strategic intelligence working group to better understand the current landscape and the investments needed to shape these new directions.

Despite the uncertainty, the [FY25 Research Annual Report](#) clearly highlights all of our accomplishments, with a record number of proposal submissions and continued success in attracting new awards. The trend in proposal activity has continued into the new fiscal year, showing our researchers' resilience and creativity. As part of our commitment to research and innovation, OSU just organized the first university-wide summit to support research, innovation and impact. The summit was major success, energizing participants and providing many opportunities to have proactive and forward-looking conversations about achieving OSU's PWS goals.

Research Administration

Effective research administration depends on a coordinated ecosystem that integrates people, processes, and resources to support innovative research, prioritize compliance and advance institutional goals. As competition for research funding and talent intensifies across R1 institutions, OSU continues to strengthen its administrative and research infrastructure. Key initiatives launched and implemented in FY25 are described below. With ambitious timelines and resource constraints, OSU is advancing these initiatives to enhance operational effectiveness and position the research enterprise for continued growth and success.

Research Accounting

Research accounting is integral to compliance, fiscal transparency, and the effective management of research funds. OSU initiated a comprehensive review of research accounting practices in FY25, including methodologies for Facilities and Administration (F&A) rates, enhancing OSU NSF HERD (National Science Foundation Higher Education Research and Development) reporting, fringe benefits, and research center costs. This effort also included an evaluation of research administration support for Principal Investigators (PIs). The goal is to enhance infrastructure, optimize allowable research revenue, and ensure alignment with OSU's PWS goals.

Research Support Services

To align with peer R1 institutions and national best practices, OSU established the Research Support Services ([RSS](#)) office in FY25. Together with [OSRAA](#), RSS serves as a central hub of OSU's research administration ecosystem, providing the foundation for efficient, compliant, and service-oriented support to Principal Investigators (PIs) for their research across the university. This marks a major milestone in OSU's efforts to modernize research support. The office operates in close partnership with the Controller's Unit and Financial Strategic Support within

the Division of Finance and Administration (DFA) and continues to clarify and confirm roles and responsibilities with both OSRAA and DFA to ensure coordinated and effective service delivery.

Electronic Research Administration (ERA)

DRI is leading the modernization of OSU's Electronic Research Administration (ERA) system in support of pre-award services. This initiative represents a cornerstone of OSU's ongoing efforts to modernize and integrate research operations and set the university up for a successful and seamless transition of its post-award services to Workday, hence supporting the university's ambitious research growth goals and advancing the *Prosperity Widely Shared* vision.

Core Facilities development

Core facilities are vital components of a modern research institution, providing centralized access to advanced technologies, equipment, and expertise that support interdisciplinary research. DRI advanced efforts to strengthen OSU's core facilities infrastructure by developing operational policies, sustainable business plans, and a comprehensive equipment inventory. The division continued to implement the Research Equipment Lab Management System ([RELMS](#)) to improve visibility, scheduling, and utilization of shared equipment—enhancing access to critical tools that drive research excellence.

Research Integrity and Security

The university's Office of Research Integrity ([ORI](#)) is tasked with promoting the highest standards of research integrity and is essential to maintaining compliance with OSU's obligations to federal and other funders.

Important this year, in addition to its core research integrity programs, ORI has established a research security program to meet new federal rules intended to address foreign interference in the U.S. research enterprise. OSU's [research security program](#) coordinates efforts across the university to address these needs. As required by federal funders, DRI implemented new research security training requirements and began explicitly prohibiting participation in malign foreign talent recruitment programs. Programs within DRI (sponsored programs, export controls, and conflicts of interest) are working together to share relevant information about international outside interests and to identify and manage risks as necessary.

In addition, research information security is an important aspect of overall research security efforts, and many funding agencies require that institutions strengthen their data security infrastructure to remain eligible for federal research funding. In conjunction with the establishment of OSU's Research Computing Office, DRI and UIT have been preparing to meet new data security standards and offer new secure computing resources to OSU researchers. Such secure data environments will require significant investment. In the interim, OSU has collaborated with the San Diego State Supercomputer Center to offer secure cloud computing resources to OSU researchers. DRI and UIT are also evaluating comprehensive cloud-based computing resources and the costs and feasibility of on-premises secure data centers.

Research Advancement

The increasingly uncertain federal funding landscape, with availability of research funding significantly decreasing across most agencies, has pushed higher education institutions to shift their strategies and increase support of their researchers and seek targeted long-term investments in their research enterprises. At OSU, we have focused our investments and priorities on putting in place unique programming with the highest potential of return on investment. The university's Office of Research Advancement ([ORA](#)) was established four years

ago to provide the strategy and resources needed to increase investigators' competitiveness. In light of the changing federal funding landscape, OSU continues to be creative in designing unique offerings and activities and assessing how to resource our strategies.

Competitive Intelligence for Prospecting and Priority Setting

ORA has been providing key support to OSU's research enterprise and strategic planning via competitive intelligence to identify growth paths in both reputation and/or funding opportunities by 1) looking at OSU's past research impact and productivity; 2) benchmarking against OSU's aspirational peer institutions; and 3) prospecting for strategic funding opportunities relative to OSU's four PWS research focus areas and Artificial Intelligence. High-level findings show that there is good opportunity space in OSU's target areas, as well as more broadly in the marine sciences, forestry, and agriculture. In the current federal funding landscape, other areas such as critical minerals, nuclear energy, cybersecurity, advanced manufacturing, food production, and more are becoming aligned with OSU's traditional research and innovation strength areas.

Training and Seed Funding for Researchers and Researcher Teams

As larger and more complex awards become harder to win, incubating and building collaborative and competitive principal investigator (PI) teams become critical. OSU launched the *Research Advancement Academy* ([RAA](#)), an intensive professional development program designed to train faculty fellows in developing the skills required for leading large, transdisciplinary research projects. OSU also launched several seed funding programs, some offered in colleges, including a new one funded through a major gift to launch the Gaulke Center for Marine technology and Innovation, and three new ones offered out of DRI, including the Valley Biohealth Sciences Fellows Program (funded through a gift from Gladys and Wayne Valley Foundation), and the Transdisciplinary Research Seed Fund (TRSF) Program, which is a university-wide open competition that invites all PI teams to collaborate around PWS strategic focus areas of climate science, clean energy, robotics, and integrated health and biotechnology.

Community Engagement

As part of OSU's approach to engaging communities to lead solutions-focused research and build reputation in areas of distinction of competitive advantage, OSU launched work to establish policies and practices to equitably collaborate and engage in research with minoritized and underserved communities and to cultivate and steward institutional relationships with Tribal Nations, Minority Serving Institutions and minoritized and underserved community-serving organizations. Recent examples of impactful projects that require OSU to be respectfully strategic about this type of engagement include combining indigenous knowledge and western science [informing future climate-adapted land management decisions](#), and working with Native American Tribes to spur economic development in the western United States by [developing manufacturing capabilities for materials and products made from hemp](#).

Large Proposal Support

OSU has been particularly successful in securing large >\$5M and >\$10M awards and facilities. ORA provides strategic support to proposal teams going after such large transdisciplinary funding opportunities. ORA provides strategic advice, assists in establishing strategic partnerships inside/outside of OSU, organizes "red team reviews" to provide constructive criticism on the proposal packages before submittal, coordinates meetings, provides project management, and works with central administration to establish institutional support during the proposal development stage and/or during implementation. The shining examples of such proposals with funding ranging from \$20M to \$400M included an AI institute for [sustained](#)

[agricultural productivity](#), [regional class research vessels](#), a [marine energy device test facility](#), [climate-resilient potatoes](#), and a [sensor network to monitor oceans' health](#).

Innovation and Entrepreneurship

The university continues to elevate its national profile as a university that not only produces groundbreaking research but also ensures that discoveries reach the marketplace and society. Building on a decade of investment in innovation infrastructure, OSU's [Advantage Office](#) in the Division of Research and Innovation is now developing and beginning to execute a strategic implementation plan to align programs, partnerships, and incentives across the research enterprise for maximum impact.

Advancing a Culture of Innovation

Leadership in the Promotion and Tenure for Innovation and Entrepreneurship (PTIE) initiative continues to position the university as a national model for aligning academic incentives with real-world impact. Following the successful NSF-funded expansion to 18 universities, the university has been invited to lead a follow-on proposal to scale PTIE nationally to more than 50 institutions. President Murthy, Provost Haggerty, and Vice President Tumer have agreed to be senior personnel and also to chair leadership committees with peers at other universities, to support the national effort and show university leadership. These efforts are reshaping how innovation is recognized in academia and ensuring that faculty contributions to commercialization and industry partnerships are institutionally valued.

Innovation Hubs as Catalysts for Economic Impact

The university is strategically investing time and resources in innovation hubs that co-locate research, industry collaboration, and startup activity to accelerate translation into products or services. Each hub is designed to integrate a dedicated physical footprint with incubator space for emerging startups and shared facility equipment, and will be powered by aligned faculty, central innovation and entrepreneurship programs, IP strategies, agreement execution, and operational best practices, and aligned with each other to maximize impact. The hubs are being modeled in part after our Advanced Technologies and Manufacturing Institute ([ATAMI](#)), which received the [Oregon Business and Industry Visionary Award](#) last year. The first hub is anticipated to emerge this year, an Energy Innovation Center at OSU Cascades, led by Dr. Zac Taie and Dr. Chris Hagen. The next hub in incubation this year is the Biotechnology Translational Institute led by Dr. Ryan Mehl and Chris Larson. These hubs are designed to drive regional innovation clusters, attract private investment, and generate sustainable operating revenues.

Strategic Implementation and Leadership

The Advantage Office is advancing a coordinated implementation plan that connects intellectual property development, startup formation, industry partnerships, and policy alignment into a unified innovation strategy. The plan focuses on deepening faculty engagement in key sectors such as semiconductors, energy systems, biotechnology, and robotics; modernizing licensing and contracting to national best practices; and reinvesting licensing revenues to sustain innovation programs. Through this approach, the university is strengthening its position as Oregon's anchor institution for research translation and economic impact. The Advantage team continues to play national leadership roles through the NSF I-Corps network, the PTIE expansion effort, and partnerships with regional and corporate collaborators, ensuring that the university's innovation ecosystem not only advances university goals but also helps shape the national landscape of research-driven entrepreneurship.

Economic Development

OSU's Economic Development and Industry Relations ([EDIR](#)) office drives statewide economic impact by building partnerships with industry, government, and communities. Since its launch in 2024, the office has advanced regional strategies, sector initiatives, OSU's national recognition, and has developed a 10-year action plan.

Regional Economic Engagement

OSU is engaged in major economic development efforts across Central Oregon, the Portland Metro and the Southern Willamette Valley. The Innovation District at OSU-Cascades is advancing through the main developer RFP selection process, with a developer expected to be selected by mid-2026. OSU is pursuing new collaborations in Portland and working with the University of Oregon and regional leaders to shape a Southern Willamette Valley Innovation Corridor.

Sector Strategies

Initial sector focus has been on semiconductors, where OSU led two major consortia and proposals: FAST, a 95+ partner, \$160M National NSF Regional Innovation Engines finalist, and CorMic, a 65+ partner consortia and a \$65M federally designated tech hub advancing microfluidics. OSU also led a second tech hub focused on mass timber. With additional resources, EDIR is preparing to launch at least 2 new sector strategies this fiscal year. Other sector related activities include work in AI & Robotics, Food & Beverage, Forestry, Wood Products & Natural Resource, and Clean Tech.

APLU Innovation & Economic Prosperity Designation

Oregon State University pursued and earned the national Innovation and Economic Prosperity (IEP) University designation from the Association of Public and Land-grant Universities (APLU), recognizing its strong commitment to regional economic engagement. Receiving the designation affirms OSU's leadership in fostering partnerships that drive economic growth and societal impact across Oregon and beyond, aligning directly with the university's *Prosperity Widely Shared* strategic plan, particularly Goal 3 to fuel a thriving world, and providing a roadmap for how the university achieves that vision.

Research Marine Operations

In early 2024, OSU made the decision to elevate the support of its marine enterprise through the centralization of all marine operations into the DRI at OSU's [Hatfield Marine Science Center](#) (HMSC) in Newport. Centralization allows for resources across these programs and facilities to be shared more efficiently. Safety standards and policies are also being standardized, and fiscal oversight and funding efforts will be more focused. OSU's sea-going fleet will be right-sized and modernized (a fund-raising effort is in early stages of implementation for a new, purpose-built mid-size research vessel), and facilities critical to all ocean-going and experimental research are being reviewed for upgrades and expansion.

This centralization was implemented early this last fiscal year (2025) and resulted in the creation of the [Office of Marine Operations](#) (OMO). The OMO consists of Research Vessel Operations (mid-size vessels and the forthcoming regional class research vessel Taani of the Academic Research Fleet, Small Boat and Scientific Diving Programs, and Oceanographic Technical Services, all supported through centralized shoreside infrastructure (dock facilities, warehouses, shops and offices, staging and equipment testing facilities). In addition, OSU's [PacWave](#) (wave energy test site) is now centrally managed and supervised, having transitioned from its construction to its operational phase. The project has been fully funded by the Department of

Energy and is looking forward to its first commercial test customer. Lastly, Port Orford Southcoast Field Station was also centralized HMSC and remains a vital field station due to its unique ocean and near shore habitat.

MAJOR WORK AHEAD

As the university continues to navigate the changing funding landscape, the work to develop new strategies to increase OSU researchers' competitiveness and to modernize the administrative structures and processes to support research and innovation will remain critical to fully supporting campus and the university's future PWS goals. As such, OSU will continue to assess the investments and intentional strategies needed to compete with peer and aspirational institutions in the increasingly competitive funding environment, requiring the university to prioritize and reallocate resources in support of its research and innovation mission. In addition, many major initiatives are being launched to advance the university's work ahead, positioning OSU to be national leaders. These initiatives will allow OSU to fully leverage the unique asset with the Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex coming online and the associated research computing capability it will bring to OSU, and to position OSU as a leader and driver for economic and workforce development for the State of Oregon and the world. Both initiatives will be key to increasing OSU's funding, impact, and reputation as a world-class R1 research and land-grant university.

Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex

The Jen-Hsun Huang and Lori Mills Huang Collaborative Innovation Complex (Huang complex) is going to be key to the success of PWS. The Huang Complex is due to be completed by the end of 2026, and when completed, it will be home to a transdisciplinary research support hub to build capacity among faculty and their research partners and collaborators to pursue discovery and solutions to critical challenges facing Oregon and the world.

To ensure researchers can fully benefit from this asset, last year's efforts focused on developing an organizational structure and programming to maximize impact. These efforts aim to leverage the Huang Complex's facilities and resources to facilitate large, team-based transdisciplinary research that drives solutions and innovation across OSU. The Huang Complex has already created many opportunities for building new institutional-level partnerships with other universities and with several Department of Energy national labs. These partnerships focus on biomedical AI and data sciences, AI-enabled solutions in autonomy and field robotics, shared use of infrastructure, including the NVIDIA supercomputer, and nuclear energy solutions.

The university is in the final stages of searching for its inaugural executive director. An executive director will be a demonstrated leader in facilitating collaborative, large-scale, team-based research with expertise in the creative application of artificial intelligence broadly in OSU's research and education agenda.

Research Computing

An important part of the Huang Complex is the NVIDIA supercomputer, which will significantly boost OSU's research computing capability. To prepare for the supercomputer's arrival, the university moved to dramatically expand the scope and capabilities of its combined research computing infrastructure to best support the university's future computer-intensive, AI, and data-intensive research projects, and to develop an enterprise-wide research computing infrastructure and ecosystem. An executive committee and working group were formed last year to provide a university-wide vision and to establish a research computing roadmap. This work was based on recommendations from a faculty-led task force *Research Computing by 2030* that

carried out extensive benchmarking against 14 peer institutions, each of which scaled-up their research computing and supercomputing ecosystems and recently experienced substantial research growth, and an internal *Digital Research Infrastructure Assessment* of OSU's data centers, hardware, servers and research computing services, both centrally and within colleges, looking for areas of improvement, in the services we provide as well as looking for efficiencies.

With the university-wide MOU signed by all colleges and senior leadership at OSU, we are embarking with shared intent to adopt a centrally coordinated model for research computing. OSU has recently launched the new Research Computing Office (RCO), which will be overseen by both the Vice President for Research & Innovation (VPRI) and the Chief Information Officer (CIO), and governed by various university-wide advisor councils and committees. The RCO is structured to include a leadership and management group that will provide strategy and oversee research computing support and operations, including (1) researcher support and development services (e.g., software and AI developers, research computing and AI facilitators, data security engineers, workshop organization and training), (2) general service operations, (3) high performance computing services, and (4) supercomputing operations. The key milestone is the end of 2026 when the Huang Complex is slated to be opened, and the NVIDIA SuperPOD will be installed and become available.

Economic Impact and Engagement

The work ahead will focus on advancing *Prosperity Widely Shared* Goal 3, Fueling a Thriving World, by deepening Oregon State University's capacity for economic engagement and impact. An initial roadmap for this work has been developed and will be refined and advanced through collaboration with the Economic Engagement and Impact Domain Team. New targets and metrics are being finalized to guide progress and accountability. Implementation will also be supported by the APLU Innovation and Economic Prosperity (IEP) University Growth and Improvement Plan, which provides a structured framework for translating strategy into action and sustaining long-term impact.

With additional resources, the university is also preparing to launch at least two new sector strategies this fiscal year in partnership with colleges and other units across campus, expanding OSU's capacity to engage industry and align research strengths with state and regional priorities. Parallel efforts are underway to buildout programs that support faculty engagement with companies and the development of industry partnerships, strengthening pathways for collaboration, innovation, and real-world impact.