

# STRATEGIC RESOURCE RENEWAL

Board of Trustees update  
May 8, 2026



**Oregon State**  
University

# SRR is OSU's proactive response to a challenging environment

The time is now to take action to ensure OSU's long-term strength

## External pressures

Forces outside of OSU's control are not going away

- Shifting federal priorities
- Declining state funding
- Uncertain international student enrollment
- Intensifying competition for research funding and students

## Shifting higher education landscape

Changes in higher education are forcing institutions to adapt

- Growing skepticism about the value of a college degree
- Affordability pressures
- Shrinking college-age population

## Urgency felt today

The difficult but necessary actions OSU has taken are working—but we need to do more to deliver on our mission

- Two consecutive years of budget reductions to maintain stability
- Many OSU units are underfunded and over-stretched
- Not in crisis, but status quo is unsustainable

# Strategy Alignment



## **SRR aims to strengthen OSU's foundation for students, employees, and the communities we serve**

### **SRR is a university-led process to:**

- Align resources with strategic priorities
- Diversify and strengthen OSU's financial foundation
- Identify opportunities for efficiency, growth, and reinvestment across the university
- Ensure OSU can deliver on its education, research, and engagement mission while keeping tuition as affordable as possible



## We are taking a three-phased approach to deliver SRR



## Phase 1 Discovery

### Stakeholder engagement

*Non-exhaustive*

- 70+** Interviews completed across OSU
- 30+** SME sessions to validate data and pressure test emerging insights
- 25+** In-depth working sessions completed with SRR Executive Sponsors, Co-Leads, and Project Team to continuously gather feedback and pressure test Phase I perspectives
- 11** All 11 colleges engaged in interviews and validation discussions for specific actions
- 10+** Administrative Divisions, Support Services, and Offices engaged
- 5** Geographic lenses considered – Corvallis, Cascades, Extension, Portland, and Hatfield

## Analyses completed

*Non-exhaustive*

- \$2.4B** In spend transactions categorized, FY23-26
- \$1.2B** Of budgeted spend for planned capital projects benchmarked and analyzed
- 5+** Years of enrollment, marketing, and retention data analyzed to surface historical trends, & better identify what's possible in the future
- 500+** Programs analyzed across Undergraduate, Graduate, and Professional/Non-credit to identify program growth opportunities
- 7** Administrative functions reviewed at sub-function level to surface optimization opportunities
- 60+** Analyses completed across opportunity areas



# 11 Workstreams are launching now in Phase II

## On Campus: Enrollment, Marketing, and Financial Aid

Grow on-campus enrollment by strengthening how OSU recruits, engages, and supports prospective students

## Ecampus: Enrollment, Marketing, and Financial Aid

Better reach & serve Ecampus learners by strengthening marketing investment, improving student experience from inquiry through application, to admitted & enrolled, and building the infrastructure needed

## Retention and Completion

Strengthen the academic and support experiences across the student journey to help more students persist and graduate

## Program Growth

Explore ways to grow and evolve academic programs to better reflect student interest, workforce needs, and OSU's distinctive strengths

## Research and Innovation

Accelerate research growth and impact by strengthening research infrastructure, partnerships, and commercialization, diversifying research funding, and increasing support for Faculty and Research teams

## Auxiliaries

Enhance student and campus experience by examining opportunities to improve the effectiveness and long-term sustainability of self-supporting services such as housing, dining, and parking

## OSU-Cascades

Grow OSU-Cascades as a driver of access, regional prosperity, and innovation in Central Oregon by focusing on areas include enrollment growth, retention and completion, auxiliary operations, and alignment of capital investments with campus growth and community needs



# 11 Workstreams are launching now in Phase II

## **Instructional Capacity**

Ensure instructional resources are deployed efficiently and effectively to support student success and institutional priorities by exploring opportunities to improve course scheduling, optimize section capacity, and strengthen collaboration across colleges and campuses

## **Administrative Optimization**

Improve service delivery, reduce duplication, modernize systems, and ensure resources are focused on mission-critical activities by exploring opportunities to streamline administrative structures and processes across the university

## **External Spend Optimization**

Examine how OSU can optimize external spending for goods and services through stronger procurement practices, vendor consolidation, contract renegotiations, and improved demand management

## **Capital Excellence**

Support long-term institutional resilience by aligning capital planning and project execution with OSU's strategic priorities, improving project prioritization, reducing costs, and utilizing existing spaces

## We are taking a three-phased approach to deliver SRR

### Phase I: Diagnostic and Benchmarking

*February-March 2026*



Comprehensive review of programs, operations, and finances across all colleges and administrative departments

### Phase II: Solution Design and Implementation

*April-July 2026*



Exploring workstreams in depth, developing options, and deciding which solutions to pursue

Underway

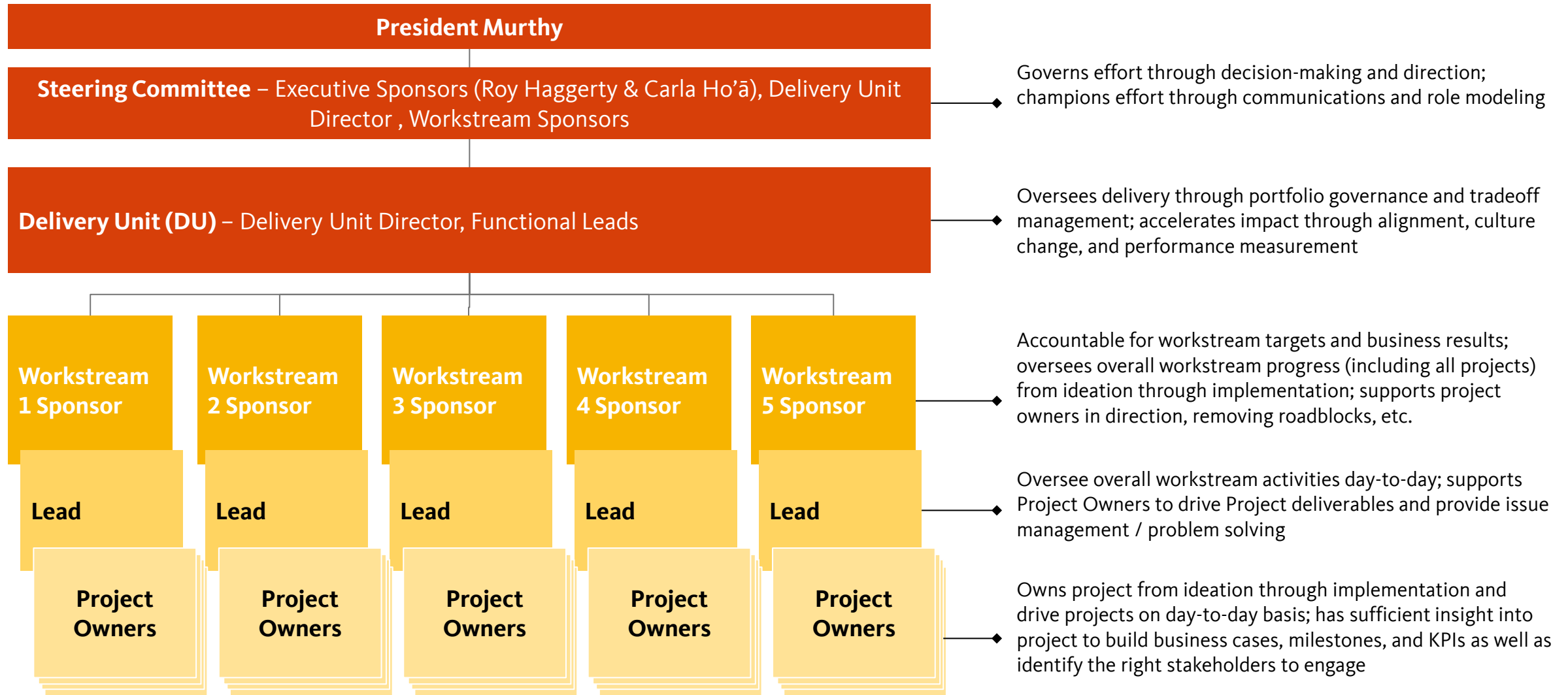
### Phase III: Implementation

*Fall 2026 and beyond*

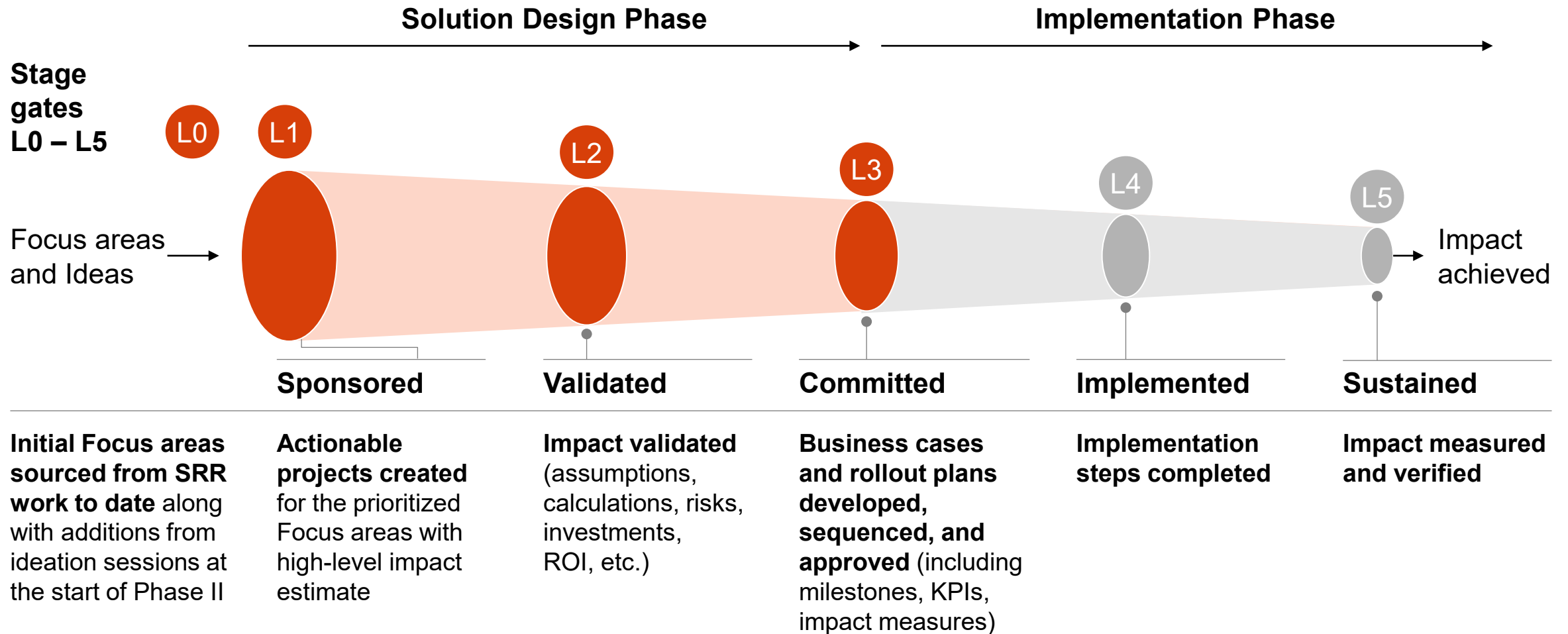


Implementing selected solutions across OSU, with ongoing engagement and communication throughout

# Phase II of SRR is supported by a dedicated governance structure



# Projects pass through a structured L-Gate process for refinement from ideation to successful implementation





# Phase II will engage the community more broadly



**Town halls and forums**



**Reach out to Workstream Sponsors and Leads**



**[srr.oregonstate.edu](https://srr.oregonstate.edu): updates and FAQs**

# Questions?

