

Presidential Leadership Profile

BACKGROUND

After considering extensive feedback provided by community members and an OSU Faculty Senate ad hoc committee, on October 20, 2021 the OSU Board of Trustees approved preliminary plans for an open search for the university's next president, including opportunity for engagement by faculty, students, staff and others. At the December 10, 2021 Board meeting, trustees approved a timeline and process for the presidential search.

DEVELOPMENT OF THE PROFILE

Extensive community engagement and input was key in developing a draft presidential profile. Trustees and Presidential Search Advisory Committee members hosted 15 listening sessions, facilitated by team members from Isaacson, Miller, to gather input from students, staff, faculty, university leaders, alumni, donors and community members. University and community members also shared their perspectives through an online survey. Approximately 200 people participated in the listening sessions and 147 survey responses were received. This input, along with feedback provided by the Presidential Search Advisory Committee, has helped to inform development of a draft presidential profile and will help guide conversations the Isaacson, Miller team has with candidates.

A presidential profile serves as an opportunity to showcase Oregon State University as an internationally recognized public research university that is deeply committed to its land grant mission and inclusive excellence.

The search chair, staff and the Isaacson, Miller team used community input to develop the sections of the profile regarding leadership qualities and qualifications as well as opportunities and expectations for leadership in the next president. These sections of the profile were shared with the members of the Presidential Search Advisory Committee for their feedback.

Importantly, the presidential profile provides the basis for criteria to be used in the Board's evaluation of candidates and selection of OSU's next president. It will also help community members provide input to the Board following stakeholder meetings with finalist candidates.

Concurrent with this community engagement effort, Vice President for University Relations and Marketing Steve Clark led a team in developing the OSU-related materials to pair with the search profile sections. The intent was to inform potential candidates, differentiate OSU and generate excitement about leading this remarkable university. The search chair, staff and Isaacson, Miller team provided input on drafts while the presidential profile content and design was developed.

BOARD REVIEW OF PROFILE

The draft profile in Attachment 1 reflects the broad input received from students, staff, faculty, and community members. Consistent feedback and themes originated from all listening sessions and across all stakeholders who were engaged.

In reviewing the proposed Presidential Profile, the Board should consider the following:

- Does the Presidential Profile successfully address the opportunities and expectations for leadership?

- Does the Profile clearly articulate to the qualities and qualifications sought in OSU's next president?
- Is the Profile compelling and will it help attract the caliber of candidates we are seeking?

RECOMMENDATION

Staff recommend that the Board approve the Presidential Profile as shown in Attachment 1 and delegate to the search advisory committee chair, the Board Office and university staff any necessary further editing and formatting for final production.

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PRESIDENTIAL

Profile 2022



LAND ACKNOWLEDGEMENT

Oregon State University recognizes the impact that its land grant history had on Indigenous communities in Oregon. Through the Morrill Act of 1862, which established land grant universities in the United States, the federal government seized nearly 11 million acres of land from 250 sovereign tribal nations, with little or no compensation.

In 1868, the state legislature designated Corvallis College as Oregon’s land grant institution. Soon after, Oregon received 90,000 acres of federal lands — taken from the Klamath, Coos, Lower Umpqua, Siuslaw and Coquille people — to be sold to create an endowment supporting the growth of the new college, which would become Oregon State University.

Oregon State University in Corvallis is located within 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 Grand Ronde Community of Oregon](#) and the [Confederated Tribes of the Siletz Indians](#). Indigenous people are valued, contributing members of the Oregon State community and represent multiple sovereign tribes among students, faculty, staff and alumni.

Oregon State University accepts its responsibility for understanding the continuing impact of that history on these communities. Oregon State is committed — in the spirit of self-reflection, learning, reconciliation and partnership — to ensure that this institution of higher learning will be of enduring benefit, not only to the state of Oregon, but also to the people on whose ancestral lands it is now located.

Table of Contents

Opportunity and summary of the position	3
Opportunities and expectations for leadership	5
Qualities and qualifications	8
Inside Oregon State University	10
Oregon State University’s core values	12
Oregon State University facts	14
A 21st-century university with momentum	15
153 years of transformation	16
Oregon’s largest university	15
Creating knowledge for the greater good	18
Research innovation that solves global problems	20
Oregon’s statewide university	21
Envisioning the future strategically	22
University financial overview	23
Primary OSU communities in Oregon	25
OSU Impact	31
Excellence in and beyond the classroom	31
Committed to diversity, equity and inclusion	32
Investing in a brighter future	35
\$2.714 billion in global economic impact	36
Putting innovation to work	37
Building a powerful, supportive community	38
Student-athletes succeed on and off the field	40
Procedure for candidacy	41

OPPORTUNITY AND SUMMARY OF THE POSITION

Oregon State University seeks an experienced, dynamic and authentic leader with an unwavering drive and passion to serve the university's land grant mission as its 16th president.

Oregon State has a steadfast commitment to exceptional 21st-century teaching, scholarship, research, discovery, innovation and engagement. OSU integrates its research and engagement mission by providing a high quality, globally relevant and affordable education for the people of the state and beyond. OSU is committed to the ideal that higher education is a public good, enables social mobility and should be accessible to all learners.

OSU is known by leaders across the state — within health care organizations, community-based nonprofits, industry, community colleges and local governments, among others — as a highly collaborative and inclusive institution, one that values its partnerships, seeks input and works constructively to advance solutions that address important issues in Oregon and beyond. These issues include promoting economic prosperity and social progress, improving the sustainability of Earth ecosystems and advancing health and wellness.

Founded in 1868 and one of only three land, sea, space and sun grant universities in the U.S., Oregon State is an internationally recognized public research university that draws students from all 50 states and more than 100 countries. OSU is Oregon's statewide university, with its main campus in Corvallis, [OSU-Cascades](#) in Bend, the [Hatfield Marine Science Center](#) in Newport, the OSU [Portland Center](#) and online degree programs via [Ecampus](#). Oregon State has a presence in all 36 Oregon counties, including agricultural research and [Extension](#) centers, and research forests.

OSU offers more than 200 undergraduate and more than 100 graduate and doctoral degree programs. It is the largest university in the state with more than 34,000 students and more majors, minors and special programs than any other university or college in Oregon. Oregon State has awarded more than 272,000



degrees since its founding. OSU is the state's only institution to hold both the Carnegie Classification for Very High Research Activity and the prestigious Community Engagement Classification.

OSU's research enterprise drives discovery and innovation and has annual research funding ranging from \$380 million to nearly \$450 million. OSU is distinguished by several very highly ranked programs and colleges, such as forestry, oceanography, human development and family sciences, and robotics.

As a member of the Pac-12 Conference, OSU offers seven men's and 10 women's NCAA Division I sports and engages more than 500 student-athletes in excellence in the classroom, playing fields and community.

The president reports to OSU's Board of Trustees, a 15-member board appointed by the governor and confirmed by the Oregon Legislature. The president serves as an ex officio and nonvoting member of the board. The Board of Trustees governs the university and



Opened in 2014, Austin Hall is home to the College of Business.

helps guide OSU's mission to serve the state and community members in a growing global economy.

OSU's next president should be a statewide representative and leader, responsible for building productive and collaborative internal relationships with faculty, staff, administrators and students, as well as external relationships with the community, donors, alumni, government officials and business leaders. OSU's president should be seen as a respected scholar and national thought leader in higher education. The president should be prepared to carry forward and achieve the university's [Strategic Plan 4.0: Transformation, Excellence and Impact](#), leveraging OSU's considerable positive momentum for future institutional growth and innovation, greater educational, research and outreach success, and long-term sustainability.

The president must have a proven track record of advancing diversity, equity and inclusion and in holding others accountable to do the same, along with a deep understanding of educational and social issues facing the university and the nation and how they impact OSU and its students, faculty, staff and communities. The president should prioritize leading an Oregon State University community that advances success for all in learning, employment and community engagement.

The president should demonstrate inspiring and authentic leadership qualities; significant

administrative and leadership experience at a research-intensive institution of comparable size and scope; and a considerable record of accomplishment. The president should be a confident, accountable and transparent, yet humble leader with strong interpersonal, collaboration and communication skills. It will be critical for the president to be committed to research preeminence, student access and success, exceptional teaching, diversity, equity and inclusive excellence, and entrepreneurial activity that has a lasting impact on the state, the nation and the world.

The president should be skilled at managing a highly complex, multi-site institution and demonstrate capability in overseeing an operating budget exceeding \$1.45 billion. These skills must include the ability to oversee the opportunities and complexities involved in managing a successful NCAA Division I athletics program. The president must be a committed and motivational leader with a clear vision toward accomplishing strategic goals, objectives and actions. Additionally, the president should be an experienced fundraiser, prepared to engage donors, the OSU Foundation board, alumni, business partners, community leaders and the Board of Trustees in a significant upcoming fundraising campaign — the largest in the university's history.

For information on how to apply or to submit nominations, please refer to the Procedure for Candidacy section at the conclusion of this document.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The incoming president will join Oregon State University at a time of significant momentum, excitement and opportunity. As the university continues its trajectory toward increasingly higher levels of success, the next president will be expected to carry out the following leadership priorities and agenda items:

Fully engage the community and support students, faculty and staff to further strengthen OSU's culture of inclusive excellence

The president will be a steadfast advocate for the people who make Oregon State the special place that it is — its students, faculty and staff — who create the culture of belonging, collaboration and tireless innovation that distinguishes the university.

Strengthening a culture of inclusive excellence is fundamental to the university's future success. OSU created the position of vice president and chief diversity officer in 2016, signaling equitable organizational transformation as a top university priority. While progress is steady, there remains tremendous opportunity for continued positive change. The president will lend personal credence to this important charge as a vocal and compelling advocate for inclusive excellence.

The president will be a learner-focused leader who places a high priority on transparency, listening, accessibility and understanding as the university meets the needs of undergraduate and graduate students and other 21st-century learners in their communities and workplaces. The president will embody a commitment to educational access, addressing the changing needs and concerns of students — including the cost of education, mental health and wellness, food insecurity, and emerging career and workforce opportunities. The president will continue to make OSU's Student Success Initiative a high priority, working to eliminate achievement gaps among subgroups of students and ensuring that students have every resource possible to support their academic progress and graduation in a timely manner.

OSU's exceptional faculty and staff are what make the university outstanding. The president will lead the university in confronting and striving to avoid inequities in professional advancement, creating opportunities for engagement in the life of the university for all and encouraging success for all faculty and staff. The president will bring a deep commitment to enabling faculty achievement in their research and scholarship, their desire to deliver high-quality educational programs, and their effectiveness in service, outreach and engagement.

Support and expand OSU's commitment to its land grant mission

Oregon State is genuinely committed to its mission as an exceptional land grant university, providing a transformative, high-quality education accessible to all learners. The president will champion and preserve this fundamental commitment, enabling the university to address some of humanity's greatest challenges through research, scholarship, discovery, innovation, engagement and OSU Extension programs. The president will assume and embrace the role of a highly visible leader of a statewide university with a presence and engagement across Oregon and online. The president's leadership is expected to be seen, felt and respected in the communities OSU serves particularly at the regional, tribal and state levels.

The president will also play a vital leadership role among the state's institutions of higher education. It is imperative that the president become an expert in statewide issues as they affect OSU and the higher education landscape in Oregon. Of particular note is the 2013 shift from a statewide system that governed state-

supported universities to each university having its own independent, local governing board. While each public university now operates as an independent entity, Oregon's higher education leaders collaborate to make a compelling and collective case for support of higher education to the Oregon Legislature. They meet regularly and work together collegially in the interest of postsecondary education across the state. As the head of the state's land grant university, OSU's president will be a leader among leaders, recognized for developing innovative approaches that anticipate, respond to and serve the needs of all Oregonians.

Lead the university's strategic plan to ensure its goals are achieved

Oregon State University is guided by its 2019-23 [Strategic Plan 4.0: Transformation, Excellence and Impact](#), which articulates the university's distinctive focus on academic excellence in all aspects of learning, discovery and engagement. SP4.0 is the fourth five-year strategic plan developed by OSU, and work to develop SP5.0 is expected to begin in spring 2022.

Strategic Plan 4.0 lays out goals and actions that will drive the university closer to a set of distinctive strengths. Prior to developing SP4.0, the university developed [Vision 2030: Distinction, Access And Excellence](#), which articulates Oregon State's promise, focus and distinction among premier research institutions as of 2030. It describes OSU's commitment to provide access to a high-quality and affordable education for all learners and engage in world-class discovery, innovation and service within the university's signature areas.

The president will be expected to lead and inspire the university as it executes this strategic plan. While SP4.0 provides guideposts for the next phase of OSU's development, the president will bring the leadership and drive needed to advance the current plan as well as future plans within OSU's well-established culture of collaboration and innovation. The president will empower the university leadership team to take ownership of their respective aspects of the plan and be accountable to a high level of performance. The president must have a deep understanding of the changing landscape and existing trends within public land grant universities and how these trends will affect OSU's future.



Secure the university's future growth, development and sustainability

OSU has established a strong foundation of achievement over the last two decades, and the university is well-positioned for future growth and innovative excellence. In addition to carrying out SP4.0, the president should build on the university's positive, upward momentum, continue to grow the research enterprise, promote entrepreneurial activities and ensure continued innovation into the future. To this end, it will be important for the president to strengthen existing revenue streams, identify new funding sources and ensure that the university's budget — currently over \$1.45 billion — is appropriately allocated toward strategic priorities.

Enrollment will remain a fundamental component of the university's sustainability. Changing enrollment trends and student demographics in recent years, as well as COVID 19, are impacting universities nationwide, although Oregon State has continued to grow. The president will ensure that student enrollment remains robust, including maintaining OSU's leadership position in online education and providing access to learning for all Oregonians.

Exceptional and distinctive universities require diverse funding sources and stakeholder support that expand beyond traditional revenue streams. OSU, like most large public research universities, has an active alumni and donor base that contributed to a highly successful \$1.142 billion campaign completed in 2014. Planning is underway for the next campaign, which will be the largest in OSU's history. The president will serve as the university's chief fundraiser and participate in alumni engagement, new donor acquisition and cultivation, and the strengthening of existing relationships with external constituents, volunteers and community leaders. The president will have and is expected to maintain an exceptional relationship with the OSU Foundation — one of the nation's top-performing fundraising organizations — whose activities support university priorities.

Continued growth and success require a healthy physical plant. While the university has undergone a physical transformation in recent years, a significant backlog of deferred maintenance remains. In January 2019, the Board of Trustees approved a 10-year, \$1.667 billion forecast of improvements to existing university buildings across the state, as well as potential new facilities. The plan provides the president with a strong foundation to address facility needs to help meet the university's long-term strategic goals.

Ensure growth of OSU's vital scholarship, creative activity and research enterprise

Oregon State is an internationally recognized public research university with annual research funding ranging from \$380 million to nearly \$450 million. This research and scholarship make Oregon a better place to live, help solve many of the world's problems, provide opportunities for graduate and undergraduate students, and contribute significantly to the university's global

impact and financial well-being. Many of OSU's research programs are ranked among the best in the nation and the world, including forestry, oceanography, robotics, marine and freshwater biology and agriculture. Based on its foundation of excellence and its opportunity for growth, OSU's scholarship and research enterprise will continue to flourish under the next president, contributing to the university's reputation, opportunities for student learning and financial strength. This will require the president to think creatively and argue convincingly for the importance of the university's scholarship and research mission and its global impacts with stakeholders, donors, funding sources and the Oregon Legislature. The president will have a passion for growing OSU's research prowess and enabling every member of the university community, including faculty, students and staff, to engage in, benefit from and feel valued within Oregon State's scholarship and research enterprise.

Advance existing and build new collaborative relationships while serving as a visible and accessible leader throughout the OSU community and across the state

The president joins a talented and dedicated team of administrators, faculty and staff who work with the Board of Trustees to foster OSU's success and a dynamic and engaged student body. The president must harness the energy, commitment and desire to move OSU forward and rally the university around its shared goals. The president will be expected to be highly accessible throughout OSU's two academic campuses, its multiple centers and institutes, and its locations statewide and be fully engaged in the life of the university. The president will be well-known among the university community as someone who cares deeply about the people who make OSU such a special place. The president will be a leader in advancing diversity, equity, inclusion and social justice while working to end racism within higher education and the university community. The president will have the courage of conviction, be a recognized thought leader on educational and social issues, and take stands on topics important to the university and its constituents. The president will also work to cultivate connections and communication among students, faculty, staff, board members, alumni and donors and clearly articulate the role that each group plays in advancing the mission.

QUALITIES AND QUALIFICATIONS



Associate Professor Willie "Skip" Rochefort leads a lab session for students in the College of Engineering.

The ideal qualities and qualifications for Oregon State University's next president are as follows:

- An exceptional track record of strategic leadership and accomplishment required to lead a highly complex, dynamic, world-class, research-intensive, student-centered institution, along with the ability to build on the university's successes and create a shared vision for the future.
- An ability to embrace, embody and champion the mission, values and culture of Oregon State University as a land, sea, space and sun grant institution with a statewide presence.
- A deep personal commitment to and a significant track record in advancing diversity, equity, inclusion and social justice; an understanding of the importance of pursuing inclusive excellence to meet the mission of a modern university; and a demonstrated ability and desire to work with people from diverse backgrounds, experiences and points of view.
- A broad and deep understanding of the importance of scholarship and research, academic excellence and student success.
- A commitment to current and future graduate and undergraduate students, including nontraditional and emerging learners, to advancing their access to education, success and progress to a degree; a willingness and ability to keep students' unique needs, concerns and well-being at the forefront when considering university priorities and decisions.
- A strong appreciation of faculty, staff and students and their roles in advancing the university's mission. A commitment to shared governance and a willingness to address the

unique needs and concerns of faculty, staff, unions, formal leadership organizations and others to ensure their long-term commitment to and success at OSU; an ability to build trust and influence needed to engage multiple stakeholders for the university's success.

- Experience with complex financial and budgetary models, along with a keen understanding of the financial dynamics facing higher education that impact the university's short- and long-term financial health.
 - Outstanding communication skills; a dynamic public speaker, engaging storyteller and advocate; someone who listens well, speaks with the courage of conviction and responds to communications crises with a calm and steady approach; and an ability to balance the need to promote the university's brand with the humility and authenticity characteristic of OSU.
 - Strong political acumen and diplomacy, with the ability to work effectively and develop rapport with legislators, tribal leaders and other leaders throughout Oregon to articulate a compelling case for state financial support of the university, its research mission, OSU's Statewide programs and student needs for an affordable, high-quality education.
 - A community mindset, with an authentic desire to collaborate across Oregon and with the communities OSU serves; a strong interest in building relationships with tribal governments and Indigenous communities; willing to travel and be accessible to leaders, faculty, students, staff and other stakeholders; and attentive to community concerns such as health and wellness, traffic, housing and parking, while being willing to work together on solutions.
 - A forward-thinking, innovative leadership approach with a record of managing and leading complexity and change; flexibility and willingness to take risks and look at problems in new ways while using data to inform decisions; and early adoption of new tools and technologies to support decision-making and delivery of services.
 - A commitment to promote a comprehensive NCAA Division I intercollegiate athletics program in the context of a student-centered, research-intensive university.
- A strong record of fundraising success and the ability to partner effectively with the university's foundation on all aspects of fundraising, including closing gifts as needed; and a deep desire to strengthen alumni relations and donor engagement and work collaboratively to achieve the university's goals. Comprehensive campaign experience at a major research university is preferred.
 - A person of impeccable character, with high energy, a strong work ethic and integrity; who demonstrates ethical behavior, a willingness to listen, honesty, forthrightness, consistency, authenticity and humility; who readily engages with people in a collegial, open and accessible manner; and who holds their self and others accountable.
 - A candidate who has earned a Ph.D. or other terminal degree is preferred. In lieu of a terminal degree, a candidate who has a demonstrated record of successful university executive leadership and comparable credentials and/or experience sufficient to warrant the respect and confidence of the academic community.

INSIDE OREGON STATE UNIVERSITY

What we do

Building on 153 years as Oregon's land grant institution, Oregon State University serves the state, the nation and the world as a premier 21st-century Tier 1 research university.





New students celebrate the start of the fall term at Convocation on the Corvallis campus.

OSU's 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. We accomplish this by:

- Producing skilled graduates who are critical thinkers.
- Engaging in preeminent research, scholarship and innovation to actively advance knowledge and solutions to address Oregon's and the world's most pressing problems.
- Providing a transformative education that is accessible to all learners.
- Developing the next generation of scholars.
- Advancing a culture of belonging, collaboration and innovation.
- Engaging with communities in Oregon and around the world to collaboratively provide significant and visible impact.
- Maintaining a rigorous focus on academic excellence, particularly in three signature areas: the science of sustainable Earth ecosystems, health and wellness, and economic prosperity and social progress.

OSU's vision

Leadership among land grant universities in the integrated creation, sharing and application of knowledge for the betterment of humankind. In this way, we produce graduates, scholarship

and solutions that achieve maximum positive impact on humanity's greatest challenges.

OSU's commitments

The foundational pursuits of research preeminence, innovation, transformative education, outreach and engagement, global impact, access, affordability, diversity, inclusion and justice underpin Oregon State University's mission and vision; guide our priorities and actions; and are visible in our achievements. Inclusive academic excellence is our north star. We execute our mission and pursue our vision while remaining true to our commitments. We will:

- Innovate and collaborate in research with our students to drive solutions.
- Offer excellent education for all learners.
- Advance diversity, equity, inclusion and social justice through ongoing action.
- Be leaders in the delivery of education.
- Be welcoming and foster belonging and success for all.
- Be visionary in our integration of the arts, humanities, sciences and engineering.
- Be accountable leaders.
- Be agile and entrepreneurial.
- Be mindful of this special place and all Oregonians.

OREGON STATE UNIVERSITY'S CORE VALUES



Left: Associate Professor Julie Tucker (in blue lab coat), works with students in a College of Engineering lab. Top right: The OSU Alumni Association brings alumni back to campus for events throughout the year. Bottom right: OSU-Cascades in Bend fulfills a 30-year effort to bring a four-year university to Central Oregon.

High-quality education

Academic excellence is fundamental to our mission and a shared commitment throughout the university. Oregon State's outstanding faculty and academic programs consistently enroll more high-achieving high school graduates than any other Oregon college or university. Oregon State offers more than 200 undergraduate and 100 graduate degree programs through its 11 colleges, the Graduate School and the Honors College, one of only a handful of degree-granting honors programs in the nation. Top global and national rankings abound for several OSU programs including forestry, oceanography, marine biology, natural resources, human development and family sciences, agriculture and robotics.

Research and innovation

Oregon State research addresses significant challenges with impacts that reach throughout Oregon, the nation and the world.

World-renowned researchers are addressing multiple climate science and natural resource issues, working to improve public health and human wellness, driving progress in robotics and other emerging technologies, and advancing solutions to some of the world's most pressing problems. Since 2016, Oregon State has earned \$2.4 billion in research grants and contracts, including an all-time record of \$450 million in 2020 and \$383.9 million in 2021. Oregon State consistently attracts more research funding than all other comprehensive public universities in the state combined. More than just a point of pride, such record-breaking research support leads to practical, powerful discoveries that contribute to a brighter future.

Inclusive excellence

Diversity, equity and inclusion are foundational values that guide all aspects of the university. Oregon State established the Office of Institutional Diversity in 2016 and hired its first

chief diversity officer in 2017 to strengthen that commitment. Goals and actions to advance diversity, equity and inclusion are outlined in the university’s [Strategic Plan 4.0](#), OSU’s [diversity strategic plan](#) and [Moving Forward Together](#), a universitywide initiative with dozens of actions underway to create anti-racist systemic change. These many actions build on the work and recommendations of the [President and Provost’s Leadership Council on Diversity, Equity and Inclusion](#), a university committee comprised of students, faculty and senior leaders advising the president and provost on initiatives to enhance access, retention and opportunity for traditionally underrepresented students, faculty and staff. Students of color make up more than 28% of Oregon State’s overall enrollment in the 2021-22 academic year, and OSU’s seven cultural resource centers offer a welcoming environment where students can engage, gain support and build community. Although OSU is making steady progress toward the goal of inclusive excellence, building a community that’s fully equitable, diverse, inclusive and just requires ongoing efforts.

Community engagement

Oregon State’s Carnegie Community Engagement classification acknowledges the strength of the university’s commitment to community connections and active scholarship. At the heart of this work are the university’s Statewide Public Service Programs — OSU Extension Service, Oregon Agricultural Experiment Station and the Oregon Forest Research Laboratory. The Statewides work in and collaborate with communities across the state to address Oregon’s most pressing social, economic and environmental needs. With an established network that includes an Extension presence in each of Oregon’s 36 counties, 11 agricultural experiment stations operating at 14 locations and 10 research forests, Oregon State is a trusted partner in creating healthy communities and economies; resilient and productive forests and natural ecosystems; sustainable agriculture, food systems and gardening; and thriving youth, individuals and families.

Access and affordability

Since its founding in 1868, Oregon State University has been guided by its land grant mission to provide affordable access to higher education for all qualified Oregonians. That mission continues today at campuses in Corvallis and at OSU-Cascades in Bend, program centers

in Portland, Newport and LaGrande, and through online degree programs. Oregon State’s top-ranked Ecampus provides undergraduate and graduate degrees online to more than 10,000 learners throughout the world. The OSU Portland Center offers hybrid degree programs that combine classroom and online learning, and academic programs at the Hatfield Marine Science Center in Newport emphasize experiential learning on the Oregon Coast. The university provides \$59.5 million annually in student financial aid, in addition to privately funded scholarships and government-funded aid.



While the COVID-19 pandemic continues to evolve, OSU remains committed to in-person teaching, research, Extension and engagement programs.

Global impact

Oregon State is an increasingly global university. International students and faculty bring rich and vital cultural diversity to OSU. The number of international students had been growing steadily, more than doubling from 2010 to 2019 before the COVID-19 pandemic. Oregon State students have been increasingly traveling throughout the world to study abroad, gain work experience through internships, conduct research and complete service projects — preparing them to work effectively in a diverse society as global citizens. Faculty also travel globally to collaborate with international colleagues and institutions on research that tackles the world’s major economic, social, cultural and environmental issues. OSU’s [Internationalization And Global Engagement Strategy](#), aligned with Strategic Plan 4.0, includes multiple actions to infuse international and comparative perspectives throughout the university’s teaching, research, outreach and engagement.

OREGON STATE UNIVERSITY FACTS



1 of only 3 land, sea, space and sun grant universities in the U.S.

More than 200 undergraduate degree programs

More than 100 graduate degree programs

34,108 students enrolled in campuses in Corvallis and Bend, program centers in Portland, Newport and LaGrande, and exclusively online

Students from all 50 states

2,534 international students from 106 countries

More than 210,000 alumni

\$383.9 million in research grants and contracts for 2021, more than all other comprehensive public universities in Oregon combined

3.64 new first-year student average high school GPA

A total budget of \$1.45 billion for fiscal year 2022

520 acres within a beautiful historic campus in Corvallis

A 128-acre campus in Bend

15,000 acres of college-owned forests statewide

A presence in all 36 Oregon counties

11 agricultural experiment stations at 14 Oregon locations

A 21ST-CENTURY UNIVERSITY WITH MOMENTUM

Oregon State University has never stood still. This is especially true over the past two decades as the university adapts, grows and increases its momentum to better fulfill its mission. Since 2000:

- Undergraduate enrollment has grown from 16,788 to 28,607.
- Graduate enrollment has grown from 3,016 to 5,833.
- Corvallis degrees awarded annually have grown from 3,535 to 7,690.
- Ph.D. degrees awarded annually have grown from 201 to 264.
- Distance learning (Ecampus) enrollment has grown from 1,405 to 10,082.
- OSU-Cascades opened in 2001, with enrollment growing from 487 to 1,247.
- Students of color have increased from 2,262 to 9,633 and in fall 2021 represented 28.3% of the university's overall enrollment.
- International student enrollment has increased from 1,166 to 2,534.
- Full-time instructional faculty have grown from 975 to 1,284.
- More than \$1.3 billion in capital projects have been undertaken.
- Grant-funded research has increased from \$102 million annually to \$383.9 million.
- Annual private giving to the OSU Foundation has increased from \$40 million to \$177 million.
- Extension and engagement programs serve all Oregon counties, typically engage more than 100,000 youths annually and extend learning through over 13,000 volunteers.
- OSU's statewide economic impact reached \$2.334 billion in 2017, up \$343 million, or 16.8%, since 2014.



153 YEARS OF TRANSFORMATION

- **1868** The Oregon Legislative Assembly designates Corvallis College as the state's land grant college on October 27.
- **1870** The first graduating class features two men and one woman.
- **1911** The Extension Service is established to extend research-based knowledge to communities across the state.
- **1965** OSU's globally recognized Hatfield Marine Science Center opens on the Oregon Coast in Newport.
- **1970s** Oregon State establishes four cultural centers. There are now seven student-led cultural resource centers on the Corvallis campus: Asian and Pacific Cultural Center, Lonnie B. Harris Black Cultural Center, Centro Cultural César Chávez, Ettihad Cultural Center, Kaku-Ixt Mana Ina Haws, Pride Center and Hattie Redmond Women and Gender Center.
- **2000** Fall enrollment totals 16,788 students. International students make up 6.9%, and students of color make up 13.5% of total enrollment.
- **2001** OSU-Cascades opens in Bend, bringing upper-division bachelor's and graduate degree programs to Central Oregon for the first time in the state's history.
- **2007** The Campaign for OSU, the university's first-ever capital campaign, launches with a goal to raise \$625 million.
- **2014** Oregon State Ecampus is ranked among the top 10 Best Online Bachelor's Programs by U.S. News & World Report, an achievement it will repeat for eight consecutive years.
- **2014** The Campaign for OSU concludes in December, having raised \$1.142 billion.
- **2015** OSU-Cascades expands to a four-year university, enrolling 1,016 students.
- **2016** OSU-Cascades opens its new 10-acre campus in Bend, which has since expanded to 128 acres.
- **2019** Ecampus reaches No. 3 in the U.S. News & World Report rankings of online bachelor's programs.
- **2020** Oregon State sets an all-time record for research funding with \$450 million in grants and contracts.
- **2021** Oregon State graduates a record 7,391 students at its 152nd annual Commencement.
- **2021** Fall enrollment sets a record, totaling 34,108 students. International students make up 7.6%, and students of color make up 28.3% of total enrollment.

OREGON'S LARGEST UNIVERSITY

34,108

STUDENTS

Corvallis campus:	23,111
OSU-Cascades campus:	1,247
Enrolled in Ecampus:	10,082

6,350	FIRST-GENERATION STUDENTS 22.1% of all undergraduates
1,199	U.S. VETERANS 3.5% of all students
5,833	GRADUATE STUDENTS 17.1% of all students
17,635	OREGON RESIDENTS 53.1% of all students
2,534	INTERNATIONAL STUDENTS 7.6% of all students
9,381	STUDENTS OF COLOR 28.3% of all students

*Fall 2021 enrollment statistics

TOP-TIER ACADEMIC PROGRAMS

Oregon State University ranks among the top 1.4% of all universities according to the Center for World University Rankings of more than 20,000 degree-granting institutions worldwide. In addition, multiple Oregon State programs are recognized among the best in their fields, including:

- #1** NATURAL RESOURCE MANAGEMENT IN THE U.S.
- #2** FORESTRY IN THE WORLD
- #2** ONLINE ECONOMICS AND BUSINESS ADMINISTRATION IN THE U.S.
- #3** OCEANOGRAPHY IN THE WORLD
- #3** ONLINE BACHELOR'S IN COMPUTER SCIENCE IN THE U.S.
- #3** COLLEGE FOR STUDYING NATURAL RESOURCES AND CONSERVATION IN THE U.S.
- #3** HUMAN DEVELOPMENT AND FAMILY SCIENCES IN THE U.S.
- #3** AGRICULTURAL COLLEGE IN THE U.S.
- #5** ONLINE BACHELOR'S PROGRAM IN THE U.S.
- #5** MECHATRONICS, ROBOTICS AND AUTOMATION ENGINEERING IN THE U.S.
- #8** MARINE AND FRESHWATER BIOLOGY IN THE WORLD

CREATING KNOWLEDGE FOR THE GREATER GOOD

Transforming learners into leaders who go on to make positive contributions in their careers and in their communities will always be fundamental to Oregon State's mission, even as students, teaching and technology continue to evolve. Across the curriculum, experiential learning through research, internships, educational and community service projects, and international programs in more than 70 countries prepare students to do work that matters before and after they graduate.

11 colleges, hundreds of degree programs, limitless potential

Oregon State gives undergraduate, graduate and professional students extraordinary opportunities to pursue their passion and find their purpose. More than 200 undergraduate and more than 100 graduate programs are offered through 11 colleges, the Honors College and the Graduate School.

Committed to student success

Launched in 2016, the [Undergraduate Student Success Initiative](#) set goals to raise OSU's first-year retention rates from 83.8% to 90% and six-year graduation rates from 63.1% to 70% by 2020. According to recent data, the first-year retention rate for the fall 2018 cohort was 85.4%, and the six-year graduation rate for the fall 2013 cohort was 67.1%. Work continues to move closer to these goals with a focus on five areas: curricular excellence, experiential and research-based learning, faculty-student interactions, financial aid and scholarships, and the transition experience. In partnership with the OSU Foundation, the Student Success Initiative exceeded its goal to raise \$150 million, mostly for scholarships and financial aid.

Bridger Cook, an energy systems engineering student at OSU-Cascades, prepares to test a drone near Bessie Butte in Central Oregon.



The [College of Agricultural Sciences](#) is ranked 19th in the world by QS World University Rankings. The college's nearly 3,000 students can choose from 13 undergraduate and 14 graduate degrees, while research and collaboration statewide support Oregon's \$50 billion food and agriculture industry.

The [College of Business](#) enrolls nearly 4,300 students, offering 14 undergraduate and four graduate degrees in Corvallis, Bend, Portland and online that emphasize innovation, entrepreneurship and experiential learning.

The [College of Earth, Ocean, and Atmospheric Sciences](#) has more than 1,100 students and offers five undergraduate and four graduate degrees, along with multiple minors and options. Oregon State is ranked third in the world for oceanography by the Center for World University Rankings.

The [College of Education](#) prepares more than 600 students to be teachers, counselors and education leaders, offering three undergraduate and eight graduate degree programs in Corvallis, Bend and online.

The [College of Engineering](#) is Oregon State's largest college, with more than 10,000 students and with \$64.6 million in research funding in 2021. The college offers 17 undergraduate and 15 graduate degrees, including nationally recognized programs in robotics, nuclear engineering and computer science.

The [College of Forestry](#) is ranked second in the world by the Center for World University Rankings, offering six undergraduate and four graduate degree programs to nearly 1,400 students. The college manages 15,000 acres of university-owned research forests statewide.

The [College of Liberal Arts](#) enrolls nearly 4,800 students pursuing 28 undergraduate and 12 graduate degrees, along with a variety of interdisciplinary minors, options and certificates emphasizing critical thinking, communication and creativity.

The [College of Pharmacy](#) has nearly 350 students and earned \$7.1 million in research grants in 2021. The Doctor of Pharmacy program is offered in collaboration with Oregon Health & Science University in Portland.

The [College of Public Health and Human Sciences](#) enrolls more than 2,500 students in Corvallis, Bend and online. Among its four undergraduate and six graduate degree programs are two of Oregon State's most popular majors, human development and family sciences, and kinesiology.

The [College of Science](#) offers nine undergraduate and eight graduate degrees, along with multiple interdisciplinary programs to more than 4,100 students. College faculty earned \$24.4 million in research funding in 2021.

The [Carlson College of Veterinary Medicine](#) has nearly 300 students and leads extensive research on animal diseases and public health. The college also includes a veterinary teaching hospital and the Oregon Veterinary Diagnostic Laboratory.

The [Honors College](#) enrolls more than 1,500 of Oregon State's highest achieving undergraduates in Corvallis and Bend. The Honors College offers small classes and unique topics, along with research and experiential learning through the Honors Thesis.

The [Graduate School](#) offers six degree or certificate programs and also oversees and supports all of the more than 100 graduate programs for more than 5,800 graduate and professional students in Corvallis, Bend, Portland and online. The Graduate School offers and coordinates a variety of academic and professional resources to support student success.

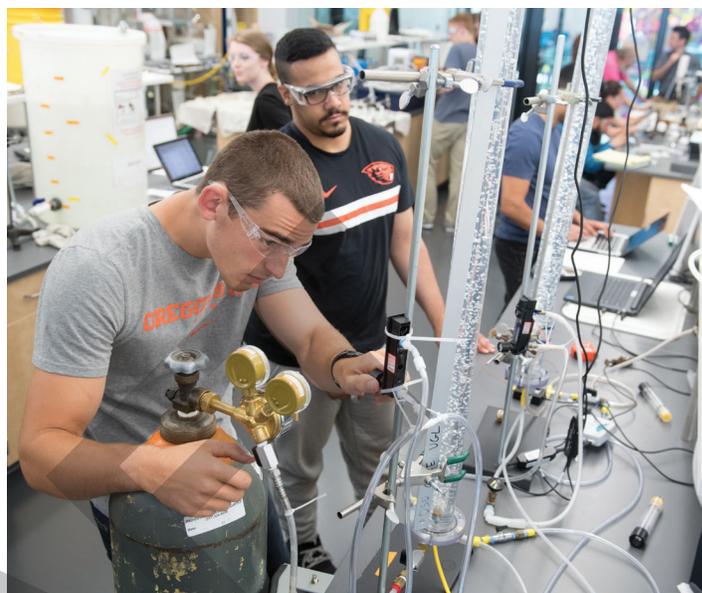
RESEARCH INNOVATION THAT SOLVES GLOBAL PROBLEMS

Oregon State University topped the \$380 million mark in research funding for the fifth straight year in 2021. The \$383.9 million in research grants and contracts is the fourth-highest annual amount in OSU history.

As Oregon's largest public research university, OSU conducts more research than all of Oregon's other comprehensive public universities combined. OSU research ranges from basic science to projects inspired by the needs of businesses and the public. This work provides practical problem-solving, launches new products and companies, and offers hands-on experience for hundreds of undergraduate and graduate students each year.

For example, researchers in the College of Science have developed a novel compound that can be used to harvest carbon dioxide from industrial smokestacks and create commercially valuable chemicals. Oregon State's groundbreaking TRACE project, one of the nation's most successful COVID-19 testing programs, conducted more than 80,000 individual coronavirus tests in 2020-21 and continues to conduct weekly wastewater tests in dozens of communities around Oregon to help lower the risk and slow the spread of the virus. And OSU researchers have found that socially just policies aimed at limiting the Earth's human population hold tremendous potential for advancing equity while simultaneously helping to mitigate the effects of climate change.

Oregon State's record research totals have been propelled, in part, by a series of National Science Foundation grants totaling nearly \$320 million so far to design and build the next generation of seagoing research vessels for the U.S. Academic Research Fleet. Led by the College of Earth, Ocean, and Atmospheric Sciences, OSU received \$121.9 million in 2017 — the largest single grant in university history — for construction of the first ship, the R/V Taani, which will be operated by OSU out of Newport beginning in 2023.



Students gain hands-on experience in a College of Science chemistry lab.

OSU's 2021 research funding total was particularly impressive and indicative of Oregon State's expanding research enterprise because it includes only a small amount from two large projects — the construction of three research vessels and a wave energy testing facility — that have annually brought as much as \$77 million to \$127 million in research grants to OSU since 2017.

In addition, the NSF has selected Oregon State and the University of Washington to lead collaborative research focused on increasing resiliency among coastal communities in the Pacific Northwest.

OSU is also involved in a pair of \$20 million NSF centers aimed at improving lives by developing artificial intelligence solutions for two of society's most important challenges: sustaining agricultural production amid diminishing water and labor supplies, weather variations and climate change; and helping people to continue living in their own homes as they develop cognitive impairments associated with aging.

OREGON'S STATEWIDE UNIVERSITY

Service to all Oregonians is central to Oregon State's mission and service as Oregon's statewide university. With centers, offices and programs in all of the state's 36 counties, Oregon State is known as a trusted partner for accomplishing informed and enduring change.

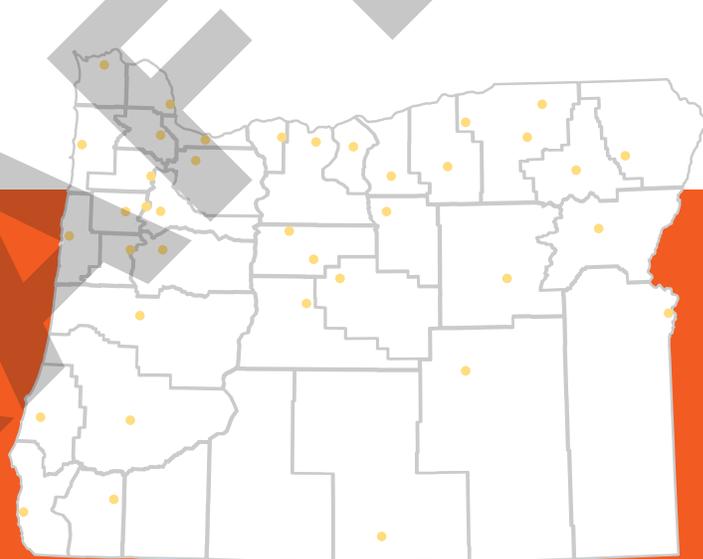
The university's [Statewide Public Service Programs](#) — OSU Extension Service, Oregon Agricultural Experiment Station and the Oregon Forest Research Laboratory — partner with communities, stakeholders and industries to identify local needs and opportunities, solve problems, apply research discoveries and enrich lives and livelihoods. The Oregon Legislature provides funding for the Statewides as a distinct line item in the state budget. The Statewides also receive federal and local funding, as well as grants, gifts and contracts.

The [Division of Extension and Engagement](#) advances the university's [community engagement](#) efforts and responsibilities. While units across the university undertake engagement activities, OSU Extension is at the core of the university's efforts within Oregon.

The division also houses OSU's [Professional and Continuing Education](#) unit. In 2020-21, PACE saw 93,309 noncredit enrollments in over 100 courses and certificate programs. This represents a five-fold increase in enrollment over the previous two-year period and generated \$1.7 million in revenue for college partners.

OSU Extension Fast Facts

- Extension has seven program areas: 4-H Youth Development, Agriculture and Natural Resources, Family and Community Health, Forestry and Natural Resources, Open Campus, Oregon Outdoor School and Sea Grant.
- While Extension reaches across the university, most Extension faculty have academic homes in the colleges of Agricultural Sciences, Forestry, and Public Health and Human Sciences.
- More than 600 OSU employees have some level of Extension funding; two-thirds work outside Corvallis.
- Extension has a physical presence in all 36 Oregon counties and on the Confederated Tribes of Warm Springs reservation.



• OSU Extension Service Locations

- Extension is supported in 26 Oregon counties through voter-approved taxes (service districts/levy). In other counties, Extension is supported through general funds or local partner investments.
- More than 100,000 youths annually participate in 4-H clubs and programs, Oregon Outdoor School, Open Campus/Juntos, SNAP-Ed nutrition education and other activities.
- More than 13,000 Extension volunteers extend and build community capacity.

ENVISIONING THE FUTURE STRATEGICALLY

[Strategic Plan 4.0: Transformation, Excellence and Impact](#) builds on the university's 18-year legacy of strategic planning that emphasizes Oregon State's distinctive strengths and commitment to exceptional teaching, research, discovery, innovation and engagement. SP4.0's four goals reflect the ideals that higher education is a public good and that transformative learning is accessible to all. The strategic plan includes [Vision 2030: Distinction, Access and Excellence](#), an articulation of strengths and aspirations that Oregon State will achieve over the next decade, as well as 20 measurable strategic actions that the university will accomplish. Work on creating SP5.0 is expected to begin in spring 2022.



Goal 1

PREMINENCE IN RESEARCH, SCHOLARSHIP AND INNOVATION

Oregon State University will establish itself as a leader in conducting research, producing knowledge and generating innovations that contribute to addressing global grand challenges, particularly in its signature areas; train the next generation of scholars; and contribute to the economic development and prosperity of Oregon and beyond.

Goal 3

SIGNIFICANT AND VISIBLE IMPACT IN OREGON AND BEYOND

Oregon State will actively engage with the communities it serves, ranging from rural and urban Oregon to every part of the globe, and bringing their knowledge, experiences and cultures into the university; promote the vitality of our communities and the quality of life for Oregonians; and be of service to government and industry.

Goal 2

TRANSFORMATIVE EDUCATION THAT IS ACCESSIBLE TO ALL LEARNERS

Oregon State will use its many locations and online learning platform to maximum advantage in delivering distinctive and affordable education via multiple pathways; integrate research and experiential learning; prepare students for successful careers; train scholars; and create opportunities for lifelong learning at Oregon State.

Goal 4

A CULTURE OF BELONGING, COLLABORATION AND INNOVATION

Oregon State will build an organizational culture founded on the values of inclusion, mutual respect, good physical and mental health, collaboration and humility, so that people from every background are welcomed and thrive; OSU's community is diverse; and university leadership advances both excellence and innovation.

UNIVERSITY FINANCIAL OVERVIEW

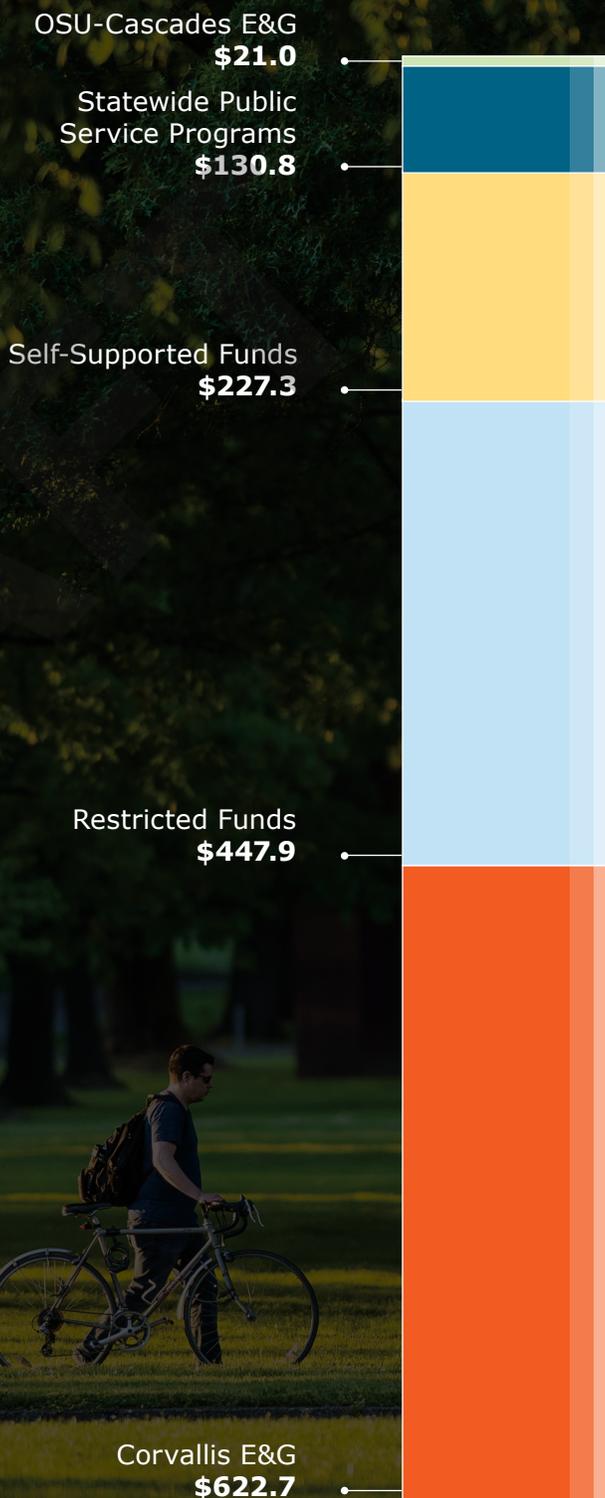
OSU’s budget totals \$1.45 billion in fiscal year 2022 and originates from educational and general (E&G) funds supporting academic campus operations in Corvallis and Bend, as well as restricted funds from research and other activities, self-support funds from athletics, residence halls, dining centers and other auxiliary activities; and agency funding for OSU’s Statewide programs in Extension, 4-H, experiment stations and forest research laboratories.

As is the case with many public universities, OSU’s budget has shifted over the past two decades to be increasingly dependent upon tuition revenues and to be less supported by state funding for higher education. While state funding per resident student has nearly doubled since 2011-13, it is still less funding when adjusted for inflation than was provided by the state in 1999 due to very large budget cuts during the 2007-09 Great Recession.

Oregon State University does short-term (annual and biennial) financial planning and long-term (10-year) financial planning. As part of that planning, the university has developed a 10-year capital forecast as an instrument for short- and long-range planning for new physical development, modernization of existing facilities, operations and finance, as well as planning for all academic, research, athletics and other OSU activities that occur throughout the state of Oregon. The forecast is evaluated annually to ensure it reflects institutional priorities and responds to opportunities and changes.

Despite the COVID-19 pandemic and its resulting impacts on revenues, the university controlled expenses and saw its total net financial position grow. The university’s financial process helped ensure that predicted impacts of the pandemic were considered within a long-range context, and a prudent strategy for mitigating those impacts was employed.

FY2022 university sources of revenue
(In millions of \$)



Who we are

These seven personality traits of Oregon State University, established as part of a universitywide branding process in 2017, describe the university’s quality, unique strengths and profound impacts. Each trait was chosen deliberately, informed by a deep understanding of what it means to be a Beaver.

Gritty

Hardworking, always taking action

Determined

Steadfast, with the perseverance to accomplish great things

Collaborative

We’re better together

Welcoming

Friendly, open to all and enriched by difference

Confident

Positive and unshakable, open to every possibility

Visionary

Creatively leading the way, taking on issues

Conscientious

Aware, with integrity and conviction

The Oregon State University logo, updated in 2017, represents several important aspects of the university.

The Beaver

Our mascot and Oregon’s state animal

Land, Sea, Space, Sun

Our four grant designations

Water

Oregon Coast, Pacific Ocean

Tree

A land of forests

3 Stars

Research, teaching and outreach

1868

More than 150 years of service

Mountains

Cascade Range

Book

Knowledge, academic excellence

Shape

Inspired by the state flag of Oregon, combines state and university seals



PRIMARY OSU COMMUNITIES IN OREGON

OSU is Oregon's only statewide university, with a presence in all 36 Oregon counties. This includes campuses in Corvallis and Bend, the OSU Portland Center, the Hatfield Marine Science Center in Newport, 11 agricultural experiment stations operating at 14 locations, 35 county Extension offices and 10 research forests.



Corvallis campus

Oregon State University's Corvallis campus features stately historic buildings, state-of-the-art facilities, expansive open spaces and gardens across 520 acres.

The Corvallis campus is home to more than 23,000 students, 11 colleges, the Honors College, the Graduate School, four ROTC programs and multiple research centers and institutes. Students can participate in more than 400 clubs and organizations on campus, while seven cultural resource centers provide a welcoming, inclusive community for learning, celebration and self-expression.

Corvallis consistently ranks among the nation's most livable cities, as well as one of the smartest, most innovative and most environmentally responsible. With a population of nearly 60,000, Corvallis features a lively downtown located along the Willamette River, abundant parks and appealing neighborhoods. Corvallis is ideally situated for exploring Oregon. Both the Oregon Coast and the mountains of the Cascade Range are an hour away by car. Portland, Oregon's largest metro area, is just 90 minutes away.

In addition to more than 1.2 million books, the Valley Library in Corvallis has a diverse collection of digital books, journals and media.





The Learning Innovation Center features two arena-style classrooms and state-of-the-art technologies.

- The Learning Innovation Center is OSU's largest general academic building, featuring 15 technology-rich classrooms, including two arena-style classrooms that bring students and instructors closer together.
- The Corvallis campus was listed on the National Register of Historic Places in 2008.
- A \$70 million [Arts and Education Complex](#) is being constructed on the Corvallis campus to serve as a center for performing arts classes, programs and performances, integrating programs in music, theater and the visual arts. The center will provide educational spaces and state-of-the-art technologies for classes, programs and performances and serve as a statewide portal to the arts, enabling collaboration with public school systems throughout Oregon.
- Goss Stadium at Coleman Field, the oldest continuous ballpark in the nation, has hosted Beaver baseball since 1907.
- A \$153 million project to complete Reser Stadium is underway. The [project](#) includes construction of a new west side of the stadium, a welcome center for prospective students and their families, and a wellness clinic for students, OSU employees and community members. The project is expected to be completed before the start of the 2023 football season. The project is being funded by more than \$90 million in philanthropy and by revenues from various university and athletics sources.
- All new [buildings and major building renovations](#) on the Corvallis campus are planned collaboratively and are designed to meet Leadership in Energy and Environmental Design standards to advance the university's [sustainability goals](#). At present, 27 campus buildings are LEED-certified or equivalent.



OSU-Cascades campus

OSU-Cascades brings Oregon State’s academic excellence and research innovation to Bend and Central Oregon, one of the fastest-growing regions in the nation.

- In fall 2021, 25% of OSU-Cascades students were first-generation college students.
- More than 4,700 students have earned degrees since OSU-Cascades was founded in 2001.

Established in 2001, OSU-Cascades expanded to a four-year university in 2015, opened a new campus in fall 2016, and added the Honors College in 2017. OSU-Cascades offers more than 40 degrees, minors and program options with an average class size of 18 students. Currently serving 1,247 undergraduate and graduate students on its 128-acre campus near downtown Bend, OSU-Cascades will serve up to 3,000 to 5,000 students over the coming decades.

Top: Obsidian Hall at OSU-Cascades houses a dining hall, coffee shop, classrooms and offices.
Right: Mia Bagaric, a biology major at OSU-Cascades, contributed to groundbreaking research on how melting sea ice has impacted the diet and health of Pacific walrus in Alaska.





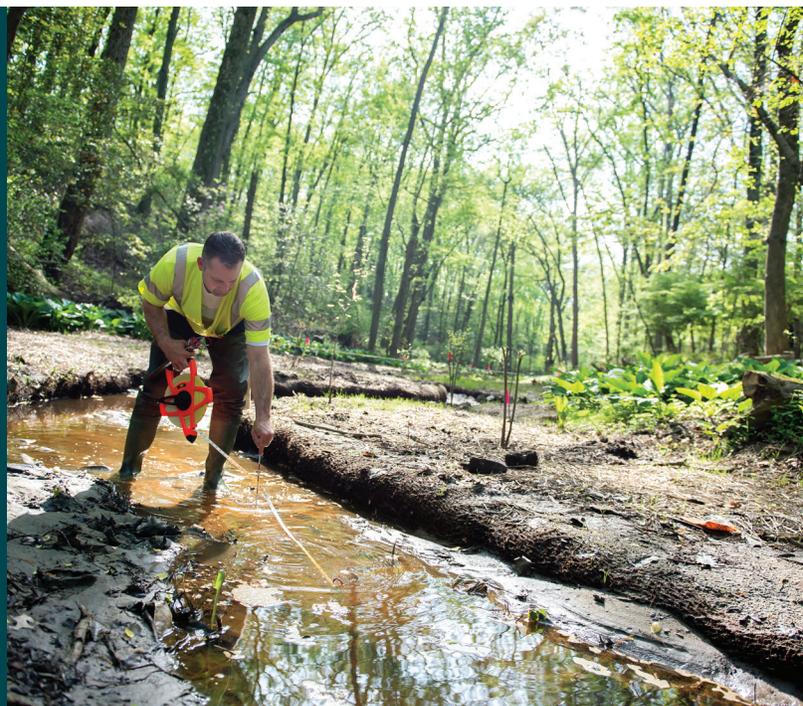
Ecampus program

Top-ranked in the nation by multiple organizations over the last 10 years, [Ecampus](#) delivers a rigorous and excellent Oregon State University education online to more than 10,000 learners worldwide.

Ecampus partners with Oregon State colleges and faculty to offer more than 90 undergraduate, graduate and certificate programs. Innovative, interactive teaching methods include an award-winning, first-of-its-kind 3D virtual microscope. Ecampus is also recognized as one of the top online degree programs for veterans and active-duty military.

- U.S. News & World Report has ranked Ecampus in its Best Online Bachelor's Programs for eight consecutive years, including a No. 5 ranking in 2022.
- Since 2002, more than 8,000 students have earned an Oregon State degree entirely online.

Laid off from his steel mill job in 2012, Orman Morton III, '16, says he regained control of his life by earning a degree online through Oregon State Ecampus. Starting as an environmental scientist, he's now chief operating officer at Brightwater Inc. in College Park, Maryland.



OSU Portland Center

The OSU Portland Center opened in downtown Portland in fall 2018, expanding Oregon State's decades of service to Oregon's largest metro area. The center is home to undergraduate and graduate programs for the College of Business and graduate programs for the College of Education. A hybrid format blends the best of online and face-to-face learning. Oregon State also offers a wide selection of professional development and continuing education programs in Portland and online.

Elsewhere in the Portland region, Oregon State offers a variety of Extension and 4-H programming; collaborates with Oregon Health & Science University in pharmacy research and teaching; and partners with local school districts and community colleges, the Oregon Humane Society, as well as business and industry.



A volunteer in downtown Portland shares information about Food Hero, an OSU Extension program to promote healthy, tasty, budget-friendly meals.

Hatfield Marine Science Center



Gladys Valley Marine Studies Building in Newport.

Established in 1965 as a marine research facility for Oregon State University, the Hatfield Marine Science Center hosts collaborative research and education programs for seven OSU colleges and six state and federal agencies. The 49-acre HMSC campus in Newport is 50 miles from Corvallis. As part of the university's Marine Studies Initiative, HMSC is growing significantly to support transdisciplinary student research and experiential learning on the Oregon Coast.

- The university's seagoing research vessels are based at HMSC, and Oregon State has led the design and construction of the next-generation Regional Class Research Vessels for the National Science Foundation. OSU will receive the first vessel, the R/V Taani, which is under construction and expected to launch in 2022.
- The Gladys Valley Marine Studies Building opened in 2021, adding 72,000 square feet of space for research, expanded student programs and conferences.
- HMSC laboratories are served by seawater systems that circulate up to 1 million gallons per day.

Oregon — Beautiful, Welcoming, Flourishing

Oregon’s diverse geography creates beautiful vistas that can be found everywhere — along the rugged Pacific Ocean coastline, over soaring, snow-capped mountains, along mighty rivers, through bountiful valleys, lush forests and a vast high desert.

Thriving cities and charming small towns share a welcoming sense of community. Virtually unlimited opportunities for outdoor recreation, a vibrant arts scene, world-famous wineries and breweries, and an abundance of local farmers markets all contribute to Oregon’s enviable quality of life. True, it does rain, but Oregon also offers four distinct seasons and plenty of sunny days.

Oregon’s economy is strong and diverse. Driven by Intel and other major firms, the state’s high-tech industry is flourishing. Oregon is home to Nike, Columbia Sportswear, Adidas America and hundreds of national and global sporting goods companies. Innovations in agriculture, forestry and wood products manufacturing are substantial Oregon assets. One-fifth of Oregon’s economy is in international trade, much of that with Pacific Rim countries.

Portland International Airport is 96 miles from Corvallis, offering nonstop service to 59 destinations in the U.S. and six international destinations. More nonstop flights from PDX to Europe and Asia are expected in 2022. The Eugene Airport offers 15 nonstop destinations in the U.S. and is just 36 miles from Corvallis. For more information, visit traveloregon.com and oregon.gov/biz.

Top to bottom: Heceta Head Lighthouse, driving east on Highway 26, bike commuting in Portland, South Sister reflected in Green Lakes, vineyard in Southern Oregon.



OSU IMPACT

Excellence in and beyond the classroom

Four Oregon State professors are among the top 1% of the world's most-cited researchers.

Oregon State faculty scholars make extraordinary contributions to the university, Oregon and the world in their respective fields of study, as well as to the undergraduate and graduate students they teach and mentor.

Oregon State boasts recipients of the Nobel Prize (Linus Pauling, 1954, 1963), the presidential National Medal of Science award (Brent Dalrymple, 2003), and the National Science Board's annual Vannevar Bush Award (Jane Lubchenco, 2018).

More than 40 faculty members have been honored with National Science Foundation Early Career Awards, and two have been named MacArthur Foundation Fellows. Oregon State scientists have led federal programs at the Department of Agriculture, the National Academy of Sciences, National Science Foundation, NASA and the National Oceanic and Atmospheric Administration, and they have advised the White House on critical science and research matters.

Four current and former faculty members have been elected to the National Academy of Sciences, and three have been elected to the National Academy of Engineering. More than 140 faculty have been named Fellows of the American Association for the Advancement of Science, and nearly 70 are recipients of the NSF Career Award. Nearly 50 faculty are Fulbright Fellows, more than 40 are American Association for the Advancement of Science Fellows, and two are American Council of Learned Societies Fellows.

Oregon State is deeply committed to engaged scholarship and supporting faculty who are involved in public policy work. OSU is the only university in the nation to have had three faculty members serve as NOAA administrators (John



Assistant Professor Kyriakos Stylianou works with a student in the College of Science Materials Discovery Lab.

Byrne, 1981-84; Jane Lubchenco, 2009-13; and Rick Spinrad, 2021-present).

Oregon State has nearly 170 endowed faculty and chair positions, selected for their preeminence in their field of study and impact on the university's research and academic enterprise.

According to the 2021 study by Clarivate Analytics, four Oregon State professors are among the top 1% of the world's most-cited researchers.

COMMITTED TO DIVERSITY, EQUITY AND INCLUSION

Oregon State University's commitment to advancing diversity, equity and inclusion is underscored by the creation of the [Office of Institutional Diversity](#) in 2016 following student calls for action to advance social justice at OSU.

In 2018, OSU developed its first comprehensive diversity strategic plan — [Innovate and Integrate: Plan for Inclusive Excellence](#) — through extensive engagement with students, faculty and staff who contributed their expertise and experience. The plan is organized around five key goals to advance inclusive excellence.

The Office of Institutional Diversity primarily is responsible for monitoring implementation and progress of the diversity strategic plan. However, the success of this work involves all Oregon State community members, units and programs across all university enterprises.

Two committees are charged with coordination and implementation of initiatives advancing inclusive excellence across Oregon State University:

President and Provost's Leadership Council on Diversity, Equity and Inclusion

Coordinated by the Office of Institutional Diversity, the [President and Provost's Leadership Council on Diversity, Equity and Inclusion](#) provides institutional coordination and collaborative support for universitywide inclusive excellence initiatives. PPLC members include senior administrators, faculty experts, staff, students and representatives of shared governance units. The PPLC creates consistent opportunities for dialogue and deliberation, incorporating the informed perspective of OSU community members to nimbly adapt and iterate institutional initiatives, take action, and make progress to advance both the university's overall strategic plan and the diversity strategic plan.

Equity Leaders Consortium

The [Equity Leaders Consortium](#) provides coordination among faculty and staff charged with advancing inclusive excellence initiatives



Students in Innovation Nation, the first-year experience in the College of Business, learn to appreciate diversity through a three-course series in their living-learning communities.

within OSU colleges, divisions and units. With a primary purpose to break down barriers to collaboration, the Equity Leaders Consortium enables cross-unit alignment, resource sharing, professional development and strategic collaboration to advance unit-level inclusive excellence initiatives.

OSU's seven cultural resource centers build community

[Diversity and Cultural Engagement](#) is a leading partner and collaborator within the Division of Student Affairs. DCE students and staff provide leadership for seven cultural resource centers on the Corvallis campus, offering welcoming and supportive environments for all students. The [Office of Diversity, Equity and Inclusion](#) at OSU-Cascades provides services and resources for students in Bend.

Asian and Pacific Cultural Center

Located centrally on the Corvallis campus, the [Asian and Pacific Cultural Center](#), also known as the APCC, includes examples of Asian architecture, featuring an unpainted wood exterior, exposed beams and bamboo landscapes. Inside is a thriving community of students, faculty and staff who unite around the Asian and Pacific Islander experience. Recent programs and initiatives at the APCC have centered around using art as a form of activism and an award-winning, student-hosted podcast about the Asian-American experience.

Lonnie B. Harris Black Cultural Center

Named for the first director of Oregon State's Educational Opportunities Program, the [Lonnie B. Harris Black Cultural Center](#) for nearly 50 years has carried out its mission to build community, promote racial understanding and enrich the quality of campus life for Black, African American and African students both on campus and across the state. The center organizes the university's annual peace march, part of the Dr. Martin Luther King, Jr. Celebration, the longest-running event focused on social justice at OSU.

Centro Cultural César Chávez

Known colloquially as the Centro or the 4Cs, the [Centro Cultural César Chávez](#) helps students of Chicanx, Latinx and Mestizx backgrounds celebrate their culture and heritage. Through its programming, the Centro has a long history of advocacy for civil rights in Oregon and beyond. Symbolic of its mission are murals created by artists, students and community members. The 4Cs gathering hall features more than 200 unique, square paintings of animals, landscapes and people that depict the eyes of a woman when viewed together.

Ettihad Cultural Center

The [Ettihad Cultural Center](#) serves a diverse community of students from central, southern and western Asia as well as northern Africa. In Arabic, Ettihad means "united," "together" and "joined as one," signifying the center's dedication to unity and respect across cultures and identities. Its annual Ettihad Cultural Festival has become one of the largest cultural events on the Corvallis campus, and members also commit to a humanitarian project each year.

Kaku Ixt Mana Ina Haws

Oregon State's Corvallis campus is located in the traditional territory of the Ampinefu band of the Kalapuya people. Following the Willamette Valley Treaty of 1855, the Kalapuya were forcibly removed from their lands to reservations in Western Oregon and are now part of the [Confederated Tribes of Grand Ronde](#) and the [Confederated Tribes of the Siletz Indians](#). The [Kaku Ixt Mana Ina Haws](#) provides a space for the Indigenous people of the Americas and Pacific Islands to find a sense of home and community at OSU by honoring the cultures of the first people of these lands and waters.

Pride Center

The [Pride Center](#) is a welcoming, affirming community for lesbian, gay, bisexual, transgender, queer, questioning, intersex and asexual students along with their allies. The Pride Center provides a full spectrum of education and support programs, creating a safe space for members to openly explore their gender and sexual identities. Members also participate in education and advocacy around Corvallis.

Hattie Redmond Women and Gender Center

Established in 1973 and renamed in 2018 for Hattie Redmond, a Black leader in the women's suffrage movement in Oregon, the [center](#) serves as a focal point for projects directed at addressing women's issues at OSU, in the community at large and globally by translating concerns into action. The center provides advocacy, support, programs, resources and opportunities that reflect the diverse views of women from all walks of life.

Other university programs supporting student success

In addition to the seven cultural resource centers on the Corvallis campus, OSU has programs specifically charged with advancing student success for historically underrepresented students. These programs have proven highly effective in improving student success outcomes through their support services, academic counseling and engagement offerings.

Educational Opportunities Program

The [Educational Opportunities Program](#) was created in 1969 to support student success at OSU. EOP’s primary goals are providing excellent academic and personal support for OSU students from communities who have historically experienced barriers to accessing higher education. Over the past five decades, EOP has served thousands of students, helping them graduate and go on to fulfilling careers and strong community involvement. EOP serves as steady student advocates through one-on-one coaching and mentorship, support in the classroom and in the admission process.

Dr. Lawrence Griggs Office of Black and Indigenous Student Success

Opened in 2021, the [Dr. Lawrence Griggs Office of Black and Indigenous Student Success](#) fosters rich and intentional relationships across OSU to increase access, academic success and retention for Black, Native American, Pacific Islander and Alaskan Native students. Collaborating with other departments within the Division of Student Affairs, the office creates clear pathways for students to connect with important services and programming, including academic support, cocurricular opportunities, career development, recruitment and outreach.

Nia Black Scholar Living-Learning Community

The [Nia Black Scholar Living-Learning Community](#) connects students with a shared interest in centering Black people and people of the African diaspora along with understanding what it means to be Black and African American in Oregon and at Oregon State University. The residential experience provides space for students to build strong community and explore racial identity.

munk-skukum Indigenous Living-Learning Community

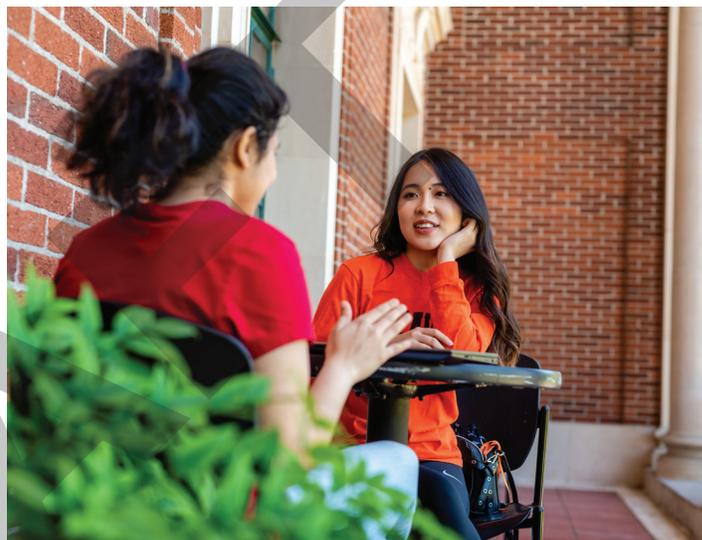
The [munk-skukum Indigenous Living-Learning Community](#) offers a residential space for students to find community, explore cultural identity and learn more about the lands where they are living. munk-skukum means “to strengthen” in Chinuk Wawa, the local Indigenous language.

TRIO Student Support Services

Offered on the OSU [Corvallis](#) campus and at [OSU-Cascades](#) in Bend, [TRIO](#) works to increase college retention and graduation rates among program participants and helps students make the transition from one level of higher education to the next.

College Assistance Migrant Program

[CAMP](#) is a federally funded program designed to support students from migrant and seasonal farmworker backgrounds during their first year in college.



Top: OSU welcomes more than 2,500 international students from 106 countries. Bottom: The Lonnie B. Harris Black Cultural Center has served Black, African American and African students at OSU for nearly 50 years.

INVESTING IN A BRIGHTER FUTURE

Oregon State University is always looking forward and investing in opportunities to enhance teaching, research, outreach and engagement. Several interdisciplinary university initiatives and investments are underway and in development that will address opportunities and challenges within OSU, the state of Oregon, the nation and the world.



Left: The Arts and Education Complex in Corvallis is expected to open in 2024. Center: Researchers in the College of Science use fruit flies to study the health impacts of artificial blue light. Right: The Gladys Valley Marine Studies Building in Newport adds research, classroom and meeting space to support the Marine Studies Initiative.

Arts and Education Complex

Now under construction, the [Arts and Education Complex](#) will bring together music, theater, digital communications and the visual arts to create a campus centerpiece and gateway for culture and creativity. Emphasizing OSU's commitment to the arts and to collaborating with K-12 schools statewide, the AEC will serve as a portal to the arts for all Oregonians. The 49,000-square-foot complex, expected to open in January 2024, incorporates many innovative design features to support arts productions and break down barriers between teaching, rehearsal and performance.

Collaborative Innovation Complex

As part of the university's efforts to build research strength and enhance collaborations among the STEM disciplines, plans are underway to create a Collaborative Innovation Complex in the heart of the Corvallis campus. Envisioned as a 140,000- to 150,000-square-foot facility, the CIC will host OSU's most advanced research infrastructure, bringing multidisciplinary teams together to pursue big ideas in climate and marine science, engineering, artificial intelligence and computation, materials science and health science.

Marine Studies Initiative

The [Marine Studies Initiative](#) is an interdisciplinary effort across the university that includes most of OSU's colleges, the Graduate School, the Honors College, the OSU Extension Service, the Hatfield Marine Science Center and other partners to address the many challenges that face the world's oceans — from rising sea levels to ocean acidification.

The MSI is pioneering an integrated research, teaching, and outreach and engagement model, combining world-class academics with pragmatic problem-solving to sustain healthy oceans, coastal communities and nearby environments. The initiative is aided by the construction of the 72,000-square foot Gladys Valley Marine Studies Building, which opened in 2021 at the university's Hatfield Marine Science Center in Newport.

\$2.714 BILLION IN GLOBAL ECONOMIC IMPACT



Oregon State University’s economic and societal impact worldwide has grown significantly over the past decade.

OSU teaching, research, outreach and engagement activities, along with university operations, contribute significantly to the Oregon economy. Last calculated in 2017, this statewide contribution was measured at \$2.34 billion and was responsible for supporting up to 30,452 jobs statewide. Spending by Oregon State on payroll, goods and services, and capital construction, along with student and visitor spending, contributed \$1.459 billion to the Oregon economy in 2017.

How Oregon State’s impact was measured

Economic consulting firm ECONorthwest analyzed data provided by the university and calculated the impact of Oregon State’s expenditures, employment, student enrollment and visitors. The university’s economic footprint comes from three sources: direct impacts resulting from Oregon State spending on operations, goods and services, capital construction and payroll; indirect impacts resulting from companies purchasing additional supplies or hiring additional employees to support spending by Oregon State; and induced impacts resulting from the purchasing power of Oregon State employees.

OSU’s economic contributions by the numbers (in 2017)

\$2.714 billion
global economic impact

\$2.334 billion
statewide economic impact

\$1.459 billion
infused into the Oregon economy

\$1.603 billion
Corvallis area economic impact

30,452 jobs
supported statewide

20,691 jobs
supported in the Corvallis area

PUTTING INNOVATION TO WORK

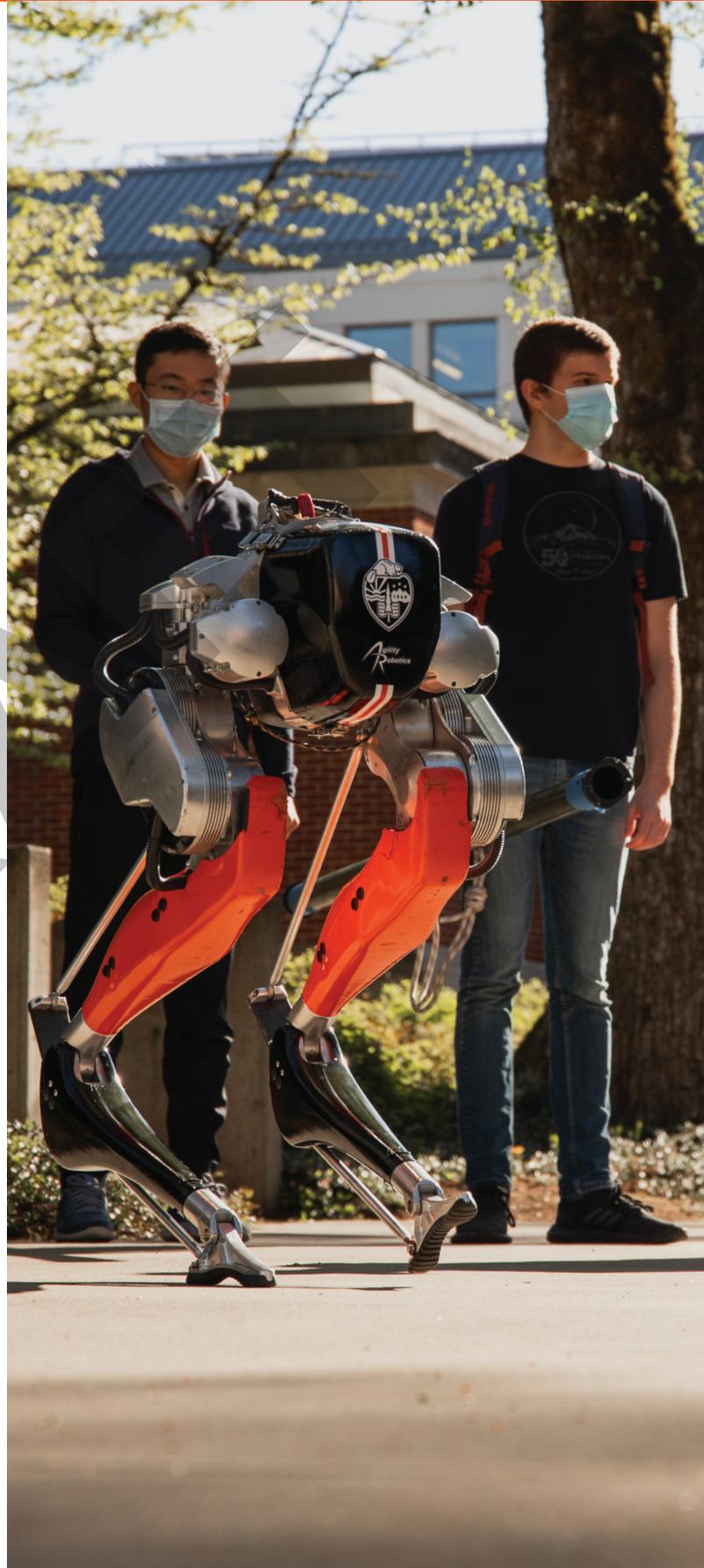
Since 2013, the OSU Advantage Accelerator has helped launch more than 170 companies, creating more than 370 jobs and economic vitality globally.

Promoting economic growth and social progress has long been crucial to Oregon State University's strategic mission. On average, OSU research produces nearly 80 invention disclosures with commercial potential each year.

The [Oregon State Advantage](#) initiative focuses university resources and expertise to help commercialize these research innovations, launch companies and move the economy forward. The Advantage Accelerator serves as a business incubator for startups — offering networking events and business consulting, educational and leadership opportunities, presentations and one-on-one meetings with successful entrepreneurs, angel investors and venture capitalists. The Advantage Accelerator has helped more than 170 new companies create more than 370 jobs. Those companies have generated more than \$21 million in revenue and in excess of \$60 million in follow-on funding.

The Advantage program extends Oregon State's research impact by developing intellectual property protection strategies and executing industry research, licensing, confidentiality, material transfer and other agreements.

Cassie, the bipedal robot invented at OSU, made history in July 2021 by completing a 5K through the Corvallis campus.



BUILDING A POWERFUL, SUPPORTIVE COMMUNITY



The OSU Alumni Association connects a thriving community of OSU alumni and friends through a variety of events, volunteer opportunities and career development programs.

The OSU Foundation and OSU Alumni Association

The [OSU Foundation](#) partners with the university to engage OSU community members, inspire investment and steward resources to enhance the university's excellence and impact.

The foundation, entering its 75th year, is a nonprofit organization governed by an independent board of trustees that operates separately from the university. In 2017, the OSU Alumni Association became a subsidiary of the foundation. Although the alumni association continues to be separately branded, its staffing and governance are integrated with the foundation to ensure a coordinated approach to engaging alumni, parents and friends of the university.

The foundation aspires to be one of the best foundations and advancement organizations in North America and acts in full alignment with the university to advance priorities determined in the university's strategic plan. While building relationships with alumni, parents and friends is a universitywide responsibility, all fundraising positions are housed within the OSU Foundation. The foundation embraces innovation and best practices and is actively engaged in the Council for Advancement and Support of Education, with the Association of Governing Boards and with long-term strategic counsel from Grenzebach, Glier and Associates. As of June 30, 2021, the foundation holds assets surpassing \$1.11 billion, manages an endowment of more than \$819 million and employs over 150 professionals.



Left: Johnson Hall houses several unique research facilities for the College of Engineering. Right: The Linus Pauling Science Center is home to the Department of Chemistry and the world-renowned Linus Pauling Institute.

The Campaign for OSU, the university's first comprehensive fundraising campaign, concluded in 2014, having raised \$1.14 billion and making OSU one of only 35 public universities at the time to have crossed the billion-dollar mark in a fundraising campaign. Following the campaign, the foundation and university partnered on a series of successful strategic fundraising initiatives designed to advance university priorities, maintain fundraising momentum and lead into the silent phase of the university's next comprehensive campaign.

The OSU Foundation has continued to build on this success, and fiscal year 2021 marked a record year for fundraising, with donors giving more than \$177 million. Cash receipts (including outright gifts and pledge payments) totaled \$113.4 million, as measured by the Voluntary Support of Education Survey, and equaled 10% of the university's annual expenditures, a hallmark of the highest performing fundraising organizations. In the last five years, the foundation has had its five best fundraising years and received its three largest gifts. A particular point of pride is that 100% of the foundation and alumni association volunteer boards, university leadership, foundation staff and more than 1,400

university faculty and staff made gifts to the OSU Foundation in fiscal year 2021.

The engagement of OSU community members, through participation, volunteering and giving, is an organization-wide priority of the foundation. Goals are in place to advance diversity, equity and inclusion; advocacy; student and alumni success; and industry and community advice, counsel and connections. OSU Connections, an online community for Oregon State University students, alumni and friends, offers an easy way for OSU community members to broaden their professional network. The number of OSU volunteers was at an all-time high in 2021, with 5,000 volunteers tracked across the university.

The foundation, under the leadership of President and CEO Shawn L. Scoville and his senior leadership team, seeks to build on this powerful momentum to support OSU's expanding aspirations, establish industry-leading fundraising and engagement growth, further energize donors, alumni and volunteers, and prepare for the next, even larger comprehensive fundraising and engagement campaign for Oregon State University.

STUDENT-ATHLETES SUCCEED ON AND OFF THE FIELD



Fans from across the state descend on the Best College Town in the Pac-12 Conference to watch the Oregon State Beavers compete in 17 NCAA Division I sports. [OSU Athletics](#) includes seven men's teams and 10 women's teams with more than 500 student-athletes who excel in their sports, in the classroom and in the community.

The mission of the OSU Athletics Department is to build excellent, authentic, visionary student-athletes and is guided by its [Build the Dam](#) strategic plan that spans 2018-23. The plan includes six strategic goals that range from winning championships and advancing diversity and equity to investing in facilities and athletics infrastructure.

Grit, determination and an unrelenting pursuit of excellence are hallmarks of OSU's student-athletes in all that they seek to achieve.



The OSU women's basketball team beat Gonzaga at Gill Coliseum in Corvallis to reach the Sweet Sixteen in the 2019 NCAA tournament.

OSU Beavers build a winning tradition

Oregon State is the only school to win three national baseball championships since 2000 (2006, 2007 and 2018). The Beavers have made six College World Series appearances since 2005.

In women's basketball, Oregon State has played in the last seven NCAA Tournaments, including four appearances in the Sweet Sixteen, two in the Elite Eight and one in the Final Four.

OSU has made two men's basketball NCAA Tournament trips since 2016, advancing to the Elite Eight in 2021.

Oregon State's men's soccer team attained a No. 1 national ranking and the top seed in the NCAA's 2021 Men's College Cup.

The Beavers football team reached the Jimmy Kimmel LA Bowl in 2021, going undefeated at home in the final season before the university began a \$151 million renovation of Reser Stadium.

OSU's perennially strong women's gymnastics program brought in its most high-profile recruit ever in 2021 when Jade Carey joined the team after winning a floor exercise gold medal at the Tokyo Olympics.

During the 2020-21 academic year, OSU placed 228 student-athletes on the Pac-12 Academic Honor Roll.

Oregon State's [#DamWorthIt](#) campaign, led by student-athletes, harnesses the influential platform of sport to open up conversations around suicide and other mental health challenges college students face. The program has gained national media attention and received a \$60,000 grant from the Pac-12 to expand its reach across the conference.

PROCEDURE FOR CANDIDACY

Applications, Inquiries and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals and CVs with cover letters should be sent via the Isaacson, Miller website for the search: imsearch.com/search-detail/S8-336. Electronic submission of materials is strongly encouraged.

David Bellshaw, Julie Filizetti, Phuong Ta,
Katheryne Martinez, Angela Finocchiaro

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OSU commits to inclusive excellence by advancing equity and diversity in all that we do. We are an Affirmative Action/Equal Opportunity employer and particularly encourage applications from members of historically underrepresented racial/ethnic groups, women, individuals with disabilities, veterans, LGBTQ community members and others who demonstrate the ability to help us achieve our vision of a diverse and inclusive community.

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