innovation finds a way
How a perfectly good OSU engineer got hooked on adjacent innovation

// the spark
organizations resist disruption
Just because the CEO or Provost think they have a great idea does not mean the organization will support it.
– change is neither safe nor needed

we are not good at it
People are confident about what they know how to do, and collect stories about how we fail when we stray.
– it is not who we are

we lack what we need
Our customers, employees, brand, partners, culture, and know how support what we do today.
– not something new
allocating resources
An appropriate allocation of resources needs to be included in the strategic plan for adjacent opportunities.

a portfolio of growth opportunities
A key to long-term growth is the creation and disciplined management of a portfolio with high potential and high uncertainty opportunities.

many ideas, few selected
Successful innovation depends on creating many diverse ideas and using a proven methodology to select and develop the best ones.

we say – innovation can be predictable //
mission

Formed in 2017, Impact Studio is accelerating bold initiatives that advance the university’s strategic goals, and financial strength.

motivation

A higher rate of institutional innovation surfaced as a high priority through the Vision 2030 conversations, as were the needs for net revenue growth and diversification.

approach

Adjacent Innovation is a proven approach for sustainable growth by investing in a diversified portfolio of growth opportunities that leverage the organization’s capabilities.
New ideas come from everywhere and the best are selected by the Impact Studio Advisory Committee.

The Provost decides to invest based on a comprehensive Investment Grade Proposal.

The Provost decides to scale-up based on the opportunity as demonstrated during the Incubation and Pilot Phases.
Net revenue break-even time is the projected time for the cumulative net revenue to break even, including Impact Studio’s cost.

The portfolio NRPV is the present value of the projected net revenue over a ten-year period from the discounted cash flows.

// the portfolio is behaving as designed
1. **preeminence in research, scholarship, and innovation**

2. **transformative education that is accessible to all learners**
   - 1. The Transfer Enrollment and Success Expansion, originally “Gateway” (TESE)
   - 2. Capacity-Based Pricing (CBP)
   - 3. Pathways To OSU (P2OSU)
   - 4. Oregon Research and Teaching Security Operations Center (ORTSOC)

3. **significant and visible impact in Oregon and beyond**
   - 5. The Outdoor Recreation Economy (OREI)
   - 6. International Online (IO)

4. **a culture of belonging, collaboration, and innovation**
   - 7. Engineering and Design for Society (EDS)
   - 8. Transfer Student Experience (TSE)

5. **innovating in the core**
   - 9. University Financial Management (UFM)

// portfolio strategic alignment
examples of current initiatives
The International Online (IO) initiative, approved for Pilot Phase, identifies opportunities and required offerings to serve international students seeking online education, including students seeking online degree prep programs, fully online degrees, and hybrid degrees that either start or finish online.

IO leverages over a decade of innovative academic and support solutions tailored to meet international students' needs built on the demonstrated success of OSU, INTO OSU, Ecampus, and INTO.

The objective is to expand in the international online market starting in fall 2021, learning as rapidly as possible to inform the degrees, modalities, and markets for Pilot Phase 3.
Pathways to OSU (P2OSU) includes three pre-college programs that focus on Black, Native American /Alaska Native, and Latinx students. OSU engages with partners inside and outside of the university to co-design each program based on the needs expressed by students and families, community-based organizations (CBOs), existing programs, and school districts. This model of culturally responsive engagement is extendable to other communities that face barriers to higher education.

<table>
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<tr>
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<th>K-12 Projection 2026</th>
<th>OSU 2020</th>
<th>University Average 2020</th>
<th>Leading Universities 2020</th>
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<tr>
<td>Black / African American</td>
<td>2.3%</td>
<td>1.4%</td>
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<td>3.9% PSU 3.5% WOU</td>
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<tr>
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<td>1.1%</td>
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<tr>
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<td>12.3%</td>
<td>16.7% WOU 15.6% PSU</td>
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The P2OSU backbone coordinates culturally responsive programs, students, community partners, and staff in a collective impact model.
impact studio
MAKING INNOVATION PREDICTABLE