



Oregon State
University

Office of the Provost and Executive Vice President
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Corvallis, Oregon 97331

6 April 2022

Invitation to Serve: Enrollment Strategy Task Force

Jon Boeckenstedt, Vice Provost for Enrollment Management – ***Co-Chair***

Roy Haggerty, Dean, College of Science – ***Co-Chair***

Colleen Bee, School Head, Marketing, Analytics, and Design; College of Business

Andrew Ketsdever, Interim Vice President, OSU-Cascades

Brian Lindsley, Systems and Operations Manager; Division of Enrollment Management

Ricardo Mata-González, Associate Dean of Academic Programs, College of Agricultural Sciences

Phil Mote, Vice Provost and Dean, Graduate School

Shain Panzeri, Director, International Admissions and INTO OSU Academic Support

Lisa Templeton, Associate Provost, Ecampus

Damoni Wright, Associate Vice Provost, Inclusion and Engagement; Division of Student Affairs

Dear Colleagues,

I write to ask you to serve on a task force to develop an enrollment strategy for Oregon State University, to include goals, actions, and key performance indicators for the university's enrollment at all levels (undergraduate and graduate), teaching modalities, residency, and locations. Major components of the strategy should include:

- Institutional assessment – Where do we currently stand?
- External assessment – Which factors external to OSU put maxima and minima on our enrollment across various categories?
- Aspirational strategy – Even though no university can do everything it wants to do, what are the big objectives OSU wants to pursue?
- Optimizing enrollment – What mix of enrollment at OSU (by level, college, campus or location, for instance) is optimal?
- Retention and success – Are there related and complimentary retention and student success strategies that will help us focus on who graduates from OSU in addition to who attends OSU?
- Marketing strategy – How do the four elements of good marketing necessary to reach our goals come into play?
- DEI goals – Weighing internal and external constraints and resources, what ways can we help more students who are first-generation and/or low-income and/or students of color obtain an OSU degree?
- Tracking progress – What high level performance indicators to track progress on implementation and outcomes?

Graduate Enrollment

The focus of this work should include both undergraduate and graduate enrollment. However, a comprehensive graduate enrollment strategy requires an accompanying research strategy, which is beyond the scope of the work envisioned here. Therefore, the primary focus of the task force with respect to graduate programs should be on enrollment in revenue-generating fields (primarily professional masters) and fields where graduate enrollment is tightly connected with undergraduate instructional needs.

Timeline

I do not expect that the task force's work will result in a single work product by a fixed deadline, but instead a series of reports and recommendations developed over the next 12-18 months. I also ask you to consider what issues and assumptions should be visited by the university immediately, and which would be better addressed in the course of the development of OSU's next strategic plan.

Next Steps

I will provide a more detailed list of considerations and issues under separate cover. Please indicate your availability to serve on the task force by emailing [Gigi Bruce](#) as soon as possible. Once membership is confirmed, we will organize a kick-off meeting to review the charge.

This is an incredibly important project and I appreciate your willingness to contribute to its success.

Sincerely,



Edward Feser
Provost and Executive Vice President