Oregon State University seeks a dynamic and strategic leader to serve as the Executive Director of Impact Studio. The position reports directly to the Provost and Executive Vice President and is a vital member of the university’s leadership team. Started in 2018, Impact Studio has created a portfolio of nine initiatives to expand our impact in the state, nation, and beyond.

OSU 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 is accessible to all learners.

**Position**
The Impact Studio Executive Director is responsible for cultivating, assessing, recommending, incubating, and supporting the launch and transfer of new programs and initiatives that align with the University’s mission and improve its financial strength.

**About**
Formed in 2018, Impact Studio is a dynamic venue using best practice approaches for OSU to respond creatively and nimbly to fast-changing trends in higher education. We engage innovators to create a portfolio of initiatives that advance OSU’s strategic plan and improve the University’s financial strength. Impact Studio’s proven approach makes innovation predictable.

**Impact**
Impact Studio has engaged over 200 individuals (faculty/staff/students/external partners) resulting in 46 ideas being proposed for consideration. Twelve initiatives were selected for development, with nine receiving funding or support to move forward into incubation. Five of the nine initiatives have reached scale-up, with four in earlier phases.

**Financial Results**
The portfolio broke even in FY21, including all cumulative investments in Impact Studio and the initiatives. The projected annual net revenue will reach $32M in FY25. The ten-year net revenue present value for the portfolio is $214M.

**Overview**
impactstudio.oregonstate.edu
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. Impact Studio uses proven methodologies to develop innovative solutions for Oregon State’s needs.

**Mission**
Impact Studio is where teams of faculty, students, and staff develop and launch bold initiatives that advance Oregon State’s strategic plan and improve the University’s financial strength.

**Portfolio**
Impact Studio’s work illustrates the breadth of Oregon State’s mission and facilitates Oregon State’s Vision 2030 and Strategic Plan.

**Transfer Enrollment and Success Expansion**
The initiative provides critical resources for transfer students to complete their bachelor’s degree. Nationwide, 80% of students starting at community college say they want to go on to a bachelor’s degree, but less than 20% are successful. OSU provides personal guidance, connections, and decision tools to hundreds of community college students to optimize their course selection and financial planning to succeed at OSU.

**Center for the Outdoor Recreation Economy**
The initiative engaged industry leaders that face a growing skills gap to recruit and retain the workforce needed to fuel this $788B sector with 5.2 million jobs in urban and rural communities. OSU is delivering industry-informed training programs, research, and partnerships.

**Capacity-Based Pricing**
The initiative increases nonresident undergraduate enrollment in specialized majors where OSU is uniquely positioned nationwide. By creating a dynamic pricing model that offers nonresident students affordable access to internationally recognized degree programs, OSU can fill our program capacity and meet the demand for graduates.

**Access OSU**
The initiative increases family and student access to college information for communities of color in Portland. It develops early relationships with OSU through programs designed to build trust with African American/Black, Native/Indigenous/Pacific Islander, and Hispanic/Latinx communities.

**University Financial Management**
The initiative addresses a need for deans and directors to support their college-level program decisions to optimize revenue growth within a given budget. The new solutions provide strategic financial management information, tools, and methods.

**Engineering and Design for Society**
The initiative created the “Design for Social Impact” certificate that brings multidisciplinary faculty and students into a design-based core curriculum with multiple curricular concentrations. The experience concludes with a multidisciplinary real-world project that serves employers and clients.

**International Online**
The initiative is marketing OSU Ecampus directly to international students seeking online Undergraduate and Graduate degrees, including those that wish to start online and then complete in the US with opportunities for employment after graduation. The initiative leverages OSU’s Ecampus, INTO OSU, and INTO’s worldwide footprint.

**Oregon Research and Teaching Security Operations Center**
The initiative is establishing a world-class “cybersecurity teaching hospital” by providing services for under-resourced public entities and experiential learning opportunities for students. OSU is developing multiple degrees and certificate programs with hands-on learning to fill critical jobs in cybersecurity.

**Hemp-based Carbon Economy**
The initiative seeks to accelerate industrial hemp opportunities by designing advanced value-added materials. The commercialization models leverage internal OSU capabilities and industry expertise.
The Impact Studio Executive Director is responsible for cultivating, assessing, recommending, incubating, and supporting the launch and transfer of new programs and initiatives that align with the University’s mission and improve its financial strength.

The incoming executive director will join Oregon State University at a time of significant momentum, excitement and opportunity. Impact Studio plays an important role to creatively and flexibly adapt to a rapidly changing and complex landscape within 21st-century higher education.

The position reports to the Provost and Executive Vice President. The Provost appoints an Impact Studio Advisory Committee (ISAC) to provide the executive director with direct guidance and oversight. ISAC also advises the Provost on the performance and value of the Impact Studio operations and portfolio.

The role encompasses:
- The development and active management of a portfolio of initiatives selected and advanced based on their potential for high impact.
- Strategic alignment with the Provost and ISAC on the kinds of opportunities to be developed through Impact Studio.
- Productive partnerships with OSU’s colleges, programs, campuses, and administrators to move promising ideas forward in a highly efficient manner.
- A merit-based, objective, and transparent investment decision process to ensure the best opportunities advance as investment grade proposals for seed and incubation funding, if appropriate. The Provost makes final funding decisions.
- Engagement inside and external to the university to identify promising new ideas as candidates for the Impact Studio portfolio.

Thought leadership in the selection, adoption, and improvement of the most effective methodologies and tools for teams to create and advance new opportunities.

Create a culture that attracts the best and most diverse talent from the University and beyond to expand the creative capacity of Impact Studio and contribute to meeting OSU’s diversity, equity, and inclusion goals.

Directing visibility to the rapidly changing educational technology landscape, including partnerships with external thought leaders and consortia.

Designing and equipping Impact Studio space to maximize flexibility while keeping overhead costs low.

The executive director will be a learner-focused leader who places a high priority on transparency, listening, accessibility, and understanding as the University develops new initiatives that meet the needs of learners, families, and partners spanning public, nonprofit, and industry.
Minimum/Required Qualifications

- Bachelor’s degree in a related field.
- 10+ years of experience building and leading organizations and teams; proven ability to effectively lead initiatives with a high level of uncertainty and ambiguity across independent operating units; collaboration with partner organizations spanning multiple academic programs, R&D businesses, or community engagements.
- 3+ years of experience managing an innovation program inside of an organization with the charter to create, select, incubate, and launch new R&D businesses, academic programs, or community engagements that extend the organization to serve new constituencies.
- 2+ years of experience launching a new program inside a university or nonprofit organization; proven expertise in the methodologies and tools used in the creation, selection, incubation, and launch of innovative programs.
- Demonstrated commitment to promoting and enhancing diversity, equity, and inclusion.
- Strong interpersonal and group communication skills.

Preferred Qualifications

- Advanced degree in business, engineering, science, or education.
- Successful service in an executive leadership role (vice president, dean, etc.) spanning greater than 100 employees and $10M operating budget.
- Successful leadership of an academic program, R&D business, or community engagement with annual revenues greater than $50M.
- Active engagement as a thought leader in fields that are relevant to the Impact Studio charter such as innovation management systems, corporate venturing, educational innovation, educational trends, and technology, etc.
- Has started and/or mentored new R&D businesses, community engagements serving multiple causes or industries, or academic programs.

Link to the Open Position
https://jobs.oregonstate.edu/postings/119896

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Search Committee Chair
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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. OSU accomplishes 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 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 priorities and actions; and are visible in OSU’s achievements. Inclusive academic excellence is OSU’s north star. The university executes its mission and pursues its vision while remaining true to its commitments. OSU will:

- Innovate and collaborate in research with 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 integrating the arts, humanities, sciences and engineering.
- Be accountable leaders.
- Be agile and entrepreneurial.
- Be mindful of this special place and all Oregonians.

**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, OSU produces graduates, scholarship and solutions that achieve maximum positive impact on humanity’s greatest challenges.
High-quality education
Academic excellence is fundamental to OSU’s 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 Statewidens 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 12,000 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 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 US.
- 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 La Grande, 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.
Oregon State University never stands still. Over the past two decades, the university has continued to adapt, grow and increase 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.
- Today, 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 grew to $2.334 billion in 2017, up $343 million, or 16.8%, since 2014.
The Oregon Legislative Assembly designates Corvallis College as the state’s land grant college on October 27.

The first graduating class features two men and one woman.

The Extension Service is established to extend research-based knowledge to communities across the state.

OSU’s globally recognized Hatfield Marine Science Center opens on the Oregon Coast in Newport.

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.

Fall enrollment totals 16,788 students. International students make up 6.9%, and students of color make up 13.5% of total enrollment.

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.

The Campaign for OSU, the university’s first-ever capital campaign, launches with a goal to raise $625 million.

Oregon State Ecampus is ranked among the top 10 Best Online Bachelor’s Programs by US News & World Report, an achievement it will repeat for eight consecutive years.

The Campaign for OSU concludes in December, having raised $1.142 billion.

OSU-Cascades expands to a four-year campus, enrolling 1,016 students.

New 10-acre OSU-Cascades campus opens in Bend, which has since expanded to 128 acres.

Ecampus reaches No. 3 in the US News & World Report rankings of online bachelor’s programs.

Oregon State sets a record for research funding with $450 million in grants and contracts.

Oregon State graduates a record 7,391 students at its 152nd annual Commencement.

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 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 US.
#2 FORESTRY IN THE WORLD
#2 ONLINE ECONOMICS AND BUSINESS ADMINISTRATION IN THE US.
#3 OCEANOGRAHY IN THE WORLD
#3 ONLINE BACHELOR’S IN COMPUTER SCIENCE IN THE US.
#3 COLLEGE FOR STUDYING NATURAL RESOURCES AND CONSERVATION IN THE US.
#3 HUMAN DEVELOPMENT AND FAMILY SCIENCES IN THE US.
#3 AGRICULTURAL COLLEGE IN THE US.
#5 ONLINE BACHELOR’S PROGRAM IN THE US.
#5 MECHATRONICS, ROBOTICS AND AUTOMATION ENGINEERING IN THE US.
#8 MARINE AND FRESHWATER BIOLOGY IN THE WORLD.
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 2020 cohort was 86.8%, and the six-year graduation rate for the fall 2015 cohort was 68.2%. 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 the 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 $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, who can choose from 28 undergraduate and 12 graduate degrees, along with a variety of interdisciplinary minors, options and certificates that emphasize 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** oversees and supports more than 100 graduate programs and administers six interdisciplinary degree and certificate programs at OSU. Serving more than 5,800 graduate and professional students in Corvallis, Bend, Portland and online, the Graduate School offers a variety of academic and professional resources to support student success.
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 recent 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 US 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.

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 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.
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 houses OSU’s Professional and Continuing Education unit. In 2020-21, PACE served more than 93,000 people enrolling in over 100 noncredit 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 Service 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.

- 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.
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**

**PREEMINENCE 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 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 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 bring their knowledge, experiences and cultures into the university; promote the vitality of its communities and the quality of life for Oregonians; and be of service to government and industry.

**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.
OSU’s budget totals $1.45 billion in fiscal year 2022 and originates from educational and general (E&G) funds, which support academic campus operations in Corvallis and Bend; 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 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 $)

<table>
<thead>
<tr>
<th>Source</th>
<th>Revenue</th>
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<tbody>
<tr>
<td>OSU-Cascades E&amp;G</td>
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<td>Statewide Public Service Programs</td>
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<td>Corvallis E&amp;G</td>
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Who we are

These seven personality traits of Oregon State University, established as part of a university-wide 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
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, and 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.

Right: 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 $160.5 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.
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 walruses in Alaska.

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.
Ecampus program

Top-ranked in the nation by multiple organizations over the last 10 years, Ecampus features courses that are developed and taught by OSU faculty and provides a rigorous and excellent Oregon State University education online to more than 12,000 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.

Right: 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.

Hatfield Marine Science Center

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 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 US 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 US 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.
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 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.
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 is responsible for monitoring implementation and progress of the diversity strategic plan. 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 university-wide 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 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 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 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.

The Lonnie B. Harris Black Cultural Center has served Black, African American and African students at OSU for nearly 50 years.
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.

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 advocates for students 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.

OSU welcomes more than 2,500 international students from 106 countries.
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 Agricultural Sciences use fruit flies to study the health impacts of artificial light. Right: A $160.5 million investment in Reser Stadium will enable year-round university programming alongside a best-in-class football stadium beginning in fall 2023.

**Impact Studio**
Formed in 2018, Impact Studio is a dynamic venue using best practice approaches for OSU to respond creatively and nimbly to fast-changing trends in higher education. Impact Studio engages innovators to create a **portfolio of initiatives** that advance OSU’s strategic plan and improve the University’s financial strength. Impact Studio’s proven approach makes innovation predictable.

**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 (CIC) in the heart of the Corvallis campus. Envisioned as a 140,000- to 150,000-square foot center, 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** (MSI) 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 to sustain healthy oceans, coastal communities and nearby environments. The initiative is aided by the 2021 opening of the 72,000-square foot Gladys Valley Marine Studies Building in Newport.

**Arts and Education Complex**
Now under construction, the Arts and Education Complex (AEC) will bring together music, theater, digital communications and 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 design features to support teaching, rehearsal and performance.
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
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.

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

Entering its 75th year, the foundation 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 university-wide 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.
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 a 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.