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***Prosperity Widely Shared:
The Oregon State Plan***

University Strategic Plan 2024-30



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Mission

Committed to research, teaching and public engagement, Oregon State University promotes economic, social, cultural and environmental progress for the people of Oregon, the nation and the world.

Our Foundational Values

An Exceptional Future Animated by Access, Equity and Justice

As we embark on this next chapter in Oregon State University's story, we affirm our collective commitment to equity in the university community and beyond. We will:

- Increase our excellence by valuing and integrating the diverse lived experiences, perspectives and viewpoints within Oregon State and the communities we serve.
- Continually adapt to remove barriers and create equitable outcomes for communities denied access to opportunity.
- Engage communities the university serves to build mutual and resilient relationships to advance shared goals.
- Reckon with injustice in our institutional history and pursue reconciliation through humility and transparency.

OSU's University Diversity Action Plan will align with the University Strategic Plan and outline our specific diversity, equity and inclusion strategies and initiatives.

Land Acknowledgment

Oregon State University in Corvallis is in 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 the Grand Ronde Community of Oregon and the Confederated Tribes of the Siletz Indians.

Oregon State University recognizes the impact that its land grant history has had on Indigenous communities in Oregon. Through self-reflection, learning, reconciliation and partnership, Oregon State University commits to being of enduring benefit to the sovereign Tribal Nations of Oregon and Indigenous communities throughout the country.

A Message from the President

What this plan is—and is not

Many strategic plans aspire to capture everything an institution wants to do. This is not that kind of plan.

We choose instead to focus intensely on **three strategic goals** where we will make significant investments, deliver on our institutional ambitions, and realize our deep-seated belief that **humankind can equitably and sustainably prosper** and that Oregon State must be a catalyst for that prosperity. As we pursue these three goals, other essential work at the university continues, including initiatives outlined in the strategic plans of colleges and administrative units and work advancing university-wide initiatives already underway.

Opportunities for widely shared and environmentally sustainable prosperity are all around us, and all of them align with Oregon State’s longstanding and emerging institutional strengths:

- Our excellence in basic research that pushes the knowledge frontier and is foundational to solving grand challenges.
- Our deep embeddedness in a state with the geographic, ecological, social and political diversity that makes it a proving ground for the nation and the world.
- Our potential to build local and regional economies by commercializing world-class discoveries in fields ranging from AI and robotics to “blue” and “green” economy disciplines, combined with our capacity to coordinate cross-sector development and infrastructure initiatives.
- Our track record of educating a skilled workforce, in person and online.

The three goals of this plan are interdependent. We must rally around them all to be successful. Our research ambitions will be achieved with new revenues from a fully realized educational mission, one defined by improved outcomes and expanded online education. Our ability to drive economic development requires producing an educated workforce as well as creating human-centered, sustainable solutions that emerge from big discoveries. Achieving our goals in the *Believe It!* Campaign will also help fuel our success.

Our plan is rooted in pragmatic, scalable problem-solving; powered by our belief in a bright future; and driven by the moral imperative of civic contribution rather than institutional self-preservation. By focusing on excellence and impacts in all we do—and open to new ways of thinking and doing—we will deliver on the promise of our public mission and reward the public’s trust by proving what public research universities can achieve.

This plan goes to the heart of who we are. I know we are ready.

Jayathi Y. Murthy
President

Vision

From our vantage points across Oregon and beyond, we see an inspiring constellation of strengths and the makings of a bright future. Oregon State University will be a driving force for prosperity that is equitable, scalable and sustainable.

Introduction

With this plan, Oregon State University offers the world an achievable vision for prosperity widely shared, opening opportunities for all to contribute to economic, social and environmental development and share in its rewards.

This is a **collaborative vision** that values the strengths of diverse physical and human geographies: urban and rural; sovereign Tribal Nations; businesses small and large; farms and ranches; ocean, coast, forest, mountains and desert; schools and community colleges. And it is a **deeply human and hopeful vision**—one that celebrates the interconnectedness of the world, upholds the dignity of every person, and offers a way forward for our state, the nation and the world.

Here is the Oregon State University we will become:

- **A university focused on big discoveries that drive big solutions.** We will lead the world in building transdisciplinary teams in areas of strategic focus and turning our foundational strengths into accelerated applications with far-reaching, lasting public value.
- **A university where every student graduates.** We will ensure that all degree seekers and their families fully trust that their academic and professional success is Oregon State's very highest priority.
- **A university that fuels a thriving world in every dimension.** We will be a proactive driver of economic, workforce and community development by drawing on our knowledge and talents across the disciplines. Our work will provide a leading model for research university engagement with people and places.

Oregon State University does the exceptional and we can prove it. Now, when there is so much yearning worldwide for a sense of possibility, we respond with the clear-eyed optimism that has always been our signature: we fervently believe that a bright future, with prosperity widely shared and environmentally sustainable, is within reach.

Three Goals

Oregon State will be:

- A university focused on big discoveries that drive big solutions.
- A university where every student graduates.
- A university that fuels a thriving world in every dimension.

Goal:**A university focused on big discoveries that drive big solutions.**

Prosperity will flourish when Oregon State research is fully powered up for excellence—intentionally concentrated in domains in which we are uniquely competitive and distinctive, making the most of our capacity for collaborative transdisciplinary discovery, and leveraging entrepreneurship and public engagement. To begin embedding this culture of high strategic focus, this plan outlines several initial research areas where OSU has clear opportunities to build a global reputation and exert extraordinary impact. In all cases, we will pursue these ambitions with transdisciplinary teams that work across the sciences, engineering, arts, social sciences and humanities.

Our intention to go big in selected areas will require a new mindset in how we prioritize, fund, staff, collaborate and problem-solve. We are confident that strategic, targeted investments will lift the entire university, open new opportunities in every discipline, and create social, economic and environmental solutions with big impacts.

These focused initiatives will also create enduring university-community partnerships that will serve the state, nation and world far beyond the timeline of this plan: bridging differences, combating misinformation, inspiring more effective stewardship, and facilitating greater civic participation. As we build these strengths, we will do so in ways that grow and sustain resilient, collaborative relationships with diverse community stakeholders, incorporate many ways of learning and knowing, and co-create solutions with benefits that are distributed fairly and equitably.

Goal

A university where every student graduates.

The connection between educational attainment and personal and collective prosperity is strong. We will expand and make more accessible the highest quality in-person and online education programs, with every student's success our highest priority. We will focus on both residential students and the growing number of people of all ages pursuing degrees through Ecampus, which is consistently ranked among the nation's top online degree providers. At the same time, we will offer educational opportunities for learners who seek shorter-term credentialing programs to upskill and retool their careers.

We will strategically expand academic programs and credentials and deliver them fluidly across Oregon State's campuses and education platforms. Our success will be measured by the lifelong personal and professional success of those who rely on us for valued credentials.

We will strive to provide access, belonging and success for all, being especially mindful of the needs of those who have faced persistent barriers to higher education. Pre-college engagement and Oregon State's curriculum, teaching, experiential learning, academic support and career development will continuously adapt to the rapidly evolving needs of learners and communities.

Goal

A university that fuels a thriving world in every dimension.

By combining exceptional research and teaching with an unparalleled capacity to partner with public and private stakeholders, Oregon State will serve as a powerful engine for widely shared, environmentally sustainable prosperity in our state, the nation and the world.

Working with partners in industry, government and education, we will help strengthen economies by sharing Oregon State's discoveries and capacity for joint problem solving and by continuously adapting to the future of work in how we teach and prepare graduates for careers. We will be among the nation's leaders in translating research to applications that contribute solutions to the world's greatest challenges in areas like food, water, energy and climate change. We will be proactive and collaborative in creating the vision for—and helping to realize—dynamic, innovative and entrepreneurial economies and communities.

Purposefully engaging all disciplines, we will connect the analytic, humanistic and aesthetic in innovative ways to contribute understanding of how societies can fully realize the promise of new discoveries and technologies. To create a shared path forward, we will coordinate with the private sector; state, local and Tribal governments; and other education institutions. Knowing true partnerships are built on trust, we will measure our leadership by whether we deliver on our commitment to collaboration and reciprocity.

Five Actions

The following five actions and associated tactics will advance the three goals. We will pursue these actions at every level—university, college and campus—by defining clear progress metrics and holding ourselves accountable for results.

1. Build international research distinction in areas of competitive advantage.

Oregon State will maintain a breadth of disciplines and research appropriate for a comprehensive research university. However, we will be highly strategic at every level—university, college, school and department—in building selected clusters of research excellence that are world-leading and underpinned by exceptional faculty, highly ranked undergraduate and graduate programs, and Oregon State’s unique assets.

To catalyze this culture of deliberate focus, over the next several years we will prioritize four areas for investment and growth: climate science and related solutions; clean energy technology and related solutions; robotics; and integrated health and biotechnology. To support work in these areas, we will build foundational strength across the university in artificial intelligence, data science and research computing, and we will consolidate and invest in our arts and humanities infrastructure to advance scholarship and creative work in those domains and their intersection with the target areas.

As we build the four target areas, we will capitalize on Oregon State’s current and emerging assets, including those associated with our specializations across eleven academic colleges; the Jen-Hsun and Lori Huang Collaborative Innovation Complex; PRAx, the Patricia Valian Reser Center for the Creative Arts; centers and institutes such as the Linus Pauling Institute, PacWave, and the world renowned Hatfield Marine Science Center; and our location in the ecologically and socioeconomically diverse Pacific Northwest. We will build accompanying strength in doctoral programs, and we will purposely take a multidisciplinary approach in each area, bringing together the expertise of scientists, artists, engineers, humanists and social scientists.

2. Build an enterprise approach to knowledge translation, innovation, and partnerships.

Urgent questions of global consequence—such as climate change and sustainability, the health and welfare of rural communities and marginalized groups, and the diffusion of artificial intelligence—require solutions that are grounded in discovery but often have uncharted paths to human-centered application and unclear profitability. Elements of Oregon State’s approach to solving this problem include launching an economic development and industry relations strategy, building capacity to support translational research, launching a comprehensive strategy for our activity in the Portland region, and leveraging global networks and partnerships to create additional competitive advantages in research and teaching.

3. Build faculty excellence.

In addition to our focus on the first four target areas for investment, all colleges will set goals for research and teaching excellence and innovation. A university-wide faculty hiring initiative, fueled in part by creating efficiencies and focusing priorities, will leverage college efforts. Even as we expand the college’ and Office for Research Advancement’s work supporting faculty in their research endeavors, we will launch a campaign supporting faculty professional development in course design, teaching and assessment, and we will increase awards and

recognition for distinguished teaching. We will also expand our efforts to increase the number of faculty recognized by national scientific and scholarly societies.

4. Significantly increase enrollment online and at OSU-Cascades.

The knowledge-intensive economy is motivating people to pursue degrees and build new skills, and Oregon State plays a critical role in serving state and national needs. What's more, as demand for quality online academic programs grows, Oregon State's competitors are commanding increasing market share. Growth in our online programs is essential for us to remain competitive and to fuel investments in research and faculty excellence. Setting and executing on ambitious plans in every college, we will strive to more than double online enrollment, and we will implement enrollment growth strategies for OSU-Cascades, the Corvallis campus, and in our professional master's degree offerings.

5. Launch a campaign for timely undergraduate degree completion.

We will set bold but achievable targets for retention and graduation in every department, school and college. Partnering with the OSU Foundation, we will launch a campaign to substantially increase need-based scholarships. To incentivize and support more undergraduate students to attend full-time, we will reinstate the tuition plateau. In addition, we will launch a signature first-year onboarding experience for undergraduate students, including reformed first-year advising and dedicated attention to transfer and online students, and we will strengthen relationships with other higher education institutions to create smooth pathways into Oregon State's academic programs.

Summary of Actions and Tactics

<p>1. Build international research distinction in areas of competitive advantage.</p>	<ol style="list-style-type: none"> 1. Increase colleges' tenure/tenure-track hiring in target areas. 2. Invest in research support infrastructure and programs, including doctoral education, especially in target areas. 3. Build foundational strength in AI, data science and research computing across Oregon State. 4. Consolidate and invest in arts and humanities infrastructure to better support research and creative work in those domains and their intersection with target areas.
<p>2. Build enterprise approach to knowledge translation, innovation, and partnerships.</p>	<ol style="list-style-type: none"> 1. Launch an economic development and industry relations strategy. 2. Build translational research support capacity. 3. Launch a new Portland metro strategy. 4. Leverage global networks and partnerships to create additional competitive advantage in research and teaching.
<p>3. Build faculty excellence.</p>	<ol style="list-style-type: none"> 1. Set targets for research and teaching excellence and innovation in academic units and reward success. 2. Launch a central faculty excellence hiring initiative to support targeted tenure/tenure-track hiring. 3. Launch a professional development campaign for course design, teaching and assessment. 4. Increase awards and recognition for distinguished teaching. 5. Expand efforts to increase number of Oregon State faculty recognized by major scientific and scholarly societies.
<p>4. Significantly increase enrollment online and at OSU-Cascades.</p>	<ol style="list-style-type: none"> 1. Implement college strategies to more than double online enrollment. 2. Implement a growth strategy for OSU-Cascades. 3. Implement a strategy for Corvallis campus enrollment. 4. Grow professional graduate program offerings.
<p>5. Launch a campaign for timely undergraduate degree completion.</p>	<ol style="list-style-type: none"> 1. Set academic unit targets for retention and graduation and reward success. 2. Substantially increase need-based scholarships. 3. Launch a signature first-year onboarding experience, including reformed first year advising. 4. Strengthen partnerships with community colleges. 5. Reinstate the tuition price plateau.

Top Five Targets

Oregon State University uses dozens of metrics to track progress. We will continue to do so. We know that not all that is valuable is quantifiable, but a relentless focus on achieving aspirational *Top Five Targets* by 2030 will motivate the community and increase our prospects for success.

1. Increase annual research expenditures to \$600 million.
2. Increase six-year graduation rate to 80 percent.
3. Equalize six-year graduation rates by race and ethnicity.
4. Increase online-only enrollment to 30,000.
5. Increase OSU-Cascades enrollment to 2,200.

Implementation

Oregon State's most recent plan—covering 2019 through 2023—articulated four goals and 20 actions designed to lay the groundwork for success for OSU's next 150 years. The university successfully implemented nearly all the tactics originally envisioned in SP4.0 and introduced new tactics as challenges and opportunities evolved. Some of that work remains underway (see sidebar) and is essential to achieving the goals laid out here.

Accompanying this plan is an implementation plan. Additionally, the Office of Institutional Diversity will lead the development of a diversity action plan that will ensure the goals and actions laid out here will be pursued in alignment with OSU's core diversity, equity, and inclusion commitments. Finally, the Office of Human Resources will work with university partners to update OSU's talent management strategy to ensure the university is taking every action within its control—hiring practices, onboarding, professional development, increased options for affordable housing and childcare, and general assistance—to recruit and retain outstanding and diverse faculty and staff.

SIDEBAR

Ongoing Tactics

- Improve research support infrastructure.
- Position Oregon State as an international leader in the integration of the arts, humanities, sciences, and engineering, anchored by PRAX.
- Support faculty to successfully lead large transdisciplinary projects through the Research Advancement Academy.
- Address deferred maintenance and seismic needs through facilities renewal.
- Modernize IT systems through the Administrative Modernization Program.
- Implement the reformed undergraduate Core Education curriculum.
- Continue the development of the campus of OSU-Cascades.
- Improve transfer student support.
- Build out the Jen-Hsun and Lori Huang Collaborative Innovation Complex and related programming supporting collaborative innovation and research across OSU.
- Implement the Managerial Competencies Framework.

How This Plan Was Developed

Following facilitated sessions with the Oregon State University Board of Trustees, senior leaders and others, President Jayathi Murthy and Provost Edward Feser formally launched the development of the university's next strategic plan in early fall 2022. Supported by AKA Strategy, a nationally recognized consulting firm, a steering committee and core team analyzed internal and external trends and issues, identified major themes the new plan might address, and developed working hypotheses regarding university priorities and goals for the next plan.

Concurrently, the Office for Research Advancement (ORA) and the Associate Deans for Research Advisory Committee (ADRAC) worked together to create a framework that expresses Oregon State's values and goals in research and scholarship and to identify areas of high strategic opportunity—those with accelerating extramural funding potential and close alignment with college and university priorities. The initial four areas targeted for strategic investment—climate science and related solutions, clean energy technology and related solutions, robotics, and integrated health and biotechnology—along with the enabling domains of AI, data science and research computing, emerged from a combination of the ORA/ADRAC's recommendations, the findings of a commissioned analysis of federal funding trends by Hanover Research Inc., and developing plans for the Huang Collaborative Innovation Complex.

The preliminary goals and priorities in the plan were presented and discussed in individual and group conversations with over 150 stakeholders, including in town halls co-hosted by President Murthy and Provost Feser in Corvallis, at OSU-Cascades and online. Input was also gathered via an online survey and in meetings with OSU Foundation Board of Trustees and Foundation and Alumni Association staff. The plan outline was shared with the Oregon State Board of Trustees in its June 2023 meeting and refined over the summer months. It will be presented to the Board during its October 2023 meeting.

Strategic Planning Steering Committee

Andy Dong	Professor of Mechanical Engineering and Head, School of Mechanical, Industrial and Manufacturing Engineering, Co-chair
Alix Gitelman	Professor of Statistics, Vice Provost for Academic Affairs and Senior Vice Provost, Co-chair
Peter Betjemann	Professor of English, Executive Director of Arts & Education
Jon Boeckstedt	Vice Provost for Enrollment Management
Ruijing "Amy" Chen	Student, OSU-Cascades
Marina Denny	Associate Vice Provost for Engagement
Ed Dever	Professor of Earth, Ocean, and Atmospheric Sciences
Kevin Dougherty	Associate Vice Provost and Dean of Students
Tori Howes	Professor of Management
Jossilyn Martinez	Student, OSU Corvallis
Devon Quick	Senior Instructor II, Department of Integrative Biology and Director, Learning Assistant Program

Staci Simonich Professor of Environmental and Molecular Toxicology and Chemistry, and
Dean of Agricultural Sciences

Lisa Templeton Vice Provost for Educational Ventures

Scott Vignos Vice President and Chief Diversity Officer

In addition, Associate Vice President for Research Advancement Anthony Koppers served on the research subcommittee formed by the Steering Committee. Scott Vignos worked with each of three subcommittees to consider how best to reflect Oregon State's inclusive excellence commitment and goals throughout the strategic plan.

Core Planning Team

Edward Feser Provost and Executive Vice President

Belinda Batten Senior Advisor to the Provost for Strategic Initiatives

Gigi Bruce Chief Assistant to the Provost

Alix Gitelman Vice Provost for Academic Affairs and Senior Vice Provost

Rick Settersten Vice Provost for Faculty Affairs

AKA Strategy, Consultants

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Belinda Li Senior Consultant

Libby Morse Narrative Consultant