Action	Tactic	Priority Projects
1. Continue building and supporting a diverse, world class faculty	1.1 Create a Commission on the 21st Century Professoriate	Create a Commission on the 21st Century Professoriate
	1.2 Provost's Hiring Initiative, with emphasis on areas of distinction	Implement better tracking of recruitment and retention outcomes
	1.3 Increased endowment support for hiring and retention	Establish an academic leadership development program
	1.4 Recruitment partnerships with institutions training underrepresented scholars	
	1.5 Stronger culture of welcoming and supporting international faculty	
	1.6 Better tracking of recruitment and retention outcomes	
2. Provide distinctive curricula and support innovative pedagogy suited to our mission and vision	2.1 Reform the Baccalaureate Core	Identify possible models for bacc core
	2.2 Retool and invest in teaching and learning support programs	Complete final year of Adaptive Courseware Initiative
	2.3 Establish a teaching academy	Finalize governance document and APP template
	2.4 Advance OSU-Cascades' goal to offer a more intimate learning experience within a major research university	
	2.5 Develop a teaching professor career track	
	2.6 Assess benefits and costs of a shift to a semester system	
	2.7 Strategic portfolio approach to academic program development	
3. Diversify our research portfolio and strategically build our graduate programs	3.1 Develop an integrated graduate education strategy	Host "ignite" colloquia for PIs
	3.2 Build new collaborations that strengthen signature areas of research	Develop agency-specific strategies for research development (Target: NOAA, NIH, DOD, DOE)
	3.3 Begin increasing strategic partnerships with federal agencies and national labs	Begin to build endowment support for graduate student fellowships
	3.4 Begin to build endowment support for graduate student fellowships	
	3.5 Launch an integrated graduate education strategy	
	3.6 Increase strategic partnerships with industry	
	3.7 Form cross-university partnerships to increase endowment support and catalyze "moonshot" research	
4. Retool the OSU experience for the 21st century learner	4.1 Refine information and digital tools to make navigating the OSU learning experience simpler and more seamless	Retool Room Technology Experience
	4.2 Increase transparency around costs and career opportunities	Conduct First Destination Survey
	4.3 Ensure communications, policies, and programs are not biased to traditional learners	Manage Transfer Articulation - HECC
	4.4 Establish peer communities for transfer students	
5. Implement an integrated approach to recruiting and enrolling learners at all levels	5.1 Conduct an external review of our enrollment management system to assess practices and needs for investment	Retool marketing and communications
	5.2 Rationalize central and college roles around marketing and recruitment	Host Recruitment Summit
	5.3 Complete community college transfer advising pilot	
	5.4 Revise financial aid and scholarship approach to meet inclusive excellence mission and financial goals	
6. Substantially improve our physical and administrative research infrastructure	6.1 Using a combination of the new Capital Renewal Fund, other university and state resources, and philanthropy,	Implement zero based budgeting for centers & institutes
	6.2 Retool systems and increase our investment in supporting research and innovation	Invest in retooling of compliance programs (IRB, IACUC, RCR, Export control)
		Invest in restructuring sponsored research and awards management programs.
7. Increase experiential learning opportunities and ensure access	7.1 Formalize mechanisms for transcript visible articulation of experiential learning	Implement transcript visible experiential learning
	7.2 Expand the availability of faculty-led service learning options	Expand the availability of faculty-led service learning options
	7.3 Build endowment and scholarship support to expand experiential learning and research opportunities for	Establish recurring scholarship funding for experiential learning
8. Expand pathways to an OSU credential	8.1 Increase need-based financial aid and scholarships	Obtain funding for Student Success Center
	8.2 Design and implement high quality accelerated learning platforms	Hire additional transfer document staff
	8.3 Better facilitate credit transfer and degree progression of transfer students	
	8.4 Continue strategic development of online and hybrid offerings	
	8.5 Continue development of OSU-Cascades	
	8.6 Increase summer offerings to reduce time to degree	
	8.7 Create new collaborations to deliver online education programs to the workforce	
9. Make strategic investments in interdisciplinary and transdisciplinary scholarship, teaching and engagement	9.1 Develop and launch a comprehensive interdisciplinary health sciences strategy	Form and charge workgroup (This includes LPI efforts, NIH efforts, health sciences ignite colloquia, cluster hiring efforts.)
	9.2 Clarify administrative structure and budget model supporting interdisciplinary graduate programs	Clarify administrative structure and budget model supporting interdisciplinary graduate programs
	9.3 Develop and launch a strategy to advance the integration of the arts, humanities, and STEM in research and education	Develop and launch a strategy to advance the integration of the arts, humanities, and STEM in research and education
10. Integrate inclusive excellence principles and practices into all aspects of the university	10.1 Integrate and advance inclusive excellence within all aspects of the university	Develop and implement unit-leader course to increase capacity for equity-focused teaching, research, management and leadership
	10.2 Provide innovative and transformative learning experiences enabling all students and employees to advance inclusive excellence	Implement We Have Work To Do campaign
	10.3 Communicate Oregon State's accomplishments, initiatives and innovations as the university advances inclusive excellence	
11. Increase our retention and graduation of students	11.1 Redesign and implement changes to support systems for students' transition from admission to the end of the first	Implement mechanism for advisors to receive timely reporting on their advisees
	11.2 Increase completion and persistence grants via philanthropic and university sources	
	11.3 Coordinated delivery system for completion grants	
	11.4 Simplify suite of digital tools supporting teachers and advisors	
	11.5 Consider the benefits of moving to a first-year centralized advising approach	
12. Further internationalize OSU	12.1 Develop and launch an international strategy that blends teaching, research, and engagement	Develop internationalization and global engagement strategic plan
	12.2 Diversify international student recruitment	Implement International Direct
	12.3 Expand global curricular and co-curricular offerings (in discussion)	Explore strategic partnership options and selection process
	12.4 Explore establishment of strategic international partnerships	
13. Support interdisciplinary education, research and engagement on healthy ocean and coasts through the Marine Studies Initiative	13.1 Create an interdisciplinary Marine Studies degree offering	Establish the MSI working group
	13.2 Complete the Marine Studies Building in Newport	Partner with campus units for expanded academic offerings
	13.3 Complete housing in Newport	Complete two MMI-CAS-MSI hires in progress
	13.4 Expand academic class offerings in Newport	
	13.5 Make targeted hires to support the increased delivery of experiential learning at the Oregon coast	
	13.6 Promote transdisciplinary marine research	
	13.7 Develop and launch a strategy for engaging private foundation support for marine-related research and engagement	

14. Reduce our carbon footprint	14.1 Evaluate return on investment and develop a plan for increasing the retro-commissioning of existing buildings	Implement an energy policy
	14.2 Complete an energy policy to guide systems installed in new facilities and the operations of existing facilities	Implement requirements for Sustainable Development
	14.3 Increase visibility and support for our carbon reduction goals and plans	Create evaluation framework for long term impacts of design choices/total cost of OSU's built environment
15. Strengthen our support system for innovation and entrepreneurship	15.1 Review and update policies and practices supporting faculty entrepreneurship and innovation activities	Establish task force to review P&T criteria and incentives for I&E
	15.2 Establish an investment strategy and success model for supporting commercialization of OSU innovations	Implement (approval and adoption) P&T revisions
	15.3 Revise Promotion and Tenure (P&T) guidelines to support innovation and entrepreneurial activities	Develop innovation and entrepreneurship program framework
16. Retool our approach to university-stakeholder engagement	16.1 Implement a model for aligning engagement efforts for alumni and friends among campuses, colleges, the Alumni Association, and the Foundation to strengthen relationships, resulting in increased advocacy for OSU and positively impacting students, staff, and faculty.	Align draft of the engagement campaign framework to Action 16
	16.2 Implement a model for aligning engagement efforts for parents and families among campuses, colleges, the Alumni Association, and the Foundation to strengthen relationships, resulting in increased advocacy for OSU and positively impacting students, staff, and faculty.	Convene working group to develop the structure for and to identify OSU's top 25 corporate partners
	16.3 Implement a model for aligning engagement efforts for industry among campuses, colleges, the Alumni	
17. Clarify vision, communications and governance guiding our physical and digital footprint	17.1 Develop a long-term vision for OSU's major locations (Corvallis, Bend, Portland, Newport)	To be determined
	17.2 Complete a new framework (master) plan for the Corvallis campus	
	17.3 Expand internal communications to more fully engage employees and students among OSU's locations	
	17.4 Coordinate marketing and communications across onsite, digital, and hybrid learning platforms	
18. Strengthen alignment within the university among our branding, marketing, communications and public affairs efforts	18.1 Review marketing materials produced by all university units to best serve colleges, units, and SP4.0	To be determined
	18.2 Expand central media relations' efforts to enhance knowledge of OSU beyond Oregon	
	18.3 Use conference services and digital media to connect faculty to external colleagues and issues of global	
19. Implement a comprehensive talent management system	19.1 Develop and implement a comprehensive talent management approach to recruiting, retaining, and developing faculty and staff	Develop a talent management plan
		Implement a 2020 project plan
	19.2 Develop and implement stronger onboarding, management, and leadership training programs at all leadership	Establish and charge Talent Management Initiative Advisory Committee
20. Integrate and simplify technology systems, data practices and policies to increase our organizational agility	20.1 Create a resilient, agile, cloud-native IT enterprise	Build an adaptive system of information governance
	20.2 Use a strong IT Governance structure as a guardian of equity and alignment of the IT enterprise with university goals	Create a unified data environment and logical data warehouse
	20.3 Build a robust and unified university data/information ecosystem that delivers data as a strategic working asset	Establish tiered security architecture to accomodate different protection requirements
	20.4 Protect OSU information assets & stakeholders' privacy in line with OSU values	
	20.5 Empower faculty by providing the flexibility to teach effectively through diverse program models and student	
	20.6 Redesign students' encounters with the digital world at OSU to make them personalized and ensure they are accessible	
	20.7 Enhance & streamline the digital work experience	
	20.8 Implement an architected, easier to navigate, university-scale research ecosystem	
	20.9 Grow and continue the development of the university's needed IT work force through a new Talent Management practice	
	20.10 Continue to participate in OSU outreach efforts: advocate for technology and IT services that position OSU for	