

Strategic Plan 4.0

BACKGROUND

Oregon State University has engaged in strategic planning for nearly 15 years to guide the university's efforts to serve the state, nation, and world with transformative impacts in teaching, research, and outreach and engagement. Over the last year, the university embarked on the development of OSU's fourth strategic plan, referred to as SP4.0.

A draft of the plan was shared with the Board in June 2018. The Board discussed the proposed plan and directed staff to present in October a complete draft for approval.

STRATEGIC PLAN 4.0

Development of SP4.0 began with a visioning exercise that sought to anticipate OSU's unique contributions on the higher education landscape by the year 2030. The resulting [VISION 2030](#) statement was shared with the Board in October 2017. The Office of the Provost then led an engagement and planning process to assess what had been accomplished since the first strategic plan in 2004, refine areas of strategic focus based on changing trends and needs in Oregon and in higher education broadly, and inventory and evaluate opportunities and challenges.

The resulting 2019-23 draft strategic plan, *SP4.0: Excellence and Impact*, identifies the goals and actions that will drive the university closer to the distinctive strengths we aspire to have achieved by the year 2030. It is informed by *SP3.0: Focus on Excellence*; aligned with the newly developed university-wide [diversity strategic plan](#); and, most importantly, reflective of input from faculty, staff, students, and other stakeholders.

In reviewing the proposed plan (Attachment 1), the Board will want to consider the following questions:

- Does SP4.0 articulate a clear strategic vision for the next five years?
- Is SP4.0 set in the context of a balanced evaluation of external trends and challenges and does it position OSU to respond successfully to changes in the environment?
- Do the identified actions and selected tactics align with the four goals?
- Are the goals accompanied by accountability measures and performance targets so the Board can effectively track success?
- Is there capacity to align resources to advance the goals?

RECOMMENDATION

Staff recommend that the Board approve Strategic Plan 4.0 and delegate to the president any necessary editing and formatting for production of a final publication.

OREGON STATE UNIVERSITY

STRATEGIC PLAN 4.0

2019-2023

EXCELLENCE AND IMPACT

Draft 12 October 2018

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EXECUTIVE SUMMARY

We began our development of this fourth strategic plan with a visioning exercise that sought to anticipate OSU's unique contributions on the higher education landscape in the year 2030. That effort assessed what we have accomplished since the launch of our first plan in 2004, refined areas of strategic focus based on changing trends and needs in Oregon and in higher education broadly, and inventoried and evaluated opportunities and challenges. The result is a set of distinctive strengths we aspire to have achieved by the year 2030 (see pages 4-6). SP4.0 identifies four goals and twenty actions that will drive us closer to achieving those distinctions.

A lot has changed over the 15-year span of strategic planning at OSU, and over the university's 150 years as the state's official land-grant institution. However, our commitment to engaging in exceptional research, discovery, innovation and engagement—and to integrating that research and engagement mission with the delivery of a high quality, globally relevant and affordable education for the people of our state and beyond—remains steadfast.

We are acutely aware of the intersecting implications of the tangible benefits of a college degree for economic mobility, of the inequity of access to higher education nationally and internationally, and of disparities in completion rates among students of different backgrounds and incomes. We know that the need for research and innovation to address humanity's greatest challenges is greater than ever. Yet, we are cognizant that some in America today are questioning the value of higher education, research, and science.

In the face of those trends, we are even more committed to the ideal that higher education is a public good and that education of the kind we provide, as a research-intensive land-grant institution with the leading scholars and infrastructure capable of exerting global impact, is uniquely important and should be accessible to all learners, not only a narrow elite.

Our 2019-23 strategic plan, *SP4.0: Excellence and Impact*, guides Oregon State University as we conclude our 150th anniversary and lay the groundwork for success over the next 150 years.

MISSION, VISION, AND COMMITMENTS

WHAT WE DO

Building on more than 150 years as Oregon’s land-grant university, Oregon State University serves the state, the nation and the world as a premier 21st century research university.

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.

We do this by producing skilled graduates who are critical thinkers, continuously searching for new knowledge and solutions, developing the next generation of scholars, working with communities in our state and around the world, and 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.

OUR DESTINATION

Our distinctiveness among all other universities rests on how we pursue our mission. We strive to conduct basic and applied research, deliver undergraduate and graduate education, pursue innovation and economic development, and engage communities in mutual learning and problem solving in ways that are highly interwoven and synergistic. We do not pursue our research, teaching, and engagement activities independently, but in ways that leverage and mutually reinforce one another.

VISION—Leadership among land-grant universities in the integrated creation, sharing, and application of knowledge for the betterment of humankind.

In this way, we produce graduates, scholarship, and solutions that achieve maximum positive impact on humanity’s greatest challenges.

OUR COMMITMENTS

The joint pursuit of research preeminence, innovation, transformative education, outreach and engagement, global impact, access, affordability, diversity, inclusion, and justice underpins Oregon State University’s mission and vision; guides our priorities and actions; and is visible in all we achieve. Our north star is inclusive academic excellence. We execute our mission and pursue our vision while remaining true to the following commitments.

With our students alongside, we will innovate and collaborate in research to drive solutions.
Our students will innovate with us as we pursue discoveries that are engines for improving society, the economy, and our planet. In this way, we will support a new generation of creative problem solvers committed to critical thinking, evidence, and sound analysis. We will foster collaborations across OSU disciplines, with other institutions, the communities we serve, and with industry to solve complex problems. We will nurture our robust culture of collaboration

and interdisciplinary scholarship as something that makes us distinctive among top research universities. We will be a true community of new and seasoned scholars.

We will offer excellent education for all learners. We will serve learners in Oregon and across the world by offering high quality, relevant, and affordable academic credentials. We will innovate in providing educational access through varied campus, online, and outreach-based programs. We will collaborate proactively with community colleges and others to improve pathways for all learners.

We will be leaders in the delivery of education. We will be creative in the development of pedagogies and delivery modes, especially digital and hybrid learning technologies and approaches. We will engage students in research and experiential learning. We will provide graduate education that prepares students for diverse careers within and beyond the academy.

We will be welcoming and foster belonging and success for all. We are a diverse community, defined by the rich palette of cultures we share, and we will strive to eliminate achievement gaps among sub-groups of students and inequities in the advancement of faculty and staff. We will foster the personal success of each member of the university community and instill a commitment to serve Oregon, the nation, and the world.

We will be visionary in our integration of the arts, humanities, sciences, and engineering. The arts and humanities are core to the University's mission in their own right, and an education that integrates the arts, humanities, and STEM fields enables students to think critically, engage meaningfully, and successfully address contemporary challenges.

We will be accountable leaders. We are accountable and act with integrity in all that we do. We lead and act in service of others.

We will be agile and entrepreneurial. We will engage in public-private partnerships when they serve to advance the economy, sustain our natural environments, use resources wisely, and strengthen communities. We are responsive to our students, society, and donors. We have a prominent community-based presence across Oregon, and offer programs that are agile in serving emerging learner, economic, and community needs.

We will be mindful of this special place and all Oregonians. We are Oregon's statewide university with a presence in Corvallis, in Bend at OSU-Cascades, on the coast at Newport, and in Portland, and with educational programs, extension activities, and engagement in all 36 counties. We will always serve this special place, along with its people and natural resources.

OUR STRENGTHS IN 2030

This fourth iteration of the University's strategic plan lays out goals and actions over the period 2019 through 2023 that will drive us closer to a set of distinctive strengths achievable by the year 2030, provided we are bold and effective in our execution and investments. The strengths we envision in 2030 fall into four areas.

INNOVATION IN INCLUSION AND COLLABORATION

We recognize that our success in research, innovation, education, and engagement depends on how well we value and engage the rich diversity of our entire community of internal and external stakeholders. We stake our reputation on truly transforming lives by providing access to high quality, affordable education that rests on our research and engagement missions and is inclusive of diverse people and ideas. We educate our students to think critically about a changing world and to address complex contemporary challenges. We attract students throughout Oregon and from around the world by offering high quality, globally relevant, and affordable academic degrees. In both pedagogy and educational technology, Oregon State utilizes analytics-rich, digital, and blended instruction. We are leaders in the development and deployment of technology-enhanced, lifelong learning. Our libraries are hubs for learning innovation, providing pathways to high-quality information using a variety of media and information sources. We are a university without walls where ideas and collaboration flow freely and where students are partners in research and scholarly endeavors. Industry-funded and alumni-based partnerships support experiential learning and internships across all disciplines for all students.

Our retention and graduation rates are in the top 10 percent among land-grant universities.

Innovative degree pathways maximize access and the readiness and success of both first-year and transfer students.

We provide affordable higher education for the underserved, and enable students to complete a high-valued bachelor's degree within four years.

There are no graduation achievement gaps among sub-groups of learners.

Our student body and faculty are diverse, and we have partnerships with select universities around the world that enable us to contribute significantly to global scholarship, education, and engagement.

We are a destination of choice for women and historically underrepresented groups in STEM.

We provide for all student-athletes' success in academics and competition by providing equitable access to academics, student support programs, and quality facilities.

REVOLUTIONARY EARTH SYSTEMS SCIENCE

We are a global leader in research, teaching and engagement about the world's marine and coastal environments, agricultural and forest resources, and the planet. We address issues ranging from climate

change and ocean acidification to the loss of biodiversity, wildfire, resilience to natural disasters, and water resources. Our efforts sustain healthy, productive marine, freshwater, and terrestrial ecosystems. We provide leadership for large, multi-disciplinary research teams to understand ecosystems, and to develop the science and solutions to steward them for generations to come. We produce science-based solutions to guide sustainable utilization of renewable resources.

We are a global leader in blending the natural and social sciences, unique experiential learning opportunities, interdisciplinary research, and engagement to address the health and well-being of the ocean and coastal communities.

Our earth system science researchers and students operate pole-to-pole connecting science to society and improving environmental literacy.

OSU's Hatfield Marine Science Center is a global destination for research and discovery and a hub for collaborative teaching and experiential learning.

OSU-Cascades utilizes its extensive natural laboratory to address the resiliency of ecosystems and connections to health, wellness, and economic prosperity.

We are a world leader in research on energy.

We are a leading innovator in water resources research and global water conflict resolution.

We serve the world and enhance rural economies through continued discovery in the use of mass timber for multi-story buildings.

LEADING IN HEALTH AND WELLNESS

Our teaching, research, and outreach is at the forefront of addressing rapidly changing global health and nutritional needs. Working in urban and rural settings, we address the interdependence of the health of humans, animals, and the environment with systems-based solutions. Our integrated approach to health science links human and community-level health and well-being to the health and resiliency of the earth's natural systems. We address health care problems and outcomes locally and globally. Our strong collaborative culture, the richness of our multidisciplinary and college-based programs, and our statewide reach through OSU Extension collectively address the broad challenges affecting vulnerable populations.

Our academic programs in oceanography, forestry, engineering, agricultural sciences, veterinary medicine, liberal arts, and public health and human sciences integrate the sciences, policy, and the humanities, and contribute to improving health and social well-being worldwide.

With partners, including Oregon Health Sciences University, we are a leader in the biomedical sciences and health care delivery.

We provide high quality health and diagnostic services for animals throughout the state of Oregon and beyond and are leaders in research on animal and human disease and food safety.

Our statewide network of public health and extension partnerships is a national model of health services delivery to serve individual and community needs.

We are global leaders in discovering new crops and protein sources, developing food safety practices, and creating and marketing high quality and healthy food products.

We advance Oregon's reputation for innovation and address the food and nutritional needs of a growing global population.

Oregon's diverse agricultural and food systems integrate our technologies into food production to combat nutrition-related health inequalities and chronic diseases.

ADVANCING ECONOMIC PROSPERITY AND SOCIAL PROGRESS

Our discoveries are the engine for improving the welfare of our society, economy, and planet for future and current generations, and inspire the creation of new enterprises and investments by businesses and philanthropists. Our innovation and discoveries serve as launching pads for commercialization and technology transfer. We are leaders in helping humanity create and make sense of a world with robots, artificial intelligence, and big data. We engage our global network of alumni to create connections, leverage resources, and advance our commitments to diversity and community. We foster sustainability, create new technologies, build new companies, and train the next generation of innovators.

Our career-focused internships and entrepreneurship programs prepare students to serve as tomorrow's business innovators and community leaders.

Our arts and education complex is a technology-infused center of creativity, performance, and expression.

We are a world leader in robotics and their ethical, economic, and social implications.

We are a global center of excellence in integrating big data science and informatics in our natural resource, engineering, and health research.

We are a preferred global partner in developing marketable sources of energy that propel economic prosperity and enable carbon neutrality.

Our fermentation program is internationally recognized and builds thriving business partnerships.

We have a strategic presence in Oregon's urban and rural areas and offer programs that serve the needs of learners, businesses, and communities.

FOUR GOALS

I
**PREEMINENCE IN RESEARCH,
SCHOLARSHIP, AND
INNOVATION**

II
**TRANSFORMATIVE
EDUCATION THAT IS
ACCESSIBLE TO ALL LEARNERS**

III
**SIGNIFICANT AND VISIBLE
IMPACT IN OREGON AND
BEYOND**

IV
**A CULTURE OF BELONGING,
COLLABORATION, AND
INNOVATION**

WITH THE AIM OF...

Establishing OSU as a leader in conducting research, producing knowledge, and generating innovations that contribute to addressing global grand challenges, particularly in our signature areas; training the next generation of scholars; and contributing to the economic development and prosperity of Oregon and beyond.

Using our many locations and online learning platform to maximum advantage in delivering distinctive and affordable education via multiple pathways, integrating research and experiential learning, preparing students for successful careers, training scholars, and creating opportunities for lifelong learning at OSU.

Actively engaging with the communities we serve, ranging from rural and urban Oregon to every part of the globe, and bringing their knowledge, experiences and cultures into the university; promoting the vitality of our communities and the quality of life for Oregonians; and being of service to government and industry.

Building 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, our community is diverse, and our leadership advances both excellence and innovation.

SO THAT WE ARE DISTINCTIVE FOR OUR...

- Highly collaborative and globally focused research and innovation enterprise
- Faculty actively engaged in public scholarship and outreach
- Graduate and professional education that leads to diverse, rewarding careers

- Graduates' professional success and upward economic mobility
- Graduates' preparation to work effectively in a diverse society and as global citizens
- Equity in access and achievement among learners from diverse backgrounds

- Reputation as Oregon's statewide university
- Programs that serve as learning laboratories for communities to engage with OSU's faculty and students
- Economic development impacts that originate from OSU research and innovation

- Demonstrated commitment to diversity, equity, inclusion, and justice
- Support for the long-term success of our tenure-track and non-tenure track faculty
- Support of the career progression and long-term success of our staff

- Relevant and enduring partnerships with government, industry, and other universities at home and abroad
- Policies and systems supporting innovation and entrepreneurship
- Delivery of innovative curricula by faculty who are recognized for excellence in teaching and research
- Deep integration of research and discovery in the learning experience of all majors
- Emphasis on experiential learning opportunities for undergraduates
- Inclusive partnerships that connect our scholars and students through global networks and exchanges
- Highly-engaged alumni and friends that serve as ambassadors for our educational programs and research endeavors
- Commitment to highly functioning shared governance
- Deliberate approach to developing effective administrators and leaders
- Nimbleness in the face of rapidly changing forces in higher education

TWENTY ACTIONS

SELECTED TACTICS

Continue building and supporting a diverse, world class faculty

Create a Commission on the 21st Century Professoriate ♦ Provost's Hiring Initiative, with emphasis on areas of distinction ♦ Increased endowment support for hiring and retention ♦ Recruitment partnerships with institutions training underrepresented scholars ♦ Stronger culture of welcoming and supporting international faculty ♦ Better tracking of recruitment and retention outcomes

Provide distinctive curricula and support innovative pedagogy suited to our mission and vision

Reform the Baccalaureate Core ♦ Retool and invest in teaching and learning support programs ♦ Establish a teaching academy ♦ Advance OSU-Cascades' goal to offer a more intimate learning experience within a major research university ♦ Develop a teaching professor career track ♦ Assess benefits and costs of a shift to a semester system ♦ Strategic portfolio approach to academic program development

Diversify our research portfolio and strategically build our graduate programs

Develop and launch an integrated research and graduate education strategy ♦ Increase strategic partnerships with external research institutes and industry ♦ Build endowment support for graduate student fellowships ♦ Build endowment support to catalyze "moonshot" research projects

Retool the OSU experience for the 21st century learner

Refine information and digital tools to make navigating the OSU learning experience simpler and more seamless ♦ Increase transparency around costs and career opportunities ♦ Ensure communications, policies, and programs are not biased to traditional learners ♦ Establish peer communities for transfer students

Implement an integrated approach to recruiting and enrolling learners at all levels

Conduct an external review of our enrollment management system to assess practices and needs for investment ♦ Rationalize central and college roles around marketing and recruitment ♦ Complete community college transfer advising pilot ♦ Develop a strategic plan for Open Campus

Substantially improve our physical and administrative research infrastructure

Using a combination of the new Capital Renewal Fund, other university and state resources, and philanthropy, renovate and renew our research laboratories and facilities ♦ Retool systems and increase our investment in supporting research and innovation

SELECTED TACTICS

Increase experiential learning opportunities and ensure access

Formalize mechanisms for transcript visible articulation of experiential learning ♦ Expand the availability of faculty-led service learning options ♦ Build endowment and scholarship support to expand experiential learning and research opportunities for undergraduates

Expand pathways to an OSU credential

Increase need-based financial aid and scholarships ♦ Design and implement high quality accelerated learning platforms ♦ Better facilitate credit transfer and degree progression of transfer students ♦ Continue strategic development of hybrid offerings ♦ Continue development of OSU-Cascades ♦ Increase summer offerings to reduce time to degree

Make strategic investments in interdisciplinary and transdisciplinary scholarship, teaching and engagement

Develop and launch a comprehensive interdisciplinary health sciences strategy ♦ Clarify administrative structure and budget model supporting interdisciplinary graduate programs ♦ Develop and launch a strategy to advance the integration of the arts, humanities, and STEM in research and education

Integrate inclusive excellence principles and practices into all aspects of the university

Implement OSU's diversity strategic plan ♦ Evolve and sustain the OSU ADVANCE training program ♦ Recognize and reward integration of diversity, equity, and inclusion principles into research programs and graduate curricula ♦ Ensure that all faculty are skilled in inclusive teaching and advising practices

Increase our retention and graduation of students

Redesign and implement changes to support systems for students' transition from admission to the end of the first year of enrollment ♦ Increase completion and persistence grants via philanthropic and university sources ♦ Coordinated delivery system for completion grants ♦ Simplify suite of digital tools supporting teachers and advisors

Further internationalize OSU

Develop and launch an international strategy that blends teaching, research, and engagement ♦ Diversify international student recruitment ♦ Expand global curricular and co-curricular offerings ♦ Establish strategic international partnerships

Support interdisciplinary education, research and engagement on healthy ocean and coasts through the Marine Studies Initiative

Create an interdisciplinary Marine Studies degree offering ♦ Complete the Marine Studies Building and housing in Newport ♦ Make targeted hires to support the increased delivery of experiential learning at the Oregon coast ♦ Develop and launch a strategy for engaging private foundation support for marine-related research and engagement

SELECTED TACTICS

Reduce our carbon footprint

Evaluate return on investment and develop a plan for increasing the retro-commissioning of existing buildings ♦ Complete an energy policy to guide systems installed in new facilities and the operations of existing facilities ♦ Increase visibility and support for our carbon reduction goals and plans

Strengthen our support system for innovation and entrepreneurship

Review and update policies and practices supporting faculty entrepreneurship and innovation activities ♦ Establish an investment strategy and success model for supporting commercialization of OSU innovations ♦ Revise Promotion and Tenure (P&T) guidelines to support innovation and entrepreneurial activities

Retool our approach to university-industry and alumni, parent and friend engagement

Working with the OSU Foundation, implement an agreed model for aligning engagement efforts among campuses, colleges, the Alumni Association, and the Foundation

Clarify vision, communications and governance guiding our physical and digital footprint

Develop a long-term vision for OSU's major locations (Corvallis, Bend, Portland, Newport) ♦ Complete a new framework (master) plan for the Corvallis campus ♦ Expand internal communications to more fully engage employees and students among OSU's locations ♦ Coordinate marketing and communications across onsite, digital, and hybrid learning platforms

Strengthen alignment within the university among our branding, marketing, communications and public affairs efforts

Review marketing materials produced by all university units to best serve colleges, units, and SP4.0 ♦ Expand central media relations' efforts to enhance knowledge of OSU beyond Oregon ♦ Use conference services and digital media to connect faculty to external colleagues and issues of global significance ♦ Better track results against marketing investments

Implement a comprehensive talent management system

Develop and implement a comprehensive talent management approach to recruiting, retaining, and developing faculty and staff ♦ Develop and implement stronger onboarding, management, and leadership training programs at all leadership levels

Integrate and simplify technology systems, data practices and policies to increase our organizational agility

Revise systems, processes, and policies to ensure all employees have ready, secure access to the data they need to do their jobs and make data informed decisions ♦ Tightly integrate existing and future technology systems to streamline IT experiences for faculty, staff, and students, minimizing time spent in administrative activities

OUR PROGRESS

Since 2004, we have engaged in strategic planning to deliver on our commitments to serve the state, the nation, and the world. Our 2004-2008 plan articulated the university's vision to become one of the country's top ten land-grant institutions; identified our three Signature Areas of Distinction; and outlined our core values of accountability, diversity, integrity, respect, and social responsibility. Our subsequent two plans (*Strategic Plan – Phase II 2009-2013* and *SP3.0: Focus on Excellence*) laid out actions to enhance faculty excellence, build our research enterprise, develop our signature areas, broaden and deepen the diversity of our community, better steward our resources, and capture the power of information to transform OSU's learning environment.

PROGRESS ON 2018 GOALS

Over the past five years, we made significant strides as tracked by our metrics. We exceeded our 2018 target for total degrees awarded, and enrollment grew in all modalities at all levels, both in Corvallis and at OSU-Cascades. We met our research and development expenditures goal in 2016-17; the 2017-2018 period is projected to be another outstanding year for Research and Development (R&D) expenditures and for R&D expenditures per tenured/tenure track faculty member; and the number of PhDs we awarded grew. Our service to non-traditional, mostly adult learners exceeded expectations significantly: enrollment in Ecampus programs by degree seeking students is up 88 percent since 2014 and exceeds our target by 50 percent.

We have work to do to diversify our student population, retain our first-year students, and reduce the time to graduation for all student cohorts. Our first-year retention rates for incoming, first-time degree seeking students did not change over the SP3.0 timeframe, our six-year graduation rates increased but fell short of the target, and our junior transfer four-year graduation rate fell. While we met our SP3.0 target for the share of domestically underrepresented students at OSU, the share of international students has plateaued and fell short of the target.

SELECTED ACCOMPLISHMENTS

The following are potential 2014-18 accomplishments to highlight in the published plan:

REPUTATION AND REACH:

- An accredited College of Public Health and Human Sciences
- Marine Studies Initiative launched
- \$62 million global marine research and education center in Newport
- Opening of first new campus in Oregon in over 50 years: OSU-Cascades
- First ever OSU campaign completed with \$1.14 billion raised, against an original goal at launch of \$625 million
- Nationally recognized programs in diversity, inclusion, and social justice
- Ranked programs: College of Forestry, #2 in the world; oceanography program #3 in the world; College of Agricultural Sciences #10 nationally, online Liberal Arts offerings, #1 nationally, Ecampus ranked at #6 nationally; Robotics #4 nationally

- We're reaching well over 2 million Oregonians through Outreach and Engagement programs each year
- 10 year anniversary of INTO OSU partnership—Overall success and increase in international enrollments

RESEARCH:

- Grant funded research grew year after year, with a record \$441 million in 2017
- \$122 million National Science Foundation grant to build a regional research vessel to be stationed at OSU's Hatfield Marine Science Center
- Discovery of new blue pigment

PHILANTHROPY:

- Carlson College of Veterinary Medicine \$50 million gift
- Arts Education Complex \$25 million gift
- Student Success Initiative scholarships

INFRASTRUCTURE:

- Oregon Forest Science Complex
- OSU-Cascades

STUDENT BODY:

- Growth in enrollment of students of color
- Growth in international students
- Doubling the size of the University Honors College

STRATEGIC METRICS

Shaded metrics are new for SP4.0.

Metric	2003-04 Baseline	2007-08 Performance	2012-13 Performance	2017-18 Performance	2017-18 Target	2022-23 Target
Degrees Awarded—Total	3,894	4,232	5,055	7,123	6,000	pending
Degrees Awarded—OSU-Cascades			210	361	360	pending
Degrees Awarded – Percent Historically Underrepresented Students			7.7%	9.1%	-	N/A
Ecampus Degree-seeking Enrollment	101	593	1,854	4,550	3,000	5,880
PhDs Awarded	169	173	213	242	255	267
First-Year Retention Rate	80.7%	80.8%	84.2%	84.4%	88.0%	90.0%
Six-Year Graduation Rate—All students	60.5%	62.1%	61.5%	65.3%	67.0%	70.0%
Six-Year Graduation Rate—Percent Historically Underrepresented Students			52.2%	57.2%	-	N/A
Junior Transfer Four-Year Graduation Rate	72.6%	67.3%	63.8%	56.1%	72.0%	70.0%
High-achieving Oregon High School Graduates	30.5%	32.7%	39.5%		45.0%	N/A
High-achieving Oregon High School Graduates (new)				41.3%	N/A	50.0%
Domestically Underrepresented Students	13.0%	15.0%	20.0%	24.8%	25.0%	N/A
Historically Underrepresented Students			10.7%	13.2%	-	N/A
Historically Underrepresented Academic Faculty – T/TT, Fixed-Term			5.0%*	5.7%	-	N/A
Historically Underrepresented Professional Faculty			7.5%*	8.2%	-	N/A
Historically Underrepresented Classified Staff			6.9%*	8.6%	-	N/A
International Students	6.6%	4.7%	8.9%	11.5%	15.0%	13.0%
Total R&D Expenditures (in millions)	\$208.1	\$233.4	\$232.6	\$270.2**	\$270.0	\$320.0
Industry Dollars as a Percent of R&D Expenditures	1.3%	1.5%	2.8%	3.1%**	3.6%	5.0%
Invention Disclosures	36	74	80	78	120	125
Licensing Revenues (in millions)	\$1.5	\$2.3	\$7.3	\$4.4	\$10.9	\$6.0
Dollars Leveraged per Appropriated Dollar for Statewide Public Services Research	\$1.73	\$1.70	\$2.66	\$2.00**	\$3.00	\$3.00
Annual Private Giving (in millions)	\$29.3	\$91.1	\$81.5	\$110.4	\$110.0	pending

Notes: Domestically underrepresented students (formerly U.S. Minority Students): Asian, Black or African American, American Indian/Alaska Native, Hispanic, Native Hawaiian/Pacific islander, or reporting two or more races. Historically underrepresented (students, faculty, staff): Black or African American, American Indian/Alaska Native, Hispanic, Native Hawaiian/Pacific islander. *Data are from 2014. **Data are from 2016-17.

NOTES

Degrees Awarded. Undergraduate and graduate degrees awarded in a given academic year. Targets pending confirmation.

Ecampus Degree-seeking Enrollment. Students who have designated Ecampus as their primary degree-seeking campus. Target envisions 5 percent growth per annum.

Doctorates Awarded. Target aspires to 2 percent growth per year and takes into account enrollment patterns through fall 2016. The projection may be optimistic given the softening nationwide in international graduate student enrollments since 2016.

Retention Rate. First year retention and six-year graduation rates are determined using designated “freshmen” cohorts. The cohorts are based on first-time/full-time college students who are seeking a degree. The target is based on Board of Trustees-endorsed 2020 stretch goals.

Graduation Rates. The six-year graduation rate is the percentage of an entering fall term cohort that received a bachelor’s degree within six years of matriculating at OSU, with the target based on Board of Trustees-endorsed stretch goals for 2020. The junior transfer four-year graduation rate is the percentage of a junior transfer cohort—entering in the fall term—that received a bachelor’s degree within four years of matriculating at OSU. The junior transfer graduation rate target reflects our efforts to enhance completion rates for all transfer students.

High Achieving High School Graduates. The percent of new, fall, first-time Oregon resident students from an Oregon high school who report a grade point average of 3.75 or above. The 2017-18 performance for this metric reflects a change in how the metric is calculated. Prior to 2017-18, the metric was based on a weighted (for honors and AP courses) GPA. The target is a stretch goal.

Domestically Underrepresented Students. The percent of total fall term graduate and undergraduate enrollment comprised of U.S. students who are Asian, Black or African American, American Indian/Alaska Native, Hispanic, Native Hawaiian/Pacific Islander, or reporting two or more races. This does not include international students or students enrolled at OSU-Cascades. *Note: this metric was formerly reported as U.S. Minority Students.*

Historically Underrepresented Students, Faculty, and Staff. Includes students, faculty, and staff who are Black or African American, American Indian/Alaska Native, Hispanic, or Native Hawaiian/Pacific Islander. These metrics are based on headcounts. Academic faculty include tenured/tenure-track, research, and fixed-term instructors. This does not include international students, faculty, or staff.

International Students. The percent of total fall term enrollment that is international, i.e., students on a visa and not a permanent resident of the US. The target is based on OSU Corvallis international student enrollments, tempered by the overall decline in international students coming to the US.

R&D Expenditures and Industry Dollars as a Percent of R&D Expenditures. These metrics reflect total research and development expenditures for a specific fiscal year. The targets envision 10 percent growth per year.

Invention Disclosures and Licensing Revenues. An invention disclosure is a confidential document prepared and submitted by OSU employees, students, or affiliates who utilized OSU resources in the development of an invention. The Office of Technology Transfer assesses the intellectual property and commercial potential of the invention. Target invention disclosures is based on 10 percent growth per year relative to 2017-18 performance. Target licensing revenue reflects aspirational growth in invention disclosures and increased efforts regarding entrepreneurship and innovation.

Dollars Leveraged per Appropriations for Statewide Public Services Research. The target is pending confirmation.

Annual Private Giving. Total outright gifts for operating and capital expenses given in the concluding fiscal year. Includes deferred gifts valued at current face value. The target is pending additional information.