



VISION 2030: Distinction, Access and Excellence

October 2017

PREAMBLE

Oregon State University has long engaged in systematic strategic planning to guide how the university shall best serve the state, nation and world with transformative impacts in teaching, research, and outreach and engagement.

Prior to creating the university's next five-year (2019-23) strategic plan, we developed *VISION 2030: Distinction, Access and Excellence*, which articulates Oregon State's promise, focus, and distinction among premier research institutions as of the year 2030. It describes our commitment to provide access to a high quality and affordable education for all learners and engage in world-class discovery, innovation, and service within the University's signature areas.

OUR SHARED VISION AND COMMITMENTS FOR 2030 AND BEYOND

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-intensive public university with impact and accountability. We transform lives by providing access to an excellent and affordable education in inclusive and innovative learning environments.

Our intentional focus in advancing the science of sustainable earth ecosystems, improving human health and wellness, and promoting economic growth and social progress drives us to help solve the most pressing issues facing local and global communities.

We are committed to scholarly excellence in teaching, research, discovery, and outreach and engagement. Working across all boundaries, and with Oregon and global partners, we deliver on these promises and our land grant mission.

We offer an affordable and excellent education for all learners

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

We are leaders in education delivery

We are leaders in the development and utilization of technology-enhanced, lifelong learning. We engage students as collaborators in experiential learning and discovery.

We innovate and collaborate in research to drive solutions

Our discoveries are the engine for improving society, the economy and our planet. We foster collaborations across all OSU disciplines, with other institutions and with industry to solve complex problems. Our culture of collaboration enables our recognition as a best place to work among top research universities.

We are welcoming and foster belonging and success for all

We have achieved inclusive excellence. We're a diverse community, and there are no achievement gaps among sub-groups of students or inequities in the advancement of faculty and staff. We foster the personal success of each student and instill a commitment to serve Oregon, the nation, and the world. We are a global community with an engaged international student body and faculty, and partnerships with universities worldwide.

We are visionary in our integration of arts, humanities, the sciences and engineering

The arts and humanities are core to the University's mission in their own right as well as drivers of interdisciplinary innovation in collaboration with the sciences and engineering. Our arts and education complex is a center of creativity, learning, and performance and is infused with science and technology. An Oregon State University education enables students to think critically, engage meaningfully and successfully address enduring and contemporary challenges.

We are accountable leaders

We are accountable and act with integrity in all that we do. We lead, collaborate and act in service of others.

We are nimble and entrepreneurial

We engage in public-private partnerships to advance the economy, sustain our natural environments, 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 nimbly serve emerging learner, economic and community needs.

We are mindful of this special place and all Oregonians

We are Oregon's statewide university with a presence in Corvallis, Bend, Newport and Portland, and educational programs and engagement in all 36 counties. We shepherd this special place, along with its people and natural resources.

OUR DISTINCTION IN 2030

Our preeminent distinction in 2030 is portrayed in our unwavering commitment to transformational and affordable educational opportunities for all learners, and pioneering work in enhancing a healthy planet, healthy people, and a healthy economy. Our distinction reflects a blend of programmatic and disciplinary strengths and cross cutting capabilities that define unique opportunities for impact and innovation.

Academic Excellence, Access and Collaboration

We educate our students to think critically about a changing world and to address enduring and contemporary challenges. We attract students throughout Oregon and from across the world by offering high quality, globally relevant and affordable academic degrees. In both pedagogy and educational technology, Oregon State's innovatively utilizes analytics-rich, digital, and blended instruction to provide excellent academic programs that are effectively integrated and scaled throughout the University. 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 in 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.
- Our online academic degree programs rank among the top five universities nationally.
- We develop innovative pathways and gateway programs that focus on access, readiness and success of transfer students seeking an OSU degree.
- We provide access to an affordable higher education for the underserved, and enable students to complete a high-valued bachelor's degree within four years.
- There are no achievement gaps among sub-groups of students.
- Our international student body and faculty are diverse and growing, and we have educational partnerships with select universities in Asia, Africa and the Americas that enable OSU to contribute significantly to a global community and economy.

Revolutionizing Earth Systems Sciences

We are a global leader in research, teaching and outreach about the world's forest and agricultural resources, the marine and ocean environments, and the planet. We address problems ranging from climate change and ocean acidification to the loss of biodiversity, wildfire, disaster resilience and limited water resources. Our efforts sustain healthy, productive marine, freshwater and terrestrial ecosystems. We provide leadership for large, multi-disciplinary research efforts to understand these ecosystems, build the infrastructure and design the policies to steward them for generations to come. We produce science-based policy solutions to guide sustainable utilization of these renewable resources.

- Our marine studies blend natural and social sciences to address the health and well-being of our oceans and coastal communities.
- Our earth system science researchers and students operate on all continents and in all climates connecting science to society and improving environmental literacy.
- The Hatfield Marine Science Center is a global destination for discovery and a hub for collaborative teaching, experiential learning, and state-of-the-art research innovation.

- OSU-Cascades utilizes its extensive natural laboratory to address the resiliency of our ecosystems and connections to health, wellness and economic prosperity.
- We are a world leader in research for solar, nuclear and wave energy.
- We are a leading innovator in water resource research and global conflict resolution.
- We serve the world and enhance rural economies through continued discovery in the use of cross-laminated timber for multi-story buildings.

Enhancing Health and Wellness

Our teaching research and outreach is at the forefront of addressing rapidly changing global health and nutritional needs. By working in urban and rural settings, OSU addresses the interdependence of the health of humans, animals, and the environment with systems-based solutions. Our integrated health science initiative links human and community-level health and wellbeing to the health and resiliency of 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 the OSU Extension Service collectively address the broad challenges affecting vulnerable populations.

- Our academic programs in oceanography, forestry, engineering, agricultural sciences, liberal arts, pharmacy, veterinary medicine, and public health and human sciences integrate the sciences, policy, and the humanities, and push boundaries for planetary health research and social well-being.
- With partners, including Oregon Health Sciences University, we are a leader in the preventive treatment of cancer and other diseases.
- Our statewide network of public health and Extension partnerships is a national model of health delivery to serve individual and community needs.
- We are recognized globally for discovering new crops and protein sources, developing food safety practices, 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 cutting-edge technologies into food production to combat nutrition-related health inequalities and chronic diseases.

Leading Economic Growth 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 new business and philanthropic investments. Our innovation and discovery serve as launching pads for commercialization and technology transfer. We are leaders in helping humanity create, utilize and make sense of a world with robots, artificial intelligence and big data.

Public research universities are one of the most effective contributors to economic and societal growth, so we work to keep OSU vibrant by navigating shifting financial models for public

research universities, by drawing support from all sectors and relying on a diversified funding base. We engage our global network of alumni to create connections, leverage resources and advance our commitments to diversity and community. We advance sustainability, create new technologies, build new companies and train the next generation of innovators.

- Our career-focused internships and entrepreneurial opportunities prepare students to serve as tomorrow's business innovators and community leaders.
- Our arts and education complex is recognized as a center of creativity, performance and expression, and is infused with science and technology.
- We are the world leader in the development of bipedal robots to protect lives and respond to natural disasters.
- We are a global center of excellence by integrating big data science and informatics in our natural resource, engineering and health focused research.
- We are a destination of choice for women and historically underrepresented groups in STEM.
- We are a preferred global partner in developing marketable sources of solar, nuclear and wave 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 metropolitan areas and offer programs that well serve the needs of learners, businesses and communities.