



Oregon State
University

Development of OSU Strategic Plan 4.0

University-wide Forum

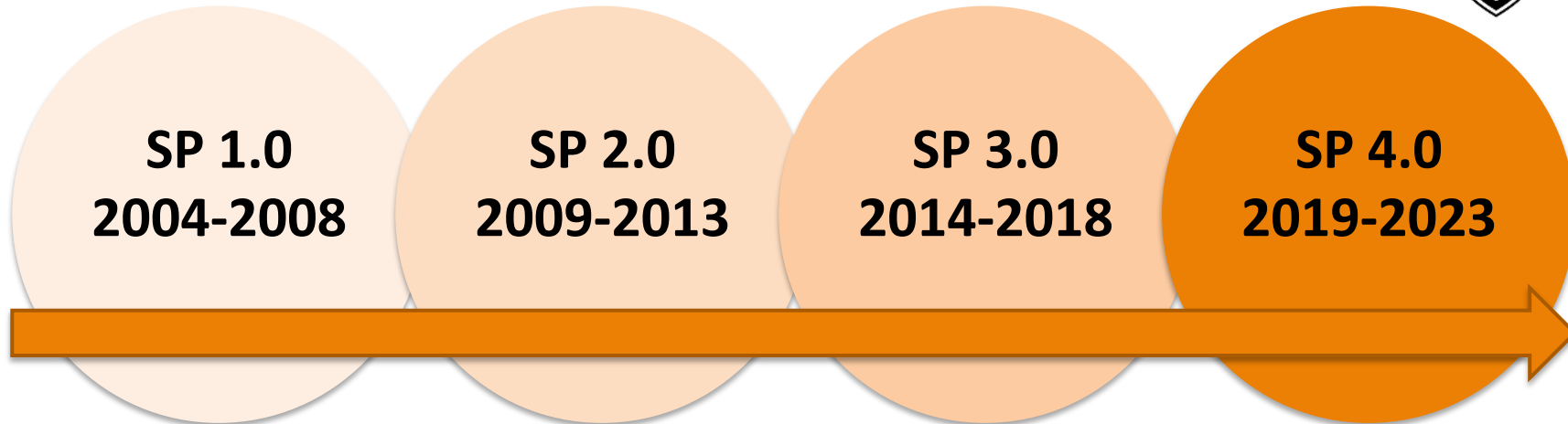
21 March 2018

OFFICE OF THE PROVOST

Years of university-level strategic planning



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MISSION

Land grant institution...Oregon State University promotes economic, social, cultural and environmental progress of Oregon, the nation and the world...particularly in three signature areas:

Advancing the Science of Sustainable Earth Ecosystems

Improving Human Health and Wellness

Promoting Economic Growth and Social Progress

VISION

serve the people of Oregon, Oregon State University will be among the Top 10 land grant institutions in America

Planning now for the future we have envisioned...



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OSP 4.0
2019-2023



Provide a transformative educational experience for all learners.

Demonstrate leadership in research, scholarship, and creativity while enhancing preeminence in the signature areas of distinction.

Strengthen impact and reach throughout Oregon and beyond.

IN 2030,

- We offer an affordable, excellent education for all learners.
- We are leaders in education delivery.
- We innovate and collaborate in research to drive solutions.
- We are welcoming and foster belonging and success for all.
- We are visionary in our integration of the arts, humanities, the sciences and engineering.
- We are accountable leaders.
- We are nimble and entrepreneurial.
- We are mindful of this special place and all Oregonians.



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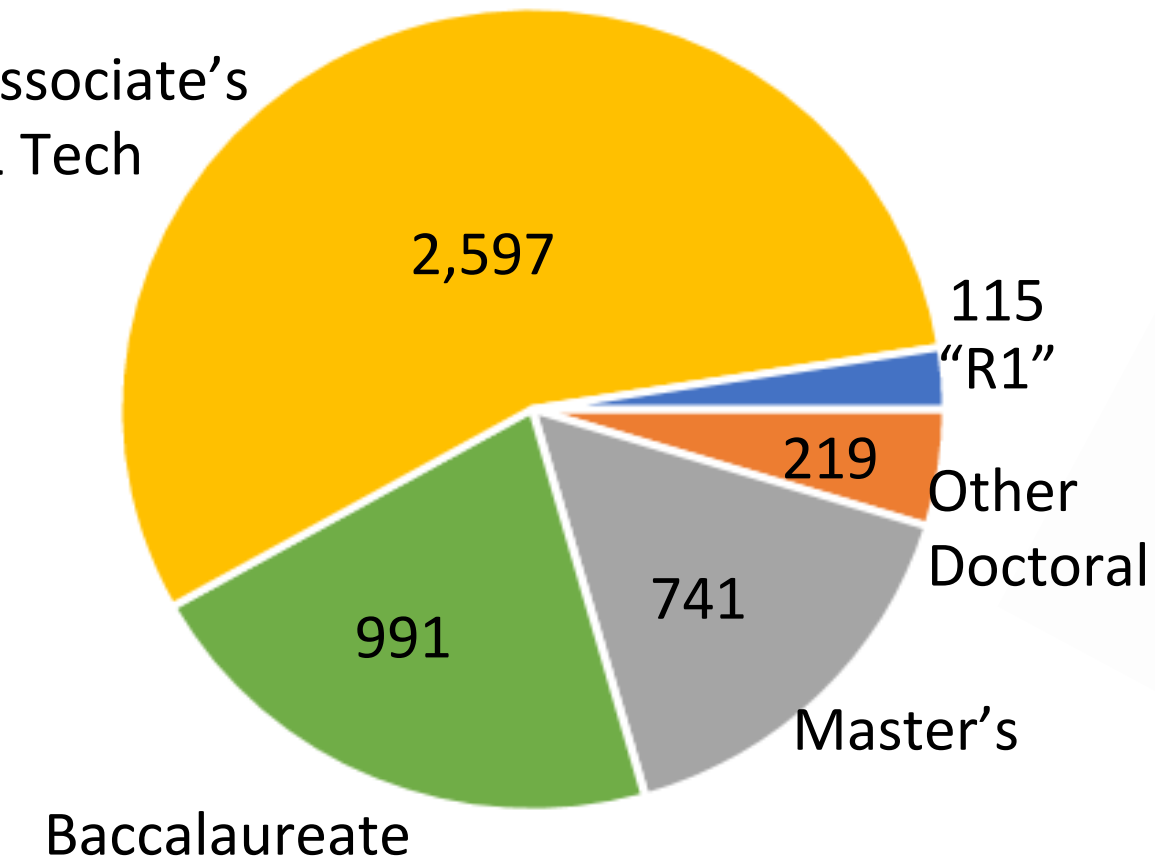
Context.

Higher Education

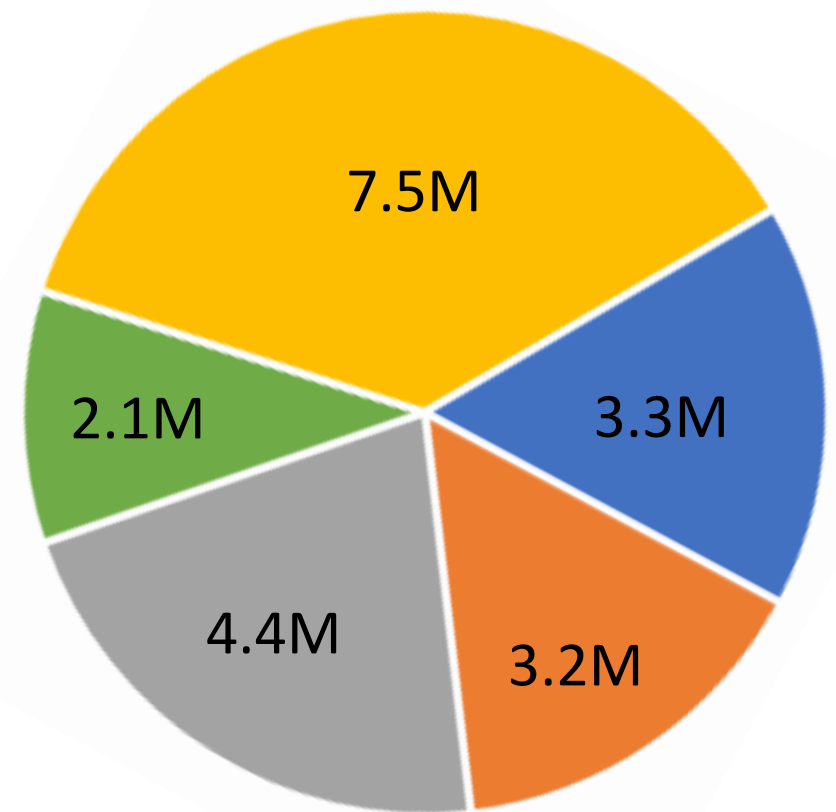


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INSTITUTIONS



ENROLLMENT

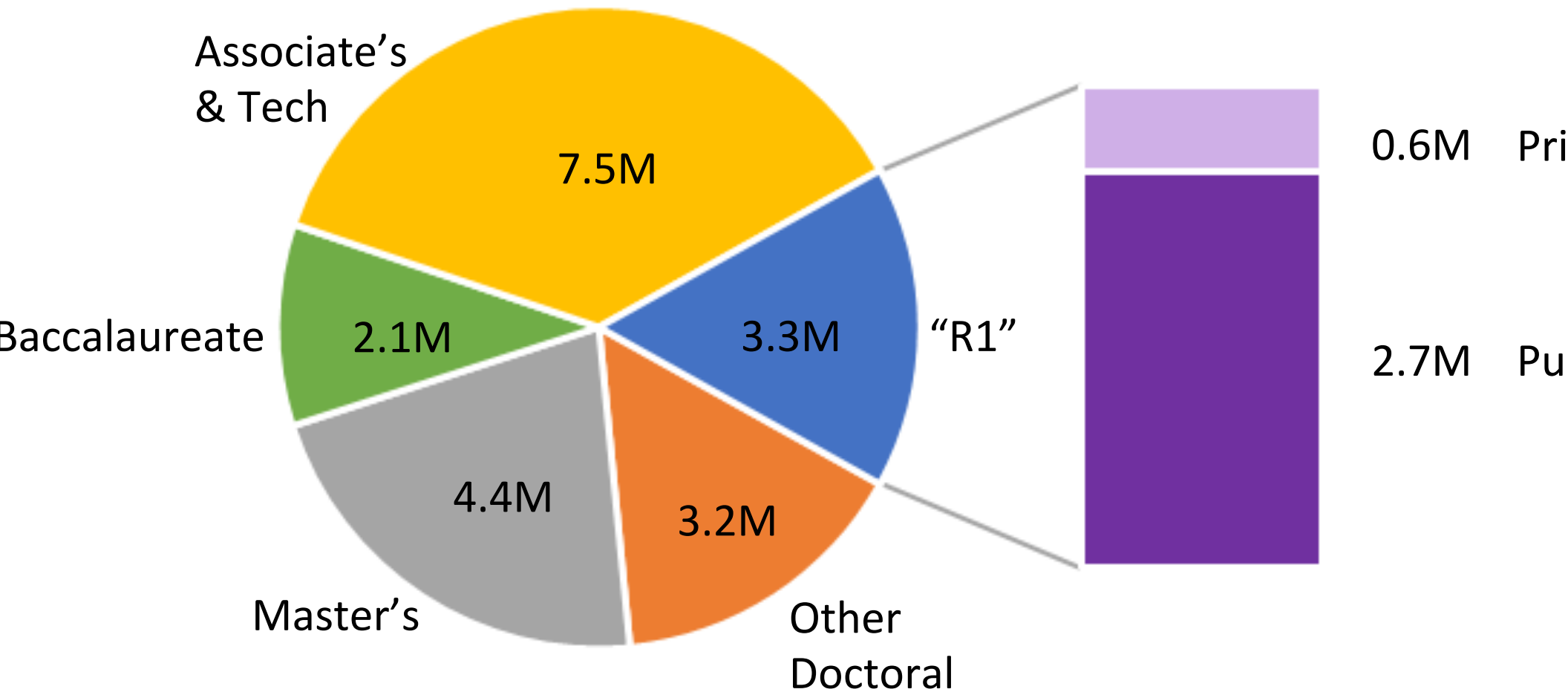


Higher Education



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ENROLLMENT



2018

SCIENCE & ENGINEERING INDICATORS

NATIONAL SCIENCE BOARD



US Science, R&D



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Performers of US research and development (R&D):

- Business 72%
- Higher ed 13%
- Federal gov't 11%

Performers of US *basic* research and development (R&D):

- Business 26%
- Higher ed 49%
- Federal gov't 12%

Percentage of cited scientific papers that can be traced forward to a future patent: **80%**

Percentage of patents that can be linked backward to at least one research article: **61%**

Economic Opportunity



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Completion gap has doubled since 1970

Socioeconomic status trumps aptitude in college completion

Lowest economic mobility among wealthy democratic countries

Highest income inequality among wealthy democratic countries

Mobility stagnant

Income inequality rising

David Autor (MIT): “If you had to give a person a single piece of economic advice, it would not be: Act like Gatsby and try to get into the top 1 percent. It would be: Go get college education at a decent school.”

- **29% of OSU students are Pell Grant recipients**
 - 22% for Tier 1 peers
 - 30% for Tier 2 peers
 - 24% for other major land grants
- 6,247 OSU students are **first generation college goers**.
- For the AY 2016-17, **43% of our graduates had debt** when they earned their degrees. National average is 32%.
- OSU students who graduated with debt, had a **debt of \$24,776 compared to national average of \$30,100**.
- 35% of OSU’s first year students are receive financial aid; we are **distributing \$39.5 million in aid** this year.
- 73% of Corvallis undergraduates are **Oregonian**

ision: Inclusive Excellence



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No individual deprived of the optimal development of his or her talent

A reputation built not on who and how many we exclude, but by who
and how many we include...

...and successfully develop into the next generation of business
leaders, engineers, sciences, public leaders, scholars

The resources, facilities, policies and work environment to recruit and
retain the very best faculty

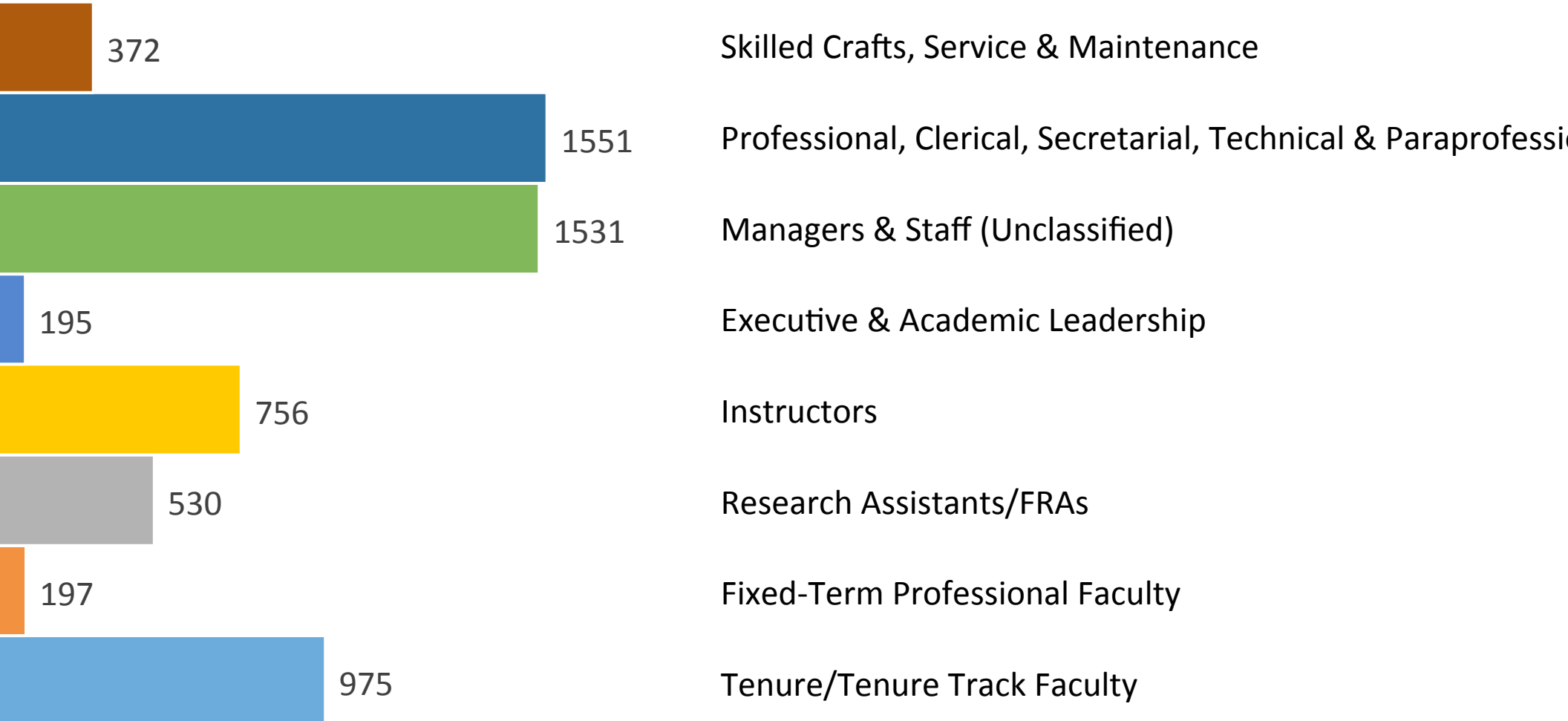
State, national and international engagement and impact

Access, affordability **AND** research preeminence and impact

Community



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Our progress.

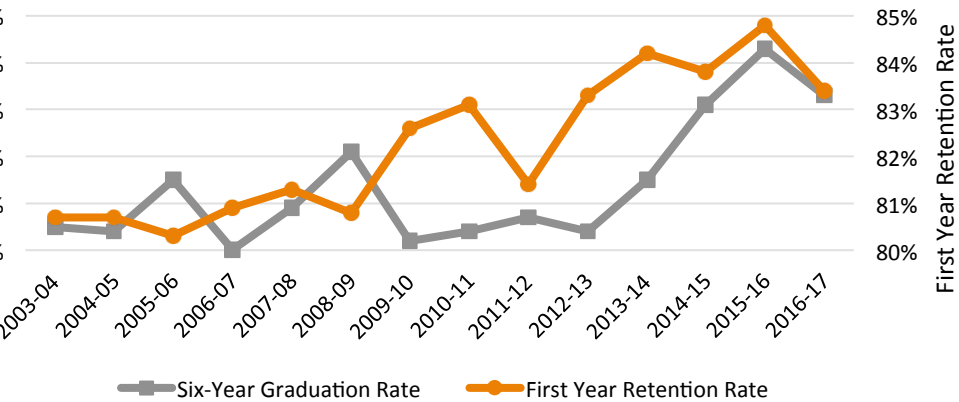
3.0: GOAL 1

Provide a transformative educational experience for all learners.



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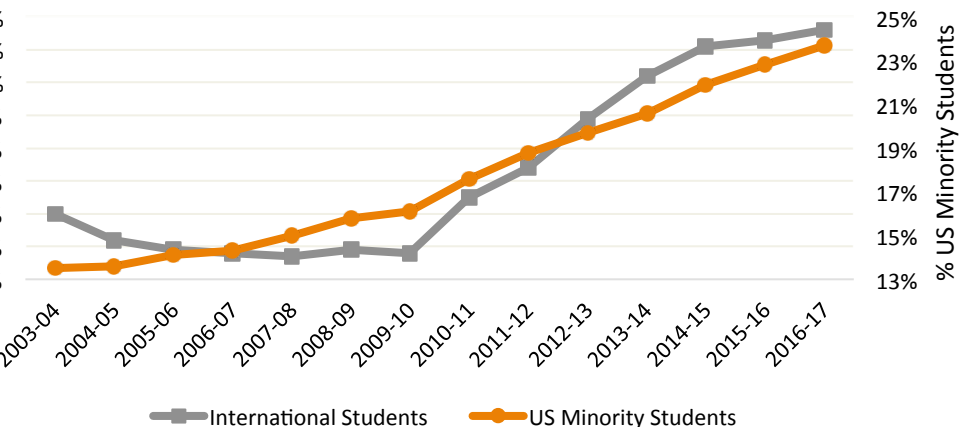
Retention and Graduation Rates



INVESTMENTS & ACHIEVEMENTS

- INTO OSU partnership
- Learning Innovation Center
- Open access learning materials
- Student Success Initiative (SSI)
- \$150M SSI scholarships: \$79M raised thus far
- More than \$1 million last year to support commitment to undergraduate student research

US Minority and International Student Enrollment



3.0: GOAL 2

Demonstrate leadership in research, scholarship, and creativity while enhancing prominence in the three signature areas of distinction.



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ESTIMATED INVESTMENTS & ACHIEVEMENTS

Marine Studies Initiative

\$41M in research funding in '17

1st in the world in oceanography

1st in the world in forestry

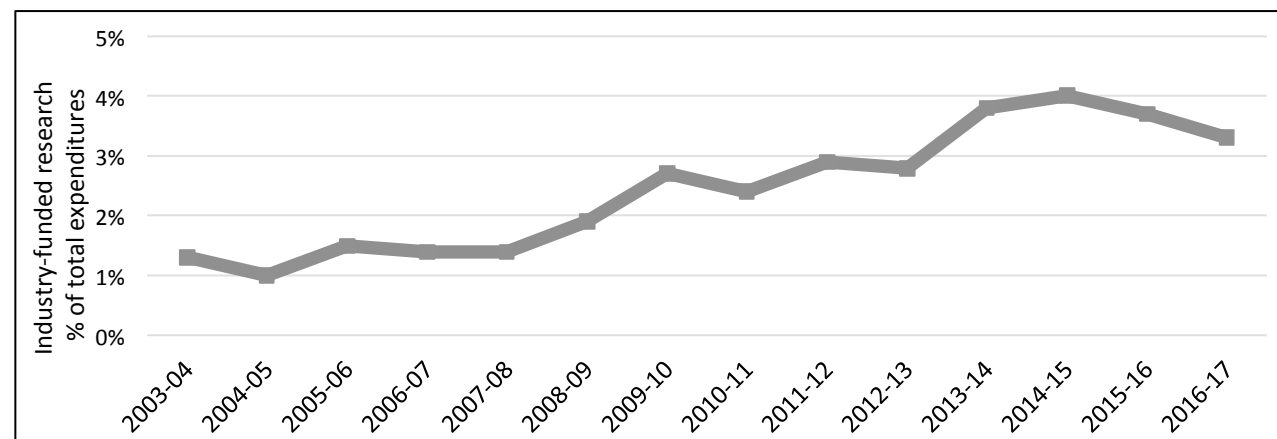
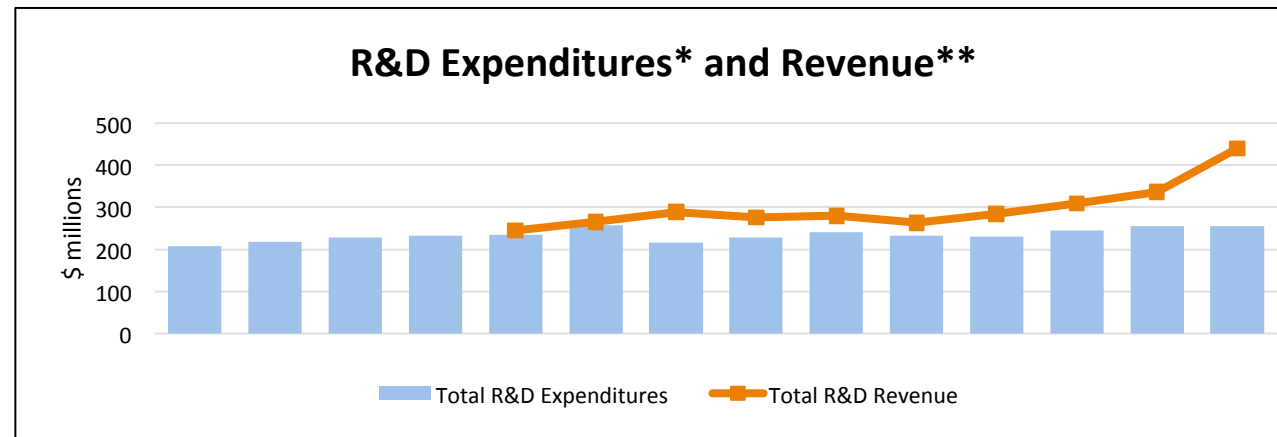
1st nationally in robotics

1st nationally in agricultural

sciences

Maintenance of tenure track faculty

hiring and after 2008 recession



*2016-17 data are preliminary. Final data will be available in spring 2017.

**Data prior to 2008 not available in current reporting format.

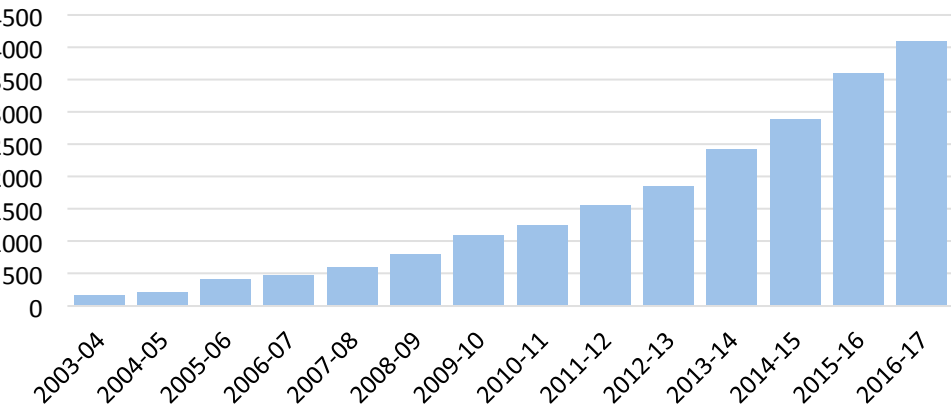
3.0: GOAL 3

Strengthen impact and reach throughout Oregon and beyond.

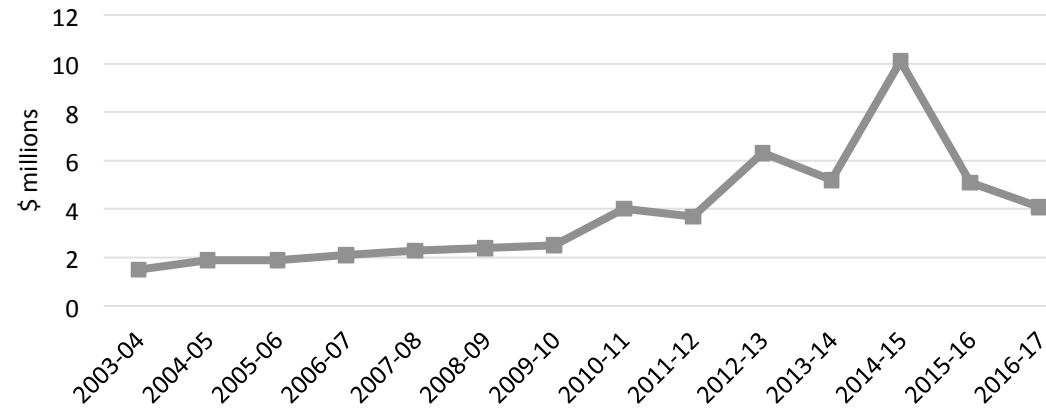


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Ecampus Degree Seeking Fall Enrollment



Licensing Revenue



INVESTMENTS & ACHIEVEMENTS

OSU-Cascades campus – the first new Oregon campus in 50 years

Nationally ranked OSU Ecampus (currently #6 in the nation, #1 online liberal arts)

Portland Initiative

Outdoor School

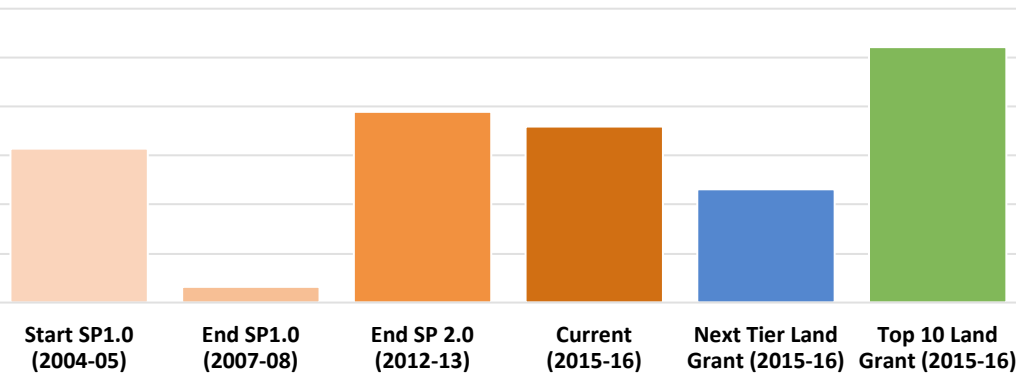
OSU Open Campus

Progress: University Metrics

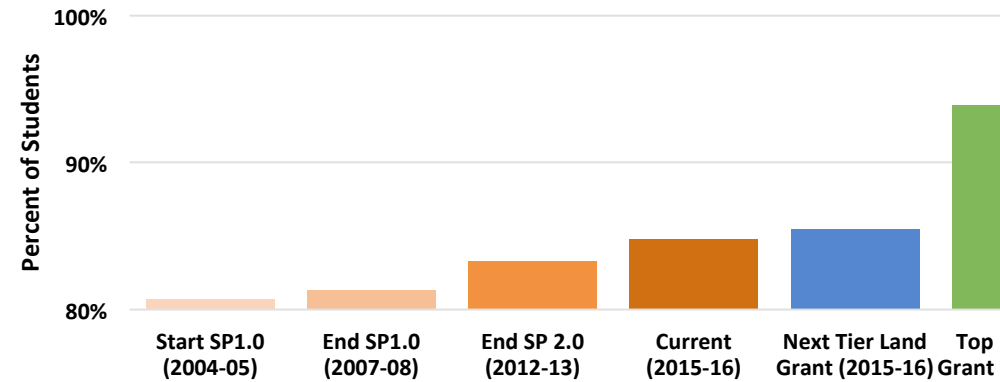


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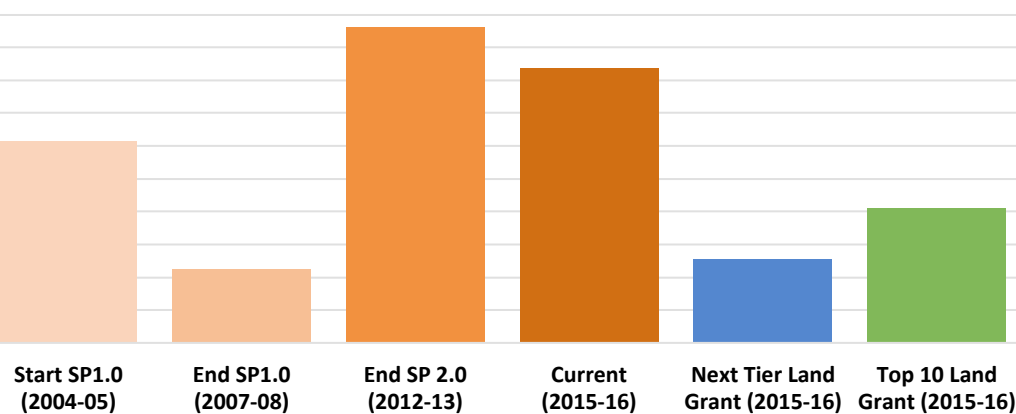
Degrees per 1000 Enrollment



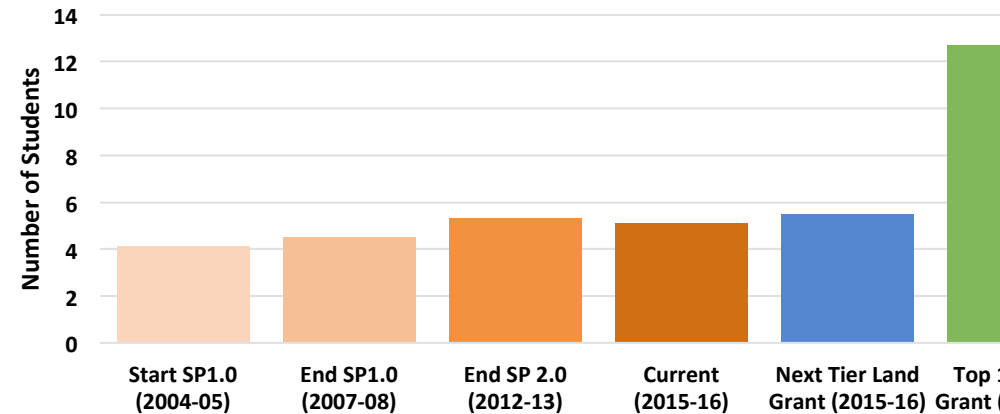
1 Year Retention Rate



Degrees per \$1M State Appropriations



Graduate Students per Tenured/Tenure-track Faculty

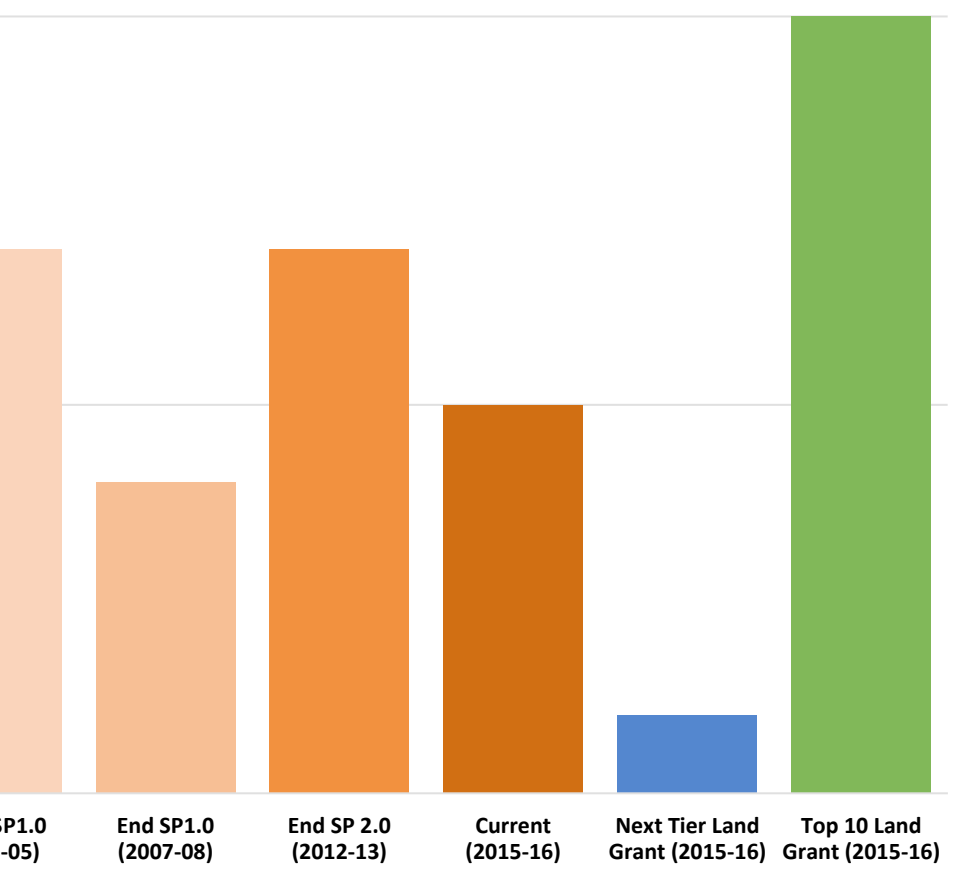


Progress: University Metrics

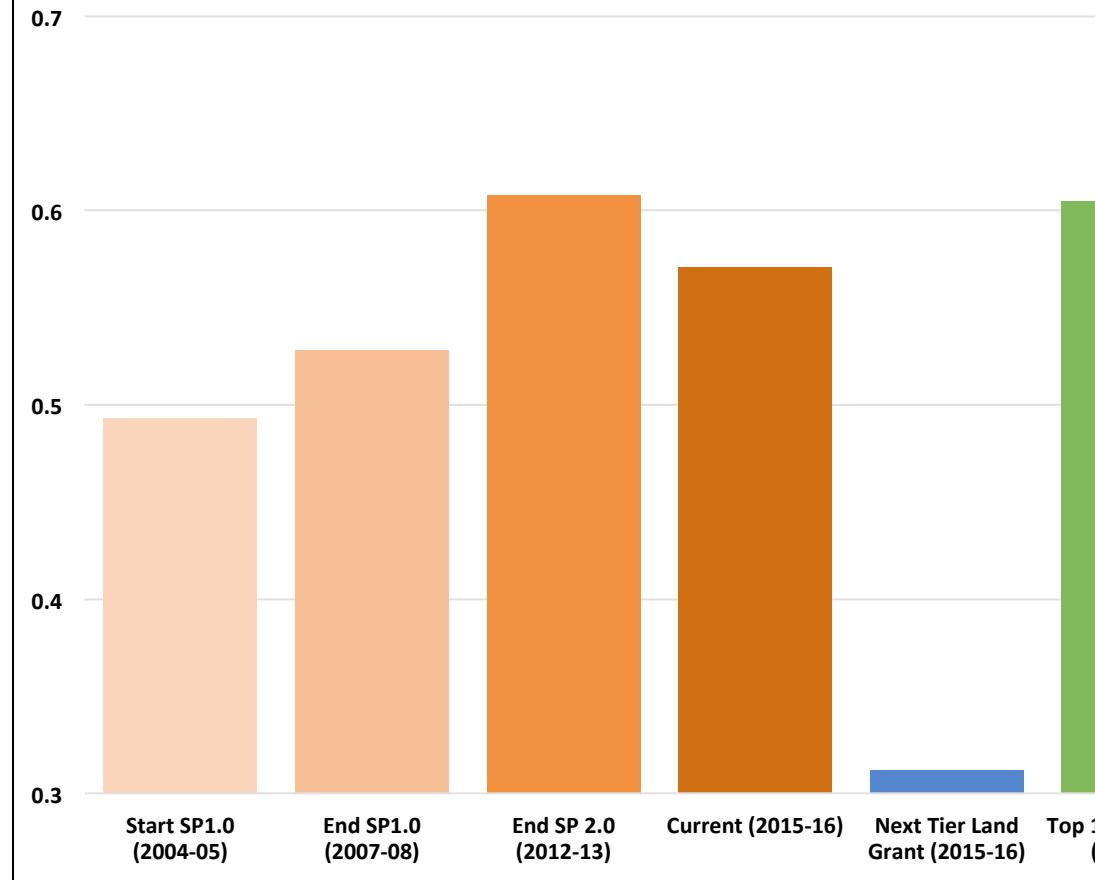


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R&D Expenditures per \$ State Appropriation



Annual Private Giving per \$ State Appropriation

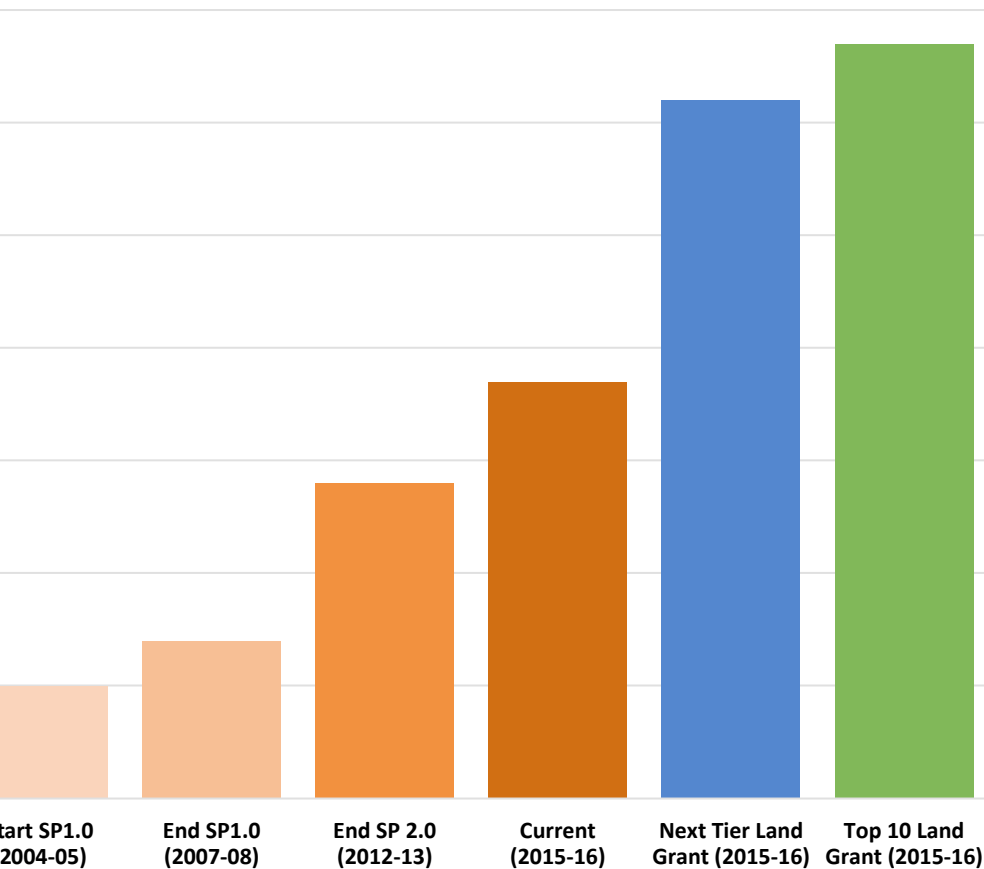


Progress: University Metrics

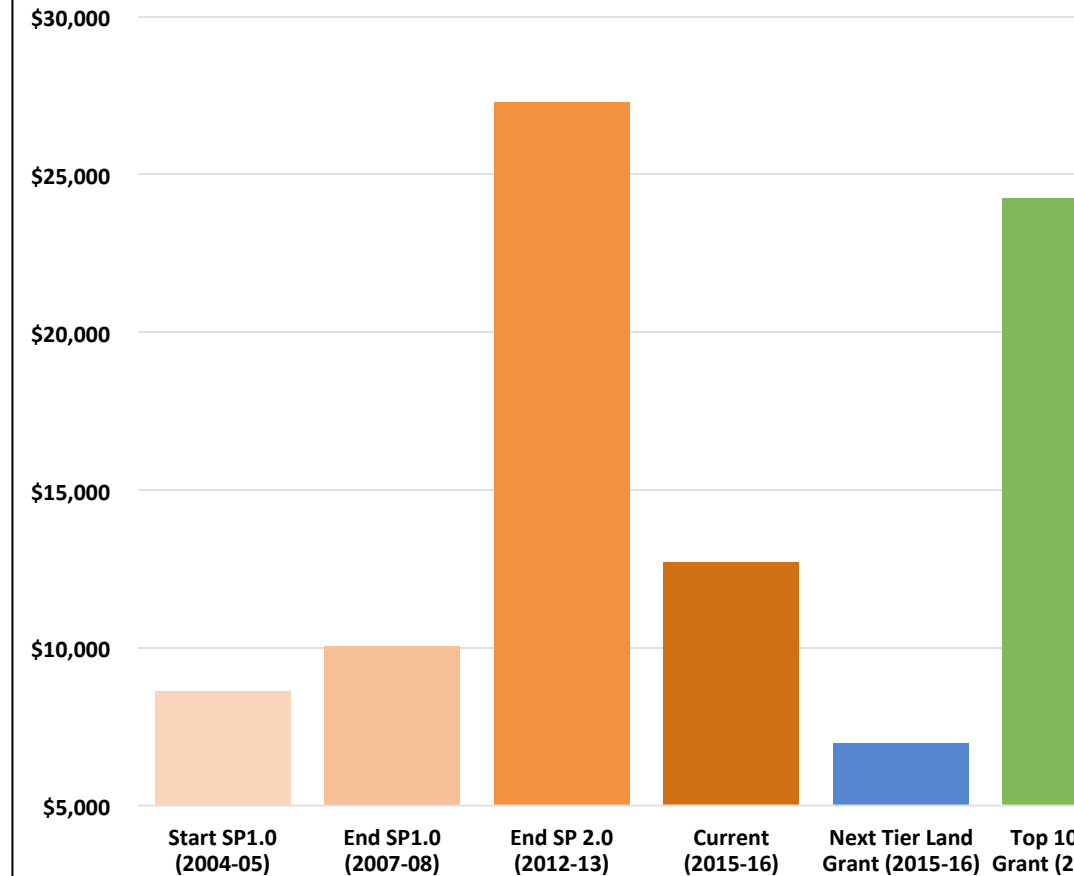


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Industry \$ per R&D Expenditures



Licensing Revenue per \$1M R&D Expenditures





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Developing SP 4.0.



**SP 4.0
PROCESS**



ENGAGEMENT PLAN

- Steering Committee:
 - Susan Capalbo, Charlene Alexander, Jennifer Brown, Gigi Bruce, Harriet Nembhard, Chris Nichols, Javier Nieto, Tuba Özkan-Haller, Scott Reed, Brett Tyler
- 1.5 years of planning, starting with Vision 2030
- 16 university-wide dialogue sessions
- Participation from students, staff, faculty and stakeholders

*NOTE: Online feedback closes this Friday, March 23rd



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SP 4.0 Emerging Themes

Emerging Themes

Research Support

Experiential learning and Student Success

Diversity, Inclusion, Social Justice

⇒ “Healthy Cultures”



Emerging Themes



Investment in Faculty and Staff

Facilities, Infrastructure, and Technology

Processes, Technology, Innovation



Emerging Themes



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Outreach, Engagement, Strategy for Global Impact

OSU-Cascades and Statewide Initiatives

Communication and Marketing



Emerging Themes



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- Research Support
- Experiential Learning and Student Success
- Diversity, Inclusion, Social Justice → “Healthy Cultures”
- Investment in Faculty and Staff
- Facilities, Infrastructure, and Technology
- Processes, Technology, Innovation
- Outreach, Engagement, Strategy for Global Impact
- OSU-Cascades and Statewide Initiatives
- Communication and Marketing

Alternative emphasis discussion



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Over the next five years, is it better for OSU to emphasize new initiatives or improve foundational areas?

Alternative emphasis discussion



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In our desire to have global impact, what should be emphasized in SP4.0 to ensure we make strong progress?

r discussion



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What specific processes would improve OSU if they were either more standardized, or more customized across campus?

Go Beavs!



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