STRATEGIC PLAN 3.0
EXECUTIVE SUMMARY

As a leading institution of higher education, Oregon State University must be on the forefront of new ideas, research and innovation. We must continually strive to do better, do more and push ourselves in new ways that challenge our thinking and past practices.

The university’s updated strategic plan, SP3.0, provides a roadmap and vision for our future. Our mission and goals remain committed to a rigorous focus on academic excellence in all aspects of learning, discovery and engagement.

In following the plan set by SP3.0, the Oregon State community will be a globally inclusive, internationally vibrant and responsive educational ecosystem. SP3.0 offers future direction and guidance as we underscore the importance of focused and intentional scholarly pursuits.

This evolution of Oregon State’s strategic plan builds upon previous plans set forth in 2003 and 2008. Our focus is unwavering on the signature areas of creating and enhancing a healthy planet, healthy people and a healthy economy.

SP3.0 expands Oregon State’s strategic goals to focus on:

» Success that transforms our learners and our world.
» Leadership that integrates scholarship, creativity and collaboration throughout learning and discovery.
» Expansion of the university’s diversity, reach and service across Oregon, throughout the nation and around the world.

This blueprint for future success also calls for the university to enhance faculty excellence, encourage the diversity of our community, reaffirm our excellent stewardship of resources, and recognize the power of information in transforming our learning environment and systems.

Our strategic planning and the creativity of this remarkable university community have enabled us to advance our mission in a powerful way. This is a journey that will lead to continued success, committed as we have been for nearly 150 years, to the State of Oregon and its people.
I. INTRODUCTION

Oregon State University is an internationally recognized public research university, committed to addressing the world’s most pressing needs. Our heritage as a land grant university and preeminence in teaching, research and engagement position us to lead and inspire innovation in Oregon, the nation and the world.

The university’s future success will be determined by the clarity of our vision, adherence to our core values and demonstration of transformative leadership. Strategic Plan 3.0 provides a clear path for the university’s future. Our identity and the richness of our campus culture will enable us to expand our reach and influence internationally. At Oregon State, we are grounded in an academic community characterized by respect for the dignity of each person; innovation and creativity; integrated and transformative learning environments; equitable and inclusive practices; passion for our world and a commitment to improve its condition; and a collaborative environment where partnerships are nurtured and cherished.

Our vision for the future is focused on innovation and relevance. The pace of change in today’s world requires that we demonstrate the agility to rethink and reengineer our approaches. This will ensure that we remain relevant and on the leading edge of innovation in engaged teaching, research and outreach. The impacts of our discovery and educational programs, our relationships with other academic institutions and colleagues throughout the world, and our critical partnerships in economic development all showcase Oregon State’s relevance.

Oregon State University will continue its commitment to becoming a great place to work, learn and flourish. We will create and sustain healthy environments that enable community members to live productive, balanced and engaged lives. We will create educational landscapes that inspire affordable, high-level achievement and success, and our university will be an inclusive community that reflects and practices our belief in the educational value of diversity and equal opportunity.

Our world is in need of leadership. Global events present examples of populations and communities in need, economies in peril, governments in transition, and natural environments in danger. Oregon State University’s demonstrated leadership will reflect the commitment of our civic and global responsibility to be stewards of our mission and our many resources. This leadership will span from local and regional issues to endeavors around the world to better reflect the internationalization and global relevance of the university’s efforts.
II. AFFIRMATION OF PHASE II

Under the leadership of President Edward Ray and Provost Sabah Randhawa, OSU is committed to an ongoing five-year strategic planning cycle. This effort began in 2003 with the university’s first strategic plan and continued in 2008 with Phase II. This latest revision has become known as SP3.0.

Guided by Phase II, the University has grown in all areas – from numbers of students and faculty to fundraising, research and discovery dollars, partnerships and physical infrastructure. The growth in learning opportunities, academic programs and achievements of faculty and students that align with our core mission and signature areas strengthens the foundation for success in the coming decade. The university now is poised to “think big” in terms of cross-cutting themes and signature areas of distinction, to invest in our strengths and to take them to the next level of excellence.

Incredible progress has been achieved with Phase II’s goal to substantially increase revenues from private fundraising, corporate partnerships, research grants and technology transfers. The Campaign for OSU exceeded its $1 billion goal nearly a year ahead of schedule, fueling Oregon State’s rise as a comprehensive land grant university for the 21st century. Research grants and expenditures have continued to increase dramatically during the last decade, clearly establishing our reputation as the premier research university for the State of Oregon. The university’s faculty has climbed the excellence ladder, outpacing peer institutions for prestigious grants and partnerships and deepening commitments to engaged learning and public service.

Our commitment to Phase II’s goal to provide outstanding academic programs that further strengthen preeminence in the three Signature Areas of Distinction – Advancing the Science of Earth Ecosystems, Improving Human Health and Wellness, and Promoting Innovation and Economic Prosperity— is demonstrated through investments in foundational disciplines, collaborative research initiatives and cluster hires of more than 180 world-class faculty in the past two years, and faculty and staff retentions. Oregon State is well-positioned to strengthen its leadership in these signature areas, to attract excellent new faculty, to increase the number of high-achieving Oregonians that select OSU as their first-choice university and to offer an integrated and transformative research and teaching environment.
While we worked to meet Phase II goals, teaching and learning landscapes across higher education underwent unprecedented changes in the past five years. These include the composition of learners, innovations in technology and teaching pedagogies, an obsession with assessment metrics and rankings, and rising costs. During Phase II, OSU has been actively engaged and nationally recognized for its online educational programs. We have also instituted numerous experiential learning opportunities, first-year student experience programs, and initiatives for transitioning students from high school to greater academic and personal success at the university. Although our retention and graduation rates remain short of our aspirations, Phase II established an aggressive approach to understand and track our progress. We will use this information to enhance retention and educational experiences, focusing on all aspects of the student experience that contribute to learning and success both inside and outside the classroom.

Our graduates are the most significant contribution we make to the future. Going forward, the university will be sharply focused on increased student success through graduation for all groups of students.

III. CONTEXT FOR DEVELOPING SP3.0

As Oregon’s statewide university, OSU plays a key role in helping to achieve the state’s 40–40–20 educational achievement goals. This ambitious plan calls for 40 percent of adult Oregonians to hold a bachelor’s or advanced degree; 40 percent to have an associate’s degree or a meaningful postsecondary certificate; and all adult Oregonians to hold a high school diploma or equivalent by the year 2025. Oregon State is strongly committed to this plan’s achievement and has an enrollment management strategy to help meet the state’s goal. By 2025, this plan calls for 28,000 students on the Corvallis campus; 3,000 to 5,000 at OSU-Cascades; 7,000 or more through Ecampus, our online program; and 500 at a marine studies campus near Newport.

Our decision to pursue a new governance model with an independent board of trustees will enable us to focus on the needs of those we serve and to help achieve this goal. Through their time, energy, and leadership talents, board members will help Oregon State University realize its potential in the coming years.

Other established institutions and efforts at OSU are critical to our aspirations for excellence and affordability. Shared faculty governance is a fundamental element of building a culture of trust, transparency and collaboration. The OSU Foundation continues to be a cornerstone partner in helping to achieve revenue growth strategies in support of SP3.0 initiatives and aspirations. The Oregon State University Advantage initiative is instrumental in increasing industry-based research, licensing and commercialization activities. Collectively these efforts make the landscape for strategic planning more collaborative and innovative and less dependent upon conventional sources of external funding, including state and federal funding and student tuition.
The backdrop of an ever-changing digital world means that we have the unprecedented opportunity to harness the potential of new technologies to benefit our students and their learning experiences as well as enhance the impacts of our research and innovation. The emergence of innovative teaching pedagogies and initiatives that deliver content in new ways will enable us to meet the needs of students who come to Oregon State each year more sophisticated in the use of new learning technologies and self-directed education. Big data and associated analytics are accelerating the pace of discovery in the science and engineering disciplines and provide the groundwork for innovation and engagement that will strengthen the foundations of U.S. competitiveness and accelerate progress toward addressing global challenges in health, food, energy and sustainability.

Diversity and excellence go hand-in-hand. The university’s most valuable assets are its faculty and intellectual capital. A strong emphasis on fostering faculty excellence is critical to maintaining Oregon State’s status as a premier land grant and research university. An increasingly excellent, highly recognized and diverse faculty will be the fundamental driver for attracting high-achieving graduate and undergraduate students and post-doctoral fellows, providing meaningful and lasting experiential learning experiences, attracting and retaining colleagues, and fostering a vibrant intellectual community. A “scholarship of learning” culture that develops an alignment of teaching, research and engagement is the fabric that weaves together all that we do as the comprehensive university.

Oregon State’s commitment to move to the front ranks of international and comprehensive land grant universities in America remains a top priority. We intend to continue the pursuit of excellence in every dimension we operate. The more exceptional we are at all that we do, the more powerful and positive an impact we will have on the lives of our students and people throughout the world.
IV. OUR MISSION AND VISION

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. This mission is achieved by producing graduates competitive in the global economy, supporting a continuous search for new knowledge and solutions, and maintaining a rigorous focus on academic excellence, particularly in the three Signature Areas: Advancing the Science of Sustainable Earth Ecosystems; Improving Human Health and Wellness; and Promoting Economic Growth and Social Progress.

Our vision: To best serve the people of Oregon, Oregon State University will be among the Top 10 land grant institutions in America.

The three fundamental goals of the OSU Strategic Plan are creating and sustaining excellent learning environments, providing leadership in research and innovation, and demonstrating outstanding citizenship, service and engagement.

Oregon State is a leader in the establishment of a collaborative culture where interdisciplinary teams organically form to address the complex problems of the 21st century. OSU’s “collaborative environment with low walls” makes our research and discovery distinctive and distinguished while enhancing our efforts for partnerships and engagement throughout Oregon and the world. The continued success of the university’s team-based interdisciplinary efforts requires coordinated strategic investment in discipline-based faculty and programs.
SIGNATURE AREAS OF DISTINCTION

Building upon the signature areas of distinction and the investments and accomplishments of the last five years, this plan reaffirms our commitment to these capabilities, identifies emerging opportunities for innovation and relevance, and deepens our commitment to OSU’s powerful collaborative environment. Each of these signature areas draws from disciplines and centers across the campus and integrates research, engagement and teaching at both graduate and undergraduate levels. OSU’s unique strengths in both technological and scientific problem solving and in the social impacts of historical and contemporary practices and policies offer a unique opportunity for interdisciplinary collaboration. The university’s long-standing connections with communities and institutions beyond campus borders, with the Statewide Public Services—Oregon Extension Service, Agricultural Experiment Stations, and the Forest Research Laboratory—and with our national and international partners enhance our ability to communicate our discovery and research.

ADVANCING THE SCIENCE OF EARTH ECOSYSTEMS

We have entered an era when humankind dominates the planet. These impacts are detected everywhere, from the remote ice fields of Antarctica to the depths of the ocean. With a growing human population, our economic and social well-being is increasingly dependent on the health of the Earth to provide food, shelter, and energy. The challenges we face are at the intersection of our cultures, our economy, and our values. We will need to draw on our strengths in both natural and social sciences and in the humanities to address issues that are characterized by complex linkages between global and local problems, their distributed and changing nature, and a high level of uncertainty (e.g. climate change, biodiversity).

Oregon State University is a world-recognized leader in this new approach to the study of interacting physical, chemical, biological, economic and social processes to provide relevant scientific information to managers, policy makers and other stakeholders. Building on our strong and comprehensive foundation in earth and environmental sciences, we will create new and powerful bridges with public health, applied economics, public policy and humanities. This new framework will rely on discovery-based learning and engagement and will set the stage for broader partnerships with other academic educational institutions and relevant organizations, nationally and globally.

We will build on our commitment to outreach and engagement through the Statewide Public Services and through partnerships with federal and state laboratories at OSU as well as other organizations. We will extend our capacity to quantify environmental and social responses to human activities. Our research will develop a rigorous approach to prediction and scenario development of human/environmental systems by building from a sound
theoretical and observational basis. The role of land grant universities in the 21st century will evolve from a primary focus of providing information to individual stakeholders for private consumption to include a broader focus of informing society as a whole. This broader focus will inform decisions and policies that will lead to responsible stewardship of environmental and social systems, locally and globally.

IMPROVING HUMAN HEALTH AND WELLNESS

As the population grows, ages and diversifies, pressures on health care and well-being locally and globally continue to mount. This is especially true for chronic diseases, which impact the quality of life of 90 million Americans and are responsible for 70 percent of all deaths. Many chronic diseases result from complex interactions between infectious agents, people, animals and the environment. Identifying these relationships can improve health outcomes across populations and create opportunities to reduce the impact of chronic disease.

Oregon State is committed to enhance lifelong health and well-being. With strong colleges in public health, science, pharmacy and veterinary medicine, and related health research in the life and environmental sciences, we have an outstanding capacity to develop and improve health through collaboration and interdisciplinary research. In addition, partnerships with social sciences and public policy programs address challenging and emerging public health and environmental health issues with significant local and global impact. Programs in the humanities shape individual and collective responses to human disease, disability and social and medical interventions. OSU scholars address the health impacts of micronutrients, pollutant exposure and exercise as well as the molecular mechanisms of diseases such as amyotrophic lateral sclerosis (ALS or Lou Gehrig’s disease), cancer and cardiovascular diseases; they also explore the values and social structures that create health disparities and that inform health policies and practices. Collectively, OSU is advancing knowledge, public policies and behavioral practices that will significantly improve individual and population health in communities.

OSU is unique among its peers with operation of a statewide network, whose faculty, students, and staff work to identify public health challenges in urban and rural communities and to implement sustainable programs that will enhance the health of Oregonians and serve as models with even more far-reaching impact.

PROMOTING INNOVATION AND ECONOMIC PROSPERITY

Great ideas change the world. The daunting challenges we face—from inequalities in health care, education, security or incomes to increasing pressures on our natural resources—call for innovative and relevant discoveries to deliver essential services and result in greater prosperity for all citizens. Sound science-based technologies are at the core of these innovations; integration of entrepreneurship, industry partnerships, and commercialization bring these innovations from discovery to delivery.
Oregon State University has established a legacy of innovation, cutting-edge research, and engagement with our industry and government partners to promote economic growth and overall social prosperity. OSU achieves these impacts by nurturing a collaborative culture of discovery and innovation statewide while embracing the requirements for sustaining economic prosperity and educating the leaders and architects of tomorrow’s world. We draw upon the diversity of disciplines and skills from all corners of campus and the state to create a strong platform for innovation, prosperity and relevance.

In the next five years, OSU will further capitalize on its strengths and collaborative connections. OSU will leverage its engineering and business colleges and its academic programs in education and entrepreneurship. Our breadth of expertise in the sciences, mathematics, arts and humanities will enable us to design socially responsible, innovative, accessible and affordable solutions to complex and common problems and to enhance purposeful industry and educational partnerships.

Several successful start-up businesses and partnerships have recently emerged from OSU-led entrepreneurial efforts. For example, NuScale Power, a leader in the creation of small modular nuclear reactors that began as a spinoff company based on research by an OSU professor, recently was awarded up to $226 million in funding from the U.S. Department of Energy. Linkages among business, engineering, science-based and liberal arts colleges are giving rise to new degree programs, learning venues, and accelerated pathways for bringing discoveries to market. Opportunities for students across the university’s curriculum are being created and fully integrated with these strengths and opportunities. The outcomes are transformative as our graduates provide the critical workforce capacity for ensuring sustainable economic and social prosperity.

VII. GOALS AND STRATEGIES

To advance our goals we must sustain an environment that:

» Embraces and enhances diversity and excellence.
» Ensures accountability of stewardship and strategic use of constrained resources.
» Provides the infrastructure for information to be used as a strategic asset in learning, research and administrative functions.

Enhancing diversity of the OSU community is essential to attain excellence in our educational, scholarly, and outreach endeavors and to prepare our students to succeed in a globally connected world. Diversity is central to the university’s institutional mission and goals. Indeed OSU cannot be a premier land grant university without seeking the value of diversity and committing to equity and inclusion.
Enhancing Diversity

» Increase the diversity of faculty and staff through new hires and enhanced retention efforts.
» Implement an intentional staff recruitment plan to support growth in diverse students and faculty.
» Develop more comprehensive work-life balance initiatives for all employees.

We must ensure that all of the resources entrusted to the university are used effectively, efficiently, transparently and in a socially responsible manner. These include three resource areas: budget and finance, physical infrastructure and private philanthropy. The growth in the student body during the last five years and OSU’s focus on excellence makes these resource investments even more critical. We need to ensure that we leverage The Campaign for OSU successes to advance the university’s excellence in signature areas and service to our students. OSU’s philanthropy is a powerful pillar that allows us to shape the visions and aspirations of a top research university.

Stewardship of Resources

» Continue the momentum created by The Campaign for OSU to enhance resources raised through private philanthropy to support educational excellence and the goals of the SP3.0 and unit-level plans.
» Develop an integrated infrastructure recapitalization plan that includes deferred maintenance needs to ensure resources are aligned with priorities and needs.
» Evaluate and enhance the effectiveness/efficiency of administrative processes and operations of shared service centers.
» Promote sustainable stewardship of OSU’s campuses, including built and natural environments.

Technology and information occupy a critical role in a 21st century university and are an essential part of developing greater efficiencies in institutional and administrative functions. Greater accountability, enhanced expectations of a current generation and growth in the development, management and delivery of digital resources point to the expanding role that data and information technologies provide as a strategic and enabling asset.

Technology as a Strategic Asset

» Ensure that relevant information is widely shared and strategically used to make effective decisions and measure progress toward achieving university goals.
» Invest in information technology to enable differentiation and sustain a collaborative and engaged learning environment.
» Implement highly efficient administrative processes to enhance the student experience, improve faculty productivity and enable more resources to be directed toward academic success.
GOAL 1.:
Provide a transformative educational experience for all learners

Promote excellence in learning experiences and outcomes and seamlessly integrate teaching and research efforts. This integration will provide an unprecedented platform to deliver content and experiential opportunities and to foster intellectual, professional and personal development to prepare OSU graduates for life and careers in a global society. We maintain our commitment to setting the standard among our peers for affordability and accessibility for a diverse and engaged community of learners.

OSU will become a model 21st century university by developing personalized and integrated ways to learn. Innovative, integrated programs will offer high-quality educational experiences for undergraduate and graduate students as well as other learners who will become tomorrow’s leaders, critical thinkers and problem-solvers. By moving beyond a one-size-fits-all learning model to offering varied opportunities for different learners, we will better accommodate and serve all students and enhance learning outcomes. We will continue to invest in and recognize the pivotal role faculty and staff play in motivation and learner success.

Strategies

» Enhance an integrated learning environment that improves and equalizes retention and success of learners and provides assistance during critical transition periods for undergraduate students.

» Make high-impact learning a hallmark of the OSU undergraduate education, including learning in field settings outside the traditional classroom; research opportunities as early as freshman year; study abroad and cross-cultural exchanges; service learning/civic engagement; and internships and practicums.

» Continue the work of the Baccalaureate Core Committee to ensure that all undergraduates receive an education that “provides students with broad knowledge of the wider world (e.g. science, culture, and society) as well as in-depth study in a specific area of interest.” (Association of American Colleges and Universities) Align the baccalaureate core and academic programs with national best practices put forth in the Essential Learning Outcomes developed by Liberal Education and America’s Promise (LEAP) compact.

» Selectively increase the quality and capacity of Oregon State’s graduate programs while improving retention and student success. Promote transdisciplinary learning and focus support on disciplines that are highly ranked or have potential for distinction in the three signature areas and in programs that bring the perspectives of the humanities and sciences to local and global issues.

» Establish an ambitious growth strategy for OSU Extended Campus, providing access for off-campus learners as well as increasing learning experiences for
on-campus students by delivering hybrid education models, exploring new pedagogical models and addressing all learning styles through myriad learning platforms.

» Enhance our comprehensive Healthy Campus Initiative, caring about the health and well-being of students, faculty and staff. Provide programs and resources to support a healthy campus commitment as a foundation for academic and life success.

GOAL 2:

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

Advance the frontiers of knowledge and creativity while innovating and integrating discoveries to address the grand challenges and fundamental needs for sustainable growth and prosperity. The three signature areas build upon Oregon State’s core academic strengths, the excellence and skill of our faculty and our established national and international partnerships.

OSU will be a leader in solving society’s most pressing challenges through innovative, integrated, data-enabled research, outreach and creative activity. OSU will further its national and international distinction through targeted elevation of programs, research and scholarship in the signature areas of distinction. Preeminence in the signature areas is the result of building and maintaining excellence and “critical mass” in key foundational disciplines reflecting the breadth of the sciences, social sciences, engineering, arts and humanities. With a charge to address society’s complex challenges, this plan will advance the university through strategic investments in faculty and programs that enhance transdisciplinary educational and research, strengthen pedagogical innovations and advance OSU as an engaged land grant university with global reach and international partnerships.

Strategies

» Attract faculty through targeted and cluster hires to strengthen the foundational disciplines needed to build excellence in signature areas and to enhance a high-impact learning environment for students. Ensure retention of highly productive faculty members who advance all dimensions of the university’s mission.

» Invest in research programs and centers that further position Oregon State as a national and international leader in innovative, integrated research and creative activity in pursuit of solutions to pressing societal problems while promoting OSU’s goal to advance transdisciplinary learning.

» Develop and strengthen opportunities and collaborations within OSU and beyond
to support growth in graduate enrollment, increase faculty participation and promote research with industry and national and international partners.

» Link outreach and engagement proactively to promote the broader impacts of OSU research more effectively.

Examples of target areas for investment in each of the signature areas include: marine studies, climate change and adaptation, food production and security, clean water production and management and healthy managed forests in Earth System Sciences; chronic diseases, “one” health, rural community and family health and public health policy in Human Health and Wellness; and, big data management and analysis, renewable energy, material sciences, advanced manufacturing and intelligent machines in Innovation and Economic Development.

Strategic investments to enhance the humanities and visual and performing arts programs are paramount for a global, engaged society and for enriching our broader communities. OSU will build on strengths within the College of Liberal Arts and further the arts and humanities dimensions of research, discovery and teaching across all of our campuses.

**GOAL 3:**

**Strengthen OSU’s impact and reach throughout the state and beyond**

Enhance OSU’s statewide, nationwide and global footprint, pushing boundaries to extend our research and knowledge to people and communities throughout the world. As the land grant institution for the State of Oregon, our successes remain inseparable from those of our constituents. Our worldwide footprint continues to grow—through the expansion of the OSU-Cascades campus to a four-year branch campus and our marine studies research and academic programs on the coast; through our deepening and sustaining investments in the greater Portland metro area as well as in communities throughout the state; and through our leadership in public health, economic development and sustainable ecosystems. In this era of collaborative partnerships, we connect globally to lead research and conversations on issues of concern for people around the world.

Synergies among faculty, staff and students can be achieved through functional integration across research, instruction and outreach. A globally engaged university community will result in enhanced learner outcomes, increased capacity and improved competitiveness for external funding and high-impact, relevant community programs that work in partnership with the private sector and communities in Oregon and worldwide. In all that we do, we seek to engage our people and others to develop strategies and solutions that address issues of concern.

With increasingly interconnected global ties among people, communities and nations, Oregon State also aspires to be an important player in internationalization given the changing environment of education, science, communication, research and development. Our aspirations challenge us to provide opportunities to recruit top-quality international
students and faculty, to envision different means of promoting education abroad, to facilitate and value international scholarship and collaboration by our faculty and students, to promote the global dimension of OSU’s land grant mission, and to strategically engage with our international alumni.

Strategies

» Use OSU’s outreach and engagement programs as learning laboratories to help students experience real-world situations and become career-ready. Integrate community-based learning opportunities into degree programs. Provide students with distinctive experiential learning and research opportunities at branch experiment stations and extension offices statewide.

» Create an OSU center on regional prosperity and success that emphasizes community-based partnerships and serves as a prominent and aligned greater Portland-area location for teaching, research and outreach to help achieve opportunities and serve regional needs.

» Enhance opportunities for industry partnerships and commercialization that showcase the quality of our students, faculty, and facilities while promoting economic development and growth in Oregon and beyond.

» Use Ecampus platform to partner with K-12 sector in Oregon to deepen learning of high school students and better prepare them for success in higher education institutions.

» Develop strategic international partnerships to enhance research, educational and outreach initiatives and position OSU to be an important contributor to creating a globally educated citizenry.

» Engage alumni and industrial partners to advance university goals and priorities, including student recruitment, learning and research experiences and fundraising.
Oregon State University and its community have benefitted from the direction and intentional focus of the strategic planning process that began in 2003. During the past decade, the university has reached new heights and experienced significant achievements in its quest to become a premier land grant university in the 21st century.

We will continue on this journey by building on core strengths in engaged teaching, research and outreach while deepening our reputation in the signature areas. Collaborative efforts, coordinated interdisciplinary excellence, and engagement with communities are part of our rich heritage and will continue in the future.

OSU’s accomplishments will be promoted through a comprehensive branding and communication strategy that informs and inspires the public’s engagement in our mission; helps promote industry, public, education and non-profit partnerships with the university; assists in the recruitment and retention of high-achieving and diverse students, faculty and staff; and portrays Oregon State as a leading 21st-century university.

As we move into this next five-year period, Oregon State will continue to build on the success of our previous strategic plan while expanding and deepening efforts to fulfill our mission.
Metrics will be added in the final version of this report.