

Challenges, Changes and Opportunities

**Edward J. Ray
Faculty Senate Speech
October 10, 2019**

I thank the university senate president and colleagues for providing me with the opportunity to address the Faculty Senate one last time on the state of the university and to preview the year ahead. In short, the state of the university is strong despite challenges this year and beyond. First, I will review the challenges we face. I will then reflect on what we have accomplished together and explain my great optimism for the future. While we face changes, challenges and uncertainty, the opportunities lying ahead for Oregon State University are exciting.

One change will be in the president of the university and another will be a change in the CEO of the OSU Foundation. I can guarantee that the university's next president and the next OSU Foundation CEO will be different from me and Mike Goodwin. Different always takes getting used to, but it often turns out to be better. I know that each of you will help OSU's next president and next OSU Foundation CEO accomplish great things.

With respect to this year, I have proposed to focus on five areas: Making progress toward the goals of SP4.0, continuing preparations for the next university wide fundraising campaign, securing capital funds and key investments in the next legislative session, creating a seamless transition to the next president, and building community, while establishing a faculty union contract and promoting shared governance.

Senior Vice Provost Susan Capalbo is on point for tracking progress within SP4.0 and its action areas, and each year, Provost Ed Feser will publically report progress toward the goals. Clearly, we must eliminate achievement gaps and raise the first-year retention rate to 90% as quickly as possible. By doing so, we can also raise the six-year graduation rate for all students to 70%. I urge us to set a further goal of increasing our four-year graduation rate over the next five years from 36.8% to 50%. As part of OSU150, we pledged to raise \$150 million for scholarships and we are now over \$123 million. Scholarships, fellowships, and funds for retention and completion grants are key elements in achieving our retention and completion goals and they will be substantial elements of the next university-wide fundraising campaign.

With a \$515,000 Association of Public and Land-grant Universities grant and \$115,000 in OSU funds, we will continue to integrate adaptive learning techniques into key courses. We will also distribute \$270,000 to improve the degree partnership program OSU has with the state's 17 community colleges. Meanwhile, the graduate school has developed programs to help students and faculty to navigate family medical leave and leave of absence processes and assist students dealing with personal hardship issues.

These past few years, our finances have been challenged by enrollment declines here in Corvallis. We expect a slight enrollment decline this fall in Corvallis. Elsewhere, we expect Ecampus enrollment to grow about 7% this year and enrollment at OSU Cascades to increase 3 to 5%. Clearly, we must turn the enrollment trend around. We have hired a new vice provost for enrollment management, Jon Boeckenstedt from DePaul University, to lead that effort. Jon has a strong reputation in the field.

Preparations for the next fundraising campaign are proceeding well. Last year, I participated in nine dinners with current and potential major supporters. The university and OSU Foundation continue to develop a case statement to assist deans and directors in making their own case for investment by donors. You may know that the quiet phase of the next fundraising campaign began in July 2017. We expect the public launch of the campaign to begin in the next two or three years, and we will seek a fundraising goal well above the \$1.14 billion raised in our first university-wide campaign. The campaign will be launched when we have raised around \$650 million or more. Already, we have raised more than \$450 million. In fact, last year we raised \$144.6 million, constituting OSU's second best year for philanthropy.

Operationally, we are requiring \$14.5 million in FY20 expenditure reductions across OSU because of a shortfall in Corvallis enrollment, the increasing costs of PEBB and PERS and because Oregon's public universities fell \$20 million short of the \$120 million needed from the legislature for the biennium. The additional state funding provided will allow OSU to add \$1 million to \$3.3 million in new student financial aid and set aside \$4.5 million in reserves. If possible, up to \$2 million of those reserves will increase the university's capital contingency allocation from \$3 million to \$5 million.

Last year, the legislature deferred all capital requests by the state's universities — except for \$65 million for deferred maintenance — until the February session. Further, the Higher Education Coordinating Commission (HECC) is likely to change the rubrics for ranking capital projects before the session begins. OSU has requested \$28 million in state funds to match \$28 million in university revenue bonds to complete the second of three phases to renovate Cordley Hall. We also seek \$35 million from the state to match \$35 million in philanthropy to build a \$70 million arts and education complex on or Corvallis campus and \$12.5 million in state bonds — on top of \$5.5 million in student contributions from fees — to build a student success center at OSU-Cascades.

Looking ahead, providing a seamless and undramatic transition in the university presidency requires each of us to do our best. I shared with the Board of Trustees several pending issues that I should address — or that the university should defer — before OSU's next president arrives. Believe it or not, more presidencies are undone by building, buying, renovating or decorating homes for new presidents than anything else of which I am aware. The university has purchased a home on the corner of 35th Street and Western Avenue and is making appropriate updates and ADA adjustments to accommodate living and entertaining in the new president's home. Meanwhile, Trustee Darry Callahan is chairing the presidential search committee. The committee consists of excellent supporters and members of the university community.

Efforts to build community, develop a faculty union contract and advance shared governance at the university need to move forward during the coming year and beyond. We have made substantial progress in advancing diversity and addressing inequities at the university, but this work must continue.

You might well ask how I can describe the state of the university as strong in the face of a second biennium of continuing budget cuts and an uncertain financial path forward. The simple truth is that I have been honored to work with many of you over the years. I have marveled at your accomplishments and I have observed our students and alumni and learned of their impact on communities and the world. I hope that when I conclude my comments today, you will agree that we have been tested under fire and proven to be resilient, creative and remarkably successful. A colleague once suggested to me that Beavers wear their humility with great pride. I believe that is one of the best qualities of this community, but I want to remind you of what has been accomplished while we all kept our heads down and worked hard. In doing so, I hope it will convince you — as it has convinced me — that we are on a path to success that is unstoppable.

Let me focus on a few key building blocks for the future. These include strategic planning and governance, student success, research accomplishments and funding support, academic and research facilities and fundraising capability.

Strategic Planning and Governance

We began strategic planning in earnest in FY04 with a first strategic plan. Today, we are implementing SP4.0. The recent re-accreditation review by the Northwest Commission for Colleges and Universities (NWCCU) commended OSU on the pervasive use of strategic planning and noted the success we are having in many dimensions of our operations. We also have a statement of purpose in Vision 2030 to help us stay focused over the next 10 years. Becky Johnson is leading a parallel effort to develop a vision statement for OSU-Cascades. This vision statement will provide context for strategic planning and fundraising for the Bend campus during the next university-wide fundraising campaign.

As you know, OSU has its own institutional governing board, which was established six years ago. To date, the Governor has worked with the university to identify and appoint

outstanding board members. Our board members understand they are the keepers of the mission of the university in perpetuity and they manage that responsibility extremely well.

The NWCCU accreditation team was sufficiently impressed by our collective sense of purpose and mission to not find it noteworthy that I will step down in late June 2020 after 17 years. They realized, as I know, that our succession in presidents will not slow the forward momentum of this great institution nor dampen OSU's drive toward excellence.

Student Success

In recent years, enrollment growth, as well as changes in the composition of OSU's student body and the success of our students, have been remarkable. A recent Chronicle of Higher Education study on enrollment growth nationally 2007 to 2017 ranked Oregon State University ninth on the list of fastest growing universities. Between FY04 and FY19, our total enrollment increased from 19,298 to 32,012. During that same period, enrollment at OSU-Cascades increased from 372 to 1,259 students. Perhaps not surprisingly, we reached a new record of 7,235 degrees granted last year. This compared to 4,133 degrees in FY04. At OSU-Cascades, the number of graduates increased from 22 to 318.

During that same period, our student profile has changed dramatically. The percentage of what is reported historically as U.S. minority students increased from 13.5% in FY04 to 25.4% last year. The enrollment of international students increased from 6% to 11% and the percentage of high achieving Oregon high school graduates in the freshman class increased from 30.9% to 44.8%. The magnitude of these changes is even more striking in numerical terms. The number of reported students of color on our Corvallis campus increased from 1,095 in FY04 to 3,565 in FY19 and the number of international students increased from 1,061 to 3,410 during that same period.

Clearly, faculty diversity is a key contributor to the success of a diverse student population. While we have been frustrated by the slow rate of change, the diversity of our faculty has increased from 9.3% to 15.6% since FY05.

We also have witnessed increased student success. Our six-year graduation rate has increased from 60.5% to 67%. Regarding our June 2019 graduating class, it is worth noting that among OSU students originally admitted as freshmen, 46.5% graduated with no debt and those graduates with debt averaged \$22,317 of debt. These numbers compare to national figures for FY18 indicating that 31% of college students had no debt, and average debt of graduates nationally was \$29,800. Our success in this regard has benefitted greatly from the 300 endowments supporting 3,200 scholarships established during the Campaign for OSU.

Learning and teaching innovation continues to flourish. When I came to OSU, Chief Information Officer Curt Pederson asked me how I felt about expanding our Ecampus program. I told him Ecampus was a 21st century extension of our land grant mission to bring higher education to the people of Oregon and beyond. With great leadership in online learning, we have increased our Ecampus enrollment from 1,563 to 13,482 students since FY04. For degree seeking students taking almost all of their courses through Ecampus, the number of students has increased from 162 to 4,843 in FY04.

Research Accomplishments and Funding Support

When I arrived at OSU, I was impressed that R&D revenue totaled \$204 million despite the fact that we do not have an academic medical center. Yet, recall that FY19 represented our second best year ever for R&D revenue with a total of \$439.7 million. Our outstanding faculty have been the key driver for our research success. Since FY04, we have increased funded and named professor positions from 40 to 150. While invention disclosures and licensing revenue remain well below our targets, invention disclosures increased from 36 to 80 and annual licensing royalties have increased from \$1.5 million to \$4.4 million since FY04.

Of course, figures like these can mask the profound impacts from research. For example, OSU's Jose Reyes has developed a prototype for small modular nuclear reactors. The prototype is going through review by the nuclear regulatory agency and NuScale is seeking approval for commercial production in the 2020s. John Wager, Janet Tate, Doug Keszler and

colleagues have developed transparent transistors and integrated circuits. Their inventions will lower computing and transmission costs in virtually all electronic devices that we use. Mas Subramanian actually discovered a new color blue that will help in insulation protection and other uses. His discovery led to the creation of a new color for Crayola crayons. Joe Beckman is developing treatments to lengthen survival and prolong the quality of life for victims of ALS. These are only a few examples of the remarkable recent creative discoveries by you and colleagues. Going forward, we are doubling down on our commitment to increase the volume, value and impact of OSU research. Interim Vice President for Research Irem Tumer has a strategic plan and wonderful leadership team to help all of us move forward at an even quicker pace.

Academic and Research Facilities

About two summers ago, I walked the Corvallis campus to assess whether we had simply expanded the footprint of the campus or preserved and enhanced its beauty. You can judge for yourself, but I think the campus is more attractive today than it was in FY04. The scale and scope of campus changes since FY04 have been extraordinary. The number of new facilities and major renovation projects totals 96 and the addition in gross square feet in Corvallis, Bend and Newport totals almost 2.6 million and an investment of \$1.08 billion. More importantly, these improvements — and others in progress — constitute academic, research, student service and activity space of the highest quality.

Major renovations included Strand Hall, Bexell Hall, The Memorial Union, Reser Stadium, Furman Hall, Kearney Hall, and many more. New facilities included the Linus Pauling Science Center, Kelly Engineering Center, Austin Hall, The LInC, the INTO-OSU International Living Learning Center, the Student Experience Center, the Hallie Ford Center for Families and Children, Johnson Hall, Peavy Hall, Tebeau Residence Hall, the Lonnie B. Harris Black Cultural Center, the *Centro Cultural César Chávez*, the Asian and Pacific Cultural Center, the Native American Longhouse Eena Haws, and so many more. The new Forest Science Complex is expected to open in spring. At the Hatfield Marine Science Center, we will soon open the new Marine Studies Building.

At OSU-Cascades, we are preparing to begin construction on our second academic building. This building will augment academic, research and student service activity on our 126-acre campus that did not exist five years ago. In Bend, we already have constructed Tykeson Hall, a dining center and a residence hall and utilize a nearby center for graduate program offerings. Elsewhere, we purchased a research building in Corvallis on Research Way, while opening our OSU Portland Center in the iconic Meier and Frank building across the street from Portland's Pioneer Courthouse Square.

Going forward, our most immediate needs will include building and renewing research space; increasing upper division, graduate and student family housing; creating a \$70 million Arts and Education Complex in Corvallis; constructing an integrated science and technology quad; and building more facilities on the OSU-Cascades campus, including the proposed student experience center. Already planned renovation projects include work on Fairbanks Hall, Gilkey Hall, and Cordley Hall — a major research and instructional facility. A review of our ten-year Corvallis campus capital plan will reveal that we are very focused on renewing, repurposing, and renovating existing facilities. Over ten years, we aim to gather \$45 million annually that we can use to address half of our outstanding deferred maintenance and address seismic retrofit needs over the succeeding ten years.

Fundraising Capability

In FY19, we raised \$116.6 million in the current value of donor support, up from \$110.5 million in FY18 and \$51.9 million in FY04. We all share pride in the fact that our first university-wide fundraising campaign began with a goal of \$625 million. This goal was quickly raised to \$850 million and then \$1 billion. We actually raised \$1.14 billion with the help of 106,000 households. And we should note, the public phase of that campaign spanned the period 2007-2014, which included the Great Recession.

To increase our success in fundraising, we have been ramping up university support for OSU Foundation staffing. That effort — and the merger of the alumni association with the foundation — is already improving our communications with OSU friends and alumni. The

leadership of the alumni association and the foundation is excellent and will be for the foreseeable future. Clearly, the university's first campaign set the basis for even more extraordinary fundraising success going forward.

My point in reviewing all of this is not to give a valedictory speech but to point out where we have been, where we stand and to encourage you to appreciate what we have accomplished together. This wonderful university has been transformed in many positive ways in recent years and the momentum we have is unstoppable. That is why I can say, in the face of budget cuts, enrollment declines in Corvallis and continuing struggles to garner the level of state support for public higher education that Oregonians deserve, that fundamentally, the state of the university is strong. I hope you can see that, as well. And, I hope that every time you hear me say that the best is yet to come for Oregon State University, and all of those we serve, you will think to yourself: "Dam right!"

Strategic Plan 3.0 Metrics

Goal 1: Provide a Transformative Educational Experience for All Learners

Metric	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2017-18 Target
Degrees Awarded-Total	4113	4213	4294	4222	4232	4254	4490	4538	5055	5256	5891	6031	6411	6817	7122	7225	6000
Bachelor's Degrees	3078	3177	3351	3294	3267	3300	3453	3478	3932	4157	4702	4809	5107	5426	5808	5859	
Master's Degrees	760	778	659	621	674	648	727	745	774	746	848	871	943	991	936	936	
Doctoral Degrees	172	159	166	179	173	178	179	174	205	213	196	211	210	273	242	290	
First Professional Degrees	103	99	118	128	118	128	131	141	144	140	145	140	151	127	136	150	

Cascades Degrees ¹	22	54	57	129	108	111	134	153	173	210	262	315	369	326	361	318	360
1 These are a subset of totals above.																	

Metric	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2017-18 Target
First Year Retention Rate ²	80.7%	80.7%	80.3%	80.9%	81.3%	80.8%	82.6%	83.1%	81.4%	83.3%	84.2%	83.8%	84.8%	83.4%	84.8%	84.2%	88%
Six Year Graduation Rate ²	60.5%	60.4%	61.5%	60.0%	60.9%	62.1%	60.2%	60.4%	60.7%	60.4%	61.5%	63.1%	64.3%	63.3%	65.3%	67.0%	67%
URM to White 1 yr Retention Rate Gap ³	4.0%	7.8%	7.8%	-0.1%	2.5%	6.1%	1.4%	6.2%	3.5%	1.7%	3.2%	8.4%	4.6%	6.0%	8.1%	4.4%	
URM to White 6 yr Graduation Rate Gap ³	12.7%	10.3%	16.7%	17.6%	18.6%	18.0%	15.5%	14.9%	6.9%	8.8%	11.4%	12.0%	14.4%	10.9%	8.9%	8.2%	
Junior Transfer 4 Year Graduation Rate	72.6%	66.9%	66.0%	62.8%	67.7%	66.1%	63.4%	70.4%	65.5%	63.8%	61.6%	62.4%	63.7%	57.1%	56.1%	62.4%	72%

2 First-time students from High School, full-time degree seeking Fall cohort. Year shown is year rate was completed. For example, 2003-04 is the rate for freshmen beginning in Fall 2002 and returning Fall 2003. For 6 year graduation, 2003-04 is the reference year (degrees earned up to summer 2003) for freshman that began Fall 1997.
3 URM rates are computed by using aggregate cohort and outcome numbers for URM students; it is a weighted average of group rates (American Indian, Black, Hispanic, Native Hawaiian/Pacific Islander).

Metric	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	2017-18 Target
% US Minority Student ⁴	13.5%	13.6%	14.1%	14.3%	15.0%	15.8%	16.1%	17.6%	18.8%	19.7%	19.4%	21.9%	22.8%	23.7%	24.8%	25.4%	25%
% International Student ⁴	6.0%	5.2%	4.9%	4.8%	4.7%	4.9%	4.8%	6.5%	7.4%	8.9%	10.2%	11.1%	11.3%	11.6%	11.5%	11.0%	15%
High Achieving Oregon HS Graduates ⁵	30.9%	31.6%	33.7%	32.8%	32.7%	32.6%	31.8%	34.6%	36.2%	40.3%	39.6%	44.1%	41.4%	47.0%	n/a	n/a	45%
Unweighted HS GPA - High Achieving OR HS Grads	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	42.9%	41.3%	44.8%	

4 Out of all enrolled students, including non-degree students on main campus (Corvallis + Ecampus), excludes non-credit INTO students and Cascades-only students.
5 First-time from high school, degree-seeking Fall cohort from an Oregon high school, with weighted high school GPA of 3.75 or higher. In 2016, the Admissions Office stopped using weighted GPA, so this information is no longer available in Banner and the traditional metric cannot be computed.

Other Student Access and Success Measures

Oregon Resident Degrees	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Bachelor's-All	2527	2655	2795	2769	2740	2800	2812	2805	3088	3097	3289	3542	3719	3772	3968	3941
Bachelor's - URM ⁶	156	127	173	186	193	188	226	218	262	299	352	373	450	474	525	553
Bachelor's - Pell Eligible	1120	1206	1238	1302	1215	1204	1205	1374	1673	1702	1927	1862	1976	1883	1884	1817
Advanced Degrees	506	584	536	540	556	547	596	596	586	425	422	544	569	540	526	553

6 As defined in Achievement Compact: Underrepresented Minority - African American, Hispanic, Native American, Native Hawaiian/Pacific Islander and those citing "two or more races" where at least one is one of these groups.

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Main Campus Enrollment ⁷ (IR Census)	18979	19162	19236	19362	19753	20320	21969	23761	24977	26393	27925	28886	29576	30354	30896	30986
URM Enrollment	1095	1133	1232	1252	1338	1488	1637	1872	2034	2233	2431	2668	2903	3190	3447	3565
International	1061	944	904	897	928	988	1120	1548	1852	2362	2859	3202	3328	3529	3556	3410
Ecampus (all)	1563	1781	2508	2704	3170	3575	4282	4811	5564	6750	7763	8862	10148	11251	12725	13482
Undergraduates	15599	15713	15747	15829	16228	16673	18067	19559	20261	21812	23161	23903	24612	25327	25838	25699
Graduate/1st Professional	3311	3449	3489	3533	3525	3647	3902	4202	4356	4581	4764	4983	4964	5027	5058	5287
Oregon Resident	15262	15676	15736	15712	15760	15816	16670	17178	17360	17487	17657	17707	17876	17964	17823	17234
Degree Seeking Corvallis ⁸																
Undergraduate % Resident	87.5%	88.5%	88.8%	88.6%	87.6%	86.3%	84.5%	80.8%	79.8%	77.2%	75.2%	74.8%	75.1%	74.2%	73.1%	71.2%
Cascades Enrollment (IR Census)	373	438	591	495	497	510	611	678	764	801	936	980	1016	1122	1204	1259
URM Enrollment	17	15	20	27	22	35	45	42	49	68	77	82	94	109	104	118
Undergraduates	312	385	406	419	417	432	488	574	640	662	784	812	857	912	955	978
Graduate/1st Professional	61	53	85	76	80	78	123	104	124	139	152	168	159	210	249	281
Oregon Resident	343	417	457	451	457	489	584	649	713	741	886	934	944	1035	1112	1113

7 Corvallis + Ecampus (includes some Cascades students taking Ecampus courses)

8 Corvallis campus only including non-degree students; excludes those determined to be Ecampus only students; values are estimates before 2011

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Degrees in Designated Shortage Areas (Engineering and Computer Science)	761	725	756	736	650	712	765	787	919	919	1106	1229	1417	1759	1871	2033
% Graduating Seniors with Experiential Learning ⁹	-	-	-	-	-	-	-	-	-	69.1%	69.3%	65.6%	68.4%	64.1%	68.9%	n/a
% Graduating Seniors Satisfied with degree/educational experience ⁹	-	-	-	-	-	-	-	-	-	82.0%	82.2%	82.3%	83.7%	82.5%	83.4%	n/a

9 From IR Graduating Senior Exit Survey - first question is percent that self-reported having participated in at least one of: research, internship, education abroad, service learning, or creative projects, whether for credit or outside of OSU

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Instructional Faculty Diversity ¹⁰	-	-	9.3%	9.9%	10.2%	11.0%	11.2%	11.0%	11.2%	12.5%	14.8%	15.2%	15.0%	15.6%	15.8%	15.6%

10 From IPEDS Human Resources Report, prior to 2012, numbers included research and extension service staff. 2012 and later are restricted to those with some instructional role.

Goal 2: Demonstrate Leadership in Research, Scholarship, and Creativity while Enhancing Preeminence in the Three Signature Areas of Distinction																		2017-18
Fiscal Year/Academic Year starting with summer																		Target
Metric	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19		
Total R&D Expenditures (\$ millions) ¹¹	207.2	218.0	227.7	231.9	233.4	257.6	216.6	228.8	240.5	232.7	231.0	245.3	254.3	270.3	263.4	262.8		270
Industry-funded Research percent of Total R&D Expenditures ¹¹	1.3%	1.0%	1.5%	1.4%	1.4%	1.9%	2.7%	2.4%	2.9%	2.8%	3.8%	4.0%	3.7%	3.1%	3.1%	2.4%		3.6%
PhDs Awarded	172	159	166	179	173	178	179	174	205	213	196	211	210	273	242	290		255
Other Research and Scholarship Measures																		
Fiscal Year/Academic Year starting with summer																		
Metric	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19		
Total R+D Revenues (\$ millions) ¹²	204.0	230.0	209.0	206.0	244.0	265.6	288.3	275.9	280.9	263.4	284.6	308.9	336.0	441.0	381.6	439.7		
Industry Contracts, Licensing, Royalties (\$ millions) ¹²					21.2	21.7	24.9	25.1	35.2	36.0	36.8	40.1	31.0	34.0	31.4	36.5		

Goal 3: Strengthen Oregon State's Impact and Reach Throughout the State and Beyond																		2017-18
Fiscal Year/Fall term																		Target
Metric	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19		
Ecampus (student primary campus) Degree Seeking Enrollment	162	207	414	476	593	802	1085	1244	1548	1854	2424	2890	3591	4085	4552	4843		3000
Invention Disclosures	36	44	49	54	74	58	52	76	75	80	62	72	70	68	78	80		120
Licensing Revenue (\$ millions) ¹³	1.5	1.9	1.9	2.1	2.3	2.4	2.5	4.0	3.7	6.3	5.9	10.3	5.1	4.1	4.4	4.4		10.9
Dollars Leveraged per Appropriated \$ for SWPS Research ¹³	1.89	1.98	1.98	1.87	1.70	1.89	2.05	2.89	2.92	2.66	2.49	2.51	2.17	2.00	2.12	1.93		3.00
Annual Private Giving (\$ millions) ¹⁴	51.9	64.3	67.6	57.9	91.1	77.5	77.6	84.6	103.9	81.5	96.9	100.0	99.1	93.0	110.5	116.6		110

11 Annual expenditures - does not include future amounts from multi-year contracts.

12 Fiscal year awarded, including amounts from multi-year awards

13 Based on computations from Agricultural Experimental Stations and Forest Research Labs

14 As reported to Voluntary Support of Education (VSE) survey using CASE standards (total face value) for reporting current value of awards.

Quality Measures 2019: OREGON STATE UNIVERSITY

Historically, we have reported OSU measures in two groups: main and Cascades. "Main" includes Ecampus and other sites except for Cascades; "main" numbers are typically reported in most sources: IPEDS, Enrollment Summary, Strategic Metrics, HECC, etc. However, with the growth of Ecampus, it becomes useful to specify "Corvallis" campus numbers where possible. First-time full-time degree seeking undergraduates and doctoral students are overwhelmingly Corvallis campus so they are reported in that column. Metrics that are not easily broken out are reported for total and highlighted:

We provide the most recent metrics available (OSU is generally Fall 2018 or Fiscal year 2018-19);
When the Top Ten data is not available for the same OSU time point, the T10 Time column indicates the time point.

URM (under-represented minority) = American Indian/Alaska Native, Black, Hispanic, Native Hawaiian/Pacific Islander)

OSU and the Top Ten Land Grants differ in inputs that influence outcomes; items below provide some context for these differences

CONTEXT STATISTICS	Corvallis	(main)	Top Ten	T10 Time
Acceptance Rate of First-time freshmen [1]	81%		51%	
SAT Critical Reading and Math Composite of First-time Freshmen [1]	1195		1326	
Percent Pell eligible of undergraduate students [2]	32%	25%	22%	2016-17
Undergraduate Enrollment [3]	20366	25699	36058	
Graduate Student Enrollment [3]	3926	5287	11863	
Resident undergraduate annual tuition and fees [3]	\$11,709		\$12,402	

INDICATOR	Corvallis	(main)	Target*	Top Ten	T10 Time
First-time undergraduate 1 year retention rate [4]	84.2%		88%	93.8%	
First-time undergraduate 4 year graduation rate [5]	36.8%			63.2%	
First-time undergraduate 6 year graduation rate [6]	67.0%		67%	85.2%	
First-time undergraduate 6 year graduation gaps					
White plus Unknown minus URM [7]	8.2%			8.5%	
Non-Pell eligible minus Pell eligible [8]	9.0%			n/a	
Junior Transfer 4 year graduation rate [8]	64.3%	59.4%	72%	n/a	
Masters Degree 4 year graduation rate [9]	89.2%	88.4%		n/a	
Masters Degree 4 year graduation gap					
White plus Unknown minus URM [9]	8.5%	6.7%		n/a	
Ph.D. 6 year graduation rate [8]	58.1%			n/a	
Ph.D. 6 year graduation gap					
White plus Unknown minus URM [8]	-8.9%			n/a	
Percent resident among undergraduates [10]	69.7%	60.4%		69.2%	
Percent historically under-represented minority students [11]	11.4%	11.5%		13.9%	Fall 2017
Percent international students [11]	13.3%	11.0%	15%	15.9%	Fall 2017
Percent historically under-represented tenured/tenure track faculty [12]		6.7%		8.3%	Fall 2017
Research expenditures per tenured/tenure track faculty [13]		\$292,701		\$439,863	2016-17
Licensing Revenue (\$ millions) [14]		4.4	10.9	17.0	2016-17

* 2017-18 Metric Targets from Strategic Plan - these are targets for main campus numbers

n/a = not available for Top Ten Land Grants from comprehensive source

Source/Comments

1. Common Data Set Fall 2018. SAT is based on new scale without adjustment - not comparable to past years.
2. IPEDS Financial Aid Survey, 2016-17 Financial Aid Year
3. Common Data Set, Fall 2018 (tuition is actual or estimated 2018-19)
4. Common Data Set, First-time freshmen retained (Fall 2017 to Fall 2018)
5. Common Data Set, Fall 2012 cohort graduated by Fall 2016
6. Common Data Set, Fall 2012 cohort graduated by Fall 2018
7. CSRDE Fall 2012 cohort graduated by Fall 2018 - URM includes Native Hawaiians
8. Internally computed Fall 2012 cohort
9. Internally computed Fall 2014 cohort
10. College website enrollment summary/Fact Book Fall 2018
11. IPEDS Fall Enrollment Fall 2017
12. IPEDS Human Resources Fall 2018; full-time instructional tenured/tenure track excluding administrators
13. NSF research survey fiscal year 2016-17; IPEDS Human Resources Fall 2018
14. AUTM database fiscal year 2016-17 data

Top Ten Land Grant (institutions routinely in top ten of Land Grants in US News or QS World University ranks)

Ohio State University
Pennsylvania State University
Purdue University
University of California, Davis
University of Florida
University of Illinois, Urbana-Champaign
University of Wisconsin, Madison



STUDENT SUCCESS

- In June 2019, OSU graduated a record 7,202 students during its 150th commencement ceremony in Corvallis. OSU-Cascades graduated its most diverse class ever during its 18th commencement ceremony in Bend, with 40% of students identifying as first generation college graduates, and 20% identifying as U.S. minorities.
- Students who participated in the Faculty-Student Mentoring Program pilot, launched in fall 2018, had significantly higher mean spring GPA (3.17 vs. 2.99) and were more likely to be retained to the spring term (98% vs. 93%) when compared to a matched group of non-participants.
- OSU enrolled a record 32,011 students for fall 2018, including 24,290 students at the university's Corvallis main campus; 6,565 students in Ecampus; 1,259 students at OSU-Cascades; and 91 students at our new Portland Center. 5,287 are graduate students—including those enrolled in pharmacy and veterinary medicine programs.
- In fall 2018, OSU enrolled 7,857 students of color—Asian, African-American, Hispanic, Native American, Native Hawaiian, Pacific Islander or students identifying as being of two or more races. 25.4% of the Oregon State Corvallis and Ecampus enrollment identify as students of color. At OSU-Cascades, 216 students or 17.2% of the campus' enrollment identify as students of color.
- 22.9% of OSU undergraduates in Corvallis or enrolled in Ecampus are first-generation college students. 31.3% of OSU-Cascades undergraduates are first-generation college learners.
- 71.2% of OSU's Corvallis undergraduate enrollment come from the state of Oregon. At OSU-Cascades, 88.4% of the enrollment is composed of Oregonians.
- 1,162 students are veterans. 3,410 are international students from 111 countries.
- New OSU students coming from high school held an average GPA of 3.59. 22 students are National Merit award winners, 31 are Presidential Scholars, and 183 were ranked No. 1 in their graduating class.
- In winter 2019, the term GPA of our student athletes was 3.19, and 16/17 teams earned a 3.0 or better cumulative GPA. Student athletes passed 97.6% of credits taken and 96.4% finished the term in good standing.

FINANCIAL AID

- For the 2017-18 academic year, 35% of first year students received financial aid. OSU distributed \$39.5M in student financial aid for the year.
- In January 2018, the university provided \$500,000 in assistance to students who owed the university money from fall term, and as a result, could not register for winter term despite being in good academic standing.
- Since fall 2017, OSU has awarded over \$145,000 in micro grants to 162 seniors, allowing students with high financial need to remain enrolled and continue working toward graduation.
- Based on class of 2019 data, 46.5% of OSU students had no debt upon graduation; the national average is ~31%. OSU students who graduated with debt had an average debt of \$22,000; the national average is \$29,800. 18 states cite average graduate debt of over \$30,000. OSU's 2015 3-year Cohort Default Rate for federal direct loans is 3.9%; the national four-year public rate is 7.5%.

COMMUNITY IMPACT & DIVERSITY

- OSU Outreach and Engagement programs reached 2.3 million Oregonians with the help of 13,000 community volunteers, the state and our counties.
- Per a recent study by ECONorthwest, OSU's gross economic and societal impact in 2017 totaled \$2.71 billion—up \$343M from three years ago. OSU operations were responsible for supporting 30,451 jobs statewide. In Portland, OSU was responsible for \$281.8M in gross economic activity and 3,884 jobs. Statewide, the number will grow as we expand facilities and programs. OSU-Cascades is expected to contribute \$134.4M and 2,083 jobs to the state economy in 2025—a threefold increase since 2015.
- OSU's Juntos ("together" in Spanish) program serves 3,500+ Latino 6th to 12th graders in more than 33 school districts. The program maintains a 100% high school graduation rate and 92% post-secondary access among participants.

RANKINGS

- U.S. News & World Report ranks OSU 64th nationally in the top public schools category, 76th in best undergraduate teaching, 99th in best colleges for veterans, and 139th in the national universities category. Our online undergraduate programs are ranked No. 3 in the nation and they are regularly in the top 10. U.S. News also judged Oregon State at No. 9 nationally in Best Online Graduate Engineering Programs. Our online liberal arts undergraduate degree offerings were recently ranked No. 1 in the country. Our part-time MBA program is ranked No. 57 nationally and is Oregon's best part-time MBA.
- TheBestSchools.org ranks our online retail sales management program No. 1 in the country, our anthropology program No. 2, and our computer science program No. 2.
- OSU is ranked No. 1 safest campus in the U.S., and our Department of Public Safety is No. 5 among the top 25 universities making a difference in student safety.
- OSU is ranked No. 1 Best Colleges for the Money in Oregon and No. 15 in the U.S. in the Sierra Club's annual "Cool Schools" rankings. According to Ookla, OSU's Wi-Fi download speed is the fastest among college networks in the U.S. Corvallis is included in Alot's 30 Best College Towns in the U.S. The Association for the Advancement of Sustainability in Higher Education in 2019 awarded OSU a Gold rating for our sustainability performance.
- Our robotics program was recently ranked No. 4 in the country. Our agricultural sciences college is regularly ranked among the top 10 programs in the country.
- OSU ranked in the top 1% of over 27,000 degree-granting higher education institutions worldwide in this year's Center for World University Rankings (CWUR), the largest academic ranking of global universities. The CWUR also ranked our forestry program No. 2 in the world and our oceanography program No. 3 in the world.
- Our College of Business ranked No. 1 in the world for experimental research in accounting information systems and No. 8 for experimental financial accounting in the 2017 Brigham Young University Accounting Rankings for Universities.
- U.S. News & World Report ranks OSU 33rd in the nation and first among colleges and universities in the Pacific Northwest for innovation. The OSU Advantage Accelerator has earned a top-10 ranking among business incubators in the U.S. and Canada. The accelerator is ranked by Gust.com as the top startup accelerator in Oregon and the eighth-most active in the U.S. and Canada. The accelerator has engaged with nearly 400 entrepreneurs and startups in the region and interacted with more than 4,500 students and 130 volunteers.

AWARDS, DONATIONS, GRANTS & RESEARCH

- In 2019, OSU was recognized for a second straight year with the Higher Education Excellence in Diversity (HEED) Award from INSIGHT Into Diversity magazine. The national honor recognizes U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.
- Annual private giving received in current gifts and pledges by the OSU Foundation totaled nearly \$144.6M for FY19.
- During the Campaign for OSU, donors gave \$203 million to Athletics. These same donors also gave another \$287 million to non-athletics programs. 36% of donor households that gave to Athletics during The Campaign for OSU gave to other areas as well.

- During President Ray's tenure, donors have given \$297 million to Athletics. These same donors have also given another \$445 million to non-athletics programs at OSU. 37% of donor households that have given to Athletics during President Ray's tenure have also given to other areas
- OSU and the OSU Foundation have joined to raise \$150M in support of the Student Success Initiative. As of August 2019, over \$123M has been raised toward this goal.
- In 2018 our College of Veterinary Medicine received a \$50M gift, the largest in the university's history, resulting in our first named college—the Gary R. Carlson College of Veterinary Medicine.
- OSU earned \$439.7M in external research funding in FY19.
- Researchers at OSU made an important advance toward quantum computing by developing a new inorganic compound that will make it possible for the next generation of supercomputers to solve problems beyond the reach of existing computers while working faster and consuming less energy.
- OSU was awarded a 5-year, \$1M grant from the Howard Hughes Medical Institute's Inclusive Excellence Initiative to improve instruction of science, technology, engineering, and math and better meet needs of undergraduate students from diverse backgrounds.
- OSU is among the top research-intensive land grant universities for both the percentage and total number of engineering faculty who are women.
- According to Clarivate Analytics, 4 OSU professors are among the top 1% of the world's cited researchers.

Education and General Funds

Projections FY19 through FY23 updated July 2019 from Ten-Year Business Forecast

OREGON STATE UNIVERSITY

Education and General Funds (Corvallis Campus, excluding Cascades Campus and Statewide Public Services)
Projections FY19 through FY22 (in thousands of dollars)

3% annual raises

22-Jul-19

2.0% to 4% tuition increases per year, depending on PERS changes and student category
tan highlighted are projected

	FY17 Final	% inc.	FY18 Final	% inc.	FY19 Final	% inc.	FY20 Projected	% inc.	FY21 Projected	% inc.	FY22 Projected	% inc.	FY23 Projected	% inc.	FY24 Projected	% inc.
Revenue																
Tuition and Resource Fees																
Undergrad Resident	107,807	-0.1%	109,450	1.5%	109,604	0.1%	109,981	0.3%	111,990	1.8%	114,721	2.4%	116,966	2.0%	119,936	25%
Undergrad Non-Resident	113,629	4.1%	116,752	2.7%	119,805	2.6%	123,506	3.1%	127,576	3.3%	132,759	4.1%	136,916	3.1%	142,299	3.9%
Graduate Resident	28,775	2.3%	29,140	1.3%	28,421	-2.5%	29,252	2.9%	31,617	8.1%	33,938	7.3%	36,430	7.3%	38,904	6.8%
Graduate Non-Resident	13,068	-6.3%	11,826	-9.5%	12,366	4.6%	12,550	1.5%	13,820	10.1%	15,110	9.3%	16,552	9.5%	18,019	8.9%
Professional - Pharmacy & Vet Med	15,305	0.1%	17,175	12.2%	18,556	8.0%	20,140	8.5%	20,938	4.0%	21,765	4.0%	22,623	3.9%	23,514	3.9%
Ecampus	79,884	19.3%	90,919	13.8%	101,561	11.7%	114,391	12.6%	128,132	12.0%	143,966	12.4%	158,680	10.2%	175,480	10.6%
Summer Session	10,574	6.9%	9,832	-7.0%	9,437	-4.0%	8,867	-6.0%	9,257	4.4%	9,771	5.6%	10,198	4.4%	10,761	5.5%
Misc Tuition & Student Fees	10,726	-17.3%	12,148	8.3%	12,261	-22.3%	12,128	-27.7%	12,789	-23.7%	13,489	-23.6%	14,214	-24.4%	14,981	-24.3%
Summer Revenue Accrual Mngmt	200		700		(282)		700		714		728		743		758	
Fee Waivers	(37,440)	5.8%	(39,535)	5.6%	(42,317)	7.0%	(44,312)	4.7%	(48,059)	8.5%	(51,208)	6.6%	(54,068)	5.6%	(55,117)	1.9%
Total Net Tuition & Fees	342,528	3.8%	358,407	4.6%	369,411	3.1%	387,204	4.8%	408,774	5.6%	435,040	6.4%	459,254	5.6%	489,534	6.6%
State Appropriation	112,829	4.9%	119,579	6.0%	129,802	8.5%	139,827	7.7%	145,532	4.1%	146,858	0.9%	152,850	4.1%	154,243	0.9%
Ten-year Plan initiative revenues (tuition)									4,217		10,324		19,612		19,612	
Indirect Cost Recovery	38,944	-1.0%	42,057	8.0%	41,471	-1.4%	43,860	5.8%	45,368	3.4%	46,930	3.4%	48,549	3.4%	50,227	3.5%
Interest Income	6,259	77.8%	5,804	-7.3%	6,872	18.4%	6,600	-4.0%	6,864	4.0%	7,139	4.0%	7,424	4.0%	7,721	4.0%
Sales & Services	15,420	-1.5%	17,302	12.2%	19,488	12.6%	16,579	-14.9%	16,911	2.0%	17,249	2.0%	17,594	2.0%	17,946	2.0%
Other Revenue	3,721	-14.2%	3,846	3.4%	3,463	-9.9%	3,346	-3.4%	3,413	2.0%	3,481	2.0%	3,551	2.0%	3,622	2.0%
Total Revenues	519,701	3.8%	546,995	5.3%	570,507	4.3%	597,416	4.7%	631,078	5.6%	667,021	5.7%	708,834	6.3%	742,904	4.8%
Expense																
Total Salaries and OPE	389,214	5.7%	413,248	6.2%	436,062	5.5%	447,119	2.5%	468,385	4.8%	497,424	6.2%	520,770	4.7%	542,357	4.1%
Service and Supplies	95,511	6.0%	101,309	6.1%	110,618	9.2%	113,786	2.9%	123,329	8.4%	131,858	6.9%	140,361	6.4%	147,650	5.2%
Ten-year Plan Strategic Expenses									195						6,126	
Capital Outlay	6,706	3.1%	4,625	-31.0%	9,923	114.6%	5,906	-40.5%	6,054	2.5%	6,205	2.5%	6,360	2.5%	6,519	2.5%
Student Aid	893	-13.2%	1,275	42.7%	1,707	33.9%	1,568	-8.1%	1,607	2.5%	1,647	2.5%	1,689	2.5%	1,731	2.5%
Net Transfers	13,245	0.1%	24,952	88.4%	22,627	-9.3%	24,538	8.4%	29,898	21.8%	35,338	18.2%	40,862	15.6%	45,862	12.2%
Total Expense	505,569	5.5%	545,409	7.9%	580,937	6.5%	592,916	2.1%	629,468	6.2%	674,572	7.2%	710,042	5.3%	750,246	5.7%
Net Change From Operations	14,132		1,586		(10,430)		4,500		1,610		(7,551)		(1,208)		(7,342)	
Fund Deductions for Internal Loans																
Beginning Fund Balance	66,527		80,659		82,245		71,815		76,314		77,925		70,374		69,166	
Ending Fund Balance	\$ 80,659		\$ 82,245		\$ 71,815		\$ 76,314		\$ 77,925		\$ 70,374		\$ 69,166		\$ 61,824	
EFB % of Operating Revenue	15.5%		15.0%		12.6%		12.8%		12.3%		10.6%		9.8%		8.3%	
Actual enrollment	31,476		32,100		32,245		32,350									
Ten-year plan target enrollment:	31,312		32,300		33,452		34,804		36,156		37,508		38,860		38,860	
Resident Undergraduates Corvallis	14,743		14,638		14,060		14,820		14,911		15,003		15,094		15,094	
Non-resident Undergraduates Corvallis	5,888		6,123		6,333		6,253		6,723		6,924		7,124		7,124	
% Non-resident students	28.5%		29.5%		31.1%		29.7%		31.1%		31.6%		32.1%		32.1%	

Notes/Comments

Changes from January 2018 forecast:

- The ten-year forecast reviewed by the Board in January 2018 projected an ending FY18 balance of 17.6%, FY19 of 18.3% and FY23 of 10.6%. FY23 marked the low point in fund balance projections largely because of the accumulated costs of PERS increases.
- Since January, the projections were updated to recognize lower tuition realization than expected for FY18 and FY19 (largely through slowing in Ecampus growth, declines in resident enrollment in Corvallis, and declines in graduate enrollment), commitments for capital improvements and acquisitions, launch of the Portland initiative, and the decision to fully implement the new Corvallis RCM-like budget model. These moved the FY18 ending balance to about 15.0%, with FY19 projected at 13.9% and FY24 at 9.3%. The pattern of fund balance change remains the same but the starting point is lower so the projected ending balances are lower. There have not yet been changes to the assumptions in the forecast or revised enrollment projections to adjust for those future fund balances less than 10% but those adjustments will be part of the next budget planning cycle and the update to the ten-year forecast to be reviewed in January 2020.

Methodology and Assumptions:

- Five-year projection trends taken from ten-year business forecast approved by the Board in January 2018.
- FY19 values were updated to reflect year-end closing.
- FY20 values were updated to the Board approved budget for Corvallis Education and General operations, adjusted for the additional state funding received after the Board's May meeting
- State funding in out years was updated assuming 3% growth in the biennial allocation after 19-21
- Growth of enrollment initiative revenues was pushed out a year as was any additional spending linked to those revenues.
- Rates of increases in revenues and expenses for the out years were assumed to be the same as in the current ten-year forecast; percentage increases in enrollment, tuition, etc. all stayed the same, just the FY19 and FY20 starting points for the projections were adjusted

Assumptions

- Enrollment numbers are consistent with the current enrollment management plan guidelines (28,000 students in Corvallis, 15% international, 1/3 of Corvallis undergraduates non-residents, etc.)
- Annual tuition increases of 2% to 4.5% depending on PERS changes and student category (graduate vs. undergraduate, resident vs. non-resident, etc.), annual raises of 3%, costs for PERS and PEBB increases as currently projected, other inflationary at 2%
- Staffing and supplies increases proportional to growth in enrollment
- Debt service, operations and maintenance, and depreciation costs consistent with current ten-year capital forecast

Next steps

- Update the ten-year forecast when fall enrollment is known; improve forecast model and begin full update to Board in January 2020
- Update enrollment projections to the revised Enrollment Strategy, including any changes to goals for Cascades
- Update state funding projections in detail based on the legislative allocation and final HECC allotment, particularly for the Engineering Technology Sustaining funds.
- Identify assumptions and commitments to be changed to bring all projected fund balances back above the 10% threshold
- Update modeling for more details on restricted funds, self-support operations, and Statewide Public Services