



INTO OSU

5-YEAR STRATEGIC PLAN
2018 - 2023



Oregon State
University

INTO  OREGON STATE UNIVERSITY

In October 2008, Oregon State University entered into a ground-breaking partnership with UK-based INTO University Partnerships to establish INTO OSU, a joint venture that supports the recruitment of international students to OSU and their success at the university. This was the first partnership of its kind in the US and one that has since been replicated in many other universities. The first ten years of the partnership delivered above and beyond expectations in terms of international student numbers and student success at OSU.

This document describes INTO OSU's latest 5-year strategic plan, which provides the INTO OSU team with the roadmap to continue driving and innovating OSU's reputation as a leader in international student recruitment, preparation, and success. The plan is focused on four pillars on which the success of INTO OSU is measured: the student body, student success, the student experience, and employee engagement.

We thank all our stakeholders for their engagement and collaboration over the last ten years and we look forward to continuing our work together to further OSU's internationalization and international student success goals.

Bob Gilmour
Executive Director
INTO OSU

The INTO OSU Board

Edward Feser	Provost and Executive Vice President, OSU
Mike Green	Vice President for Finance and Administration, OSU
Lynda Ciuffetti	Professor, Department of Botany and Plant Pathology
John Sykes	Co-Founder, Deputy CEO & EVP INTO North America
Amy McGowan	Senior Vice President, New Partnerships INTO North America
Andy Fawcett	Chief Technology Officer, INTO University Partnerships

Gigi Bruce
Special Assistant to the Provost and Executive Vice President
INTO OSU Board Administrator

MEASURES OF SUCCESS

2008 - 2018

INTO OSU has taught and served over 9,000 students.

Eighty OSU PhD students started their academic journey in an INTO OSU program.

Three in five OSU international students started their journey in an INTO OSU program.

Since 2009, OSU's annual international enrollment growth has been double the growth of PAC-12 peers.

2,000 OSU domestic students have lived with an INTO OSU student in residence halls across campus.

INTO OSU has facilitated over 14,000 global conversations between an international student and a domestic student or local community volunteer.

Students from more than 130 countries have studied in the Corvallis campus.

Graduate Pathway progressors earned an average final GPA of 3.44 in their master's programs in 2016-17.

In 2016-17, OSU international enrollments contributed \$145m to the state of Oregon, more than any other higher education institution in the state.

1,530 former INTO OSU students now represent OSU as alumni across the globe.

Pathway progressors have contributed more than \$81m in net tuition to OSU colleges, academic units and support units.

OUR MISSION

We empower our students to succeed in and contribute to a global community.

OUR VISION

An inclusive and vibrant international university environment.

OUR VALUES

- A Global Outlook: We respect diverse perspectives and international experience.
- Our Students: We value the success and well-being of our students as the foundation of our work.
- People: We build community with compassion, cooperation, collaboration and trust. We respect each other with open communication and transparency.
- Personal Efficacy: We provide leadership and take personal responsibility. We work with enthusiasm, positivity and passion.
- Growth & Development: We grow and adapt to change with creativity, innovation and flexibility both as individuals and as a group.



THE INTO OSU STRATEGIC PLANNING FOR 2018-2023 IS WEDDED TO THE OSU SP 4.0 PROCESS.

In addition to the international enrollment targets outlined by OSU, some of the pointers from the SP4.0 that give direction to the INTO OSU plan are:



“**WE** are a diverse community, defined by the rich palette of cultures we share, and we will strive to eliminate achievement gaps among sub-groups of students or inequities in the advancement of faculty and staff. We will foster the personal success of each student and instill a commitment to serve Oregon, the nation, and the world.”

“**WE** attract students throughout Oregon and from across the world by offering high quality, globally relevant and affordable academic degrees.”

“**WE** are distinctive for our graduates’ preparation to work effectively in a diverse society and as global citizens.”

“**WE** build an organizational culture founded on the values of inclusion, mutual respect, good physical and mental health, collaboration and humility, so that people from every background are welcomed and thrive.”

“**WE** are distinctive for our highly-engaged alumni and friends that serve as ambassadors for our educational programs and research endeavors, statewide and globally.”

“**WE** will further internationalize OSU and diversify international student recruitment.”

**Oregon State University Strategic Plan 4.0
2019-2023**

OBJECTIVE 1. STUDENT BODY

Meet or exceed OSU
enrollment targets for
international students

BY 2022-23

BY 2018-2023

30%

Year-on-year growth
in international
students at
OSU Cascades

9%

Year-on-year
growth in
the GPW

8%

Year-on-year growth
in off-campus
international
Ecampus students

6%

Year-on-year
growth in
the direct
undergraduate

Maintain

the numbers for Undergraduate Pathway (UGPW) and Undergraduate Transfer Program (UTP) combined

Achieve the goal of

3,500+

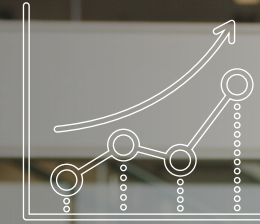
International students

Within the focused goal of

enrollment

Grow diversity in the
international student body

STRATEGIES:



- Re-design and relaunch OSU Graduate Pathway proposition in fall term 2018
- Grow OSU capacity at Graduate level
- Develop and implement an OSU global strategic pricing initiative to grow diversity
- Explore International Year One and associated i20
- Explore Integrated Master's and associated i20
- Examine and revise current international scholarship offerings to maximize impact
- Engage with OSU to develop OSU International Alumni activities

MEASURES:

- Overall New Student Enrollments (NSEs)
- Regional and sub-regional New Student Enrollments (NSEs)

OBJECTIVE 2. STUDENT SUCCESS

Deliver an outstanding academic student experience and increase pathway progression and retention rates



BY 2021

Reduce attrition from AE for AE + Pathway students to less than 10%

Achieve an overall satisfaction rating of 92% in the student experience survey

FROM 2018 - 2023

Increase retention of Pathway students at OSU year on year

BY 2023

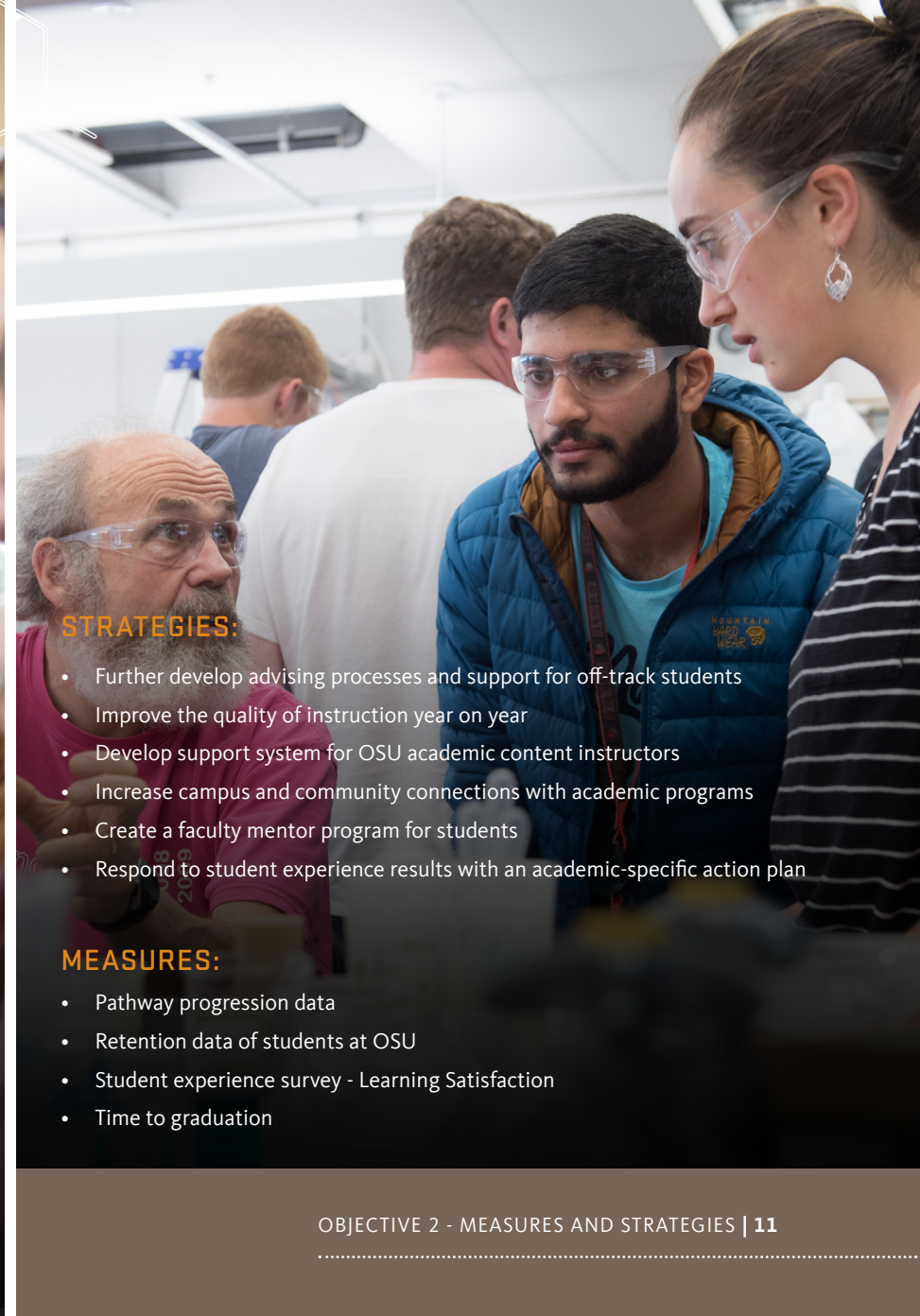
Increase overall GPW progression to OSU to 80%

Establish INTO OSU in the top 3 of the INTO NA JV centers in the learning category

Increase overall UGPW progression to OSU to 90%

Increase student participation in the student experience survey to 90%

Achieve a learning satisfaction rating of over 90% in all academic programs



STRATEGIES:

- Further develop advising processes and support for off-track students
- Improve the quality of instruction year on year
- Develop support system for OSU academic content instructors
- Increase campus and community connections with academic programs
- Create a faculty mentor program for students
- Respond to student experience results with an academic-specific action plan

MEASURES:

- Pathway progression data
- Retention data of students at OSU
- Student experience survey - Learning Satisfaction
- Time to graduation



OBJECTIVE 3. STUDENT EXPERIENCE

Establish INTO OSU as a leader in student experience and satisfaction and contribute more broadly to a vibrant and inclusive international university environment



2018-2023

Achieve an overall satisfaction rating of above 90% in the student experience survey

Achieve consistently high living satisfaction rating of above 80% in the student experience survey

2018-2023

Achieve consistently high support satisfaction rating of above 90% in the student experience survey

2018-2023

Achieve consistently high arrivals satisfaction of above 85% in the arrivals survey

BY 2023

Establish INTO OSU arrival satisfaction as top 4 in the INTO NA network and top 10 INTO-wide in the student experience survey



STRATEGIES:

- Maximize the arrivals experience on campus during the first week for new INTO OSU students
- Integrate orientation for INTO OSU students successfully with OSU student orientation experience
- Support initiatives that increase global awareness for domestic undergraduate students to improve integration and social experiences for INTO OSU students, including working with the International Degree and Global Learning Certificate programs
- Strengthen relationships with student organizations to gain deeper insights into student needs and experience, to inform continuous improvement of services
- Strengthen partnerships with OSU programming offices, increase marketing of events to and attendance by INTO OSU students, increase global themes within OSU programming
- Pursue opportunities and innovation in housing assignments process and residential experience with UHDS to increase integration of ILLC and INTO OSU students

MEASURES:

- Arrivals survey
- Student experience survey
- ILLC occupancy

OBJECTIVE 4. EMPLOYEE ENGAGEMENT



Achieve a high-level of staff and faculty engagement

FROM
2018 - 2023

INCREASE STAFF
ENGAGEMENT RESULTS

YEAR ON YEAR

BY
2021

INCREASE THE OVERALL FACULTY
AND STAFF SURVEY RESPONSE
RATE TO

70%

THE PERCENT OF FACULTY AND
STAFF WILL SEE LOCAL ACTION
TAKE PLACE AS A RESULT OF
THE ENGAGEMENT SURVEY IS

75%

BY
2023

INCREASE THE ACADEMIC STAFF
SURVEY RESPONSE RATE TO

70%

EXCEED THE BENCHMARKS IN
ALL CATEGORIES IN THE STAFF
ENGAGEMENT SURVEY

EXCEED

STRATEGIES:

- Conduct explicit conversations with individuals around growth and development
- Create and promote opportunities for employee recognition at all levels
- Create open and transparent channels of communication throughout the center
- Involve faculty in student engagement activities outside of the classroom

MEASURES:

- Bi-annual staff engagement survey





Oregon State
University

INTO  OREGON STATE UNIVERSITY