Portland State University: Strategic Plan

VISION
Portland State University leads the way to an equitable and sustainable future through academic, civic, urban engagement, and expanding opportunity for all.

• We serve and sustain a vibrant urban region through our creativity, collective knowledge and expertise.
• We are dedicated to collaborative learning, innovative research, sustainability, and community engagement.
• We educate a diverse community of lifelong learners.
• Our research and teaching have global impact.

MISSION
We are dedicated to collaborative learning, innovative research, sustainability, and community engagement. We strive for excellence and innovation that solves problems. We believe everyone should be treated with integrity and respect.

VALUES
We promote access, inclusion, and equity as pillars of excellence.
• We commit to curiosity, collaboration, stewardship, and sustainability.
• We are dedicated to collaborative learning, innovative research, sustainability, and community engagement.

REPUTATION
Portland State University pursues excellence through:
Accessibility | Innovation Collaboration | Engagement Sustainability | Transformation

POSITION
We are an anchor institution, providing the Portland region with a highly educated, substantially economic, and distinctive contributions to its culture.
• We contribute unique scholarship and research that support quality of life through problem solving.
• We deliver on our access mission, contributing to a highly educated and diverse community.

Strategic Goals
ELLEVATE STUDENT SUCCESS
Support faculty to advance teaching and research, and prioritize investments to ensure relevant and high-quality academic programs.

ADVANCE EXCELLENCE IN TEACHING AND RESEARCH
Enhance engagement opportunities to further strengthen the reciprocal relationship between PSU and the broader community.

EXTEND OUR LEADERSHIP IN COMMUNITY ENGAGEMENT
Create an environment at PSU that is open, inclusive and committed to diversity, and ensure that all students and faculty embrace culturally responsive teaching and learning.

EXPAND OUR COMMITMENT TO EQUITY
Foster innovation and continuous improvement in all areas of the University, including identification of new sources of revenue to advance the PSU mission.

INNOVATE FOR LONG-TERM STABILITY
Provide a quality education and graduate students who are prepared for careers in life and global context.

Objectives

Support faculty to advance teaching and research, and prioritize investments to ensure relevant and high-quality academic programs.

Enhance engagement opportunities to further strengthen the reciprocal relationship between PSU and the broader community.

Create an environment at PSU that is open, inclusive and committed to diversity, and ensure that all students and faculty embrace culturally responsive teaching and learning.

Foster innovation and continuous improvement in all areas of the University, including identification of new sources of revenue to advance the PSU mission.

Initiatives

#1: Put Students First
1. Identify and remit administrative policies and procedures that impede student success by improving support services, programs and access to courses they need to progress towards graduation.
2. Explore and put in new strategies to contain the cost of completing a PSU degree.

#2: Clarify Academic Pathways
1. Clarify and simplify university requirements.
2. Help students navigate their course work and move efficiently and effectively toward graduation.
3. Create programs and services in conjunction with their community colleges to ensure clear pathways and degree maps for transfer students.

#3: Use Best Practices to Advance Student Retention
1. Increase advising capacity and improve the visibility of student support services.
2. Expand cultural competencies to support students from diverse communities.
3. Maximize use of advanced analytics to improve student outcomes.

#4: Design and Offer Academic Programs that Lead to Future Success
1. Develop an academic plan with programs that prepare students for competitive advantage in life and globally.
2. Provide flexible degrees to accommodate diverse students needs.
3. Assess opportunities for innovative academic programs that align with career paths, locally and globally.
4. Increase opportunities for students to participate in scholarly activities, research efforts and creative endeavors.

#5: Prepare for Academic and Career Success While at PSU
1. Establish orientation programs that address financial and cultural needs.
2. Increase technology training to support student learning.
3. Increase education about, and access to, scholarship opportunities, particularly for socio-economically disadvantaged students.
4. Offer additional training for financial literacy.
5. Improve preparation for career placement and advancement.

#6: Enhance Graduate Student Success
1. Grow scholarships to support graduate study.
2. Create stronger linkages between research centers and institutes that hire graduate students with graduate students seeking financial support.
3. Strengthen career and professional development services to support postgraduate careers.

#1: Recognize & Develop Excellence in Teaching
1. Create opportunities for continuous employment and shared governance for non-tenure eligible, teaching-intensive faculty.
2. Establish a new adjunct appointment category that recognizes sustained teaching excellence and offers competitive compensation.
3. Make professional development for all facultarians.
4. Examine and strengthen our teaching evaluations for all faculty.
5. Adopt high impact strategies for effective teaching and learning.

#2: Recognize Outstanding Research
1. Establish a Distinguished Faculty ranking to recognize outstanding research, scholarship and creative work.
2. Create opportunities for graduate and faculty students to develop and enrich their research efforts.

#3: Prioritize for Impact
1. Determine and prioritize research investment and academic program development in areas where PSU is known for excellence, that show the greatest potential for collaboration and in which we have a competitive advantage.
2. Promote and incentivize faculty research.

#4: Maintain an array of academic programs that reflects our academic priorities.
1. Assess the array of academic program offerings on a regular basis to ensure relevance and quality.
2. Provide mechanisms to ensure that academic programs, as defined by faculty expertise and student needs, are appropriately reflected in planning for new programs and growth, and in decisions regarding program reduction and elimination.

#1: Support Lifelong Community Engagement
1. Sustain the community engagement experience throughout the lives and careers of alumni by connecting students and campus initiatives to alumni who wish to remain engaged.
2. Commit PSU to on-going engagement of knowledge about collaborative practice, community-building and social justice to empower the lifelong engagement of PSU graduates in their communities.

#2: Make PSU’s Engagement More Visible and Accessible
1. Organize, communicate and disseminate information on collaborative opportunities, projects and outcomes.
2. Facilitate opportunities for partners who wish to join us for community-based learning, applied and collaborative research, internship placement and initiatives that build community.
3. Create a research and knowledge exchange to analyze the practices and impact of engagement and inform the world about effective community collaboration through research, data collection and academic writing.

#3: Enhance Internship Opportunities
1. Encourage academic programs to establish an internship program where relevant to their curriculum and mission.
2. Expand community-based learning opportunities prior to the senior capstone.
3. Offer flexible internship opportunities for students who face challenges in balancing family, work and learning responsibilities, or for students who require accommodations.

#4: Elevate PSU’s role as an Anchor Institution in the Portland metropolitan region by advancing PSU’s Strategic Partnership agenda.
1. Strengthen and deepen university-wide, strategic partnerships with key business and civic organizations to deliver on regional goals related to economic and workforce development, innovation and entrepreneurship, urban sustainability and community health.
2. Align PSU’s workforce and career pathway strategies with the Greater Portland 2050 regional economic development plan.
3. Work in concert with Oregon Health and Science University to establish and develop a Health and Life Sciences Innovation Quadrant.
4. Build university-wide infrastructure and capability to coordinate and communicate key components of PSU industry/economics/workforce development agenda – i.e. internships, career pathways, entrepreneurship, and industry student support.
5. Develop a strategy for leveraging our purchasing, employment, and investment priorities to advance equity, sustainability and community wealth-building.

#1: Create a More Inclusive Campus
1. Create expectations, training and incentives for faculty, staff, and students to regularly participate in culturally responsive education and sharing opportunities.
2. Conduct a campus climate audit to assess and inform safety and inclusion.
3. Develop and utilize an equity lens in campus decision-making.
4. Provide linguistically appropriate student services.

#2: Promote Diversity through Hiring
1. Adopt best practices for recruitment, retention and advancement of diverse faculty, staff and administrators.

#3: Broaden International Opportunities
1. Create and implement a comprehensive emergency plan to ensure safety of the PSU community and restore response, ensure safety of the PSU community.
2. Provide the necessary infrastructure to ensure rapid response, ensure safety of the PSU community.
3. Conduct a comprehensive audit of campus-wide systems to support data security, data privacy, and data protection.
4. Provide more opportunities for the entire PSU community to come together to communicate and innovate.

#1: Inspire More Community Support
1. Engage the broader metropolitan community, particularly PSU alumni and business partners, to support the University through local revenue generation, scholarships, capital investment, community partnerships and other means.
2. Ensure sufficient revenue to manage through the typical budgetary nature of higher education funding and to make longer-term strategic investments.
3. Allocate resources to support areas of net revenue growth.
4. Follow principles of improving quality, performance, efficiency and outcomes, and support our core operations.

#3: Improve University Systems
1. Eliminate or modernize practices or systems that are duplicative, inefficient or add unnecessary costs, saving into account costs incurred by units and paying particular attention to costs.
2. Improve University infrastructure and systems.

#4: Advance Campus Communication
1. Conduct a comprehensive audit of campus-wide communications to determine and implement the most effective way to keep our community informed.

#5: Catalyze New Ideas
1. Create conditions for the generation of new ideas that can advance our mission.
2. Provide more opportunities for the entire PSU community to come together to communicate and innovate.

#6: Plan for Resiliency
1. Create and implement a comprehensive emergency plan that prepares PSU Prepare for natural disasters and other extraordinary occurrences that require additional safety measures and the ability to forego in line of services to the campus community.
2. Provide the necessary infrastructure to ensure rapid response, ensure safety of the PSU community and restore critical services.

Outcomes
- Accessibility
- Innovation
- Collaboration
- Engagement
- Sustainability
- Transformation