Portland State University: Strategic Plan

Vision
We contribute unique scholarship and research that support quality of life through academic, civic, cultural, and creative endeavors and expanding opportunity for all.

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

Values
- We promote access, inclusion, and equity as pillars of excellence.
- We commit to curiosity, collaboration, stewardship, and sustainability.
- We strive for excellence and innovation that solves problems.
- We believe everyone should be treated with integrity and respect.

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 and diverse workforce, substantial economic impact, 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

ELEVATE STUDENT SUCCESS
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.

ADVANCE EXCELLENCE IN TEACHING AND RESEARCH
- #1: Recognize & Develop Excellence in Teaching
  - 1.1 Create opportunities for continuous employment and shared governance for tenurable-eligible, teaching-intensive faculty.
  - 1.2 Establish a new adjunct appointment category that recognizes sustained teaching excellence and offers competitive compensation.
  - 1.3 Make professional development for all facultarians.
  - 1.4 Examine and strengthen our teaching evaluations for all faculty.
  - 1.5 Adopt high-impact strategies for effective teaching and learning.

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

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

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

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

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

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

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

- #3: Broaden International Opportunities
  - 3.1 Encourage academic programs to establish an internship program where relevant to their curricular mission.
  - 3.2 Expand community-based learning opportunities prior to the senior capstone.
  - 3.3 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.
  - 4.1 Strengthen and deepen university-wide, strategic partnerships with key businesses and civic organizations to deliver on regional goals related to economic and workforce development, innovation and entrepreneurship, urban sustainability and community health.
  - 4.2 Align PSU’s workforce and career pathway strategies with the Greater Portland 2020 regional economic development plan.
  - 4.3 Work in concert with Oregon Health and Science University to establish and develop a Health and Life Sciences Innovation Quadrant.
  - 4.4 Build university-wide infrastructure and capability to coordinate and communicate key components of PSU industry/economic/workforce development agenda – i.e. internships, career pathways, entrepreneurship, and industry student support.
  - 4.5 Develop a strategy for leveraging our purchasing, employment, and investment priorities to advance equity, sustainability and community wealth-building.

EXPAND FOR LONG-TERM STABILITY
- #1: Inspire More Community Support
  - 1.1 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.
  - 1.2 Ensure sufficient reserve to manage through the cyclical budgetary nature of higher education funding and to fund longer-term strategic investments.
  - 1.3 Allocate resources to support areas of net revenue growth.
  - 1.4 Follow principles of improving quality, performance, efficiency and sustainability, and supporting our core operations.

- #2: Diversify Revenue Streams
  - 2.1 Pursue strategic growth of all our revenue streams (resident/non-resident students, state funding, philanthropy, research, and auxiliary enterprises) to support our institutional mission.
  - 2.2 Ensure sufficient reserves to manage through the cyclical budgetary nature of higher education funding and to fund longer-term strategic investments.
  - 2.3 Increase endowed and non-endowed gifts to PSU, and increase support of alumni and friends.

- #3: Improve University Systems
  - 3.1 Eliminate or modernize practices or systems that are duplicative, inflexible or add unnecessary costs, taking into account costs incurred by units and paying particular attention to cost-effective solutions.
  - 3.2 Improve university infrastructure and systems.

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

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

- #6: Plan for Resiliency
  - 6.1 Create and implement a comprehensive emergency plan that prepares PSU for natural disasters and other extraordinary occurrences that require additional safety measures and concerns in line of services to the campus community.
  - 6.2 Provide the necessary infrastructure to ensure rapid response, ensure safety of the PSU community and mitigate critical services.

Objectives

Provide a quality education and graduate students who are prepared for careers and life in a global context.

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

- #2: Clarify Academic Pathways
  - 2.1 Clarify and simplify university requirements.
  - 2.2 Help students navigate their course work and move efficiently and effectively toward graduation.
  - 2.3 Create programs and services in conjunction with related communities to ensure clear pathways and degree maps for transfer students.

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

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

- #5: Prepare for Academic and Career Success While at PSU
  - 5.1 Establish orientation programs that address ingress and cultural needs.
  - 5.2 Increase technology training to support student learning.
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  - 5.4 Offer additional training for financial literacy.
  - 5.5 Improve preparation for career placement and advancement.

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

Elevate Student Success
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.

Advance Excellence in Teaching and Research
- #1: Support Lifelong Community Engagement
  - 1.1 Sustain the community engagement experience throughout the lives of alumni by connecting students and campus initiatives to alumni who wish to remain engaged.
  - 1.2 Commit to ongoing development 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
  - 2.1 Organize, communicate and disseminate information on collaborative opportunities, projects and outcomes.
  - 2.2 Facilitate opportunities for partners who wish to join as a community-based learning, applied and collaborative research, internship placement and initiatives that build community.
  - 2.3 Create a research academy to analyze the practice and impact of engagement and inform the world about effective community collaboration through research, data collection and academic writing.

- #3: Enhance Internship Opportunities
  - 3.1 Encourage academic programs to establish an internship program where relevant to their curricular mission.
  - 3.2 Expand community-based learning opportunities prior to the senior capstone.
  - 3.3 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.
  - 4.1 Strengthen and deepen university-wide, strategic partnerships with key businesses and civic organizations to deliver on regional goals related to economic and workforce development, innovation and entrepreneurship, urban sustainability and community health.
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  - 4.3 Work in concert with Oregon Health and Science University to establish and develop a Health and Life Sciences Innovation Quadrant.
  - 4.4 Build university-wide infrastructure and capability to coordinate and communicate key components of PSU industry/economic/workforce development agenda – i.e. internships, career pathways, entrepreneurship, and industry student support.
  - 4.5 Develop a strategy for leveraging our purchasing, employment, and investment priorities to advance equity, sustainability and community wealth-building.

Expand our commitment to equity
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.

Innovate for long-term stability
Foster innovation and continuous improvement in all areas of the University, including identification of new sources of revenue to advance the PSU mission.
Let Knowledge Serve the City: 
The Strategic Goals of Portland State University – 2015-2020

INTRODUCTION

Portland State University occupies a unique position in Oregon and plays a crucial role in the metropolitan region that it serves. As the state’s premier urban research university, we have a well-defined mission to positively impact Portland and the broader community through educational access, engagement with local partners and the expertise of our top-quality faculty and staff.

Since our relatively recent start in 1946 as a college for returning World War II veterans, PSU has matured into a comprehensive university that offers more than 200 degrees, and has grown to become the most diverse campus in Oregon and one of its biggest. We serve more than 28,000 students, including a significant number from underrepresented racial and ethnic backgrounds, working parents, first-generation students, international students and returning students. We also attract a large percentage of students who transfer from community colleges or other universities. We are an access institution, and we consider our diversity an integral part of how we define academic excellence.

We also serve as an “anchor institution” for the Portland area, providing thousands of jobs, investing millions of dollars on capital projects and adding an estimated $1.44 billion in annual economic impact. Portland continues to attract new residents, with projections that the region will grow from the current 2.3 million to 2.9 million over the next 20 years.

Our reputation is on the rise. Because of our curriculum, faculty and dedication to community engagement, PSU is widely perceived as a national model for how universities can partner with their cities to solve problems and improve quality of life. U.S. News & World Report in 2015 placed us on an elite list of the nation’s “Most Innovative” universities. We are the only Oregon university – public or private – to make this list, which includes Harvard, Stanford, MIT and other great universities. External funding for our research also has increased. In fiscal year 2015, we received sponsored awards totaling $64.6 million, which represents an average increase of 8 percent per year over the past seven years.

Since July 2014, PSU has been governed by its own Board of Trustees – a change resulting from decentralization of Oregon’s public university system and the dissolution of the State Board of Higher Education. The change has given us a much broader
degree of independence and ability to determine our own future. As part of this new direction, the board charged PSU President Wim Wiewel with drafting a new strategic plan to guide the university for the next five years and serve as a measuring stick for the board.

This plan, developed over the course of 18 months, includes input from thousands of PSU faculty, staff, students, alumni and community members. It represents a broad campus consensus on the course of PSU’s future.

**FUTURE CHALLENGES**

Higher education is experiencing an era of “disruptive innovation.” As educators struggle to keep pace with technological advances, universities no longer can claim a monopoly on knowledge. And as PSU plans for its future, we do so under a national imperative to educate more students with better learning outcomes at a lower cost. We must keep these trends in mind:

**Global Competitiveness:** PSU graduates will compete in a global economy in which manufacturing jobs are likely to continue to flow to lower labor cost countries, while more living wage jobs in Portland will require higher levels of education. To be successful, students must adjust to lifelong learning, stay connected in their communities, adapt nimbly to change and become adept at working with others in teams.

**Regional Competitiveness:** With the decentralization of Oregon public university governance, competition among the universities will accelerate, especially among the three biggest institutions. The already fierce competition for students will likely increase with additional offerings in online education and degrees. Meanwhile, efforts by other universities to tap into the Portland-area market and establish satellite campuses or programs are likely to intensify.

**Education that leads to employment:** College education costs have climbed faster than inflation. Without a significant increase in state aid, more and more students will take on extraordinary levels of debt (the national average for undergraduate students is now $26,000) making it all the more imperative that PSU degrees are valued by employers.

**Changing Demographics:** Portland is becoming more diverse. If Portland State is to continue to serve our community, we must capitalize on this fact and plan for the recruitment, retention, education and graduation of students from different racial, ethnic, linguistic, cultural and identity backgrounds. Projections indicate Hispanic high school graduates alone will increase from 20 percent of the total in 2015 to 32 percent by 2027-28.

**Individualized education:** With the advent of sophisticated and ubiquitous free learning platforms, students can now acquire an articulated education that is tailored to their interests. In this do-it-yourself environment, a PSU education must add tangible value to the quality of a student’s life to be considered relevant.
HOW WE PLANNED IT Strategic Planning Process

The 2014-15 strategic planning process was designed to be inclusive, transparent and accessible to the PSU community.

**Governance:** The Strategic Plan Development Team served as the main driver of the plan. This diverse team represented a broad cross-section of students, faculty, staff, alumni, and Board of Trustees and Foundation board members. A project manager and an outside consultant, Coraggio Group, facilitated. Decisions were based on general consensus. Separate “topic teams” provided deeper consideration of strategic themes. These teams made recommendations for the strategic goals and initiatives that form the core elements of the plan.

**Outreach:** Development of the plan offered an opportunity to foster a new level of engagement and synergy among the PSU community. A separate Communications Team helped ensure substantial participation in the plan. Outreach and feedback channels included town hall meetings, online surveys, a biweekly electronic newsletter, an interactive website and dozens of meetings with smaller interest groups.

**Equity:** A unique element of PSU strategic planning was the inclusion of equity throughout the process, as well as the use of an equity lens. Much attention was given to ensuring representation and participation from a diverse range of people. The outreach plan also was devised to include as many people from across campus in as many ways as possible.

As part of the process a small group of PSU experts on equity and social justice convened as a panel to help develop an equity lens and establish a process for applying the lens to the plan. Each strategic goal is accompanied by a list of equity considerations that will inform implementation of the plan.

**Implementation:** A separate implementation process begins with the acceptance of the plan and its five strategic goals. Details of how each initiative will be carried out will be determined by the groups and units charged with the work. Specific ideas, initiatives, and strategies generated during the planning process have been captured and will inform implementation. As the plan moves forward, there will be further refinement and development of key performance indicators to track its progress.
STRATEGIC CLARITY

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

OUR MISSION
› 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.

OUR VALUES
› We promote access, inclusion, and equity as pillars of excellence.
› We commit to curiosity, collaboration, stewardship, and sustainability.
› We strive for excellence and innovation that solves problems.
› We believe everyone should be treated with integrity and respect.

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

OUR POSITION
› We are an anchor institution, providing the Portland region with a highly educated population, substantial economic impact, 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

STRATEGIC GOAL #1: ELEVATE STUDENT SUCCESS

As Portland State has grown from its roots as a small commuter college into a comprehensive university with more than 28,000 students and Oregon’s most diverse campus, we face challenges and demands that require new solutions. We must be strategic in how we use our limited resources to support students from all backgrounds to succeed.

Improving student success, including raising retention and graduation rates, is our top priority. To meet the state’s goal of 40 percent with a bachelor’s degree or higher, we must find pathways that ensure more PSU students leave with degrees. We are particularly focused on ensuring all students – graduate and undergraduate – receive a rigorous and enriching academic experience that equips them for success in life and career. We seek to contain education costs. We endeavor to prepare students for a diverse and globally connected world.

PSU has unique metrics to consider: two-thirds of our students transfer here from other institutions; the average age of our undergraduates is 26; a large number are first-generation students; and we serve a high percentage of students from within the region and the state. Although the number of high school graduates is expected to flatten in coming years, an increasing percentage is likely to represent diverse racial, ethnic and linguistic students.

Objective

Provide a quality education and graduate students who are prepared for careers and life in a global context.

Initiative #1: Put Students First

1.1 Identify and remediate administrative policies and procedures that impede student success by improving support services, programs and access to courses they need to progress towards graduation.
1.2 Explore and put in place new strategies to contain the cost of completing a PSU degree.

Initiative #2: Clarify Academic Pathways

2.1 Clarify and simplify university requirements.
2.2 Help students navigate their course work and move effectively and efficiently toward graduation.
2.3 Create programs and services in conjunction with with community colleges to ensure clear pathways and degree maps for transfer students.

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

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

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

**Initiative #6: Enhance Graduate Student Success**
6.1 Grow scholarships to support graduate study.
6.2 Create stronger linkages between research centers and institutes that hire graduate students with graduate students seeking financial support.
6.3 Strengthen career and professional development services to support post-graduate careers.

**Key Performance Indicators:**
- Freshman Retention (% returning after one year) - HECC Indicator 2
- Transfer Retention (% returning after one year) - HECC Indicator 3
- Freshman Graduation Rate (% graduating within 6 years) - HECC Indicator 4
- Transfer Graduation Rate (% graduating within 6 years) - HECC Indicator 4
- Programs successfully completing academic program review – NWCCU Indicator 2.1.2
- Total graduated and retained – NWCCU Indicator 2.2.7
- Student-to-Faculty ratio – HECC Indicator 6
- Percent of graduate students who receive financial aid
Equity Lens Considerations:

- Include a holistic definition of “our students” in the Strategic Plan that includes all underrepresented groups.
- Recognize that disparities in the retention and graduation rates of underrepresented students necessitate an investment in culturally responsive advising.
- Offer Faculty cultural competency training that fosters better relationships with underrepresented students.
- Provide accommodations to students who may not be able to participate in community-based learning experiences due to accessibility issues.
STRATEGIC GOAL #2: ADVANCE EXCELLENCE IN TEACHING AND RESEARCH

Attracting and retaining the highest quality faculty and entrusting them with academic freedom is the best means of achieving PSU’s mission as a top urban research university. Clarification of faculty roles and responsibilities, a renewed emphasis on professional development, strong integration in academic advising and robust shared governance will substantially strengthen the impact and achievement of the faculty and PSU.

Historically a teaching university, PSU’s level of sponsored research has climbed in recent years, up more than 50 percent since 2006. Our faculty excels at providing research that enhances and solves problems for the rapidly evolving Portland Metro area. That research has been extended into national and global fields, bringing new and broader attention to PSU.

Our 22:1 faculty-to-student ratio puts us slightly below the national average for U.S. public universities. About 45 percent of our instructional faculty hold doctorates or other terminal degrees. Fourteen percent of our faculty represent diverse racial and ethnic groups, which is close to the state average but below the Portland regional average and below the PSU student body. Seventeen of our graduate programs are ranked among the top 50 in the nation.

Objective:

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

Initiative #1: Recognize and Develop Excellence in Teaching

1.1 Create opportunities for continuous employment and shared governance for non-tenure eligible, teaching-intensive faculty.
1.2 Establish a new adjunct appointment category that recognizes sustained teaching excellence and offers competitive compensation.
1.3 Make professional development for all faculty a personal and institutional priority.
1.4 Examine and strengthen our teaching evaluations for all faculty.
1.5 Adopt high impact strategies for effective teaching and learning.

Initiative #2: Recognize Outstanding Research

2.1 Establish a Distinguished Faculty ranking to recognize outstanding research, scholarship and creative work.
2.2 Create opportunities for faculty and graduate students to develop and enrich their research efforts.

Initiative #3: Prioritize for Impact
3.1 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.
3.2 Promote and incentivize faculty research.

**Initiative #4:** Maintain an array of academic programs that reflects our academic priorities.

4.1 Assess the array of academic program offerings on a regular basis to ensure relevance and quality.
4.2 Provide mechanisms to ensure that academic priorities, informed by faculty expertise and student needs, are appropriately reflected in planning for new programs and growth, and in decisions regarding program reduction and elimination.

**Key Performance Indicators:**
- Number of faculty with externally-funded projects each year – NWCCU Indicator 3.1.3
- Total Sponsored Projects Expenditures – HECC Indicator 10 and NWCUU Indicator 3.1.1.
- Number of graduate research assistantships on sponsored projects – NWCCU Indicator 3.2.1
- Faculty Compensation (% mean of peers) - HECC Indicator 9
- Percentage of teaching-intensive faculty with continuous employment (currently not tracked, but could be via administrative records)

**Equity Lens Considerations:**
- Strengthen this goal by committing internal resources to support academic, research and creative activities that diversify our scholarly portfolio and the knowledge we generate on campus.
- Consider differentiating PSU in the marketplace by re-branding our scholarly outputs to reflect specific values related to equity, collaboration, and reciprocity -- that are community-based and partnership focused, with knowledge transfer as the desired outcome.
STRATEGIC GOAL #3: EXTEND OUR LEADERSHIP IN COMMUNITY ENGAGEMENT

Portland State has developed a reputation as a national model for urban universities that enhance their region by working with partners to solve problems. As the Portland metropolitan region grows and evolves, we can seize the opportunity to be a key partner in that evolution.

After more than 40 years of sustained growth, PSU has become a recognized anchor institution for the entire metropolitan region. Our economic impact is estimated to be $1.44 billion per year. We are internationally known as an engaged university that combines rigor in the classroom with field-based experience, such as internships and classroom projects with community partners. In 2014, more than 12,000 students provided nearly 1 million service hours to businesses, nonprofits and government organizations.

We have been recognized by the Carnegie Foundation, the Peace Corps and the Corporation for National & Community Service for our civic engagement work. We will build on our reputation for urban engagement and make PSU a hub for the next evolution of scholarship and practice that is committed to solution-oriented partnerships.

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

Initiative #1: Support Lifelong Community Engagement

1.1 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.
1.2 Commit PSU to ongoing dissemination of knowledge about collaborative practice, community-building and social justice to empower the lifelong engagement of PSU graduates in their communities.

Initiative #2: Make PSU’s Engagement More Visible and Accessible

2.1 Organize, communicate and disseminate information on collaborative opportunities, projects and outcomes.
2.2 Facilitate opportunities for partners who wish to join us for community-based learning, applied and collaborative research, internship placement and initiatives that build community.
2.3 Create a research academy to analyze the practice and impact of engagement and inform the world about effective community collaboration through research, data collection and academic writing.

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

**Initiative #4:** Elevate PSU’s role as an Anchor Institution in the Portland metropolitan region by advancing PSU’s Strategic Partnership agenda.

4.1 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.
4.2 Align PSU’s workforce and career pathway strategy with the Greater Portland 2020 regional economic development plan.
4.3 Work in concert with Oregon Health and Science University to establish and develop a Health and Life Sciences Innovation Quadrant
4.4 Build university wide infrastructure and capability to coordinate and communicate key components of PSU industry/economic/workforce development agenda – i.e. internships, career pathways, entrepreneurship, and industry cluster support.
4.5 Develop a strategy for leveraging our purchasing, employment, and investment priorities to advance equity, sustainability and community wealth-building.

**Key Performance Indicators:**
- Percent of Capstone students who agree or strongly agree that they have a better understanding of how to make a difference in the community (in end-of-course survey) - NWCCU Indicator 1.1.3
- Hours of service to the community each year – NWCCU Indicator 1.2.2
- Number of internships that offer academic credit.
- Other metrics as determined by the Strategic Partnership Council.

**Equity Lens Considerations:**
- Acknowledge that authentic community engagement is reciprocal.
- Commit to collaboration that is mutually beneficial and brings real value to (and does not harm or diminish) PSU’s community partners.
- Help PSU and its partners build greater capacity for advancing community well-being by designing partnerships that maximize social justice and racial equity.
- Develop partnerships that take into consideration the full costs of internships, service-learning, and experiential learning pedagogies.
- Accommodate students with limited financial resources who may struggle to balance family and work with the time commitments required by community based learning.
STRATEGIC GOAL #4: EXPAND OUR COMMITMENT TO EQUITY

Portland State is an access institution with a history of inclusion and equity. Now that the Portland metro region is in the midst of a demographic shift, diversity is one of the characteristics that differentiate PSU in a crowded higher education market. We must ensure a campus climate that welcomes all students, employees, and community partners.

In academic year 2015, 40 percent of Portland State’s incoming freshmen were students of color – a record for the university and nearly double the statewide percentage. The fact represents a trend we must address in all areas, including employee structure and development.

We will demonstrate our commitment to equity by applying an equity lens to campus-wide policy-making, planning and assessment processes. University employees, including faculty and academic advisors, will receive training for culturally responsive education so they are adequately prepared to provide inclusive services. We will regularly assess diversity outcomes and make necessary adjustments to ensure our students are equipped for success in a diverse and rapidly changing world.

**Objective:** 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.

**Initiative #1:** Create a More Inclusive Campus

1.1 Create expectations, training and incentives for faculty, staff, and students to regularly participate in culturally responsive education and sharing opportunities.
1.2 Conduct a campus climate audit to assess and inform safety and inclusion.
1.3 Develop and utilize an equity lens in campus decision-making.
1.4 Provide linguistically appropriate student services.

**Initiative #2:** Promote Diversity through Hiring

2.1 Adopt best practices for recruitment, retention and advancement of diverse faculty, staff and administrators.

**Initiative #3:** Broaden International Opportunities

3.1 Offer all students the opportunity for international and cross-cultural learning experiences, including study abroad, internships, community-based learning and co-curricular programs.
3.2 Increase international and cross-cultural perspectives in the classroom.
3.3 Expand financial support to increase the number and demographic diversity of study abroad participants.
3.4 Create opportunities for international and intercultural engagement in existing campus housing, cultural and recreation programs.
3.5 Develop innovative language immersion in academic and extracurricular activities.

Initiative #4: Define and Measure Diversity Learning Outcomes

4.1 Incorporate assessment of diversity learning outcomes in academic units and the Diversity Action Plan.
4.2 Train faculty to incorporate diversity elements in their courses.

Key Indicators of Success:
- Student diversity (%) - HECC indicator
- Faculty diversity (%) - HECC Indicator
- Staff diversity (%)
- Number of bachelor’s degrees awarded to Pell eligible Oregonians – NWCCU Indicator 4b.1.2
- Graduation (rate and number) of students from specific underrepresented communities.
- Number of students served by support services designed for under-represented students – NWCCU Indicator 4b.1.3
- Number of students successfully completing study abroad offerings (including short-term faculty led study abroad) - NWCCU Indicator 4b.2.1
- Number of international students enrolled at PSU in degree or certificate programs – NWCCU indicator 4b.2.2

Equity Lens Considerations
- Deepen our commitment by looking for opportunities to make PSU policy, programs and practice more equitable.
- Elevate the campuses expectations for greater accountability around equity issues.
- Consider acknowledging equity efforts in promotion and tenure guidelines, performance evaluations and similar assessments.
- Acknowledge that “the international educational experience” can be local, by making valuable cross-cultural experiences available to our students through increased contact with international students and communities in our area.
- Recognize that cultural understanding is a pre-requisite for an engaged education and that we have a responsibility to provide our students with the necessary competencies to be able to work with diverse colleagues and the organizations they serve.
STRATEGIC GOAL #5: INNOVATE FOR LONG-TERM STABILITY

For the first time in our history, we are governed by our own Board of Trustees. This change has given us a new level of financial independence and accountability, as well as an unprecedented opportunity to set our own course. An improved economy and intense lobbying effort in 2015 led to a state funding package that reinvests in the state’s universities. State spending on higher education remains well below pre-recession levels but continues to be a critical factor in our financial stability, and we will continue to seek improvements both at the state level and on our own. We are expanding our efforts to increase philanthropic giving and exploring the potential for additional local revenue.

We also are looking at innovative and more efficient ways to offer courses and degrees. Our ReTHINK initiative has spawned dozens of projects that help students stay on course and graduate sooner using innovative curriculum, community engagement and effective technology. We are offering more degrees entirely online. To stay ahead of rapid changes in higher education, however, we must continuously innovate and not be satisfied with the status quo.

We will develop innovative operating policies, revenue generation and communication strategies that emphasize student success, simplify internal operations, increase financial stability and keep our PSU community connected.

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

Initiative #1: Inspire More Community Support

1.1 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.

Initiative #2: Diversify Revenue Streams

2.1 Pursue strategic growth of all of our revenue streams (resident/non-resident students, state funding, philanthropy, research, and auxiliary enterprises) to support our institutional mission.
2.2 Ensure sufficient reserves to manage through the cyclical budgetary nature of higher education funding and to make longer term strategic investments.
2.3 Allocate resources to support areas of net revenue growth.
2.4 Follow principles of improving quality, performance, efficiency and outcomes, and supporting our core operations.

Initiative #4: Improve University Systems
4.1 Eliminate or modernize practices or systems that are duplicative, inefficient or add unnecessary costs, taking into account costs incurred by units and paying particular attention to costs incurred by students.
4.2 Improve university infrastructure and systems.

**Initiative #5: Advance Campus Communication Systems**

5.1 Conduct a comprehensive audit of campus-wide communications to determine and implement the most effective ways to keep our community informed.

**Initiative #6: Catalyze New Ideas**

6.1 Create conditions for the generation of new ideas that can advance our mission.
6.2 Provide more opportunities for the entire PSU community to come together to communicate and innovate.

**Initiative #7: Plan for Resiliency**

7.1 Create and implement a comprehensive emergency plan that prepares PSU for natural disasters and other extraordinary occurrences that require additional safety measures and may result in loss of services to the campus community.
7.2 Provide the necessary infrastructure to ensure rapid response, ensure safety of the PSU community and restore critical services.

**Key Indicators of Success:**
- PSU’s value of economic impact on the region (in dollars) - NWCCU Indicator 1.2.1
- Increased philanthropy/gifts to PSU ($ millions) - HECC Indicator 11
- Annual net revenue/deficit
- PSU Fund Balance on 6/30 of each year
- Number of patents and licenses

**Equity Lens Considerations:**
- See that PSU stakeholders benefit as equally as possible from its investments and resource allocations.
- Strive to provide a campus environment that is welcoming and accessible.
- Control costs, expand and protect resources so PSU can continue to provide access to higher education and to an attainable degree for all the residents of this region who seek them.
- Leverage University operations and purchases to increase the amount of business we do with under-represented contractors and suppliers.

**PSU Strategic Plan 2014-2015**

Participants
### Strategic Plan Development Team (SPDT)

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### Topic Teams

#### Student Learning & Academic Success

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#### Community Partnerships, Engagement & Civic Leadership

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#### Innovative Research, Scholarship & Creative Activities

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#### Equity, Opportunity & Access

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### Organizational Excellence & Financial Stability
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**Equity Lens Panel**

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<td>Veronica Dujon</td>
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**Special Thanks to:**
President Wim Wiewel, Lois Davis, Stephen Percy, Mark Wubbold, Harry Esteve, Susy Munson, Rachel Martinez, Clair Callaway, Christian Aniciete, Kari St. Peters, Matthew Landkamer, Michelle Janke and Coraggio Group, Ann Curry-Stevens, Ben Anderson-Nathe, Kathi Ketcheson, Jean Tuomi, Amanda Katz, Irving Levin and the PSU Board of Trustees, Kimberly Cooper and the PSU Foundation Board, Eric Noll and the Student Senate, Bob Liebman and the Faculty Senate, Department Chairs, the Deans of our schools and colleges and the PSU community for their input to and support of this work.

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