Presidents Report

Strategic Plan

Diagram showing the structure of the Strategic Plan, with roles such as Board of Trustees, President, Strategic Plan Development Team, Communications Team, Project Support Team, and various topic teams.
Presidents Report

Strategic Plan Elements

- clarity
  - vision
  - mission
  - values
  - reputation
- focus
  - position
  - imperatives
- action
  - objectives
  - initiatives
Portland State 20/20

Presidents Report

Portland State University

Strategic Planning Process

Presidents Report

Portland State 20/20

Strategic Plan Development Team Chair


Strategic Plan Development Team

Proposals


Topic Teams

Strategic Questions

On-Going

University at Large

University at Large

Draft Plan


(Related to info is needed)

Facultv Senate

President's Executive Committee

Student Senate

Other

ACSA- Jan 2015

Academic Senate

Draft Plan with Public Comments

May - June 2015

Topic Teams complete May 1, 2015

(If the President feels additional public opinion is needed)

Strategic Plan Development Team

Recommendation

Sept. 2015

President

Recommendation

Board of Trustees

Ratifies


Portland State University Strategic Plan

coraggio group
Topic Teams

Community Partnerships, Engagement, and Civic Leadership

Student Learning and Academic Success

Innovative Research, Scholarship, and Creative Activities

Equity, Opportunity, and Access

Organizational Excellence and Financial Stability

Campus Climate

Faculty Roles and Structure

Global Excellence
Engagement

Perspectives and counting...click here to learn more
Listening Sessions Completed or Scheduled prior to Spring Break

1:1 Interviews
ALPS
ALT
Alumni (survey)
Alumni Board of Directors
Associate Deans
Board of Trustees
Chair Leadership Series
CLAS Advisory Board
Class Lead Staff
COTA Advisory Board
CUPA Advisory Board
Department: Geography
Department: UNST Faculty
EMSA Alignment Leadership
EXCOM
Faculty (survey)

Faculty Senate
Faculty Senate (survey)
GSE Advisory Council
Honors College Advisory Board
Judith Ramaley's Class
Maseeh College Dean's Advisory
President's Faculty Advisory Council
President's Faculty Breakfasts
President's Open Office Hours
PSU Foundation Board
SP Website: Strategic Questions/Vision/Mission
SPDT
Staff (survey)
Students (survey)
Students/Party in the Ballroom
1st Town Hall: PSU Values/Reputation/Position
Winter Symposium/Topic Teams
Questions?
Tuition
## Adopted Budget 5-year Forecast

<table>
<thead>
<tr>
<th></th>
<th>2011-13 Biennium</th>
<th>2013-2015 Biennium</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY13 Actual</td>
<td>FY14 Actual</td>
</tr>
<tr>
<td>Beginning Fund Balance</td>
<td>$ 49,933</td>
<td>$ 33,581</td>
</tr>
<tr>
<td>Revenues:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Tuition and Fees</td>
<td>213,195</td>
<td>217,752</td>
</tr>
<tr>
<td>Tuition Remissions</td>
<td>(15,527) -7.3%</td>
<td>(17,035) -7.8%</td>
</tr>
<tr>
<td>Net Tuition and Fees</td>
<td>197,667</td>
<td>200,717</td>
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<tr>
<td>State General Fund (includes SELP)</td>
<td>56,243</td>
<td>60,506</td>
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<tr>
<td>Other (F&amp;A recovery, interest, misc. income)</td>
<td>13,926</td>
<td>22,229</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>267,836</td>
<td>283,452</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Services</td>
<td>213,212</td>
<td>222,112</td>
</tr>
<tr>
<td>Operating Expenses &amp; Net Transfers</td>
<td>61,784</td>
<td>55,281</td>
</tr>
<tr>
<td>Total Expenditures &amp; Net Transfers</td>
<td>274,996</td>
<td>277,393</td>
</tr>
<tr>
<td>Net from Operations and Transfers</td>
<td>(7,160)</td>
<td>6,059</td>
</tr>
<tr>
<td>Use of Fund Balance for one-time items</td>
<td>(9,192)</td>
<td>(6,505)</td>
</tr>
<tr>
<td>Estimated Unexpended Current Year Budget (Carryforward)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Change in Fund Balance</td>
<td>(16,352)</td>
<td>(447)</td>
</tr>
<tr>
<td>Change as a % of Expenditures</td>
<td>-5.9%</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Ending Fund Balance</td>
<td>33,581</td>
<td>33,135</td>
</tr>
<tr>
<td>Fund Balance as % Operating Revenues</td>
<td>12.5%</td>
<td>11.7%</td>
</tr>
<tr>
<td><strong>Dollars in $000's</strong></td>
<td><strong>2011</strong></td>
<td><strong>2012</strong></td>
</tr>
<tr>
<td>------------------------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td>Salary &amp; Wages</td>
<td>$134,885</td>
<td>$141,481</td>
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<tr>
<td>Benefits:</td>
<td></td>
<td></td>
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<tr>
<td>Retirement Benefits</td>
<td>$16,800</td>
<td>$23,163</td>
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<td>PEBB Benefits</td>
<td>$24,550</td>
<td>$25,812</td>
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<tr>
<td>Other OPE (Benefits)</td>
<td>$10,852</td>
<td>$11,699</td>
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<tr>
<td>GA Fee Remissions</td>
<td>$6,655</td>
<td>$6,601</td>
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<tr>
<td>Services &amp; Supplies</td>
<td>$58,014</td>
<td>$59,270</td>
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<tr>
<td><strong>Total</strong></td>
<td>$251,756</td>
<td>$268,026</td>
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</table>
## Forecast Scenarios

### Dollars in 000’s

<table>
<thead>
<tr>
<th></th>
<th>Budget FY15</th>
<th>Build from Budget (10%/4.5%)&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Build from Budget (5%/3%)&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Build from Budget (0%/0%)&lt;sup&gt;1&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Fund Balance</strong></td>
<td>$ 33,135</td>
<td>$ 30,121</td>
<td>$ 30,121</td>
<td>$ 30,121</td>
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<tr>
<td><strong>Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Tuition and Fees</td>
<td>221,431</td>
<td>234,089</td>
<td>227,948</td>
<td>221,431</td>
</tr>
<tr>
<td>Tuition Remissions</td>
<td>(17,300)</td>
<td>(19,329)</td>
<td>(18,496)</td>
<td>(17,300)</td>
</tr>
<tr>
<td>Net Tuition and Fees</td>
<td>204,131</td>
<td>214,760</td>
<td>209,451</td>
<td>204,131</td>
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<tr>
<td>State General Fund</td>
<td>66,001</td>
<td>71,944</td>
<td>71,944</td>
<td>71,944</td>
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<tr>
<td>Other (F&amp;A recovery, interest, misc. income)</td>
<td>20,457</td>
<td>21,574</td>
<td>21,574</td>
<td>21,574</td>
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<tr>
<td><strong>Total Revenues</strong></td>
<td>290,589</td>
<td>308,278</td>
<td>302,969</td>
<td>297,649</td>
</tr>
<tr>
<td><strong>Expenditures:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Services</td>
<td>231,925</td>
<td>246,061</td>
<td>245,743</td>
<td>245,298</td>
</tr>
<tr>
<td>Operating Expenses &amp; Net Transfers</td>
<td>61,571</td>
<td>61,935</td>
<td>61,935</td>
<td>61,935</td>
</tr>
<tr>
<td>Expenditure Reduction</td>
<td>(4,709)</td>
<td>(9,584)</td>
<td>(4,709)</td>
<td>(9,584)</td>
</tr>
<tr>
<td><strong>Total Expenditures &amp; Net Transfers</strong></td>
<td>293,496</td>
<td>307,996</td>
<td>302,969</td>
<td>297,649</td>
</tr>
<tr>
<td><strong>Net from Operations and Transfers</strong></td>
<td>(2,907)</td>
<td>282</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Use of Fund Balance for one-time items</td>
<td>(8,912)</td>
<td>(5,690)</td>
<td>(5,690)</td>
<td>(5,690)</td>
</tr>
<tr>
<td>Estimated Unexpended Current Year Budget (Carry forward)</td>
<td>8,805</td>
<td>7,700</td>
<td>5,000</td>
<td></td>
</tr>
<tr>
<td><strong>Change in Fund Balance</strong></td>
<td>(3,014)</td>
<td>2,292</td>
<td>(690)</td>
<td>(5,690)</td>
</tr>
<tr>
<td><strong>Change as a % of Expenditures</strong></td>
<td>-1.0%</td>
<td>0.7%</td>
<td>-0.2%</td>
<td>-1.9%</td>
</tr>
<tr>
<td><strong>Ending Fund Balance</strong></td>
<td>30,121</td>
<td>32,413</td>
<td>29,431</td>
<td>24,431</td>
</tr>
<tr>
<td><strong>Fund Balance as % Operating Revenues</strong></td>
<td>10.4%</td>
<td>10.5%</td>
<td>9.7%</td>
<td>8.2%</td>
</tr>
</tbody>
</table>

1 - Resident Undergraduate tuition increase / resident and non-resident graduate and non-resident undergraduate tuition increase
Education & General Fund Balance

- Actual line shows a decline from $50 million in 2011 to approximately $10 million in 2016.
- Forecast line starts at $50 million in 2011 and also shows a decline to $10 million in 2016.
- Key percentages indicate a decline: 20% in 2011, 12% in 2012, 10% in 2013, 10% in 2014, and 10% in 2015.
<table>
<thead>
<tr>
<th></th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14*</th>
<th>2014-15</th>
<th>Proposed</th>
<th>2015-16</th>
<th>Increase from FY11 to FY15</th>
<th>Average Increase since FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Undergraduate</td>
<td>8.90%</td>
<td>-1.43%</td>
<td>2.23%</td>
<td>-0.38%</td>
<td>4.23%</td>
<td>9.32%</td>
<td>2.33%</td>
<td></td>
</tr>
<tr>
<td>Resident Graduate</td>
<td>6.32%</td>
<td>-1.74%</td>
<td>1.12%</td>
<td>1.06%</td>
<td>3.00%</td>
<td>6.76%</td>
<td>1.69%</td>
<td></td>
</tr>
<tr>
<td>Non-Resident Undergrad</td>
<td>6.20%</td>
<td>-0.52%</td>
<td>1.01%</td>
<td>0.97%</td>
<td>2.96%</td>
<td>7.75%</td>
<td>1.94%</td>
<td></td>
</tr>
<tr>
<td>Non-Resident Graduate</td>
<td>6.28%</td>
<td>-0.81%</td>
<td>1.10%</td>
<td>1.06%</td>
<td>3.03%</td>
<td>7.71%</td>
<td>1.93%</td>
<td></td>
</tr>
</tbody>
</table>

*Annual average Resident Undergraduate tuition
### Tuition & Mandatory Fee Recommendation

#### Tuition Category

<table>
<thead>
<tr>
<th>Tuition Category</th>
<th>Dollar per Credit Increase</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Undergraduate</td>
<td>$7</td>
<td>4.8%</td>
</tr>
<tr>
<td>Resident Graduate</td>
<td>$11</td>
<td>3.2%</td>
</tr>
<tr>
<td>Non-resident Undergraduate</td>
<td>$15</td>
<td>3.1%</td>
</tr>
<tr>
<td>Non-resident Graduate</td>
<td>$17</td>
<td>3.2%</td>
</tr>
</tbody>
</table>

#### Mandatory Fees

<table>
<thead>
<tr>
<th>Mandatory Fees</th>
<th>Dollar per Term Increase</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Building Fee</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>Incidental Fee</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>Student Health Fee</td>
<td>$5</td>
<td>4.2%</td>
</tr>
<tr>
<td>Recreation Center Fee (ASRC)</td>
<td>$0</td>
<td>0%</td>
</tr>
</tbody>
</table>

Overall Increase for Resident Undergrad Assuming 15 Credits per Term (full-time) $110 4.23%
Four Mandatory Fees:

1. Incidental Fee: Students voted to not increase the incidental fee

2. Rec Center Fee: No need to increase as the debt cost is fixed

3. Student Building Fee: Pays for debt on certain buildings – no increase recommended

4. Student Health Fee: Provides students with access to on-campus counseling and health care - $5 per term increase requested (4.2%)
Questions?
PSU Foundation
Advancing the Mission of PSU

PSU Board of Trustees Meeting
March 12, 2015
Françoise Aylmer, President/CEO
The “New” PSU Foundation
Successful Merger with University Advancement
July 1, 2014

**Mission**
To support Portland State University’s mission to be a leading public urban university.

**Vision**
To fulfill the philanthropic needs of the university.
Key Indicators of Merger Success

- $500,000 permanent budget reduction
- 5-month completion timeline
- 100% of staff transferred to the Foundation
- $2,000 reduction in benefits cost per employee yet premier package
- Clarity of purpose for all constituents
- A more engaged Board of Trustees
- Increased engagement with faculty
- No loss in fundraising momentum
Four-Year Running Totals and Rolling Averages
Fiscal Year 2015 (period 07/01/2014 thru 02/28/2015)
Fundraising Results

GIFTS TO PSU

- 2009-10: $12.8m
- 2010-11: $15.7m
- 2011-12: $19.7m
- 2012-13: $29.3m
- 2013-14: $39.3m
Performance Indicators: ROI

- FY13
  - ROI = 526%;
  - Cost to raise a dollar = $0.19

- FY14
  - ROI = 629%
  - Cost to raise a dollar = $0.16
Performance Indicators: Source of Gifts

WHO GIVES?

- Alumni & Students 48%
- Friends 38%
- Foundations & Corporations 8%
- Faculty & Staff 4%
- Other Organizations 2%
Direct Impact on University Budget

- University expenses paid with gift funds:
  - 2013-14: $15.4 million (a 65% increase since 2010)
  - 2012-13: $12.4 million
  - 2009-10: $9.3 million
    - $9.2 million: Academic programs, faculty/staff compensation, faculty travel
    - $2.6 million: Scholarships
    - $2.6 million: Capital projects
    - $1 million: Special initiatives, operations
Impact of Private Support

GIFTS AND PLEDGES FY 14
BY ALLOCATION

- Scholarships & other student aid: 45%
- Capital projects: 19%
- Academic divisions, library & research: 17%
- Faculty/staff compensation, community service/partnerships, faculty travel for conferences, other restricted purposes: 15%
- Unrestricted: 3%
- Athletics: 1%
Campaign Update

Typical Phases of a Campaign

• Planning/preparation (one or two years)
• Pre-campaign (Feasibility)
• Quiet phase (Raising top gifts—80% of goal)
• Kick off and public phase (intensive solicitation)
• Wrap-up (campaign ends, pledge collection continues, prepare for next campaign?)
Campaign Update: Planning and Pre-Campaign

• Feasibility Study results (2011)
  – Capacity analysis: $300 million goal set
  – Staffing: 19 new frontline fundraisers and support staff recommended
  – Build internal and external support for campaign
  – Timeline subject to funding 2012-2020.

• Lack of readiness assessed: Conduct a $50 million mini-campaign for scholarships while gearing up
Campaign Planning

- Environmental scan: Done
- Restructuring/Centralized shop: Done
- Infrastructure: In place except for new database
- $50 million mini-campaign for scholarships: at 99% of goal
- $20 million building campaign for SBA Building: at 89% of goal
- $25 million building campaign for Viking Pavilion: at 54% of goal
- Wealth screening: Done
- Staffing: 4 permanent new front-line fundraisers since 2012
- Staffing: 4 grant based front-line fundraisers
- Main themes: Done
- Campaign Budget: Under discussion
- Space: Under discussion
# Wealth Screening and Predictive Model

## Top Tier Major Gift Model Prospects with capacity over $100K

<table>
<thead>
<tr>
<th>Major Gift Model Tier and Giving Capacity</th>
<th>Assigned</th>
<th>Unassigned</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 2.5%</td>
<td>1,461</td>
<td>2,777</td>
<td>4,238</td>
</tr>
<tr>
<td>Top 5%</td>
<td>230</td>
<td>2,597</td>
<td>2,827</td>
</tr>
<tr>
<td>Top 10%</td>
<td>67</td>
<td>3,292</td>
<td>3,359</td>
</tr>
<tr>
<td>Total</td>
<td>1,758</td>
<td>8,666</td>
<td>10,424</td>
</tr>
</tbody>
</table>

65% increase since 2010

## Top Tier Major Gift Model Prospects with capacity $25 - $99K

<table>
<thead>
<tr>
<th>Major Gift Model Tier and Giving Capacity</th>
<th>Assigned</th>
<th>Unassigned</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 2.5%</td>
<td>214</td>
<td>4,099</td>
<td>4,313</td>
</tr>
<tr>
<td>Top 5%</td>
<td>53</td>
<td>4,700</td>
<td>4,753</td>
</tr>
<tr>
<td>Top 10%</td>
<td>14</td>
<td>9,038</td>
<td>9,052</td>
</tr>
<tr>
<td>Total</td>
<td>281</td>
<td>17,837</td>
<td>18,118</td>
</tr>
</tbody>
</table>

Grand Total 2,039 26,503 28,542
Big Ideas

• Healthy Communities
• Vibrant Economies
• Creating Futures
Campaign “Buckets”

- Scholarships
- Endowed Professorships/Chairs/Deans
- Program Support
- Research
- Facilities
Budget to Conduct a 5-year $300 Million Campaign

- $4 million for a transformational five-year campaign
- Lower funding with a longer timeline.
- Possible sources identified:
  - $750,000 from Foundation (retaining unrestricted gifts)
  - $1 million from OAA
  - $1 million from PSU
Comprehensive Campaigns: Transformational Fundraising

Rationale:
• Elevate opportunities and expectations of support
• Build a lasting culture of philanthropy
• Increase private funding to compensate for reduced state funding
• Rationale for lead gifts
• Grow the endowment to provide financial sustainability to the institution
• Unify the campus
Fundraising Growth with No Campaign
Anticipating 5% Annual Growth

- **FY14**
- **FY15**
- **FY16**
- **FY17**
- **FY18**
- **FY19**
- **FY20**

- **Annual Fundraising**
- **Endowment Market Value**
- **Staffing**
PSU’s First Campaign with No Investment

PSU Annual Fundraising
1998-2010

Total Raised (in Millions)

Fiscal Year


$40.00

$35.00

$30.00

$25.00

$20.00

$15.00

$10.00

$5.00

Building Our Future Campaign Begins

Building Our Future Campaign Concludes
Fundraising Growth with Campaign ($4M Investment)
Varying Annual Increase

- FY14
- FY15 (5% Growth)
- FY16 (5% Growth)
- FY17 (7% Growth)
- FY18 (10% Growth)
- FY19 (14% Growth)
- FY20 (19% Growth)

Increase (in Millions)

FY14: $40
FY15 (5% Growth): $50
FY16 (5% Growth): $60
FY17 (7% Growth): $70
FY18 (10% Growth): $80
FY19 (14% Growth): $90
FY20 (19% Growth): $100

Growth:
- FY14: 0%
- FY15: 5%
- FY16: 7%
- FY17: 10%
- FY18: 14%
- FY19: 19%
- FY20: 25%
Campaign Results and Timeline Based on Funding

- **FY15** - $40.00 (Business as Usual)
- **FY16** - $50.00 (Business as Usual)
- **FY17** - $60.00 (Business as Usual)
- **FY18** - $70.00 (Annual growth of 5%, 7%, 10%, 14%, 19%)
- **FY19** - $80.00 (Annual growth of 5%, 7%, 10%, 14%, 19%)
- **FY20** - $90.00 (Annual growth of 5%, 7%, 10%, 14%, 19%)

**$4 Million Investment (Annual growth of 5%, 7%, 10%, 14%, 19%)**

167% Growth

36% Growth

Business as Usual

$10.00, $20.00, $30.00, $40.00, $50.00, $60.00, $70.00, $80.00, $90.00, $100.00, $110.00, $120.00

Total Raised (in Millions)
TOTAL ENDOWMENT
(as of June 30, 2014)

- USC: $4.6 billion
- UW: $2.8 billion
- UoF0: $627 million
- OSU: $511.4 million
- PSU: $52.3 million
CAN WE?

- Wealth Screening/Predictive Modeling to go beyond goal
- Consistently Positive Trends
- Urgency
- Transformational ideas
- Recognition of PSU as worthy of significant investment
We Can, We Will!

Questions?