Portland State University: Strategic Plan

Vision
We serve and sustain an urban region through our creativity, collective knowledge and continuous innovation. We are dedicated to collaborative learning, innovative research, sustainability, and community engagement. We advocate for diversity and inclusion in all of our work. We promote access, inclusion, and equity as pillars of excellence. We commit to scholarly, collaboration, stewardship, and sustainability. We strive for excellence and innovation that solves problems. We believe everyone should be treated with integrity and respect.

Mission
Portland State University pursues excellence through Engagement, Innovation, Collaboration, and Transformation.

Values
Accessibility, Innovation, Collaboration, and Transformation.

Reputation
We are an anchor institution, providing the Portland region with a highly educated population, substantial economic impact, and significant cultural 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 suburbanized and diverse community.

Position
We are an anchor institution, providing the Portland region with a highly educated population, substantial economic impact, and significant cultural 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 suburbanized and diverse community.

Strategic Goals

ELEVATE STUDENT SUCCESS
Support a diverse faculty to advance teaching and research, honor academic freedom and prioritize investments to ensure relevant and high-quality academic programs. Enhance teaching environments, including curriculum, to ensure inclusion and affinity for all students.

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

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

Initiatives

#1: Build Students First
1.1 Explore and put into place new strategies to contain the cost of completing a PSU degree.
1.2 Identify and remediate administrative policies and procedures that impede student success by improving support services, programming and access to courses and programs.
1.3 Undertake efforts to improve academic success by increasing the inclusion of, respect for and affirmation of all communities of students.
1.4 Explore and commit to measures that improve overall student wellness, safety, food and housing security and other concerns that can become barriers to student success.

#2: Clarify Academic Pathways
2.1 Clarify and simplify university requirements.
2.2 Help students navigate their course work and more effectively and efficiently toward graduation.
2.3 Create programs and services in conjunction with community colleges and other institutions to ensure clear pathways for transfer students.

#3: Use Best Practices to Advance Student Retention
3.1 Increase advising affordability, revitalize learning systems and improve the visibility of student support services.
3.2 Expand culturally relevant and culturally specific support for students from diverse communities.
3.3 Maximize use of analytics to improve student outcomes.

#4: Design and Offer Program Applications 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 the 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, research efforts and creative endeavors.

#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 support in support student learning.
5.3 Increase access to, and education about, 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 and improve 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.

#7: Broaden International Opportunities
7.1 Expand opportunities for international and cross-cultural learning experiences, including study abroad, campus exchanges, internships, community-based learning and project-based courses.
7.2 Increase international and cross-cultural perspectives on campus and in the classroom.
7.3 Expand faculty in areas where PSU is known for excellence, that show the greatest potential for collaboration and in which we have a competitive advantage.
7.4 Promote and incentivize faculty research, including support for dopamine with limited opportunities for external funding.

#8: Prioritize for Impact
8.1 Determine and prioritize research investment and academic programs in areas where PSU is known for excellence, that show the greatest potential for collaboration and in which we have a competitive advantage.
8.2 Promote and incentivize faculty research, including support for dopamine with limited opportunities for external funding.
8.3 Support programs that expand the number and demographic diversity of student and faculty members.
8.4 Create opportunities for international and intradisciplinary engagement in existing campus housing, cultural and recreation programs.
8.5 Develop innovative language immersion in academic and extracurricular activities.

#1: Recognize & Develop Excellence in Teaching
1.1.1 Support student community engagement experiences throughout the lives and careers of alumni by connecting students and campus initiatives to alumni who wish to remain engaged.
1.1.2 Current PSU to ongoing dissemination of knowledge about collaborative practice, community building and social justice to encourage the lifelong engagement of PSU graduates in their communities.
1.1.3 Engage with regional school districts to ensure more students are prepared for college.

#2: Make PSU’s Engagement More Visible and Accessible
2.1.1 Organize, communicate and disseminate information on collaborative opportunities, projects and outcomes.
2.1.2 Facilitate opportunities for partners who wish to join in for community-based learning, applied and collaborative research, internship placement and initiatives that build community.
2.1.3 Create a research academy to codify the principles and impact of engagement and inform the whole PSU community through research, data collection and academic writing.

#3: Enhance Internship Opportunities
3.1.1 Encourage academic programs to establish internship programs where relevant to their curricular mission.
3.1.2 Expand community-based learning opportunities prior to the senior year.
3.1.3 Offer flexible internship opportunities for students who face challenges in balancing family, work and engagement responsibilities, or for students who require accommodations.

#4: Elevate PSU’s Role as a Regional Anchor Institution by Advancing Our Strategic Partnership Agenda
4.1.1 Strengthen and deepen university-wide, strategic partnerships with key business, government and other entities to deliver on our region’s economic capabilities.
4.1.2 Expand university-wide and enter into strategic partnerships with key business, government and other entities to deliver on our region’s economic capabilities.
4.1.3 Work in concert with Oregon Health and Science University and other partners to create new health and life sciences programs.
4.1.4 Build a university-wide infrastructure to coordinate and communicate common key components of a PSU industry/academic/ workforce development agenda – i.e. leadership, career pathways, research and development, etc.
4.1.5 Develop a strategy for leveraging our purchasing, employment, and investment priorities to advance equity, sustainability and community well-being.

#5: Define and Measure Diversity Learning Outcomes
5.1.1 Incorporate assessment of diversity learning outcomes in academic units and the Diversity Action Plan.
5.1.2 Train faculty to incorporate diversity elements in their courses.

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

#7: Plan for Resiliency
7.1.1 Design and implement a comprehensive emergency plan that prepares PSU for natural disasters and other extraordinary circumstances.
7.1.2 Establish key partnerships to ensure insurance coverage and mitigate losses.

#2: Diversity Revenues Streams
2.1.1 Pursue strategic growth of our revenue streams (particularly matching funds, philanthropy, research, and auxiliary enterprises) to support our institutional mission.
2.1.2 Engage with revenue streams to manage through the institutional budgetary cycle of higher education funding and to make longer-term strategic investments.
2.1.3 Follow principles of improving quality, performance, efficiency and outcomes, and supporting our core operations.

#3: Improves University Systems and Support
3.1.1 Elevate or modernize procedures or systems that are duplicative, inefficient or add unnecessary costs, taking into account costs generated by work and paying particular attention to costs incurred by students.
3.1.2 Improve campus facilities and systems.
3.1.3 Provide professional development opportunities and support for staff.

#4: Advance Campus Communication
4.1.1 Determine and implement the most effective ways to improve communication systems and culture to keep our community informed.

#5: Cross-Campus Community Development
5.1.1 Create a multi-disciplinary community development initiative that connects and integrates the work of our cross-campus community.

#6: Path of Resiliency
6.1.1 Create and implement a comprehensive emergency plan that prepares PSU for natural disasters and other extraordinary circumstances.
6.1.2 Establish key partnerships to ensure insurance coverage and mitigate losses.
Let Knowledge Serve the City: The Strategic Goals of Portland State University – 20015-2020

Key performance indicators

This is a preliminary list of key performance indicators for the new strategic plan. More will be developed as the plan moves forward. Many of these are based on metrics we currently measure, while others would require developing new measures or collecting additional data.

GOAL 1
› Freshman Retention (% returning after one year)
› Transfer Retention (% returning after one year)
› Freshman Graduation Rate (% graduating within 6 years)
› Transfer Graduation Rate (% graduating within 6 years)
› Programs successfully completing academic program review
› Total graduated and retained
› Student-to-Faculty ratio
› Percent of graduate students who receive financial assistance from PSU

GOAL 2
› Number of faculty with externally-funded projects each year
› Total Sponsored Projects
› Number of graduate research assistantships on sponsored projects
› Funded graduate students
› Faculty Compensation (% mean of peers)
› Percentage of teaching-intensive faculty with continuous employment (currently not tracked, but could be via administrative records)
› Diversification of the faculty.
› Retention and promotion of faculty who hold marginalized identities
› Tracking the experiences of diverse faculty and students
› Number of sustained community partnerships.

GOAL 3
› 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)
› Hours of service to the community each year
› Number of internships that offer academic credit
› Other metrics as determined by the Strategic Partnership Council

GOAL 4
› Student diversity (%)
› Faculty diversity (%)
› Staff diversity (%)
› Number of bachelor’s degrees awarded to Pell eligible Oregonians
› Graduation (rate and number) of students from specific underrepresented communities.
› Number of students served by support services designed for underrepresented students
› Number of students successfully completing study abroad offerings (including short-term faculty led study abroad)
› Number of international students enrolled at PSU in degree or certificate programs

GOAL 5
› PSU's value of economic impact on the region (in dollars)
› Increased philanthropy/gifts to PSU ($ millions)
› Annual net revenue/deficit
› PSU Fund Balance on 6/30 of each year
› Number of patents and licenses
Comments on the Strategic Plan Process and Finished Product

As the Board representative to the Strategic Plan Development Team (SPDT), I want to share some thoughts about the process, and the product we are sending to the Board. Please offer my comments to Board members or not, as you see fit.

The SPDT process was remarkable for the high level of engagement by representatives of all the constituencies which make up PSU. It demonstrated deep caring for the future of our institution, was extremely collaborative, respectful, and inclusive. It began on the heels of serious labor issues, so the degree to which the team embraced the process and worked together has been reaffirming. Many individuals worked very hard to create the plan, and I think most are proud of the end result. Wim remarked to me early on that the journey may have as much or more significance as the product. This thought rings true now because of the hard work and esprit de corps of the SPDT, and also because of what the draft we are sending for Board approval is, and isn’t.

Our work product is not a strategic plan in whole cloth, but more a declaration of aspirations and a conceptual framework. In it is a wide variety of strategies which call for many high-minded goals, and ambitions toward greatness in access, teaching quality, research, international and regional impact, etc. The collaboration mentioned above yielded a “something for everyone” quality to the work and document. There is nothing wrong with any of this---there’s a lot right with it----but it is not a finished strategic plan.

The SPDT’s purview did not include financial considerations, nor did we tackle implantation planning. So much work lies ahead to determine what we can afford, what is most important, and how and when to proceed towards the plan’s strategies and initiatives. As such there is much white space between the document, and prudent approaches to proceeding. (Certainly there are many initiatives which do not require huge change or significant funding, so are more immediately actionable.)

The SPDT believes its work is done, and plans at most one more meeting pending the Board’s request for clarifications or changes. My concern is that much financial and other types of planning needs to take place and important decisions made, before the plan becomes a Plan. I worry that this might take time and feel somewhat less inclusive to those who participated in creating the plan.

What I think is necessary is for the Board to consider this plan as step one, while recognizing that a similarly inclusive process lies ahead with integrated financial projections, timing and priorities established. Some or all members of the SPDT could serve, or a similar group might be
created for the next body of work. This may have always been the idea, but I would urge care and consideration in the messaging, so that it doesn’t end up feeling like the Board and administration have taken over the process.

I have appreciated the opportunity to observe and contribute to this effort, and to be a part of this impressive team.

Irving Levin