One Voice, One Plan: Working Together to Design PSU’s Future

With a challenging academic year drawing to a close, the 2014 Annual Leadership Planning Session retreat represented a timely opportunity for dozens of University and community stakeholders to come together to share their thoughts and ideas on the future direction of PSU. On May 20th, nearly 85 people, including faculty, staff, students, administrative leaders, and Trustees convened to take a unifying first step in developing PSU’s next strategic plan. The collaborative structure of the day set an important early precedent for how the plan will be developed in the months ahead, beginning this fall and culminating in September 2015.

The Three-Fold Purpose for ALPS 2014

1. Set the stage for re-connecting and unifying University stakeholders.
2. Enter into a facilitated dialogue on how the strategic planning process might be organized.
3. Start the conversation on key opportunities and challenges that will be important for the strategic plan to address.

How the Day was Organized

Coraggio Group, a Portland-based consulting firm with significant higher education experience, was selected to facilitate the work session. The facilitators designed the day to be highly interactive and engaging for all involved. This approach helped to surface a broad range of good thinking from participants on an array of interesting and thought-provoking topics. Eight specific questions were asked and the participants, who were organized in 11 different teams, were given time to discuss their perspectives, then share their table’s insights with the larger group for discussion. Inputs for each question are summarized as part of this report on the pages that follow. Also included as part of this report is a companion document that provides a complete breakdown of all inputs recorded for each of the eight questions posed.

The Eight Questions

1. Imagine PSU in 2020. What are the headlines you’d like to see?
2. What should PSU’s contribution be to the local community, the region, and the world?
3. How can we keep a high-quality PSU education accessible when education costs are rising so steeply?
4. How do we ensure adequate representation in the Strategic Planning Process without making the process too cumbersome?
5. What should PSU’s top three goals be over the next 3-5 years? What are the biggest barriers to those goals?
6. Who are the stakeholders for the Strategic Planning process, and what are three specific ways to make the process transparent?
7. What three strategic questions must the strategic plan address?
8. How do we keep today’s momentum alive when we have the summer break ahead?

There was great deal of alignment and enthusiasm across all 11 teams, based on the responses each group shared. Bold and aspirational thinking certainly led the way for each question the teams dove into.

Key Themes from the Day

- PSU needs to re-think its value proposition to students, and re-define the many ways they benefit as a result of a PSU education.
- The University will continue to play a significant role locally, regionally and statewide, with great headway made on the global stage as well.
- The planning process itself must be highly transparent and open, and should spend significant time in outreach. At the same time, it must be as efficient and straightforward as possible.
- PSU’s strategies must be built on its successes to date, and with a common vision of the future—there is a need to declare what the University wants to be, and then boldly pursue that.
Trade-offs will be difficult, but critical to a successful plan. Being courageous about what PSU needs to stop doing is as important as what the University should start doing.

What’s Next

Certainly there is much work ahead and some heavy lifting to be done. The good news is that ALPS 2014 represented a giant leap forward in terms of gathering input and ideas from key stakeholders on what the process needs to look like and who needs to be involved. As a result of the day, the strategic planning work is off to a strong and exciting start. Certainly, maintaining the momentum built on May 20th will be important. Equally important is the need to design and implement a process that reflects the guidance gleaned during the day. A few of the immediate next steps that participants agreed to include:

- This summer, a draft process will be created for how the strategic planning work will unfold, including methods for stakeholder input and ratification.
- Strategic planning will begin this fall and will likely span through much of the coming academic year, targeting completion in September 2015.
- The planning process will be inclusive, transparent and accessible to the University’s diverse stakeholder community.
- The planning work will be widely and regularly communicated through a range of media channels.

What follows is a summary of themes and specific insights recorded against each of the eight questions posed by the facilitators. Any questions about the day can be directed to Lois Davis at 503-725-2685 or by email at loisdavis@pdx.edu.

Thank you for choosing Coraggio as your facilitators.

- The Coraggio Team
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### Key Strategic Questions

These were more substantial questions that Coraggio had the tables really spend some time on. Twenty minutes were provided for table discussion, the tables reported out their thoughts to the whole group for approximately 20 minutes, and then we spent some time discussing the issues as an entire group. Importantly, we asked the participants to think in bold ways and answer some of these questions from a “can-it” point of view.

### Strategic Hustles

Coraggio used what we call “Strategic Hustles” to get tables to work through a question more quickly, and gather a larger volume of short answers. For the Strategic Hustles, we gave the tables 10 minutes to formulate their answers, we spent 15 minutes going through report-outs, and then had a summary discussion for approximately five minutes. To ensure that we gathered multiple perspectives throughout the day, we asked each table to assume a “point of view” from which to answer the Hustle questions.
Imagine PSU in 2020. What are the headlines you’d like to see?

Why is this question important?

There’s a saying, “if you don’t know where you’re going, any road will take you there.”

Imagine creating a strategic plan for PSU without a clear understanding of where the institution would be heading over the coming years. Having an agreed upon vision for PSU will give clear direction to the strategic planning work that will kick off this fall. Though we did not have time to develop a final vision statement during the ALPS retreat, this question helped to set the stage for the level of thinking that took place during the day. It also revealed some very bold possibilities!

With nearly 90 stakeholders in participation divided into 11 teams, there was an impressive level of alignment in terms of how stakeholders imagined PSU’s future.

The assignment was to choose a publication and then write the headline (or headlines) each table team imagined reading about six years hence.

After some lively table interaction, what surfaced were 11 bold, aspirational ideas that envisioned a financially stable institution making a meaningful difference—certainly in the lives of its students—but also as an influencer at the regional, state, national and global levels.

Below are a few excerpts from the report-outs:

The Economist
“Oregon achieves 40-40-20 with PSU leading the way”

PSU: The Gold Standard for Urban Universities

USA Today
“PSU recognized as Leader in Internationalization Start-Up Companies”

The New York Times
“PSU Emerges as Nation’s Top Ranked Urban University”

Fast Company
“PSU, the Change-Maker: Teaching Students to Beat the Odds”

The Wall Street Journal
“Buffet and Gates Endow PSU $1b”

US News & World Report
“PSU Emerges as Nation’s Top Ranked Urban University”
Key Strategic Question #1

What should PSU’s contribution be to the local community, the region, and the world?

Why is this question important?

At its core, PSU is a mission-driven organization. And while that mission certainly involves education and research—those student-centered areas that are the raison d’être for a university—we also must recognize that the influence of a university doesn’t end at its walls, or with its students. There is a broader impact to be considered, and having alignment on that intended impact will be important as we design our strategies to move PSU into the future.

The ALPS participants identified a broad range of contributions to the world outside of the institution, and had interesting conversations questioning what PSU’s “region” really is. Coming to a better definition of the region influenced by PSU may be part of the Strategic Planning process, as it has implications for which institutions PSU will collaborate with, and what PSU’s core catchment area is.

Without question, delivering a high-quality education was agreed to be the most important contribution, as was the principle of PSU being more accessible than other institutions. In general, participants also seemed to align on the idea that PSU has an impact on the local, regional, and state economies not only through its contribution to the workforce, but also through its contributions to innovation and entrepreneurship. In the regional and international arenas, the participants noted PSU’s leadership role in shaping urban design and sustainability principles.

General
- Entire span of education: pre-K through graduate school
- Innovation
- Collaboration with local community and educational institutions (community colleges, international universities), as well as between urban/rural
- Leadership (active, sustainability, cultural)
- Interconnectedness between PSU and community/world

Local
- Positive impact (cultural and economic) to Portland’s community as well as help address local issues
- Access to arts and culture/connecting the arts and education communities
- Access to high quality, affordable and accessible higher education
- Innovative, educated and enriched citizens

Regional
- Impact public policy
- Help create the link between students and employers
- Excellent and beneficial research

International
- Global leaders and citizens
- Leaders in sustainability
- Skills and knowledge to international students
Key Strategic Question #2

How can we keep a high-quality PSU education accessible when education costs are rising so steeply?

Why is this question important?
The national conversation around student debt and the rising cost of tuition is hard to miss—this is a major concern across the United States today. Regionally, PSU is still a relatively accessible urban school. But these national trends are not likely to change, so an ongoing strategic challenge for PSU will be to secure the resources necessary to provide that high-quality education to as many students as possible.

ALPS participants were asked to formulate their responses to this question in a "can if" format. One broad trend that was particularly intriguing and innovative was to shift more towards a competency-based model and away from the model of credits and requirements. A majority of participants also suggested that funding models would need to change in some significant ways as the institution goes forward—the changes to the landscape have been too significant to rely on older models of funding.

Some key themes heard from the participants include:

**We can, if we rethink our service delivery model.**
- Credits – rethink as measure of learning
- Pedagogy – structure of sequence and delivery, innovative methods/models, efficient degree programs, fewer and higher quality programs, competency-based
- Educational outcomes – make decisions with students in mind
- Tuition – link to cost, refund for graduation
- Reduce rules and regulations, allowing more focus on education

**We can, if we change our funding.**
- Stabilize sources
- Find alternative and new sources (tax revenues, sell assets)
- Build endowments
- Develop new funding model that relies less on tuition increases

**We can, if we focus on recruitment and retention - improve SEM, change operational culture.**

**We can, if we focus on rewards for opportunities, innovations and risks.**
Key Strategic Question #3

How do we ensure adequate representation in the Strategic Planning process without making the process too cumbersome?

Why is this question important?

As we start to design the PSU Strategic Planning Process, we need to balance an inclusive process with one that gets to a result. Both process and results are critical, but one can’t be at the expense of the other. The input from this question will help us find the right balance of both, ensure we get the best of everyone’s thinking, and ensure the result is both impactful and actionable.

As with the previous Strategic Questions, the table teams had a good discussion about what balance works in the PSU environment. A few major themes emerged from the discussion, as well as some tactical suggestions on how to run the process.

Major Themes

First, the process for developing the PSU Strategic Plan needs to be an accessible and iterative process. Diverse groups will want input into the plan, and those ideas will need to be shared broadly and openly. As the process gets started, good ideas will surface, and then will be built upon and discussed along the way. It will be important that the process encourage a lively, active debate.

Second, the group agreed that it was important not to get mired in process. Anyone who has ever been involved in Strategic Planning knows that sometimes it can feel like it drags on for a long time. At some point, the debate needs to come to a decision. As a result of the process, that decision will be based on insight and discussion which has considered many different, sometimes divergent, points of view. As one group put it, “Build trust through engagement, but ultimately get to a plan and show traction on progress.”

Tactical Ideas

Some specific ideas that were discussed for successful process design included:

- Analyze prior strategic plans to identify themes
- Establish rules of engagement and principles for the selection of final initiatives
- Conduct a survey with carefully worded questions for input
- Offer a variety of group meetings, using both existing forums such as Faculty Senate and new forums, with “unlikely pairs” leading the discussion (planning process leaders who may have different points of view)
- Model the process like ReThink, as an iterative process
- Build a dedicated webpage, with a record of decisions and process, where everyone can visit and contribute
- Create a steering committee with a variety of stakeholders that will make the ultimate decisions
What should PSU’s top three goals be over the next 3-5 years? What are the biggest barriers to those goals?

Why is this question important?
“What you get by achieving your goals is not as important as what you become by achieving your goals.” Henry David Thoreau

At the very core of Strategic Plan development is achieving clarity and alignment on goals. This question explores the potential goals that will guide PSU’s Strategic Plan – specific, measurable areas that will positively impact the University, its students, and its stakeholders. The answers to this question provide initial themes that will be explored through the PSU Strategic Planning Process. However, goals always involve significant barriers to overcome, otherwise they aren’t as aspirational as they should be. So this question has two parts – first the goals, then the barriers.

The 11 groups were asked to answer this question from a specific Point of View – as a way to show the many perspectives on PSU’s future, but also to show how important the work of alignment on goals will be. The Points of View were:

- Current PSU Students
- Future PSU Students
- Citizens of Portland
- Citizens of the World
- Donors & Alumni
- PSU non-Faculty Staff
- PSU Board of Trustees
- PSU Faculty
- PSU Administration

There was considerable alignment on the goals, even when the question was viewed from different points of view. While more than 35 goals were discussed, a few of the main goal themes are highlighted here:

- Create a shared and focused Vision (Administration, Faculty, Board of Trustees)
- Ensure the economic viability of PSU (Administration, Board of Trustees)
- Decrease the cost of education (Current Students, Future Students)
- Prepare students for a career (Current Students, Future Students, Donors and Alumni, Citizens of Portland)
- Develop PSU as a center of Innovation (Citizens of the World, Citizens of Portland, Faculty)

Once the 11 groups had identified their goals, we asked that they identify the barriers to those goals. The barriers were even more consistent than the goals – lack of resources, lack of a cohesive PSU identity, “turf wars” and organizational rigidity, and responsiveness to student needs.
Who are the stakeholders for the Strategic Planning process, and what are three specific ways to make the process transparent?

Why is this question important?
Over the summer, a proposed planning process will be designed for stakeholder consideration and ratification. The insight gleaned from this question will be essential in informing the overall planning approach, identifying the key stakeholder groups to be involved, and identifying specific ways to ensure transparency from start to finish.

Based on the group discussions, two guiding principles emerged:

First, the best and most thoughtful strategic plan for PSU will not be developed by a select few who retreat to a clandestine star chamber to secretly plan the University’s future. The right plan for PSU will be the result of diverse points of view emanating from PSU’s broad and diverse constituency, including students, staff, faculty, administrative leadership, civic and business leadership, education partners and parents—just to name a few.

Second, the process will need to be designed with transparency at its core. While there will be many stakeholders actively involved in the planning process, there will be many more who will not be able to participate in a hands-on way. Yet, these stakeholders are just as important and they will most certainly have an interest in how the plan is evolving. They may even have an interest in weighing in on certain aspects of the plan. We want to make sure that anyone who has an interest in doing so has a way to communicate his or her thinking.

It’s important to acknowledge that this past year has been challenging. In many ways, this plan and, more specifically, the process to complete the plan, represents a potential new day for strengthening trust, forging new relationships and putting the past in the past. It’s an opportunity to take a big, collective leap forward.

In short, participants in the ALPS retreat believe that PSU’s five-year strategic plan should be developed collaboratively.

A few stakeholder groups identified through the table discussions included:

- Administration
- Faculty
- Staff
- Students
- Local Community
- Employers
- Parents
- Alumni
- Donors

There were also some specific methodologies suggested:

- Focus Groups
- Faculty Inquiries
- Website Repository
- Surveys
- Crowdsourcing
What three strategic questions must the Strategic Plan address?

Why is this question important?

There are myriad challenges and opportunities that will be explored as part of the Strategic Planning process. As a way to bring focus to the work ahead, this question provides a valuable glimpse at what the day’s participants were thinking in terms of what PSU’s strategic plan needs to consider and, ultimately, solve for.

Two of the greatest benefits a strategic plan provides an organization is clarity and focus. Clarity on who we are, where we’re going, why going there is important and how we’re going to get there. And a sharp focus on the specific actions that will be taken to move the University closer to realizing its stated vision and achieving the goals set forth in the strategic plan once it’s complete. Without this kind of clarity and focus, we risk falling behind and losing ground.

As the 11 groups reported out on their discussions, it became clear that there is strong alignment on several fundamental questions. These include:

1. What kind of university do we want to be?
2. How do we establish a value proposition for all of our students?
3. What will be our path to economic viability?
4. How will we measure our progress?
5. What are we going to stop doing?
6. How can we build on our current successes?

These are only six of the approximately 75 recorded questions from the day. The right planning process, combined with the commitment to include a diverse range of stakeholder input will help to sort through and prioritize the University’s most important opportunities and challenges. The plan may not address all questions, but it most certainly will address the ones deemed most important.
How do we keep today’s momentum alive when we have the summer break ahead?

Why is this question important?

The ALPS retreat is a rare chance to gather pre-planning input from a broad group of stakeholders for inclusion in the Strategic Planning process. As expected, the group produced a tremendous amount of input and thinking that will help to ensure the right overall planning approach. Perhaps more importantly, the group began to think strategically and collaboratively. This alignment is a precious commodity, and ensuring that it doesn’t go fallow over the summer months will give the formal process a much better start in the fall.

The ALPS attendees generally agreed that it is unnecessary and undesirable to expect the group to do much Strategic Plan work over the summer, but that an informational process would keep stakeholders engaged and prepared to start the process in earnest this fall. The group generally saw four main opportunities for the planning process to maintain momentum over the summer:

- The first and most urgent is for Coraggio Group to prepare this report from the ALPS retreat. This will allow attendees to refresh their memories of the day’s discussions, and will also be a tool that they can use as ambassadors when they speak to their respective peers about the beginnings of the process.
- The group also saw summer as an opportunity for the planning team to develop a timeline and identify milestones detailing the major portions of the 6-12 month planning process.
- Participants stressed the importance of conducting a serious review of the existing plan as an initial step for the new plan, so as not to “throw the baby out with the bathwater.” Many of the key elements of that plan will still apply, and should form the basis for the new plan.
- Finally, the group recommended using the summer months to communicate with stakeholders about all of the items listed above. This will bring newer participants “up to speed” and will allow current participants to stay abreast of the planning process.
Portland State University was honored to invite the following to the 2014 Annual Leadership Planning Session:

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<td>Wim Wiewel</td>
<td>Office of the President</td>
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<tr>
<td>Mark Wubbold</td>
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