Community Partnerships, Engagement, and Civic Leadership

- How can we complement the educational offerings of other Oregon universities, while we are also competing with them?
- Who is missing at the table as representatives of who we serve; i.e. Employers, City of Portland, Portland Public Schools, Portland Community College, etc.?
- How will PSU advance its leadership role in supporting K-12 STEM education and the development of a diverse and highly capable STEM workforce?
- How do we create a learning community that encourages collaboration and shared successes across schools, disciplines, institutions, and with the broader community we serve? And how do we do this without burning out dedicated faculty, staff, and students?
- Will the SP change the URBAN experience PSU provides students? What will stay the same and what will change?
- How should the relationship between PSU and the state evolve over time?
- What should PSU strive to accomplish in its relationship with OHSU?
- Should PSU and OHSU combine?
- How does our community (students, staff, stakeholders, neighbors, businesses) feel about/react to the plan achievements?
- How does the University tie its effectiveness to the business and social science needs of the region?
- It is almost a daily occurrence to discuss one of the many important or glowing aspects of PSU and discover nobody knows about them. Not even many Trustees or active supporters know this information or much else about PSU. We have a definite PR deficit, so first, could we please address the perception gap (or ignorance) of what PSU is already and how many in our community know this?
- Does ‘serve the city’ capture all that our institution serves?
- How do we become more attractive to students, parents and friends?
- How do we work better with community partners to strengthen a) what we can do for them b) increase demand for our graduates?
- How can we better utilize the thought leadership at PSU, on boards, in community, w/ PSU Foundation?
- What most will shape life in the metro area in the next decade and how does that impact PSU?

Student Learning and Academic Success

- What can we do to improve the quality of the applicants for admissions?
- How do we strengthen post university success ratios?
- How does the University foster student success in the areas of excellence we create?
- How should PSU measure ‘success’ of its graduates?
- How much emphasis should PSU place on career readiness of its graduates?
• Is the SP going to help meet completion goals?
• How can we ensure the consistent delivery of excellent education while we are striving to influence the city of Portland and the world at large?
• How can we deliver an education that prepares students for the workforce, without narrowing the scope of the education we deliver?
• What specifically do we mean by "excellence in student learning, innovative research, and community engagement"?
• How can we maintain the quality of the education we deliver while ensuring that more students have access to it?
• How will the rise of online learning affect PSU?
• Will the Strategic Plan focus on ensuring career development and job readiness of our graduates and aligning student learning with regional economic need without restricting student choice?
• What is our vision for our students? Graduation? Taking advantage of the wonderful opportunities at PSU? What might we need to change at the beginning of student's experience with PSU to ensure their retention and ability to participate in this vision? An admissions deadline?
• If we pose questions to APPC one of them should be, “How often do we execute this prioritization process?”
• What will an education mean in the future? How can we (as an institution that is deeply motivated by a concern for the experience of our students) work together with our students and members of the community to decide what that means?
• How do we come up with creative ways for our students to emerge from PSU as informed and dedicated professionals?
• How do we capture the totality of the student experience? Many of the best student experiences happen outside the classroom… how do we account for this to understand where we added value and how we fell short?

**Innovative Research, Scholarship, and Creative Activities**

• Given the rapid changes in higher education, how do we stay agile and forward thinking so we can stay ahead of what the future presents us?
• How do we make sure we stay relevant in teaching, research and community engagement?
• How can we enhance a culture of innovation at PSU when we are subject to the restrictions of state funding?
• Should more resources be focused on STEM and less on humanities?
• In what areas of academic excellence and research should we excel?
• Which ‘schools’ within PSU are going to be cornerstones for the vision of PSU? Should those schools get additional funding?
• With the opening of the health sciences building should PSU leverage and invest more in science fields and become more of a research institution?
• Should we only focus on programs that are in line with PSU’s strategic vision and reduce programs that are not aligned?
• What areas of growth and emphasis should be focused on with in the colleges and why?
• What will be sky indicators (leading/lagging) for excellence, innovation and engagement and how often will these indicators be shared with the greater community.
• How do we promote the kind of interdisciplinary thinking and skills so necessary in today’s world?

**Equity, Opportunity, and Access**

• Can PSU generate the kind of knowledge and working relationships that will ensure that the people who live work and play here (in the Portland metro area) can lead a meaningful and equitable life?
• How do we move forward w/ learning technology in a way that increases access but maintains the benefits of face to face?
• How do we continue to provide access for students with a diey budget?
• What progress ensures graduation and support for students of all backgrounds?
• What trade-offs, if any, are needed between the focus on “excellence” and that of providing broad access and opportunity?
• How should the university relate to high schools and community colleges and other sources of incoming students?
• With current changes to the high-level staffing in global diversity and equity how does Portland State University propose to continue to make the campus one that is welcoming and tolerant of domestic minorities in particular and all people of color?
• Will the mix of in state and out of state students change?
• Will the mix of residential vs. commuters student change? If so, how will that affect student life?
• Does PSU still intend to increase enrollment for 40-40-20 purposes and how is a new SP likely to impact this objective?
• How will PSU engage 2nd lifers/boomers who are retiring and want opportunities for engagement, lifelong learning and giving back?

**Organizational Excellence and Financial Stability**

• How do we design a budget model that is sustainable and able to adequately support the PSU mission?
• How will the University move towards more stable and reliable funding without incurring larger student debt?
• What is the right blend of serving the state and increasing tuition revenue and diversity by increasing out of state and foreign students?
• What role should philanthropy play in the future of PSU? Is there a tradeoff between state support and philanthropy?
• How can we address reduced public funding, rising tuition and concern about student debt?
• What are we doing well and in what areas do we need to improve? (SWOT analysis).
• Do we have clear financial goals- both in the near and long term?
• How can we create operational efficiencies within the University without diminishing collaboration and communication?
• What strategies do we have for convincing the state and the state legislature that higher education is worth more investment?
• What are the new learning tools likely to be and what are the specific requirements ($, expertise) needed to utilize them at PSU?
• How will the university eliminate the silos that presently isolate the departments and schools from one another at PSU?
• What can we do to improve records and information management at PSU in order to improve openness, transparency, and accountability while decreasing costs and liabilities?
• What are the core values and beliefs "we" share? How are the system structures, policies, and processes aligned (or not) with these core values?
• I think it’s critically important that through this strategic planning process, we maintain a visionary, aspirational lens as our guide. How can we promote an "abundance" view, and not our usual deficit perspective?
• Will the new SP change the value of a PSU degree?
• Will students and employers see a better ROI as a result of the SP?
• Should some programs be reviewed for profitability?
• Have trends and future changes to the funding model been evaluated and tested?
• Have we evaluated the impact of the OOI if it passes next month on enrollment, finances, budgets, and physical capacity?
• How can we partner better w/ other academic institutions to create more efficiency?
• Follow Einstein: Everything that can be counted doesn’t necessarily count so how can we measure meaningfully?
• How do we prioritize and make decisions based on real and measurable impacts?

**Campus Climate**

• How do we deal with space issues?
• What shared values underlie the university’s strategic direction?
• What athletic programs should PSU participate in and why?
• What is the image, branding that represents Portland State. Do we need a new mascot?
• Why would/should a student chose to go to PSU in the future, rather than choosing another alternative (MOOC, for profit college, UO, UW etc)?
• On what pillars of policy will the University support/expand or change its physical plant and footprint?
• How do we do this work in a sustainable way?
• Have we evaluated the future of athletics, its funding and the ramifications on success or failure as it relates to PSU’s place in the future of college-level athletics in our community?
• Can athletics help promote whatever new strategic vision we come up with and what would that look like?

Faculty Roles and Structure

• How will Portland State focus on recruiting - and especially retaining - qualified staff?
• What is the role of adjunct faculty at Portland State University?
• How will PSU attract and retain excellent staff to support and implement the University’s goals and mission, given that PSU salaries lag behind those of comparable jobs in industry and at other large academic institutions on the West Coast?
• Will the mix of teaching vs. research change?
• What is the right composition of tenured and adjunct faculty and why?
• What role will online courses play in PSU’s future?

Global Excellence

• How do we become a leading urban U?
• What identity does PSU have today? Is it the one we want?
• How does PSU continue to increase its visibility and stature, both in the region and beyond?
• How do we measure our ultimate success and do this with as little comparing as possible?
• Should PSU aim to become the U of Washington?
• How will we know we have become a "leading public urban university"?
• Which institutions are our best benchmarks, and how do we compare to them?
• How should the university relate to other state universities?
• How can PSU more readily gain the national and international recognition that it so richly deserves?
• How can we better promote the great people and scholarship happening here to the global community?
• How do we become a leading university attractive to employers?
• While it's great to serve the city, how can we better promote the university beyond Portland to better establish an international reputation for scholarship?
• Does PSU have a current vision for achieving global excellence through the reputation of its research programs, etc.
• To be excellent and have a good reputation requires a core of integrity. I would like to see PSU’s vision for how to continue to build a culture of integrity included in the strategic plan as part of the framework for how PSU continues to mature and pursue excellence.
• Is there another institution which represents a ‘role model’ for PSU? Ideally one which is where we would like to be in 10-20 years?
• How has our overall reputation, visibility, perception benefitted from accomplishment of the plan?
• What can we do to become a leading public urban university by raising the level of our teachers/professors?
• How do you own being the leading urban university?