University Planning
2010-2011

Provide Civic Leadership Through Partnerships

1. Enhance PSU’s central role as economic development partner

ACTIONS
- Establish roles, structure and year-one goals for VP for Research and Strategic Partnerships (VPRSP)
- Expand collaboration with PDC, TriMet, Greenlight Greater Portland, and other organizations
- Develop and implement strategic economic development partnerships with PGE, NW Natural, Portland Economic Development Clusters (clean-tech/sustainable industries, active wear, software, advance manufacturing), and other organizations

OUTCOMES – June 2011
- Role and structure of the strategic partnership function in the Office of the VPRSP defined and staffed, and integrated with the community and university
- Contract with PDC for Data Commons signed
- Center for Applied Economic Analysis operational
- Curriculum and research priorities aligned with economic development goals

2. Enhance PSU’s role and visibility as a civic partner

ACTIONS
- Develop collaborative partnerships with civic, cultural, and community organizations such as PAM, OHS, Urban League, and other higher education institutions
- Expand participation in mayoral cabinets and strategic taskforces
- Establish Office of the VPRSP as a primary coordinating access point for major partnerships
- Develop narrative and appropriate assessment measures for the student learning goal on “engagement”

OUTCOMES – June 2011
- Additional collaborative activities with new partners; e.g., P-20 initiative with public schools expanded; campus partnerships with Head Start and community college partners for Gateway Center expanded; and to-be-determined projects initiated with others
- Recognition as essential partner with City and others
- VPRSP to have met with key strategic partners in civic and business communities
- Report made to Faculty Senate on the narrative and appropriate assessment measures for the “engagement” learning outcome
- 2011 targets for increased enrollment in community-based learning courses met

3. Enhance collaboration with OHSU and other health care providers

ACTIONS
- Complete work of OHSU-PSU Strategic Partnership Task Force
- Establish year-one goals for administrative, research and academic collaborations with OHSU based on the recommendations of the OHSU-PSU Strategic Partnership Task Force
- Develop business plan and launch of design of Life Sciences Collaborative Complex
- Develop bioscience capacity at PSU Business Accelerator

OUTCOMES – June 2011
- Report to legislature on outcomes of OHSU-PSU Strategic Partnership Task Force
- Year-one goals for OHSU-PSU Collaborative implemented, including seeking legislation in support of a collaborative school of public health and allied health programs
- Life Sciences Center construction started
3. Improve academic success of athletes

**ACTIONS**
- Host successful NCAA campus certification visit in Fall 2010
- Adopt and implement new advising plan for student athletes to include community engagement requirement
- Include academic performance of athletes as a measure in annual performance evaluation of coaches and staff

**OUTCOMES - June 2011**
- Changes to athletics program implemented
- Ban lifted on post-season play for the following year and no further penalties imposed
- 100% participation in and completion of community engagement requirements achieved by athletes
- 925 APR in all sports maintained or exceeded

**Achieve Global Excellence**

1. Expand innovative research

**ACTIONS**
- Establish a plan for research that sets expectations for growth in total funding, increased research dollars per FTE, and meets goal of doubling external funding in five years
- Improve research infrastructure by addressing research compliance, incentives, staffing, use of digital repository, creation of electronic proposal and submission system, enhanced research seed funding, streamlined research support processes
- Develop targeted plan for international research partnerships

**OUTCOMES - June 2011**
- 2011 targets for external funding $64 million and increased industry startups/intellectual property management met
- Quality initiatives in areas of research infrastructure implemented
- First-year plan for international research partnerships implemented

2. Establish PSU as a recognized regional resource for research, practice and education in sustainability

**ACTIONS**
- Develop one-year and five-year organizational plans with sustainability director and establish a communications plan for Institute for Sustainable Solutions
- Increase visibility regionally and nationally of PSU’s role in sustainability research
- Create definition of sustainability-related courses and set target for increasing enrollment
- Participate in development of Oregon Sustainability Center
> Establish sustainable policies and practices for campus operations

OUTCOMES - June 2011
> Year-one communication plan for Institute for Sustainable Solutions implemented
> Report submitted to Provost and VPRSP on increased visibility of sustainability-related research
> Report submitted to Provost and VPRSP on definition/descriptions and targets for sustainability-related research, courses and enrollment
> Role for PSU in Oregon Sustainability Center contractually defined
> Sustainable policies and practices for campus operations implemented

3. Pursue diversity goals for students, faculty, and staff

ACTIONS
> Establish Chief Diversity Officer as an influential campus-wide leader
> Complete updated strategic diversity action plan
> Implement recommendations of Latino-Latina Student Success Task Force
> Identify opportunities to promote success for under-represented students, faculty and staff

OUTCOMES - June 2011
> Office of Chief Diversity Officer perceived by campus community as integral on diversity issues
> Strategic diversity action plan ready for implementation
> Interim Latina/Latino Center for Student Success established
> Plan for maximizing opportunities for under-represented students, faculty and staff completed

4. Pursue internationalization goals recommended by the Internationalization Council

ACTIONS
> Review, approve and begin implementing selected strategies outlined in Strategy for Comprehensive Internationalization
> Coordinate Middle East initiative, including hiring in-region specialist and plans for recruitment and alumni relations and academic programs
> Develop additional strategic international partnerships in selected universities in Asia, Middle East and Latin America

OUTCOMES - June 2011
> Strategy for Comprehensive Internationalization approved by Chief Diversity Officer, Council of Academic Deans, Provost, and President
> 2011 target for increasing international enrollment (2,000 students) met or exceeded
> Terms and conditions for strategic international partnerships and, when appropriate, partnership agreements implemented

Enhance Educational Opportunity

1. Work with K-12 partners in the Portland metropolitan area to improve student success

ACTIONS
> Enhance leadership role in establishing P-20 Cradle to Career initiative
> Work with faculty and community partners to identify strategic areas for research focus
> Implement College Readiness Program in partnering with regional school districts and develop a Math-Science Partnership proposal for submission to National Science Foundation (NSF)

OUTCOMES - June 2011
> Data collection and analysis systems developed for Multnomah County-P-20 Cradle to Career initiative
> P-20 Cradle to Career focus areas identified and research groups formed
> Math-Science Partnership proposal submitted to NSF

2. Expand and improve Portland State online programming for students and faculty

ACTIONS
> Migrate online courses from Blackboard to Desire2Learn
> Establish administrative structure for online learning and hire a director
> Expand the number of fully online and hybrid courses (including University Studies’ SINOs)
> Focus on enhancing appropriate support activities (Library, HELP desk, instructional design, IT infrastructure, LMS) by coordinating efforts through new online learning center

OUTCOMES - June 2011
> Existing online courses successfully converted to Desire2Learn
> Online learning administrative structure, budget model, policies and administrative infrastructure operational
> Fifteen percent of SINOs available in an online format; capacity to offer seven full online SINOs and three full online capstone classes each quarter
> Online learning director in place and coordinating support activities
Expand Resources And Improve Effectiveness

1. Undertake a long-term strategic financial planning effort

**ACTIONS**
- Financial Futures Task Force to develop long term financial planning and budget model that aligns budget model principles with strategic University goals
- Develop tuition strategy, examine fee remission strategy, and other revenue topics
- Explore feasibility of business service centers as means to improve the quality of key administrative functions

**OUTCOMES - June 2011**
- Financial Futures Task Force work completed and principles for a new budget model established
- Recommendations on tuition strategy, fee remission strategy, and other pertinent review topics submitted to ExCom
- Pilot business service center operational and recommendations on future of service center approach submitted to ExCom

2. Develop enrollment management plan and begin implementation

**ACTIONS**
- Formalize enrollment management plan, including fee remission and scholarships to support recruitment, retention, and graduation
- Strategically recruit domestic, high-achieving, and non-resident and international students
- Strengthen community college connections
- Plan and implement steps to expand student housing
- Establish fundraising case in support of the enrollment plan, diversity, and student success

**OUTCOMES - June 2011**
- Campus enrollment management plan, including strategic allocation of fee remissions and scholarships, implemented
- 2011 target for domestic non-resident (4,028) and international students (2,000) met or exceeded
- Complete infrastructure and technology to support co-admission
- College Station Housing Project in construction
- Fundraising plan in support of the enrollment plan, diversity, and student success implemented

3. Enhance curricular efficiency and effectiveness

**ACTIONS**
- Identify appropriate courses and necessary instructional support for offering large lecture sections
- Develop and implement a plan for managing capacity through enhanced course scheduling and effective classroom usage
- Expand online offerings
- Focus on appropriate faculty mix (appointment type, address diversity goals)

**OUTCOMES - June 2011**
- Plan established for identifying courses and instructional support needed for offering more large lecture sections
- Number of small classes that do not meet the minimum enrollment policy reduced
- Implementation begun of plan for more effective classroom management and scheduling
- Target for increasing the number of online courses (847) and the SCH in online courses (74,052) met
- Searches for 15 new tenure-related positions concluded

4. Build a culture of philanthropy, prepare for a major comprehensive campaign and define campaign priorities

**ACTIONS**
- Implement a Moves Management System and increase major gift and grant proposal activities
- Create or improve predictive modeling, prospect research and targeted alumni relations activities to grow PSU donor base and extend the major gifts pipeline
- Integrate the need for support in the communications plan and activities
- Assess the need for endowed/expendable and outright/deferred gift funding to be included in the capital plan
- Conduct campaign feasibility study and develop initial case statement based on defined and vetted campaign priorities

**OUTCOMES - June 2011**
- Expanded donor base created
- Fundraising strategy for capital projects developed
- Corporate and foundation proposals and awards increased
- Campaign feasibility study and initial case statements completed
- Collaboration between University Relations and University divisions improved
5. Improve campus climate

**ACTIONS**
- Fully integrate new Executive Committee members into the campus community and senior management
- Ensure regular communication with campus community regarding goals, activities, and challenges
- Employ continuous improvement program to address infrastructure challenges
- Convene working groups to create additional opportunities to support and recognize the achievements of faculty and staff
- Increase professional development opportunities to foster career development

**OUTCOMES - June 2011**
- Roles of new Executive Committee members clearly defined and group functioning well as a team
- Campus outreach plan developed and implemented
- Report made to ExCom regarding progress toward infrastructure improvements
- Recommendation on ways to better recognize faculty and staff excellence presented to Provost, Human Resources and ExCom
- Career development support plan completed

6. Initiate or continue major capital projects and update current infrastructure

**ACTIONS**
- Continue work on current capital projects including Life Sciences Collaborative Building, Oregon Sustainability Center, College Station Housing Project, Science Building 2 renovation, Lincoln Hall renovation, Market Center Building remodel, Campus Loop Project, Corbett Building, Bioscience Labs
- Work toward approval of capital project list
- FADM to work with OAA and Deans to produce space management plan
- Develop staged implementation plans for campus growth based on new University District Framework and begin to develop PSU EcoDistrict
- Implement Climate Action Plan

**OUTCOMES - June 2011**
- Planned capital projects completed
- Capital projects list approved as feasible by state
- Space management plan completed and approved by vice presidents and provost

7. Expand PSU’s role in state and local leadership

**ACTIONS**
- Collaborate on changing OUS governance structure and authority
- Expand existing leadership endeavors: Urban Renewal District; Milwaukie Lightrail; Streetcar; PSU/OHSU Life Sciences Collaborative Complex
- Explore new local revenue alternatives to support PSU

**OUTCOMES - June 2011**
- Additional flexibilities in governance secured from 2011 Oregon Legislative Assembly
- PSU regarded as a full partner in key decision-making groups
- Feasibility analysis of new local revenue alternatives completed

City and neighborhood support for development of EcoDistrict secured and initial stages planned; University District Framework Plan approved by city and PDC, and initial stages implemented
Major elements of Climate Action Plan implemented