Tab 2
DOCKET ITEM: 2

DATE: September 11, 2014

TITLE: Introduction to Strategic Planning Process and Approval of Resolution Directing the President Regarding Strategic Planning

COMMITTEE ACTION: None. This issue has not been considered by a committee.

SUMMARY OF ITEM: Portland State University last completed a comprehensive strategic planning process in 2011, culminating in a 2011-2014 strategic plan. A new strategic plan is now appropriate. The Chair of the Board and President Wiewel request the Board approve the attached Resolution directing the President to initiate a new strategic planning process, with the involvement of the Board and retention by the Board of the authority and responsibility to approve the strategic plan.

SUMMARY OF COMMITTEE DISCUSSION: This issue has not been considered by a committee.

REQUESTED BOARD ACTION: Approve the attached Resolution.

ATTACHED DOCUMENTS:
1. Resolution Directing the President Regarding Strategic Planning
2. Diagram regarding proposed strategic planning process and teams (including Board of Trustees, President, Strategic Planning Development Team, topic teams, etc.)

BACKGROUND READING:
1. The Board’s Role in Strategic Planning (Butler, Lawrence; AGB Board Basics, 2006) (sent to Trustees under separate cover)


RESOLUTION DIRECTING THE PRESIDENT REGARDING STRATEGIC PLANNING

BACKGROUND

A. Portland State University last completed a comprehensive strategic planning process in 2011, culminating in a 2011-2014 Strategic Plan.

B. A new strategic plan to lead Portland State University for the next five to ten years is now necessary and appropriate.

RESOLUTION

Now, therefore, be it Resolved by the Board of Trustees, that:

1. The Board directs the President to initiate a campus-wide discussion about PSU’s strategic directions, resulting in a new strategic plan. The plan should be completed by the end of the 2014-2015 academic year, or early fall 2015 at the latest, and should be a high-level strategic plan rather than a detailed work plan.

2. The plan should build on PSU’s historical role and strength and its current vision and mission. The plan should also reflect and contribute to achievement of statewide goals and priorities. The plan should be based on reasonable assumptions regarding resources and assume that internal funding decisions will continue to be made in the context of the Performance Based Budgeting model.

3. The Board wishes to be involved in the planning process through representation on the strategic planning committee and through regular updates and consultation with the full Board.

4. The plan should be developed with involvement from internal and external constituencies such as the Faculty Senate, student senate, represented and unrepresented employee groups, the PSU Foundation and alumni association, and key external stakeholders. The Board retains authority and responsibility to approve the plan.

5. PSU’s formally approved vision is “to become a leading public urban university known for excellence in student learning, innovative research, and community engagement that contributes to the economic vitality, environment sustainability, and quality of life in the Portland region and beyond.” The strategic plan should provide direction for the pursuit of this vision during the next five to ten years, with a particular focus on the following:

   a. How will PSU know we have become a "leading public urban university"? To which institutions should we compare ourselves? How do we define and measure "leading"? What is the time frame in which we seek to achieve the goal?

   b. What specifically do we mean by "excellence in student learning, innovative research, and community engagement"? Are these equally important? What are the key metrics? How much of our effort and resources do we focus on these three characteristics compared to
everything else? In particular, what trade-offs, if any, are needed between the focus on ‘excellence’ and that of providing broad access and opportunity?

(c) How do the changes in higher education (reduced public funding, rising tuition and concern about student debt, skepticism about the value of higher education, demographic changes, rise of online learning, changes in the composition of faculty and staff, increased pressures around salaries and benefits, diversification of providers, responsibility for 40-40-20 and the completion agenda, etc.) influence how we pursue our goals?

6. Given the answers to the questions posed in 5 (a), (b) and (c) above, what key changes and initiatives does PSU want to undertake in regard to our educational offerings, methods of delivery, programs, business and employment practices, staffing, support structures, funding sources and processes, etc. in order to succeed?

7. While the plan needs to have a five to ten year strategic perspective, what are the key issues PSU needs to address in the next 2-5 years (2016-2020), and how can we do so.

APPROVED:

____________________  __________
Secretary to the Board    Date