

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

- > Companies utilizing bioscience facilities and programs at the PSU Accelerator

Improve Student Success

1. Implement measures to increase student retention and graduation rates

ACTIONS

- > Implement First Steps Committee's and other retention recommendations approved by Provost Koch
- > Expand plan to increase percentage of tenure-track faculty/strategic conversion of adjunct and fixed term lines to tenure-track lines
- > Analyze Smith Memorial Student Union usage patterns

OUTCOMES - June 2011

- > Meet or exceed 2011 targets for student retention including improve fulltime freshmen to sophomore retention rate (target: 72.5%) and improve junior transfer student retention to second year (target: 83.7%)
- > Recruitment approved for new tenure-related lines
- > Plan for prioritizing use of Smith Memorial Student Union developed

2. Integrate the new campus-wide undergraduate learning outcomes within learning assessment activities

ACTIONS

- > Refine online unit level assessment and provide feedback
- > Complete Institutional Assessment Council narrative and recommend appropriate assessment measures for each undergraduate learning goal; present work to Faculty Senate
- > Map unit-level learning goals to campus-wide undergraduate learning outcomes and organize and convene faculty discussions on unit-level coverage
- > Develop and begin implementing a campus-wide undergraduate learning outcomes communication plan for students and community

OUTCOMES - June 2011

- > Annual online assessment cycle on schedule for 2011-12 academic year
- > Narrative and appropriate measures for each undergraduate learning goal reported to the Faculty Senate
- > Plan to address campus-wide undergraduate learning outcomes at unit level developed; unit role in assessment of campus-wide undergraduate learning outcomes articulated
- > Plan developed and implemented for communicating campus-wide undergraduate learning outcomes to students and community

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' SINQs)
- > 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 SINQs available in an online format; capacity to offer seven full online SINQs 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

- > 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

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