

LTIFS Minutes – May 13, 2009

Present: Rose, Burgess, Kaiser, Balzer, Uto, Wykoff, Reder, McCarthy, Nisenfeld, Wubbold, Crow, Reynolds, Wendler, Fung, Latourette, Fisher

Absent: Cabelly, Jhaj, Williamson

**NOTE: Next week's meeting, Wednesday, May 20, is scheduled from 9:30am-12:30pm, CLAS conference room.**

- Discussion of strategies grid – coordinate with comments from emails and information from other departments on ideas and suggestions. Then decide what to put on the table.
- Each committee will develop a 3 to 4 paragraph statement for items on the grid.

### **Strategic Planning**

The university needs a strategic plan – but at the same time be informed about the budget. SP is a way to talk about long-term revenue expenditures and then strategize. Need to look at the changing nature of revenue streams and the changing nature of our cost streams.

Forecasting is necessary. But the university needs the capacity in the organization to do strategic planning, ie. time and resources. Look at 10 years out and assign targets. FADM/budget office would additional demand and would have to shift staff.

Would be helpful to know where are money comes from, where it goes, and what it buys. Look at a snapshot of how money is allocated and how expended...department expenditures versus commodity purchases.

Four ways of strategic planning/budgeting:

CEO top down – must have interest and make it a priority (President to carry it through)

Budget one or two years out

Strategic plan for 2-10 years

Assign specific implementations

Also need to monitor the environment and be able to make mid-course adjustments as targets and environment keep changing.

Program and fiscal planning needs to be tied to the financial structure of the university.

Committee could lay this out as a proposal – suggest what to do and the necessary components.

Recommend someone from the outside to coordinate and move along a strategic plan.

Plan – Capacity – Forecast – Mission – think more strategically...see the investment of planning.

Example of capacity is that all positions could go back to central (retirement/leaving positions, etc.) and the funds are redistributed according to a plan.

**Subcommittee** will come up with a three-four sentence statement re: Strategic Planning

### **Student Services**

PSU needs to optimize our recruitment strategies. Also find out cost per student to recruit and the implications (in and out of state, ug, grad, remission, scholarship, international, etc.) . Need to look at bench marks and compare what we are spending in relationship to enrollment.

Tell the story of revenue gains if retention is increased. Understand and optimize complexity of student services for retention and tie student services to strategic planning. Look at E-tools to communicate with students (advising).

It's a huge advantage being an urban institution – use this to help get money where it is needed. We are in a rich academic environment. Also can raise our standards (admissions requirement) – serve the students better and have better retention.

Our student body is also a reflection of our local high schools and there is tremendous strain there. Also need to look at community college students and our articulated vision. Also consider role of the Alumni Association.

Governor's suggestion is 40-40-20 – President's idea is 70 (Oregon) – 20 (out of state) and 10 (international). What would it take to get there – as we are players in the state agenda.

“It takes a community to graduate a student”.

**Subcommittee will also come up with a statement**

### **Research Infrastructure – next week**

#### **Fundraising and Endowment**

Story we tell about ourselves – as we are too young to have a large endowment. Need to change this low self-esteem image. We need to find a new story with a new legacy and footprint.

Alumni Association doesn't collect money but builds relationships. Does this decentralized system of fundraising work to our advantage? Recommend that the development office be challenged with budget and milestones and be available for review. Hold them accountable and plan for development.

Reminder that marketing and development have small budgets and that might need to be increased to develop a strategic vision. The size of marketing hasn't change but university has grown.

We are so accommodating – we need to wake up to the competition. And be very strategic about our image...put energy and revenue in telling our story.

A lot of funds were used to develop and revamp our logo and button pin – it is a symbol that marketing has been valued – but at a cost to the institution.

### **Subcommittee will come up with a statement**

#### **Payroll Tax Initiative**

Can be done in two ways:

- 1) initiative by citizens – but this is spendy
- 2) metro councils can refer it – feasibility and cost

There is a lot of money to be made but requires legislative and OUS changes – would have to consider pulling in PCC and OHSU. Portland Business Alliance would also have to be behind this.

Also need to look at what this would do to our OUS funding and consider the climate in Portland. Would have to run in the May election and it's a stretch to get is passed. It does have unintended political consequences (could alienate people in the legislature).

Need to do groundwork before making a decision to pursue. Need to look at what it would mean to have more highly educated citizens. Oregon students now contribute 74% of costs. PSU would price itself out of its own market if we rely on present funding strategy. In-district tuition could amount to less than what we get from the state – depending on the tax rate.

### **Subcommittee will come up with a statement.**

#### **Capacity – next week**

#### **Benefits – document included in presentation**

PEBB determines benefits and OUS buys it as an agency. Their model is to aggregate and charge the university accordingly (divide by number of employees – currently \$1103 per person per month per employee). PSU has 1500 employees in the pool AFT would like to be included in the mix.

PSU is subsidizing other universities who have more traditional families. We could save a quarter of a million dollars annually by buying what we need.

PEBB has announced that it is going to a self-funded model (absorb all aspects of health care risk) with a third party administrator to handle claims. There has been pressure on PEBB to bring increases down.

Research dollars are affected – adverse effect on delivering our mission. Ties in with the movement of PSU moving into its own...a shift away from OUS. Need to bring benefit costs in line. What is our role in the larger community – especially if we pulled out of the risk pool. **WHAT IS THE VALUE SET TO THE INSTITUTION (represent this in our recommendations).**

**Summer Session and Self-Support – next week**

These are two separate infrastructures.

Large fiscal impact that could enhance the 24-7 urban university. Merit in asking for a 12 month model (strategic planning)

**Committee will come up with a statement.**

**Athletics – document included in presentation**

There are not many self-supported athletics programs in the nation (maybe 10). Goals for APR – 92% academic success for athletics. Hard to achieve this level of success.

Student fees are used to support athletics academically.

Ask Athletics is use bench marks. Are we getting the best use of what we spend? Meet with athletic director for additional information (after subcommittee meets

**Leasing**

PSU has a space planner who takes requests and does an analysis – type of program, needs, and goals. Always look at campus space first – if not appropriate then look at leasing.

In this environment need to watch for opportunities – consider leasing first and than pursue acquisition. Enrollment and capacity versus demand.

Management of university is moving away from central location – to help increase student space (ie. Cramer Hall – OAA and DEV moving).

Look at market demand and strategic planning for campus development.

**Committee will come up with a statement**