

University Planning 2009-2010

>>> PROGRESS AS OF MARCH 2010

PROVIDE CIVIC LEADERSHIP THROUGH PARTNERSHIPS

1. Enhance PSU's central role as an engaged university

ACTIONS

- > Increase visibility and impact by hiring a new vice president for Research and Partnerships
- > Develop plan for creation of Office of Research and Partnerships
- > Continue collaboration with PDC; Portland Planning/ Sustainability Dept.; other city depts.; TriMet; Multnomah Co.; other government entities including PSU/PDC economic development strategies
- > Continue participation by PSU major leaders in mayoral cabinets
- > Continue to develop strategic partnerships (i.e., PPS, NW Natural, PGE)
- > Expand activities to share PSU's expertise and attract faculty and students
- > Develop engagement student learning goal and rubric for assessment

OUTCOMES - June 2010

- > New vice president for Research and Partnerships
Search ongoing, expected to be completed by June.
- > Plan for office restructure
Plan in development; ready for president's review by April.
- > Contract with PDC is developed. First steps toward implementation of Center for Urban/Regional Economic Development and higher education resources inventories with PDC
Numerous collaborations with the city in areas such as economic development, sustainability, and mass transit.
- > Ongoing advising in mayoral cabinets
PSU representatives serve on several mayoral cabinets, including planning and sustainability, economic development, education, and creative arts.

- > Begin implementing collaborative activities with our new partners
Formal partnership with PGE ready to announce. Partnerships with NW Natural, Portland Public Schools, Intel, and metals industry in process.
- > Meet or exceed 2010 target for increased enrollment in community-based learning courses
Enrollment target of 9,925 surpassed in fall 2009 with enrollment exceeding 10,850.
- > Ready to begin assessing engagement learning goal
Subcommittee of the Institutional Assessment Council (IAC) is developing specific language for the engagement/student learning outcome.
Final draft due in June.

2. Enhance collaboration with OHSU

ACTIONS

- > Identify opportunities for collaborative administrative, academic, and research activities
- > Explore establishing joint non-profit research entity
- > Cooperate with legislative committee to explore OHSU/PSU relationship
- > Develop business plan for Life Science Center

OUTCOMES - June 2010

- > Strengthen collaborations and report to president on outcomes
Taskforce formed by Presidents Wiewel and Robertson; report due in June.
- > Reach conclusion on joint, non-profit research entity
Assessing potential with OHSU and outside experts. Report due in June.
- > Report to legislature on OHSU/PSU relationship
To occur in summer/fall 2010.
- > Plan and next steps for Life Science Center
Due diligence under way; report due in late spring.

IMPROVE STUDENT SUCCESS

1. Implement measures to increase student retention and graduation rates

ACTIONS

- > Analyze business practices and administrative bottlenecks that increase drop outs



- > Implement mandatory advising, major declaration, other First Steps recommendations
- > Continue to develop the MyPSU Portal
- > Develop a plan to address freshmen with GPAs lower than 3.0
- > Develop student housing

OUTCOMES - June 2010

- > Mitigate practices and bottlenecks that increase drop outs
Project assigned to Continuous Improvement Group.
- > Meet or exceed our 2010 retention targets
Recommendations from First Steps group to be implemented and effective September 2010. Special assistant to the provost for retention and student success is being appointed.
- > Recommendations from FSSS implemented using the MyPSU Portal
Completed.
- > Approve a plan to address students with lower than 3.0 GPA
Plan in place to raise freshman admission standards and enhance support services.

2. Integrate the new undergraduate learning goals within student assessment activities

ACTIONS

- > Improve online assessment reporting template
- > Update mapping of program goals against curriculum
- > Develop brief narrative and rubrics for each University-level learning goal

OUTCOMES - June 2010

- > 2009-10 Assessment unit narratives will be available online
Assessment templates being updated; due by the end of April.
- > Drive learning goals into curriculum
In process.
- > Defined goals and rubrics developed for each learning goal
IAC has developed draft language and proposed measures; IAC and units to refine.

3. Maintain NCAA certification

ACTIONS

- > Review programmatic and fiscal goals of Athletics program
- > Manage the campus and community self-study process

OUTCOMES - June 2010

- > Complete self-study, engage with NCAA review on next steps
NCAA 10-year self-study on schedule.
- > Prepare for NCAA campus certification visit in fall 2010
Self-study and other on-campus processes on track for NCAA campus certification visit in October 2010.

ACHIEVE GLOBAL EXCELLENCE

1. Expand innovative research

ACTIONS

- > Continue work to enhance research infrastructure
- > Implement search for vice president for research and partnerships
- > Evaluated and selected K-12 from academic proposals
- > Use continuous improvement program to target areas of research

OUTCOMES - June 2010

- > Meet the 2010 target for increasing industry startups/intellectual property management
The Office of Innovation and Industrial Alliances has registered more than 20 managed projects as well as 15 new companies and licenses.
- > Vice president for Research and Partnerships in place
Search ongoing, expected to be completed by June.
- > Fund K-12 initiative from RFP process
\$170,000 invested by PSU/partners; \$1.4 million earmark requested from Congress; millions of dollars requested in grant applications submitted to federal agencies.
- > Implement results of quality initiatives in areas of research infrastructure
Strategic Improvement Process underway. New vice president for Research and Partnerships (VP/RP) will implement.

2. Continue to develop institution as a regional resource for innovative research and education in sustainability

ACTIONS

- > Increase sustainability-related research
- > Create definition of sustainability-related courses and set target for increasing enrollment
- > Develop description of sustainability learning goal and rubric for assessment
- > Complete national search for Center for Sustainable Processes and Practices director
- > Participate in development of Oregon Sustainability Center

OUTCOMES - June 2010

- > Establish definition/description of sustainability-related research and set targets for increasing that research
Center for Sustainable Processes and Practices has developed basic guidelines; VP/RP to take lead once appointed.



- > Definition and target in place for sustainability-related courses and enrollment
Center for Sustainable Processes and Practices has developed basic guidelines; VP/RP to take lead once appointed.
- > Description and rubric in place for sustainability learning goal
Description under development by IAC subcommittee.
- > Center for Sustainable Processes and Practices director in place
Search nearly complete.
- > Ready to contractually define University's role for Oregon Sustainability Center
Discussions underway.

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

ACTIONS

- > Restructure Affirmative Action, Ombuds, and President's Diversity Initiatives Offices
- > Hire chief diversity officer
- > Develop plan for recruitment and retention of Latino students and faculty; work with OUS Latino initiative
- > Develop a target for increasing minority student enrollment

OUTCOMES - June 2010

- > Map restructuring plan for Affirmative Action, Ombuds, and President's Diversity Initiatives Offices
Restructuring plan complete. To be implemented by chief diversity officer (CDO) and chief of staff.
- > Chief diversity officer in place
Search in process. Goal: CDO in place no later than Fall 2010.
- > Report on recruitment and retention of Latino students and faculty submitted to president
Taskforce on Latino/a Student Success meeting; report due by June.
- > Establish target for increasing minority student enrollment
Targets established. Created newly aligned diversity and multicultural services and two new retention positions.

4. Continue to pursue internationalization goals

ACTIONS

- > Implement revised internationalization plan; consider additional strategic international relationships
- > Continue to recruit strategically
- > Develop a description of the internationalization student learning goal and a rubric for its assessment
- > Create coordinated Middle East initiative

OUTCOMES - June 2010

- > Review and ratification of internationalization plan by president, provost, and CADS
Internationalization plan drafted, being reviewed by provost.
- > Meet or exceed 2010 target for increasing international enrollment
Seventeen countries targeted for recruitment. Hiring of assistant director for international recruitment underway.
- > Be prepared to begin assessing internationalization learning goal
List of attitudes, skills, and outcomes for assessment has been developed.
- > Priorities defined by Middle East Leadership Council
Interim director of Middle East Studies Center hired; search for in-region specialist to launch in April.

ENHANCE EDUCATIONAL OPPORTUNITY

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

ACTIONS

- > Develop projects for the implementation of the PPS Task Force
- > Update Hitz inventory of K-12 partnership activities
- > Forum to identify K-12 issues and faculty strengths and connections
- > Identify funding sources to support K-12 work
- > Support ongoing efforts such as LSAMP and Sr. Inquiry

OUTCOMES - June 2010

- > Strategies for improving K-12 student success and increasing participation in higher education
University and Leaders Roundtable creating set of measurable indicators for student success.
- > Current inventory completed of K-12 partnership activities
Inventory updated; working on development of searchable database.
- > Workshop designed and scheduled to identify metro K-12 issues
Workshop scheduled for April 9, 2010.
- > Funding plan developed to support K-12 work
\$170,000 invested by PSU/partners; \$1.4 million earmark requested from Congress; millions of dollars requested in grant applications submitted to federal agencies.
- > Fulfill LSAMP and Sr. Inquiry project goals
Two new schools added to program.



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

ACTIONS

- > Enhance distance education support services through per credit fee
- > Finalize model for distribution of distance learning fee revenue
- > Enhance appropriate support activities
- > Continue to develop online courses in University Studies

OUTCOMES - June 2010

- > Meet 2010 targets for number of online courses and number of SCH enrolled
Final numbers will be available at end of academic year.
- > Implementation of fee model for distance learning
Fee has been implemented.
- > Completion of support plans
24-hour Help Desk fully implemented; system coordinator for distance learning hired; total of 1.5 FTE Library staff dedicated to online support services; advisory committee in place for fee assessment.
- > In year one University Studies will develop capacity to offer 10 fully on-line SINQs each quarter
In 2010-11, University Studies will have capacity to offer seven fully on-line SINQs and five fully on-line Capstones each quarter.

EXPAND RESOURCES AND IMPROVE EFFECTIVENESS

1. Undertake a long-term strategic financial planning effort

ACTIONS

- > Establish advisory group to president for long-term strategic financial planning
- > Align budget models and processes to strategic goals
- > Gather modeling information by fall 2009
- > Explore creating 501(c)3 entities to carry out certain administrative and non credit activities, including Extended Studies, other administrative/support activities

OUTCOMES - June 2010

- > Long-term strategic financial group appointed by fall 2009
Appointments to Financial Futures Taskforce (FFT) to occur early in spring term.
- > Assessment of creating 501(c)3 completed
In process.

2. Develop enrollment management plan and begin implementing steps to achieve it

ACTIONS

- > Consider consultant's report in development of enrollment management plan
- > Manage fee remission and scholarship award process to support recruitment, retention, and graduation
- > Continue strategic recruitment of domestic non-resident and international students
- > Strengthen community college connections through courses on community college campuses
- > Plan for expanded student housing

OUTCOMES - June 2010

- > Implementation of campus enrollment management plan, including strategic allocation of fee remissions and scholarships
All-campus enrollment management forum held March 11 to discuss next steps. Areas of focus include diversity, enrollment of community college transfers, recruitment of out-of-state and high achieving students, and improvement of graduation rates.
- > New process to manage fee remission and scholarship award process
Group established to review scholarship and remission allocation and utilization; recommendations due to provost by June.
- > Meet or exceed 2010 target for domestic non-resident and international students
Recruitment targeted in 17 countries and 10 U.S. states; cost effectiveness will be analyzed.
- > Increase number of co-admitted students
Number of co-admitted students increased from 2,432 in fall 2008 to 2,634 in fall 2009, with most of the increase coming from PCC.
- > Expanded student housing under contract for ground breaking in October 2010
Expanded housing goals included in recently completed University District Framework Plan. Ground breaking on College Station Housing Project tentatively scheduled to begin fall 2010.

3. Review and implement selected LTIFS recommendations

ACTIONS

- > Hold campus fora, starting with fall 2009 symposium, to get feedback on recommendations
- > Establish Tuition Strategy Committee to study, make long-term recommendations to University leadership
- > Review curricular efficiency and effectiveness, including classroom capacity/class size



OUTCOMES - June 2010

- > Develop greater campus understanding of need to implement long-term financial strategies/receive faculty input
Financial Futures Taskforce (FFT) developing financial model that aligns expenditures with strategic goals.
- > Tuition Strategy Committee makes report
Tuition strategy to be discussed by the FFT.
- > Recommendations on strategic implementation for curricular efficiency and effectiveness
Review completed by Institutional Research and Planning. Integrated scheduling system in place. Policy for minimum class size in place by June.

4. Identify comprehensive campaign priorities including endowments, other gifts for program and capital projects

ACTIONS

- > Develop campaign priorities
- > Conduct campaign feasibility study
- > Implement search for vice president for University Relations

OUTCOMES - June 2010

- > Vice president for University Relations in place
VP/UR is being recruited; expected to be in place by end of academic year.
- > Campaign priorities established and approved by ExCom
VP/UR to lead effort.
- > Campaign feasibility study completed
VP/UR to lead effort.

5. Improve campus climate

ACTIONS

- > Maintain frequent communication regarding goals, activities, challenges
- > Use continuous improvement program in targeted areas: sexual harassment, student experience, facilities, research support
- > Convene working groups to create additional opportunities to support and recognize faculty and staff

OUTCOMES - June 2010

- > Select recommendations for implementation to improve campus climate
Efforts underway to improve communications through quarterly presidential newsletter and quarterly briefings for academic chairs. FADM Council working on recognition programs.

6. Initiate or continue major capital projects

ACTIONS

- > Participate in the development of Life Sciences Building
- > Development of Oregon Sustainability Center
- > SBII renovation
- > Lincoln Hall
- > Complete Walk of Heroines
- > Review capital project priorities

OUTCOMES - June 2010

- > Business plan completed for Life Sciences Building
Business plan due in late spring.
- > Ready to contractually define role in Oregon Sustainability Center
In process.

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

ACTIONS

- > Continue existing leadership endeavors: Urban Renewal District; Milwaukie Lightrail; Streetcar; PSU/OHSU South Waterfront Collaborative
- > Complete reviews and implementation of University District and further development of Eco District and living laboratory concept
- > Explore new revenue alternatives to support PSU including local taxes
- > Explore OUS relationship as well as state relationships regarding governance structure and authority

OUTCOMES - June 2010

- > New urban renewal district by city/PDC. Ongoing advice to TriMet on lightrail and streetcar. Implementation strategy for PSU South Waterfront project confirmed. Governance structure in place.
PSU well represented on these projects.
- > Seek city approval for new district boundaries; present to OUS Board. Continue conceptual development of Eco District.
University Plan review nearly complete and initial presentations to community underway.
- > Ongoing feasibility analysis and environmental scan of OUS/ state relationships
PSU stakeholder committees (students, faculty, unions, foundation, and alumni) are meeting. Governor's and OUS Board's review committees meeting.