

STRATEGIC PLAN 2024



FUTURE IN FOCUS

LET KNOWLEDGE SERVE THE CITY

OUR PURPOSE

Portland State University, Oregon's most diverse and only urban public research university, was founded in 1946 to serve veterans returning from World War II.

PSU provides access to a top-tier education as a key driver of economic and social mobility and serves as a source of growth for the diverse communities in the region and a catalyst for social progress. And this isn't just what we do — *it's who we are.*

Much has changed in our world since 1946, and our communities face profound challenges. With our Future in Focus, we express our unwavering purpose: to support learners to follow their dreams and achieve their goals for a better life for their families and communities.

As we remember our institutional founding with pride, we embrace our future as an urban minority-serving research institution, inspiring each other to create new opportunities for our region and our world.



OUR FUTURE IN FOCUS

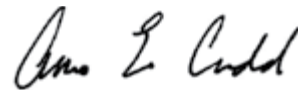
As Oregon's only urban research university, Portland State University plays a vitally important role in our state's higher education ecosystem. We serve the most diverse student population and funnel our brain power and our resources toward solving some of the most entrenched and complicated issues facing our city. We also improve the lives of many thousands of Oregonians and their families — our alumni are Oregon's entrepreneurs, civic leaders, teachers, employees, parents and neighbors.

In the coming years, PSU will be intensely focused on how we serve our students and our community in the highest and best way. We will double down on our most effective student success strategies, nurture the conditions for widespread well being on our campus and expand on our contributions to our city, our region and our state that promote thriving for all. We envision

a bright future for Portland where our campus is a hub for education, innovation and culture. And we will continue to instill confidence in our graduates that they can achieve their dreams.

A great university deserves a great strategic plan and I am grateful to the many hundreds of individuals at PSU who contributed — in small and large ways — to this one. Keep an eye on the Future in Focus website for details about implementation and the metrics we will track to ensure we're delivering on the plan's promise. I have a persistent belief in PSU to deliver on this vision for ALL of our students.

Go Viks!



DR. ANN E. CUDD
President, Portland State University



2030 VISION



PSU thrives as Oregon's urban research university where every student develops the knowledge and skills they need to successfully engage in careers and the world. We are a national leader for social mobility through higher education, a model for serving minoritized learners and a driving force for Portland's success.

PSU is a dynamic workplace that supports the professional development and well-being of all employees. We harness our academic excellence, innovative research, strategic partnerships and community engagement to address local, regional and global challenges.

HOW WE WORKED

PSU community members built our strategic plan through 50+ engagement events and team meetings from October 2023 through July 2024.

Our process included:

- A steering committee and collaborative work groups with 46 faculty, staff, students, trustees, subject matter experts and equity ambassadors
- 830 survey submissions defining The Heart of PSU
- 50 volunteer-facilitated conversations with 400+ students, staff, faculty and community partners
- 800+ students and community partners providing input via surveys, focus groups and pop-up table events throughout campus
- 370 new ideas shared to help build a 2030 vision





OUR GUIDING COMMITMENTS

PSU's foundational commitments to our community anchored our process and informed our strategic plan.



PROVIDING EQUITABLE ACCESS TO QUALITY EDUCATION

We commit to offering students accessible pathways to high-impact learning experiences, degrees and credentials for meaningful careers, social and economic mobility and thriving into the future.



WELCOMING AND SUPPORTING ALL LEARNERS

We commit to nurturing and championing a diverse and dynamic community of learners seeking to make a difference in their own lives and the lives of their families and communities through excellent, responsive teaching and comprehensive, culturally affirming student services.



BUILDING A COMMUNITY ETHOS OF CARE AND WELL-BEING

We commit to establishing, nourishing and maintaining an ethos of connection, care and well-being for and among our campus community, including students, staff, faculty, administrators, alumni and trustees.



CO-CREATING THE FUTURE OF OUR REGION

We commit to working collaboratively through trust-based, reciprocal, equitable partnerships to make life better for the individuals and communities in our region through community-engaged learning, teaching, research and service.



MODELING RESPONSIBLE STEWARDSHIP

We commit to carefully managing our financial, natural and cultural resources to achieve our aspirations and continue our important work for our students and communities long into the future.

STRATEGIC IMPERATIVES



1. CREATE CLEAR PATHWAYS FOR OUR REGION'S LEARNERS TO ACHIEVE THEIR EDUCATIONAL GOALS AND PROVIDE A STRONG RETURN ON INVESTMENT

- Ensure that academic pathways are clearly defined and tied to future employment, and that the costs of tuition and fees are clearly communicated.
- Proactively recruit and prepare students from Oregon's diverse high schools, community colleges and rural areas, fully leveraging Oregon's funding model and ensuring PSU meets labor market needs.
- Identify and invest in high-demand undergraduate, graduate and certificate programs that enhance the professional growth of mid-career and advanced learners.
- Provide research-based and engaged learning experiences that equip our students to be the world's future problem solvers.

"I want my curriculum to have real world applications so I can actually use the knowledge I gain."



STRATEGIC IMPERATIVES



2. LEAD THE PACIFIC NORTHWEST IN SERVING MINORITIZED STUDENTS AND BOOSTING THE COLLEGE SUCCESS RATE

- Provide students a culturally engaged academic experience through broad-based, high-impact and responsive practices that deliver quality education and create a sense of belonging.
- Strategically recruit and retain diverse faculty, staff and graduate students.
- Improve persistence, retention and graduation rates for low-income, first-generation and minoritized students.
- Apply data analytics to improve the effectiveness of student success and completion initiatives that focus on supporting underrepresented students.

“Economic mobility is the most important to me. Lifting generations out of low-income/low education is important to me. I believe PSU does a good job at this, and hope they continue to improve.”



STRATEGIC IMPERATIVES



3. SUPPORT AND EMPOWER OUR EMPLOYEES AND OPERATIONS

- Develop effective administrative structures that allow employees to focus on core job responsibilities that are in service to our students.
- Invest in professional development and provide a competitive, comprehensive compensation plan for employees.
- Apply data-informed assessment to improve academic, research and administrative functions.
- Anchor decision-making in the values and humanity of those impacted by including them in the process and ensuring operational changes adhere to PSU's Guiding Commitments.

"I love our stakeholders. I love my faculty. I love the mission...I believe in this community. I am hopeful that things can get better."



STRATEGIC IMPERATIVES



4. DRIVE PORTLAND'S ECONOMIC, SOCIAL AND CULTURAL RESURGENCE

- Build robust, public impact-focused and interdisciplinary research partnerships with local and regional industries, entrepreneurs, communities, nonprofits and public agencies that tackle complex societal issues.
- Provide expertise for and convene elected officials, civil servants and civic leaders to help solve Portland's vexing social and economic problems, re-establishing the city as a model for urban renaissance.
- Provide students vital connections with regional employers through experiential learning, research opportunities and mentorship to open opportunities for career exploration and skill development, and emphasize the vital role of graduate education in driving our research enterprise.
- Create vibrant and sustainable community spaces that foster connection, learning and well-being, strengthening PSU's unique identity as an urban research university.
- Collaborate with local and regional arts and culture organizations, businesses and entrepreneurs to enhance PSU as a source of creativity and innovation.
- Position PSU as the gateway to Portland for talented individuals seeking a network and opportunity to grow meaningful careers in our beautiful, open and creative city in the Pacific Northwest.



"The city is this school's greatest asset...and maybe vice versa."

OUR NEXT STEPS →

With our strategic planning complete, our campus community will work to implement the strategy we have built together. In the next year, we will translate our imperatives into clear action steps, define our budget requirements for implementation and adjust our budget to support our goals.





CONNECT

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