

**STRATEGIC PLAN 2024**



***FUTURE  
IN FOCUS***

# KNOWLEDGE SERVES THE CITY

E

University, Oregon's first and only urban public university, was founded in 1963 to serve returning veterans.

Access to a top-tier education is a key driver of economic growth and serves as a catalyst for the diverse needs of the region and a catalyst for progress. And this is what we do — *it's who we are.*

As a leader in our world since 1963, our communities face unique challenges. With our Future Forward strategy, we'll address our unwavering commitment to support learners to follow their dreams and achieve their goals for their families and communities.

For our institutional future, we embrace our diversity. We embrace our role as a minority-serving institution, inspiring each other to create new opportunities and a better world.



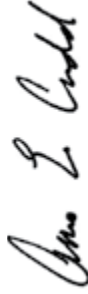
# FUTURE IN FOCUS

Only urban research Portland State University important role in our state's education ecosystem. We serve diverse student population and brain power and our leadership in solving some of the most complex and complicated issues facing our state. We also improve the lives of Oregonians and our community — our alumni are Oregon's civic leaders, teachers, parents and neighbors. In the coming years, PSU will be recognized for how we serve our community in the most effective way. We will double our most effective student strategies, nurture the conditions that will lead to success on our campus and our contributions to Oregon and our state that will benefit 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 Vikings!



**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 the world. We are a national leader for our mobility through higher education, a model for serving minoritized learners and a driving force in Portland's success.

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

# WE WORKED

Community members built our strategic 50+ engagement events and team from October 2023 through July 2024. included:

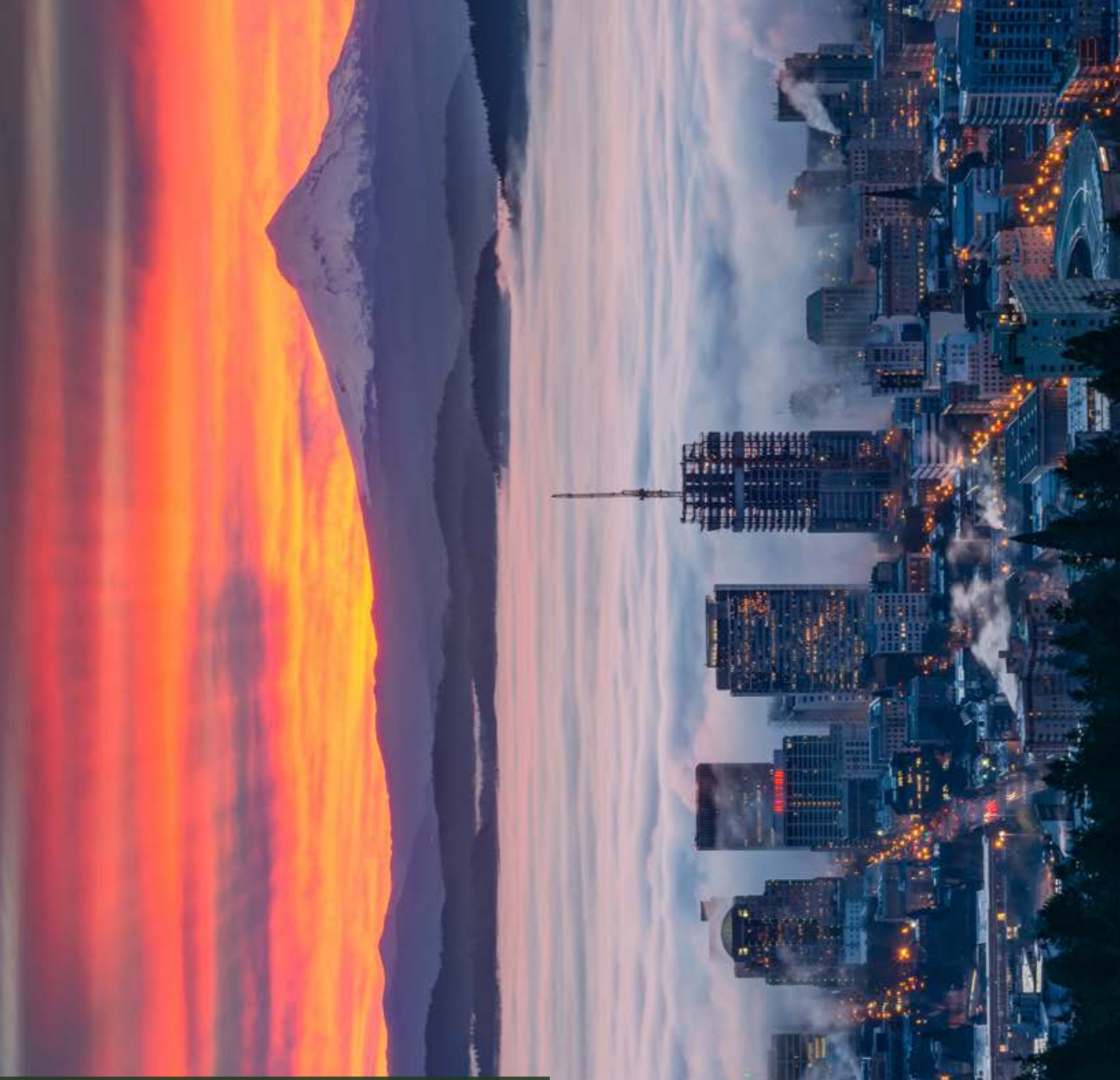
Committee and collaborative work groups  
Faculty, staff, students, trustees, subject  
Matters and equity ambassadors

Submissions defining The Heart of PSU

Facilitated conversations with 400+  
Faculty, faculty and community partners

Students and community partners providing  
Insights, focus groups and pop-up table  
Throughout campus

Insights 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 EQUITY ACCESS TO QUAL EDUCATION

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



## BUILDING A COMMITMENT ETHOS OF CARE AND WELL-BEING

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



## 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.



## 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 financial, natural and cultural resources to achieve our aspirations for our communities long into the future.

## CLEAR PATHWAYS FOR NON-TRADITIONAL LEARNERS TO ACCELERATE THEIR EDUCATIONAL GOALS AND PROVIDE A STRONG RETURN ON INVESTMENT

Clear academic pathways are clearly defined and lead to future employment, and that the costs of education and fees are clearly communicated.

By recruiting and preparing students from diverse high schools, community colleges and other settings, fully leveraging Oregon's funding resources, ensuring PSU meets labor market needs.

Investing in high-demand undergraduate, graduate and certificate programs that enhance the growth of mid-career and advanced professionals.

Research-based and engaged learning experiences that equip our students to be the next generation of problem solvers.

*curriculum to have real-world applications so I can actually gain the knowledge I gain."*



## THE PACIFIC NORTHWEST BIG MINORITIZED S AND BOOSTING THE SUCCESS RATE

Students a culturally engaged academic through broad-based, high-impact diverse practices that deliver quality and create a sense of belonging.

recruit and retain diverse faculty, graduate students.

assistance, retention and graduation low-income, first-generation and students.

analytics to improve the effectiveness success and completion initiatives that supporting underrepresented students.

*Academic mobility is the most important thing for my generation out of low-income. Quality education is important to me. So, I think SU does a good job at this, and I think we should continue to improve."*



## **SUPPORT AND EMPOWER OUR EMPLOYEES AND OPERATIONS**

...ective administrative structures  
...employees to focus on core job  
...ties that are in service to our students.

...professional development and provide a  
... comprehensive compensation plan  
... es.

...informed assessment to improve  
... research and administrative functions.

...sion-making in the values and  
...those impacted by including them in  
...and ensuring operational changes  
...SU's Guiding Commitments.

*...r stakeholders. I love my  
...ove the mission...I believe  
...mmunity. I am hopeful that  
...n get better."*



## PORTLAND'S ECONOMIC, AND CULTURAL RESURGENCE

- 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.
- Create vibrant and sustainable community spaces that foster connection, learning and well-being, strengthening PSU's unique identity as an urban research university.
- 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."*

# 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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