Portland State University

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10-20-2014

Chair Leadership Series Meeting Notes

Strategic Planning Development Team

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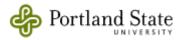Part of the Public Administration Commons

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Strategic Planning

2014-2015 Academic Chair Leadership Series

10/20/14: Session One Meeting Notes

Facilitators/Presenters:
> Wim Wiewel, President
> Trever Cartwright, Coraggio Group
> Matthew Landkamer, Coraggio Group
> Michelle Janke, Coraggio Group
> Kari St. Peters, Strategic Planning Project Manager
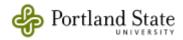> Sona Andrews, Provost

Breakout Instructions

A propelling question is one with an inherent tension – "How can we do X if we have Y (the constraint)?" Please create three propelling questions that you would like to have answered as part of the PSU Strategic Planning Process.

I. **Questions and Discussion Themes relating to Student Access**

a. We **can't** recruit and retain high-achieving students, but we **can** if we use strategic incentives to offset student costs/tuition.

b. We **can't** guarantee the success of every student because we have limited resources, but we **can** if we put students first in every conversation.

c. We **can't** meet the 6 years graduation rate, but we **can** if we create a university-wide program to graduate transfer students within 3 years.

d. How do we prioritize student learning at the same time we grow our research capacity? How do we create the flexibility necessary?

e. We **can't** provide enough student success because of low state funding, but we **can** if the Board gets alternative funding from the city. (A bond like PCC? City funding?)

II. **Questions and Discussion Themes relating to Limited Resources**

a. We **can't** succeed with limited resources. But we **can** if we have support for innovative and entrepreneurial policies, and create different funding streams (not just SCH, but also research partnerships).

b. How do we move toward the President's vision of PSU as a research institution while maintaining our commitment to teaching and access (with limited resources and resource constraints?)

c. How can PSU maintain or improve the quality of education when there continues to be the perception that SCH1 drives the budget? (1 see RCAT.)

d. How do we maintain quality education with pressures to move towards more "cost-effective" educational mechanisms (e.g. online teaching)?

e. How can we fulfill the JOBS mandate, if we operate under existing PBB (performance-based budgeting)

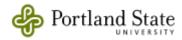**III. Questions and Discussion Themes relating to Building Trust and Engagement**

a. How can we build trust and mutual respect so that we can move forward when there is so much uncertainty around who or what drives decisions and priorities at PSU?

b. How can PSU encourage loyalty to the institution as a primary force in decision making among administrators, faculty, and staff when our budget is so small?

c. Can we be trusting?

d. How do we get engagement when faculty time is so limited?

e. What are the major issues related to trust, do we truly understand them?

f. Who sets priorities at PSU and who makes decisions?

g. Can we look to employee engagement principles to make people feel it's "ok"?

h. What is the leadership role in promoting engagement in the process?

i. "Messy strategic plan?" may help with unification

IV. Questions relating to Social Justice and Equity Lens

a. How do we assure a cross-cultural, social justice, equity lens is used as part of the strategic planning process? Talking circles, not just linear processes. Create a lateral, not just top-down or bottom-up. Use ecological holistic model.

b. Evidence –based look at how S.P. process can incorporate social justice/equity viewpoint/lens.

c. How can we organize our processes and practices to emphasize our mutual interests, our interdependence rather than our individual interests?

V. More Questions and Discussion Themes

a. How do we make interdisciplinary work for curriculum, research and anything else? We value it but how do we support and implement?

b. How can we improve our existing physical space when we focus on creating new space? We can improve existing space if we change our priorities for space use.

c. How can we behave strategically when we struggle to make hard choices about academic program priorities?

d. We are making great progress, but toward what? e.g. online

e. How can we behave strategically if we can change our decision-making culture and practices?

f. We **can't** serve the community if we don't bring it into the conversation. We **can** if we bring them into the strategic planning process.

g. Is there a conflict between prioritization and strategic planning at the same time?

h. Academic Prioritization & Strategic Planning: Chicken/Egg?

Next Steps/Takeaways

- Come up with a standard way to provide updates. A newsletter via email with the same subject line each time could work. Be careful not to overburden folks with additional emails.
  o The newly formed Communications Team is working to get the first newsletter out ASAP.

- Share a list of the groups with which this effort will partner.
  o The team has scheduled meetings with the academic prioritization group and the new partnership council. We are also developing a list of committees/groups to continue this outreach work. The college advisory boards will likely be the next groups to which we reach out.

- Avoid summer scheduling but be clear on what is happening over the summer and keep communicating. Silence is not good. All decision making activities cease during the summer months.

- Determine how groups and individuals can check-in with updates on how/when they are discussing strategic planning in their own areas.
  o The newly formed communications team will be addressing this in the coming weeks.

- Post readings/resources on the website for faculty, staff, students, etc.
  o We are actively building the website and will be including a section for this info.

- Consider posting guidelines/suggestions for others who wish to facilitate discussions around strategic planning.
  o We are actively building the website and will be including a section for this info.

- Add something to the site to articulate how the various target audiences are being involved. Be sure to include the Portland community.
  o The Project Support Team and Communications Team are working to develop an outreach plan to demonstrate this.

- Address how we might have a social justice/diversity lens throughout this process.
  o Research is currently being done and experts on campus are being asked to assist us in developing a plan for how to achieve this.

- Address how strategic planning and academic prioritization co-exist?

- These groups had their first meeting this week and developed a preliminary plan to informing each other's processes.

- Determine how to show the "messiness" behind the development of this plan.
  - The Communications Team is working to help us demonstrate this visually on the website with many levels of detail so users can determine how much they want to see.