

JANUARY 2025



*Research and Graduate Studies*

# ***ROADMAP TO 2030***



Portland State  
Research & Graduate Studies

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# A FUTURE-FOCUSED RESEARCH ROADMAP

It is with great excitement and pride that I present the **Research and Graduate Studies (RGS) Roadmap to 2030**. This document is more than an operational plan; it is a blueprint for a transformative era of research and graduate education at Portland State University. Spanning the next six years, this roadmap builds directly on the ambitious goals and strategic imperatives articulated in *PSU's Strategic Plan: Future in Focus*, ensuring that research and graduate studies are vital drivers of the university's broader vision.

*Future in Focus* sets a bold direction, emphasizing student empowerment, economic revitalization and a commitment to inclusivity. The *RGS Roadmap to 2030* builds on these priorities, offering a practical framework to align RGS efforts with the university's mission. It focuses on driving innovative, interdisciplinary research, championing graduate student success and fostering a diverse and inclusive community.

## A COLLABORATIVE EFFORT

This roadmap represents the result of years of thoughtful collaboration and reflection. It grew out of insights shared during faculty listening sessions, focus groups, RGS staff retreats, and contributions from task forces, consultants and self-studies. More recently, open forums and a public comment period gave our campus community the chance to weigh in and shape this shared vision.

I want to thank everyone who contributed to this process — faculty, staff, students, and partners — who shared their time, ideas and feedback. Your input has helped create a plan that reflects the energy and diversity of PSU. A special thanks goes to the incredible RGS staff for their hard work in organizing, drafting and refining this document. Your dedication and teamwork brought this vision to life.

## ALIGNMENT WITH PSU'S STRATEGIC PLAN

At its core, the RGS Roadmap to 2030 embodies the guiding commitments of *Future in Focus*:

**Welcoming and Supporting All Learners:** By expanding opportunities for graduate and undergraduate research, this roadmap equips students with the skills and experiences needed to lead in their chosen fields.

**Co-Creating the Future of Our Region:** Through interdisciplinary research initiatives, partnerships with industry and government, and public-impact research, PSU is poised to address critical societal challenges and drive Portland's revitalization.

**Building a Community Ethos of Care and Well-Being:** By investing in streamlined processes and fostering a culture of collaboration, this plan prioritizes the well-being of our faculty, staff and students.

**Providing Equitable Access to Quality Education:** By creating inclusive pathways into graduate programs, expanding support for non-traditional students and increasing access to research opportunities, this roadmap ensures that students from all backgrounds can thrive in PSU's academic and research community.

**Modeling Responsible Stewardship:** The roadmap emphasizes operational efficiency, advanced technologies and sustainable practices to ensure that RGS remains a model of innovation and resource stewardship.

## KEY FOCUS AREAS OF THE ROADMAP

The Roadmap includes a comprehensive set of strategies and initiatives aimed at advancing the Division's mission and aligning with the broader goals of PSU. The strategies and actions within the roadmap are centered around five priority areas.

### Interdisciplinary and Public Impact

**Research:** Advancing interdisciplinary research and driving public impact are central to PSU's commitment to serving as Oregon's urban research university. The planned *Institute for Public Impact Research* will connect faculty across disciplines, develop collaborative solutions to complex societal challenges and address key issues in the Portland region. The Institute will serve as a hub for initiatives that align with PSU's motto to "Let Knowledge Serve the City."



These efforts will also foster partnerships with local industries, public agencies, and community organizations to tackle economic, environmental, and social challenges. By positioning PSU as a leader in socially engaged research, this work aims to drive Portland's economic, social and cultural resurgence while delivering tangible benefits.

### Faculty Development and Grant-Seeking

**Culture:** Developing a strong grant-seeking culture is key to increasing faculty participation in the research enterprise and improving their success in securing external funding. This includes creating a community of practice centered on grant-seeking, designed to provide faculty with the tools, resources, and support they need to engage in research and pursue funding opportunities.



A major component of this initiative is the establishment of a *Research Development Office*, which will provide targeted support through services such as grant-writing workshops, proposal development assistance, mentorship programs and funding opportunity alerts. The office will also foster interdisciplinary collaboration and reconnect faculty to encourage "creative collisions" that lead to innovative research ideas and projects.

### Graduate Program Growth and Doctoral Revitalization:

Expanding and modernizing graduate and doctoral programs is essential to strengthening PSU's research capacity and

meeting workforce needs. This includes growing enrollment in high-demand fields and redesigning programs to attract a broader range of students, including working professionals, non-traditional students and those seeking career advancement.



Key efforts include developing clear pathways from undergraduate to graduate studies, improving mentorship and professional development and diversifying recruitment to build a more inclusive student body.

**Partnership Development and Industry-Funded Research:** Expanding partnerships with city, regional and state organizations, as well as increasing collaborations with industry, is a priority. The planned *Industry Partnership Office* will serve as a hub for managing relationships, aligning industry needs with faculty expertise and developing research roadmaps to identify opportunities for collaboration in core sectors important to the region. These sectors include advanced manufacturing, semiconductor and hardware manufacturing, clean technology, bioscience and apparel and outdoor industries.



A primary goal of these efforts is to significantly increase the amount of industry-funded research at PSU. The office will also provide training for faculty on working with industry partners. These initiatives aim to streamline partnerships, grow research funding, and support workforce development, fostering innovation and addressing regional priorities.

**Operational Excellence and Research Administration**

**Infrastructure:** Improving operational efficiency, modernizing infrastructure and enhancing service delivery are critical to supporting PSU's research and education missions. This includes strengthening systems and processes across the full lifecycle of grant administration — from proposal development to award management and compliance. Efforts include fully deploying tools like Kualu for research administration and Slate for graduate admissions, as well as integrating AI and automation to streamline workflows.



A solution-oriented approach will guide service improvements, focusing on proactive support, clear communication, and responsive problem-solving to meet faculty and staff needs. Training programs and accessible resources will help users effectively navigate these systems, reducing administrative burdens and improving results.

## LOOKING AHEAD

As we begin this journey, I invite you to embrace the opportunities this roadmap offers. Together, we can use the power of research and graduate education to fulfill PSU's mission, support our community and tackle the challenges that matter most.

The RGS Roadmap to 2030 is more than a plan—it's a commitment to our students, faculty, staff, and community to lead with purpose, innovate with intention, and shape a brighter future for Portland and beyond. I'm confident that, with our combined efforts, we can bring the vision in these pages to life.

Thank you for your dedication to excellence in research and graduate education. Together, we'll continue to make PSU a leader in innovation, inclusion, and impact.

Sincerely,

A handwritten signature in black ink that reads "Richard A. Tankersley".

Richard A. Tankersley  
Vice President for Research and Graduate Studies





# Vision:

*To be a global leader in innovative research and transformative graduate education, driving societal progress, public impact, and urban revitalization.*



# Mission:

*We empower Portland State University's diverse community of researchers, scholars, artists, and students to excel in impactful research and creative activities across all disciplines. By fostering innovation and excellence in research and graduate education, we address critical societal challenges, revitalize urban communities, and contribute to advancing knowledge.*





# VISION, MISSION & GUIDING COMMITMENTS

## OUR VISION

Our vision is to be the catalyst for innovative, inclusive, and public-impact research, scholarship, and creative activities, uniquely leveraging our urban Portland setting. We foster a diverse and collaborative environment where interdisciplinary research thrives, empowering our researchers and students to address critical local, regional, and global challenges. By prioritizing public-impact research and bridging discovery with practical application, we drive innovation and entrepreneurial thinking that directly improves lives and revitalizes urban communities.

We prepare the next generation of scholars and professionals to lead and innovate in their fields, establishing Portland State University as a global leader in research excellence and transformative graduate education. Through these efforts, rooted in our urban community, we significantly advance society and contribute to knowledge.

## OUR MISSION

We aim to advance and support excellence in research, scholarship, creative expression, and graduate education, driving meaningful contributions to society and the academic community.

*We strive to:*

### ***Empower and Elevate Our Community***

We empower our diverse researchers, scholars, artists and graduate students to excel in their fields, fostering both disciplinary and interdisciplinary endeavors that address pressing challenges and expand the frontiers of knowledge.

### ***Invest in Growth and Adaptability***

We support the growth of existing research strengths while investing in promising new areas of inquiry, continuously improving curricula, and ensuring our programs meet evolving academic, workforce and societal needs.

### ***Cultivate an Inclusive and Innovative Environment***

We foster an inclusive atmosphere that nurtures discovery, creativity, and innovation across all disciplines, leveraging our unique urban Portland setting to improve communities locally and globally.

### ***Provide Robust Research Support***

We offer comprehensive, efficient, and effective research administration and resources to facilitate the success of PSU's diverse research and graduate studies.

### ***Enhance Partnerships and Grant Success***

We build lasting relationships with sponsors, community partners, and industry to support impactful research and innovative graduate programs, enhancing grant-seeking success.

### ***Drive Innovation and Entrepreneurship***

We facilitate the translation of research discoveries into real-world applications and entrepreneurial ventures that drive positive change and revitalize urban communities.

### ***Amplify Our Impact***

We promote the reach and influence of PSU's research, scholarly work, and graduate student achievements, highlighting their value to society and the global academic community.

### ***Enrich Educational Experiences***

We enhance undergraduate and graduate education through experiential learning, cutting-edge opportunities, creative activities and diverse scholarship forms, preparing students for leadership and real-world impact.

## OUR GUIDING COMMITMENTS

### ***Nurturing Collaborative Innovation***

We commit to fostering partnerships across disciplines, departments, and external stakeholders, driving innovative approaches in research, graduate education and operational efficiency to enhance our collective impact.

### ***Stewarding Ethics and Accountability***

We commit to upholding the highest standards of integrity and ethical conduct, ensuring responsible resource management, adhering to regulatory requirements, and transparently reporting our actions and outcomes.

### ***Championing Inclusive Excellence***

We commit to nurturing an inclusive environment where diverse perspectives are valued, offering equitable access to research opportunities and graduate education, and providing culturally affirming support services to empower all community members.

### ***Cultivating Transparent and Empathetic Communication***

We commit to establishing and maintaining an ethos of open, transparent, and empathetic communication, fostering trust and informed decision-making among our research and graduate education stakeholders.

### ***Delivering Solution-Oriented and Responsive Support***

We commit to providing timely, efficient assistance to faculty, students, and research teams, serving as a reliable resource that empowers success in research and graduate studies.

### ***Driving Public-Impact Research and Community Engagement***

We commit to working collaboratively through trust-based, reciprocal partnerships to address critical challenges, enhance community well-being, and create meaningful change at local, regional and global levels.

### ***Cultivating Innovative Practices in Research and Graduate Education***

We commit to pioneering new approaches in research support and graduate program development, continually seeking creative solutions to enhance our services and outcomes for the benefit of our students and communities.

### ***Adapting for Future Success***

We commit to regularly evaluating and improving our processes, programs, and services, ensuring we remain adaptable to the evolving needs of our research and graduate education community.



# GOALS, OBJECTIVES & STRATEGIES

## OUR PROCESS: A LOGIC MODEL APPROACH TO DEVELOPING THE ROADMAP

To develop the **RGS Roadmap to 2030**, we used a thoughtful and inclusive process built on the **Theory of Change (ToC)** framework and a **Logic Model Approach**. The ToC is a tool that helps connect the dots between what we do and what we're trying to achieve. It's about mapping out the steps that lead to our long-term goals while ensuring we're clear on the conditions and actions needed along the way. This approach helped us organize our priorities and stay focused on how each action contributes to measurable outcomes.

We began by identifying long-term goals that reflect RGS's mission and align with the broader objectives of the university and its new strategic plan, *Future in Focus*. These goals established the foundation for the roadmap, defining the outcomes we aim to achieve by 2030. Working collaboratively with faculty, staff, students, and community partners, we then articulated intermediate objectives to break these goals into achievable milestones. This step-by-step approach ensured that the roadmap was both actionable and well-structured.

An essential part of our process was using a **Stop, Start, Continue, and Accelerate** exercise. This helped us evaluate ongoing efforts, identify what was working well, and recognize areas where we could realign resources or discontinue efforts that weren't aligned with our goals or producing the desired outcomes. This exercise was pivotal in prioritizing key elements of the roadmap, allowing us to focus on initiatives that supported the strategic imperatives outlined in *Future in Focus* and enabled progress toward our goals.

Once objectives were set, we developed specific actions and strategies to achieve them. These initiatives were carefully crafted to ensure alignment with the ToC framework's focus on outcomes over outputs. Given the constraints of our current funding and staffing levels, we emphasized using existing resources creatively. While we hope to secure new resources — such as external grants or additional staff — we prioritized efforts that could be achieved by redeploying and focusing on what we already have, rather than relying on significant new investments.

The roadmap is organized into a clear hierarchy. Each section outlines the long-term goals, followed by specific objectives and the strategies or actions needed to achieve them. To ensure accountability and track progress, every section concludes with a set of **Key Success Indicators (KSI)**. These metrics include increases in research funding and interdisciplinary research projects, growth in graduate student enrollment and retention, and diversification of research funding sources. By directly linking metrics to goals, the roadmap allows us to measure success effectively and adapt as needed.

Stakeholder engagement was critical throughout the process. We used a range of forums — quarterly all-hands meetings, leadership retreats, lunchtime listening sessions and virtual and in-person campus and community discussions — to gather input. The roadmap was also shared for public comment, inviting

feedback on what was working, what was missing, and what needed adjustment. This iterative approach helped refine our goals, ensuring the roadmap addressed both strategic priorities and the day-to-day realities of our work.

Recognizing this is a multi-year effort, we designed the roadmap as a "living document." While it sets a clear direction for the next five to six years, it is also flexible and adaptive, allowing us to respond to new opportunities or challenges. Regular reviews and adjustments will ensure it remains relevant and effective.

To manage implementation effectively, we also sequenced and scaffolded the strategies. Each initiative is marked with a priority level: ❶ for actions planned in years 1-2, ❷ for those in years 3-4, and ❸ for those in years 5-6. This sequencing provides a clear timeline for rolling out initiatives in a logical order. Additionally, initiatives marked as priority ❶ and highlighted in green represent those already underway, reflecting the momentum we've already established.

By taking this structured and collaborative approach, we created a roadmap that not only charts a path toward achieving RGS's goals but also remains adaptable to the realities and opportunities of the coming years.

## WHY A ROADMAP?

We've chosen to call this document the **RGS Roadmap to 2030** rather than a strategic plan because it focuses on the detailed steps needed to achieve or reach our goals. While strategic plans — such as PSU's *Future in Focus* — define high-level goals and strategic imperatives (the "what"), a roadmap emphasizes the "how" and "when." It provides a clear guide for implementation, breaking down objectives into specific strategies, tasks and milestones, along with timelines for execution. A roadmap serves as a playbook, helping us navigate the path forward by outlining practical steps that ensure our efforts are actionable, measurable, and aligned with our long-term vision.

A roadmap also offers more flexibility and adaptability than a traditional strategic plan. By outlining not only what we aim to achieve but also the sequence in which initiatives will be implemented, we can prioritize efforts, allocate resources effectively, and adjust as circumstances evolve. This structure ensures that the roadmap is both a practical guide for immediate action and a living document capable of responding to new opportunities and challenges. To maintain its relevance, the roadmap will undergo annual progress assessments, where we will review achievements, reprioritize initiatives as needed, and adjust timelines to reflect new developments or constraints.

By framing this effort as a roadmap, we emphasize RGS's critical role in advancing PSU's mission and purpose through detailed planning and measurable progress. This approach provides a clear path forward, enabling RGS to deliver on its commitments with purpose as we work toward 2030.

# Section A:

## RESEARCH EXCELLENCE & SOCIETAL IMPACT

### OUTCOME:

*By 2030, PSU's research enterprise will drive interdisciplinary, high-impact projects that address critical societal challenges, significantly contributing to Portland's revitalization and positioning the university as a global leader in public-impact research. This will be reflected in increased sponsored research expenditures and a growing reputation for delivering impactful, community-focused solutions.*

# GOAL A1: ADVANCE INTERDISCIPLINARY, HIGH-IMPACT AND INCLUSIVE RESEARCH

## Objective A1.1: Promote Collaborative Research to Address Societal Challenges

*Promote interdisciplinary research initiatives with a strong focus on public impact, addressing urgent issues such as economic equity, public health, climate change, transportation and environmental sustainability. These initiatives should bring together diverse stakeholders to collaborate on solutions that deliver tangible benefits to communities at local, regional and global levels, aligning with PSU's mission to serve the public good.*

### a. Establish an Institute to Support High-Impact Research ②

Create a university-level institute facilitating community-engaged and public impact research across centers, schools, and departments. This institute will be a hub for coordinating research initiatives, fostering interdisciplinary collaboration, securing external funding and building partnerships with community organizations, industry, and government.

### b. Launch Seed Grant Program to Foster Public Impact Research ①

Establish a new seed grant program to support research projects addressing critical societal challenges, including economic inequities, public health crises, and environmental sustainability. This program will provide faculty with the resources to gather preliminary data for competitive grants and develop partnerships with community organizations and industry.

### c. Create a Rapid-Response Fund for Societal Challenges ②

Implement a rapid-response research fund to mobilize teams and resources quickly for time-sensitive research addressing urgent societal issues, such as natural disasters, public health crises, or policy changes. This fund should enable PSU to lead impactful research when opportunities or crises arise, positioning the university as a responsive and engaged research institution.

### d. Establish Public Impact Research and Partner Awards ①

Launch two new awards to recognize exceptional public impact research at PSU. The Faculty Award will honor faculty whose research addresses critical societal challenges like public health, sustainability, or social justice, translating academic work into real-world solutions. The Partner Award will celebrate external organizations — such as community groups, industry, or government agencies — collaborating with PSU to implement research findings, creating measurable societal benefits.

## Objective A1.2: Strengthen Interdisciplinary Networks and Develop University-Level Research Centers

*Cultivate a dynamic research environment that fosters interdisciplinary collaboration and supports the development of university-level research centers*

### a. Conduct a Network Analysis of Campus Collaborations ①

Perform a network analysis of campus collaborations to identify existing research clusters, emerging networks, and interdisciplinary connections. Use the findings to inform interventions aimed at strengthening research collaborations and aligning PSU's research priorities with the broader goals of PSU's new strategic plan.

### b. Establish Funding for Cross-Disciplinary Projects ③

Launch a seed funding program tailored to interdisciplinary research projects that bridge academic units and disciplines to encourage and incentivize collaboration and innovation to enhance PSU's research visibility and societal impact.

### c. Launch the BRIDGE Program (Bridging Research Interests for Dynamic Group Encounters) ①

Foster interdisciplinary research through providing structured opportunities for faculty across colleges and schools to engage in creative collisions, share research interests, and develop collaborative projects. Through workshops, networking events, and innovation forums, BRIDGE will support the formation of diverse research teams as they explore shared questions, identify funding opportunities, and craft collaborative strategies.

### d. Enhance Inclusion of Underrepresented Disciplines in Sponsored Research ①

Develop targeted initiatives to engage faculty from fields historically less involved in sponsored research, such as the arts, humanities and social sciences, in interdisciplinary projects. Provide tailored resources, including workshops and mentorship, to lower barriers and help faculty access funding and contribute to large-scale research teams. Offer incentives, such as seed grants, to foster innovative collaborations between traditionally distinct disciplines and underscore the value of diverse perspectives.



**e. Develop New University-Level Research Centers**

Explore creating new university-level research centers or elevating existing centers from schools or colleges. Focus on areas aligned with PSU's core strengths or emerging fields of excellence, serving as collaboration hubs that enhance interdisciplinary research.

**f. Strengthen Partnerships with External Institutions and Government Agencies**

Partner with the Office of Government Relations to strengthen and enhance collaborations with universities, research centers, health institutions (e.g., OHSU), and regional, state, and federal government agencies through formal agreements like MOUs and cooperative and interagency agreements.

**Objective A1.3: Build Comprehensive Faculty Support for Research Funding and Development**

*Establish a centralized research development office to align institutional priorities with funding opportunities and provide comprehensive support to teams of faculty pursuing large-scale research opportunities. Equip researchers with the tools and resources needed to identify funding sources, develop competitive proposals, and locate potential collaborators and partners.*

**a. Develop a Strategic Research Investment Map**

Conduct a comprehensive evaluation of PSU's research strengths, including areas of existing excellence, emerging opportunities, and future investment priorities. This map will guide strategic decision-making and ensure alignment with funding opportunities and PSU's long-term research goals.

**b. Support Large-Scale Collaborative Grant Initiatives**

Establish a dedicated research development team and program to support large-scale, multi-investigator grants. Provide specialized proposal development services, including specialized grant preparation support, administrative support for efficient project management, and peer review processes to facilitate collaboration and secure high-impact funding.

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**c. Leverage MSI and Emerging Research Institution Status for Strategic Funding**

Provide targeted support and training to help faculty maximize PSU's MSI and Emerging Research Institution (ERI) designations. Offer workshops and resources to identify funding opportunities specific to these categories, including establishing clear pathways for engaging with federal programs (e.g., NSF, NIH, DOE) and private foundations.

**d. Provide Proposal Customization Support**

Offer one-on-one consultations with research development specialists to help faculty tailor proposals to meet the distinct requirements and goals of different funding sources.

**Objective A1.4: Embed DEI Principles in Research Methodologies and Practices**

*Promote the integration of DEI principles throughout all stages of research, including design, data collection, and analysis, to foster fairness, inclusivity, and relevance to diverse populations across research activities.*

**a. Develop Guidelines for Inclusive Research Practices**

Create comprehensive guidelines for integrating DEI principles into research design, data collection, and analysis. These guidelines will support the adoption of inclusive methodologies that incorporate diverse perspectives and populations.

**b. Offer Workshops and Training on Inclusive Research Methodologies**

Provide discipline-specific workshops and training sessions on inclusive research methodologies. These sessions will equip researchers with practical tools and techniques for incorporating DEI principles into research processes, including design, data collection, and analysis.

**c. Enhance Inclusiveness in Research Design**

Promote adopting inclusive research design practices through workshops, online tools, and support resources. Focus on utilizing diverse data sources, integrating cultural contexts into research questions, and actively engaging underrepresented communities in the research process.



# GOAL A2: SHOWCASE RESEARCH EXCELLENCE THROUGH IMPACT METRICS AND COMMUNICATION

## Objective A2.1: Utilize Research Analytics to Measure Performance and Broader Impacts

Leverage advanced research analytics to assess PSU's research performance, societal impact, and economic contributions. Implement comprehensive systems for gathering data on the broader impacts of research activities, informing strategic decisions, and showcasing benefits to stakeholders.

### a. Develop Comprehensive Metrics for Research Success and Performance ①

Establish a system to gather and track key metrics related to research strength, such as publication output, grant success rates, citation impact, interdisciplinary collaboration, and external partnerships. Include metrics that assess policy influence, economic support, and community benefits.

### b. Provide Research Intelligence for Leadership ①

Offer research analytics to leadership, providing a comprehensive view of PSU's research landscape, including strengths, growth areas, funding potential, and societal impact.

### c. Implement a Comprehensive Research Impact Tracking and Communication System ①

Deploy an advanced university-wide analytics platform to track, measure, and showcase the impact of PSU's research projects across societal, economic and policy dimensions. This system will track funding trends and document success stories while providing data-driven insights to guide future initiatives.

### d. Economic Impact and Commercialization Tracking ②

Create a system to quantify the economic impact of PSU's research, tracking commercialization outcomes, startup creation, patents, and industry partnerships. Support faculty in translating research into commercial ventures and measuring economic returns.

### e. Launch an ORCID Adoption Campaign ①

Initiate a university-wide campaign to promote the adoption of ORCID IDs among faculty, graduate students, and researchers. Provide dedicated workshops, step-by-step guidance, and technical support to help users create and integrate ORCID profiles into grant applications, publications, and institutional databases. Promote ORCID as a standard tool for tracking research outputs and fostering collaboration.

## Objective A2.2: Elevate PSU's Research Visibility and Access through Comprehensive Communication Strategies

Develop communication strategies to enhance PSU's research visibility and showcase achievements. Utilize a redesigned website, targeted media campaigns, and internal communication channels to promote engagement and highlight societal impact.

### a. Strengthen Internal Communication Channels for Research ①

Create a coordinated internal communication system to update faculty, staff, and students on research initiatives, funding opportunities, and collaborations. Utilize newsletters, event calendars, and communication platforms to foster engagement and cross-departmental awareness.

### b. Develop and Implement an External Communication Strategy ②

Collaborate with University Communications to promote PSU's research excellence locally and nationally. Share high-impact research stories through targeted media campaigns, public outreach, and digital platforms, measuring success through media coverage and engagement.

### c. Redesign the RGS Website for Enhanced Usability and Visibility ①

Revamp PSU's research website to better serve internal and external audiences. Create a user-friendly platform that simplifies access to information, resources, and funding opportunities while making it an engaging resource to showcase research achievements and foster collaboration.

## Objective A2.3: Promote Open Science and Data Sharing Practices to Enhance Research Impact

Foster a culture of open science at PSU through collaboration with the Dean of the University Library and staff. Implement policies and support systems encouraging Open Access publishing, transparent data sharing, and ethical research practices.

### a. Promote Open Science Policies and Encourage Open Access Publishing ①

In collaboration with the University Library and Faculty Senate, promote the existing Open Access Publications Policy and explore growth opportunities that encourage Open Access publishing and data sharing across PSU's research community. Ensure policies align with national and international Open Science mandates and best practices. Acknowledge the role of the University Library in facilitating access and dissemination.

### b. Advance and Support Open Science Practices ②

Collaborate with the University Library and Faculty Senate to advance Open Science practices among faculty and graduate students. Provide comprehensive training on Open Access publishing, data management, and FAIR data principles to support ethical, transparent, and accessible research. Simultaneously, establish incentives — such as recognition in promotion and tenure processes — to encourage adoption of Open Science methods.

### c. Expand Infrastructure for Research Data Management and Security ①

Partner with the University Library and the Office of Information Technology to develop a centralized infrastructure for secure data storage, management, and sharing.

# GOAL A3: ENHANCE RESEARCH IMPACT THROUGH COMMERCIALIZATION, ENTREPRENEURSHIP AND PARTNERSHIPS

## Objective A3.1: Expand the Translation, Commercialization, and Impact of PSU Research

Focus on increasing the reach of PSU research into high-impact applications and commercial ventures by fostering collaboration with industry leaders, entrepreneurs, and deployment partners.

### a. Focus the Portland State Business Accelerator (PSBA) on Key Industry Sectors ①

Align the PSBA program with PSU's research strengths and regional assets, such as cleantech and sustainability, by concentrating support on these key industries. Provide targeted mentorship, resources, and connections to help start-ups and innovators thrive within these sectors.

### b. Connect PSU Researchers to Industry and Entrepreneurship Partners ②

Connect PSU research teams to relevant industry partners and successful entrepreneurs. Provide advice on commercialization strategies and product development to bridge the gap between research and market.

### c. Develop Problem-Specific Innovation Challenges ①

Launch targeted Innovation Challenges that engage faculty and students in solving real-world, industry-specific problems, aiming to create sponsored projects or PSU start-ups. Expand the availability of seed funding from the University Venture Development Fund to support translating research into impactful, practical solutions.

### d. Establish a Research to Market Symposium ①

Host an annual symposium, in collaboration with regional partners, to showcase successful research impact stories and connect researchers with industry partners, venture capital, and investors. This event aims to bridge academic innovation with market opportunities, fostering collaboration and investment.

### e. Increase High-impact Broad Licensing Programs ②

Enhance efforts to identify faculty research assets suitable for broad non-exclusive licensing or deployment through strategic partnerships. Develop and implement programs to expand the reach and impact of these innovations.

## Objective A3.2: Foster Industry Partnerships and Use-Inspired Research

Strengthen partnerships with industry to drive increased impact through research translation, commercialization, and sponsored research. Establish networks and resources to increase external funding from business and industry.

### a. Establish a Centralized Research Partnership Office ②

Create a Research Partnership Office to serve as a single point of contact for companies seeking research collaborations and sponsored research opportunities with PSU. This office will streamline industry engagement and collaboration, promote PSU's research strengths, and increase external funding from regional and national industries.



### b. Develop Industry Collaboration Networks ③

Create formal networks that connect PSU researchers with industry partners to spark collaborations, advance technology transfer, and support the commercialization of innovative technologies. These partnerships will drive sponsored research, with companies funding labs, projects, and faculty fellowships to tackle industry-specific challenges — especially in key areas like cleantech, sustainability, and microelectronics.

### c. Launch Initiatives for Regional Industry Funding ③

Charge the new Office of Research Partnerships with increasing regional industry funding by showcasing PSU's research capabilities and aligning with local sector needs through initiatives such as industry-specific showcases, collaborative innovation labs, and customized fellowship programs. The goal is to establish PSU as the preferred partner for businesses seeking innovative solutions and impactful collaborations.

## Objective A3.3: Increase the Visibility and Recognition of PSU's Innovation Impact

Highlight PSU's impact in turning research into real-world societal and economic benefits through strategic media campaigns, engaging public events, and interactive showcases. These efforts will strengthen PSU's reputation as an innovation leader and encourage deeper connections with the community and industry.



- a. Launch an Innovation Spotlight Series** ①  
Develop and feature profiles of successful research impacts on PSU's website and social media. Highlight the journey from research to impact to showcase innovations and inspire others.
- b. Publish an Annual Innovation Impact Report** ②  
Release a report quantifying the societal and economic benefits of PSU's commercialized and/or licensed research, including community impacts, revenue, and job creation.
- c. Develop a Translational Research Hall of Fame** ①  
Create an interactive exhibit recognizing PSU's most impactful research innovations. Prominently display innovations and the teams behind them on campus.
- d. Establish an Innovator of the Year Award** ①  
Develop an annual award to recognize faculty, graduate students, alumni, and early-career researchers for demonstrating excellence in translating research into impactful innovations.
- e. Organize a From Idea to Market Lecture Series** ①  
Host a lecture where PSU researchers and alumni share their experiences in successfully translating their research into impactful innovations. Highlight lessons learned and strategies for overcoming challenges.

**Objective A3.4: Expand Entrepreneurship Programs to Foster Entrepreneurial Thinking Across Disciplines**

*Leverage PSU's Center for Entrepreneurship to broaden its impact, focusing on developing entrepreneurial thinking across graduate and undergraduate programs. These initiatives will align with PSU's strengths in innovation and collaboration, fostering entre-*



*preneurial mindsets that drive research commercialization and innovative problem-solving.*

- a. Integrate Entrepreneurship and Innovation Training Across Curricula** ①  
Collaborate with PSU's colleges and schools to embed entrepreneurial thinking into curricula. Offer credit-bearing "studio" courses for cross-disciplinary teams to develop commercialization strategies and integrate entrepreneurship modules—such as innovation and leadership—into existing programs, especially at the graduate level. These initiatives equip students with practical skills to connect academic research with market opportunities.
- b. Promote Entrepreneurial Mindsets Beyond Startups** ①  
Emphasize programs that teach entrepreneurial thinking as a versatile mindset applicable beyond launching startups, including roles as intrapreneurs within organizations. These programs will equip students with creativity, adaptability and innovation-driven problem-solving skills, preparing them to lead and excel across various professional fields.
- c. Establish Graduate Entrepreneurship Fellowships** ②  
Seek funding to establish a graduate fellowship program focused on entrepreneurship that offers financial support and mentorship to graduate students pursuing entrepreneurial ventures. This fellowship will target student innovators interested in applying their research or innovation to real-world problems.
- d. Enhance Industry Collaboration for Entrepreneurship** ②  
Expand partnerships with industry to provide graduate students with hands-on entrepreneurial experiences, including internships, real-world problem-solving projects and mentorship opportunities. These collaborations will ensure that students gain practical insights into entrepreneurship that align with PSU's regional innovation ecosystem.

**Objective A3.5: Build a Network of Strategic Community Partnerships to Enhance Regional Entrepreneurship**

*Establish and strengthen formal partnerships with nonprofits, community organizations, and regional business support entities to foster entrepreneurship. Develop collaborative programs to provide entrepreneurs access to resources, events, and a robust support network.*

- a. Formalize PSBA Partner Program** ①  
Establish a formal partner program for the Portland State Business Accelerator (PSBA) with written commitments from regional partners. Outline mutual benefits and expectations, including access to networking events, workshops and shared resources to support innovation. This program will strengthen partnerships and enhance the collaborative network for PSBA and its stakeholders.
- b. Host Metro Regional Innovation Hub** ①  
Set up, run, and seek additional support for a Metro Regional Innovation Hub to service traded-sector entrepreneurs in the tri-county area through formal partnerships and cross-referral programs with hundreds of regional community partners.

# A. RESEARCH EXCELLENCE & SOCIETAL IMPACT

## HOW WILL WE MEASURE SUCCESS?

- 1. Significant growth in interdisciplinary research initiatives** will highlight PSU's ability to foster collaboration across disciplines, bringing together diverse expertise to address complex societal challenges. These efforts will demonstrate success through the number of new projects launched and their external funding secured. *(KSI: Increase in externally funded interdisciplinary research projects relative to the previous year)*
- 2. Stronger alignment and an increasing focus on research addressing societal impact themes** will reinforce PSU's dedication to solving critical global and local challenges. This approach underscores PSU's role as a leader in impactful, solution-driven scholarship that benefits communities and drives positive change. *(KSI: Increase in the percentage of research projects aligned with societal impact themes)*
- 3. Substantial expansion of partnerships with industry and the community** will reflect PSU's role as a catalyst for collaboration and innovation. These partnerships will enable impactful, real-world research applications while strengthening PSU's connections with key stakeholders. *(KSI: Growth in the number of industry and community partnerships supporting research and the total amount of industry-sponsored research)*
- 4. Greater diversification of research funding sources** will showcase PSU's strategic efforts to broaden its research funding base, ensuring resilience and sustainability while enhancing the impact of its work. This includes increased support from federal agencies, private foundations and industry partners, reflecting a commitment to a robust and diverse funding portfolio. *(KSI: Increase in diversity of sponsored research funding sources)*
- 5. Increased research and development (R&D) expenditures** will illustrate PSU's commitment to growth and impact, reflecting success in securing external funding and investing in innovative research initiatives. *(KSI: Total R&D expenditures as reported in the NSF HERD Survey)*
- 6. Recognition of research excellence through faculty and student achievements** will highlight PSU's leadership in producing high-impact research and fostering academic excellence. *(KSI: Number of research awards, honors, and recognitions earned by faculty and graduate students)*
- 7. Greater visibility and engagement with PSU's research outputs** will demonstrate the public impact and relevance of the university's scholarly contributions. This includes rising Altmetric scores and growth in community and media engagement with research publications. *(KSI: Increase in Altmetric scores, community engagement, and media coverage metrics)*



# Section B:

## FACULTY LEADERSHIP IN RESEARCH & INNOVATION

### OUTCOME:

*PSU faculty establish themselves as leaders in securing competitive grants, developing a strong community of successful grant-seekers who collaborate on interdisciplinary research and translate innovations into societal solutions. This strengthens PSU's international reputation and amplifies its impact on revitalizing regional industries and the public sector.*



# GOAL B1: ENHANCE FACULTY GRANT-SEEKING SUCCESS AND FOSTER COLLABORATIVE NETWORKS

## Objective B1.1: Strengthen Faculty Grant-Seeking Skills

*Develop comprehensive training and mentorship programs that equip faculty with the skills to secure external research funding, ensuring long-term success in grant-seeking from diverse sources.*

### a. Establish a Comprehensive Grant-Seeking Professional Development Program ①

Create a robust training program designed to help faculty members successfully apply for research grants from federal agencies, foundations, and non-profits. This program includes group training seminars and interdisciplinary peer group activities, with guidance from senior faculty, former program officers, and grant specialists.

### b. Launch a Mid-Career Faculty Program for Advanced Research Leadership ②

Collaborate with the Provost's office to establish a specialized program supporting mid-career faculty in advancing their research trajectories. This initiative focuses on building expertise in leading complex, large-scale projects, fostering interdisciplinary collaborations, and developing skills in strategic proposal planning for emerging fields.

### c. Provide Grant Proposal Review and Consultation Services ①

Offer pre-submission peer review services and consultations with grant specialists to help faculty refine their proposals before submission. These services will improve proposal quality and competitiveness.

### d. Develop an Online Resource Hub for Grantseeking ②

Create an online repository that provides faculty with templates, tools and best practices related to grantseeking. These resources will help faculty quickly locate critical information for proposal development, including letter of support guidelines, budgeting

templates and resources to develop inclusive research and mentoring plans.

## Objective B1.2: Build a Community of Practice for Grant-Seeking and Research Collaboration

*Foster a collaborative research environment by developing a community of practice that connects faculty across disciplines, encourages interdisciplinary collaboration, and promotes creative engagement in emerging research areas.*

### a. Offer Ongoing Grant-Seeking Training and Workshops ①

Provide ongoing workshops focused on specific aspects of grant-seeking, including proposal development, grant management, and maintaining relationships with funding agencies. Encourage and incentivize faculty who complete the initial training to attend these sessions to refine their skills and stay current on funding trends.

### b. Provide Post-Training Networking and Collaboration Opportunities ②

Provide post-training resources for faculty who complete grant-seeking programs, including networking events, continued mentorship and access to interdisciplinary collaborations. These resources will help faculty strengthen relationships with potential research partners and encourage long-term engagement in interdisciplinary work.

### c. Establish Peer-Led Writing Groups for Grant Proposals ②

Form peer-led writing groups where faculty meet regularly to share and critique sections of their grant proposals. Led by experienced faculty, these groups will promote collaboration, enhance the quality of grant applications, and facilitate interdisciplinary connections.

# GOAL B2: ENHANCE FACULTY SKILLS IN RESEARCH LEADERSHIP, MANAGEMENT, AND COMPLIANCE

## Objective B2.1: Strengthen Faculty Skills in Managing Research Projects and Awards

*Provide faculty with specialized training and support to manage research projects from inception to completion, ensuring excellence in budgeting, compliance, and project oversight.*

### a. Offer Dedicated Training on Project and Award Management ①

Implement a comprehensive training program for principal investigators (PIs), focusing on project management, budgeting, compliance, and reporting. Equip faculty with the skills to navigate university systems and manage projects effectively.

### b. Host In-Person Workshops on Research Grant Lifecycle Management ②

Offer in-depth workshops that walk faculty through the full lifecycle of research grants, from proposal development to project closeout. These workshops will include best practices for managing timelines, engaging with sponsors, and conducting project evaluations, helping faculty navigate each stage of managing their research awards effectively.

## Objective B2.2: Develop Faculty Leadership in Large-Scale and Multi-Investigator Projects

*Equip faculty with the leadership skills to manage large-scale, multi-investigator projects and interdisciplinary research teams while fostering collaboration and strategic research growth.*

### a. Implement a Leadership Development Program for Principal Investigators ②

Establish a leadership program tailored to PIs managing large, multi-investigator research initiatives. Cover topics like interdisciplinary collaboration, team dynamics, conflict resolution and strategic planning to ensure successful project outcomes.

### b. Create a Peer Support Network for Research Leadership ②

Develop a peer support network where experienced faculty collaborate with colleagues to share best practices in managing large research teams and overseeing complex projects. Encourage sharing of insights, challenges and successful leadership strategies.

## Objective B2.3: Strengthen Faculty Expertise in Research Integrity, Compliance, and Financial Management

*Equip faculty with the tools, training, and resources necessary to promote a culture of research integrity, ethical compliance, and effective financial management. Emphasize adherence to national and international standards, best practices in research administration, and a comprehensive understanding of policies related to research funding.*

### a. Nurture a Culture of Integrity in Research Activities ①

Develop and deploy a comprehensive and sustainable Responsible and Ethical Conduct of Research training program that fosters a culture of integrity, accountability, and transparency in research, ensuring all researchers and associated personnel uphold the highest ethical standards, and comply with national and international regulations and standards.

### b. Implement Specialized Training on Facilities and Administrative (F&A) Policies ①

Offer targeted training sessions for principal investigators (PIs), department chairs, and deans on F&A sponsor policies, waiver implications, and sponsor expectations. Ensure faculty understand the financial aspects of research funding and the importance of recovering the full F&A costs.

### c. Provide Comprehensive Research Security Training ①

Launch a new research security training program, leveraging online resources available through the National Science Foundation, to help faculty and students understand risks to research integrity, implement protective measures, and comply with federal security guidelines. The training will focus on safeguarding intellectual property, managing sensitive data and maintaining secure international collaborations.

## Objective B2.4: Launch an Integrated Online Research Support Portal

*Develop and implement a comprehensive online portal that provides faculty with essential resources and support for managing research projects, ensuring compliance, and safeguarding intellectual property. This portal will streamline access to critical information, enhance compliance, and promote best practices in research administration.*

### a. Develop a Comprehensive Online Resource Hub for Research Management ②

Create a centralized hub that offers on-demand materials related to project and award management, including video tutorials, step-by-step guides, templates, and FAQs. The hub will provide faculty with easy access to resources on project budgeting, compliance protocols, and navigating PSU's research administration systems, ensuring they have the tools to manage projects effectively.

### b. Establish a Compliance and Data Security Portal ②

Launch an interactive web portal focused on compliance and data security. This portal will provide self-guided tutorials, resources for secure data storage and sharing protocols, and up-to-date guidelines on export control, intellectual property protection, and compliance regulations.

# B. FACULTY LEADERSHIP IN RESEARCH & INNOVATION

## ***HOW WILL WE MEASURE SUCCESS?***

- 1. Improved external grant application success rates** will reflect the effectiveness of training and mentorship programs in equipping faculty with the skills to secure competitive funding. *(KSI: Growth in the overall success rate of external grant applications, with an emphasis on increased success among faculty who participate in grant-related training programs)*
- 2. Growth in interdisciplinary research proposals** will underscore PSU's focus on collaboration, as faculty trained in research leadership increasingly submit proposals for innovative, cross-disciplinary projects. *(KSI: Number of interdisciplinary research proposals submitted for external funding)*
- 3. Broader faculty engagement in sponsored research activities** will demonstrate the university's success in fostering a robust research culture. *(KSI: Percentage of faculty engaged in sponsored research)*
- 4. Greater adoption and utilization of online research support tools and resources,** demonstrating their effectiveness in facilitating project and award management. *(KSI: Percentage of faculty who report frequent use of the online research support portal and associated tools in managing their projects, based on annual user surveys)*
- 5. Enhanced faculty project management skills and confidence** will highlight the impact of training programs on building capacity and leadership for large-scale sponsored research projects. *(KSI: Percentage of faculty reporting improved project management skills and confidence in managing large-scale sponsored research projects based on post-training surveys.)*
- 6. Greater faculty leadership in interdisciplinary research initiatives** will underscore PSU's focus on empowering faculty to take on key roles in large-scale, collaborative projects that address critical challenges. *(KSI: Number of interdisciplinary projects led by faculty trained in research leadership and management)*

# Section C:

## STUDENT SUCCESS & EDUCATIONAL ADVANCEMENT

### OUTCOME:

*PSU enhances student success by offering comprehensive support systems and real-world learning opportunities, fostering healthy, vibrant graduate programs that attract top talent and prepare students to lead and innovate in academia, industry and public service, in alignment with the university's mission of social mobility and community impact.*



# GOAL C1: STRENGTHEN LEADERSHIP AND ACCOUNTABILITY IN GRADUATE EDUCATION

## Objective C1.1: Strengthen Graduate Education Coordination and Enrollment Management

*Enhance the coordination and leadership of graduate education across the university by developing a comprehensive strategy for recruitment, admissions, and enrollment management. Empower the Graduate School to lead these efforts, ensuring cohesive policies, resource allocation and support systems that align with PSU's strategic goals.*

### a. Strengthen the Graduate School's Leadership Role in Graduate Education 1

Empower the Graduate School to take a central role in coordinating and leading graduate education initiatives across the university. Increase its capacity to guide policy development, oversee resource allocation and ensure that admissions and enrollment management strategies are integrated with program support and student success initiatives.

### b. Develop a Comprehensive Graduate Recruitment, Admissions, and Enrollment Strategy 1

Establish a university-wide strategy for graduate recruitment, admissions and enrollment management. Collaborate with academic departments, Enrollment Management and University Communications to create targeted outreach campaigns, improve admissions processes, and track enrollment trends.

## Objective C1.2: Improve Program Accountability and Performance Monitoring

Strengthen PSU's graduate programs' accountability and continuous improvement through data-driven assessments, regular program reviews and public-facing performance indicators. These efforts will enhance program quality, support student success and ensure transparency in graduate education outcomes.

### a. Develop and Share Key Performance Indicators for Graduate Education 1

Establish clear KSIs to measure the success of graduate education, including metrics like retention rates, time-to-degree, and job placement. Develop dashboards that track these metrics to ensure transparency and accountability.

### b. Implement a Comprehensive Review Process for Graduate Programs 1

Conduct regular, comprehensive reviews of all graduate programs to assess their academic quality, relevance to market needs, and student outcomes. These reviews will ensure that programs remain competitive, align with the evolving needs of students and the workforce, and foster continuous improvement in curricula and support services.



# GOAL C2: EMPOWER GRADUATE STUDENT SUCCESS AND PROGRESSION

## Objective C2.1: Enhance Graduate Support and Mentorship Programs

*Strengthen graduate education by providing comprehensive support services, expanding funding opportunities, and fostering robust mentorship programs that address academic, research and career development needs.*

### a. Develop a Comprehensive Graduate Success and Well-Being Program 1

Develop a holistic program that offers tailored services to support graduate students' academic, personal, and professional growth. This initiative will include career counseling, leadership development workshops, mental health resources and work-life balance support, addressing the diverse needs of master's and doctoral students to help them thrive throughout their graduate experience.

### b. Increase Funding and Support for Graduate Research and Training 2

Collaborate with faculty to secure external funding that supports graduate student research and training, emphasizing fellowships, grants, and traineeship programs. These funds will enable students to engage in research and practical experiences that align with their career goals.

### c. Implement a Comprehensive Mentorship Training Program for Faculty and Students 1

Develop and execute a mentorship training program that spans the academic lifecycle. Focus on building strong mentor-mentee relationships, with faculty mentors guiding students through academic, research, and career development phases.

## Objective C2.2: Reduce Barriers to Progression and Foster Participation in Interdisciplinary Training and Research

*Identify and address barriers hindering graduate students' academic progress, participation in interdisciplinary research, and degree completion. Establish robust metrics to track student progress, ensuring tailored support that improves outcomes and facilitates timely degree completion.*

### a. Establish a System to Track Student Progress 1

Develop a comprehensive system that tracks individual student progress — such as time-to-degree, retention rates, and research progress — to identify challenges and provide targeted support. Use these metrics to inform personalized interventions, including advising and support services, that improve completion rates.

### b. Mitigate Non-Financial Barriers to Degree Completion 2

Work with programs to identify and reduce barriers such as administrative complexity, gaps in mentorship, and lack of personalized advising that delay student progress. Provide targeted interventions through a centralized resource center offering professional and transferable skill development, mental health services and career support.



### c. Simplify Access to Interdisciplinary Research Opportunities 2

Expand access to interdisciplinary research by simplifying administrative processes, providing targeted funding, and offering clear pathways for students to collaborate across departments. Support includes research stipends and streamlined access to faculty across disciplines.

### d. Deliver Targeted Support for At-Risk Students 3

Develop and implement interventions and personalized support—such as workshops and mentoring—for students facing challenges related to research progression, academic workload, or career pathways. These initiatives will be data-driven and informed by regular tracking of student progress.

# GOAL C3: INNOVATE GRADUATE EDUCATIONAL EXPERIENCES FOR FUTURE READINESS

## Objective C3.1: Transform Graduate Education through Curricular Innovation and Inclusive Practices

Revitalize graduate education by modernizing curricula, increasing opportunities for experiential learning and integrating inclusive practices. Focus on aligning graduate programs with current and emerging trends, equipping students with the skills to navigate academic and professional landscapes.

### a. Modernization of Graduate Curricula and Alignment with Emerging Trends 1

Partner with colleges and schools to review and update graduate curricula to reflect cutting-edge research, emerging trends, and industry needs. Incorporate modular learning formats, micro-credentials, and certifications that allow students to gain specialized skills in high-demand areas.

### b. Integrate Experiential Learning and Professional Development 1

Promote the inclusion of experiential learning opportunities within graduate programs. Collaborate with industry partners to provide students with paid internships, practicums and applied research experiences embedded into their academic curriculum.



### c. Innovative Teaching Methodologies and Technology 2

Leverage innovative teaching methodologies and technologies that promote critical thinking and active learning. Utilize flipped classrooms, virtual simulations, online collaborative platforms and data-driven learning tools to enhance engagement and learning outcomes.

### d. Expand Teaching and Mentoring Opportunities for Graduate Students 1

Increase opportunities for graduate students to engage in teaching assistantships and peer mentoring to develop teaching skills, deepen academic expertise and gain leadership experience. These roles prepare students for both academic and professional leadership positions.

### e. Promote Interdisciplinary and Cross-Sectoral Learning 3

Develop initiatives that encourage interdisciplinary learning by integrating cross-sectoral skills — such as policy development, science communication, and public engagement—into graduate programs. Foster collaborations across departments and with industry partners to apply research in real-world contexts.

## Objective C3.2: Enhance Accessibility and Flexibility of Graduate Programs for Diverse Learners

Improve the accessibility and flexibility of PSU's graduate programs to accommodate non-traditional, working, and underrepresented students. Expand program formats and support services to ensure that graduate education is inclusive and accessible to all.

### a. Expand Online, Hybrid, and Modular Program Offerings 1

Increase the availability of online, hybrid, and modular graduate programs to make education more accessible for working professionals and non-traditional students. Modular programs allow students to earn micro-credentials or certificates that can be stacked into full degrees.

### b. Adopt Inclusive Practices to Improve Retention and Completion 2

Implement inclusive strategies—such as flexible scheduling, accelerated programs, peer mentoring, and personalized advising — to improve program-wide retention and completion rates, particularly for underrepresented students.

### c. Enhance Support Services for International and Non-Traditional Students 1

Expand support services for international and non-traditional students, including visa assistance, cultural integration programs, and flexible learning options that accommodate different time zones and commitments.

### d. Consolidate, Promote and Launch Micro-Credentials and Skills-Based Certifications 2

Consolidate and raise the profile of existing micro-credentials and skills-based certifications within graduate programs to enhance visibility and impact. Simultaneously, develop and launch new certifications in emerging fields to equip students with marketable skills applicable to academic research and industry settings.

# GOAL C4: STRENGTHEN GRADUATE RESEARCH AND REVITALIZE DOCTORAL PROGRAMS

## Objective C4.1: Enhance Graduate Research Opportunities and Support Systems

*Strengthen graduate student research experiences by fostering interdisciplinary collaboration, providing advanced training, and showcasing student achievements. Build robust support systems that enhance research skills, promote cross-departmental collaboration, and connect students with industry and community partners.*

### a. Foster the Development of Interdisciplinary Research Opportunities for Graduate Students 2

Facilitate cross-departmental collaborations by establishing research networks, providing stipends for interdisciplinary projects, and offering credit for interdisciplinary research experiences. Ensure students gain diverse and impactful research exposure.

### b. Enhance Doctoral Research Excellence and Skill Development 3

Enhance doctoral students' research capabilities through a targeted program offering advanced training in research methods, grant-seeking and interdisciplinary collaboration. The program includes workshops, writing retreats, and mentorship to support academic and professional success.

### c. Host an Annual Graduate Research Symposium 2

Organize an annual university-wide symposium to showcase student achievements. Include research presentations, poster sessions, and opportunities for students to engage with industry and community partners, promoting collaboration and professional development.

## Objective C4.2: Revitalize Doctoral Programs to Attract and Retain Top Talent

*Revitalize PSU's doctoral programs by offering competitive fellowships, updating curricula, and enhancing program offerings to attract and retain top doctoral candidates, particularly in areas aligned with PSU's strategic strengths.*

### a. Enhance Doctoral Curricula to Reflect Cutting-Edge Research 1

Collaborate with colleges and schools to review and update doctoral curricula, ensuring they reflect the latest research, emerging trends, and industry needs. Keep PSU's doctoral programs competitive and relevant in the global job market.

### b. Develop a Comprehensive Graduate Funding Strategy 1

Create a university-wide strategy that combines Teaching Assistantships funded by university resources with externally funded research assistantships, traineeships, and fellowships. Work with academic units and external partners to align funding opportunities and ensure that students benefit from a coordinated, well-supported system for funding.

### c. Launch Inclusive Recruitment and Outreach Initiatives 1

Develop targeted strategies to attract diverse doctoral candidates, including underrepresented and international students. Highlight PSU's status as a Minority-Serving Institution (MSI), its growing BIPOC and international student populations, and its research strengths. Foster personalized recruitment connections and align with PSU's commitment to equitable access and supporting all learners. Lower barriers through measures such as waiving application fees and streamlining admissions.

### d. Improve Graduate Assistant Support Packages through Collaboration 2

Collaborate with OAA, colleges and schools to increase the competitiveness of graduate student funding packages, with a focus on doctoral students. Develop guaranteed funding packages that include competitive stipends and tuition waivers/scholarships that extend through the expected time to degree, enhancing PSU's appeal to high-caliber students and improving retention and completion rates.

### e. Implement an Internal Graduate Research Fellowship Program 3

Offer competitive institutional fellowships providing stipends, tuition support, and research funding to attract and retain top doctoral talent.

## Objective C4.3: Reform PhD Programs to Enhance Completion Rates and Align with Student Aspirations

*Work collaboratively with graduate program directors to implement structural changes to PhD programs to shorten time-to-degree, refocus on dissertation work, and align the programs with the diverse career goals of students.*

### a. Consolidate Candidacy Requirements 1

Streamline candidacy by merging the comprehensive exam and dissertation proposal defense into one exam, focusing on skills development. This exam will focus on advancing students toward their dissertation, reducing the time and stress associated with multiple exams, and improving time-to-degree.

### b. Revise Coursework Requirements 2

Reduce the burden of disciplinary-specific coursework by eliminating or modifying courses that do not directly contribute to dissertation progress. Prioritize courses that support research and professional goals, ensuring students gain relevant skills. Encourage self-directed learning and flexibility, allowing students to tailor their coursework to their research needs.

### c. Align PhD Funding with Revised Timelines 1

Work with programs to adjust PhD funding policies to support a four-to-five-year completion target, ensuring students have adequate financial backing throughout their program. Funding should be aligned with the new program structure, supporting earlier dissertation focus and timely graduation.



## GOAL C5: EXPAND OPPORTUNITIES FOR UNDERGRADUATE RESEARCH AS A HIGH-IMPACT EDUCATIONAL PRACTICE

### Objective C5.1: Provide Campus-Wide Support for Undergraduate Research Opportunities

Create a comprehensive support system to facilitate undergraduate research as a high-impact practice, ensuring equitable access for all students to meaningful research experiences across disciplines.

#### a. Establish a Centralized Office to Support Undergraduate Research <sup>2</sup>

Launch the Office of Undergraduate Research Coordination and Advancement (OURCA) to serve as the central hub for coordinating undergraduate research opportunities, providing administrative support, offering workshops and connecting students with research mentors across all departments. This office will elevate PSU's undergraduate research efforts, making it a hallmark of student success.

#### b. Develop a Digital Portal for Undergraduate Research Opportunities <sup>2</sup>

Create a digital portal that serves as a one-stop resource for students and faculty to explore available research projects, funding opportunities, and internship programs. The portal will streamline access to research opportunities, increasing student participation and ensuring greater visibility of research across campus.

### Objective C5.2: Integrate Undergraduate Researchers into Faculty Research Programs

Assist faculty in incorporating undergraduate students into their research projects, recognizing the benefits to both students and faculty regarding mentorship, collaboration, and advancing research goals.

#### a. Implement Faculty Support and Incentive Program <sup>3</sup>

Design and launch a program offering financial support and research incentives for faculty who mentor undergraduate researchers. This initiative will include research grants, stipends for student assistants, and professional development funds, motivating faculty to integrate undergraduates into their research projects.

#### b. Provide Training on Mentoring Undergraduate Researchers <sup>2</sup>

Deliver specialized training workshops that equip faculty with best practices for mentoring undergraduate researchers. These sessions will focus on integrating students into ongoing projects, fostering research skills, and creating meaningful mentorship experiences that enhance academic outcomes for both faculty and students.

# C. STUDENT SUCCESS & EDUCATIONAL ADVANCEMENT

## HOW WILL WE MEASURE SUCCESS?

- 1. Increased implementation of program reviews and assessments** will ensure that graduate programs remain rigorous, relevant and aligned with evolving academic and industry standards. These reviews will drive measurable improvements in curriculum quality and student outcomes. *(KSI: Percentage of graduate programs implementing curriculum or structural changes based on program reviews and assessments)*
- 2. Growth in interdisciplinary learning opportunities** will highlight the university's commitment to fostering collaborative education through workshops, seminars and courses that connect diverse academic fields. These initiatives will enhance students' interdisciplinary skills and career readiness. *(KSI: Percentage of students reporting improved interdisciplinary skills or successful interdisciplinary applications in academic or professional contexts)*
- 3. Higher graduate student retention and degree completion rates** will reflect the effectiveness of support systems in enabling students to achieve their academic goals. *(KSI: Graduate student retention and degree completion rates, broken down by master's and PhD programs)*
- 4. Stronger graduate employment outcomes** will underscore PSU's ability to prepare students for success in careers aligned with their academic training. *(KSI: Graduate employment rate in fields aligned with their degree within six months of graduation)*
- 5. Greater graduate student participation in experiential learning opportunities** will showcase the university's ability to prepare students for real-world challenges through internships, industry projects, and other hands-on experiences. *(KSI: Percentage of students who report that experiential learning directly contributed to job placement or skill development)*
- 6. Expanded undergraduate participation in paid research assistantships** will reflect PSU's commitment to providing high-impact learning experiences and financial support for students. These roles will help students develop critical research skills and advance their academic trajectories. *(KSI: Percentage of undergraduate research assistants who report skill development or pursue graduate studies or research-focused careers)*
- 7. Increased faculty involvement in undergraduate research mentorship** will highlight the university's dedication to fostering faculty-student connections and creating meaningful undergraduate research opportunities. *(KSI: Percentage of mentored students who publish, present research or pursue graduate study as a result of faculty mentorship)*



# Section D:

## INCLUSIVE EXCELLENCE & GLOBAL PARTNERSHIPS

### OUTCOME:

*PSU creates a diverse and inclusive research environment while expanding global collaborations, ensuring equitable access to opportunities for underrepresented groups, and positioning PSU as a globally-engaged institution by 2030.*





# GOAL D1: INSTITUTIONALIZE DEI ACROSS RGS OPERATIONS AND PRACTICES

## Objective D1.1: Institutionalize DEI Across RGS Operations and Practices

*Establish a robust governance structure to guide the integration of DEI values into all research and graduate program operations, ensuring sustained accountability and alignment with university-wide initiatives.*

### a. Empower DEI Committee 1

Expand and strengthen the DEI committee's role by enhancing its capacity to oversee RGS DEI initiatives, integrate DEI principles into all organizational practices, and promote accountability through regular reporting and engagement with leadership.

### b. Develop a Multi-Year DEI Strategic Plan 1

Update and implement a multi-year DEI strategic plan for RGS that is fully aligned with the university's strategic plan and the initiatives of the Office of Global Diversity and Inclusion. Include measurable goals, actionable strategies, timelines, and accountability mechanisms to track and report progress.

### c. Enhance Funding for the Justice, Equity, Diversity, and Inclusion Research (JEDI-R) Scholars Fund 1

In collaboration with the PSU Foundation, the Office of Global Diversity and Inclusion and the Office of Academic Affairs, expand and enhance the existing JEDI-R Scholars Fund. This program will provide increased seed funding to faculty research teams working on racial justice, equity, and inclusion, enabling them to secure external funding for larger-scale projects.

### d. Implement a Robust DEI Training Program 1

Introduce a series of evidence-based DEI training sessions for all RGS staff and faculty. These trainings will build skills over time and reinforce actions, covering key topics like implicit bias, cultural competence and inclusive practices to ensure widespread application of DEI principles in daily operations.

## Objective D1.2: Enhance DEI Accountability and Transparency

*Ensure transparency and accountability in DEI efforts by creating mechanisms to track progress and provide regular updates to stakeholders.*

### a. Develop a RGS DEI Dashboard 2

Create a comprehensive DEI dashboard that tracks and reports progress on key DEI metrics, including RGS staff demographics, recruitment and retention. Make the dashboard accessible to all stakeholders.

### b. Publish an Annual DEI Report 2

In collaboration with the RGS DEI Committee, produce an annual DEI report highlighting achievements, challenges, and future plans. Disseminate the report widely to increase transparency and engage the broader university community in promoting inclusive excellence.

### c. Establish a Multi-Channel Feedback Mechanism 2

Implement a confidential feedback system for staff and students to provide input on DEI initiatives, suggest improvements and report concerns, ensuring ongoing engagement and responsiveness to DEI challenges.

# GOAL D2: ENHANCE DIVERSITY AND INCLUSION IN GRADUATE EDUCATION

## Objective D2.1: Increase Graduate Student Diversity and Improve Retention

*Expand efforts to recruit and retain diverse graduate students by developing targeted outreach programs, offering tailored support and establishing systems to monitor student success.*

### a. Develop Outreach Programs to Underrepresented Communities 1

Implement targeted outreach programs targeting underrepresented communities and minority-serving institutions. Establish partnerships and employ inclusive recruitment strategies to diversify the graduate applicant pool.



### b. Advance Equity and Inclusivity in Graduate Admissions and Recruitment 1

Conduct systematic reviews of graduate admissions, recruitment, and mentoring practices to identify biases and align policies with DEI goals. Implement holistic review processes, targeted outreach, and stakeholder-informed improvements to attract and retain a diverse academic community.

### c. Create a Diversity Dashboard and Track Metrics 2

Establish a diversity dashboard to monitor graduate program demographics, student retention, and success metrics. Regularly assess these metrics to guide recruitment efforts, retention strategies, and overall program improvement.

### d. Establish Tailored Mentoring and Support Programs 2

Provide mentoring and support programs tailored for underrepresented graduate students, offering peer and faculty mentoring, career development opportunities, and structured support to improve retention and academic success.

### e. Seek Fellowship and Financial Support 2

Work with the PSU Foundation to secure external funding to expand opportunities and promote diversity within the graduate student population. Focus on securing resources for tuition scholarships, research stipends, and conference travel grants to reduce financial barriers and enhance access to graduate education for a broad range of students.

### f. Implement an Interdisciplinary Cohort Model 2

Adopt an interdisciplinary cohort model to support underrepresented students across departments. Foster a sense of community through shared mentoring, professional development, and networking activities that improve retention and collaboration.

## Objective D2.2: Foster an Inclusive and Supportive Environment for All Graduate Students

*Create an inclusive and supportive graduate student environment by promoting engagement, networking, and inclusive research practices, while continuously assessing program climate and diversity.*

### a. Provide Faculty Development on Inclusive Practices 2

Offer faculty development programs focused on inclusive research design and culturally responsive mentoring practices. Help faculty integrate DEI principles into their research and teaching to support an inclusive academic environment.

### b. Conduct Graduate Program Climate Assessments 2

Perform regular assessments of the graduate program climate through surveys and focus groups. Use these assessments to inform action plans aimed at improving inclusivity and the overall experience for graduate students.

### c. Host Cultural and Networking Events 2

Organize regular forums, cultural events, and networking opportunities that celebrate diverse perspectives and foster engagement within the graduate student community.



# GOAL D3: FOSTER INTERNATIONAL RESEARCH COLLABORATIONS AND GLOBAL ENGAGEMENT

### Objective D3.1: Strengthen International Research Collaborations

*Encourage and support faculty in developing international research partnerships by providing funding, mentorship and logistical assistance for cross-border research and collaboration.*

- a. Launch a Global Research Ambassador Program** ②  
Develop a program where faculty with successful international collaborations mentor colleagues interested in global research engagement. Ambassadors will guide faculty in building international partnerships and navigating cross-cultural collaboration.
- b. Implement the International Research Experience for Graduate Students (IREGS)** ②  
Seek funding and implement the IREGS program to provide funding and support for graduate students to participate in international research projects or virtual collaborations abroad, fostering global research experience and enhancing PSU's international footprint.
- c. Establish an International Research Collaboration Fund** ③  
Establish an International Research Collaboration Fund to support faculty in initiating and maintaining international research partnerships. This fund will prioritize projects with high-impact potential and long-term international collaboration.

### Objective D3.2: Expand Global Partnerships and Faculty-Student Exchanges

*Facilitate the development and expansion of international research partnerships, faculty exchanges and joint research initiatives to strengthen PSU's global presence and impact.*

- a. Conduct a Comprehensive Analysis of Existing International Collaborations** ①  
Analyze PSU's current international research collaborations and partnerships to identify opportunities for leveraging relationships for greater impact and expanding global engagement.
- b. Provide Training on International Research Collaboration and Internationalization** ②  
Develop and deliver training programs that prepare faculty and students to engage effectively in international research collaborations, covering topics like cross-cultural communication, research ethics in a global context, and managing international partnerships.
- c. Expand International Research Center/Institute Partnerships** ②  
Partner PSU's research centers and institutes with complementary institutions abroad to foster collaborative research projects and knowledge exchange.
- d. Expand Faculty and Student Exchange Programs** ②  
Initiate and expand research agreements with international partners to enable faculty and student exchanges and joint research initiatives, strengthening global networks and providing cross-cultural academic experiences.

# D. INCLUSIVE EXCELLENCE & GLOBAL PARTNERSHIPS

## HOW WILL WE MEASURE SUCCESS?

- 1. Enhanced representation of underrepresented groups** in graduate education will reflect PSU's dedication to equity and diversity, with measurable increases in enrollment across programs. *(KSI: Percentage of graduate students from underrepresented groups, broken down by degree type and program)*
- 2. Improved retention and graduation outcomes for underrepresented graduate students** will highlight PSU's ability to provide equitable support and foster success for students from diverse backgrounds. *(KSI: Retention and graduation rates of underrepresented graduate students)*
- 3. Expanded use of holistic admissions practices** will underscore PSU's progress in reducing barriers to entry for graduate students from diverse backgrounds. *(KSI: Percentage of graduate programs adopting holistic admissions practices)*
- 4. Growth in DEI-focused research initiatives and funding** will emphasize PSU's leadership in advancing inclusive scholarship and attracting external investment in research that addresses societal inequities. *(KSI: Increase in external funding secured for DEI-focused research projects and the number of peer-reviewed publications or conference presentations resulting from these initiatives)*
- 5. Increased international research collaborations** will highlight PSU's role as a global research leader through the growth in co-authored publications with international partners. *(KSI: Number and percentage of co-authored publications with international partners)*
- 6. Expanded participation in international research projects and exchanges** will enhance the skills, networks, and professional opportunities of faculty and graduate students. *(KSI: Percentage of participants reporting enhanced skills, expanded networks, or professional opportunities as a result of international research projects or exchanges)*
- 7. Stronger partnerships with international institutions** will reflect PSU's ability to foster joint research initiatives and promote global knowledge exchange. *(KSI: Number of active MOUs or agreements with international institutions that result in joint publications, funded projects or shared academic programs)*



# Section E:

## OPERATIONAL EXCELLENCE & RESEARCH INFRASTRUCTURE

### OUTCOME:

*By 2030, PSU will streamline research administration, adopt cutting-edge technology, and enhance operational efficiency to support growth in research activity, reduce administrative burdens, and improve the research environment.*

# GOAL E1: MAXIMIZE OPERATIONAL EFFICIENCY AND EXCELLENCE THROUGH TECHNOLOGY AND PROCESS OPTIMIZATION

## Objective E1.1: Leverage Advanced Technologies to Optimize Administrative and Research Operations

*Utilize state-of-the-art technology platforms to streamline research and graduate program administration, reduce administrative burdens and enhance operational efficiency.*

### a. Implement and Enhance Quali Modules 1

Fully deploy Quali modules to streamline research administration processes and enhance the end-user experience. Develop customized workflows, improve data tracking and reduce administrative bottlenecks to support efficient research operations.

### b. Establish a Unified Work and Project Management Platform 1

Implement a centralized project management platform, leveraging tools like Atlassian Jira and Confluence, to promote team collaboration, enhance transparency, facilitate knowledge sharing, improve project tracking, manage workflows, track tasks and monitor milestones.

### c. Deploy a Service Request Automation and Management System 2

Test and launch a service request automation system to manage and track faculty and student support inquiries. Streamline request intake, allocation, and resolution across units and departments to improve response times and service quality.

### d. Optimize and Enhance Graduate Recruitment and Admissions Processes Using Slate 1

Expand the use of the Slate system to automate and enhance graduate admissions processes. Customize key features to improve the applicant experience, increase yield and improve new student enrollment.

### e. Implement a Unified CRM System for Graduate Student Progress Tracking 1

In partnership with OIT, adopt a single, integrated CRM system to track the progression of current graduate students. This system will record important milestones such as funding status, coursework completion, exam results and research achievements. It will facilitate timely communication regarding deadlines, funding updates and key academic requirements.

## Objective E1.2: Conduct Process Audits and Optimize Workflows

*Streamline operational processes by conducting regular audits, implementing standardized procedures, and optimizing workflows to improve efficiency, consistency, and compliance across research and graduate program administration.*

### a. Optimize Processes and Enhance Interdepartmental Handoffs 1

Streamline operations by adopting automation tools and standardizing workflows to reduce redundancies. Evaluate interdepartmental hand-offs to identify inefficiencies and improve communication, ensuring seamless transitions that enhance support for faculty, staff and students.

### b. Standardize and Audit Operational Processes 2

Develop, update, and regularly audit Standard Operating Procedures (SOPs) to ensure consistent practices, efficiency and compliance. Conduct regular operational audits to identify inefficiencies and areas for improvement, aligning processes with institutional objectives and regulatory standards.

### c. Establish KSIs and SLAs for Operational Performance 1

Set up, track and regularly update Key Success Indicators (KSIs) and Service Level Agreements (SLAs) to evaluate operational performance. Utilize real-time dashboards to monitor metrics, ensuring consistent service quality and timely identification of improvement areas.



### Objective E1.3: Integrate Innovative Technologies to Enhance Efficiency

Maximize operational efficiency by integrating innovative technologies, ensuring that faculty and staff have the tools and training necessary to streamline workflows, enhance decision-making and maintain compliance.

#### a. Offer Continuous Technology Training Programs 2

Provide ongoing training programs for all staff on new technological applications and tools. Include workshops, user guides, and personalized support to ensure continuous skill development and effective use of emerging technologies.

#### b. Evaluate and Deploy AI and Advanced Technological Tools 1

Integrate AI and advanced tools tailored to specific unit needs into existing systems. Automate tasks, enhance data-driven decision-making and boost overall operational effectiveness while ensuring compliance with relevant regulations.

#### c. Implement Comprehensive AI Training Programs 1

Provide comprehensive AI training programs that teach faculty and staff how to apply generative AI in research administration and award management. Offer online courses, workshops, and collaborative design sessions to create AI-enabled solutions.

### Objective E1.4: Foster a Culture of Continuous Improvement and Interdepartmental Collaboration

Cultivate a culture of continuous improvement and transparency by establishing mechanisms for feedback, cross-departmental collaboration, and clear communication.

## GOAL E2: CULTIVATE A COLLABORATIVE, SOLUTIONS-ORIENTED RGS WORKFORCE

### Objective E2.1: Invest in Staff Development and Well-Being

Enhance staff development and well-being by providing comprehensive training, mentorship, and growth opportunities. Empower RGS staff to excel professionally, develop professionally, and contribute to a service-oriented culture.

#### a. Design a Comprehensive Onboarding Program 1

Develop and implement a thorough onboarding program for new RGS staff, covering unit functions, institutional systems, and organizational culture. Provide in-depth training to ensure staff are fully integrated and prepared to contribute from day one.

#### b. Launch the Skills Empowerment and Innovation (SEI) Program 1

Implement the SEI program to provide ongoing training and mentorship for RGS staff. Include professional development workshops, peer mentorship opportunities, and structured training to encourage continuous growth and talent development.

#### a. Develop and Execute a Comprehensive Internal Communication Strategy 1

Create and implement an internal communication strategy that ensures transparent, consistent, and accessible updates across all RGS service areas. Regularly inform stakeholders about process improvements, new technologies, and operational changes through clear and accessible channels.

#### b. Establish Cross-Functional Collaboration Initiatives 1

Organize regular cross-functional team meetings and collaborative projects involving key departments such as purchasing, human resources, and contracting. Facilitate focused discussions on shared challenges, encourage the exchange of best practices and identify opportunities for process alignment and efficiency improvements. Foster a collaborative culture where teams co-develop solutions.

#### c. Implement a Structured Feedback System 2

Establish a multi-channel feedback system that gathers input from staff, faculty, and students through surveys, focus groups, and regular check-ins. Collect operational feedback to identify service improvements and ensure suggestions are systematically reviewed and integrated.

#### d. Launch an Innovation Incubator Program 2

Initiate an innovation incubator program where staff can propose and test new ideas for operational improvements. Pilot approved projects in select units to evaluate the potential for broader implementation, fostering a proactive approach to solving operational challenges.

#### c. Establish a Staff Mentorship Program 2

Create a formal mentorship program pairing experienced staff with newer employees. Provide guidance on career development, facilitate knowledge transfer, and help integrate new staff into operations, fostering personal and professional growth.

#### d. Foster Connection Within a Hybrid Work Framework 1

Continue to implement a hybrid work framework that supports both in-person and remote operations. Prioritize regular face-to-face team interactions through scheduled meetings and events to build collaboration and cohesion. Ensure consistent, high-quality service and support through advanced communication tools, meeting technology, and flexible work arrangements.

### Objective E2.2: Implement a Solution-Oriented Expertise Model<sup>1</sup> Across RGS

Establish a solution-oriented expertise model that integrates service and support functions across RGS. Empower staff to proactively address challenges, enhance service quality, and ensure consistent support for faculty and students.

<sup>1</sup> Solution-Oriented Expertise Model refers to an approach that combines deep institutional knowledge with a commitment to understanding and addressing individual needs. It involves being proactive in offering assistance while respecting professional boundaries, focusing on finding effective solutions within established guidelines, and positioning staff as knowledgeable partners rather than mere processors or gatekeepers.



**a. Develop a Solution-Oriented Expertise Training Program**

1

Design and implement a training program that equips all RGS staff with skills to apply the solution-oriented expertise model. Emphasize proactive problem-solving, customer service excellence and efficient service delivery.

**b. Implement a Proactive Engagement Model**

1

Adopt a proactive engagement model where RGS staff regularly reach out to faculty, students, and stakeholders. Identify needs in advance, resolve challenges efficiently and provide tailored support for research and administrative services.

**c. Create a Digital Knowledge Hub for Resources**

1

Develop a digital knowledge hub that centralizes resources related to the solution-oriented expertise model. Provide guides, best practices, and support tools to help staff deliver expert assistance and navigate complex challenges.

**d. Implement a Continuous Feedback Loop**

2

Set up a continuous feedback loop that collects and incorporates input from stakeholders across campus. Use feedback to inform ongoing improvements to RGS services, aligning with the solution-oriented expertise model.

## GOAL E3: UPGRADE RESEARCH TOOLS, FACILITIES, AND TECHNOLOGICAL INFRASTRUCTURE

### Objective E3.1: Invest in Cutting-Edge Tools and Facilities to Support Areas of Research Excellence

*Continuously upgrade PSU's research equipment and facilities to maintain and advance areas of excellence. Ensure researchers have access to state-of-the-art infrastructure supporting high-impact research and innovation.*

**a. Acquire Cutting-Edge Research Instruments and Tools**

1

Support faculty teams in developing proposals for external funding (federal, state, and foundation) to obtain advanced instruments essential for cutting-edge, interdisciplinary research. Integrate these tools into labs and core facilities to enhance research capacity.

**b. Establish and Manage Shared Research Facilities**

2

Develop and implement a plan for shared research and core facilities to reduce equipment duplication, promote multi-user access, and foster industry collaboration as a regional hub. Ensure effective management with transparent budgeting, cost-accountable practices, and equitable access to support resource efficiency and operational excellence.

**c. Renovate and Expand Research Facilities**

3

Collaborate with Facilities Management and leadership to plan the renovation and expansion of research facilities. Prioritize key areas of excellence, maintain research spaces, and design flexible, modern environments adaptable to future needs.

### Objective E3.2: Strengthen Computational Infrastructure and Technological Support for Data-Intensive and AI-Driven Research

*Enhance PSU's computational infrastructure and technological support systems in collaboration with the Office of Information Technology (OIT) to meet the growing demands of data-intensive research and AI applications.*

**a. Expand High-Performance Computing and Data Storage**

1

In partnership with OIT, significantly enhance PSU's computing capabilities and secure data storage solutions. This will support complex analyses, simulations and large-scale projects, enabling researchers to tackle data-intensive challenges effectively.

**b. Introduce Targeted Technology Upgrades**

2

Work with OIT to implement technology upgrades that improve research productivity and collaboration. Provide specialized software for data analysis, secure data-sharing platforms, and collaborative tools for multi-institutional projects.

**c. Advance AI Tools for Research Applications**

2

Identify and deploy advanced AI tools to support research, focusing on enhancing data analysis, predictive modeling, and machine learning applications. Provide infrastructure and expertise to position PSU as a leader in applied AI-driven and enabled research.



# E. OPERATIONAL EXCELLENCE & RESEARCH INFRASTRUCTURE

## HOW WILL WE MEASURE SUCCESS?

- 1. Reduced time-to-completion for key administrative tasks** will highlight the impact of new technologies in improving operational efficiency across research and graduate program administration. *(KSI: Average time-to-completion for tasks such as proposal submission, award setup and admissions processing, with a focus on areas affected by technological enhancements)*
- 2. Increased adoption of new research support platforms** will be reflected in the number of faculty and staff trained to effectively use advanced tools and technologies for research administration and management. *(KSI: Percentage of researchers and staff reporting improved efficiency or reduced time spent on administrative tasks after adopting new research support platforms)*
- 3. Increased adoption of advanced technologies across units** will demonstrate PSU's commitment to operational readiness and the effectiveness of training programs in integrating innovative tools into daily workflows. *(KSI: Percentage of staff using AI or advanced tools regularly in their workflows)*
- 4. Higher retention rates and career progression for all staff** will reflect PSU's commitment to fostering a supportive work environment and professional growth opportunities. *(KSI: Increase in staff retention rates and tracked promotions or professional development milestones)*
- 5. Increased collaboration through cross-departmental training and workshops** will emphasize RGS's focus on building a cohesive and knowledgeable research administration workforce. *(KSI: Percentage of participants reporting improved collaboration or knowledge sharing after cross-departmental training sessions)*
- 6. Higher utilization rates of core research facilities and shared equipment** will highlight PSU's success in optimizing its research infrastructure to support faculty and student needs. *(KSI: Increase in utilization rates of core research facilities and shared equipment)*
- 7. Enhanced investments in research infrastructure** will reflect PSU's dedication to maintaining state-of-the-art facilities and tools for cutting-edge research. *(KSI: Total investment in facility renovations and technological infrastructure upgrades)*





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