

Portland State University

Annual Report to the Miller Foundation

2015-2016



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Introduction

Leveraging the strengths of the University to create change in the region



IN FEBRUARY, NEWS BROKE ABOUT TOXIC AIR HOTSPOTS AROUND two glass manufacturers in Portland. The public reaction was dramatic: Portlanders were concerned about the air their children were breathing and the soil in their backyard vegetable gardens. Officials deemed the situation a “public health crisis,” and activists raised questions about the ability of state agencies to appropriately respond.

The reaction from the PSU Institute for Sustainable Solutions (ISS) was equally prompt. ISS worked with air quality research chemist Linda George—a professor of environmental science and management and ISS faculty fellow—to create a comprehensive two-year research project that would provide timely, neighborhood-level data on heavy metal air pollution. Accessing funding available from the James F. and Marion L. Miller Foundation gift, ISS contributed half of the cost of the \$125,000 research program and staff set about creating a coalition of local government agencies to support the rest.

This readily accessible resource combined with ISS’ strong community relationships resulted in an unprecedented research partnership between PSU, the city of Portland, and Multnomah County designed to provide relevant information to public health organizations and policy makers with an ultimate goal of serving the region’s residents by providing a pathway toward healthier air.

The rapid response to toxic air concerns highlighted ISS at its best—nimble, strategic, collaborative—and illustrates the role that sustainability has come to play at PSU.



On a world stage at the United Nations Climate Conference in Paris last November, President Obama invoked the words of Dr. Martin Luther King, Jr. by stating: “there is such a thing as being too late. And when it comes to climate change, that hour is almost upon us.” Climate change presents serious near-term challenges to the economy and society of Portland and the Pacific Northwest—disruption of the food and forest industries, shrinking water supplies, severe and unpredictable weather events, accelerated population growth, and public health impacts, among others.

Building on ISS’ ability to respond quickly to community needs and the demonstrated sustainability expertise of faculty and students in engineering, social sciences, urban planning, environmental studies, business, and more, PSU and the region are well positioned to make major contributions to climate change challenges. ISS will increasingly direct its efforts to help address this issue that studies estimate directly contributes to the death of more than 400,000 people a year and costs the world economy more than \$1.2 trillion annually. Many believe it is the greatest threat our species has ever faced.

“Portland State University leads the way to an equitable and sustainable future through academic excellence, urban engagement, and expanding opportunity for all.”

Those words make up a new vision statement for PSU, released late in 2015 after more than a year of strategic planning work by dozens of internal and external stakeholders. In this plan, sustainability is central to PSU’s identity, a key pillar of its efforts for the next five years.

ISS has also spent time over the last year developing a strategic focus, one that both complements and supports PSU’s newly articulated goals while getting at the heart of what ISS offers to the University, the city, and the region.

Thanks to the transformative, long-term institutional investment from the Miller Foundation, ISS has become uniquely positioned to empower effective community-university collaboration and integrated educational opportunities that provide distinctive experiences for students while supporting valued outcomes in the world at large. ISS supports and enables a thriving ecosystem of teaching, research, and student programs at PSU oriented toward sustainability leadership and excellence.

In January, Robert Liberty joined ISS as its director, bringing with him deep experience in the public and social sectors, and in sustainability-focused programming. A Portland native, Robert has a passion for this region and for making life better for its residents, both present and future.

Robert's charge is to guide ISS efforts to build on existing competencies, identify new opportunities—like the air toxics work—to deploy the University's sustainability assets to benefit the community, impact the curriculum, and strengthen revenue development so at the conclusion of the Miller gift it is an agile, strategic, and collaborative organization that is both embedded into the broader PSU institution and a lever for sustainable action across the region.

The transition is more than fiscal. It's a process of crystallizing what ISS can do for the University and for the community that no other organization can. As the link between the city and PSU on topics including air quality, climate action, neighborhood livability, housing affordability, green infrastructure, and ecosystem services, ISS is quickly becoming a national model for city-university partnerships that deliver tangible outcomes and positive change in the communities and regions they serve.





Section 1

Summary of Significant Developments

Section 1A: Overview of University Developments

THE YEAR AT PSU

THE CLASS OF 2016

Portland State University awarded more than 5,700 degrees this year, including 4,150 bachelor's, 1,550 master's, and 85 doctoral degrees. Graduates came from 44 states and 56 nations, and ranged in age from 19 to 80 years old. Underrepresented minorities earned 29 percent of the bachelor's degrees, and women earned 55 percent of bachelor's degrees and 61 percent of master's degrees. Portland State continues to have the most diverse student body of any university in Oregon.

NEW 5-YEAR STRATEGIC PLAN

After more than a year of work, countless hours of discussion, and input from thousands of members of the PSU community, the Portland State University Board of Trustees in December approved a new five-year strategic plan for the University. The plan is built around five goals that the PSU community endeavors to achieve over the next five years. They are:

- » Elevating student success
- » Advancing excellence in teaching and research
- » Extending PSU's leadership in community engagement
- » Expanding the University's commitment to equity
- » Ensuring long-term financial stability

Many of the initiatives that make up the heart of the plan are rooted in innovation—in preparing students, in developing faculty, and in thriving as a valued community partner for the region.

A copy of the strategic plan is provided as Appendix A of this report.

MORE KUDOS FOR ReTHINK

In March, PSU was one of three universities recognized at the National Press Club in Washington, D.C., for innovative approaches to improving student success. The University received recognition for its 3-year-old ReTHINK PSU project at the launch of “Collaborating for Change,” an initiative of the Association of Public and Land-grant Universities and Coalition of Urban Serving Universities, funded by the Bill & Melinda Gates Foundation.

ReTHINK is credited with significant changes to the way PSU delivers education. Its signature outcomes include:

- » The Four-Year Degree Guarantee: The first of its kind in Oregon.
- » The launch of 10-15 flexible degrees that use technology to offer high quality and affordable education.
- » A new online Master of Social Work program, graduating its first cohort in 2017.
- » The Super Awesome Degree Maps app being developed that will allow students to customize their degrees, track their progress, and calculate their costs on the fly.

NEW 4-YEAR CONTRACT FOR FACULTY & ACADEMIC PROFESSIONALS

In April, PSU and the American Association of University Professors (AAUP) reached an agreement on a new labor contract for faculty and other academic and student support employees. Representing 400 hours of bargaining and spanning four years instead of the typical two, the new agreement makes significant changes to the previous bargaining agreement, including:

- » Two percent salary increase for year one;
- » Annual cost-of-living increases pegged to the CPI-U for Portland/Salem metropolitan area for years two to four;
- » Salary market adjustments for tenure and non-tenure track faculty;
- » Sabbatical pay increases.

A PAIR OF NEW CULTURAL CENTERS FOR STUDENTS

PSU announced in December it would create meeting places for African American students and Asian/Pacific Islander students on campus. The new spaces will complement the existing “La Casa Latina” space for Latino students, Native American Student and Community Center, and the Multicultural Student Center for all students of color. The new spaces will be open to students in fall 2016 and are designed to be inviting gathering places for students to study and meet with advisers and mentors. PSU President Wim Wiewel announced the new centers following a “Students of Color Speak Out” event planned in response to local and national concerns about how race is perceived on campus. The number of students of color enrolled at PSU increased from 23 percent to 28 percent in fall 2015, the largest number ever.

UNIVERSITY ACCREDITATION

In 2016, PSU received reaccreditation from the Northwest Commission for Colleges and Universities. The Commission commended the University for its deep engagement with the community, which is central to the University’s identity as evinced notably in capstone courses and community-based research. The Commission also found noteworthy the University’s use of innovative approaches to curricular development and student success, including the ReThink PSU initiative, the advising portal, and the Last Mile initiative.

ACCREDITATION FOR THE GRADUATE SCHOOL OF EDUCATION

The PSU Graduate School of Education (GSE) achieved national accreditation through the Council for the Accreditation of Educator Preparation (CAEP) in May. At that time, only 10 Educator Preparation Programs had been accredited by CAEP. PSU’s GSE is the first to achieve CAEP accreditation in Oregon and on the entire West Coast.

SUSTAINABLE CAMPUS OPERATIONS

Portland State remains committed to managing a campus that exhibits sustainability in all aspects of its operation. The Campus Sustainability Office is the steward of this reputation for excellence in sustainability and continues to both push the policies that advance green practices on campus, and document progress through ongoing tracking of key metrics.

Highlights from the Campus Sustainability Office from the past year include:

- » The PSU Vikings joined the Green Sports Alliance, demonstrating a commitment on the part of PSU Athletics to drive sustainable practices through the operations and outreach of its sports programs. Joining the Alliance is timely as PSU plans a major renovation of the current Peter Stott Center, making way for the new Viking Pavilion—a project that is intended to achieve LEED Gold certification.



- » The Campus Sustainability Office reinvigorated its Climate Champions program, auditing departments and offices across campus and rewarding those that have practices in place that support PSU's sustainability and climate action goals.
- » In partnership with PSU's food services provider Aramark, the Campus Sustainability Office completed a year-long educational campaign on food waste, holding several events in campus dining venues including "Food Waste Buffets" to illustrate the amount of uneaten food being discarded.
- » The annual "Chuck It for Charity" event collected more than 10,000 pounds of clothing and household items while students moved out of campus residence halls at the end of the academic year. Instead of students tossing unwanted items in a dumpster destined for the landfill, those items went to local nonprofits.

PSU IN PARTNERSHIP

SMART CITIES RESEARCH

Over the past two years, Portland State University has been at the center of a multi-sector effort to help Portland, and the surrounding metro region, establish its credentials as a "smart city." Becoming "smart" is an increasing focus for U.S. cities, along with the federal government and corporations, as advances in data science—including the so-called "Internet of Things," big data, cloud computing, and advanced analytics—begins to offer major cost savings and efficiencies in delivering urban services.

The PSU-Portland smart city consortium focused its attention on the Bus Rapid Transit line planned for the Powell-Division corridor in 2020. This major infrastructure addition offers a unique opportunity to measure physical and socio-economic changes using before-and-after comparisons. Initial plans include research on the correlation of air quality, noise, traffic, and public health outcomes.

PSU's contributions to this program are based in its expertise in computer science, transportation, and atmospheric chemistry. Our computer scientists run the ISS-funded Portland Transportation Archive Listing, or PORTAL, one of the nation's most complete transportation databases, in cooperation with TriMet, Oregon Department of Transportation, Portland Bureau of Transportation, and Metro. PSU hosts TREC, the Transportation Research and Education Center, one of the U.S. Department of Transportation's five National University Transportation Centers, which has secured more than \$30 million over the past eight years.



INNOVATION QUADRANT

The Innovation Quadrant (IQ) is a physical district in Portland's central city anchored by four educational institutions: PSU, OHSU, OMSI, and PCC. These institutions are working in partnership with key public and private sector organizations to drive innovation and investment in health and life sciences, technology, education, and entrepreneurship in the district. The IQ district spans the Willamette River and is bounded by OHSU, OMSI, PSU, and PCC's Climb Center campuses and encompasses the area therein.

In 2014, the presidents of the collaborating institutions signed a non-binding Memorandum of Understanding committing to engage in collaborative activities intended to promote and realize the Innovation Quadrant concept. A working group is engaging regional stakeholders to determine how the four institutions can best leverage shared goals and geographic proximity to:

- » Attract talent and investment to the IQ.
- » Build an efficient health and life sciences workforce pipeline.
- » Promote joint research and development.
- » Accelerate tech commercialization, innovation, and entrepreneurship.
- » Leverage combined partner resources to advocate for and realize shared goals.

COALITION FORMED FOR BETTER ACCESS

In 2016, PSU embarked on a ballot initiative campaign to increase resources to support students via a 0.1 percent corporate tax on payroll. In May, PSU, the PSU Foundation, and local business leaders announced a College Affordability and Success Coalition. With co-chairs Greg Ness, chairman, president, and chief executive officer of The Standard, and chair of the board of Oregon Business Council; and Wim Wiewel, president of PSU, the Coalition's goal is to sustainably increase resources by a minimum of \$25 million a year in new and discrete funding to support student success. The Coalition will develop and execute a plan of action toward this goal by 2019. The initiative will benefit disadvantaged students from the tri-county area. Forming the Coalition created a path forward for funding scholarships without the need for a lengthy, expensive ballot initiative campaign.

PSU CLEANTECH CHALLENGE GOES STATEWIDE

After expanding the PSU Cleantech Challenge to institutions across Portland in 2015, the Wells Fargo-supported program cast an even wider net in 2016, opening the competition to students in colleges and universities across the state. In May, judges chose

10 semifinalist teams from seven Oregon institutions: Portland State University, University of Oregon, Oregon State University, Oregon Institute of Technology, Portland Community College, Lewis and Clark, and University of Portland. Each team received \$2,500 and was matched with a business mentor to develop prototypes of their environmentally friendly inventions—ranging from waterproofing spray made from kale to a highly conductive metal gel and a more efficient wave power generator system.





The 2015 PSU Cleantech Challenge \$10,000 grand prize winner was a team of engineers from the Oregon Institute of Technology. They designed an anaerobic digester with a water distillation system to process waste, reduce methane emissions, and produce and desalinate clean water. Another \$10,000 in additional prize money was shared by other teams for second place, best pitch, and people's choice awards.

CONTINUED LEADERSHIP IN VIETNAM

Closer ties between Oregon and Vietnam, developed under

the leadership of the Portland State University Center for Public Service, led to a signing ceremony in Hanoi last fall. Oregon Gov. Kate Brown and Director General of Vietnam's Ministry of Foreign Affairs Nguyen Ba Hung signed a letter of intent to further strengthen relations between Vietnam and Oregon. The signing ceremony, which took place during the only visit to Vietnam by a sitting Oregon governor, was the culmination of years of diplomacy and cooperation fostered by the Vietnam-Oregon Initiative. The initiative, which has received funding from the Institute for Sustainable Solutions, is based in the PSU Hatfield School of Government and chaired by Phil Keisling, director of the Center for Public Service.

The Vietnam-Oregon Initiative is also working with PSU's Impact Entrepreneurs program to develop social enterprise field study programs and support for businesses that work toward addressing social and environmental issues in Vietnam.

ADDITIONAL INDUSTRY CLUSTER PARTNERSHIPS

Health and Life Sciences: OHSU-PSU

PSU and OHSU formed a strategic alliance in 2010 to develop and expand a joint portfolio of academic, research, and economic development activities. The partnership is currently organized in four pillars: life science research, public health, global partnerships, and innovation and entrepreneurship. The depth and breadth of the partnership continues to grow resulting in new initiatives.

- » Collaborative Life Science Building opened in fall 2014—combining PSU research and teaching labs, Knight Cancer Research Center, and OSU Pharmacy School.
- » PSU and OHSU partnered to bring Human Genome Exhibit to OMSI in 2015.
- » PSU and OHSU received a \$23.7 million grant in 2014 from NIH to serve as a center of innovation in creating biomedical research career pathways for traditionally underrepresented undergraduates.
- » Creation of the new OHSU-PSU School of Public Health.
- » Following a national search, David Bangsberg, M.D., M.P.H., was named the founding dean of the new OHSU-PSU School of Public Health.

Technology: Intel

PSU has developed an extensive partnership with Intel focused on work-ready graduates.

- » More than 1,100 PSU graduates currently work at Intel. PSU is one of the top workforce suppliers to Intel nationwide.
- » 108 PSU interns were placed at Intel in 2013-2014.
- » An “Intel Hiring Day” at PSU involving 13 Intel recruiters resulted in job offers to 26 PSU graduates (primarily math and science majors) in June 2015.
- » Intel recently provided PSU with \$130,000 to support 13 “New Beginnings” Fellows. New Beginnings is an intensive grad school prep program at PSU designed for students with a bachelor’s degree, a strong background in math, and an interest in computer science careers.

Energy: PSU-PGE Strategic Partnership

PSU’s strategic relationship with Portland General Electric (PGE) continued to thrive and PGE was awarded the 2016 Excellence in Sustainability Partner of the Year Award during the 9th Annual PSU Sustainability Celebration. PGE and PSU are in talks about completing a Smart House demonstration project and PGE continues to support power engineering, renewable energy, and smart grid research across the University.

Athletic & Outdoor Industry

PSU launched a series of Athletic and Outdoor Industry certificates through the School of Business Administration to meet industry demand for business savvy employees and in 2015 hired Jennifer Nolfi, former Portland Development Commission manager, to lead the program. Certificates focus on marketing, product management, supply chain, and finance. Enrollment has exceeded expectations and a graduate certificate is planned for 2016. An advisory board, with executives from Nike, Adidas, Columbia, Yakima, Gerber, and Pensole Footwear Design Academy inform curriculum, provide internships, and provide a jobs pipeline for graduates.

LEADERSHIP CHANGES

PSU President **Wim Wiewel** announced July 27 he will retire after the next academic year, leaving a legacy of growth in enrollment, campus infrastructure, student support, faculty research, and private philanthropy. During his ninth and final year leading the University, President Wiewel will focus on implementing PSU’s new strategic plan and on increasing revenue through the College Affordability and Success Coalition, state support, and philanthropy. He will work with PSU’s Board of Trustees to ensure a smooth transition and, after a sabbatical, plans to return to PSU part-time as a professor. The board’s goal is to have a new president in place by the start of the 2017-18 academic year.

After a nationwide search, the PSU Foundation Board of Trustees named **William G. Boldt** as the foundation’s president and CEO. Boldt, most recently vice president of university advancement at the University of Nevada, Las Vegas, will direct a staff of more than 70 at a time of historic private giving to PSU. **Constance French**, an experienced advancement professional formerly with the OSHU Foundation, served as interim CEO and president from fall 2015–spring 2016.

After nearly six years of service, **Jonathan Fink** announced in May that he would step down as vice president for Research and Strategic Partnerships (RSP) effective June 30. During his tenure, RSP greatly increased the administrative services provided to research-active faculty, allowing the University to compete more effectively for large research grants. He will stay on as a senior adviser to President Wim Wiewel, working on PSU’s smart city research efforts and collaborating with ISS on sustainability partnerships development. In fall 2017, he will join PSU’s geology faculty.

PSU School of Business Administration Dean **Daniel Connolly** announced his resignation effective June 30, 2016. **Cliff Allen**, associate dean of graduate programs at the business school, has been appointed the new dean of the school.

RECOGNITION

UNIVERSITY RECOGNITION

U.S. News & World Report ranked Portland State University among the **Most Innovative National Universities** in its Best Colleges 2016 ranking. PSU is the only Oregon campus on U.S. News' first list of "schools that the public should be watching because of the cutting-edge changes being made on their campuses."

U.S. News & World Report also ranked the Mark O. Hatfield School of Government in the **top 50 Public Affairs graduate schools**, the **School of Social Work in the top 25 percent** of programs nationally, and the Master of Science in Global Supply Chain Management as one of the **top 20 online programs of its kind** nationwide.

PSU President Wim Wiewel was among the first of a group of university presidents to sign a newly expanded **American College & University Presidents' Climate Commitment** that extends beyond the University's existing promise to support carbon reduction to include a commitment to take steps toward helping the region become more resilient in a rapidly changing climate.

The Sustainability Tracking Assessment and Rating System (STARS) released the **2015 Sustainable Campus Index**, which for the first time ranks the top five institutions in the 17 STARS reporting areas. PSU ranked in the top five for **Research** and **Transportation Planning**.

PSU ranked on the **Cool Schools list published by Sierra Club** for the fifth time, earning its highest ranking yet on the list that honors university sustainability practices: No. 20 out of more than 150 schools.

The League of American Bicyclists named PSU a **Platinum Level Bicycle Friendly University**, the only university in Oregon and one of only five in the United States. The other four platinum winners are Stanford; University of California, Davis; Colorado State University; and University of Minnesota, Twin Cities.

Portland State University was named **Oregon's Best Online College** in the 2015-16 rankings from AffordableCollegesOnline.org, a resource for online learning and college affordability information.

FACULTY & STUDENT RECOGNITION

Portland State University scientist and computer pioneer Ivan Sutherland was inducted into the **National Inventors Hall of Fame** for his work in 3D graphics and virtual reality. Sutherland received the Kyoto Prize in 2012.

The Obama administration recognized PSU Graduate School of Education program administrator Beth Unverzagt as a **Champion of Change** in a White House ceremony for her work leading OregonASK, a collaboration of 65 public and private organizations and community members concerned with out-of-school services for children in Oregon.



NATIONAL INVENTORS HALL OF FAME®





Lisa Bates, associate professor of urban studies and planning and faculty fellow of the Institute for Sustainable Solutions won the **William R. and June Dale Prize for Excellence in Urban and Regional Planning**, announced in January by the Department of Urban and Regional Planning at Cal Poly Pomona. Bates also won the first **Ed Sullivan Housing Advocate Award** from Housing Land Advocates.



Leslie Hammer, professor of psychology and director of the Center for Work-Family Stress, Safety and Health, received the 2015 International **Rosabeth Moss Kanter Award for Excellence in Work-Family Research** for her co-authored article, "Changing Work and Work-Family Conflict Evidence from the Work, Family, and Health Network."



Judy BlueHorse Skelton, faculty in the Indigenous Nations Studies program at PSU, received the **2015 Spirit of Portland Award for Environmental Stewardship** by the City of Portland. The awards recognize individuals and organizations that have demonstrated outstanding dedication to positive change in the Portland community.



Shelby Anderson, assistant professor of anthropology, received the **2015 John L. Cotter Award for Excellence in National Park Service Archaeology** for her research, public outreach, and local education efforts at the Cape Krusenstern National Monument in Alaska.

Cornel Pewewardy, professor and director of the Indigenous Nations Studies program at PSU, received the **Potlatch Fund's 2015 Leadership Honoring Award for Education**.

Recent graduates of the Master of Urban and Regional Planning program received a **2016 Student Project Award from the American Institute of Certified Planners** for their work on "Fourth Plain Forward: An Action Plan for Vancouver's Multicultural Business District." It was the sixth time in 10 years that a PSU planning workshop project has won a national award, the most of any planning programs in the country.

PSU School of Architecture students and faculty received the **American Institute of Architects Grand Jury Award** for the Pickathon Treeline Stage design. The stage was made with 435 cardboard cylinders temporarily diverted from their regular use and then returned to their regular use storing sheet metal.

Section 1B: Significant Financial Developments

BUDGET

In March, the PSU Board of Trustees approved a modest increase in tuition for the upcoming academic year to avert cuts to programs or personnel. The 3.7 percent increase in annual tuition and mandatory fees for resident undergraduate students—slightly smaller increases were enacted for non-resident and graduate students—will bring annual tuition and mandatory fees for full-time Oregon undergraduates to \$8,337 starting next fall.

PHILANTHROPY

Philanthropic efforts on behalf of PSU experienced a tumultuous beginning to the fiscal year but managed to recover and complete the year on an upswing. Negative publicity from a falsely pledged gift, followed by the departure of the PSU Foundation's top two leaders created challenges for Foundation operations and efforts. Within this evolving environment, strong engagement by the PSU Foundation's Board of Trustees and clear direction for the Foundation's interim leadership helped to advance initiatives like the Comprehensive Campaign. This included finalizing the “big ideas,” or foundational cornerstones for the campaign and advancing donor cultivation strategies. A positive event near the close of the year was the hiring of William “Bill” Boldt (see section titled Leadership Changes above), who brings a history of campaign experience and success, as the new president and CEO of the PSU Foundation.

Philanthropic support for PSU topped \$32 million. This decrease in relation to previous years can be attributed to a variety of factors including the conclusion of the University's three campaigns (see more on these below), as well as higher levels of planned gifts in previous years. Despite this dip in giving, the Foundation experienced a number of positive outcomes from its fundraising efforts, including raising the most cash in its history, an increase over previous years in unsolicited gift revenue—which speaks to a higher profile in the community, and an average gift size that is higher than when the three mini-campaigns began. This increase speaks to the success of the campaigns, the improved capacity of organizational operations, and the engagement of the Foundation's existing donors.

Other highlights from the year include:

- » Major gifts, or gifts exceeding \$100,000, continue to drive philanthropic engagement at PSU, with 54 gifts in this range raising nearly \$23 million in support to the University.
- » Annual Giving, the philanthropic function that builds the pipeline for deeper philanthropic engagement achieved a new record by securing over \$5 million in support.
- » Alumni engagement continues to improve with 57 percent of all gifts coming from graduates of the University.
- » Student support continues to be the most popular area of giving for the University's donors.

CAMPAIGNS

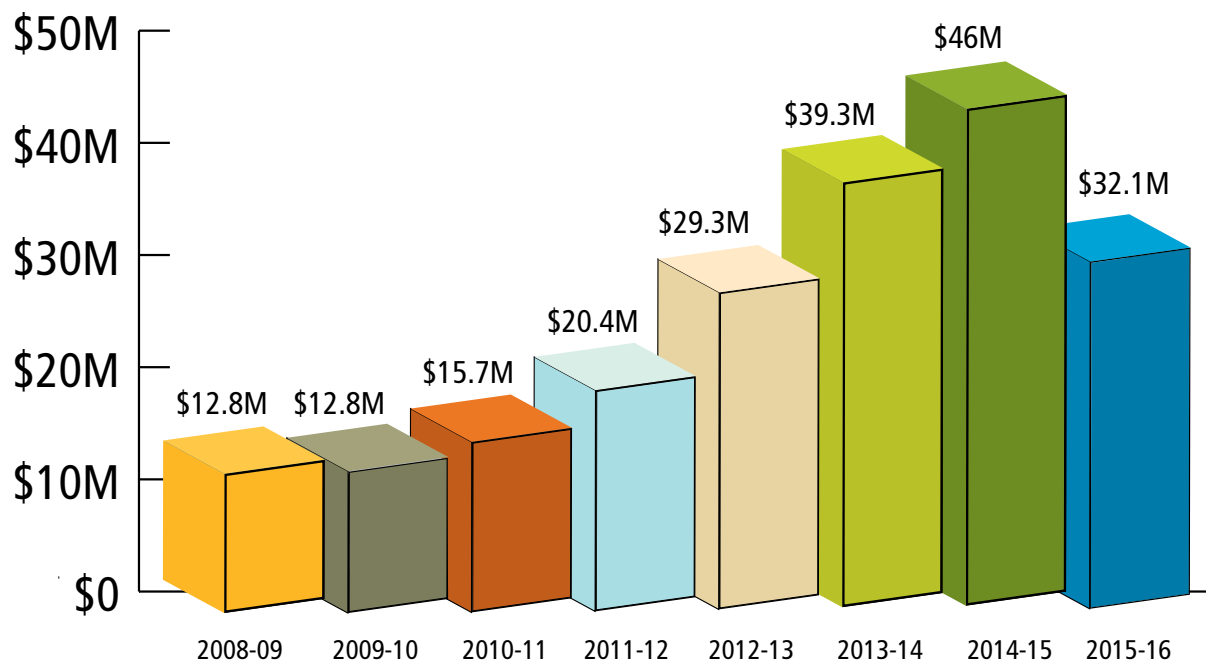
As PSU's three most recent fundraising campaigns for scholarships, the School of Business building expansion, and the renovation of the Peter Stott Center athletic arena come to a close, the University will build on their successes with a \$300 million comprehensive fundraising campaign. While technically in the leadership phase of the comprehensive campaign, \$120 million has already been raised.

When the campaign enters the public phase, donors and stakeholders will be introduced to the campaign's “big ideas,” or cornerstones that will be foundational in communicating areas of distinction for PSU. These concepts highlight PSU's leadership as an urban research university and are multi-disciplinary in nature—ensuring that multiple academic programs are partnering on bringing these ideas to fruition.

Examples of the campaign's big ideas include:

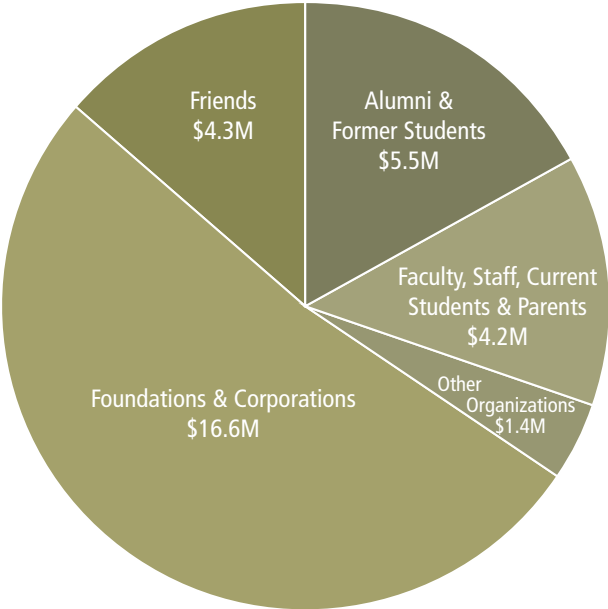
- » **Entrepreneurship**, which will increase student access to entrepreneurship programming and mentors, and enhance faculty ability to commercialize research and improve success of PSU spin-off commercial ventures.
- » **Public Health/Center for Translational Public Health** leverages PSU's partnership with OHSU to work toward preventing illness and disease and eliminating the health disparities that exist based on zip code or demographics, including low birth weight, obesity, and mental health, by transitioning ideas and research from the lab into practice and fueling community-engaged public health programs and policy.
- » **Epicenter of STEM Education Excellence and The Metro Biomedical Workforce** also builds on the strategic partnership between PSU and OHSU to attract and retain the most diverse STEM focused students in the state, and offer the highest quality STEM education in Oregon through state-of-the-art facilities and instruction.
- » **Sustainability and Smart Cities** will work to use technology to improve the quality of life and the efficiency of services in Portland-metro and other urban areas. Through collection and analysis of big data, the University can translate findings to inform the design of our city, its accessibility for people of all ages and backgrounds, as well as its ability to minimize its impact upon the natural surroundings that support it.
- » **Climate Change, Resilience, and Sustainability** would attract and retain world quality experts in five essential fields for climate change mitigation and adaptation, including engineering, chemistry, urban planning, business, and biology. This talent would contribute to the body of applied research on the topic, as well as engage students through coursework and research. Additional resources would position PSU as a national expert in this arena through the dissemination of research and making it a destination for academics and practitioners around the globe to visit annually to learn, as well as share their own findings.

Total Philanthropic Giving to PSU (In Millions)



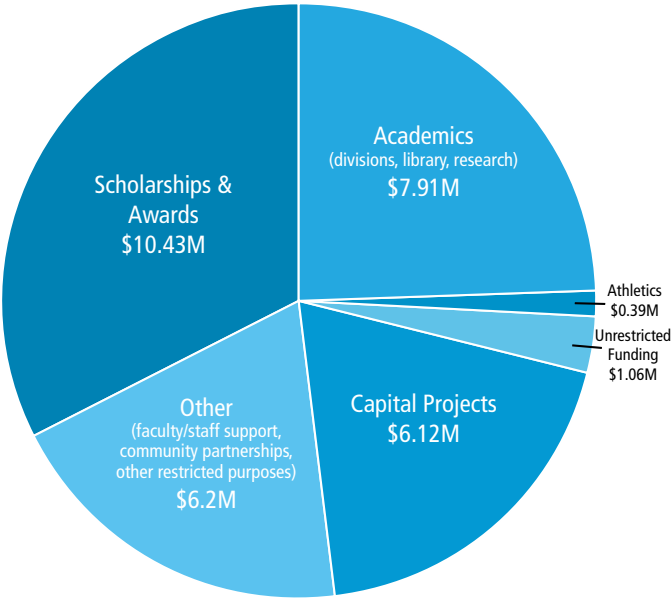
Giving by Constituency

FY 2016



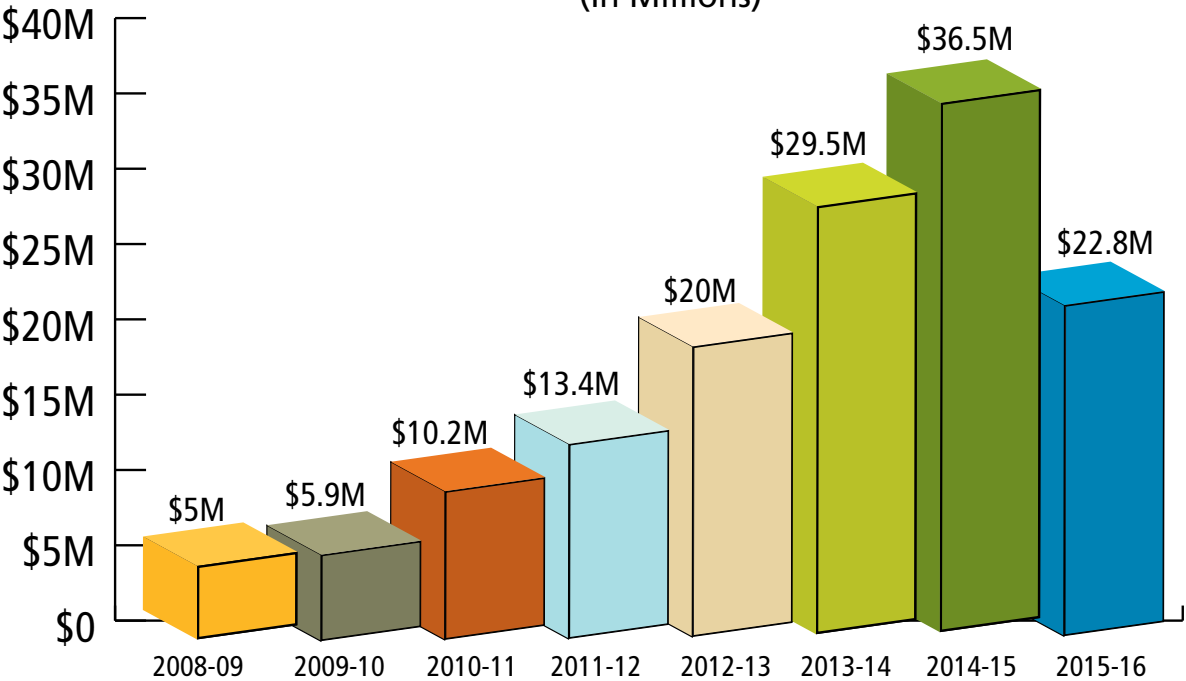
Allocation of Gifts and Pledges

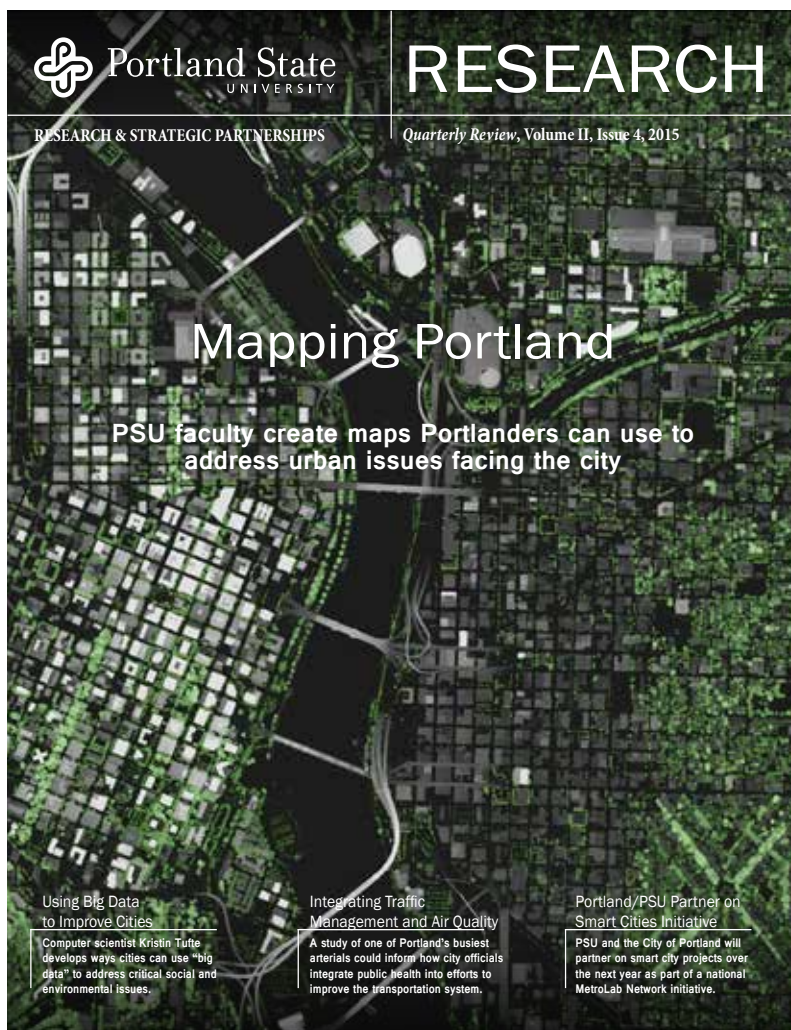
FY 2016



Major Gifts to PSU

(In Millions)





RESEARCH FUNDING, SCHOLARSHIP, AND FACULTY ACHIEVEMENT

If PSU research had a theme in 2015-16, it was an emphasis on equitable access, sustainable transportation, and the development of smart city infrastructure that will be resilient in a changing climate while improving the quality of life for all inhabitants.

Notable research awards in 2015-16:

» Portland State University and the city of Portland joined the Urban Resilience to Extremes Sustainability Research Network, a five-year project involving more than 25 institutions and 70 collaborators funded by \$12 million from the **National Science Foundation**. Thad Miller, an assistant professor in PSU's Toulon School of Urban Studies and Planning before leaving this summer for Arizona State University, is on the network's executive management team. Other PSU faculty involved include Heejun Chang of geography; Jennifer Morse of environmental science; and Vivek Shandas of urban studies and planning.

» Portland State University's Office of Academic Achievement received a \$900,000 award from the **Association of Public and Land Grant Universities** as part of

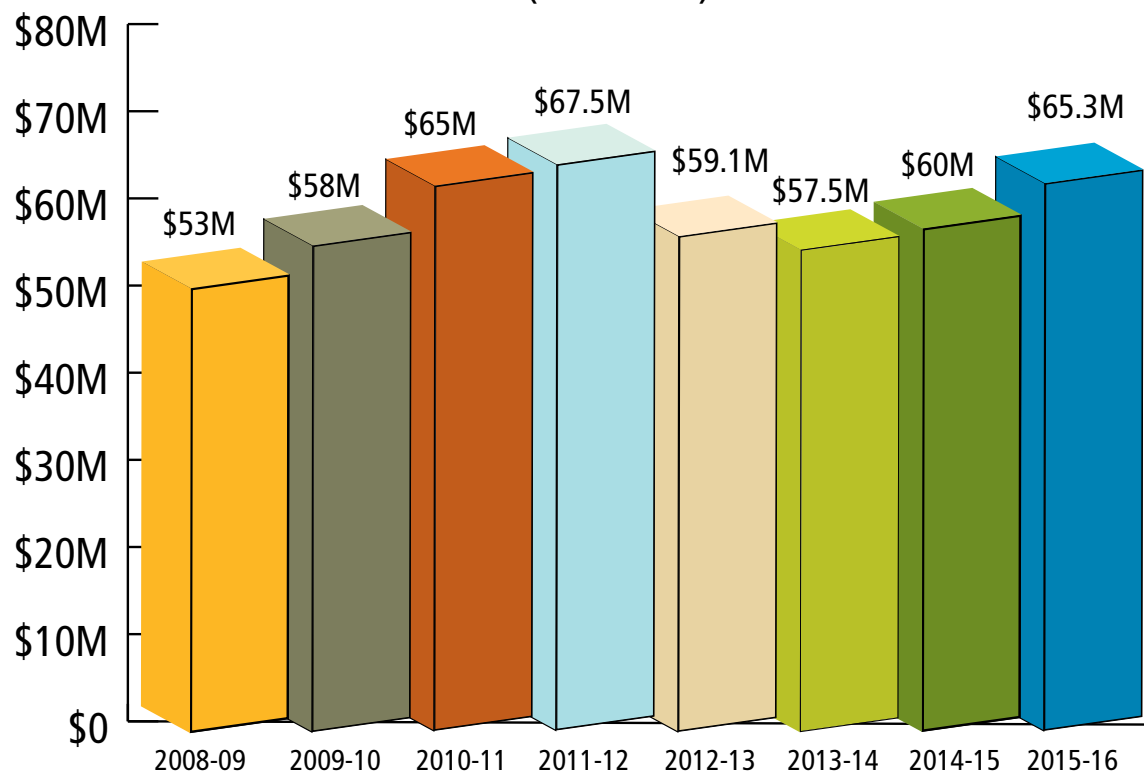
a program funded by the **Bill and Melinda Gates Foundation** for a study aimed at reducing barriers that prevent low-income and underrepresented communities from attending and graduating college.

- » Chemistry's Niles Lehman received a \$600,000 grant from the **John Templeton Foundation** as part of its mission to answer "Big Questions" in science. Lehman will study when and how chemicals become life.
- » The **National Institutes of Health** awarded PSU chemistry professors Robert Strongin, James F. Pankow, and David Peyton a \$3.5 million grant to launch a large-scale investigation into the mostly unknown public health effects of e-cigarettes.
- » PSU's **Regional Research Institute**, the research arm of the School of Social Work, was awarded \$1.7 million over five years to provide training and technical support for mental health programs serving children, youth, young adults and their families. The federal contract builds on the institute's ongoing work in researching, assessing, training and supporting mental health services for young people.
- » The Graduate School of Education landed a \$1.7 million five-year federal grant to continue providing support services to low-income, first-generation, and disabled students. The **TRIO-Student Support Services** grant from the U.S. Department of Education helps 265 students per year stay in college and graduate.
- » The Graduate School of Education won a five-year, \$1.2 million grant from the U.S. Department of Education to expand the **Visually Impaired Learner program**. The project is led by Holly Lawson and Kathryn Botsford, faculty in the Special Education Department.



- » The Graduate School of Education received a nearly \$1 million grant over five years to help fill the growing demand for clinical rehabilitation counselors, who help people with disabilities or other challenges lead independent, productive lives. The grant from **U.S. Department of Education's Office of Special Education and Rehabilitative Services** will pay for full-tuition scholarships for 13 students and partial support for another six students each year.
- » Keith Kaufman, a psychology professor at PSU, received a \$750,000 grant from the **U.S. Department of Justice** for a project to help colleges and universities prevent sexual assaults.

PSU Sponsored Research Expenditures (In Millions)



Section 1C: Significant Publicity

- » A story about a PSU study on the dangers of “walking while black” was written up in **The Washington Post**.
- » Jennifer Dill, professor of urban studies and director of TREC, was quoted in a **PBS Newshour** program about transportation funding.
- » A column by Diana Abu-Jaber, PSU writer-in-residence, was published by **CNN** following the shootings at Umpqua Community College.
- » Portland’s Harvest for Healthy Kids program, the work of community health faculty member and ISS faculty fellow Betty Izumi, was covered by **Reuters Health**.
- » NASA’s first cup of pour-over coffee in space caught the attention of **Popular Science**, which covered the space-cup engineering prowess of Drew Wollman, a PSU graduate student and the cup’s inventor.
- » PSU’s research on bike lanes provided fuel for a story on bike-friendly cities in **Wired** magazine.
- » Reports of toxic air in Portland led to a great deal of local and national press, much of which relied on the expertise of PSU professor Linda George, who was quoted in stories appearing on **ABC News**, **Public Radio International’s The Takeaway**, **KOIN 6 News**, **KGW News**, **Oregon Public Broadcasting**, and in **The Oregonian**, **Portland Tribune**, **Portland Business Journal**, among others.
- » The appearance at PSU of Black Lives Matter founders Alicia Garza and Opal Tometi attracted a wealth of local coverage from **The Oregonian**, **KATU News**, **KGW News**, **The Skanner**, **GoLocalPDX**, **ThinkProgress** and others.
- » A potential one-pill cure for malaria discovered by PSU chemistry professors was covered in **The Oregonian**, **Oregon Public Broadcasting**, **the Portland Business Journal**, **KATU News**, **KPTV Fox 12**, and others.
- » The Trees and Health App, the online tool that overlays maps of urban trees with the vulnerability of populations for 14 major cities picked up coverage in **Smithsonian**, **Fast Company**, **Gizmodo**, **the Pittsburgh Post-Gazette**, and others. Vivek Shandas, associate professor of urban studies and faculty fellow of Institute for Sustainable Solutions, led the app’s creation.
- » PSU’s online craft brewing was the Exhibit A on a **New York Times** feature on university reactions to a booming craft beer industry.



- » The **New York Times Style** magazine quoted artist Miranda July on her inspirations, one of them being a project by PSU art faculty Harrell Fletcher and Lisa Jarrett at King Elementary School in Portland.
- » The **Wall Street Journal** covered PSU’s Business of Artisan Food program in “Schools Cook Up Courses on the Food Business.”
- » The Portland State Aerospace Society’s efforts to get to orbit were featured in **Popular Mechanics**.
- » In “A Fish Back from the Dead,” **Science Magazine** covered the work of Jason Podrabsky, whose lab in PSU’s Biology Department studies killifish.
- » In February, **NPR** highlighted work on fossilized viruses by Ken Stedman, a PSU biology professor.

- » When PSU-designed green, portable classrooms came to Lake Washington, **The Seattle Times** wrote a story.
- » PSU's Athletic and Outdoor Industry program was highlighted in **The Business of Fashion's** coverage of Portland's identity as footwear's Silicon Valley.
- » The documentary short film *Extreme Oasis*, produced by the **Global Foundation for Ocean Exploration**, features the research of Anna-Louise Reysenbach, whose lab at PSU studies the microbial ecology of high temperature terrestrial and deep-sea hydrothermal vents.
- » The online **Huffington Post** published a feature on the dangers of urban noise covering the research of Nirupama Bulusu, associate professor of computer science and faculty fellow of the Institute for Sustainable Solutions, who is developing an app to map urban noise.
- » This spring, **The Chronicle of Higher Education** featured business professor and faculty fellow of the Institute for Sustainable Solutions Erica Wagner in a "What I'm Reading" feature.
- » The **Chronicle of Philanthropy** wrote about the PSU Foundation in a story, "Mergers Turn University Foundations into Fundraising Juggernauts."
- » The trade publication **American City and County** published a story on PSU's sustainable procurement practices.
- » ISS faculty fellow Deborah Smith Aurther's educational work in correctional facilities was covered in **Yes! Magazine**.
- » The journal **Metropolitan Universities** dedicated an entire issue to Portland State University's Senior Capstones in 2015 to mark the 20th anniversary of the groundbreaking program.
- » The trade publication **American School & University** covered PSU Campus Sustainability Office's campaign to educate students about food waste.
- » The publication of a Portland cultural atlas co-created by Hunter Shobe, a geography professor and faculty fellow of the Institute for Sustainable Solutions, was featured in **Portland Monthly**.
- » A piece by **Oregon Public Broadcasting** explained the links between climate change and wildfires uncovered by PSU researchers.
- » The **Portland Tribune** covered PSU's role in advancing smart cities research in a story entitled *Portland: Smart City USA*.
- » **Northwest Reverb** published a comprehensive review of Portland State Opera performances of "Doctor Miracle" and "Bon Appétit."
- » Skanska USA's role in building Portland State University's new School of Business Administration building was highlighted in a feature by the **Daily Journal of Commerce**.





Section 2

Sustainability-Related Developments

Grant Focus Area #1: Enhancing the Student Experience

SUSTAINABLE NEIGHBORHOODS INITIATIVE

The Sustainable Neighborhoods Initiative (SNI) continues to provide rich learning opportunities for students to engage in real-world sustainability issues while adding considerable capacity to help community organizations advance livability and resilience projects in their neighborhoods. In 2015-16, more than 600 students from 40 classes across nine different PSU departments worked with community partners on 86 neighborhood-scale projects through the initiative.

Signature projects include:

- » **Foster Green | Outer southeast Portland**
Lents Strong: A Community Action Plan for a Livable, Affordable Neighborhood

A team of PSU graduate students partnered with Green Lents, the Asian Pacific American Network of Oregon (APANO), and the Portland Housing Bureau to engage historically underrepresented groups of residents in developing a plan to improve the livability of their outer southeast neighborhood while helping ensure increased development doesn't lead to displacement.

- » **Living Cully | Outer northeast Portland**
Affordable Housing Development and Land Buys in Cully

A series of urban studies courses worked with Living Cully to identify threats to affordable housing in the Cully neighborhood, develop a response strategy, and analyze properties that may be well-suited for affordable housing developments in the near future.

- » **SoMa | Inner southwest Portland**
District-wide energy plan

Students in an energy planning class and a paid PSU student intern worked with the SoMa Board of Directors, the PSU Campus Planning Office, and Portland's Bureau of Planning and Sustainability to research neighborhood-scale energy efficiency pilot projects across the U.S. and develop survey questions that will support creating a district-wide energy plan aimed at reducing consumption in businesses and housing complexes in downtown Portland.



STUDENT STORY

Adam Brunelle and Katie Selin



Armed with a passion for addressing displacement alongside climate change, urban and regional planning graduate students Adam Brunelle and Katie Selin have worked over the past year to support and amplify the efforts of Livable Lents—a community-led project to engage residents in improving the livability and affordability of the Lents neighborhood. The pair conducted surveys, created maps that provide information about how residents use their neighborhood, and held culturally sensitive focus groups for underrepresented communities, including African Americans, Native Americans, renters, and youth, as well as in five different languages—Vietnamese, Cantonese, Russian, Spanish, and Somali—to gain a better representation of community concerns than urban planning processes typically garner. Livable Lents will use this information in plans and proposals it will submit to city planning agencies. “Working with Adam and Katie is an amazing experience,” said Nathan Jones, team lead with Livable Lent. “They’re both immensely creative and compassionate individuals, and the type of focus and energy that they’ve brought to our program has been invaluable.”

SUSTAINABILITY INTERNSHIP PROGRAM

Serving nearly double the number of students as last year, the ISS-funded Sustainability Internship Program placed 47 student interns with 33 different nonprofits, businesses, and government organizations in 2015-16. That increase was due in part to generous donations totaling \$22,000 from host organizations, including Drive Oregon, Enhabit, and the Halprin Landscape Conservancy, that recognize the value that paid internships provide.

“Thanks to the stipend, I was able to focus fully on creating and fulfilling a position related to my studies with an organization that truly needed my support, rather than just finding an existing job outside the realm of my studies.”

— Melia Tichenor, recipient of a STAR grant through the Sustainability Internship Program

A \$40,000 gift from the PSU Bookstore in January 2015 enabled the creation of the Climate Action Collaborative Internship Cohort, which strengthens the partnership between ISS and Portland’s Bureau of Planning and Sustainability. The inaugural cohort of 10 interns were placed in fall 2015 with community organizations that serve diverse, historically underrepresented communities. Interns worked on projects related to the city of Portland’s Climate Action Plan, examples include a project with Rose CDC to implement and expand a water conservation initiative; assisting Wisdom of the Elders with habitat restoration and climate change documentary projects; and working with APANO on a community-led action plan for greenspace and affordable housing.

Also new this year was an initiative that enabled PSU students to apply for stipends to support unpaid and low-paid professional experiences, such as internships and research projects. Called the STAR (Sustainability Training and Research) Grant Program, this model allowed self-directed students to gain much needed professional experience in their field.

LIVING LAB

A joint program of the Campus Sustainability Office (CSO), the Institute for Sustainable Solutions, and the Facilities and Property Management Department, the Living Lab program is firmly rooted within University operations and fills a gap between opportunities in education and improved campus operations. Operations staff benefit from high-quality research on projects directly targeting campus plans. Faculty benefit from the support of ISS and CSO to implement course projects that deepen learning by engaging students in real campus sustainability issues. Students benefit from gaining tangible skills through experiential education focused on campus sustainability issues.

Among 10 active projects, highlights from the Living Lab year include:

- » **PSU Broadway Residence Hall Ecoroof:** Broadway Residence Hall received LEED Silver certification in 2004, with a combination of sustainable construction practices and green building features, including a 18,000-square-foot ecoroof, at the time one of the largest in Portland. The Living Lab project refreshed the ecoroof, including an update of the irrigation systems and weather station and drafting of a maintenance plan for its ongoing care. Additional design features may include solar panels, bird habitat, and active monitoring systems.
- » **Campus Tree Inventory:** Students in the capstone course “Empowering Communities with Asset Mapping and GIS” collected quantitative and qualitative data of campus trees to establish a campus-wide tree inventory that will allow PSU to track the overall health of its urban forest and to promote its benefit to the campus community. The outcomes of the project connect directly to the Campus Tree Care Plan, which outlines strategies and goals for long-term management of campus trees.
- » **The Waste Audit Living Lab Experience (WALL-E):** In its second year of the Living Lab program, WALL-E is partnering with four University Studies Freshman Inquiry courses aimed at conducting a year-long applied research project on the topic of waste. Via student-conducted waste sorts, valuable waste data is collected for the Campus Sustainability Office and students work to develop and implement various interventions to address waste reduction on campus.
- » **PSU Bees:** In partnership with the Student Sustainability Center, a student-led initiative to bring honeybees to campus was successful with two hives housing up to 100,000 bees settled into a new home in the PSU Community Orchard this spring. In addition, students introduced a colony of mason bees and worked with PSU facilities staff to help the University achieve Bee Campus USA, a pollinator-friendly rating.

Internship-related metrics

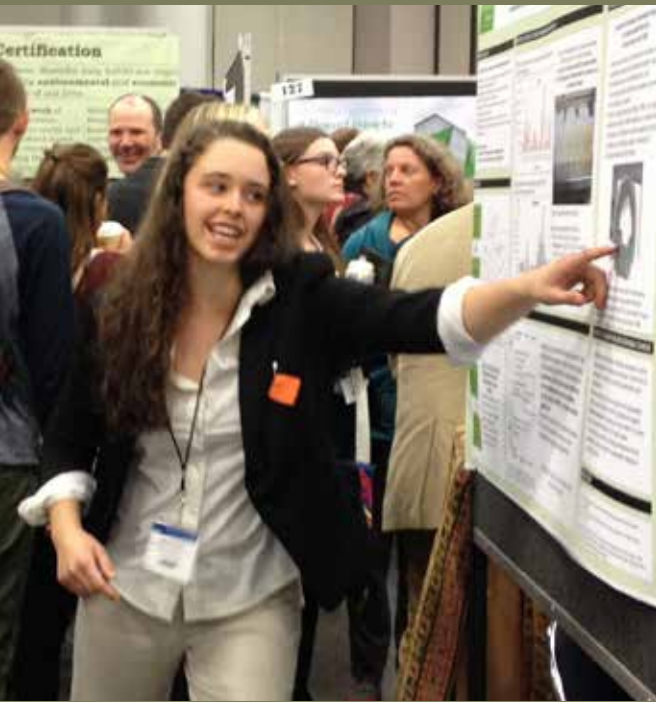
The Institute for Sustainable Solutions tracks the following internship-related metrics over time to provide a method of measuring impact.

Outcomes	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Students in Sustainability Career Counseling	340	450	424	N/A	347	311	331
Sustainability-Related Internships Posted	53	76	107	91	125	177	199
Attendees at Sustainability Internship Program Connect Event	N/A	N/A	N/A	50	21	44	37
Students in ISS-funded Sustainability Internships	9	13	19	19	24	28	47

STUDENT STORY

Emma Prichard

Young, passionate, and committed to protecting people and planet from the effects of pollution, Emma Prichard graduated this year with a degree in environmental science and segued directly into a position as field science technician with the city of Portland's Water Pollution Control Lab. During her time at PSU, Prichard gained practical research and leadership skills by participating in sustainability programs and activities offered by the Institute for Sustainable Solutions and campus partners. She was an EcoRep leader while living in PSU's residence halls, was on the Student Sustainability Center's Waste Reduction Task Force, and participated in the Sustainable Drinking Water Task Force—a group of students and university staff appointed by PSU President Wiewel to identify ways to reduce wasteful and expensive bottled water consumption on campus. Prichard's future plans are entrepreneurial: she'd like to create a start-up to reinvent the way we access scientific research, as well as a consulting business to help underprivileged communities confront drinking water pollution and help prevent reoccurrences of Flint, Michigan.



STUDENT SUSTAINABILITY CENTER

The 2015-16 academic year was full of change and organizational growth at the Student Sustainability Center (SSC), formerly known as the Sustainability Leadership Center. The SSC convened its first advisory board meeting, was approved as a new fee funded area by the PSU Student Fee Committee, received space in Smith Memorial Student Union, and began reporting to Student Activities and Leadership Programs (SALP) in order to more fully align with student leadership on campus. The new partnership with SALP shows promise for future programmatic support, partnerships, and stable funding.

The SSC improved many aspects of its programs this year, such as tracking participant demographic information and improving the process of recognizing volunteer accomplishments and service hours. Program assessment shows strong evidence of student learning and satisfaction with the programs while also sharing insight about how to make additional improvements.

The SSC is a shining example of an initiative launched by ISS that is increasingly becoming embedded into broader University structures, positioning itself to secure other means of support and institutionalize its operations.



THE EMERGING ISS STUDENT FELLOWS PROGRAM

The Student Sustainability Center has long been front-and-center as being the main portal for students to connect to sustainability activities at Portland State University. But while the SSC's co-curricular programs are robust, they are a limited representation of the breadth of sustainability-related opportunities available to students. After months of planning, focus groups, and student gatherings, the Institute for Sustainable Solutions will launch this fall a new Student Fellows program designed to identify, engage, and connect a diverse network of students from a variety of disciplines who are interested in sustainability—whether it be in their academic pursuits, as volunteers or student leaders, or in their future careers.

Operated by ISS staff with assistance from a student employee, the program will highlight pathways for students to engage with sustainability activities throughout their time at PSU, host events to bolster students' professional skills and personal networks, offer funding for professional development and enrichment activities, and provide an avenue for distributing information about opportunities as they arise.



STUDENT STORY

Rihana Mungin



When engineering student Rihana Mungin returned to college after taking a hiatus to work, she had a renewed focus on connecting her studies with her career goals. Prior to enrolling in classes, she took a job with PSU's Facilities and Property Management department, where she plans and oversees preventative maintenance for campus buildings and facilities. Because of her dual role as a staff member and a student, she saw a gap that could be filled between the needs of students and the needs of the university: "I saw my classmates who needed applicable projects to work on in engineering classes, and I saw the maintenance needs of the university," she said. With this idea in mind, Mungin partnered up with the Institute for Sustainable Solutions and the Campus Sustainability Office to reinvigorate PSU's Living Lab program, which connects faculty, students, and staff to create educational opportunities focused on practical campus sustainability issues. Mungin has championed the effort to engage teams of engineering and urban ecology students in the development of restoration and maintenance plans for existing ecoroofs on campus.

Student experience metrics

The Institute for Sustainable Solutions tracks the following student experience metrics over time to provide a method of measuring impact.

Outcomes	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Student Fellowships and Graduate Assistantships supported though Miller gift*	72	12	74	41	59	81	115
Sustainability Courses Offered**	121	191	191	166	237	460	433
New Students Enrolled in Sustainability Graduate Certificate Program	43	39	35	13	4	12	17
Students Enrolled in Sustainability Courses	N/A	N/A	10,103	9,309	9,788	11,211	11,546
Student Sustainability Travel Awards	34	39	31	53	52	48	14
Sustainability-Related Events	197	265	367	324	309	232	191

*Metric was reframed this year to include undergraduate student awards, which may or may not have been included in previous years but are not represented elsewhere. *

**Sustainability courses are identified across campus by ISS staff, reviewing course syllabi against a rubric to determine the amount of content pertaining to the environment, the economy, and equity, the three pillars of sustainability.

Grant Focus Area #2: Expanding Faculty Excellence

NEW ISS DIRECTOR'S VISION FOR CITIES AND SUSTAINABILITY

In January, the Institute for Sustainable Solutions welcomed a new director, Robert Liberty, who also serves as director of PSU's Urban Sustainability Accelerator. Coming to the job, Robert brought with him a vision for the Institute to refine its focus, attract outside funding, and realize its potential as an important collaborative partner that can provide a two-way conduit between the University and the community and bring the assets of both to bear in solving complex sustainability issues. Under Robert's direction, ISS embraced a research focus themed around cities and sustainability with a special emphasis on climate change—a refined focus that puts a border around what ISS will support while embracing much of what distinguishes PSU's research and curriculum, especially as it pertains to sustainability. The cities and sustainability theme will be a helpful lens to use in discussing the work of ISS going forward.



FACULTY STORY

Brian Bolton

When Brian Bolton, associate professor of finance, began teaching a course in PSU's MBA program about microeconomics and sustainability, there wasn't a book on the topic—so he wrote it. *Sustainable Financial Investments: Maximizing Corporate Profits and Long-Term Economic Value Creation*, published by Palgrave Macmillan in August 2015, highlights how firms can operate in a way that is both profitable and good for the environment, the community, and employees. Case studies in the book include Nike investing in waterless apparel dyeing because it sees water as an increasingly valuable—and costly—resource, Whole Foods investing in food access because it can simultaneously expand its market and pursue its mission, Interface Carpet powering one of its manufacturing facilities with methane from the local landfill because it can be a more efficient use of available resources, and Walmart installing solar panels at hundreds of its stores because it can create enormous cost savings, especially in the face of increasing fossil fuel energy costs.



FACULTY STORY

Jenny Liu



Jenny Liu, assistant professor of urban studies and planning and assistant director of the Northwest Economic Research Center, is an environmental and transportation economist who examines links between transportation, economic development, climate change, and sustainability through a policy lens. She recently analyzed Portland's local food economy—which, according to the report Liu co-authored with urban studies professor Greg Schrock and Ph.D. student Jamaal Green, is the fastest growing sector in Portland, spans farm to table, and adds \$22 billion to Oregon's economy. The study received a great deal of media coverage and provided an initial benchmark for a portion of Portland's economy that policy makers are just beginning to understand. Next up is an analysis of Portland's proposed Green Loop—an expanded bike and pedestrian greenway that would link Portland's inner east and west sides. Both projects are part of the Portland Climate Action Collaborative, an ISS research initiative that pairs city officials with PSU researchers to answer climate-relevant questions.

ISS FACULTY GRANT PROGRAM

This spring, ISS Director Robert Liberty gathered with faculty members to launch a call for proposals for faculty grants from the Institute that would fund research and education projects supporting the cities and sustainability theme. ISS requested proposals for faculty-led projects that would increase ISS impact and visibility, while also promoting cross-campus and community collaborations, and stressed that faculty who hadn't previously received funding from the Institute were encouraged to apply.

ISS offered two categories of grants: small grants of between \$1,000 to \$6,000, and larger grants with a range of \$40,000 to \$80,000. In the small grant category, 14 proposals were accepted from the 32 submitted, and a total of \$62,000 was awarded to faculty from 12 departments. Projects include a symposium on climate change-driven migration to the Pacific Northwest, research on energy efficient solar cells, and an international student internship program in China.

In the larger grant category, ISS received 33 proposals at the time of writing and is in the process of organizing half of the faculty applicants into interdisciplinary teams to work collaboratively on three main themes that emerged from the submissions: 1) A scalable accessory dwelling unit (ADU) strategy to help Portland meet increased housing demands; 2) Increasing capacity for small community organizations to respond to sustainability issues in their communities; and 3) Local climate change resilience, adaptation, and disaster response.

ISS FACULTY FELLOWS

ISS has had a network of faculty fellows since its inception, but in 2016, the Institute refreshed the program in tandem with its call for grant proposals—faculty were required to become faculty fellows to receive funding. In May, ISS announced the new roster of 99 faculty fellows that represent 30 different departments across the University, a cross-campus network of diverse faculty who share the Institute's passion for collaboration and for using the framework of sustainability to solve complex societal problems.

ISS faculty fellows are eligible to receive support from the Institute and serve as champions for sustainability-related education and research within their home departments and across the University. ISS also encourages faculty fellows to collaborate on interdisciplinary research and teaching projects. They are tenure track and long-term adjunct faculty with experience in sustainability and are appointed on

an annual basis with an option to renew. They are working on issues including the effects of urbanization, ecosystem restoration, renewable energy, health equity, climate action strategies, and many other important topics.



SUSTAINABILITY RESEARCH NETWORK

PSU faculty joined an international, interdisciplinary research project to study how urban areas can be more resilient to increasingly common extreme weather events as Portland became one of nine cities in the Urban Resilience to Extremes Sustainability Research Network, a five-year project involving more than 25 institutions and 70 collaborators funded by \$12 million from the National Science Foundation.

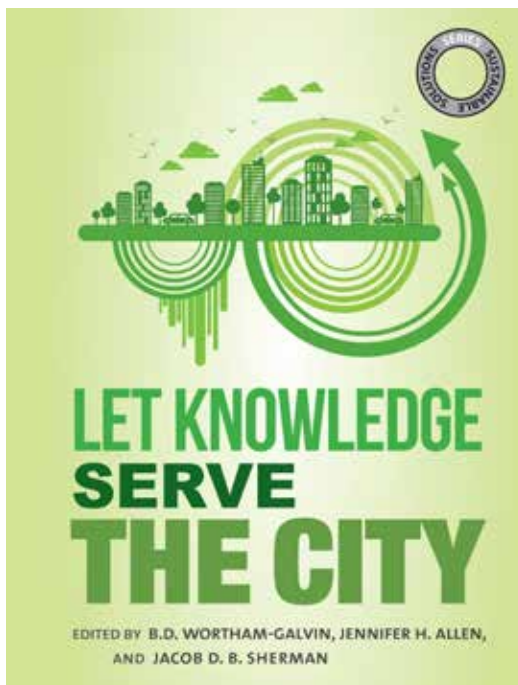
Thad Miller, a specialist in urban sustainability and former faculty in the Toulon School of Urban Studies and Planning, is part of the network's executive management team. While Miller's departure to Arizona State University this summer is a blow to the project and to sustainability research at PSU, an interdisciplinary research team will collaborate with Portland officials in the Bureau of Environmental Services, the Bureau of Planning and Sustainability, and other organizations to evaluate Portland's urban infrastructure with an eye toward resilience to extreme weather events.

FACULTY STORY

Olyssa Starry

A specialist in green roof ecosystems and urban ecology, Olyssa Starry, assistant professor in PSU's University Honors College and ISS faculty fellow, is working with biologist Todd Rosenstiel and engineer Elliott Gall on a study of green roof impacts on air quality. In addition to collaborating across disciplines with faculty colleagues, she exposes students to extraordinary research opportunities, such as partnering with the U.S. Forest Service earlier this academic year to collect and analyze the moss samples that informed an air quality alert that led to grave concerns in the Portland community and a research response from PSU. Passionate about both research and education, Starry has co-authored a green roof activity book to teach children about the benefits of urban green roofs, and also serves as the faculty mentor for the University Honors Sustainability Scholars—a group of undergraduate students who receive scholarships through ISS to explore sustainability issues and conduct relevant research during their time at PSU.





SUSTAINABILITY BOOK PROJECT

PSU faculty and staff worked with Greenleaf Publishing this year on a two-volume set of books dedicated to sustainability and city-university partnerships.

Volume 1, *Sustainable Solutions: Let Knowledge Serve the City*, will provide background on this founding belief at the University and the unique role played by the Institute for Sustainable Solutions to bridge the divide between academia and the public and deliver community-ready solutions on themes including social justice, climate change, and sustainable economic development.

Volume 2, *Sustainable Solutions: Community-University Partnerships*, is more case study-oriented and includes chapters written by faculty and staff that cover the breadth of community-based sustainability work at PSU.

Editors on the project include B.D. Wortham-Galvin, assistant professor of architecture; Jennifer Allen, associate professor of public administration and former director of ISS; and Jacob Sherman, sustainability curriculum coordinator with ISS. The first book, which includes a preface from PSU President Wim Wiewel, is available this summer. The second volume is due out before the end of the year.



THE DATA VISUALIZATION CENTER

This summer, construction for the long awaited high-tech data visualization center (previously referred to as "Decision Theater") began on the first floor of the PSU Market Center Building, adjacent to ISS offices.

Supported by a grant from the U.S. Economic Development Administration (EDA) and connected to a South of Market district-wide research project on energy efficiency, the space is being eagerly anticipated by a variety of sustainability-related researcher faculty and students. The flexible, technology-enabled space will allow PSU staff, faculty, and students to interact with community partners and with data in new ways. The project, originally conceived by Jon Fink, is currently being led by Vivek Shandas, ISS research director, in partnership with PSU's facilities department.



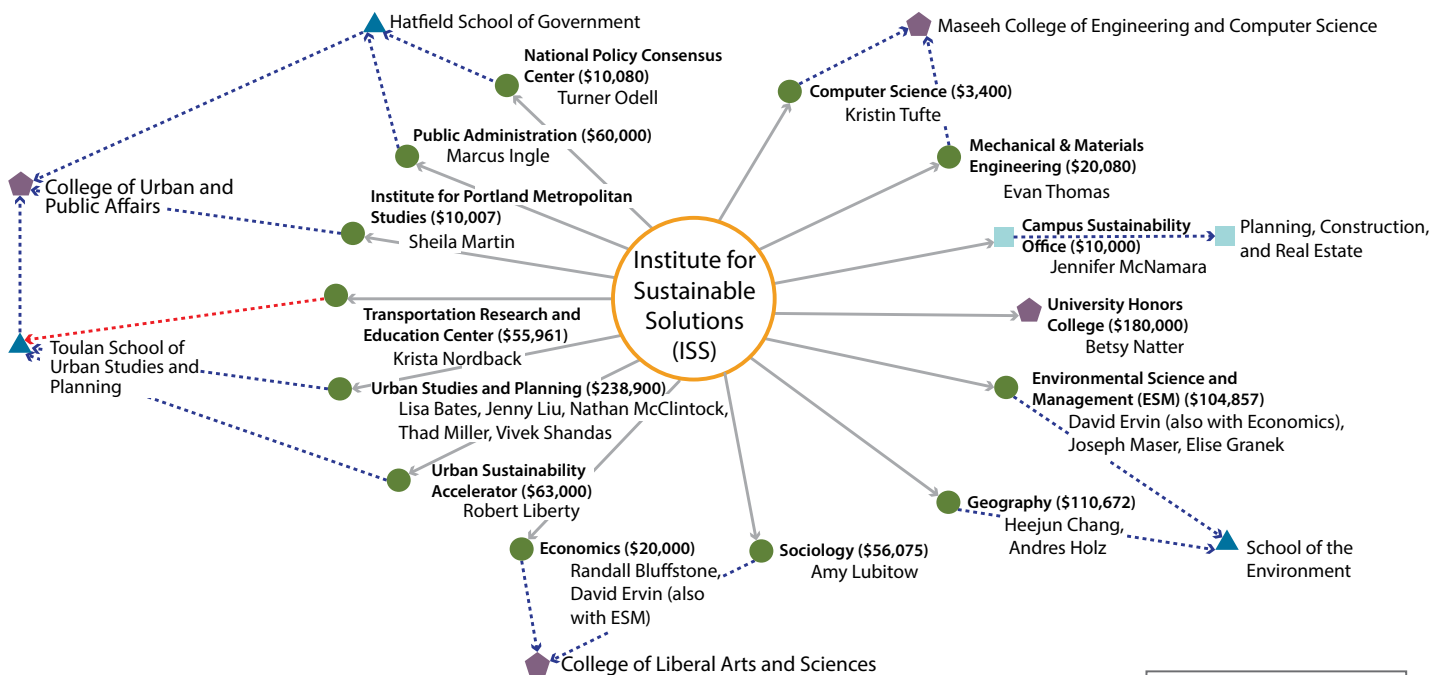
INTERNATIONAL CONFERENCE ON SUSTAINABILITY

After touching down in Denmark, Croatia, and Japan in recent years, the 2016 On Sustainability Conference came to Portland State University in January, drawing 400 attendees from universities around the world. The theme of the 12th International Conference on Environmental, Cultural, Economic & Social Sustainability was "Urban Sustainability: Inspiration and Solution." ISS served as host for the conference and provided some funding to presenters. The conference, organized by Chicago-based Common Ground, takes a multidisciplinary approach to the fundamental and related questions of sustainability—where environmental, cultural, economic, and social concerns intersect.

FACULTY STORY

Corey Griffin

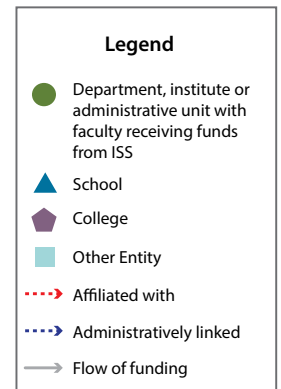
Through opportunities like a green building scholarship program, building technology courses, and field trips, Corey Griffin, associate professor of architecture and ISS faculty fellow, is working to break down barriers in education between architecture and engineering students so they can learn how to collaborate together and, ultimately, design more sustainable cities. He brought the BUILT Lab (Building Sciences Lab to Advance Teaching) to the School of Architecture this year, and continually looks for ways to enhance teaching through research. Griffin has been the principal investigator on more than \$1 million in grants and sponsored research, including awards from the National Science Foundation, Oregon BEST, and the W. M. Keck Foundation, and received the first multi-year grant ever awarded from the Oregon Community Foundation.



Institute for Sustainable Solutions Funding Awards to Enhance Faculty Excellence Fiscal Year 2016

Total Funding: \$943,032

Colleges and schools that did not receive FY 2016 awards: College of the Arts; Graduate School of Education; School of Business Administration; School of Community Health; School of Gender, Race, and Nations; School of Public Health; School of Social Work. Note that while these units did not receive funding awards to enhance faculty excellence in FY 2016, they may have received other types of funding from ISS in FY 2016, and may have received faculty excellence funding in previous years.



NATIONAL PRESTIGE AND FACULTY RETENTION

As PSU increasingly gains national prestige for sustainability excellence, promising junior faculty who came to PSU to be part of a thriving, collaborative, sustainability-oriented academic community are now being recruited away by competing universities. Thad Miller, assistant professor of urban studies and planning; Britt Crow-Miller, assistant professor of geography; and David Sailor, professor of mechanical engineering and director of PSU's Green Building Research Lab, all left PSU this year to join the ranks of sustainability faculty at Arizona State University. Many of PSU's veteran sustainability faculty, including environmental management and economics professor Dave Ervin and accounting professor Darrell Brown, are segueing into retirement, leaving a leadership gap of both junior and senior sustainability faculty and presenting a new challenge for PSU to continue leading in the field.

Faculty excellence metrics

The Institute for Sustainable Solutions tracks the following faculty excellence metrics over time to provide a method of measuring impact.

Outcomes	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Total Amount of Sustainability External Funding	\$13.3M	\$12.9M	\$9M	\$7.9M	\$13.9M	\$12.6M	\$7.7M
Faculty Teaching Sustainability Courses	N/A	220	169	166	186	188	196
Sustainability-Related Publications*	N/A	97	96	78	105	63	96

*Appendix 3 includes a full list of sustainability-related publications for 2015-16.





Grant Focus Area #3: Enhancing Excellence in Community Engagement

AIR TOXICS RESEARCH

In April, the Institute for Sustainable Solutions joined the community debate about heavy metal toxic air pollution by stepping forward as a resource for relevant research. ISS announced it would partner with the city of Portland and Multnomah County to conduct an in-depth look at heavy metals in Portland metro neighborhoods.

Led by Linda George, an atmospheric chemist, professor of environmental science, and an ISS faculty fellow, the in-depth research project will include more than 600 samples for metals in air, soil, and other surfaces over the next two years. The project is funded by \$62,500 from ISS, with matching funds of \$31,250 from the city of Portland and \$31,250 from Multnomah County, covering the purchase of specialized X-Ray fluorescence analysis equipment and other expenses. George, along with faculty colleagues and students at PSU, will work with community groups and local, state, and federal agencies to set up six different research sites of approximately 1-square-mile each across the Portland metro area to sample for metals. Results will help inform policy makers, public health agencies, and concerned community members about toxic metals air pollution.



PORTLAND CLIMATE ACTION COLLABORATIVE

In its second full year, the Portland Climate Action Collaborative matured into a multifaceted partnership between the city of Portland's Bureau of Planning and Sustainability (BPS) and ISS. The collaborative, supported by a Bullitt Foundation grant matched by funding from ISS, identifies regional government needs pertaining to the Climate Action Plan that overlap with student and faculty research interests. The goal of the collaborative is to produce research that is immediately applicable and relevant to the city of Portland while providing meaningful research and education opportunities to PSU.

Highlights of the 2015-16 year included the first Portland Climate Action Collaborative Symposium, which featured engaged faculty members and partners presenting on 10 active or recent projects, and the inaugural cohort of interns working with community based organizations on climate-related projects.

Some highlights from the year in the Collaborative include:

- » A PSU study commissioned by BPS on the economic values of deconstruction vs. demolition of historic buildings was key in convincing the Portland City Council to approve a policy in February requiring deconstruction of unwanted buildings over 100 years old. Deconstruction of buildings results in 90 percent of materials being diverted from the landfill. The analysis also found that the salvage revenue—through sales or tax-deductible donation—can offset the increased costs associated with deconstruction, which takes longer and requires more hours than demolition. The policy could create as many as 50 new jobs while adding close to \$1 million to the economy.
- » Community-based participatory mapping projects in the Cully and Lents neighborhoods of Portland are providing valuable information for city policy makers about what neighbors value in their communities. Hundreds of residents in both neighborhoods are making their voices heard in the mapping process, helping officials in Cully create better way-finding signage throughout the neighborhood, while the Lents project used mapping to involve residents in identifying their planning priorities.



HEALTH AND OUTDOORS INITIATIVE

At the Oregon Healthiest State Summit last November, a diverse set of organizations unveiled a plan for getting more Oregonians outside on their journey to better health: The Oregon Action Framework for Health and Outdoors. The initiative provides direct support for communities to reduce the barriers that prevent people from spending more time outdoors. The framework, established by a coalition including Willamette Partnership, the Oregon Public Health Institute, Portland State University's Institute for Sustainable Solutions, Oregon Healthiest State, The Intertwine Alliance, and Solid Ground Consulting, calls for more research and communications about the health benefits of nature and public policies that support health and the outdoors. The Oregon Action Framework for Health and the Outdoors is raising \$100,000 that will be deployed to support community projects across Oregon.

THE EMERALD CORRIDOR

In January, the Bullitt Foundation, an established funding partner of ISS, announced it would focus its attention on the Pacific Northwest's "Emerald Corridor"—a swath bounded by Vancouver, B.C., to the north, Portland to the south, the Pacific Ocean to the west and the Cascade Range to the east. Bullitt is particularly interested in elevating the sustainability and resilience of the cities in the corridor and is turning to ISS for its expertise in this area—particularly with successful city-university partnerships. ISS Director Robert Liberty attended the Bullitt Board of Directors retreat to share his expertise on the topic, and conversations about further regional collaborations are ongoing.

PARTNERSHIP STORY

B Corp Consulting

Business graduate students in PSU's chapter of Net Impact, in conjunction with PSU's Impact Entrepreneurs and Institute for Sustainable Solutions, this year offered free consulting services for Oregon businesses looking to become certified as benefit corporations, or B Corps. The certification is a growing movement in business that verifies and recognizes companies for their socially and environmentally beneficial policies, practices, and operations. There are more than 1,000 B Corps worldwide. The partnership with B Lab, a nonprofit that manages the B Corp certification standards and process, provided students with the opportunity to get hands-on experience working with mission-driven businesses in Portland while helping them work toward improving their performance or gain recognition for past efforts. Student teams worked with six local businesses and helped Nossa Familia Coffee earn the B Corp status.





CLIMATE CHANGE-DRIVEN MIGRATION

Are climate migrants coming to the Pacific Northwest? This summer, PSU's Population Research Center teamed up with the University of Washington's Climate Impacts Group to explore the implications of climate change as a potential driver of increased migration to Oregon and Washington. Supported by local government agencies and academic institutions from both states, the groups convened a symposium—which was the first of its kind in the Pacific Northwest. It included an open-to-the-public morning session that featured experts who spoke about international, domestic, and

climate-related migration patterns. Afterward, more than 40 climate scientists, population experts, urban planners, and public policy officials convened at PSU's Urban Center Building for a workshop aimed at shaping a joint research agenda on the topic. Researchers from PSU and UW will publish a report this fall with key findings from the workshop that aims to chart a path for future work on climate change-related migration and ultimately better prepare decision makers and city planners in the region.



URBAN SUSTAINABILITY ACCELERATOR

Launched with the help of ISS and funded by grants from the Summit Foundation and contracts with clients around the U.S., the Urban Sustainability Accelerator is now entering its fourth year.

USA's current cohort consists of one mid-sized regional agency—the Sacramento Area Council of Governments—and two smaller regional planning agencies: Mid Michigan's Tri-County Regional Planning Commission (TCRPC), made up of Lansing, East Lansing and 45 other counties, cities and townships; and Truckee Meadows

Regional Planning Agency (TMRPA), made up of Reno, Sparks, and Washoe County. USA is working with all three to implement regional plans to replace sprawl with more compact, transit-supportive development.

In 2016-17, USA will focus on the theme of transportation investments to promote sustainable transportation and will host a two-day symposium on the topic in September with interested metropolitan planning organizations. USA has added high-profile transportation experts to its roster of advisers this year including Lynn Peterson, former Secretary of Transportation for Washington State; Sam Seskin, former head of transportation programs at CH2M Hill; and GB Arrington, leading national expert on transit-oriented development.

Robert Liberty, having become new director of ISS in addition to his leadership role with USA, will continue to devote 25 percent of his time to USA projects and the program may pursue new leadership in 2017.

COMMUNITY ENVIRONMENTAL SERVICES

Last fall, Community Environmental Services celebrated a quarter century of experience in sustainable materials management with an event that drew CES alumni and community partners to campus to reflect on the impacts of the student-powered program. CES continues to break new ground at the Port of Portland with efforts in reuse, recycling, and waste management, and works with the city of Portland and Multnomah County on programs including event recycling and surplus management.

In November, CES hired Christa McDermott as its new director. Christa is a social psychologist whose work focuses on environmental behavior change at institutional and individual levels. She has a long history of involvement in environmental policy, the use of social science to inform behavior change, and advocacy for better materials management. As an APA Congressional Fellow and AAAS Science and Technology Policy Fellow, she worked for Senator Robert Menendez, the Environmental Protection Agency, and the Department of Energy on projects ranging from climate change policy to improving energy efficiency initiatives.



PARTNERSHIP STORY

Baby Booster Initiative

A growing body of research shows that the most important stage of human development occurs in the first thousand days—from conception to age two. Aimed at supporting pregnant women, young mothers, and their families during this crucial period, the Baby Booster initiative—a collaborative effort launched by ROSE Community Development, the Institute for Sustainable Solutions, and Multnomah County Health Department—brings together public health, housing, child development, education, and culturally specific organizations with a commitment to align their resources toward the shared goal of improving nutrition and reducing toxic stress. The project will reach roughly one third of the estimated 500 pregnant women and 1,000 children under the age of two in the targeted outer southeast Portland 97266 zip code, an area that suffers from high incidence of low birth weight, infant mortality, and teen pregnancy.





SIGNATURE EVENTS

Van Jones and Portland State of Mind

More than 1,000 staff, students, faculty and community members gathered at PSU's Stott Center in October to hear a keynote talk from the inspiring and outspoken Van Jones, a Portland State of Mind event sponsored by ISS. The CNN commentator and environmental activist did not disappoint, covering topics from the green economy to the Black Lives Matter movement. Prior to the keynote, ISS partnered with PSU's Impact Entrepreneurs to present a student workshop with Jones on the topic of social entrepreneurship, and then hosted a dinner in collaboration with Ecotrust that brought together community partners, faculty, and staff engaged in equity work across Portland.

9th Annual PSU Sustainability Celebration

More than 200 participants and attendees gathered in the Smith Memorial Student Union in May for the 9th Annual PSU Sustainability Celebration. The event featured the annual Project Showcase with more than 50 research programs, staff and student initiatives, and class projects addressing the social, environmental, and economic health of the PSU and Portland community.

In addition, the following Excellence in Sustainability awards were conferred:



- » Excellence in Sustainability Research: Amy Lubitow, assistant professor of sociology and ISS faculty fellow
- » Excellence in Teaching and Sustainability: Corey Griffin, associate professor of architecture and ISS faculty fellow
- » Excellence in Promoting Campus Sustainability: Tichelle Sorensen, academic director of PSU's MBA program
- » Inspiring Student Award: Adam Brunelle and Katie Selin, graduate students in urban and regional planning
- » Outstanding Student Volunteer Award: Kristen Purdy, senior environmental science and management student
- » Outstanding Student Employee Award: Irene Bailey, graduate student in Leadership for Sustainability Education and graduate assistant in the Student Sustainability Center
- » Outstanding Department Award: Planning, Construction & Real Estate Finance
- » Sustainability Partner of the Year Award: Portland General Electric
- » Roy W. Koch Award for Sustainability Leadership: Olyssa Starry assistant professor of urban ecology in the University Honors College and ISS faculty fellow



ISS ADVISORY COUNCIL ENGAGEMENT

The ISS Advisory Council continues to meet and is beginning to contribute to the vision and direction of the Institute. The Advisory Council was formed and first convened in the spring of 2015 and recently held its third meeting in May of 2016. PSU President Wim Wiewel joined the meeting in May to share his vision for the future of the Institute. In his remarks he discussed climate change as one of the greatest challenges facing humanity, and his belief that ISS should be focusing its efforts on the various ways PSU can contribute to this field and export its expertise to other communities. This perspective was favorably received by council members, who have also begun to engage on a deeper level with Institute activities, including outreach to prospective donors and program partners, and participation on program-focused subcommittees.

Community engagement metrics

The Institute for Sustainable Solutions tracks the following community engagement metrics over time to provide a method of measuring impact.

Outcomes	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Articles and/or Published References to PSU's Sustainability Programs	1,032	1,600	2,443	1,922	1,861	2,019	2,109
Media Articles Referencing ISS*	N/A	36	44	38	43	42	34
Sustainability-related PSU/ Community Partnership projects	215	235	23	44	60	84	100
Page views on the PSU Sustainability Website	98,601	138,944	119,783	105,262	114,541	106,723	112,492
Posts on the ISS Solutions Blog	N/A	N/A	36	52	70	85	67

*Appendix 2 includes a compendium of sustainability-related media coverage for 2015-16.

A NOTE ABOUT PROGRAMS WEANING FROM MILLER FUNDS

As ISS positions itself for stability after the Miller gift sunsets, the Institute is similarly weaning the initiatives and programs it has historically supported. The Urban Sustainability Accelerator, the Vietnam-Oregon Initiative, Impact Entrepreneurs, the graduate certificate programs for Sustainable Food Systems and Energy Policy and Management, and the Student Sustainability Center have all at one time or another counted on ISS funding to survive and have since found other means of support within PSU. Miller funds have also supported the creation of new positions or recruitment packages for talented faculty. Over the past year, ISS has worked with the Provost's Office to develop MOUs that outline plans for how all of these positions will transition, over time, onto core University funds. These trends are significant not just because the fiscal burden is being more evenly distributed throughout the University, but also because of the transformational nature of these programs becoming part of the fabric of Portland State.



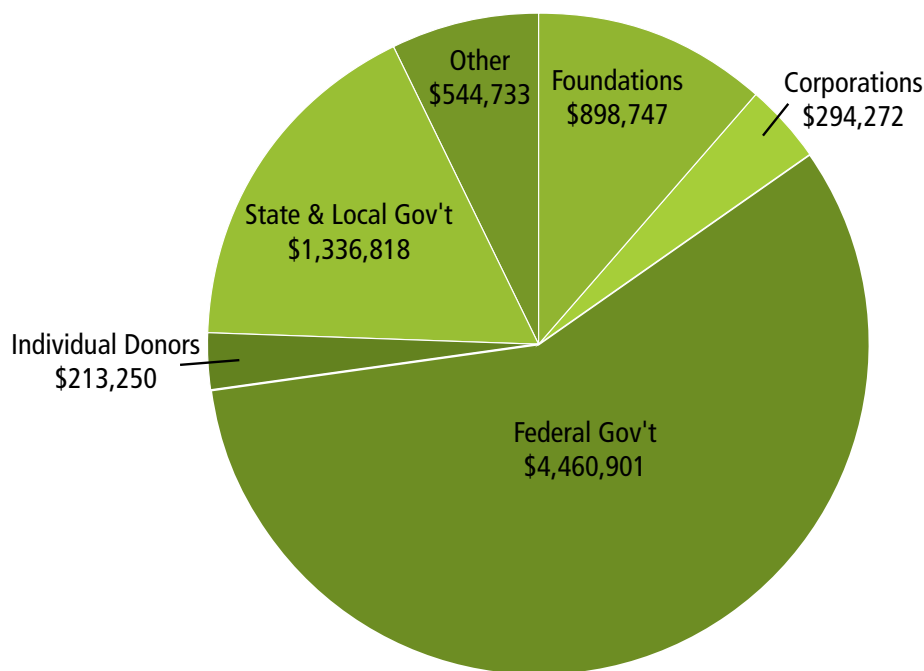
Section 3

Financial & Administrative Overview

MATCHING SUPPORT FOR THE MILLER CHALLENGE GRANT

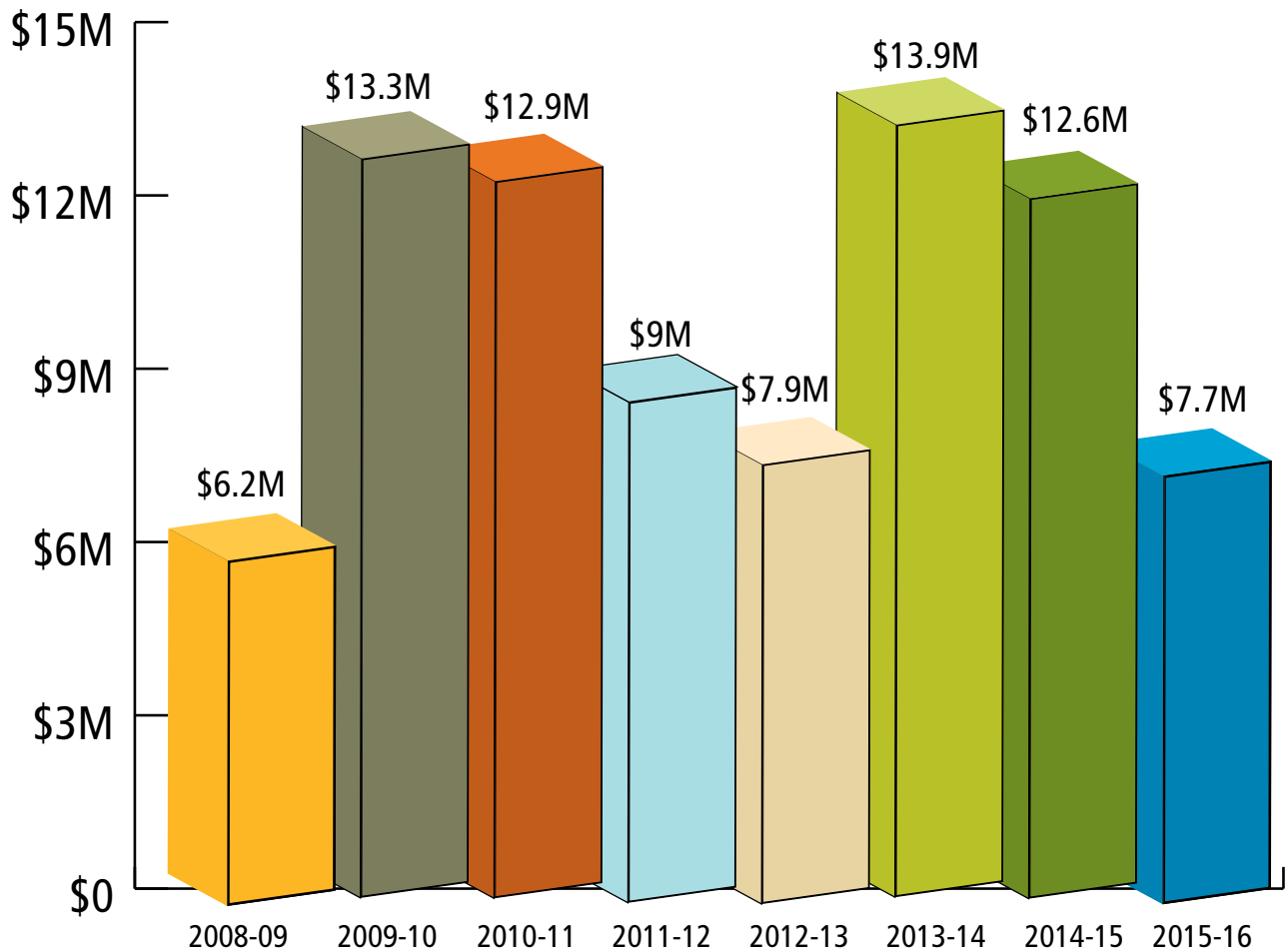
Portland State University's sustainability programming and research continue to attract support that exceeds that requirements of the James F. and Marion L. Miller Foundation's challenge grant. The University secured more than \$7.7 million for programs that range in purpose from supporting student internships to responding to a community need for information and understanding about the quality of the air we breathe. ISS continues to work across all sectors of the University to identify expertise that can be connected with community partners to develop solutions for the challenges they face. As the University proceeds with a comprehensive campaign, sustainability programming features prominently within campaign themes, including the Smart Cities and Sustainability theme and the Addressing Climate Change theme. We plan to leverage these priorities to continue to exceed challenge goals and build endowment support for the Institute for Sustainable Solutions.

Sources of Matching Support for Miller Foundation Challenge Grant 2015-2016



A comprehensive list of matching support is included in Appendix 4.

Matching Support for Miller Challenge Grant (In Millions)



2015-16 FISCAL YEAR BUDGET AND EXPLANATION OF BUDGET VARIANCES

July 1, 2015 – June 30, 2016 Financial Report (Unaudited)

Program Description	FY 2016 Budgeted	Expenditures thru 6/30/16	Variance from Budget
Enhancing the Student Experience			
Curriculum Development	\$343,138	\$346,937	(\$3,799)
Student Programs	\$360,131	\$429,439	(\$69,308)
Student Support	\$120,000	\$129,156	(\$9,156)
Student Travel	-	\$15,282	(\$15,282)
Sub-total	\$823,269	\$920,814	(\$97,545)
Enhancing Faculty Excellence			
Admin Support	\$1,126,869	\$448,711	\$678,158
Faculty Support	\$33,126	\$392,746	(\$359,620)
Matching Funds	\$56,309	\$53,472	\$2,837
Research Support	\$764,184	\$582,583	\$181,601
Fellows		\$76,448	(\$76,488)
Sub-total	\$1,980,488	\$1,553,960	\$426,488
Enhancing Excellence in Community Engagement			
Communications	\$240,742	\$193,360	\$47,382
Convening	\$5,000	\$3,006	\$1,994
International	\$60,000	\$59,107	\$893
Outreach	\$47,780	\$53,356	(\$5,576)
Sub-total	\$353,522	\$308,828	\$44,694
Total Expenditures of Miller Foundation Funds	\$3,157,279	\$2,783,603	\$373,676

BUDGET VARIANCES

GRANT FOCUS AREA #1: ENHANCING THE STUDENT EXPERIENCE

Increased spending on internships for students; Created a bridge program for IGERT Ph.D. students to support their thesis writing, a period traditionally difficult to fund.

GRANT FOCUS AREA #2: EXPANDING FACULTY EXCELLENCE

Several research projects underspent and carried forward funding to next year; ISS support for a water quality monitoring research project terminated as a result of the project's major sponsor, the US Geological Survey, backing out of the project for unknown reasons; Supported faculty lines were moved from the Admin Support line item to the Faculty Support line item; Under the Admin Support line item, the ISS director position was vacant for half of the year, and then due to other positions held, the new director began at a pay rate of .5 FTE; Expenses associated with ISS faculty fellows moved from the Admin Support line item to the Fellows line.

GRANT FOCUS AREA #3: ENHANCING COMMUNITY ENGAGEMENT

A planned website redesign was postponed; Event costs were lower than anticipated.

2016-17 FISCAL YEAR BUDGET AND REVENUES

July 1, 2016 - June 30, 2017 Budget Summary

Program Description	FY 2017 Budget Total
Enhancing the Student Experience	
Curriculum Development	\$216,677
Student Programs and Scholarships	\$386,866
Student Support and Career Services	\$176,067
Sub-total	\$779,611
Expanding Faculty Excellence	
Institute Operations	\$662,179
Faculty Positions	\$65,000
PSU Faculty Fellows	\$33,000
Research Support	\$745,853
Matching Funds	\$133,000
Strategic/Targeted Investment Fund	\$475,000
Sub-total	\$2,114,032
Enhancing Excellence in Community Engagement	
Outreach and Engagement	\$358,765
International Programs	\$30,000
Fundraising and Communications	\$267,904
Sub-total	\$656,669
Total Expenses	\$3,374,245
Revenues	
Miller Foundation	\$2,500,000
Bullitt Foundation	\$100,000
Carry forward from FY 16	\$341,000
USA revenues and grants	\$215,000
University commitment	\$219,000
Total Revenue	\$3,375,000

PERSONNEL UPDATE

Robert Liberty joined the Institute for Sustainable Solutions as its director in January. He originally joined PSU in 2012 and has more than three decades of work in sustainable development policy and practice. He has served as staff attorney and executive director of 1000 Friends of Oregon, a nonprofit focused on land use issues, and was elected to the Metro Council in 2004, a position he held until 2011. Prior to coming to PSU he served as executive director of the University of Oregon's Sustainable Cities Initiative. He has an undergraduate degree in political science from UO, a master's in modern history from Oxford University, and a J.D. from Harvard Law School. He took over ISS from Jonathan Fink, vice president for research and strategic partnerships, who was serving as interim director.

Also in January, **Vivek Shandas** associate professor of urban studies and planning at Portland State, officially began a part-time administrative role with the Institute for Sustainable Solutions (ISS) as research director. Shandas is the founder and director of the Sustaining Urban Places Research Laboratory in the College of Urban and Public Affairs. He also teaches in PSU's National Science Foundation-funded interdisciplinary Ph.D. program focused on Ecosystem Services for Urbanizing Regions and serves as a commissioner on the city of Portland's Urban Forestry Commission.

In June 2016, **Christina Williams** resigned her position as communications director with ISS. The director role was revised and filled by **Laura Gleim**, communications coordinator for ISS, who was promoted to communications manager.

Monica Cuneo, health equity project manager at ISS, also resigned in June to take a position with the Washington State Food Systems Roundtable. Monica convened a number of cross-sector groups focused on developing strategies to address the connections between human and environmental health. She also led the development of the interdisciplinary Graduate Certificate in Sustainable Food Systems. The position will not be filled.



Appendices

Appendix 1: PSU Strategic Plan

Appendix 2: Sustainability-Related Media Coverage

Appendix 3: Sustainability-Related Academic Publications

Appendix 4: List of Matching Support for Miller Foundation Challenge Grant