

Portland Community College: Educational Master Plan 2002-03 Status Report

Purpose

At the Board retreat in August 2001, PCC embarked on a path to develop a collegewide Educational Master Plan (EMP) and a planning infrastructure that will guide the way the college does business and delivers programs and services over the next 10 to 20 years. The process has been designed to be inclusive and systemic and to build upon the values, mission and goals set out by the PCC Board of Directors. The goal of this effort is to ensure that PCC scans both the internal and external environments on a regular basis, utilizes up-to-date and accurate data to shape planning, and creates a dynamic framework that ensures this institution is accountable to our constituencies. The EMP itself will serve as a “game plan” for delivery of programs and services and provide a context for campus and department planning. Results of the planning process also include criteria to monitor the success of the plan, a process to review and update the plan on a regular basis, an institutional culture committed to planning, and greater community understanding of where PCC is headed in the future.

Accomplishments

To date, we have completed development of the ***Blueprint for the Future: Strategic Directions and Actions*** which serves as a framework for the Educational Master Plan. The document was drafted by a Planning Task Force, widely reviewed by the college community, and formally adopted by the Board at its December 2002 meeting. Preparations for the *Blueprint* included

- A series of management information forums to gather data about our external environment in order to better understand the context in which we operate and the future challenges we will face.
- Presidential focus groups to learn from business, industry, education, community, and political leaders about their particular challenges and how PCC might help address these.
- An institutional climate survey of staff and faculty perceptions about the college mission, organization and working environment.
- A planning retreat where participants identified institutional characteristics and core competencies and talked about possible future directions for the college.

A **District Planning Council** has been appointed to guide development of the EMP; establish the operational links between planning, budgeting and assessment; and oversee periodic review of the plan. Several changes in the cycle for program review and effectiveness reporting have been recommended to better connect these processes in an annual planning cycle. The Council is also working to ensure that planning and accreditation activities complement each other.

Planning Task Groups have recommended implementation strategies for each Key Area of the *Blueprint*. Results from their work in March will become the basis for a draft of the Educational Master Plan that will be presented to the Board in August.

Next steps

Several steps are needed to complete the EMP and fully implement strategic planning at the college.

2003-04

- Review implementation strategies drafted by the Task Groups and identify areas of emphasis for 2003-04 and 2004-05. These will become institutional priorities on which campus, department, and committee resources will be focused.
- Incorporate these priorities into the Educational Master Plan, complete the plan narrative and formally adopt the EMP.
- Identify appropriate performance indicators and measures for EMP priorities and incorporate them into institutional effectiveness reporting.
- Review and refine the annual planning-budgeting-assessment cycle based on the first year of experience with it. Continue to clarify (and emphasize) the roles of the Planning Council and Cabinet as leaders for planning at the college.

2004-05

- Update environmental scans
- Review/recommend priorities for 2005-06
- Identify additional measures (for new priorities)

2005-06

- Review and revise the EMP based on results of the self-study, recommendations from the accrediting team, new presidential vision and board direction.

As I outlined to the Board when I first came to PCC, planning collegewide is not an option—it is a necessity. Much of the infrastructure for planning is in place and ready for implementation this fall, so that efforts must now focus on what is perhaps the most important outcome of this process—the development of an institutional culture that is committed to planning, oriented to strategic thinking, and grounded in the belief that people can be successful in achieving their objectives.