

IMPD Program Review 2003

Department Overview

The Institute for Management and Professional Development (IMPD) is recognized as a premier program in the business community. It is a multi-faceted program that has:

- ◆ Received four national awards in the last four years
- ◆ Brought nationally recognized speakers such as Tom Peters and Stephen Covey to the Portland Metro Area
- ◆ Developed the first complete on-line credit program in Oregon
- ◆ Provided training to over 200 businesses, grossing over \$1 million in sales in the last three years.

IMPD offers comprehensive training programs that enhance job specific skills for managers, supervisors, and professionals. The program is comprehensive in that it is able to offer the degree program to individual students or tailor it to meet the needs of businesses and organizations in the Portland metro area. The outreach to individual students and entire companies/organizations is enhanced by the mix of services offered, including: on-site customized training, Internet delivered training, The Corporate University Network, our partnership with AchieveGlobal, and professional development conferences with well-known speakers such as Tom Peters, Stephen Covey and Ken Blanchard.

The Management and Supervisory Development (MSD) courses have been run very successfully for over thirty years for organizations and individuals, developing substantial communication and leadership skills, increasing the level of customer service, and contributing to a higher level of employee confidence. The courses have also been instrumental in student's promotions at work. The courses are rich in content, interactive in design, and provide the greatest opportunity for student learning and success.

IMPD has developed and adopted quality standards so that employers and graduates have assurance that the completion of our courses and programs represents a high, competitive level of knowledge and skills. We utilize dynamic current business and industry managers and consultants to provide practical, hands-on training. Our full-time faculty member has been instrumental in developing the first on-line IMPD courses. He also is available to advise students whether they are planning on obtaining our degree or are interested in honing specific skills for career advancement. We continue to grow by building and maintaining long-term partnerships with students, part-time faculty, and consultants. Enrollment was 8573 students last year, and we have an instructor pool of over 50 part-time faculty. We have provided services to over two hundred businesses in the Portland Metro area, grossing over one million dollars in sales in the last three years.

The Subject Area Committee is comprised of one full-time faculty, several IMPD staff members, and fifteen part-time faculty who are current business consultants or employees in corporate managerial positions. The SAC meets quarterly to examine new industry trends and the training needs of businesses, and to update CCOG's as necessary. All CCOG's are current and available on the web. The faculty handbook is updated each year and has been used numerous times as a model for other academic departments in the college.

Division Dean MaryLou Webb is very active in the business community, both locally and nationally. She is on the advisory board for AchieveNet, the community college board for AchieveGlobal (largest training company in the world serving over 90% of the Fortune 500). She is a member of the Executive Officers Club, which provides professional development to executive level business owners, and also serves on the board for St. Joseph the Worker, providing guidance for entry level workers.

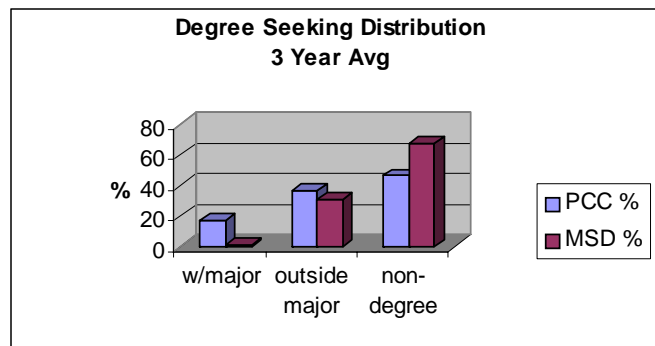
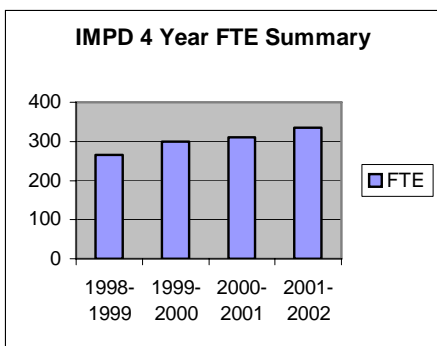
Credit, Program Awards and Degrees

In addition to the Associate of Applied Science degree in Management and Supervisory Development and the 45 hour Advanced Certificate in Management and Supervisory Development we have seven “Professional Program Awards”. Three years ago we developed the 18-hour “Professional Program Award” repackaging existing courses to fill specific niches such as Human Resource Management, Customer Service and Conflict Resolution. Participants are able to work toward Professional Program Awards and Degree Programs giving added value to their growing skill sets. The number of professional program awards has tripled over the last three years. Recently, all seven PPA’s were state certified and are now available as official Employment Skills Training Certificates.

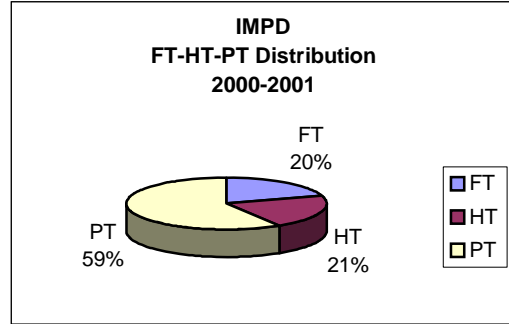
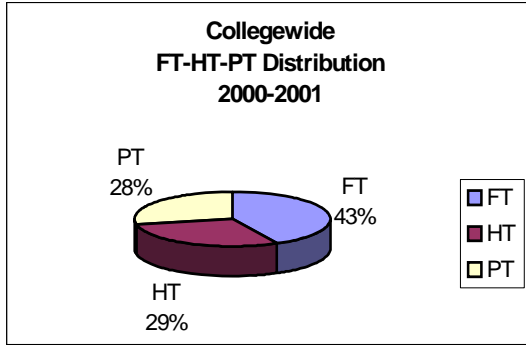
- Management and Supervisory Development
- Human Resource Management
- Leadership
- Customer Service
- Project Management
- Quality Assurance
- Conflict Management

Every class is evaluated and tabulated, with results returned to instructors for continuous feedback and improvement. The yearly summary of student evaluations reflects a consistently high level of satisfaction with the courses. On a scale of 1 (poor) to 5 (exceptional), IMPD instructors consistently scored higher than 4. Please see Appendix for actual summary data.

FTE has grown steadily over the last four years, reflecting returning degree seeking students as well as a surge from those students who are looking to enhance professional development skills that will benefit them in their current career.

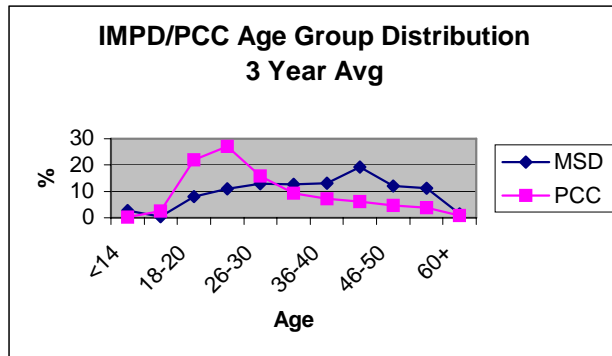


Courses are reexamined every three years through course content guides to respond to changing demographics and business requirements. This ensures that courses are pertinent, interactive, and specifically address the needs of today's working adult. The majority of students that IMPD serves are part-time students (80% part-time MSD versus 28% part-time college wide), who on average are older than the average PCC student. This is indicative of the working adult seeking to enhance skills that will provide upward career mobility.



Distance Learning

Over the course of three years IMPD took the entire Associate of Applied Science Degree in Management and Professional Development, re-created it, and transformed it for distance learning. Over 50 classes are now available to anyone, anywhere, who has access to the Internet. We started with one instructor who moved from the traditional delivery to web delivery, and there are now over 20 part-time instructors who are happily engaged in web delivery. Almost half of the FTE generated by the degree program is attributable to the web classes. 52% of the students in the on-line three credit classes are new students. In 2001 we were awarded the National Council for Continuing Education and Training's Exemplary Program Award for Distance Learning Success.



Frequent comments on evaluations from students include:

- "I most likely would not be in college full-time if it were not for the online classes."
- "I like the business oriented classes that apply to my everyday job. I can use what I learn immediately."
- "I would like to take the entire (MSD) program via this format. Thanks!"

Contract Training

IMPD's contract training has grown successfully over the last five years, as we strategically targeted larger governmental agencies and companies with higher contract dollar amounts. We currently have contracts ranging from several thousand dollars on up to 5-year intergovernmental agreements of \$100,000 and \$250,000. We typically have an average number of 30-40 contracts each year. A successful contract is one that achieves the goals of the client and provides a profitable net margin for the college. Our average net profit (after return to the college) ranges from 25% - 35% depending upon the services offered. Another goal of ours has been to become identified by organizations as a viable out-source training partner, with line item dollars being budgeted each year for our services.

Our partnership with AchieveGlobal (formerly Zenger Miller) gives IMPD the right to offer all of their programs. AchieveGlobal leadership training is nationally recognized and utilized by 90% of the Fortune 500 companies. IMPD won the following awards from AcheiveGlobal (awarded out of 650 colleges and universities nationwide):

1999 - AchieveGlobal's Education and Economic Development Marketing Award

2000 - AchieveGlobal's #1 Partnership Excellence Award in Sales

2002 - AchieveGlobal's #1 Partnership with Business Award

IMPD's success with clients is evident by the amount of repeat business and is illustrated in the last two years' telephone Business Satisfaction Survey of contracted clients.



Corporate University – The Corporate University Network was established by IMPD in 1996 to provide networking opportunities with leading edge companies who want to be successful in delivering company-wide training programs. It also provides the opportunity to build resources in the area of employee training programs. The network has grown to over 150 businesses.

Distinguished Speakers - The Institute brings many nationally recognized business leaders to Portland. The benefits to PCC are numerous. In addition to the prestige and credibility that the speakers lend to PCC image, the college is recognized as a mainstay for leadership training in the business community. Among recent conference presenters are:

Dr. Stephen Covey
Dr. Ken Blanchard
Dr. Warren Bennis
Dr. Peter Senge
Dr. Tom Peters
Dr. Stephen Lundin
Dr. Robert Cooper
Mr. Roger Merrill

Susan R. Tipton, Director of Marketing from the Covey Leadership Center said "Please thank everyone in your department for the hospitality they extended to us during Dr. Covey's workshop. We felt the workshop was a success and realize your part in that success."

Alignment with PCC Mission and PCC Values

IMPD's mission is closely aligned with the colleges. Specifically our program and the nature of our professional development courses support the mission statement: *"Partnerships with business, industry, labor, educational institutions and public sector agencies provide training opportunities for the local workforce and promote economic development. Through effective teaching and supportive student services, Portland Community College prepares students for success as individuals, members of a democratic society, and citizens of a rapidly changing world."*

Many of the values from PCC's Statement of Values are ones that IMPD actually teaches, for example:

Education and personal growth of the individual
Open and honest communication
Teamwork and cooperation
Effective and ethical use of public funds

IMPD is a well-rounded department that has the academic degree program at the core and the ability to generate additional revenue and FTE through entrepreneurial means that dovetail and complement the credit program. Many of the department's activities are aligned closely with the goals and strategic directions of the Educational Master Plan.

Alignment with Educational Master Plan

Key Area: Educational Programs and Services

Strategic Direction 1 – The College will fund and offer a well-defined mix of transfer disciplines and professional technical programs as the core of its educational programs and services.

IMPD continuously interacts with employers to ensure that employee training is pertinent, targeted and effective.

All IMPD curriculum is evaluated on a three-year rotating schedule to ensure relevancy.

IMPD faculty meets yearly to share “best practices” and brainstorm new opportunities.

IMPD was first in the state to have entire degree program on-line.

All courses (including Internet-based) are evaluated by students every term, results are summarized and returned to instructor for continuous improvement loop.

Strategic Direction 3 – The College will rely primarily on grants, contracts, and other funding to support programs targeted to workforce preparation and workforce training.

IMPD works well with other college departments and has a substantial track record in developing and delivering cost-effective high-quality training both inside the college and outside the college for businesses. Departments that IMPD has provided training for include:

PCC Bookstore
PCC Business Office
PCC CAPITAL Career Center
PCC Computer Education
PCC Computers and Real Estate
PCC Dislocated Workers
PCC Financial Aid
PCC Financial Services
PCC Metro One Stop

PCC North
PCC Plant Services
PCC South East
PCC Staff Development
PCC Steps to Success
PCC Student Records
PCC Workforce Development

Strategic Direction 4 – The College will continue to offer programs that deliver community education and other personal and professional development courses by making them financially self-supporting.

IMPD is exploring new revenue generating avenues via the Internet based courses, i.e., customized company on-line courses, on-line skill maintenance courses. A pilot “Coaching in the Workplace” class was recently run on-line for PERS.

Strategic Direction 5 – The College will provide opportunities for students to acquire knowledge and skills that enable them to be productive, contributing members of an increasingly complex world community.

IMPD’s core course outcome is “To communicate the full range of thoughts and emotions with confidence, skill and integrity and develop leadership skills in times of continuous change that produce successful business goals.”

The outcomes of communication, responsibility, critical thinking and problem solving, cultural awareness, professional competence, and self-reflection are integral to the IMPD courses.

Key Area – Student Access and Development

Strategic Direction 1 – The College will focus on student development services that facilitate student success and continuous, lifelong learning.

Almost all IMPD courses are offered in the evening or on Saturdays, reflecting the needs of the adult learner who is working full-time.

Student feedback is evaluated regularly and used to improve current course offerings and develop new course offerings.

The entire IMPD degree is available on-line. Plans are underway to ensure that all seven state certificates are available on-line.

Full time instructor/advisor is available to assist students.

Key Area – Community and Economic Development

Strategic Direction 1 – The College will take the leadership role in establishing a regional workforce development system.

IMPD has developed many viable partnerships with businesses in the Portland Metro area over the last 15 years. We are known and respected as a competent cost-effective training source. This is reflective in the most recent agreements with both City of Portland and Tri-Met, where we were asked to provide all professional development training to both entities. Between the two we will be providing over 100 courses per year, offering training to over 1600 students. These intergovernmental agreements are both multi-year, highlighting the benefits of strong business partnerships.

Key Area – College Workforce

Strategic Direction 1 – The College will recruit, hire, retain, and promote a skilled and diverse workforce that is committed to the mission and values of PCC.

IMPD is continually reaching out to recruit a diverse pool of part-time faculty.

The entire staff meets periodically to review resumes and interview potential new instructors. The IMPD Instructor Database has a section to identify different languages spoken, along with areas of interest in teaching. There are eighteen part-time faculty that are female/minority.

Strategic Direction 2 – The College will support the continuing development of employees so that they can contribute to student success and to our strategic directions.

IMPD is a strong proponent of lifelong learning. Three department employees recently received their degrees from PCC, and two are planning on working toward their bachelors degree. The opportunity was given to the staff to become Zenger-Miller (now AchieveGlobal) certified, a benefit that seven staff took advantage of.

IMPD was selected by PCC to develop and deliver the course “Developing a Career Plan” for the classified staff. This has been very successful and we have been asked to continue to offer the course.

There are fourteen instructors that have been trained to develop on-line courses, most of whom have gone on to develop more than one on-line course.

Key Area – Technology

Strategic Direction 2 – The college will use technology in ways that enhance teaching and learning and improve the delivery of student services.

IMPD was the first in the state to have the entire degree program on-line, and was awarded the National Council for Continuing Education and Training

Exemplary Program Award for Distance Learning Success in 2001. IMPD also provides on-line student advising services, and on-line course evaluations.

Innovative Marketing Techniques

IMPD mails 17,000 quarterly brochures including all classes and events. Distance learning classes are easily identified in a special section. The mailing database has been developed over the years. Class evaluations offer the opportunity to students to be added to the mailing and e-mail list. Several hundred copies of the brochure are provided to a variety of large companies to distribute throughout their organization

Learn on Your Own Time flyer was developed which includes the courses available on the web, as well as the web site location to go to review a course.

Professional Program Awards (now state certified) consist of 18 credit hours of focused curriculum targeted to those individuals looking to enhance their resume or move forward in their organization. These are the same web classes used in the degree program, but are available as “tracks” for those interested in specific development areas such as leadership, customer service and human resource management.

Welcome to Our Program letters are mailed to all students taking the first level management web classes. Students appreciated the personal touch and over 25% of new students in Spring term enrolled again in Summer term.

Our web site www.managementtraining.pcc.edu incorporates “search” words that lead an individual to our site, when keywords such as *distance learning* and *on-line classes* are typed in. People can register on-line while at our web site, as well as by phone or fax.

Corporate University Network was started four years ago, reaching out to Human Resources directors and Training managers in companies in the Portland Metro area. We hosted a monthly speaker and networking opportunity for them. The number of participants grew from 25 to 200 in four years. We gained credibility as a training entity, established a more personal relationship with companies, and developed an exclusive e-mail list to send out our monthly “Upcoming Events”. The “Upcoming Events” lists exciting new distance learning classes.

We developed a specific image identity –the “upgraph” which is professional and positive, it is used on all IMPD marketing materials.

Trends, challenges, plans for the future

Continuous change is an on-going challenge, as is staying abreast of changing student needs, changing industry needs and new technology. We believe that the continuous feedback loop currently in place helps ensure that IMPD businesses, instructors, and students are all working toward achieving the professional development skills that are needed to fulfill current business requirements.

Several new plans that we have set include re-design of current web site, twice yearly meetings with faculty and businesses to share and brainstorm best practices, new opportunities and new directions. Our partnerships with the City of Portland and TriMet (providing all of their professional development training) could be viewed and reproduced as a national training model.

We intend to branch out with our distance learning courses, customizing them for client usage, such as the “Coaching” class run on-line for PERS team leaders.

In efforts to more effectively market our brochure we have “cleaned up” our database and purchased several new and current mailing lists including: Portland Chamber, Hillsboro Chamber, Beaverton Chamber, Oregon Association Minority Entrepreneurs, and a list of businesses with 200 employees or more. These have been added to the existing database for all future brochures and mailers. We also plan to send marketing material to recent MSD students (one year prior).