



## **2022-2023 WORKPLAN**

Dr. Adrien L. Bennings, President



## PCC COMMUNITY,

I am honored to serve as President of Portland Community College. As President, I serve as a champion in leading the charge to:

- 1 **ENSURE** equitable access, opportunity, affordability, and successful outcomes for all students;
- 2 **BALANCE** commitment to quality learning experiences, economic and workforce development, performance outcomes, and strategic priorities;
- 3 **PRESERVE** the authenticity of our reputation and articulate the value of our institution throughout the community, region, and state.
- 4 **CULTIVATE** an environment where the tenets of diversity, equity, and inclusion are intentional, consistent, and effective.

The 2022-2023 Workplan serves as a roadmap for the Office of the President and a frame of reference for institutional stakeholders. As we move forward I will continue to focus my time, effort, and dedicated resources toward the fulfillment of our Mission.



Dr. Adrien L. Benning

President





## MISSION

Portland Community College

**SUPPORTS** student success *by*

**DELIVERING** access to quality education *while*

**ADVANCING** economic development *and*

**PROMOTING** sustainability *in a*  
collaborative culture of diversity, equity, and inclusion.

**Transform our learning culture  
toward creating a sense of  
belonging and well-being for  
every student**

**BELONGING**

**Redefine time, place, and systems  
of educational delivery to create  
a more learner-centric ecosystem**

**DELIVERY**

**ENTERPRISE**

**Cultivate a long-term  
sustainable college  
enterprise**

**WORKFORCE**

**Respond to community and  
workforce needs by developing  
a culture of agility**



# PRESIDENT'S CONTRACT

**The PRESIDENT shall devote full-time skill, labor, and attention to the operation of the COLLEGE.**

On or after July 1 of each fiscal year, the Board will establish professional goals for the PRESIDENT and goals for the COLLEGE.  
(*President's Contract: Item 11*)

- 1 The PRESIDENT will submit her recommended goals to the Board, and the Board and the PRESIDENT will confer about them before final adoption by the Board.
- 2 The goals will be established by resolution at a public meeting. Members of the Board will be given an opportunity to comment on proposed goals prior to adoption by the Board.

## TIMELINE OF ACTIVITIES

**August 17** — introduction of drafted proposed goals during Board retreat

**September 15** — Board review during the work session

1

2

**August 24** — provide to President's Cabinet for review

3

4

**October 20** —  
Formal presentation of the President's goals for Board resolution

## OPPORTUNITIES & CHALLENGES

A number of resources provided key indicators of priorities for the President to consider in the development of the annual goals. These included the Executive Profile for the presidential search, PCC Board policies, PCC Board Goals and Priorities, Adopted Budget 2021-2023, strategic action priorities, as well as review and input from the President's Cabinet.

### STRATEGIC ACTION PRIORITIES

All Strategic Planning Projects — [pcc.edu/strategic-plan/how/all-projects/](https://pcc.edu/strategic-plan/how/all-projects/)

Projects Funded With Strategic Investment Funds — [pcc.edu/strategic-plan/how/funded-projects/](https://pcc.edu/strategic-plan/how/funded-projects/)

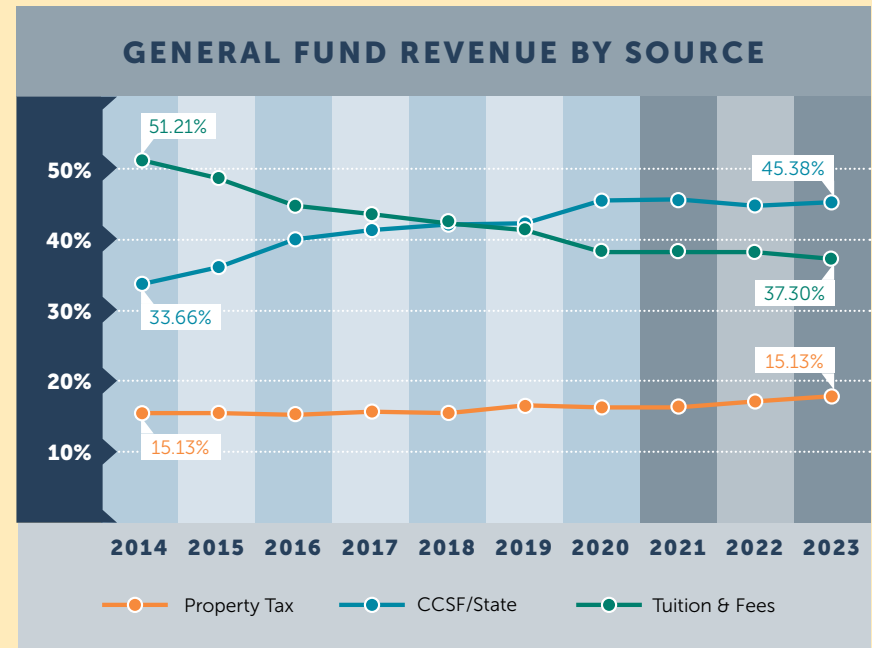
## PRESIDENT'S PROFILE: Opportunities & Challenges

- Unifying the four campuses and multiple centers
- Balancing the budget and ensuring the financial vitality of the institution
- Commitment to diversity, equity, inclusion, belonging, social justice, and anti-racism
- Ensuring that students receive the “wrap-around services” they need
- Spearheading the next General Obligation Bond issue for the College

## ADOPTED BUDGET 2021-2023: OPPORTUNITIES & CHALLENGES

**ENROLLMENT** College enrollment has declined since peaking in FY 2012. From FY 2012 to FY 2020 Student Full-Time Equivalent (SFTE) decreased an average of 4.5% annually, dropping 34.8% overall, and headcount decreased 36.6% as well. Further reductions in enrollment are expected this fiscal year and in FY 2022.

As a result of these reductions, the College has become more reliant on state funding than it has been previously. In FY 2012 tuition and fees made up more than 54% of the revenue for the General Fund and state support was just 31%. In FY 2021 tuition and fees are expected to be less than 38% of General Fund revenues and State Support is expected to be 46%.



## PRESIDENT'S STRATEGY — A.I.M.M.

**ALIGNMENT** Leverage the collective knowledge of employees, Directors, students, and College leadership to develop actionable plans that all stakeholders understand and support.

**INTEGRATION** Ensure ongoing organizational development and assessment of operations, policies and processes, and systems; identify achievable priorities and advance ongoing strategic action plans.

**MOMENTUM** Clarify, define, and articulate immediate priorities; Coordinate internal and external communication strategies; guide progress on current priorities and initiatives; facilitate continuous planning for long-term success in all areas.

**MEASURE** Continuous assessment and evaluation of goals, progress, and anticipated outcomes.



## PRESIDENT'S PROPOSED GOALS

**THE GOALS** listed below reflect various initiatives and activities essential to higher education administration and operations at Portland Community College.

**THE TACTICS** include key activities to be considered in the process of fulfilling the specified goals.

**THE KEY PERSONS/AREAS** are a preliminary indicator of those who may be involved in the coordination and accomplishments of goals.





# PRESIDENT'S TRANSITION

## STRATEGIC THEMES

**BELONGING** Transform our learning culture toward creating a sense of belonging and well-being for every student

**DELIVERY** Redefine time, place, and systems of educational delivery to create a more learner-centric ecosystem

**ENTERPRISE** Cultivate a long-term sustainable college enterprise

**WORKFORCE** Respond to community and workforce needs by developing a culture of agility

## TACTICS

### FIRST YEAR TRANSITION

- To continue to focus on the first year's expectations, designed to further orient the President into the role.

### RELATIONSHIPS

- Develop & Strengthen Board-President relations and senior leadership, and union leadership
- Regularly scheduled 1:1 Check-Ins
- Weekly/Monthly Updates
- Plan and coordinate Board retreat for 2023 in January/February

### PROFESSIONAL DEVELOPMENT

- Identify and participate in executive/higher education leadership professional development

## KEY STAKEHOLDERS

Board of Directors, President's Cabinet, Union Leadership, Education Advisory Committee



# EQUITABLE STUDENT SUCCESS

## STRATEGIC THEMES

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## TACTICS

### STRATEGIC ENROLLMENT MANAGEMENT

- Ensure focus, development, completion, and implementation of the strategic enrollment management plan.
- Plan, develop, and implement a comprehensive institutional-level enrollment management strategy. Monitor, track, and report on key strategic plan initiatives related to enrollment management

### TUITION & FEES

- Conduct a review of the current fee structure at PCC, to ensure that college fees align to student needs and PCC's financial goals, and make recommendations to the board.
- Three Primary Categories:
- 1 Online Learning Fee/Technology/College Service
  - 2 Parking Permits/Student Transportation Fee
  - 3 Student Activity Fee

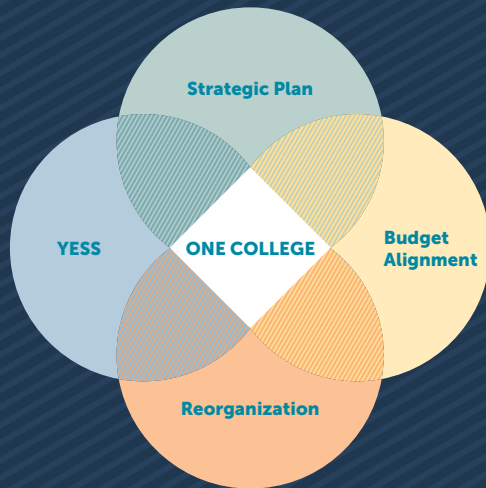
## KEY STAKEHOLDERS

### STRATEGIC ENROLLMENT MANAGEMENT

VP Academic Affairs, VP Student Affairs, Dean of Enrollment Strategy & Service, Associated Students of Portland Community College (ASPCC), and District Student Council (DSC) - Here

### TUITION & FEES

Executive VP Administration & Finance, AVP Finance, Bursar Treasurer, and various groups (as needed)



## RE-ORGANIZATIONAL ALIGNMENT

### STRATEGIC THEMES

**BELONGING** Transform our learning culture toward creating a sense of belonging and well-being for every student

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### TACTICS

- Re-envisioning the alignment of the Office of Equity & Inclusion and Human Resources; includes working with Workplace Change to complete assessment, identify actionable recommendations
- Assessment of infrastructure realignment of institutional level operations and functions
- Unifying the four campuses and multiple centers around the recent ONE COLLEGE re-organization resulting in clarification of roles and a clear decision-making process.
- Establish permanent plans for interim positions, functions, responsibilities

### KEY STAKEHOLDERS

Vice President Academic Affairs, Vice President Student Affairs, Vice President - Administration & Finance, Chief Diversity Officer



# ACCREDITATION

## STRATEGIC THEMES

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## TACTICS

**Develop a plan with tangible outcomes to ensure responsiveness to NWCCU accreditation recommendations.**

THE COMMISSION RECOMMENDS THAT PORTLAND COMMUNITY COLLEGE:

**Recommendation 1:** Spring 2022 Evaluation of Institutional Effectiveness - Continue to integrate its planning processes (e.g., strategic plan, equity plan, and other planning efforts) and their associated metrics to ensure they are systematic in defining mission fulfillment and facilitating continuous improvement. *(2020 Standard(s) 1.B.1)*

**Recommendation 2:** Spring 2022 Evaluation of Institutional Effectiveness - Further refine its use of disaggregated data from its planning processes to inform and implement strategies to guide planning, decision-making, and allocation of resources. *(2020 Standard(s) 1.D.3)*

**Recommendation 3:** Spring 2022 Evaluation of Institutional Effectiveness - Fully demonstrate that the results of its assessment efforts are used to inform academic and learning-support planning practices to continuously improve student learning outcomes and student support services. *(2020 Standard(s) 1.C.7)*

**Recommendation 4:** Spring 2022 Evaluation of Institutional Effectiveness - Complete a comprehensive alignment of policies, procedures, and administrative guidelines that are clearly stated, easily understandable, readily accessible, and regularly reviewed. *(2020 Standard(s) 2.C)*

## KEY STAKEHOLDERS

Vice President Academic Affairs, Vice President Student Affairs, Vice President - Administration & Finance, Chief Diversity Officer



# GOVERNANCE

## STRATEGIC THEMES

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## TACTICS

*In alignment with B 213: Shall adopt operating policies and procedures as required by Board policy, as otherwise directed by the Board, or as the President deems necessary for the effective administration of the college;*

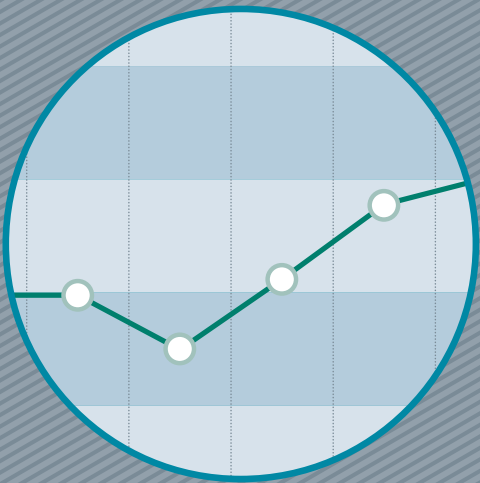
**PRESIDENT'S CABINET:** Revamp and clarify the scope, purpose, and membership of the President's Cabinet

**SHARED GOVERNANCE:** Establish a formal framework of shared governance for the District

**POLICY GOVERNANCE:** Support, guide, and ensure a comprehensive alignment of policies and procedures

## KEY STAKEHOLDERS

President's Cabinet, Board of Directors



## BUDGET & FISCAL SUSTAINABILITY

### STRATEGIC THEMES

**ENTERPRISE** Cultivate a long-term sustainable college enterprise

### TACTICS

*In alignment with B 213: Shall prepare and submit a proposed college budget for the Board's review and approval pursuant to Local Budget Law (ORS 294.305 to 294.565) and shall properly administer the budget as adopted;*

**Prioritize** ongoing budget reductions and savings

**Identify** capacity and staffing resources opportunities for permanent reductions across the college

**Ensure** ongoing communication plan throughout the process with key stakeholders  
(faculty, staff, Board)

**Bond Campaign** – participation in key educational presentations for internal/external stakeholders

### KEY STAKEHOLDERS

President's Cabinet, VP - Administration & Finance,  
Director of Communications,  
Board of Directors, AVP Finance



# DIVERSITY, EQUITY, AND INCLUSION

## STRATEGIC THEMES

**BELONGING** Transform our learning culture toward creating a sense of belonging and well-being for every student

## TACTICS

Continue to build and enhance the efforts of Equity, Diversity, & Inclusion, with a focus on belonging and inclusiveness.

- Assessment (inventory) of groups dedicated to DEI (i.e. BJEDI, DLDC, RING)
- Identify and develop HR Analytics to disaggregate hiring, recruitment, and retention data specific key demographic indicators
- Completion of HR/OEI Reorganizational Assessment; development and implementation of gameplan on moving forward based on recommendations
- Support and guide ongoing work to develop an institutional equity plan
- Lead the institution to create a culture of equity-minded sensemaking to guide dialogue, institutional direction, and decision-making
- Advance cultural transformation and raise awareness to dismantle Anti-Black racism

## KEY STAKEHOLDERS

Interim Chief Diversity Officer, VP teams, President's Cabinet, Office of Equity & Inclusion, Affinity Groups



# OPERATIONS & PLANNING

## STRATEGIC THEMES

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## TACTICS

**PROCESS:** Review institutional processes to determine areas of improvement and redundancies, and ensure effective alignment in operations

**WORKPLACE:** Coordinate and establish an institutional approach toward workplace transformation.

**SYSTEMS & TECHNOLOGY:** Plan and deploy a college-wide approach to assess current ERP challenges, institutional readiness, financial needs, and a comprehensive plan for phased transition over the next 3–4 years.

**DATA:** Structure and refine systems to access, disaggregate, and integrate data throughout institutional operations - Human Resources, Financial Services, and Student Services

**BUSINESS PROCESS REENGINEERING:** Guide and inform the reconstruction of ineffective business processes that links people, strategy, and systems development

## KEY STAKEHOLDERS

All functional areas of the institution



# COMMUNITY PARTNERSHIPS

## STRATEGIC THEMES

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## TACTICS

- **Deepen connections** with broader diverse communities through organized, strategic, and culturally responsive efforts.
- **Develop, adopt, and implement** an institutional framework for community engagement
- **Assess and inventory** current efforts and connections between PCC and community groups

## OUTCOMES

- Clarity in roles and responsibilities when representing PCC within the communities we serve
- Established institutional principles and cohesive practices for community engagement and outreach
- Increased PCC enrollment and participation in early learning (i.e. dual enrollment) and community learning
- Increase awareness of PCC and the opportunities for learning, career development, workforce development, and career technical education.
- Enhanced community, business, and industry partnerships

## KEY STAKEHOLDERS

Government Relations, Community Relations, Opportunity Council (Neal Naigus), Various Institutional Members (i.e. Vicky Lopez, K-12 Partnerships), PCC employees



# PEOPLE & CULTURE

## STRATEGIC THEMES

**BELONGING** Transform our learning culture toward creating a sense of belonging and well-being for every student

## TACTICS

- Champion the mission of a collaborative culture while working to positively impact institutional morale
- Support a people-centric culture to bring growth, learning, and a sense of purpose into the employee experience

## KEY STAKEHOLDERS

All functional areas of the institution

**ONE**  
TOGETHER



TOGETHER  
**ONE**



