<u>21-079</u>	<u>ADOPTION OF THE 2021-2025 STRATEGIC PLAN</u>
PREPARED BY:	Sylvia Kelley, Executive Vice President
APPROVED BY:	Mark Mitsui, President
REPORT:	In late summer of 2019, a pre-planning team was formed to begin the process of managing the logistics and data collection in order to initiate a new strategic plan for Portland Community College. This was the next step after engaging President Mitsui's Work Plan, which served as a bridge between the previous strategic plan and the new one, while emphasizing equitable student success and opportunity. Ian Symmonds & Associates, a local strategic planning firm, was secured to facilitate the process, conduct research, and provide analysis of the findings. Sonali Sangeeta Balajee provided consulting services as we considered incorporation of an equity and empowerment lens to the process and in the plan.

Shortly thereafter in September of 2019, PCC President Mark Mitsui formed a 26-member Strategic Planning Steering Committee consisting of faculty, staff, students and external community members. Listening sessions were conducted on six different PCC locations in October – December, hosting nearly 400 students, faculty, staff, community leaders, board members, and interest groups. A web survey was conducted across the college in October and November, garnering nearly 1200 responses outlining strengths, weaknesses, opportunities and threats. A planning website was created and maintained during this time to provide updates.

Research and data files and relevant information were analyzed resulting in key findings that were delivered to the Steering Committee in January 2020. This forged four major strategic areas of focus. During the onset of the pandemic, the Steering Committee pivoted to online collaboration in an effort to maintain planning momentum and opportunity for engagement. Work groups at the Steering Committee level were formed around the four major strategic areas of focus, including discussions with more than 100 additional faculty, staff, students, and community partners to create and refine

the strategic goals, initiatives and action plans. Consultations with President Mitsui, the Board Chair and Vice Chair, and the Foundation, and Cabinet occurred throughout the process.

The Steering Committee finalized the work of these groups, creating four major strategic areas and 20 individual initiatives, all of which are durable and lasting. Those high-level themes are:

1. Transform our learning culture toward creating a sense of belonging and well-being for every student.
2. Respond to community and workforce needs by developing a culture of agility.
3. Redefine time, place, and systems of educational delivery to create more learner-centric ecosystems.
4. Cultivate a long-term sustainable college enterprise.

These were presented to the Board of Directors during work and information sessions.

Action plans are being developed for each initiative associated with each theme, as we internally operationalize the plan (which is the "how"), including establishing priorities and alignment with the upcoming biennial budget, and in accordance with accreditation requirements. In October of this year another final survey was distributed, designed to obtain feedback and validate the work. This survey resulted in more than 1400 responses, with an average approval or agreement rating of 4.4 on a 5-point scale, resulting in no major changes.

RECOMMENDATION: That the Board of Directors approve the proposed Portland Community College 2021-2025 Strategic Plan as described in Exhibit C.

Strategic Plan 2021-2025

Board of Directors Meeting
November 19, 2020

Facilitated by:
Sylvia Kelley, Executive Vice President

Portland Community College | Office of the President

The Process Summarized

Launch	Steering Committee, Data Collection	Themes Established	Themes Refined	Final Survey

Board approval

Review and implementation

SP process launched summer 2019

Previous 5-year strategic plan "expired" – using President's Work Plan

External community partners, college- wide web survey identified priorities for College across stakeholders, extensive research, data.

Thanks: dedicated Steering Committee members and community reps

Steering Committee workgroups around 4 established themes

Initiatives, action plans for themes, refined by listening sessions, college-wide surveys and outreach to students, faculty, staff, community partners

Portland Community College | Office of the President

Final Survey Results

1404 Responses

4.2–4.4 overall agreement with plan **(5 point scale)**

No major changes

to themes or initiatives at this time

PCC responses:

43.35% Faculty

22.59% Classified

17.85% Administrators/confidential

17.12% Academic Professionals

550

Selected Major Research Findings

Environmental factors in the city of Portland are rapidly accelerating. These include income disparity, urban displacement, food insecurity, congested transportation, affordable housing, and cost of living.

Many stakeholders validate the **PCC mission statement** yet believe the College falls short in specific ways.

Cultural and functional silos, creating inequity between groups, campuses, and stakeholders.

Portland Community College | Office of the President

Selected Major Research Findings

Some doubt the **agility, adaptability, and workforce dexterity** of the organization in workforce development.

Community leaders desire a deeper connection to PCC as it shapes programs, services, and training.

With **shifting demographics and enrollment patterns**, it will need to respond with stronger funding mechanisms.

COVID-19 and the global pandemic will **accelerate the pace of change** in education.

Transform Our Learning Culture Toward Creating a Sense of Belonging and Well-being for Every Student

Redefine Time, Place, and Systems of Educational Delivery to Create a More Learner-Centric Ecosystem

BELONGING

DELIVERY

ENTERPRISE

WORKFORCE

Cultivate a Long-term Sustainable College Enterprise

Respond to Community and Workforce Needs by Developing a Culture of Agility

553

Transform Our Learning Culture Toward Creating a Sense of Belonging and Well-being for Every Student

554

Transform Our Learning Culture Toward Creating a Sense of Belonging and Well-Being for Every Student

Definition of belonging: After an individual's basic needs are met, the door is opened to create a sense of belonging. This sense of belonging is foundational to helping an individual self-actualize and thrive within an institution. In the college environment, both the academic and social elements work in tandem to create a sense of belonging. A sense of belonging is relational, reciprocal, and dynamic. It cultivates a feeling that the Individual matters to the group, their personal identity and contributions are valued; individuals experience that they are indispensable *to the* group and feel safe presenting themselves authentically *in the* group.

Portland Community College | Office of the President

Transform Our Learning Culture Toward Creating a Sense of Belonging and Well-Being for Every Student

- Create a sense of belonging in our learning environment as a college priority, and as a key factor in equitable student success.

- Ensure every student has the opportunity to participate in an orientation experience.

- Provide onboarding to all new employees to create a sense of belonging.

Transform Our Learning Culture Toward Creating a Sense of Belonging and Well-Being for Every Student

- Provide training to all employees to develop competencies in principles of intercultural communication, systemic racism and social oppression, and culturally responsive practices that support our students and each other.

- Develop and support a culture where all faculty and staff feel regularly acknowledged, inspired, engaged, and supported by each other and the college.

Redefine Time, Place, and Systems of Educational Delivery to Create a More Learner-Centric Ecosystem

Used with permission from the PCC Graphic Design class of 2020

Redefine Time, Place, and Systems of Educational Delivery to Create a More Learner-Centric Ecosystem

- Cultivate a culture of student-focused teaching excellence, grounded in culturally-responsive, anti-racist pedagogies.

- Design and strengthen the innovative and appropriate use of technology, becoming a leader in advancing equitable student success in all learning modalities.

- Develop and scale learner-centered class offerings by expanding access in time, place, duration, and delivery in response to student and community pathways and barriers to our current course and class models.

Redefine Time, Place, and Systems of Educational Delivery to Create a More Learner-Centric Ecosystem

- Create a teaching, learning, technology innovation hub centered around equity and driven by assessment of student learning outcomes, the unique needs of learners, and our workforce needs.

- Implement comprehensive and equity-conscious support services that center the experiences of students who are most directly impacted by College delivery decisions.

Sample related action plans

Create a culture of student-focused teaching excellence, grounded in culturally responsive, anti-racist pedagogies.

1 Develop hiring processes that reflect expectations for culturally responsive and anti-racist teaching.

2 Create onboarding that supports the development of a community of practice around culturally responsive and anti-racist teaching.

3 Provide ongoing professional development opportunities that support educators as learners.

4 Build assessment processes that support continued growth of culturally responsive, anti-racist educators.

5 Create a mechanism for incorporating student feedback to promote a continuous cycle of improvement.

562

Cultivate a Long-term
Sustainable College
Enterprise

Cultivate a Long-Term Sustainable College Enterprise

Definition of sustainability: Sustainability is the capacity to continue mission-aligned services while promoting economic prosperity, social equity and environmental stewardship. This "triple bottom line" approach informs the college's mission, vision and values, and promotes PCC as positive economic, social, and environmental stewards.

Cultivate a Long-Term Sustainable College Enterprise

- Advance equitable student success through the creation and diversification of new revenue streams that cultivate sustainability, align with PCC mission, and imagine new opportunities.

- Create a more equitable college model and experience while expanding sustainable operations across the college that are responsive to the community and agile in the face of change.

- Center and use proven anti-racist and anti-oppression systems to foster positive economic, environmental, and social growth, and provide accountability at all levels of the organization.

Cultivate a Long-Term Sustainable College Enterprise

- Collaborate with our Portland metro area community, colleges and universities, primary and secondary educational partners, and business community to improve efficiency and ensure long-term viability of our enterprise

- Align and coordinate proactive college-wide planning based on assessment of internal and external factors, conditions and constituents with service toward our most marginalized and vulnerable populations as a guidepost.

Portland Community College | Office of the President

Respond to Community and Workforce Needs by Developing a Culture of Agility

566

Respond to Community and Workforce Needs by Developing a Culture of Agility

- Create new and sustain existing programs that lead to living wage jobs with partners that are rooted in core values related to equitable opportunity through education.

- Establish a holistic college and career readiness experience that is integrated in student orientation and connected to inclusive, anti-poverty, and equitable support programs and resources that include in-program coaching and career launching support.

Respond to Community and Workforce Needs by Developing a Culture of Agility

- Provide students with a path for professional growth and advancement through work-based learning opportunities.

- Create a data-informed continuous improvement ecosystem to establish agile decision making and build the infrastructure for implementation.

- Welcome prospective students and partnerships with local employers including private, public and non-profit sectors, and community partners by removing barriers to entry and engagement.

Alignment, Next Steps

Board approval	Budget preparation	Priorities over 5 years
(Draft) action plans, internal operations, more work in coming months Some action plans will be flexible depending upon budget, other factors	Communications, marketing, philanthropy	Consideration of existing ongoing initiatives (YESS, etc.)
	Reorganization	**Accreditation**

Portland Community College | Office of the President

Questions?

570