

October 20, 2022

23-068

APPROVE PORTLAND COMMUNITY COLLEGE 2022-2023 PRESIDENT'S GOALS

PREPARED BY: Jeannie Moton, Executive Coordinator, Office of the President

APPROVED BY: Dr. Adrien L. Bennings, President
Tiffani Penson, Chair

STRATEGIC THEME: 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

REPORT: In accordance with Section 11 of the President's contract, which states:

On or after July 1 of each fiscal year, the Board will establish professional goals for the PRESIDENT and goals for the COLLEGE. 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. The goals will be established by resolution at a public meeting. Members of the Board will be given opportunity to comment on proposed goals prior to adoption by the Board.

At the PCC Board Retreat on the August 17, 2022, Dr. Bennings presented a draft of her proposed goals.

The Board of Directors reviewed the proposed goals at the September 15, 2022 Board Work Session.

A summary of those goals is presented here:

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

- **EQUITABLE STUDENT SUCCESS**

- 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

- **RE-ORGANIZATIONAL ALIGNMENT**

- 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

- **ACCREDITATION**

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

- **GOVERNANCE**

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

- **BUDGET & FISCAL SUSTAINABILITY**

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;

- **DIVERSITY, EQUITY, AND INCLUSION**

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

- **OPERATIONS & PLANNING**

- 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

- **COMMUNITY PARTNERSHIPS**

- 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

- **PEOPLE & CULTURE**

- 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

RECOMMENDATION: That the Board of Directors approve the 2022-2023 President's Goals as presented.