



# PRESIDENT'S WORKPLAN

DR. ADRIEN L. BENNINGS

**FY 2024**

JULY 2023 - JUNE 2024



## OUR 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.

## PRESIDENT'S VISION

Portland Community College, as 'the community's college', serves in excellence as a conduit of opportunity to advance equity, learning, work-ready skills, and economic and social mobility for all.



## WORKPLAN

These priorities reflect the president's commitment to advancing the College's mission, ensuring the success of its students, optimizing its operations, fostering an inclusive culture, and building strong relationships within the community.





# THE CHARGE

DR. ADRIEN L. BENNING

As President of Portland Community College,  
I must lead the charge to:



**ENSURE** equitable access, opportunity, affordability, and successful outcomes for all students.

**BALANCE** commitment to quality learning experiences, economic development goals, performance outcomes, and strategic priorities.

**PRESERVE** the authenticity of our reputation and articulate the value of our institution throughout the community, region, and state.



**CULTIVATE** an environment where the tenets of diversity, equity, and inclusion are consistent, evident, and effective.







## STUDENT SUCCESS

Our critical priority continues to be the success and well-being of our students. We will focus on enhancing wraparound services, expanding access to resources, and implementing innovative strategies to achieve student success outcomes.

## OBJECTIVE

To champion the priority of student success, aimed at elevating the well-being and achievements of our students.

## PRIORITIES

- Guided Pathways
- Academic Program Sustainability
- Strategic Enrollment Planning
- Student Basic Needs



## KEY ACTIVITIES & INITIATIVES

### Guided Pathways

To have Guided Pathways fully implemented and ingrained as the core framework for student success at PCC

Regularly assess student outcomes, retention rates, graduation and time-to-degree completion to make data-informed decisions.

Alignment and completion of Achieving the Dream scope of work - mapping the student experience

## ANTICIPATED OUTCOMES

A strategic communication plan, training, and resources to promote the Guided Pathways framework to students, faculty, and staff

Enhanced advising and support services to help students navigate their chosen pathways; significant progress on closing equity gaps

Faculty and staff will be best equipped to support students in their academic journey, leading to a more engaged student body

### Academic Program Sustainability

Comprehensive review of the College's current program review processes to identify strengths, weaknesses, and relevance

Allocation and/or reallocation of resources and investments in programs with high demand and clear outcomes

Development of new programs in response to emerging workforce needs

## ANTICIPATED OUTCOMES

Efficient allocation of resources aligned with budget strategies, workforce demand, and overall college mission

Workforce alignment and increased enrollment and retention rates in prioritized programs

Data-driven decision-making will lead to more efficient allocation of resources, enabling the college to focus on areas that have the greatest impact on student success.



## KEY ACTIVITIES & INITIATIVES

### Strategic Enrollment Planning

Ensure the completion of and implementation of the Strategic Enrollment Management Plan

Analysis of enrollment trends and demographics to inform enrollment strategies

Development of targeted recruitment efforts, flexible enrollment options, and retention initiatives

### ANTICIPATED OUTCOMES

Increased enrollment and diversity among PCC students

Enhanced adaptability to changing educational demands

Improved strategies to effectively report process, impact, and outcome indicators related to student success

### Basic Needs

Expansion of programs providing food, affordable housing, and financial support to students facing basic needs insecurity

Awareness campaigns to reduce stigma and increase access to these resources

Collaboration with community organizations and local businesses to support student well-being

### ANTICIPATED OUTCOMES

Reduced barriers to student success stemming from basic needs insecurity

A more inclusive and supportive campus culture; promoting a sense of belonging for all students

Increased number of students utilizing student support and wraparound services





## OPERATIONAL EXCELLENCE

To ensure the efficient functioning of the college, we will concentrate on continuous improvement by optimizing our operations, streamlining processes, and embracing technology solutions.

### OBJECTIVE

To Increase effectiveness and efficiency through continuous improvement.

### PRIORITIES

- ERP Assessment & Transition Planning
- 2025 - 2028 Strategic Planning
- Comprehensive Human Resources Study
- Policy Governance Administration Task Force





## KEY ACTIVITIES & INITIATIVES

### ERP Assessment & Transition Planning

Planning and execution of a transition to a more efficient and integrated ERP system

Engagement, training, and support for employees during the ERP assessment, evaluation, and anticipated transition process

Established working groups and steering committee to lead the ERP assessment, evaluation, and transition process

### ANTICIPATED OUTCOMES

Well-informed decision and roadmap to guide a the planning and transition of the ERP system

Execution of a transition plan to mitigate the anticipated disruptions in business processes and services

Identification of redundant processes, data silos, consolidation of work systems and system add-ons

### Comprehensive Human Resources Study

Inform and support the ongoing work of the Comprehensive HR Study, facilitated by TRUUP

Identifying opportunities for streamlining HR processes and leveraging data to improve employee retention and job satisfaction

Implementing changes to enhance PSEC (HR) efficiency and effectiveness in services, systems, and processes

### ANTICIPATED OUTCOMES

Recommendations aligned with continuous improvement efforts to enhance the overall employee experience

Enhance alignment of PSEC (HR) practices with the college's mission; continued integration of OEI and HR

Implementation of practices and standards that result in a positive work environment across the District



## KEY ACTIVITIES & INITIATIVES

### 2025 - 2028 Strategic Planning

Collaborative engagement with faculty, staff, students, board, and community members

Identifying the themes, values, long-term goals for the college

Developing actionable strategies and initiatives to achieve the strategic objectives

### ANTICIPATED OUTCOMES

A clear and focused roadmap to operationalize strategic planning at PCC

Identification of the priority areas of the College's next strategic plan

Progress in the development of a strategic plan informed by the college community

### Policy Governance Administration Task Force

Establishing a task force to review and update the college's governance policies and procedures

Engaging with stakeholders to ensure transparency and accountability in governance

Implementing changes to establish a policy governance administration framework and system at the college

### ANTICIPATED OUTCOMES

A streamlined and effective system of policy governance administration

Enhanced transparency and accountability in decision-making

Improved alignment of policies with the college's mission and NWCCU standards







## CULTURE

Building a positive and inclusive college culture is paramount. Initiatives related to professional development, employee engagement, marketing and communication strategies, and campus climate will be at the forefront

## Objective

To elevate a human-centered approach intended to promote a positive, collaborative, and inclusive organizational culture and work environment.

## Priorities

- Contract Negotiations
- Workplace Transformation
- Marketing and Communications



## KEY ACTIVITIES & INITIATIVES

### Contract Negotiations

Engaging in productive negotiations with the FCE and the FFAP

Ensuring that contract negotiations are conducted transparently and with a focus on mutual benefit

Supporting the College's negotiating team in discussions related to economic/non-economic matters

### ANTICIPATED OUTCOMES

Establishment of fair and mutually beneficial employment agreements

Improved morale and job satisfaction among faculty and staff

Strengthened labor-management relations and collaboration

### Workplace Transformation

Implementing strategies to increase in-person activities and operations across the college while maintaining flexibility, agility, and stability

Providing resources and support for employees to adapt to changing workplace expectations

Promoting a sense of belonging, collaboration, engagement, and accountability in all work environments

### ANTICIPATED OUTCOMES

A more adaptable and responsive workforce

Improved employee well-being and work-life balance

Greater collaboration and innovation in a multiple-modality work environment



## KEY ACTIVITIES & INITIATIVES

### Marketing and Communications

Transitioning the new Chief Communications Officer into their role and building a dynamic marketing and communication strategy

Enhancing both internal and external brand awareness and engagement through integrated marketing and communication strategies

Developing actionable strategies and initiatives to achieve the strategic priorities and objectives of the College

## ANTICIPATED OUTCOMES

Strengthened college brand and reputation, increased awareness of PCC throughout the service area

Targeted marketing and communication strategies aligned with the strategic enrollment management plan

Comprehensive integrated marketing communication and engagement with internal and external stakeholders







## COLLEGE RELATIONS

Strengthening our relationships with various stakeholders, including local communities, businesses, and educational partners, is vital. We will work on enhancing our reputation, workforce development and training, communication strategies, and collaborative efforts to ensure the college's positive impact.

### Objective

Strengthen partnerships and relationships with various stakeholders in the community.

### Priorities

- Community Engagement & Outreach
- Business and Industry Partnerships for Workforce Development
- Enhanced Communication & Branding Strategy





## KEY ACTIVITIES & INITIATIVES

### Community Engagement & Outreach

Preparation and submission of the application for the Carnegie Classification for Community Engagement

Identifying and supporting community engagement projects and partnerships that align with the college's mission

Engage healthcare, education, and business and industry partners in understanding their workforce needs and seek to align programs to meet those needs

## ANTICIPATED OUTCOMES

Cohesive alignment of college outreach with community needs; aligned with a college-wide framework

Enhanced collaboration and partnerships with local organizations and residents

Increased participation and community engagement

### Business and Industry Partnerships

Identify key sectors and industries where PCC can establish or strengthen partnerships.

Completing a Program Demand Gap analysis intended to identify gaps in programs, industry and workforce demands

Collaborate with industry partners to develop apprenticeship programs, and paid internships for PCC students

## ANTICIPATED OUTCOMES

Initiatives aimed at promoting diversity and inclusion within the workforce, ensuring that educational opportunities are accessible to all members of the community

Alumni Success Stories: A growing number of success stories from alumni who have secured prominent positions in the business and industry sectors, showcasing the effectiveness of the college's programs

Joint initiatives with businesses to address community challenges, promoting social responsibility and creating a positive impact beyond the classroom



# KEY ACTIVITIES & INITIATIVES

## Enhanced Communication & Branding Strategy

Highlight success stories and achievements of students, faculty, and alumni through various media channels to showcase our impact

Collaborate on joint initiatives that benefit both PCC and the community; elevate the visibility of partnerships

Ensure that all college members are brand ambassadors who understand and promote PCC's messaging consistently

# ANTICIPATED OUTCOMES

An enhanced communication strategy will lead to a more dynamic online presence, with engaging content and increased social media engagement. This will help PCC reach a broader audience and connect with prospective students in a digital age

Better communication with stakeholders such as faculty, staff, and community leaders will result in stronger college relationships (internally and externally); and a more harmonious campus environment

A refined branding strategy will demonstrate the value of PCC graduates to potential employers. This will foster stronger partnerships between the college and local businesses, resulting in more internship opportunities, job placements, and career development resources for students

