President's FY 25 Work Plan

JULY 2024 – JUNE 2025

REBUILDING, REFRAMING, REDESIGNING

Dr. Adrien L. Bennings

REBUILDING, REFRAMING, REDESIGNING

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.

THE CHARGE

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.

As we embark on the fiscal year 2025, Portland Community College stands at a pivotal moment in its history—a moment defined by the need to *rebuild, reframe, and redesign* our approach to education, community engagement, and institutional excellence. The President's FY 25 Work Plan reflects this transformative vision, outlining key initiatives and focus areas that will drive the college forward and ensure that we continue to fulfill our mission of providing equitable, accessible, and high-quality education to all.

This work plan is centered on three core pillars: *Student Success, Operational Excellence, and Community Engagement.* Each pillar is infused with the guiding principles of rebuilding our systems and structures, reframing our perspectives and approaches, and redesigning our strategies and processes to better serve our students, faculty, staff, and the broader community.

Rebuilding focuses on restoring and strengthening the foundational elements of the college, including our budget and fiscal sustainability, governance structures, and community partnerships. This involves not only reinforcing what has worked in the past but also identifying and addressing areas that require renewal to meet the challenges of today and tomorrow.

Reframing involves a shift in perspective— examining our core values, equity frameworks, and strategic priorities through a new lens. This will guide us in redefining what it means to be a student-centered institution and how we can better support our diverse student body. Through reframing, we aim to foster a culture of innovation and inclusivity, ensuring that our policies and practices reflect the evolving needs of our community.

Redesigning is about creating new systems, processes, and frameworks that will drive the college's future success. This includes the full implementation of Guided Pathways, the development of a comprehensive Student Success Framework, and the operationalization of our new Policy Governance Framework. By redesigning these critical areas, we will build a more resilient and adaptable institution that is well-equipped to thrive in an ever-changing educational landscape.

Throughout this work plan, the emphasis on rebuilding, reframing, and redesigning is evident in every initiative and strategy. Whether it's through launching the Strategic Enrollment Management Council, advancing our efforts as a Hispanic-Serving Institution, or enhancing our community engagement through the Carnegie Classification and donor relations, this work plan sets the stage for a year of transformative progress.

As we move forward with these initiatives, the President's FY 25 Work Plan will serve as a road map, guiding Portland Community College toward a future where we are not only prepared to meet the demands of today but are also positioning the college for the opportunities of tomorrow.

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.

Priorities

1. Strategic Enrollment Management
2. Guided Pathways
3. Holistic Student Support
4. Hispanic-Serving Institution

STUDENT SUCCESS

STRATEGIC ENROLLMENT MANAGEMENT

To drive sustained enrollment growth and improve student retention by launching the Strategic Enrollment Management Council, implementing the Strategic Enrollment Plan, and aligning enrollment strategies with institutional priorities to support student success and financial sustainability.

FOCUS AREA	KEY ACTIVITIES	KEY INDICATORS
Launch Strategic Enrollment Management Council	Form and establish the Strategic Enrollment Management Council (SEMC)	Council formed and members assigned
	Define roles, responsibilities, and governance structure	Governance structure and roles documented
	Develop and implement regular meeting schedule and agendas	Regular meetings scheduled and agendas prepared
	Conduct kickoff meeting to orient members and align on objectives	Quarterly reports on progress and key activities
Implementation of the Strategic Enrollment Plan	Finalize and adopt inaugural Strategic Enrollment Plan (SEP)	High-impact initiatives identified, prioritized, and implemented
	Delegate responsibilities to SEMC members for implementation	Formal assessment, development, and reporting of enrollment trends, projections, actual
	Establish mechanisms for monitoring and adjusting the plan as needed	Fiscal sustainability plan (resource allocation) alignment

Implementation of the Strategic Enrollment Plan *continued*	Integrate SEP into strategic plan and departmental plan	Regular reports on enrollment, retention, and success metrics
	Identify, define, track, and monitor Key Performance Indicators (KPI)	Quarterly reports on progress and key activities
	Develop timeline of key projects, phases, actions	Analysis reports demonstrating the impact of activities on student outcomes
	Schedule work session to ensure Board understanding of their role in student success (work session – TBD)	Continuous improvement loop established, with periodic reviews and adjustments made accordingly

Key Indicators for Student Success: Strategic Enrollment Management

The key indicators for the Strategic Enrollment Management focus area will be closely monitored to ensure the effectiveness of the initiatives and their alignment with the goals of student success. Regular reports will track enrollment trends, retention rates, and student success metrics to provide insights into the impact of the strategies.

The progress of the Strategic Enrollment Management Council and the implementation of the Strategic Enrollment Plan will be assessed through detailed progress reports.

Additionally, the success of high-impact enrollment initiatives on student outcomes will be analyzed, with adjustments made as necessary based on data and stakeholder feedback.

To ensure progress and continuous improvement, the following will be regularly reviewed:

- Enrollment trends
- Retention rates
- Student success metrics

- Progress on SEMC and SEP implementation
- Impact of strategic activities on student outcomes

Adaptability will be vital, with strategies being adjusted and refined continuously based on data and feedback to ensure ongoing success.

GUIDED PATHWAYS

To fully implement the Guided Pathways framework across the college, ensuring clear, structured academic and career pathways that enhance student navigation, completion, and success.

FOCUS AREA	KEY ACTIVITIES	KEY INDICATORS
Guided Pathways	Finalize the Guided Pathways (GP) framework and integrate it across all academic and student support services	GP framework finalized and integrated across college departments
	Governance: Identify the necessary structures to lead this work including developing charters for work groups with a clear scope of work, principles for doing the work, clear decision-making processes, and identifying consultation touch points on the road to recommendations	Governance structure and roles documented
	Provide professional development and resources to faculty and staff on GP framework, principles, and their application	Number of professional development sessions/opportunities for faculty and staff to become more knowledgeable on the GP framework and its connection to student success
	Develop and implement a comprehensive strategic Guided Pathways communication plan for the broader college community	Quarterly reports on progress and key activities
	Launch AtD's redesigned Institutional Capacity Framework and Assessment Tool (ICAT) survey to inform the college's strategies and action plans	Survey launched
	Monitor the implementation process and address any challenges	Established GP monitoring and review plan
Student Success Framework	Develop a comprehensive road map outlining key elements of the Student Success Framework (aligned with Guided Pathways and transferable across all areas of the college)	Road map document completed and shared with stakeholders

Student Success Framework *continued*	Create an action plan to guide the development and implementation of the framework	Action plan with clear milestones and responsibilities developed
	Engage stakeholders across the college in the framework's development and implementation process	Stakeholder engagement activities completed
Non-credit Integration	Business and Workforce Needs: Collaborate with regional employers and community partners to align non-credit programs with workforce needs	Number of partnerships established and non-credit programs aligned with regional economic demands
	On-ramps to Pathways: Develop pathways for students to transition seamlessly from non-credit to credit programs	Number of pathways created/redesigned and student transitions facilitated
	Implementation of Fall 2025 Non-credit Integration (NCI) Projects	Number of projects fully implemented
	Establish metrics and implement tracking and reporting mechanisms to monitor project progress, student progress, and success in transitioning from non-credit to credit	Establish a tracking system and processes for regular reporting

Key Indicators for Student Success: Guided Pathways

The key indicators for the Guided Pathways focus area will measure the effectiveness of the implementation and its impact on student success. For the full implementation of Guided Pathways, indicators include the completion and integration of the framework across the college, the number of faculty and staff trained, and regular progress reports addressing challenges.

The impact of the Student Success Framework will be tracked through the completion of a comprehensive road map, the development of an actionable plan, stakeholder engagement activities, and the establishment of success metrics.

For the Non-credit Integration Project, key indicators include the completion of an audit report identifying alignment opportunities, the creation of pathways for seamless student transitions, the establishment of partnerships with regional employers, and the implementation of tracking systems to monitor student progress. To ensure a comprehensive overview, the following will be regularly reviewed:

- Integration of GP framework
- Faculty and staff training on GP principles
- Progress reports on GP implementation
- Development of the Student Success Framework road map and action plan
- Stakeholder engagement and success metrics for the framework
- Audit and alignment of non-credit programs with credit systems
- Creation of transition pathways and partnerships with regional employers
- Tracking of student progress in non-credit to credit transitions

HOLISTIC STUDENT SUPPORT

To provide comprehensive and equitable support services that address the diverse needs of our students, including student engagement incentives, affordable housing, and basic needs, creating an environment where all students can thrive.

FOCUS AREA	KEY ACTIVITIES	KEY INDICATORS
TIRE Task Force: Transportation Incentive for Retention and Engagement	Assess current data capacity, data resources, and key metrics to inform success of the program once implemented	Data assessment report completed
	Identify and map student engagement activities across the college	Engagement activities mapped, documented, and finalized
	Establish formal partnerships and sponsorships with donors, local businesses, alumni, automobile dealerships, and friends	Data collection framework adopted
	Identify resources needed to implement and sustain the program (technology, staffing, budget, external funding)	TIRE Program launched (anticipated Fall 2025)
	Launch of the SENSE (Survey of Entering Student Engagement)	Survey launched, results reported, executive summary and presentation to the Board
Affordable Housing	PCC Affordable Housing Steering Committee created (college-wide housing committee)	◆ Housing opportunities aligned with internal strategic partners ◆ Goal is to align our college housing work and provide high-level recommendations on housing support services to the President's Cabinet

Affordable Housing *continued*	College Affordable Community Project pilots	**Homeforward Housing Project—Opportunity Center at 42nd Ave** ◆ Project on track ◆ Ongoing partnership meetings to align on public safety and policy alignment, design process for referring students to housing and to Opportunity Center programs ◆ Slated to open: Spring 2025 **Our Just Future—Southeast Campus** ◆ Project on track ◆ Draft Ground Lease to be presented at the October 2024 Board Work Session ◆ Ground Lease to be approved by the Board November 2024 ◆ Construction begins: anticipated start in December 2024 ◆ Slated to open: Spring 2026
	Future housing opportunities	Continued exploration with a coordinated and fiscally sound approach to expand our housing partnership and opportunities with Portland Community College and the greater community
Basic Needs	Launch of Basic Needs Intake Survey (pilot and expansion)	Survey launched, results monitored, tracked and reported (on a term-by-term basis)
	Launch of the TRELLIS survey	Survey launched, results reported, executive summary and presentation to the Board
	Expansion of support provided to student facing basic needs insecurity	Regular reports of basic needs activities – individuals/ households served, unique individuals served, food poundage distribution, demographic data, urgent student need funding

Key Indicators for Student Success: Holistic Student Support

The key indicators for the Holistic Student Support focus area will track the progress and success of initiatives aimed at enhancing student engagement and addressing basic needs.

For the TIRE Task Force, indicators include the completion of a data assessment report, the mapping and documentation of student engagement activities, the adoption of a data collection framework through partnerships, and the successful launch of the TIRE Program by Fall 2025.

In the area of affordable housing, indicators will include the alignment of affordable housing opportunities with strategic partners, the finalization of the Southeast Ground Lease with Our Just Future (OJF), and the commencement of the OJF construction project at the Southeast Campus by December 2024.

Additional indicators include the launch and regular monitoring of the Basic Needs Intake Survey, the execution and reporting of the TRELLIS survey, and the expansion of support services for students facing basic needs insecurity.

To ensure comprehensive oversight, progress toward the following will be regularly monitored:

- Completion of the data assessment report and mapping of engagement activities
- Adoption of a data collection framework and partnerships established
- Successful launch of the TIRE Program
- Finalization of the Southeast Ground Lease and start of OJF construction
- Launch and monitoring of the Basic Needs Intake Survey and SENSE
- Expansion and reporting of support services for students facing basic needs insecurity

HISPANIC-SERVING INSTITUTION

To transition Portland Community College from an Emerging Hispanic-Serving Institution to a federally designated HSI by 2025, through strategic initiatives that increase Hispanic student enrollment, retention, and success, while aligning with the Seal of Excelencia framework to ensure excellence in serving our Hispanic community.

FOCUS AREA	KEY ACTIVITIES	KEY INDICATORS
Seal of Excelencia	Membership and participation in Excelencia in Education's Presidents for Latino Student Success network	Attend the 2024 Fall Convening in Washington, D.C.
	Affordable Housing Steering Committee created (college-wide housing committee)	Affordable Housing Opportunities Aligned with Strategic Partners
Hispanic-Serving Institution Task Force	Plan for the Seal of Excelencia Serving Institutional Transformation Assessment (SSITA)	Completion of the SSITA Planning Checklist
	Explore and implement strategies to transition PCC from an Emerging Hispanic-Serving Institution (eHSI) to a federally recognized HSI, in alignment with the Seal of Excelencia framework	Achieve federal designation of PCC as a Hispanic-Serving Institution, transitioning from eHSI (anticipated during the 2026-2027 fiscal year)
	Support subcommittees focused on core components of the Seal of Excelencia framework – data, practice, and leadership	Focus on increasing enrollment, retention, and graduation rates of our Hispanic student population
K-12 Alignment & Collaboration	Collaborate with the HSI Taskforce and executive dean of the K12 & Community Partnerships	Work toward achieving full-time student equivalent (FTE) Hispanic student enrollment of at least 25%

K-12 Alignment & Collaboration *continued*	Strengthen collaboration and partnership with area K-12 district superintendents	• Student enrollment is at least 25% Hispanic • Host the inaugural superintendents' convening at PCC
	Establish introductory meetings with new K-12 district superintendents	Meetings held with: • Forest Grove School District • Portland Public Schools • Sherwood School District • Tigard-Tualatin School District

Key Indicators for Student Success: Hispanic-Serving Institution

The key indicators for the Hispanic-Serving Institution (HSI) initiative will track progress of intentionally serving Hispanic students. We will complete the Seal Serving Institutional Transformation Assessment (SSITA) as a self-assessment to strengthen our commitment to serving Hispanic students and building institutional support. Following this, we will apply for and aim to achieve the Seal of Excelencia, gaining recognition as a certified institution and transitioning PCC to a federally designated HSI. Indicators include participation in the Presidents for Latino Student Success Network, specifically attending the 2024 Fall Convening in Washington, D.C., and aligning affordable housing opportunities with strategic partners.

For the Hispanic-Serving Institution Task Force, key indicators are the completion of the Planning Checklist for the Seal of Excelencia's Serving Institutional Transformation Assessment (SSITA), federal designation of PCC as a Hispanic-Serving Institution during the 2026-2027 fiscal year, and improvements in Hispanic student enrollment, retention, and graduation rates. In K-12 alignment and collaboration, success will be measured by achieving at least 25% Hispanic student enrollment, hosting the inaugural superintendent convening at PCC, and holding introductory meetings with superintendents from key school districts.

Regular monitoring will focus on:
- Active participation in the Presidents for Latino Student Success Network and attending the 2024 Fall Convening
- Completion of the SSITA Planning Checklist
- Federal designation of PCC as a Hispanic-Serving Institution
- Increased Latiné enrollment, retention, and graduation rates
- Achieving at least 25% Hispanic student enrollment
- Successful hosting of the superintendent convening
- Introductory meetings with superintendents from key K-12 district

CARE

COMPASSION · ACCESSIBILITY
RESPECT · EMPOWERMENT

OPERATIONAL EXCELLENCE

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.

Priorities

1. Budget & Fiscal Sustainability

2. Comprehensive HR Study

3. ERP — Workday Transition and Implementation

4. 2025-2028 Strategic Plan

BUDGET & FISCAL SUSTAINABILITY

To ensure the long-term financial health and operational efficiency of Portland Community College by implementing a sustainable budget planning process, finalizing and operationalizing the Fiscal Sustainability Action Plan, and aligning financial strategies with the college's mission and strategic priorities.

FOCUS AREA	KEY ACTIVITIES	KEY INDICATORS
Budget & Fiscal Sustainability	Implementation of the college's 2025-2027 budget planning and development process	Budget forums held, Board engaged and formally updated (work sessions/information sessions)
	Board meets as the Budget Committee to consider the proposed 2025-2027 Biennium Budget	Board adopts the 2025-2027 Biennium Budget (deadline June 30, 2025)
	TSCC public hearing, approval, and certification of the budget	Hearing completed
	Finalize supplemental budget request	Board adopts 2023-2025 supplemental budget

Budget & Fiscal Sustainability *continued*	Fiscal Sustainability Action Plan finalized and published to the college community	
	Implementation of the plan	◆ Plan is approved by the President's Cabinet and publication is completed ◆ Plan is operationalized and delegated to the Integrated Budget & Planning Council for monitoring and evaluation
	Hold college community forums and special meetings	Meeting held, number of participants
	Budget proposals and recommendations drafted, submitted, and reviewed for approval	Approved budget reduction plans are operationalized in PCC's 2025-2027 Biennium Budget
Comprehensive HR Study	Completion of the Comp HR study by Truup	Report is received
	Review of report and recommendations to inform action plan and key next steps	Action plan developed
	Results of the study shared with the college community	Communication plan launched and results made available to employees
Workday Transition & Implementation	Continue with the implementation and transition of Workday	Progress is maintained and implementation is complete within established timelines
2025-2028 Strategic Plan	Continued implementation and completion of the strategic plan development process	All phases completed
	Strategic themes and aspirational statements developed and recommended for approval	Strategic themes and aspirational statements approved by the Board
	Recommend 2025-2028 Strategic Plan for Board approval	The 2025-2028 Strategic Plan is approved by the Board

Key Indicators for Operational Excellence: Budget & Fiscal Sustainability
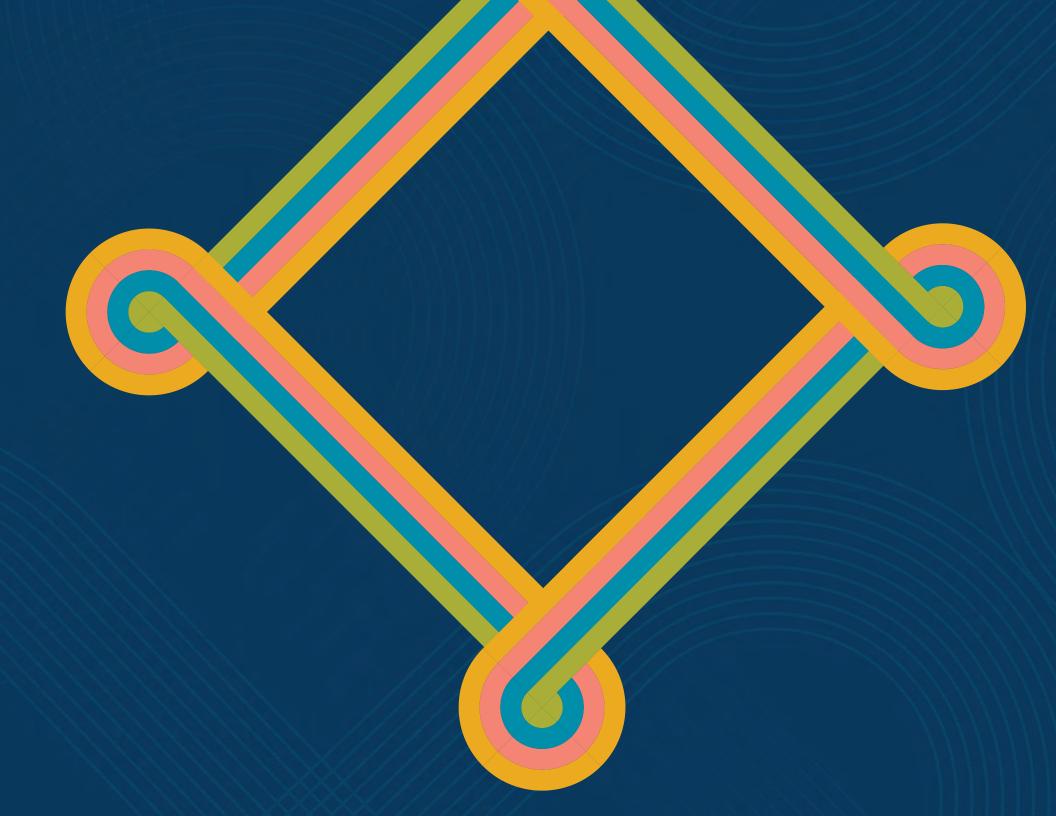
The key indicators for the Budget & Fiscal Sustainability focus area will measure the effectiveness of budget planning, fiscal sustainability efforts, and strategic initiatives. For the 2025-2027 budget planning and development process, indicators include the successful holding of budget forums, Board engagement through work sessions and information sessions, and the adoption of the Biennium Budget by June 30, 2025.

Additionally, the completion of the TSCC public hearing and the adoption of the 2023-2025 supplemental budget are crucial milestones. The Fiscal Sustainability Action Plan's approval, publication, and operationalization by the Integrated Budget & Planning Council

will also be monitored. Key indicators for the Comprehensive HR Study involve receiving the report from Truup, developing an action plan based on the recommendations, and effectively communicating the results to the college community.

The Workday transition will be tracked to ensure progress is maintained and implementation is completed within established timelines. Finally, for the 2025-2028 Strategic Plan, indicators include the development of balanced scorecards, the approval of strategic themes and aspirational statements by the Board, and the final approval of the Strategic Plan itself.

Regular monitoring will focus on:

- Successful budget forums and Board engagement
- Adoption of the 2025-2027 Biennium Budget and completion of the TSCC hearing
- Approval and operationalization of the Fiscal Sustainability Action Plan
- Completion and communication of the Comprehensive HR Study
- Progress in the Workday transition
- Approval of the 2025-2028 Strategic Plan and associated strategic themes

CULTURE

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.

Priorities

1. Governance

2. Inclusive Excellence

3. PCC Values

CULTURE

To cultivate an inclusive, equity-driven, and collaborative institutional culture by defining shared governance, establishing a comprehensive inclusive excellence, and updating the college's core Values to ensure alignment with our mission and the evolving needs of our community.

FOCUS AREA	KEY ACTIVITIES	KEY INDICATORS
Governance: Shared Governance	• Convene deep dive dialogue college community sessions • Management will establish a consistent process for inclusive decision-making as a way to identify and respond to ongoing college needs • Facilitate meeting between the FFAP and administration to discuss plans for making changes to the governance structure • Establish a college-wide definition of "shared governance "at PCC • Redesign the internal governing structure of the College as a comprehensive framework and blueprint within a "ONE college" model	• Deep dive dialogue sessions held, with documented feedback collected and analyzed • Shared governance is defined and captured in policy • Internal governing structure redesigned and documented as a comprehensive framework

Governance: Data Governance	• Create a Data Governance Task Force • Develop a data governance road map and project plan • Identify areas of the college to pilot and deploy a governance strategy (i.e., enrollment)	• Data governance road map and project plan is developed (anticipated completion Summer 2025) • Pilot deployed • Task force formed
Governance: Policy Governance	Successfully implement the new Policy Governance Framework	Deliverables of the Policy Implementation Team and work groups is completed
Governance: Accreditation	Prepare and submit Ad Hoc Report and Mid-Cycle Visit	• Ad Hoc Report submitted • Mid-Cycle Visit (NWCCU commendations of progress) • Fulfillment of recommendation from 2022
Inclusive Excellence	• Hold listening sessions to engage the college community • Establish a college-wide definition of "equity" at PCC • Create a comprehensive framework for "inclusive excellence" at PCC	• Listening sessions held, with documented feedback collected and analyzed • Equity definition developed and adopted • Inclusive excellence framework adopted and integrated into college-wide initiatives and practices
PCC Values	• Leverage feedback from listening sessions, surveys, and the strategic planning process to inform and update the college core values • Redesign the college core values, ensuring relevance to the college's mission and • Recommend a Core Values policy for Board approval (BP 1203 last updated in 2003 – over 20 years ago	• Board approves redesigned core values • Redesigned core values communicated to the college community and integrated into institutional practices

Key Indicators for Culture

The key indicators for the Culture focus area will measure the effectiveness of initiatives aimed at strengthening governance, equity, and core values at PCC. In Shared Governance, success will be indicated by the completion of deep dive dialogue sessions, the definition of shared governance captured in policy, and the development of a comprehensive framework and blueprint within the "ONE College" model.

For Data Governance, key indicators include the formation of a Data Governance Task Force, the development of a data governance road map and project plan by Summer 2025, and the deployment of pilot projects in identified areas. The successful implementation of the Policy Governance Framework will be measured by the

completion of deliverables from the Policy Implementation team and work groups.

Accreditation progress will be tracked through the submission of the Ad Hoc Report, the completion of the Mid-Cycle Visit, and the fulfillment of recommendations from 2022.

For the inclusive excellence, key indicators include the holding of listening sessions, the development and adoption of a college-wide definition of equity, and the creation of a comprehensive inclusive excellence framework.

Finally, for PCC Values, success will be measured by the analysis of feedback from listening sessions and surveys, the redesign and alignment of the college core values with its mission, and the recommendation of a core values policy for Board approval.

Regular monitoring will focus on:

- Completion of listening sessions and the definition of shared governance
- Development of the Data Governance road map and pilot deployment
- Implementation of the Policy Governance Framework
- Submission of the Ad Hoc Report and completion of the Mid-Cycle Visit
- Development and adoption of the equity definition and inclusive excellence framework
- Redesign and alignment of College Core Values with its mission

COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT

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.

Priorities

1. 2025 Carnegie Classification for Community Engagement
2. Relations with community-based and culturally serving organizations
3. Advocacy – 2025 legislative priorities
4. PCCF: Strengthen partnerships and donor relations to drive investments

COMMUNITY ENGAGEMENT

To strengthen and deepen PCC's connections with external stakeholders by pursuing the 2025 Carnegie Classification for Community Engagement, advancing legislative advocacy efforts, and enhancing donor relations to support the college's mission and broaden its impact on the region.

FOCUS AREA	KEY ACTIVITIES	KEY INDICATORS
2025 Carnegie Classification	Submit application for Carnegie Classification for Community Engagement	Application completed and submitted by the established deadline
	Prepare supporting documentation and evidence of community engagement activities	Supporting documentation and evidence compiled
	Engage with key stakeholders to gather input and strengthen the application	Stakeholder engagement completed and input integrated
Advocacy – 2025 Legislative Priorities	Identify and prioritize key legislative issues for upcoming 2025 session	Advocacy plan developed and implemented

Advocacy – 2025 Legislative Priorities *continued*	Develop an advocacy plan to engage with legislators and policymakers	Number of meetings/events held with legislators
	Organize meetings and events with legislators to promote PCC's priorities	Regular updates provided to the Board and college community
PCC Foundation: Donor Relations	◆ Collaborate with the PCC Foundation to partner strategies to engage with partners and donors, and champion fundraising events and activities ◆ Host events and meetings to strengthen relationships with existing and potential donors ◆ Track and report on donor contributions and engagement levels	◆ Number of donor engagement events/ meetings held ◆ Amount of dollars raised ◆ Fundraising goals met or exceeded

Key Indicators for Community Engagement

The key indicators for the Community Engagement focus area will measure progress in achieving the 2025 Carnegie Classification, advancing legislative priorities, and enhancing donor relations through the PCC Foundation.

Success in the Carnegie Classification will be indicated by the successful submission of the application, the compilation and review of supporting documentation, and the integration of stakeholder input.

For Advocacy, key indicators include the finalization and approval of the legislative priorities document, the development and implementation of an advocacy plan, the number of meetings and events held with legislators, and the provision of regular updates on legislative developments.

In Donor Relations, indicators will track the development and implementation of donor engagement strategies, the number of engagement events and meetings held, the creation and distribution of communication materials, and regular reporting on donor contributions and engagement levels.

Regular monitoring will focus on:
◆ Submission of the Carnegie Classification application and supporting documentation
◆ Finalization of the 2025 legislative priorities and advocacy plan
◆ Number of legislative meetings/events held
◆ Development of donor engagement strategies and communication materials
◆ Tracking and reporting of donor contributions and engagement levels