PORTLAND COMMUNITY COLLEGE

Ad Hoc Report Presented to

Northwest Commission on Colleges and Universities

March 1, 2017

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INTRODUCTION

At the conclusion of the Commission's review of Portland Community College's (PCC) *Spring 2015 Year Seven Mission Fulfillment and Sustainability Evaluation*, the letter of findings, dated August 4, 2015, was received by PCC with three recommendations:

> *The Commission finds that Recommendations 1, 2, and 3 of the Spring 2015 Year Seven Mission Fulfillment and Sustainability Peer-Evaluation Report are areas* **where Portland Community College is substantially in compliance with Commission criteria for accreditation, but in need of improvement.**

Further, the Commission requested PCC submit an Ad Hoc Report addressing Recommendations 1 and 3 by March 1, 2017. Per the Commission, Recommendation 2 will be addressed as an addendum in PCC's Spring 2018 Mid-Cycle Report due March 1, 2018.

RECOMMENDATIONS to be addressed

Recommendation 1

> *The evaluation committee recommends that the College develop a process to produce a technology update and replacement plan that includes opportunity for staff and constituent participation (Standards 2.G.7 and 2.G.8).*

For the purpose of this response, "staff and constituents" shall be referred to as "stakeholders". Also note that, "Technology Solutions and Services" (TSS), as referred to in the *Spring 2015 Year Seven Mission and Sustainability Evaluation,* was renamed to "Information Technology" (IT) in 2016.

Recommendation 3

> *The evaluation committee recommends that the College complete the process necessary to produce a Facilities Master Plan (Standard 2.G.3).*

RESPONSE TO RECOMMENDATION 1

> *The evaluation committee recommends that the College develop a process to produce a technology update and replacement plan that includes opportunity for staff and constituent participation (Standards 2.G.7 and 2.G.8).*

Overview of Information Technology at Portland Community College

Technology support at Portland Community College (PCC) is provided by two departments: Information Technology (IT) and Distance Education. These departments work closely together to provide an integrated view of technology for all PCC stakeholders. In 2016, PCC IT completed its large-scale Network Redesign Project.

PCC Information Technology

PCC IT provides computing, communications, technology infrastructure services, and technology support for Portland Community College. PCC IT aligns its mission, priorities, and planning with the overall mission and priorities of the College by supporting its students, faculty, staff, and community success with technology by way of:

- Service and support through the use of technology
- IT Governance, providing long-term partnerships to address IT initiatives in support of our students, faculty, staff, and surrounding community
- On-going, continuous improvement of our physical systems, services, and business processes
- Providing secure, risk-averse, fiscally responsible and sustainable systems and practices
- On-going commitment and support for the professional development of our IT staff

IT's teams are focused on efficient and effective support for academics, administrative, and support services. The department provides service and support for students, faculty and staff across PCC's four main campuses and eight centers serving the greater Portland area. IT is segmented into departments that provide specialty services in all given areas of IT in support of PCC's Mission and Core Themes.

PCC's IT departments are defined as:

- Client Services – responsible for district-wide Help-Desk, technology training, and support for many end-user systems and services: staff, classroom, and lab computers; classroom podiums; event presentations; media/lecture capture; video production; and PCC cable channel management services. In addition, this team provides consulting services to departments at each campus, including

selection and consulting integration support for application, server and cloud-based services.

- Information Security – responsible for ensuring PCC awareness to current IT federal and state compliance standards and in providing proposed IT security policy and best practices. Focus is on supporting IT security efforts to set required standards, guidance, and enforcement to meet compliance and risk requirements.
- Technology procurement – responsible for all IT related purchases and IT purchased consulting services for district-wide faculty and departments.
- Infrastructure Services – responsible for support services related to PCC's voice, video, data network, enterprise servers, private cloud services, physical data center, and network operation center.
- Application Services – provides district-wide enterprise systems development, application support and Web services, including PCC's Enterprise Resource Planning (Banner), core email (Google), our public website, PCC's portal (MyPCC), and other productivity tools.

Additional functional areas scheduled to be implemented in 2017 include:

- Portfolio Management – responsible for managing the IT Portfolio of (currently) over 200 projects. Will also oversee structured processes such as intake and prioritization, project status reviews, and stakeholder relationship management.
- Enterprise Architecture (EA) – will provide formal architecture services for enterprise technology processes, including process modeling, stakeholder needs analysis, and strategic roadmap management.

Distance Education

The Distance Education Department provides management and support for instructors and a variety of student-facing instructional application, including our instructional learning management system through a contracted hosting agreement with Desire2Learn (D2L), web conferencing, streaming videos services, e-portfolio, and online tutoring. The system supported over 68,000 enrollments delivered via web and hybrid classes in over 3,000 sections during the 2015-2016 academic year. Additionally, the system also supports on-campus classes using the system to enhance teaching and learning with estimates of over 3,000 sections with over 50,000 enrollments per year. The system is also used as a student resource center to support student success as well as some online employee training.

Online class FTE rose to 5,899 in the 2013-2014 academic year, then dropped to 5,194 in the 2015-2016 academic year. The decline in online enrollment lagged slightly behind campus enrollment decreases. The adoption of technology for teaching and learning continues to grow in size and complexity as the options become more plentiful.

The past year has seen a doubling in the number of campus-based sections using the learning management system. Streaming video services for instructional content are provided through a contracted provider, and the technology infrastructure to support

virtual/online tutoring is hosted through a partnership with the Western eTutoring Consortium supported by Washington State University. A web conferencing system (Blackboard Collaborate Ultra) is integrated with D2L to allow for synchronous and archived interactive online sessions for instruction, training, academic advising, and faculty and student support. Faculty production labs with equipment and appropriate software applications are located at the College's four campus locations.

Network Redesign Project

In 2016, PCC IT completed its large-scale network redesign project and updated the entire physical enterprise network. This upgrade was designed to ensure a solid IT security stance for the College and to better support our network devices with improved network management and trouble isolation abilities that included the establishment of a Network Operation Center. PCC has a 1 GB metropolitan area network (MAN) connecting all of its campuses and centers, with Infrastructure capacity for 10 GB. Virtual local area networks (VLANs) carry 100 MB and updated 1 GB connections to staff and student computers.

PCC is in current planning stages for providing 10 GB service connections to its primary campus locations: Sylvania, Southeast, Cascade and Rock Creek, and are slated to be complete by first quarter 2017. PCC IT now provides ubiquitous wireless coverage with access available and used throughout the district. The wireless service is currently being upgraded to support additional capacity and speeds where needed. PCC IT has moved to segment the wireless network to include options for guest wireless access provided to our current student body, visiting affiliates and guests.

Standard 2.G.7: Technology Infrastructure Planning Process Update

Since 2015, PCC has implemented a multi-level process to address technology infrastructure planning processes under Standard 2.G.7. Specifically, the following steps have been implemented to aid this process:
1. 2015: Position of Chief Information Officer created
2. 2015/2016: IT Governance Committee structure implemented
3. 2016: Project Management Office created
4. 2017: Portfolio Management Software launched

2015: Position of Chief Information Officer created

In 2015, the PCC Board of Directors approved the creation of a new Cabinet-level IT position: Chief Information Officer (CIO). The creation of this new Cabinet-level position enabled IT to have engagement with key senior stakeholders at PCC and to elevate key IT decisions to Cabinet level discussions. An example of this has been the ability in 2016 for the CIO to have an ongoing dialogue with both the Cabinet and Board of Directors regarding Information Security awareness and strategic needs of the College.

In addition, the CIO attends meetings with Deans of Instruction and other key stakeholders to discuss ongoing initiatives such as Active Directory deployment and the impact on faculty and students. Further, the CIO is co-chair of all IT Governance Committees (see below) which promotes cross-functional and inter-departmental communication across the College. Finally, the CIO heads the Project Management Office which oversees all IT projects.

2015/2016: IT Governance Committee structure implemented

In 2015/2016, IT created a governance structure to formalize the Technology Infrastructure Planning Process in Standard 2.G.7. The Executive Technology Governance (ETG) Committee defines PCC's technology vision and determines IT's Strategic Plan. In support of this work, the ETG oversees four sub-committees: Administrative Systems, Instructional Technology, Information Security, and Technology Infrastructure.

Executive Technology Governance (ETG) Sub-Committees:

1. **Administrative Systems**, to identify and prioritize application development and implementation projects that enhance administrative systems.
2. **Instructional Technology**, to guide investments and improvements in instructional technology including classroom technology, student computing centers, and library technology.
3. **Information Security**, to help guide initiatives that engage the community to secure confidential and private information (e.g. security awareness, risk assessments, Health Insurance Portability and Accountability Act (HIPAA), and Peripheral Component Interface (PCI).
4. **Technology Infrastructure**, to provide input into infrastructure decisions that impact faculty, staff and students.
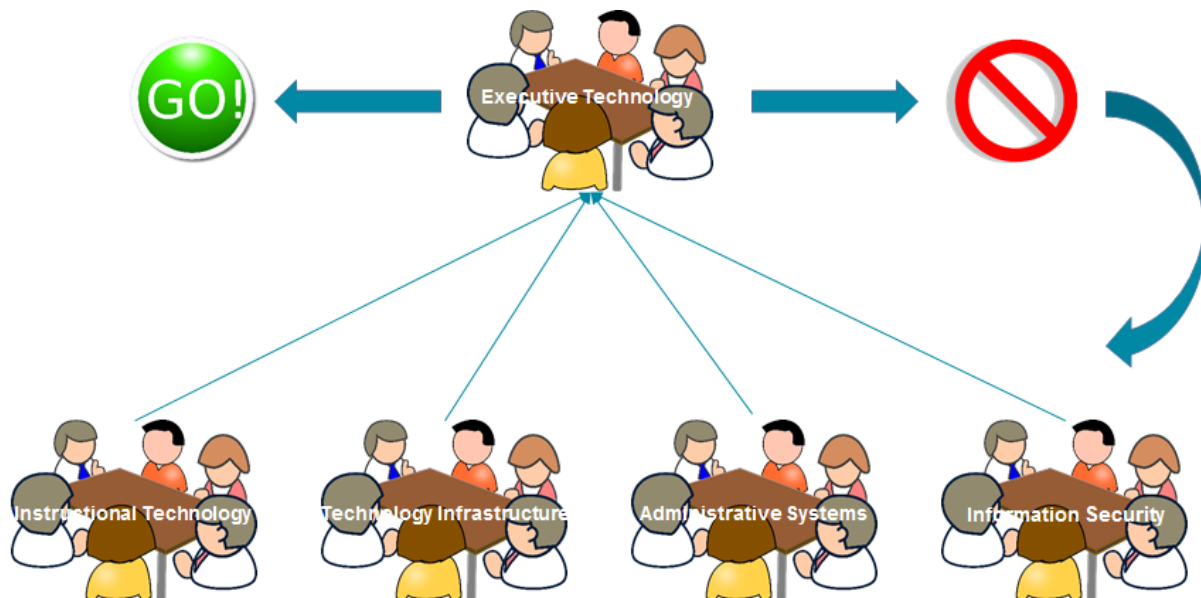
IT Governance provides the opportunity for PCC IT to engage with our stakeholders and allow its members the opportunity to assist in the planning process. The IT Governance committees provide oversight and are led by members of the College community who are directly accountable to their respective parts of PCC. The IT Governance committee members represent faculty, staff and student interests.

The Governance committees are responsible for approving and prioritizing technology initiatives, expenditures, and policies that have strategic significance to PCC in support of the College's mission. The committees help ensure that the IT Strategic Plan is maintained and that accountable organizations can and will meet the deliverables.

2016: Project Management Office created

In 2016, the CIO continued the development of a Project Management Office (PMO) that would oversee Project intake and prioritization process, Project Management processes, and Project team/resource assignment. The idea of the PMO was initially started by a consultant in 2016, but won't officially be formed with employees until Q1 2017 under the current CIO.

TeamDynamix, a portfolio management software platform, was purchased and implemented to support the PMO. In preparation for the launch of the **Portfolio Management Software** in Q1 2017, a state analysis conducted in 2016 documented approximately 250 project requests. The portfolio management software will also help manage structured processes such as intake and prioritization, project status reviews, and stakeholder relationship management.
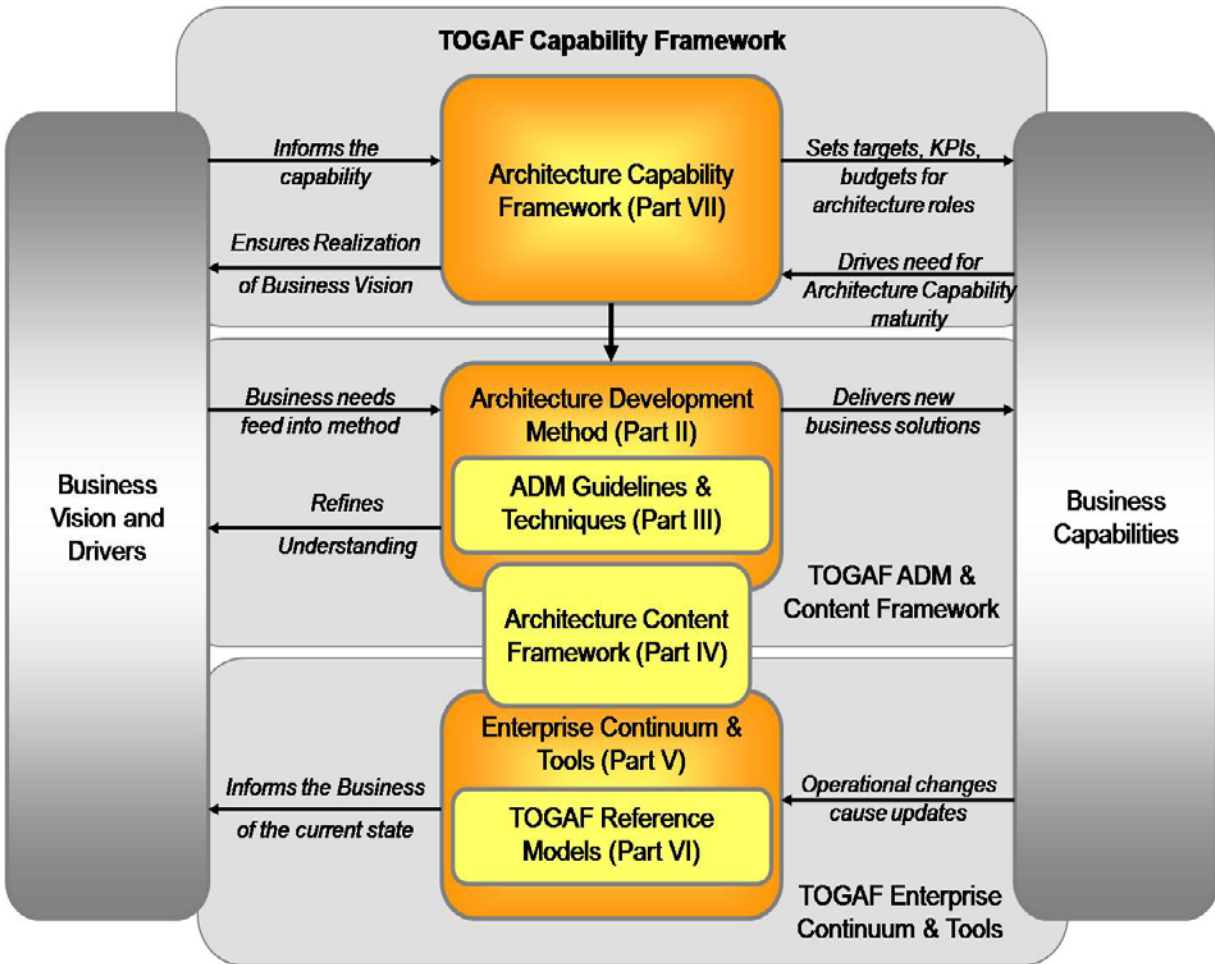
Enterprise Architecture Implementation in 2017

PCC has an extraordinarily complex enterprise technology environment, but there has not historically been any standardized mechanism for making major technology decisions and investments. Nor has there been any mechanism for documenting current state or targeting optimal future state technology solutions. Therefore, in 2017, the CIO is implementing an Enterprise Architecture (EA) function at PCC. EA is

> "a well-defined practice for conducting enterprise analysis, design, planning, and implementation, using a holistic approach at all times, for the successful development and execution of strategy. Enterprise Architecture applies architecture principles and practices to guide organizations through the business, information, process, and technology changes necessary to execute their strategies. These practices utilize the various aspects of an enterprise to identify, motivate, and achieve these changes."[1]Federation of EA Professional Organizations, *Common Perspectives on Enterprise Architecture*, *Architecture and Governance Magazine*, Issue 9-4, November 2013 (2013).

The implementation of EA will provide formal architecture services for enterprise technology processes. This will include process-modeling, stakeholder needs analysis, and strategic roadmap management. EA will further ensure that significant IT decisions are driven by direct stakeholder involvement and tightly aligned to College business priorities. PCC will implement an EA based upon The Open Group Architecture Framework, Version 9 standard (TOGAF 9). The chart on the subsequent page illustrates the TOGAF Capability Framework.

TOGAF Capability Framework

Architecture Capability Framework (Part VII)
- Informs the capability
- Ensures Realization of Business Vision
- Sets targets, KPIs, budgets for architecture roles
- Drives need for Architecture Capability maturity

Architecture Development Method (Part II)
- Business needs feed into method
- Refines Understanding
- Delivers new business solutions

ADM Guidelines & Techniques (Part III)

Architecture Content Framework (Part IV)

TOGAF ADM & Content Framework

Enterprise Continuum & Tools (Part V)
- Informs the Business of the current state
- Operational changes cause updates

TOGAF Reference Models (Part VI)

TOGAF Enterprise Continuum & Tools

Business Vision and Drivers

Business Capabilities

Enterprise Architecture is a significant undertaking in an educational environment the size of PCC. Further, it will likely take one to two years to transition from PCC's legacy culture into a new system. However, it will eventually add significant rigor and stakeholder participation in the technology planning process.

Stakeholder Participation in IT Planning Processes under Standards 2.G.7 and 2.G.8

1. IT Strategic Plan Aligned with PCC's Strategic Plan and Initiatives: Facilities Master Plan (FMP) and Academic Master Plan (AMP)
2. IT Governance Committees
3. Project Management Office and Portfolio Management Software
4. Enterprise Architecture
5. Project Steering Committees
6. New Client Services Department and New Director

<u>1: Stakeholder Participation: IT Strategic Plan Aligned with PCC's Strategic Plan and Initiatives: Facilities Master Plan and Academic Master Plan</u>

The IT department is entering a significant Strategic Planning phase in 2017. IT has identified four strategic goals that support PCC's Strategic Plan:
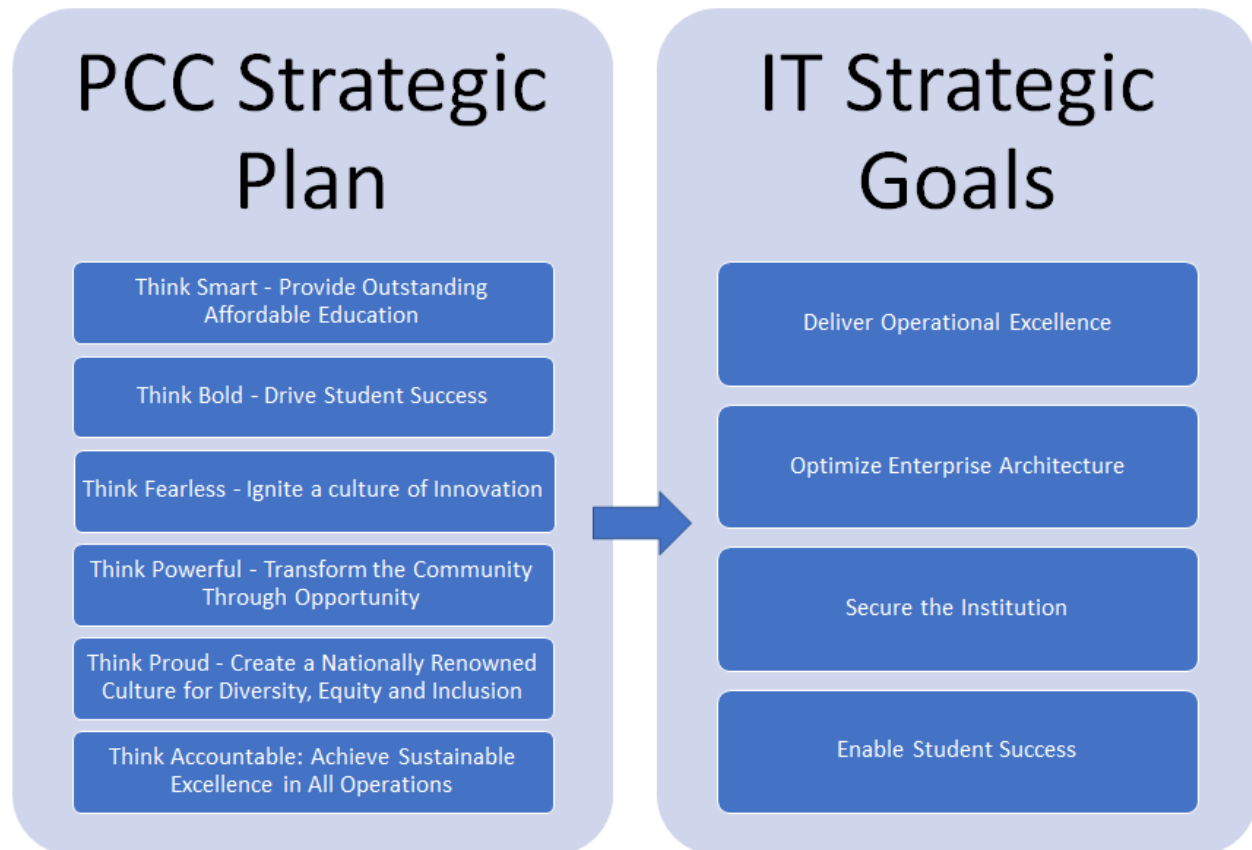

The IT Strategic Goals will be used to define IT outcome-based strategies, programs, and projects that will inform a multi-year IT Strategic Plan that aligns with PCC's Strategic Plan, the Academic Master Plan (AMP), and the Facilities Master Plan (FMP). By nature of IT being a service function, planning cannot be conducted in a vacuum. Stakeholder input and participation will be gathered through IT program participation, IT Governance Committees, Project steering committees, and developments in the AMP and FMP.

<u>2. Stakeholder Participation: IT Governance Committees</u>

As PCC's FMP and AMP are nearing their final stages, an IT governance structure will need to be aligned to those initiatives. The previous IT Governance Committee process is currently suspended pending an integration and alignment plan with the FMP and AMP.

3. Stakeholder Participation: Project Management Office and Portfolio Management Software
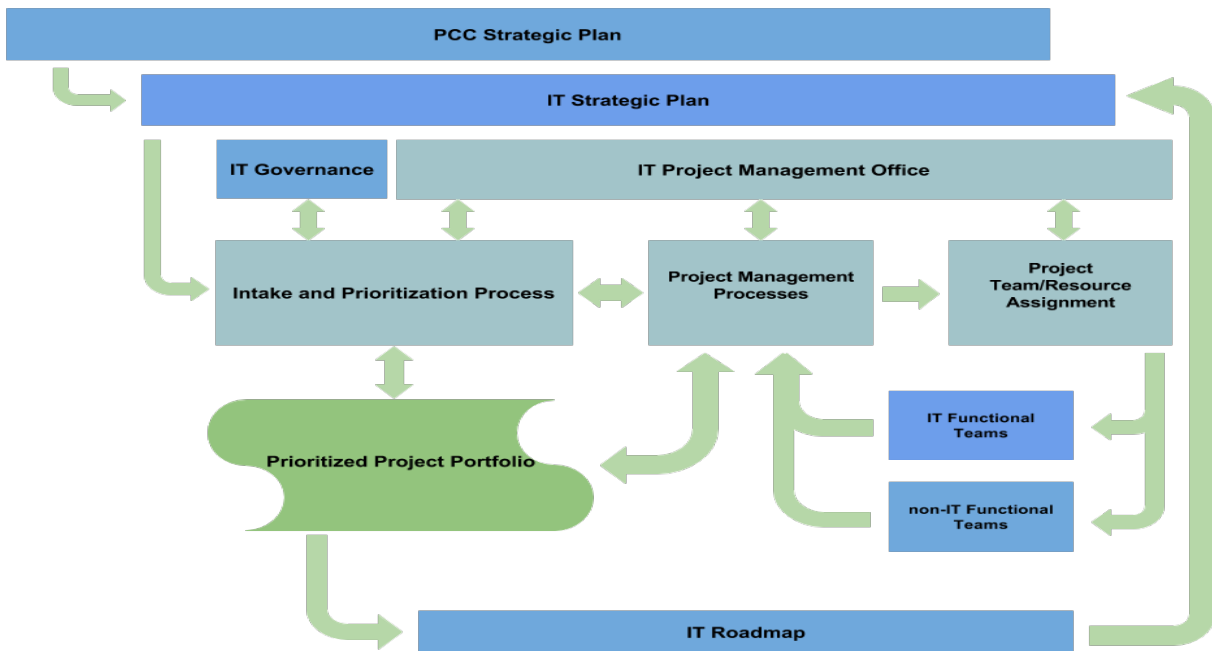
The deployment of the Portfolio Management Software in Q1 2017 will transform stakeholder participation in IT planning in the following ways:

1. Stakeholder participation in a formalized and fully transparent project formulation and prioritization process. Until now, stakeholders have had no visibility into the entire portfolio of work scheduled in IT. Thus, stakeholders have lacked the information to make meaningful prioritization decisions.
2. Real-time, web-based access to project status and backlog, supplemented with personal support by the PMO team regarding project queries.
3. A repository of project artifacts to support the IT Governance Committees and inform better strategic decision-making.
4. District and departmental project reporting – including annual reporting to the President and Board of Directors.

4. Stakeholder Participation: Enterprise Architecture (EA)

By introducing formal EA practices over time, IT will ensure that significant IT decisions are driven by direct stakeholder involvement and tightly aligned to PCC business priorities. TOGAF is specifically designed to ensure that IT priorities are aligned to stakeholder priorities.

5. Stakeholder Participation: IT Project Steering Committees

IT engages on a regular basis with stakeholders on specific projects through IT Project Steering Committees. For example, IT is fully engaged in the current creation of PCC's FMP. The CIO serves on the FMP Steering Committee and the IT Director of the Infrastructure Services Department chairs the FMP IT Working Group (there are nine total). The FMP IT Working Group addresses college-wide IT initiatives that align with PCC's overall mission. Further, IT employees, faculty and administrative staff meet bi-weekly to discuss current technology requests and issues. Moreover, they review and update IT project plans that will be part of the FMP.

Some of the other IT Project Steering Committees that support collaboration between IT and stakeholders include the following: Enterprise Resource Planning (ERP) Steering Committee (strategic planning for the long term Enterprise Architecture (EA) infrastructure at PCC); College Policy Advisory Committee (CPAC - Committee for the development of PCC policies); Non-Credit Registration Committee (NCRC - strategic analysis of non-credit operations; and the Architecture Review Board (review and approval of significant technology purchases, upgrades or enhancements).

6. Stakeholder Participation: New Client Services Department and New Director

In 2016, Technology Solution and Services (TSS) became Information Technology (IT). At the same time, the IT departments were reorganized to promote better efficiency and effectiveness of services. Currently, IT is comprised of five departments: Client Services, Information Security, Technology Procurement, Infrastructure Services, and Application Services. The Client Services department is new and was created to consolidate all customer facing service functions. A search for a Director of Client Services was completed in 2016. The new Director will start in Quarter One of 2017 and will help improve communication and stakeholder participation in the delivery of client services.

RESPONSE TO RECOMMENDATION 3

The evaluation committee recommends that the College complete the process necessary to produce a Facilities Master Plan (Standard 2.G.3).

Overview of Facilities Management Services at Portland Community College

Portland Community College's Facilities Management Services Division (FMS) provides district-wide services that support the built and natural environment of the College. Services range from planning, design, construction projects, and agency interaction to maintenance, custodial, grounds and landscaping, sustainability initiatives, recycling, environmental management, occupational safety, and utility/energy efficiency.

FMS includes several key departments and programs: Administration, Custodial, Energy Management, Environmental Health and Safety, Grounds, Maintenance, Planning, Design, Construction/College Architect, Support Services, and Sustainability.

Covering a 1,500 square mile district with 2,503,971 gross square feet comprising of 64 facilities and 416 acres of grounds, FMS operates and maintains 55 buildings (2,237,613 GSF) on four campuses - Sylvania, Rock Creek, Cascade, and Southeast. FMS also supports nine buildings (266,359 GSF) at eight Centers: CLIMB, Downtown, Hillsboro, Newberg, Portland Metropolitan, Swan Island Trade, Willow Creek and Central Distribution Services.

The FMS team includes more than 175 talented individuals who are dedicated to providing the most effective, safe, and customer-oriented service to the College community. Our staff includes a culturally diverse team of managers, technical professionals, administrative support, skilled trades, support staff, and students that ensures the best learning environment on one of the most beautifully-maintained colleges among Oregon's 17 community colleges.

With a Total Cost of Ownership approach, FMS remains consistent with PCC's vision, core themes, and characteristics; FMS creates and maintains physical facilities that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthy learning and working environments that align with PCC's mission, programs, and services.

Standard 2.G.3: Produce a Facilities Master Plan

In July 2016, PCC initiated a Request for Proposal for a Master Planning firm to help PCC complete a Facilities Master Plan (FMP). The expected final product for the Board of Directors' approval and adoption is December 2017. To ensure complete PCC community engagement, the FMP process has three guiding groups (see diagram on subsequent page):

1. Task Force: Seven members managing the FMP process together with the selected Master Planning firm;

2. Steering Committee: 30 members comprised of faculty, staff, management, and students representing all PCC campuses and centers;

3. Working Groups: Comprised of nine technical groups from all program areas of PCC. The nine working groups, detailed in the diagram below, correspond with the nine outcomes available in the webpage for the College's Planning Documents under *Ways to engage* at the bottom of the website. The specifics of the project schedule can be found at: Facilities Master Plan Schedule
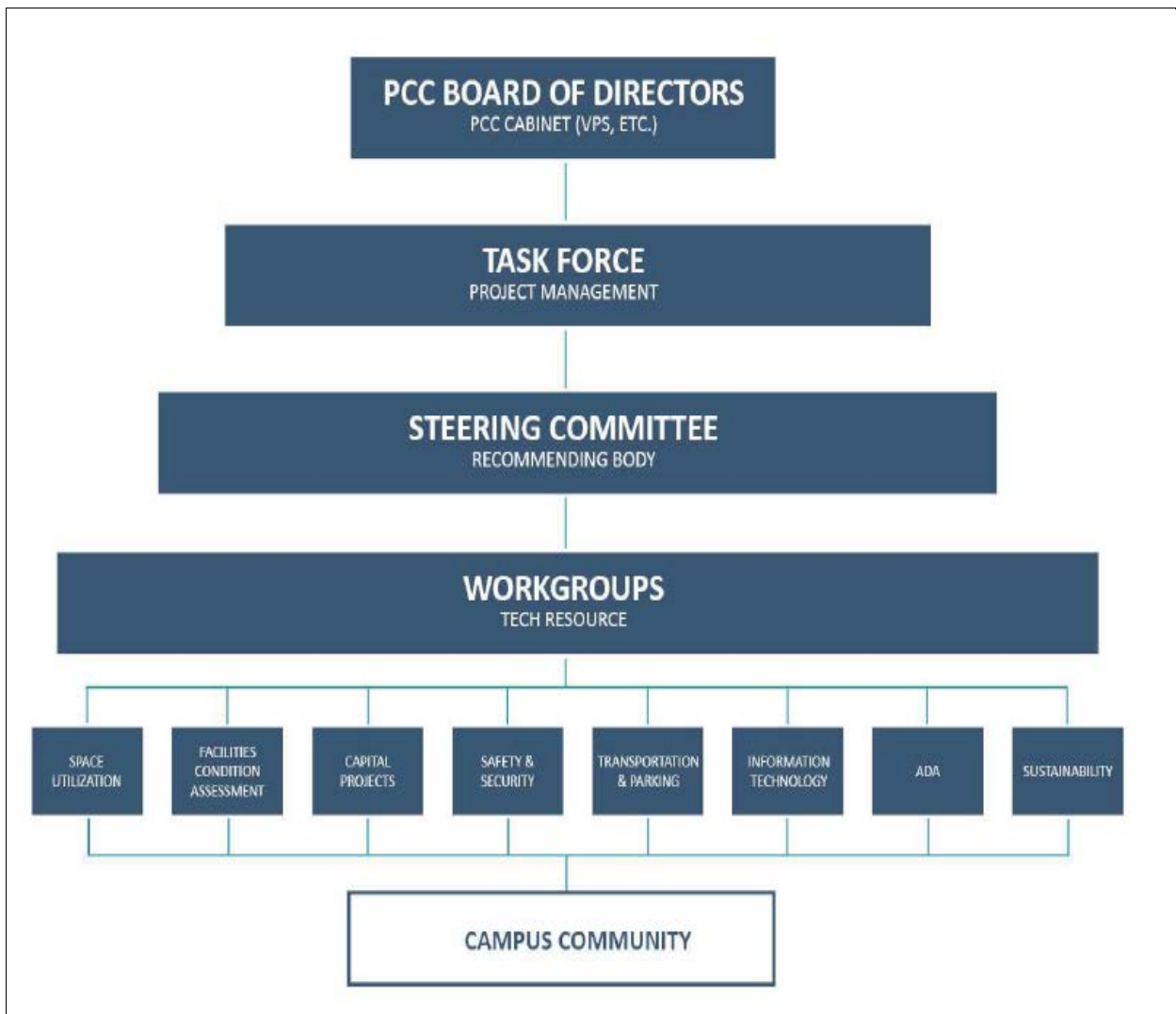
Facilities Master Plan Guidelines

The selected qualified Master Planning firm is currently providing architectural, engineering and related services to develop a data-driven and visionary FMP for PCC. This will provide a roadmap for future standards, development, and maintenance needs. Refer to the FMP Facilities Plan - Phase 1 Monthly Report from January 31, 2017 for specific details.

To ensure the most effective use of resources that meet programmatic and pedagogical needs in support of student success, the FMP will meet the following guidelines:

1. A comprehensive facilities condition assessment (facilities, building systems, site development) for each of the PCC teaching sites;

2. A review and analysis of demographic trends within the counties and academic programs of PCC in order to coordinate all facets of the FMP, This should include a review of PCC's Strategic Plan and the Academic Master Plan (AMP);

3. Architectural and Landscape plans, including but not limited to: identifying building and landscape placement, circulation and other visual pathways, and the development of a building program for each of PCC's buildings at each of the sites; and

4. "College-wide Standards and Plans" including the development and/or coordination of standards and plans for: buildings, landscape, maintenance and operations, signage and wayfinding, ADA and universal access, environmental health and safety, security, sustainability, Information Technology/Telecom, media services, parking and transportation.

Facilities Master Plan Components

The final FMP will identify needed facilities' modernizations, under-utilized facilities, new buildings, and required infrastructure improvements. The plan will include the following general components that address Standard 2.G.3 for a Total Cost of Ownership approach:

1. Review PCC's Strategic Plan and AMP to prepare a new FMP that coordinates with and reflects PCC's new AMP.

2. Recommend facilities plans that support the new AMP and assure that PCC facilities are modernized and expanded to accommodate pedagogical needs, enrollment growth and industry trends. Plans shall include, but are not limited to the following aspects in design:
   - Maintain the architectural character/heritage of the existing buildings at each site, while designing new creative and flexible buildings.

- Improve the physical plants so that they are attractive and effective in supporting PCC's educational mission.
- Provide Architectural Guidelines and Building Standards that define the general configuration and physical elements of buildings.
- Incorporate sustainable planning and design practices in infrastructure renovations and new construction following a minimum of USGBC - LEED guidelines. All new facilities must be designed to LEED Certified Silver or better. Renovations for existing facilities shall be designed for ease of operations and maintenance, such as LEED EB: O+M.

3. Provide master plan drawings created from current graphic tools such as Fly-through. Drawings shall illustrate (1) the proposed scope of modernization and expansion of existing buildings, infrastructure and utilities systems and (2) landscape and site improvements of proposed new facilities.

4. Ensure all proposed FMP recommendations are designed with the most efficient, economical and environmentally-friendly energy and utilities infrastructure.

5. Prepare budget cost estimates and project descriptions for the modernization and expansion of existing PCC facilities.

6. Establish a program budget, specific project construction budgets, schedules, construction management plans and implementation plans for the program.

7. Address staffing and budget requirements for maintaining the proposed facilities, and plans and budget recommendations for long-term scheduled maintenance of the proposed projects.

Facilities Master Plan Outcomes

Based on the **FMP Guidelines** and **FMP Components**, the deliverables will include the following outcomes:

1. Space Utilization

   To better accommodate the volatility of enrollment and the constant introduction of new academic programs at PCC, a comprehensive space utilization study will support, not only for academic space, but for the type and amount of student service space that is typically warranted to support academic growth as well as non-academic, support services.

   This study will include confirmation of existing building data for accuracy, an assessment of existing room utilization and capacity, and recommendations for tools that will provide ongoing assessment by PCC. Additionally, this phase will determine appropriate space for support services in a comparative analysis with industry standards. As PCC

cultivates its academic programs, support services need to be appropriately aligned while also maximizing space efficiencies.

This study will include working with PCC's Institutional Effectiveness Office, among others, to confirm PCC's demographics and enrollment. PCC does anticipate continued growth and has current and historical data from Resource 25, a scheduling and space utilization software.

2. Comprehensive Facilities Condition Assessment (FCA)

This study will provide a comprehensive Facility Condition Assessment (FCA) for all PCC-owned properties. A thorough examination of all building systems will be included using non-destructive, on-site observations. The study will identify all components and elements requiring maintenance, repair, modernization or significant investment. It will also evaluate PCC's compliance with Federal, State and local codes and regulations.

This assessment and study will provide an accurate projection of building component lifespans and repair or replacement costs for up to 30 years. High-level cost estimates will also be included for a TCO (Total Cost of Ownership) approach and establish a six-year plan that will be updated annually.

The types of building systems surveyed may vary with each building and update the 2010 district wide FCA report. In general, the condition assessment should include, but is not limited to:
- Exterior systems such as foundations, roofs, walls, window systems, exterior doors, and civil and structural components.
- Interior systems such as walls, doors, flooring, ceiling, hardware, and architectural components.
- Fire, life, safety components including alarms, lighting, and emergency power.
- Electrical and plumbing systems, including equipment and infrastructure.
- Heating, ventilation, and air conditioning systems including controls and terminal units.

Lastly, PCC uses the computerized maintenance management system AiM by Assetworks. Recommendations for ongoing facilities assessment will be importable data into AiM for planning and continued tracking purposes.

3. Capital Project Identification

PCC values its long-term and short-term infrastructure investment and seeks to continue to provide high-quality facilities in support of student

learning. To this end, PCC will require planned information to possibly seek continued bond funding in 2017. At a minimum, PCC will ask voters to continue the 2008 assessment, which was $374 million. A final list of prioritized projects based on the PCC planned list will be completed by early 2017. This study will review the list and determine if adjustments are needed, provide a description of each project, and high-level cost estimates.

4. Safety and Security

   This study will also analyze existing electronic public safety systems, such as access controls, mass notification systems, distributed antenna system (DAS), and camera surveillance on all college properties, including review of existing college-wide standards. These reviews will also support focuses on safety and emergency management improvements for PCC.

5. Transportation

   PCC experiences traffic and parking difficulties that come with being a commuter college. However, a strong Transportation Demand Management (TDM) program is in place, which includes operating a PCC shuttle, offering TriMet bus passes at a subsidized rate, and charging for parking. A TDM study was completed in 2012 that included an assessment of traffic and parking. This study will revisit the 2012 TDM efforts and update the work as needed, including expanding the assessment from the four campuses to all PCC-owned instruction sites.

6. Information Technology

   This study will provide a comprehensive inventory and analysis of PCC's technology infrastructure. Areas of focus include an assessment of existing fiber and copper topology, bandwidth utilization, telecommunication room evaluations, redundancy, disaster recovery, wireless and carrier access, Voice over Internet Protocol (VoIP), and other electronic equipment used to support current academic and operational uses.

   Reviewing and assessing the sufficiency of the current bandwidth, storage, and management of video surveillance and other public safety are significant areas of concern. Also, outside vendor infrastructure, such as cell towers and fiber huts, and carrier installations will be inventoried and recommendations will be provided for appropriate management and future installations.

7. Americans with Disabilities Act (ADA)

    This study will analyze the 2012 district-wide facilities condition accessibility report, which has been the working document for accessibility project identification. This update and expansion to all PCC-owned teaching sites will include modifications needed to achieve universal design. These modernizations combined with PCC's priority and commitment for corrections will be the foundation of the PCC Transition Plan.

8. Sustainability

    All buildings constructed under the 2008 Bond are certified LEED SILVER or better. This standard will continue as a minimum goal in future PCC construction.

    This study will also coordinate with the PCC President's commitment, existing PCC Climate Action Plan, and PCC Strategic Plan. Other PCC practices should be evaluated for improved efficiencies, such as an analysis of the energy use, the sufficiency of utilities supporting each campus, and storm water strategies. A review of PCC's operational practices with recommendations for green procurement strategies, cost reductions or ways to better support academic programs will also be included in the final Sustainability Plan.

9. Architectural and Building Standards

    This study will review and analyze existing standards and specifications to update and make sure that the facilities meet PCC's architectural heritage and continued operational needs. These standards and specifications will be maintained, updated and aligned with the FMP roadmap for all future projects and development at PCC.

CONCLUDING STATEMENT

Portland Community College (PCC) fully acknowledges the concerns of the Commission that were noted in the letter of findings dated August 4, 2015 following the College's *Spring 2015 Year Seven Mission Fulfillment and Sustainability Report* and On-site Visit. With new executive leadership in both areas of concern, Information Technology and Facilities Management Services, we strongly feel that substantial progress has been made regarding the concerns of Recommendations 1 and 3.

In July 2016, Michael Northover was hired as PCC's new Chief Information Officer (CIO) for Information Technology (IT). Upon arrival, it was assessed that Recommendation 1 "*...that the College develop a process to produce a technology update and replacement plan that includes opportunity for staff and constituent participation,*" from the *2015 Year Seven Self-Evaluation Report* was based on the observation that, historically, PCC IT had been largely internally-focused with ill-defined and/or immature processes for appropriate stakeholder engagement – particularly with regard to strategic planning.

Considerable progress has been made to address these perceived shortcomings. The CIO has raised engagement and visibility with the Board of Directors and Cabinet to a previously unprecedented level. Engagement between IT staff and stakeholders is occurring at all levels of the organization, via attendance at Deans of Instruction and faculty planning meetings, IT Governance Committees, and at the individual project level. In addition, special working groups have been formed on targeted strategic initiatives (e.g. Enterprise Resource Planning (ERP) Strategy).

The CIO sends monthly communications to the College leadership on current IT focus, as well as targeted communications on specific initiatives and challenges. The development of a Project Management Office function and cloud-based software platform for Portfolio Management (scheduled for deployment in Q1 2017) will take IT's ability to manage and communicate activities, projects, planning and priorities to an entirely new level for the College. Finally, in 2017, IT has initiated a formal strategic planning process that is fully integrated with academic and facilities planning and the President's 2017 Work Plan.

Feedback from faculty and staff has already indicated that these advances are bearing fruit – including appreciation of IT's new level of engagement with stakeholders and a measurable pivot from a "can't do" to a "can do" attitude to service delivery. The results of the 2016 IT Client Satisfaction Survey (conducted in Q4 2016) showed **statistically significant improvement** in customer satisfaction from 2015 to 2016, across all categories:

Enabling PCC's goals: up 9% (65% > 74%)
Services offered: up 7% (67% > 74%)
Communication: up 7% (67% > 74%)
Application suite: up 4% (70% > 74%)
With 79% of students satisfied, across all IT services/products

Additionally, PCC concurs with Recommendation 3 from the *Spring 2015 Year Seven Self-Evaluation Report* "*…that the College complete the process necessary to produce a Facilities Master Plan,*" in that PCC requires a complete Facilities Master Plan as a road map moving forward. As PCC's Director of Facilities Management Services, Tony Ichsan came to PCC in December 2015 with a broad depth of experience in master planning, as well as best practices in managing higher education facilities.

Taking a Total Cost of Ownership approach towards managing PCC's built and natural portfolio, FMS has embraced Standards 2.G.1 through 2.G.4. As an example, to establish critical baseline metrics, "Sightlines" was contracted in 2016 to complete a third party baseline benchmarking, analysis, and site assessment service to provide a Return on Physical Assets Process. This was also supported by participating in "APPA's (Association of Physical Plant Administrators) Facilities Performance Indicator," a benchmarking tool with over 350 other institutions. The data collected and the assessments identified the level of projected funding required to invest in capital assets and operations required to address PCC's needs of all PCC facilities. These results were shared with the entire PCC management team.

Another process being implemented is the establishment and update of a 6-year Life Cycle and Facilities Condition Assessment that will provide a baseline for a 6-year Scheduled Maintenance plan to systematically address deferred maintenance needs. Combined with a 6-year Facilities/Space Request the Total Cost of Ownership is transparent and readily communicated annually to PCC's Cabinet and Board of Directors.

These examples, together with Facilities Management Services' adoption of the "Balanced Scorecard" (continuous improvement strategic planning and management system), will ensure that the management of facilities will continue to support student success and align with PCC's vision, mission, and strategic goals.

Portland Community College is committed to addressing the concerns of the Commission as stated in Recommendations 1 and 3. The leadership of our two, newly-hired executives in Information Technology and Facilities Management Services will continue the development and implementation of the processes necessary to exceed the expectations of the Commission.