Portland Community College

The Rising Tide of Change

2025-2028 Strategic Plan

Dear PCC Community,

As we launch "The Rising Tide of Change: 2025 – 2028," I am filled with optimism for the future of PCC. This Strategic Plan represents countless hours of collaboration, dialogue, and reflection across our vibrant community. Guided by our commitment to equity, access, and excellence, we have charted a path that places student success at the heart of all we do while embracing innovation and resilience to meet the evolving needs of our community.

By engaging faculty, staff, students, and community partners, we have identified the core priorities that will shape PCC's trajectory over the next three years. Together, we envision a college that anticipates the needs of our students and workforce, fosters a culture of belonging and inclusivity, and ensures effective practices. Our goals, informed by data and grounded in our mission, reflect the shared aspirations of our community to provide transformative educational experiences and promote economic and social mobility.

The Board of Directors has been an integral part of this process, participating in the sessions to provide insight and feedback as we shaped our vision for the future. Their approval of the plan's themes, goals, and objectives underscores their commitment to ensuring that PCC remains a leader in accessible, high-quality education.

As we embark on this journey, I invite each of you to stay connected to the work ahead. This plan is not just a document – it is a shared commitment to our values and a promise to future generations. Let us continue to innovate boldly, collaborate deeply, and strive for excellence. Thank you for your unwavering dedication to this extra-ordinary institution and to the students and communities we serve.
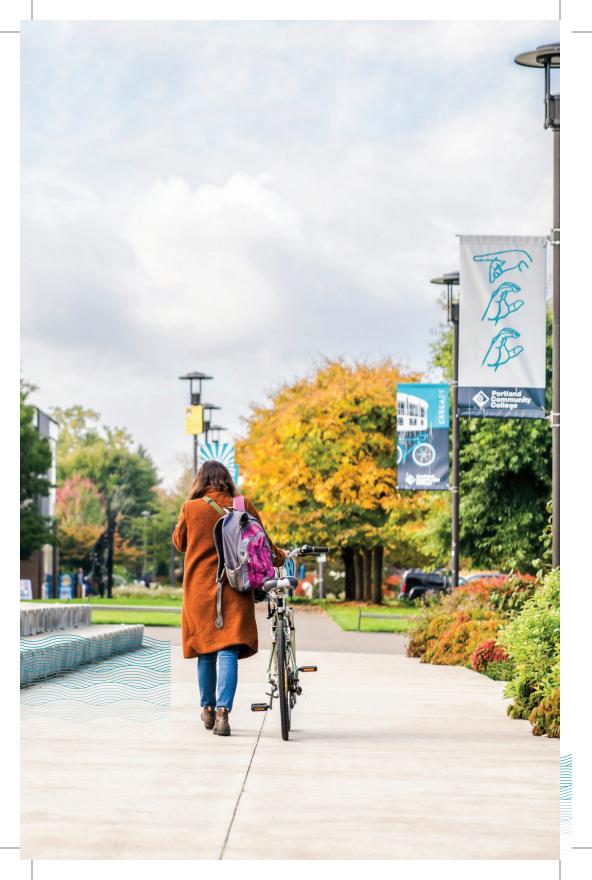
With gratitude,

Dr. Adrien L. Bennings
President, Portland Community College

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 empowerment to advance lifelong learning, and economic and social mobility for all.

The Planning Process

Collaboration was at the heart of PCC's process. The PCC community began to build our Strategic Plan through twenty-four deep-dive conversations and engagement opportunities throughout 2024.

Community engagement included:

- During Winter Term 2024, PCC led 24 deep-dive conversations, combined with a broadly distributed survey, resulting in 769 staff and faculty member and 649 student responses

- Six Strategic Themes and aspirational statements were developed and approved by the board of directors, drawing from the input collected from staff, faculty, students and community partners

- Across the college, employees participated in identifying their department, division, and college unit imperatives, which were developed into fleshed-out goals and objectives

- Students, staff, faculty, and board members prioritized the proposed goals and objectives, with 960 students, 365 employees, and 5 board members participating

- The four goals with the highest priority rating across three groups – students, employees, and board – were identified and approved by the board in January 2025

Themes and Aspirational Statements

Operational Excellence

Efficiency, Effectiveness, and Fiscal Sustainability

We are a high-performing institution, achieving long-term fiscal sustainability through implementing best practices in our financial and reporting systems, streamlining administrative processes, and attracting alternative revenue sources.

Shared Values

People, Connectedness, and Empowerment

Through a human-centered approach, we foster a vibrant college community, by cultivating a sense of belonging and care through shared governance, professional development, and transparency in decision-making.
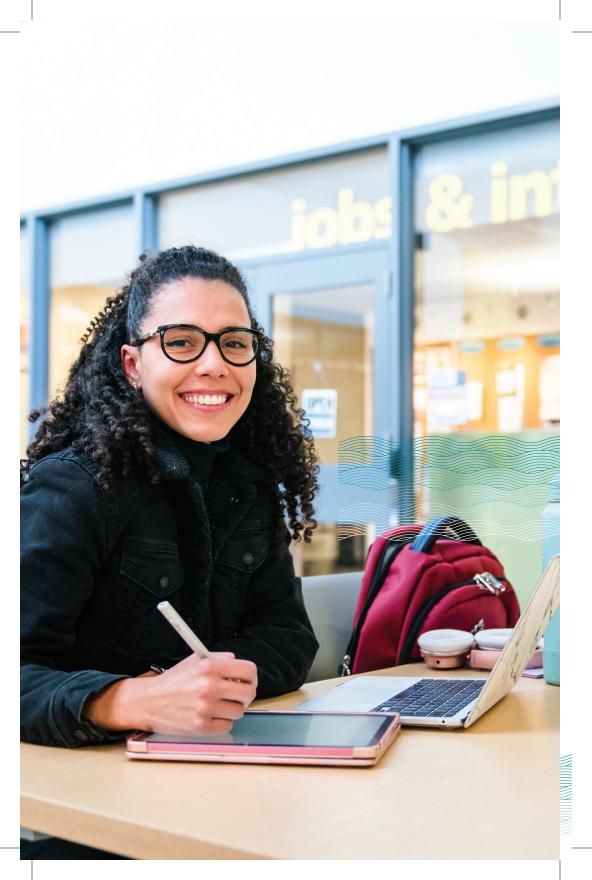
Technological Transformation

Agility, Innovation, and Readiness

Through a forward-looking mindset we maintain a sustainable technology infrastructure, supporting instructional and operational readiness, enabling the college to remain agile in the evolving higher education environment.

Holistic Student Support

Integrated, Affordable, and Accessible

We provide holistic student support by integrating comprehensive wrap-around services, support for basic needs, and financial assistance, creating a supportive environment where every student thrives.

Academic Excellence

Student Success, Delivery, and Programming

As an institution of choice, our diverse modalities, equity driven student-centered approach, and robust academic and career pathways empower students to achieve economic mobility, enhanced by quality instruction grounded in inclusive teaching practices, and strategic enrollment planning practices.

Community Engagement

Workforce, Education, and Industry Alignment

We maintain strong partnerships with community, education, and industry partners, offering premier workforce and training programs, collaborating to address regional employment needs to increase local economic growth, supporting underserved communities, and ensuring workforce readiness and living wages for our students.

Goals and Objectives

New Student Onboarding

THEME: **Holistic Student Support**

- OBJECTIVE 1

  Redesign New Student Orientation experience and learning outcomes that align with the First Year Experience, ongoing student engagement, and just-in-time information for all credit and academic noncredit incoming students.

- OBJECTIVE 2

  Optimize the use of existing student support technology, as part of the new student onboarding experience.

- OBJECTIVE 3

  Develop onboarding processes that are accessible, available in multiple languages, and informed by culturally responsive, identity-affirming, and trauma-sensitive practices, starting with the "steps to enroll" web pages.

Fully Implement Strategic Course Scheduling

THEMES: **Operational and Academic Excellence**

- OBJECTIVE 1

  Fully Implement Strategic Course Scheduling recommendations and move to an annualized schedule to increase fill rates, utilization of data, and improve operational practices.

Fully Implement Guided Pathways

THEMES: **Academic Excellence, Holistic Student Support**

- OBJECTIVE 1

  Create a program map of all academic programs and transfer disciplines.

- OBJECTIVE 2

  Create and pilot a mechanism for continuous improvement of Pathway Teams.

- OBJECTIVE 3

  Design a continuous improvement framework for assessing program map functionality and performance.

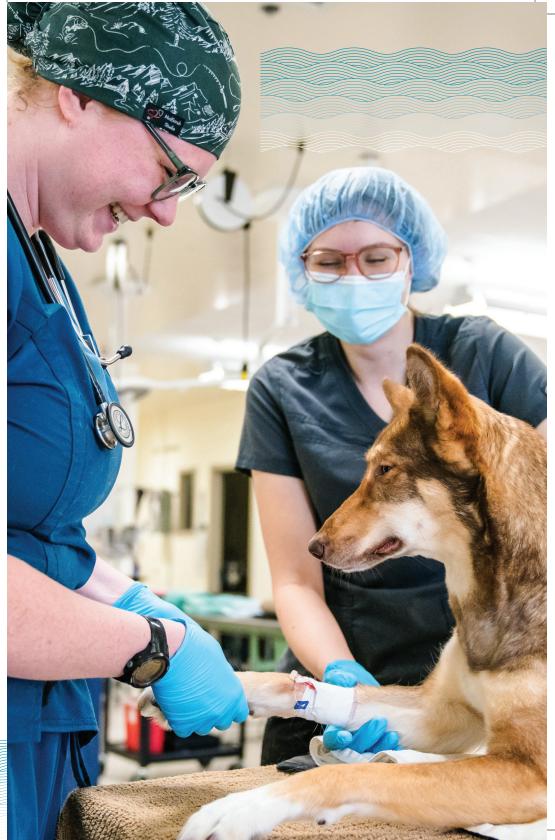# Increase Student Scholarships and Funds for Wrap-Around Supports

THEME: **Holistic Student Support**

- OBJECTIVE 1

  Cultivate and sustain thriving philanthropic partnerships that significantly increase revenue to address unmet student needs.

- OBJECTIVE 2

  Grow and engage donors and funding partners through acquisition, renewal and retention.

Next Steps

Project Development

The Strategic Plan implementation begins in Spring of 2025. Referencing the college's approved Strategic Plan themes, goals, and objectives, departments and/or divisions will be invited to submit project proposals, including both new projects and those that have begun outside of the strategic plan, outlining project expectations, timelines, and deliverables. As part of this process, the Strategic Planning Manager will work with the Application Systems, Support, and Project Management Team to transition projects within Academic and Student Affairs portfolios aligned with the approved goals.

In April 2025, Cabinet will review the drafted proposals. The Balanced Scorecard will be used to evaluate proposals with a focus on equitable student success. Proposals meeting strategic objectives and standards will proceed to project plan development, while those requiring additional work will be refined further.

The project development process begins with assigning a Project Manager (PM), identifying Functional Managers (FM), and forming project teams for each of the four strategic goals, ensuring clear assignment of roles and responsibilities. The FM oversees the department(s) for the related project(s).

The PM and FM, along with technical leads and subject matter experts, will work together to develop key project documents, including:

- **Project Charter** – Defines the project's purpose, scope, and objectives.

- **Work Breakdown Structure** – Outlines tasks and deliverables.

- **Project Timeline** – Establishes key milestones and deadlines.

- **Execution Plan** – Details implementation steps, including communication, training, and documentation strategies.

Project teams will collectively review and sign off on these documents before the project moves forward. The process will also be used for projects outside of the AA/SA portfolio, but a PM for those projects will be assigned from their functional area.

Kick-Off and Execution

The project team will hold a kick-off meeting to align on expectations and ensure readiness for execution. The team will meet regularly to:

- Track progress against the plan.

- Assess quality, budget adherence, and goal achievement.

- Make necessary adjustments to keep the project on course.

Additional teams may be formed to support execution as needed. Regular project status reports will be shared with Cabinet and the broader college community for transparency.

Project Completion

The project team will verify that all goals have been met according to the agreed-upon plan. A project closure meeting will be held to:

- Reflect on successes and challenges.

- Gather feedback from the project team.

- Identify insights and lessons learned for future projects.

- Determine how to integrate improvements into future project management processes.

This structured approach will ensure strategic alignment, account-ability, and continuous improvement in project execution for the Strategic Plan.

Contact Information

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