

14 July 2014

Board of Directors

Re: **Draft Strategic Plan for Portland Community College**

I am writing at Dr. Brown's request.

Attached is version 1.91 of the Strategic Plan. I am sorry this is coming to you late. The feedback and comment period that ended on 18 June generated roughly 1200 comments and the Steering Committee has worked feverishly since then to consider revisions to the first draft.

Our purpose this Thursday is to get your feedback, as well. We know that the Strategic Plan will require your adoption and will come to you later only upon Dr. Brown's recommendation.

Broadly, the way forward as we see it is:

- By 21 July complete version 2.0 and publish to the College for feedback
- Based on that feedback, create an updated version 3.0. At your and Dr. Brown's pleasure, review version 3.0 at your 21 August Board Meeting
- Develop version 4.0, which will be the first draft plan having the benefit of early graphic design, and publish on 8 September prior to the College In-Service
- Conduct interactive forums at In-Service on 15 September
- Submit to Dr. Brown on 6 October a recommended PCC Strategic Plan for his consideration
- Upon Dr. Brown's recommendation, Board consideration and adoption of the PCC Strategic Plan at your 16 October meeting

Thank you.

R. J. McEwen

# *Together, Envision the Future*

## PCC Strategic Planning

### **Theme 1: Provide outstanding, affordable education**

*PCC provides an outstanding, affordable education for pre-college, lower division transfer, Career Technical Education (CTE), and Community Education students.*

#### **Strategic Priorities**

- 1-1 PCC's commitment to excellence in education, coupled with flexible financing options, transparent access to a well-funded array of scholarships, work-for-tuition programs, degree-related apprenticeships, and practicums provides affordable options for students to complete their education free from unmanageable debt.
- 1-2 PCC is the first choice in the region for students seeking access to affordable academic excellence and lifelong learning in an experiential learning environment, whether they are starting, extending, or supplementing their lifelong path of advanced learning. PCC offers multiple pathways to goal achievement and a dynamic student life, cultivating success and student pride.
- 1-3 PCC provides industry-leading access to higher education for at-risk students, meeting students where they are. PCC's Developmental Education (DE) programs, in both English and Mathematics, provide options for accelerated curriculum and multiple pathways to learning. Adult Basic Skills (Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL)) programs embed, contextualize, and integrate pre-college-level content, preparing students to meet individual goals.
- 1-4 With its "One College, One Seamless Experience" vision, PCC provides multiple, easy to use points of access to students by offering similar services, resources, opportunities, and learning experiences at each campus.
- 1-5 PCC's dynamic Student Life experience engages students outside the classroom in co-curricular and student leadership activities that promote experiential student learning and make PCC's campuses fun, dynamic places to learn, grow, and build community.
- 1-6 PCC faculty and staff are culturally astute leaders in their respective fields and model cognitive, systems, and collaborative thinking in their work with students, faculty, staff, community members, and partners.
- 1-7 PCC is committed to continuous professional development that focuses on improvement of educational opportunities, programs, and services. PCC supports full-time and adjunct faculty innovation in teaching and learning in all programs and departments through organizational systems that promote academic excellence.

## Theme 2: Drive student success

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*With its unrelenting focus on student success, PCC prepares students to meet tomorrow's challenges, maintain a sharp curiosity about the world, and excel in the local and global job market.*

### Strategic Priorities

- 2-1 PCC provides challenging and comprehensive curricula and intensive, rigorous start-to-completion guidance for all students, including academically underprepared students, whether seeking a degree, certificate, or job training, in an environment supportive of goal completion.
- 2-2 PCC supports student success with high-touch faculty, staff, and student engagement and discipline-wide systems of learning assessment and accountability.
- 2-3 PCC develops well-rounded citizens by instilling students with core competencies in interpersonal and critical thinking skills and by providing access to multicultural and international learning opportunities. PCC prepares students to transition successfully into the workplace or on to further education with a commitment to continuous learning.
- 2-4 PCC's e-learning strategy provides comprehensive student support services that include technology competency for all students and progressive curricula up to and including technology degree programs, ensuring that PCC students demonstrate advanced digital aptitude.
- 2-5 PCC applies successes from programs focused on student retention (such as ROOTS and Future Connect) to increase retention in all programs.

## Theme 3: Ignite a culture of innovation

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*PCC champions new ideas, risk taking, agility, experimentation, and learning through failure that leads to the next cycle of change. PCC's students, faculty, staff, and partners are respected as creative problem-solvers in business, government, and non-profit sectors.*

### **Strategic Priorities**

- 3-1 PCC's organizational framework promotes agility and rapid improvements in systems and processes that meet the needs of internal and external stakeholders.
- 3-2 PCC's organizational culture encourages faculty, staff, and students to continuously assess, identify opportunities for improvement and change, and remove barriers to creative innovations that lead to institutional and educational effectiveness.
- 3-3 PCC makes investments that lead to emerging and evolving fields of study and industry.

## Theme 4: Transform the community through opportunity

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*PCC creates opportunity for students while promoting economic and community development through mutually beneficial partnerships and agile workforce development programs that are flexible, highly responsive to community and business needs, and develop timely, exciting opportunities in emerging industries.*

### Strategic Priorities

- 4-1 PCC builds partnerships with local school districts to develop Early Start programs that focus curricula and planning on college readiness and inform pre-college students of the advantages of PCC as an educational resource.
- 4-2 PCC's innovative partnerships with government agencies, foundations, and private sector entrepreneurs act as incubators for new products, industries, and ways of doing business, while developing academic and internship programs that prepare PCC students, faculty, staff, and partners with knowledge and skills to pioneer innovations.
- 4-3 PCC pro-actively promotes economic development in the community by creating academic-industry partnerships focused on small and emerging business development.
- 4-4 PCC creates opportunities for lifelong learning and civic engagement with Career Technical Education, skill-based, and Community Education that empowers, enlightens, and expands horizons for students of all ages and prior education levels.
- 4-5 PCC creates a seamless connection between high schools, local employers and higher education institutions resulting in an increase in high school completions, growth of employment in higher wage occupations, and a higher number of students seeking four-year degrees.
- 4-6 PCC implements a responsive, consumer-inspired approach with a bottom up perspective to create a deep understanding of the current and unrecognized needs of students and community partners including business and government.

## Theme 5: Lead the region in diversity, equity and inclusion

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*PCC takes intentional action that creates a climate of learning where people from all backgrounds and abilities enjoy equal access to the opportunity to teach, learn, work, and serve the community and the world. PCC promotes the success, dignity, and worth of each individual by providing a safe environment where examination of divergent ideas and experiences adds depth to the learning experience.*

### **Strategic Priorities**

- 5-1 PCC gathers and uses empirical evidence to analyze and affect access, advancement, climate, education, training, recruitment, hiring, and retention of underserved populations of faculty, staff, and students.
- 5-2 PCC applies Critical Race Theory to examine and dismantle systems of inequality at the College.
- 5-3 PCC's approach to internationalizing its curriculum expands opportunities to create globally aware and culturally intelligent staff, students, and faculty.

## Theme 6: Achieve sustainable excellence in all operations

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*PCC leads the community in sustainable innovation, efficiency, transparency, and excellence in all of its operations. PCC's strategic, data-driven approach and open communications streamline management and operations to achieve academic excellence in a financially and environmentally sustainable manner.*

### Strategic Priorities

- 6-1 PCC is a learning organization, investing in its employees and organizational structures to build a culture of excellence that fosters leadership, responsiveness, efficiency and accountability at all levels.
- 6-2 PCC ensures the sustainability of its infrastructure and maximizes the efficiency of its operations through innovative management of energy, waste, land use, purchases, and consumables in alignment with PCC's sustainability objectives.
- 6-3 PCC builds strategic partnerships, cultivates entrepreneurial opportunities, and develops strong, diversified revenue streams to provide optimal resources to support the mission of the College. PCC provides stewardship of its resources through proactive fiscal planning, data-driven decision-making, application of best practices, and strategic investments.
- 6-4 PCC provides a technological foundation that is responsive to the future to enhance the educational experience, automate and modernize business processes, support data-driven decision making in operations, and integrate rapid technological changes.

## Appendix

*As part of the Strategic Planning Process, the Steering Committee participated in an aspirational exercise to put this plan into context by describing the optimal outcomes if we were to accomplish the Plan and its Strategic Priorities. The following statements are meant to describe PCC's future potential and guide further discussion with Action Planning teams tasked with creating more detailed plans.*

### Theme 1: Provide outstanding, affordable education

*PCC provides an outstanding, affordable education for pre-college, lower division transfer, Career Technical Education (CTE), and Community Education students.*

#### **In accomplishing these strategies, PCC will:**

- Provide quality education to a student body free of unmanageable, long-term debt.
- Position PCC students in major businesses, governments, and industries in the community, earning credit for experiential learning.
- Ensure that students start their college program on Day One.
- Enable students to earn an Associate of Arts Oregon Transfer (AAOT) degree in their own neighborhood.
- Offer “multi-purpose” classes that contain noncredit, credit, and continuing education students. “One class, multiple purposes.”
- Make it possible for a PCC student to earn a rigorous degree or certificate with appropriate credit for life experience and prior learning.
- Provide a credentialing system with career pathway certificates (i.e. Merit Badge concept) for Associates degrees, recognizing demonstrated mastery of knowledge and skills.
- Implement a “One College, One Seamless Experience” vision so that each of PCC’s campuses provides similar opportunities to meet AAOT requirements.
- Significantly expand funding for scholarships and link access to scholarship opportunities to the application process.
- Identify areas of deficiency with regard to accessibility and address them proactively with our K12 Partners.



## **Theme 2: Drive student success**

*With its unrelenting focus on student success, PCC prepares students to meet tomorrow's challenges, maintain a sharp curiosity about the world, and excel in the local and global job market.*

### **In accomplishing these strategies, PCC will:**

- Lead the nation with a 75% completion rate.
- Be a national leader in job placement for those completing community college programs.
- Be recognized internationally as a leader in “soft skill” development, as employers will seek out PCC students for these skills.
- Lead the nation in comprehensive student support resulting in a 95% retention rate.
- Have the highest number of regional high school students matriculating from both public and private schools, including underserved and affluent students, of any college in the region.
- Provide online courses with the same level of instruction and opportunities for student achievement as face-to-face courses.
- Provide uniquely individualized attention to identify educational success strategies for students with undiagnosed learning disabilities.
- Implement a “SoftSkills 101” program.
- Equip and train instructors with technical support and training to enable them to offer the best, most up-to-date materials and course content.
- Create a fully-funded PCC Honors program.

### **Theme 3: Ignite a culture of innovation**

*PCC champions new ideas, risk taking, agility, experimentation, and learning through failure that leads to the next cycle of change. PCC's students, faculty, staff, and partners are respected as creative problem-solvers in business, government, and non-profit sectors.*

#### **In accomplishing these strategies, PCC will:**

- Be nationally known for its innovative models and will be sought out for innovative solutions to global needs.
- Be recognized and accredited for its agile, responsive “slipstream” modular degrees that anticipate changing demands for preparing students for the marketplace.
- Lead the nation in Science, Technology, Engineering, Art, Math (STEAM) completion.
- Have an embedded innovation lab that is the template for innovation, copied at colleges everywhere.
- Lead the nation in credit for prior and experiential learning. PCC students learn by doing.
- Broker educational opportunities world-wide.
- Create an “Innovation Lab” that generates institutional agility and quick, cross-departmental innovations in curriculum, operations, and student services with streamlined approval processes to support timely implementation.
- Create Centers of Excellence in areas related to Health Care, Technology, STEAM, and other high-demand, high-skill areas, that lead to partnerships with regional four-year institutions to provide students with flexible options to complete their degrees at the Bachelors, Masters, and Doctoral levels.
- Provide discipline-specific Associates degrees, including the Humanities, to provide a well-rounded, rigorous, comprehensive academic learning experience that prepares students for a wide range of careers.
- Implement a “college within a college” concept to create a different paradigm for broader reach and experimental approaches to learning, as well as to develop leaders, innovators, and creative thinkers college-wide.
- Close the technology skills gap among staff and faculty and establish baseline technology fluency goals for all PCC staff and faculty.

## **Theme 4: Transform the community through opportunity**

*With its unrelenting focus on student success, PCC prepares students to meet tomorrow's challenges, maintain a sharp curiosity about the world, and excel in the local and global job market.*

### **In accomplishing these strategies, PCC will:**

- Graduate “high employment” classes so that PCC students have attractive job opportunities in their desired field upon completion of their degree or certificate.
- Contribute so significantly to economic vitality that the Portland metro region enjoys robust employment and will have created a record number of new businesses.
- Be the preferred source for lower-division transfer and Career Technical education in the region.
- Have contributed via education of the population to improving the standard of living in the Portland area.
- Provide internship, pre-internship, mentorship, and apprenticeship experience to students through collaborations with partners, including corporations, unions, non- profit, and community organizations, government agencies, and four-year institutions that provide valuable experience for students and provide partners with creative, highly educated, and motivated workers.
- Engage in pro-active building of a college-going culture to encourage high school students to envision themselves as college students.

## **Theme 5: Lead the region in diversity, equity and inclusion**

*PCC takes intentional action that creates a climate of learning where people from all backgrounds and abilities enjoy equal access to the opportunity to teach, learn, work, and serve the community and the world. PCC promotes the success, dignity, and worth of each individual by providing a safe environment where examination of divergent ideas and experiences adds depth to the learning experience.*

### **In accomplishing these strategies, PCC will:**

- Be recognized by the US Department of Education and the US Office of Civil Rights for closing achievement gaps.
- Expand the courageous conversations to be broader than race, where all employees “live” in the conversation.
- Have faculty and staff sought out for speaking and consultation on how to lead the Diversity, Equity, and Inclusion conversation.
- Have created a Diversity, Equity, and Inclusion Institute for faculty, staff, students, and members of the community to develop innovative approaches to diversity, equity, and inclusion.
- Have a faculty and staff whose diversity reflects or exceeds the diversity of its student body.
- Have made Portland a better place to live because of the Diversity, Equity, and Inclusion work that PCC demonstrates.
- Use exit interviews to collect in-depth qualitative and quantitative data to support efforts to achieve its diversity, equity and inclusion goals.
- Systematically collect and distribute data and analytical tools to support its ongoing efforts to improve access, advancement, climate, education, training, recruitment, hiring, and retention of underserved populations of faculty, staff, and students.

## **Theme 6: Achieve sustainable excellence in all operations**

*PCC leads the community in sustainable innovation, efficiency, transparency, and excellence in all of its operations. PCC's strategic, data-driven approach and open communications streamline management and operations to achieve academic excellence in a financially and environmentally sustainable manner.*

### **In accomplishing these strategies, PCC will:**

- Have a new “silo-busting” organizational structure with high clarity, transparency, and awareness of the roles and responsibilities across the organization.
- Receive State funding for all credit students.
- Be nationally recognized for its “Green Performance.”
- Have achieved the 2020 commitments as a signatory of the College and University Presidents’ Climate Action Plan with emphasis on educational program approaches that reduce travel-related emissions.
- Have made smart, aggressive investments in modern information technology (IT) infrastructure.
- Have an expansive professional development program that focuses on leadership and scholarship growth, providing employees with opportunities for new or expanded roles.
- Be renowned for its culture of internal cooperation, partnership, and support dedicated to student success.
- Align its resources with the Priorities and Initiatives that implement its Strategic Plan.
- Educate staff, faculty, and students on the meaning of a “learning organization” and how it affects day-to-day operations of the College and develop improvement processes and communication channels to support the “learning organization” concept.