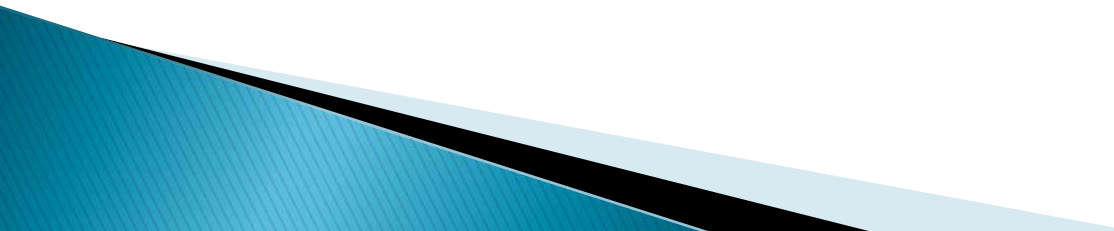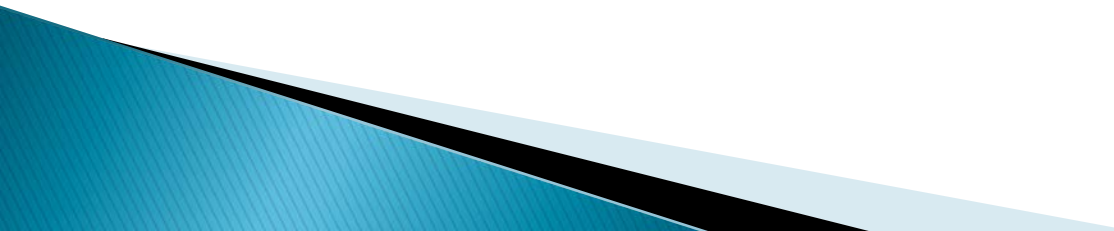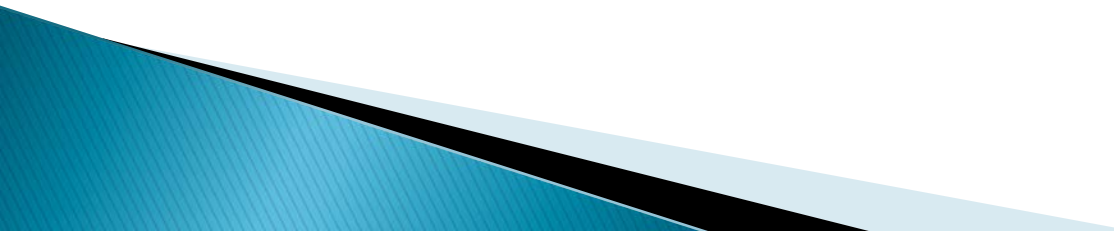# NWCCU YEAR 7 REPORT

MOVING FORWARD

ORGANIZATION & GOVERNANCE

- The Committee does recommend further development of the Board and further development of the Cabinet, especially in defining roles and the professional boundaries of each in relationship to the CEO.
- Faculty, staff, administration and students commented that the current administrative structure is confusing.
- The College may want to analyze the best organizational structure for efficiency, clarity, and student success.

ORGANIZATION & GOVERNANCE

- The Committee heard a number of discussions on the value of being unique, but included in the "One College" concept.
- The Committee recommends that in this continuous planning process, Portland Community College keep the student experience at the center. To do this the institution may want to consider reinforcing the idea of "One College" with four comprehensive campuses. This may reinforce the student need and student right for consistent educational services for all Portland Community College students.

TECHNOLOGY

▸ Some students mentioned that the website needs to be streamlined and that they needed assistance from advisors to understand the pathways.

▸ Faculty, staff, and students felt that several critical elements, such as the degree audit program, were awkward and unreliable.

TECHNOLOGY

- **Recommendation:** The Committee recommends that the College develop a process to produce a technology update and replacement plan that includes opportunity for staff and constituent participation. (2.G.7 and 2.G.8)

EDUCATIONAL RESOURCES

▸ PCC's Curriculum Office has a robust resource website providing guidance for faculty in developing courses that support PCC Core Outcomes including expectations for student learning. These documents are not easy to find through direct navigation of the college website. The students interviewed by evaluators were not familiar with the PCC Core Outcomes.

EDUCATIONAL RESOURCES

- **Recommendation:** the Committee recommends that the College ensure embedded related instruction components of applied degree and certificate programs have assessable learning outcomes, and that <u>those components are taught or monitored by teaching faculty who are appropriately qualified in those areas</u>.   (2.C.11)

BUDGET PROCESS

▸ PCC has a defined process that allows input from constituents, however the committee heard from a number of faculty and staff that they felt isolated from the budget process.

▸ The indicators of achievement for the core theme of Quality Education appear to be meaningful for the institution, and are used in planning and decision-making, <u>although it is less clear how this may influence the resource allocation, budgeting process.</u>

FACILITIES/MAINTENANCE/RISK & AUXILIARY

- The Committee is concerned that the policies that define the relationship between the auxiliary enterprises and general obligation have not been reviewed and updated since 1998. This is a concern.

- The Committee is concerned that the published procedures for spill prevention, controls and countermeasures for the new Southeast campus is not yet published on the College intranet for access by faculty and staff.

- **Recommendation**: The Committee recommends that the College complete the process necessary to produce a Facilities Master Plan. (2.G.3) My Hope: Academic Programs will drive this plan.

ACCESS AND DIVERSITY
A Green Light Opportunity

- Employees interviewed by evaluators were not aware of formal processes to request funding and resources to do projects related to the core theme. However, administrators report that they use a holistic approach to consider and prioritize requests that would support campus-level and district-level diversity initiatives.

- Evaluators were not able to find widespread evidence of direct linkages between five-year academic program reviews and annual learning outcomes assessment with plans to advance the access and diversity core theme. Faculty reported being actively engaged in making their curriculum and pedagogy appropriate and accessible to diverse learners, but it was evident that many did not <u>see how their assessment practices informed institutional planning</u>.

ACCESS AND DIVERSITY

- Faculty and front-line staff shared a perceived gap between their work and the impact it has on the broad diversity and access indicators.

- The evaluation committee compliments PCC on the many initiatives underway that address the access and diversity objective to provide competitively priced educational offerings available in an environment enriched by student, faculty and staff diversity. The committee also recommends that PCC take the next steps to address the disparities of what they want to accomplish under the access and diversity core theme and what the committee learned – to move from a culture of diversity to a culture of inclusivity for all faculty, staff and students.

QUALITY EDUCATION

- The indicators of achievement for the core theme of Quality Education appear to be meaningful for the institution, and are used in planning and decision-making, although it is less clear how this may influence the resource allocation, budgeting process.

STUDENT SUCCESS

- Portland Community College is an institution practicing the Student Success Core Theme in all of its partnerships, documents, policies, Mission, and Strategic Planning. <u>Change is inevitable</u>. New faculty and staff will be hired. <u>Leadership will change</u>. In the case of this institution, new faculty and staff will be fortunate to work with the caring and committed core of individuals who remain at the College and who believe in supporting student success, supporting the communities served by Portland Community College, and supporting one another.

ECONOMIC DEVELOPMENT & SUSTAINABILITY

"Portland Community College advances the regions' long-term vitality......."

- The greater Portland area's understanding of the word "vitality," a key term in the College Mission Statement, is commonly perceived in the Pacific Northwest as incorporating a dynamic and diversified economy and a strong emphasis on sustainability in all of its meanings.

ECONMIC DEVELOPMENT & SUSTAINABILITY

▸ Where it would be easy for an institution to demonstrate separate emphases on economic development and sustainability, PCC provides powerful examples of how these themes can come together to support a region economically and make a significant difference in the "triple bottom line."

ECONOMIC DEVELOPMENT & SUSTAINABILITY

▸ PCC is a leader in the development, implementation, and measure of sustainability efforts both on the operational and instructional sides of the institution and its efforts improvement in this area will provide leadership to institutions around the country.
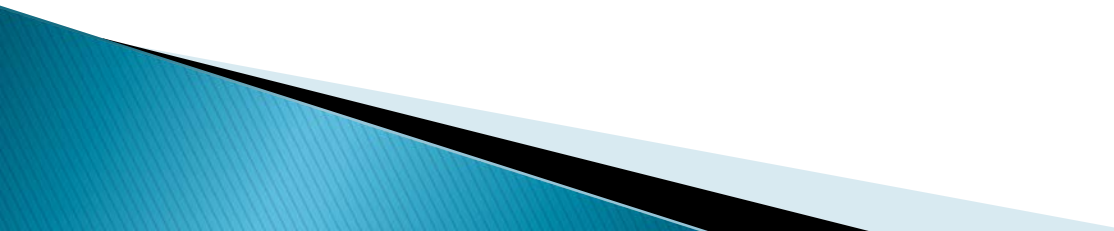
STRATEGIC PLAN – MOVING FORWARD

▸ Strategic planning is an integral part of the institution. The College has been working on new strategic themes, which may or may not necessitate significant change in the Mission Statement and Core Themes. <u>As the College moves forward with the Strategic Plan, there will be a need for clarity and alignment of the Strategic Plan and the Core Themes.</u>
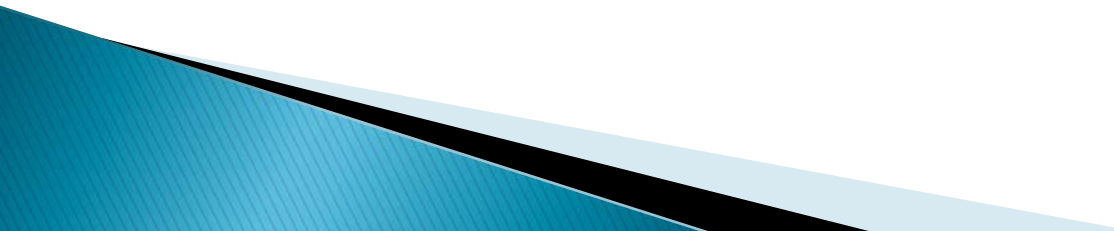
STRATEGIC PLAN – MOVING FORWARD

▶ There is no specific group is assigned responsibility for each Core Theme; rather responsibility is distributed across the college throughout the administrative structure and through the various committees and councils. This distributed approach may have contributed to a lack of clarity regarding overall connections of Core Theme review to ongoing planning processes. (Something to consider when implementing the Strategic Plan – one group around each core (strategic) theme)
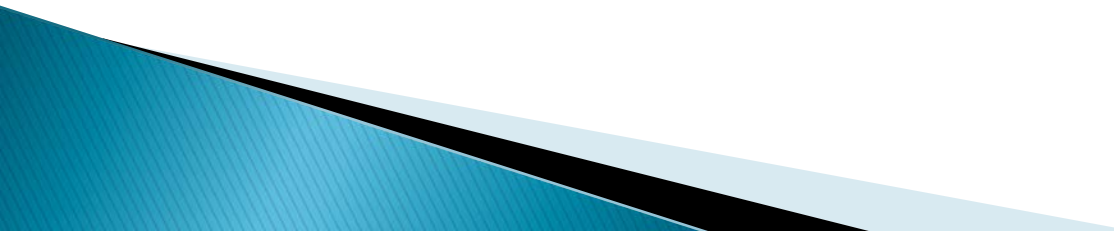
COMMENDATIONS

- The Committee commends the College for the implementation of student initiatives that support sustainability. A few examples include PCC Rock Creek Solar Panel System, Learning Gardens, Habitat Restoration, water bottle filling stations, and reusable café coffee mug racks.

- The Committee commends the College for its "grass roots" engagement by faculty, staff, administrators, and students to advance the Core Themes.

COMMENDATIONS

- The Committee commends the library for the high quality of resources, facilities, instruction, and services staff provide, as well as the leadership demonstrated by library personnel.

- The Committee commends the College for its caring, dedicated, and knowledgeable staff, faculty, and administrators. It is evident that students both recognize and appreciate the commitment to student success.

COMMENDATIONS

▸ The Committee commends the College for its collaborative efforts with the students, faculty, staff and administrators to improve the College Community. Student support was evidenced by the vote to increase the activity fee to support and expand services on all campus sites.

▸ The Committee commends the College Student Financial Services for innovative and forward approaches to serving students. LEAN analysis, process re-engineering, technology infusion, and near-paperless processing, the resulted in a significant reduction in the loan default rate and processing time.

COMMENDATIONS

▸ The Committee commends the College for creating an accessible and attractive physical multi-campus learning environment that supports collegiality and the educational mission of the College.