



**Portland
Community
College**

STRATEGIC IMPLEMENTATION PROCESS

Progress Report, Board Meeting, May 19, 2016

INTRODUCTION

- Refresher on the NXT planning process
- Evolution of the PCC plan implementation process
- PCC strategic issues
- NXT current planning assumptions
- Strategic plans completed or in-process

THE NXT MODEL - STRATEGIC VISIONING

- Understanding emerging trends & issues that are “pushing” you into the future – (Where are we now? Where are we going?)
- Charting preferred directions (vision) that are “pulling” you into the future (Where do we want to be?)
- Putting vision into action (plan) (How do we get there?)
- Measuring progress over time (Are we getting there?)

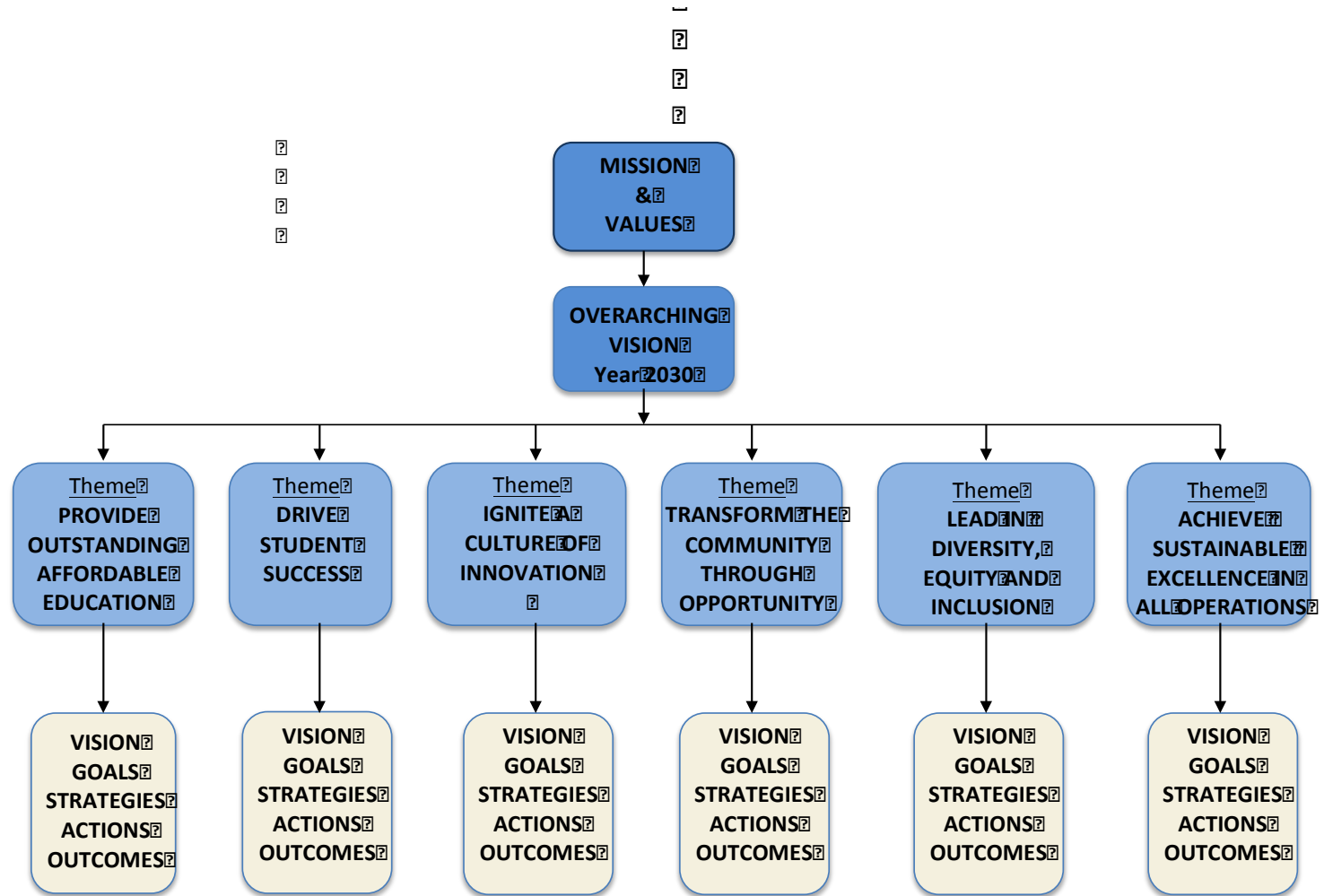
A VISION IS....

- Long-term
- Comprehensive
- Values-based
- Direction-oriented
- Aspirational
- The six themes in the PCC Strategic Plan qualify as vision statements

A STRATEGIC PLAN IS.....

- Near-term (in our case, 5 years)
- Specific
- Information-based
- Action-oriented
- Instructional

OUR ORIGINAL 'SIP' PLAN STRUCTURE



THE PROCESS EVOLUTION

- We quickly discovered that this initial approach was way too simplistic
- A number of groups within the College had already embarked on plans of their own.
 - All were in various stages of completion
 - We did not want to derail work already in progress
 - Demonstrates commitment from the community to the approved plan
- Moved to a “functional workgroup” model

FUNCTIONAL WORK GROUPS

- To best fit the needs of the College, we initially identified a number of “Functional Work Groups.” There were four categories:
 - Programmatic – based on the nature of the type of student served (**developmental education, workforce development, community education, four- year college-bound, etc**)
 - Concept-based groups based on specific areas of emphasis in the original plan (**access, affordability, teaching and learning, education vital to civil society, etc**)
 - Administrative – at the district level such as **HR, IT, Financial services, etc.**
 - Groups with plans associated with one theme from the original plan (**DLDC, Sustainability Action Plan**)

THE PROCESS EVOLVED FURTHER

- Determined there were too many “functional workgroups” to support.
- The ultimate goal is to improve and perpetuate a “culture of planning” at the College.
- Support and facilitate groups who self-identified to complete plans and model a planning process that others can utilize.

PLANNING GROUPS

Academic Advising

Online Education

Teaching & Learning

Human Resources

OER

Internationalization

Developmental Education

Health Program SAC

Career Training Education (Initial discussion)

Diversity, Equity, Inclusion

Information Technology

Financial Services

Sustainability

Workforce Development

Placement

Library

Academic Master Plan

GOALS, STRATEGIES, ACTIONS

- Each Workgroup will have its own plan.
- They address appropriate elements of the six themes and environmental/institutional trends and issues.
- Plans will encompass 5 years of activity and include
 - VISIONS
 - GOALS
 - STRATEGIES – SEVERAL TO ACHIEVE EACH GOAL
 - ACTIONS – THE DETAILS, SEVERAL PER STRATEGY
 - WHAT WILL BE DONE?
 - HOW MUCH WILL IT COST IN HUMAN/FINANCIAL RESOURCES?
 - WHO WILL BE ACCOUNTABLE FOR ACCOMPLISHMENT?
 - WHAT IS THE TIMEFRAME?
 - OUTOMES?

PCC OVERARCHING ISSUES

- Culture of Scarcity
- Tendency toward silos that overlap or duplicate function
- Planning by committee without authority
 - Recommendations made, but not acted on
 - Missing leadership responsible for implementing initiatives
- Continued uncertainty about one college or four
 - Creates uncertainty, confusion and dissatisfaction among students
 - Inconsistency of services, redundancy,

WORKING ASSUMPTIONS

OUR WORK IS....

- Oriented toward student success
- At the district level – across silos
- Proposes concrete decisions and actions that are implementable
- Connects dots where connections are identified
- Is “disruptive” in that it creates change that better serves students’ learning and success
- Takes into account work that has already been accomplished and problems that have already been identified
- Takes into account additional environmental trends and institutional issues
- Models a planning process that is replicable
- Builds an internal infrastructure to support planning

DISTANCE LEARNING

- Major issues:
 - Program has grown substantially with significant instructional impact
 - Developed expertise and services to support students and faculty
 - Under-resourced – affecting quality and level of services
 - Staffing and resources have not kept up with growth
 - Major revenue center
- Planning team is developing a full 5 year strategic plan to enhance and grow the program
- Program to offer full online degrees, certificates with full student support
- Program embedded within PCC's on-ground programs

DISTANCE LEARNING VISION

Portland Community College's Online Education Strategy extends access to higher education by providing a wide range of degree and certificate completion opportunities for students to reach their educational goals through an online experience that is engaging, relevant, equitable, and student-centered. The program drives innovation with new or emerging approaches to teaching and learning, providing high quality courses and responsive, accessible, and personalized student support services. The Program blends the strengths of academic campus faculty and establishes centralized coordination and leadership in academic planning and creates a robust structure for online student services and success.

The Plan is organized around five major functional focus areas:
Academic Planning & Promotion, Academic Quality and Assessment, Student Success Services, Technology Management and Support, and Organizational Development and Resources.

OPEN EDUCATIONAL RESOURCES

- Cost of textbooks has increased 800% over the past 40 years
- Nationally, 65% of students reported not buying a textbook due to cost
- 94% were concerned that doing so would impact their grade
- OERs are shared freely on the web
 - Rapidly growing national trend
 - Save students money (Steering Committee goal to save students \$1M)
 - Enhance teaching and learning providing flexibility for instructors
 - Open Oregon program and house bill 2871 passed in 2016 session
- OER at PCC has grown substantially but resources are at a premium
 - Steering committee developing a 5 year plan
 - Needs to leverage work already done and expand OER use at the College

OPER VISION (DRAFT)

IN 2020, PCC has made an institutional commitment to providing every student, regardless of ability or need, with access to the highest quality learning materials at the least possible cost. Supported by a collaborative team of representative stakeholders, the College promotes adoption, adaptation, creation, organization and sharing of open educational resources across the curriculum. Resources are available to support creative and innovative approaches to integrating open educational resources and open practices by faculty across the College. Outreach strategies are in place to assure all college stakeholders, including students, understand the benefits of open resources and practices, and courses that use these approaches are easy to identify within the curriculum.

HUMAN RESOURCES PLAN

- Major issues
 - Under-resourced - workload has increased without increase in staffing forcing reactive stance and sub-optimal service delivery
 - Technology applications don't meet needs
 - Some services, such as effective onboarding, management training and accountability are lacking
 - Has resulted in sub-optimal reputation within the College
 - Lacks staffing resources to proactively partner with Administration to influence growth and direction of institutional culture
 - Had not developed a longer term model for development of the department
- Planning team developed a full 5 year strategic plan
- Examined HR programs at other CCs – decided to emulate the department structure and functions at Maricopa Community Colleges.

HUMAN RESOURCES VISION

Portland Community College's Human Resources Department is a valued and innovative partner, establishing the College as an employer of choice through recruitment, selection, classification, compensation, and marketing strategies to hire and retain a highly talented, diverse, and inter-culturally competent workforce, and supporting employee growth and development through policies and procedures that reflect best practices, are easily accessible, known, transparent, and repeatable.

The Plan is organized around four major functional focus areas: **Administrative Services, Solutions, Employee and Organizational Development, and Innovation, Strategy and Planning.**

TEACHING AND LEARNING

- Oregon CC organizational climate for innovation average or below average – also applies to PCC (survey research by Tanya Batazhan)
- Identified needs identified by survey participants:
 - Leadership practices that promote a sense of being valued for innovation
 - Resources and support to pursue innovative projects and progressive curricula
 - System of rewards for innovative work
 - Resources for professional development of faculty
 - Leaders who foster learning communities, germination of innovative projects, engage faculty within and across disciplines
- Teaching and Learning Centers
 - Under-resourced and campus-based
 - Coordinator group formed and developing a 5 year strategic plan that is district level
 - Developing a Center for Innovation and Teaching Excellence (CITE) around models such as Valencia, The Washington Center at Evergreen and other learning community models
 - Signals a shift in organizational culture – similar to DEI model in use now

TEACHING AND LEARNING VISION

In 2020, PCC has a culture of teaching excellence, which enhances collegiality, fosters continuous improvement, and drives innovation, all focused on student success. A Center for Innovation and Teaching Excellence (CITE) coordinates and facilitates support for all PCC Faculty and Academic Professionals to achieve teaching excellence and improve student learning outcomes. CITE directs and coordinates the work of centers on each of the campuses. PCC's learning-centered culture is supported and maintained through dedicated college resources and deep faculty involvement in individualized professional learning opportunities and development that align with the college's mission and strategic plan.

ACADEMIC ADVISING ISSUES

- 2014 AACRAO Study:
 - “Effective and broadly available academic advising is a key component for improving retention and completion”
 - “While PCC is a single college, the current advising model is more closely aligned with a multi-college model
 - Each campus has its own permutation of general advising
 - Specialized advisors vary across campuses in practice and human resource equity
 - PCC students do not stay on one campus – leads to inconsistency, confusion, redundancies”

ACADEMIC ADVISING ISSUES

■ 2014 AACRO Recommendations:

- **Conduct comprehensive analysis of operational differences and similarities of the current college-wide advising practices.**
 - Establish a common core of advising practice that is aligned with student learning outcomes and with a standard advising model deemed appropriate for PCC.
 - Reduce advising titles and job descriptions; align responsibilities with common core of practice.
 - **Choose a single existing technology resource for advisors to record student contact and recommendations/notes.**
 - Require use by all advisors.
 - Develop comprehensive training and resource guides for technology tools, practice standards, and advising philosophy.
 - Require routine training and periodic refreshers for all advisors.
 - **Standardize academic advising resources across the college including:**
 - Human resources.
 - Appointment scheduling options (e.g., web, phone, in-person, etc.).
 - Appointment modality options (e.g., in-person, chat, email, etc.).
 - **Formalize and empower the Academic Advising Council to serve as an advisory council to administration on academic advising issues and practices.**
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- **Program has been studied over the years – most recently by the Advising Process Review Leadership Team**
 - **Proposed 8 recommendations that are essentially those made by AACRO – discussed at a recent summit.**

ADVISING

Recommended Vision and Focus Areas

IN 2020, the PCC Academic Advising Program is guided from the district level, has implemented best practices in evidence-based advising, and is integrated across the college through the strategic use of technology for maximum student access, connection, and achievement. The Advising Program provides consistency, accuracy, and excellence with the student its the center.

- Focus Area Recommendation: Move Academic Advising to the District Level
- Focus Area Recommendation: Design and implement district-wide advising practices and services
- Focus Area Recommendation: Technology Support for Advising

OTHER PROGRAMS

- Health Program SAC – designing 5 year plan for program enhancement
- Internationalization – beginning work on 5 year plan
- Career Training Education (Initial discussion, possible planning session in the fall)
- Developmental Education (reading and writing – initial discussion)
- IT (Collaboration to identify areas of information technology needed to support the College)

PLANNING INFRASTRUCTURE

- Institutional Planning process
 - Scanning and strategic issue identification
 - Visioning and planning process model and templates
 - Planning support across the College
- Institutional Planning Capability
 - Office of Strategic Planning
 - **Functions:** Continuous Scanning, Overarching Institutional Vision and Planning, facilitate and support individual program plans focused on institutionally defined measures of achievement.
 - Director of Strategic Planning
 - Define Office organizational structure.
 - Aligned with organizational development, finance and budgeting

STRATEGY PRIORITIZATION/FUNDING

- A process for prioritizing and supporting strategies and actions is a necessary component of the plan.
 - A subcommittee of BPAC has designed a prioritization process to:
 - Define prioritization criteria;
 - Recommend funding levels and timing.
 - Issue RFPs for funding
- The annual budgeting process should be linked to planning with:
 - Funding for strategy start-ups in future years;
 - Refined budgeting process to assure funding to carry successful strategies in subsequent years.
 - Continuous Environmental Scanning

FUNDING PROCESS CONSIDERATIONS

- Proposal(s) Input from:
 - Strategic plan consultant groups
 - PCC Community (other)
- BPAC Sub-committee initial review, screening
- BPAC review and recommendations to Cabinet
- Cabinet recommendations to President
- President recommendations to PCC Board
- Board reviews:
 - Criteria: \$100K+, College-wide, strategic

PROPOSAL APPLICATION

Strategic Plan Funding Survey

5.11.16

Survey Questions

- What division, department, committee, group or council will be accountable for the implementation of this proposal?
- Has this proposal been discussed with stakeholders, a signature authority and/or supervisor? If so, please provide names of stakeholders and explain their level of support.
- Please list any other group, committees, departments, councils with whom you are working on this proposal, if any.
- Please provide a description of your proposal. Include why it is important, who will benefit and what are the intended outcomes. Please reference the Strategic Plan where relevant.
- Amount requested (minimum \$20,000)
- What type of funding? (one time, ongoing, both)
- In what way/s will your proposal contribute to the sustainability organizationally and/or environmentally?
- What is the operational impact of implementing your proposal? For example, will you need additional classroom space, special equipment, technology or IT support, etc.
- Please provide a sense of the current status of your proposal. For example, is this a new proposal? Is it ready to launch? Are you needing additional funds to complete a proposal?
- What assessment/evaluation tools will you use to determine the progress and/or success of the implementation of the proposal?
- What is the impact of NOT funding this proposal?
- Grid of Strategic Themes – applicant is asked to indicate which Strategic Themes the proposal directly supports or aligns with. (limit of 3 selections)
- Is there any other information you would like to provide?

PRIORITIZATION RUBRIC

Prioritization Rubric for Strategic Planning Proposals

Department or Group Requesting: _____

Description of Request: _____

Directions: Circle the rating for each category below.

Category	None (0)	Low (1)	Medium (2)	High (3)
Student Impact (x2)	No impact on student success.	Impact on students or student success is minimal.	Request is likely to increase student success but the success metrics are unclear.	The request will have a significant impact on student success. Request supported by research.
Request linked to two of PCC's strategic plan (x2)	Not linked to strategic plan.	Low linkage to PCC's mission/goals/strategic plan.	Moderate linkage to PCC's mission/goals/strategic plan.	Directly linked to priorities/plans with strong justification.
Stakeholders have been contacted and support the proposal.	No stakeholders have been contacted.	A minimum number of stakeholders have been contacted.	Approximately half of the stakeholders have been contacted and support the proposal.	All stakeholders have been contacted and support the proposal.
Cost-Benefit System: Wide impact and positive effect on students compared to the cost.	Negligible value compared to cost.	Low value compared to the cost.	Medium value compared to the cost.	High value compared to the cost.
Data driven justification	No data provided.	Little or no data suggesting the need for or feasibility of the request.	Some data suggesting the need for or feasibility of the request.	Significant data suggesting the need for or feasibility of the request.
Measurable outcomes	No outcomes listed or no way to measure success.	Limited measures suggested for determining success of implementation.	Unclear measures suggested for determining success of implementation.	Clear measures delineated to determine success of implementation.
Impact of NOT funding the request.	No impact from not funding the request.	Limited negative impact from not funding the request.	Not funding this request would cause some negative impact to program.	Not funding this request would cause significant negative impact to program.
Equity/Inclusion	No impact on creating a just and inclusive environment at the college.	Minimal impact on creating a just and inclusive environment at the college.	Some/indirect impact on creating a just and inclusive environment at the college.	Strong, direct, impact on creating a just and inclusive environment at the college.
Column Totals				
Grand Total				

Draft: 4/28/2016

PROPOSAL BUDGET SHEET

Strategic Planning Proposal - Budget Worksheet				
Description of Request:				
Salaries:	Acct. Code	FTE	Cost	Description
Faculty Full Time	01210			
Faculty Part Time	01222			
Academic Professional-Full Time	01610			
Academic Professional-Part Time	01621			
Classified Full Time	01510			
Classified-Part Time	01521			
Administrative	01110			
Confidential	01170			
Casual	01522			
Total Salaries			0	
Fringe Benefits:				
Refer to 2015-17 Budget Manual for appropriate benefit rates per classification				
https://internet.pcc.edu/view.pcc.edu/departments/finance/budget/documents/2015-17BudgetManual.pdf				
TSA	02040			
FICA	02370			
PERS Pick Up	02130			
PERS Employer	02121			
Health Insurance	02210			
Worker's Compensation	02310			
Long Term Disability	02410			
Group Life Insurance	02420			
Employee Assistance Program	02610			
Unemployment	02710			
Total Fringe Benefits			0	
Materials, Services, Supplies:				
Supplies	02010			
Lab Supplies	03025			
Postage	03030			
Minor Equipment	02250			
Consultants and Professional Services	03371			
Publications and Periodicals	03410			
Dues and Fees	03420			
Software License fees	03430			
Printing	03523			
Contractor Maintenance and Services	02552			
Advertising	02554			
Student Support-Non-Tuition	03880			
Student Support-Tuition	03896			
Overnight Travel	03910			
Staff mileage	03920			
Non-Overnight Travel	03925			
Total Materials, Services, Supplies:			0	
Capital Outlay:				
Furniture/Fixture/Equipment	07100			
Library Books	07200			
Building Improvements	07310			
Total Capital Outlay				
Total Cost			0	
Organization Code Number				
Program Number				