

CONSULTANTS

- Ian Symmonds & Assoc.
- Sonali Balajee

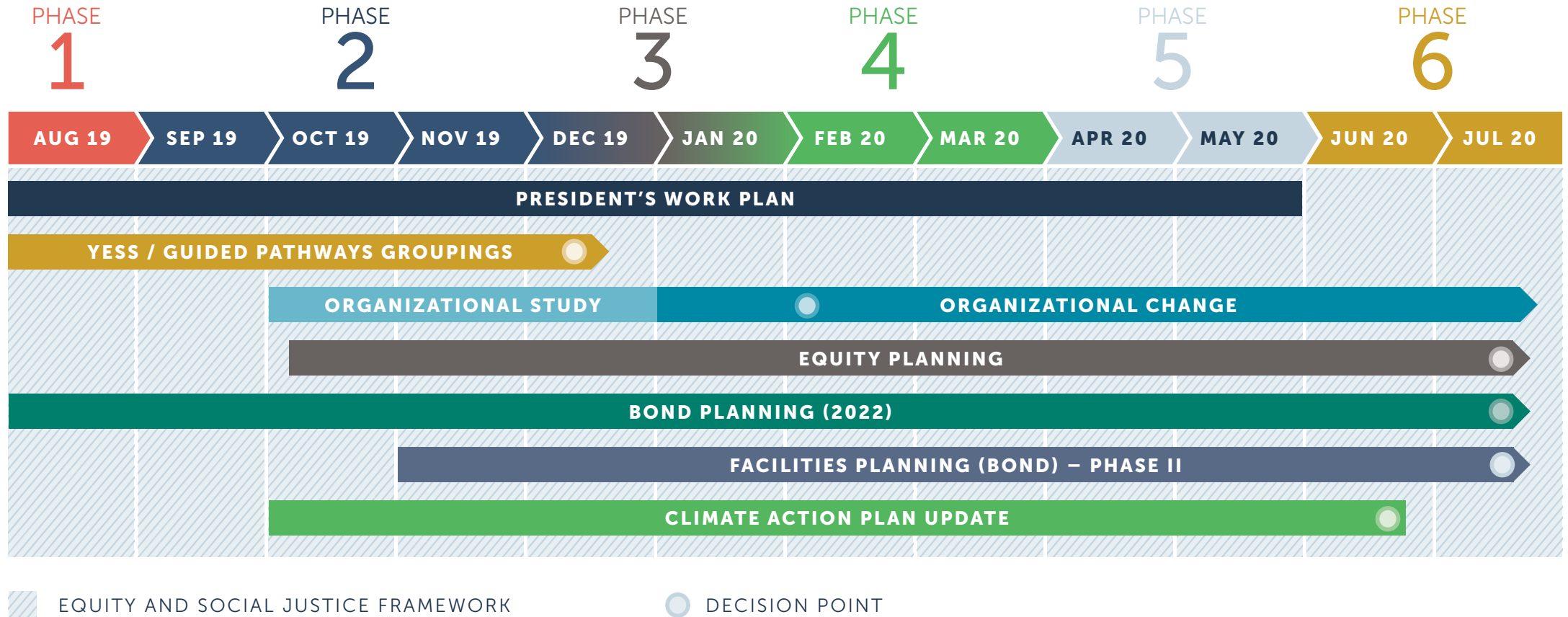
CORE PLANNING TEAM

OBJECTIVE

To complete a social justice- and racial equity-led collaborative, research-based strategic planning process, identifying core strategies and objectives for the future, and the plans to fulfill them, for Portland Community College.

TIMELINE

- 5 year plan—10 to 20 year vision



PHASE ONE: Pre Planning

Goals:

- a. Core Planning Team (temporary)
- b. Create dates, schedule, establish steering committee
- c. Integrate equity into planning process, including outcomes and outputs
- d. Build steering committee capacity, cabinet - to apply equity throughout project

Progress:

Core Planning Team (8-10) regular meetings Aug-present to accomplish a-c

Basecamp: communication, planning & research

Process developed, implemented to select Steering Committee; members chosen, notified

Applying equity throughout project: Equity & Empowerment Analysis Guiding Questions

Website

Creation and Evolution of Equity & Empowerment Guide



At Portland Community College, we are committed to a culture of diversity, equity and inclusion. As part of this commitment, we ask that you "Take 5" and consider the lens of critical race theory as you make decisions on behalf of PCC. The five themes that form the basic perspectives, research methods, and pedagogy of a critical race theory in education include:

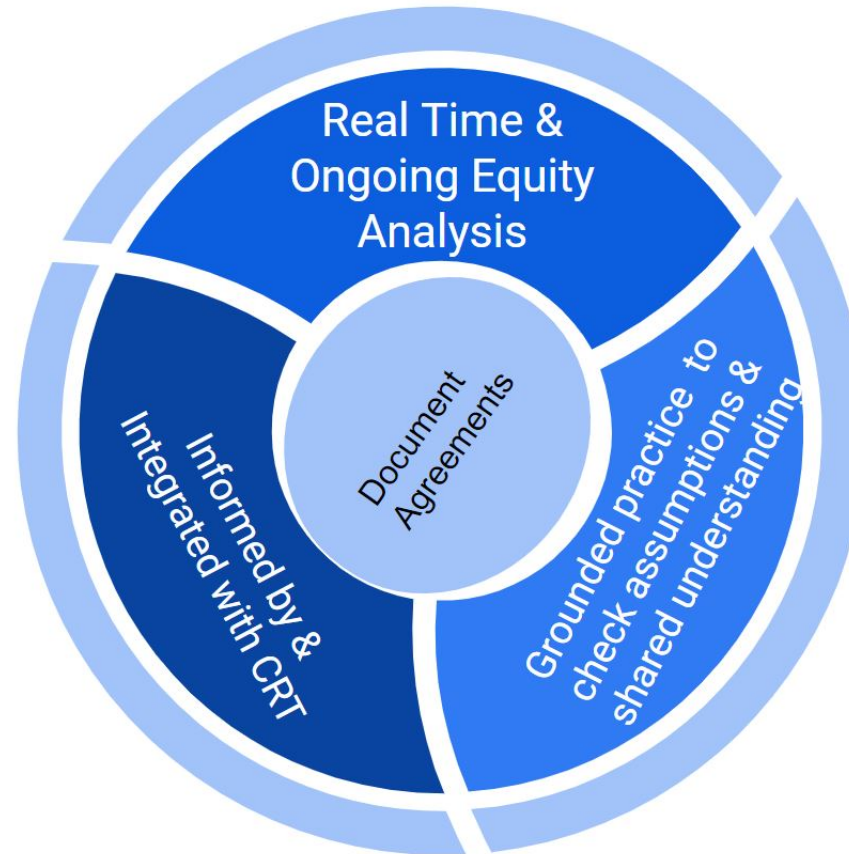
- 1 The centrality and intersectionality of race and racism.**
CRT asserts that racism is a permanent component of American life.
- 2 The challenge to dominant ideology.**
CRT challenges the claims of neutrality, objectivity, colorblindness, and meritocracy in society.
- 3 The commitment to social justice.**
CRT is a framework that is committed to a social justice agenda to eliminate all forms of subordination of people.
- 4 The centrality of experiential knowledge.**
CRT asserts that the experiential knowledge of people of color is appropriate, legitimate, and an integral part to analyzing and understanding racial inequality.
- 5 The interdisciplinary perspective.**
CRT challenges historical inaccuracies and the undisciplined focuses of most analyses and insists that race and racism be placed in both a contemporary and historical context using interdisciplinary methods.

 **Portland Community College**
Office of Equity & Inclusion

Critical Race Theory Decision Making Toolkit

2019/12/19

Take 5 CRT Litmus Test



Equity Consultation for Phases 1 and 2 of Strategic Planning Process

5 P's Worksheet



PURPOSE

PEOPLE
Who is positively and negatively affected by this issue and how?
How are people differently situated in terms of the barriers they experience?
Are people transnational/transcultural by your issue/decision area?
Consider physical, spiritual, emotional and contextual effects

PLACE
How are you/your issue or decision accounting for people's emotional and physical safety, and their need to be productive and feel valued?
How are you considering environmental impacts as well as environmental justice?
How are public resources and investments distributed geographically?

ISSUE/DECISION

PROCESS
How are we meaningfully including or excluding people/communities of color who are affected?
What policies, processes and social relationships contribute to the exclusion of communities most affected by inequities?
Are there empowering processes at every human touchpoint?
What processes are institutionalizing and how do we improve them?

POWER
What are the barriers to doing equity and social justice work?
What are the benefits and burdens that communities experience with this issue?
Who is accountable?
What is your decision-making structure?
How is the current loan, policy, or program shifting power dynamics to better integrate voices and priorities of communities of color?

Equity and Empowerment Lens

 **Multnomah County**
Office of Diversity and Equity

Revised March 24, 2014

PHASE TWO: Gather Information

Goal Organization-wide equity, belonging-based engagement through quantitative and qualitative input mechanisms. Engage participants in thoughtful dialogue about PCC's future.

Progress:

Listening Sessions (qualitative)

- 49 sessions, 400+ participants (may do 1 or 2 more)
- PCC staff, faculty, Board members, students, external community, various groups
- Discussion:
 - College strengths & weaknesses
 - Environmental opportunities & threats
 - Barriers to achieving our mission
 - Strategic priorities (guide future decisions 5-10 yrs)
- Initial patterns: housing, climate change/sustainability, nimble responses, equitable student services
- All inclusive survey January 2020

- **PHASE THREE: Analysis**
- **Goal** Review and analyze all data collected through an equity-and justice-based lens.
- [Basecamp Log In](#)
- <https://www.pcc.edu/strategic-plan/>






camp

Home Pings Hey! Activity My Stuff Find

PCC (Portland, OR)
**Portland Community College • project
management**



Campfire

-  Ian Symmonds 7:57pm
New 2-Year Degree Promise
-  Ian Symmonds 7:57pm
Tracker: College and unive
-  Ian Symmonds 10:40am
Good morning team. Just a ...
-  Ian Symmonds 10:41am
good Friday... :)
-  Ian Symmonds 10:42am
And special thanks to Tenzi...



Message Board

-  ISA Closed 12/20 - 1/5
Announcement/Reminder
-  TC Steering Committee
Schedule 1
-  From Sylvia...
<https://www.brookings.edu/wp>
-  From Sylvia
<https://www.cupahr.org/issue/f>
-  From Sylvia...
Hello all, we have received a 4

To-dos

- Equity & Empowerment in
Strategic Planning Process |
Our Tools**
- ☐ Comment or add
leads/stakeholders to the Roles &
Responsibilities Charter  Nov 20
 - ☐ Finalize the Equity &
Empowerment Analysis Guiding
Questions  Oct 30

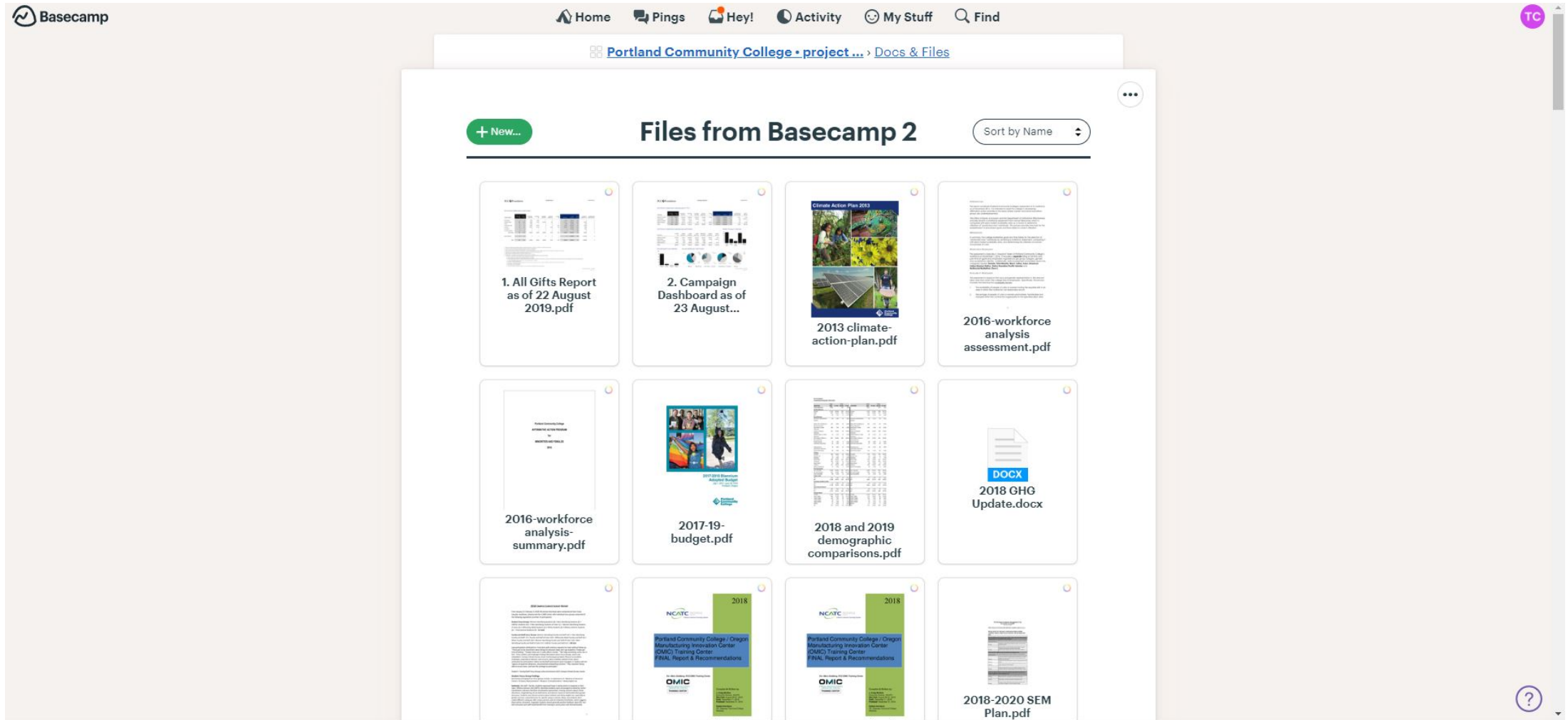
Schedule

-  **Fri, Dec 20**
PCC Core Group Meeting 
3:00pm - 5:00pm
-  **Jan 7, 2020**
PCC Steering Committee 
Sylvia/Mark/Ian meeting 
10:00am - 11:00am
-  **Feb 6, 2020**
PCC Steering Committee 

Docs & Files



Project Activity



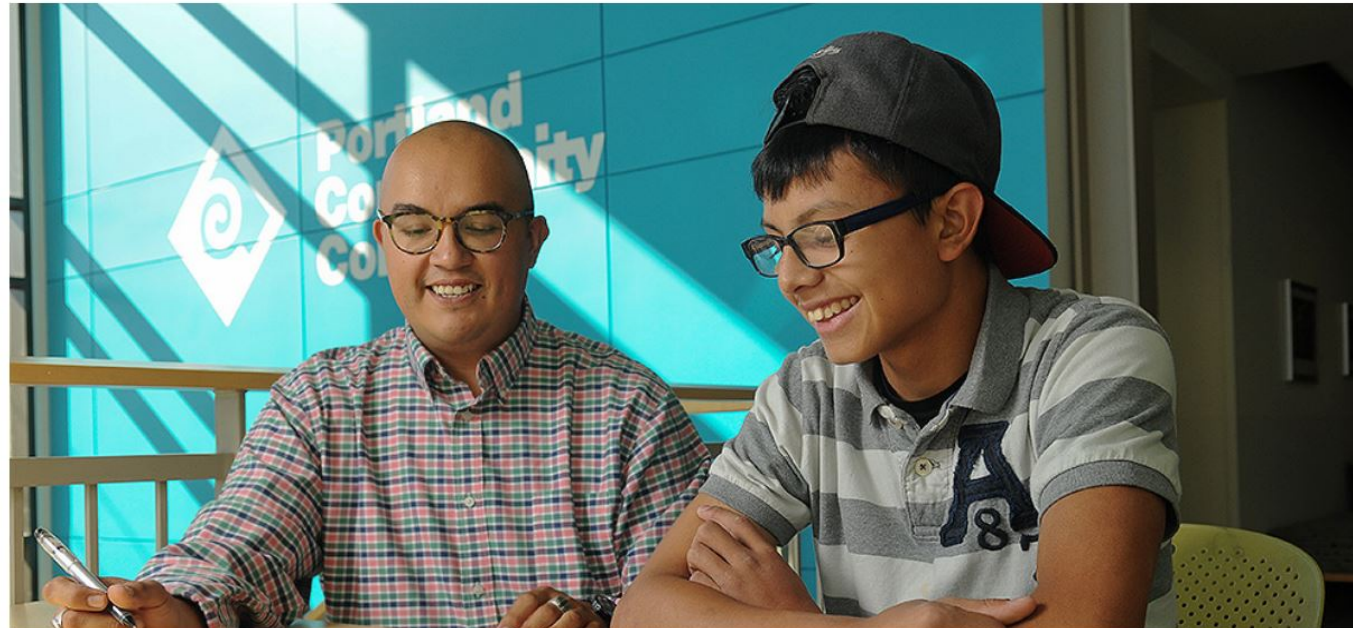
The screenshot displays the Basecamp web interface. At the top, the Basecamp logo is on the left, and navigation links (Home, Pings, Hey!, Activity, My Stuff, Find) are on the right. A purple 'TC' icon is in the top right corner. Below the navigation bar, a breadcrumb trail shows 'Portland Community College - project ... > Docs & Files'. The main content area is titled 'Files from Basecamp 2' with a '+ New...' button on the left and a 'Sort by Name' dropdown on the right. A grid of 12 file thumbnails is displayed, each with a title and a preview image. The files are:

- 1. All Gifts Report as of 22 August 2019.pdf
- 2. Campaign Dashboard as of 23 August...
- 2013 climate-action-plan.pdf
- 2016-workforce analysis assessment.pdf
- 2016-workforce analysis-summary.pdf
- 2017-19-budget.pdf
- 2018 and 2019 demographic comparisons.pdf
- 2018 GHG Update.docx
- 2018-2020 SEM Plan.pdf

At the bottom right, there is a question mark icon in a circle.

<https://www.pcc.edu/strategic-plan/>

Strategic Planning, 2020-2025: Discovering New Possibilities



It is difficult to take a cold and dispassionate look at our current predicament. Our instinct is to make the best of it and to rationalize any frustration we have... We tend to keep on doing what we are currently doing, and perhaps more of it...The first act of courage, then, is simply to see things as they are. No excuses, no explanations, no illusions of wishful progress...Facing the harsh reality has several benefits.

Peter Block, The Empowered Manager

PHASE FOUR: Strategy formation

Goal Steering committee focuses on meetings 2x per month, four hours each time, on developing equity-based strategies and action plans, and bringing it all together.

PHASE FIVE: Develop Action Plans

Goal Steering committee focuses on meetings 2x per month, three hours each time, on developing strategies, action plans, and bringing it all together.

PHASE SIX: Bring it All Together

Goal Steering committee focuses on meetings 2x per month, four hours each time, on developing strategies, action plans, and bringing it all together. Special emphasis on putting forward ideas on the necessary structures and processes that will build accountability to and participation in the plan, internally and externally.

PARTICIPATION

- Internal, external, Board
- Core Planning to Plan Group
- Survey, listening sessions
- Steering Committee (12–15....20-25)
- Work Groups (priorities)
- Board role (listening sessions, priority work groups, regular reports and discussion, decision points, final approval)

PARTICIPATION

Consensus in strategic planning.....

Is not:

- a fixed, final, unchangeable conclusion
- a logical deduction from data
- focused on old assumptions
- conclusions that are popular with group
- process that leaves people exhausted by struggle to reach action
- acceding to the most vocal individuals

Is:

- a working conclusion at a point in time
- an intuitive leap from data
- focused on new possibilities
- conclusions group sees as necessary
- process that leaves people enlivened and motivated by agreement
- eliciting the best wisdom from the group

OUTCOMES

- Common vision
- Strategic goals as part of a college-wide plan
- High-level, prioritized initiatives
- Objectives, Action Plans
- Accountability and measurable outcomes
- External community input, many voices

The strategic end is born with the tactics with which it is pursued.

Aidan Kavanaugh