



Portland Community College

Executive Level Leadership Development
PCC Board Briefing
June 20, 2013

Business Case

Nationally -

- Leadership turnover predicted - 75%
 - Shortage of qualified leaders
 - Competition for talent
 - Barriers to advancement
 - Planning is a priority for sustainability and institutional effectiveness
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Approach

- Start with top 3 levels
 - Determine core competencies needed now and for the future
 - Research best practice and 'crucible experiences'
 - Build the bench – leadership pipeline
 - Identify and mitigate barriers
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Best Practice

- Commitment from Board & Execs
 - Identify key positions
 - Identify leadership competencies
 - Identify potential candidates – create developmental plans
 - Create applied leadership opportunities
 - Assess effectiveness of programs
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Conclusions

- Formula for leadership development = planning, training, mentoring, experience
- PCC has strong framework of leadership development programs in place
- Given potential for turnover, need to accelerate development of leadership pipeline

Recommendations

- Structured developmental planning
 - Small scale – pipeline for executive level positions
 - Create developmental plans & coaching
 - Assess results
- Leverage current leadership programs
 - Execs support and provide visibility
 - Link applied learning to organizational strategy
 - Expand support for conferences
 - Participate in external exec development programs (limited)

Next Steps

- Further discussion with Cabinet
- Create developmental plans, coaching and training to build the leadership pipeline