

PORTLAND COMMUNITY COLLEGE - BOARD OF DIRECTORS
12000 S.W. 49th Avenue - Portland, OR 97219

MINUTES
BOARD OF DIRECTORS PLANNING SESSION
Century Hotel, Tualatin, Oregon
September 1, 2004

BOARD ATTENDANCE

Present:

Dana Anderson, Norma Jean Germond, Jaime Lim, Doreen Margolin, Karen McKinney, Bob Palmer, Harold Williams

CALL TO ORDER

The business meeting was called to order by Chair Anderson at 1:50 PM.

APPROVAL OF THE AGENDA

The agenda was approved as published.

PLANNING SESSION

Announcements

President Pulliams announced a grand opening ceremony planned at Rock Creek Campus for Building 9 at 10 AM on September 24.

Enrollment for Summer Term appears to be about 150 FTE less than last Summer Term and enrollment for Fall Term is up about 200 FTE over last year. Staff are hoping that trend continues.

National, State, Regional and District Trends and Demographics

The President reviewed eight national trends affecting community colleges identified by the Association of Community College Trustees. They include global trends, shifts in demographics, social and work-related trends, science and technology trends, economic trends, and business and government trends.

Susan Bach, Director of Institutional Research, reviewed district population and student trends for 1999-2000 (the most current available).

Director McKinney asked if there is a way to look at where future growth is going to be in the district, based on areas Metro has asked to have added to the Urban Growth Boundary and where industry will be growing throughout the district. President Pulliams noted that this is the beginning phase of a planful look over the next couple of years at

population growth and the possible need for a new comprehensive campus, how to deliver services, and provide accessibility. The President thanked Susan Bach for all the hard work she and her staff did in providing this data.

President Pulliams outlined the overarching principles and six strategic initiatives identified by executive staff to be used in planning during the coming year. Dr. Guy Sievert, Vice President, Academic and Student Services, presented an update on the Educational Master Plan and Dr. Nan Poppe, Campus President, Extended Learning Campus, reported that since the Fall term schedule was mailed, enrollment for community education classes has increased.

Director Germond asked if people in the community are realizing that prices are increasing for everything and feel it is fair to increase tuition for community education classes to keep pace with costs. Dr. Poppe stated that lower income community members are those most affected by price increases, and this affects the community service mission. Community education is in a two-year phase-in to becoming self supporting, and as the economy bounces back, it is hoped that it will soon become completely self-supporting. The mailing of the Fall Term schedule is expected to have a dramatic impact on community education enrollment.

Director Margolin asked whether community colleges coordinate course numbering with four-year institutions so it is easier for students to transfer. Dr. Sievert said that PCC coordinates course numbers with those used by the universities in the Oregon University System.

Dr. Poppe reported on workforce development improvements that can be made to services provided to business owners to stimulate economic development. The idea is to have one phone number a business owner can call to discuss their needs, and the College will have a Broker who will arrange services to fit their specific needs. Director Germond asked if advisory committees are actively involved in this program. Dr. Poppe said PCC will get input from professional technical advisory committees already in place so that either credit or non-credit services can be provided. Director Lim noted that many employees are limited in their ability to get good jobs by lack of sufficient English skills; there needs to be a way to accelerate the learning curve. Dr. Pulliams acknowledged that the College recognizes this need and is working to meet it. There was discussion about the need for a Corporate college to meet the business community's needs and the possibility of centralizing that function at the Central Workforce Training Center in the future.

The President reported that a key focus will be to push for stable state funding for operating funds. There does not appear to be any possibility of additional funding coming from the state, so the President is asking the Grants Office to find more creative avenues of resource development in both the private and government sectors. The President has reorganized the Public Affairs Department (now called the Department for Institutional Advancement) to include the Grants Office so the Grants Office staff can work closely with the PCC Foundation in fund raising efforts. At the next PCC Foundation board meeting President Pulliams plans to ask the Foundation Board to

restructure itself to shift the focus more directly to fund raising. The Foundation Board needs to promote itself to the community and find ways to identify members of the community who can support the College financially. The President will present a plan to the Board in several months outlining the restructuring of the Foundation Board and plans for a capital campaign. The Foundation has been tasked with the goal of raising \$500,000 during FY 2004-05. This will be an important discussion as we talk about access and affordability and the increased need for scholarships. Director McKinney suggested that PCC staff could gather ideas from some of the large community colleges that are successful in raising large sums of money, such as Maricopa and Miami Dade Community Colleges. The President agreed, and also suggested creating an updated list of all PCC alumni and starting an alumni association. The Foundation has a golf tournament planned that is generating a lot of interest and will help build community awareness.

The President plans to step up efforts to increase the diversity of the PCC workforce so that it reflects the diversity of the communities that the College serves. He sees this as a service and equality issue and plans to step up diverse hiring, especially in the faculty ranks. He has asked Sylvia Welch, Director, Affirmative Action, and Jerry Donnelly, Director, Human Resource Management, to prepare seven strategies that will especially focus on diversifying the workforce. Jerry Donnelly outlined several ideas that his department is working on to eliminate barriers in the hiring processes. Sylvia Welch said that departments need to take ownership and accountability and let the rest of the institution know that diversity is important to the institution. The Human Resource Department started a pilot program to assist applicants in applying for a job at PCC and show them what is needed to be considered for a job at PCC.

Mr. Donnelly introduced Dr. Susanne Christopher, who will be serving as the Staff Development Coordinator for the next year. She is a faculty member who will be on full-time release for one year to work on improvements to the staff development program. Alice Jacobson is also working on a *Grow our own* program, which is a mentorship program to develop individuals already in college at the community college, undergraduate, or graduate level who are interested in a career teaching at a community college.

The President discussed enrollment management as the concept of a system that starts with the marketing of the College to the community and ends with graduation and placement of the student in a job, and everything that happens in between. Staff are looking at ways to manage the whole process more intentionally, keep students more engaged in the process, and continually remind them of their goals so they will remain motivated to reach their goals. That is what retention is all about. Dr. Sievert will be working with a district-wide team to take a look at what PCC can do to improve enrollment processes so treatment and activities will be uniform across the district. The team will also look at ways to improve retention and suggest ways to meet the goal of having the loss of a student mean something significant to the staff. It is important to have a solid, purposeful enrollment management plan regardless of whether enrollment is increasing or decreasing. A well-defined marketing plan will also become part of the enrollment management plan. Michael Dembrow, President of the Faculty Federation,

asked if we have a sense of what factors are causing students to drop out and if there are things that staff could have control over to increase retention. Dr. Sievert said that PCC has become a member of a national clearinghouse that can take a list of students who have left PCC and compare it against lists of students at other colleges and universities to see if students have transferred to other institutions or have just dropped out. The College will be working to collect information on why students leave to help understand retention issues. Dr. Bill Christopher, Campus President, Rock Creek Campus, pointed out that helping students feel connected through staff interest, student activities, etc. is known to improve student success. Dr. Algie Gatewood reported that one successful strategy used where he previously worked was to assign informal mentors to students identified as not having a high probability to succeed. This helped the student feel connected and cared about, and those students went on to be very successful. Another way to connect with students is through well-supported sports programs and other activities targeted towards a younger demographic.

President Pulliams reminded board members that the majority of college resources are invested in the staff and the College needs to step up that investment through training to bring staff along. This will give staff leadership opportunities that will help address some of the issues discussed earlier. Susanne Christopher, as mentioned earlier, will be working for the next year to lead the staff development effort. A large Staff Development Taskforce was created last year by Interim President Berger to get a sense of what is happening at PCC district-wide in staff development in the broadest definition (training, professional development, and organizational development). The Taskforce made some recommendations and her job during the next year will be to follow up and implement those recommendations.

Another part of her job will be to focus and coordinate the resources the College already has invested in staff development to provide consistent activities that match the strategic initiatives of the College. Other goals are to match training activities to the needs of different staff groups and provide information on career development options at PCC for staff. Ms. Christopher reported that a consultant has been hired to conduct six six-week training sessions on Effective Leadership Training for administrators, and additional leadership training is in the planning stages. Another component of leadership development is identifying what it is the College really expects of managers, what the College values, and how those expectations will be measured.

Campus Reports

Cascade Campus

Dr. Gatewood reported that he has found the campus climate to be extremely positive and staff are very interested in moving forward to serve the community. From his meetings with community leaders, he has found two common denominators in all the comments about PCC: the community has high regard for the College, and there is strong support for the campus. Dr. Gatewood asked staff to prepare a list of all the partnerships between Cascade Campus and community groups and found there are over 70 partnerships, which indicates that the sense of community is spilling over from the community into the campus.

Dr. Gatewood announced the grand opening on October 20 from 3:00 to 5:30 PM for three of the new bond construction buildings - the Public Service Education Building, the Physical Education Building, and the Technology Education Building and invited everyone to attend.

Several weeks ago Dr. Gatewood had the opportunity to meet US Deputy Secretary of Education Hickock, who presented him with a check for \$745,513. These funds will be used for several programs. The first is for the Teacher=s Assistant program. Teacher=s assistants are now required to have an Associates Degree and many do not, so these funds will be used to help 100 teacher=s assistants per year for the next five years acquire the necessary degree. Funds will also be used to expand the Allied Health program and enhance the labs, which has already led to increased enrollment in those programs for Fall Term.

A TRIO grant is underway to help 160 underprivileged, first generation, minority students per year, and a FAFSA (PELL) grant day will be hosted by the Financial Aid staff to assist potential students in completing the intimidating applications for these grants. Hopefully this will open the door wider for students without the resources for a college education.

Rock Creek

Dr. Bill Christopher reported that the Rock Creek Campus is growing and serving the local community and has a specific geographic identity. Students from the Forest Grove, Farmington, and Rock Creek communities make up 42% of the student population of the Rock Creek Campus. The statistics also show an increasingly younger demographic in Washington County. With this younger demographic, it is guaranteed that Rock Creek Campus will grow, so it will become increasingly important to provide access. Staff need to investigate locations throughout Washington County that will serve major centers of population and provide access to students with transportation issues.

The current Rock Creek Campus Master Plan has expired, so staff will be looking at incorporating those kinds of components as they develop the next Master Plan that will make the campus the center of the community and create support for the College for future bond measures.

Extended Learning Campus

Southeast Center

Dr. Nan Poppe said that all the staff and students are full of joy over the new Southeast Center and are really enjoying the stunning new buildings.

The population around Southeast Center grew by 10%; the percentage of people of color doubled; and the percentage of adult non-English speakers tripled. 40% of adults in the community have a high school education or less, so this is a community with lots of potential. Lower division transfer sections were increased by 30% and all classes are filled. Southeast Center is totally maxed out space-wise during prime class times.

The College has fulfilled the promise it made when promoting the bond measure that a student would be able to complete their first year of lower division transfer for an AAOT during the daytime or evening. ESL classes have also been added to fill the community needs and space is made available to community groups for classes on the weekends.

Southeast Center can not grow any more until some infrastructure needs are filled in student support services and additional faculty are hired. Staff are checking into alternative delivery courses as a solution to the space issues. There is enough land at the new Southeast Center to site several new buildings and a parking structure.

Extended Learning Campus

Dr. Poppe is seeing a lot of benefits from the merger of the Rock Creek and Cascade Open Campuses. They are working on making non-credit and continuing education classes self-supporting and still have a little way to go. There are two very important initiatives that the Extended Learning Campus staff will be focusing on district-wide. They are continuing efforts around basic skills for pre-college students, and K-12 initiatives for students who do not see themselves as college material. Blending senior year courses and college courses seems to make a lot of sense and will help keep students involved and encourage them to continue on to college.

Sylvania Campus

Dr. Paul Hill said that there has been a real spirit of cooperation between the campuses to the best benefit of the institution and it has been very exciting.

The Sylvania Campus received an Upward Bound grant this summer to host 50 first generation at-risk Latino students who spent five weeks at the Sylvania Campus and one week in residence at Portland State University.

There are four remaining Afrozen faculty positions from FY04 budget reductions and Sylvania campus administrators plan to reinstate those. The resources for those positions are dependent on Fall Term enrollment and they are working hard to make that happen.

Administrators have been working on changing attitudes about student success. The new theme is ABuilding Success One Relationship at a Time which touches on relationships with students, each other, and our community. This theme has generated several activities, including exploration of a health care partnership between PCC, Chemeketa Community College, and Mount Hood Community College and the Oregon Hospital Association to look at how they can work together to expand health care programs.

Sylvania staff are actively pursuing partnerships in Newberg to support the 58% growth in the Newberg/Tualatin/Sherwood area during the 1990-2000 census. An expanded presence in Newberg is planned for Winter Term and there are plans to offer the first year of an Associates degree in a safe and welcoming environment.

Staff are pursuing a partnership with Portland State University in the creative design industries. Classes in interior design, graphic design, and architectural drafting are booming as Portland becomes known as a design center in the industry.

There are many small businesses in the local community around the Sylvania Campus that need business training, and staff are working with business owners to identify those needs so they can bring them together and provide them assistance.

The Sylvania Campus Master Plan has been completed, so there can be no further expansion on the campus, which is why future expansion will be towards Newberg and other physical locations.

Accreditation Update

Dr. Sievert reported that the Accreditation Steering Committee has been working on self-study activities. On September 16 all 12 Accreditation Steering Committee subcommittees are meeting to combine their recommendations and then the Steering Committee will make decisions on which recommendations to forward to the President for consideration. By the end of September a draft report on each Standard, including recommendations, will be ready for the college community to interact on to see what may be missing. There will be a report to the Board this Fall, and at the January work session there will be a review of the recommendations before the report is sent to the Accreditation Commission. The service districts are in great shape and we will not have the same problems with them that were encountered during the last accreditation.

President Pulliams said that as district-wide directions are defined they will be shared in writing with the Board, including strategic directions and actions identified to support those directions. He acknowledged that even though Vice President McEwen and Associate Vice President Chung did not give presentations, they have been an integral part of this planning process. These new plans may call for redirecting resources from within the institution which may require some hard decisions in the future. President Pulliams also acknowledged the work Associate Vice President Riester has done overhauling the Distance Learning Programs and Library and Media Services. He also acknowledged the services of Jan Coulton, Susan Bach, and Judy Schwartz in facilitating the work of the Board. The President said that he will be meeting with faculty, staff, and planning committees in the fall to get their reactions to these ideas and he will share those.

Chair Anderson reminded Board members of Fall Inservice on September 20 and encouraged as many Board members as possible to attend. She also thanked staff for all their hard work in making this a productive planning session.

ADJOURNMENT

There being no further business, the meeting adjourned at 5:35 PM.

NEXT MEETING

The next meeting of the Portland Community College Board of Directors will be held on September 16, 2004 at 7:30 PM in Building 9, Room 122 at the Rock Creek Campus.

Chair Anderson

President Pulliams

Prepared by:

Judy Schwartz
Assistant to Board of Directors

Minutes approved on September 16, 2004