

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

MINUTES

BOARD OF DIRECTORS BUSINESS SESSION AND PLANNING SESSION
Sylvania Campus, Board Rooms A/B
August 28, 2009

BOARD ATTENDANCE

Board Members Present:

Denise Frisbee, Jim Harper, Deanna Palm, Gene Pitts, David Squire, Harold Williams

CALL TO ORDER

Chair Williams called the business meeting to order at 9:05 AM.

APPROVAL OF THE AGENDA

The agenda was approved as published.

SWEARING IN NEW VICE CHAIR

Chair Williams asked for nominations for Zone 7 Director to serve the remainder of the term vacated by Director McGlasson. Director Frisbee nominated Deanna Palm. The Board voted unanimously for Ms. Palm to fill that position. President Pulliams administered the oath of office for Ms. Palm. He then administered the oath of office as Vice Chair for Director Squire since he was not in attendance at the July 16 Board meeting when he was elected Vice Chair.

INFORMATION SESSIONS

Update on American Graduation Initiative

Dr. Preston Pulliams, District President

Dr. Pulliams said the American Graduation Initiative, announced by President Obama in July calls for 5 million additional community college graduates by 2020, will create the Community College Challenge Fund; fund innovative strategies to promote college completion, modernize community college facilities, and create new on-line skills laboratories. Dr. Pulliams said the American Association of Community Colleges (AACC) is asking community college Boards of Directors nationwide to demonstrate support of this initiative through adoption of resolutions. Dr. Pulliams noted that a copy of the AACC Resolution is attached to Resolution 10-014 that if passed would be seen as supporting the American Graduation Initiative. He added President Obama recognizes the value of community colleges in retraining people to go back to work and that the Federal

Initiative would provide substantial financial support to community colleges to achieve that purpose.

College Updates

Dr. Preston Pulliams, District President

Dr. Pulliams said the upcoming PCC Foundation Golf Tournament would be held September 24 at Huron Lake Golf Course noting that 13 new corporate sponsors have signed on with over 60 participants. It is anticipated the tournament could raise over \$90,000 for scholarships. Dr. Pulliams also noted that on September 9 the Tobacco Free District Policy would begin. President Pulliams announced the College has received two large grants; Worksystems, Inc. awarded \$675,000 to expand PCC's existing Workforce Center and the US Department of Education granted \$720,000 to provide affordable full-time, part-time healthcare for academic support and will provide funding for expansion of childcare facilities for the Rock Creek, Cascade, and Sylvania Campuses.

PUBLIC COMMENT ON AGENDA ITEMS

None

PUBLIC COMMENT ON NON-AGENDA ITEMS

None

BUSINESS MEETING

Director Harper proposed approval of Resolution 10-014. The motion passed unanimously.

ADJOURNED BUSINESS SESSION AND CONVENED PLANNING SESSION

Planning Session - Facilitated by Vicki Willis

Working together as a Board

Board members remarked that although individual board members bring different perspectives and experiences they work together with respect and collegiality to reach consensus on a wide variety of issues in a process that allows them to work as a well-functioning team. Additionally Board members said that having free access to relevant information from Dr. Pulliams and staff is crucial to making appropriate decisions. New Board members added that boards have a responsibility to move forward with full commitment in ways that help lead the organization.

Board members reviewed and clarified the role and authority of the Board Chair to include: review of the organization and content of meeting agendas; communicate with Board members to identify issues, concerns, and priorities; identify key issues with the President that should come before the Board; serve as a conduit for information between the President and Board members; speak on behalf of the President and the College; make no substantive decisions

without Board direction; assure that the President meets the Board's expectation through the performance appraisal process.

Creating a Strategic Plan

Dr. Preston Pulliams, District President

Dr. Pulliams provided copies of a report titled "Portland Community College and Columbia County Problems and Opportunities" given to him for strategic planning consideration by Senator Betsey Johnson and Columbia County Commissioner Tony Hyde.

Dr. Pulliams provided a report containing information to use as a starting place for the Board's strategic plan discussion. He noted that the College's mission along with the objectives that support the mission would also need to be reviewed and that key to creating a strategic plan is the ability to be concerned with, identify with, and respond to the issues facing the College. He discussed the need to develop a new strategic plan for the college noting that the 2002 Educational Master Plan (EMP) has been updated and revised over the years but a new plan is needed because the external context and environment have changed significantly as have accreditation standards.

The Board identified twenty-four strategic issues in their discussion with the first five being identified for major focus:

1. Within the changing use and ubiquity of technology, identify the College's role as a national leader in deployment of technology for learning and learning support
2. Be attentive to the challenges faced by the District's increasingly culturally diverse residents, especially the Latino population.
3. Increase the affordability of education through technology and other means.
4. Boost young people's comprehension of the relevance and meaning of a college education through increased public awareness of the value of education and training.
5. Help K-12 students prepare for and transition to college through strengthened partnerships with K-12 districts that want the benefits PCC can provide.
6. Create a better match between student learning needs and instructional paradigms, for example students' need for additional Distance Learning classes currently offered primarily in classroom settings.
7. Increase the efficiency of existing resources by doing more with less.
8. Increase PCC's responsiveness to community needs.
9. Balance resources among various needs; College Transfer, Associate degrees, Workforce Development, and other education and training areas.
10. Maintain a key leadership role as related to college values such as

diversity and sustainability; exhibit leadership through action.

11. Increase young people's knowledge of the pathways to careers and future job opportunities.
12. Increase public awareness of future jobs and opportunities.
13. Recognize the global nature of society and the economy especially in regard to language and cultural implications.
14. Meet and exceed public expectations regarding bond implementation.
15. Serve existing and underserved constituencies better.
16. Be aware that future funding realities and expectations of staff entitlements such as routine and continuing increases in salaries and benefits will need to be addressed.
17. Address the problem of the inadequate and not scalable College information technology infrastructure.
18. Influence public policy on public college education by working toward an overall public policy framework.
19. Help shape the American Graduation Initiative mission and Federal Assistance Plan.
20. Help shape the direction of green industry training and workforce development.
21. Recognize change as a positive aspect of organizational life by building awareness of the opportunities created by change.
22. Increase emphasis on Career Readiness certification.
23. Maintain flexibility to anticipate and respond to changing needs and opportunities.
24. Change realities for work and careers by retraining public as well as staff for changing jobs.

Dr. Pulliams said strategic planning discussions would begin this Fall with internal and external stakeholders to review key strategic issues for the college and begin to develop plans to address those issues. He also said that although this inclusive strategic plan process will take longer it will produce a better product that will be more realistic in terms of how to get things done at PCC.

ADJOURNED PLANNING SESSION FOR LUNCH BREAK 12:10PM

RECONVENED PLANNING SESSION 1:05PM

Facilitated by Vicki Willis

Strategic Planning and SWOT Analysis

Dr. Christine Chairsell, Vice President Academic and Student Affairs

Dr. Chairsell said today's exercise would begin the process in response to the Board's request to revise the 2002 Educational Master Plan (EMP) into a plan

that better reflects PCC going forward into the Twenty-First Century . She described the evolution of the accreditation process and the importance of maintaining accreditation. She said this accreditation process and the Board's mission, vision, values, and goals statement will be developed simultaneously and will be used to guide the operation of the College. She added that on November 17th the Northwest Commission for Colleges and Universities (NWCCU) will come to PCC for an accreditation visit and that information gathered in the strategic issue identification and planning process will be used to prepare for that visit. Dr. Pulliams noted for the new board members that the accreditation process is extremely important because if PCC were to lose accreditation the College would no longer have access to federal funding including financial aid and would have to close its doors. Dr. Chairsell said accreditation is a peer review process that seeks to answer the questions of how well the College serves students and how well its mission is accomplished.

Ms. Willis explained that the SWOT exercise would be used by the Board to identify the College's key strategic issues relating to internal strengths and weaknesses and external opportunities and threats. Dr. Chairsell added that this same process will be used with other college constituencies and the results compiled for Board review in November. Board members then identified the following list of strengths, weaknesses, opportunities, and threats.

Strengths

- Facilities are well located throughout the District
- Credibility and trust with public funds and services PCC provides
- Nationally recognized programs including Life by Design, Gateway to College, and others
- Bond funds
- An active Foundation
- Size of PCC, the 12th largest community college in the nation
- Being able to predict and be responsive to social and business needs
- Student-centric (focus on students)
- Diverse population and curriculum
- Culture of quality
- PCC is the education "engine" that runs the State
- Well functioning Board
- Strong, dedicated staff
- Student scores and performance levels are high
- Good community relations with partners (business and community)
- Ability to adapt, flexibility
- Community connections and cultural links

Weaknesses

- Affordability for Students
- Need for students to do remedial work before beginning college-level classes
- Suboptimal information technology infrastructure

- Some areas in the District are underserved
- Ability of staff to deal with/adapt to technology changes
- Not enough outreach options with Distance Learning
- Diversity of staff (relative to students and in general)
- Too tolerant of OCCA
- PCC is too nice to those who disrespect us
- Global awareness as reflected in curriculum
- Huge footprint creates high infrastructure costs
- Brand dilution—too many offshoots that are not well connected to the college
- Parity of salaries with some industry standards (e.g. technology, health care)

Opportunities

- K-12 push to add rigor to high school diplomas will boost student preparation for college
- Active and successful Foundation Board
- Climate change has generated increasing interest in sustainability
- Portland is seen as a center for green technology
- Demographic changes – multicultural growth (diversity)
- Industry consortia
- Technology changes can be used more effectively
- Strong community relationships
- Economic downturn has sparked interest in retraining for new skills
- Federal recognition of the value of community colleges
- Onsite PCC presence in business
- Companies need job specific/customized training

Threats

- Public safety (Virginia Tech incident)
- Competitors who can adapt and move faster than PCC can
- Jealousy of competitors about PCC's success
- Under-prepared K-12 students
- Trend toward requiring bachelors degree for nurses
- Outside financial restraints
- Federal and state regulatory compliance drains time and resources
- Greenhouse gas emission impacts including transportation, parking, student access, etc
- Government policies that are not helpful and are resistant to stakeholder influence
- Changing priorities in government
- Constricted growth, land use plans
- Aging workforce including PCC staff and the general population
- Rapid growth of Latino population (documentation issues)
- Rising costs including healthcare, energy, etc
- Disease pandemics
- Catastrophic events

- Pace and scope of change

Next Steps

Ms. Willis described three next steps identified in today's retreat.

- 1.) Circle back to neighborhood associations to let them know how bond implementation is occurring.
- 2.) Assess what PCC is doing with each K-12 school district.
- 3.) Reach out to underserved areas through K-12 partnerships.

Dr Pulliams thanked Board members and staff for attending and participating in the exercises.

ADJOURNMENT

There being no further business, the meeting adjourned at 2:25 PM.

NEXT MEETING

The next business meeting of the Portland Community College Board of Directors will be held on September 17, 2009 at 7:30 PM in Board's Conference Room at the Sylvania Campus.

Harold Williams, Board Chair

Dr. Preston Pulliams, District President

Prepared by:

Lorna J. O'Guinn
Assistant to Board of Directors

Minutes approved on October 15, 2009