

Together, Envision the Future

PCC Strategic Planning

Theme 1: Provide outstanding, affordable education

PCC provides an outstanding, affordable education for pre-college, transfer, Career Technical Education, and Community Education students.

Strategic Priorities

- 1-1. PCC enables all students to complete their PCC education debt-free through scholarships, work-for-tuition, degree-related apprenticeships, practicums, and other experiential opportunities.
- 1-2. PCC is the first choice for students seeking academic excellence in an experiential learning environment. PCC provides students with a strong sense of pride and identity that is reflected in the way students act and how they communicate about PCC.
- 1-3. PCC degrees and certificates meet the students 'where they are' by providing multiple points of program entry, credentialing assessment with credit for 'real world' experiences, and flexible learning options, including on-line education and internships.
- 1-4. PCC provides "programmatic" Developmental Education, offering a "one-price" cost structure, open entry/exit to the program, and modular delivery to enable flexible, accelerated completion strategies contextualized to the student's desired learning experience.
- 1-5. PCC's approach to learning provides a credentialing system with career pathway certificates (i.e. Merit Badge concept) for every AAS degree, recognizing demonstrated mastery of knowledge and skills.
- 1-6. PCC's discipline-wide standards for faculty and staff engagement with students provide systems of accountability to ensure student success.
- 1-7. With its "One College, One Seamless Experience" vision, each of PCC's campuses provides the same opportunity to meet Associate of Arts Oregon Transfer (AAOT) requirements.

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- 1-8. PCC provides opportunities for flexible, experiential learning to all students, including non-degree students, through classroom, on-line, internship and other learning modalities.
- 1-9. PCC provides high-touch instructor-student engagement , enabling every student to excel academically, professionally, and as a citizen of the world.

By 2020, PCC will:

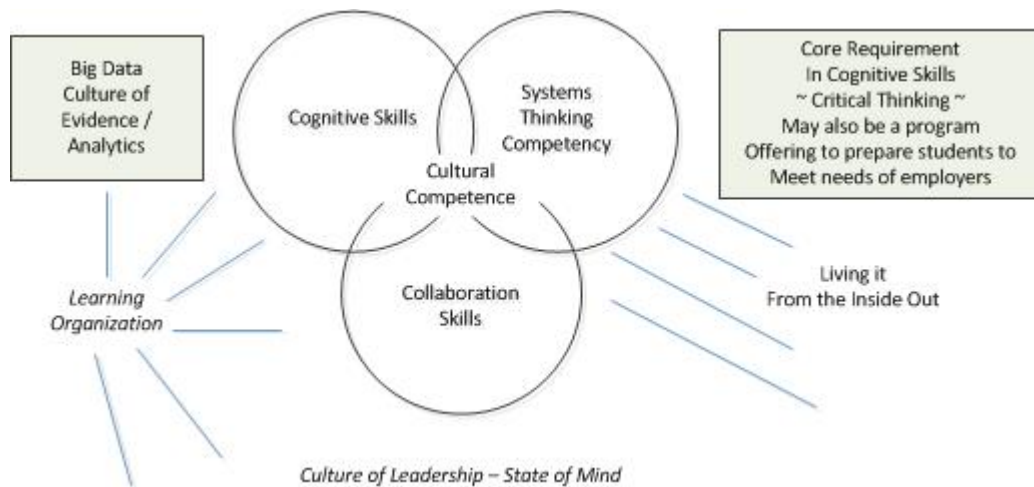
- Provide quality education to a student body free of long-term debt.
- Have a PCC student in every business and industry, earning credit for experiential learning.
- Have a sustainable multi-million dollar scholarship fund.
- Ensure that every student starts his/her college program on Day One.
- Enable students to earn a degree in their own neighborhood.
- Offer “multi-purpose” classes that contain noncredit, credit, and continuing education students. “One class, multiple purposes.”
- Make it possible for a PCC student to earn a degree entirely from life experience and prior learning – without taking a class!

Theme 2: Drive student success

With its unrelenting focus on student success, PCC prepares students to meet tomorrow's challenges, maintain a sharp curiosity about the world, and excel in the local and global job market.

Strategic Priorities

- 2-1. PCC offers rigorous start-to-completion guidance for all students seeking a degree, certificate or job training.
- 2-2. PCC develops well-rounded citizens by instilling students with a trio of cognitive skills (evidence and analytics), systems thinking, and collaboration skills, thereby creating a culture of leadership that benefits PCC and develops the local and global community.
- 2-3. PCC develops essential life skills to prepare students to meet the challenges of the future through initiatives such as a "Soft Skills 101" that develops core competencies in both interpersonal and behavioral skills, ensuring that students transition successfully into the workplace and/or on to further education.



- 2-4. PCC provides challenging and comprehensive curricula and intensive start-to-finish advising in an environment supportive of program completion.
- 2-5. PCC is the top choice in the region for students starting, extending or supplementing their lifelong path of advanced learning.
- 2-6. PCC's pro-active outreach encourages all second-year high school students to envision themselves as college students.
- 2-7. PCC's uniquely individualized attention identifies educational success strategies for students with undiagnosed learning disabilities.

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- 2-8. All PCC students demonstrate advanced digital acumen. PCC ensures baseline technology competency for all students early in their careers and offers progressive curricula to enable students to develop their technological abilities.
- 2-9. PCC faculty and staff are culturally astute leaders in their respective fields and model cognitive, systems, and collaborative thinking in their work with students, faculty, staff, community members, and partners.
- 2-10. PCC has created and executed a college-wide e-learning strategy that includes full degree programs and a comprehensive suite of student support services. Redesign delivery of our services to maximize effective high-tech approaches and focus in-person services on high-value, high-touch interactions allowing for varied service delivery, including in-person, self-service, and interactive online approaches.

By 2020, PCC will:

- Lead the nation with a 75% completion rate.
- Be a national leader in job placement for those completing community college programs.
- Be recognized internationally as a leader in “soft skill” development, as employers will seek out PCC students for these skills.
- Lead the nation in comprehensive student support, resulting in a 95% retention rate.
- Have the highest number of regional high school students matriculating from both public and private schools, including underserved and affluent students.

Theme 3: Define innovation in education and operations

PCC champions new ideas, risk taking, agility, experimentation, and learning through failure that leads to the next cycle of change. Accordingly, PCC's students, faculty, staff, and partners are respected as creative problem-solvers in all areas of business, government, and non-profit sectors.

Strategic Priorities

- 3-1. PCC's unique "Innovation (Skunk Works) Lab" generates institutional agility and quick cross-departmental innovations in curriculum, operations, and student services with streamlined approval processes to support timely implementation.
- 3-2. PCC's Centers of Excellence in areas related to Health Care, Technology, STEAM (Science, Technology, Engineering, Art, Math) and other high-demand, high-skill areas, lead to partnerships with regional four-year institutions to provide students with flexible options to complete their degrees at the BA, MA, and PhD levels.
- 3-3. PCC's innovative degrees such as "STEAM" – Science, Technology, Engineering, Art, and Math – provide a well-rounded, rigorous, comprehensive academic learning experience that prepares students for a wide range of careers.
- 3-4. PCC's "college within a college" creates a different paradigm for broader reach and experimental approaches to learning and develops leaders, innovators, and creative thinkers college-wide.
- 3-5. PCC has closed the technology skills gap among staff and faculty – establish baseline goals for all PCC staff and faculty to achieve technology fluency.
- 3-6. PCC effectively uses rich media and other digital resources, including the ability to adopt new models for delivering educational content.

By 2020, PCC will:

- Be nationally known for its innovative models and will be sought out for innovative solutions to global needs.
- Be recognized and accredited for its agile, responsive "slipstream" modular degrees that anticipate changing demands for preparing students for the marketplace.
- Lead the nation in "STEAM" completion.
- Have an embedded innovation lab that is the template for innovation, copied at colleges and universities everywhere.
- Lead the nation in credit for prior and experiential learning. PCC students learn by doing.
- Broker educational opportunities world-wide.

Theme 4: Build community and opportunity

PCC builds opportunity for students while promoting economic and community development through mutually beneficial partnerships and agile workforce development programs that are flexible, highly responsive to community and business needs, and develop timely, exciting opportunities in emerging industries.

Strategic Priorities

- 4-1. PCC provides internship, pre-internship, mentorship and apprenticeship experience to its students through collaborations with partners, including corporations, unions, non-profit and community organizations, and four-year institutions. PCC's internship programs provide valuable experience for students and provide partners with tax incentives, as well as creative, highly educated and motivated workers.
- 4-2. PCC begins its education of youth at pre-college age levels with greater outreach to high schools for Early Start programs, as well as post-K12 education planning to inform those students of the advantages of PCC as an educational resource.
- 4-3. PCC secures adequate funding that enables provision of quality debt-free education by pursuing, not only baseline funding from the State, but also funding from private sources, including partnerships, endowments, and other entrepreneurial opportunities.
- 4-4. PCC collaborates with government agencies, foundations, and private sector entrepreneurs to develop new academic programs that develop the needed expertise and job skills to meet the needs of both PCC students and their future employers.
- 4-5. PCC pro-actively promotes small business development by prioritizing emerging businesses and industries in developing academic-industry partnerships.
- 4-6. PCC creates opportunities for lifelong learning with Career Technical Education and Community Education that empowers, enlightens, and expands horizons for students of all ages and prior education levels.
- 4-7. PCC's innovative partnerships act as incubators for new products, industries, and ways of doing business while developing academic programs and approaches that prepare PCC students, faculty, and staff to pioneer the realization of these innovations.

By 2020, PCC will:

- Graduate "full employment" classes: aspire that every PCC student will have a job upon completion of their program.
- Aspire to contribute so significantly to economic vitality that the Portland metro region enjoys "zero unemployment" and will have created a record number of new businesses.

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- Double enrollment to the point that local four-year institutions no longer offer 100- and 200-level general education courses.
- Have contributed via education of the population to making Portland number one in livability.

Theme 5: Lead the nation in diversity, equity and inclusion

PCC takes intentional action that creates a climate of learning where people from diverse backgrounds and abilities enjoy equal access to the opportunity to teach, learn, work, and serve the community and the world. PCC promotes the success, dignity, and worth of each individual by providing a safe environment where examination of divergent ideas and experiences adds depth to the learning experience.

Strategic Priorities

- 5-1. PCC retains and recruits excellent, diverse faculty and staff who, through knowledge and personal experience, increase cultural competence PCC-wide and teach students how their own culture affects their interaction with others.
- 5-2. PCC “levels the playing field” for all students by fully embracing diversity, equity and inclusion in student recruitment and through aggressive pursuit of student success and goal completion for all students in search of higher and continued education.
- 5-3. PCC requires Cultural Competency training for staff and faculty to ensure all students have an equal chance for goal completion.
- 5-4. PCC, by providing wrap-around services from assessment to degree completion, and by embracing the principles of Universal Design, is the educational institution of choice for students with disabilities.
- 5-5. PCC drives a culture of courageous conversation for all students, faculty, and staff.
- 5-6. Through intentional direct action, PCC closes achievement gaps among people of differing races, ethnicities, genders, income levels, English language proficiency, and abilities.

By 2020, PCC will:

- Be recognized by the Department of Education and the Office of Civil Rights for closing the achievement gaps.
- Expand the courageous conversations to be broader than race, where all employees “live” in the conversation.
- Have faculty and staff sought out for speaking and consultation on how to lead the Diversity, Equity, and Inclusion conversation.
- Have created a Diversity, Equity, and Inclusion Institute for faculty, staff, students, and members of the community.

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- Have a faculty and staff whose diversity reflects or exceeds the diversity of its student body.
- Have made Portland a better place to live because of the Diversity, Equity, and Inclusion work that PCC “lives.”

Theme 6: Achieve sustainable excellence in all operations

PCC leads the community in driving sustainable innovation, efficiency, and excellence in all of its operations. PCC's strategic, data-driven approach streamlines management and operations to prioritize academic excellence and achievement in a financially and environmentally sustainable manner.

Strategic Priorities

- 6-1. PCC's organizational culture and structure support the achievement of big goals by leveraging human, financial, technological, and environmental resources, responsive "on a dime" to change.
- 6-2. PCC's strategic human resource and staff development plans and processes rapidly allow PCC to hire the best candidates available and to create a developmental pipeline to effectively grow current faculty and staff to meet future demands.
- 6-3. PCC exemplifies a culture of continuous organizational improvement committed to student success through open communication among students, faculty, staff, and the community.
- 6-4. PCC requires strategic, data-driven planning and the application of best practices and innovative technology in all aspects of its operations.
- 6-5. PCC continuously improves the sustainability of its infrastructure for maximum resource efficiency through more efficient operations, including energy management, onsite waste management, green options for consumables, and reducing its carbon footprint.
- 6-6. PCC actively engages and encourages employees to be an active part of our sustainability initiatives.
- 6-7. PCC evaluates the sustainable practices of its suppliers and vendors to ensure that they are aligned with PCC's sustainability objectives and initiatives.
- 6-8. PCC publishes performance data (such as student surveys and grade curves) so that accountability and transparency of data drives academic excellence.
- 6-9. PCC creates and adheres to a strategic investment plan for technology across the College that addresses growth and stability of our technology infrastructure and intentional acquisition and replacement of institutional, academic, departmental, and personal technology tools.

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By 2020, PCC will:

- Have a new “silo-busting” organizational structure with high clarity, transparency and awareness of the roles and responsibilities across the organization.
- Be out from under the State funding model.
- Be nationally recognized for its “Green Practices.”
- Have achieved the 2020 commitments as a signatory of the College and University Presidents’ Climate Action Plan.
- Have made smart, aggressive investments in modern IT infrastructure.
- Regularly promote from within.
- Be renowned for its “we” culture.