



Portland
Community
College



Portland Community College
Strategic Plan 2015-2020



We live in a new world rich in both challenges and opportunities. New approaches and initiatives are required to serve our students, our region and ourselves. We welcome change. We embrace opportunity. We seek to build a community college for the 21st century. **Portland Community College.**





DEAR FRIENDS:

Portland Community College is embracing a future of limitless possibilities.

Through five decades of growth and excellence, PCC has evolved into Oregon's largest post-secondary institution, providing unmatched access to the region's broadest array of educational resources. Throughout our district's 1,500 square miles, we are delivering opportunity – to students, to colleagues, to partners, to communities.

The world is fast evolving, however. Social change and technology are fundamentally transforming how we learn, how we work, and what we can achieve. Geography is now less of a factor in students' choices, and employer needs are more expansive than ever. Meanwhile, policymakers and the public are demanding that educational programs produce outcomes that are measurable and portable.

PCC is poised to meet these challenges. We will strive with unrelenting determination to help students from all backgrounds and circumstances enrich their lives and prepare for universal success.

We will always remain true to the fundamental principles that have long defined our culture: our deeply felt commitment to accessibility, affordability, diversity, innovation, opportunity, partnership and sustainability. We will always champion the merits of lifelong learning and the vital importance of education in a civil society.

What follows is PCC's strategic plan. This document articulates our enduring values and strategic intentions, creating a map for the future. From it we will develop specific initiatives with measurable outcomes, milestones and timetables. These action plans will be refined over time, allowing us to remain flexible and innovative.

We hope that at its heart this document gives voice to a shared spirit that is bold, fearless and proud – the essence of PCC.

Jeremy Brown,
President, Portland Community College

Deanna Palm,
Chair, Portland Community College Board of Directors

ENVISIONING THE FUTURE—TOGETHER

In 2013 Portland Community College embarked on a strategic planning process. Over the course of a year, through in-person meetings, online feedback and spirited hallway conversations, the college community vigorously debated how best to articulate our common values and aspirations. We embraced this plurality of voices because we believe our power is born of a rich diversity of ideas and experiences. Forging strength through difference is central to PCC's culture and to our future. This strategic plan represents our collective efforts.

This five-year plan is framed around six interconnected themes and values, distilling from each a set of strategic intentions that will guide our future actions and inspire bold thinking:

Provide outstanding, affordable education: We will create a college that is the first choice of students. We will provide the pathways for both affordability and academic excellence. We see a future in which we are One College – where students come for the quality of the total educational experience, and where student and faculty scholarship is celebrated.

Drive student success: We will create a college pre-eminent for its dedication to student success, scaling up our model initiatives that have resulted in pacesetting retention and completion rates. We believe that success in the global community requires both technical skills and the humanities-based education vital to civil society.

Ignite a culture of innovation: We will create new approaches to meet the challenges of a changed and changing world. Our culture will celebrate discovery, evolving educational models and curricula responsive to shifting student and societal

demands. We will accelerate our impact in the development of our regional workforce and economy.

Transform the community through opportunity: We will create and expand opportunities for students and communities. We will be the catalyst for partnerships with government, business, industry and educational sectors – as well as with donors and other partners. Together, we will amplify our impact, providing a broader and deeper array of opportunities for students, and a new vitality for our region.

Lead in diversity, equity and inclusion: We will enrich our understanding of the global community and the nature of our own community. We will create a climate of dignity and respect in which all people enjoy equal access to opportunities. We will champion the rich diversity of ideas and experiences that enhance learning and advance knowledge.

Achieve sustainable excellence in all operations: We will promote innovation, transparency, and financial and environmental sustainability through the choices and investments we make. We will proactively seek diverse funding sources to grow our impact while reducing student debt.



THINK SMART:
PROVIDE OUTSTANDING,
AFFORDABLE EDUCATION



THINK BOLD:
DRIVE STUDENT
SUCCESS



THINK FEARLESS:
IGNITE A CULTURE
OF INNOVATION



THINK POWERFUL:
TRANSFORM THE COMMUNITY
THROUGH OPPORTUNITY



THINK PROUD:
CREATE A NATIONALLY RENOWNED
CULTURE FOR DIVERSITY, EQUITY
AND INCLUSION



THINK ACCOUNTABLE:
ACHIEVE SUSTAINABLE
EXCELLENCE IN ALL OPERATIONS



PCC provides outstanding, affordable education for pre-college, lower division transfer, Career Technical Education, Community Education, and non-credit students.

THINK SMART: PROVIDE OUTSTANDING, AFFORDABLE EDUCATION

With federal and state support shrinking, tuition rising, and families still recovering from the 2008–2010 recession, community colleges provide the best hope for access to quality, affordable college education. Whether enrolled for credit toward a degree or certificate, pre-college coursework, or for enrichment or professional development, access to affordable, high-quality education can open up new opportunities for career advancement and the realization of dreams for students in all stages of life and from all ethnic and socioeconomic backgrounds. Continuing to provide access to high-quality, affordable education remains a top priority for PCC.

STRATEGIC INTENTIONS

- 1-1** PCC's commitment to excellence in education, coupled with flexible financing options, affordable textbooks, adaptive purchasing strategies, transparent access to a well-funded array of scholarships, work-for-tuition programs, degree-related apprenticeships and practicums provide affordable options for students to complete their education free from unmanageable debt.
- 1-2** PCC offers multiple pathways to goal achievement and a dynamic student life, cultivating success and student pride. PCC is the first choice in the region for students seeking access to affordable academic excellence and lifelong learning in an experiential learning environment – whether they are starting, extending or supplementing their lifelong path of advanced learning and personal enrichment.
- 1-3** PCC provides equal access and opportunity to an outstanding higher education to all students, meeting students where they are. PCC's Developmental Education (DE) programs in both English and Mathematics provide a variety of options for accelerated curriculum and multiple pathways to learning. Adult Basic Skills programs (Adult Basic Education [ABE] and English for Speakers of Other Languages [ESOL]) embed, contextualize and integrate pre-college-level content, preparing students to meet individual goals. PCC's commitment to student success is demonstrated through a vibrant and rigorous honors program rivaling that of four-year institutions.
- 1-4** With its "One College, One Seamless Experience" vision, PCC provides multiple, easy-to-use points of access to students by offering a portfolio of common student services and core learning experiences that serve the needs of students while preserving unique campus offerings, opportunities and identities.
- 1-5** PCC's dynamic student life experience engages students outside the classroom in co-curricular and leadership activities that promote experiential learning and make PCC's campuses engaging, dynamic places to learn, grow, and build community.
- 1-6** PCC faculty and staff are culturally astute and responsive leaders in their respective fields, and they model cognitive systems and collaborative thinking in their work with students, faculty, staff, community members and partners.
- 1-7** PCC invests in continuous professional development of full- and part-time faculty and staff that focuses on improvement of educational opportunities, programs and services, and supports culturally responsive and appropriate institutional change. PCC supports innovation in teaching and learning college-wide through organizational systems that promote academic excellence.

A SMART LIVING EXAMPLE: DAMANI PROCTOR AND MARGIE FYFIELD



As a lifelong sci-fi fan and aviation history buff, Damani Proctor always had his eyes on the skies. Following his interests, Proctor earned his bachelor's degree in aerospace engineering and graduated just as the recession hit. He lost his job and faced countless financial struggles – even becoming homeless for a time.

Determined to change his luck, Proctor took advantage of PCC's job retraining program and enrolled in microelectronics classes on the Rock Creek campus. There he found a supportive community and superb resources as he worked toward earning his associate degree.

Proctor became an active student leader and mentor on campus, and was selected for NASA's prestigious student ambassador program, which engages college students in science, technology, engineering, mathematics and research. He cites his mentor Margie Fyfield, former dean of science and technology at PCC, for steering him toward this opportunity.

"Margie was really the one who got me involved with NASA," Proctor said. "I had no idea the space grant program existed. Now as a NASA ambassador, I help other students learn about the leadership opportunities that are out there."

Today Proctor is a research and design technician for AirShip Technologies. He continues to volunteer with Oregon's Space Grant Consortium as well as with the Association of Naval Aviation. Proctor came to PCC looking for an opportunity to reboot his career in aeronautical and aviation industries and used his education as a launch pad for his success.



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

THINK BOLD: DRIVE STUDENT SUCCESS

Students come to PCC for a variety of reasons, but all share the desire to succeed. The state's ambitious "40-40-20" completion goals have raised the bar for measuring student success – while at the same time students arrive at college increasingly underprepared academically or personally, or without a clear plan or objective for their education. PCC must support the efforts of faculty and staff to scale up successful tools and strategies college-wide to accommodate the wide diversity of students' backgrounds, needs and learning styles and to ensure that all students have the opportunity to succeed.

STRATEGIC INTENTIONS

- 2-1** PCC provides challenging and comprehensive curricula and intensive, rigorous start-to-completion guidance for all students, including underprepared students – whether seeking a degree, certificate or job training – in an environment supportive of goal completion.
- 2-2** PCC partners with K–12 schools to catalyze a college-going culture for all students in the communities it serves. Replication of successful local programs, such as Middle College, as well as national models that provide transparent overlap and seamless transition to higher education serve to motivate, nurture, empower and build confidence in students.
- 2-3** PCC adopts best practices and collaborates with like institutions to implement initiatives such as developmental education redesign and customized placement which, when coupled with personalized support services, enhance student outcomes.
- 2-4** PCC supports student success through student engagement, leadership and co-curricular opportunities, frequent opportunities for interaction with faculty and staff, top-notch student services, discipline-wide systems of learning assessment and accountability, and other opportunities and support mechanisms for personal and intellectual growth.
- 2-5** PCC develops well-rounded citizens by instilling students with core competencies in interpersonal and critical thinking skills and by providing access to multicultural and international learning opportunities. PCC prepares students to transition successfully into the workplace or on to further education with a commitment to continuous learning.
- 2-6** PCC supports students in developing digital fluency to effectively learn, interpret, analyze, construct and communicate information in a digitally connected world.
- 2-7** PCC’s online learning strategy includes full degree and certificate programs, access to current technology, and a flexible and comprehensive suite of online support services for all students.
- 2-8** PCC applies successes from responsive, culturally-specific programs focused on student retention (such as ROOTS and Future Connect) to increase retention in all programs.

A BOLD LIVING EXAMPLE: REBECCA SKLOOT AND DON DEFLER



Rebecca Skloot was a high school dropout who began taking classes at PCC as an alternative path to a degree. Although she felt like an outsider in the beginning, a PCC

faculty member sparked her lifelong love of learning and put her on the path to success.

An introductory class on genetics introduced Skloot to the topic that would become a significant future interest. Biology instructor Don Defler wrote the name Henrietta Lacks on the blackboard and explained that very little was known about the woman whose cells have been utilized in nearly all major medical experiments since the 1950s. Skloot was fascinated by the story. To encourage this interest, Defler assigned an extra-credit research assignment on Lacks and asked Skloot to submit a summary of her findings.

Skloot went on to earn master’s degrees in science and writing, but it was the subject she discovered at PCC that inspired her best-selling book “The Immortal Life of Henrietta Lacks” – an award-winning exploration of race, genetics and bioethics.

Twenty years later, Skloot proudly sent Defler an advance copy of her book along with a note that said: *Here’s my extra credit summary, Mr. Defler... it’s a few decades late, but I have a good excuse: the information was really hard to find!*



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

THINK FEARLESS: IGNITE A CULTURE OF INNOVATION

Once the educational leader worldwide, the U.S. is now ranked 16th among developed countries for post-secondary education. Moreover, colleges in the U.S. are disappearing – as many as 30 percent may cease to exist in coming decades. Meanwhile, the global and local economies are changing, creating new demands for skills, knowledge and experiences in the labor force.

The college of the future will provide student-centered, faculty-enabled, multi-modal learning opportunities. Students, faculty, staff and industry specialists will participate in a culture of discovery and collaboration utilizing a multi-disciplinary, hands-on learning approach. In order to keep up with rapid advances in the economy, adult education and technology, and to exceed international competitors' standards of excellence, PCC will review the need for a dramatic redesign of the educational model. Innovation in all areas and at all levels is critical for PCC to be responsive and relevant to the educational and economic development needs of the community, region, state and world.

STRATEGIC INTENTIONS

- 3-1** PCC promotes agility and rapid improvements in its organizational systems and processes to meet the needs of internal and external stakeholders.
- 3-2** PCC's organizational culture encourages students, faculty and staff to continuously assess and identify opportunities for improvement and change, and to remove barriers to creative innovations that lead to institutional and educational effectiveness.
- 3-3** PCC invests in areas of emerging need and in evolving fields of study and industry.
- 3-4** PCC embraces the spirit and expression of innovation through intentional investment in college systems, resulting in inventive and flexible programs, practices and services.
- 3-5** PCC effectively uses data to inform, guide and support academic and system-redesign efforts to support institutional change and to develop metrics to evaluate and benchmark outcomes.



A FEARLESS LIVING EXAMPLE: JORDAN NICKERSON, ERIC THOMAS, GREGG MEYER



Jordan Nickerson had always been frustrated by expensive and ineffective prosthetic limbs. Fed up with designs that simply weren't working for him, the 23-year-old PCC computer science student born without a left hand decided it was up to him to do something about it.

After hearing about the tools and resources available in PCC's MakerSpace, Nickerson got in touch with Gregg Meyer, a PCC engineering instructor and the Sylvania MakerSpace coordinator. Through collaborations with Meyer and peer mentor Eric Thomas, Nickerson began experimenting with designs for a customized prosthetic limb. Through trial and error, he constructed a working prototype (complete with moving fingers to grip objects) out of biodegradable corn plastic, Velcro, duct tape and a mouse pad.

Relying on equal parts collaboration and experimentation, Nickerson found a new solution to an old problem. He made use of the best that PCC has to offer – expert faculty, enthusiastic students and unique resources – to make his vision real.

Nickerson's low-cost prosthetic has already changed his life for the better; now he wants to change the world. He is already laying the groundwork for a company dedicated to printing customized prosthetics for people in need.

"Eventually we want to try to reach everyone who needs this," he said.



PCC creates opportunity for students from diverse backgrounds and lived experiences while promoting economic and community development through mutually beneficial partnerships, community engagement, and agile workforce development programs that are responsive to community and business needs, promote lifelong learning, and develop exciting opportunities in emerging and existing industries.

THINK POWERFUL: TRANSFORM THE COMMUNITY THROUGH OPPORTUNITY

PCC directly touches one in eight lives in the Portland metropolitan area. With “community” as its middle name, PCC is an integral part of the overall P-20 education picture and plays a key role in promoting the overall success and economic vitality of the region. Increasingly, student success at PCC requires that the college connect with the community in four directions: at K-12 to ensure adequate preparation for college and awareness of PCC as a preferred post-secondary option; at four-year institutions to ensure PCC’s programs are guiding students toward completion; with business and industry to ensure the college provides training that helps both students and emerging industries grow, succeed and develop a vibrant workforce; and with continuing education students to meet the need for lifelong learning, growth and development.

STRATEGIC INTENTIONS

- 4-1** PCC builds partnerships with local school districts and community-based organizations to develop programs that focus curricula and planning on college readiness and inform pre-college students of the advantages of PCC as an educational resource.
- 4-2** PCC's innovative partnerships with government agencies, foundations and private sector entrepreneurs act as incubators for new products, industries, and ways of doing business – while developing academic and internship programs that prepare PCC students, faculty, staff and partners with knowledge and skills to pioneer innovations.
- 4-3** PCC promotes economic development in the community by creating partnerships and providing education and training focused on small and emerging business development. PCC's agility becomes an effective force in attracting new business and industries to the region.
- 4-4** PCC creates opportunities for lifelong learning and civic engagement with Career Technical Education, skill-based, and Community Education that empowers, enlightens and expands horizons for students of all ages and prior education levels.
- 4-5** PCC creates a seamless connection among high schools, higher education institutions and local employers, increasing high school completions, students seeking four-year degrees, employment in higher wage occupations, and acquisition of high levels of in-demand skills.
- 4-6** PCC's elected Board of Directors serve as ambassadors to all sectors of the community and advocate effectively for the college and the students it serves.
- 4-7** PCC implements a responsive approach to meet the current and unrecognized needs of students and community partners.

A POWERFUL LIVING EXAMPLE: VIRGINIA YOUNG AND JANIE LOWE



Virginia Young and Janie Lowe had a dream to make the world more colorful. Originally artists from New York, the two came to Portland with the idea of starting an environmentally sustainable paint business – one that would capture warm, vibrant colors without adding harmful chemicals to people's homes.

Together they launched a fledgling eco-paint company called Colorhouse, which they managed and staffed themselves. Business

was good, but they lacked the tools and knowledge needed to build their capacity. That's when they came to PCC's Small Business Development Center (SBDC).

"We wanted to change our service-based business into a business that could be more than just ourselves," said Young. "I had to repeat to myself over and over to delegate and move on to the next thing – to work on the business and not in the business."

SBDC counselors helped Young and Lowe with marketing, distribution, business and financial reporting systems. The lessons worked like a charm: today Colorhouse is a competitive paint business and lifestyle brand on the national market.

In a city where nearly 95 percent of all companies employ fewer than 50 people, PCC's SBDC provides a vital service to entrepreneurs such as Young and Lowe. By helping independent business owners, PCC serves as an engine for the economic vitality of our region.



PCC takes intentional action that creates a climate of learning where people from all 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 the examination of divergent ideas, experiences and systems of inequality adds depth to the learning experience.

THINK PROUD: CREATE A NATIONALLY RENOWNED CULTURE FOR DIVERSITY, EQUITY AND INCLUSION

Portland's population – like that of the U.S. as a whole – is becoming increasingly diverse in terms of race, ethnicity, sexuality, ability, gender identity, socio-economic status and age, and is increasingly connected internationally. This diversity of perspectives and experiences enriches the educational and community living experience, while presenting challenges to methods of educational and service delivery designed primarily to serve a less diverse populace. In order to succeed as a college and to enable student success, PCC must proactively address institutional inequities and provide a high level of welcome and support to students, faculty, and staff of all backgrounds, both locally and globally.

STRATEGIC INTENTIONS

- 5-1** PCC gathers and uses empirical evidence to analyze and improve access, advancement, climate, education, training, recruitment, contracting, hiring and retention of historically under-served populations of students, faculty and staff.
- 5-2** PCC applies racially conscious systems of analysis, including Critical Race Theory, to examine and dismantle systems of inequality at the college.
- 5-3** PCC's approach to internationalizing its curriculum expands opportunities to create globally aware and culturally intelligent students, staff and faculty.
- 5-4** PCC strives to provide opportunity to all students and the appropriate level of support services to ensure the highest level of success.



A PROUD LIVING EXAMPLE: MANNY ROMERO AND KELLY LOVE



It was a breakthrough moment for PCC Future Connect student Manny Romero. Learning alongside other first-generation and low-income college students, he began to find strength in his own story.

“Learning to believe in myself, I realized I had become a different person – I had become a person with a future,” Romero said. “My classmates are all different from me.

They tell me their stories, and I tell them mine, and it makes me believe that we can do this.”

Faced with considerable obstacles, many first-generation students such as Romero have difficulty finding their voice. By offering a supportive learning environment, one-on-one mentoring, and academic advising and financial support, PCC's Future Connect program is helping to change that. “I really feel like she has my back,” said Romero of his Future Connect coach Kelly Love.

Future Connect alums are three times likelier to complete their educational goals than college students from similar backgrounds who don't receive similar services. They have gone on to pursue degrees at PCC, Portland State University, Oregon State University and Lewis & Clark.

“Going to college is something I'm doing to make a better life for myself. But I am also doing it for my sister, my family and my neighbors,” Romero said. “I am helping my whole community succeed.”

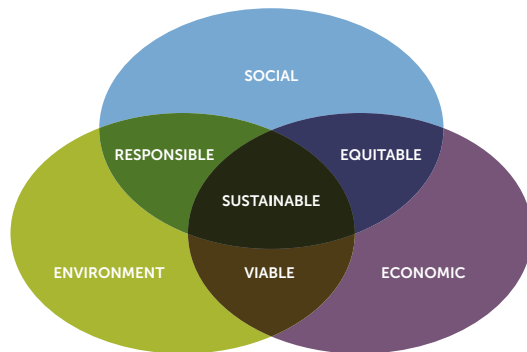


PCC leads the community in sustainable innovation, efficiency, transparency, and excellence in all of its operations. PCC's strategic, data-informed approach and open communications streamline management and operations to achieve academic excellence and provide student services in a financially and environmentally sustainable manner.

THINK ACCOUNTABLE: ACHIEVE SUSTAINABLE EXCELLENCE IN ALL OPERATIONS

PCC serves students and the community best with transparent communication, consistency, agility and responsiveness in the provision of education and services, and by taking a long-term view in the use of its resources. Sustainable practices at every level of the institution will result in a consistently high level of service to students and the community, regardless of budget fluctuations. Aligning PCC's financial resources with its strategic priorities is essential for sustainability and will require investments in professional development, technology, ecologically smart operations, and data-informed decision making.

STRATEGIC INTENTIONS



Social, environmental and economic factors are the framework for PCC's strategic intentions around sustainable excellence.

- 6-1** PCC is a learning organization, investing in its employees and organizational systems and structures to build a culture of excellence that fosters innovation, leadership, responsiveness, efficiency, transparency and accountability at all levels.
- 6-2** PCC ensures the sustainability of its infrastructure and maximizes the efficiency of its operations through innovative management of energy, waste, land use, purchases and consumables in alignment with PCC's sustainability objectives.
- 6-3** PCC builds strategic partnerships, cultivates entrepreneurial opportunities, and develops strong, diversified revenue streams to provide optimal resources to support the mission of the college. PCC provides stewardship of its resources to ensure financial and environmental sustainability through proactive planning, data-informed decision making, application of best practices, and strategic investments.
- 6-4** PCC provides a technological foundation and rapid integration of technology improvements that are responsive to the future, enhance the educational experience, automate and modernize business processes, and support operations through data-informed decision making.
- 6-5** PCC promotes the good health and well-being of its students, faculty, staff and guests.
- 6-6** In promoting a culture of environmental literacy, PCC engages the community to be advocates for environmental issues both on- and off-campus.

AN ACCOUNTABLE EXAMPLE: TRANSFORMING LIVES THROUGH BOND INVESTMENT



When voters passed the \$374 million PCC bond measure in 2008, it represented the largest successful educational bond in Oregon's history. The fact that it passed in tandem with one of the worst economic crises in U.S. history demonstrates Oregon's commitment to improving access to educational opportunities – especially when times are tough.

With the bond almost fully implemented, renovation and construction projects under way or completed in Yamhill, Washington, Columbia and Multnomah Counties include a new trades center on Swan Island and the addition of a comprehensive Southeast Campus to provide educational opportunities to the residents of one of Portland's most dynamic and diverse neighborhoods.

As stewards of public resources, PCC embraces environmental responsibility. Every new building or addition constructed with bond dollars is on track to earn a Silver or higher LEED (Leadership in Energy and Environmental Design) rating from the U.S. Green Building Council, recognizing the integration of highly sustainable products and practices.

For Rick Willebrand, a PCC instructor at the new Swan Island Trades Center, the building boom means 20,000 square feet of additional classroom space equipped with computers connected with the HVAC lab. Now his students can learn on real equipment – not trainers.

“Our facilities are state-of-the-art,” said Willebrand. “Now we have the space and tools we need to offer the best possible training program to tomorrow's technical experts.”

ACKNOWLEDGEMENTS

This plan was developed through a collaboration with the Portland Community College community. The Strategic Planning Steering Committee wishes to thank PCC's internal and external stakeholders for their engagement and support.

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VISION

Building futures for our students and communities.

MISSION

Portland Community College advances the region's long-term vitality by delivering accessible, quality education to support the academic, professional and personal development of the diverse students and communities we serve.

An appendix of support materials developed in tandem with this strategic vision is available online at pcc.edu/strategicplan. This compendium includes stakeholder input, national and local trends in higher education, a glossary of terms, and other contextual information.





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Portland Community College is an Affirmative Action, Equal Employment Opportunity Institution. If you have a disability that requires academic adjustments and services, please contact Disability Services as soon as possible for information regarding eligibility and deadlines to receive services. Some accommodations require several weeks to put into place. Call 971-722-4341 or by video phone at 503-928-5875.



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