15 Year Institutional Master Plan

Report Card

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OVERVIEW

STRATEGIC DIRECTIONS	GOALS AND SUBGOALS	OBJECTIVES
4	22	113

15-YEAR INSTITUTIONAL MASTER PLAN 2009-2024
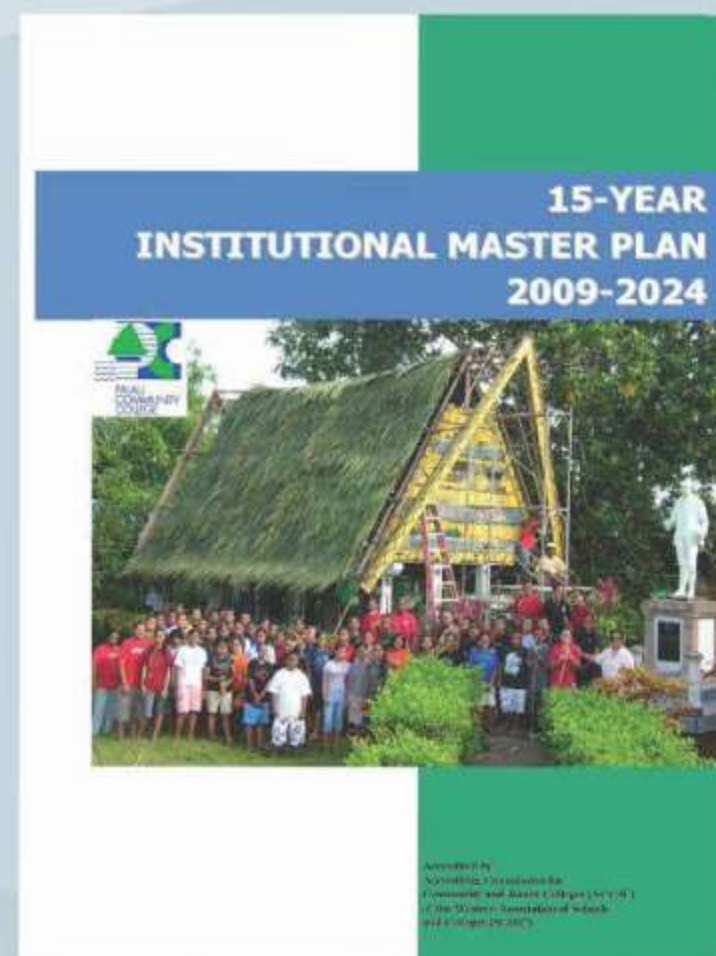
OBJECTIVES PROGRESS TO DATE

- Completed
- On track
- Off Track
- Needing Revisit
- Discontinued
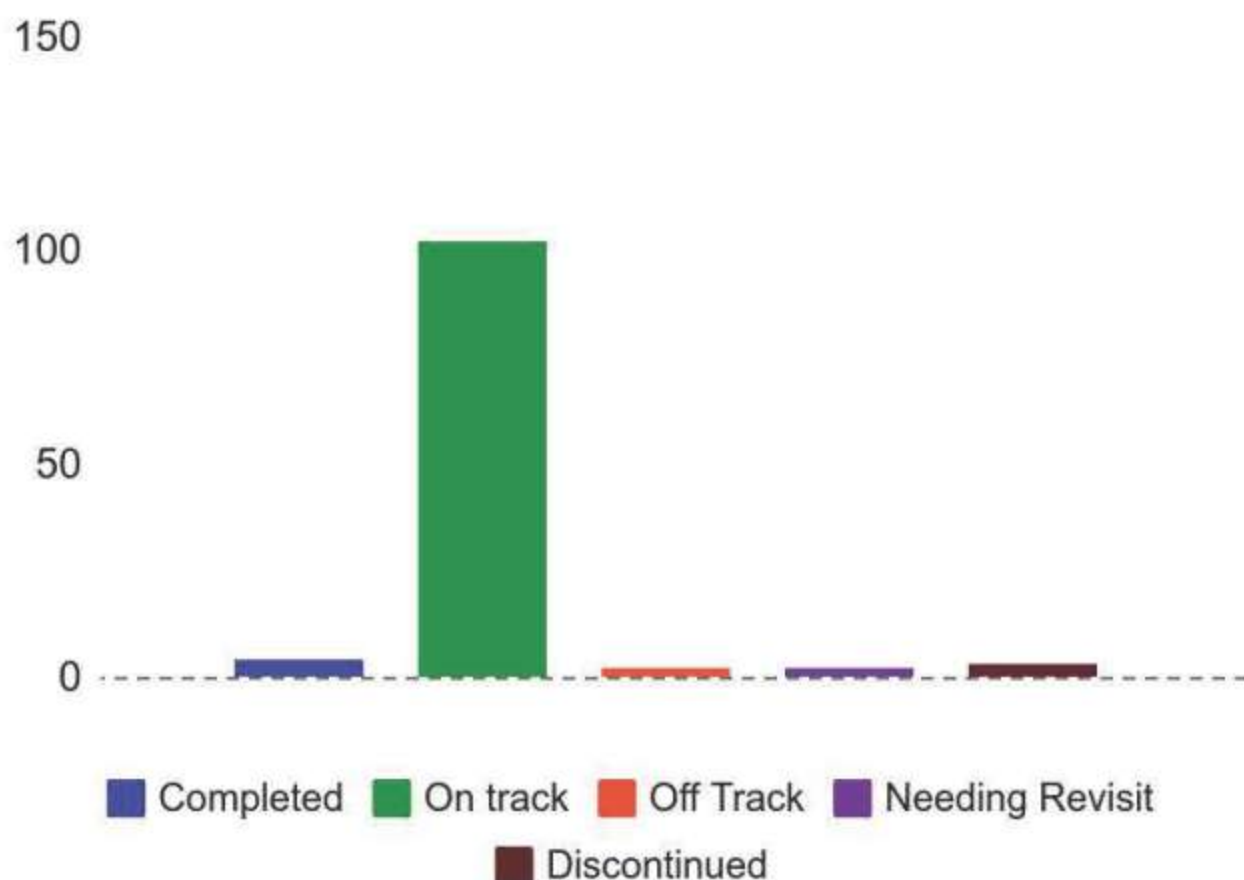
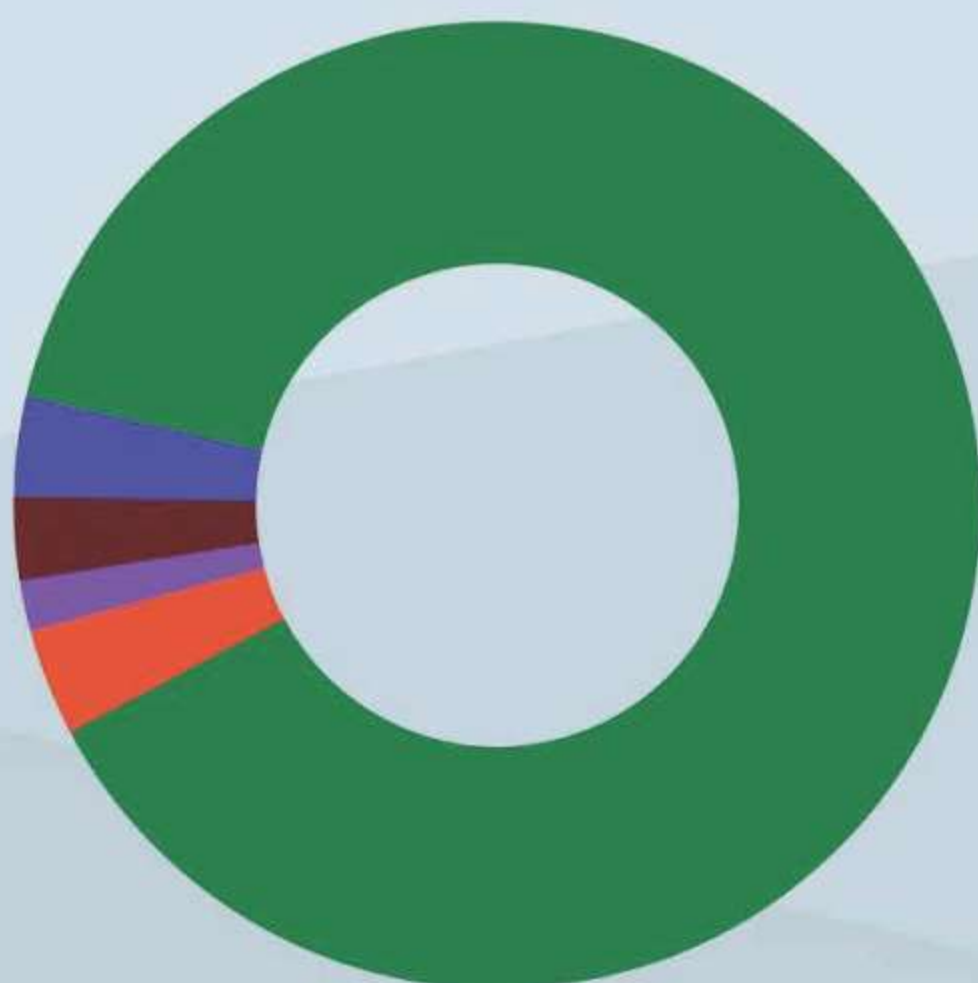| OBJECTIVES COMPLETED	DISCONTINUED
4	3
	NEEDING REVISIT
	2

OBJECTIVES ON TRACK	OBJECTIVES OFF TRACK
102	2

- Completed (3.48%)
- On Track (88.70%)
- Off Track (3.48%)
- Revisit (1.74%)
- Discontinued (2.61%)

STRATEGIC DIRECTION 1. <u>STUDENT SUCCESS</u>

PCC will intensify its effort to enhance existing programs and services, as well as develop new ones, all in an effort to improve student success.
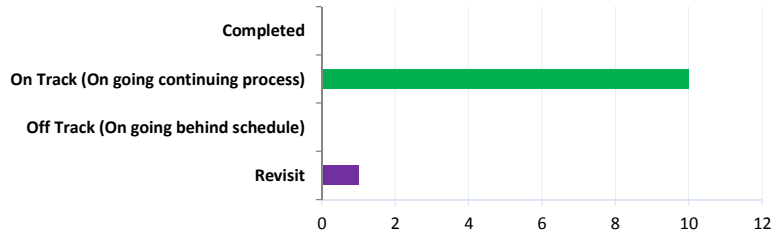
Percent of Objective by Status			
Completed	On Track	Off Track	Revisit
	91% (10/11)		**9% (1/11)**

STATUS CATEGORIES

Completed. Indicates that all activities associated with the objective have been completed /met.

On Track (Ongoing, Continuing Process) The objective is being actually in process. Forward progress is being made on objective.

Off Track (Ongoing- *Behind Schedule*) indicates that activities associated with the stated objective is actually in process but is behind schedule.

Annual Objective Met. *(For objectives with annual target).* Indicates that annual target was achieved.

Not Started. Indicates that objective has not been started/not implemented.

Revisit Plan. Stated objective has to be reviewed.

DISCONTINUED. Indicates that objective was discontinued.

Goal 1.1	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
<u>**GOAL 1.1.**</u> **The College will maintain a vibrant and diverse range of education and training programs/offerings that reflects the changing learning environment to meet the needs of students and community, through exploring new possibilities for program development, enhancing current programs and discontinuing those no longer meeting the viable needs of students.**	1.1.1 Ensure that Student Learning Outcomes (SLO) and Rubrics at the course, program, certificate, and degree levels are known and predictable	All courses and programs have SLO's and Rubrics and is a standard part of syllabus. SLOs are regularly assessed and changes are made when need arise. Student Learning Outcomes assessment at the course level and program level is scheduled at least once a school year. SLOs assessment is aligned with the semester by semester course offering. All courses scheduled for fall semester only are assessed in the fall; all courses scheduled for the spring semester only are assessed in the spring; all courses offered in the summer session only are assessed in the summer; all internship courses and student teaching courses are assessed anytime the course is offered; and general education courses such as math and English are assessed according to math and English departments calendar of assessments. Courses offered in the fall and spring are assessed according to individual program calendar. 2019 - Student Learning Outcomes at the course, program/certifcate and institutional levels are shared college-wide through CPC and the college website. Student Learning Outcomes are known and predictable and are shared with students through course syllabi at the beginning of each semester.	**On-going**
	1.1.2 By 2009, conduct current program/department reviews based on a three-year cycle	3-Year Program Review (PR) Calendar is in place. Program and Department reviews are implemeted according to review cycle calendar. Program Reviews are submitted to IREO and is reviewed by IAC. A 10-Year Program Review Calendar was developed in 2014 and will end in 2024 scheduling all degree program & certificates, academic departments and services areas expected Program Reveiw Reports submission dates. Program Review Reports indicate action plans of academic programs and non-academic service areas that needed to be implemented within the next review cycle. Institutional Assessment Committee review the reports and present its recommendations to the College President through the Executive Committee Meetings. Institutional Research and Evaluation Office helps academic and non-academic areas in ensuring implementation of action plans. This year - 2018, there were 14 non-academic and non-instructional areas required to submit their PR reports to IREO. 2019 - January and March 2019, a total of 22 Program Review Reports were scheduled for submission. Twenty reports were submitted to IREO and have been reviewed by the Institutional Assessment Committee. Two Program Review reports are yet to be submitted from MAP Program and Criminal Justice Degree Program (both programs are under Academic Affairs). The College programs and service areas continues to conduct program reviews following the Institutional Assessment Calendar evey three years.	**On-going**

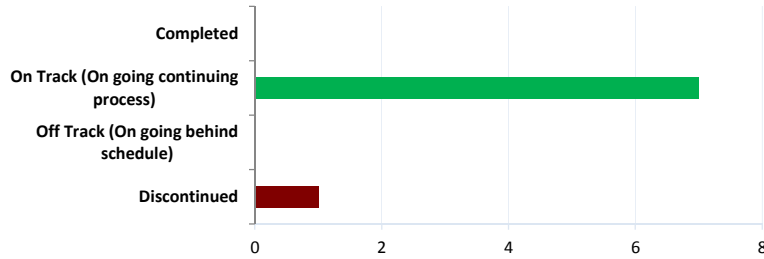| Goal 1.1	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
	1.1.3 By 2010, PCC will utilize program assessment results to improve programs	Has met with Advisory Committees to improve programs; CPC is working on assessment with program chairs regarding assessment results. Assessment results develop or revise action plans accordingly to meet the needs of students. Every academic and non-academic areas need to carry on their action plans to improve College services to ensure success. Assessment results must drive action plans, implementation, budgetting and institutional improvements. 2019 - Programs and service areas uses their program assessments results to plan, to make decisions and to implement plans to improve services and to help ensure students succees and institutional effectiveness.	On-going
	1.1.4 Offer new and relevant programs that meet the needs of students and community with references to Palau Medium Term Development Strategy	STEM Discipline (SD) Program was offered in Fall 2012; CPH was offered in Fall 2013. Palau Studies (PW) received its approval from ACCJC-WASC and was implemented in Fall 2016. 2019 - The College is currently developing two associate degree programs - General Mechanics Program and General Maintenance Program, and the College is also in the developmental process of its first four-year degree program in Science. These programs are slated for offering and implementation in Fall 2020.	On-going
	1.1.5 Adopt a school or establish a lab school to be used as a lab center for Ed students and Instructors	Academic Affairs is in the process of identifying a Lab School. In Fall 2017, PCC Career & Technical Education (CTE) Lab School was established. The school opened its doors to seven 9th grade students with second enrollment of 10 9th grade students to begin in the fall of 2018. The College as hired a student-teacher from the Education Program who will be doing his student-teaching in the fall of 2018 who will be concentrating on the 11th graders while another student in the Education program will be doing her student-teaching in the same fall semester concentrating on the new 9th graders. 2019 - CTE Lab School will train one student teacher from the EDSE Program who will be doing her student teaching at the School in fall 2019. To date, the School has train two student teachers, one remained with the School as a classroom teacher and one went to Saipan after graduation working as a 3rd grade classroom teacher and pursuing her bachelor degree at NMC.	On-going
	1.1.6 Offer new courses that meet the needs of students and the community	CPH and STEM programs were created to assist the Ministry of Health - Public Health and new students in STEM. In 2016, PW courses were created to support those interested in the Palauan Studies program. When English and Math developmental courses went into inactive in fall 2016, the College developed EN 100 and MA 103 as pre-requisite courses for EN 112 and MA 105. 2019 - There hasn't been any new developed courses; when need arise, the College develop new courses to meet the needs of its students and the community it servces.	On-going
	1.1.7 Align and articulate courses with high schools	Meeting is on-going with MOE and PHS staff to align courses with high schools. In the Spring of 2018, PCC and the Ministry of Education began articulating courses from the high school to the college. The English teachers / instructors are meeting on a regular basis to review the curriculum and learning outcomes of the high school English and college English, align the curriculums and discuss ways to help students improve and be college ready when they graduate from high school. The Math department of both PHS and PCC are als o meeting on a regular basis aligning the Math curriculum, as well as the Business programs from both institutions are meeting on a regular basis for the Business curriculum alignment. The English, Math and Business departments will be reporting to the PHS Principal and the PCC Dean of Academic Affairs by the end of Summer 2018. 2019 - In August meeting with President Tellei and PCC Academic Affairs management team, it was decided that PCC will begin working with MOE - PHS to start articulating the CTE courses and programs with both institutions.	On-going
	1.1.8 Establish a Summer Conferencing Center and Intensive Program	Stated objective has to be reviewed and be specified.	Revisit Plan

Goal 1.1	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
	1.1.9 By 2011, Expand the current agriculture program.	Still working with Bureau of Agriculture and Advisory committee to expand Agriculture Program. In what aspect of the Agricultural Science Program is the College working on expanding? AG enrollment wise - after 10 years of the 15-YIMP implementation, 103 students have enrolled into the AG program, and 68 of the 103 have graduated. Since school year 2014-2015, AG program's enrollment has been decreasing. 2019 - The program is still running its piggery and chicken farm where the program students learn the skills and knowledge of animal farm management. At this time, there are 25 pigs (6 sows, 1 gilt, 1 young female, 5 young boars, 12 piglets) and 14 chickens at the farm. The program is also conducting its farm learning activities at the campus where students had planted three hun-dred (300) taro plants at the area next to the track & field with the help of CRE staff. The program is cur-rently working with Taiwan Technical Mission to get additional taro plants for planting in the area. During fall 2017 and spring 2018, students enrolled in the program participated in these learning activities as part of the learning required under the program. These activities are conducted during laboratory days (Tuesdays and Thursdays) at PCC CRE Station located at Ngermeskang, Ngeremlengui. Some activities are conducted at local farms as requested by local farmers. During the semesters, students learned about principles of agriculture; soil identifications and fertility; animal husbandry; plant structure, classification, growth, and reproduction; horticultural crop production; poultry and swine production; tropical landscape horticulture; crop protection; and farm management. There were 43 student enrolled in the program during S.Y. 2017-2018; there were 18 graduates of the program in spring/summer 2018.	On-going
	1.1.10 Seek ways to support the offering of 4-year degree programs	In Fall 2013, an agreement with FNU and MOH for Bachelor Degree in Nursing was established. In 2015, more than 10 individual in-service nurses from Belau National Hospital completed their Nursing-Bachelors in Science Degree (FNU/MOH). The college is currently developing two four year degree programs for implementation in fall 2019. These are bachelors of applied science in Organizational Management and bachelors of science in general sciences. 2019 - The College is in the developmental process of its first four-year degree program in the field of Science slated to be offered and implemented in Fall 2020.	On-going
	1.1.11 By 2012, have expanded the use of instructional technology.	Refer to Technology Plan. In Spring 2018, the College established and opened the Center for Teaching Excellence (CTE) and hired an IT staff to run the office. The CTE was established to provide support to faculty promoting the use of technology with instructional matters. The IT staff helps provide technology support to all faculty, such support includes instructional methods and approaches using technology in providing instructions to students, using learning support available on the web to support learning, and also making instructional videos to support students from out-lying areas outside of the main city where the campus is located. The CTE staff is working with the Online courses coordinator to provide online training to faculty to help support faculty in online teaching approaches.	On-going

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STATUS CATEGORIES

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Revisit Plan. Stated objective has to be reviewed.
DISCONTINUED. Indicates that objective was discontinued.

Percent of Objective by Status

Completed	On Track	Off Track	Discontinued
	86% (6/7)		14% (1/7)

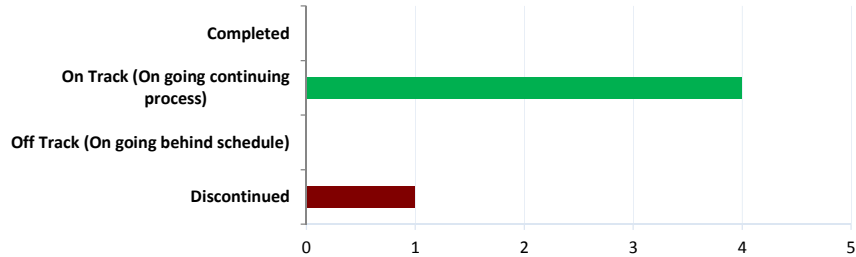| Goal 1.2	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
<u>GOAL 1.2</u> By the year 2024, the College will increase enrollment by 10%.	1.2.1 Beginning 2010, continue to facilitate and increase enrollment of High School Students, Returning Students and Local Workforce	Dean of Students- The College continue in its effort to increase enrollment through recruitment plans/activities for high schools, returning students and local workforce.	**On-going**
	1.2.2 Increase participation of regular UB, UBMS, and Talent Search Program graduates	The UBMS program ended after school year 2012-2013; the UB and Talent Search programs continue to serve the number of students required under the programs' goals and objectives.	**On-going**
	Upward Bound (UB)	PCC UB continues to support PCC's goal of increasing student enrollment by 10% yearly. UB Program continues to encourage program graduates to enroll in PCC and has continuously enroll 50% or more of them at PCC since 2009. 2019 - Thirty-eight participants who had an expected graduation date in 2018, 84% or 32 of them enrolled in various colleges and universities in August 2018. Of the 32 students who enrolled in college in fall term, 66% or 21 enrolled at PCC whereas 18% or 11 enrolled at different colleges and universities outside of Palau.	**On-going**
	Upward Bound Math & Science (UBMS)	The UBMS program ended after school year 2012-2013.	**Discontinued**
	Talent Search	PCC Talent Search continues to work towards increasing the number of its program high school graduates who enroll at PCC. More than 50% of the graduates of the program have enrolled at PCC since the 2011-2012 school year.	**On-going**
	1.2.3 Beginning 2010, develop an aggressive recruitment plan to increase enrollment in career/technical education programs	Dean of Students- There is a need to <u>revisit and develop plan to continue to increase students enrollment for CTE programs from the region especially RMI, Pohnpei and Kosrae States.</u> One option being considered at the moment is to use travel grants for Yap students to increase travel grants for these students. Sending recruitment team is another option being considered. The college continues to recruit students from the region and support their interest with Palau Community College through travel grant. The number of travel grant for each of the FSM states and RMI has increased from five travel grant to ten travel grant each school year. 2019 - Recruitment Plan has been developed, to date, it is yet to be approved and shared college-wide for implementation.	**On-going**

Goal 1.2	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
	1.2.4 Beginning 2010, PCC will increase enrollees of adult high school graduate in the academic track of the program	The PCC Adult High School program continues to work with the students enrolled in the College Preparation Track to enroll at PCC. Our records show that each year the percentage of AHS graduates in the Track II program who enroll at PCC is increasing over the past five years. Since 2009, 144 AHS students have graduated from the program; out of the 144, 92 graduates have enrolled into college (Palau / abroad); and 57 of the 92 attended PCC. In 2018 commencement exercises, one AHS student who graduated from the program in 2013 graduated with an Associate of Applied Science in Tourism and Hospitality Degree Program. 2019 - There were eight graduates of AHS during spring 2018, one out of eight graduates enrolled at PCC.	On-going

PCC 15 Year Master Plan Report Card

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Percent of Objective by Status			
Completed	On Track	Off Track	Discontinued
	80% (4/5)		**20% (1/5)**

| Goal 1.3	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
<u>**GOAL 1.3.**</u> The College will increase its student retention rate by 10% . (term to term; year to year)	**1.3.1 Continue to operate Day Care Center for the benefit of the PCC students**	**2019 - The Day Care Center remains open to support PCC students who have children. PCC students may enroll their child(ren) at the Day Care Center while attending classes to earn their degrees/certificates.**	**On-going**
	1.3.2 Increase success rate at the course, certificate, and degree levels	**Dean of Students-Support services/activities continues to be provided to increase success rate and reduce probation. These services/activities are assessed and student progress data are collected/reviewed for continuous improvement.** **Dean of Academic Affairs- Lookin into training & workshops to improve teaching skills for faculty; Student evaluation results are used to identify areas for improvement in the classroom. ISSA # 4 course level - S.Y. 2015-16 was 76% succession rate & S.Y. 2016-17 succession rate was 81%. ISSA # 8 (graduate within 2 - 2.5 years) cohort of 2013 - 6%; cohort of 2014 - 3%; and cohort of 2015 - 9%. ISSA # 9 (graduate within 3 - 3.5 years) cohort of 2013 - 9.4%; cohort of 2014 - 16%; cohort of 2015 - pending 2018 report from the Admissions and Records. For more information of Succession rate at the course, certificate and degree level, see ISSA reports 2015-16 & 2016-17 on college website. 2019 - data for school year 2018-2019 is not available yet due to incomplete submission of summer 2019 grades from instructors to the Admissions & Records Office. When results are made available to IREO from Admissions & Records, results will be made available college wide.**	**On-going**

Goal 1.3	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
	1.3.3 Increase success rate of students enrolled in developmental courses	Dean of Students- Services/activities continues to be provided /assessed to increase passing rate of students in the developmental courses. Passing/falling data are compiled/reviewed for continuous improvements. Institutional Researcher - provided developmental course success report to Dean of Students. During school year 2015-16, developmental courses in the fall of 2015 sucession rate was 69%; spring 2016 was 53%; and summer 2016 was 70%. School year 2015-16 succession rate in developmental courses was 64%. Developmental courses was put into inactive in fall 2016.	**Developmental Courses have Discontinued**
	1.3.4 Increase persistence rate from term to term, and year to year	Dean of Students- Services/activities continues to be provided /assessed to increase persistence/retention rate. Student progress data are compiled/reviewed for continuous improvements. Institutional Researcher - retention rate for first time students has been formally tracked. **2019 - Persistence rate from fall 2015 to spring 2016 was 74% and fall 2015 to fall 2016 was 60%; persistence rate of fall 2016 to spring 2017 was 84% and fall 2016 to fall 2017 was 63%; persistence rate from fall 2017 to spring 2018 was 83% and fall 2017 to fall 2018 was 57%; and fall 2018 to spring 2019 was 76%.**	**On-going**
	1.3.5 Continue Proactive Monitoring of Educational Progress	Counseling/advising services/activities continues to be provided/assessed to increase passing rate at the course leading to program completion in a timely manner. Students IEPs are monitored and needs are identified to ensure educational progress. **The college continues to use student progress report (SPR) to monitor students educational progress. SPR is required three times a semester where instructors informed the academic advisors of students progress in their studies. Academic advisors uses the SPR information to help students succeed their classes.**	**On-going**

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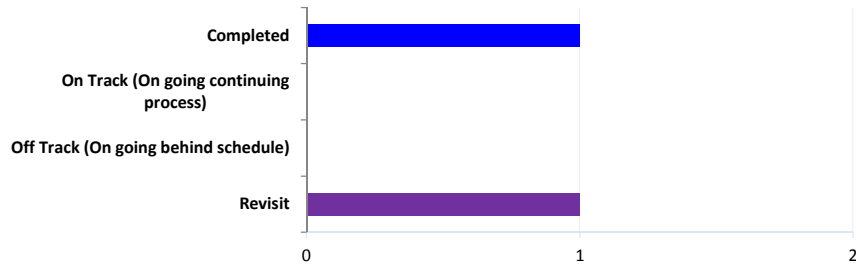
	Percent of Objective by Status		
Completed	On Track	Off Track	Revisit
50% (1/2)			50% (1/2)

STATUS CATEGORIES

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**Revisit Plan.** Stated objective has to be reviewed.

GOAL 1.4	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.4 . The College will ensure that Learning Support Services is sufficient to support instructional programs.	**1.4.1 Establish Student Learning Center.**	**Learning Resource Center was established in 2011 and remained open to help support students needs to ensure student success.**	**Completed**
	1.4.2 Establish English as a Second Language (ESL) Program.	**The College has to revisit this plan and decide weather it is still a need to support student learning.**	**Revisit Plan**

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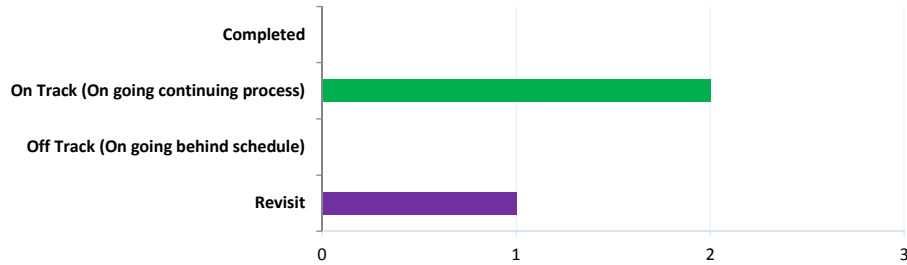
	Percent of Objective by Status		
Completed	On Track	Off Track	Revisit
	67% (2/3)		50% (1/3)

STATUS CATEGORIES

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**Revisit Plan.** Stated objective has to be reviewed.

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.5. The College will increase effort for job placement and transfer of graduates.	1.5.1 Increase job placement for all graduates	Internship program is coordinated under Academic Affairs and CPC also provides assistance in securing job placement for students. ISSA # 11 results of graduates entering the workforce after academic year 2015-16 was 41% and academic year 2016-17 was 57%. See ISSA reports on the college website. **There were 119 graduates during AY 2017-2018; 74 or 62% of the 119 went to the workforce.**	On-going
	1.5.2 PCC will work in collaboration with NDBP and WIOA to have a Business Incubation Plan to support selected graduates	**The College has to revisit this plan and decide weather it is still a need to support student success.**	Revisit Plan
	1.5.3 Increase transfer rate of PCC graduates	The college has hired a Career/Transfer Counselor at Learning Resource Center (LRC) who works closely with Student Life Counselors to provide services/activities in a continuous effort to increase transfer rate of PCC graduates. ISSA # 10 results of school year 2015-16 shows that 22% of graduates transferred to 4-year college/university and for school year 2016-17 results showed that 19% of graduates transfered to 4-year college/university. See ISSA reports on the college website. **2019 - Fall cohort of 2017 - 14 or 9% of 149 cohort students graduated within two years; after fall 2019, numbers graduating after 2.5 years will be available.**	On-going

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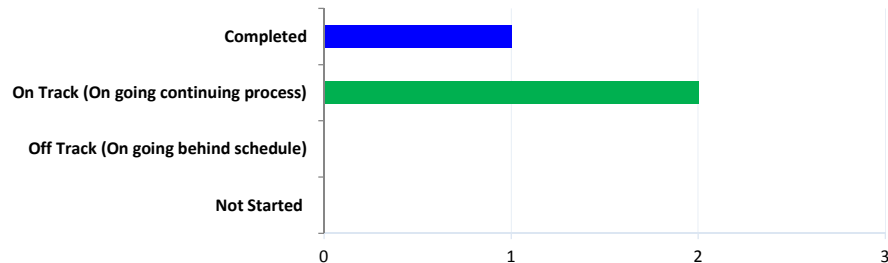
Percent of Objective by Status			
Completed	On Track	Off Track	Not Started
30% (1/3)	70% (2/3)		

STATUS CATEGORIES

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**Revisit Plan.** Stated objective has to be reviewed.

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.6. The College will strengthen programs and services in the area of student support services.	**1.6.1 College will ensure that SLO for student support services are identified and implemented**	SLOs are identified and implemented. 2019 - Implementation of SLOs for SSS will continue and when need arise for changes/additions, SSS will develop/revise for implementation.	**Completed**
	1.6.2 Provide programs to support diverse student population.	The college continues to provide programs including international night, Male/Female Retreats. State Organizations, and many others that support diverse student population. These programs/activities are assessed regularly for continuous improvements. 2019 - Academic Tutoring Center is another avenue used to support diverse student population and learning needs. Individuals who may not feel comfortable seeking tutorial help from LRC may use tutorial assistance from the Academic Tutoring Center.	**On-going**
	1.6.3 Provide comprehensive counseling to ensure student success	2019 - Comprehensive counseling services are provided to students to ensure their success. Services include but not limited to academic counseling and personal counseling. Students are free at anytime to seek counseling assistance from the counselors at Student Life Office. Required counseling as a result of semester student progress report are scheduled between counselors and students throughout the semester to ensure student success.	**On-going**

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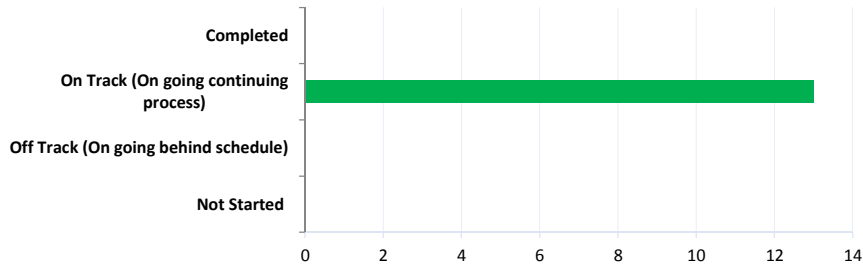
Percent of Objective by Status			
Completed	On Track	Off Track	Revisit
	100% (13/13)		

STATUS CATEGORIES

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Revisit Plan. Stated objective has to be reviewed.

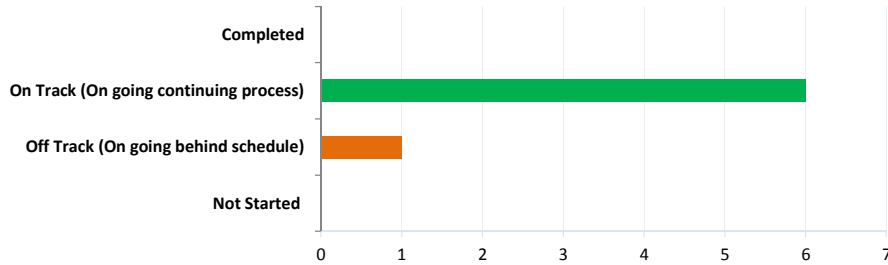| Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.7. By the year 2024, the PCC Library will have met the standards for community, junior, and technical colleges learning resources programs spelled out in the Association of College and Research Libraries.	1.7.1 Organize and automate the Western Curriculum Coordination Center	WCCC is used as lab for LS program; WCCC is also a collection that is made available for all college instructors to research, collect ideas, and use as resources in place of course textbooks, supplemental learning resources and library resources. WCCC is open to faculty and students during the semester.	On-going
	1.7.2 Improve Micronesian-Pacific Collection	To date Micronesian Pacific Collection of the college Library is 11,287. The collection continues to grow through individual donations, agency/organization donations and those purchased by the college.	On-going
	1.7.3 PCC will improve the Library webpage to prepare for distance education programs.	One library staff received web development training, is currently creating a new library webpage. 2019 - The college website has a dedicated blog for the college Library. The dedicated blog is updated on a regular basis for current students, prospective students, employees and community patrons.	On-going
	1.7.4 PCC Library will produce a Library Procedures Manual	Library Policy Manual has been completed and implemented. Library procedures have been updated and reviewed.	On-going
	1.7.5 Produce CD-ROM versions of local newspapers providing full-time searchable versions of Palau's newspapers to the community	Scanning area is complete. Staff have begun digitizing Micro-P materials, including newspapers. 2019 - Digitizing Micro-Pacific materials and newspaper has been completed and the college Library continues to digitize as new materials are received at the Library.	On-going
	1.7.6 Library personnel will posses at least an Associate degree in Library and Information Services or Related Programs	Three of the library staff have updated their degrees and there are three staff continue to work toward their LS degrees, are supported by the college. Currently, all library staff have received their two-year degree in Library and Information Services. The two newest staff of the library are currectly working on their two-degree associate degree in the same field. 2019 - Most current employee of the college Library continues to work towards her associate degree in LS.	On-going

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
	1.7.7 The library will be managed by a librarian holding appropriate credentials	Library is properly, effectively and appropriately managed. Currently, PCC Library is managed by an Interim Director holding a bachelor of science degree in Education with more than 15 years of library experience. The college continues to advertise the library Director's position for hiring. 2019 - The College Library remains under the management of an Interim Director. The College continue to seek for a new director that will replace the interim director who is nearing her retirement.	On-going
	1.7.8 By 2011, develop a Learning Resources mission statement.	2019 - All learning resources / units of the College library are under the overall Library mission statement that was developed and implemented prior to 2016. The daily operation of the College Library depends on its mission statement.	On-going
	1.7.9 By 2020, enhance current services and programs.	New services and programs have been introduced to meet patron needs, continue to be developed and evaluated. 2019 - The Library began a new program in spring 2019 providing trainings on how to use the Library and its resources to students specifically from the FSM and RMI. The program also provides incentives to entice students from the different island states to utilize the library services to study, do research, socialize, and to help support their learning.	On-going
	1.7.10 By 2015, continually evaluate appropriate staffing levels and make recommendations as needed	All library areas have adequate staff. 2019 - during this year's evaluation of appropriate staffing through employees merit evaluations, the Library staff are well placed and the Library staffing is adequate to perform the tasks and responsibilities of the Library daily operations.	On-going
	1.7.11 Establish a Learning Resources advisory committee	The College Library continues to work with other libraries in Palau and the region, continues to attend appropriate library trainings and will continue to to support small libraries in Palau. The Library staff including the interim director are members of Pacific region library association and Palau library association.	On-going
	1.7.12 Improve skill levels and application for staff in relevant technology.	All staff members take advantage of opportunities for professional development. 2019 - For the past several years, Library staff are invited to attend relevant technology trainings provided by the College. The Library staff will continue to attend appropriate trainings in technology to improve their skills in the area of technology.	On-going
	1.7.13 Develop a Technology Replacement cycle for the library consistent with Technology Plan.	see Technology Plan. 2019 - The College Library technology plan is included in the overall 5-Year Technology Plan of the College; therefore, the requirements of the 5-Year Technology Plan remains to be implemented to support the Library technology replacement.	On-going

STRATEGIC DIRECTION 1. <u>STUDENT SUCCESS</u>
PCC will intensify its effort to enhance existing programs and services, as well as develop new ones, all in an effort to improve student success.

Percent of Objective by Status			
Completed	On Track	Off Track	Revisit
	86% (6/7)	14% (1/7)	

STATUS CATEGORIES

Completed. Indicates that all activities associated with the objective have been completed /met.
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Not Started. Indicates that objective has not been started/not implemented.
Revisit Plan. Stated objective has to be reviewed.

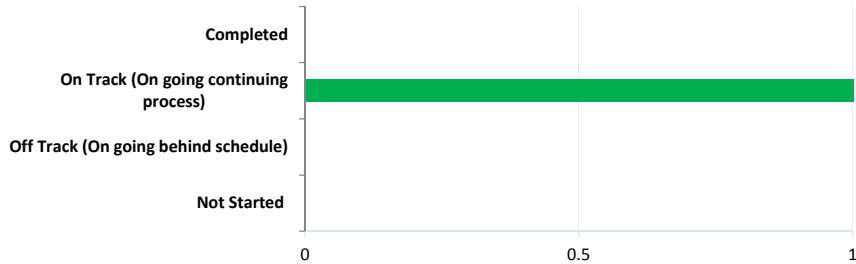| Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.8. The College will ensure all non-credit programs will have Student Learning Outcome (SLO) for all its offerings.	**1.8.1 Develop SLOs for Continuing Education/Professional Development / Compensatory Education**	All CE courses have SLO's. From time to time, there are new courses offered depending to community needs. In spring 2018, Continuing Education worked with IREO to update and revise its mappings from programs/service areas to institutional learning outcomes. Currently, CE and IREO is working to complete all student learning outcomes of all courses offered, as well as working together to make CE's non-credit courses to be all credit and accredited courses.	**On-going**
	1.8.2 Have Continuing Education Unit (CEU)for students/employee recognized advancement or college graded purposes.	**2019 - See 1.8.1 update, when 1.8.1 is complete then 1.8.2 will be complete as well.**	**On-going**
	1.8.3 Conduct state visits to assess community training needs	**2019 - CE worked closely with the state offices to arrange trainings. With the CE mapping, CE is required to work with state offices to identify state needs, as well as offer training programs to accommodate those needs. CE is required to assess and provide at least two trainings annually to accommodate community needs.**	**On-going**
	1.8.4 Work closely with ministries, agencies, private sectors, NPGO to assess training needs.	CE worked closely with the ministries, state government, non- profit organization and responded to their needs. Koror State Cultural Affairs Office has been working closely with CE and Workforce Investment Act Program to provide Youth Training in the last three years. **2019 - In 2018, CE worked closely with the following agencies providing appropriate trainings to accomodate needs of outside agencies - MOJ (Emergency Medical Technician Training), PCAA & MOH (Substance Abuse Prevention Training, PCAA (Nutrition and Food Safety), MOE and Bureau of Immigration (Basic Customer Service), and general public.**	**On-going**

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
	1.8.5 Provide appropriate and effective apprenticeship program.	**2019 - In 2018, CE provided different apprenticeship trainings to the public. The trainings included Emergency Medical Technician training, Care Giving training, Substance Abuse Prevention training, Nutrition & Food Safety, Smart Phone Basic training, Basic Counseling Class, and Basic Customer Services.**	**On-going**
	1.8.6 Provide crash courses to support in-service training of newly hired teachers	CE is working with Yap State of Education about the Course. For Palau, Academic Affairs is working with MOE. **PCC continues to accommodate request from the Ministry of Education and Palau Head Start program. Courses are offered through summer academies to satisfy training needs of outside agencies in Palau and Micronesian region.**	**On-going**
	1.8.7 Provide Non Instrumental Navigation and sea-faring classes to the community.	**2019 - Navigation and sea-faring classes haven't been offered for several years.**	**Off Track**

STRATEGIC DIRECTION 1. STUDENT SUCCESS

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	Completed	On Track	Off Track	Not Started
Percent of Objective by Status				
		100%		

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Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.9. The College will ensure that all other Community-Based Programs are accessible and offered throughout Palau.	**1.9.1** Continue to develop and implement OMIP training classes to the extent that external funding is available	Trainings are offered to different agencies and outlying states. OMIP is now known as MAP - Maintenance Assistance Program. MAP continues to provide request trainings from the community through the Academic Affairs, Dean's office. Trainings cover different topics, such as computer (technology), electricity, green machine, etc. **2019 - During the month of January to July 2018, Palau Community College Maintenance Assistance Program (MAP) conducted several trainings with national government utility agencies and also state government to upscale the skills and knowledge of the employees. The trainings included Green Machine Maintenance and Operation; Grid-Connected Photovoltaic Systems—Installation, Operation, Troubleshooting, and Maintenance; Vehicle Basic Servicing & Preventive Maintenance; Basic Air-conditioning Maintenance; and Basic Plumbing. Green Machine Maintenance and Operation training was conducted with Koror State Government Road and Ground employees. Grid-Connected Photovoltaic Systems—Installation, Operation, Troubleshooting, and Maintenance train-ing was conducted with employees from Palau Public Utilities Corporation, Palau Energy Administration, Bureau of Public Works, and Koror State Government. Vehicle Basic Servicing and Preventive Maintenance, Basic Air-conditioning Maintenance, and Basic Plumbing training were provided to Belau Head Start Maintenance Department.**	**On-going**

STRATEGIC DIRECTION 1. <u>STUDENT SUCCESS</u>
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	Percent of Objective by Status		
Completed	On Track	Off Track	Revisit
	100% (5/5)		

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Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.10. The College will strengthen and diversify its partnership with external agencies to help with the achievement of its mission and goals.	**1.10.1 Strengthen working relationship with Republic of Palau's Ministries.**	**MOU's are already in place with MOE and MOH. 2019 - Currently, the college holds MOU's and/or MOA's with the Ministry of Education, Palau Head Start program, Ministry of Justice and Ministry of Health where educational services are offered to meet the needs of these various agencies.**	**On-going**
	1.10.2 Strengthen and expand Online Learning opportunities with other degree granting institutions	**2019 - Currently, PCC works with SDSU for a bachelor degree and master degree. PCC is currently developing its first bachelor degree program and will continue to seek working relationship with other institutions of higher learning should need arise requiring more opportunities.**	**On-going**
	1.10.3 Continue to adhere to Pohnpei Accord in regards to PPEC articulation agreements.	**For articulation we do accept all classes from participating schools after review from Faculty as to which course it is equivalent to. 2019 - PCC continues to adhere to Pohnpei Accord as it continues its articulation with COM-FSM.**	**On-going**
	1.10.4 Continue to operate Day Care Center for the benefit of the PCC students.	**2019 - The Day Care Center remains open to support PCC students who have children. PCC students may enroll their child(ren) at the Day Care Center while attending classes to earn their degrees/certificates.**	**On-going**
	1.10.5 Maintain Memorandum of Understanding with Penn Foster Career School	**MOU is in place. 2019 - PCC continues its MOU with Penn Foster Career School.**	**On-going**

STRATEGIC DIRECTION 1. STUDENT SUCCESS

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Percent of Objective by Status			
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	100%		

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Revisit Plan. Stated objective has to be reviewed.
DISCONTINUED. Indicates that objective was discontinued.

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
Goal 1.11. **The Cooperative Research and Extension Division will collaborate with partners and clients to generate, develop, and disseminate practical, relevant and sustainable technologies and knowledge in agriculture, environment, food and human sciences to benefit the people of Palau.**	1.11.1 Global Food Security and Hunger	CRE continues to provide outreach programs on issues of food safety and quality, including food security. The department continues to provide different activities annually to help educate the public and communities on how to secure food for the future through agriculture and aquaculture. 2019 - Other outreach programs continued on issues ranging from food safety and quality, food security, families and youths relationships. Health and nutrition programs continued on the importance of healthy lifestyles, which included physical activity and consumption of safe and nutritious local food to combat obesity, diabetes, heart diseases and other NCDs. Sustainable agriculture and Integrated Pest Management (IPM) programs provided farmers information on agricultural production practices that protect the fragile island ecosystem integrity and biodiversity. Pro-grams continued on resistant crop varieties and practical biological pest control measures to provide useful tools for stakeholders to combat crop pests and diseases and increase productivity. The use of beneficial or-ganisms was emphasized to reduce pest threats on crops.	**On-going**
	1.11.1.1 Promote Integrated Pest Management (IPM)	Pest management programs are provided throughout the year to inform farmers of agricultural production practices that protect the fragile island ecosystem integrity and biodiversity. Programs also included resistant crop varieties and practical biological pest control measures to provdie useful tools for stakeholders to combat crop pests and deseases and increase productivity. The trainings also emphasized on the reduce of pest threats on crops using beneficial organisms. The pest management programs also includes the use of bio control agents for the control of invasive weeds and pests of taro and cassava to local farmers to protect their fields and crops. In August 2017, CRE conducted a four-days workshop on Pesticide Applicator. Twenty participants attended the training where they learned major pests and their control as well as control measure for each major pest, including how to use chemicals for control of pests. CRE continues to help educate the public and communities on this subject matter. 2019 - Other outreach programs continued on issues ranging from food safety and quality, food security, families and youths relationships. Health and nutrition programs continued on the importance of healthy lifestyles, which included physical activity and consumption of safe and nutritious local food to combat obesity, diabetes, heart diseases and other NCDs. Sustainable agriculture and Integrated Pest Management (IPM) programs provided farmers information on agricultural production practices that protect the fragile island ecosystem integrity and biodiversity. Pro-grams continued on resistant crop varieties and practical biological pest control measures to provide useful tools for stakeholders to combat crop pests and diseases and increase productivity. The use of beneficial or-ganisms was emphasized to reduce pest threats on crops.	**On-going**
	1.11.1.2 Support the development of tissue culture technology	2019 - Field Planting of Pineapple - there were 476 tissue cultured pineapple planted in the field. Basal application of compost and complete fertilizer was done in each hole prior to field planting. Luxuriant growth of the plants are being observed. Acclimatization of Breadfruits Plants - PCC-CRE received 288 breadfruit plants propagated by tissue culture from Hawaii and currently acclima-tization of those plants is conducting to grow outside and give out farmers of the community. This activity aims to promote growing breadfruits in Palau.	**On-going**

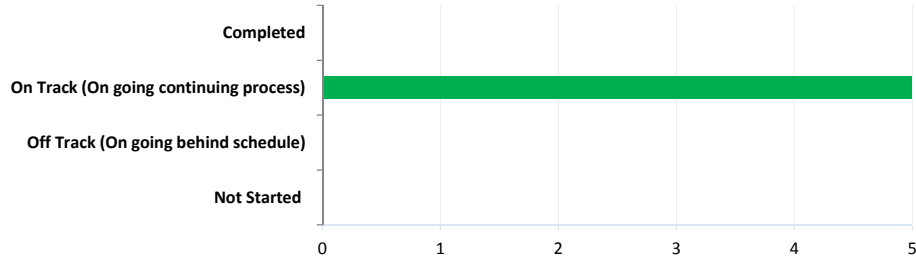| Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
	1.11.2 Promote the development of the aquaculture industry	2019 - Rabbitfish (Siganus sp.) - Series of larval rearing trials for the rabbitfish were continued at PCC hatchery and about 11,900 rabbit-fish (Siganus lineatus) juveniles were delivered to established fish farm around Palau. A series of hatchery production trials have been conducted to produce mangrove crab juveniles at PCC-Hatchery. A total of 1,800,000 newly hatched mangrove crab zoeae were stocked in a 10-ton capacity lar-val rearing tank. These zoeae were part of the estimated 2.1 million larvae that were hatched from the crab that spawned. Out of the 1,800,000 mangrove crab zoeae about 5,000 were recovered. These crabs further grown inside the nursery tanks to further grow them to about 2-inch carapace crablets for stocking to the grow-out farms. Crabs that were grown to 2-inch were delivered to three crab farmers, Huebert Lem-ong,Silas Kingzio and Rubeang Nabeyama. A total of 225 crablets (1-inch carapace width) were also utilized for a 3-months experiment on the effect of adding feed supplement on the growth and survival rate of crablets in the nursery tanks. This ex-periment was terminated after 2 months of rearing. Nutritional analysis of the crab samples and Statistical analysis of the data are currently being done at Oceanic Institute. The rest of the crablets were kept in the nursery tank to further grow them until they became ready for distribution to local mangrove crab farmers. Aside from supporting the existing crab farms, the PCC researcher and the Extension Agent accommo-dated the inquiries of three interested clients in Ngaraard State named Otobed Rdialul, Francis Elkang and Meriu Wachi. These clients sought technical assistance in line with their interest on farming the man-grove crabs. The PCC aquaculture staff visited the client's proposed project site and provided recommendations with respect to the suitable design for the crab farm. A total of 20,000 high quality milkfish fry were delivered to local farms for stocking in their nursery ponds on March 8 and 21, 2018. These milkfish fry were produced out of the 42,000 good eggs that were collected at the floating milkfish broodstock cage in Ngatpang State last February 7, 2018. Once these milkfish fry reach the size of more than 6 inches, they will be transferred to grow-out ponds and cages to further raise them until they reach the marketable size.	On-going
	1.11.3 Food Safety	2019 - Other outreach programs continued on issues ranging from food safety and quality, food security, families and youths relationships. Health and nutrition programs continued on the importance of healthy lifestyles, which included physical activity and consumption of safe and nutritious local food to combat obesity, diabetes, heart diseases and other NCDs.	On-going
	1.11.4.1 Support food nutrition and healthy living	Mitigation and adaptation programs on climate change, food security, food safety and childhood obesity programs were launched in 2017 including supplemented programs on proper hygiene and healthy lifestyle that were importat in safeguarding the well-being of citizens. R&D's activities continues to promote agricultural productivity and food security for self-sufficiency and enhancement of quality of life. CRE's activities to support food nutrition and healthy living is evident through several CRE published books. Such published books include *"Processing Sweet Potato in Palau"; "Economic Entomology in Micronesia"; and "Cassava".* 2019 - Integrated research and extension programs to address economic, social, and ecological issues continued with special emphasis on the national priority areas. These programs were conducted through the cooperative research and extension department of Palau Community College (PCC). Dissemination of research findings and technologies to sustain and improve the quality of life in our communities was carried out. Mitigation and adaptation programs on climate change, food security, food safety and childhood obesity programs were launched including supplemented programs on proper hygiene and healthy lifestyle that were important in safeguarding the well-being of citizens. The rising sea level due to climate change has become a really serious concern as we witnessed the catastrophic effects of this phenomenon on shorelines. The increasing cost of food and fuel has forced people to make adjustments necessary for the new eco-nomic, social and environmental conditions and find innovative methods of farming of crops, livestock, and aquaculture species. Research and extension activities promoted agricultural productivity and food security, self-sufficiency, and enhancing quality of life. The utilization, processing and development of new products from staple food crops that are acceptable to the native population and in local markets continued. Trials on taro varieties for their sustainability to grow under atoll conditions continued and the micro propagation of elite varieties that will improve the quality and quantity of certain crop varieties for food security were ongoing. Continued germplasm maintenance of staple root crops has insured the genetic conservation of these valuable resources for future generations. This has also facilitated the continued supply of planting materials to growers and allow in-vitro multiplication of other food crops. Aquaculture demonstration projects continued to transfer the technical know-how to the citizens of Palau and Micronesia to enable them to actively engage in projects that could provide alternative income generation with the overall aim of improving the socio-economic conditions of islanders. Efforts were made to initiate and improve the socio-economic conditions of islanders. Efforts were made to initiate and improve site-specific multi-species aquaculture and transfer simple and appropriate feeding technology for targeted aquaculture species to farmers to formulate prepare their own feeds. Other projects provided stock enhancement to replenish depleted stocks.	On-going

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
	1.11.4.2 Promote the development of value added/new product using local produce	2019 - Research and extension activities promoted agricultural productivity and food security, self-sufficiency, and enhancing quality of life. The utilization, processing and development of new products from staple food crops that are acceptable to the native population and in local markets continued. Trials on taro varieties for their sustainability to grow under atoll conditions continued and the micro propagation of elite varieties that will improve the quality and quantity of certain crop varieties for food security were ongoing.	On-going
	1.11.5 Develop adaptation options to reduce vulnerability in crop production and climate change	2019 - Mitigation and adaptation programs on climate change were launched in 2017 to safeguard citizens continues with PCC CRE and the community of Palau in 2018 to reduce vulnerability in crop production and climate change.	On-going
	1.11.5.1 Promote youth development of environmental awareness	PCC CRE continues to provide and promote youth development of environmental awareness activities. In 2016, more than 338 clienteles participated in different R&D station presentations. Various presentation topics included the conservation and maintenance of root crops germplasm; dry litter piggery; invasive weeds; pests of taro and cassava; Palau insects collection; small business opportunities on animal production; crop production; aquaculture; healthy food; food safety; local food; and proper preparation of healthy meals. More than 275 individuals participated in different CRE presentations throughout the year. The numbers of participants does not include the individual farmers and community folks who were recipients of root plants and harvested crops. For more information on promotion of youth development of environmental awareness, see PCC's 2016 & 2017 Annual Reports under Cooperative Research and Extension. 2019 - In 2018, Agricultural Summer Camp Program was conducted at PCC CRE. A total of 80 students participated. Students were able to take part on the following activities: Taro planting in Mesei: students got a hands-on experience of traditional wetland taro planting and understand the staple food production in Palau. They were able to plant 4 taro patches at R & D station with the help of research extension staff. Students learned how to plant Pineapples also. Students got to experience taro plant tissue culture in the laboratory by propagating vegetative plants in bottles. Students also got to see and experience tissue cultured banana in the greenhouse, Pineapple planted in the field, students got to see Table Top Garden demonstration by CRE R&D staff using Napa seedlings. Students were also introduce to the dry litter piggery farm at the station, learned the maintenance and feeding requirement of having such poultry farm. Students enjoyed vegetable dishes prepared by PCC-CRE staffs during lunch time to get more awareness on healthy diet using local vegetables.	On-going
	1.11.6 Sustainable Energy		On-going
	1.11.7 The College Research & Development Station to serve as a repository for local root crops	In 2016, Cassava germplasm, sweet potato germplasm, Weeding and fertilization of taro was conducted at R&D station; it was harvested and donated to Ngeremlengui and Kayangel communities, including PCC cafeteria and to individual farmers at different communities in Palau. Yam germplasm was also planted for multiplication.Micro propagation and in vitro conservation continues to be done in the R&D station laboratory. There were 21 variety of taro that were maintained in the same lab during 2016. Variety of bananas and pineapple were also propagated in the laboratory for mass planting in a much bigger field. In 2017, The maintenance of root crop germplasm continues at R&D station laboratory. Root crop germplasm includes sweet potato, yam, taro, banana and pineapple. Throughout the year, these root crops are harvested and replanted again. Crops and plants are shared and donated to individual farmers and communities around Palau. PCC R&D Station remains to servce as a repository for local root crops, as well as helping local farmers develop their farms to ensure food security in the future.	On-going
	1.11.8 Disseminate Research findings to the communities	CRE continues to disseminates its research findings to the community through the PCC Annual Reports.	On-going

STRATEGIC DIRECTION 2. <u>INSTITUTIONAL CULTURE</u>

The institutional culture of PCC will be one that embraces planned changes to continually improve and links the mission and vision in guaranteeing quality and excellence.

STATUS CATEGORIES

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Percent of Objective by Status
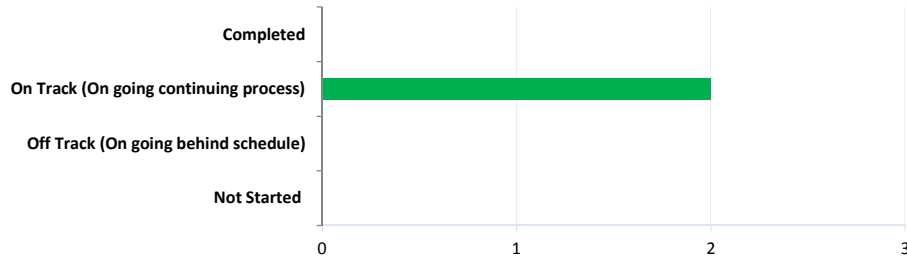
Completed	On Track	Off Track	Revisit
	100% (5/5)		

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 2.1 The leadership & governance of PCC will continue to be transparent and collaborative in order to foster a positive institutional culture that instills confidence and trust.	**2.1.1 Through 2024, have governance contribute to the institution's culture of excellence through improved Board effectiveness.**	A comprehensive orientation program for new board members was developed. **2019 - The Board continues to conduct annual evaluations to improve its services to the College. The College Board of Trustees will continue to contribute excellence leadership to the College.**	**Ongoing**
	2.1.2 Through 2024, engage in decision-making structures and processes as stipulated under RPPL 4-2.	Organizational Chart was updated in January 2014 that depicts the current administrative structure. The current organizational chart needs to be update to include changes of Admissions and Financial Aid to Financial Aid alone and to add Admissions and Records. **2019 - The College Organizational chart has been revised with new programs/service areas identified.**	**ongoing**
	2.1.3 Utilize/assess clearly defined communication channels and methods in which instructions, ideas and concerns are openly communicated throughout the institution and the community.	2019 - Instructions, ideas and concerns are conveyed from upper level to the lower level and from the lower level to the upper level of the institution through the Executive Committee. Concerns are openly communcated throughout the institution on a regular basis through organization meetings, management meetings, committees and general assemblies. College information are conveyed to the community through various means which include public media, college website and the college newsletter.	**On-going**
	2.1.4 Through 2024, communicate effectively the values and expectations regarding ethics, equity, social responsibility and community involvement	Orientation program to every staff members of the college is being developed. Human Resources Division provides new employee orientation; however, important tasks and responsibilities of all employees regardless of type of contract must be adhered to and to follow submission dates as to make sure the college continues to comply with policies, regulations and standards of the US Department of Education and ACCJC-WASC. **2019 - The college continues to communicate effectively the values and expectations regarding ethics, equity, social responsibility and community involvement through different means. The different means include but not limited to the college website, college newsletter, different levels of meetings, general assemblies and trainings.**	**On-going**

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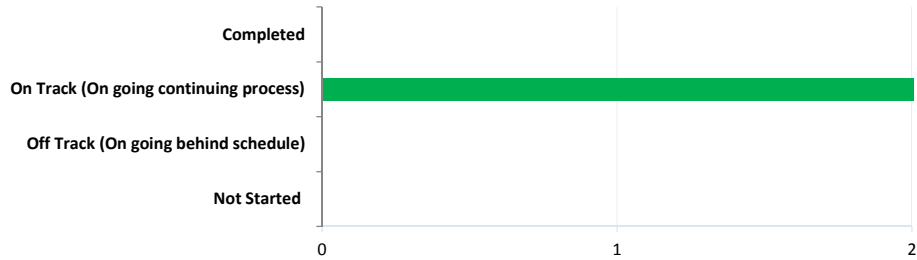| Completed	On Track	Off Track	Not Started
	100%		

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 2.2 The College will strengthen its effort to instill a sense of common purpose among its employees of diverse backgrounds, values, and experiences.	**2.2.1** Through 2024, communicate effectively the institutional Mission,Vision,Values, ILOs and Strategic Directions to the college community.	Posters, flyers, and wallet size cards have been developed and disseminated to each departments/divisions, and offices of the College. Next review of Mission, Vision will be on 2014. College website has been updated to include Vision, Mission, Values, and ILO's. All major college publications such as Annual Reports, 15th Yr. IMP, Factbook, General Catalog, and Handbooks contain College Mission, Vision, Values, and ILO's. During the revisit and revision of the college mission and vision, the college vision was revise to include the word "strive". The college vision now reads "We <u>Strive</u> to Guarantee Quality and Excellence." **2019 - the college continues to communicate college wide of its mission, vision, values, ILOs, ISSAs, strategic directions on a regular basis. These are in major publications of the college, on the college website, college newsletter and discussed during the college general assemblies conducted every fall semester.**	**On-going**
	2.2.2 By 2011, develop and implement among the college family and community activities to protect the gains that have been made and promote school spirit to instill pride.	Faculty & Staff were recognized according to length of service; Identification (ID) system was implemented. **2019 - The college continues to provide activities to support the college pride and integrity through annual Charter Day celebration, Thanksgiving Luncheon and Christmas Luncheon. Different organizations of the college such as the Faculty Senate Association and Classified Staff Organization conducts regular outting activities to promote school spirit and instill pride to employees.**	**On-going**

STRATEGIC DIRECTION 2. INSTITUTIONAL CULTURE

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Percent of Objective by Status			
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	100%		

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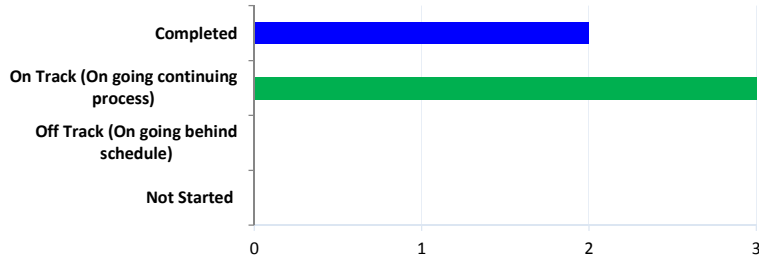**Revisit Plan.** Stated objective has to be reviewed.

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 2.3 The College will enhance and build upon the positive image of Palau Community College in Palau, the region and the world.	2.3.1 Foster a positive image and perception to the community	2019 - The College Development Office has the responsibility to enhance and build the positive image of the College to the community of Palau, the region and the world. Through this office, the College stories are told by the weekly college newsletters, regular talk shows on public radio stations and newspapers, annual audit reports, bi-annual reports to PPEC (regional) and stories are told to the accreditation commission by various reports of the college as well as the US Department of Education. In addition, college stories and information are told Palau wide through the college annual Endowment fundraiser every November. The college community continues to work together to foster a positive image and perception to the community of Palau, the region and the world.	On-going
	2.3.2 Strengthen MOC/PCC Alumni Association.	Alumni activities are announced through Mesekiu news distribution. Contacts have been established in each State and Territories.	On-going

STRATEGIC DIRECTION 3. RESOURCES

The College will diversify and increase resources to provide quality programs and services, facilities, technology, and human resources to support its vision, mission and goals. The College will be prudent in the allocation of its resources.

Percent of Objective by Status

Completed	On Track	Off Track	Revisit
40% (2/5)	60% (3/5)		

STATUS CATEGORIES

Completed. Indicates that all activities associated with the objective have been completed /met.

On Track (Ongoing, Continuing Process) The objective is being actually in process. Forward progress is being made on objective.

Off Track (Ongoing- *Behind Schedule)* indicates that activities associated with the stated objective is actually in process but is behind schedule.

Annual Objective Met. *(For objectives with annual target).* Indicates that annual target was achieved.

Not Started. Indicates that objective has not been started/not implemented.

Revisit Plan. Stated objective has to be reviewed.

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 3.1 The College will secure and allocate financial resources to support operations and activities.	**3.1.1 Secure enough funding to support the annual operation of the college**	Revenue from outside workorders for construction of items such as coffins and from food orders to cafeteria, also rent of equipments and space. **2019 - The college continues to secure its funds through college bookstore bento markets, construction of coffins, cafeteria outside work orders, space rentals, and requested trainings and summer programs. The college continues to receive funding from ROP appropriations and Title IV aid through students awards from the USDE, various grants from different sources including funds from the USDA for the Land Grant institutions.**	**On-going**
	Settle $60K+ outstanding balances/accounts from the 2005 Mini-games	**Has been written off due to statute of limitation.**	**Complete**
	Setlle $32K+ outstanding balances/accounts from MOE	**Has been written off due to statute of limitation.**	**Complete**
	Continue Applying for US Grants, JICA, AUSAID, NZAID, CANFUND, KOICA	Annual objective met; Grants such as Upward Bound, Upward Bound Math & Science, Talent Search & ANNAAPISI. **2019 - Upward Bound program and Talent Search program continue to comply with program objectives to receive funding. Upward Bound Math and Science, and ANNAAPISI grants have ended. The college continues to seek grant opportunity and submits proposal to receive funds through grants to help ensure the college financial stability.**	**On-going**
	3.1.2 Through 2024, seek to generate and utilize effective use of resources to increase the PCC Endowment to reach $10 million	The College continues to receive ROP Bi-Weekly allotments including PCC staff allotments. Other local businesses, organizations and individuals donated on a yearly basis. Cafeteria, Bookstore, etc..support endowment fund through 10% deductions of all market sales. The Annual Thanksgiving Endowment Fundraising raised over $38,000.00 this year and will continue to raise funds to meet this goal. **2019 - The college continues aggressively to increase its Endowment goal of $10 million by 2024 through various activities annually. Detailed college Endowment Report is available through request at the College Business Office.**	**On-going**

STRATEGIC DIRECTION 3. RESOURCES

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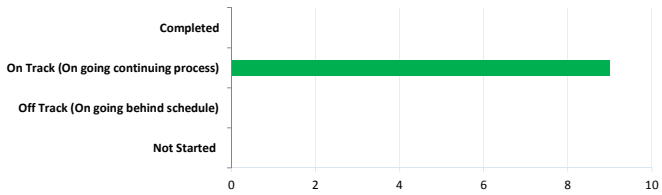
	Percent of Objective by Status		
Completed	On Track	Off Track	Revisit
	100% (9/9)		

STATUS CATEGORIES

Completed. Indicates that all activities associated with the objective have been completed /met.
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Not Started. Indicates that objective has not been started/not implemented.
Revisit Plan. Stated objective has to be reviewed.
DISCONTINUED. Indicates that objective was discontinued.

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 3.2 Facilities and Equipment. The College will improve a system of acquisition and management of property, facilities, and depreciable assets such as vehicles, information technology, accessories and major equipment.	**3.2.1 Through 2024, provide adequate, safe and accessible facilities to meet the space needs of a learning-centered institution**	• New academic building (Science/IT & general classrooms)- still in the planning stage. • Established PalauTourism School of Excellence - completed in 2012 and serving TH program. • Renovated dorms- Dormitories renovations are conducted every summer breaks. • Campus power plant to serve college need as well as a platform for Pacific Power Association (PPA) Training - still in the planning stage. • Every building to have its own meters - ongoing (meters have been purchased; will start at PCC lower campus-Dorms and Cafeteria) • Repaired Dort building - Complete renovations • Badminton Court - Plan needs to be revisited. • Multi-purpose building for Faith-based activities - Plan needs to be revisited. • Apply roof-gard (paint) on the roofs - Completed • Sailing and Canoeing- vessels in place (Sailing 101) -completed • Housing for married personne - completed • Functional PCC wharf with floating dock and bigger ramp - ongoing, awaiting for permit from KSG; Hatchery in Ngeremlengui (floating dock) -completed • PCC vehicle plates are stamped - Completed • Fenced PCC campus for security purposes -Pending a meeting with KSG • Completed road below shop area - (pending for Koror State Government) • Office and Classroom Spaces for PCC Adult High School Program - completed From 2016 to present (completion) - Tan Siu Lin PCC Library roofing; sand and gravel storage; Diangel extension; Temekai bldg repair; installation of new gutters for the library bldg, Btaches, Sebus, and Smuuch bldgs.; renovations of GE, ET and Education classrooms; SE classroom roof repairs; ditch/culvert for concrete blocks storage; Melangmud bldg. repairs; regular repairs and maintance of Dorm A, B & C; repair and relocation of Student Services (dean's office) and Computer Services office; semesterly maintance and repair of classrooms and labs; new additional conference room; and regular campus facelifts. Cafeteria roofing project is on-going at the moment with completion to be accomplished by the end of the summer 2018. 2019 - Completed Projects - Completion of Keskas Building roof, Completion of Diangel ramp and extension, Completion of Temekai Building classrooms and conference room, Installation of new gutters to Btaches buildings, Repaired and maintained Melangmud building, recurring repair and maintenance of aging Dormitory A and Garbage storage, Installed campus walkway lights, Renovated nursing classroom, Repair Dorm Manager Apartment, Installed rain gutters at cafeteria, Replaced cafeteria Air Condition Units, Fabricated and Installed new doors and windows at Dormitory A and B, Repaired the whole Recreation Office, Repaired student laundry room and TV lounge, Removed old cafeteria roofing and installed insulations and new roofing, Repair all cafeteria extension roofing, Dormitory A new roofing and interior renovation, Dormitory B interior renovation, Built endowment summer house in Airai, Replaced roofing for PCC dock extension, new roofing over large water tanks, and new roofing over, sink area, Repaired Sebus and Smuuch building, PCC CRE Multi-Species Hatchery main building and Kursii roof replacement with aluminum, nstalled truss, beams, and insulations and installed new arts and new roofing for generators shed.	**On-going**

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
	3.2.2 Have in place an existing maintenance working plan matrix to ensure safety & quality	Bi-weekly matrix inspection; monthly maintenance working plan matrix continues to ensure safety and quality around the campus.	**Ongoing**
	3.2.3 Maintain a complete and accurate inventory of equipments/facilities	The business office has a weekly update of fixed assets and straighline depreciation is being calculated to all PCC fixed assets. Major campus inventory is completed by Physical Plant. According to the college Business office, the last inventory of equipments/facilities (walk-through) happened about two years ago. 2019 - The Business Office completed an accurate inventory of the college equipment and facilities in spring 2019.	**On-going**
	3.2.4 Disposed equipment with hazardous waste properly (collaborate with Strategic Approach to International Chemical Management (SAICM)	Equipments for disposal are temporarily stored at temekai building. Awaiting for EQPB for proper disposal of said equipments.	**On-going**
	3.2.5 By 2016, have secured funding to support programs	2019 - Funding has always been secured for any degree programs offered by the college.	**On-going**
	Secure funding to support current programs	2019 - The current 21 degree programs have funding to support them. All 21 degree programs needs are fully funded by the college.	**On-going**
	Secure funding to support certified programs	2019 - Funding is availableto support any certified programs should any arise based on clients needs.	**On-going**
	Secure funding to build new proposed programs	2019 - The college has secured funding to support new programs like the General Maintenance and General Mechanics that are in developmental stages. Once the programs are approve for implementation, the college will implement the programs with the available funding.	**On-going**
	3.2.6 Establish a Wall of Honor to recognize past and present high achievers and major donors	2019 - Major donors in regards to the college Endowment, the Wall of Honor has been established and put in place by the Administration office. The Wall of Honor provides donors name and amount of donations they have donated to the college Endowment fund.	**On-going**

STRATEGIC DIRECTION 3. RESOURCES

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Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
3.3 Technology Plan		See Technology Plan and Technology Committee updates and reports.	Report Card will be provided by TRC Chair

STRATEGIC DIRECTION 3. RESOURCES

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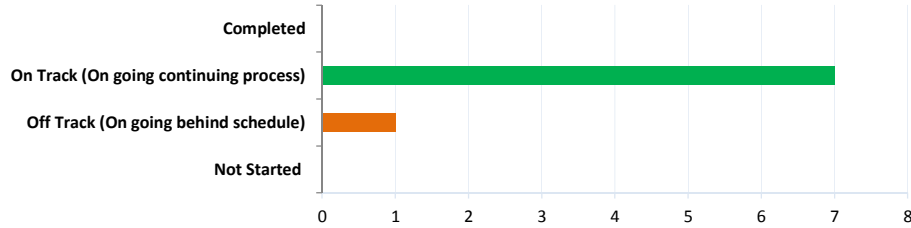
Percent of Objective by Status

Completed	On Track	Off Track	Revisit
	88% (7/8)	12% (1/8)	

STATUS CATEGORIES

Completed. Indicates that all activities associated with the objective have been completed /met.

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Revisit Plan. Stated objective has to be reviewed.

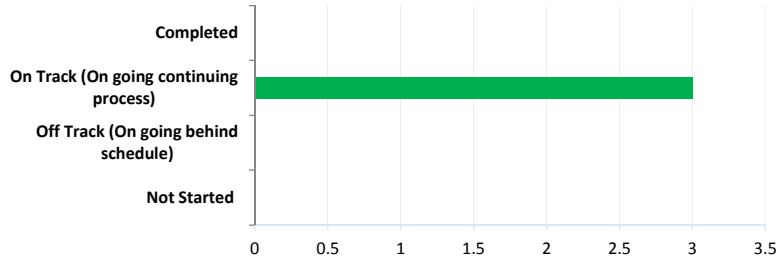| Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 3.4 Human Resources. The college will recruit, hire, promote and retain a diverse and qualified workforce needed to achieve institutional priorities.	3.4.1 Have diverse, qualified and appropriately credentialed personnel.	PCC is an equal opportunity employer. The college advertises vacancies on the web and through public announcements hoping to pull in qualified prospects from all walks of life. When applications or inquires are received, HR forwards a "new applicant" checklist that includes what is required from PCC. This checklist informs the applicant/prospect to submit an application, resume, official transcripts, cover letter and a police clearance. By completing the checklist HR works to certify that all personnel are qualified and appropriately credentialed.	On-going
	3.4.2 Review periodically the Personnel Rules and Regulations (PRR) Manual	2019 - The Personnel Rules and Regulations manual is currently being reviewed by the college president. After the college president's review, the PRRM will be going to the Board of Trustees for their review and approval. Approval will be disseminated college wide for implementation.	On-going
	3.4.3 Improve and expand staff and faculty development programs	HR keeps a list of training needs suggested or requested on employees annual reviews. By identifying the training needs of individual staff members HR works to consolidate needs that affect the most individuals. Through the annual review HR also works on identifying problem areas that may require training not suggest in the review. 2019 - PCC provides professional developments to all employees through the Institutional Effectiveness trainings for faculty every fall semester and to administrators and classified staff every spring semester; associate degrees, dachelors degrees and masters degrees with PCC and SDSU; various off island trainings in the topics of accreditation, student support services, USDE, USDA, science foundation, TRIO programs, and economic meetings amongst others. The college continues to promote employee knowledge and skills through different trainings and workshops throughtout theyear.	On-going

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
	3.4.4 Review periodically the performance appraisal and evaluation process	The last review was on August 2011. HR will suggest that the policy review committee review the form after it has completed its review of the PRRM. **2019 - performance appraisal and evaluation process are reviewed on a regular basis and/or when needs arise. The college appoints a committee to review the different processes in place for their relevancy and accuracy.**	On-going
	3.4.5 Establish benefits for faculty and staff	**2019 - The college continues to establish benefits for employees called for under the RPPL 4-2. The HRD works with the ROP Pension Plan, SS Administration, different insurance agencies to receive updates of the different benefits and provide accurate information to all college employees. The college established a retirement plan for non-FSA citizens as another benefit to those employees who are not qualified for the ROP pension plan.**	On-going
	Salary Increment	The Personnel Rules and Regulations manual is currently going through a comprehensive review by a committee appointed by the college president and headed by the HR Director. A complete first reading has been completed and the committee needs to meet to discuss the first reading changes and to decide on the next course of action. **2019 - Salary increment varies from different positons, titles, job descriptions which are based on employee credentials and requrements of vacancies. The college will continue to follow its salary increment defined in the PRRM approved by the College Board of Trustees.**	On-going
	Career Development	HR keeps a list of training needs suggested or requested on employees annual reviews. By identifying the training needs of individual staff members HR works to consolidate needs that affect the most individuals. Through the annual review HR also works on identifying problem areas that may require training not suggest in the review. **2019 - PCC provides professional developments to all employees through the Institutional Effectiveness trainings for faculty every fall semester and to administrators and classified staff every spring semester; associate degrees, dachelors degrees and masters degrees with PCC and SDSU; various off island trainings in the topics of accreditation, student support services, USDE, USDA, science foundation, TRIO programs, and economic meetings amongst others. The college continues to promote employee knowledge and skills through different trainings and workshops throughtout theyear.**	On-going
	3.4.6 Develop a succesion plan	The last review was on August 2011. HR will suggest that the policy review committee review the form after it has completed its review of the PRRM. **2019 - The succession plan of the college needs to be developed and implemented at the soonest; most leadership positions are oversee by folks who are nearing retirement, and the succession plan needs to be completed and implemented to accomodate those retiring soon.**	Off Track

STRATEGIC DIRECTION 3. <u>RESOURCES</u>

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Percent of Objective by Status			
Completed	On Track	Off Track	Revisit
	100% (3/3)		

STATUS CATEGORIES

Completed. Indicates that all activities associated with the objective have been completed /met.
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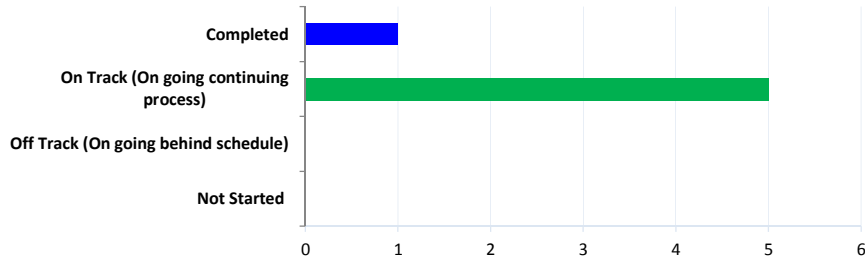**Revisit Plan.** Stated objective has to be reviewed.

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
3.5 Emergency Preparedness. The College is committed to protect its human resources and safeguard its physical resources. It will develop a systematic approach of emergency preparedness to facilitate current responsive and recovery measures to address health, safety, and emerging environmental threats including but not limited to terrorism, natural disasters, and pandemic situations in order to ensure a safe and secure learning environment for college faculty, staff, students, and community members and depreciable assets such as vehicles, information technology, accessories and major equipment.	**3.5.1 Protect the well-being of students and faculty and staff through an intensive awareness campaign of emergency preparedness**	**2019 - The college Emergency Operational Plan was revised in 2018 and disseminated college wide and is also available on the college website. In late 2018 and early 2019, two emergency drills have been conducted with more scheduled and unscheduled for fall 2019 and the years ahead. The EOP was discussed during the college convocation in 2018 and will remain to be discussed in different meetings throughout the college to ensure student and employee safety and security in the campus.**	**Ongong**
	3.5.2 Create a college-wide system of communication in crisis situations	**2019 - The college Emergency Operational Plan defines the college communication process in the event of a crisis situation; during emergency drills, college employees go through activities to ensure everyone understands and follows the communication process accordingly.**	**Ongong**
	3.5.3 Establish a Crisis Management Team	**2019 - The college Emergency Operational Task Force is the college Crisis Management Team which is comprise of representatives from the different departments and divisions of the college.**	**Ongong**

STRATEGIC DIRECTION 4. CULTURE OF EVIDENCE

The college will provide data driven assessment which generates accurate and reliable information, identify specific evidence of its efforts in strategic areas, analyze that evidence, and use its findings to make planning and resources allocation decisions as the basis for continuous improvement.

STATUS CATEGORIES

Completed. Indicates that all activities associated with the objective have been completed /met.

On Track (Ongoing, Continuing Process) The objective is being actually in process. Forward progress is being made on objective.

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Not Started. Indicates that objective has not been started/not implemented.

Revisit Plan. Stated objective has to be reviewed.

Percent of Objective by Status

Completed	On Track	Off Track	Revisit
17% (1/6)	**83% (5/6)**		

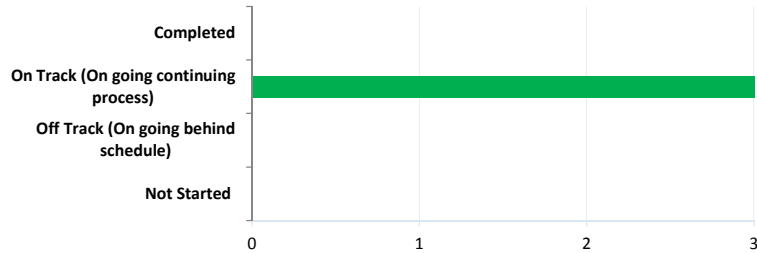| Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
4.1 The College will establish an Institutional Research Office (IRO). The primary mission of the office is to collect, analyze, interpret and disseminate information; preserve comprehensive and longitudinal data; conduct surveys and ad hoc studies; develop an institutional fact-book; and function as a central repository of data information to support management operations, planning, and decision-making processes.	**4.1.1 Establsh Institutional Research Office under the direction of the College President**	**In 2009 Institutional Researcher was hired. In 2014, Institutional Research and Evaluation Office was established. IREO covers the area of accreditation, research and assessment under the supervision of the director.**	**Completed**
	4.1.2 Collect, analyze, interpret and disseminate information.	Data on students, staffing and financial matters are updated on a timely manner. IR also collects and provides information to IPEDS, College Board and other External Surveys. **2019 - Collection, analysis, interpretation and dissemination of student learning and student achievement are regularly conducted by the IREO on a regular basis of every semester. Information required by the USDE IPEDs, ISSAs, NSLDS, and other reports to the ROP Ministry of Education and the UNESCO, including the college fact book and the Pacific institutions fact book remain responsibilities of the college Institutional Research and Evaluation office.**	**On-going**
	4.1.3 Preserve comprehensive and longitudinal data.	Annual Reports from Development Office is collected every year. SAT 10 Report for Palau Private schools is published annually by IR. SAT10 Palau wide results is analyzed by the PCC IREO. **2019 - college program reviews; course and program assessments; non-academic and non-instructional programs/service areas assessment; and institutional effectiveness evaluation for both students and employees remained the responsibility of the IREO. IPEDS and college Factbook are completed on a regular basis to meet the requirements of the US Department of Education, ACCJC-WASC, and PPEC. Comprehensive and longitudinal data also includes ISSAs, ILOs, and NSLDS which remains IREO responsibilities on a regular basis.**	**On-going**

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
	4.1.4 Conduct surveys and ad hoc studies.	**Each year, IR provides analysis/survey reports for non-academic division for their use in assessing their goals/services. IR also conducted surveys of first time students and graduating students following a regular schedule. 2019 - IREO consulidated all service areas evaluation tools into one Institutional Effectiveness survey for employees and one for students. Both of these survey evaluations were implemented in spring 2018 and continues on a regular basis every semester.**	**On-going**
	4.1.5 Develop annual Institutional FACTBOOK.	**Institutional Fact Book is published annually by the IREO.**	**On-going**
	4.1.6 Function as a central repository of data information	**Currently, IREO is using CS Pro and Excel for its database. Nuventive, LLC product "TracDat" (Improve is used for student learning outcomes and service area outcomes assessments. Improve (TracDat) is currently going through revisions and configurations to meet required needs of all non-academic and academic programs and services of the college. 2019 - IREO is the central repository of the college data; college data includes but not limited to course assessments, service area assessments, instructors evaluation, program reviews, student learning outcomes, student achievements, ISSAs data and etc.**	**On-going**

STRATEGIC DIRECTION 4. <u>CULTURE OF EVIDENCE</u>

The college will provide data driven assessment which generates accurate and reliable information, identify specific evidence of its efforts in strategic areas, analyze that evidence, and use its findings to make planning and resources allocation decisions as the basis for continuous improvement.

STATUS CATEGORIES

Completed. Indicates that all activities associated with the objective have been completed /met.

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Revisit Plan. Stated objective has to be reviewed.

Percent of Objective by Status			
Completed	On Track	Off Track	Not Started
	100%		

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
<u>GOAL 4.2</u> The Institutional Research Office will provide information about the FAMED assessment cycle, generate an assessment plan and continue to coordinate institutional research and assessment practices at PCC.	**4.2.1 Familiarize the FAMED assessment cycle to support the administrative decision-making processes**	FAMED Assessment cycle is used in planning and decision-making process. 2019 -The FAMED process is in place, it is being utilized by all academic degree programs and academic departments; non-instructional areas, and non-academic areas for assessments. There is a need to make sure that decision-making process includes data, analysis, and action plans in place and should be integrated with institutional planning, institutional budget and implementation. Trainings have been conducted on a regular basis as to how action plans from data results should be integrated with institutional planning where decision making of the college should be focused on the action plans and formulation of budget and implementation of budget should support the action plans to ensure student success and institutional effectiveness. However, there are times when action plans are not met because there was no conducive planning and implementation.	On-going
	4.2.2 Develop and implement IR and Assessment Plan	Institutional Research practices is continually coordinated with IR's in the region through meetings and trainings conducted by PPEC, AIR and PacAir. 2019 - Institutional Assessment Calendar 2014-2024 has been developed and implemented. All functions of the college are required to go through program reveiw every three years in a cycle. Program reveiws are submitted to IREO and are reveiwed with final recommendation to the college President through the Institutional Assessment Committee (IAC). The college Institutional Assessment Manual was developed in 2016 and is in full implementation.	On-going
	4.2.3 Continue to coordinate institutional research and assessment practices tthrough regular meetings/trainings of PPEC Member institutions-adopted from PPEC Multi-Year Strategic Plan	Institutional Research practices is continually coordinated with IR's in the region through meetings and trainings conducted by PPEC, AIR and PacAir.	On-going

STRATEGIC DIRECTION 4. <u>CULTURE OF EVIDENCE</u>

The college will provide data driven assessment which generates accurate and reliable information, identify specific evidence of its efforts in strategic areas, analyze that evidence, and use its findings to make planning and resources allocation decisions as the basis for continuous improvement.

Percent of Objective by Status

Completed	On Track	Off Track	Revisit
	100% (5/5)		

STATUS CATEGORIES

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Revisit Plan. Stated objective has to be reviewed.

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 4.3 The Institutional Research Office will serve as a repository of program review and student services data and will be the center point where all factual information about student learning outcomes and institutional learning outcomes can be obtained.(this goal will be linked to the website).	**4.3.1 Provide Program Review and Assessment Report.**	Program Review and assessment report is compiled in IREO, IAC reviews and provide report and recommendation to the college President through the Executive Committee meetings. Other assessment reports such as the ISSA, course and program assessment results, and others are reported to the college President and constituents through the college website. **2019 - The IREO continues to provide Program Review and Assessment Report college wide through Institutional Assessment Committee report to the Executive Committee during regular meetings.**	**On-going**
	4.3.2 Provide Course Review and Assessment Report.	Course Review and Assessment reports is provided by AAC. Course assessment reports and any other assessment reports are reported to the college President and campus wide through annual IREO report. **2019 - the college IREO will take the full responsibility of course review and assessment report starting fall 2019; Academic Affairs will not be responsible for the course review and assessment starting fall 2019. The IREO will provide the fall 2019 course review and assessment report during the Executive Committee meeting in January 2020.**	**On-going**
	4.3.3 Evaluate Institutional Learning Outcome	Needs to be reviewed along with Mission and Vision Statements (5 yr cycle). Institutional Learning Outcomes is evaluated on a regular basis along side the student learning outcomes at the course level and program level. ILOs are also assessed and evaluated along side with the service area outcomes assessments at the service area level. **2019 - The IREO like course review and assessment will take full responsibility of the ILOs assessment every semester starting fall 2019. The IREO will provide the fall 2019 course review and assessment report during the Executive Committee meeting in January 2020.**	**On-going**
	4.3.4 Collect Student Services SLO's and Assessment Report	**SLO's and Assessment report is collected every semester and anytime assessment are conducted.**	**On-going**
	4.3.5 Conduct collaborative research with academic affairs and FSA on the effectiveness of the current grading system will be done	**The college IREO will begin the conversation in relation to this objective with Academic Affairs and FSA in fall 2019 and will report to the President before the end of the year.**	**On-going**