15-YEAR
INSTITUTIONAL MASTER PLAN
2009-2024

PALAU COMMUNITY COLLEGE

BOARD OF TRUSTEES

PALAU NATIONAL TRAINING COUNCIL

OFFICE OF THE PRESIDENT

DEVELOPMENT OFFICE

INSTITUTIONAL RESEARCH

COOPERATIVE RESEARCH & EXTENSION
- Agricultural Experiment Station
- Resident Instruction
- Extension Services
- Multi-Species Hatchery

EDUCATION & TRAINING

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- Micronesia Pacific Collection
- Western Curriculum Coordination Center

CONTINUING EDUCATION
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- Adult High School

ACADEMIC AFFAIRS
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- School of Business
- School of Technical Education
- Operations & Maintenance Improvement Program

STUDENT SERVICES
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- Registration & Records

ADMINISTRATION & FINANCE

FINANCE
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- Computer Systems
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PHYSICAL PLANT
- Maintenance
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HUMAN RESOURCES
- Personnel
- Facilities Design

Upward Bound

Upward Bound Math & Science

Student Support Services

PALAU COMMUNITY COLLEGE

Revised and Approved by the Palau Community College Board of Trustees, August, 2009

Bilung Gloria G. Salii
Chairperson of the Board

Adopted August 1994
Revised August 2006

HISTORY

Palau Community College (PCC) was founded in 1969 as a two-year post-secondary vocational/technical institution. It grew out of a trade school that had its beginning in 1927 during the Japanese administration prior to World War II. PCC began with a small group of students enrolled in one vocational program on a campus with limited physical facilities. It was known at that time as Micronesian Occupational Center.

The expansion of vocational education resulted from such factors as a growing political awareness, articulation among the states/republics of Micronesia, and a greater commitment to educational and economic development by the United States of America. Funding permitted the addition of facilities and staff so that by 1976, training programs were provided in more than twenty specific vocational areas grouped into ten trade clusters. The goal of a post-secondary institution for vocational education to prepare students with necessary skills and knowledge needed in a developing and expanding economy has not changed through the years.

Until 1977, the Micronesian Occupational Center and the Community College of Micronesia were two autonomous post-secondary institutions serving Micronesia. On March 29, 1977, Trust Territory Public Law No.7-29, amended later by Public Law 7-130, created the College of Micronesia as a public corporation under its own Board of Regents. The law, which took effect on October 1, 1977, joined into a single post-secondary educational system the Micronesian Occupational Center and the Community College of Micronesia (which included the CCM-affiliated School of Nursing). In May 1978, Micronesian Occupational Center officially became Micronesian Occupational College, a distinct and complementary part of the College of Micronesia. In September 1987, a treaty among the Republic of the Marshall Islands, the Federated States of Micronesia, and the Republic of Palau regarding the College of Micronesia was executed establishing complete autonomy of each college in the COM system to local governments. The treaty was terminated on March 31, 1993, which laid the foundation for Palau Community College. On March 1993, the Republic of Palau enacted RPPL No.4-2, establishing Palau Community College.

1927-1944	Mokko School (During Japanese Administration)
1948-1955	Palau Intermediate School - Palau District (TTPI)
1955-1969	Palau Vocational School - Palau District (TTPI)
1969-1977	Micronesian Occupational Center (TTPI)
1978-1993	Micronesian Occupational College (COM)
1993-Present	Palau Community College (ROP)

GEOGRAPHICAL LOCATION

Geographically, Palau is part of Micronesia which was administered by the United States as the Trust Territory of the Pacific Islands after World War II, from 1955 to 1994. In 1994, the Republic of Palau entered into a Compact of Free Association with the United States. Melekeok, the capital, is located about 500 miles east of Manila, 800 miles southwest of Guam, and 10,000 miles west of Washington, D.C. Palau Community College is conveniently located in downtown Koror, within walking distance of businesses and government offices.

VISION STATEMENT – *Where We Want To Be*

We guarantee quality and excellence

MISSION STATEMENT – *Who We Are and What We Do*

Palau Community College is an accessible public educational institution helping to meet the technical, academic, cultural, social, and economic needs of students and communities by promoting learning opportunities and developing personal excellence.

UNIFYING PRINCIPLES – *How We Behave*
(Semesemel a Ureor)

Unifying principles are highly valued statements or beliefs which form the basis for policy setting, planning, our daily interaction with one another, and our decision making. They serve as cornerstones on which we build a successful institution.

Palau Community College believes in:

Teamwork – *Oba tal tekoi*
Quality Services – *Kot el ngarbab lomeruul*
Open Communication – *Diak a berrotel*
Managing with Goals – *Ulterkokl olengcheled*
Promoting Leadership – *Oldubech kedul a dereder*
Integrity and Loyalty – *Melemalt e melangesmad*
Community Ownership – *Tekoi el buai*
Continuous Improvement – *Ouelangch ra melemolem el klungiolel a tekoi*
Creativity and Innovation – *Sebrakl, ituuk, e melasm a tekoi*
People & Respect for Others – *Omengull ra tang ma tang el chad*

GENERAL EDUCATION PHILOSOPHY

Palau Community College believes that education is the key to success by promoting the concept that learning is a lifelong process. With this belief, PCC provides general education to give each student an opportunity to develop an integrated overview of diverse fields of human knowledge, to become aware of skills and knowledge required to comprehend the changing world, to acquire basic principles and concepts that are part of different disciplines, to educate and enable students to cope with changing societies, and to prepare those interested in pursuing higher education beyond PCC.

Outcomes:

Students will be able to:
- Critically think and solve problems.
- Communicate clearly, both orally and in writing.
- Use mathematical skills appropriate to our technological society.

- Appreciate knowledge about their own physical bodies, minds, physical worlds, and the environment.
- Be aware of different contemporary issues and cultures that affect their worlds.
- Appreciate different cultures and people.
- Appreciate the world of arts.

INSTITUTIONAL LEARNING OUTCOMES (ILO)

Critical Thinking and Problem Solving: Analyze and solve problems by using informed judgment based on evidence, sound reasoning and/or creativity to differentiate facts from opinions and to specify solutions and their consequences.

Communication: Effectively communicate, both orally and in writing, thoughts in a clear, well-organized manner to persuade, inform and/or convey ideas in academic, work, family and community settings.

Quantitative and Technological Competence: Use mathematical skills appropriate to our technological society by analyzing and solving problems that are quantitative in nature and by utilizing technology for informational, academic, personal and professional needs.

Diversity: Understand and appreciate differences in cultures and behaviors between oneself and others by demonstrating respect, honesty, fairness, and ethical principles in both personal and professional life.

Civic responsibility: Apply the principles of civility and morality to situations in the contexts of family, work, community, environment and the world.

Aesthetics: Apply numerous means of inquiry to experience and appreciate the values of arts and nature.

ACCREDITATION

PCC is proud to have maintained its accreditation uninterrupted for three decades. Accreditation began in 1977 with the College, initially known as Micronesian Occupational Center and later Micronesian Occupational College, and now Palau Community College. PCC is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC).

1977 – Granted Full Accreditation
1982 – Accreditation Reaffirmed
1987 – Accreditation Reaffirmed
1992 – Accreditation Reaffirmed
1998 – Accreditation Reaffirmed
2004 – Accreditation Reaffirmed
March 1-4, 2010 – Next Visit

2009-2024
15 Year Institutional Master Plan
of Palau Community College

STRATEGIC DIRECTION 1:

STUDENT SUCCESS - 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.

STRATEGIC DIRECTION 2:

INSTITUTIONAL CULTURE - 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.

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 mission and goals. The College will be prudent in the allocation of resources to support operations and in support of its short, medium and long range plans in line with the strategic directions and mission of the college.

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 resource allocation decisions as the basis for continuous improvement.

STRATEGIC DIRECTION 1

STUDENT SUCCESS

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.

Goal 1.1 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.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.1.1 Ensure that Student Learning Outcomes (SLO) and Rubrics at the course, program, certificate, and degree levels are known and predictable	a. State SLOs and rubrics in course syllabus for students b. State SLOs and rubrics for program/certificate in student IDPs for advising c. Use as basis for planning, assessment and improvement d. Maintain and improve SLOs and rubrics are as needed	• Dean of Academic Affairs • Committee on Programs and Curricula (CPC) • Instructors • Academic advisors	• By 2009, 80% of courses have SLOs and Rubrics • By 2009, 30% of certificate programs have SLOs and Rubrics • By 2009, 90% of Degree Programs have SLOs and Rubrics • Course rubrics are standard part of syllabus • Program/certificate SLOs and rubrics are standard part of students IDPs	Financial Resources
1.1.2 By 2009, conduct current program/department reviews based on a three-year cycle	Implement review calendar	• Dean of Academic Affairs • CPC • Instructors	• Completed reviews • Program review reports	Financial Resources
1.1.3 By 2010, utilize program assessment results to improve programs	a. FAMED assessment cycle (refer to Direction 4: Culture of Evidence) b. CPC meetings c. Advisory Councils meetings	• Academic Affairs • CPC • Instructors	Results used to enhance dialogue for program improvement	Financial Resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	d. Pilot permission from ACCJC			
1.1.4 Offer new and relevant programs that meet the needs of students and community, with references to Palau *Medium Term Development Strategy (MTDS), June 2008*	a. Develop and offer new programs (refer to Curriculum Handbook)	• Academic Affairs • CPC • Instructors • Collaborating agencies	Degree & certificate/ credentials/ programs offered in: • STEM (Science, Technology, Engineering and Mathematics) Disciplines • Architectural Drafting • Automotive Body Repair • Palauan Studies • Broadcasting/ Journalism • Allied Health Programs • Other programs as needed/requested	• Collaborating Agencies • Allocated resources
1.1.5 Adopt a school or establish a lab school to be used as a lab center for Ed students and Instructors	Identify a school to adopt	• PCC President • Academic Affairs	Lab school or adopted school established	• Allocated resources • Grants
1.1.6 Offer new courses that meet the needs of students and the community	a. Follow CPC procedures for developing and implementing new courses (See Curriculum Handbook)	• Academic Affairs • CPC • Instructors • Requestor	• Developed course on introduction to ethics • Developed course on sailing (Sailing 101) • Developed foreign language courses (German, French, Spanish, Tagalog, Mandarin, Korean) • Other courses as needs arise	• Allocated resources • Grants

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.1.7 Align and articulate courses with high schools	Establish articulation agreements	• Academic Affairs • CPC • Instructors • High School Rep.	Articulation Agreements approved and implemented	• Allocated resources • Participating high schools
1.1.8 Establish a Summer Conferencing Center and Intensive Program	Faculty / Student Exchange	Executive Committee	• Expanded offering to the region • Raised money for College	• Allocated resources • Collaborating Agencies
1.1.9 By 2011, expand the current agriculture program	Establish additional certificate programs	• Academic Affairs • CRE • CPC • Instructors	Certificates in Horticulture, Plant Pathology, Animal Husbandry, Agronomy, Crop Science	• Allocated resources • Grants
1.1.10 Seek ways to support the offering of 4-year degree programs	a. Negotiate with baccalaureate degree granting institutions b. Procure programs and courses	• Academic Affairs • CRE	• Articulated agreement • Matriculated agreement • Facilitated agreement • Distance learning program agreement	• Collaborating Agencies • US federal funding • Support from other countries such as Japan, Australia, Taiwan, USA, Philippines etc.
1.1.11 By 2012, have expanded the use of instructional technology	a. Refer to PCC Technology Plan (Appendix A) b. Improve/expand internet access on campus c. All instructors to have upgraded laptops d. At least one computer projector for each program/department	• Academic Affairs • VP Administration • Computer& Data Processing • Students • Instructors	• Wide range of instructional options, One option is videotaping of exemplary teaching methods • Viewing of recorded online lectures	• Allocated resources • Grants

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	e. All classrooms to have wall screens f. Encourage students to own laptops			

Goal 1.2 By the year 2024, the College will increase enrollment by 10%.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources

1.2.1 Beginning 2010, continue to facilitate and increase enrollment of:
  a. High School students
  b. Returning students
  c. Local workforce
	a. Assess needs
	b. Marketing
	c. High School Visits
	d. Campus Awareness
	e. Travel Grant
	f. Direct Mailing
	g. Phone Calls
	h. Participate in Community Events
	i. Admissions Counseling
		• Dean of Students
		• Director of Admissions & Financial Aid
		• Director of Development
		• Institutional Researcher
			Increased enrollment annually:
			  • High School students
			  • Returning students
			  • Local workforce
				• Financial resources
				• Human resources

1.2.2 Beginning 2010, increase participation of regular Upward Bound, Upward Bound Math & Science, and Talent Search Program graduates	As stipulated in the programs plan of operation	UB, UBMS and Talent Search program staff	College Placement	As stipulated in the grant proposal
1.2.3 Beginning 2010, develop an aggressive recruitment plan to increase enrollment in career/technical education programs *(*PCC Technical Efficiency study recommendation)*	a. High School Visits b. Campus Awareness c. Travel Grant d. Phone Calls e. Marketing f. Tuition Waiver g. Campus Awareness	• VP Administration & Finance • Dean of Students • Dean of Academic Affairs • Director of Development	Increased enrollment in career/technical education programs annually	• Financial resources • Human resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	h. Assess existing career/ technical resources i. Assess Community needs j. Small Business Incubation program	• Institutional Researcher		
1.2.4 Beginning 2010, PCC will increase enrollees of adult high school graduate in the academic track of the program	Aggressive recruitments of adult high school students	Director of Adult High School	Increased enrollment	Human resources

Goal 1.3 The College will increase its student retention rate by 10% (term to term; year to year)

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.3.1 Continue to operate Day Care Center for the benefit of the PCC students *(refer to 1.10.4)*	a. Maintain collaborative effort with MOH & PCAA b. Seek funding to support Day Care Center	Academic Affairs	Continue to operate Day Care Center	• Allocated resources • MOH • PCAA
1.3.2 Increase success rate at the course, certificate, and degree level	a. Counseling b. Tutoring c. SS 100 d. Study Skills/Information Workshops e. Assess Success Rate f. Referrals from Instructors	• Instructors • Dean of Academic Affairs • Dean of Students • Director of Student Life • Director of SSS Program • Institutional Researcher	• Increased passing rate at the course level and graduation rate for certificate & degree programs • Reduced academic/ financial aid probation rate	• Financial resources • Human resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	g. Dialogue between instructors and counselors h. Dialogue between instructors and students regarding class progress			
1.3.3 Increase success rate of students enrolled in developmental courses	a. Assess Success Rate b. Counseling referral c. Tutoring d. SS 100 e. Study Skills/ Information workshops	• Faculty • Dean of Students • Director of Student Life • Director of SSS Program • Institutional Researcher	• Increased passing rate of students enrolled in developmental courses • Reduced academic/ financial aid probation & suspension rate	• Financial resources • Human resources
1.3.4 Increase persistence rate from term to term, and year to year	a. Assess incoming student educational plans b. Assess reasons for early leavers c. SS 100 d. Pre-registration e. Follow-up phone calls to continuing students	• Faculty • Dean of Students • Director of SSS • Director of Student Life • Institutional Researcher	Increased persistence/ retention rate from term to term; year to year and graduation rate	• Financial resources • Human resources
1.3.5 Continue proactive monitoring of educational progress	a. Counseling b. Tutoring c. Study skills/information workshops d. Assess student tracking system	• Dean of Students • Director of SSS Program • Director of Student Life • Faculty • Institutional Researcher	• Increased passing rate at course level and students graduating within expected time frame • Reduced academic/ financial aid probation rate	• Financial resources • Human resources

Goal 1.4 The College will ensure that Learning Support Services are sufficient to support instructional programs.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.4.1 Establish a Student Learning Center	a. Allocate budget for learning center b. Identify additional source of funding c. Integrate existing learning support services	• Dean of Students • Dean of Academic Affairs • Director of SSS Program	• Coordinated learning support services by 2010 • Centralized learning support services	• Financial resources • Human resources
1.4.2 Establish English as a Second Language (ESL) Program	a. Assess ESL needs b. Allocate budget c. Identify additional source of funding d. Recruit ESL instructors e. Invest in training interested English faculty	• Dean of Academic Affairs • Dean of Students • Institutional Researcher	• By 2011, have resources meet lack of basic English skills • Additional generated revenue	• Financial resources • Human resources

Goal 1.5 The College will increase effort for job placement and transfer of graduates.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.5.1 Increase job placement for all graduates	a. Expand existing position to include job placement b. Initiate legislation to increase starting wages for college graduates	Academic Affairs	Placement and increased wages for college graduates with emphasis on career/technical graduates	Allocated resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.5.2 Work in collaboration with NDBP and WIA to have a Business Incubation Plan to support selected graduates	Develop a comprehensive framework for a Business Incubation Plan	• VP Administration & Finance • Academic Affairs	Indigenous (local) entrepreneurs	Allocated resources
1.5.3 Increase the transfer rate of PCC graduates	a. Assess future education plan for sophomores b. Increase effort on transfer counseling c. Provide assistance with financial aid, scholarship, loans & application process to 4 year colleges/universities d. Follow up study of PCC graduates accepted into 4 year colleges/universities	• Dean of Students • Director of Student Life • Director of SSS Program	Increased number of PCC graduates accepted into 4 year colleges/universities	• Financial resources • Human resources

Goal 1.6 The College will strengthen programs and services in the area of student support services.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.6.1 Ensure that student learning outcomes for student support services are identified and implemented	a. Assess SLO achievement b. Assess SLO for currency and relevancy	• Dean of Students • Institutional Researcher	Implemented SLOs for student support services	• Financial resources • Human resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.6.2 Provide programs to support a diverse student population	a. Assess student topics of interest b. Tuesday night program c. International Night d. Movie Night e. Retreats f. Special interest clubs g. State organizations h. Cultural visits i. Jobsite visits j. Holiday activities k. Art contests l. Essay contests m. Inter-collegiate sport activities - baseball, basketball, volleyball, and other activities between PCC students and students from other colleges in Micronesia	• Dean of Students • Director of Student Life • Director of SSS Program • ASPCC • Institutional Researcher	• Increased participation of a diverse student population • Enhanced social/cultural experiences of students	• Financial resources • Human resources
1.6.3 Provide comprehensive counseling to ensure student success	a. Assess incoming student educational plans b. Assess continuing student needs c. Counseling (academic, personal, financial, career & transfer) d. Computer access to advisee records	• Dean of Students • Director of Student Life • Director SSS Program • Institutional Researcher	• Increased passing rate at course level, persistence/retention rate, graduation rate & students graduating within expected time frame • Decreased Academic/Financial Aid probation	• Financial resources • Human resources

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.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.7.1 Organize and automate the Western Curriculum Coordination Center (WCCC)	a. Unload and organize materials on shelves b. Merge database with PCC On-Line Catalog c. Determine possible transition to new library	• Librarian • Computer& Data Processing • Follet Counterpart • PCC Library Staff	WCCC materials are organized and accessible to view availability on the On-Line Catalog through the Internet	• Human resources • IT resources • Financial resources
1.7.2 Improve the Micronesian-Pacific Collection	a. Select and procure Micro-P specific materials based on our newly developed selection policy b. Digitize selected Micro-P materials c. Copyright agreements with selected authors	• Librarian • Computer& Data Processing • Library Staff • Authors	Improved collection by increasing volume of print and digitized materials	• Human resources • Financial resources • IT resources
1.7.3 Improve the Library webpage to prepare for distance education programs	a. Training for Web Page Development b. Interface is developed to ensure user friendly access to support distance learning programs	• Librarian • Computer& Data Processing • LS Instructor • PCC Library Staff	The Library webpage to have E-reserves, online databases (Elton B Stephens Company (EBSCO), Journal Storage (JSTOR), etc.), online pathfinders, email reference, chat reference, e-books, interlibrary loans	• Human resources • IT training • Grants
1.7.4 Produce a Library Procedures Manual	a. Staff meetings to review current procedures and policies	• Librarian • Library Staff • Selected PAL Members • LS Instructor	Published and disseminate library procedures manual	• Human resources • Financial resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	b. Retain or revise c. Seek approval to publish new library procedures and policies			
1.7.5 Produce CD-ROM versions of local newspapers providing full-time searchable versions of Palau's newspapers to the community	a. Collaborate with local editors b. Copyright agreement established c. Procure new tower and monitor d. Connect current scanner e. Assign 1 staff member to maintain scanning and organization	• Librarian • Assigned staff • Newspaper editors • Computer& Data Processing	Production of CD-ROMs of newspapers made available to patrons	• Human resources • Financial resources • Copyright agreements
1.7.6 Have library personnel possess at least an Associate degree in Library and Information Services or related programs	a. Accommodate staff schedule to allow for class participation b. Staff to take at least one class each semester to finish program	• Librarian • LS Instructor • Library Staff	Provision of quality services to enhance Institutional Student Learning Outcomes	Human resources
1.7.7 Have library be managed by a librarian holding appropriate credentials in Library Science degree (Master of Library Science-MLS or Master of Library & Information Science-MLIS) from an American Library Association's (ALA) accredited institution	a. Announce position b. Recruit librarians who hold a MLS/MILS degree	• HRD • Library staff • PCC President	Library is properly, effectively and appropriately managed	• Financial resources • Facilities (if off-island hire)

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.7.8 By 2011, develop a Learning Resources mission statement	a. Develop a schedule of meetings b. Power point presentation to staff and stakeholders on the concept of mission statement development c. Consensus of new mission statement and policy by staff and other stakeholders d. Have PAL members provide input	• Librarian • Library Staff • Selected Instructors • Selected Community and PAL members • Student Services staff	Approved mission statement as a point of reference in developing and carrying out effective library services	• Human resources • Facilities • Financial resources
1.7.9 By 2020, enhance current services and programs	a. Use ACRL Standards as a guide (see Appendix C) b. Staff will review current services and programs. c. Staff will research and review programs & services currently used in the region and abroad d. Staff will implement appropriate programs and services to meet patron needs e. Staff will survey patrons to determine value of services and programs f. Staff will make changes when necessary to meet patron needs	• Librarian • Library staff • LS Instructor • Selected members of PAL (Palau Association of Libraries) and the community • Institutional Researcher	Surveyed patrons indicate an improvement in services and programs	• Human resources • Financial resources • Survey Design

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.7.10 By 2015, continually evaluate appropriate staffing levels and make recommendations as needed	a. Review ACRL Standards Table A (see Appendix C) b. Determine appropriate number of staff c. Make recommendations for staffing needs d. Hire and train staff	• Librarian • Library staff • LS instructor • Administration • HRD • PCC President	• Adequate staffing of all library areas • Survey results indicating availability of staff	• Human resources • Financial resources
1.7.11 Establish a Learning Resources advisory committee comprised of students, faculty, staff and interested community members. Existing Advisory Committee to help guide the development of Learning Resources at PCC. The committee will meet at least two times a year *(refer to ACRL standard 2 section 2.5)*	a. Staff will develop a list of possible advisory committee member and recommend for approval b. Upon approval, draw up a letter of invitation from college President to join the new Advisory Committee c. Upon acceptance, the Advisory Committee will be briefed on current PCC library policies and procedures and given a copy of ACRL Standards to be used as a baseline for future advisory duties	• Librarian • Library staff	Provided a much needed third-party advisor committee to assist the college library services	• Human resources • Financial resources
1.7.12 By 2014, improve technology skill levels and application for staff in relevant technology	a. Survey staff on current skills and knowledge in the area of technology	• Librarian • Library staff • Institutional Researcher	Improved skills in the area of relevant technology	• Financial resources • Human resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	b. Identify professional development opportunities c. Develop training schedule			
1.7.13 By 2015, develop a technology replacement cycle for the library consistent with the College Technology Plan (see Appendix A)	a. Inventory software and hardware technology b. Obtain recommendations from Follet counterpart and PCC IT Department c. Make list of additional technology needed d. Develop a technology replacement schedule for both software and hardware to be submitted to technology plan committee members (See Technology Plan) e. Provide access to on-line catalog library	• Librarian • Library staff • Computer& Data Processing • Technology Plan Committee	Systematic replacement cycle for Library IT-related equipments	• Financial resources • Human resources • IT resources

Goal 1.8 The College will ensure all non-credit programs will have Student Learning Outcomes (SLO) for all its offerings.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.8.1 Develop SLOs for Continuing Education/ Professional Development / Compensatory Education offerings	a. Develop from each course offered through the CE clear student learning outcome	• Dean of CE • Course Instructors	All CE courses clearly identify student learning outcomes	Human resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	b. Accompanying the courses SLOs on file is course outline, syllabus, and evaluation report for each course conducted c. Recommend for improvement for the next course offered			
1.8.2 Have Continuing Education Unit (CEU) for students/employee recognized for advancement or college graded purposes	a. Draft legislation to be introduced to the OEK for implementation of CEU	Board of Trustees	Recognition through legislation that offers rewards for employees taking the training through ACCJC	
1.8.3 Conduct state visits to assess community training needs, interested individuals to attend adult high school program, and disseminate information relevant to training opportunities	a. Contact individual state government offices to set up meeting schedules b. Prepare calendar of state visits c. Conduct orientation of the CE programs offerings to state residents d. Consolidate and prioritize individual training interests e. Secure training facility and course materials f. Recruit and hire course instructors and Offer	• Dean of CE • Director of Adult High School • Staff	• The communities are informed and familiarized of the CE program offerings • Training needs are identified and CE is ready to offer services in response to the identified needs • Individuals from each state eligible to attend the adult high school program are identified and enrolled, and program begins in each respective state	• Transportation • Facilities • Human resources • Financial resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	the class, monitor, assess and evaluate the classes g. Assess individuals interested to attend adult high school; Disseminate application and assist interested applicants to fill them out; h. Develop Individualized Education Program Plan for each participants i. Develop class calendar of course offering j. Secure materials and facility for classroom k. Publish CE course catalog to be disseminated during state visits			
1.8.4 Work closely with ministries, agencies, private sectors and non-profit government organization to assess training needs and establish program sponsorship	a. Communicate with individual ministries and private companies to set up meeting schedule to assess individual staff training needs b. Solicit possible support from government and private enterprises to sponsor training programs	• Dean of CE • Staff • Instructors	• The ministries, agencies, private sectors, non-profit government organization are informed and familiarized with CE program offerings that relate to their staff development opportunities	• Transportation • Facilities • Human resources • Financial resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	c. Create calendar of training offering for individual ministries and private companies d. Register participants, recruit and hire qualified course instructor, secure facilities and materials for the course, offer the course, assess and monitor the courses		• Strengthened relationships with ministries and private businesses to support programs offered through the CE with sponsorship	
1.8.5 Provide appropriate and effective apprenticeship programs	a. Develop SLOs for all training offered under apprenticeship program b. Offer apprenticeship program review and assessment from trainers, trainees, students, and other stakeholders c. Provide a report and recommendations for improvement	• Dean of CE • Trainers • Institutional Researcher	• SLOs for all apprenticeship programs • Comprehensive report with recommendations	• Financial resources • Transportation
1.8.6 Provide crash courses to support in-service training of newly hired teachers who lack the basics in teaching skills	a. Work closely with Ministry of Education as well as private schools in Palau to identify teachers who need the program b. Schedule the program offerings and offer the course	• Dean of CE • Instructors	Crash course offered in: Intro. To Teaching, Classroom Management, Teaching Methodologies/ Strategies, Assessment and Evaluation,	• Financial resources • Human resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	c. Establish SLO to all the crash courses offered d. Accompanying the courses SLO's on file is course outline, syllabus, and evaluation report for each course conducted e. Recommendation for improvement for the next course offered		Lesson Planning and Presentation	
1.8.7 Provide Non-Instrumental Navigation and sea-faring classes to the community	a. Promote the program through the media b. Register and orient interested participants c. Schedule classes and offer the courses d. Establish SLO for all the courses e. Accompanying the courses SLO's on file is course outline, syllabus, and evaluation report for each course conducted f. Assess and recommend for improvement if needed	• Dean of CE and Course Instructor • Micronesian Voyaging Society (MVS) and Traditional Navigation Society in Yap	Certificate at the introduction level of Non instrumental navigation and sea-faring classes	Human resources

Goal 1.9 The College will ensure that all other Community-Based Programs are accessible and offered throughout Palau.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.9.1 Continue to develop and implement Operations Maintenance Improvement Programs (OMIP) training classes to the extent that external funding is available	To secure funding for continued funding of OMIP training programs	• Office of the President • Academic Affairs • OMIP • Pacific Power Association (PPA)	Certificated Programs in: • Water/Waste Water Pump Training • Bus Maintenance Training • Air Conditioning Training • CIP inspector's Training • Compact Road Maintenance Training • Building Maintenance, • Power Plant Operation Training • Pacific Lineman Training	Federal OMIP funds matching

Goal 1.10 The College will strengthen and diversify its partnership with external agencies to help with the achievement of its mission and goals.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Resources
1.10.1 Strengthen working relationship with Republic of Palau's Ministries more specifically the Ministry of Education	Create working MOUs	Academic Affairs	• Strong working relationship with MOE • Develop MOU	• Allocated resources • MOE

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Resources
1.10.2 Strengthen and expand online learning opportunities in partnership with other degree granting institutions	a. Create working MOUs b. Make online learning accessible to students locally and abroad c. Secure funding d. Establish additional computer classrooms/ laboratories	• PCC President • Academic Affairs • VP Administration • Computer& Data Processing	Availability of BA and MA programs through Distance Education	Collaborating Agencies
1.10.3 Continue to adhere to the Pohnpei Accord in regards to PPEC articulation agreements	a. Revisit all existing MOUs/MOAs b. Maintain articulation agreements c. Establish tuition exchange program	Academic Affairs	• Updated MOUs and MOAs • Approved Tuition Exchange Agreement	PPEC member institutions
1.10.4 Continue to operate Day Care Center for the benefit of the PCC students *(refer to 1.3.1)*	a. Maintain collaborative effort with MOH & PCAA b. Seek funding to support Day Care Center	Academic Affairs Ed instructors	Continue to operate Day Care Center	• MOH • PCAA • Allocated resources
1.10.5 Maintain Memorandum of Understanding with Penn Foster Career School (formerly known as Thompson Education Direct)	a. Revisit and update MOU	Academic Affairs	Delivery of Certificated Programs as stipulated in brochures (see Appendix B)	Collaborating Agencies

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.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.11.1 Promote Small Island Agriculture System that addresses sustainable plant and animal productions	Crop Production: a. Taro Production b. Evaluation of Cassava c. Evaluation of Sweet Potato d. Banana Production e. Root Crop Germplasm Collection	• Researchers • Research Assistant • Field Assistant	• Improved agriculture production system, food security, and quality of life. • Increased locally produced food, family income, and sustainable development.	• Hatch Funds/Allocated resources • Human resources
1.11.2 Promote Integrated Pest Management (IPM)	Biological Control: a. Cassava Spider Mite b. Taro Leafhopper c. Siam Weed d. Taro Aphid e. Mimosa f. Mikania g. Sweet Potato Weevil h. IPM Best Management Practice i. Pesticides Applicators Training	• Extension Specialist • Extension Agents	• Improved crop yield • Reduced dependency of chemicals • Increased family income • Protect the environment	• Smith Lever Funds/Allocated resources • Human resources
1.11.3 Promote the development of the aquaculture industry	Develop hatchery protocol for seed production of: a. Rabbit Fish b. Grouper c. Milk Fish d. Mullet e. Shrimp	• Researchers • Research Assistant • Staff	• Improved production system • Protection of the environment • Improve the economy	• Hatch Funds/ Allocated resources • Human resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	f. Trochus g. Mangrove Crab			
1.11.4 Disseminate research findings to the communities	a. Publications b. Marketing c. Training d. Workshops/Classes e. Community outreach	• Extension Specialist • Extension Agents • Staff	Informed population of new knowledge and research findings	• Smith Lever Funds/Allocated resources • Human resources
1.11.5 Support the development of tissue culture technology	a. Develop protocol for tissue culture technique b. Mass propagation of tissue cultured plants c. Distribution of plants	• Researcher • Tissue Culture Technician • Staff	• Improved tissue culture techniques • Pest and disease free planting materials • Increased farm produce	• Hatch Funds/ Allocated resources • Human resources

1.11.6 Promote the development of value added/new product	a. Development of new products:
	  • Flour
	  • Pastries
	  • Ice Cream
	  • Pasta
	b. Improve product shelf life
	c. Improve marketability
		• Food Technologist
		• Staff
			• Reduced dependencies on foreign imports.
			• Increased consumption of locally produced food
			• Improve the economy
				• Hatch Funds/ Allocated resources
				• Human resources

1.11.7 Support the promotion of food safety and nutrition	Conduct food nutrition and food safety classes	• Extension Agent • Staff	Increased knowledge and awareness of food safety and nutrition	• Smith Lever Funds/Allocated resources • Human resources
1.11.8 Promote youth development of environmental awareness	a. Courses in life skills b. Marine Science Program c. Water Quality d. Dry Litter e. School Outreach	• Extension Agent • Staff	• Increased knowledge and awareness of the environment • Increased student interest in science related fields	Smith Lever Funds/ Allocated resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
1.11.9 Work to identify locally grown plants and crops as bio-fuel sources	Conduct bio-fuel research	Researcher	Identified plants and crops as bio-fuel sources	Hatch Funds/ Allocated resources
1.11.10 The College Research and Development Station to serve as a repository for local root crops	a. Collect and maintain all varieties of root crops b. Preserve varieties of root crops using tissue culture techniques	• Researchers • Extension Agents • Staff	Maintained and preserved Palau's endemic root crop resources	• Hatch Funds/ Allocated resources • Human resources

STRATEGIC DIRECTION 2

INSTITUTIONAL CULTURE

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.

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.

Objective	Procedure Activity	People Responsible	Deliverables /Outcome	Needed Resources
2.1.1 Through 2024, have governance contribute to the institution's culture of excellence through improved Board effectiveness	a. By Jan. 2010, develop a comprehensive orientation program for new board members, including the budget, capital projects, outcome/quality reports (accreditation, annual, audit, Fact book), Protocol Manual, policies & procedures manuals, General Catalog	• Board staff • PCC President • Board members	• Orientation program and procedures adopted and published in Board Protocol Manual • Annual attendance of Boardmanship Training • Attend ACCT meeting	• Financial resources • Human resources
	b. By March 2010, the Board assesses its membership and recommend necessary legislative actions	• Board staff • PCC President • Board members	Amendment to RPPL4-2	Human resources
	c. By 2010, develop and publish CEOs search and selection process	• Board staff • PCC President • Board members	• Search & selection process developed and adopted by the Board • Process published in Protocol Manual	Human resources Financial resources
	d. Through 2024, the Board continues to conduct annual evaluations for Board members and	• Board staff • PCC President • Board members • Institutional Researcher	• Annual evaluation completed, analyzed and interpreted. • Professional development	• Financial resources • Human resources

Objective	Procedure Activity	People Responsible	Deliverables /Outcome	Needed Resources
	the Board, including analysis, interpretation, and use in professional development growth e. Through 2024, the Board continues to attend ACCT-sanctioned and ACCJC-sponsored trainings	• Board Staff • PCC President • Board members	programs identified/implemented • Renewal of Membership • Attendance in trainings	• ACCT Membership Dues • Professional development
	f. Through 2024, the Board schedules and hold its annual retreat no later than June of each year. The retreats will include key college staff	• Board Staff • PCC President • Board members	• Board Calendar • Retreat held and records of meetings available	• Human resources • planning /activities
	g. Through 2024, the Board continually assesses, on a three-year cycle, the effectiveness of its policies and procedure	• Board staff • PCC President • Board members	Protocol Manual reviewed and revisions made.	• Human resources
2.1.2 Through 2024,engage in a decision-making structures and processes as stipulated under RPPL 4-2	a. By 2010, review the current decision-making structure and processes (Organizational chart depicting the current administrative structure; President's Cabinet; informative/consultative steps in decision-making process)	• Ad hoc committee • Organizational/ Functional Chart	• Report and Recommendations • Updated Organizational Chart	• Human resources

Objective	Procedure Activity	People Responsible	Deliverables /Outcome	Needed Resources
	b. By 2010, finalize and publish decision-making structures and processes	• PCC President • Executive Committee • Board of Trustees	Decision-making structures clearly delineated and published in APM	Financial resources
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	a. By 2011, develop and implement a plan to improve internal communication systems that allows meaningful and informative communications at and between all level, including upward and downward, and feedback system. (assess current system, timely decision vs. shared purpose and all-inclusive decision making)	Task Force- appointed by the President	• Report and Recommendations • Communication processes and methods are approved and published in Administrative Procedures Manual (APM) and other relevant documents and publications.	Human resources
	b. By 2010, update and implement the external communication in the existing Public Relations Plan.	• Director of Development • Public Relations Manager	Refer to PR Plan	Refer to PR Plan
2.1.4 Through 2024, communicate effectively the values and expectations regarding ethics, equity, social responsibility and community involvement	a. By 2011, develop and implement an orientation program to every staff member of the college	HRD, Task Force Social responsibility and community Involvement	Program developed and implemented	To be established by the program
	b. Evaluate the effectiveness of the program annually	• HRD • Institutional Researcher	Assessment Results available and used in decision-making	

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.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
2.2.1 Through 2024, communicate effectively the Mission, Vision, Values, Institutional Learning Outcomes and Strategic Directions to the college community	a. By 2011, develop flyers, posters and banners to be displayed in all offices and other strategic locations throughout the campus	Development Office	Continuous reaffirmation of shared college identity	Financial resources
	b. Review recently reviewed Mission & Vision statements on a five year cycle	Ad Hoc Task Force/ Special Review Group	Reaffirmed Mission & Vision	
	c. By 2010, create interface that displays Mission, Vision, Values, Institutional Learning Outcomes and Strategic Directions on the PCC Website	• Computer& Data Processing • Development Office	Mission, Vision, Values, Institutional Learning Outcomes and Strategic Directions are accessible online	

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	d. By 2010, incorporate the Mission, Vision, Values, Institutional Learning Outcomes and Strategic Directions in major college publications	Development Office	All PCC publications will contain the Mission, Vision, Values, Institutional Learning Outcomes and Strategic Directions	
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	a. By 2010, revisit the effectiveness of the current logo	• Student Trustee • ASPCC	More recognizable and identifiable college logo	
	b. By 2010, revisit effectiveness of current Mascot	• Student Trustee • ASPCC	More recognizable and identifiable Mascot	
	c. By 2010, implement identification system	• HRD • Student Services	PCC ID for all staff	
	d. By 2010, implement Service Recognition System (PCC Logo Pin, name id tag, parking privilege, rainy day privilege)	Human Resource Department	All employees recognized according to length of service	
	e. By 2011, plan & implement recreational activities among staff and students	• Recreation Office • Development Office	• Planned activities and implemented for healthy lifestyle • Assessment of activities	
	f. By 2011, continue/ expand college participation in	• HRD • Development Office • Recreation Office	• Continuous participation of community activities • Records of activities	

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	community activities		secured (type, participants, number of hours, etc)	
	g. By 2011, develop an Employee Wellness Program- Utilization of Cafeteria	HRD, Task Force	• Report/ Recommendations of Employee Wellness Program • Secure action from President/Board	
	h. Build a badminton and net ball court			

Goal 2.3 The College will enhance and build upon the positive image of Palau Community College in Palau, the region and the world.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
2.3.1 Foster a positive image and perception to the community	a. By 2010, increase the use of print, broadcast, and television media to promote programs and services, and to keep constituents informed of College activities. (Book regular spot on the radio program, spot in local newspaper, college hour, television Program) b. By 2011, collaborate with WWFM, Eco-Paradise, and KRFM to establish radio program	• Board of Trustees • PCC President • Executive Committee • Development Office • Faculty & Staff • Students	General acceptance of Palau Community College locally, regionally and globally Special time periods for PCC promotional programs and services	As needed/required

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	to be housed at Ewatel Building (Grant Assistance) c. By 2011, increase the circulation/distribution of Mesekiu News locally, regionally and globally d. Ensure online copy of newsletter to be available online through e-media e. By 2011, maintain PCC advertisements in PNCC telephone directory f. By 2010, state visit of PCC President to all Palau's states and regional island nations g. By 2010, creation of Grant Office or hiring of responsible person for grant writing	• Development Office • PCC President	PCC is featured permanently in local telephone directory Personally updated the citizenry and recruit students • Appointed contact office or person for grant sources • Grant office in place and operational	
2.3.2 Strengthen MOC/PCC Alumni Association	a. By 2010, establish contact in each State and Territories b. By 2010, establish contact on each of the FSM, RMI, must have been to PCC so he/she can update prospective students about PCC	Refer to Marketing & PR plan	Established Alumni Association to support the school in fund raising, recruitment, promotion matters, alumni training needs, homecoming, etc	

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	c. By 2010, recruit volunteers to compile alumni mailing list d. By 2010, announce alumni activities (Mesekiu news distribution)			

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.

Goal 3.1 The College will secure and allocate financial resources to support operations and activities.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources

3.1.1 Secure enough funding to support the annual operation of the College
    a. Settle $60K+ outstanding balances/accounts from the 2005 Mini-games
    b. Settle$32K+ outstanding balances/accounts from MOE
    c. Continue applying for US grants (formula & competitive), JICA, AUSAID, NZAID, CANFUND, KOICA, USAID
	a. Increase revenue through increased tuition & fees
	b. Maximize auxiliary services to increase revenue
	c. Collect outstanding student accounts
	d. Review Indirect Cost TRIO, RIIA
	e. Seek additional federal/non-federal funding
		• Board of Trustees
		• PCC President
		• Executive Committee
		• Ad hoc committee
			• College to maintain at least 10 payroll reserve
			• Secure ROP appropriations equivalent to the amount received under Compact of Free Association section 221b during the first 15 years of the Compact
				Human resources

3.1.2 Through 2024, seek to generate and utilize effective use of resources to increase the PCC Endowment Fund to reach $10 million	To follow and approve for the trustees investment plan a. Increase PCC, NGO, and Government bi-weekly allotment. b. Annual fundraising- Thanksgiving, etc. c. Special Legislation, Statutes d. US-based Company donations through 501 (c3) status- establish 501(c3) e. Bequeathing of Estates (plan) to Endowment	• Board of Trustees • Executive Committee • Development Office Board of Trustees	• Increased Bi-weekly contributions • Annual endowment fund drives • Passage of Legislation • Designated 501(c3) secured • Expanded PCC bookstore • Privatized PCC bookstore	Human resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	f. Establish PCC store to sell PCC researched and developed products (shouchu, taro cookies, taro flour, taro ice cream, virgin coconut oil, carpentry products and other value-added products)	CRE	Continue to raise money for the endowment fund and to provide an outlet for students to learn and sell products	Sub-part of bookstore to help students chosen for the business incubation program to sell PCC logo items

Goal 3.2 Facilities & 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.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
3.2.1 Through 2024, provide adequate, safe and accessible facilities to meet the space needs of a learning-centered institution	a. Plan, build and renovate facilities b. Improve projects	• PCC President • VP Admin. & Finance • Dir. Of Physical Plant • Belau Tourism Association- • Palau Pacific Resort PCC & PPUC	• New academic building (Science/IT & general classrooms) • Established Palau Tourism School of Excellence • Keriik Student Center • Renovated dorms • Campus power plant to serve college need as well as a platform for Pacific Power Association (PPA) Training	Financial resources Allocated resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	c. Construct 3 additional classrooms, 2 offices and bungalows for Tourism & Hospitality program		• Every building to have its own meters • Repaired *Dort* building • Badminton Court • Multi-Purpose building that could be used for Faith-based activities • Apply roof-gard (paint) on the roofs • Sailing and Canoeing vessels in place (Sailing 101) • Housing for married personnel • Two-story building to be situated between *Sebus* and *Smuuch* • Functional baseball/softball field along coral reef highway • Functional exercise gym	Financial resources OMIP resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
			• All buildings are labeled with Palauan, English and scientific names with pictures • Functional PCC wharf with floating dock and bigger ramp • As-built drawings prepared and filed for all PCC buildings • PCC vehicle plates stamped/pressed • Fenced PCC campus for security purposes • Constructed mangrove trail for Tourism and Hospitality program • Completed road below shop area • Office and Classroom Space for PCC Adult High School Program	

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
3.2.2 Have in place an existing maintenance working plan matrix to ensure safety and quality	Develop and implement a college-wide energy efficiency plan to reduce utility/electrical and operational costs	• Administration • Physical Plant	Refer to Maintenance Matrix	Financial resources

3.2.3 Maintain a complete and accurate inventory of equipment/facilities	Conduct inventory with Serial Numbers
	  -Facilities
	  -Cars
	  -Cooling/Air-conditioning
	  -Computers, etc
		• Administration
		• Computer & Data Processing
		• Physical plant
			• Straight line depreciation and disposal of old equipment
			
			• Disposal of hazardous waste in compliance with EQPB regulation in collaboration with KSG and solid waste management system	

3.2.4 Disposed equipment with hazardous waste properly (Collaborate with Strategic Approach to International Chemical Management (SAICM))	Work with collaborating agencies to develop policies and procedures about disposal of waste	• EQPB • PCC • National Government • PCS	Protect health and environment	Grants
3.2.5 By 2016, have secured funding to support programs a. Secure funding to support current programs b. Secure funding to support certificated programs	Secure funding for: a. Information Technology Program b. Security/Border related programs Secure funding for: a. ASE certification for AM program	• Academic Affairs • PCC President • Administration • Physical Plant • CRE	• Funding secured • New programs supported • Current programs enhanced • Make funding available for certificated programs	

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	b. E-Tech training c. National Occupational Competency Testing Institute (NOCTI) d. Diesel Engine Training e. Non-instrumental Navigation			
c.. Secure funding to build new proposed programs	Secure funding for: a. Palauan Studies Program b. Science Technology Engineering and Mathematics (STEM) c. Auto body Program d. Architectural Program			
3.2.6 Establish a Wall of Honor to recognize past and present high achievers and major donors	a. To identify the wall b. Build the wall	• Ad hoc committee • Development Office	Wall with a list of names of high achievers and donors with cumulative amount of $1000	

Goal 3.3 Technology Plan . (See Appendix A)

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
See Appendix for Palau Community College Technology Plan	Refer to Technology Plan	Refer to Technology Plan	Refer to Technology Plan	Refer to Technology Plan

Goal 3.4 Human Resources – The college will recruit, hire, promote and retain a diverse and qualified workforce needed to achieve institutional priorities.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
3.4.1 Have in place diverse, qualified and appropriately credentialed personnel	a. Assess current process b. Publicly advertise all vacancies c. Review, select, and recommend personnel	• HRD • Department Heads	Diverse, qualified and credentialed personnel	
3.4.2 Review periodically the Personnel Rules and Regulations (PRR) Manual	Review PRR	Ad hoc committee	Updated Personnel Rules & Regulations	
3.4.3 Improve and expand ongoing staff and faculty development programs	a. Orientation b. Training c. Professional Development - Faculty/Staff will attend one national workshop/ training in their respective field per year. d. Evaluate Non-US graduate credentials through World Educational Services (WES)	• HRD • Administration • Respective Departments	• Orientation for new employees • Baccalaureate and Master degrees offered on site • Faculty and staff to attend one nationally recognized training in their area of expertise • Authenticated credentials (US equivalency) of Non-US graduate employees	Human resources
3.4.4 Review periodically the performance appraisal and evaluation process	a. Establish Ad-Hoc committee b. External Group to help establish design review process	• HRD • Administration • Respective Departments • Institutional Researcher	Improved Performance Appraisal & Evaluation Instrument in place to assess the value of performance	

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	c. Assess the effectiveness of current performance evaluation instrument d. Develop guidelines for implementing result of the performance evaluation e. Apply standards for recognition, promotion and renewal fairly and consistently			

3.4.5. Establish benefits for Faculty and Staff
    a. Salary Increment
    b. Career Development
	Develop and negotiate development plan	• HRD
		• Administration
			Established benefits
			  - To have in place benefit equivalent to citizens of non-Freely Associated State (FAS)
				Allocated resources

3.4.6 Develop a succession plan	a. Creation of a task force to develop policies and procedures for internal and external hiring. b. HRD to audit position requirements for succession planning	• PCC President • Executive Committee	Succession planning policies and procedures for effective recruitment (To be able to find and recruit; because we are too few to find, too few to recruit, too few to return)	

Goal 3.5 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.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
3.5.1 Protect the well-being of students and faculty and staff through an intensive awareness campaign of emergency preparedness	• Review current Emergency Preparedness Manual • Develop policies, procedures and safety guidelines for life threatening situations • Educate the college community of the manual	Executive Committee	Published Emergency Preparedness Manual	• Financial resources • Human resources
3.5.2 Create a college-wide system of communication in crisis situations	• Create a systematic college-wide/ departmental process of orienting the college community of crisis communication procedures • Attend emergency preparedness trainings/workshops	Executive Committee	Developed system of communication via text messaging, e-mails, cell-phones, and home/business phones of pending emergencies	Human resources
3.5.3 Establish a Crisis Management Team	Conduct a systematic process of orienting students and faculty and staff regarding Crisis Management Team roles and responsibilities	Executive Committee	Established Crisis Management Team Office	Human resources

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.

Goal 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.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
4.1.1 Establish the Institutional Research Office under the direction of the College President	a. Write, approve and publish memorandum creating IR Office	• PCC President • Board of Trustees	Established IR Office by fall 2009	• Facilities • IT resources • Financial resources
	b. Hire a Director of Institutional Research Office with appropriate credentials	• PCC President • VP-Admin. & Finance • HRD	Hired Director of IR by Spring 2010	
4.1.2 Collect, analyze, interpret and disseminate information	a. Update student, staffing and financial data in a timely manner	• IR personnel • HRD • Business supervisor • Registrar	Provide reports on student, staffing and financial data	• Human resources • IT resources
	b. Provide Integrated Postsecondary Education Data System (IPEDS) Data	IR personnel	Institutional common dataset for IPEDS are collected/reported	
4. 1.3 Preserve comprehensive and longitudinal data	a. Collect Annual Reports from each department every fall semester	• IR Personnel • Director of Development • Department Heads	Published & Preserved Comprehensive Annual Report in a timely manner.	Departmental report
	b. Generate SAT 10 Report. •Administer to elementary and	IR Personnel	Published Palau-wide SAT 10 Report	Financial resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
	secondary private institutions by April of spring semester • Review, compile and disseminate reports to schools and government offices by fall semester			

4.1.4 Conduct surveys and ad hoc studies	a. Develop institutional level of assessment/ survey
	  - Administer surveys
	  - Analyze data & publish report though publication entitled "PCC In Focus"
	  - Modify survey questionnaire as needed
		IR Personnel	• Provide high-quality survey & research reports:
			  - Annual
			    - Graduating Student Exit Survey
			
			  - Every other year
			    - Freshmen Student Entrance Survey
			    - Alumni Survey
			    - Employer Survey
			    - Dorm Residency Survey
			    - Student Instructional Response & Satisfaction Survey
			    - Faculty & Staff Perception Survey
				• IT resources
				• Transportation

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources

	b. Develop new survey questionnaire to address departmental level of assessment as necessary.
	  - Assist in the development of new survey questionnaire
	  - Modify existing survey forms
		IR Director	- Every 2 years:
			  - High School Survey
			  - President Survey
			
			• Improved existing and new departmental level survey questionnaires
			
			Published Research Survey Report
				Departmental Head feedback

	c. Conduct follow-up study on Technical Efficiency and ad-hoc researches	IR Director		
	d. Collaborate with Palau National Scholarship Board (PNSB) to conduct Priority Survey	• PCC President • IR Director • PNSB Director	Published Priority Survey Report	

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
4.1.5 Develop an annual Institutional FACTBOOK	Update institutional data like number of enrollees, graduates, faculty ratio, administrative staff & other common dataset to generate Factbook	IR Personnel	Published annual Institutional Factbook by spring semester	IT resources
4.1.6 Function as a central repository of data information (*Institutional Database*)	a. Develop, evaluate, and revise excel-based system b. Implement and revise the database as necessary c. Training sessions to pilot database	• IR personnel • Computer& Data Processing • Departments Heads	• Established and improved institutional database by 2015 • Trainings related to database development and management	• Allocated resources • Feedbacks from Department Heads

Goal 4.2 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.

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
4.2.1 Familiarize the use of FAMED assessment cycle to support the administrative decision-making processes	Disseminate/ publicize awareness of the **FAMED** Assessment Cycle which stands for *Formulate, Assess, Measure, Evaluate and Develop*	• PCC President • IR Director • Faculty & Staff	FAMED Assessment Cycle used in planning and decision-making processes	Human resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
4.2.2 Develop and implement IR and Assessment Plan (Policies and Procedures Manual)	a. Conduct evaluation of the existing assessment activities. b. Develop IR and Assessment Plan (policies and procedures) c. Implement, monitor & refine policies and procedures as necessary	IR Personnel	Improved and functional policies and procedures manual by 2012	• Human resources • IR resources to reproduce & print materials
4.2.3 Continue to coordinate institutional research and assessment practices through regular meetings/trainings of PPEC Member institutions-*adopted from PPEC Multi-Year Strategic Pla.*	Regional collaboration and regular meeting/ training of all IRs of the PPEC member institution-*adopted from PPEC Multi-Year Strategic Plan*	• PCC President • PPEC Project Director • IR Director	Improved and advanced institutional research capacity- *adopted from PPEC Multi-Year Strategic Plan*	PPEC resources to fund IR activities

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).*

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
4.3.1 Provide Program Review and Assessment Report	a. Collect program review data from Academic Affairs Division b. Assess and analyze the program review data as needed c. Review, compile, and disseminate report	• Dean of Academic Affairs • IR Personnel	Published Comprehensive Program Review Report	• Departmental report • IT resources

Objective	Procedure /Activity	People Responsible	Deliverables /Outcome	Needed Resources
4.3.2 Provide Course Review and Assessment Report	a. Collect course review data from the Academic Affairs Division b. Assess and analyze the course review data as needed. c. Review, compile, and disseminate report.	• Dean of Academic Affairs • IR Personnel	Published Comprehensive Course Review Report	• Departmental report • IT resources
4.3.3 Evaluate Institutional Learning Outcomes (ILO)	a. ILO training for faculty and staff b. Generate ILO report	• Dean of Academic Affairs • IR Director	• Trained faculty & staff about ILO processes • Generated Comprehensive ILO Report	• Faculty feedback • Departmental report
4.3.4 Collect Student Services SLOs and Assessment Report	Collect, analyze, review, compile, and disseminate assessment report	• Dean of Student Services • IR Director	Published Comprehensive Student Services SLOs Report	Human resources
4.3.5 Conduct collaborative research with Academic Affairs and Faculty Senate Association (FSA) on the effectiveness of the current grading system will be done	Review, update, and recommend new grading system as necessary	• Dean of Academic Affairs • FSA	Effective college grading system	Human resources

Technology Plan

I. **Summary under repair**
II. **Goals and Plan of Action**
III. **Infrastructure Plan**
IV. **Electronic Rights and Responsibilities**

I. SUMMARY

Overview

A Five Year Technology Plan for Palau Community College will be developed to provide a framework to carry out technology enhancements that will support and promote the mission of the college. Technological innovation in a dynamic educational setting requires careful planning, systematic organization, and coordinated implementation. To meet the educational and workforce demands of the twenty-first century, the college must provide its students, faculty and staff with access, integration, and application of current and emerging technologies and methods of conducting research.

Background

The Five Year Technology Plan was initiated in December 2005 with the start of a campus-wide computer inventory and needs assessment. As recommended by the accreditation team, the college created a technology task force to address specific technology needs and identify goals, tasks and timeframes to address those needs.

Mission Statement

Based upon the goals and objectives of the college, the committee shall address all issues pertaining to maintaining a user-friendly and accessible networked system of computers which provides reliable and secure information for the management functions of the college. The committee shall review, recommend and approve all computer related activities relative to hardware, software, consulting, training, services and products that support the computer resource and/or its users.

Technology Resources Committee (TRC)

This committee (TRC) is a standing committee established by the college for the coordination of campus-wide computing. It oversees all technology resources for the college. The committee is comprised of management, faculty, staff and a student leader for the Student Body Association. The committee will meet when the need arises to discuss and review activities related to computing resource planning and management as

well as network connectivity issues. The TRC will not only assess campus computer resources but also annually update the Five-Year Technology Plan for the coordination of campus-wide computing.

- The Five-Year Technology Plan will use the budget or allocated funds for technology for each fiscal year.
- The college will use the Five-Year Technology Plan for annual fiscal decisions made for the acquisition, deployment, use, and support of information technology on campus.
- The college will use the Five-Year Technology Plan to set strategic directions for the use and support of information technology and to provide standards, guidelines, and procedures needed to effectively implement and support information technology on campus.

The Plan Model

The plan will provide a structure that identifies the relationship between student access to information technology as well as faculty and staff access, training and support. A 2003 survey conducted by the college computer staff identified technology needs and problems experienced throughout the college.

Major Goals

1. *Secure Funding for College Technology*
   Based on priorities and needs for technology resources, the college shall augment a budget for ongoing support, upgrades, security, and adequate staffing for technology management, support and training as recommended as part of this plan. The college will also look for other sources of funding for the college technology improvements.

2. *Acquire software with legal license for the college use.*
   A survey will be conducted to determine the software programs used for technology courses offered at the college as well as standard software programs used by the college personnel. Once the software programs are identified, they will be purchased with legal licenses registered to the college and be upgraded to newer versions when necessary.

3. *Develop a solid network backbone*
   The college's current network connection has been done on a needs basis without a solid network backbone for the entire network. The purpose of a solid network backbone is to efficiently provide information exchange among all the interconnected campus networks as well as to provide reliable internet connection. Over the years, the backbone technology has been changed from arcnet to cat3 and currently is cat5.

4. *Establish systematic replacement of hardware on a 5 year cycle*
    Upgrade and replacement of technology hardware will be based on a 5 year timeframe. A rotation cycle has been established for upgrades or acquisitions of new equipment and new software applications which will meet the needs and demands of student learning and the work place. The cycle will ensure the college's computers will support current consumer software applications and operating systems, reliable Internet access, and other tools for research and communication.

5. *Increase Technology Support*
    The campus shall maintain technical support staffing levels, and technical support services to fill the gap between technology needs and fulfillment. The technical support staffing levels may not be able to fulfill the needs of technical support services for the entire college so outside college computer vendors may sometimes need to fill the gap for needed technical support services. The college will hire additional technical support staff as defined by the Self-Study report in the Technology Resources part. What do you mean?

6. *Support increased number of PCC online courses*
    The college is offering online courses for some of its programs but there is a need to support the online courses on the campus intranet. Installing a dedicated intranet server will better serve the students who are taking online courses and faculty that are facilitating these courses.

7. *Implement Online Registration for all students*
    The college is working towards upgrading its network to provide for online access to the following Internet based services: admissions, registration; access to accurate information on academic programs, schedule of classes and services; and access to the library database. Upgrading the network allowing for purchase of a server is in line with implementation of online registration which will provide students with convenient off campus access to admissions and registration. This also allows for purchase of the module needed for online registration.

8. *Establish an IT Laboratory Classroom*
    The college has developed a new program, Information Technology (IT), for students who are interested in professional careers in the information technology field. Graduates of this program should be well skilled in the use of technology for employment or to pursue a higher education in this field. The laboratory will be equipped and used for this program, and also for students who are majoring in other programs but need advanced computer courses for their majors.

9. *Provide adequate training for appropriate personnel*
    The college shall provide technology training for staff and faculty to promote technology integration in their employment area. The Human Resource Division shall coordinate training with the Continuing Education Division and seek outside consultants when necessary.

II. Goals and Plan of Action

In the fall of 2005, Palau Community College embarked on a planning process for a five year technology plan built upon consensus and representation from all stakeholders within the college. This strategic plan is a tool to help Palau Community College to redefine its technology goals and adjust its institutional direction in regards to technology resources. Instructional and information technology resources are central to both the institution's mission and its ongoing operation and encompass both academic uses of technology to support learning and the administrative uses of technology college-wide. The college successfully adopted a centralized collaborative model for technology procurement that provides for economies of scale in the allocation of scarce capital resources and optimal integration into the campus infrastructure. The Technology Resource Committee oversees the process of technology infusion that will enable PCC to thrive, succeed, and excel in a rapidly changing educational environment. Computing activities take place in divisions and departments throughout the college and the responsibilities for the decision-making, planning, management, and operations of information technology are shared among many.

Organization and Charge of the TRC:

STANDING COMMITTEE   Technology Resources Committee (TRC)

ESTABLISHMENT   1990, Computer Steering Committee (CSC)
                     1994, Data Processing Steering Committee (DPSC)
                     2006, Technology Resources Committee (TRC)

PURPOSE   The purpose of the Technology Resource Committee is to assess college computer resources and to develop and annually update a five-year technology plan for the coordination of campus wide computing. Specifically, the committee will:

* Create, and annually update the five year technology plan in-line with the College's 10 Year Master Plan.
* Promote the use of computers and other technology on campus.
* Make recommendations for use of technology training for faculty and staff development.
* Make recommendations regarding priorities for the acquisition of technology, hardware and software, design and use of facilities and other related resources during the budget review and development process. Such recommendations could include priorities for support staff, training and access to computer resources and laboratories.

* Recommend procedures for the placement, operation, repair and replacement of technology resources.

RECOMMENDATION
FORWARDED TO: College President

I. MEMBERSHIP   Administration – 3

            Library – 1

            Student Services – 1

            Continuing Education – 1

            TRIO program - 1

            CRE program – 1

            Students – 1

            Faculty – 3

II. TERM   All members are appointed for one year, renewable terms by the appropriate constituent group.

III. CHAIR   To be selected from among the committee members

IV. MEETING SCHEDULE Once a month or as the need arises

V. ATTENDANCE   Open to any interested member of the College Community

Building on both our history of success and new initiatives, and striving to meet the envisioned future identified by the PCC 10 Year Master Plan, this technology plan sets the following priorities and strategies:

II.   Goals and Plan of Action

1. Secure Funding for College Technology

Tasks	People Responsible	Timeframe	Costs
1.1 Request for Adm procedure manual to include procedure for each department to send memo to supervisor for technology requests through TRC for review for compatibility	Dept heads	Ongoing	$0
1.2 Contact organizations for nonprofit funding/donations	Alvina Marcil	Spring 2010	$0
1.3 Hire or designate a grant writer coordinator for the college	Jay Olegeriil Alvina Marcil	Summer 2010	TBA
1.4 Implement a technology fee for all students for use of technology equipment.	President BOT	Spring 2010	$0

2. Acquire software with legal license for the college use

Tasks	People Responsible	Timeframe	Costs
2.1 Identify through survey needed software & license of the software needed	Grace Alexander Epi Moses	Ongoing 2009	$0 -
2.2 Purchase needed software with educational discount such as Antivirus, MS Office, Email software, Desktop Publishing, PhotoShop software, to be installed into computers two year old or less.	Jay Olegeriil Alvina Timarong Grace Alexander	Ongoing	$1000
2.3 Look into and try to make use of the open source software, such as Apache and Moodle	Bruce Rimirch, Grace Alexander Epi Moses, Johvanna Yaoch	Ongoing	$300.00

3. Develop a solid network backbone

Tasks	People Responsible	Timeframe	Costs
3.1 <u>Contract for</u> a professional network designer to design and recommend good network device for upgrading the network backbone • Implement recommended design • Change hubs to manageable switches • Upgrade network connection to 1Gbps • Connect all campus buildings after solid backbone has been developed • Change to wireless campus access starting from library	Hired Consultant Jay Olegeriil Bruce Rimirch Alvina Marcil Bruce Rimirch & Physical Plant Bruce Rimirch & Physical Plant Grace, Bruce & Jay Olegeriil Bruce Rimirch & Physical Plant	Spring 2010 Fall 2010 Fall 2010 Fall 2010 Spring 2008 Fall 2010	TBA
3.2 Designate number of internet connections needed per office/building based on needs for connection	Bruce Rimirch /Grace Alexander	Summer 2007	$0
3.3 Route future facilities construction plan through the Technology Resources Committee for consultation and review in regards to network connection and wiring.	TRC	Ongoing	$0

4. Establish replacement of hardware on a systematic cycle

Tasks	People Responsible	Timeframe	Costs
4.1 Upgrade and replace servers every **<u>Five Years</u>** if necessary • Business (10/08) • Registrar (2/07) • Library (2005) • Financial Aid (1/19/05) • On-line course server (3/07) • Mail and web server (10/09	Jay Olegeriil Thomas Taro Bruce Rimirch	 Fall 2013 Fall 2012 Spring 2010 Fall 2011 Fall 2010 Spring 2012 Fall 2014	$10,000 Refer to 7.1 $10,000 $6,000 Refer to 6.1 $6,000

Tasks	People Responsible	Timeframe	Costs
4.2 Replace computers and battery backups in classrooms every **THREE YEARS** (purchase date in parentheses) • Room 67 (2004**) (to room 60**) Spring 2010 • Room 61 (2005**) (to room 67)** Fall 2009 • On-line lab (2003) (to open lab) Fall 2009 • IT classroom **(to open lab)** Fall 2007 • Continuing Education (2005) (to Adult HS) Spring 2011 • Distance Learning Center (2007) (to staff) • Staff computers (to staff) ongoing • Faculty laptops (2006-07) (library for student use)	Jay Olegeriil Thomas Taro Alvina Timarong	Spring 2012 Fall 2011) Spring 2012 Fall 2007 Fall 2010 Fall2011 ongoing Spring 2010	$25,000 $25,000 Refer to 6.2 Refer to 8.2 $25,000 $25,000 Based on needs $25,000
4.3 Upgrade and/or repair all necessary technology needs as needed	Bruce Rimirch/Jay Olegeriil	ongoing	$2,500
4.4 **Repair**/replace printers and other accessories as needed.	Bruce Rimirch /Jay Olegeriil	ongoing	$5,000

5. Increase Technology Support

Tasks	People Responsible	Timeframe	Costs
5.1 Hire a Computer Technician for the college to assist current computer specialists. Technician will trouble shoot and do maintenance for all campus computers on a regular maintenance schedule	Jay Olegeriil	Spring 2010	TBA
5.2 Equip the multi used classroom in the library with state of the arts technology equipment such as flat screen TV, VHS/DVD player, digital projector, speakers, one computer system for an Instructor	Jay Olegeriil Librarian	Spring 2010	$5,000
5.3 Purchase equipment for video-conferencing	Thomas Taro Jay Olegeriil Bruce Rimirch	Summer 2007	

Tasks	People Responsible	Timeframe	Costs
5.4 Connect Continuing Education Training Room to internet	Bruce Rimirch	Spring 2008	$0
5.5 Designate additional open computer labs for student use	Alvina Timarong/Tchuzie Tadao President Tellei	Spring 2008	TBA
5.6 Provide training for computer support personnel and Information Technology faculty	Jay Olegeriil Alvina Timarong	Ongoing	TBA

6. Support increased number of PCC online courses

Tasks	People Responsible	Timeframe	Costs
6.1 Purchase dedicated server to support online courses	Jay Olegeriil Thomas Taro Alvina Timarong	Spring 2007 (in process)	$10,000
6.2 Purchase 20 LCD (flat screen) computers with battery backups for the online lab	Jay Olegeriil Thomas Taro Alvina Timarong	Spring 2008	$25,000
6.3 Train faculty in developing on-line courses	Marianne Temaungil	Spring 2007	$0
6.4 Increase tuition by $30 per credit for on-line courses	BOT	Fall 2007	$0

7. Implement Online Registration for all students

Tasks	People Responsible	Timeframe	Costs
7.1 Purchase dedicated server with an up to date OS for 50 users for Registration and Advising Software	Jay Olegeriil Lesley Adachi Marensia Edward	Fall 2012 ref. 4.1	$10,000

Tasks	People Responsible	Timeframe	Costs
7.2 Purchase module for on-line registration	Jay Olegeriil Marensia Edward	Fall 2009	$1,600
7.3 Change connection to 100 Mbps	Bruce Rimirch	Summer 2007	$0

8. Establish an IT Laboratory Classroom

Tasks	People Responsible	Timeframe	Costs
8.1 Designate an IT Laboratory Classroom with small soundproof office for future video/editing courses.	Alvina Timarong President Tellei Johvanna Yaoch	Spring 2010	$0
8.2 Purchase 21 state of the art computers with battery backups. (One to be used for Instructor/Server)	Alvina Timarong Jay Olegeriil Johvanna Yaoch	Fall 2010	$30,000
8.3 Purchase multi-media licensed software, Networking software, database, website designing, computer language programming, for the IT laboratory	Alvina Timarong Jay Olegeriil Johvanna Yaoch	Ongoing	$10,000
8.4 Purchase scanner, network printer, digital projector	Alvina Timarong Jay Olegeriil Johvanna Yaoch	Summer 2007	$3000
8.5 Establishing an Internet connection for the IT laboratory	Bruce Rimirch Grace Alexander	Fall 2010	$1000
8.6 Purchase video/audio production equipment	Alvina Timarong Jay Olegeriil Johvanna Yaoch	Spring 2011	$20,000

9. Provide adequate training for appropriate personnel

Tasks	People Responsible	Timeframe	Costs
9.1 Update survey that was used for all personnel for self study 2003 report	Grace Alexander	December 2008	$0
9.2 Create separate survey for instructors	Epi Moses	December 2008	
9.3 Conduct surveys	Grace Alexander Epi Moses	Spring 2009	$0
9.4 Request Continuing Education to conduct needed training	Human Resource Dept/Dean of CE	ongoing	$0
9.5 Conduct specialized training not provided by CE	HRD Jay Olegeriil	ongoing	TBA
9.6 Provide training for computer support personnel and Information Technology faculty	Jay Olegeriil Alvina Timarong	ongoing	Refer to 5.6

III. Infrastructure Plan

Introduction

Palau Community College is faced with the challenge of upgrading and maintaining a data communications network to meet the demands of instructional and administrative technology requirements. This technology must support and offer methods to increase productivity and efficiency, both in the instructional programs and campus administrative computing. Utilizing technology to data communication and access provides a more optimum learning experience for students and more efficient tools and resources for faculty, staff and administrators. Part of this challenge is to provide adequate staffing and financial resources to deliver and maintain the needed communication networks and technical support.

This is particularly important to attract students and prepare them to learn and work in today's Internet environment. The college needs to provide technology resources to support existing and new academic programs, which include distance education, web access, on-line registration, faculty and class schedule information, library resources, etc. All of these services require a reliable communications network infrastructure. The network must have the capability to provide sufficient bandwidth for present and future requirements and operate on a 24/7 schedule with an adequate back-up power and technical support services.

Planning

To meet these needs, the college will need to upgrade its local area network (LANs). At the most basic level, this will include upgrading station and backbone wiring and migrating from 10 Mbps shared hub technology to at least 100 Mbps switched infrastructure technology. A fiber optic backbone infrastructure is more adequate since it can migrate to Gigabit Ethernet (1000 Mbps). Wireless capabilities should be included in the technology plan for selected areas to support increased mobility and accessibility; however, wireless security must be of paramount importance before implementation of wireless networks.

Unlike a 10 Mbps hub, which forwards data packets to all connected ports, a 100 Mbps switch forwards a data packet to only the port identified as the destination of the packet. This reduces the overall volume of data packets on the network and provides for additional bandwidth on the network.

Design Approach

In planning for expanded networks on campus, the following should be considered.

- The keeping of workstations and servers updated
- The emergence of more bandwidth applications
- The need to safeguard sensitive data

- The addition of wireless access points
- The improvement of network performance.

The layer design of the network will be the core and access layers, where the <u>core</u> (or backbone) layer serves as the primary path for traffic moving at the college network. The core requires fast ethernet (or fiber) connectivity to the access layers. The <u>access</u> layer is the part of the network that connects directly to the users. Wiring on the access layer should be ethernet 100 Mbps switched connection.

IV.   <u>Electronic Rights and Responsibilities</u>

The college develops and manages a physical and social learning infrastructure for its students. This learning infrastructure increasingly depends on information in digital form and on digital technologies for communicating, sharing, and analyzing such information. The college is responsible for any digital information and any guidelines and stewardship of its use of technology. It is responsible for the hardware and software used by the college to analyze institutional information and other information accessible through the computer network.

The Technology Resources Committee (TRC) will serve as the guardian and coordinate the development and management of the college digital infrastructure and related services. The TRC also formulates the institutional policies that frame the rights and responsibilities of the institution, those who serve it, and those whom it serves. All members of the college community are responsible, along with the institution, for good citizenship and informed stewardship in a digital democracy. The TRC prepared these guidelines to describe these institutional and individual rights and responsibilities and to provide a framework for governing the college's digital infrastructure and implementing the operational practices that determine its utility to the college.

Members of the faculty, staff, and the student body have the right to the technology resources at the college. This right and the resulting right to the college technology services and application carry the responsibilities that attach to the use of any college technology resources. Any revocation of any of these rights is subject to the normal due process available to any member of the faculty, staff, and student body. The college expects members of the faculty, staff, and student body to become familiar with individual and institutional responsibilities for the use of the college technology resources and to protect its electronic information.

The college own and are responsible for all technology resources, and, therefore, all communications and activity conducted over it. Authorized use of the technology resources shall be consistent with the mission of Palau Community College and its technology policy. **For each college employee who is assigned a specific computer to use, one Internet Protocol (IP) number is assigned for one employee, whether it is a desktop or laptop computer he or she uses. Any moving or replacement of college computers requires contacting the staff at the Computer Room and filling out the computer inventory form, to be used for keeping track of the college technology resources.**

Generally, college employees are given access to specific computers and other technology resources in their offices or departments based on their job functions. Students are given access to computers and other technology resources in various areas of the college for learning and communication purposes.

This policy defines the acceptable usage of the computer technology resources for the college employees and students. The computer systems should be used for work and student learning purposes; with an addition of privileges such as:

- To send and receive necessary and occasional personal communications;
- To prepare and store personal data in a reasonable manner
- To access the Internet for brief personal research and inquiries outside of working hours, provided that employees adhere to all other usage policies.

This policy also defines unacceptable uses of computer technology resources of Palau Community College. The college reserves the right, upon reasonable cause for suspicion, to access all aspects of its computing systems and networks, including employees' login sessions to determine if a user is violating this policy.

No user should view, copy, alter, or destroy another's personal electronic files without permission (unless authorized or required to do so by law or regulations). Users should not have an expectation of privacy, since the computer systems belong to the college. Users expressly waive any right of privacy in anything they create, store, send, or receive on the college computer system.

Misuse of Palau Community College computer resources is prohibited, but not limited to:

- **Prohibited use**
  Employees may not use any of the college computer technology resources for any illegal purposes, violation of any project's policy, in a manner contrary to the best interests of the college, in any way that discloses confidential or proprietary information of the college or its employees and students, or for personal gain.

- **Harassing, Discriminatory, and Defamatory**
  Under no circumstances may employees use the college's computer technology resources to transmit, receive, or store any information that is discriminatory, harassing, or defamatory in any way. The college does not tolerate discrimination or harassment based on gender, pregnancy, childbirth (or related medical conditions), race, color, religion, national origin, ancestry, age, physical disability, mental disability, medical condition, marital status, sexual orientation, family care or mental leave status, or any other status protected by Republic of Palau Public Law (RPPL) and PCC-Personnel Rules and Regulations.

- **Game Playing**
  Computers are not to be used for recreational game playing during working hours.

- **Gambling**
  Computers are not to be used for Internet gambling.

- **Online Shopping**
  Computers are not to be used for Internet online shopping for personal purpose.

- **Private Commercial Purpose**
  Computer resources shall not be used for personal or private commercial purposes or for financial gain.

- **Political Advertising or Campaigning**
  Computer resources and networks shall not be used for political purposes.

- **Pornography**
  Computers are not to be used to visit sites that are considered obscene. In the event that an employee disregards this policy and continually visits unauthorized sites, it will be grounds for disconnection from Internet after a warning has been issued to that employee. The college has the right to view private files that have been downloaded to check for the propriety of downloaded files and monitor bandwidth usage. The college prohibits employees from using its computer resources to send sexually oriented images or messages.

- **Unlicensed Software and Software Piracy**
  The use of unlicensed software on college computers is prohibited. All software in use on the college computers must be officially licensed software. College employees are prohibited from distributing college owned software to individuals or agencies outside of the college.

- **College E-mail usage**
  E-mail is a working tool for the college employees and the use of e-mail is primarily for official purposes; therefore, passwords are given to employees that are assigned e-mail accounts. Only authorized employees are permitted to use the password of another employee to access that employee's e-mail account. Misuse of passwords and the unauthorized sharing of passwords are prohibited.

- **Forwarding E-mails**
  Users may not forward e-mail to others without the expressed permission of the sender. The expressed permission is necessary since frequently e-mail contains confidential or proprietary information. All employees must consider that e-mail messages meant for a single reader may not be meant for widespread distribution.

- **Chain Letters**
  Employees are prohibited from initiating or forwarding chain letters via e-mail.

- **Spamming**
  Employees are prohibited from sending spam (unsolicited e-mail)

- **Spoofing**
  Employees are prohibited from hiding their identity (spoofing) when sending e-mail. Any anonymous or pseudonymous e-mail messages are prohibited.

Note: Existing PCC programs, such as UBMS, may have their own electronic rights and responsibilities policies in addition to those stated above. These will be enforced in addition to the general guidelines.

Appendix B

PENN FOSTER CAREER SCHOOL
CAREER DIPLOMAS

- § Administrative Assistant
- § Appliance Repair
- § Auto Body Repair Technician
- § Auto Detailer
- § Auto Repair Technician
- § Bookkeeping
- § Bridal Consultant
- § Carpenter
- § Caterer
- § Certified Personal Trainer
- § Child Day Care Management
- § Computer Graphic Artist
- § Conservation
- § Court Reporter
- § Dental Assistant
- § Desktop Publishing and Design
- § Diesel Mechanics
- § Dog Obedience Trainer/Instructor
- § Drafting with AutoCAD
- § Dressmaking and Design
- § Electrician
- § Electronics (Basic)
- § Electronics Technician
- § Floral Design
- § Freelance Writer
- § Furniture and Cabinet Maker
- § Gunsmith
- § High School
- § High School with Early College Courses
- § High School with Health Care Concentration
- § Home Inspector
- § Home Remodeling and Repair
- § Hotel/Restaurant Management
- § HVAC Technician
- § Interior Decorator
- § Java Programmer

- § Jewelry Design and Repair
- § Landscaper
- § Legal Secretary
- § Locksmith
- § Medical Coding and Billing
- § Medical Office Assistant
- § Medical Transcriptionist
- § Motorcycle Repair Technician
- § Occupational Therapy Aide
- § Paralegal
- § PC Maintenance and Repair
- § Pet Groomer
- § Pharmacy Technician
- § Physical Therapy Aide
- § Plumber
- § Private Investigator
- § Small Business Management
- § Small Engine Repair
- § Teacher Aide
- § Telecommunications Technician
- § Travel and Tourism Specialist
- § Veterinary Assistant
- § Visual Basic Programmer
- § Visual C# Programmer
- § Web Page Designer

ACRL Standards for Community, Junior, and Technical College Learning Resource Programs

Standard Two: Organization and Administration

2.0 The responsibilities and functions of the component units of the learning resources program within the institutional structure shall be clearly defined.

Commentary. The administration of the institution should clearly assign responsibility for the learning resources program and identify the component units. The organizational chart should reflect the services provided and relate to the quality of the overall educational program. When restricted to only core services, the quality and impact on the instructional program may be limited; when too vaguely defined valuable resources may be too widely dispersed to be fully utilized. Clarity in identifying functions and specificity in assigning responsibilities provide a learning resources program capable of supporting the instructional needs of the students and the college community. The learning resources program should develop policies, procedures, and job descriptions and relate these to institutional policies and procedures.

2.1 The duties and responsibilities of the chief administrator of the learning resources program shall be clearly defined within the institutional structure.

Commentary. The program administrator is responsible for providing leadership and direction so that the mission of the program is fulfilled. The administrator should report to the chief academic officer and have the same administrative rank and status as other administrators with similar responsibilities. A title such as Dean or Director of Libraries, Instructional Services, or of Learning Resources is appropriate.

2.2 The learning resources program administrator shall be professionally trained and knowledgeable about learning resources, information, and/or media materials and services.

Commentary. The training and experience of the program administrator shall be as a librarian, a media specialist, or an information specialist, with cross-training desirable. The minimal professional degree and prerequisite for the position is a master's degree in library or information science, educational technology or media, or learning resources services. To interact with other administrators and the learning resources staff, the administrator should demonstrate effective management skills. To make decisions on new information services, the administrator should have continuous experience with new and emerging technologies.

2.3 The comprehensive learning resources program shall include a variety of services which are organized into functional units.

Commentary. The type of component units needed and included will vary from institution to institution and campus to campus. Some possibilities are: access services, public services, telecommunication/Internet connections, technical services, media services, learning development, reprographic services, professional materials services, video production, graphics production, learning laboratories, and computer services. A listing of many of these can be found in the appendices. Services which are not administratively under the learning resources program should be in a coordinating relationship to allow comprehensive planning and reporting and to avoid duplication. For example, if a different program has responsibility for instructional computing, the learning resources program should cooperate in an advisory and consulting capacity since various computer resources are major components of the contemporary learning resource center.

2.4 The administrator and professional staff should be involved in all areas and at all levels of academic activities and institutional planning.

Commentary. Professional staff members should be involved in major college committees and participate in faculty governance to the same extent as other faculty. The program administrator should meet regularly with other college administrators and department heads and, along with professional staff members, be involved in planning, implementing, and evaluating the instructional program of the college.

2.5 Advisory committees should be formed to provide essential information to the staff and to serve as a link with users.

Commentary. To ensure that the learning resources program is responsive to its users and to develop and evaluate effective services, advisory committees should be appointed, elected, or selected by the appropriate faculty, staff, or student constituencies.

2.6 Administration of the learning resources program should be based on staff participation and consensus.

Commentary. While the program administrator is ultimately responsible for the program, participatory governance through regular staff meetings and internal communication should be encouraged. The administrator is responsible for reporting to the staff on institutional policies, procedures, plans, budgets, personnel, and curriculum; in turn the administrator represents the learning resources staff to the college administration.

Standard Three: Staff

3.0 Sufficient and qualified professional and support staff should be available to implement the services for which the program is responsible.

Commentary. Table A evaluates the requirements for adequate numbers of staff on a single campus. The figures are for full-time positions at two levels, minimum and excellent, based on full-time equivalent student enrollments. The table does not include services listed in Appendix B as peripheral. If any of these extra services are assigned, additional positions will be needed. There is a direct relationship between staff, budget, and services. When staff level and funding level increase, the number of services possible will also increase; the reverse is also true. Another factor which affects staff requirements is the ratio of total enrollment to full-time equivalent students. Headcount enrollment is often 50% greater than student full-time equivalent (FTE). The higher the ratio the greater will be the need for additional staff beyond the formulas in Table A. If there is a regular summer session at the college, the positions in Table A should be based on an eleven or twelve month equivalency. If, in a multicampus or multicollege district, some services are centralized, for example, technical services and automation, personnel will be needed at a centralized site in addition to those needed in the campus libraries.

TABLE A*
Staffing Requirements for Single-Campus Services**

FTE Students	Administrators Min & Excel	Professional Min	Professional Excel	Technicians Min	Technicians Excel	Other Staff*** Min	Other Staff*** Excel	Total Staff Min	Total Staff Excel
under 1,000	1	2	4	2	4	2	3	7	12
1,000-2,999	1	3	5	3	6	3	6	10	18
3,000-4,999	1	5	7	5	8	4	8	15	24
5,000-6,999	1	7	9	7	12	6	11	21	33
7,000-8,999	1	8	11	9	17	7	14	25	43
9,000-10,999	1	10	15	11	20	9	17	31	53
11,000-12,999	2	14	21	13	24	11	20	40	67
13,000-14,999	2	16	24	16	28	13	24	47	78
15,000-16,999	2	18	27	19	32	16	28	55	89
17,000-19,000	2	20	30	21	36	18	32	61	100

* Does not include student assistants
** Additional Staff will be needed if enrollment is 50% greater than FTE
*** Secretaries, clerks, lab aides, etc.

3.1 The professional staff members shall have a graduate degree from an accredited institution and shall have faculty status, benefits, and obligations or the equivalent.

Commentary. The complexity of the learning resources program may require considerable differentiated staffing by individuals with widely varied professional education and areas of specialization. All should have the same status, benefits, and recognition as other faculty and where faculty rank exists they should meet the same requirements for promotion and tenure as other faculty.

3.2 Professional staff should belong to and participate in library, learning resources, media, and other appropriate associations. Professional development should be encouraged through direct financial support of attendance and participation in local, state, and national organizations.

Commentary. The mark of a professional is not only performance on the job but also knowledge of trends within the profession and technological developments learned from conferences, workshops, and journals; and by assuming leadership within the field.

3.3 The changing nature of learning resources programs and ongoing changes in technology mandate regular staff participation in continuing education.

Commentary. Duty schedules should be flexible enough for staff to pursue job-related training and education, in-service workshops, and conferences and meetings during working hours. The institutional budget should include provision for travel and fees, and release time for in-service training, and education.

3.4 Technical and classified personnel should have appropriate specialized training or experience. Classification, status, and salary should be equivalent to those provided for other institutional employees with similar qualifications.

Commentary. Requirements for training and experience needed should relate to the duties assigned. The relative importance of each type of skill will vary across organizational levels. Supervisors should be selected on the basis of knowledge, experience, and human relations skills.

3.5 Student assistants perform a variety of tasks that assist and complement professional staff, clerical staff, and technicians. Student assistant programs offer work opportunities and career exploration for student workers.

Commentary. The tasks performed by student assistants are usually routine, although some students bring advanced or technical skills which supplement the skills of the regular staff. Permanent staff should supervise and instruct student workers.

Checklist of Basic LRC Services and Activities

Listed below are specific services which are considered to be normal and basic library services in two-year college learning resources or emerging program budgets. This list may not include future or emerging technologies and services. Inclusion does not mean that an institution should have every activity or service listed.

Acquisitions, cataloging, maintenance, preservation, and/or circulation of:

- Audiovisual materials/programs
- Books
- College archives including institutional publications
- Computer programs
- Government documents
- Laser optical (CD-ROM) resources
- Local history materials
- Microforms
- Periodicals
- Special collections

Computer systems management and maintenance:

- Computer programs
- Gateway and Internet access
- Integrated automation systems
- Local area networks (LANs) and wide area networks (WANs)
- Public access computers

Equipment services:

- Equipment inventory, scheduling, and distribution
- Equipment maintenance and repair
- Equipment specifications and purchase
- Group viewing services
- Public access listening/viewing area

Instructional services:

- Bibliographic instruction
- Bibliographies
- Computer Literacy
- Copyright consultation
- Group orientation
- Individualized instruction and/or self-paced learning assistance
- Instructional design and development
- Media orientation and instruction
- Online databases searching
- Point-of-use guides, pathfinders, and study guides
- Reference service
- Reserve materials
- Staff development
- Telephone reference

Production services:

- Audio duplication, editing, and recording
- Copy machines, paper and microform
- Drymounting and lamination
- Graphic layout and design
- Interactive video
- Multimedia
- Photography and darkroom
- Satellite communications downlink
- Scripting
- Teleconference services
- Telecourse and distant learning distribution
- Transparencies and slides
- Video duplication, recording, and editing

Resource sharing services:

- Bibliographic networks
- Gateway services
- Interlibrary loan (ILL)
- Internet
- Reciprocal borrowing
- Rental and free-loan materials
- Union catalogs of local resources

Appendix D

Abbreviations

AAS	Associate of Applied Science	LS	Library Science
ACCJC	Accrediting Commission for Community and Junior Colleges	Micro-P	Micronesian Pacific Collection
		MLIS	Master of Library and Information Science
ACCT	Association of Community College Trustees	MLS	Master of Library Science
ACRL	Association of College and Research Libraries	MOC	Micronesian Occupational College
		MOE	Ministry of Education
ALA	American Library Association	MOH	Ministry of Health
APM	Administrative Procedures Manual	MOU	Memorandum of Understanding
AS	Associate of Science	MTDS	Medium Term Development Strategy
ASE	Automotive Service Excellence	MVS	Micronesian Voyaging Society
ASPCC	Associated Students of Palau Community College	NDBP	National Development Bank of Palau
		NOCTI	National Occupational Competency Testing Institute
AUSAID	Australian Aid		
BOT	Board of Trustees	NPGO	Non-Profit Governmental Organization
CANFUND	Canadian Centre for Fundraising	NZAID	New Zealand Aid
CariPac	Caribbean and Pacific Consortium	OEK	Olbiil Era Kelulau
CCM	Community College of Micronesia	OMIP	Operations Maintenance Improvement Program
CD ROM	Compact Disc Read Only Memory		
CIP	Capital Improvement Project	OS	Operating System
CE	Continuing Education	PAL	Palau Association of Libraries
CEO	Chief Executive Officer	PCAA	Palau Community Action Agency
CEU	Continuing Education Unit	PCC	Palau Community College
COM	College of Micronesia	PCS	Palau Conservation Society
CPC	Committee on Programs and Curricula	PPA	Pacific Power Association
CPR	Cardiopulmonary resuscitation	PPEC	Pacific Post-Secondary Education Council
CRE	Cooperative Research and Extension	PPUC	Palau Public Utilities Corporation
CSC	Computer Steering Committee	PNSB	Palau National Scholarship Board
DPSC	Data Processing Steering Committee	PR	Public Relations
EBSCO	Elton B Stephens Company	PRR	Personnel Rules and Regulations
EQPB	Environmental Quality Protection Board	ROP	Republic of Palau
ESL	English as a Second Language	RPPL	Republic of Palau Public Law
FAMED	Formulate, Assess, Measure, Evaluate and Develop	SAICM	Strategic Approach to International Chemical Management
		SAT 10	Stanford Achievement Test 10th Edition
FAS	Freely Associated States		
FSA	Faculty Senate Association	SLO	Student Learning Outcomes
FTE	Full Time Equivalent	SSS	Student Support Services
HRD	Human Resource Division	STEM	Science, Technology, Engineering and Mathematics
IDP	Individualized Development Plan		
ILL	Interlibrary Loan	TRC	Technology Resources Committee
ILO	Institutional Learning Outcomes	TS	Talent Search
IP	Internet Protocol	TTPI	Trust Territory of the Pacific Islands
IPEDS	Integrated Postsecondary Education Data System	UB	Upward Bound
		UBMS	Upward Bound Math and Science
IPM	Integrated Pest Management	US/USA	United States/United States of America
IRO	Institutional Research Office	USAID	United States Agency for International Development
IT	Information Technology		
JICA	Japan International Cooperation Agency	VP	Vice President
JSTOR	Journal Storage	WAN	Wide Area Network
KOICA	Korea International Cooperation Agency	WASC	Western Association of Schools and Colleges
KSG	Koror State Government	WCCC	Western Curriculum Coordination Center
LAN	Local Area Network	WES	World Educational Services
LCD	Liquid Crystal Display	WIA	Workforce Investment Act of Palau

Appendix E

PCC 15-Year Institutional Master Plan Timetable (2009-2024)

Status: Blue ■ - Target Date of Completion   Yellow ■ - Continuous Process

Objectives	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
1.1 The College will maintain a vibrant and diverse range of education and training programs																
1.1.1 Ensure that Student Learning Outcomes (SLO) and Rubrics are known	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.1.2 Conduct current program/department reviews on a three-year cycle	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.1.3 Utilize program assessment results to improve programs	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.1.4 Offer new and relevant programs that meet the needs of students and community	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.1.5 Adopt a school or establish a lab school						B										
1.1.6 Offer new courses that meet the needs of students and the community	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.1.7 Align and articulate courses with high schools	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.1.8 Establish a Summer Conferencing Center and Intensive Program			B													
1.1.9 Expand the current agriculture program.							B									
1.1.10 Seek ways to support the offering of 4-year degree programs	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.1.11 Have expanded the use of instructional technology.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.2 Will have increased enrollment by 10%																
1.2.1 Continue to facilitate and increase enrollment		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.2.2 Increase participation of regular UB, UBMS, and Talent Search Program graduates		B	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.2.3 Develop an aggressive recruitment plan to increase enrollment in technical education		B														
1.2.4 PCC will increase enrollees of adult high school graduate		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.3 The College will increase its student retention rate by 10%																
1.3.1 Continue to operate Day Care Center for the benefit of the PCC students	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.3.2 Increase success rate at the course, certificate, and degree level	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.3.3 Increase success rate of students enrolled in developmental courses	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.3.4 Increase persistence rate from term to term, and year to year	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.3.5 Continue proactive monitoring of educational progress	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.4 Ensure that Learning Support Services is sufficient to support instructional programs																
1.4.1 Establish a Student Learning Center			B													
1.4.2 Establish English as a Second Language (ESL) Program		B														
1.5 Increase effort for job placement and transfer of graduates																
1.5.1 Increase job placement for all graduates		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.5.2 Work in collaboration with NDBP and WIA to have a Business Incubation Plan			B													
1.5.3 Increase transfer rate of PCC graduates		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.6 PCC will strengthen programs and services in the area of student support services																
1.6.1 Ensure that SLO for student support services are identified and implemented	B	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.6.2 Provide programs to support diverse student population				B												
1.6.3 Provide comprehensive counseling to ensure student success		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.7 PCC Library will have met the standards for learning resources programs spelled out in the Association of College.																
1.7.1 Organize and automate the Western Curriculum Coordination Center					B											
1.7.2 Improve Micronesian-Pacific Collection			B													
1.7.3 Improve the Library webpage to prepare for distance education programs							B									
1.7.4 Produce a Library Procedures Manual		B														
1.7.5 Produce CD-ROM versions of local newspapers			B													

Objectives	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
1.7.6 Have library personnel posses at least an Associate degree in Library and Information Services or related programs		■														
1.7.7 Have library be managed by a librarian holding appropriate credentials							■									
1.7.8 Develop a Learning Resources mission statement			■													
1.7.9 Enhance current services and programs		■														
1.7.10 Continually evaluate appropriate staffing levels and make recommendations							■									
1.7.11 Establish a Learning Resources advisory committee			■													
1.7.12 Improve technology skill levels and application for staff in relevant technology						■										
1.7.13 Develop a technology replacement cycle for the library consistent with Technology Plan						■										

1.8 Ensure all non-credit programs will have Student Learning Outcome (SLO) for all its offerings

Objectives	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
1.8.1 Develop SLOs for Continuing Education/Professional Development / Compensatory Education offerings	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.8.2 Have Continuing Education Unit for students/employee recognized for advancement or college graded purposes	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.8.3 Conduct state visits to assess community training needs	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.8.4 Work closely with ministries, agencies, private sectors, NPGO to assess training needs	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.8.5 Provide appropriate and effective apprenticeship program	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.8.6 Provide crash courses to support in-service training of newly hired teachers	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.8.7 Provide Non-Instrumental Navigation and sea-faring classes to the community		■														

1.9 Ensure that all other Community-Based Programs are accessible and offered throughout Palau

Objectives	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
1.9.1 Continue to develop and implement OMIP training classes	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨

1.10 The College will strengthen and diversify its partnership with external agencies

Objectives	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
1.10.1 Strengthen working relationship with Republic of Palau's Ministries	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.10.2 Strengthen and expand Online Learning opportunities with other degree granting institutions	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.10.3 Continue to adhere to Pohnpei Accord in regards to PPEC articulation agreements.	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.10.4 Continue to operate Day Care Center for the benefit of the PCC students	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.10.5 Maintain Memorandum of Understanding with Penn Foster Career School	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨

1.11 Cooperative Research and Extension will collaborate with partners and clients

Objectives	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
1.11.1 Promote Small Island Agriculture System							■									
1.11.2 Promote Integrated Pest Management (IPM)			■													
1.11.3 Promote the development of aquaculture industry			■													
1.11.4 Disseminate research findings to the communities	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.11.5 Support the development of tissue culture technology						■										
1.11.6 Promote the development of value added/new product					■											
1.11.7 Support the promotion of food and nutrition	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
1.11.8 Promote youth development and environmental awareness			■													
1.11.9 Work to identify locally grown plant/crop as bio-fuel source				■												
1.11.10 The College Research and Development Station to serve as a repository for local root crops						■										

2.1 Leadership and Governance

Objectives	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
2.1.1 Have governance contribute to the institution's culture of excellence through improved Board effectiveness		■														
2.1.2 Engage in decision-making structures and processes as stipulated under RPPL 4-2		■					■									
2.1.3 Utilize/assess communication channels and methods		■														
2.1.4 Communicate effectively the values and expectations regarding ethics, equity, etc.			■	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨

2.2 The College will strengthen its effort to instill a sense of common purpose among its employees

Objectives	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
2.2.1 Communicate effectively the Mission, Vision, Values, ILO and Strategic Directions			■	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
2.2.2 Develop and implement activities to protect the gains that have been made and promote school spirit						■										

Objectives	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
2.3 Enhance and build upon the positive image for PCC																
2.3.1 Foster a positive image and perception to the community	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
2.3.2 Strengthen MOC/PCC Alumni Association					B											
3.1 Secure and Allocate Financial Resources																
3.1.1 Funding to support annual operation	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3.1.2 Seek to generate and utilize effective use of resources to increase PCC endowment fund to reach $10 million																B
3.2 Facilities and Equipment																
3.2.1 Provide adequate, safe and accessible facilities	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	B
3.2.2 Have in place an existing maintenance working plan matrix				B												
3.2.3 Maintain a complete inventory of equipments/facilities		B	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3.2.4 Disposed equipment with hazardous waste properly				B												
3.2.5 Have secure funding to support programs								B								
3.3 Technology Plan																
3.4 Human Resources																
3.4.1 Have in place diverse, qualified and appropriately credentialed personnel		B														
3.4.2 Review periodically the Personnel Rules and Regulations	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3.4.3 Improve and expand staff and faculty development	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3.4.4 Review periodically the performance appraisal and evaluation process	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3.4.5 Establish benefits for faculty and staff		B														
3.4.6 Develop a succession plan			B													
3.5 Emergency Preparedness																
3.4.1 Protect the well-being of students and faculty and staff	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3.4.2 Create a college-wide system of communication in crisis situations			B													
3.4.3 Establish a Crisis Management Team			B													
4.1 Establish Institutional Research Office																
4.1.1 Establish Institutional Research Office	B															
4.1.2 Collect, analyze, interpret and disseminate information	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.1.3 Preserve comprehensive and longitudinal data	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.1.4 Conduct surveys and ad hoc studies	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.1.5 Develop annual Institutional FACTBOOK	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.1.6 Function as a central repository of data information	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.2 Provide information about FAMED assessment cycle																
4.2.1 Familiarize the FAMED assessment cycle	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.2.2 Develop and implement IR and Assessment Plan				B												
4.2.3 Continue to coordinate institutional research and assessment practices	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.3 IRO will serve as a repository of program review and student services data																
4.3.1 Provide Program Review and Assessment Report	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.3.2 Provide Course Review and Assessment Report	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.4.3 Evaluate Institutional Learning Outcome	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.4.4 Collect Student Services SLO's and Assessment Report	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4.4.5 Collaborative research with academic affairs and FSA on the effectiveness of the current grading system	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

2009-2024
15 Year Institutional Master Plan
Steering Committee

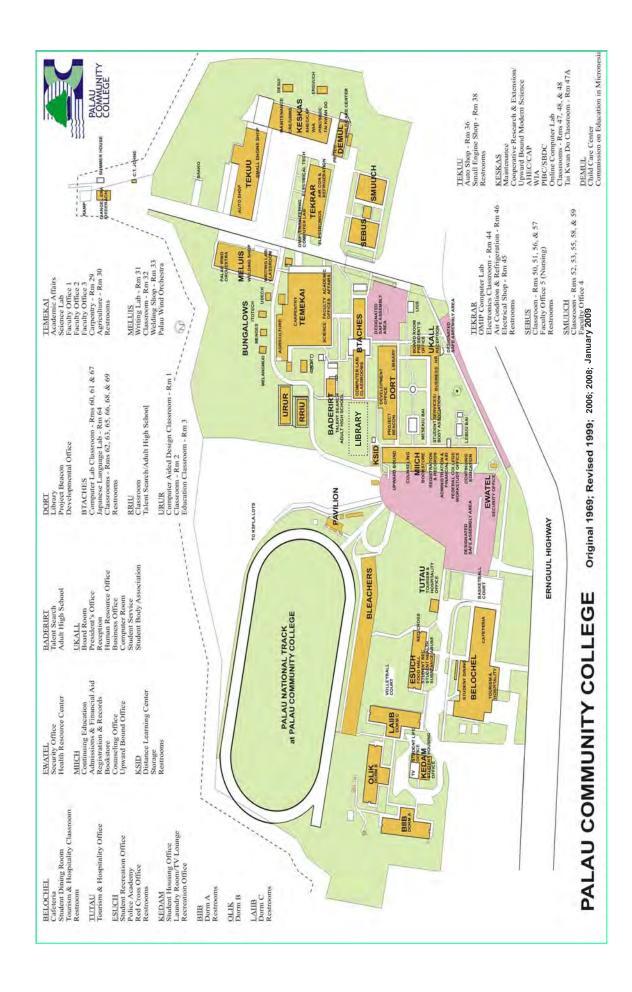|	
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Marensia Edward	Dean of Students
William Wally	Dean of Continuing Education
Sherman Daniel	Associate Dean of School of Technical Education
Alvina Marcil	Director, Development Office
Armstrong Debelbot	Development Office
Kuye Belelai	Director, Upward Bound Program
Tchuzie Tadao	Director, Upward Bound Math & Science
Bruce Rimirch	Director, Computer & Data Processing
Clement Kazuma	Director, Physical Plant
Deikola Olikong	Director, Student Life and Housing
Debra Neas	Interim Librarian
Todd Ngiramengior	Executive Assistant to the President
Ephraim Ngirachitei	President, Classified Staff Organization
Vicky Maui	President, Faculty Senate Association
Derbei Meyar	Instructor Assistant
Rosemary Kohama	Instructor Assistant
Niño Pate	Institutional Research Analyst &Assessment Consultant
Ligaya Sara	Institutional Research Analyst

BELOCHEL
Cafeteria
Student Dining Room
Tourism & Hospitality Classroom
Restroom

TUTAU
Tourism & Hospitality Office

ESUCH
Student Recreation Office
Police Academy
Red Cross Office
Restrooms

KEDAM
Student Housing Office
Laundry Room/TV Lounge
Recreation Office

BIIB
Dorm A
Restrooms

OLIK
Dorm B

LAIIB
Dorm C
Restrooms

EWATEL
Security Office
Health Resource Center

MIICH
Continuing Education
Admissions & Financial Aid
Registration & Records
Bookstore
Counseling Office
Upward Bound Office

KSID
Distance Learning Center
Storage
Restrooms

BADERIRT
Talent Search
Adult High School

UKALL
Board Room
President's Office
Reception
Human Resource Office
Business Office
Computer Room
Student Service
Student Body Association

DORT
Library
Project Beacon
Developmental Office

BTACHES
Computer Lab Classroom - Rms 60, 61 & 67
Japanese Language Lab - Rm 64
Classrooms - Rms 62, 63, 65, 66, 68, & 69
Restrooms

RRIU
Classroom
Talent Search/Adult High School

URUR
Computer Aided Design Classroom - Rm 1
Classroom - Rm 2
Education Classroom - Rm 3

TEMEKAI
Academic Affairs
Science Lab
Faculty Office 1
Faculty Office 2
Faculty Office 3
Carpentry - Rm 29
Agriculture - Rm 30
Restrooms

MELUIS
Writing Lab - Rm 31
Classroom - Rm 32
Welding Shop - Rm 33
Palau Wind Orchestra

TEKUU
Auto Shop - Rm 36
Small Engine Shop - Rm 38
Restrooms

KESKAS
Maintenance
Cooperative Research & Extension/
Upward Bound Modern Science
AHEC/CAP
PIBC/SBDC
Online Computer Lab
Classrooms - Rms 47, 48, & 48
Tai Kwan Do Classroom - Rm 47A

DEMUL
Child Care Center
Commission on Education in Micronesia

TEKRAR
OMIP Computer Lab
Electronics Classroom - Rm 44
Air Condition & Refrigeration - Rm 46
Electrical Shop - Rm 45
Restrooms

SEBUS
Classroom - Rms 50, 51, 56, & 57
Faculty Office 5 (Nursing)
Restrooms

SMUUCH
Classroom - Rms 52, 53, 55, 58, & 59
Faculty Office 4

PALAU COMMUNITY COLLEGE

Original 1969; Revised 1999; 2006; 2008; January 2009

Palau Community College
Your Gateway to Educational Success!