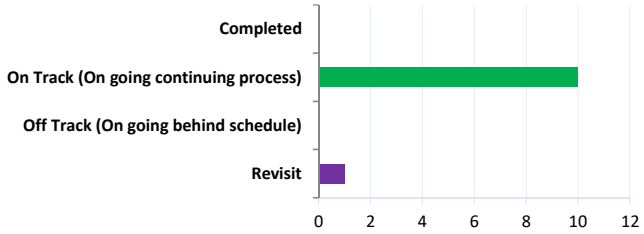
PCC 15 Year Master Plan Report Card

Status Date: February 2023 (Information & Data - Program Review Reports, Annual Reports & different offices)

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.



Percent of Objective by Status

Completed	On Track	Off Track	Revisit
	91% (10/11)		9% (1/11)

STATUS CATEGORIES

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On Track (Ongoing, Continuing Process) The objective is being actually in process. Forward progress is being made on objective.
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Annual Objective Met. *(For objectives with annual target).* Indicates that annual target was achieved.
Not Started. Indicates that objective has not been started/not implemented.

Goal 1.1	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
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.	**1.1.1 Ensure that Student Learning Outcomes (SLO) and Rubrics at the course, program, certificate, and degree levels are known and predictable**	All courses and programs have SLO's and Rubrics and is a standard part of syllabus. SLOs are regularly assessed and changes are made when need arise. Student Learning Outcomes assessment at the course level and program level is scheduled at least once a school year. SLOs assessment is aligned with the semester by semester course offering. All courses scheduled for fall semester only are assessed in the fall; all courses scheduled for the spring semester only are assessed in the spring; all courses offered in the summer session only are assessed in the summer; all internship courses and student teaching courses are assessed anytime the course is offered; and general education courses such as math and English are assessed according to math and English departments calendar of assessments. Courses offered in the fall and spring are assessed according to individual program calendar. Student Learning Outcomes at the course, program/certifcate and institutional levels are shared college-wide through CPC and the college website. Student Learning Outcomes are known	**On-going**
	1.1.2 By 2009, conduct current program/department reviews based on a three-year cycle	Program and Department reviews are implemented according to the review cycle calendar. All functions of the college are required to go through a program review every three years in a cycle. Program Reviews are submitted to IREO and are reviewed by IAC. A 10-Year Program Review Calendar was developed in 2014 and will end in 2024 scheduling all degree programs & certificates, academic departments, and services areas' expected Program Review Reports submission dates. Program Review Reports indicate action plans for academic programs and non-academic service areas that must be implemented within the next review cycle. Institutional Assessment Committee reviews the reports and presents its recommendations to the College President through the Executive Committee Meetings. Institutional Research and Evaluation Office helps academic and non-academic areas in ensuring the implementation of action plans. The College programs and service areas continue to conduct program reviews following the Institutional Assessment Calendar every three years.	**On-going**
	1.1.3 By 2010, PCC will utilize program assessment results to improve programs	Has met with Advisory Committees to improve programs; CPC is working on assessment with program chairs regarding assessment results. Assessment results develop or revise action plans accordingly to meet the needs of students. Every academic and non-academic ea need to carry on their action plans to improve College services to ensure success. Assessment results must drive action plans, implementation, budgetting and institutional improvements. Programs and service areas uses their program assessments results to plan, to make decisions and to implement plans to improve services and to help ensure students succees and institutional effectiveness.	**On-going**

Goal 1.1	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
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.	**1.1.4 Offer new and relevant programs that meet the needs of students and community with references to Palau Medium Term Development Strategy**	STEM Discipline (SD) Program was offered in Fall 2012; CPH was offered in Fall 2013. Palau Studies (PW) received its approval from ACCJC-WASC and was implemented in Fall 2016. The College is currently developing two associate degree programs - General Mechanics Program and General Maintenance Program, and the College is also in the developmental process of its first four-year degree program in Science.	**On-going**
	1.1.5 Adopt a school or establish a lab school to be used as a lab center for Ed students and Instructors	Academic Affairs is in the process of identifying a Lab School. In Fall 2017, PCC Career & Technical Education (CTE) Lab School was established. The school opened its doors to seven 9th-grade students with a second enrollment of ten 9th-grade students to begin in the fall of 2018. The College has hired a student-teacher from the Education Program who will be doing his student-teaching in the fall of 2018 who will be concentrating on the 11th graders while another student in the Education program will be doing her student-teaching in the same fall semester concentrating on the new 9th graders. 2019 - CTE Lab School will train one student teacher from the EDSE Program who will be doing her student teaching at the School in fall 2019. To date, the School has trained two student teachers, one remained with the School as a classroom teacher and one went to Saipan after graduation working as a 3rd-grade classroom teacher and pursuing her bachelor's degree at NMC.	**On-going**
	1.1.6 Offer new courses that meet the needs of students and the community	CPH and STEM programs were created to assist the Ministry of Health - Public Health and new students in STEM. In 2016, PW courses were created to support those interested in the Palauan Studies program. When English and Math developmental courses went into inactive in fall 2016, the College developed EN 100 and MA 103 as pre-requisite courses for EN 112 and MA 105.	**On-going**
	1.1.7 Align and articulate courses with high schools	Meeting is on-going with MOE and PHS staff to align courses with high schools. In the Spring of 2018, PCC and the Ministry of Education began articulating courses from the high school to the college. The English teachers / instructors are meeting on a regular basis to review the curriculum and learning outcomes of the high school English and college English, align the curriculums and discuss ways to help students improve and be college ready when they graduate from high school. The Math department of both PHS and PCC are also meeting on a regular basis aligning the Math curriculum, as well as the Business programs from both institutions are meeting on a regular basis for the Business curriculum alignment. The English, Math and Business departments will be reporting to the PHS Principal and the PCC Dean of Academic Affairs by the end of Summer 2018. In August meeting with President Tellei and PCC Academic Affairs management team, it was decided that PCC will begin working with MOE - PHS to start articulating the CTE courses and programs with both institutions.	**On-going**

Goal 1.1	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
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.	**1.1.8 Establish a Summer Conferencing Center and Intensive Program**	Stated objective has to be reviewed and be specified.	**Revisit Plan**
	1.1.9 By 2011, Expand the current agriculture program.	Still working with Bureau of Agriculture and Advisory committee to expand Agriculture Program. In what aspect of the Agricultural Science Program is the College working on expanding? AG enrollment wise - after 10 years of the 15-YIMP implementation, 103 students have enrolled in the AG program, and 68 of the 103 have graduated. Since school year 2014-2015, the AG program's enrollment has been decreasing. The program is still running its piggery and chicken farm where the program students learn the skills and knowledge of animal farm management. At this time, there are 25 pigs (6 sows, 1 gilt, 1 young female, 5 young boars, and 12 piglets) and 14 chickens at the farm. The program is also conducting its farm learning activities at the campus where students had planted three hundred (300) taro plants in the area next to the track & field with the help of CRE staff. The program is currently working with Taiwan Technical Mission to get additional taro plants for planting in the area. During the fall of 2017 and spring of 2018, students enrolled in the program participated in these learning activities as part of the learning required under the program. These activities are conducted during laboratory days (Tuesdays and Thursdays) at PCC CRE Station located at Ngermeskang, Ngeremlengui. Some activities are conducted at local farms as requested by local farmers. During the semesters, students learned about principles of agriculture; soil identifications and fertility; animal husbandry; plant structure, classification, growth, and reproduction; horticultural crop production; poultry and swine production; tropical landscape horticulture; crop protection; and farm management. There were 41 students enrolled in the program during S.Y. 2021-2022; there were 4 graduates of the program in spring/summer 2022.	**On-going**
	1.1.10 Seek ways to support the offering of 4-year degree programs	In Fall 2013, an agreement with FNU and MOH for Bachelor's Degree in Nursing was established. In 2015, more than 10 individual in-service nurses from Belau National Hospital completed their Nursing-Bachelors in Science Degree (FNU/MOH). The college is currently developing two four-year degree programs for implementation in fall 2019. These are bachelor's of applied science in Organizational Management and bachelors of science in general sciences. The College is in the developmental process of its first four-year degree program in the field of Science.	**On-going**
	1.1.11 By 2012, have expanded the use of instructional technology.	The Center for Teaching Excellence was established in the spring of 2018. The Center provides technology support to assist faculty when using information from the world wide web to support their teaching and student learning. Such teaching support includes the wide education training available on YouTube; online videos; e-research literature; and other instructional support such as Math for Mechanics and Nursing Virtual Simulation. The Center also provides training to faculty in the use of technology to support the different approaches to learning. Such approaches include but are not limited to distance education learning (online and hybrid) as well as virtual learning (Zoom and Google classroom).	**On-going**

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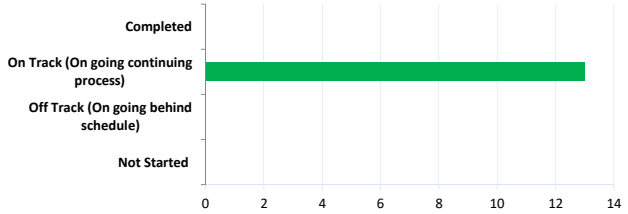

Percent of Objective by Status			
Completed	On Track	Off Track	Not Started
	100%		

STATUS CATEGORIES

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

Goal 1.2	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.2 By the year 2024, the College will increase enrollment by 10%.	**1.2.1 Beginning 2010, continue to facilitate and increase enrollment of High School Students, Returning Students and Local Workforce**	Dean of Students- The College continues in its effort to increase enrollment through recruitment plans/activities for high schools, returning students, and the local workforce. Admissions & Records personnel goes out to the public and the private high schools in Palau to recruit the seniors to attend PCC.	**On-going**
	1.2.2 Increase participation of regular UB, UBMS, and Talent Search Program graduates	The UBMS program ended after the school year 2012-2013; the UB and Talent Search programs continue to serve the number of students required under the programs' goals and objectives. The college received a grant award to continue UBMS program starting FY2022 to FY2027.	**On-going**
	Upward Bound (UB)	PCC UB continues to support PCC's goal of increasing student enrollment by 10% yearly. UB Program continues to encourage program graduates to enroll in PCC and has continuously enrolled 50% or more of them at PCC since 2009. Fifty-one participants graduated in 2021, 94% or 48 of them enrolled in various colleges and universities, of the 48 students who enrolled in college in fall term, 94% or 45 enrolled at PCC whereas 6% or three enrolled at different colleges	**On-going**
	Upward Bound Math & Science (UBMS)	The UBMS program ended after school year 2012-2013. The college received a grant award to continue UBMS program starting FY2022 to FY2027.	**On-going**
	Talent Search	PCC Talent Search continues to work towards increasing the number of its program high school graduates who enroll at PCC. More than 50% of the graduates of the program have enrolled at PCC since the 2011-2012 school year.	**On-going**
	1.2.3 Beginning 2010, develop an aggressive recruitment plan to increase enrollment in career/technical education programs	Dean of Students- The college continues to recruit students from the region and support their interest in Palau Community College through a travel grant. The number of travel grants for each of the FSM states and RMI has increased from five travel grants to ten travel grants each school year. The College Recruitment Plan is in the process and is to be approved by the College President to take effect in Fall 2023.	**On-going**
	1.2.4 Beginning 2010, PCC will increase enrollees of adult high school graduate in the academic track of the program	The PCC Adult High School program continues to work with the students enrolled in the College Preparation Track to enroll at PCC. Our records show that each year the percentage of AHS graduates in the Track II program who enroll at PCC is increasing over the past five years. Since 2009, 182 AHS students have graduated from the program; out of the 182, 94 graduates have enrolled in college (Palau / abroad); and 59 of the 94 attended PCC. There were eight graduates of AHS during spring 2022, four out of eight graduates enrolled at PCC.	**On-going**

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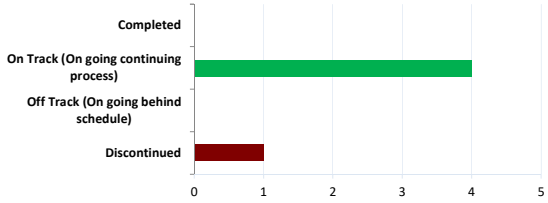

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DISCONTINUED. Indicates that objective was discontinued.

Percent of Objective by Status

Completed	On Track	Off Track	Discontinued
	80% (4/5)		20% (1/5)

Goal 1.3	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.3. The College will increase its student retention rate by 10% . (term to term; year to year)	**1.3.1 Continue to operate Day Care Center for the benefit of the PCC students**	The Day Care Center remains open to support PCC students who have children. While enrolled in classes at PCC to obtain their degrees or certificates, parents may enroll their child(ren) in the Day Care Center.	**On-going**
	1.3.2 Increase success rate at the course, certificate, and degree levels	Dean of Students-Support services/activities continues to be provided to increase success rate and reduce probation. These services/activities are assessed and student progress data are collected/reviewed for continuous improvement. The Counselors/Academic Advisors are in regular communication with the College Instructors every semester through Student Progress Report (SPR). The SPR's are due every 4th, 9th, and 13th week of instruction. The students are referred via SPR or a regular referral with specific notes and recommendations. Advisors will contact students and discuss available services on campus that could help student in meeting the course requirements and also pass at the end of the semester Dean of Academic Affairs- Lookin into training & workshops to improve teaching skills for faculty; Student evaluation results are used to identify areas for improvement in the classroom. Refer to ISSA results for retention rate.	**On-going**
	1.3.3 Increase success rate of students enrolled in developmental courses	Dean of Students- Services/activities continues to be provided /assessed to increase passing rate of students in the developmental courses. Passing/falling data are compiled/reviewed for continuous improvements. Institutional Researcher - provided developmental course success report to Dean of Students. During school year 2015-16, developmental courses in the fall of 2015 sucession rate was 69%; spring 2016 was 53%; and summer 2016 was 70%. School year 2015-16 succession rate in developmental courses was 64%. Developmental courses was put into inactive in fall 2016.	**Developmental Courses have Discontinued**
	1.3.4 Increase persistence rate from term to term, and year to year	Dean of Students- The Counselors/Academic Advisors are in regular communication with the College Instructors every semester through Student Progress Report (SPR). The SPR's are due every 4th, 9th, and 13th week of instruction. The students are referred via SPR or a regular referral with specific notes and recommendations. Advisors will contact students and discuss available services on campus that could help students in meeting the course requirements and also pass at the end of the semester. When a student fails a course at the end of the semester and will register to continue taking classes the following semester, his/her name will be on the probation list. This list will be sent to Student Life where a counselor will work closely with the student assisting him/her to access all available resources that could help the student achieve a good grade and or pass the course. The student will be meeting with the counselor for a minimum of three appointments. The counselor will also be in communication with the student's instructors to monitor his/her progress. Institutional Researcher - retention rate for first time students has been formally tracked.	**On-going**
	1.3.5 Continue Proactive Monitoring of Educational Progress	This is done through the Student Progress Report (SPR), the College tracking system.	**On-going**

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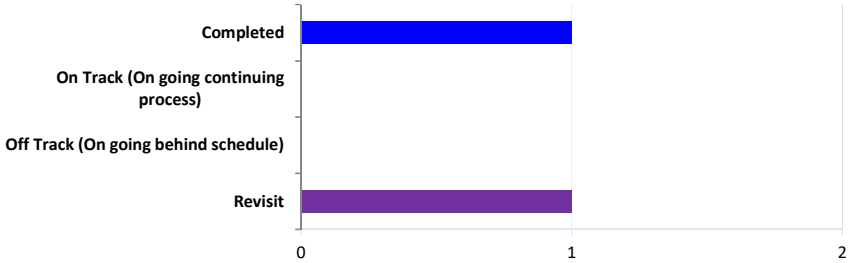

Percent of Objective by Status			
Completed	On Track	Off Track	Revisit
50% (1/2)			50% (1/2)

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GOAL 1.4	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.4 . The College will ensure that Learning Support Services is sufficient to support instructional programs.	**1.4.1 Establish Student Learning Center.**	The College has a Learning Resource Center that has a Professional English Tutor, Career & Transfer Counselor and Peer Tutors to provide free tutoring and counseling services to students.	**Completed**
	1.4.2 Establish English as a Second Language (ESL) Program.	The College has to revisit this plan and decide weather it is still a need to support student learning.	**Revisit Plan**

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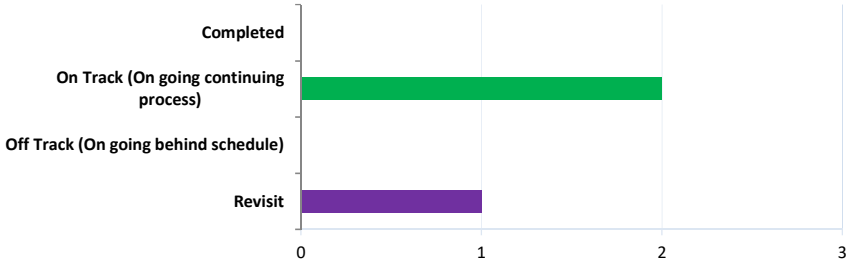

Percent of Objective by Status

Completed	On Track	Off Track	Revisit
	67% (2/3)		50% (1/3)

STATUS CATEGORIES

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Revisit Plan. Stated objective has to be reviewed.

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.5. The College will increase effort for job placement and transfer of graduates.	**1.5.1 Increase job placement for all graduates**	Internship program is coordinated under Academic Affairs and CPC also provides assistance in securing job placement for students. See ISSA reports on the college website.	**On-going**
	1.5.2 PCC will work in collaboration with NDBP and WIOA to have a Business Incubation Plan to support selected graduates	The College has to revisit this plan and decide weather it is still a need to support student success.	**Revisit Plan**
	1.5.3 Increase transfer rate of PCC graduates	The College has a Learning Resource Center that has a Career & Transfer Counselor. For the school year 2021-2022, there were a total of nine students which is 20% of the year's graduates.	**On-going**

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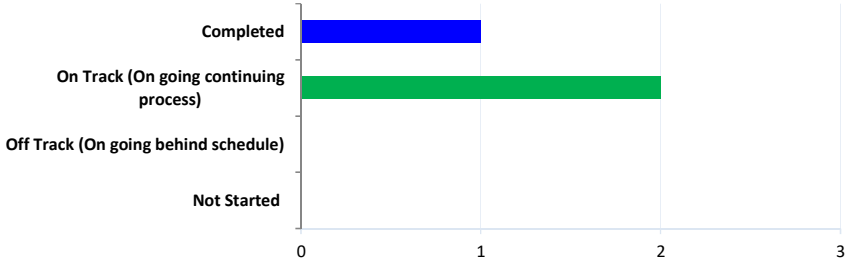

Percent of Objective by Status

Completed	On Track	Off Track	Not Started
30% (1/3)	70% (2/3)		

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Revisit Plan. Stated objective has to be reviewed.

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.6. The College will strengthen programs and services in the area of student support services.	**1.6.1 College will ensure that SLO for student support services are identified and implemented**	Student Support Services' SLO has been identified and implemented.	**Completed**
	1.6.2 Provide programs to support diverse student population.	The Learning Resource Center (LRC) has tutoring and a study area that students are permitted to utilize as needed to support their learning and the diverse population. Student Housing provides a yearly Male/Female Retreat to its residents. Due to Covid-19, there were no Retreats conducted during the school year.	**On-going**
	1.6.3 Provide comprehensive counseling to ensure student success	Counseling is provided by the Student Life Counselors. Students may see their counselors by appointment or walk-in	**On-going**

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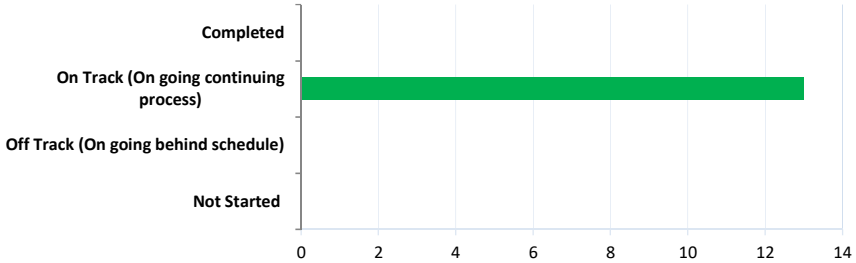

Percent of Objective by Status			
Completed	On Track	Off Track	Revisit
	100% (13/13)		

STATUS CATEGORIES

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DISCONTINUED. Indicates that objective was discontinued.

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.7. By the year 2024, the PCC Library will have met the standards for community, junior, and technical colleges learning resources programs spelled out in the Association of College and Research Libraries.	**1.7.1 Organize and automate the Western Curriculum Coordination Center**	WCCC is used as lab for LS program; WCCC is also a collection that is made available for all college instructors to research, collect ideas, and use as resources in place of course textbooks, supplemental learning resources and library resources. WCCC is open to faculty and students during the semester.	On-going
	1.7.2 Improve Micronesian-Pacific Collection	To date Micronesian Pacific Collection of the college Library is 11,702. The collection continues to grow through individual donations, agency/organization donations and those purchased by the college.	On-going
	1.7.3 PCC will improve the Library webpage to prepare for distance education programs.	The library updates the Micronesia-Pacific webpage.	On-going
	1.7.4 PCC Library will produce a Library Procedures Manual	Library Procedures Manual has been reviewed and updated. A complete manual has been sent to all library staffs.	On-going
	1.7.5 Produce CD-ROM versions of local newspapers providing full-time searchable versions of Palau's newspapers to the community	2011- started scanning project 2012- computer crashed and sent to Bruce to retrieve the scanned newspaper. Bruce office (IT) was broken into and the computer was among those stolen. 2016- started the newspaper project again and save all the scanned newspaper in the external drive. Library was broken into and the external drive was among the stolen 2023- already have newly hired library staff to start the newspaper project again.	On-going
	1.7.6 Library personnel will posses at least an Associate degree in Library and Information Services or Related Programs	Five staffs have LS degree. Out of the four remaining staffs ; 2 has AA degree, 1 BA and 1 is currently working on her AA degree.	On-going
	1.7.7 The library will be managed by a librarian holding appropriate credentials	The library directorship will be assumed by new director in the fall 2023	On-going

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.7. By the year 2024, the PCC Library will have met the standards for community, junior, and technical colleges learning resources	**1.7.8 By 2011, develop a Learning Resources mission statement.**	2023 - All learning resources / units of the College library are under the overall Library mission statement that was developed and implemented prior to 2016. The daily operation of the College Library depends on its mission statement.	**On-going**
	1.7.9 By 2020, enhance current services and programs.	New services and programs have been introduced to meet patron needs, continue to be developed and evaluated. The program for the FSM and RMI will resume as new FSM and RMI student enroll	**On-going**
	1.7.10 By 2015, continually evaluate appropriate staffing levels and make recommendations as needed	Library staff are well placed and the Library staffing is adequate to perform the tasks and responsibilities of the Library daily operations.	**On-going**
	1.7.11 Establish a Learning Resources advisory committee	The library has never established a Learning Resources advisory committee. The library continues to attend appropriate library trainings and will continue to support small libraries in Palau. The Library staffs including the interim director are members of Pacific Island Association of Libraries, Archives and Museums (PIALA) and Palau Association of Libraries (PAL)	**On-going**
	1.7.12 Improve skill levels and application for staff in relevant technology.	Library staffs continue to attend appropriate and relevant technology trainings opportunities offered by the college or through PIALA or PAL.	**On-going**
	1.7.13 Develop a Technology Replacement cycle for the library consistent with Technology Plan.	The Library replaced all its computers in 2020 . The College Library technology plan is included in the overall 5-Year Technology Plan of the College; therefore, the requirements of the 5-Year Technology Plan remains to be implemented to support the Library technology replacement.	**On-going**

PCC 15 Year Master Plan Report Card

Status Date: February 2023 (Information & Data - Program Review Reports, Annual Reports & different offices)

STRATEGIC DIRECTION 1. STUDENT SUCCESS

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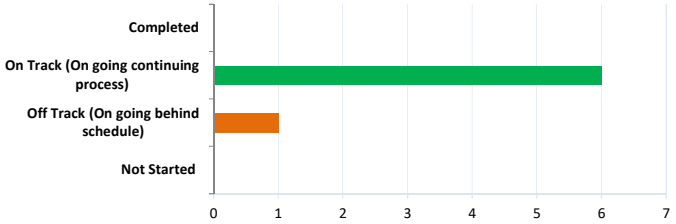

STATUS CATEGORIES

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

Percent of Objective by Status

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

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.8. The College will ensure all non-credit programs will have Student Learning Outcome (SLO) for all its offerings.	**1.8.1 Develop SLOs for Continuing Education/Professional Development / Compensatory Education**	All CE courses have SLO's. From time to time, there are new courses offered depending to community needs.	On-going
	1.8.2 Have Continuing Education Unit (CEU)for students/employee recognized advancement or college graded purposes.	Refer to 1.8.1 update, when 1.8.1 is complete then 1.8.2 will be complete as well.	On-going
	1.8.3 Conduct state visits to assess community training needs	CE coordinated trainings with the state offices. CE works with state offices to identify state needs, as well as offer training programs to accommodate those needs. CE is required to assess and provide at least two trainings annually to accommodate community needs.	On-going
	1.8.4 Work closely with ministries, agencies, private sectors, NPGO to assess training needs.	CE worked closely with the ministries, state government, non- profit organization and responded to their needs. Koror State Cultural Affairs Office has been working closely with CE and Workforce Investment Act Program to provide Youth Training in the last three years. CE worked closely with the following agencies providing appropriate training to accommodate need of outside agencies - MOJ (Emergency Medical Technician Training), PCAA & MOH (Substance Abuse Prevention Training, PCAA (Nutrition and Food Safety), MOE and Bureau of Immigration (Basic Customer Service), and the general public.	On-going
	1.8.5 Provide appropriate and effective apprenticeship program.	CE provided different apprenticeship trainings to the public. The trainings included Emergency Medical Technician training, Care Giving training, Substance Abuse Prevention training, Nutrition & Food Safety, Smart Phone Basic training, Basic Counseling Class, and Basic Customer Services.	On-going
	1.8.6 Provide crash courses to support in-service training of newly hired teachers	PCC continues to accommodate request from the Ministry of Education and Palau Head Start program. Courses are offered through summer academies to satisfy training needs of outside agencies in Palau and Micronesian region.	On-going
	1.8.7 Provide Non Instrumental Navigation and sea-faring classes to the community.	2019 - Navigation and sea-faring classes haven't been offered for several years.	Off Track

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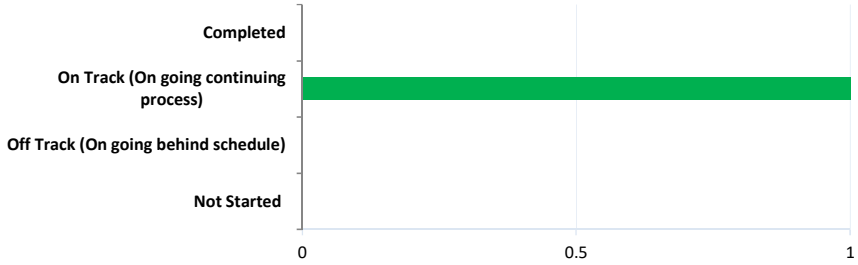

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Percent of Objective by Status

Completed	On Track	Off Track	Not Started
	100%		

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

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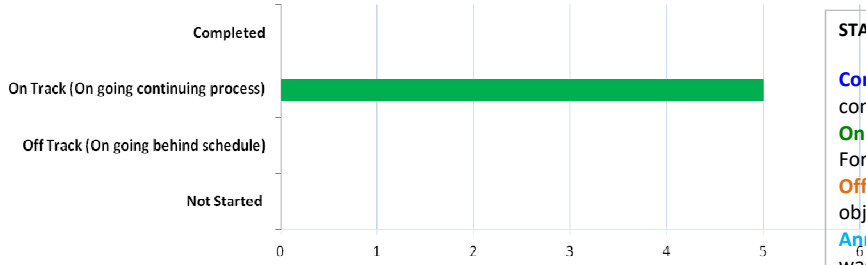

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Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 1.10. The College will strengthen and diversify its partnership with external agencies to help with the achievement of its mission and goals.	**1.10.1 Strengthen working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

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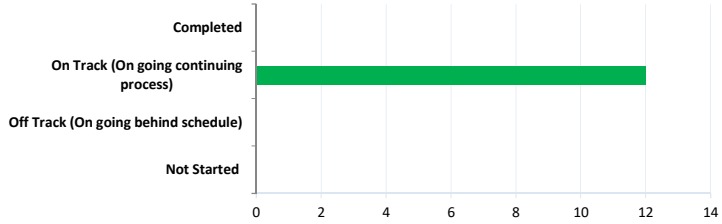

Percent of Objective by Status			
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	100%		

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Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
Goal 1.11. The Cooperative Research and Extension Division will collaborate with partners and clients to generate, develop, and disseminate practical, relevant and sustainable technologies and knowledge in agriculture, environment, food and human sciences to benefit the people of Palau.	**1.11.1 Global Food Security and Hunger**	CRE continues to provide outreach programs on issues of food safety and quality, including food security. The department continues to provide different activities annually to help educate the public and communities on how to secure food for the future through agriculture and aquaculture. Other outreach programs continued on issues ranging from food safety and quality, food security, families and youths relationships. In 2021, two hundred seventy-five (275) people were provided with various vegetable and fruit tree seedlings. The plants were distributed to the community during the annual fair with hands-on training on how best to grow their vegetables and fruit trees in their farms as well as their individual home gardens. As a result of the extension activity, numerous members of the community came up with creative ways of making small gardens around their homes and yards. This gave them access to fresh garden produce to supplement their diets. This goes to show that we can increase community- driven productivity by strengthening the family unit.	**On-going**
	1.11.1.1 Promote Integrated Pest Management (IPM)	Pest management programs are provided throughout the year to inform farmers of agricultural production practices that protect the fragile island ecosystem integrity and biodiversity. Programs also included resistant crop varieties and practical biological pest control measures to provdie useful tools for stakeholders to combat crop pests and deseases and increase productivity. The trainings also emphasized on the reduce of pest threats on crops using beneficial organisms. The pest management programs also includes the use of bio control agents for the control of invasive weeds and pests of taro and cassava to local farmers to protect their fields and crops. In August 2017, CRE conducted a four-days workshop on Pesticide Applicator. Twenty participants attended the training where they learned major pests and their control as well as control measure for each major pest, including how to use chemicals for control of pests. CRE continues to help educate the public and communities on this subject matter. 2019 - Other outreach programs continued on issues ranging from food safety and quality, food security, families and youths relationships. Health and nutrition programs continued on the importance of healthy lifestyles, which included physical activity and consumption of safe and nutritious local food to combat obesity, diabetes, heart diseases and other NCDs. Sustainable agriculture and Integrated Pest Management (IPM) programs provided farmers information on agricultural production practices that protect the fragile island ecosystem integrity and biodiversity. Pro-grams continued on resistant crop varieties and practical biological pest control measures to provide useful tools for stakeholders to combat crop pests and diseases and increase productivity. The use of beneficial or-ganisms was emphasized to reduce pest threats on crops.	**On-going**
	1.11.1.2 Support the development of tissue culture technology	2019 - Field Planting of Pineapple - there were 476 tissue cultured pineapple planted in the field. Basal application of compost and complete fertilizer was done in each hole prior to field planting. Luxuriant growth of the plants are being observed. Acclimatization of Breadfruits Plants - PCC-CRE received 288 breadfruit plants propagated by tissue culture from Hawaii and currently acclima-tization of those plants is conducting to grow outside and give out farmers of the community. This activity aims to promote growing breadfruits in Palau.	**On-going**

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Goal 1.11. The Cooperative Research and Extension Division will collaborate with partners and clients to generate, develop, and disseminate practical, relevant and sustainable technologies and knowledge in agriculture, environment, food and human sciences to benefit the people of Palau.	**1.11.2 Promote the development of the aquaculture industry**	2021- The collection and rearing of Sandfish and Mangrove Crabs for release in the community has been the source of major work at the PCC-CRE Hatchery facility. 2019 - Rabbitfish (Siganus sp.) - Series of larval rearing trials for the rabbitfish were continued at PCC hatchery and about 11,900 rabbit-fish (Siganus lineatus) juveniles were delivered to established fish farm around Palau. A series of hatchery production trials have been conducted to produce mangrove crab juveniles at PCC-Hatchery. A total of 1,800,000 newly hatched mangrove crab zoeae were stocked in a 10-ton capacity lar-val rearing tank. These zoeae were part of the estimated 2.1 million larvae that were hatched from the crab that spawned. Out of the 1,800,000 mangrove crab zoeae, about 5,000 were recovered. These crabs further grew inside the nursery tanks to further grow them to about 2-inch carapace crablets for stocking to the grow-out farms. Crabs that were grown to 2 inches were delivered to three crab farmers, Huebert Lem-ong, Silas Kingzio, and Rubeang Nabeyama. A total of 225 crablets (1-inch carapace width) were also utilized for a 3-month experiment on the effect of adding feed supplements on the growth and survival rate of crablets in the nursery tanks. This experiment was terminated after 2 months of rearing. Nutritional analysis of the crab samples and Statistical analysis of the data is currently being done at Oceanic Institute. The rest of the crablets were kept in the nursery tank to further grow them until they became ready for distribution to local mangrove crab farmers. Aside from supporting the existing crab farms, the PCC researcher and the Extension Agent accommodated the inquiries of three interested clients in Ngaraard State named Otobed Rdialul, Francis Elkang, and Meriu Wachi. These clients sought technical assistance in line with their interest in farming the mangrove crabs. The PCC aquaculture staff visited the client's proposed project site and provided recommendations with respect to the suitable design for the crab farm. A total of 20,000 high-quality milkfish fry were delivered to local farms for stocking in their nursery ponds on March 8 and 21, 2018. These milkfish fry were produced out of the 42,000 good eggs that were collected at the floating milkfish broodstock cage in Ngatpang State last February 7, 2018.	**On-going**
	1.11.3 Food Safety	Other outreach programs continued on issues ranging from food safety and quality, food security, families and youths relationships. Health and nutrition programs continued on the importance of healthy lifestyles, which included physical activity and consumption of safe and nutritious local food to combat obesity, diabetes, heart diseases and other NCDs.	**On-going**
	1.11.4.1 Support food nutrition and healthy living	2021- Twenty five participants attended the first POGA workshop. The participants of the workshop consisted of local farmers and business owners who have shown interest in converting their farms and products from conventional to organic. The participants were able to complete a two-part workshop ad- dressing soil health and plant nutrition followed by a field trip to the Bureau of Agriculture and PCC CRE's Research and Development station for composting demonstration, the demonstration of various horticulture techniques, and observation of different agricultural techniques which both agencies have used to address different agricultural issues on the island.culture species to farmers to formulate and prepare their own feeds. Other projects provided stock enhancement to replenish depleted stocks.	**On-going**

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
Goal 1.11. The Cooperative Research and Extension Division will collaborate with partners and clients to generate, develop, and disseminate practical, relevant and sustainable technologies and knowledge in agriculture, environment, food and human sciences to benefit the people of Palau.	**1.11.4.2 Promote the development of value added/new product using local produce**	Research and extension activities promoted agricultural productivity and food security, self-sufficiency, and enhancing quality of life. The utilization, processing and development of new products from staple food crops that are acceptable to the native population and in local markets continued. Trials on taro varieties for their sustainability to grow under atoll conditions continued and the micro propagation of elite varieties that will improve the quality and quantity of certain crop varieties for food security were ongoing.	**On-going**
	1.11.5 Develop adaptation options to reduce vulnerability in crop production and climate change	Mitigation and adaptation programs on climate change were launched in 2017 to safeguard citizens continues with PCC CRE and the community of Palau in 2018 to reduce vulnerability in crop production and climate change.	**On-going**
	1.11.5.1 Promote youth development of environmental awareness	PCC CRE continues to provide and promote youth development of environmental awareness activities. In 2016, more than 338 clienteles participated in different R&D station presentations. Various presentation topics included the conservation and maintenance of root crops germplasm; dry litter piggery; invasive weeds; pests of taro and cassava; Palau insects collection; small business opportunities on animal production; crop production; aquaculture; healthy food; food safety; local food; and proper preparation of healthy meals. More than 275 individuals participated in different CRE presentations throughout the year. The numbers of participants does not include the individual farmers and community folks who were recipients of root plants and harvested crops. For more information on promotion of youth development of environmental awareness, see PCC's 2016 & 2017 Annual Reports under Cooperative Research and Extension. 2019 - In 2018, Agricultural Summer Camp Program was conducted at PCC CRE. A total of 80 students participated. PCC-CRE along with its partners continues to host a summer camp in 2021 in partnership with Taiwan Technical Mission, the Bureau of Agriculture, and the Koror State Government's Solid Waste Division. With a total of 87 participants, students were rotated in groups among the 4 agencies and were able to learn about various agricultural practices and their importance in our society.	**On-going**
	1.11.6 Sustainable Energy		**On-going**
	1.11.7 The College Research & Development Station to serve as a repository for local root crops	In 2016, Cassava germplasm, sweet potato germplasm, Weeding and fertilization of taro was conducted at R&D station; it was harvested and donated to Ngeremlengui and Kayangel communities, including PCC cafeteria and to individual farmers at different communities in Palau. Yam germplasm was also planted for multiplication.Micro propagation and in vitro conservation continues to be done in the R&D station laboratory. There were 21 variety of taro that were maintained in the same lab during 2016. Variety of bananas and pineapple were also propagated in the laboratory for mass planting in a much bigger field. In 2017, The maintenance of root crop germplasm continues at R&D station laboratory. Root crop germplasm includes sweet potato, yam, taro, banana and pineapple. Throughout the year, these root crops are harvested and replanted again. Crops and plants are shared and donated to individual farmers and communities around Palau. PCC R&D Station remains to serve as a repository for local root crops, as well as helping local farmers develop their farms to ensure food security in the future.	**On-going**
	1.11.8 Disseminate Research findings to the communities	CRE continues to disseminates its research findings to the community through the PCC Annual Reports.	**On-going**

PCC 15 Year Master Plan Report Card

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STRATEGIC DIRECTION 2. INSTITUTIONAL CULTURE

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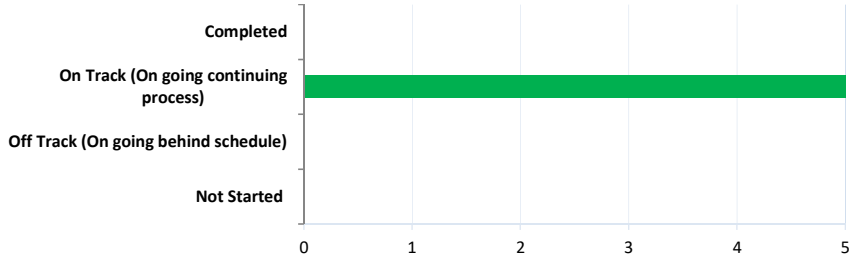

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	100% (5/5)		

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

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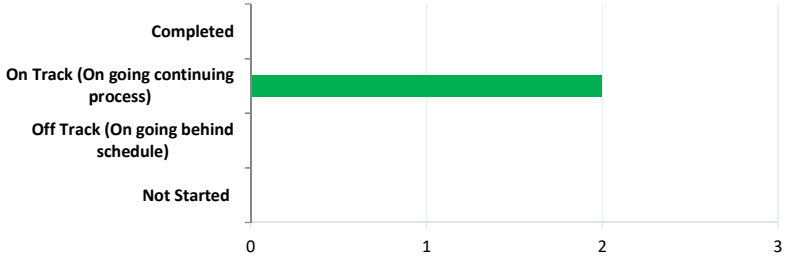

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Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 2.2 The College will strengthen its effort to instill a sense of common purpose among its employees of diverse backgrounds, values, and experiences.	**2.2.1 Through 2024, communicate effectively the institutional Mission,Vision,Values, ILOs and Strategic Directions to the college community.**	Posters, flyers, and wallet-size cards have been developed and disseminated to each department/divisions, and office of the College. The next review of Mission and Vision will be in 2024. The College website has been updated to include Vision, Mission, Values, and ILOs. All major college publications such as Annual Reports, 15th Yr. IMP, Factbook, General Catalog, and Handbooks contain College Mission, Vision, Values, and ILOs. During the revisit and revision of the college mission and vision, the college mission was revised to include the word "comprehensive". The college vision now reads *"Palau Community College is an accessible comprehensive public educational in-stitution helping to meet the technical, academic, cultural, social, and economic needs of students and communities by promoting learning opportunities and de-veloping personal excellence."* The college continues to communicate college-wide of its mission, vision, values, ILOs, ISSAs, and strategic directions on a regular basis. These are in major publications of the college, on the college website, college newsletter, and discussed during the college general assemblies conducted every fall semester.	**On-going**
	2.2.2 By 2011, develop and implement among the college family and community activities to protect the gains that have been made and promote school spirit to instill pride.	Faculty & Staff were recognized according to the length of service; an Identification (ID) system was implemented. The college continues to provide activities to support the college's pride and integrity through the annual Charter Day celebration, Thanksgiving Luncheon, and Christmas Luncheon. Different organizations of the college such as the Faculty Senate Association and Classified Staff Organization conduct regular outing activities to promote school spirit and instill pride in employees.	**On-going**

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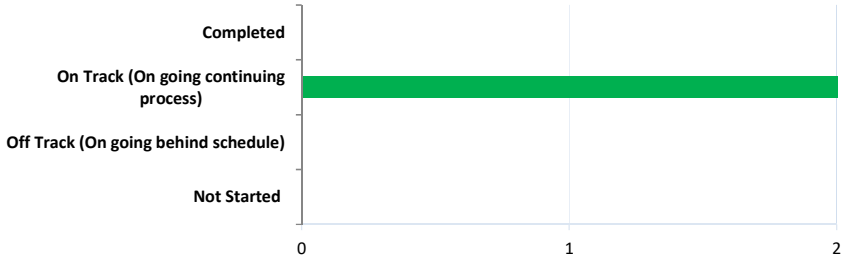

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Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 2.3 The College will enhance and build upon the positive image of Palau Community College in Palau, the region and the world.	**2.3.1 Foster a positive image and perception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

PCC 15 Year Master Plan Report Card

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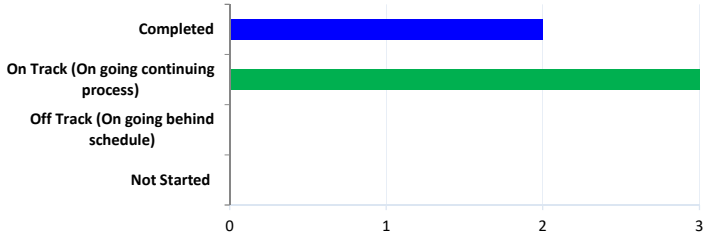
STRATEGIC DIRECTION 3. RESOURCES

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



Percent of Objective by Status

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

STATUS CATEGORIES

Completed. Indicates that all activities associated with the objective have been completed /met.
On Track (Ongoing, Continuing Process) The objective is being actually in process. Forward progress is being made on objective.
Off Track (Ongoing- *Behind Schedule)* indicates that activities associated with the stated objective is actually in process but is behind schedule.
Annual Objective Met. *(For objectives with annual target).* Indicates that annual target was achieved.
Not Started. Indicates that objective has not been started/not implemented.

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

PCC 15 Year Master Plan Report Card

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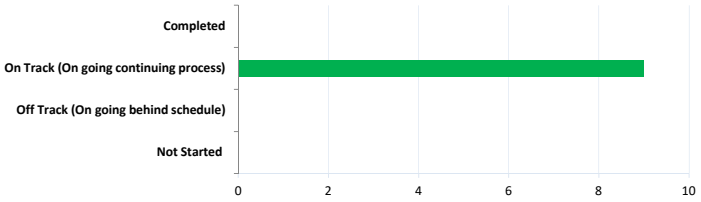

Percent of Objective by Status			
Completed	On Track	Off Track	Revisit
	100% (9/9)		

STATUS CATEGORIES

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Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 3.2 Facilities and Equipment. The College will improve a system of acquisition and management of property, facilities, and depreciable assets such as vehicles, information technology, accessories and major equipment.	**3.2.1 Through 2024, provide adequate, safe and accessible facilities to meet the space needs of a learning-centered institution**	· New academic building (Science/IT & general classrooms)	Palau National Government is funding this project and is in the process of selecting a contractor.
		· Established Palau Tourism School of Excellence	Completed in 2012
		· Keriik Student Center	College is still committed to this project which will be addressed in the next 15-YIMP.
		· Renovated dorms	Minor renovation completed in 2018 and 2019
		· Campus power plant to serve college need as well as a platform for Pacific Power Association (PPA) Training	This plan may need to be revisited in the next 15-YIMP.
		· Every building to have its own meters	Only the staff housing are completed at this time. Project ongoing.
		· Repair Dort building	Building was renovated and reroofed in 2020.
		· Badminton Court	Complete 2021 (Mesekiu Gym)
		· Multi-Purpose building that could be used for Faith-based activities	Complete 2021 (Mesekiu Gym) also they use Assembly Hall and Cafeteria Bldg.
		· Apply roof-guard (paint) on the roofs	Ongoing - most building roofs have changed to Aluminum rib type roofing
		· Sailing and Canoeing vessels in place (Sailing 101)	Complete - latest repair and maintenance of the canoes was March 2022
		· Housing for married personnel	Complete (current housing are sufficient to accommodate married personnel)
		· Two-story building to be situated between Sebus and Smuuch	Plan needs to be revisited
		· Functional baseball/softball field along coral reef highway	On going- Back filling the area at back of Urur and Rriu Bldg.
		· Functional exercise gym	Complete December 2021- Mesekiu gym
		· All buildings are labeled with Palauan, English and scientific names with pictures	All buildings are labeled with Palauan names except PCC Library
		· Functional PCC wharf with floating dock and bigger ramp	On process- extension ramp completed on 2018
		· As-built drawings prepared and filed for all PCC buildings	New building have drawing (Library and Tourism) Old building do not have drawing
		· PCC vehicle plates stamped/pressed	Completed
		· Fenced PCC campus for security purposes	Completed
		· Constructed mangrove trail for Tourism and Hospitality program	This plan will be implemented when the need arise.
		· Completed road below shop area	Completed
		· Office and Classroom Space for PCC Adult High School Program	Completed

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 3.2 Facilities and Equipment. The College will improve a system of acquisition and management of property, facilities, and depreciable assets such as vehicles, information technology, accessories and major equipment.	**3.2.2 Have in place an existing maintenance working plan matrix to ensure safety & quality**	Bi-weekly matrix inspection; monthly maintenance working plan matrix continues to ensure safety and quality around the campus.	**Ongoing**
	3.2.3 Maintain a complete and accurate inventory of equipments/facilities	The business office has a weekly update of fixed assets and straight line depreciation is being calculated for all PCC fixed assets. Major campus inventory is completed by Physical Plant. According to the college Business office, the last inventory of equipment/facilities (walk-through) happened about two years ago. The Business Office completed an accurate inventory of the college equipment and facilities in spring 2019.	**On-going**
	3.2.4 Disposed equipment with hazardous waste properly (collaborate with Strategic Approach to International Chemical Management (SAICM)		**On-going**
	3.2.5 By 2016, have secured funding to support programs	Funding has always been secured for any degree programs offered by the college.	**On-going**
	Secure funding to support current programs	The current 21 degree programs have funding to support them. All 21 degree programs needs are fully funded by the college.	**On-going**
	Secure funding to support certified programs	Funding is availableto support any certified programs should any arise based on clients needs.	**On-going**
	Secure funding to build new proposed programs	The college has secured funding to support new programs like the General Maintenance and General Mechanics that are in developmental stages. Once the programs are approve for implementation, the college will implement the programs with the available funding.	**On-going**
	3.2.6 Establish a Wall of Honor to recognize past and present high achievers and major donors	The Wall of Honor has been established and put in place by the Administration office. The Wall of Honor provides donor's name and the amount of donations they have donated to the college Endowment fund.	**On-going**

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Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
3.3 Technology Plan		See Technology Plan and Technology Committee updates and reports.	

II. Goals and Plan of Action 1/19 – 12/24 3rd 5 Year Cycle Updated on ~~09/27/2019~~, 1/20/2023

	1. Continue to Monitor Funding and Process for Purchasing of College Technology ++			
Tasks	**Responsible Person**	**Timeframe**	**Status**	**Costs**
1.1 Include the process for requesting technology needs in the Administrative Procedures Manual (APM) ++	Director, Computer & Data Processing	1/19 – 12/19	Director Rimirch will write memo to VP Olegeriil	$0
1.2 Conduct annual review of Technology fee and Online fee statements at the end of fiscal year ++	TRC	1/19 – 12/24	Ongoing	$0

	2. Continue to Acquire and Assess Needed Software for College Use* +			
Tasks	**Responsible Person**	**Timeframe**	**Status**	**Costs**
2.1 Continue to identify needed software through annual surveys (end of spring semester) +	Institutional Researcher; Computer Systems Analyst; TRC	1/19 – 12/24	Ongoing ~~Evan & Johvana - contact person for MS Office, June-2019~~. Pccamin, new contact for MS 0ffice, Jan-2020 58 Ms2019 license was purchase for faculty, Talent Search, AG, and license for academic on 8/2020 5 Ms2019 for Student Service, 7-2-21 3 Ms2019 for HRD, 7-20-2021 7 Ms2019 Business Office, 7-2021 30 Ms2019 for library, 8-2019 8 Ms2019 Talent Search, 10-2020 4 Ms2019 for ANAPISI, 5/2021 10 Ms2019 for Upward, 5/2021	$0

*Carried over from 2007-12 plan
**added goal/task for 2013-18 plan
+ Carried over from 2nd Cycle
++ added goal/task for 2019-2024 plan

2.2 Continue to purchase needed software with educational discounts + 2.2.1 Pay for license, maintenance, support, and upgrade fees for software used at the college +	TRC	1/19 – 12/24	Ongoing Academic 100 licenses Bitdefender was purchased and installed on Feb. 2019 (100 users licenses) Additional 30 Bitdefender licenses was purchase for Talent Search (8/20/2019). 46 MsOffice and BitDefender licenses purchase on 8/2020 for faculty, talent search, . Union Catalog Upgrade Feb. 2019. April, 2021 10 MsOffice to Upward Bound, 4 MsOffice and 4 Bitdefender to ANAPISI 10 MsOffice and 10Bitdefender for HR and Busines, 7-2021 5 MsOffice and 5 Bitdefender for Student services, 7-2021 3 MsOffice 2019 and 3 Bitdefender for Library, 8-2021 5 MsOffice and 5 Bitdefender for Financial Aid Office, 8-2021 5 MsOffice for IT computers 12 MsOffice and 12 Bitdefender for Talent Search, 8-2021 Upword Bound 11-2022, 20 licences for Adobe Acrobat, 20 licences MS office 2021, 50 licences for Avast UBMS 1-2023, 10 licenses MS office 2021, 10 licenses Bit-Defender	Varies ($1,000-$20,000)

*Carried over from 2007-12 plan
**added goal/task for 2013-18 plan
+ Carried over from 2nd Cycle
++ added goal/task for 2019-2024 plan

2.3 Continue to research and make use of free or open source software +	TRC	1/19 – 12/24	Ongoing 2020, DNS moved to Ubuntu DNS server August 2022, Unifi Controller on Ubuntu at Ngermeskang	
2.4 Make use of cloud computing and palau.edu Google apps ++	TRC	1/19 – 12/24	Ongoing 10/2020, Registar cportal moved to cloud hosting. 5-2021 library Union catalog outsources to the follett cloud hosting, 6-2021, OEK removed from the site	

	3. Continue to Upgrade College Local Area Network (LAN) +			
Tasks	**Responsible Person**	**Timeframe**	**Status**	**Costs**

*Carried over from 2007-12 plan
**added goal/task for 2013-18 plan
+ Carried over from 2nd Cycle
++ added goal/task for 2019-2024 plan

3.1 Continue to purchase/replace network devices based on needs and technology trends to keep them robust, secure, and current. (e.g. firewall, switches, network cable wire, access point hubs) + 3.2 Continue to subscribe as necessary to hardware and network device services for technical support assistance+ 3.3 Continue to subscribe to blacklisted web site to monitor our domain name + 3.4 Involve TRC with planning of any new building or relocation ahead of time to plan for needed network connection devices + 3.5 Continue to train technical support staff to oversee and maintain network + 3.6 Increase Internet speed if necessary to accommodate campus wide needs ++	Computer Services Staff TRC Chairperson; Physical Plant Director Computer Services TRC Members	1/19 – 12/24	2/17/20201 Replace network backbone to L3 Ubiquiti switches and wifi ap as of 3/2021. Expand LAN to cover all shops, Cafeteria, Tourism, and Dorm office via PtP connection. Main Firewall Subscription update as 5/16/2019, expire 5/2022 Tourism firewall subscription update as. As 9/2020 Expire 9/24/2023 (moved to Ngermeskang on August 2022) TRC Chair will write memo to Physical Plant Director, Architect and CC VP and President Increased for 50 to 100Mbps as Feb-2019, President signed 3 year agreement with PNCC. Tourism increase from 5 to 10 Mbps as 9/2020.	Varies ($1,000-$20,000)

*Carried over from 2007-12 plan
**added goal/task for 2013-18 plan
+ Carried over from 2nd Cycle
++ added goal/task for 2019-2024 plan

	4. Continue Established Replacement of Hardware on a Systematic Cycle +			
Tasks	**Responsible**	**Timeframe**	**Status**	**Costs**
4.1 Upgrade or replace servers every **Five Years** or as necessary + • Business (5/3/2015) • Registrar (3/7/2019) • Library (3/4/2011) • Financial Aid (6/22/2012) • On-line course server (1/23/2013) • DNS server (11/22/2010) • UB server (7/29/2015) • Talent Search (7/1/2015) • LRC server (2/20/2014) • Student Wi-Fi – (7/12/2015) • TracDat (6/3/2013)	Computer Services Staff; Department/Division Heads	1/19 – 12/24	Ongoing Update systematic cycle (9-12-02019) New Financial aid server, 9-2020 New online Server, 9-2019 New TracDat Server , 12-2020 2 new Bus Server, 7-2022	Varies ($5,000 - $10,000/ server)

*Carried over from 2007-12 plan
**added goal/task for 2013-18 plan
+ Carried over from 2nd Cycle
++ added goal/task for 2019-2024 plan

4.2 Replace computers and power surges every **THREE YEARS** or as necessary (purchase date in parentheses) + • Room 67 (2004) (to rm. 60) (2/26/2010) • Room 61 (2009) (to rm. 60) (4/4/2012)AANAPISI • Room 62 (4/4/2012)AANAPISI • Room 60 (2009) (fa2012) to Dorm Study hall • MAP (OMIP lab) (9/28/2012) • On-line lab (2003) (to LRC) (2009) (8/8/2011) • IT classroom 68 (to Acad. course lab, LRC, rm.67) (2007, 2010) (2/26/2010) • Learning Resource Center (2011) (to rm. 60) (5/1/14) • Continuing Education (2005) (to Adult High School) (3/16/2016) • Staff computers (to staff) (as needed) • Faculty laptops (2007) (Library Science student use) (fa2012) (11/22/2016) • Library computer lab (sp2010) (7/21/2014)	TRC; Department/Division Heads	1/19 – 12/24	Ongoing Update systematic cycle (9-1202019) 30 new online lab PC, 9-2019 5 student Service laptop, 7-2021 3 pc for academic, 10-2020 40 faculty laptop, 10-2020 30 pc for library, 8-2019 2 pc, 6 laptop for Talent Search, 10-2020 4 laptop for ANAPISI, 5/2021 10 labtop for Upward, 5/2021 3 pc for HRD, 7-20-2021 7 pc for Business Office, 7-2021 5 student Service laptop, 7-2021 3 laptop for library, 8-2021 6 desktop for financial aid, 8-2021 5 labtop, 3 PC for IT, 8-2021	Varies ($1,000-$35,000)
6.1 Maintain an updated Computer Technology Equipment Inventory ++	Computer Services; Department/Division Heads	1/19 – 12/24	Ongoing	$0

	5. Continue to Increase Technology Support +			
Tasks	**Responsible**	**Timeframe**	**Status**	**Costs**

*Carried over from 2007-12 plan
**added goal/task for 2013-18 plan
+ Carried over from 2nd Cycle
++ added goal/task for 2019-2024 plan

5.1 Hire a Computer Technician to assist Academic Affairs Department. Duties will include trouble shooting and maintaining all computer classroom laboratories, providing technical support for Academic Affairs, and keeping an up to date inventory ++	Academic Affairs Department	1/19 – 12/24	?	Salary - college responsibility
5.2 Continue to equip the library with technology equipment for teaching/learning needs as necessary +	Director of Library Services	1/19 – 12/24	Ongoing	$5,000/yr.
5.3 Continue to provide support for web based conferencing+	Computer Services Staff	1/19 – 12/24	Ongoing 2019, Zoom account was created	$0
5.4 Continue to provide training for computer technology support personnel +	Director HRD; Dean, Academic Affairs; Dean, CE Department; TRC Members	1/19 – 12/24	Ongoing	TBA
5.5 Continue to maintain a depository for two (2) copies of CDs (drivers, OS) to be stored, one in Computer Services office and one in the main office of the Department of use +	Computer Services Office; Department of use	1/19 – 12/24	Ongoing	N/A
5.6 Continue to maintain a quarterly depository of all network server backups at the Library and in Cloud storage ++	Director of Data & Processing; Distance Education (DE) support staff; Fin-Aid Staff	1/19 – 12/24	Ongoing	$1,000

	6. Continue to Support Distance Education Activities +**			
Tasks	**Responsible**	**Timeframe**	**Status**	**Costs**
6.1 Continue to support Distance Education Committee (DEC), as a subcommittee of TRC, to develop and review policies and procedures necessary for the implementation and evaluation of the distance education program** +	TRC; DEC	1/19 – 12/24	Ongoing	N/A
6.2 Continue working with the ALO to ensure through DEC that distance education activities comply with accreditation standards** +	TRC (through DEC); ALO	1/19 – 12/24	Ongoing	TBA

*Carried over from 2007-12 plan
**added goal/task for 2013-18 plan
+ Carried over from 2nd Cycle
++ added goal/task for 2019-2024 plan

6.3 Continue to ensure dedicated server, computers and other necessary equipment to support online and hybrid courses are purchased, maintained and upgraded as necessary * +	Computer Services staff; DE support staff	1/19 – 12/24	Ongoing	$1,000-$50,000
6.4 Continue to train faculty and other necessary support staff in developing and/or overseeing distance education courses* +	DE support staff; Instructional Media Specialist	1/19 – 12/24	Ongoing	TBA

	7. Implement Online Registration for All Students* +			
Tasks	**Responsible**	**Timeframe**	**status**	**Costs**
7.1 Establish an online payment system so that the online registration system is possible ++	VP of Admission & Finance; Director of Finance;	1/19 – 12/19	Pending	TBA
7.2 Pilot online registration, providing training as needed ++	Computer Services Staff; Director of Admissions & Records	1/19 – 12/24	Pending	TBA
7.3 Continue to research for a new SIS that is affordable, secured and reliable ** +	Computer Services Staff; Director of Admissions & Records	1/19 – 12/24	Ongoing 2019, remain using decentralize, cPortal	TBA

	8. Continue to Maintain the IT Laboratory Classroom Technology Needs* +			
Tasks	**Responsible**	**Timeframe**	**status**	**Costs**
8.1 Continue to upgrade or replace IT classroom computers and equipment as needed * +	TRC; IT Instructors	1/19 – 12/24	Ongoing	$30,000
8.2 Continue to upgrade or replace needed software for the IT laboratory * +	TRC; IT Instructor	1/19 – 12/24	Ongoing	$10,000

*Carried over from 2007-12 plan
**added goal/task for 2013-18 plan
+ Carried over from 2nd Cycle
++ added goal/task for 2019-2024 plan

	9. Continue to Provide Adequate Technology Training for Appropriate Personnel* +			
Tasks	**Responsible**	**Timeframe**		**Costs**
9.1 Continue to conduct surveys for staff/faculty on an annual basis (end of year) * + 9.1.1 analyze survey results and recommend needed training** +	Institutional Researcher; Computer Systems Analyst; Instructional Media Specialist	1/19 – 12/24	Ongoing	$0
9.2 Continue to provide appropriate technology training as needed for faculty & staff* +	Director, HR; Dean of CE; Instructional Media Specialist	1/19 – 12/24	Ongoing	TBA

	10. Continue to Monitor and Assess Technology Plan and Equipment** +			
Tasks	**Responsible**	**Timeframe**	**status**	**Costs**
10.1 Continue to conduct and analyze survey results used to identify technology needs** +	Institutional Researcher; Computer Systems Analyst	1/19 – 12/24	Ongoing	$0
10.2 Continue to annually assess faculty computers used to support teaching** +	Institutional Researcher; Computer Services Staff	1/19 – 12/24	Ongoing	$0
10.3 Continue to semesterly assess student computers labs used to support learning** +	IR; Computer Services Staff	1/19 – 12/24	Ongoing	$0
10.4 Continue to annually assess staff computers to support work related needs** +	IR; Computer Services Staff	1/19 – 12/24	Ongoing	$0
10.5 Continue to review and develop appropriate technology related policies and processes ++ 10.5.1 Cyber Security Policy 10.5.2 Technology Use Agreements 10.5.3 Student Wi-Fi 10.5.4 Assigned Technology Responsibility Agreement	TRC	1/19 – 12/24	Ongoing 6/10/2021, Printer 2,000 student TR agreement & 400 student wifi contract Printed 200 additional student wifi, 7-2021 7/24/2019, Printed 1,500 copies for students to sign, at Registrar office	$0
10.6 Continue to monitor, review, and revise technology plan** +	TRC	1/19 – 12/24	Ongoing	$0

*Carried over from 2007-12 plan
**added goal/task for 2013-18 plan
+ Carried over from 2nd Cycle
++ added goal/task for 2019-2024 plan

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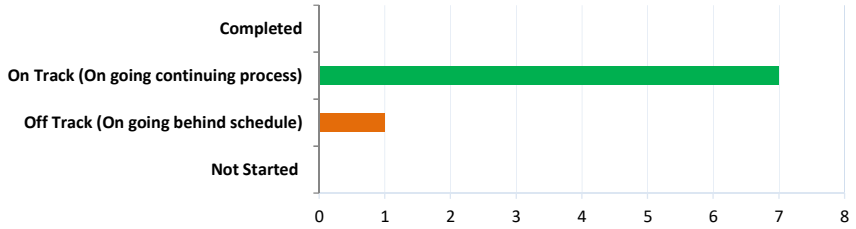

Percent of Objective by Status

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

STATUS CATEGORIES

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

On Track (Ongoing,

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

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 3.4 Human Resources. The college will recruit, hire, promote and retain a diverse and qualified workforce needed to achieve institutional priorities.	**3.4.4 Review periodically the performance appraisal and evaluation process**	The last review was on August 2011. HR will suggest that the policy review committee review the form after it has completed its review of the PRRM. The Performance Appraisal and evaluation process are reviewed on a regular basis and/or when need arise. The college appoints a committee to review the different processes in place for their relevancy and accuracy.	**On-going**
	3.4.5 Establish benefits for faculty and staff	The college continues to establish benefits for employees called for under the RPPL 4-2. The HRD works with the ROP Pension Plan, SS Administration, different insurance agencies to receive updates of the different benefits and provide accurate information to all college employees. The college established a retirement plan for non-FSA citizens as another benefit to those employees who are not qualified for the ROP pension plan.	**On-going**
	Salary Increment	The Personnel Rules and Regulations manual is currently going through a comprehensive review by a committee appointed by the college president and headed by the HR Director. A complete first reading has been completed and the committee needs to meet to discuss the first reading changes and to decide on the next course of action. The college will continue to follow its salary increment defined in the PRRM approved by the College Board of Trustees.	**On-going**
	Career Development	HR keeps a list of training needs suggested or requested on employees annual reviews. By identifying the training needs of individual staff members HR works to consolidate needs that affect the most individuals. Through the annual review HR also works on identifying problem areas that may require training not suggest in the review. PCC provides professional developments to all employees through the Institutional Effectiveness trainings for faculty every fall semester and to administrators and classified staff every spring semester; associate degrees, dachelors degrees and masters degrees with PCC and SDSU; various off island trainings in the topics of accreditation, student support services, USDE, USDA, science foundation, TRIO programs, and economic meetings amongst others. The college continues to promote employee knowledge and skills through different trainings and workshops throughtout theyear.	**On-going**
	3.4.6 Develop a succesion plan	**The last review was on August 2011. HR will suggest that the policy review committee review the form after it has completed its review of the PRRM. 2019 - The succession plan of the college needs to be developed and implemented at the soonest; most leadership positions are oversee by folks who are nearing retirement, and the succession plan needs to be completed and implemented to accomodate those retiring soon.**	**Off Track**

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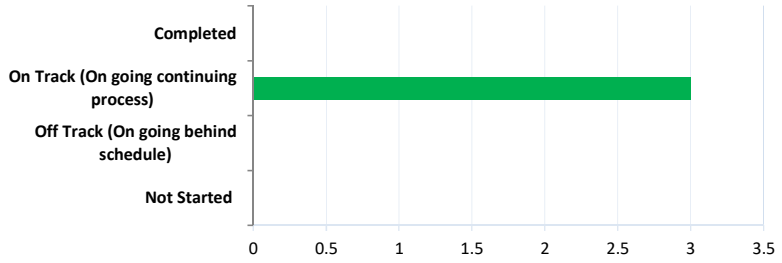


STATUS CATEGORIES

Completed. Indicates that all activities associated with the

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

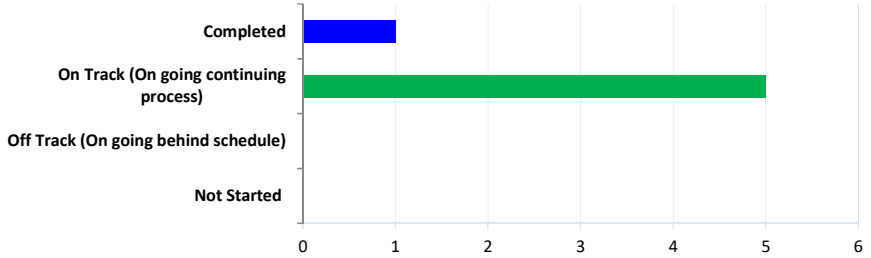
Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
3.5 Emergency Preparedness. The College is committed to protect its human resources and safeguard its physical resources. It will develop a systematic approach of emergency preparedness to facilitate current responsive and recovery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

PCC 15 Year Master Plan Report Card

Status Date: February 2023 (Information & Data - Program Review Reports, Annual Reports & different offices)

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.



Percent of Objective by Status			
Completed	On Track	Off Track	Revisit
17% (1/6)	83% (5/6)		

STATUS CATEGORIES

Completed. Indicates that all activities associated with the objective have been completed /met.
On Track (Ongoing, Continuing Process) The objective is being actually in process. Forward progress is being made on objective.
Off Track (Ongoing- *Behind Schedule)* indicates that activities associated with the stated objective is actually in process but is behind schedule.
Annual Objective Met. *(For objectives with annual target).* Indicates that annual target was achieved.
Not Started. Indicates that objective has not been started/not implemented.
Revisit Plan. Stated objective has to be reviewed.

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

Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
4.1 The College will establish an Institutional Research Office (IRO). The primary mission of the office is to collect, analyze, interpret and disseminate information; preserve comprehensive and longitudinal data; conduct surveys and ad hoc studies; develop an institutional fact-book; and function as a central repository of data information to support management operations, planning, and decision-making processes.	**4.1.4 Conduct surveys and ad hoc studies.**	The Student Evaluation of Instructors was administered by IREO for all classes during the Fall and Spring semesters. The Institutional Effectiveness Survey (IES) for both employees and students is administered every semester.	
	4.1.5 Develop annual Institutional FACTBOOK.	Institutional Fact Book is published annually by the IREO.	**On-going**
	4.1.6 Function as a central repository of data information	IREO is the central repository of the college data; college data includes but not limited to course assessments, service area assessments, instructor's evaluation, program reviews, student learning outcomes, student achievements, ISSAs data and etc. Nuventive, LLC product "TracDat" (Improve is used for student learning outcomes and service area outcomes assessments. Improve (TracDat) is currently going through revisions and configurations to meet the required needs of all non-academic and academic programs and services of the college.	**On-going**

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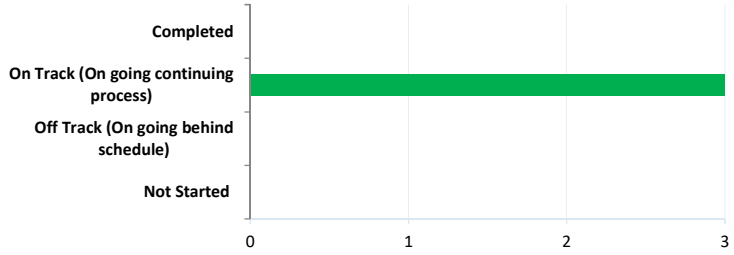

Percent of Objective by Status			
Completed	On Track	Off Track	Not Started
	100%		

STATUS CATEGORIES

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

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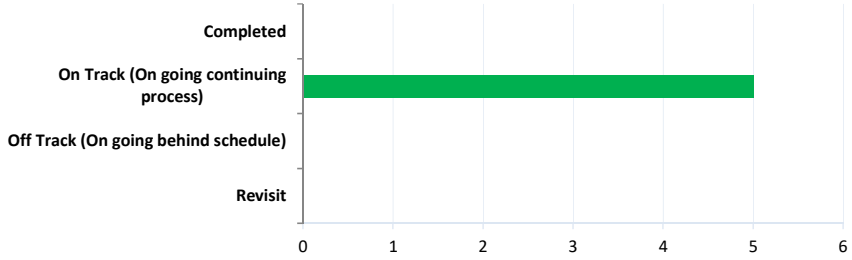

Percent of Objective by Status			
Completed	On Track	Off Track	Revisit
	100% (5/5)		

STATUS CATEGORIES

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Goal	Sub Goal (Objectives)	Progress Report / Accomplishment Details	Status
GOAL 4.3 The Institutional Research Office will serve as a repository of program review and student services data and will be the center point where all factual information about student learning outcomes and institutional learning outcomes can be obtained.(this goal will be linked to the website).	**4.3.1 Provide Program Review and Assessment Report.**	Program Review and assessment report is compiled in IREO, IAC reviews and provide report and recommendation to the college President through the Executive Committee meetings. Other assessment reports such as the ISSA, course and program assessment results, and others are reported to the college President and constituents through the college website. IREO continues to provide Program Review and Assessment Reports college-wide through the Institutional Assessment Committee report to the Executive Committee during regular meetings.	**On-going**
	4.3.2 Provide Course Review and Assessment Report.	Course Review and Assessment reports is provided by AAC. Course assessment reports and any other assessment reports are reported to the college President and campus-wide through the annual IREO report. IREO is responsible of the course review and assessment report and provides course review and assessment report during Executive Committee meeting.	**On-going**
	4.3.3 Evaluate Institutional Learning Outcome	Needs to be reviewed along with Mission and Vision Statements (5 yr cycle). Institutional Learning Outcomes ate evaluated on a regular basis alongside the student learning outcomes at the course level and program level. ILOs are also assessed and evaluated alongside with the service area outcomes assessments at the service area level. IREO takes full responsibility for the ILOs assessment every semester and provides course reviews and assessment reports during Executive Committee meetings.	**On-going**
	4.3.4 Collect Student Services SLO's and Assessment Report	SLO's and Assessment report is collected every semester and anytime assessment are conducted.	**On-going**
	4.3.5 Conduct collaborative research with academic affairs and FSA on the effectiveness of the current grading system will be done	The college IREO has begun a conversation in relation to this objective with Academic Affairs and FSA in the fall 2019.	**On-going**