

## Access

*The community Pierce College serves will have access to comprehensive educational offerings and support services.*

- Learning opportunities will align with students' educational and career goals, and will be consistent with workforce needs.
- Students will have timely access to the support services they need to accomplish their educational and career goals.
- We will engage with, and equitably serve, our diverse communities.

## Excellence

*Pierce College will assure quality and continuous improvement in all endeavors.*

- Departments and programs will meet or exceed their stated outcomes.
- We will meet the requirements for accreditations, fiscal viability, compliance measures, and other elements necessary to sustain our work.
- We will provide, and employees will engage in, learning and development opportunities that contribute to mission fulfillment.

## Contribution to Community

*Pierce College will be a recognized leader in building and sustaining academic, industry, and broad-based community partnerships to advance educational opportunities and align with economic development.*

- We will initiate, lead, and sustain mission-driven partnerships and collaborations within our community.
- Our community will recognize Pierce College's value and impact.
- We will foster economic equity and development within our community.

## Equity, Diversity, and Inclusion

*Pierce College will promote an equitable, diverse environment for teaching, learning, and working, with collaborative decision-making and mutual respect.*

- Our infrastructure will foster positive teaching, learning, and working opportunities.
- Employees and students will be engaged in, and support, shared governance.
- We will engage students, employees, and community members in ways that respect human dignity and lead to equitable, inclusive experiences.

## Student Learning and Success

*Students will experience quality, relevant learning that maximizes their potential for success.*

- Students will make timely progress toward their educational and career goals.
- Students will achieve institutional and programmatic learning outcomes.
- Students will be successful when they transfer for further education or move directly into the workforce.

1. The Board will provide mission-directed leadership and governance by reviewing reports on the institutional effectiveness scorecard to ensure measures of mission fulfillment meet a minimum of 70 percent with a target goal of 90 percent; and will focus efforts to advance Black and Brown student excellence and equitable access, opportunity, and success for systemically non-dominant students.
2. The Board acknowledges the critical role quality faculty play in institutional excellence and student learning and success and will tenure only candidates who demonstrate quality performance in all evaluation areas in order to achieve Black and Brown student excellence, apply inclusive pedagogy, and advance inclusive, equitable, and antiracist action.
3. The Board will review board policy to ensure policy supports equity, diversity, and inclusion and the institution's goal of becoming an antiracist institution.
4. The Board will provide direction for budget policy and priorities that advances the college's equity-centered mission and antiracist commitments, supports strategic resource allocations and clean fiscal audits, ensures institutional sustainability and enhancement of the college's facilities, and invests in transformational innovations and capacity-building to achieve those ends.
5. The Board will continue to monitor institutional response to COVID-19, ensuring oversight of a three-year recovery plan with intentional spending of reserves, reflecting careful consideration of access, opportunities, and core programmatic and essential support areas to safeguard equity, health and safety of students and employees, quality education opportunities, and fiscal impacts.
6. The Board recognizes the important role of professional development for all employees and will support efforts to implement the institutional equity, diversity, and inclusion plan to meet mission and antiracist commitment.
7. The Board in its advocacy role will actively engage in efforts to promote to business, industry, and government the economic and workforce development and social mobility roles of our colleges; will meet with local school boards to promote collaborations and partnerships; will support efforts of Pierce College Foundation and the Legacy of Excellence: Inspiring Students to Thrive fund honoring the college's 55 years and Chancellor Johnson's 45 year career; and will actively lobby legislators and congressional leaders for state and federal funding for operating and capital budgets, financial aid, and grant funding.
8. The Board will conduct a self-evaluation to review performance and to identify professional development opportunities. Specifically, they will participate in, and demonstrate commitment to culturally relevant and sustaining engagement to achieve racial and social equity, and participate in local, regional, and national conferences and meetings to gain insight into the innovative programs and strategic governing options that promote the mission of Pierce College and the Washington State Community and Technical College System.
9. The Board will develop a trustee succession plan that identifies and recommends individuals for gubernatorial appointment and will implement an equity-centered new trustee orientation that focuses on Pierce College's strategic plan, structures, programs, processes, policy governance, and Washington's 34-college system.
10. The Board will hire a new Chancellor, develop a plan of support, cultivate a strong board and chancellor relationship, and provide direction and guidance toward mission, building on past successes of the district and on our commitment to becoming an antiracist institution.