

## 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 is committed to mission fulfillment and will monitor institutional data to ensure the District is making progress on measures of completion and transition, with specific focus on continued implementation of ATD and Career Pathways priorities; and to achieve culturally relevant and sustaining engagement, equity, and diversity with specific focus on historically marginalized populations, increasing access for males, and closing equity gaps for African American males and single parents.
2. The Board will monitor institutional response to COVID-19, to ensure equity, health and safety of students and employees, quality educational opportunities, and fiscal impact.
3. The Board recognizes the important role that quality faculty play in institutional excellence, student learning, and success and will tenure only candidates who clearly and consistently demonstrate quality performance in nine existing evaluation areas of the tenure manual, including integration of equity, diversity, inclusion, and an anti-racist framework, and expects demonstrated commitment to those evaluation elements in on-going professional development and post-tenure review.
4. The Board will work closely with the Chancellor to achieve trustee goals and to provide mission directed leadership by reviewing institutional effectiveness reports to ensure that Core Themes and Indicators of Achievement that measure mission fulfillment, accomplish a minimum of 70 percent.
5. The Board recognizes the important role of professional development for all employees and supports institutional efforts to incorporate an anti-racist framework to meet mission.
6. The Board will provide direction for budget policy and priorities that supports fiscal decisions and clean fiscal audits, encourages innovation and entrepreneurial efforts including capital projects, and ensures institutional sustainability, particularly in light of current state economic challenges and reductions.
7. The Board appreciates the work of the Pierce College Foundation and continues to recognize the importance of enhancing the District's visibility, community connections, and resource development. Through efforts of the Office of Strategic Advancement, the Board commits to increasing their involvement in community engagement and advancement activities, and to actively participate in the Foundation's Student Success Campaign.
8. The Board will conduct an annual self-evaluation to review performance and 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 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 in its advocacy role will support the college's community engagement efforts. They will promote to business, industry, and government the economic, workforce development, and self-sufficiency role of our colleges; will meet with local school boards to promote collaborations and partnerships; and will actively lobby legislators and congressional leaders for state and federal funding for operating and capital budgets, financial aid, and grant funding.
10. The Board will develop a trustee succession plan that identifies and recommends individuals for gubernatorial appointment and will create a new trustee comprehensive orientation that focuses on Pierce College's strategic plan, structures, programs, processes, policy governance, and the 34-college system.