

























**Pierce Strategic Master Plan 2013 to 2017
CAPS—Completion, Accountability, Partnerships, Student Success
2016-2017 Mid-Year Progress Report**

KEY	
✓	Complete
● (Green)	On schedule to meet goal
● (Yellow)	Somewhat behind on meeting goal
● (Red)	Significantly behind on meeting goal

























A. Engaging the *Completion* Agenda













Operational College Goal 2013 to 2017	Target Metric to meet 2017 Goal	Source of Data	Status on Operational Goal 2013-2017 (as of March 2017)	Current Status Indicator	Status History
1. Increase student completion of degrees, certificates, college transfer requirements, and licensure requirements.	Increase the overall completion rate to 55.5% by 2016-2017. This requires a 2% increase annually from a baseline completion rate of 52.3%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 52.3% (baseline) 2015 Scorecard (08-09 Cohort): 50.4% 2016 Scorecard (09-10 Cohort): 50.9% (3.3% decrease from baseline rate, which is below 54.4% target rate for this year based on annual 2% increase) *2017 Scorecard (10-11 Cohort): 52.2% Although rates have increased from the previous year, it has remained relatively flat from the baseline, but below the 55.5% target for 2017)	● (Yellow)	2014-2015: ● (Yellow) 2015-2016: ● (Yellow) 2016-2017: ● (Yellow)
	Increase the college-prepared completion rate to 81.9% by 2016-2017. This requires a 2% increase annually from a baseline completion rate of 77.2%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 77.2% (baseline) 2015 Scorecard (08-09 Cohort): 77.5% 2016 Scorecard (09-10 Cohort): 75.1% (2.8% decrease from baseline rate, which is below 80.3% target rate for this year based on annual 2% increase) *2017 Scorecard (10-11 Cohort): 74.3% (2.9% decrease from baseline rate)	● (Yellow)	2014-2015: ● (Yellow) 2015-2016: ● (Yellow) 2016-2017: ● (Yellow)
	Increase the unprepared for college completion rate to 49.6% by 2016-2017. This requires a 2% increase annually from a baseline completion rate of 46.7%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 46.7% (baseline) 2015 Scorecard (08-09 Cohort): 43.9% 2016 Scorecard (09-10 Cohort): 45.1% (1.6% decrease from baseline rate, which is below 48.6% target rate for this year based on annual 2% increase) *2017 Scorecard (10-11 Cohort): 47.6% (Above the baseline rate by 0.9% but below the 49.6% target for this year)	● (Yellow)	2014-2015: ● (Yellow) 2015-2016: ● (Yellow) 2016-2017: ● (Yellow)

















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Operational College Goal 2013 to 2017	Target Metric to meet 2017 Goal	Source of Data	Status on Operational Goal 2013-2017 (as of March 2017)	Current Status Indicator	Status History
	Increase the CTE completion rate to 54.9% by 2016-2017. This requires a 2% increase annually from a baseline completion rate of 51.7%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard: 51.7% (baseline) 2015 Scorecard: 49.6% 2016 Scorecard: 55.0% (6.4% increase from baseline rate, which is above 53.8% target rate for this year based on annual 2% increase) *2017 Scorecard (10-11 Cohort): 59.7%		2014-2015:  2015-2016:  2016-2017: 
	Increase the number of degrees awarded to 1,110 by 2016-2017. This requires a 2% increase annually from a baseline number of 1,046 degrees awarded.	http://datamart.cccco.edu/Outcomes/Program_Awards.aspx	2012-2013: 1046 (baseline) 2013-2014: 1171 2014-2015: 1310 (25.2% increase from baseline rate, which is above 1088 target number for this year based on annual 2% increase) 2015-2016: 1,538 (47% increase from baseline rate)		2014-2015:  2015-2016:  2016-2017: 
	Increase the number of certificates awarded to 632 by 2016-2017. This requires a 2% increase annually from a baseline number of 596 certificates awarded.	http://datamart.cccco.edu/Outcomes/Program_Awards.aspx	2012-2013: 596 (baseline) 2013-2014: 650 2014-2015: 669 (12.2% increase from baseline rate, which is above 620 target number for this year based on annual 2% increase) 2015-2016: 1,355 (127% increase from baseline rate)		2014-2015:  2015-2016:  2016-2017: 
	Increase the number of students who transferred to a 4-year University to 1,175 by 2016-2017. This requires a 2% increase annually from a baseline number of 1,107 student awards.	DataMart (ISP & OOS) + UCOP Info Center + CSU Analytic Studies	2012-2013: 1107 (baseline) 2013-2014: 1296 2014-2015: 1621 (46.4% increase from baseline rate, which is above 1152 target number for this year based on annual 2% increase) 2015-2016: (Missing 15-16 DataMart info. UC & CSU = 1372, which is already above the 1,175 target number for this year)		2014-2015:  2015-2016:  2016-2017: 
	Ensure licensure pass rates remain above the respective Institution Set Standard established for each applicable program.	Licensure pass rates posted on websites for each exam	For 2015-2016, the RVT rate was above the set standard, but Nursing fell below. The Addiction Studies rate is not yet available, but the 2014-2015 rate fell below the set standard. 2015-2016 – All three licensure rates meet or exceed the set standard.		2014-2015:  2015-2016:  2016-2017: 
	Ensure 25 AD-T's are approved.	AD-T data from catalog and/or CCCCO CIV2.	Currently, we have 23 state approved AD-Ts with one additional degrees in the approval process. One more program is needed to meet this goal.		2014-2015:  2015-2016:  2016-2017: 

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Operational College Goal 2013 to 2017	Target Metric to meet 2017 Goal	Source of Data	Status on Operational Goal 2013-2017 (as of March 2017)	Current Status Indicator	Status History
2. Ensure all eligible new students complete the matriculation process.	100% of eligible new students complete assessment.	District IE Office SSSP Report	Fall 2015: Assessment=88% (as of 4/1/2016) Fall 2016: Assessment=87% (as of 11/2/2016) Recent system-wide changes have introduced performance-based funding to ensure colleges guide 100% of new students through the matriculation process. Pierce will collaborate the District and other colleges to develop policies and practices so that we can reach this metric.		2014-2015:  2015-2016:  2016-2017: 
	100% of eligible new students complete orientation.	District IE Office SSSP Report	Fall 2015: Orientation=78% (as of 4/1/2016) Fall 2016: Orientation=74% (as of 11/2/2016) Recent system-wide changes have introduced performance-based funding to ensure colleges guide 100% of new students through the matriculation process. Pierce will collaborate the District and other colleges to develop policies and practices so that we can reach this metric.		2014-2015:  2015-2016:  2016-2017: 
	100% of eligible new students complete an abbreviated student educational plan.	District IE Office SSSP Report	Fall 2015: Student Ed Plan=83% (as of 4/1/2016) Fall 2016: Student Ed Plan=72% (as of 11/2/2016) Recent system-wide changes have introduced performance-based funding to ensure colleges guide 100% of new students through the matriculation process. Pierce will collaborate the District and other colleges to develop policies and practices so that we can reach this metric.		2014-2015:  2015-2016:  2016-2017: 
3. Increase course completion and long-term persistence of students.	100% of students on probation receive follow-up services	DEC-SIS: SERVICE_CONTACT, STUD_SEMC	Fall 2015: 17.7% of students who were on probation received follow-up services. Fall 2016: 21.2% of students who were on probation received follow up services.		2014-2015:  2015-2016:  2016-2017: 
	Increase the Fall credit course retention rate to 87.9% by 2016-2017. This requires a 0.5 percentage point increase annually from a baseline rate of 86.6%.	http://datamart.cccco.edu/Outcomes/Course_Ret_Success.aspx	Fall 2013: 86.6% (baseline) Fall 2014: 86.2% Fall 2015: 84.7% (1.9 percentage point decrease from baseline rate, which is below 87.6% target rate for this year) Fall 2016: 84.6%		2014-2015:  2015-2016:  2016-2017: 
	Increase the Fall credit course success rate to 69.5% by 2016-2017. This requires a 0.5 percentage point increase annually from a baseline rate of 68.5%.	http://datamart.cccco.edu/Outcomes/Course_Ret_Success.aspx	Fall 2013: 68.5% (baseline) Fall 2014: 68.1% Fall 2015: 68.6% (0.2 percentage point decrease from baseline rate, which is below 69.5% target rate for this year) Fall 2016: 68.1%		2014-2015:  2015-2016:  2016-2017: 

Operational College Goal 2013 to 2017	Target Metric to meet 2017 Goal	Source of Data	Status on Operational Goal 2013-2017 (as of March 2017)	Current Status Indicator	Status History
	Increase the overall long-term persistence rate (enrolled in three consecutive terms) to 73.2% by 2016-2017. This requires a 2% increase annually from a baseline persistence rate of 69.0%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 69.0% (baseline) 2015 Scorecard (08-09 Cohort): 69.2% 2016 Scorecard (09-10 Cohort): 72.9% (5.7% increase from baseline rate, which is above 71.8% target rate for this year based on annual 2% increase) To increase persistence, we plan to increase collaboration between Academic Affairs and Students Services through the SSSP, Equity, BSI, and AtD initiatives. *2017 Scorecard (10-11 Cohort): 78.8%		2014-2015:  2015-2016:  2016-2017: 
	Increase the college-prepared long-term persistence rate (enrolled in three consecutive terms) to 69.7% by 2016-2017. This requires a 2% increase annually from a baseline persistence rate of 65.7%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 65.7% (baseline) 2015 Scorecard (08-09 Cohort): 63.3% 2016 Scorecard (09-10 Cohort): 75.5% (14.9% increase from baseline rate, which is above 68.4% target rate for this year based on annual 2% increase) To increase persistence, we plan to increase collaboration between Academic Affairs and Students Services through the SSSP, Equity, BSI, and AtD initiatives. *2017 Scorecard (10-11 Cohort): 74.1% (1.3% decrease from the previous year, but still above the 69.7% target rate)		2014-2015:  2015-2016:  2016-2017: 
	Increase the unprepared for college long-term persistence rate (enrolled in three consecutive terms) to 74% by 2016-2017. This requires a 2% increase annually from a baseline persistence rate of 69.7%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 69.7% (baseline) 2015 Scorecard (08-09 Cohort): 70.6% 2016 Scorecard (09-10 Cohort): 72.3% (3.7% increase from baseline rate, which is below 72.5% target rate for this year based on annual 2% increase) To increase persistence, we plan to increase collaboration between Academic Affairs and Students Services through the SSSP, Equity, BSI, and AtD initiatives. *2017 Scorecard (10-11 Cohort): 79.8%		2014-2015:  2015-2016:  2016-2017: 
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Operational College Goal 2013 to 2017	Target Metric to meet 2017 Goal	Source of Data	Status on Operational Goal 2013-2017 (as of March 2017)	Current Status Indicator	Status History
	Increase the overall rate of students completing 30 credits to 76.2% by 2016-2017. This requires a 2% increase annually from a baseline rate of 71.8%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 71.8% (baseline) 2015 Scorecard (08-09 Cohort): 71.8% 2016 Scorecard (09-10 Cohort): 71.1% (1.0% decrease from baseline rate, which is below 74.7% target rate for this year based on annual 2% increase) *2017 Scorecard (10-11 Cohort): 74.8%		2014-2015:  2015-2016:  2016-2017: 
	Increase the college-prepared rate of students completing 30 credits to 78% by 2016-2017. This requires a 2% increase annually from a baseline rate of 73.5%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 73.5% (baseline) 2015 Scorecard (08-09 Cohort): 76.0% 2016 Scorecard (09-10 Cohort): 76.1% (3.5% increase from baseline rate, which is below 76.5% target rate for this year based on annual 2% increase) *2017 Scorecard (10-11 Cohort): 80.5%		2014-2015:  2015-2016:  2016-2017: 
	Increase the unprepared for college rate of students completing 30 credits to 75.9% by 2016-2017. This requires a 2% increase annually from a baseline rate of 71.5%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 71.5% (baseline) 2015 Scorecard (08-09 Cohort): 70.7% 2016 Scorecard (09-10 Cohort): 70.0% (2.1% decrease from baseline rate, which is below 74.4% target rate for this year based on annual 2% increase) *2017 Scorecard (10-11 Cohort): 73.6% (3.6% increase from previous year but below target rate)		2014-2015:  2015-2016:  2016-2017: 
4. Ensure equitable access and success for subpopulations of students.	Close all equity gaps for all subpopulations identified in the Pierce Equity Plan as well as the equity gaps in the Institutional Learning Outcomes data by 2016-2017.	Various data sources-- see Equity Plan, and eLumen for ILO data.	2015 Equity Plan data: 20 gaps 2016 Equity Plan data: 22 gaps Spring 2015 ILO data: 2 gaps		2014-2015:  2015-2016:  2016-2017: 

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B. Demonstrating Accountability

Operational College Goal 2013 to 2017	Target Metric to meet 2017 Goal	Source of Data	Status on Operational Goal 2013-2017 (as of March 2017)	Current Status Indicator	Status History
1. Improve financial reporting process for more accurate budgetary forecasting, allowing for fiscal stability.	Ensure reserve is above 6% each year through 2016-2017.	Annual Budget Report	15-16: Pierce has a history of maintaining reserves above 6%, and is projected to have a reserve above 6%. Therefore, Pierce is projecting to meet the target metric by 2017-2018. 16-17: The Projected Financial Plan as of December 2016 shows a current ending balance of \$5,678,626 on a college budget of \$77,446,365 which represents a balance of 7.3% reserve.		2014-2015:  2015-2016:  2016-2017: 
2. Improve operational efficiencies and processes along with internal cash controls.	Ensure no considerable findings for all operational and cash control audits by 2016-2017.	Various audit reports retained by the budget office	There were a few considerable findings in a recent procurement audit. There were also recent considerable findings in a cash control audit. However, most of the findings have already been resolved. Therefore, Pierce is projecting to meet the target metric by 2016-2017.		2014-2015:  2015-2016:  2016-2017: 
3. Improve campus-wide health, safety, and security through enhanced risk-management practices.	Complete annual activities identified in the Risk Management Action Plan.	Risk Management activities tracked by Administrative Services	Pierce is on track to implement all practices in the Risk Management Action Plan. Recent successful evacuations are evidence of the effectiveness of the practices which have already been implemented to date. Therefore, Pierce is projecting to meet the target metric by 2016-2017.		2014-2015:  2015-2016:  2016-2017: 
4. Improve facilities oversight of both bond-related and college state-funded alterations and improvements.	Ensure 100% of goals identified in the Facilities Strategic Plan are on target for completion by 2018-2019.	Various data sources--see Facilities Strategic Plan Dashboard	80% of goals identified in the Facilities Strategic Plan are on target for completion by 2018-2019. See the Facilities Strategic Plan Dashboard for additional details.		2014-2015:  2015-2016:  2016-2017: 
5. Increase self-audit to ensure compliance with program requirements.	Conduct 100% of audits identified in the master calendar by 2016-2017.	Student Services self-audit master calendar	A master calendar is still being finalized through the consultation process. Therefore, Pierce is somewhat behind on meeting the target metric.		2014-2015:  2015-2016:  2016-2017: 
6. Develop and implement professional development programs for faculty, classified staff, and administrators.	Ensure 100% of goals identified in the Professional Development Plan are on target for completion by 2018-2019.	Various data sources--see Professional Development Plan Dashboard	10% of goals identified in the Professional Development Plan are on target for completion by 2018-2019. 0% of goals are somewhat behind, and 90% are significantly behind schedule for completion. See the Professional Development Plan Dashboard for additional details.		2014-2015:  2015-2016:  2016-2017: 
7. Meet annual enrollment management goals.	Ensure 100% of goals identified in the Plan for Enrollment Management are on target for completion by 2018-2019.	Various data sources--see Plan for Enrollment Management Dashboard	54% of goals identified in the Plan for Enrollment Management are on target for completion by 2018-2019. See the Plan for Enrollment Management Dashboard for additional details. In progress.		2014-2015:  2015-2016:  2016-2017: 
8. Meet or exceed accreditation standards and policies.	100% of accreditation standards met or exceeded.	Team evaluation reports, other correspondence from accreditors, and ongoing internal monitoring—see Accreditation Dashboard	The college is in compliance with 73% of accreditation standards and eligibility requirements (grouped as one item). See the Accreditation Dashboard for additional details.		2014-2015:  2015-2016:  2016-2017: 





















C. Cultivating Partnerships













Operational College Goal 2013 to 2017	Target Metric to meet 2017 Goal	Source of Data	Status on Operational Goal 2013-2017 (as of March 2017)	Current Status Indicator	Status History
1. Develop and enhance revenues generated through grants, entrepreneurial ventures, and community partnerships.	Increase dedicated revenues to \$896,062 by 2016-2017. This requires a 5% increase annually from a baseline of \$774,052.	Budget Office	2012-2013: \$774,052 (baseline) 2013-2014: \$752,918 2014-2015: \$ \$949,488 (20.1% increase from baseline rate, which is above \$853,392 target grants revenue for this year) 2015-2016: \$851,630 (10% decrease from previous year mostly due to reduction in transcript and non-resident capital outlay revenues)		2014-2015:  2015-2016:  2016-2017: 
	Increase grants revenues to \$ 2,984,186 by 2016-2017. This requires a 10% increase annually from a baseline of \$2,242,063.	Budget Office	2012-2013: \$2,242,063 (baseline) 2013-2014: \$2,648,468 2014-2015: \$3,055,276 (50.6% increase from baseline rate, which is above \$2,712,896 target grants revenue for this year) 2015-2016: \$4,956,630		2014-2015:  2015-2016:  2016-2017: 
2. Expand productive sustainable community alliances to enhance annual donations to the Foundation.	Increase annual donations to \$ 835,333 by 2016-2017. This requires a 5% increase annually from a baseline of \$721,592.	Foundation office	2012-2013: \$721,592 (baseline) 2013-2014: \$724,162 2014-2015: \$774,768 (7.4% increase from baseline rate, which is below \$795,555 target support and revenue for this year)		2014-2015:  2015-2016:  2016-2017: 
3. Foster partnerships with business and industry to increase career opportunities for students.	Increase the number of employers participating job fairs (Spring + Fall) to 82 by 2016-2017. This requires a 10% increase annually from a baseline of 62 employers.	Student Services Job Fair listing	2013-2014: 62 (baseline) 2014-2015: 96 2015-2016: 78 (Fall 2015 job fair was cancelled, but Institutional Advancement also held events). 2016-2017: 71 (Combination of Spring 17 Job Fair and Institutional Advancement).		2014-2015:  2015-2016:  2016-2017: 
	Increase the average job placement rate for students completing certificate programs and CTE degrees to 65.3% by 2016-2017. This requires a 2% increase annually from a baseline job placement rate of 61.5%.	https://misweb.cccco.edu/perkins/Core_Indicator_Reports/Summ_CoreIndi_TOPCode.aspx (average of two digit TOP code rates)	2014-2015: 61.5% (baseline) 2015-2016: 58.5% 2016-2017: 69.8% (13.5% increase from baseline rate, which is above 65.3% target rate for this year)		2014-2015:  2015-2016:  2016-2017: 





D. Ensuring Student Success

Operational College Goal 2013 to 2017	Target Metric to meet 2017 Goal	Source of Data	Status on Operational Goal 2013-2017 (as of March 2017)	Current Status Indicator	Status History
1. Address the basic skills needs of underprepared students in developmental and introductory courses.	Increase the percentage of students who started in Basic Skills Math and completed a college level Math course to 39.3% by 2016-2017. This requires a 2% increase annually from a baseline rate of 37.0%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 37.0% (baseline) 2015 Scorecard (08-09 Cohort): 35.7% 2016 Scorecard (09-10 Cohort): 39.6% (7.0% increase from baseline rate, which is above 38.5% target rate for this year based on annual 2% increase) We will continue to scale up accelerated developmental pathways, including developmental education curriculum through non-credit adult education. These initiatives could lead to a substantive increase in the percentage of developmental students completing college level Math and English. *2017 Scorecard (10-11 Cohort): 43.2%		2014-2015:  2015-2016:  2016-2017: 
	Increase the percentage of students who started in Basic Skills English and completed a college level English course to 54.1% by 2016-2017. This requires a 2% increase annually from a baseline rate of 51.0%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 51.0% (baseline) 2015 Scorecard (08-09 Cohort): 50.4% 2016 Scorecard (09-10 Cohort): 53.9% (5.7% increase from baseline rate, which is above 53.1% target rate for this year based on annual 2% increase) We will continue to scale up accelerated developmental pathways, including developmental education curriculum through non-credit adult education. These initiatives could lead to a substantive increase in the percentage of developmental students completing college level Math and English. *2017 Scorecard (10-11 Cohort): 54.0%		2014-2015:  2015-2016:  2016-2017: 
	Increase the percentage of students who started in ESL and completed a college level ESL or English course to 31.2% by 2016-2017. This requires a 2% increase annually from a baseline rate of 29.4%.	College Scorecard http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=744#home	2014 Scorecard (07-08 Cohort): 29.4% (baseline) 2015 Scorecard (08-09 Cohort): 29.1% 2016 Scorecard (09-10 Cohort): 24.3% (17.3% decrease from baseline rate, which is below 30.6% target rate for this year based on annual 2% increase) *2017 Scorecard (10-11 Cohort): 34.7%		2014-2015:  2015-2016:  2016-2017: 
2. Enhance customer service interfaces considering timely responses and quality of experience.	Ensure 90% satisfaction rate on all secret shopper evaluation questions for each department.	Secret shopper evaluation data collected by the IE Office	Data is still being collected for all departments. However, based on satisfaction data from the Fall 2014 Student Survey (only 7 out of 21 college services received a 90% satisfaction rate). Pierce is somewhat behind on meeting this metric. The District Student Survey will be conducted online in Spring 2017.		2014-2015:  2015-2016:  2016-2017: 

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Operational College Goal 2013 to 2017	Target Metric to meet 2017 Goal	Source of Data	Status on Operational Goal 2013-2017 (as of March 2017)	Current Status Indicator	Status History
3. Maintain a robust and reliable information technology infrastructure with current computing equipment for the entire college population.	Ensure 100% of goals identified in the Technology Master Plan are on target for completion by 2018-2019.	Various data sources--see Technology Master Plan Dashboard	15-16: 67% of goals identified in the Technology Master Plan are on target for completion by 2018-2019. 22% of goals are somewhat behind, and 11% are significantly behind schedule for completion. See the Technology Master Plan Dashboard for additional details. 16-17: 77% of the goals identified in the TMP are on target for completion.		2014-2015:  2015-2016:  2016-2017: 
4. Support faculty and staff by maximizing the effective use of technology, enabling academic innovation in instructional delivery.	90% of sections hosted on a Learning Management System by 2016-2017.	LMS usage tracked by Office of Distance Education	Fall 2015: 44.6% (741 of 1663) sections hosted in LMS Adoption of new LMS may help accelerate progress on this goal. Fall 2016: 100% of sections were hosted on Canvas starting Summer 2016. However, there were 892 of 1760 unpublished sections, which is a 50.1% usage rate.		2014-2015:  2015-2016:  2016-2017: 
5. Provide a learner-centered environment that promotes active learning and student engagement.	90% of faculty are proficient in active learning techniques and authentic assessment by 2016-2017.	Professional development outcomes-based self-assessment faculty survey	Fall 2015: Although data is not yet available for this metric, the college has for years provided professional development activities related to active learning and authentic assessment. With new funding from Equity, and a strong focus on increasing student success metrics in the next four years, the college plans to invest in even more professional development activities. Fall 2016: An outcomes based self-assessment survey was sent to faculty for the first time in Fall 2016. 66.7% of respondents agreed that they are proficient in authentic assessment and active learning techniques.		2014-2015:  2015-2016:  2016-2017: 
	90% of classified staff and administrators are proficient in student success techniques by 2016-2017.	Professional development outcomes-based self-assessment staff and administrator survey	Although data is not yet available for this metric, the college has provided only limited professional development activities related to student success techniques for staff. However, with new funding from equity, and a strong focus on increasing student success metrics in the next four years, the college plans to invest in more professional development activities.		2014-2015:  2015-2016:  2016-2017: 
6. Increase student awareness of student support services and programs.	90% of orientation quiz questions related to identifying student support services and programs are answered correctly on first attempt by 2016-2017.	Orientation course assessment data	15-16: Average percent of correct responses for each orientation course quiz question on first attempt from 4/16/2015 to 10/28/2015=71.1%, which is below the 90% target rate. 16-17: Average percent of correct responses for each orientation course quiz question on first attempt from 4/16/2016 to 10/28/2017=73%, which is below the 90% target rate.		2014-2015:  2015-2016:  2016-2017: 

Operational College Goal 2013 to 2017	Target Metric to meet 2017 Goal	Source of Data	Status on Operational Goal 2013-2017 (as of March 2017)	Current Status Indicator	Status History
	Complete annual activities identified in the Marketing Plan related to increasing student awareness of support services and programs.	Various data sources--see Marketing Plan	The PR manager continues to market programs and support services routinely using digital resources, especially social media, as well as online news and events. PR has created an ADT Brochure Template for all departments with ADTs to promote them, takes photographs of events and departments, and provides photographs to all departments who want to produce web sites and brochures for their programs and services. Some programs and services are called out in Pierce College television ads (First Year Experience and Center for Academic Success, currently). Pierce does not have a graphic designer.		2014-2015:  2015-2016:  2016-2017: 
7. Increase Associated Student Organization (ASO) participation in governance committees.	Ensure all governance committees have an ASO representative, and that the ASO representative attends a majority of meetings each year.	Governance committee attendance rosters	15-16: ASO reps do not currently attend the majority of meetings for all governance committees. The college will work with the ASO and committee chairs to increase attendance. Furthermore, the college added ASO participation as a component to the annual PCC and Senate Committee self-evaluation and peer review validation processes. 16-17: Based on committee minutes posted on the website, there was a 35% ASO attendance rate. Still a significant increase from prior years.		2014-2015:  2015-2016:  2016-2017: 
8. Enhance opportunities for student involvement in cocurricular and extracurricular activities that will enrich campus life.	Complete annual activities identified in the Student Engagement Plan	Various data sources--see Student Engagement Plan	The college has developed an office of student engagement, and increased staffing to carryout engagement activities, including hiring a student engagement coordinator. Given these investments, Pierce is projecting to meet the target metric by 2016-2017.		2014-2015:  2015-2016:  2016-2017: 

Summary of Status History				
	2014-2015	2015-2016	2016-2017	
	0 (0%)	0 (0%)		
	20 (43%)	22 (47%)	28 (60%)	
	27 (57%)	23 (49%)	18 (38%)	
	0 (0%)	2 (4%)	1 (2%)	