

I. Introduction to the Institutional Strategic Master Plan

The Guam Community College (GCC) is preparing for what may be the largest and most dynamic period of economic growth and social change in Guam's recent history. The United States military is planning to invest \$15 billion to upgrade and expand its facilities on the island. During the five-year period of planned investment, the gross receipts of the island's economy will double. The island's population is expected to permanently increase by at least 20% or some 30,000 people, not including expected immigrants from the Freely Associated States of Micronesia, the Commonwealth of the Northern Marianas and the estimated 15,000 temporary H-2 workers that will be brought to Guam during the build-up.

The planned construction for defense installations, housing, and infrastructure, as well as the maintenance and operations of these facilities for the long term, will create an unprecedented need for skilled and certified trade workers. The anticipated need for workers will be so large that the U.S. Congress has lifted restrictions on the number of H-2 visa laborers which can be brought to Guam and the region to meet the need for skilled labor during the period of the build-up. GCC is mandated by Public Law 14-77 to lead the Territory's initiative to train and prepare Guam's workforce to participate in the growth of Guam's economy. As GCC is Guam's most capable adult and technical education resource, the Institutional Strategic Master Plan (ISMP) has been prepared to guide GCC in fulfilling the community's need for technical and adult education training for the next five years.

A. Significance and Purpose

The primary purpose of the Institutional Strategic Master Plan (ISMP) is to serve as a guide to action. It is a strategic plan intended to illustrate long-term goals and initiatives enabling GCC to come closer to realizing its vision. As a public document, it also serves to communicate the College's long-term vision and plan, not only to its staff and student body, but also to the community at large.

B. Scope and Limitation

This strategic plan is intended to prescribe defined programs and activities expected to be relevant for the next five years, from academic year 2009 to 2014, to assist GCC in meeting local workforce training and basic educational needs. In preparing the plan, the Planning Team consisting of faculty, staff, and administrators, envisioned the future long-term needs and opportunities to which the College can and should respond. As a Strategic Plan, the ISMP describes major long-term initiatives. As in the previous master plan (1996-2006), an operational plan must be written each year detailing individual unit objectives in line with the major long-term initiatives described in the plan.

While long-term plans are essential to achieving progress and development, it must be understood that institutions must also change as the times do. Hence, the ISMP is intended to be flexible, supporting progress and change as may be required.