

GCC ISMP Planning
Meeting
Linking Institutional
Assessment to the ISMP

May 7, 2008

Situation Analysis

- GCC's Institutional Master Plan has been traditionally developed from the bottom up.
 - National certification standards and degree academic standards at the course level, have traditionally been used to identify student learning outcomes.
 - Improving these student learning outcomes have been the primary influence in shaping programs.
 - These programs have been linked to goals which were actually core accreditation standards.

Situation Analysis

- This approach to planning was necessary because it appears that:
 - The BOT failed to provide any guidance or vision that could be translated into student learning outcomes.
 - The perceived vision of past administrations was that GCC should emphasize college preparatory learning services thus maintaining academic accreditation was most important.

Situation Analysis

- Current leadership has a different view:
 - The community needs to prepare for the pending military build-up and GCC is expected to play a significant role.
 - Forces within the accreditation community are requiring broader use of student learning outcomes forcing them to be linked to all aspects of the expenditure of resources by the institution.
 - Institutions are being forced to be more concerned about “performance” than “enhancing their “reputation.”

The Problems Facing GCC

- How can assessment results made at the program level be linked to institutional decision making?
- How would the resulting changes be monitored and by whom?
- How would the impacts of these changes be measured as they affect student learning and institutional effectiveness?

Problems Facing GCC

- The apparent disconnect between a vision for GCC and the provision of education services puts the institution somewhat adrift without a clear understanding of what determines success or how to allocate resources.

The Current Approach

- It has been determined that the current mission statement can not be changed:
 - Guam Community College is a public, open access secondary and post-secondary institution. We serve the diverse communities of Guam as a regional focal point for Micronesia within the Asia-Pacific Rim. We provide education and vocational-technical training that is premised on lifelong learning. GCC is committed to providing quality learning opportunities in occupational, vocational-technical, technological, academic, and continuing education reflective of our community and industry needs.

The Current Approach

- The current vision statement can be changed and changes were deemed warranted:
 - Guam Community College will be the leader in bringing together government agencies, business and industry, community interest groups, and education and training entities to help develop a technically competent workforce of the quality and depth required to attract the necessary elements to finance and create a more diversified economy. Students, employers, and government leaders will look to GCC's excellent faculty, staff, and administrators for employability, new technology, assessing outcomes, and effective planning. GCC will be a model to other colleges and agencies by demonstrating integrity, honesty, and openness. The college will form effective partnerships with industry and government. It will be a champion for finding responsible funding from reliable sources to meet its obligation of public trust.

The Current Approach

- The changes suggested produced a different vision statement:
 - GCC will be the pioneer of labor force development *within the Western Pacific*, best understanding and meeting the educational, career and technical training needs of the economy. It will be Guam's premier career and technical institution and finest secondary and post secondary basic educational institution available to the island's adult community. Its excellence will continue to be recognized because of its service to employers, employees and the community at large.

Current Approach

- The new vision for GCC has four components:
 1. It will lead workforce development on Guam as an example to Micronesia because it is the most knowledgeable, has proven performance, and constantly seeks to acquire more resources. (The Pioneer)
 2. It will continue to be and will improve upon its reputation and performance as the premier secondary, and post secondary institution available to the community on Guam (was “adult learners on Guam”). (Educational Excellence)
 3. Its success will be judged upon the educational services it provides students, the service it provides employers, and the assistance it provides the community in improving the quality of Guam’s workforce. (Community Interaction)
 4. Its success will be dependent on institutional planning discipline that is dynamic and responsive to community and economic needs. (Dedicated Planning)

Strategic Objectives

- Being the Pioneer:
 - To coordinate the development of a workforce needs assessment linking community, industry and educational assets to identify how Guam's workforce compares with U.S. workers on the basis of career and technical skills and basic education. (establishment of a workforce skill attainment measure utilizing employment assessment tests among the participants of each of the business associations.)
 - To coordinate the creation of a workforce development plan which will permanently require GCC's involvement in the economic development plans and programs of the Government of Guam. (A BOT driven planning process establishing economic and community goals to be pursued linking business and educational assets.)
 - To develop a program designed to establish partnerships with private training interests attracted by the military build-up to facilitate technology transfer to GCC with the purpose of establishing sustainability for training in demand by the economy. (Number of partnerships established, quality of technology transferred as it relates to GCC's mission)

Strategic Objectives

- Educational Excellence:

- To maintain current accreditation standards and enhance student enrichment as demanded by the community and required by the institution's vision in pursuit of improved student learning outcomes.
- To link measures of program effectiveness based upon student learning outcomes to measures of institutional effectiveness.
- To develop a means of linking institutional effectiveness directly to budget allocations and the vision of GCC.
- To develop a culture within the college dedicated to proving its performance through the consistent and accurate application of a measurement rubric linking, SLOs to program performance, to institutional effectiveness to resource allocation and the attainment of GCCs vision.

Strategic Objectives

- Community Interaction:

- To establish a permanent and recognized program to work with employers to identify the career and technical as well as basic educational needs of their employees. (# of Companies, ratings of the relationship, quality of data received)
- To establish an employer specific service to assist employers with specific vocational and educational training needs they may have. (# of programs, compatibility with GCC offerings, revenue generated)
- To develop GCC as a recognizable brand that reflects the core values of the institution and is attractive to the general public and employers. (survey data from the community on brand recognition, top of mind awareness and constituent affinity)

Strategic Objectives

- Community Involvement:

- To develop an enrollment recruitment program to increase enrollment at GCC by X% or X number of students a year over the next five years.
- To develop a revenue enhancement program that will generate additional cash flow for GCC by X\$ each year from federal and private grants, and X\$ from additional training services offered employers each year for the next five years.
- To develop a permanent and respected institutional relationship with all of the formal business associations on Guam and to have permanent membership standing on the educational committees of each organization. (Number of standing members, participation and intelligence reports and the quality of participation as it shapes GCC's relationship with the employer community.)

Strategic Objectives

- Dedicated Planning
 - To review and guide the Administration on how best to select and train members of the Board of Trustees so that they are more active and helpful contributors to the development and maintenance of GCC's vision.
 - To establish regular empirical assessments of the communities perception of GCC and its success in meeting its vision.
 - To incorporate into the new ISMP a facilities plan and a technology plan based upon the new vision.
 - To develop a consolidated measure of overall institutional measurement to provide a yearly assessment for the BOT of the progress of GCC in meeting its vision.

Conclusion

- These elements evolved from our effort to provide an independent review of what might be necessary in structuring a successful ISMP. While the stated elements may be necessary they are intended to be sufficient but to provide a grounding to move the process forward.