

**Guam Community College**  
**April 18, 2008****MEETING**  
2:30-3:30 PM  
GCC Conference Room

<b>MEETING TYPE:</b>	ISMP Strategic Planning Session
<b>ORGANIZATIONS INVOLVED:</b>	Market Research & Development, Inc. Guam Community College

**Discussion****I. Mission Statement****MISSION STATEMENT (current):**

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 career-technical training that is premised on lifelong learning. GCC is committed to providing quality learning opportunities in occupational, career-technical, technological, academic, and continuing education reflective of our community and industry needs.

**II. Vision Statement****VISION STATEMENT (current):**

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.

*Note: Revised vision statement needs to have widespread input through the college*

**A. Suggested revision content**

Guam Community College 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.

Employers utilize GCC to provide services they specifically require to help expand their employee base and improve the quality of their work. GCC will facilitate the transfer of improved technologies to increase productivity and quality within the workplace.

GCC will offer its students state of the art career and technical training as well as educational services. The programs at GCC will coordinate the career and technical educational curriculum with basic educational standards. Students have the option to select career paths which combine practical training while enhancing their educational attainment levels.

Finally, GCC will provide additional services to the community by being a leading participant in programs which provide assistance to the disadvantaged, promote +cultural diversity, and improve the environment.

**B. Comments**

1. Clarify involvement of adult education
2. Terminology of career-technical education
  - CTE is currently a buzz word (due to the Perkins); the term used in the VS needs to be easily recognizable outside of that - i.e., replace "CTE" with "training"
3. Possibility of using "special populations" instead of "disadvantaged" [Addressed above]
4. Need to address regional impact without implying that the support for this is unlimited
5. Possibility of portraying Guam as a "role model"
6. GCC will act as a leading participant in community programs. [Addressed above]

**III. Commitments****A. Employers**

1. Providing a pool of skilled employees
2. Anticipate specific demand, but avoid being restricted to particular fields/companies
3. Technology transfer
4. Provide retraining services

**B. Workers and Students**

1. For students who have dropped out of high school = get them to pass GED (or equivalent) - this can at least supply a minimum wage job
2. After GED, recommend an AA/AS
3. Questions:
  - What does the student know?
  - What does the student think of the value?
  - What can the student do?

4. Provide students with:
  - Practical job skills (cf. CTE)
  - Opportunities to pursue advanced education
  - Soft skills
    - o Workforce ethics
    - o Ability to survive in a social setting
    - o Have the student think of what s/he can do for the community, as opposed to being limited to keeping a job

**C. Community**

1. Increased participation in general community programs (e.g. bus stop painting, drug abuse programs, etc.)
2. Anticipate and accommodate high growth
  - Course review on a periodic basis to ensure that on top of general academic and practical training, it also meets community demands
3. Respond to community/economic needs
4. Increase participation in community activities (as opposed to initiating them)

**IV. Review of Guiding Principles (01/08)****A. Integrity****B. Student responsibility****C. Accountability****D. Financial transparency****E. Hiring policies****F. Equal opportunity practice****G. Success**

1. Achievement/attainment
2. Respect/recognition for others - general relationships (Key terms: value, appreciation, pride in the institution)
3. Democratic process within the college - ("collaborative input", participation,
4. Student learning/growth (as opposed to achievement alone): What does the student know?
5. Recognition by community and peers
6. Efficiency
7. Dynamic
8. Responsive

**H. Responsiveness to community, government, and industry needs**

1. Community
  - Jobs/employment
  - Outreach efforts
2. Industry
  - Supply workers, taking into account economic factors/issues
3. Government (i.e. four-year academic programs)
4. Aligning the college's offerings towards both community and industry needs as much as possible
5. Having college services answer the different needs as specified above

**I. Taking into account the cultural aspect/competency**

1. Supporting different cultures
2. Integrating certain cultural characteristics into the mainstream

**V. SWOT Analysis****A. Strengths**

1. Fiscal responsibility and accountability
2. Reputation
3. Affordable/ Accessible
4. Responsive
5. Resources
  - Faculty
  - Loyal, dedicated employees
  - Accreditation
  - Land
  - Diverse educational system (i.e. inclusive of secondary education)
  - Fiscal - Ability to make money
6. Vision
7. (Partial) autonomy
8. Strong leadership

**B. Weaknesses**

1. Resources are not consistently abundant - for example, inability to expand (e.g. secondary facilities, faculty, staff, materials)
  - Inadequate salary structure
2. Dependent on the state of local economy - if the economy is weak, business/individuals are less likely to participate in GCC programs
3. Lack of internal communication, insufficient external communications
  - Business community's perception of a lack of responsiveness
4. Faculty Senate going through growing pains - could also be seen as a strength, as it forces the college to closely investigate new options
5. Possibility of undermining/being insensitive to community/cultural needs

**C. Opportunities**

1. In progress: Working with GCA Trades Academy to identify common areas of study and demand for new courses
2. Economic growth and the military buildup
  - Financial growth/revenue (due to having more students)
    - o Ability to increase number of program offerings
    - o Possibility of hiring more staff
    - o Institutional fiscal independence
  - Increased job demand
3. Opportunity to substantially improve image by delivering better service and responsiveness
4. Increased enrollment (inclusive of adult education participants) given existing economic conditions

**D. Threats**

1. Possibility of outside competition coming in (i.e. mainland training institutions)
2. Possibility of not being able to maximize opportunities from the military buildup
3. Lack of flexibility with regard to existing plans
4. Inadequate funding from the government
5. Asian economy
  - Recession affects tourism, and therefore the Guam economy

**VI. For next meeting****A. MR&D: Prepare new draft of vision statement, incorporating core values and revisions as noted previously****B. Agenda**

1. Develop success metrics

**C. Schedule**

1. Original schedule: Friday/25 in the morning: 8:30
2. Possibility of meeting earlier in the week so as not to lose momentum - for example, Wednesday after 2:30
3. Regular schedule:
  - Wednesdays: 2:30-3:30 PM
  - Fridays: 8:30 AM
    - o John is unavailable on the 25th

