

INSTITUTIONAL STRATEGIC MASTER PLAN 2009 - 2014

As of February 21, 2011								
GOALS	TASKS	Specific activity(ies) to address task	Person(s) Responsible	Timeline	Status (Not Started, Started, Completed)	Performance Measure	Next Step(s)	Comments
GOALS 1	To coordinate the development of an employer needs assessment focused on training and educational services	Create a survey which focuses on perceived employer needs as it relates to training and the quality of their existing workforce.	Asst. Director of CE & WD	15-Mar-11	Not Started	The percentage of positive responses should be above 70%	Once the survey has been developed, it will be given to all HR departments with whom we interact; through CE, WD or Apprenticeship	
		Department Advisory council meetings, conducted Spring and Fall semesters	Department Chairs	Continuous and ongoing	Started	Changing workforce needs will dictate curriculum adaptation as directed by council	Annual Program Review	
GOALS 2	To develop a program to partner with private workforce training providers	Develop Standard Operating Procedure on establishing private industry and training relationships with individuals outside of GCC.	Assist Director CE & WD	1-May-11	Started	Finalized SOP Document	Distribute to relative parties and make it available on MyGCC website.	
		GCC representative will join relevant business service organizations on membership basis	Assist Director CE & WD	Ongoing	Started	Weekly reporting at management Team Meetings on planning opportunities obtained from attendance meetings	Development of relevant training and partnership opportunities	

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G O A L  # 2  - E D U C A T I O N A L  E X C E L	To maintain accreditation and enhance student enrichment programs	Expand the general education curriculum to include humanities and fine arts, as recommended by the 2006 ACCJC team report	Dr. R.Ray Somera, Dr. Michelle Santos, relevant Faculty Senate Committee Chair	Complete by the end of Spring 2010	Completed, Fall 2010	Publication of General Education Options in college catalog, AY2010-2011	Develop new course guides to expand Fine Arts, options (e.g., Introduction to Theatre, etc.)	Special program Review completed by Dean Michelle Santos for Liberal Arts program (November 2010); as a result, existing courses will be revisited and more Gen end options in fine Arts are being planned.
		Fully undertake the process of developing student learning outcomes for courses, programs, and the institution.	Dr. R.Ray Somera, Dr. Michelle Santos, Reilly Ridgell, Michael Chan, Relevant Faculty Senate Committee Chair	Complete by the end of Fall 2011	% complete, end of Fall 2010	Publication in college catalog, AIAA, and TracDat input; publication of SLO and Curriculum Map Booklet for faculty distribution	Annual update of SLO and Curriculum Map Booklet to reflect course guide/syllabus revisions within the past academic year	
		Expand the College's program level approach to assessment to gradually include course level assessments.	Dr. Virginia Tudela, Priscilla Johns, CCA Chair, Dr. R.Ray Somera, Dr. Michelle Santos, Reilly Ridgell, Department Chairs, Individual Faculty Members	Continuous, based on 2-year assessment cycle	Started; ongoing	Course-level SLOs entered into TracDat; reports may be run out of TracDat	Require all faculty members of Committee on College Assessment (CCA) to present results of their individual course assessments to serve as a model to the rest of the faculty	compile and publish results of course level assessments to showcase lessons learned and insights gained. Special Program Review on Work Experience program was completed by Dr. Geri James and Michael Chan (both Associate Deans)
		Utilize the ACCJC assessment template to incorporate program effectiveness, institutional effectiveness, and resource allocation to show linkage of SLO in each category.	Standard Committee Chairs, Dr. R.Ray Somera, Joseph Benavente, Expanded membership of the Self-Study Committees, (Standard I through IV)	Complete self-study first draft by December 2010	Begin to solicit campus feedback on self-study report draft, Spring 2011	A wiki or any other electronic feedback system needs to be set up to gather comments and suggestions on draft self-study report from the entire campus community	Plan, develop, and execute a dedicated Accreditation Website that can be folded into the currently-existing AIAA website	In consultation with the TSS Dean, work with a faculty member with expertise in electronic feedback systems to receive and manage campus ideas on self-study report.

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EFFECTIVE	Link program effectiveness, institutional effectiveness and resource allocation to student learning outcomes	Require the linkage of SLOs to program effectiveness, institutional effectiveness, and resource allocation in TracDat, under the leadership of the CCA and Office of AIER.	Dr. Virginia Tudela, CCA Chair, Dr. R.Ray Somera, Dr. Michelle Santos, Reilly Ridgell	Annually, based on yearly budget preparation cycle (by November of each year)	Started; ongoing	Submission of budget goals/objectives, performance indicators, anticipated outcomes to Business Office (by December 2010) as inputted in TracDat	Review TracDat entries for consistency in content and format	
		Devise and maintain the consistent and accurate application of a measurement rubric linking SLOs to program performance, to institutional effectiveness, to resource allocation and the attainment of GCC's vision	Joseph Benavente, Dr. R.Ray Somera, Dr. Virginia Tudela	Every other year implementation of ACCU's Rubric for Institutional Effectiveness to track campus perceptions on these interrelationships	2nd round implementation of Rubric for Institutional Effectiveness (administered March to May 2010)	Publication of Institutional Effectiveness Survey Report by AIER (August 2010)	Study report recommendations for implementation in 2010 Institutional Effectiveness Survey	

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G O A L  # 3  C O D E M M U N I T Y	To develop a marketing plan which helps to enhance GCC's brand identity	Conduct Baseline consumer and business research	Assist Director, Communications & Promotions	Jul-11	Not Started	Electronic survey assessing quality of training and performance of apprentices and GCC graduates	User of survey results to develop business testimonials about quality of GCC graduates	Also plan to use testimonials in 2010-2011 annual report
		Design a branding campaign	Assist Director, Communications & Promotions	Mar-11	Started	Develop unique branding campaign to include all print and electronic media ads and all print materials emanating from GCC.	use enrollment statistics, attendance at GCC events, and Facebook inquiries to assess effectiveness of branding campaign.	Branding campaign to differentiate GCC from the University of Guam. If the campaign proves to be "catchy" and effective, will
		Incorporate all existing communication devices into the new brand	Assist Director, Communications & Promotions	Ongoing	Started	Incorporating branding campaign using GCC colors, music and workforce development theme into media ads and	use enrollment statistics, attendance at GCC events, and Facebook inquiries to assess effectiveness of branding campaign.	If the campaign proves to be "catchy" and effective, will implement for two to three years.
I N T E R A C T I O N	To increase enrollment and improve student retention at GCC	Federal College Access Challenge Grant Program & Project AIM/PRIO program	Assist Director, Communications & Promotions, program specialists, CACGP & Trio Programs	Jun-11	Not Started	Work with programs to advertise events and develop poster campaign to put in middle and high schools highlighting	Hire photographer to take pictures of GCC students to use in poster, develop layout design of posters and secure printing.	Collaboration with federal programs is designed to boost college attendance and allows for advertising dollars to be more
		Campus special events	Assist Director, Communications & Promotions	Ongoing	Some events completed, some ongoing.	Measure attendance at events from one year to the next to	Use attendance and event evaluation feedback to improve the next year's event.	Open Campus Day 2012 will be delayed until after ACCJC visit to allow for maximum focus on accreditation visit.
		Advertising campaigns and free media publicity	Assist Director, Communications & Promotions	Ongoing	Partial ongoing	Increase in enrollment from one year to the next.	Assess effectiveness of ad campaigns on enrollment and positive student perception of GCC through feedback on Facebook and	Need to develop student survey for Fall 2011 enrollment measuring effectiveness of advertisements in getting

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GOALS	Create a dedicated planning taskforce to develop a measurement orientation program	Convene Taskforce to compile, review, and develop a measurement orientation program	Assist Director, P&D	11-Feb-11	Started	Number of individuals given an appointment letter by January 31, 2011	Conduct first meeting by February 11, 2011	Committee members met twice to review documents. Members include: Rick Tyquiangco, Tony San Nicolas, Liz Duenas, Michael Chan, and Joe Benavente.
		Develop qualitative assessments for each project (plan) identified by taskforce (e.g., ISMP, Technology, Assessment, and Facility)	Assist Director, P&D	31-Mar-11	Not Started	Number of metrics, based on qualitative assessments for each projects, distributed for Goal #1, #2, #3, & #4	Develop data collection schedule	Members identified plans to include: ISMP, Facility Master Plan, Assessment, and Technology.
		Publish scheduled timetable which follows the 2-year assessment cycle to disseminate status of plans	Assist Director, P&D	31-Mar-11	Not Started	Completion of a published scheduled timetable for the collection of evaluation data and submission of metrics for evaluation.		
		Present 2-year measure of Institutional effectiveness to DC's, MTM, and Board	Assist Director, P&D	2-Jan-12	Not Started	Conduct presentation on 2 year(2009-2011) measure to BOT		
GOALS	Utilize the existing two-year Assessment Planning Cycle							