GCC Plan Development
January 23, 2008

ORGANIZATIONS INVOLVED:	Guam Community College Market Research & Development, Inc.
AGENDA	o Statement of Guiding Principles o Review of Mission Statement o Review of Vision Statement o Specific Directions regarding CTE Plan

Discussion

I. Guiding Principles/Core values

The meeting began with a discussion of GCC's guiding principles or core values, listed as follows:

• Integrity	• Responsibility	• Performance and financial accountability
• Financial transparency	•	• Equal-opportunity practices
• Sensitivity to diverse cultures /competency	• Integrating different cultures with the community	• Demand-driven responsiveness to Guam's industry needs*

* Areas of Focus
- Community
  - Jobs/employment
  - Outreach efforts in the community and the region
- Industry
  - Worker shortages and skill deficiencies
  - Takes into account economic factors/issues, particularly the effects of the military buildup
- Government
  - Institutional alignment with the University, GPSS, and government in general (i.e. Legislature and Administration)
  - Aligning the college's offerings towards both community and industry needs as much as possible with particular emphasis on government impacts created by the military impact

These values, as well as the Mission Statement discussed below, must be evident in the formulation of the CTE/WIA/ISMP, particularly in the description of current activities.

II. Mission Statement

> ### GCC MISSION STATEMENT (Revised February 2005)
>
> 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 training that is premised on lifelong learning. GCC is committed to providing quality learning opportunities in occupational, vocational-technical[1], technological, academic, and continuing education reflective of our community and industry needs.

Discussion of key phrases:

- *"A regional focal point"*

  Guam acts as a melting pot for the different cultures within the Pacific Rim; Guam Community College is the most established community college within the region. It provides students with an accessible opportunity to branch out into a full four-year bachelor's course, or to develop marketable skills which they may choose to take back home or to another location of their choosing.

  This statement may be used to highlight and help develop GCC's outreach program through the formation of integral partnerships with other private and public sector training programs

- *"Lifelong learning,"* *"Quality learning"*

  "Lifelong learning" pertains to education as a continuous process. "Quality learning" is intentionally subjective; it can mean something different to each student/faculty/administration member, and will ideally apply in all cases. Both statements are aligned towards the accreditation requirements.

  GCC has the most advanced assessment system relative to other community colleges within the region. However, there is room for improvement; particularly within the areas:

---

[1] Minor note for the next revision of the Mission Statement – the phrase "vocational-technical" should be updated to "career-technical"

III. Vision Statement

> **GCC VISION STATEMENT (Revised February 2005)**
>
> 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.

Discussion of key phrases:

- *"...bringing together government agencies (...) and training entities to help develop a technically competent workforce"*
  There exists a definite need for improvement in this area. Currently, members of the community are not always aware of the expanse of GCC's service offerings – this can be assuaged by an improved marketing or exposure effort.

- *"Effective partnerships"*
  GCC is working to bring about regional/community cooperation, particularly relevant at this time on account of the impending military buildup.

  At this point in time, GCC's involvement regarding the military buildup is limited to the short-term goal of supplying skilled workers in the construction field, and the long-term goal of supplying the expanded local infrastructure with service industry workers.

  However, there exists an opportunity to explore GCC's involvement further.

- *"Finding responsible funding from reliable sources"*
  GCC needs to exert direct effort in terms of addressing this need. While of course a fundraising department exists, it lacks the manpower to explore this opportunity to its maximum capability.

IV. CTE Plan

Using the values, mission, and vision statement as a basis, the 2008-2012 plan should focus on improving the following points (open to revision):

1. Developing academic and CTE standards which will assist students into obtaining high-wage, high-growth and/or high-skill professions
2. Strengthening the curriculum, data collection method, and connections with the public and private sector in order to better respond to current workforce development demands;
3. Ensuring equal-opportunity accessibility to all CTE courses, programs, instructors, facilities, and technologies (i.e. web registry), regardless of SES status.
4. Increasing flexibility and accessibility in providing students with better opportunities regarding future endeavors – i.e., to be seen as a starting point for lifelong learning instead of a discrete education system;
5. Meeting certification requirements/standards
   - Immediate task: Procure a list of course requirements for different jobs/certifications (i.e. Automotive -> NCCER certification)
6. Meeting needs of high-growth, high-demand career areas:
   - Construction
   - Trades
   - Service
   - Education
   - Allied Health
7. Improving the outreach program; i.e. partnerships with other secondary and post-secondary institutions, the government, and the private sector;
8. Promoting GCC's service offerings to the public, possibly via a direct marketing effort.

V. Other Notes

A. Guam Community College is a member of the Pacific Post-Secondary Education Council (PPEC), an organization which brings together all the community colleges within the region. During meetings of the Council, members discuss:
   - Issues such as training requirements and transition agreements (i.e. credit transfers)
   - Opportunities as a region

Council meetings are normally held in Hawaii, the largest member state.

It should be noted that any tangible results from the PPEC meetings pertaining to GCC will prove useful in the development of all three plans.

B. Improving the career guidance system

Guam Community College
· April 18, 2008

MEETING
2:30-3:30 PM
GCC Conference Room

MEETING TYPE:	ISMP Strategic Planning Session
ORGANIZATIONS INVOLVED:	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

Guam Community College
Wednesday, April 23, 2008

MEETING
3:00-5:30 PM
GCC Conference Room

MEETING TYPE:	ISMP Core Planning Group Working Session

IN ATTENDANCE:

MR&D:	o Jay R. Merrill	*Chairman*
	o April Aranda	*Research Associate*
	1. Armstrong, John	*Faculty Senate*
	2. Benavente, Joe	*Academic Affairs Division*
	3. Camacho, John	*Administrative Services Division*
	4. Gogue, Cathy	*Communications & Promotions*
	5. Hartz, R. Gary	*Faculty Senate*
GUAM COMMUNITY COLLEGE	6. Perez, Doris	*Planning & Development*
	7. Ridgell, Reilly	*AAD: Trades & Professional Services*
	8. Sablan, Karen	*Assessment & Counseling*
	9. Santos, Carmen	*Vice President's Office, Business & Finance*
	10. Santos, Michelle	*AAD: Technology & Student Services*
	11. Somera, Rene Ray D.	*Academic Affairs Division*

AGENDA:
- o Review previous meeting minutes
- o Discuss strategic objectives

Revisions to Previous Article (Dated 20080418)

1. **Vision Statement**
   - o Should state that GCC focuses on internal collaboration/shared governance
   - o *Comment on "increased participation in community programs:* GCC has finite resources; it may not be able to commit to this item. However, it was agreed that as a strategic objective, this article does merit consideration.
2. Review of Guiding Principles
   - o *Section 7: Success Definition:* Add "Data richness/culture of evidence"

Strategic Objectives: 1: Improving Communications

I. External

A. **Objective: To help stakeholders to identify GCC's role in achieving their future goals**

B. **Branding Objectives**
   1. Become "a household name"
   2. Correct misperceptions regarding the college
      - For example, that it exists "just for trades (education)"
   3. Effectively communicate GCC's image, activities, and objectives to the public
   4. Consolidating positive perceptions
      - There are individuals who are happy with the GCC product - this message needs to be better communicated to the public

C. **Communication Vehicles**
   1. Print
   2. Radio/TV Media
   3. Electronic
   4. Word of mouth
      - Students
      - Administration
      - Faculty[1]

D. **Target audiences**
   1. General public
   2. Stakeholders
      - GCC plays a role in achieving the future goals of their stakeholders. GCC intends to help stakeholders identify and recognize these goals.
   3. Business community

E. **Specific methods**
   1. Improve buy-in from staff
   2. Gather data on a regular basis
      - Use as a basis for external and internal collaboration
      - Accessible, measurable means of examining GCC's dialog with the public & private sector
      - Provide and receive feedback
      - GCC has a Continuing Education (CE) departmentwhich conducts a similar function
   3. Use Advisory Council to establish dialog between the College and:
      - Industry
      - Community

---

[1] Faculty members connected with the industry receive more public recognition

4. (Ongoing communications plan) Effort needs to be cohesive
   - Review board?
   - Currently, there are several functions within GCC which act independently
   - Need to improve internal collaboration regarding the college's different departments

II. Internal Communications

A. <u>Problems with internal information flow</u>
   1. Protocol
      - Can be confusing/inefficient
      - Lacks internal acceptance
      - Timing
      - Needs refining
      - Occasionally results in individuals not receiving information at all
         o Staff cannot respond to questions when they haven't been educated
   2. Technology
      - Insufficient communications with offsite systems
         o Decreases internal responsiveness
      - As with external communication, needs to occur using multiple vehicles
         o Currently, com. is primarily conducted via e-mail
         o Individuals can have problems accessing data if this is available through only one source
   3. Decision-making

B. <u>Collaboration</u>
   1. Shared governance process
      - Lacks better understanding, thereby affecting effective collaboration
      - Needs to have better facilitation
   2. Information shared needs to be clear and consistent in order to decrease possibility of misunderstanding
      - Need to develop SOP for various functions of the college, e.g. travel, requisitions, policy,
   3. Broaden participation to include
      - Stakeholders
      - Students
      - Board members

C. <u>Lack of resources</u>
   1. Lack of funding
   2. "Not enough staff members working on solving communications issues"
   3. Infrastructural limitations
      - Particularly, but not limited to, offsite communications

MR&D

Next Meeting:

Schedule:
3. 2:30 PM on Friday, April 25, 2008
4. May occur at either the Westin Hotel or the College
   o MR&D will receive word from Joe Benavente.

Agenda:
5. Strategic Objectives: 2: Improving GCC 's Standards
   o Academic
   o Service
6. Strategic Objectives: 3: Becoming a Leading Participant in Community Assistance Programs

Guam Community College
Friday, April 25, 2008

MEETING
3:00-5:00 PM
Westin Hotel

MEETING TYPE:	ISMP Core Planning Group Working Session

IN ATTENDANCE:			
MR&D:	o	Jay R. Merrill	*Chairman*
	o	April Aranda	*Research Associate*
GUAM COMMUNITY COLLEGE	1.	Armstrong, John	*Faculty Senate*
	2.	Benavente, Joe	*Academic Affairs Division*
	3.	Blas, Frank	*Technology & Student Services*
	4.	Gogue, Cathy	*Communications & Promotions*
	5.	Munoz, Joey	*Academic Affairs Division*
	6.	Okada, Mary	*President, State Director*
	7.	Perez, Doris	*Planning & Development*
	8.	Santos, Carmen	*Vice President's Office, Business & Finance*
	9.	Somera, Rene Ray D.	*Academic Affairs Division*

AGENDA:
o Review previous meeting minutes
o Discuss strategic objectives

Strategic Objectives

I. Strategic Objective 1: Improving Communications (continuation)

[Continuation of discussion from 04/23/08.]

A. Important Points in Measuring Success
1. Gauge capacity/limitations
2. Estimate ability to commit to different objectives at different points in time

B. Points for Communication:
1. That the primary objective of the college is to provide quality education for its students.
2. The GCC brand characteristics

C. Success Metrics
1. Improved student retention
2. Higher graduation rates

3. Improved student transfer & placement[1] after graduation
   - Note: It would be ideal if students were to be placed within high-demand industries. However, this introduces a new objective – adaptability of available courses. GCC might respond to an industry demand at a given point in time, but will it be quick enough to respond once these demands change?
4. Improvement in students':
   - Socioeconomic status
   - Quality of life
   - Interest in lifelong learning
5. Increased Enrollment
   - Inclusive of the number of programs offered by the college
6. Improved funding
   - As based on the capability and capacity of administrative programs

D. **Target Audiences:**
   1. Community
      - This term is inclusive of students, industry members, employers, and so forth.
   2. Students
   3. Industry

II. Strategic Objective 2: Enriching Educational Opportunities

A. **Priority 1: Retain accreditation**
   1. Enhance current accreditation strategy to result in more efficient use

B. **Attend to the following educational services:**
   1. Programs
   2. Academic
   3. Career-Technical
   4. Adult Education
      - ESL
C. Consistently update available programs in alignment with:
   1. National and regional certification standards
   2. Industry demand
      - Improve adaptability: GCC should be able to quickly adapt to changes in industry demand
D. Incorporate other social aspects
   1. Cultural diversity
   2. Soft skills
      - Ability to survive in a social setting
      - Workforce ethics

---

[1] Ideally, within industries in demand

      o Have the student think of what s/he can do for the community, as opposed to being limited to keeping a job

E. Align with student learning outcomes

Next Meeting:

Schedule:
1. Monday, April 28, 2008 at 2:00 PM
   - GCC Conference Room
2. Wednesday

Agenda:
1. Strategic Objectives:
   - Improve GCC standards: Success Metrics
   - Being a leading participant in community assistance programs
2. Examine BOT Policy 100, with focus on applying the contents to the plan

From the Board of Trustees General Policy 100, Mission Statement:
    WHEREAS...
1. Guam Community College was created by Public Law 14-77 in 1977 to provide secondary and postsecondary educational programs with emphasis on vocational-technical education, adult and continuing education, community education, and short-term specialized training; and
2. The College seeks to meet the needs of Guam's youth and adult student clientele to achieve their career and quality of life goals; and
3. The College endeavors to be perceived by industry clients as a responsive and valued partner in serving the needs of a trained workforce; and
4. The College strives to provide a community of students, educators, and administrators all sharing an enthusiastic commitment to learning, student development, and staff professional development; and
5. The College seeks to satisfy our major financial supporters and to make them proud of the manner in which our mission objectives are met; and
6. The College must continue its long history of demonstrated effective management practices, fiscal responsibility, and academic integrity; and continuation as a leader responsive to the needs and concerns of our community in Guam and Micronesia demands that the institution's Mission Statement be reexamined periodically.

Guam Community College
Friday, April 25, 2008

MEETING
3:00-5:00 PM
Westin Hotel

MEETING TYPE:	ISMP Core Planning Group Working Session

IN ATTENDANCE:

MR&D:	o Jay R. Merrill	*Chairman*
	o April Aranda	*Research Associate*
GUAM COMMUNITY COLLEGE	1. Armstrong, John	*Faculty Senate*
	2. Benavente, Joe	*Academic Affairs Division*
	3. Blas, Frank	*Technology & Student Services*
	4. Gogue, Cathy	*Communications & Promotions*
	5. Munoz, Joey	*Academic Affairs Division*
	6. Okada, Mary	*President, State Director*
	7. Perez, Doris	*Planning & Development*
	8. Santos, Carmen	*Vice President's Office, Business & Finance*
	9. Somera, Rene Ray D.	*Academic Affairs Division*

AGENDA:
- o Review previous meeting minutes
- o Discuss strategic objectives

Strategic Objectives

I. Strategic Objective 1: Improving Communications (continuation)

[Continuation of discussion from 04/23/08.]

A. **Important Points in Measuring Success**
1. Gauge capacity/limitations
2. Estimate ability to commit to different objectives at different points in time

B. **Points for Communication:**
1. That the primary objective of the college is to provide quality education for its students.
2. The GCC brand characteristics

C. **Success Metrics**
1. Improved student retention
2. Higher graduation rates

3. Improved student transfer & placement[1] after graduation
    - Note: It would be ideal if students were to be placed within high-demand industries. However, this introduces a new objective – adaptability of available courses. GCC might respond to an industry demand at a given point in time, but will it be quick enough to respond once these demands change?
4. Improvement in students':
    - Socioeconomic status
    - Quality of life
    - Interest in lifelong learning
5. Increased Enrollment
    - Inclusive of the number of programs offered by the college
6. Improved funding
    - As based on the capability and capacity of administrative programs

D. **Target Audiences:**
   1. Community
       - This term is inclusive of students, industry members, employers, and so forth.
   2. Students
   3. Industry

II. Strategic Objective 2: Enriching Educational Opportunities

A. **Priority 1: Retain accreditation**
   1. Enhance current accreditation strategy to result in more efficient use

B. **Attend to the following educational services:**
   1. Programs
   2. Academic
   3. Career-Technical
   4. Adult Education
       - ESL
C. Consistently update available programs in alignment with:
   1. National and regional certification standards
   2. Industry demand
       - Improve adaptability: GCC should be able to quickly adapt to changes in industry demand
D. Incorporate other social aspects
   1. Cultural diversity
   2. Soft skills
       - Ability to survive in a social setting
       - Workforce ethics

---

[1] Ideally, within industries in demand

    o Have the student think of what s/he can do for the community, as opposed to being limited to keeping a job

E. Align with student learning outcomes

Next Meeting:

Schedule:
1. Monday, April 28, 2008 at 2:00 PM
   - GCC Conference Room
2. Wednesday

Agenda:
1. Strategic Objectives:
   - Improve GCC standards: Success Metrics
   - Being a leading participant in community assistance programs
2. Examine BOT Policy 100, with focus on applying the contents to the plan

From the Board of Trustees General Policy 100, Mission Statement:
WHEREAS...
1. Guam Community College was created by Public Law 14-77 in 1977 to provide secondary and postsecondary educational programs with emphasis on vocational-technical education, adult and continuing education, community education, and short-term specialized training; and
2. The College seeks to meet the needs of Guam's youth and adult student clientele to achieve their career and quality of life goals; and
3. The College endeavors to be perceived by industry clients as a responsive and valued partner in serving the needs of a trained workforce; and
4. The College strives to provide a community of students, educators, and administrators all sharing an enthusiastic commitment to learning, student development, and staff professional development; and
5. The College seeks to satisfy our major financial supporters and to make them proud of the manner in which our mission objectives are met; and
6. The College must continue its long history of demonstrated effective management practices, fiscal responsibility, and academic integrity; and continuation as a leader responsive to the needs and concerns of our community in Guam and Micronesia demands that the institution's Mission Statement be reexamined periodically.

Guam Community College
Wednesday, April 28, 2008

MEETING
2:00-4:00 PM
GCC Conference Room

MEETING TYPE:	ISMP Core Planning Group Working Session

IN ATTENDANCE:			
MR&D:	o	Jay R. Merrill	*Chairman*
	o	April Aranda	*Research Associate*
GUAM COMMUNITY COLLEGE	1.	Benavente, Joe	*Academic Affairs Division*
	2.	Blas, Frank	*Technology & Student Services*
	3.	Camacho, John	*Administrative Services Division*
	4.	Gogue, Cathy	*Communications & Promotions*
	5.	Munoz, Joey	*Academic Affairs Division*
	6.	Perez, Doris	*Planning & Development*
	7.	Somera, Rene Ray D.	*Academic Affairs Division*

Notes:
o "Strategic Objectives" have been renamed to "Strategic Initiatives."
o The contents of Initiative 3, "Being a participant in community development programs," are to be assimilated into the first two initiatives

Strategic Initiatives

I. Enriching Educational Opportunities: Retaining Accreditation

[Continuation of discussion from 04/25/08.]

A. <u>How does it affect the student?</u>
   1. This should be the main question while reviewing items for accreditation:
   2. Improving communications
      • External
         o In order to estimate of what the community needs
         o Helps placement of students in high-demand high-wage jobs
      • Internal
         o Enriching GCC educational opportunities
   3. Participation (/etc.) in community development programs
      • Revenue generation: Increased funding would allow for the expansion of programs and other educational opportunities

II. "Being a participant in community development programs"

> The tasks here – as with the other initiatives – need to be tied to a currently existing function within the College
>
> It was agreed that having this article as a primary initiative may take away from GCC's primary role as an educator. As such, this article is to be assimilated within the first two initiatives: a) Improving external and internal communications, and b) Enriching GCC educational opportunities

A. Relevance to BOT Policy 100
    1. Item #6: "continuation as a leader responsive to the needs and concerns of our community in Guam and Micronesia demands that the institution's Mission Statement be reexamined periodically."
    2. Advisory Council can provide guidance with the direction to be taken with regard to community assistance programs

B. Significance
    1. Improving GCC image/reputation
       • Reminds the public that what the College does affects the community
       • Projects an image of being more responsive

III. BOT Policy Review

A. Article 1
    1. Text: Guam Community College was created by Public Law 14-77 in 1977 to provide secondary and postsecondary educational programs with emphasis on vocational-technical education, adult and continuing education, community education, and short-term specialized training
    2. Relevant initiative/s:
       • #1: Improving Communications
       • #2: Enriching GCC Educational Opportunities

B. Article 2:
    1. Text: The College seeks to meet the needs of Guam's youth and adult student clientele to achieve their career and quality of life goals
    2. Relevant initiative/s:
       • #2: Enriching GCC Educational Opportunities

C. Article 3:
    1. Text: The College endeavors to be perceived by industry clients as a responsive and valued partner in serving the needs of a trained workforce
    2. Relevant initiative/s:
       • #1: Improving Communications

D. Article 4:
    1. Text: The College strives to provide a community of students, educators, and administrators all sharing an enthusiastic commitment to learning, student development, and staff professional development
    2. Relevant initiative/s:

- #1: Improving Communications
- #2: Enriching GCC Educational Opportunities

E. Article 5:
1. Text: The College seeks to satisfy our major financial supporters and to make them proud of the manner in which our mission objectives are met
2. Refers to fiscal responsibility and transparency
3. Affects GCC reputation and accreditation
4. Awkwardly worded
5. Relevant initiative/s:
   - #2: Enriching GCC Educational Opportunities

F. Article 6:
1. Text: The College must continue its long history of demonstrated effective management practices, fiscal responsibility, and academic integrity; and continuation as a leader responsive to the needs and concerns of our community in Guam and Micronesia demands that the institution's Mission Statement be reexamined periodically.
2. Refers to fiscal responsibility and transparency
3. Affects GCC reputation and accreditation
4. Awkwardly worded
5. Relevant initiative/s:
   - #2: Enriching GCC Educational Opportunities

Next Meeting:

Schedule:
1. Wednesday, April 30, 2008 at 2:00 PM
   - GCC Conference Room

Agenda:
1. Review Accreditation Reference Handbook
   - Examine how the plan conforms to the existing accreditation standards.

GCC: Strategic Initiatives - Discussion
Tuesday, June 3, 2008

MEETING TYPE:	Brainstorming session
ORGANIZATIONS INVOLVED:	Market Research & Development, Inc. Guam Community College

IN ATTENDANCE:			
MR&D:	o	Merrill, Jay R.	*Chairman*
	o	Aranda, April	*Research Associate*
GUAM COMMUNITY COLLEGE	1.	Benavente, Joe	*Academic Affairs Division*
	2.	Gogue, Cathy	*Communications & Promotions*
	3.	Reyes, Lolita	*Development & Alumni Relations*
	4.	Sukola, Kelly	*Academic Affairs Division*

AGENDA:

o To discuss near-term strategic initiatives, covering the following areas:
  - Pioneering
  - Educational excellence
  - Community Interaction
  - Dedicated Planning

Section 1: Pioneering

I. **To coordinate the development of a workforce needs assessment**

   A. <u>Work with the CTE Advisory Board to conduct a qualitative assessment of workforce development needs on Guam through the organizations it represents</u>
   1. Convene and establish the advisory council by July 1 2008, acting as lead agency. (Standards: IA1,IB4)
   2. Train advisory council members on how to establish basic educational and career and technical standards by July 31, 2008 (Standards: IB2,IVB1b)
   3. Devise and implement a survey of employers designed to assess the educational standards of their employees based upon the career and technical as well as basic educational standards set by the Advisory Council by September, 2008. (Standards IB4,IB5,IB7)
   4. Submit to the BOT a qualitative assessment of Guam's workforce development needs based upon the basic career and technical as well as basic educational standards established by the Advisory Council. (Standards IB3, IVB1b)

   B. <u>Develop a "workforce analysis" utilizing existing BLS, DOL and Qualitative CME advisory council information to inform BOT on the state of Guam's workforce.</u>
   1. Convene a "Workforce Analysis Task Force" comprised of analysts representing DOL, BLS, the Advisory Council, GCC and GPSS by July 1, 2008 (Standards IB4, IB3)

2. Develop an analytical design through the task force that would combine the qualitative information provided by the Advisory Council with published or available empirical data provided by BLS and DOL by August 1, 2008 (Standards IB3,IB4)
3. Prepare an analysis comparing local workforce skills with U.S. standards, and present those findings to the BOT and the public through the participating government agencies based upon available published data by Sept. 1, 2008. (Standards IB3,IB4)

II. To coordinate the development of a workforce development plan

A. Establish a platform from which to develop a workforce development plan
   1. Facilitate the Governor's issuance of an executive order to empower, GCC in cooperation with DOL, to create a Workforce Development Plan for Guam by September 15, 2008. (Standards IB1, IB5)
   2. Lead a grantwriting effort to fund the development of the plan in cooperation with the Department of labor.(Standards: IIID2c)

B. Successfully manage the development and communication of the findings of the plan
   1. Create a plan design based upon the workforce needs assessment that offersa means of measurably improving overall workforce skills on Guam by October 1,2008). (Standards IB3, IB4,IB5)
   2. Prepare the plan with the participation of the Advisory Council, DOL and GPSS by December 1, 2008 (Standards: IB4)
   3. Prepare a set of recommendations to the BOT based upon the plan to facilitate GCC's development of curriculum, student enrichment programs, and resource enhancements necessary to fulfill GCC's role in the implementation of the plan by December 31, 2008. (Standards: IB5, IB6, IIA1a, IIA1b)

III. To develop a program to partner with private workforce training providers

A. Establish a cooperative solicitation program for existing training programs and those anticipated to be coming to Guam.
   1. Develop a business plan for a training services program funded through fees charged businesses that request training services and students who participate in the programs by October 1, 2008 (Standards: IIID2c)
   2. Obtain support from JGPO for the private services training initiative by October 1, 2008 (Standards: IB4)
   3. Present to NAVFAC and selected prime contractors managing the build-out, the plan and how it can assist contractors, October 15, 2008 (Standards:IB4)

B. Develop a statutory requirement for the coordination of private and public career and technical training assets
   1. Revise regulations governing GEDCA QC awards to require that all training activities conducted by QC recipients be designed to meet the career and technical education as well as the basic educational requirements set by the Advisory Council by December 31, 2008 (Standards: IB5)
   2. Change business licensing regulations to require career and technical training businesses comply with basic education and career and technical education standards as determined by the Advisory Council by December 31,2008 (Standards: IB5)

Section 2: Educational Excellence

I. **To maintain accreditation and enhance student enrichment programs**

   A. Expand the general education curriculum to include humanities and fine arts, as recommended by the ACCJC team report.

   B. Work with the curriculum committee to develop and conduct a survey on students to get their input on programs and services that they would like the college to pursue and implement.

   C. Ensure that all departments/units of the college are up-to-date with their two-year assessment cycle.

   D. Initiate a dialogue within Student Services to seek input on how best to do student assessment holistically, as recommended by the ACCJC team report.

II. **To link program effectiveness, institutional effectiveness and resource allocation to student learning outcomes**

   A. Organize and publish an institutional booklet that defines SLOs.

   B. Utilize the ACCJC assessment template to incorporate program effectiveness, institutional effectiveness and resource allocation to show linkage of SLO in each category.

   C. Develop a policy that would require the linkage of SLOs to program effectiveness, institutional effectiveness, and resource allocation in TractDat.

III. **To develop a culture at GCC to 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 GCCs vision**

   A. Design and develop the measurement rubric that link SLOs to program performance, institutional effectiveness, and resource allocation.

   B. Provide training to faculty, staff, and administrators on how to link SLOs to program performance, institutional effectiveness, and resource allocation.

   C. Sustain and publish existing reports i.e., Accreditation Self-Study Report, Annual Institutional Assessment Report, and GCC's Annual Report highlighting the college's efforts and success in its goal to continuously improve SLOs in its program offerings.

Section 3: Community Interaction

I. **To develop a marketing plan which helps to enhance GCC's brand identity**

    A. <u>Conduct baseline consumer and business research among GCC's target markets (students and employers) to identify awareness of, and affinity for the services GCC offers by August 15, 2008. The research should provide both empirical and qualitative measures of the community's feelings towards GCC (Standards:IA1, IB4,IB6)</u>

        1. Outsourcing
- Release an RFP for developing and conducting the research
- Funding: President's Promotional Funds, etc.

    B. <u>Develop a brand identity that has six recognizable and measurable characteristics: it must be targeted, clear, meaningful, consistent, recognizable and actionable by October 1, 2008. (Standards: IB4)</u>

        1. Give back to the community
        2. Increase communications budget
- Current: around 60k
- Budget should be around 500k-1m

        3. Find out average communications budget of similar schools - but also factor in the increased communication needs due to the military buildup

    C. <u>Incorporate all existing communications devices into the new brand and make necessary changes to reflect the new strategy.Particular attention must be given to MyGCC, by October 1, 2008 (Standards: IB5)</u>

II. **To improve collaborative effort between GCC and the private sector**

    A. *Resources:*
        1. Institutional researcher
        2. Assessment team
        3. CTE Advisory Council

    B. *Opportunities:*
        1. Improve staffing within Communications & Promotions Office
- Recruitment supervisor (as recruitment accounts for approx. 2.7M of revenue)
- Public relations division

    C. <u>Facilitate the funding for and the (research) design of the workforce needs assessment</u>

    D. <u>To develop a program identity and business plan for GCC's contract training function</u>

    E. <u>To develop a strategic philanthropic plan</u>
        1. Special Events
        2. Annual Giving
        3. Planned Giving (endowment)
        4. Capital campaigns (grants &/scholarships)
        5. Alumni

III. To increase enrollment at GCC

A. Develop a targeted sales campaign among GPSS students and employees accessed through GCC's association with business service organizations. The campaign must be ready with television, print, radio and internet messaging by Sept. 15, 2008. (Standards: IB5, IIID2c)

B. Set enrollment targets based upon financial requirements of the institution and its service capabilities by Sept 30, 2008 (Standards: IIID1b)

C. Develop an enrollment plan
   1. Target audiences
      - Secondary students - 50% (including, but not limited to the GPSS)
      - Adult education and postsecondary students - 25%
      - Continuing education and special populations - 25%
   2. Components
      - Advertising activities
         o Brochures
         o TV
         o Satellite
      - Outreach activities
         o Mall activities (to build awareness)
         o Improve presence within the employer organizations on Guam (e.g. Currently not implemented, but investigate the possibility of active solicitation towards businesses and high schools)
         o Expand and develop the on-site counseling programs offered by GCC within secondary institutions
         o Possibility of holding an annual Open House event (similar to UOG's Charter Day)
         o To increase revenues through private donations, fees and grants

Section 4: Dedicated Planning

I. To create a selection, training and briefing program for members of GCC's Board of Trustees

II. To establish a set of overall measures of institutional effectiveness linking measures of brand effectiveness and institutional effectiveness

III. To incorporate the Technology Plan and the Facilities Plan into the Institutional Strategic Master Plan

MR&D

GCC: Strategic Initiatives - Discussion
Tuesday, June 3, 2008

MEETING
3:00 - 5:00 PM
GCC Conference Room

MEETING TYPE:	Brainstorming session
ORGANIZATIONS INVOLVED:	Market Research & Development, Inc. Guam Community College

IN ATTENDANCE:

MR&D:	o	Merrill, Jay R.	*Chairman*
	o	Aranda, April	*Research Associate*
GUAM COMMUNITY COLLEGE	1.	Benavente, Joe	*Academic Affairs Division*
	2.	Gogue, Cathy	*Communications & Promotions*
	3.	Reyes, Lolita	*Development & Alumni Relations*
	4.	Sukola, Kelly	*Academic Affairs Division*

AGENDA:

o   To discuss near-term strategic initiatives, covering the following areas:
- Pioneering
- Educational excellence
- Community Interaction
- Dedicated Planning

Section 1: Pioneering

I.   **To coordinate the development of a workforce needs assessment**

A.   <u>Work with the CTE Advisory Board to conduct a qualitative assessment of workforce development needs on Guam through the organizations it represents</u>

1.   Convene and establish the advisory council by July 1 2008, acting as lead agency. (Standards: IA1,IB4)
2.   Train advisory council members on how to establish basic educational and career and technical standards by July 31, 2008 (Standards: IB2,IVB1b)
3.   Devise and implement a survey of employers designed to assess the educational standards of their employees based upon the career and technical as well as basic educational standards set by the Advisory Council by September, 2008. (Standards IB4,IB5,IB7)
4.   Submit to the BOT a qualitative assessment of Guam's workforce development needs based upon the basic career and technical as well as basic educational standards established by the Advisory Council. (Standards IB3, IVB1b)

B.   <u>Develop a "workforce analysis" utilizing existing BLS, DOL and Qualitative CME advisory council information to inform BOT on the state of Guam's workforce.</u>

1.   Convene a "Workforce Analysis Task Force" comprised of analysts representing DOL, BLS, the Advisory Council, GCC and GPSS by July 1, 2008 (Standards IB4, IB3)

2. Develop an analytical design through the task force that would combine the qualitative information provided by the Advisory Council with published or available empirical data provided by BLS and DOL by August 1, 2008 (Standards IB3,IB4)

3. Prepare an analysis comparing local workforce skills with U.S. standards, and present those findings to the BOT and the public through the participating government agencies based upon available published data by Sept. 1, 2008. (Standards IB3,IB4)

II. To coordinate the development of a workforce development plan

A. Establish a platform from which to develop a workforce development plan
   1. Facilitate the Governor's issuance of an executive order to empower, GCC in cooperation with DOL, to create a Workforce Development Plan for Guam by September 15, 2008. (Standards IB1, IB5)
   2. Lead a grantwriting effort to fund the development of the plan in cooperation with the Department of labor.(Standards: IIID2c)

B. Successfully manage the development and communication of the findings of the plan
   1. Create a plan design based upon the workforce needs assessment that offersa means of measurably improving overall workforce skills on Guam by October 1,2008). (Standards IB3, IB4,IB5)
   2. Prepare the plan with the participation of the Advisory Council, DOL and GPSS by December 1, 2008 (Standards: IB4)
   3. Prepare a set of recommendations to the BOT based upon the plan to facilitate GCC's development of curriculum, student enrichment programs, and resource enhancements necessary to fulfill GCC's role in the implementation of the plan by December 31, 2008. (Standards: IB5, IB6, IIA1a, IIA1b)

III. To develop a program to partner with private workforce training providers

A. Establish a cooperative solicitation program for existing training programs and those anticipated to be coming to Guam.
   1. Develop a business plan for a training services program funded through fees charged businesses that request training services and students who participate in the programs by October 1, 2008 (Standards: IIID2c)
   2. Obtain support from JGPO for the private services training initiative by October 1, 2008 (Standards: IB4)
   3. Present to NAVFAC and selected prime contractors managing the build-out, the plan and how it can assist contractors, October 15, 2008 (Standards:IB4)

B. Develop a statutory requirement for the coordination of private and public career and technical training assets
   1. Revise regulations governing GEDCA QC awards to require that all training activities conducted by QC recipients be designed to meet the career and technical education as well as the basic educational requirements set by the Advisory Council by December 31, 2008 (Standards: IB5)
   2. Change business licensing regulations to require career and technical training businesses comply with basic education and career and technical education standards as determined by the Advisory Council by December 31,2008 (Standards: IB5)

Section 2: Educational Excellence

I. **To maintain accreditation and enhance student enrichment programs**

   A. Expand the general education curriculum to include humanities and fine arts, as recommended by the ACCJC team report.

   B. Work with the curriculum committee to develop and conduct a survey on students to get their input on programs and services that they would like the college to pursue and implement.

   C. Ensure that all departments/units of the college are up-to-date with their two-year assessment cycle.

   D. Initiate a dialogue within Student Services to seek input on how best to do student assessment holistically, as recommended by the ACCJC team report.

II. **To link program effectiveness, institutional effectiveness and resource allocation to student learning outcomes**

   A. Organize and publish an institutional booklet that defines SLOs.

   B. Utilize the ACCJC assessment template to incorporate program effectiveness, institutional effectiveness and resource allocation to show linkage of SLO in each category.

   C. Develop a policy that would require the linkage of SLOs to program effectiveness, institutional effectiveness, and resource allocation in TractDat.

III. **To develop a culture at GCC to 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 GCCs vision**

   A. Design and develop the measurement rubric that link SLOs to program performance, institutional effectiveness, and resource allocation.

   B. Provide training to faculty, staff, and administrators on how to link SLOs to program performance, institutional effectiveness, and resource allocation.

   C. Sustain and publish existing reports i.e., Accreditation Self-Study Report, Annual Institutional Assessment Report, and GCC's Annual Report highlighting the college's efforts and success in its goal to continuously improve SLOs in its program offerings.

Section 3: Community Interaction

I. **To develop a marketing plan which helps to enhance GCC's brand identity**

    A. <u>Conduct baseline consumer and business research among GCC's target markets (students and employers) to identify awareness of, and affinity for the services GCC offers by August 15, 2008. The research should provide both empirical and qualitative measures of the community's feelings towards GCC (Standards:IA1, IB4,IB6)</u>

        1. Outsourcing
- Release an RFP for developing and conducting the research
- Funding: President's Promotional Funds, etc.

    B. <u>Develop a brand identity that has six recognizable and measurable characteristics: it must be targeted, clear, meaningful, consistent, recognizable and actionable by October 1, 2008. (Standards: IB4)</u>

        1. Give back to the community
        2. Increase communications budget
- Current: around 60k
- Budget should be around 500k-1m

        3. Find out average communications budget of similar schools - but also factor in the increased communication needs due to the military buildup

    C. <u>Incorporate all existing communications devices into the new brand and make necessary changes to reflect the new strategy.Particular attention must be given to MyGCC, by October 1, 2008 (Standards: IB5)</u>

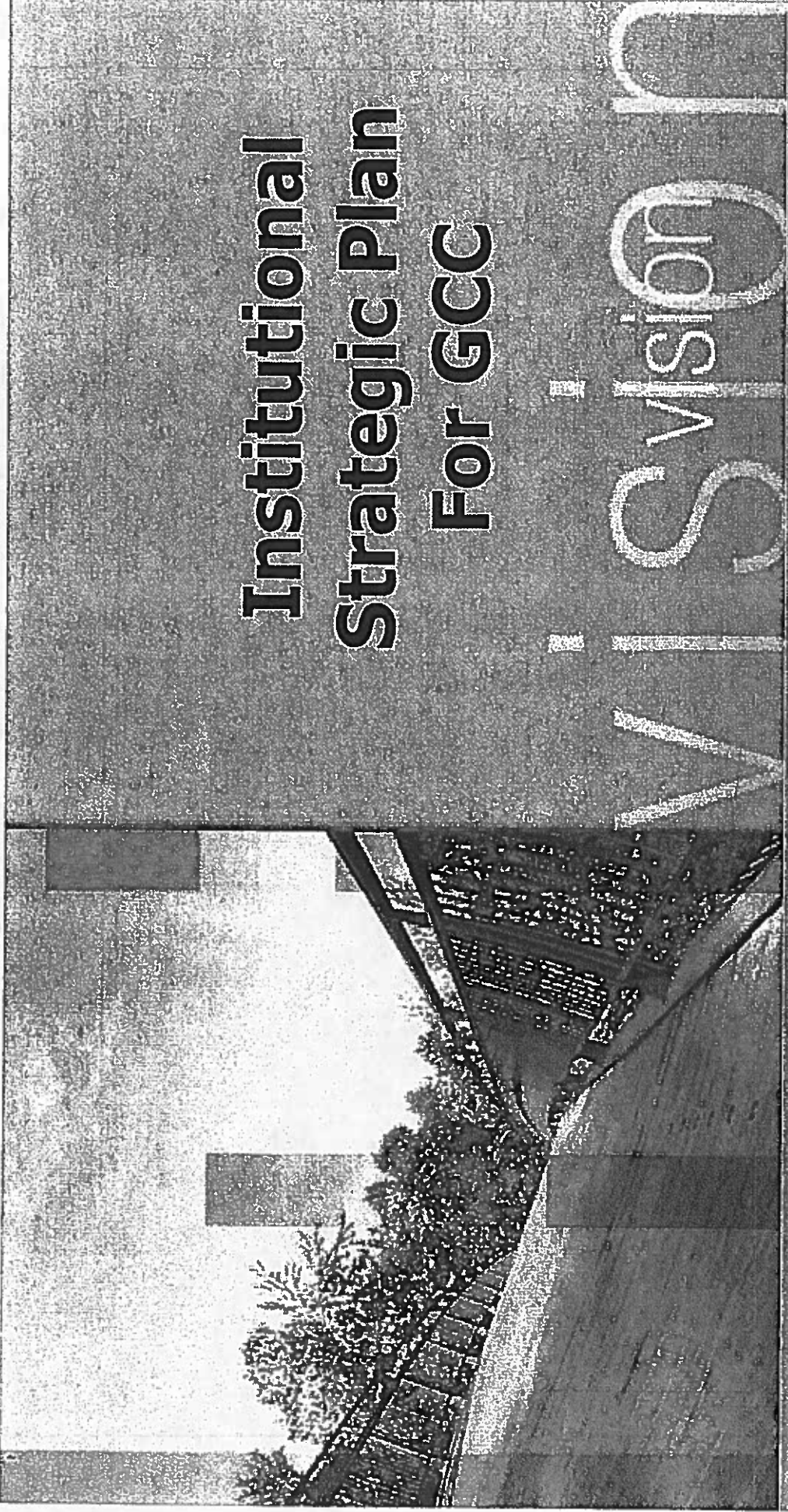II. **To improve collaborative effort between GCC and the private sector**

    A. *Resources:*
        1. Institutional researcher
        2. Assessment team
        3. CTE Advisory Council

    B. *Opportunities:*
        1. Improve staffing within Communications & Promotions Office
- Recruitment supervisor (as recruitment accounts for approx. 2.7M of revenue)
- Public relations division

    C. <u>Facilitate the funding for and the (research) design of the workforce needs assessment</u>

    D. <u>To develop a program identity and business plan for GCC's contract training function</u>

    E. <u>To develop a strategic philanthropic plan</u>
        1. Special Events
        2. Annual Giving
        3. Planned Giving (endowment)
        4. Capital campaigns (grants &/scholarships)
        5. Alumni

III. To increase enrollment at GCC

A. Develop a targeted sales campaign among GPSS students and employees accessed through GCC's association with business service organizations. The campaign must be ready with television, print, radio and internet messaging by Sept. 15, 2008. (Standards: IB5, IIID2c)

B. Set enrollment targets based upon financial requirements of the institution and its service capabilities by Sept 30, 2008 (Standards: IIID1b)

C. Develop an enrollment plan
   1. Target audiences
      - Secondary students - 50% (including, but not limited to the GPSS)
      - Adult education and postsecondary students - 25%
      - Continuing education and special populations - 25%
   2. Components
      - Advertising activities
        o Brochures
        o TV
        o Satellite
      - Outreach activities
        o Mall activities (to build awareness)
        o Improve presence within the employer organizations on Guam (e.g. Currently not implemented, but investigate the possibility of active solicitation towards businesses and high schools)
        o Expand and develop the on-site counseling programs offered by GCC within secondary institutions
        o Possibility of holding an annual Open House event (similar to UOG's Charter Day)
        o To increase revenues through private donations, fees and grants

Section 4: Dedicated Planning

I. To create a selection, training and briefing program for members of GCC's Board of Trustees

II. To establish a set of overall measures of institutional effectiveness linking measures of brand effectiveness and institutional effectiveness

III. To incorporate the Technology Plan and the Facilities Plan into the Institutional Strategic Master Plan

Institutional Strategic Plan For GCC

Vision

Market Research & Development, Inc.

GCC
Glendale Community College
Knowledge Community College

What Are We Doing?

Vision

- What is the ISMP?
  - An Accreditation Maintenance & Management Plan?
  - A Facilities Master Plan?
  - A Technology Master Plan?
  - An Integrated Institutional Marketing Plan?
  - A Combination of Two or More of These Options?
  - How Does the CTE Plan and the WIA Plan Relates to the ISMP?

Possible Goals

- Achieve reaffirmation of accreditation by the Accrediting Commission of Community Colleges and Junior Colleges (ACCJC) in the year 2011.

- Increase student enrollment and retention rates by 5% each year for the next five years.

- Increase revenue by 5% each year for the next five years.

- Launch an aggressive marketing campaign to increase awareness of GCC's programs and services to the community and increase private and public partnerships.

vision

GCC

Knowledge. Community. Culture.

Core Values

- Student Centered
- Learning-Centered
- Excellence
- Diversity
- Service
- Integrity

Vision

Institutional Priorities

- Enhance the College's reputation, visibility and influence.

- Enhance learning by focusing on the institution's priorities; teaching, student learning and service.

- Develop a cohesive campus community based on strong shared governance, excellent communication and mutual respect.

- Develop a culture of assessment to enhance institutional outcomes.

- Increase enrollment, retention rate and graduation rate of Adult High School, GED, Certificate and Degree Program students

- Enhance the diversity and inclusiveness of students, faculty, staff, and curriculum

- Increase resources to the College

- Strategically manage resources among divisions and departments based on institutional priorities.

vision

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?

GCC ISMP Development

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.

GCC ISMP Development

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. workforce 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 GGC.
  - 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 GGC's 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)

GCC ISMP Development

Strategic Objectives

Community Involvement:

- To develop an enrollment recruitment program to increase enrollment at GCC by X% of 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.

GCC ISMP Development

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.