

INSTITUTIONAL STRATEGIC MASTER PLAN 2014-2020

Guam Community College

As of August 2017
Planning and Development Department
Sustainability Office



PLANNING & DEVELOPMENT DEPARTMENT

MEMORANDUM

TO: President
FROM: Assistant Director
SUBJECT: ISMP Tracking Report – August 2017
DATE: October 19, 2017

Through P&D's Sustainability Office, the ISMP's four goals, associated initiatives, and fifteen activity performance measures were explored, related major GCC documents (e.g., Informational Technology Strategic Plan, Physical Master Plan, Data Driven Dedicated Planning, Marketing Plan, etc.) were researched, and processes (WinWin, Curriculum Review Cycle, Assessment Cycle, etc.) were reviewed. Over a five-week period ending September 2017, this analysis process, coupled with interviews, email correspondences, and communicating via telephone were conducted with individuals who had directly or indirectly completed the ISMP Tracking Template on October 2014 was accomplished.

Attached for your review and feedback are two documents – the ISMP Abstract [attachment 1] and the Institutional Strategic Master Plan (ISMP) 2014-2020 Tracking Template which covers October 2014 to August 2017 [attachment 2]. While the Abstract readily identifies each activity's "key finding" and recommendation, the ISMP Tracking Template provides the detail and evidence from October 2014 – August 2017.

Thank you for allowing us to share our analysis and we welcome the opportunity to discuss the content of this memo with you at your convenience.

APPROVED:

DR. MARY A. Y. OKADA
PRESIDENT



GOAL#1 ~ RETENTION AND COMPLETION

Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce

INITIATIVE # 1: Student Centered Learning

Incorporate the student-centered learning module into the curriculum and the classroom.

ACTIVITY # 1: Address the curriculum improvement recommendations contained within the Annual Institutional Assessment Reports.

Performance Measure: Establish a systematic cycle of curriculum review in line with the Two-Year Assessment Cycle Schedule as the institution implements improvements based on the results of assessment documented in the Annual Institutional Assessment Reports.

Percent Completion: 100%

KEY FINDINGS:

- In Fall 2014, the Annual Curriculum Review Cycle Schedule in conjunction with the Two-Year Assessment Cycle Schedule was established as GCC’s systematic cycle for curriculum review.
- Beginning Fall 2017, the Curriculum Review Committee (CRC) replaced the Learning Outcomes Committee (LOC). CRC is now responsible for overseeing the curricular development process.

RECOMMENDATION:

- Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.
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ACTIVITY # 2: Explore the current student data available in the Banner Student Information System to expand the possibilities for them to obtain a degree or certificate.

Performance Measure: Identification of students who have completed 45 credits or more and who have not received a degree or certificate in their declared program of study.

Percent Completion: 100%

KEY FINDINGS:

- In Fall 2014, the Enrollment Services Department was charged to implement the Win-Win Retention project which is to contact and primarily assist students, having acquired at least 45 credits but left without attaining credential (degree/certificate) or his/her educational goal.
- A systematic process to continuously and consistently review students’ progress towards graduation is not evident.

RECOMMENDATION:

- Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.
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GOAL#1 ~ RETENTION AND COMPLETION

Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce

INITIATIVE # 2: Professional Development

Strengthen the professional development support for faculty to effectively implement the student-centered teaching method.

ACTIVITY # 1: Extend the College’s achievement of Sustainable Continuous Quality Improvement on the ACCJC Rubric for Evaluating Institutional Effectiveness through a revisit of the student learning outcomes published in the College catalog.

Performance Measure: The publication of a Student Learning Outcomes Handbook which guides the College on best practices for developing and refining student learning outcomes that are measurable and identifies the learning that students should achieve.

Percent Completion: 100%

KEY FINDINGS:

- The Student Learning Outcomes (SLOs) and Curriculum Mapping Handbook, initially published in 2011, have been continuously updated to ensure improvement in teaching and student learning.
- Every semester, the associate dean (School of Trades and Professional Services) facilitates the Best Practice training session to share programmatic approaches to achieve positive changes in student attitudes or academic behavior.

RECOMMENDATION:

- Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.
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ACTIVITY # 2: Develop and implement a Comprehensive and Unified Professional Development Plan for all employees that promote student success.

Performance Measure: Fall and Spring PD activities align with the Institutional Priorities for Professional Development.

Percent Completion: 100%

KEY FINDINGS:

- Since 2015, the Comprehensive Professional Development Plan has evolved from its 2009 version. The CPDP now incorporates staff and administrators’ professional development, along with faculty professional development.
- Professional development are requested, documented and maintained based on the type of funding used. For example, PDRC maintains information on faculty’s professional development activity supported by its fund.

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GOAL#1 ~ RETENTION AND COMPLETION

Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce

RECOMMENDATION:

- The tracking, reporting, or sharing of professional development activities should be assigned to a specific unit/department.
- Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

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GOAL#2 ~ CONDUCTIVE LEARNING ENVIRONMENT

Transform the campus into a facility conducive for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.

INITIATIVE # 1: Physical Master Plan

Enhance and monitor the College’s Facilities Master Plan to keep pace with institutional growth and educational projections and priorities.

ACTIVITY # 1: Update the Facilities Master Plan, a component of the ISMP that is up for an update in 2015. Assessment data informs the decisions and planning incorporated into the document updates.

Performance Measure: The Vice President for Finance and Administration and the Assistant Director for AIER have updated the Budget Training and requirements and the TracDat assessment management system configuration to align budget goals, performance indicators, and performance outcomes with assessment unit Student Learning Outcomes, means of assessment, and assessment report for results and implementation.

Percent Completion: 100%

KEY FINDINGS:

- A systematic procedure has been established within the assessment cycle and the budget development process. Departments can incorporate assessment data to document budget needs. Additionally, departments are required to align its goals, objectives, performance indicators, and proposed outcomes into its assessment plan.
- The 2017-2021 Strategic Resource Plan represents “a Five-Year Strategic Resource Plan (FYSRP)” to guide financial decisions. FYSRP integrates other institutional plans including the GCC Physical Master Plan, 2015-2020, Institutional Strategic Master Plan, 2014-2020, Information Technology Strategic Plan, Five Year Distance Education Strategic Plan, 2015-2020, Comprehensive Professional Development Plan, Institutional Priorities for AY2015-2020 Professional Development, GCC Marketing Plan 2017-2020, and the Comprehensive Institutional Assessment Plan for Programs, Services, Administrative Units and the Board of Trustees.
- The GCC Physical Master Plan, 2015-2020, a component of the ISMP, serves to address the growth of campus facilities, classrooms, parking structures and infrastructure, based on a projected enrollment increase between 3-7% annually.

RECOMMENDATION:

- Baseline data needed to track, monitor and assess the success of this performance measure is difficult.
- Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

ACTIVITY # 2: Administer the Community College Survey of Student Engagement (CCSSE), an assessment tool that provides information on student engagement, a key indicator of learning and, therefore, of the quality of community college.

Performance Measure: The CCSSE is scheduled to be administered in the Spring of 2015 and every spring thereafter, funding allowed. The College had administered the Faces of the Future Survey instrument in the past; however, ACT has discontinued its survey services.

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GOAL#2 ~ CONDUCTIVE LEARNING ENVIRONMENT

Transform the campus into a facility conducive for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.

Percent Completion: 90%

Key FINDINGS:

- AIER is finalizing the CCSSE Spring 2016 survey results (report); Spring 2015 survey was not conducted.
- AIER will administer the Spring 2018 CCSSE survey.

RECOMMENDATION:

- Provide a timeline of percent completion for clarification.
 - Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.
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INITIATIVE # 2: Participatory Governance

Strengthen the participatory governance process to ensure that all stakeholders understand their role in collaborative governance.

ACTIVITY # 1: Develop a Participatory Governance Structure Handbook containing a detailed description of each governance unit, i.e. Faculty Senate, Staff Senate, and Council for Postsecondary Student Affairs (COPSA), to serve as a guide for the campus.

Performance Measure: The Participatory Governance Structure Handbook contains the history of participatory governance at the College and presents a diagram of the current structure in place with a detailed description of each body within the structure.

Percent Completion: 90%

KEY FINDINGS:

- In 2014, staff, faculty, students, and administrators collaboratively created the Participatory Governance Structure Handbook. The Handbook is scheduled to be updated and published November 2017.
- Training is tentatively scheduled for January 2018. Training will complete this activity's performance measure (10% completion status).

RECOMMENDATION:

- The percent completion of this performance measure needs to be validated.
 - Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.
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GOAL#2 ~ CONDUCTIVE LEARNING ENVIRONMENT

Transform the campus into a facility conducive for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.

ACTIVITY # 2: Coordinate the documentation and recording of the activities and accomplishments of each governance unit into a regular and systematic archive of evidence at AIER and online on MyGCC.

Performance Measure: With the upgrade of the MyGCC portal, each governance body and the committees under each have a dedicated web site where agendas, minutes, and other committee documentation may be uploaded for access by everyone; and, the portal sites have various collaboration tools that are available, such as blogs, message boards, calendars, events, and other online resources that support anytime, anywhere access and feedback. A Comprehensive Inventory of archived governance documents available online on the MyGCC portal.

Percent Completion: 100%

KEY FINDINGS:

- Since 2014, governance body and committee upload (agendas, minutes, etc.) have been sporadic on the MyGCC portal.
- System upgrades and the Participatory Governance Structure Handbook improved the process to upload on the portal.
- To date, COPSA continuously uploads on MyGCC, while all other governance units are progressing.

RECOMMENDATION:

- A process to systematically corroborate information on MyGCC should be developed and maintained.
- Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

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GOAL#3 ~ IMPROVEMENT AND ACCOUNTABILITY

Enhance the existing integrated planning, review, and evaluation processes that provide for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability.

INITIATIVE # 1: Financial/Resource Allocation Master Plan

Update the College’s existing institutional Financial/ Resource Allocation Master Plan to align with the College’s new Institutional Strategic Master Plan vision, mission, and goals.

ACTIVITY # 1: Link Assessments to Departmental and Institutional Plans that are carefully crafted and executed to support the maximum use of the available resources and increases administrative efficiency throughout the College’s operations.

Performance Measure: An identification of key initiatives to refine and potentially automate the paper-driven and manual processes in place presents opportunities for additional or refined goal updates in current plans.

Percent Completion: 100%

KEY FINDINGS:

- Acalog an electronic process to manage and make the catalog accessible to students was implemented Fall 2014 to replace the paper-driven curricula review and approval process.
- Through TracDat, academic and non-academic departments participate in GCC’s Two-Year Assessment Cycle, which includes developing an Assessment Plan, gathering data (Data Collection Status), reporting assessment results (Assessment Report), and implementing the use of assessment results (Implementation Status). Additionally, academic departments participate in GCC’s Annual Curriculum Review Cycle. Within the Two-Year Assessment Cycle process, authors identify budget to address Student Learning Outcomes and Administrative Unit Outcomes and becomes the basis for the department’s annual budget request. Although the departmental budget request is also affected by intuitional priorities, the established process of using data to drive budget is linked to Activity 1 but not to the *performance measure*.
- It is difficult to measure, track, monitor, or assess the success of this performance measure without baseline data.

RECOMMENDATION:

- Conduct a yearly training session for new users of Acalog and its linkage to TRACDAT.
- Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

ACTIVITY # 2: Revisit the College’s Information Technology Strategic Plan (ITSP), a component of the Institutional Strategic Master Plan and its priorities.

Performance Measure: The College Technology Committee and MIS develop and present the budget priorities for use of the Technology Fee and other resources every academic year.

Percent Completion: 97.5%

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GOAL#3 ~ IMPROVEMENT AND ACCOUNTABILITY

Enhance the existing integrated planning, review, and evaluation processes that provide for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability.

KEY FINDINGS:

- The College Technology Committee was renamed the Technology Working Group, Fall 2017.
- ITSP, adopted in April 2006, was last revised March 2009.
- ITSP identified six strategic goals along with a question – *How do we know we did it?* – to determine whether the strategic goal was realized.
- The percent completion of this performance measure is based on a rating scale updated by the MIS Administrator. The 2.5% remaining percent completion entails the overall percentage completion of updated strategic goals.

RECOMMENDATION:

- Provide a timeline to complete performance measure and activity.
 - Establish and provide baseline data to measure, track, monitor and assess the success realizing established performance measure.
 - Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.
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INITIATIVE # 2: Institutional Assessment System and Program Review

Utilize the institution’s assessment system and program review to evaluate the effectiveness of the College’s resource allocation process.

ACTIVITY # 1: Assess the effectiveness of the College’s Resource Allocation Process utilizing the Institution’s Assessment System and Program Review.

Performance Measure: The GCC Data Driven Dedicated Planning (3DP) Framework and the discussion of specific examples of the 3DP process in play is an important representation of the College’s Resource Allocation Model.

Percent Completion: 100%

KEY FINDINGS:

- In 2014, AIER developed the GCC Data Driven Dedicated Planning (3DP) Framework.
- Validating the use of the 3DP framework is unclear.

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GOAL#3 ~ IMPROVEMENT AND ACCOUNTABILITY

Enhance the existing integrated planning, review, and evaluation processes that provide for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability.

RECOMMENDATION:

- Provide training on how to systematically and routinely use data to guide decision making process and program improvement.
- Establish baseline data to measure, track, monitor and assess the success realizing established performance measure.
- Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.



GOAL#4 ~ VISABILITY AND ENGAGEMENT

Promote the Guam Community College brand to achieve regional, national, and international recognition.

INITIATIVE # 1: The GCC Brand

Market and highlight the GCC Brand

ACTIVITY # 1: Develop a 5-year marketing plan to promote the GCC brand and to provide awareness of the educational and workforce development programs that the College has to offer.

Performance Measure: A 5-year marketing plan is developed.

Percent Completion: 100%

KEY FINDINGS:

- Collegiate events delayed the process of developing the initial 5-year marketing plan. The three year GCC Marketing Plan 2017-2020 was developed and updated December 2016.
- The Marketing Plan contains two initiatives – *Marketing and highlight the GCC brand* and *Promote internationalizing our campus.*

RECOMMENDATION:

- Quantifiable measure to track, monitor, and assess the success of established performance metric will be difficult without baseline data.
 - Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.
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ACTIVITY # 2: Create series of 1-2 minute marketing videos that highlight GCC’s real time classroom action to include student success testimonials and to showcase the College’s modernized facilities.

Performance Measure: Create College Access Challenge Grant Program (CACGP) video to promote program and attendance at GCC after high school.

Percent Completion: 100%

KEY FINDINGS:

- Two (2) CACGP videos have been created and uploaded on YouTube. Additionally, forty-three (43) videos have been created and uploaded.

RECOMMENDATION:

- Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.



GOAL#4 ~ VISABILITY AND ENGAGEMENT

Promote the Guam Community College brand to achieve regional, national, and international recognition.

INITIATIVE # 2: Internationalizing GCC

Promote internationalizing our campus.

ACTIVITY # 1: Expand articulation agreements and other collaborative partnerships with higher education institutions in the Asia-Pacific region, as well as the U.S. mainland.

Performance Measure: Completed and signed articulation agreements (e.g. 2+2, 2+1) between GCC and other institutions of higher learning in the region.

Percent Completion: 100%

KEY FINDINGS:

- To date, Memorandum of Understanding (MOU) for articulated courses and programs are maintained with twenty-two (22) institutions of higher education.
- The development implementation process of articulation agreements is not evident. However, the process for students to undergo the process of articulation agreements is.
- The GCC Marketing Plan 2017-2020 included an initiative to *promote internationalizing GCC* and the Office of Communications and Promotions will take an active role to promote GCC's services regionally.

RECOMMENDATION:

- For sustainability, a systematic process to develop, implement, and review MOUs should be considered.
 - Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.
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ACTIVITY # 2: Strengthen curriculum through meaningful exchanges (e.g. faculty, students) that provide international exposure and increase educational opportunities for GCC stakeholders.

Performance Measure: Revised curriculum that infuses international elements or components to various topical areas.

Percent Completion: 50%

KEY FINDINGS:

- Baseline data needed for quantifiable measure to track, monitor and assess the success of this performance measure is difficult.
- Assumptions made are the events highlighted as international exposure and meaningful exchanges evident in the Chachalani Newsletters.

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GOAL#4 ~ VISABILITY AND ENGAGEMENT

Promote the Guam Community College brand to achieve regional, national, and international recognition.

RECOMMENDATION:

- Identify the staff responsible for this activity.
- Validate percent completion of this performance measure. A recommended 50% remaining percent completion suggests a development from the 10% of the October 2014 report.
- Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

GOAL# 1 ~ RETENTION AND COMPLETION	Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce.
S t u d e n t C e n t e r e d L e a r n i n g	INITIATIVE # 1: INCORPORATE THE STUDENT-CENTERED LEARNING MODEL INTO THE CURRICULUM AND THE CLASSROOM.
SPECIFIC ACTIVITIES TO ADDRESS TASK	Activity # 1: Address the curriculum improvement recommendations contained within the Annual Institutional Assessment Reports.
PERFORMANCE MEASURE	Establish a systematic cycle of curriculum review in line with the Two-Year Assessment Cycle Schedule as the institution implements improvements based on the results of assessment documented in the Annual Institutional Assessment Reports. PERCENT COMPLETION: 100%
TIMELINE	Spring 2015
STATUS	Implemented; Ongoing
PERSON/COMMITTEE RESPONSIBLE	1.) (AIER) Assessment Institutional Effectiveness & Research: Assistant Director Marlina Montague update 2.) (CCA) Committee College Assessment: Chairperson Katsuyoshi Uchima update 3.) (CRC) Curriculum Review Committee: Dr. Anthony Jay Sunga update
UPDATES / FINDINGS	How GCC addressed the curriculum improvement recommendations contained within the Annual Institutional Assessment Reports was by establishing a systematic cycle of curriculum review, which is the Annual Curriculum Review Cycle Schedule, in conjunction with the Two-Year Assessment Cycle Schedule. This supports the institution implementation improvements based on the results of assessment documented in the Annual Institutional Assessment Reports. Due to the newly ratified contract Agreement Between The Guam Community College Faculty Union Local & The Guam Community College Board of Trustees 2017-2023, The Vice President of Academic Affairs appointed to replace the Learning Outcomes Committee (LOC) that existed since 2012, into the Curriculum Review Committee (CRC). This CRC committee is responsible for overseeing the curricular development process as of Fall 2017. The creation and implementation of the Curriculum Manual AY2017-2018 provides information on the curriculum development and revision processes for instructional programs and courses, as well as access to the information necessary for curriculum review and approval, including applicable forms and resources. This can be accessed at MyGCCportal. Weekly meetings held by the CCA are Fridays and CRC are Thursdays. In FY2016, the College has completed the review and update of 142 program and course guides. There is a total of 492 Postsecondary and Secondary Program Course guides.
EVIDENCE	1.) Annual Curriculum Review Cycle Schedule 2.) Two-Year Assessment Cycle Schedule 3.) Curriculum Manual AY2017-2018 4.) 2014-2020 ISMP Updates Presentation Oct. 24, 2016 Slide 3

**GOAL# 1 ~
RETENTION AND
COMPLETION****Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce.****NEXT STEPS**

AIER is making progress with CCA and CRC to continue to evaluate the effectiveness of the established Two-Year Assessment Cycle Schedule and Annual Curriculum Review Cycle. Continue to support of the implementation of the AY2017-2018 Curriculum Manual for improvement recommendations. March 2018 will begin the Two-Year Assessment cycle with a plan for the assessment of SLOs (Student Learning Outcomes) and a continuous improvement through the curriculum review process. Person or Committee responsible should regroup and re-visit this goal and initiative to create and identify a new activity and / or performance measure. Next steps are to hold an ISMP focus group meeting to determine the appropriateness of the overall goal.

RECOMMENDATION:

Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

NEXT ACTIVITY:

Assess the SLO (Student Learning Outcomes) Certification process implemented by the Curriculum Review Committee in order to continue the review and update of the total 492 program and course guides.

NEXT PERFORMANCE MEASURE:

Monitor the effectiveness of the Curriculum Compliance Schedule and Annual Assessment & Compliance Memo created by AIER.
25% completed due to the ongoing monitoring of this process.

TIMELINE: Spring 2020**ACCJC STANDARD RELATED TO:**

Standard I.B.2 (Assuring Academic Quality and Institutional Effectiveness)
Standard II (Student Learning Programs and Support Services)

GOAL#1 ~ RETENTION AND COMPLETION	Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce.
S t u d e n t C e n t e r e d L e a r n i n g	INITIATIVE # 1: INCORPORATE THE STUDENT-CENTERED LEARNING MODEL INTO THE CURRICULUM AND THE CLASSROOM.
SPECIFIC ACTIVITIES TO ADDRESS TASK	Activity # 2: Explore the current student data available in the Banner Student Information System to expand the possibilities for them to obtain a degree or certificate.
PERFORMANCE MEASURE	Identification of students who have completed 45 credits or more and who have not received a degree or certificate in their declared program of study. PERCENT COMPLETION: 100%
TIMELINE	Spring 2015
STATUS	Ongoing
PERSON/COMMITTEE RESPONSIBLE	1.) Admissions and Registration Coordinator: Tina Quinata update 2.) Student Success Coordinator: Imelda Arce update 3.) AIER (Assessment Institutional Effectiveness & Research) Assistant Director: Marlena Montague update 4.) Deans
UPDATES / FINDINGS	For this activity, GCC explored the current data available in the Banner Student Information System to expand the possibilities for students to obtain a degree or certificate. We have identified these students who have completed 45 credits or more, and who have not received a degree or certificate in their declared program of study through the Win-Win Retention Project Group. The Win-Win Retention Project Group consisted of students who were identified as a stop-out student; those whose educational plan is based on 2014-15 GCC Catalog. The criteria is for a Degree – 45 or more GPA credits (cumulative earned as of Spring 2014, or for certificate – 20 or more GPA credits (cumulative) earned as of Spring 2014; GPA 2.0 or better. This project focused on the Hospitality, Computer Networking, and Education/ECE (Early Childhood Education) programs. The goal was to identify those students who had 10 or less courses remaining. The Student Success Coordinator completed degree plans for the students who had 10 or less courses remaining by General Education and by Technical or related courses. A systematic process to continuously and consistently review students' progress towards graduation is not evident.
EVIDENCE	1.) 2014-2020 ISMP Updates Presentation Oct. 24, 2016 Slide 4 2.) Graduate Employment Report for The Class of 2014 & 2015
NEXT STEPS	A report is sent electronically to the Deans and Department Chairpersons and hard copies of the student degree plans were given directly to the Department Chairpersons to ensure contact with the students are made continuously. The 2014 Budget Law requires GCC to report graduate employment information for up to 2 years following graduation from GCC. This report may be accessed at guamcc.edu under Public Reports. Continue student analysis and tracking of

<p>GOAL#1 ~ RETENTION AND COMPLETION</p>	<p>Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce.</p>
	<p>students for graduation. Continue to expand list of programs until all are assessed and continue to provide communications with students to encourage completion of degree or certificate. Person or Committee responsible should regroup and revisit this goal and initiative to create and identify a new activity and / or performance measure. Next steps are to hold an ISMP focus group meeting to determine the appropriateness of the overall goal.</p> <p>RECOMMENDATION: Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.</p> <p>NEXT ACTIVITY: Students who have completed 45 credits or more were identified through the Banner Student Information System. Expand on the other possibilities for them to obtain a degree or certificate.</p> <p>NEXT PERFORMANCE MEASURE: Monitor the Win-Win Retention Project Group and assess the effectiveness. 25% completed due to the ongoing monitoring of the students progression.</p> <p>TIMELINE: Spring 2020</p>
<p>ACCJC STANDARD RELATED TO:</p>	<p>Standard II.A.5 Standard II.A.6 Standard II.A.15 (Student Learning Programs and Support Services)</p>

<p>GOAL# 1 ~ RETENTION AND COMPLETION</p>	<p>Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce.</p>
<p>P r o f e s s i o n a l D e v e l o p m e n t</p>	<p>INITIATIVE # 2: STRENGTHEN THE PROFESSIONAL DEVELOPMENT SUPPORT FOR FACULTY TO EFFECTIVELY IMPLEMENT THE STUDENT-CENTERED TEACHING METHOD.</p>
<p>SPECIFIC ACTIVITIES TO ADDRESS TASK</p>	<p>Activity # 1: Extend the College’s achievement of Sustainable Continuous Quality Improvement on the ACCJC Rubric for Evaluating Institutional Effectiveness through a revisit of the student learning outcomes published in the College catalog. PERCENT COMPLETION: 100%</p>
<p>PERFORMANCE MEASURE</p>	<p>The publication of a Student Learning Outcomes Handbook which guides the College on best practices for developing and refining student learning outcomes that are measurable and identifies the learning that students should achieve.</p>
<p>TIMELINE</p>	<p>Fall 2015</p>
<p>STATUS</p>	<p>Ongoing</p>
<p>PERSON/COMMITTEE RESPONSIBLE</p>	<p>1.) (AIER) Assessment Institutional Effectiveness & Research Assistant Director Marlena Montague update 2.) (CCA) Committee College Assessment 3.) (CRC) Curriculum Review Committee 4.) Deans: School of Trades and Professional Services Associate Dean Dr. Elizabeth Diego and Associate Dean Pilar Williams update</p>
<p>UPDATES / FINDINGS</p>	<p>Student Learning Outcomes (SLOs) were formally published in Spring 2009 in an effort to sustain improvement in teaching and learning. In Fall 2011, the SLOs and Curriculum Mapping Booklet was published. The critical review and revision of SLOs is a systematic and continuous process as clear articulation of learning outcomes provide a solid foundation for evaluating our effectiveness in the teaching and learning endeavor. As a result of the information and recommendations contained within the 14th AIAR (Annual Institutional Assessment Report), CCA, CRC, AIER, and the Vice President of Academic Affairs (VPAA), joined efforts to develop an Annual Curriculum Review Cycle Schedule to formalize the link between curriculum and the Two-Year Cycle of Assessment for a systematic review of course and program SLOs to ensure assessments conducted over time are meaningful and relevant for students. In Fall 2014 CCA conducted an Assessment Leadership Summit session on Student Learning Outcomes to expand on the SLO Handbook for specific examples for authors to follow. In Spring 2015, Assessment Day had a focused of Best Practices session on SLO development and measurement. 49 faculty participants attended. The latest revised updated version of the SLO is Summer 2017.</p>
<p>EVIDENCE</p>	<p>1.) 2014 updated Student Learning Outcomes Handbook 2.) 15th AIAR (Annual Institutional Assessment Report) pages 5-10 3.) 2008- 2012 SLO 4 year Implementation Plan</p>

GOAL# 1 ~ RETENTION AND COMPLETION	Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce.
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	<p>SLO (Student Learning Outcomes) Best Practices training sessions are held every semester. Continue assessment review and Year-End Reports summarizing activities funded in the academic year to ensure the alignment to the academic year’s Institutional Priorities are identified. Person or Committee should regroup and re-visit this goal and initiative to create and identify a new activity and / or performance measure. Next steps are to hold an ISMP focus group meeting to determine the appropriateness of the overall goal.</p> <p><u>RECOMMENDATION:</u> Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.</p> <p>NEXT ACTIVITY: Implement best practices and recommendations for the alignment of Student Learning Objectives into the curriculum and the student services, and review Year-End Reports for improvement initiatives to address gaps and updates to existing plans and goals.</p> <p>NEXT PERFORMANCE MEASURE: Evaluate the effectiveness of the Best Practices training sessions to strengthen the professional development for faculty by accounting for them every semester. 25% completed due to the implemented monitoring of the process.</p> <p>TIMELINE: Spring 2020</p>
<p>NEXT STEPS</p>	
<p>ACCJC STANDARD RELATED TO:</p>	<p>Standard II.A.9 Standard II.A.16 (Student Learning Programs and Support Services)</p>

<p>GOAL# 1 ~ RETENTION AND COMPLETION</p>	<p>Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce.</p>
<p>P r o f e s s i o n a l D e v e l o p m e n t</p>	<p>INITIATIVE # 2: STRENGTHEN THE PROFESSIONAL DEVELOPMENT SUPPORT FOR FACULTY TO EFFECTIVELY IMPLEMENT THE STUDENT-CENTERED TEACHING METHOD.</p>
<p>SPECIFIC ACTIVITIES TO ADDRESS TASK</p>	<p>Activity # 2: Develop and implement a Comprehensive and Unified Professional Development Plan for all employees that promote student success.</p>
<p>PERFORMANCE MEASURE</p>	<p>Fall and Spring PD activities align with the Institutional Priorities for Professional Development PERCENT COMPLETION: 100%</p>
<p>TIMELINE</p>	<p>Annually</p>
<p>STATUS</p>	<p>Ongoing; implemented</p>
<p>PERSON/COMMITTEE RESPONSIBLE</p>	<p>1.) (PDRC) Professional Development Review Committee Chairperson Hernalin Analista update 2.) (SAPDC) Staff Administration Professional Development Committee Chairperson Marlena Montague 3.) School of Trades and Professional Services Associate Dean Dr. Elizabeth Diego update</p>
<p>UPDATES / FINDINGS</p>	<p>Since 2009, with the most recent amendments and adoption in January 2015, due to Policy 400 on Professional Development, the procedures established for the Comprehensive Professional Development Plan was created. Committees have had members have orientations, trainings, and workshops to the importance of professional development and the investment the College makes in its employees. The PDRC and SAPDC Committee is to review, evaluate, and approve application packets for education, training, and workshop conferences, to avail of the funding opportunities, and will also develop, plan, and implement initiatives that contribute to professional growth. The College’s Institutional Priorities and Board Policy on PD ensure that it provides all personnel with appropriate opportunities for continued professional development, consistent with the institutional mission to provide the highest quality, student-centered education and job training in Micronesia. Documents such as the Comprehensive Professional Development Plan provides staff, administrators, and both full-time and adjunct faculty with a framework and infrastructure to pursue professional goals and impact student success. Currently, each professional development for the individual is tracked manually by HRO and by each individual’s department.</p>
<p>EVIDENCE</p>	<p>1.) PDRC Year End Report AY16-17 2.) SAPDC Year-End Report AY16-17 3.) Vice President for Academic Affairs September 10, 2015 Institutional Priorities for AY2015-2020 Professional Development Memo page 238/261 of Strategic Resource Plan 2017-2020 4.) Comprehensive Professional Development Plan page 129/261 of Strategic</p>

GOAL# 1 ~ RETENTION AND COMPLETION	Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce.
NEXT STEPS	<p>Resource Plan 2017-2020 5.) Professional Development Logic Model / Evaluation of Professional Development page 165/216 of Strategic Resource Plan 2017-2020 6.) 2018 ISER Report page 174</p> <p>The PDRC and SAPDC Year-End Reports summarize activities that are funded in the academic year and the alignment to the academic year's Institutional Priorities is identified. See Year End Reports AY16-17 for latest activities and initiatives completed. The tracking, reporting, or sharing of professional development activities should be assigned to a specific unit/department.</p> <p>RECOMMENDATION: Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.</p> <p>NEXT ACTIVITY: Continue Assessment Review and the Year-End Reports that summarize activities funded in the academic year, to ensure the alignment of the academic year's Institutional Priorities are identified for improvement initiatives, to address gaps and updates to existing plans and goals.</p> <p>NEXT PERFORMANCE MEASURE: Utilize the Professional Development Logic Model to address measurement of employee participation, training quality, and impact. 25% completed due to monitoring of the process</p> <p>TIMELINE: Spring 2020</p>
ACCJC STANDARD RELATED TO:	Standard III. A. 14 (Resources)

TRACKING TEMPLATE DOCUMENT
GOAL 2

GOAL#2 ~ CONDUCTIVE LEARNING ENVIRONMENT	Transform the campus into a facility conducive for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.
Physical Master Plan	INITIATIVE # 1: ENHANCE AND MONITOR THE COLLEGE'S FACILITIES MASTER PLAN TO KEEP PACE WITH INSTITUTIONAL GROWTH AND EDUCATIONAL PROJECTIONS AND PRIORITIES.
SPECIFIC ACTIVITIES TO ADDRESS TASK	Activity # 1: Update the Facilities Master Plan, a component of the ISMP that is up for an update in 2015. Assessment data informs the decisions and planning incorporated into the document updates.
PERFORMANCE MEASURE	The Vice President for Finance and Administration and the Assistant Director for AIER have updated the Budget Training and requirements and the TracDat assessment management system configuration, to align budget goals, performance indicators, and performance outcomes with assessment unit Student Learning Outcomes, means of assessment, and assessment report for results and implementation. PERCENT COMPLETION: 100%
TIMELINE	2015
STATUS	Ongoing
PERSON/COMMITTEE RESPONSIBLE	1.) (RPF) Resource Planning Facilities: RPF Chairperson / Vice President for Finance and Administration Carmen Santos 2.) AIER Assistant Director Marlena Montague 3.) Planning & Development Assistant Director Doris Perez update
UPDATES / FINDINGS	The 2015-2020 Physical Master Plan was completed in July 2016 and presented to the Board of Trustees at the September 30, 2016 meeting. Campus discussions were held and input sought to review the document before finalizing. Upgrades that have been made to the campus, from the solar parking lights to the new buildings that have been constructed, and Capital Improvement Projects (CIP) from CIP14, CIP15, and CIP16 reflect the results of the collaboration and data-driven plans that went into the updated Facilities Master Plan, which contributes part of the accomplishments of the 28 items (page 23) and Infrastructure Improvements (page B1) of the Guam Community College Campus Physical Master Plan 2015-2020. Projects in the Physical Master Plan are pursued and researched based on the needs of the students, in response to the availability of the funding. It is also pending on situations based on national and / or local unstable or dangerous situations that affect or disrupt the operations of the college.
EVIDENCE	1.) Guam Community College Physical Master Plan 2.) GCC Fiscal Year 2018 Budget Request
NEXT STEPS	Continue to monitor and extract data to support the Facilities Master Plan and its updates. The Physical Master Plan, which is a component to the Facilities Master Plan, serves to address the expected growth of campus facilities, classrooms, and parking due to enrollment estimates and environmental factors. Three new planning factors include the GCC Annex, Building 300 and the new ponding basin,

**GOAL#2 ~
CONDUCTIVE
LEARNING
ENVIRONMENT**

Transform the campus into a facility conducive for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.

and BOT Approved projects as recommended by RPF and CGC. Continue review of Year End Reports. Baseline data is needed to track, monitor, and assess the success of this performance measure is difficult.

RECOMMENDATION:

Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

NEXT ACTIVITY:

Update the Facilities Master Plan, a component of the ISMP that is up for an update in 2018. Updates of documents and assessment data determines the decisions and planning incorporated into the ISMP.

NEXT PERFORMANCE MEASURE:

The Vice President for Finance and Administration and the Assistant Director for AIER will update recommendations to include in the Annual Institutional Assessment study and will be incorporated into the next planning cycle and Budget Request.

50% due to the ongoing revisions and updates made to the Facilities Master Plan

TIMELINE: Spring 2018

ACCJC STANDARD RELATED TO:

Standard III.B.4 (Physical Resources)

TRACKING TEMPLATE DOCUMENT
GOAL 2

GOAL#2 ~ CONDUCTIVE LEARNING ENVIRONMENT	Transform the campus into a facility conducive for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.
Physical Master Plan	INITIATIVE # 1: ENHANCE AND MONITOR THE COLLEGE'S FACILITIES MASTER PLAN TO KEEP PACE WITH INSTITUTIONAL GROWTH AND EDUCATIONAL PROJECTIONS AND PRIORITIES.
SPECIFIC ACTIVITIES TO ADDRESS TASK	Activity # 2: Administer the Community College Survey of Student Engagement (CCSSE), an assessment tool that provides information on student engagement, a key indicator of learning and, therefore, of the quality of community college.
PERFORMANCE MEASURE	The CCSSE is scheduled to be administered in the Spring of 2015 and every spring thereafter, funding allowed. The College had administered the Faces of the Future Survey instrument in the past; however, ACT has discontinued its survey services. PERCENT COMPLETION: 90%
TIMELINE	Annually
STATUS	Ongoing
PERSON/COMMITTEE RESPONSIBLE	Administering of the (CCSSE) survey occurs every semester, therefore 25% consists of the production of the report. 1.) (AIER) Assessment Institutional Effectiveness Research Assistant Director Marlena Montague update
UPDATES / FINDINGS	The CCSSE (Community College Survey of Student Engagement) was administered in Spring 2016 and will be every spring thereafter, pending on funding allowed. The project is part of the Center for Community College Student Engagement and the Program in Higher Education Leadership at The University of Texas at Austin. In Spring 2016, GCC had an opportunity to participate in a national survey called the Community College Survey of Student Engagement (CCSSE). This focused on teaching, learning, and retention in community colleges. The College had administered the Faces of the Future Survey instrument in the past; however, ACT has discontinued its survey services. This survey is comprised of items that assess institutional practices and student behaviors that are highly correlated with student learning and student retention. It is a versatile, research-based tool appropriate for multiple uses. Identifying what students do in and out of the classroom, knowing students' goals, and understanding external responsibilities can help the college create an environment that can enhance learning, development, and success. GCC is intent on being a leader in higher education, and this survey can assist us in improving course completion rates, as well as the rate of student persistence to the completion of their educational goals.
EVIDENCE	1.) The CCSSE (Community College Survey of Student Engagement) 2.) 2014-2020 ISMP Updates Presentation Oct. 24, 2016 Slide 6
NEXT STEPS	The CCSSE is scheduled to be administered every Spring in classes randomly selected by the Center to ensure a representative sample and to preserve the integrity of the survey results. Instructors whose classes were selected for survey administration received specific information from the appropriate administrator.

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Once the Final Report of 2016 will be published, next administered testing will be conducted in Spring 2018. Provide a timeline of percent completion for clarification.

RECOMMENDATION:

Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

NEXT ACTIVITY:

Continue Assessment Review and the Year-End Reports that summarize activities funded in the academic year, to ensure the alignment of the academic year's Institutional Priorities are identified for improvement initiatives, to address gaps and updates to existing plans and goals.

NEXT PERFORMANCE MEASURE:

Address improvement recommendations from the CCSSE Assessment Report and refine existing institutional practices that will enhance learning development and student success.

TIMELINE: Spring 2020

ACCJC STANDARD RELATED TO:

Standard III (Resources)

GOAL#2 ~ CONDUCTIVE LEARNING ENVIRONMENT	Transform the campus into a facility conducive for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.
Participatory Governance	INITIATIVE # 2: STRENGTHEN THE PARTICIPATORY GOVERNANCE PROCESS TO ENSURE THAT ALL STAKEHOLDERS UNDERSTAND THEIR ROLE IN COLLABORATIVE GOVERNANCE.
SPECIFIC ACTIVITIES TO ADDRESS TASK	Activity # 1: Develop a Participatory Governance Structure Handbook containing a detailed description of each governance unit, i.e. Faculty Senate, Staff Senate, and Council for Postsecondary Student Affairs (COPSA), to serve as a guide for the campus.
PERFORMANCE MEASURE	The Participatory Governance Structure Handbook contains the history of participatory governance at the College and presents a diagram of the current structure in place with a detailed description of each body within the structure. PERCENT COMPLETION: 95%
TIMELINE	Fall 2014
STATUS	Implemented; Ongoing
PERSON/COMMITTEE RESPONSIBLE	1.) DEANS Associate Dean of School of Technology and Student Services Gary Hartz update
UPDATES / FINDINGS	In 2014, GCC created its first Participatory Governance Structure Handbook. This Handbook was the result of collaborative work by representatives from GCC's staff, faculty, student, and administrator constituencies. It provides details on each constituency, and the ways that their involvement is critical to the success of governance at GCC. Annual year-end governance reports submitted by the Faculty Senate, Staff Senate, and COPSA provide a self-report by each body on its effectiveness in achieving its goals for the academic year and setting the theme for the goals of the upcoming academic year. A standard report is finalized by AIER (Assessment Institutional Effectiveness & Research). The Participatory Governance Structure Handbook can be viewed online at the Guam Community College website at guamcc.edu.
EVIDENCE	1.) Agreement Between The Guam Community College Faculty Union Local 6476 AFT/AFL-CIO & The Guam Community College Board of Trustees 2017-2023 2.) GCC Participatory Governance Structure 3.) GCC Institutional Organizational Chart
NEXT STEPS	The 2017-2023 Board / Union Agreement was approved in Spring 2017 and implemented in Fall 2017. This Agreement resulted in significant changes to GCC's governance structure. A new draft of the Participatory Governance Structure Handbook will be completed and shared with the GCC community in November 2017. Training sessions, similar to those offered in January 2015, will take place in January 2018. Ongoing training requirements constitute the percent needed to be completed. Formulate reports, conduct presentations, and develop strategies aimed at improving and strengthening governance based on results of the Survey of Governance Processes and Practices. The percent completion of this performance measure needs to be validated.

**GOAL#2 ~
CONDUCTIVE
LEARNING
ENVIRONMENT**

Transform the campus into a facility conducive for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.

RECOMMENDATION:

Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

NEXT ACTIVITY:

Implement the updated Participatory Governance Structure Handbook containing a detailed description of each governance unit, i.e. Faculty Senate, Staff Senate, and Council for Postsecondary Student Affairs (COPSA), to serve as a guide for the campus.

NEXT PERFORMANCE MEASURE:

Monitor the Participatory Governance Structure Handbook through improvement and recommendations.

50% due to the continual process of improvements and recommendations

TIMELINE: Spring 2020

ACCJC STANDARD RELATED TO:

Standard IV (Leadership and Governance)

<p>GOAL#2 ~ CONDUCTIVE LEARNING ENVIRONMENT</p>	<p>Transform the campus into a facility conducive for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.</p>
<p>Participatory Governance</p>	<p>INITIATIVE # 2: STRENGTHEN THE PARTICIPATORY GOVERNANCE PROCESS TO ENSURE THAT ALL STAKEHOLDERS UNDERSTAND THEIR ROLE IN COLLABORATIVE GOVERNANCE.</p>
<p>SPECIFIC ACTIVITIES TO ADDRESS TASK</p>	<p>Activity # 2: Coordinate the documentation and recording of the activities and accomplishments of each governance unit into a regular and systematic archive of evidence at AIER and online on MyGCC.</p>
<p>PERFORMANCE MEASURE</p>	<p>With the upgrade of the MyGCC portal, each governance body and the committees under each have a dedicated web site where agendas, minutes, and other committee documentation may be uploaded for access by everyone; and, the portal sites have various collaboration tools that are available, such as blogs, message boards, calendars, events, and other online resources that support anytime, anywhere access and feedback. A Comprehensive Inventory of archived governance documents available online on the MyGCC portal. PERCENT COMPLETION: 100%</p>
<p>TIMELINE</p>	<p>Annually</p>
<p>STATUS</p>	<p>Ongoing</p>
<p>PERSON/COMMITTEE RESPONSIBLE</p>	<p>1.) Faculty Senate Chairperson Ricky Tyquiengco 2.) Staff Senate Chairperson Latisha Leon Guerrero 3.) COPSA (Council on Postsecondary Student Affairs) (CSI) Center for Student Involvement Program Specialist Barbara Leon Guerrero 4.) Communications and Promotions Department Assistant Director Jayne Flores</p>
<p>UPDATES / FINDINGS</p>	<p>Although governance unit uploads are sporadic on the MyGCC portal Sites, committee documentation has improved since The Participatory Governance Structure Handbook, which provides the process of critical documents to the AIER Office. The Annual Year-End Governance Reports submitted by the governance units provide a self-report of its effectiveness in achieving and setting new goals every academic year. A standard Year End Report template is utilized. A Comprehensive Inventory of archived governance documents is available. GCC's Chachalani, the College's electronic newsletter highlights the activities of GCC's postsecondary and secondary (high school CTE) students, programs, and the activities of the GCC faculty, administration, and staff.</p>
<p>EVIDENCE</p>	<p>1.) Comprehensive Evidence Inventory published by AIER September 16, 2016 2.) MyGCC portal/Sites 3.) Fiscal Year 2018 Budget Request page 6</p>
<p>NEXT STEPS</p>	<p>Formulate reports, conduct presentations, and develop strategies aimed at improving and strengthening governance based on the results of the Survey on Governance Processes and Practices at Guam Community College. A process to systematically corroborate information on MyGCC should be developed and maintained.</p>

**GOAL#2 ~
CONDUCTIVE
LEARNING
ENVIRONMENT**

Transform the campus into a facility conducive for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.

RECOMMENDATION:

Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

NEXT ACTIVITY:

Monitor the documentation and recording of the activities and accomplishment evidence of each governance unit into a regular and systematic archive.

NEXT PERFORMANCE MEASURE:

From the Annual Comprehensive Year-End reports from the governance units, reflect the accomplishments, challenges, and recommendations for improvements on the documentation and recording of the activities on My GCC portal SITES and the Chachalani Newsletter.
50% due to the continual process of improvements and recommendations

TIMELINE: Spring 2020

ACCJC STANDARD RELATED TO:

Standard IV.A.6 and Standard IV.A.7 (Leadership and Governance)

GOAL#3 ~ IMPROVEMENT AND ACCOUNTABILITY	Enhance the existing integrated planning, review, and evaluation processes that provide for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability.
Financial / Resource Allocation Master Plan	INITIATIVE # 1: UPDATE THE COLLEGE'S EXISTING INSTITUTIONAL FINANCIAL/RESOURCE ALLOCATION MASTER PLAN TO ALIGN WITH THE COLLEGE'S NEW INSTITUTIONAL STRATEGIC MASTER PLAN VISION, MISSION, AND GOALS.
SPECIFIC ACTIVITIES TO ADDRESS TASK	Activity # 1: Link Assessments to Departmental and Institutional Plans that are carefully crafted and executed to support the maximum use of the available resources and increases administrative efficiency throughout the College's operations.
PERFORMANCE MEASURE	An identification of Key Initiatives to refine and potentially automate the paper-driven and manual processes in place presents opportunities for additional or refined goal updates in current plans. PERCENT COMPLETION: 100%
TIMELINE	Fall 2015
STATUS	Ongoing
PERSON/COMMITTEE RESPONSIBLE	1.) (RPF) Resource Planning Facilities RPF Chairperson / Vice President for Finance and Administration Carmen Santos 2.) (AIER) Assessment Institutional Effectiveness Research Assistant Director Marlena Montague
UPDATES / FINDINGS	The automation of the curriculum approval process via Acalog was assessed for effectiveness starting in Fall 2014 as a result of the implementation of the Annual Curriculum Review Cycle. An upgrade of Standard Operating Procedures (SOPs) and primarily paper-driven processes presented opportunities for improvement in Student Support Services and Administrative Services at the College, such as the National Student Clearinghouse Services. Through TracDat, an academic and non-academic department participates in GCC's Two-Year Assessment Cycle which includes developing an Assessment Plan, gathering data (Data Collection Status), reporting assessment results (Assessment Report) and implementing the use of assessment results (Implementation Status). Additionally, academic departments participate in GCC's Annual Curriculum Review Cycle. Within the Two-Year Assessment Cycle process, authors identify budget to address Student Learning Outcomes and Administrative Unit Outcomes and becomes the basis for the department's annual budget request. Although the departmental budget request is also affected by intuitional priorities, the established process of using data to drive budget is linked to Activity 1 but not to the performance measure.
EVIDENCE	1.) Strategic Resource Plan 2017-2020 2.) 2014-2020 ISMP Updates October 24, 2016 Presentation Slide 9
NEXT STEPS	The ISMP itself serves as a continuous guide and enables the College to realize its long term goals and initiatives. In order for the College to

**GOAL#3 ~
IMPROVEMENT AND
ACCOUNTABILITY**

Enhance the existing integrated planning, review, and evaluation processes that provide for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability.

implement the ISMP strategic goal initiatives, accommodate future growth, and maintain current education resources, an Annual Review of the Strategic Plan is necessary. Additional resources identified to meet the needs of GCC will allow it move forward into the future. Information and discussions in this plan will be used as a building block for the Annual Budget Development Process. Continuous quality improvement detailed in the process of “closing the loop” and addressing the gaps. The campus is in transformational change to support College-wide initiatives of 100% student success. It is difficult to measure, track, monitor or assess the success of this performance measure without baseline data. Conduct a yearly training session for new users of Acalog and its linkage to TRACDAT.

RECOMMENDATION:

Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

NEXT ACTIVITY:

Monitor Assessments to Departmental and Institutional Plans that are carefully crafted and executed to support the maximum use of the available resources and increases administrative efficiency throughout the College’s operations.

NEXT PERFORMANCE MEASURE:

Incorporate recommendations in the Annual Institutional Assessment study into the next Planning and Resource Allocation Cycles for all departments and chairs.
50% due to the continual process of improvements and recommendations

TIMELINE: Spring 2020

ACCJC STANDARD RELATED TO:

Standard III.D (Financial Resources)

GOAL#3 ~ IMPROVEMENT AND ACCOUNTABILITY	Enhance the existing integrated planning, review, and evaluation processes that provide for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability.
Financial / Resource Allocation Master Plan	INITIATIVE # 1: UPDATE THE COLLEGE'S EXISTING INSTITUTIONAL FINANCIAL/RESOURCE ALLOCATION MASTER PLAN TO ALIGN WITH THE COLLEGE'S NEW INSTITUTIONAL STRATEGIC MASTER PLAN VISION, MISSION, AND GOALS.
SPECIFIC ACTIVITIES TO ADDRESS TASK	Activity # 2: Revisit the College's Information Technology Strategic Plan, a component of the Institutional Strategic Master Plan and its priorities.
PERFORMANCE MEASURE	The College Technology Committee and MIS present the budget priorities for use of the Technology Fee and other budget resources every academic year. PERCENT COMPLETION: 97.5%
TIMELINE	Annually
STATUS	Ongoing
PERSON/COMMITTEE RESPONSIBLE	1.) Technology Working Group 2.) MIS (Management Information System) Administrator Frank Camacho update
UPDATES / FINDINGS	The CTC's last recommended policy was on Digital Resources to allow for more use of computer, mobile and other web-based educational resources such as e-books, e-textbooks, mobile apps, web tools, web resources and other digitally accessed materials/programs for convenience, flexibility, currency and cost effectiveness in providing learning resources; for the college to supports the use of open source material in classroom delivery to lower costs for students and the college; and to ensure access of web-based tools and resources in the classroom is secured, unfettered and immediate. Also, as of Fall 2017, there is no longer the CTC (College Technology Committee), but rather as a Technology Working Group with the MIS Administrator having oversight.
EVIDENCE	1.) ITSP (Information Technology Strategic Plan) 2.) EA (Enterprise Architecture) Assessment Report
NEXT STEPS	Although the majority of the goals of the initial strategies were met by 100%, upgrades to the hardware, software, and network technology will always be ongoing. The new major initiatives underway include GCC's ERP (Enterprise Resource Planning) system's upgrade to Ellucian's BANNER 9/XE; the migration of the ERP into a Cloud-Base Infrastructure As A Service (CBIAAS) platform; in-classroom and expansion of WiFi (wireless) implementation; improved WiFi authentication; more installations and expected upgrades in multimedia projectors; and, expansion of Distance Education offerings. Please refer to ITSP (Information Technology Strategic Plan) and EA (Enterprise Architecture) Assessment Report. Provide a timeline to complete goals and activity. Establish and provide baseline data to measure, track, monitor and assess the success realizing established performance measure.

**GOAL#3 ~
IMPROVEMENT AND
ACCOUNTABILITY**

Enhance the existing integrated planning, review, and evaluation processes that provide for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability.

RECOMMENDATION:

Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

NEXT ACTIVITY:

Update the College’s Information Technology Strategic Plan (ISTP) and Enterprise Architecture (EA), a component of the Institutional Strategic Master Plan and its priorities.

NEXT PERFORMANCE MEASURE:

Monitor upgrades to the hardware, software, and network technology. 50% due to the continual process of improvements and recommendations

TIMELINE: Spring 2020

ACCJC STANDARD RELATED TO:

Standard III.C (Technology Resources)

<p>GOAL#3 ~ IMPROVEMENT AND ACCOUNTABILITY</p>	<p>Enhance the existing integrated planning, review, and evaluation processes that provide for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability.</p>
<p>Institutional Assessment System and Program Review</p>	<p>INITIATIVE # 2: UTILIZE THE INSTITUTION’S ASSESSMENT SYSTEM AND PROGRAM REVIEW TO EVALUATE THE EFFECTIVENESS OF THE COLLEGE’S RESOURCES ALLOCATION PROCESS.</p>
<p>SPECIFIC ACTIVITIES TO ADDRESS TASK</p>	<p>Activity # 1: Assess the effectiveness of the College’s Resource Allocation Process utilizing the Institution’s Assessment System and Program Review.</p>
<p>PERFORMANCE MEASURE</p>	<p>The GCC Data Driven Dedicated Planning (3DP) Framework and the discussion of specific examples of the 3DP process in play is an important representation of the College’s Resource Allocation Model. PERCENT COMPLETION: 100%</p>
<p>TIMELINE</p>	<p>Fall 2015</p>
<p>STATUS</p>	<p>Ongoing</p>
<p>PERSON/COMMITTEE RESPONSIBLE</p>	<p>1.) (RPF) Resource Planning Facilities Chairperson / Vice President for Finance and Administration Carmen Santos 2.) (AIER) Assessment Institutional Effectiveness Research Assistant Director Marlena Montague 3.) (CCA) Committee College Assessment Chairperson Katsuyoshi Uchima</p>
<p>UPDATES / FINDINGS</p>	<p>In Fall 2014, the Assessment Leadership Summit session on Budget and Your Assessment contained the 3DP diagram with a detailed explanation to department chairpersons, administrators, faculty, and staff of the link between assessment and Resource Allocation and the continuous cycle of assessment for improvement. The College submits an Annual Budget Request to the Government of Guam Bureau of Budget and Management (BBMR) the Legislative Office of Finance and Budget (OFB) on February 15 of each year for the following fiscal year. The Annual Budget is partially based on each department’s need, which is justified through using the 3DP Framework. This links strategic planning, budgeting, and planning for institutional growth needs with program review, assessment and the self-study process. The College’s Business Office reviews and incorporates requests into the College’s Annual Budget Request. The Board of Trustees reviews and approves the final budget. Validating the use of the 3DP framework is unclear.</p>
<p>EVIDENCE</p>	<p>1.) Strategic Resource Plan 2017-2020 pages 2-3</p>
<p>NEXT STEPS</p>	<p>Continue the Budget and Assessment trainings to utilize the 3DP Framework Process diagram and include specific examples of the process in play. Provide training on how to systematically and routinely use data to guide decision making process and program improvement. Establish baseline data to measure, track, monitor and assess the success realizing established performance measure.</p>

**GOAL#3 ~
IMPROVEMENT AND
ACCOUNTABILITY**

Enhance the existing integrated planning, review, and evaluation processes that provide for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability.

RECOMMENDATION:

Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

NEXT ACTIVITY:

Continually assess the effectiveness of the College’s Resource Allocation Process utilizing the Institution’s Assessment System and Program Review.

NEXT PERFORMANCE MEASURE:

Explore the expanded integration of program review, assessment, and curriculum, budget development, resource allocation, institutional planning, and the transformation vision of 100% Student- Centered success.

50% due to the implemented monitoring process of the GCC Data Driven Dedicated Planning (3DP) Framework

TIMELINE: Spring 2020

ACCJC STANDARD RELATED TO:

Standard III.D (Financial Resources)

**GOAL#4 ~
VISIBILITY AND
ENGAGEMENT**

Promote the Guam Community College brand to achieve regional, national, and international recognition.

The GCC Brand	INITIATIVE # 1: MARKET AND HIGHLIGHT THE GCC BRAND
SPECIFIC ACTIVITIES TO ADDRESS TASK	Activity # 1: Develop a 5-year marketing plan to promote the GCC brand and to provide awareness of the educational and workforce development programs that the College has to offer.
PERFORMANCE MEASURE	A 5-year marketing plan is developed. PERCENT COMPLETION: 100%
TIMELINE	Annually
STATUS	Five-year plan developed and approved by president.
PERSON/COMMITTEE RESPONSIBLE	1.) Assistant Director, Communications & Promotions Jayne Flores update
UPDATES / FINDINGS	In order to meet the objectives outlined in the ISMP goal of Visibility and Engagement, the following dynamic three-year plan (The 2017-2020 GCC Marketing Plan) has been developed to highlight GCC's brand and postsecondary programs, secondary (high school CTE) programs and Continuing Education & Workforce Development (CEWD) offerings on local, and if appropriate, regional, national and international levels. This plan elevates GCC to new levels of engagement with regard to career and technical education and workforce development, on local, regional, national and international levels. The various components of the Marketing Plan are designed to highlight and promote GCC programs, technology, facilities, and most importantly, student/graduate successes. New Logo Group was formed for rebranding of the New GCC Logo in February 2017, and redesigning a new GCC web site has been implemented. Collegiate events delayed the process of developing the initial 5-year marketing plan. The three year GCC Marketing Plan 2017-2020 was developed and updated December 2016.
EVIDENCE	1.) 2017-2020 GCC Marketing Plan
NEXT STEPS	Implement components of the plan on an annual basis; Monitor and Follow-up on Website Bid 2018 and continuous development of marketing videos. Persons/ Committee responsible are required to regroup and re-visit this goal and initiative to create and identify a new activity and / or performance measure. Next steps are to hold an ISMP focus group meeting to determine the appropriateness of the overall goal. Quantifiable measure to track, monitor and assess the success of established performance metric will be difficult without baseline data. RECOMMENDATION: Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

**GOAL#4 ~
VISIBILITY AND
ENGAGEMENT**

Promote the Guam Community College brand to achieve regional, national, and international recognition.

NEXT ACTIVITY:

Monitor and assess the 5-year marketing plan to promote and provide awareness of the educational and workforce development programs that the College has to offer.

NEXT PERFORMANCE MEASURE:

Assess the Marketing Tools Performance Metrics for improvements. 25% due to the implemented monitoring process of the 5-year plan

TIMELINE: Spring 2020

ACCJC STANDARD RELATED TO:

Standard II (Student Learning Programs and Support Services)

<p>GOAL#4 ~ VISIBILITY AND ENGAGEMENT</p>	<p>Promote the Guam Community College brand to achieve regional, national, and international recognition.</p>
<p>The GCC Brand</p>	<p>INITIATIVE # 1: MARKET AND HIGHLIGHT THE GCC BRAND</p>
<p>SPECIFIC ACTIVITIES TO ADDRESS TASK</p>	<p>Activity # 2: Create series of 1-2 minute marketing videos that highlight GCC's real time classroom action to include student success testimonials and to showcase the College's modernized facilities.</p>
<p>PERFORMANCE MEASURE</p>	<p>Create College Access Grant Program (CACGP) video to promote program and attendance at GCC after high school. PERCENT COMPLETION: 100%</p>
<p>TIMELINE</p>	<p>Annually</p>
<p>STATUS</p>	<p>Ongoing</p>
<p>PERSON/COMMITTEE RESPONSIBLE</p>	<p>1.) Assistant Director, Communications & Promotions Jayne Flores update</p>
<p>UPDATES / FINDINGS</p>	<p>College Access Challenge Grant Program (CACGP) is no longer a funded program (2008-2016). The Reach for College Program has interchanged this. Budget constraints have prevented the Office of Communications & Promotions (OCP) from running full-on local media campaigns and special events at the College; however OCP is meeting this challenge by "boosting" posts on Facebook and other advertising campaigns to include: Print/Radio/TV advertisements Movie Theater advertisements (when funding is available). This focus primarily is on student success stories as a marketing tool to promote education and training at GCC as a means to better employment opportunities and a more advanced workforce. In 2015, one video in particular "Why I'm walking" highlights graduates. "Impact videos" from 2016 and 2017 have been created. This was created and can be viewed on YouTube. 45 videos have been uploaded to date and OCP will continuously be creating more. Number of videos created each year: 2017- 5 2016- 1 2015- 17 2014- 1 2009 to 2012-21 Total: 45</p>
<p>EVIDENCE</p>	<p>1.) 2017-2020 GCC Marketing Plan 2.) YouTube Channel : Guam CC (youtube.com/user/GuamCCedu/videos) 3.) GCC CACGP Video 2014 published on September 16, 2014. 4.) College Access Grant Program Published December 16, 2015</p>
<p>NEXT STEPS</p>	<p>Occasionally, the Office of Communications & Promotions (OCP) Assistant Director is asked to host a talk radio show segment, which provides GCC with four hours of free radio airtime to promote College programs and</p>

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VISIBILITY AND
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events. Continue promoting program and attendance at GCC after high school through the completion and viewing of the marketing videos.

RECOMMENDATION:

Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

NEXT ACTIVITY:

Create and implement new strategies to market and highlight the GCC Brand.

NEXT PERFORMANCE MEASURE:

Utilize the public website analytics tools to report the growth in the number of customers visiting the college’s website and promote YouTube viewings for information and other institutional data.

25% due to the implemented monitoring process of the 5-year plan

TIMELINE: Spring 2020

ACCJC STANDARD RELATED TO:

Standard II (Student Learning Programs and Support Services)

**GOAL#4 ~
VISIBILITY AND
ENGAGEMENT**

Promote the Guam Community College brand to achieve regional, national, and international recognition.

I n t e r n a t i o n a l i z i n g G C C	INITIATIVE # 2: PROMOTE INTERNATIONALIZING OUR CAMPUS.
SPECIFIC ACTIVITIES TO ADDRESS TASK	Activity # 1: Expand articulation agreements and other collaborative partnerships with higher education institutions in the Asia-Pacific region, as well as the U.S. mainland.
PERFORMANCE MEASURE	Completed and signed articulation agreements (e.g. 2+2, 2+1) between GCC and other institutions of higher learning in the region. PERCENT COMPLETION: 100%
TIMELINE	Annually
STATUS	Ongoing
PERSON/COMMITTEE RESPONSIBLE	1.) (AAVP) Academic Affairs Vice President
UPDATES / FINDINGS	Pacific Postsecondary Education Council (PPEC) higher education institutional leaders have worked collaboratively to serve the needs of member institutions as they address regional and postsecondary education. Articulating the compatibility of educational programs to facilitate transferability of academic credits among member institutions fulfills the WASC 2001 Handbook of Accreditation. Since the Pohnpei Accord (signed by PPEC member institutions on December 11, 2003) GCC has articulated transfer of credit guidelines for students entering the University of Guam and to exchange academic knowledge and expertise in cooperative transfer policies with the framework of accreditation and current best practices. Since then The Memorandum of Understanding (MOU) for articulated courses and programs have been developed with 22 different institutions. The development implementation process of articulation agreements is not evident. However, the process for students to undergo the process of articulation agreements is. The GCC Marketing Plan 2017-2020 included an initiative to promote internationalizing GCC and the Office of Communications and Promotions will take an active role to promote GCC's services regionally.
EVIDENCE	1.) Guam Community College ecatalog at guamcc.edu , Archived GCC Catalogs, Appendices A-E . 2.) 2018 ISER Standard IIA.10 page 123-125 3.) Articulation: AEIR Comprehensive Evidence Inventory list IAS Program to Program Articulation CJ Program to Program Articulation Education Program to Program Articulation
NEXT STEPS	Network with more institutions to foster collaboration and cooperation in areas of mutual interest and strengthen or modify the improvements of the following arrangements: A to B Agreements (A to B), General

**GOAL#4 ~
VISIBILITY AND
ENGAGEMENT****Promote the Guam Community College brand to achieve regional, national, and international recognition.**

Education Articulation, Course by Course Articulation, Secondary to Postsecondary Articulation, and Reverse Transfer. For sustainability, a systematic process to develop, implement, and review MOUs should be considered. Identify the staff responsible for this activity and validate percent completion of this performance measure. A recommended 50% remaining percent completion suggests a development from the 10% of the October 2014 report.

RECOMMENDATION:

Reconvene a session to revisit this initiative, to assess the appropriateness of the activity to the initiative, and to develop a new activity, and/or performance measure.

NEXT ACTIVITY:

Improve articulation agreements and other collaborative partnerships with higher education institutions in the Asia-Pacific region, as well as the U.S. mainland.

NEXT PERFORMANCE MEASURE:

Monitor for improvements and recommendations for collaborative partnerships with higher education institutions in the U.S. mainland and Asia-Pacific regions.

50% due to the continual process of networking

TIMELINE: Spring 2020

ACCJC STANDARD RELATED TO:

Standard II.A.1 and Standard II.A.10
(Student Learning Programs and Support Services)

**GOAL#4 ~
VISIBILITY AND
ENGAGEMENT**

Promote the Guam Community College brand to achieve regional, national, and international recognition.

**I n t e r n a t i o n a l i z i n g
G C C****INITIATIVE # 2: PROMOTE INTERNATIONALIZING OUR CAMPUS.****SPECIFIC ACTIVITIES TO
ADDRESS TASK**

Activity #2: Strengthen curriculum through meaningful exchanges (e.g. faculty, students) that provide international exposure and increase educational opportunities for GCC stakeholders.

PERFORMANCE MEASURE

Revised curriculum that infuses international elements or components to various topical areas.
PERCENT COMPLETION: 50%

TIMELINE

Annually

STATUS

Ongoing

PERSON/COMMITTEE
RESPONSIBLE

1.) (AAVP) Academic Affairs Vice President

UPDATES / FINDINGS

Events starting November 2015 to the present that highlight international exposure and meaningful exchanges are: Tour guide trainings, Culinary Arts participation of exchanges, East Asian student visitors from Japan and Korea, visiting off-island guest speakers, and workshops and trainings conducted for students, faculty, staff, and administrators are some examples that have occurred. Baseline data is needed; quantifiable measure to track, monitor and assess the success of this performance measure is difficult.

EVIDENCE

[1.\) Chachalani Newsletters](#)

NEXT STEPS

Work with consular offices for assistance in institutional linkages.

RECOMMENDATION:**NEXT ACTIVITY:**

Continue to strengthen curriculum through meaningful exchanges (e.g. faculty, students) that provide international exposure and increase educational opportunities for GCC stakeholders.

NEXT PERFORMANCE MEASURE:

Incorporate into the curriculum international elements or components that promote internationalizing our campus.

TIMELINE: Spring 2020

ACCJC STANDARD RELATED TO:

Standard II (Student Learning Programs and Support Services)