

**GUAM COMMUNITY COLLEGE**  
**Institutional Strategic Master Plan**  
**2020-2026**



Presented September 2019

**Planning & Development Department**  
**Office of Sustainability**

**APPROVED OCTOBER 4, 2019 BOARD OF TRUSTEES MEETING**

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# Overview

## Mission

Guam Community College is a leader in career and technical workforce development, providing the highest quality, student-centered education and job training for Micronesia.

## Sinangan Misi3n (CHamoru Translation)

Guiya i Kulehon Kumunidat Guahan, i mas takhilo' gi mama'na'guen fina'che'cho' yan i teknikat na kinahulo' i manfafa'cho'cho' yan ma na'guaguaha etmas takhilo' yan maolek na tiningo' yan fina'na'gue nu i gaibali para i estudiante siha gi iya Maikronesiha.

## Vision

Guam Community College will be the premier educational institution for providing globally recognized educational and workforce development programs.





## Message from the President

Hafa adai my GCC family,

It continues to be a very progressive and exciting time for the college. With the revitalization and continuous improvements made on our campus facilities to the enhancements and additions made to our academic programs, we continue to stride forward in these changing times. GCC's 18<sup>th</sup> consecutive clean audit as reported by the Office of Public Accountability and the college's recent approved accreditation for the maximum seven (7) years is evidence of your hard work and commitment in providing the highest quality, student-centered education and job training for Micronesia.



As we close-out our 2014-2020 Institutional Strategic Master Plan, I want to commend all those who have helped us reach our goals and successfully carry out the initiatives in the previous ISMP. Our strategic plans have helped guide us through these ever-changing and challenging academic times, to ensure that we get to our destination as the premier educational institution for providing globally recognized educational and workforce development programs.

With the launch of the 2020-2026 ISMP, we can continue to steer the college in the right path. What makes this Strategic Plan special, is that the goals and objectives that were created are abstracts resulting from our collective thoughts and input as in institution. From our students, staff, faculty, administrators and industry partners; you have all played a role in the creation of this vital plan. We are confident that our GCC team will continue to move the college forward in carrying out our mission while continuing to grow with us.

Sincerely,

A handwritten signature in black ink that reads "Mary A.Y. Okada". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

**Mary A.Y. Okada, Ed.D.**  
President, Guam Community College

## Message from the Board of Trustees

Hafa adai GCC family,

After several months of comprehensive brainstorming and planning of GCC's 2020-2026 Institutional Strategic Master Plan (ISMP), we present to you the final version of this vital and exciting document. The Institution has undergone a thorough process that ensured the involvement and participation of all sectors of the college in identifying key goals and objectives that will pave the way for GCC for the next seven (7) years.



Through the facilitation process provided by Souder and Betances and Associates, and the coordination from the Planning and Development's Sustainability Office; the college successfully engaged students, staff, faculty, administrators, and stakeholders in the creation of this Strategic Plan. By taking that extra step in ensuring that the institution involved all stakeholders in this process, we've allowed the college to comprehensively and strategically drive into the future as a true competitor in the academic realm. This holds true to our mission which is to provide the highest quality, student-centered education and job training for Micronesia.

We are confident that the college will carry out the necessary initiatives and specific activities that support our new goals and objectives. The future has always been bright for GCC, and with the official launch of the 2020-2026 ISMP we can continue to steer in the right direction as the top community college in the region.

On behalf of the GCC Board of Trustees, I want to thank all those who were involved in this process; moreover, I want to commend the college for their continued hard work and commitment to the institution's overall success.

Sincerely,

A stylized, handwritten signature in black ink, appearing to read 'Frank Arriola'.

**Frank Arriola**  
BOT Chairperson

## Brief History of GCC

Unique by its mandate, Guam Community College (GCC) was established in 1977 by Public Law 14-77 to serve both secondary and postsecondary students. The main GCC campus is located on a 32.7 acre site in the central part of the island in the village of Mangilao. GCC is the only community college on Guam, which is its primary service area. The College enjoys an excellent reputation for providing quality career and technical education programs. These services are rendered to a diverse population of students from throughout the Western Pacific and beyond. GCC offers twenty-three (23) associate degree or two-year programs, and eighteen (18) certificate or one-year programs. GCC also offers a U.S. Department of Labor approved Apprenticeship program in conjunction with over 50 island employers with about 429 apprentices - currently enrolled in the program. Additionally, GCC offers the following Adult Education programs: Adult High School, two high school equivalency tests (GED® and HiSet®), English as a Second Language, and Adult Basic Education (Basic Literacy Skills and Family Literacy).

GCC also plays a significant role in the six island public high schools, where it offers career and technical education programs in Tourism: Lodging Management Program and Prostart, Marketing, Visual Communications, Health Careers and Sciences, Early Childhood Education, Construction Trades: AutoCAD and Carpentry, Electronics Technology, Automotive Services Technology, Automotive: Collision Repair and Refinishing Technology with enrolled 2,719 sophomores, juniors, and seniors in AY17-18. Enrollment in this high-school based program has steadily increased in the past several years. GCC's Dual Credit Articulated Programs of Study (DCAPS) offers the opportunity to earn seven (7) to nineteen (19) entry-level college credits in the corresponding postsecondary programs at GCC to students who are enrolled in these CTE programs from their sophomore through senior years and who have earned a grade of "B" or better for all three years. In effect, the DCAPS creates a direct pathway to Guam Community College for Guam's public high school students. GCC's Dual Enrollment Accelerated Learning (DEAL) program allows eligible students to enroll in college courses concurrently with high school classes and to receive both high school and college credit simultaneously. GCC has DEAL program agreements with Guam's five public high schools, with Father Duenas Memorial School, Notre Dame High School, and with the Home School Association of Guam.

Guam Community College is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges (WASC). GCC is also a member of the Pacific Postsecondary Education Council, which is a consortium of presidents and chancellors of higher education institutions in the U.S. and U.S. affiliated Pacific Islands.

Since the Institution's full accreditation with the Accrediting Commission for Community and Junior Colleges (ACCJC), GCC credits and some entire programs will articulate, or transfer to other accredited postsecondary institutions. These articulation agreements offer GCC students a way in which to expand and enrich their postsecondary educational experience.





Then and Now Photos of GCC's Culinary Arts and Automotive Programs



A night photo taken of GCC's Student Center and Learning Resource Center

# Planning Process of ISMP 2020-2026

On June 15, 2018, GCC was awarded a full seven-year accreditation for the period 2019-2025 – the longest period possible for a community college by the Accrediting Commission for Community and Junior Colleges (ACCJC), the Western Association of Schools and Colleges (WASC). This presented an ideal opportunity to align the Strategic Planning process with the newly awarded accreditation period. Hence, planning commenced for a seven-year Institutional Strategic Master Plan (ISMP).



As consultant partners for GCC’s ongoing transformational journey, Drs. Laura M. Torres Souder and Samuel Betances, were engaged to facilitate the planning process using the Transformation framework of co-creative participation of all stakeholders. This “home-grown” organic approach sought to harvest the contributions of leaders and managers, support staff, faculty, students and industry partners in envisioning the way ahead. Numerous meetings with stakeholder groups throughout the fall of 2018 and spring of 2019 yielded an abundance of ideas that were shaped into Goals and Objectives. This foundation is meant to guide the development of annual Initiatives and Activities that programs, departments and units within the GCC community would plan and implement for the next seven years.

Planning meetings included extensive engagement by a core team comprised of representatives from all the stakeholder groups. The core team met regularly to refine the feedback collected from the 2018 College Assembly, Industry Partners Forum, and comprehensive discussions on the way ahead with student leaders representing all the student-based organizations on campus.

The formal planning process was kicked-off on August 13, 2018 during the 2018 Fall Convocation: Beyond Accreditation: Strategic Thinking for 2025. Brainstorming sessions on goal formation followed on October 9 and October 30, 2018 with key leaders of the College. On November 6, 2018, during the 2018 Fall College Assembly “Envisioning GCC’s Future by Design” Drs. Souder and Betances conducted a critical part of the planning activity entitled, “Imagining GCC in 2026: Planning Framework and Thematic Categories”. Small groups of administrators, faculty and staff engaged in intensive brainstorming related to developing objective statements for the following goals:

**Goal 1: Advancing Workforce Development and Training**

**Goal 2: Fostering 100% Student-Centered Success**

**Goal 3: Leveraging Transformational Engagement and Training**

**Goal 4: Optimizing Resources**

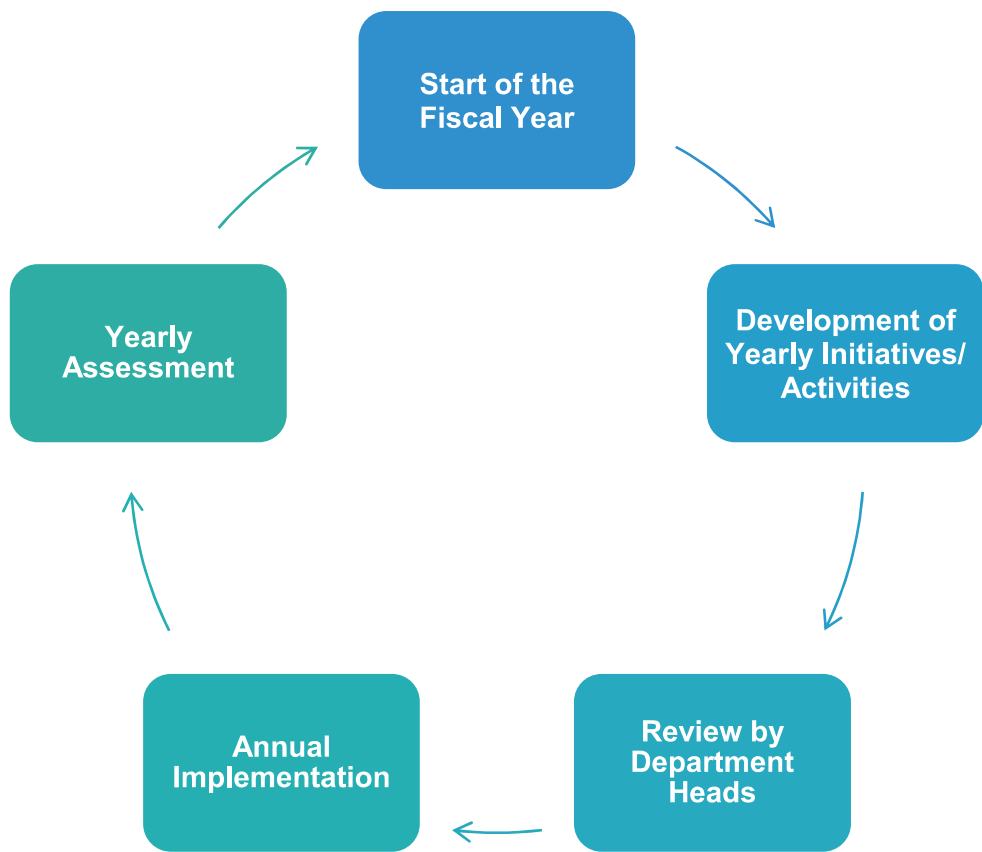
**Goal 5: Modernizing and Expanding Infrastructure and Technology**

The core team reconvened after the 2018 College Assembly to organize and integrate the feedback received. The Student Focus Groups held on December 14, 2018 and January 18, 2019 and the Industry Partners’ Forum on January 24, 2019 completed the brainstorming activities designed to maximize the gathering of input from stakeholders. This planning document reflects the voices and contributions of all who participated.



# Implementation Report on the ISMP 2020-2026

The Planning and Development Department, in conjunction with the Sustainability Office, is charged with the responsibility of tracking and monitoring the implementation of each of the five (5) primary goals and the expected outcomes under each goal. This will be accomplished through the completion of a yearly **Implementation Report** that will update activities tied to specific objectives under each goal. An Implementation Report template will be developed to synthesize progress on the activities that will be implemented to realize the goals outlined in the Strategic Plan 2020-2026. Finally, the assessment of all pertinent activities will occur at the end of each calendar year for the entire life of the plan to ensure that the college is on track to accomplish its strategic goals and outcomes.





2020-2026 ISMP Planning Session

# Guam Community College

## Institutional Strategic Master Plan 2020-2026 Timeline



| DATE                      | ISMP Event   |
|---------------------------|--|
| August 13, 2018           | Formal planning process began at the 2018 Fall Convocation: Beyond Accreditation, Strategic Thinking for 2025. In attendance were GCC Faculty, Staff, and Administrators. The Planning and Development Team presented “Closing the Loop of the ISMP 2014-2020”. Location: Multi-Purpose Auditorium / Time: 8:00am to 5:00pm                              |
| October 9, 2018           | First Brainstorming Session with Key Leaders (15 present)<br>Location: Learning Resource Center / Time: 9:00am to 12 noon  |
| October 30, 2018          | Second Brainstorming Session with Key Leaders (16 present)<br>Location: Learning Resource Center / Time: 9:00am to 12noon  |
| November 6, 2018          | Fall 2018 College Assembly “Envisioning GCC’s Future by Design with the planning activity “Imagining GCC in 2026: Planning Framework and Thematic Categories” that grouped the Administrators, Faculty, and Staff into 15 different Marianas Islands representing each a goal. (214 present) Location: Multi-Purpose Auditorium / Time: 8:00am to 1:00pm |
| December 14, 2018         | First Reconvening Session with Key Team Leaders (13 present)<br>Location: Learning Resource Center / Time: 3:00pm to 5:00pm  |
| January 18, 2019          | Student Focus Group with GCC Student Organization Leaders (22 present)<br>Location: Room 5108 / Time: 1:00pm to 4:00pm   |
| January 24, 2019          | Industry Partners Stakeholder’s Session (41 present)<br>Location: Multi-Purpose Auditorium / Time: 7:00am to 9:00am  |
| January 28, 2019          | Second Reconvening Session (19 present)<br>Location: Room C-1 / Time: 3:00am to 5:00pm   |
| February 18, 2019         | Third Reconvening Session (15 present)<br>Location: Room 5108 / Time: 3:00am to 5:00pm   |
| February 25, 2019         | Planning & Development Team meets with President for Goals revisions (3 present)<br>Location: President’s Conference Room / Time: 3:00am to 4:00pm   |
| February 26-March 7, 2019 | Each Theme Focus Groups Gathered to finalize sections<br>Location: GCC Campus / Time: Varied upon each group   |
| March 8, 2019             | Fourth Reconvening Session (12 Present)<br>Location: Learning Resource Center / Time: 3:00pm to 5:00pm   |
| March 11-22, 2019         | Revisions of the document made between the President, the Contractor, and the Planning & Development Team.   |
| March 25, 2019            | Final Reconvening Session of review for Edits with Key Team Leaders (14 present)<br>Location: Learning Resource Center / Time: 9:00am to 11:00am   |
| May 2019                  | ISMP presented to the Board of Trustees for approval.<br>Location: / Time: To Be Determined  |



# GCC'S TRANSFORMATION BLUEPRINT

## Goal 1: Advancing Workforce Development and Training

Expanding our partnerships and regularly updating our curriculum offerings and certifications is of paramount importance to meeting the training needs of our current and future workforce. Paying close attention to market trends and working closely with industry partners to fulfill their ever-changing labor force requirements ensures that our programs are aligned with the human capital demands of 21<sup>st</sup> century industries. This has a direct impact on the employability of our students once they complete either degree or certificate programs at GCC.

In addition, having technology-driven, innovative and comprehensive work experience/practicums will increase the career-readiness of our students. GCC aims to promote student participation at all levels—secondary, postsecondary and adult education - in these work experience opportunities, internships, practicums and apprenticeships. To ensure that the college provides programs that continue to boost student success in the economy, it will invest in long range, innovative and sustainable programs and training to support the local and regional workforce.

GCC is committed to anticipating the future and striving to stay ahead of the curve through cutting-edge strategies and relevant programming. As such, GCC hopes to establish a service reputation built on quality, innovation and trust in the region and internationally. It is GCC's intent to ensure that Industry partners and businesses recognize GCC as the leader in workforce development, where our students have the requisite knowledge and skills aligned with industry recognized standards. Our students must continually be equipped with the knowledge, technical skills and soft-skills that are vital to the labor market.

**Objective 1.1      Respond to local and regional occupational needs**

**Objective 1.2      Cultivate meaningful partnerships**

## **GOAL 2: Fostering 100% Student-Centered Success**

Most important to GCC is student success. It reflects our commitment to our students from the start of their career and technical education, to their securing of a job, and to their development as lifelong learners. In order to continue to be a leader in career and technical workforce development, GCC must enhance the capacity of its employees and ensure that its curriculum and training programs are current and aligned with industry needs, standards, and practices.

Helping to secure our students on a success-trajectory from the moment they become a part of our Institution to their completion of an adult education diploma or its equivalency, a program, certificate or degree is critical to GCC's viability. Being able to provide essential support services through counseling, advisement, tutoring, mentoring or providing access to technology makes a major difference in whether or not a student persists and thrives.

Exploring options to decrease the amount of time it takes for students to complete their program of study/training and to increase completion rates is also a priority. It is GCC's intention to offer flexible opportunities and innovative strategies to meet students' needs while continuing to provide quality education and job training.

To alleviate some of the barriers that students experience, GCC will enhance and strengthen its wraparound services to ensure that all students become aware of and take advantage of opportunities available to them which can clearly optimize their chances of success.

- |                      |  |
|----------------------|--|
| <b>Objective 2.1</b> | <b>Enhance the professional development process for all employees</b>                    |
| <b>Objective 2.2</b> | <b>Implement innovative strategies and practice flexibility in meeting student needs</b> |
| <b>Objective 2.3</b> | <b>Integrate and enhance wraparound services</b>   |

## **GOAL 3: Leveraging Transformational Engagement and Governance**

GCC is committed to a policy of participatory governance wherein all stakeholders have opportunities to share recommendations, actively participate in discussions and planning, and freely voice concerns in open dialogue.

Engaging each constituent group in the planning and decision-making processes is important to the success of the institution and the students we serve. Mechanisms exist for participation through a wide-range of committees. The College aims to improve stakeholder engagement and leverage participation as a vital asset to mission accomplishment.

The planning process was a clear demonstration of leveraging transformational engagement as an effective strategy. Increasing participation can result in the most effective and successful outcomes for the college community. GCC will utilize effective strategies, methods and technologies to increase genuine involvement in governance and other essential processes.

Additionally, GCC intends to establish an organizational culture that fosters respect and civic responsibility towards the protection and stewardship of our natural environment. By engaging our college community through education and awareness we can facilitate sustainable and responsible development throughout the region.

**Objective 3.1      Strengthen stakeholder opportunities to engage in the transformational process, governance and institutional decision making**

**Objective 3.2      Foster an organizational culture that empowers and facilitates transformational engagement and rewards collaboration**



## **GOAL 4: Optimizing Resources**

To continue to be financially and operationally sustainable, GCC will need to diversify revenue streams to support its programs and provide employees opportunities for growth.

GCC will generate more revenue by focusing on creative and collaborative ways to expand our fiscal and human resources. Plans to increase student enrollment, while reducing costs to the college, can be a challenge as we face economic changes. By exploring resources with public and private partnerships, we can achieve financial security in various areas. Robust programs that offer timely, relevant workforce development will ensure increased enrollment, capital improvement and an expanded footprint.

GCC's commitment to building internal capacity through employee professional development will ultimately strengthen institutional capability to meet the demands of an evolving workforce. GCC will invest in internal talent as a way of filling critical positions, ensuring stability, and encouraging loyalty to the organization.

GCC's success in the future will be determined by its ability to harness the productivity and ingenuity of its human resources, grow capacity and sustain fiscal stability at a time when resources are increasingly tied to rates of completion. Utilizing both fiscal and human capital strategically is key.

### **Objective 4.1 Diversify revenue streams**

### **Objective 4.2 Integrate Return on Investment (ROI) and Total Cost of Ownership (TCO)**

### **Objective 4.3 Provide employee professional development**

### **Objective 4.4 Develop and implement succession planning**

### **Objective 4.5 Cultivate team building**

## **GOAL 5: Modernizing and Expanding Infrastructure and Technology**

GCC recognizes the challenges many of our students face in their everyday lives. By expanding our educational footprint and leveraging technology, we provide an effective means for our students to meet their educational goals. This will also increase access to education for populations that are underserved in the community.

We will provide the 21st century student with the opportunity to enroll in and complete programs through multiple teaching platforms such as traditional, online, hybrid, web-enhanced, etc. In addition, we will strive to provide student accessibility to resources in their home villages or at work sites. With increased enrollment and utilization of technology, GCC will be able to expand its programmatic offerings.

To support student success, GCC will provide opportunities to link students with modernized technology and effective instruction that will aid and empower them to take control of their education.

GCC will also strive to remove barriers to student learning - the lack of transportation, scheduling conflicts or limited class offerings, etc. - so that students can have reliable access to courses and programs they need.

**Objective 5.1      Expand educational footprint**

**Objective 5.2      Ensure robust technology**

**Objective 5.3      Provide access to sustainable facilities**