HOSPITALITY & TOURISM
GUAM**COMMUNITY**COLLEGE

Department Strategic Plan
Hospitality and Tourism Department
(AY2022-AY2023 through AY2025-AY2026)
Updated as of November 12, 2023

ISMP GOALS:

Goal #1 Advancing Workforce Development Training

Goal #2 Fostering 100% Student-Centered Success

Goal #3 Leveraging Transformational Engagement And Governance

Goal #4 Optimizing Resources

Goal #5 Modernizing And Expanding Infrastructure And Technology

Goals and Objectives

1. To promote and strengthen the Distance Education - International Hotel Management program (DE-IHM)-**ISMP Goal #2, #5**
2. Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. **ISMP Goal #2**
3. Increase postsecondary graduation rate by 10% each year by recruiting foreign students. **ISMP Goal #1, #3, #4**
4. Effectuate a comprehensive departmental professional development plan. **ISMP Goal #4**
5. Develop Korean Language Certification Program
   a. Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. **ISMP Goal #1, #3, #4**
6. **Develop youth apprenticeship programs**
   a. Establish a cohort schedule for AY24-25 **ISMP Goal #2**
   b. Increase presence in the hospitality industry **ISMP Goal #2, #3**

Summary

1	01	6810	240	2025	Signage, banners and marketing materials	Increase visibility and outreach to promote department's DE-IHM program	4	250		1	1,000
2	01	6810	230	2025	Annual Membership Dues - PATA/Student Chapter	Industry membership for Guam and Micronesia; To support the department's DE-IHM program	1	250		1	250
3	01	6810	230	2025	Annual Membership Dues - SKAL, GVB and/or other industry membership organizations	To support the department's DE-IHM program	2	250		1	500
4	01	6810	240	2025	Instructional Materials and Supplies	To support the department's DE-IHM program	4	250		1	1,000
5	01	6810	240	2025	Instructional Tools and Modules	To support the department's DE-IHM program	4	250		1	1,000
7	01	6810	230	2025	Online Certification Training	To support the department's DE-IHM program	5	1000		1	5,000
Sub-total											8,750

Budget Justification: On April 28, 2021, the Guam Community College received approval from the Committee on Substantive Change of the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges to offer the Distance Education: Associate of Science in International Hotel Management (DE-IHM). The implementation of the DE IHM came with challenges as the program needed instructors to be online certified and the COVID pandemic subsiding, fewer students were attracted to the program. The College is committed to meeting students' needs and ensuring their success.

Goal #2 of the College's current Institutional Strategic Master Plan (ISMP 2020-2026) is "Fostering 100% Student-Centered Success". This involves exploring options to decrease the amount of time it takes for

students to complete their program of study/training and to increase completion rates. It includes offering flexible opportunities and innovative strategies to meet students' needs while continuing to provide quality education and job training. Goal # 5 of the ISMP 2020-2026 is "Modernizing and Expanding Infrastructure and Technology". This involves providing students with the opportunity to enroll in and complete programs using multiple teaching platforms such as traditional, online, hybrid, web-enhanced, etc. Through increased utilization of technology, GCC will be able to expand its programmatic offerings. It will also remove barriers such as lack of transportation, scheduling conflicts or limited class offerings.

Therefore, to meet the rigorous ACCJC standards and uphold the quality of our Distance Education International Hotel Management (DE IHM) program, the department is seeking funding to provide online certification training to our limited term employees and industry professionals serving as adjunct faculty. Offering online teaching certification ensures that our educators are well-equipped to deliver effective online instruction, thereby enhancing the learning experience for our students. Moreover, this initiative aligns with ACCJC standards, demonstrating our commitment to providing high-quality education. By investing in the professional development of our instructors, we not only meet accreditation requirements but also uphold our responsibility to offer a robust DE IHM program that prepares students for success in the evolving hospitality industry.

With COVID no longer being a pandemic, the Department Chairperson researched new strategies to promote the DE IHM program by collaborating with the Guam Department of Labor to generate more interests among high school students to consider enrolling in the DE IHM program upon graduation. A program has been developed called the Hotel Associate Youth Apprenticeship Program (HAYAP). This program not only addresses the need to increase employment for the hotel industry but to also generate interest, recruitment and retention for the DE IHM program. As such the department's strategic plan will reflect some changes to support the department's initiatives.

The Hotel Associate Youth Apprenticeship Program (HAYAP) on Guam provides a unique opportunity for high school students, starting at age 16, to engage in an employer-driven apprenticeship in collaboration with the Guam Department of Labor (GDOL) and local hotels. HAYAP offers on-the-job training, mentorship, and exposure to various roles in hospitality and tourism, ensuring students can earn while attaining a Certificate of Mastery and an Associates Degree in International Hotel Management. The program guarantees paid employment, wage progression, and free tuition for aligned courses, differentiating it from the GCC Work Experience (WE) program. HAYAP's inclusive approach, seamless integration with high school education, and additional support services from GDOL contribute to its distinct advantages over traditional work experience programs.

8	01	6810	230	2025	Fees	Implementation of the Korean Language Certification	3	500		1	1,500

						Program (fees)					
9	01	6810	240	2025	Supplies	Implementation of the Korean Language Certification Program	1	500		1	500
Sub-total											2,000

The Korean Language Certificate Program aligns with our institution's strategic master plan by addressing multiple key goals. By addressing Goal #1, which focuses on enhancing workforce development, the program responds to the increasing need for Korean language skills in Guam's resurgence of Korean visitors. This ensures that our students are well-prepared for a global workforce. Furthermore, the program directly contributes to Goal #3 by engaging students in a transformational learning experience. Courses in the program will foster cultural understanding which reinforces and strengthens their language skills. The program can achieve Goal #4, optimizing resources, by offering courses and perhaps the study abroad program during Summer and Christmas breaks that further an ESL Immersion Program and potentially generate revenue for the department.

Integrating a Korean Language Certification Program with the department's study abroad programs reflects our department's dedication to student-centered goals. As students adapt to new environments, their personal growth enriches the academic experience. This strategic alignment not only strengthens the Korean Language Certification Program but also supports the department's needs for growth and adaptability. Moreover, it directly addresses the employability factor, as the program equips students with language skills crucial for success in Guam's hospitality industry, justifying the need for growth in our budget. The Hotel/Tourism and Travel Advisory Committee supports the Korean Language Certification Program as it enhances Guam's labor workforce within the service industry. This program develops a skilled workforce to improve Guam's tourism and builds the diverse skills, including language proficiency, in our workforce that is crucial for excellent visitor experiences in our service-oriented destination.

10	01	6810	250	2025	Equipment	Laptops - Growth Budget Justification	20	1000		1	20,000
11	01	6810	250	2025	Equipment	Mobile Cart- Growth Budget Justification	1	1000		1	1,000
12	01	6810	250	2025	Equipment	MS Office Licenses - Growth Budget Justification	1	1000		1	1,000
13	01	6810	250	2025	Equipment	Charging Cables and Other	1	500		1	500

						Peripheral equipment - Growth Budget Justification					
14	01	6810	250	2025	Equipment	Hotel Reservation System - Growth Budget Justification	1	5000		1	5,000
15	01	6810	250	2025	Equipment	POS Reservation System - Growth Budget Justification	1	2000		1	2,000
16	01	6810	250	2025	Equipment	installation and other Maintenance Costs - Growth Budget Justification	1	500		1	500
Sub-total											30,000

On October 14, 2022, the department submitted recommendations for 2023 Capital Improvement Projects (email dated October 14, 2022) to include dedicated classrooms and a lab facility. A lab facility on the college campus is essential for college interns because it provides a hands-on and immersive learning experience that cannot be replicated in a traditional classroom setting. Interns need to practice and apply the concepts they learn in real-world scenarios, and a lab facility provides the necessary tools and equipment for them to do so as they also develop critical thinking, problem-solving, and decision-making skills, which are essential for success in their future careers. Additionally, a lab facility allows for close supervision and guidance from instructors, who can provide feedback and support to interns as they navigate the challenges of the simulation. Overall, a lab facility is a vital component of a college internship program, as it helps interns develop practical skills and prepares them for the workforce.

These lab facilities would serve as a practical space for students to practice the skill sets required in their respective programs. For IHM students, this means having a place to practice hands-on hotel management tasks, such as front desk operations, housekeeping, and customer service training. These skills are best learned through practical application, and having a dedicated lab would offer students the opportunity to 'learn by doing,' reinforcing their lessons effectively.

Furthermore, with the rise of online learning, the ability to submit assignments through videos has become increasingly important. Lab facilities equipped with recording and editing equipment would empower students to create high-quality video assignments, enhancing the learning experience. This is particularly valuable for IHM students who need to showcase their understanding of various hotel operations and services through visual presentations.

Additionally, not all students have easy access to transportation, and providing a facility for practice and support of video assignments can be a significant advantage. Students who lack transportation can

use these labs to work on their assignments conveniently, eliminating any barriers to participation in the IHM program.

Moreover, the lab facilities can serve as spaces for lab demonstrations by instructors. For IHM, this is crucial as it allows teachers to provide practical demonstrations of various hotel management tasks, giving students a more comprehensive understanding of the subject matter.

The lab facilities can be used as collaborative learning outside the virtual classroom. They provide a physical space where students can come together, interact, exchange ideas, and work on projects as a team. This collaborative environment can foster a sense of community among IHM students, even in an online program, and enhance their overall learning experience.

The latest assessment report for the IHM program highlights the crucial need for a growth budget for the department's lab facilities. The report underscores that a dedicated lab facility on the college campus is needed for students to have hands-on and immersive learning experiences. The practical application of concepts in real-world scenarios, coupled with critical thinking and decision-making skills development, is best achieved in a lab setting. The facility also allows for close instructor supervision, feedback, and support, essential for students navigating simulation challenges. The growth budget justification emphasizes the importance of this lab facility in preparing students for the workforce. The proposed budget, outlined with a breakdown of costs for necessary equipment and systems, seeks to ensure that both post-secondary and high school students have access to cutting-edge technology tools, aligning with the college's mission to be a leader in workforce development. The central location for the Property Management and point of sale (POS) systems on the post-secondary campus, with secondary students having access during field trips, demonstrates a commitment to providing equal opportunities and fostering innovation in student learning across all levels.

Establishing dedicated lab facilities is needed for the Hospitality and Tourism programs, particularly the DE International Hotel Management Program. This facility also supports the program's objectives and helps create a strong, inclusive learning community for students, regardless of their physical location.

6	01	6810	240	2025	Instructional Materials and Supplies	Supplies needed for instructional use	4	250		1	1,000
									TOTAL		41,750

In summary, the department's strategic plan aligns with the changing needs of students and the growing needs of the hospitality and tourism industry to hire a skilled labor force. The proposed budget emphasizes the necessity of dedicated lab facilities, reflecting our commitment to providing quality education and preparing students for successful careers. Initiatives, including online certification for instructors, collaboration for student recruitment, and the integration of programs like the Korean Language Certification, highlight our dedication to student success, infrastructure modernization, and workforce development. By investing in technology, professional development, and collaborations, we aim to create an inclusive learning environment that equips students with the skills to support the advancement of Guam's vision as a high quality destination and foster excellence in career and technical education for hospitality and tourism.

Timeline

1ˢᵗ Quarter (August – October)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5	$9,822	1. Coordinate training and technical support where needed with the GCC Instructional Designer 2. Level 1 Orientation during Convocation 3. Collaborate with Instructional Designer on course design needs in the institution's Learning Management System 4. Conduct continuous recruitment and renewal of online certified faculty 5. Procure instructional tools outlined in FY23 budget proposal 6. Collaboration with the Office of Communications on a marketing plan for the DE-IHM. 7. Research opportunities for additional postsecondary faculty 8. Develop technology plan integrating HTMP and the DE-IHM program
1	Establish a cohort schedule for AY22-23 ISMP Goal #2	N/A	1. Secondary: Establish list of potential COM for Class of 2023 & 2024 2. Post Secondary: Update cohort schedule for Fall 2022; Schedule academic advisement 3. Post Secondary: Develop convocation activity Fall 2023; collaborate with other GCC institutional services (Reach for college) and Dean
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	$500	1. Attain membership in regional and local travel trade organizations as outlined in the FY23 budget

2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Department collaboration to evaluate and/or maintain current MOUs.
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain recruitment efforts.
4	Effectuate departmental professional development plan.	N/A	1. Department collaboration on updating professional development plans in alignment with Institutional Priorities; integrate training needs for the DE-IHM program in alignment with the Distance Education Plan.
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.

Year 1- AY22-23
2nd Quarter (November - January)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5		1. Implement training schedule; Department Chair observations 2. Feedback on Level 1 orientation 3. Collaboration with Instructional Designer 4. Establish list of training participants 5. Monitor procurement activities 6. Collaboration with OCP 7. Research opportunities for additional postsecondary faculty 8. Submit growth budget to include instructional tools to expand to secondary HTMP programs
1	Establish a cohort schedule for AY22-23 ISMP Goal #2	N/A	1. Secondary: Class of 2023 Workshop: Promote secondary programs; Certificate of Mastery; Promote MOU with foreign institutions and Hyatt Regency Guam. 2. Secondary: HTMP 054/064: Promote post-secondary programs. 3. Post Secondary: Update cohort schedule for Spring 2023; Schedule academic advisement 4. Post Secondary: Develop convocation activity Fall 2023; collaborate with other GCC institutional services (Reach for college) and Dean
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities.

2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor travel restrictions; Communicate with external entities 2. Research innovative programs pending travel restrictions
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor travel restrictions; Communicate with external entities 2. Research innovative programs pending travel restrictions
4	Effectuate departmental professional development plan.	N/A	1. Department collaboration on updating professional development plan; integrate training needs for the DE-IHM program.
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	2. Department collaboration to evaluate and/or maintain the program.

Year 1- AY22-23
3rd Quarter (February – April)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5		1. Monitor training and technical support; Department Chair observations 2. Update Level 1 Orientation 3. Collaboration with Instructional Designer 4. Increased faculty department eligibility for online teaching by 10% 5. Inventory and distribute instructional tools 6. Develop draft marketing plan 7. Research opportunities for additional postsecondary faculty 8. Finalize technology plan integrating HTMP and the DE-IHM program
1	Establish a cohort schedule for AY22-23 ISMP Goal #2	N/A	1. Secondary: Follow up with Class of 2023 students; distribute/provide additional information 2. Collaborate with secondary faculty 3. Post Secondary: Update cohort schedule for Spring 2023; Schedule academic advisement 4. Post Secondary: Develop convocation activity Fall 2023; collaborate with other GCC institutional services (Reach for college) and Dean
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities.
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet	N/A	1. Monitor travel restrictions; Communicate with external entities 2. Research innovative programs pending travel restrictions

	students' needs. ISMP Goal #2		
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor travel restrictions; Communicate with external entities 2. Research innovative programs pending travel restrictions
4	Effectuate departmental professional development plan.	N/A	1. Develop professional development
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.

Year 1- AY22-23
4th Quarter (May – July)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5	N/A	1. Monitor training and technical support; Department Chair observations 2. Coordinate and Plan Convocation - Level 1 3. 4. Review feedback and data from DE-IHM; identify any instructional tools and other resources needed to improve DE-IHM program 5. Record inventory of returned instructional equipment; Schedule work order to service instructional equipment; Finalize technology plan integrating HTMP and the DE-IHM program 6. Finalize marketing plan 7. Finalize research and determine findings 8. Finalize technology plan integrating HTMP and the DE-IHM program UPDATE: Researched and collaborated with Department of Labor and Hotel Nikko Guam in developing a Youth Apprenticeship program to support the DE-IHM program.
1	Establish a cohort schedule for AY22-23 ISMP Goal #2	N/A	1. Secondary: Identify 10% from LMP graduates to be enrolled in an H&T Department Program 2. Obtain list of Class of 2024 - HTMP 074 students 3. Post Secondary: Update cohort schedule for Fall 2023; Schedule academic advisement 4. Post Secondary: Finalize convocation activity Fall 2023; collaborate with other GCC institutional services (Reach for college) and Dean

2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities; evaluate membership 2. Submit names of industry representatives interested in joining the department's advisory committees for upcoming AY 3. Increased advisory committee membership by 10% 4. Compile list of department needs based on industry feedback.
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor travel restrictions; Communicate with external entities 2. Submit recommendations on developing programs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor travel restrictions; Communicate with external entities 2. Submit recommendations on developing programs
4	Effectuate departmental professional development plan.	N/A	1. Finalize Departmental Professional Development Plan

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.

Year 2- AY23-24

1st Quarter (August – October)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5		1. Coordinate training and technical support where needed with the GCC Instructional Designer 2. Level 1 Orientation during Convocation 3. Collaborate with Instructional Designer on course design needs in the institution's Learning Management System; Distribute instructional tools 4. Conduct continuous recruitment and renewal of online certified faculty 5. Implement Technology Plan; submit growth budget ; update and distribute instructional tools 6. Implement Marketing Plan 7. Procure instructional tools outlined in FY24 budget proposal UPDATE: Three hotels agreed to support the Hotel Associate Youth Apprenticeship Program; conducted 4 of 6 high school presentations promoting HAYAP.
1	Establish a cohort schedule for AY24-25 ISMP Goal #2	N/A	1. Update cohort schedule at PS; Secondary: Establish list of potential COM for Class of 2024 & 2025

			2. Post Secondary: Update cohort schedule for current Fall students; Schedule academic advisement 3. Implement Convocation UPDATE: Three hotels agreed to support the Hotel Associate Youth Apprenticeship Program; conducted 4 of 6 high school presentations promoting HAYAP.
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	$500	1. Renew/gain membership in regional and local travel trade organizations as outlined in the current FY budget 2. Update advisory committee listings 3. Discuss industry feedback with advisory committee UPDATE: Attended SKAL meetings when scheduled; SKAL is willing to continue offering scholarship opportunties
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor travel restrictions; Communicate with external entities 2. Implement new programs; Maintain MOUs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor travel restrictions; Communicate with external entities 2. Implement new programs
4	Effectuate departmental	N/A	1. Implement Professional Development Plan

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
	professional development plan.		
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.

Year 2- AY23-24

2nd Quarter (November - January)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5		1. Implement training schedule; Department Chair observations 2. Feedback on Level 1 orientation 3. Collaboration with Instructional Designer 4. Establish list of training participants 5. Monitor Marketing Plan; continue collaboration with OCP 6. Monitor procurement activities
1	Establish a cohort schedule for AY24-25 ISMP Goal #2	N/A	1. Secondary: Class of 2024 Workshop: Promote secondary programs; Certificate of Mastery; Promote MOU with foreign institutions and Hyatt Regency Guam. 2. Secondary: HTMP 054/064: Promote post-secondary programs. 3. Post Secondary: Update cohort schedule for upcoming Spring semester; Schedule academic advisement

			4. Evaluate/Survey Students on Convocation
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities. 2. Update Department Strategic Plan where needed
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
4	Effectuate departmental professional development plan.	N/A	1. Monitor or Implement Professional Development Plan
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.

Year 2- AY23-24

3rd Quarter (February – April)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5	N/A	1. Monitor training and technical support; Department Chair observations 2. Update Level 1 Orientation 3. Collaboration with Instructional Designer 4. Update listing of online certified faculty 5. Monitor Marketing Plan; continue collaboration with OCP 6. Inventory and distribute instructional tools
1	Establish a cohort schedule for AY24-25 ISMP Goal #2	N/A	1. Secondary: Follow up with Class of 2024 students; distribute/provide additional information 2. Collaborate with secondary faculty 3. Post Secondary: Update cohort schedule for current Spring semester; Schedule academic advisement

			4. Update Convocation Activities
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities. 2. Update Department Strategic Plan where needed
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
4	Effectuate departmental professional development plan.	N/A	1. Evaluate and update Professional Development where needed
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.

Year 2- AY23-24

4th Quarter (May – July)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5	N/A	1. Monitor training and technical support; Department Chair observations 2. Coordinate and Plan Convocation - Level 1 3. Record inventory of returned instructional equipment; Schedule work order to service instructional equipment 4. Review feedback and data from DE-IHM; identify any instructional tools and other resources needed to improve DE-IHM program 5. Evaluate and update Marketing Plan 6. Collect inventory sheets specific to DE-IHM; Review and update technology plan integrating HTMP and the DE-IHM program

1	Establish a cohort schedule for AY24-25 ISMP Goal #2	N/A	1. Secondary: Continue 10% from LMP graduates to be enrolled in an H&T Department Program 2. Obtain list of HTMP 074 students 3. Post Secondary: Update cohort schedule for upcoming Fall semester; Schedule academic advisement 4. Plan Convocation for upcoming Fall Semester
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities; evaluate membership 2. Update Department Strategic Plan where needed; Compile list of department needs based on industry feedback.
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor industry events; Communicate with external entities 2. Evaluate, monitor, maintain or implement and programs; renew or develop new programs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor industry events; Communicate with external entities 2. Evaluate, monitor, maintain or implement and programs; renew or develop new programs

4	Effectuate departmental professional development plan.	N/A	1. Finalize Professional Development
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.

Year 3- AY24-25

1st Quarter (August – October)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5	N/A	1. Coordinate training and technical support where needed with the GCC Instructional Designer 2. Level 1 Orientation during Convocation or other activities at the beginning of the semester. 3. Collaborate with Instructional Designer on course design needs in the institution's Learning Management System; Distribute instructional tools 4. Conduct continuous recruitment and renewal of online certified faculty 5. Implement Marketing Plan or other activities promoting programs. 6. Procure instructional tools outlined in FY25 budget proposal

1	Establish a cohort schedule for AY25-26 ISMP Goal #2	N/A	1. Update cohort schedule at PS; Secondary: Establish list of potential COM for next AY 2. Post Secondary: Update cohort schedule for current Fall students; Schedule academic advisement 3. Implement Convocation or other activities at the beginning of the semester.
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	$500	1. Renew/gain membership in regional and local travel trade organizations as outlined in the current FY budget 2. Discuss industry feedback with advisory committee
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor industry events; Communicate with external entities 2. Implement new programs; Maintain MOUs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor industry events; Communicate with external entities 2. Implement new programs
4	Effectuate departmental professional development plan.	N/A	1. Implement Professional Development Plan

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	2. Department collaboration to evaluate and/or maintain the program.

Year 3- AY24-25

2nd Quarter (November - January)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5		1. Implement training schedule; Department Chair observations 2. Feedback on Level 1 orientation 3. Collaboration with Instructional Designer 4. Establish list of training participants 5. Monitor Marketing Plan; continue collaboration with OCP 6. Monitor procurement activities
1	Establish a cohort schedule for AY25-26 ISMP Goal #2	N/A	1. Secondary: HTMP 074 students - Workshop: Promote secondary programs; Certificate of Mastery; Promote MOU with foreign institutions and Hyatt Regency Guam. 2. Secondary: HTMP 054/064: Promote post-secondary programs. 3. Post Secondary: Update cohort schedule for upcoming Spring semester; Schedule academic advisement

			4. Evaluate/Survey Students on Convocation
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities. 2. Update Department Strategic Plan where needed
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
4	Effectuate departmental professional development plan.	N/A	1. Monitor or Implement Professional Development Plan

Year 3- AY24-25

3rd Quarter (February – April)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5		1. Monitor training and technical support; Department Chair observations 2. Update Level 1 Orientation 3. Collaboration with Instructional Designer 4. Update listing of online certified faculty 5. Monitor Marketing Plan or other activities promoting programs.; continue collaboration with OCP 6. Inventory and distribute/setup instructional tools
1	Establish a cohort schedule for AY25-26 ISMP Goal #2	N/A	1. Secondary: Follow up with HTMP 074 students; distribute/provide additional information 2. Collaborate with secondary faculty 3. Post Secondary: Update cohort schedule for current Spring semester; Schedule academic advisement 4. Update Convocation Activities

2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities. 2. Update Department Strategic Plan where needed
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs
4	Effectuate departmental professional development plan.	N/A	1. Evaluate and update Professional Development where needed

1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	3. Department collaboration to evaluate and/or maintain the program.

Year 3- AY24-25

4th Quarter (May – July)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5	N/A	1. Monitor training and technical support; Department Chair observations 2. Coordinate and Plan Convocation - Level 1 or other activities at the beginning of the semester. 3. Record inventory of returned instructional equipment; Schedule work order to service instructional equipment 4. Review feedback and data from DE-IHM; identify any instructional tools and other resources needed to improve DE-IHM program 5. Evaluate and update Marketing Plan or other activities promoting programs. 6. Collect inventory sheets specific to DE-IHM; Review and update technology plan integrating HTMP and the DE-IHM program

1	Establish a cohort schedule for AY25-26 ISMP Goal #2	N/A	1. Secondary: Continue 10% from LMP graduates to be enrolled in an H&T Department Program 2. Obtain list of HTMP 074 students 3. Post Secondary: Update cohort schedule for upcoming Fall semester; Schedule academic advisement 4. Plan Convocation for upcoming Fall Semester
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities; evaluate membership 2. Submit names of industry representatives interested in joining the department's advisory committees for upcoming AY 3. Renew advisory committee membership 4. Update Department Strategic Plan where needed; Compile list of department needs based on industry feedback.
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor industry events; Communicate with external entities 2. Evaluate, monitor, maintain or implement and programs; renew or develop new programs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor industry events; Communicate with external entities 2. Evaluate, monitor, maintain or implement and programs; renew or develop new programs

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
4	Effectuate departmental professional development plan.	N/A	2. Finalize Professional Development Plan
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.

Year 4- AY25-26

1st Quarter (August – October)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5	N/A	1. Coordinate training and technical support where needed with the GCC Instructional Designer 2. Level 1 Orientation during Convocation or other activities at the beginning of the semester. 3. Collaborate with Instructional Designer on course design needs in

			the institution's Learning Management System; Distribute instructional tools 4. Conduct continuous recruitment and renewal of online certified faculty 5. Implement Marketing Plan or other activities promoting programs. 6. Procure instructional tools outlined in FY26 budget proposal
1	Establish a cohort schedule for AY26-27 ISMP Goal #2	N/A	4. Update cohort schedule at PS; Secondary: Establish list of potential COM for next AY 5. Post Secondary: Update cohort schedule for current Fall students; Schedule academic advisement 6. Implement Convocation or other activities at the beginning of the semester.
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	$500	1. Renew/gain membership in regional and local travel trade organizations as outlined in the current FY budget 2. Discuss industry feedback with advisory committee
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor industry events; Communicate with external entities 2. Implement new programs; Maintain MOUs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor industry events; Communicate with external entities 2. Implement new programs

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
4	Effectuate departmental professional development plan.	N/A	1. Implement Professional Development Plan
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.

Year 4- AY25-26

2nd Quarter (November - January)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5		1. Implement training schedule; Department Chair observations 2. Feedback on Level 1 orientation 3. Collaboration with Instructional Designer 4. Establish list of training participants 5. Monitor Marketing Plan or other activities promoting programs.; continue collaboration with OCP 6. Monitor procurement activities

1	Establish a cohort schedule for AY26-27 ISMP Goal #2	N/A	1. Secondary: HTMP 074 students - Workshop: Promote secondary programs; Certificate of Mastery; Promote MOU with foreign institutions and Hyatt Regency Guam. 2. Secondary: HTMP 054/064: Promote post-secondary programs. 3. Post Secondary: Update cohort schedule for upcoming Spring semester; Schedule academic advisement 4. Evaluate/Survey Students on Convocation or other activities at the beginning of the semester.
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities. 2. Update Department Strategic Plan where needed
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
4	Effectuate departmental professional development plan.	N/A	1. Monitor or Implement Professional Development Plan
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.

Year 4- AY25-26

3rd Quarter (February – April)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5		1. Monitor training and technical support; Department Chair observations 2. Update Level 1 Orientation 3. Collaboration with Instructional Designer 4. Update listing of online certified faculty 5. Monitor Marketing Plan or other activities promoting programs.; continue collaboration with OCP

			6. Inventory and distribute instructional tools
1	Establish a cohort schedule for AY26-27 ISMP Goal #2	N/A	1. Secondary: Follow up with HTMP 074 students; distribute/provide additional information 2. Collaborate with secondary faculty 3. Post Secondary: Update cohort schedule for current Spring semester; Schedule academic advisement 4. Update Convocation Activities or other activities at the beginning of the semester.
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities. 2. Update Department Strategic Plan where needed
2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor industry events; Communicate with external entities 2. Monitor, maintain or implement programs

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
4	Effectuate departmental professional development plan.	N/A	1. Evaluate and update Professional Development where needed
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.

Year 4- AY25-26

4th Quarter (May – July)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks

2,5	To promote and strengthen the Distance Education - IHM program -ISMP Goal #2, #5	N/A	1. Monitor training and technical support; Department Chair observations 2. Coordinate and Plan Convocation or other activities at the beginning of the semester. 3. Record inventory of returned instructional equipment; Schedule work order to service instructional equipment 4. Review feedback and data from DE-IHM; identify any instructional tools and other resources needed to improve DE-IHM program 5. Evaluate and update Marketing Plan or other activities promoting programs. 6. Collect inventory sheets specific to DE-IHM; Review and update technology plan integrating HTMP and the DE-IHM program
1	Establish a cohort schedule for AY26-27 ISMP Goal #2	N/A	1. Secondary: Continue 10% from LMP graduates to be enrolled in an H&T Department Program 2. Obtain list of HTMP 074 students 3. Post Secondary: Update cohort schedule for upcoming Fall semester; Schedule academic advisement 4. Plan Convocation or other activities for upcoming Fall Semester
2,3	Increase presence in the hospitality industry ISMP Goal #2, #3	N/A	1. Participate in organizational meetings with key leaders and representatives promoting department goals and encourage active participation in departmental activities; evaluate membership 2. Update Department Strategic Plan where needed; Compile list of department needs based on industry feedback.

2	Promote study abroad programs to offer flexible opportunities and innovative strategies to meet students' needs. ISMP Goal #2	N/A	1. Monitor industry events; Communicate with external entities 2. Evaluate, monitor, maintain or implement and programs; renew or develop new programs
1,3,4	Increase postsecondary graduation rate by 10% each year by recruiting foreign students. ISMP Goal #1, #3, #4	N/A	1. Monitor industry events; Communicate with external entities 2. Evaluate, monitor, maintain or implement and programs; renew or develop new programs
4	Effectuate departmental professional development plan.	N/A	3. Finalize Professional Development Plan
1, 3, 4	Generate extra department revenue by developing and offering ESL Immersion Program during Summer and Christmas break. ISMP Goal #1, #3, #4	N/A	1. Department collaboration to evaluate and/or maintain the program.