



Department Strategic Plan

Institutional Strategic Master Plan Goals/Initiatives (2020-2023)

1. Advancing Workforce Development and Training
2. Fostering 100% Student-Centered Success
3. Leveraging Transformational Engagement and Governance
4. Optimizing Resources
5. Modernizing and Expanding Infrastructure and Technology

Department Objectives

1. Achieve expected pass rate goals for programs with industry certification requirements as outlined by program specific regulatory bodies.
2. Enhance recruitment for all Nursing & Allied Health programs and courses.
3. Ensure all Secondary Program and Post-Secondary Industry certificate course curriculum are updated to align with industry needs and standards.

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Revised:

Timeline

Year 1: 2023 – 2024

1st Quarter (August 2023 – October 2023)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
1.	1. Ensure secondary curriculum meet industry needs and achieve DCAPS articulation.	To fulfill industry standards.	1. Review course & program curriculum, SLO's, and syllabi to ensure they meet current industry and institutional standards. -Work with CRC to ensure curriculum updates meet requirements for DCAPS and curriculum guidelines.
2.	2. Meet all required reporting deadlines for annual reporting to regulatory boards for nursing.	To reflect consistency with the Guam Board of Nursing Rules & Regulations.	2. Prepare regulatory reports for review by the Deans & at least 2-3 weeks before due date. Ensure data and outcomes reflect pertinent reporting periods.
2.	3. Increase enrollment and pass rates for nursing courses and CNA in order to get off probational status for CNA and maintain program approval for LPN.	To reflect consistency with the Guam Board of Nursing Rules & Regulations.	3. Collaborate with other departments to schedule or hold college recruitment fairs to increase enrollment for potential students. -Discuss with advisory members, industry leaders and research best practices to enhance and maintain NCLEX-PN and NNAAP CNA first-write exam pass rates.
1.	4. Enhance EMS programs to include the inclusion of the Paramedic program to be included for the	Enhance and maintain equipment and supplies to meet the program learning outcomes for EMS & Paramedic.	4. Ensure MOU objectives between the School of EMS for the Paramedic program are clearly defined and identify

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	College.		actionable and measurable goals for achievement.
4.	5. Ensure Department and Advisory meetings are held each semester and address the needs of industry.	To fulfill current practice and information that falls in line with industry standards.	5. Hold department and advisory meetings every semester and document discussions through meeting minutes.
1.	6. Explore the feasibility of the development of an associates degree in nursing to meet the growing need for registered nurses in the community.	To expand nursing opportunities for students and meet current industry needs and goals.	6. Research other ACCJC ADN programs and compare pathways for an ADN bridge.

2nd Quarter (November 2023 - January 2024)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2.	1.Ensure Program Data Reports are up to date regarding successful passing of certification exams required for national certification or licensure (PN, MA, CNA, EMT), employment or continued education.	To reflect consistency with the Guam Board of Nursing Rules & Regulations and other regulatory guidelines.	1. Maintain continuous assessments of program graduates regarding successful passing of certification exams required for national certification or licensure (PN, MA, CNA, EMT), employment placements or continued education for higher degrees. -Reach out to recent graduates via phone or email to assess progress of licensing, employment or higher education.
1.	2. Ensure the successful integration of DCAPS curriculum for secondary	To ensure a link for 3 post-secondary credits applicable toward Nursing or Medical	2.Evaluate the implementation of Medical Terminology courses into

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	programs.	Assisting programs.	secondary curriculum through assessment.
1.	3.Ensure all program curricula are updated or archived to meet industry needs and institutional accreditation standards.	To fulfill current practice and information that falls in line with industry and accreditation standards.	3.Submit program curricula updates or archivals to meet CRC deadlines.
2.	4.Ensure that there are sufficient faculty & resources to meet student needs for courses.	To successfully meet intended student learning outcomes.	4.Secure & finalize instructors/workloads and outside employment forms for Spring Semester courses.
1.	5.Evaluate the progress of the Paramedic program.	To successfully meet intended student learning outcomes.	5.Follow-up with faculty regarding the progress of paramedic participants. -Ensure all equipment for lab skills is available and ready for use for lab skills courses. -Ensure clinical placements and agreements are established to connect clinical affiliate agencies and the School of EMS.
2.	6. Ensure a positive progression of the ADN pathway.	To fulfill industry standards and needs.	6.Finalize research, summarize needs assessment reports and prepare findings for presentation to advisory members and stakeholders.

3rd Quarter (February 2024 – April 2024)

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ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2.	1. Provide necessary support to students to ensure that they graduate according to their anticipated timeline for completion.	To successfully meet intended student learning outcomes and enhance graduation rates.	1. Track graduate progress and data for program completion. Provide enhanced advisement for students to ensure program completion.
2.	2. Evaluate and facilitate the success of first write test takers for the NLCEX-PN (PN exam), NNAAP (CNA exam), NREMT (EMT exam) & RMA (MA exam).	-To successfully meet intended student learning outcomes. -To reflect consistency with the Guam Board of Nursing Rules & Regulations and other regulatory guidelines.	2. Assess the progress of graduates regarding their preparation for certification/licensing exams. -Provide students with access to review courses and online or in person preparatory programs to facilitate readiness for exams. -connect faculty with graduates to provide consistent follow-up and advisement in order to enhance success for licensing and certifications.
1.	3. Review and Ensure MOUs are current and establish new clinical affiliations to allow for increased opportunities for all Nursing & Allied Health students.	To enhance and ensure the achievement of student learning outcomes.	3. Meet with current clinical affiliates to evaluate the effectiveness of current agreements and network with new clinical stakeholders to establish new partnerships.
1.	4. Enhance recruitment opportunities to increase enrollment for programs and courses.	To fulfill industry standards and needs.	4. Collaborate with other department faculty for recruitment opportunities. -Provide surveys to students regarding interests for courses and evaluate responses to address student needs. -Put out advertisements for programs via institutional social media accounts.

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1.	5.Evaluate the progress and achievement of the ADN timeline.	To fulfill industry standards and needs.	5.Review timeline objectives and goals for the ADN program and organize completed tasks for review by the Dean and potential submission to the Guam Board of Nursing and ACCJC.
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4th Quarter (May 2024 – July 2024)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
1.	1.Ensure graduate data is current for regulatory reporting requirements.	To reflect consistency with the Guam Board of Nursing Rules & Regulations and other regulatory guidelines.	1.Document graduate completion information and data to ensure program completion rates are up to date for program reports. -Update pass rate information for certification or licensing exams.
2.	2.Ensure annual or quarterly reports meet established requirements and deadlines and reflect regulatory board guidelines.	To reflect consistency with the Guam Board of Nursing Rules & Regulations and other regulatory guidelines.	2. Submit all reports for review by Dean in a timely manner. -Collect graduate/completer data for all programs. Track successes and employment progress. -Evaluate data and cross check reports to reflect current information reflective of program and graduates and regulatory board guidelines.
1.	3.Evaluate recruitment surveys/feedback and ensure program offerings meet current industry needs.	To fulfill industry standards and needs.	3. Discuss recruitment data and feedback with department and advisory members. -review course offerings & curriculum to ensure they are reflective of recruitment & advisory feedback.

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Year 2: 2024 - 2025

1st Quarter (August 2024 – October 2024)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
1.	1. Ensure post-secondary program curricula are current and reflect current industry guidelines.	To fulfill industry and accreditation standards and needs.	1. Review course & program curricula, SLO's, and syllabi to ensure they meet current industry and institutional standards. -Update curriculum if necessary. Submit to the Deans & CRC for review in a timely manner.
2.	2. Ensure secondary and post-secondary program needs are sufficient to achieve the objectives for the school year.	To successfully meet intended student learning outcomes.	2. Conduct assessments and inventory of equipment and supplies for all programs. -Review assessment data for programs and analyze reflected needs. -Document and address needs through department meetings and feedback from faculty and student surveys. -Correlate assessment data with budget objectives and goals.
2.	3. Ensure budget reports/requests are completed and are reflective of program assessment data and submit to the Dean in a timely manner.	To successfully meet intended student learning outcomes.	3. Finalize budget and correlate budget according to assessment and program needs. Submit Budget by specified timeline.

2nd Quarter (November 2024 – January 2025)

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ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2.	1. Assess the 2024 PN cohort for NCLEX-PN readiness and program completion.	To reflect consistency with the Guam Board of Nursing Rules & Regulations and other regulatory guidelines.	1. Prepare the cohort for program completion and NCLEX-PN licensure preparation. Monitor pass rates on predictor exams for students. Work with faculty to facilitate confidence for the NCLEX-PN Exam.
1.	2. Evaluate the possibility for secondary expansion of Health Careers & Science Programs to Okkodo.	To successfully meet intended student learning outcomes. To fulfill industry standards and needs.	2. Review and assess the needs and requirements for secondary expansion for another satellite site. -Ensure and evaluate funding to support the expansion. -Consider potential recruitment for new faculty.

3rd Quarter (February 2025 – April 2025)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2.	1. Ensure the progress and success of the Paramedic Cohort next phase and implementation of the program at GCC.	To fulfill Accreditation standards for the Program and ensure student success for Paramedic licensure.	1. Analyze accreditation objectives and standards. -Evaluate the preparation of students for licensure and certification.
2.	2.Ensure program pass rates, retention and all other regulatory requirement data are up to date and	To reflect consistency with the Guam Board of Nursing Rules & Regulations and other regulatory guidelines.	2. Obtain pass rate data from licensing office and/or graduates. -Update PN pass rate & CNA data for

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	reflective of standards.		report to GBNE. -Review rules and regulations to ensure all reporting requirements are addressed.
1.	3.Re-introduction of the Medical Assisting Bill.	To fulfill industry standards and needs.	3. Review latest draft of the MA Bill and re-introduce draft bill to advisory committee for feedback.

4th Quarter (May 2025 – July 2025)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2.	1.Ensure the success and progression of the second Paramedic cohort.	To fulfill industry standards and needs. To successfully meet intended student learning outcomes.	1.Recruit, advise, and assist applicants for the next Paramedic cohort. -Use the first cohort and collaboration with SOE as a guideline for success.
2.	2.Ensure all Annual reports meet regulatory requirements and are submitted by the deadline for reporting.	To reflect consistency with the Guam Board of Nursing Rules & Regulations and other regulatory guidelines.	2. Prepare reports to reflect current information for programs. Submit reports to the Deans and regulatory boards in a timely manner.

Year 3: 2025-2026

1st Quarter (August 2025 – October 2025)

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Goal #	Department Objectives	Annual Program Budget Goal	Tasks
1.	1. Full implementation of the ADN program.	To fulfill industry needs and expand growth for program and student opportunities.	1. Review regulatory requirements and ensure implementation meets regulatory guidelines for registered nurse programs.
2.	2. Ensure all secondary and post-secondary programs have adequate resources, supplies, and equipment to support the department, program, and student needs.	To fulfill industry standards and needs. To successfully meet intended student learning outcomes.	2. Conduct an inventory of program needs (assessment surveys, supplies, and equipment) to ensure all courses have enough resources to meet student needs for the semester. - Complete budget reports/requests and submit to the Dean in a timely manner.
1.	Enhance recruitment opportunities to secondary and post-secondary programs and ensure recruitment includes updated information to enhance program attractions.	To fulfill industry standards and needs. To successfully meet intended student learning outcomes.	3. Collaborate with faculty from other departments and schedule a recruitment fair for programs and courses. -Conduct a survey for students to understand student interests and needs for the school year. -Hold advisory and department meetings once a semester and document feedback via minutes.

2nd Quarter (November 2025 - January 2026)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
4.	1. Enhance faculty professional development and work with faculty to promote professional development	To successfully meet intended student learning outcomes, enhance student success and foster professional growth for faculty.	1. Encourage new faculty or LTA to take required courses to become permanent. Foster professional development

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	plans.		opportunities for faculty and staff to enhance curriculum and expertise in the field and for the students.
1.	2. Ensure curricula reflect current industry needs and are updated according to curriculum guidelines.	To fulfill industry standards and needs. To successfully meet intended student learning outcomes.	2. Review all curriculum and update accordingly. -Correlate curriculum to regulatory guidelines. -Ensure curriculum updates are submitted in a timely manner for review.
2.	3. Assess the progress of a newly implemented Health Careers & Science Program at Okkodo.	To enhance opportunities for student success and ensure growth of programs into health careers.	1. Conduct an interest survey for students. 2. Facilitate recruitment and work with counselors to ensure course registration for the Health Careers & Science Program. 3. Orient new faculty to program goals and expectations.

3rd Quarter (February 2026 – April 2026)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2.	1. Evaluate the progress nursing programs (CNA, ASPN, & ADN) and their alignment to regulatory expectations.	To reflect consistency with the Guam Board of Nursing Rules & Regulations and other regulatory guidelines.	1. Update nursing data (retention and success rates etc.). -Address weaknesses in student progress and success.
1.	2. Evaluate the completion and employment rates of the Nursing & Allied Health Students.	To fulfill industry standards and needs. To successfully meet intended student learning outcomes.	1. Reach out to employers and assess graduate surveys to ensure graduates are meeting entry level positions and industry expectations.

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1.	3. Assess and evaluate the progress of Laboratory Tech programs.	To fulfill industry needs and to provide for increased opportunities for short term certifications and employment opportunities for the community.	1. Send out evaluation surveys to participants and employers. 2. Work closely with CEWD to ensure the effectiveness of short term trainings and consider other opportunities for growth.
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4th Quarter (May 2026– July 2026)

ISMP Goal #	Department Objectives	Annual Program Budget Goal	Tasks
2.	1. Analyze student successes and tracking for all programs and ensure the pipeline from secondary to post-secondary programs is being utilized through DCAPs.	To fulfill industry standards and needs. To successfully meet intended student learning outcomes.	1. Conduct a continuous assessment of programs and students achievements and track secondary to post-secondary pipeline through DCAPs.
2.	2. Ensure all programs meet regulatory requirements for timely reporting and standards for program approval.	To reflect consistency with the Guam Board of Nursing Rules & Regulations and other regulatory guidelines. To reflect consistency of the Paramedic Program with CAAHEP & CoAEMSP regulatory guidelines. To ensure the achievement of pass rates for program approval.	1. Prepare and submit all reports for annual review to the Guam Board of Nursing. -Update program report data. -Review reports and ensure information reflects current data and is aligned with regulation criteria.

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