



Institutional Strategic Master Plan

2026 – 2032



APPROVED MARCH 19, 2026 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,

As we close out our 2020–2026 Institutional Strategic Master Plan (ISMP), I am filled with gratitude and pride for all that we have accomplished together. These past years have been a time of transformation—marked by resilience, innovation, and unwavering commitment to our mission of providing the highest quality, student-centered education and workforce development for Guam and the Micronesian region.

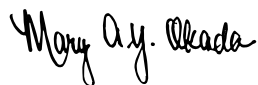
Through your dedication, Guam Community College continues to demonstrate excellence. Our 19th consecutive clean audit from the Office of Public Accountability and our continued reaffirmation of accreditation by the Accrediting Commission for Community and Junior Colleges (ACCJC) stand as testaments to your hard work, integrity, and pursuit of excellence. The revitalization of our campus facilities, expansion of academic programs, and strengthened partnerships with industry and government have positioned GCC as a true leader in education and workforce development.

As we embark on our new 2026–2032 Institutional Strategic Master Plan, we build upon a strong foundation of achievement and shared vision. This new plan reflects the voices of our students, employees, alumni, trustees, and community partners—each contributing to a collective roadmap that will guide us through the next six years.

The 2026–2032 ISMP challenges us to reimagine how we teach, learn, and serve. It embraces sustainability, innovation, and inclusivity as the cornerstones of our progress. Together, we will continue to advance GCC’s mission, foster student success, support our employees, and modernize our operations and infrastructure to meet the evolving needs of our island and region.

To every member of our GCC family—thank you for your steadfast dedication and belief in our purpose. The work we do today shapes the opportunities of tomorrow. I am confident that, united by our shared vision, we will continue to move boldly forward and keep Guam Community College at the forefront of excellence in education and workforce development.

Sincerely,



President, Guam Community College



Message from the Board of Trustees

Hafa adai GCC family,

It is with great pride and optimism that we present Guam Community College’s 2026–2032 Institutional Strategic Master Plan (ISMP)—a blueprint that reflects our shared vision for the future of this great institution. The completion of this plan marks the culmination of months of collaboration, reflection, and forward thinking, built upon the successes and lessons of the 2020–2026 ISMP.

The development of this new Strategic Plan was a truly inclusive process that brought together the voices and insights of our students, faculty, staff, administrators, alumni, and community partners. Through the consultation from Jim Hollyer and the coordination of the Office of Planning and Development, the college community came together to identify key priorities that will guide GCC through the next six years. This collective effort demonstrates our unwavering commitment to shared governance, transparency, and excellence in serving the people of Guam and Micronesia.

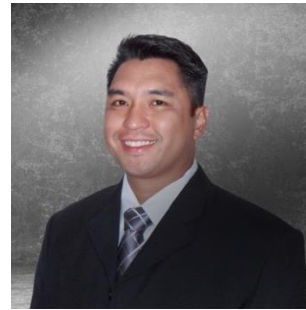
The 2026–2032 ISMP builds upon our proud tradition of providing the highest quality, student-centered education and workforce training. It challenges us to embrace innovation, sustainability, and equity in every facet of our work—ensuring that GCC remains a dynamic, future-ready institution that continues to empower students, strengthen our workforce, and uplift our island community.

On behalf of the GCC Board of Trustees, we extend our deepest appreciation to all who contributed to this important endeavor. Your dedication and collaborative spirit are the driving forces behind GCC’s continued success. Together, we look forward to the next chapter of growth and achievement as Guam Community College continues to lead with purpose, passion, and pride.

Sincerely,



BOT Chairperson



Brief History of GCC

Guam Community College (GCC), established in 1977 under Public Law 14-77, holds a unique mandate among the island's educational institutions—serving both secondary and postsecondary students. Located on a 32.7-acre campus in Mangilao, GCC is Guam's only community college and the premier provider of workforce development and career and technical education.

For nearly five decades, GCC has earned a strong reputation for delivering high-quality, student-centered programs that empower learners from Guam, Micronesia, and beyond. The College offers 23 associate degree programs and 18 certificate programs, each designed to meet evolving local and regional workforce needs.

GCC's commitment to workforce readiness is further demonstrated through its U.S. Department of Labor–registered Apprenticeship Program, offered in partnership with more than 50 island employers. This program provides hundreds of apprentices with hands-on training and college credit each year. The College also administers Adult Education programs—including Adult High School, GED® testing, English as a Second Language (ESL), and Adult Basic Education (ABE)—expanding access to education and lifelong learning across the community.

At the secondary level, GCC delivers Career and Technical Education (CTE) programs in all six public high schools. These programs offer pathways in Tourism, Marketing, Visual Communications, Health Careers, Early Childhood Education, Construction Trades, Electronics Technology, Automotive Services Technology, and more. The Dual Credit Articulated Programs of Study (DCAPS) allow high school students to earn up to 19 college credits, creating a seamless transition to postsecondary education at GCC. Through the Dual Enrollment Accelerated Learning (DEAL) program, eligible students can concurrently enroll in college courses and earn both high school and college credit. DEAL agreements are established with Guam's five public high schools, Father Dueñas Memorial School, Notre Dame High School, and the Home School Association of Guam.

GCC is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges (WASC), and is a member of the Pacific Postsecondary Education Council (PPEC), a consortium of higher education institutions across the U.S.-affiliated Pacific Islands. Articulation agreements with accredited institutions further support seamless credit transfer and promote student mobility.

Guided by its mission to provide the highest quality education and job training, Guam Community College continues to lead in workforce innovation, sustainability, and student success—helping shape a more prosperous future for Guam and the region.



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Planning Process of ISMP 2026-2032

Guam Community College (GCC) is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC), a commission of the Western Association of Schools and Colleges (WASC). The College's accreditation was most recently reaffirmed for an eight-year term in 2025, with the next comprehensive review scheduled for 2033. GCC has maintained continuous ACCJC/WASC accreditation since 1979, reflecting the institution's longstanding commitment to quality, integrity, and continuous improvement.

The development of the 2026–2032 Institutional Strategic Master Plan (ISMP) marks an important milestone in GCC's ongoing journey of renewal and transformation. Guided by consultant Mr. James Hollyer, the College undertook a collaborative and inclusive planning process rooted in transparency, reflection, and shared purpose.

Through open dialogue and strategic engagement, faculty, staff, administrators, students, and industry partners collaborated to shape GCC's direction for the years ahead. This participatory approach fostered honest reflection on the College's achievements, surfaced emerging challenges, and guided the development of a shared vision for the future.

A core planning team representing all stakeholder groups synthesized this collective input into clear, actionable goals and objectives aligned with GCC's mission and values. The resulting plan demonstrates a shared commitment to continuous improvement, innovation, and sustainable growth—positioning GCC to continue delivering high-quality, student-centered education and workforce development for Guam and the Micronesian region.

The 2026–2032 ISMP serves as both a roadmap and a shared promise—capturing who we are today while guiding who we aspire to become in the years ahead.

The development of the 2026–2032 Institutional Strategic Master Plan (ISMP) began on November 5, 2024, during GCC's College Assembly under the guidance of consultant Mr. James Hollyer. Faculty, staff, and administrators participated in a collaborative session to identify opportunities, address challenges, and shape strategic priorities for the College's next six years. This initial session was followed by several planning and brainstorming meetings with various stakeholder groups, each contributing to the refinement of the plan into its final form.

Through this inclusive process, GCC ensured that every stakeholder had a meaningful voice in defining the goals and objectives of the new ISMP. The result is a forward-looking framework grounded in innovation, student success, and sustainability—positioning the College to continue fulfilling its mission of providing high-quality, student-centered education and workforce development for Guam and the region.

As part of the development of Guam Community College’s 2026–2032 Institutional Strategic Master Plan (ISMP), a series of stakeholder engagement sessions were held at the Learning Resource Center (LRC) in November 2024. These sessions created meaningful opportunities for collaboration and open dialogue among students, faculty, staff, administrators, community partners, and military representatives.

To ensure broad and meaningful participation, online surveys were distributed to all stakeholders following the engagement sessions. This approach allowed every member of the GCC community—whether or not they attended in person—to contribute additional ideas, insights, and feedback.

A Sorting Committee was subsequently convened to carefully review, organize, and synthesize the wide range of input gathered from both the sessions and the surveys. Meeting several times, the committee analyzed and refined the information to develop the Goals, Initiatives, and Objectives that form the foundation of the new ISMP.

This comprehensive process culminated in the identification of GCC’s strategic goals:

- Goal 1: Visionary Leadership and Integrated Governance**
- Goal 2: Transformative Student Experience**
- Goal 3: Empowered and Thriving Employees**
- Goal 4: Sustainable and Smart Campus Ecosystem**
- Goal 5: Academic Excellence and Innovation**

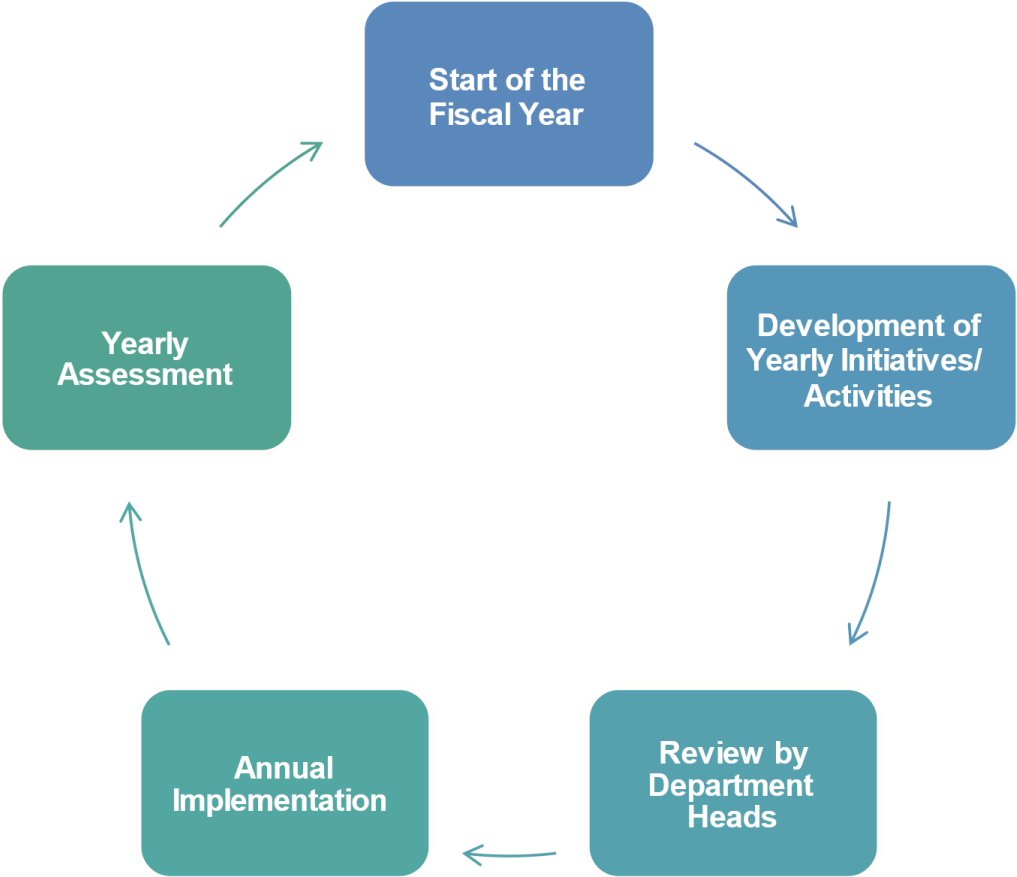


DATE	ISMP Event
November 5, 2024	<p>Formal initiation and planning process began at the 2024 College Assembly</p> <p>Location: Multipurpose Auditorium Time: 8:00am to 5:00pm</p>
November 6, 2024	<p>Student and Staff Reconvening Sessions</p> <p>Location: Learning Resource Center Time: 9:00am to 10:30am and 1:00pm to 2:30pm</p>
November 7, 2024	<p>Community Partners and Administrator Reconvening Sessions</p> <p>Location: Learning Resource Center Time: 9:00am to 10:30am and 1:00pm to 2:30pm</p>
November 8, 2024	<p>Faculty and Military Representative Reconvening Session</p> <p>Location: Learning Resource Center Time: 9:00am to 10:30am</p>
November – December 2024	<p>Organization of Stakeholder Input via Consultant and Planning and Development Division</p>
January 2025	<p>Master Sorting Group Sessions to narrow down all stakeholder input for the 2026 2032 Institutional Strategic Master Plan Draft</p>
February 2025 – May 2025	<p>Finalization of the 2026 – 2032 Institutional Strategic Master Plan</p>

Implementation Report on the ISMP 2026-2032

The Planning and Development Department, in collaboration with the Sustainability Office, is responsible for tracking and monitoring the implementation of each of the five (5) primary goals and their associated outcomes. This will be achieved through the completion of an annual Implementation Report, which will document progress on activities tied to specific objectives under each goal. An Implementation Report template will be developed to consolidate and present this progress in a clear and consistent manner, supporting effective oversight of the Strategic Plan 2026–2032.

At the end of each calendar year, a comprehensive assessment of all relevant activities will be conducted for the duration of the plan. This annual evaluation ensures that the College remains on track to achieve its strategic goals and expected outcomes.





Institutional Strategic Master Plan 2026-2032 Timeline



GCC'S TRANSFORMATION BLUEPRINT

GOAL 1: Visionary Leadership and Integrated Governance

Guam Community College (GCC) is committed to fostering a culture of participatory, accountable, and forward-thinking governance, where every member of the College community—students, faculty, staff, administrators, and partners—has meaningful opportunities to contribute to planning, decision-making, and institutional dialogue. By cultivating unified and accountable leadership, the College ensures that decisions are guided by shared values, transparency, and ethical practice.

GCC continuously strengthens its strategic planning and stewardship of resources, aligning human, financial, and physical assets with institutional priorities to support sustainable growth and enhance student success. At the same time, the College seeks to enhance its institutional identity and impact, building visibility, credibility, and influence locally, regionally, and beyond, while reinforcing its role as a leading provider of education and workforce development in Micronesia.

The development of the 2026–2032 Institutional Strategic Master Plan demonstrates the power of transformational participation, where broad stakeholder engagement shaped goals and strategies for the institution's future. GCC will continue to implement innovative strategies and technologies that promote genuine engagement in governance and decision-making processes, ensuring that the College thrives as a responsive, collaborative, and mission-driven organization.

Additionally, GCC remains committed to fostering an organizational culture grounded in respect, civic responsibility, and environmental stewardship, promoting sustainable practices that benefit both the campus community and the wider region.

- Initiative 1.1 Cultivate Unified and Accountable Leadership**
- Initiative 1.2 Strengthen Strategic Planning and Resources Stewardship**
- Initiative 1.3 Enhance Institutional Identity and Impact**

GOAL 2: Transformative Student Experience

At Guam Community College (GCC), student success is the institution's highest priority. From the moment students begin their career and technical education to their entry into the workforce and lifelong learning, GCC is committed to supporting every step of their journey. To maintain its leadership in career and technical workforce development, the College continuously enhances the capacity of its employees and ensures that curriculum and training programs are current, rigorous, and aligned with evolving industry standards and practices.

GCC is dedicated to creating a transformative student experience by fostering a sense of belonging, engagement, and connection on campus. Through comprehensive academic support, counseling, advisement, tutoring, mentoring, and access to modern learning technologies, the College equips students with the tools and guidance they need to persist, thrive, and achieve their educational goals. Flexible learning opportunities, innovative strategies, and modernized learning environments are central to helping students progress efficiently through programs of study, certificates, and degrees, ultimately increasing completion rates and workforce readiness.

Recognizing that students face a variety of challenges, GCC strengthens wraparound services to reduce barriers and ensure that all students are aware of and able to access the full range of academic, social, and professional resources available to them. By advancing access, equity, and support for every learner, GCC creates an environment where all students can succeed and realize their potential.

Initiative 2.1 Enrich Student Life and Belonging

Initiative 2.2 Meet Current and Future Student Job-related Needs

Initiative 2.3 Advancing Access, Equity, and Academic Support

Initiative 2.4 Modernizing Learning Environments

Through these efforts, the College cultivates not only skilled graduates but also lifelong learners and leaders, reinforcing its mission to provide high-quality education and job training that prepares students for meaningful careers and active participation in the wider community.

GOAL 3: Empowered and Thriving Employees

The strength and success of the institution are directly tied to the talent, dedication, and well-being of its employees. Creating a workplace where faculty, staff, and administrators feel valued, supported, and empowered to contribute fully is a top priority.

A healthy and inclusive work environment fosters diversity, equity, and respect, ensuring all employees experience a sense of belonging and purpose. Investing in professional growth and leadership development provides opportunities for continuous learning, skill enhancement, and career advancement, enabling employees to reach their full potential while supporting student success.

Equally important is the cultivation of collaboration and effective internal communication. Promoting open, transparent, and cross-departmental dialogue strengthens teamwork, encourages innovation, and aligns employees around shared goals and priorities.

Through these efforts, the workforce is empowered to thrive personally and professionally, building a culture of engagement, accountability, and excellence that drives the institution's mission of delivering high-quality, student-centered education and workforce development.

Initiative 3.1 Foster a Healthy, Inclusive Work Environment

Initiative 3.2 Promote Professional Growth and Leadership Development

Initiative 3.3 Strengthen Collaboration and Internal Communication

GOAL 4: Sustainable and Smart Campus Ecosystem

A vibrant, safe, and sustainable campus is essential to supporting student success, employee engagement, and the overall mission of the institution. Creating a smart, well-designed, and resilient campus ecosystem ensures that physical spaces, resources, and operations are aligned with current and future needs while fostering innovation, efficiency, and adaptability.

Efforts focus on enhancing infrastructure and campus design, optimizing learning environments, collaborative spaces, and community areas that promote creativity, engagement, and accessibility. By prioritizing facilities maintenance and environmental sustainability, the institution ensures that buildings, equipment, and outdoor areas are safe, functional, and energy-efficient, while also minimizing environmental impact and supporting long-term resilience.

Strengthening operational systems and service delivery is equally vital, enabling processes and practices that are efficient, transparent, and responsive to the needs of students, employees, and stakeholders. By leveraging modern technologies, data-driven management, and best practices, the campus can deliver high-quality services while continuously improving operational effectiveness.

This holistic approach to campus planning and management not only addresses immediate operational needs but also positions the institution to respond proactively to future challenges. By integrating sustainability, innovation, and strategic foresight into all aspects of campus operations, the institution creates an ecosystem that empowers students to thrive, supports employees in achieving excellence, and manages resources responsibly.

Through these ongoing efforts, the campus evolves into a sustainable, adaptive, and forward-looking environment—a foundation that ensures continued institutional success, strengthens community trust, and supports the long-term mission of providing high-quality, student-centered education and workforce development.

Initiative 4.1 Enhance Physical Infrastructure and Campus Design

Initiative 4.2 Improve Facilities Maintenance and Environmental Sustainability

Initiative 4.3 Strengthen Operational Systems and Service Delivery

GOAL 5: Academic Excellence and Innovation

Academic excellence lies at the heart of the institution’s mission, driving the preparation of students for meaningful careers, lifelong learning, and leadership in their communities. To achieve this, the College is committed to offering high-quality, relevant programs that are aligned with evolving industry standards, workforce demands, and community needs. By continuously reviewing and updating curricula, the institution ensures that students gain the skills, knowledge, and competencies required to thrive in a dynamic and competitive environment.

Empowering student success remains central to this goal. Through innovative instructional practices, comprehensive support services, and personalized learning experiences, students are guided along pathways that promote persistence, completion, and career readiness. Modernized learning environments and technology-enhanced instruction further enrich the educational experience, fostering engagement, critical thinking, and creativity.

A culture of assessment, accreditation, and academic accountability underpins all academic initiatives, ensuring that programs are continuously evaluated and improved in alignment with best practices and quality standards. This commitment to evidence-based decision-making and academic rigor guarantees that students receive an education that is both meaningful and measurable in its outcomes.

Ultimately, the College strives to provide an exceptional learning experience—one that inspires curiosity, nurtures innovation, and cultivates the talents and potential of every student. Through academic excellence and continuous innovation, the institution prepares graduates who are capable, adaptable, and ready to make a positive impact on the workforce, community, and region.

- Initiative 5.1 Deliver high-quality, relevant academic programs aligned with community and workforce needs.**
- Initiative 5.2 Empower Student Success**
- Initiative 5.3 Promote a Culture of assessment, accreditation, and academic accountability.**
- Initiative 5.4 Exceptional Learning Experience**