

**GUAM COMMUNITY COLLEGE BOARD OF TRUSTEES**

**Monthly Meeting – Monday, December 5, 2011, 6:00pm**

**President's Conference Room, Building 2000**

**AGENDA**

**I. CALL TO ORDER**

1. Roll Call
2. Recital of Mission Statement

**II. APPROVAL OF MINUTES**

1. Monthly Meeting of November 3, 2011

**III. COMMUNICATIONS**

**IV. PUBLIC DISCUSSION**

**V. REPORTS**

1. *President's Report:*
  - Financial Status of the College
  - Capital Improvement Projects (CIP)
2. *Monthly Activities Reports:*
  - Student Trustee
  - Faculty Advisory Member
  - Support Staff Advisory Member
3. *Board of Trustees Community Outreach Report*

**VI. UNFINISHED BUSINESS**

1. Construction Projects Updates
  - New Student Center
  - Foundation Building (Renovation)
  - Building D Generator Project
  - Building 200 Renovation
  - Northeast East Parking Lot (across firing range)

**VII. NEW BUSINESS**

1. Proposed Board Policy 114: GCC Naming Opportunities (*1<sup>st</sup> Reading*)
2. Certification of Institutional Self Evaluation Report (ISER)
3. Board Policies: Review, Amend, Adopt
4. 5-Year Strategic Resource Plan
5. Election of Board Officers (2-year term, Jan 2012-Dec 2013)
  - Office of Chairperson
  - Office of Vice Chairperson
  - Office of Secretary
  - Office of Treasurer

**VIII. EXECUTIVE SESSION**

1. Personnel Matters
2. Labor Management Relations
3. Legal Matters

**IX. ADJOURNMENT**

**GUAM COMMUNITY COLLEGE**  
**Board of Trustees**  
**Monthly Meeting of December 5, 2011**

**Minutes**

**I. CALL TO ORDER**

The monthly meeting of December 5, 2011 was called to order at 6:10 p.m., by Ms. Gina Y. Ramos, Chairperson. The meeting was held in the President's Conference Room located at the Student Services & Administration Building.

**1. Roll Call**

**Trustees Present:** Ms. Gina Y. Ramos, Ms. Maria Dilanco Garcia, Mr. Frank P. Arriola, Mr. Edward G. Untalan, Mr. Richard P. Sablan, Mr. Aaron M. Unpingco.

**Not in attendance:** Ms. Deborah C. Belanger (schedule conflict).

**Others in attendance:** Dr. Mary A.Y. Okada, President, Mr. Kenneth Bautista, Support Staff Advisory Member, Ms. Karen Sablan, Faculty Advisory Member, Attorney Catrina Campana, Legal Counsel, Dr. Ray Somera, Vice President, Academic Affairs Division, Ms. Carmen K. Santos, Vice President, Finance & Administration Division, Mr. Reilly Ridgell, Dean, School of Trades & Professional Services, Mr. Michael Chan, Associate Dean, School of Technology & Student Services, Ms. Jayne Flores, Assistant Director, Communications & Promotions.

**2. Recital of Mission Statement**

Board members recited the Mission Statement: *The mission of the Guam Community College is to be a leader in career and technical workforce development by providing the highest quality education and job training in Micronesia.*

**II. APPROVAL OF MINUTES - November 3, 2011 Meeting**

**MOTION**

**IT WAS MOVED BY TRUSTEE RICHARD P. SABLAN, SECONDED BY TRUSTEE EDWARD G. UNTALAN, THAT THE BOARD APPROVES THE MEETING MINUTES OF NOVEMBER 3, 2011, SUBJECT TO CORRECTIONS. MOTION CARRIES. (Voting: 6 ayes, 0 nays)**

**III. COMMUNICATIONS - None to report at this time.**

**IV. PUBLIC DISCUSSION - No request made for public discussion.**

**V. REPORTS**

**1. President's Report:**

Financial Status: Based on the college's financial report for Fiscal Year 2011, President Okada reported that the college still has a balance of \$3,426,525 million. Of this amount, \$917,780 is from the Manpower Development Fund. She emphasized that for FY2011, the amount the college must receive before the end of December is \$2.5 million. Should the \$2.5 million not come in by the end of the fiscal year and the audit report is already released the \$2.5 million will not show as a receivable but instead will be reported as a shortage in the audit report. The college continues to work with the Department of Administration on the matter.

With regard to fiscal year 2012 appropriation, the college to date still has not received any appropriation/releases from all funds.

FY2012 Capital Improvement Projects (CIP) – The college has requested the assistance of Tanaguchi Ruth Makio & Associates (TRMA) to help write the scope of work for some of the projects on campus. Additionally, the college will not renew or extend the Construction Manager's (CM) contract, which recently expired.

The campus painting project is about 30% completed.

GCC submitted the FEMA grant application for the renovation of Building 200. The amount requested is \$1.9 million for the renovation and mitigation for the first floor of Bldg. 200. The funding for the second floor of building 200 will be supported by Government of Guam through the liquid fuel tax bond.

The inspection of the sprinkler system, which is funded through ARRA, is scheduled to take place tomorrow morning and will be conducted by the Guam Fire Department. President Okada reiterated that this project is still under liquidation damages.

Procurement Training: In line with Vice Speaker Cruz' initiatives, GCC will be providing procurement training for the Government of Guam sometime in January 2012. Portions of the training will be facilitated "pro-bono" by several attorneys, and by Mr. John Thomas Brown, a procurement expert, and by Gerry Perez, former General Manager for Guam Visitors Bureau.

POST Commission: At a recent meeting, the Rules & Regulations were approved for the POST Commission. GCC, as the state agency for the POST Commission, will be recruiting for a Program Specialist, and will also be seeking federal funds for the POST program. She emphasized that it is a revamp of the curriculum and the training required for all law enforcement. The purpose of the Commission is to align its training with national standards and to update the training conducted here at the college and at the University of Guam.

Compact Impact Report: The college, as required annually, recently submitted its Compact Impact Report to the Government of Guam. The report shows what the impact of FSM residents is to the

college. President Okada noted that even though the report indicates a decrease in the number of students at the college, the report indicates an increase in cost because of the tuition assistance cost, labor costs, etc.

President Okada reported that the First Hawaiian Bank recently established a \$25,000 bank account for the John K. Lee, Jr. Scholarship Fund, and invites and encourages the community to donate to the fund by the end of December 2011.

GCC's Christmas Tree Sales is ongoing and is set up at the parking lot of the Horse & Cow restaurant in Tamuning.

Project HATSA (Helping Achieve TANF Success through Actions), a federally funded grant project (with five cohorts) being conducted by Guam Community College and the Guam Department of Public Health & Social Services. Applicants are enrolled in Public Health's Temporary Assistance for Needy Families (TANF) program. Participants will learn basic construction skills, heavy equipment operation, and blueprint reading, among other skills associated with the construction industry.

Bill 206 is now Public Law 31-134, which transfers GCC's 314 acres of property to the Guam Ancestral Land Use Commission. President Okada noted that in the Governor's PL31-134 passage letter, it indicates that there is property adjacent to the college that is being looked at to be given to GCC. President Okada will be meeting with representatives from the Governor's office in hopes that the property being considered is similar to what GCC previously had for purposes of moving forward with the initiatives already planned by the college previously.

## **2. Monthly Activities Reports:**

**Student Trustee:** Mr. Unpingco reported on the following:

–Friday, Dec 9, 2011: Along with COPSA representatives, Mr. Unpingco said he will be in attendance at the Ribbon Cutting Ceremony of the new Student Center.

**Faculty Advisory Member:** Ms. Karen Sablan reported on the following:

- Currently addressing faculty issues
- Mentoring professional development
- Providing assistance with faculty governance processes
- Nurses are looking forward to moving into their new office located at the Student Center
- Officially completed her doctorate program on November 20, 2011.

With regard to issues discussed Strategic Planning meeting held with administration and the Faculty Senate, President Okada noted the following:

- Secondary Program Review Committee
- Staff Development – a recommendation was made to offer a GCC employee taking class at GCC

not be charged tuition if they are the 13<sup>th</sup> or 14<sup>th</sup> students for that particular class.

--Air condition temperatures in certain classrooms on campus have been reset to now be at 78 degrees.

--Faculty increments, etc.

With regard to Accreditation, Dr. Somera noted that the college has not yet received the official team membership for the upcoming visit in March 2012. However, a visit by the team chair will occur perhaps mid or late January 2012. After tonight's board meeting and upon the Board's certification of the Institutional Self Evaluation Report (ISER), the ISER will be finalized, bounded and mailed out to the Accrediting Commission for Community & Junior Colleges (ACCJC).

**Support Staff Advisory Member:** Mr. Bautista reported on the following:

--Staff attended an Accreditation and budget briefing on November 18, 2011.

--Banner training continues.

--Staff currently assisting in setting up student labs at the new Student Center.

--GCC's employee Christmas party scheduled for Wednesday, December 7, 2011 at the Westin Hotel, 6pm-12 midnight.

### **3. Board of Trustees Community Outreach Report**

Attendance of Trustee Arriola at the CTE advisory panel meeting, and attendance of Trustee Sablan at the Strategic Planning meeting.

## **VI. UNFINISHED BUSINESS**

### **1. Construction Project Updates**

**Student Center** - The Ribbon Cutting Ceremony is scheduled for December 9, 2011, 10:00 a.m. Board members encouraged to attend. Governor, Lt. Governor, Governor's senior staff was invited to the event. Delegate Bordallo is unable to attend. U.S. Department of Interior Secretary Babauta will be in attendance. The college will be presenting Secretary Babauta glass USDOJ Seals to be displayed in all campus buildings he helped fund.

**Foundation Building Renovation:** Renovation continues with 35% completed as of date. The expected completion date for the renovation project is May 2012.

**Generator for Building D:** The project is still on liquidation damages (LD) even though the project is 100% federally funded. A change in the housing design is currently in progress because it was determined that the housing design and the generator did not match thereby causing the generator to shut down at 77% load/usage.

**Building 200 Renovation:** The college submitted its application for funding (grant funding for the 1<sup>st</sup> floor, and bond money for the 2<sup>nd</sup> floor).

Northeast Parking Lot: The project is about completed just pending the arrival and installation of the photovoltaic parking lot lights.

**VII. NEW BUSINESS**

**1. Proposed Board Policy 114: GCC Naming Opportunities (1<sup>st</sup> Reading)**

President Okada noted that this board policy was initially presented to the Foundation Board of Governors, however, upon review by legal counsel, it was advised that the Naming Opportunities Policy is the role of the Board of Trustees and not the Foundation Board of Governors. Therefore, the president seeks the Board's review at 1<sup>st</sup> reading. However, at this time, for the January meeting, board members requested that the document be corrected to reflect the Board of Trustees.

**2. Certification of Institutional Self Evaluation Report (ISER)**

**MOTION**

**IT WAS MOVED BY TRUSTEE EDWARD G. UNTALAN, SECONDED BY TRUSTEE AARON M. UNPINGCO, THAT THE BOARD ACCEPTS AND CERTIFIES THE INSTITUTIONAL SELF EVALUATION REPORT (ISER), AS PRESENTED. MOTION CARRIES. (Voting: 6 ayes, 0 nays)**

President Okada noted that this document, upon certification by the Board, will be printed and bounded professionally, and sent to the Accrediting Commission for distribution to the visiting team members. It will also be posted on GCC's website. Any changes to the document after December 2011 will be reported to the Accrediting Commission as an update.

**3. Board Policies: Review, Amend, Adopt**

At this time, Board members concurred to schedule a Board Retreat / Work session to review the policies and update, if needed. Additionally, the board invites the campus community to submit any input or comments, if any, to the President's office, as the board conducts its review of its policies.

**4. 5-Year Strategic Resource Plan**

President Okada noted that this is the college's first 5-Year Strategic Resource Plan which was developed by the Vice President of Finance and Administration. The plan outlines what the appropriations have been over the past several years, what the college anticipates receiving and how to move forward with the resources provided, etc.

**MOTION**

**IT WAS MOVED BY TRUSTEE RICHARD P. SABLON, SECONDED BY TRUSTEE**

**EDWARD G. UNTALAN, THAT THE BOARD ADOPTS THE 5-YEAR STRATEGIC RESOURCE PLAN AS PRESENTED. MOTION CARRIES. (Voting: 6 ayes, 0 nays)**

President Okada said that the 5-Year Strategic Resource Plan will now be attached to the Institutional Strategic Master Plan.

**5. Election of Officers (2-year term, Jan 2012 - Dec 2013)**

At this time, due to the upcoming accreditation visit in March 2012, President Okada suggested that the Board retain its current officers, but move forward in electing new officers as chair-elect, vice chair-elect and take office in April 2012 after the accreditation visit. She emphasized that it might not be wise to transition the board during the visit. Additionally, the college recently submitted a grant to ACCT for a Board Mentorship program and Chair training. Board members concurred.

**MOTION**

**IT WAS MOVED BY TRUSTEE MARIA DILANCO GARCIA, SECONDED BY TRUSTEE FRANK P. ARRIOLA, THAT THE BOARD TABLE THIS ITEM UNTIL THE JANUARY MEETING. MOTION CARRIES. (Voting: 6 ayes, 0 nays)**

**6. President's Travel Schedule (December 2011)**

**MOTION**

**IT WAS MOVED BY TRUSTEE FRANK P. ARRIOLA, SECONDED BY TRUSTEE RICHARD P. SABLAN, THAT THE BOARD APPROVES THE PRESIDENT'S TRAVEL SCHEDULE TO ATTEND THE PREL BOARD OF DIRECTORS MEETING DECEMBER 13-15, 2011 IN HONOLULU, HAWAII. MOTION CARRIES. (Voting: 6 ayes, 0 nays)**

At 7:10 p.m., the meeting went into Executive Session.

**VIII. EXECUTIVE SESSION**

- 1. Personnel Matters**
- 2. Labor Management Relations**
- 3. Legal Matters**

At 8:10 p.m., the meeting reconvened to open session.

President's Monthly Progress Report:

**MOTION**



**IT WAS MOVED BY TRUSTEE EDWARD G. UNTALAN, SECONDED BY TRUSTEE RICHARD P. SABLAN, THAT THE BOARD ACCEPTS PRESIDENT OKADA'S PROGRESS REPORT. MOTION CARRIES. (Voting: 6 ayes, 0 nays)**

Hearing Officer for Lomibao Case:

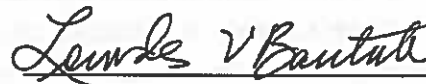
**MOTION**

**IT WAS MOVED BY TRUSTEE EDWARD G. UNTALAN, SECONDED BY TRUSTEE RICHARD P. SABLAN, THAT THE BOARD APPOINTS MS. JOANN W. MUNA AS THE HEARING OFFICER FOR THE LOMIBAO CASE. MOTION CARRIES. (Voting: 6 ayes, 0 nays)**

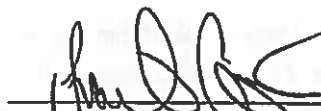
On behalf of the Board, Chair Ramos extended congratulations to Ms. Karen Sablan for achieving her doctorate recently. Additionally, the Board extended their appreciation and congratulations to Lou Bautista for the many years of service and support to the Guam Community College and to the Board of Trustees and Foundation Board of Governors. Lou Bautista will be retiring from the Government of Guam and the College at the end of December 2011.

**IX. ADJOURNMENT** - There being no further discussions, the meeting of December 5, 2011 adjourned at 8:12 p.m.

**SUBMITTED BY:**

  
\_\_\_\_\_  
**LOURDES V. BAUTISTA**  
Recording Secretary

**ATTESTED BY:**

  
\_\_\_\_\_  
**FRANK P. ARRIOLA**  
Secretary

**APPROVED BY:**

  
\_\_\_\_\_  
**GINA Y. RAMOS**  
Chairperson

**Guam Community College  
Board of Trustees**

**Philanthropy at Guam Community College**

Guam Community College (hereafter referred to as "the College") Trustees and President, as well as the Board of Governors of the Guam Community College Foundation, seek private funds to enhance the College's ability to meet the higher education needs of its community, particularly toward a level of excellence that would otherwise not be possible given government funding levels and restraints on student tuition and fees. To that end, the College seeks to provide appropriate recognition to donors for their generosity. Although such recognition may take many forms (thank you letters, press conferences, etc.), this policy seeks to establish guidelines for the naming of facilities and programs as donor recognition.

**Naming Policy**

**Purpose**

This policy serves as a guideline for the Guam Community College Trustees, the President, the Board of Governors of the GCC Foundation (hereafter referred to as "the Foundation"), and Assistant Director of the Development & Alumni Relations Office and outside advisors who assist in the solicitation of gifts. It is established to assure an appropriate reflection of the history of the College as well as consistency, fairness, fitting recognition and good value in exchange for the honor or privilege of name association with a program, fund, or physical aspect of the College. As gifts can encourage others to give or do the opposite, this policy is intended only as a guide and allows for flexibility on a case-by-case basis.

**Naming Opportunities**

Two circumstances generally give rise to a naming opportunity:

1. Naming in Recognition of Distinguished Service may honor a gift of time or talent that has had a significant positive impact on the College over an extended period of years. Such honor will typically be recommended no less than five years following the end of the individual's service to the College. The President of the College, or a committee appointed by the President, is charged with determining whether the person proposed is worthy of the honor, as well as the degree of internal and external support for the proposed naming, prior to submitting to the Board of Trustees for approval.

2. A gift of monetary value appropriate to the facility, program or fund being named. Such gifts must comprise a substantial portion of the cost ("substantial" meaning 51% of the cost, or a contribution, while not a majority, is integral to project completion).

### **Donors**

Donors to be honored with naming opportunities may reflect individuals, families, organizations, foundations or corporations.

### **Endowments for Programs and Scholarships**

Endowed funds established for a variety of purposes may also bear the donor's or designee's name. These funds are generally coordinated by the Foundation in accordance with their Investment and Gift Acceptance policies. Endowment minimums are established by the Foundation and are regularly reviewed for currency and appropriateness.

### **Physical Property**

Sponsorship of physical property on campus through monetary gifts may occur:

1. To pay for all or part of a new campus facility or improvement;
2. In conjunction with fundraising efforts on the part of the College or the Foundation.

Giving levels for the naming of physical property should be established through consultation among the College Trustees, Foundation Governors, and President. Some general guidelines include:

1. New construction, buildings or improvements may be named for a donor who has made a substantial monetary gift toward the cost of the project.
2. For existing buildings and facilities, dollar amounts will be established for a selected number of naming opportunities based on institutional priorities set by the President and the College Foundation Board of Governors.
3. Giving levels may be established with either fixed or minimum dollar amounts for sponsorship of other physical property on campus. Such property may include but is not limited to pavers, benches, planters, fountains, gardens, equipment, musical instruments, meeting rooms, lounges, artwork, recreational facilities, and outdoor plazas. Amounts for these naming opportunities will be set and adjusted periodically by the President in consultation with the Foundation Board of Governors.

### **Rights and Responsibilities**

The College President, in consultation with the donor, Foundation Board of Governors, or other appropriate parties shall make decisions related to naming, memorial and tribute gifts, including but not limited to the following:

1. **Public announcements:** the right to determine content, timing, location and frequency of any announcements associated with the gift.
2. **Physical markers:** the right to approve the color, design, and size of any physical marker that provides information about the designee or donor and/or the nature of the gift or honor.
3. **Care and maintenance:** the right and responsibility to determine and carry out the exact nature of any ongoing care and maintenance of any memorial or tribute gifts or their physical markers.

#### **General Provisions**

1. Naming recognition should enhance the reputation and prestige of the College and the donor.
2. Where a building or part has been named, the College will continue to use the name so long as the building, part or facility remains in use and serves its original function, unless otherwise stipulated at the time of gift acceptance. When the use of a building, room, or facility is changed such that it must be demolished, substantially renovated or rebuilt, the College may retain the use of the name or name another comparable room or facility.
3. It is the responsibility of individuals negotiating on behalf of the College to advise potential benefactors that their gift may be recognized by naming, subject to approvals and decisions being consistent with this policy.
4. Commitments made prior to adoption of this policy shall be honored.

#### **Final Authority**

The final authority for any naming, memorial or tribute decision rests with the President and the College Foundation Board of Governors. The guidelines set forth in this policy statement are not to be deemed all-inclusive. The College President and/or the College Foundation Board of Governors reserve the right to consider any and all factors regarding the privilege of name association with the program, fund, or physical aspect of Guam Community College as particular acts and circumstances warrant.

**Adopted:**\_\_\_\_\_

**Resolution Number:**\_\_\_\_\_

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E-MAIL: [rjohnson@kbsjlaw.com](mailto:rjohnson@kbsjlaw.com)**FACSIMILE INFORMATION PAGE**PLEASE DELIVER TO: MARY A. Y. OKADA, ED.D.  
PRESIDENT AND CHIEF EXECUTIVE OFFICER  
GUAM COMMUNITY COLLEGE FOUNDATION  
P.O. BOX 23069  
BARRIGADA, GUAM 96921

FACSIMILE NUMBER: (671) 734-1003

FROM: RICHARD L. JOHNSON, ESQ.

TOTAL PAGES INCLUDING THIS PAGE: 3

RE: GCC FOUNDATION'S NAMING OPPORTUNITIES BOARD POLICY


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**TRANSMITTAL:**

1. Letter dated November 1, 2011 to Mary A.Y. Okada, Ed.D., from Richard L. Johnson, Esq. (2 pp).

**COMMENTS:**

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**SENT BY:**  or MWS**DATE:** NOVEMBER 1, 2011 **TIME SENT:****CLIENT:** GCCF**FILE NO:** 26043-01

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WILLIAM J. BLAIR  
THOMAS C. STERLING  
RICHARD L. JOHNSON  
JEHAN'AD G. MARTINEZ

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November 1, 2011

VIA FACSIMILE  
(671) 734-1003

Mary A. Y. Okada, Ed.D.  
President and Chief Executive Officer  
GUAM COMMUNITY COLLEGE FOUNDATION  
P.O. Box 23069  
Barrigada, Guam 96921

Guam Community College  
**RECEIVED**

NOV - 1 2011

PRESIDENT'S OFFICE  
initials 

RE: GCC FOUNDATION'S NAMING OPPORTUNITIES BOARD  
POLICY

Dear President Okada:

We have reviewed the draft GCC Foundation's Naming Opportunities Board Policy attached to your letter of October 18, 2011. This policy purports to be approved by the Foundation Board of Governors and states in its last paragraph that the final authority for any naming, memorial or tribute decision rests with the President and the College Foundation Board of Governors. This does not appear to be consistent with GCC's enabling legislation, particularly 17 G.C.A. §31109(8) which states that the Guam Community College and Board may:

... designate by appropriate name, the buildings and facilities on the campus of the Guam Community College and any buildings and facilities under its jurisdiction not located on the campus of the Guam Community College. The Board shall develop a policy for the naming of buildings and facilities, which policy shall include provisions for such naming based on contributions to the College, local historical significance, academic achievement and exemplary service to the College.

It appears from the above that this policy must be adopted by the Guam Community College Board of Trustees in order for it to be properly implemented. It further appears that while the Foundation in its solicitation of gifts to the College may recommend to the College Board of

LAW OFFICES BLAIR STERLING JOHNSON & MARTINEZ, A PROFESSIONAL CORPORATION

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To Mary A. Y. Okada, Ed.D.

Date November 1, 2011 Page 2

Trustees that facilities be named based upon the adopted policy, the final decision is with the College Board of Trustees. The provision entitled "Naming Opportunities" appears to recognize this and that it says the Board of Trustees will approve naming in recognition of distinguished service. However, we believe that the policy should clarify that it is in fact the Board of Trustees who must approve any naming of buildings and facilities of the college. The role of the Foundation would be to solicit funds and make recommendations to the College Board of Trustees. In addition, it is the College Board of Trustees that should adopt the policy, not the Foundation.

One more point needs to be made. Despite the fact that the College has the authority pursuant to 17 G.C.A. §31109(8) to name facilities, the College does not have exclusive authority over naming. The Guam Legislature retains ultimate authority to name buildings including buildings owned and operated by autonomous entities of the Government of Guam. This shown by the fact that it has, by statute, named The Richard Flores Taitano Micronesian Area Research Center at the University of Guam in 1 G.C.A. §833 despite the fact that the University of Guam has similar powers to those of GCC in naming its facilities pursuant to 17 G.C.A. §16104.8. Similarly, the Legislature has renamed the Antonio B. Won Pat International Air Terminal in 1 G.C.A. §823 and the Jose D. Leon Guerrero Commercial Port in 1 G.C.A. §835.

Please let me know if you have any further questions or concerns.

Very truly yours,

BLAIR STERLING JOHNSON & MARTINEZ  
A Professional Corporation

  
RICHARD L. JOHNSON

**GUAM COMMUNITY COLLEGE  
FIVE-YEAR STRATEGIC RESOURCE PLAN  
2012-2016**

**Vision**

GCC will continue to pioneer labor force development within the Western Pacific, best understanding and meeting the educational, career and technical training needs of the economy. It will be Guam's premier career and technical education institution and finest secondary and postsecondary basic educational institution serving the island's adult community. Its excellence will be recognized for its service to employers, employees and the community at large.

**Mission**

GCC's mission is to be a leader in career and technical workforce development by providing the highest quality education and job training in Micronesia.

***Sinangan Mision (Chamorro translation)***

*I mision i Kulehon Kumunidat Guahan, guiya i ge'hilo i fina'che'cho' siha yan i kinahulo i mamfafa'che'cho' ya u na'guaguaha nu i manakhilo' yan manmaolek na tiningo' yan fina'na'guen cho'cho' siha gi iya Maikronisiha.*

**EXECUTIVE SUMMARY**

This document represents a Five-Year Strategic Resource Plan (FYSRP) that sets forth a framework for the Board of Trustees and the College administration to examine future implications of major financial decisions. This FYSRP is part of GCC's annual planning cycle that integrates the college's Institutional Strategic Master Plan (ISMP), Program and Course Assessment Plans and Program Review with the resources necessary to meet these strategic planning objectives. This document is updated annually and is divided into three sections.

- 1) **Summary.** Integrates the assumptions and summarizes conclusions reached in this five-year resource plan.
- 2) **Projections and Assumptions.** The five-year projections included are for all funds of the College except those that are self-supporting such as the Auxiliary and Restricted Purpose Funds.
- 3) **Historical Data.** Summarizes the financial history to determine trends and used as a basis for many of the assumptions within the plan.

**PROJECTIONS AND ASSUMPTIONS**

**Revenue Assumptions**

The major operating funds of the College consist of the Appropriated and Non-Appropriated Funds. The major sources of revenue for these funds consist of local government of Guam appropriations and tuition and fees (non-appropriated) funding. The assumptions used for these categories are summarized as follows:



	<u>CHANGE</u>					
	<u>Baseline</u>					
	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>
Local Appropriations	0%	-6%	3%	3%	3%	3%
Tuition Rate	\$ 110	\$ 130	\$ 130	\$ 130	\$ 130	\$ 130
Tuition Increase	0%	18%	0%	0%	0%	0%
Enrollment	14.5%	9%	9%	9%	9%	9%
Total Fees	\$ 146	\$ 162	\$ 162	\$ 162	\$ 162	\$ 162
Fee Increase	0%	11%	0%	0%	0%	0%

**Local Appropriations.** Over the past five years, the local appropriations balance fluctuated based on funds that are available and appropriated by the Guam Legislature and signed into public law by the Governor of Guam. The appropriation process used by the Legislative Office of Finance and Budget (OFB) and the GovGuam Bureau of Budget and Management (BBMR) is based on revenue projections and ensures a balanced budget. Education encompasses 45% of the total government of Guam budget, of which the College accounts for 3%. In 2008, the College's appropriations decreased by 1%, 2009 there was no change, 2010 increase of 12%, 2011 decrease of 5% and 2012 an estimated decrease of 17%. The allocation of the general fund to the College for its operations and the licensed practical nursing and vocational guidance programs is computed by BBMR and the OFB. The College's local appropriation funds primarily support personnel. Through the budget and planning process, the College's departments submit their annual budget request based on need, which is then compiled by the Business Office. Departments may also submit a growth budget request for related programmatic growth initiatives. The Business Office reviews and incorporates requests into the College's annual budget request used by BBMR and OFB to compile the annual GovGuam Appropriations. The GCC budget request is submitted to BBMR by February 15 of each year for the following fiscal year.

Based on the Governor of Guam, *I Magsa'lahen Gudhan*, Biennial Budget for fiscal years 2012 and 2013, there are three areas that will affect the economic outlook of the island. The first is the Defense Buildup Plans which was originally slated to start in 2010, but now has been pushed backed to 2013 and 2014. Due to the United States continued economic depressed status, Congress has frozen the funding for the Guam buildup in the FY2012 defense appropriation bill pending a Department of Defense (DOD) master plan. The second area is tourism visitors from Japan, Korea, Taiwan and the U.S. mainland. The March 2012 Great East Japan Earthquake will continue to affect visitor levels. FY2012 visitor levels are expected to be below FY2010 levels and little growth is expected. The third area is in the construction for military, public, and private sectors. Any continued construction projects will be dependent on the buildup plans and the global economy. Therefore, the College conservatively forecasts no growth in its local appropriation budget beyond the rate of inflation of 3.9%.

GCA Chapter 7, Title 22, §7120~ allocates 70% of the Manpower Development Fund (MDF) to GCC, however the amount appropriated is based on estimates and adjusted by the GovGuam Department of Administration based on actual cash collections. MDF revenues are generated from annual registration fee collected for non-immigrant temporary workers or H-2 Workers.

Appropriations	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
General Fund					
Authorized	\$ 14,129,050	\$ 13,311,108	\$13,302,653	\$ 13,302,653	\$12,586,489
Actual	13,643,859	13,219,535	13,292,653	13,302,653	12,208,894
LPN/Vocational Guidance					
Authorized	541,565	649,846	644,209	644,209	742,166
Actual	541,565	649,846	542,066	644,209	719,901
Manpower Development Fund					
Authorized	383,940	840,000	881,300	2,450,000	2,753,339
Actual	327,479	823,406	822,465	2,450,000	2,670,739
Authorized	<u>\$ 15,054,555</u>	<u>\$ 14,800,954</u>	<u>\$14,828,162</u>	<u>\$ 16,396,862</u>	<u>\$16,081,994</u>
Actual	<u>\$ 14,512,903</u>	<u>\$ 14,692,787</u>	<u>\$14,657,184</u>	<u>\$ 16,396,862</u>	<u>\$15,599,534</u>

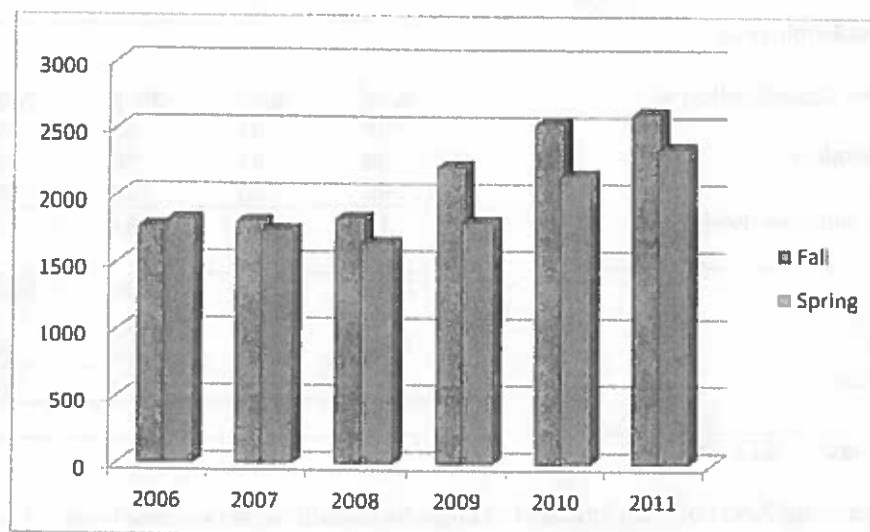
**Tuition and Fees.** Over the last six years, credit hours have grown annually by an average 4.96%. Currently, the Fall 2011 semester postsecondary enrollment number has reached an all-time high for the third year in a row. A record 2,550 students have registered for this Fall 2011 semester, a slight increase over the Fall 2010 (2,542). This enrollment number is also the highest in the College's 34-year history. For Spring 2011, the enrollment has increased approximately 9.5%, but this may decrease since students are still able to drop classes and receive a tuition refund. It should also be noted that capacity to accommodate student demand may hinder future enrollment growth.

Primarily because of Guam's economic conditions, it has been three years since the College increased in tuition and fees based on a 5 year plan adopted by the Board of Trustees in March 9, 2006 (Resolution 5-2006). On February 2010 the Board of Trustees approved a resolution to extend suspension of the tuition and fee increases scheduled for Fall 2010. A year later (Fall 2011), the College increased Tuition and Fees from \$110 to \$130 per credit hour – an 18.2% increase. There are no additional expected increases in tuition and fees for the next five years. As of Fall 2011, GCC's tuition and fees of \$130 per credit is slightly above the Colleges within the Pacific region area which range from \$95 - \$190 per credit hour. As of the date of this plan,

the affect of the tuition rate increase on student enrollment numbers is not known to have a negative effect as can be seen in the continued Fall 2011 slight increase.

Due to the depressed US economic state and federal deficit cuts that continue, there is a possibility that Pell awards could decrease back to pre-ARRA rates affecting 65% of students who rely on Pell as their funding source for tuition, fees, and books. The March 30, 2011 enrollment study estimates a conservative 9% enrollment growth projection for Fall 2011-2016, based on historical data.

### Unduplicated Fall and Spring Enrollment



Source: 2011 GCC Fact Book

### Fall 2011 Regional College/University Tuition Rates

College/University	Cost Per Credit Hour
Guam Community College	\$130/credit
University of Guam	\$190/credit
Northern Marianas Community College	\$95/credit
Hawaii Community College	\$97/credit
Honolulu Community College	\$97/credit
Kapiolani Community College	\$97/credit
College of the Marshall Islands	\$97/credit
Palau Community College	\$110/credit
College of Micronesia – FSM	\$105/credit

### Expenditure Assumptions

In 2010, College operated with 238 full-time personnel positions consisting of 112 faculty, 23 administrators, and 103 staff. There has been no major growth in the total number of employees

over the past few years. This does not include adjunct faculty members hired to teach additional postsecondary courses. The College's local appropriation funds are used to provide personnel and other resources to the five secondary high schools and the post-secondary programs. The College continues to receive funding for the Licensed Practical Nursing (LPN) and Vocational Guidance programs. The LPN program addresses the islands' continued need to develop and train students for the Allied Health fields. The additional funding also places Vocational Counselors in each of the five public high schools to provide information to students about the career and technical opportunities available from the College. The College continues to receive funds from the Manpower Development Fund to support the apprenticeship programs which served 377, 356, and 326 apprentices over 57, 54, and 50 employers in Fall 2011, 2010, and 2009, respectively.

<b>Full-Time Employees</b>					
<b>Employee Classification</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Staff	85	84	83	80	103
Administrators	32	34	36	35	23
Faculty	95	100	165	108	112
Full-time employee totals	212	218	284	223	238
<b>Faculty</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Full-time	95	100	165	108	112
Adjunct	46	59	58	54	74
Faculty Total	141	159	223	162	186

Source: 2011 GCC Fact Book

For the operating funds of the College, the largest expenditure is personnel costs. Currently, personnel costs represent 59% of the total operating expenses of the College and consist of salaries and mandated GovGuam benefits of retirement, medical, dental, and life insurance. Following personnel costs (salaries, wages, and benefits) is contractual expenditures which accounts for approximately 12% of budgeted expenditures. Contractual expenditures cover trash collection, custodial, security guard services, lease of photocopying equipment, insurance, audit, grass cutting, and pest control. Capital expenditures, equipment, supplies, utilities and other make up the balance of the expenditures. The following summarizes the expenditure assumptions for operational expenditures used in the five-year resource plan.

#### CHANGE

<b>EXPENDITURES</b>	<b><u>FY2011</u></b>	<b><u>FY2012</u></b>	<b><u>FY2013</u></b>	<b><u>FY2014</u></b>	<b><u>FY2015</u></b>	<b><u>FY2016</u></b>
Salaries and Wages	5%	5%	5%	5%	5%	5%
Benefits	5%	5%	5%	5%	5%	5%
Contractual Expenditures	3%	3%	3%	3%	3%	3%
Capital Expenditures	2%	0%	2%	2%	2%	2%
Utilities	5%	7.5%	7.5%	7.5%	7.5%	7.5%
Other Expenditures	0%	0%	3%	3%	3%	3%

The College has a separate union contract that covers faculty, both instructional and non-instructional in the secondary and postsecondary environments. Full-time permanent classified staff is covered under the Government of Guam Civil Service Commission. Administrators' salaries and wages are governed by the GCC Board of Trustees. Annual increments for fulltime employees range from between 3%-4%, not inclusive of promotion costs. Annual salaries and benefits increases from FY2004-2010 averaged 5%. The increases in salaries, wages, and benefits are based on the average historical increase over the past 7 years. The increases from current contractual agreements have been used in the projections. The College relies on the government of Guam to negotiate its health, dental, retirement, and life insurance benefits. Other expenditures are budgeted with minimal increase for FY2012 and at an estimated inflationary rate of 3% per each year after.

FY12 Utilities is budgeted for a 7%-8% increase considering increases in utility rates and those associated to the new buildings that will be placed into service. Continued increases in fuel and water costs warrant this increase. The amount allocated for capital improvement projects will expand and contract in line with the non-appropriated funds annual budget.

**Grants.** The office of Development and Alumni is tasked to develop grant proposals on behalf of the College. In the last two years, the office was able to successfully write over \$8,730,000 in non-operating federal grants. These grants included supported the implementation of key projects such as GCC's Banner system, recruitment, photovoltaic parking lights, and furniture and other CIP projects.

GCC is the State Agency for WIA, Title II, Adult Education and Family Literacy Act and Perkins IV. As such, eligible applicants may submit an application requesting for these Federal funds to support and implement new innovative activities related to adult or career and technical education programs. The Planning and Development Office administers these grants and announces the availability of funds annually (March and September). GCC anticipates that it will continue to receive these two grants, awarded by the US Department of Education, directly to GCC annually at the current level of approximately \$1 million to support programmatic endeavors such as to upgrade the Point of System (Marketing Department), acquire EVOC simulators (Criminal Justice Department), establish learning laboratory (Education Department), and obtain books (Adult Education). It is projected that because of GCC's designation as both the State and Local Educational Agency awards to GCC from USDOE will continue to support resource planning.

#### **Capital Expenditures**

**Short Term.** Funding for repair and upkeep of the College's aging buildings has been through local appropriated and non-appropriated unrestricted funds. Through the Planning and Development Office, an announcement for capital improvement projects (CIP) is posted online and made at the department chairperson meetings to give faculty and non-faculty the opportunity

to submit projects aside from through the regular budgetary process. CIPs are compiled and presented to the Resource, Planning, and Facilities Committee (RPF) whose members include a student, staff, faculty (Faculty Senate Chair, Senate Chair Elect, and Faculty Union Chair), dean, assistant director of planning and development, and the VP Finance and Administration. RPF gives priority to critical projects affecting the health or safety of those who learn and work at GCC. The priority list is forwarded to the College Governing Council (CGC) for consideration. Approved projects are presented to the BOT for funding consideration. Equipment and small purchase needs are requested through the annual budget cycle requests. Computer lab replacements are governed by the College Technology Committee (CTC) in its annual budget prioritization. CIP budget limits follow parameters set forth in board resolutions and calculated annually during the budget request period. The GCC Technical Opportunities Assessment Plan (a.k.a. Energy Audit) completed in February 23, 2011 has allowed GCC to include into the CIP requests, energy saving projects such as change out of light fixtures and HVAC replacements. Additionally, ARRA funding and other grants awarded from the Guam Energy Office, U.S. Department of Interior, and Department of Education provided the College the ability to implement projects such as the photovoltaic lights, and Banner campus wide integrated database system.

**Long Term.** Long term planning process for capital projects evolves informally and formally. The informal process (Stage I) starts with an all-inclusive discussion amongst the Vice President of Finance and Administration, Vice President of Academic Affairs, deans, assistant directors (communications and promotions, planning and development, alumni, and continuing education), and human resource as to the need, opportunities, possible obstacles, and sustainability of capital projects. Later, a consultant further develops a draft plan (Stage II) based on findings from these sessions and presents it to stakeholders through committees whose members include faculty, staff, and students - making certain departmental and programmatic needs are thoroughly addressed (e.g., enrollment growth, and technological and curriculum needs, etc.). The consultant then incorporates feedback and comments from faculty and non-faculty into a final draft (Stage III) prior to presenting the plan to management. Finally, sessions to roll out the plan takes place with stakeholders (Stage IV). This is the process utilized to develop the ISMP - GCC's institutional strategic plan - and for other planning documents. The Physical Master Plan has already gone through Stage I and will soon start on Stage II - draft plan. The ISMP links long-range capital plans - as it incorporates the Physical Master Plan - to institutional plans.

### **Technology Plan**

The CTC recommends "action plans to support the technology needs and technology users of the College in promoting student learning outcomes ... also identifies needs of technology planning, distance learning, and appropriate training." CTC developed six strategic goals as listed below:

Strategic Goal 1: GCC will develop and implement a target Enterprise Architecture.

Strategic Goal 2: GCC will develop policies, procedures, and processes to analyze and acquire the components (hardware, software, applications) of the Enterprise Architecture.

Strategic Goal 3: GCC will acquire the funding needed to implement the Enterprise Architecture

Strategic Goal 4: GCC will expand the use of technology in education by the College faculty.

Strategic Goal 5: GCC will enhance the governance process to provide timely and efficient integration of users' needs into decisions on investments in technology.

Strategic Goal 6: GCC will build partnerships with external business and government organizations to expand business, educational, and funding opportunities.

The CTC and MIS oversee the Technology Master Plan goals and objectives, which includes the replacement of computer labs throughout the campus. Funding is allocated under the non-appropriated funds on an annual basis from recalculation of the College Technology Fees collected. Additional funding at departmental level for technology replacement is requested through the annual budget process. An external third party was contracted to update the Enterprise Architecture (EA) and the Information Technology Strategic Plan (ITSP). These plans are being reviewed by the CTC and are expected to be completed in early January 2012.

**Capital Assets and Long Term Debt.** GCC's capital assets of \$18,880,493 as of September 30, 2010, include property, plant, and equipment. Costs incurred for the A&E and construction of buildings not completed at the end of a fiscal year are included in CIP. The Learning Resource Building construction was substantially completed early December 2010. The College awarded the bid for the construction of the Student Center in August 2010, and completion is expected in December 2011. The renovation of the Foundation Building was awarded in April 2011 and the expected completion date originally expected in February 2012, has been extended to May 2012. During 2009, the College submitted an application for a U.S. Department of Agriculture (USDA) loan for the remaining construction costs of the Learning Resource Center. Although the building was substantially completed in December 2010, and the College is pending the final loan closing by December 2011. The College anticipates the first monthly repayment to be \$9,698 starting on March 10, 2013. In December 2010, the College fully paid off the College Housing and Academic Facilities Loan from USDOE. The College remains current in its monthly payment of \$2,755 for the USDA Water Tank Loan, maturing on 4/16/2024. Loan request are reserved for long term capital projects to include construction of new buildings or major renovations of existing facilities.

#### **Fund Balances**

The College has a policy of a balanced operating budget with which it has complied. Any excess in the operating funds increases the fund balance. Through board resolution each year, funds can be used for future instructional and academic equipment purchases or major capital projects. In addition, the college maintains reserve fund for capital improvement projects and maintains a cash balance of at least 5% unrestricted expenditures. As of September 30, 2011, these reserves will be reported in the audited financial statements.

## Strategic Planning

Strategic Planning is an on-going process that ultimately culminates in the fulfillment of the GCC mission and vision long-term goals. As a living document, this strategic plan will be evaluated annually and modified as economic and environmental changes occur over the next five years. Strategic planning involves taking a holistic overview of the entire organization and responding to changes in organization so as to more accurately respond to financial, physical, technological, and human resource needs. The goal of the strategic planning process is to provide GCC with tools and plans to anticipate and respond to change – both internal and external – to its environment. These changes are systematically evaluated and integrated into the planning processes developed by the College. The Strategic Planning process at GCC links with the ISMP, budget planning process, program review, Facility Master Plan, and Information Technology Strategic Plan, to the expected enrollment growth plan. These are evident in the assessment process which requires academic and non-academic programs to link departmental goals with ISMP goals, through TracDat.

### Linking College Goals and Priorities

The strategic goal initiatives of the Institutional Strategic Master Plan (2009-2014) are:

- a. **Pioneering:** The combination of identifying the community's career and technical as well as basic educational skill requirements and then coordinating the development of a periodic employer's needs assessment survey to improve the skill levels and productivity of its own workforce.
- b. **Educational Excellence:** Educational excellence at GCC will be defined by its ability to demonstrate that student learning outcomes are attained. Improvements in program effectiveness and the determination of the institution's overall effectiveness will be derived from GCC's success in meeting student-learning outcomes.
- c. **Community Interaction:** To improve awareness of the College and increase public support for its vision. Such actions are intended to reduce GCC's financial dependence on the Government of Guam.
- d. **Dedicated Planning:** To develop a process of providing a means to measure progress towards attaining the vision for the College each year through a systematic review.

College priorities are set through the below three processes:

1. **Institutional Priorities** established and approved through the participatory governance process. These consist of organizational and academic priorities, as listed below:

#### a. Organizational Priorities

- i. Sustainability or "greening" of the campus
- ii. Modernization of classrooms, instructional technology, and facilities
- iii. Improving delivery of services to students



- iv. Compliance with federal/local/contractual reporting requirements (e.g., grants, programs, contract, etc.)
- v. Renewable energy/ alternative energy sources
- vi. Diversification of funding sources
- vii. Professional career planning, leading to upward mobility program (UMP) for employees
- viii. Personal professional development, such as team building, career mobility, and morale building
- ix. Financial stabilization strategies
- x. Succession planning

**b. Academic Priorities**

- i. Accreditation – Student Learning Outcomes (SLOs), program review, linking institutional planning to budget
- ii. Course and program level assessment, General Education, Institutional Learning Outcomes (ILOs)
- iii. “Greening” of the curriculum
- iv. Faculty/ staff credentialing
- v. Career and technical workforce development
- vi. Enrichment in one’s content area, or improving staff or faculty competencies as related to their work
- vii. Student evaluation of learning and teaching process in the classroom
- viii. Science, Technology, Engineering, and Mathematics (STEM) – related activities
- ix. Curriculum and program expansion in career and technical education fields
- x. Career pathways, career clusters, and career planning

2. American Disability Act, health, and safety regulations.

3. Federal grants matching requirements.

The ISMP covers the period through 2014, and serves as a guide and plan to enable the College to realize its long term goals and initiatives. As of November 2011, the Physical Master Plan is being updated and the pre-final document is expected to be released in December 2011. Campus discussions will be held to review the document before finalizing. The Physical Master Plan will cover the period 2012 – 2016, and serves to address the expected growth of campus facilities due to enrollment estimates and environmental factors. The institutional priorities were last reviewed and approved at the College Governing Council March 31, 2011 meeting. Any changes to the institutional priorities will be modified based on community and institutional needs and processed through the participatory governance.

#### **Future Plan**

The purpose of this five-year resource plan is to identify baseline data, evaluate, and set forth financial and other resource issues that the Board of Trustees and the College administration should plan for and address. These issues include the following

- Continued decreases in local government appropriations.

- Future Defense Buildup Plans requiring an increased Guam skilled workforce.
- Projected enrollment growth and increased human, physical, and financial needs recognized through the assessment and budget process.
- Addressing long-term and short-term capital improvement projects.
- Updating the strategic resource plan and ensuring institutional priorities are implemented.

Long-term capital, classroom, and infrastructure projects as identified in the Physical Master Plan will not be met through current resources. New sources of funding through federal, local, or other sources will be necessary to address the growth needs of the College.

Current revenue sources are available through appropriated and non-appropriated funds.

However, with the stagnant growth of the local Guam economy and uncertainties that exist regarding the defense buildup plans, expected growth in the near future may potentially be unrealized for local appropriations. Therefore, for this analysis expected growth is conservatively set at 3%.

Tuition and fees are expected to increase due to combinations in increased enrollment and increased rate per credit hour. Based on the tuition increase and enrollment planned increases of 9% over the next five years, non-appropriated funds from tuition and fees would be a significant source of funding. However, facility capacities may restrict enrollment growth and staffing growth. Additionally, combined with the fact that 65% of the post-secondary students receive financial aid through Pell grants, tuition and fees revenue will need to be monitored closely.

#### **Summary**

The projections are presented as a basis for discussions on strategic planning as the College addresses the future needs of its stakeholders and the institution. In order for the College to implement the ISMP strategic goal initiatives, accommodate future growth, and maintain current education resources, an annual review of the strategic plan is necessary. Additional resources identified to meet the needs of the Guam Community College will allow it move forward into the future. Information and discussions in this plan will be used as building block for the annual budget development process. Through this process, GCC will continue to pioneer labor force development within the Western Pacific, best understanding and meeting the educational, career and technical training needs of the economy. As Guam's premier career and technical institution, it is the finest secondary and post secondary basic educational institution serving the island's adult community. Its excellence will continue to be recognized; because of its service to employers, employees and the community at large.

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## HISTORICAL DATA