Gmail

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GCC Board Reporting Requirement - August 2017

BENJAMIN CRUZ <speaker@senatorbjcruz.com>
To: 34th Guam Legislature Clerks <clerks@guamlegislature.org>
Cc: Rennae Meno <rennae@guamlegislature.org>

Mon, Aug 28, 2017 at 8:13 AM

8/28/2017	8/28/2017	Guam Community College	Guam Community College Board of Trustees reporting requirement for August 2017.*	34-17-924

OFFICE OF SPEAKER BENJAMIN J.F. CRUZ

Committee on Appropriations and Adjudication

I Mina'trentai Kuatro na Liheslaturan Guahan

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GL #) 34-17-924
Speaker Benjamin J.F. Cruz

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Time: 9:13 [ ] AM [ ] PM File No. ____
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2017 AUG 28 AM 8:50 GJ

4 attachments

- 8-11-17 BOT Agenda.updated.pdf 38K
- BOT Policies for review, Aug. 11, 2017 BOT mtg..pdf 642K
- President's Travel Request (Oct. 2017).pdf 14K
- strategicresourceplan2017_2020.pgs. 1-13.pdf 497K

0924

GUAM COMMUNITY COLLEGE BOARD OF TRUSTEES
Monthly Meeting – Friday, August 11, 2017, 12:00 p.m.
President's Conference Room, Building 2000

AGENDA

I. CALL TO ORDER

1. Roll Call
2. Recital of Mission Statement

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

II. APPROVAL OF MINUTES

1. Monthly Meeting of June 1, 2017

III. COMMUNICATIONS

IV. PUBLIC DISCUSSION

V. REPORTS

1. *President's Report*:
   - Financial Status of the College
   - Capital Improvement Projects (CIP)
   - Accreditation Update (with Data Extract)
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
   - Building 100 and Forensic Lab
   - Building 300
   - Wellness Center

VII. **NEW BUSINESS**

1. BOT Policy Review (continuation)
2. Above Step Recruitment for the Nursing & Allied Health Administrator
3. 5-Year Strategic Resource Plan
4. President's Travel Request (October 2017)

VIII. **EXECUTIVE SESSION**

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

IX. **ADJOURNMENT**

GUAM COMMUNITY COLLEGE
Board of Trustees

COMPREHENSIVE ASSESSMENT OF INSTRUCTIONAL PROGRAMS, STUDENT SERVICES, ADMINISTRATIVE UNITS AND THE BOARD OF TRUSTEES

WHEREAS, Guam Community College remains steadfast in its commitment to provide the citizens of Guam and the region with quality educational programs and services that undergo systematic and continual assessment; and

WHEREAS, the Board adopted an established cycle of program evaluation to fulfill the following objectives:

Assess program quality, productivity, need and demand;

Improve the quality of academic offerings and vocational training;

Ensure wise allocation of resources;

Determine the program's effectiveness and to implement program improvement strategies; and

WHEREAS, the 2014 newly-approved Accrediting Commission for Community and Junior Colleges (ACCJC) accreditation standards mandate a more comprehensive assessment process for all instructional programs, student services and administrative units on campus; and

WHEREAS, assessment of student learning outcomes must be the cornerstone of all assessment activities, as indicated in the new accreditation standards; and

WHEREAS, the regular cycle of assessment at GCC should be on a two-year cycle as determined by a staggered assessment schedule of programs, services, and administrative units; and

WHEREAS, the Board of Trustees and the Foundation Board, shall set an example of compliance with the new accreditation standards.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees assigns the responsibility to the President and/or his designee, with consultation from the Committee on College Assessment, to refine, monitor and strengthen the campus-wide assessment plan and schedule, as well as report assessment results in a timely manner to all stakeholders of the college, and

BE IT FURTHER RESOLVED, that the Comprehensive Assessment for Instructional Programs, Student Services, Administrative Units and the Board of Trustees shall be in effect each academic year.

Amended & Adopted: _____, 2017
Resolution ____-2017

Amended & Adopted: December 11, 2014
Resolution 46-2014

Amended & Adopted: November 17, 2008
Resolution 58-2008

Adopted: September 4, 2002
Resolution 13-2002

GUAM COMMUNITY COLLEGE
Board of Trustees

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WHEREAS, Guam Community College remains steadfast in its commitment to provide the citizens of Guam and the region with quality educational programs and services that undergo systematic and continual assessment; and

WHEREAS, the Board adopted ~~a 5-year~~ an established cycle of program evaluation to fulfill the following objectives:

Assess program quality, productivity, need and demand;

Improve the quality of academic offerings and vocational training;

Ensure wise allocation of resources;

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Resolution 46-2014

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Resolution 58-2008

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Resolution 13-2002

GUAM COMMUNITY COLLEGE
Board of Trustees

INSTRUCTIONAL CALENDAR, POSTSECONDARY AND SECONDARY

WHEREAS, an academic calendar is an integral part of instructional programming and it provides information vital to students' educational planning; and

WHEREAS, the Academic Calendar establishes the work year for academic staff; and

WHEREAS, Guam Community College's Board Policy 310, Resolution 30-94 "Instructional Calendar, Postsecondary and Secondary," mandates the development of a five year GCC Academic Calendar; and

WHEREAS, the Agreement between the Guam Community College Faculty Union Local 6476 AFT/AFL-CIO and the GCC Board of Trustees (Agreement) also identifies steps and responsibilities in developing the GCC Academic Calendar (Reference-Agreement).

NOW, THEREFORE, BE IT RESOLVED, to clarify and to guide the process in the creation of the Academic Calendar, that the Calendar Committee, as empowered by the Guam Community College Faculty Union Local 6476 AFT/AFL-CIO and the Guam Community College Board of Trustees 2017-2023 Agreement, will be responsible for developing and recommending the Academic Calendar to the Board of Trustees for its annual adoption.

Amended & Adopted: _____, 2017
Resolution ____-2017

Amended & Adopted: December 11, 2014
Resolution 47-2014

Amended & Adopted: November 17, 2008
Resolution 59-2008

Adopted: April 6, 1994
Resolution 30-94

GUAM COMMUNITY COLLEGE
Board of Trustees

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Amended & Adopted: 2017
Resolution -2017

Amended & Adopted: December 11, 2014
Resolution 47-2014

Amended & Adopted: November 17, 2008
Resolution 59-2008

Adopted: April 6, 1994
Resolution 30-94

GUAM COMMUNITY COLLEGE
Board of Trustees

SATELLITE CAREER/TECHNICAL PROGRAMS (CTE), AUTHORIZATION

WHEREAS, the "Community College Act of 1977" created by Public Law 14-77 (as amended by Public Law 31-99 in 2011) established several purposes of the Guam Community College; including "to coordinate vocational-career and technical education (CTE) programs in all public schools" and "to expand and maintain postsecondary and secondary educational programs in the vocational-technical (CTE) fields"; and

WHEREAS, the need and demand for College programs far exceeds the College's ability to acquire facilities sufficient to carry out such purposes in any single campus; and

WHEREAS, many more students would be served if CTE programs and courses are offered in Guam public and private high schools.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees authorizes the administration to offer Satellite CTE programs at Guam high schools in a manner mutually agreeable to those schools and the College.

BE IT FURTHER RESOLVED, that the College shall attempt to maximize opportunities to provide secondary career-technical education (CTE) through satellite programs.

BE IT FURTHER RESOLVED, that enrollment in satellite programs be included in the enrollment reports regularly submitted to the Board of Trustees.

Amended & Adopted: _____, 2017
Resolution _____-2017

Amended & Adopted: December 11, 2014
Resolution 48-2014

Amended & Adopted: November 17, 2008
Resolution 60-2008

Adopted: April 6, 1994
Resolution 31-94

GUAM COMMUNITY COLLEGE
Board of Trustees

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Resolution 48-2014

Amended & Adopted: November 17, 2008
Resolution 60-2008

Adopted: April 6, 1994
Resolution 31-94

GUAM COMMUNITY COLLEGE
Board of Trustees

ARTICULATION AND TRANSFER AGREEMENTS

WHEREAS, the primary purpose of the Board is to stimulate, develop, foster, and promote cooperation, planning and improvement of instructional programs in the Pacific region and beyond; and

WHEREAS, another purpose of the Board is to coordinate developments among the postsecondary educational institutions of the Pacific and beyond with the goal of avoiding unnecessary duplication; and

WHEREAS, Guam Community College is a member of the Pacific Postsecondary Education Council or PPEC, an organization of public colleges and universities in the American-affiliated Pacific Islands; and

WHEREAS, GCC is a signatory in the Pohnpei Accord (2004) which articulated the collaborative relationship between the University of Guam and two-year public institutions in the Micronesian region; and

WHEREAS, the Board is interested in facilitating inter-institutional and mutual cooperation through articulation and transfer agreements with PPEC-member institutions and other higher education institutions beyond our region.

NOW, THEREFORE, BE IT RESOLVED, by the Board that:

1. Courses and programs of study offered by the Guam Community College be structured to allow better opportunities for students to enroll among PPEC-member institutions with a minimum of loss of credits in transfer.

2. Courses and programs of study at the two-year level become more readily transferrable to the University of Guam, and other PPEC-member institutions, as well as other United States–based and other international institutions which have forged articulation and transfer agreements with GCC.

3. The Guam Community College identify reciprocal transfer courses in PPEC-member institutions' student catalogs, and initiate dialogue regarding articulation agreements with such institutions. This will be done with other higher institutions of learning that have articulation and transfer agreements with GCC.

4. Institutions which are not presently accredited are subject to institutional review and approved procedures currently in effect.

Reviewed with no changes: _____, 2017
Amended & Adopted: December 11, 2014
Resolution 49-2014

Amended & Adopted: November 17, 2008
Resolution 61-2008

Adopted: April 6, 1994
Resolution 29-294

GUAM COMMUNITY COLLEGE
Board of Trustees

GUAM'S CAREER AND TECHNICAL EDUCATION SYSTEM

WHEREAS, the "Community College Act of 1977" (codified at 17 GCA §§30101, et seq.) identified Guam Community College as the State Agency for Career and Technical Education (CTE), to serve as the Board of Control for vocational education for the purposes of the United States Vocational Education Act" on Guam; and

WHEREAS, the Carl D. Perkins Career and Technical Education Improvement Act of 2006 (CTE), requires each State (and territory) develop a State Plan that reflects more fully the academic and career and technical (CTE) skills of secondary and postsecondary students who enroll in CTE programs by:

a. Developing challenging academic and technical standards, and assisting students in meeting those standards (i.e. high-skill, high-wage or high demand occupations in current or emerging professions).
b. Developing services and activities that integrate rigorous and challenging academic and career and technical (CTE) instruction that link secondary and postsecondary education for participating career and technical education (CTE) students.
c. Providing services and activities designed to develop, implement, and improve career and technical education (CTE), including Tech Prep education.
d. Conducting and disseminating national research and disseminating information on best practices that improve Career and Technical Education (CTE) programs, services, and activities.
e. Providing technical assistance that:
    1. Promotes leadership, initial preparation, and professional development at the State and local levels, and
    2. Improves the quality of career and technical education (CTE) for teachers, faculty administrators, and counselors.
f. Supporting partnerships among secondary schools, postsecondary institutions, baccalaureate degree granting institutions, area career and technical education (CTE) schools, local workforce investment boards, business and industry, and intermediaries, and
g. Providing individuals with opportunities to develop, in conjunction with other education and training programs, the knowledge and skills needed to keep the United States competitive.

WHEREAS, the Perkins Act mandate States to establish an accountability system and maintain a database that identifies information that support core indicators of performance for secondary and postsecondary CTE participants that are complete, accurate, valid and reliable; and

WHEREAS, through the State Agency Office, the Adult Education and Career and Technical Education Committee, will assist in developing and keeping within the nationally required measures for secondary and postsecondary CTE students; and

WHEREAS, the purpose of core indicators of performance are to monitor outcomes at the local and State level to provide data for Federal reporting and to develop a system to enhance the improvement of CTE programs on Guam.

NOW, THEREFORE, BE IT RESOLVED, that through the State Agency Office, the Adult Education and Career and Technical Education (CTE) Committee shall assist in the development of the State Plan and core indicators of performance that measure secondary and postsecondary Career and Technical Education (CTE) program participants' attainment of program completion and challenging academic and skill proficiencies.

BE IT FURTHER RESOLVED, that the President of the Guam Community College is recognized as the State Director for Career and Technical Education (CTE) and is authorized to submit the State Plan and supporting documents to the United States Department of Education.

Amended & Adopted: _____, 2017
Resolution _____- 2017

Amended & Adopted: July 31, 2015
Resolution 11-2015

Amended & Adopted: November 17, 2008
Resolution 62-2008

Adopted: April 6, 1994
Resolution 26-94

GUAM COMMUNITY COLLEGE
Board of Trustees

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Resolution 62-2008

Adopted: April 6, 1994
Resolution 26-94

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GUAM COMMUNITY COLLEGE
Board of Trustees

GUAM'S ADULT EDUCATION PROGRAMS

WHEREAS, the "Community College Act of 1977" (codified at 17 GCA §§30101, et seq.) recognizes Guam Community College as the State Agency for Adult Education, to act as administrator for the Federal adult education programs; and

WHEREAS, the Workforce Innovation and Opportunity Act (WIOA) to create a "workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth, and for other purposes";

WHEREAS, the purpose of the Adult Education and Family Literacy Act (Title II of the Workforce Innovation and Opportunity Act), is to "create a partnership among the Federal Government, States and localities to provide, on a voluntary basis, adult education and literacy services in order to:

1. Assist adults to become literate and obtain the knowledge and skills necessary for employment and self-sufficiency,
2. Assist adults who are parents or family members to obtain the educational skills that are necessary to become full partners in the educational development of their children; and lead to sustainable improvements in the economic opportunities for their family;
3. Assist adults in attaining a secondary school diploma and in the transition to postsecondary education and training, including through career pathways; and
4. Assist immigrants and other individuals who are English language learners in improving their reading, writing,, speaking, and comprehension skills in English; and mathematics skills, and in acquiring an understanding of the American system of Government, individual freedom, and the responsibilities of citizenship."

WHEREAS, under the WIOA, Title II – Adult Education and Family Literacy, adults are defined as individuals,

1. "who have attained 16 years of age,
2. who are not enrolled or required to be enrolled in secondary school under State law, and
3. who –
   (i) is basic skills deficient;
   (ii) does not have a secondary school diploma or its recognized equivalent, and has not achieved an equivalent level of education, or
   (iii) is an English language learner."

WHEREAS, the WIOA, Title II, Adult Education and Family Literacy Act mandate States and Territories to establish an accountability system and maintain a database that identifies information that support core indicators of performance for adult education participants, that are complete, accurate, valid, and reliable; and

WHEREAS, through the State Agency Office, the Adult Education and Career and Technical Education (CTE) Committee, will assist in developing and keeping within the nationally required measures for adult education participants; and

WHEREAS, the purpose of the core indicators of performance are to monitor outcomes at the local and State level, to provide data for Federal reporting, and to develop a system to enhance the improvement of adult education programs on Guam.

NOW, THEREFORE, BE IT RESOLVED, that through the State Agency Office, the Adult Education and Career and Technical Education (CTE) Committee will assist in the development of the State Plan and the core indicators of performance that measure the adult education participants' educational learning gains or completion of their adult education program.

BE IT FURTHER RESOLVED, that the President of the Guam Community College is recognized as the State Director for Adult Education and is authorized to submit the State Plan and supporting documents to the United States Department of Education.

Amended & Adopted: _____, 2017; Resolution ____-2017
Amended & Adopted: July 31, 2015; Resolution 12-2015
Amended & Adopted: November 17, 2008; Resolution 65-2008
Adopted: April 6, 1994; Resolution 27-94

Doc. No. 34 GL-17-0924

GUAM COMMUNITY COLLEGE
Board of Trustees

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Amended & Adopted: July 31, 2015; Resolution 12-2015
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GUAM COMMUNITY COLLEGE
Board of Trustees

WORKFORCE DEVELOPMENT ADVISORY COMMITTEES FOR CAREER AND TECHNICAL EDUCATION (CTE)

WHEREAS, the beneficial role and function of Workforce Development Advisory Committees is nationally recognized as a means of ensuring quality in Career and Technical Education (CTE); and

WHEREAS, the CTE programs of Guam Community College will benefit from the advisory assistance of such committees.

NOW, THEREFORE, BE IT RESOLVED, that there shall be established one functioning Workforce Development Advisory Committee for each CTE program of the College.

BE IT FURTHER RESOLVED, that the Board of Trustees of the Guam Community College shall have the authority (Public Law 14-77, as amended by Public Law 31-099:4 in 2011) for appointing members to the various workforce advisory committees upon recommendation by the department in each CTE area.

Amended & Adopted: _____, 2017
Resolution ____-2017

Amended & Adopted: December 11, 2014
Resolution 50-2014

Amended & Adopted: November 17, 2008
Resolution 64-2008

Adopted: April 6, 1994
Resolution 28-94

GUAM COMMUNITY COLLEGE
Board of Trustees

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FOR CAREER AND TECHNICAL EDUCATION (CTE)

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Resolution 64-2008

Adopted: April 6, 1994
Resolution 28-94

Guam Community College
Board of Trustees

CREDIT HOUR POLICY

WHEREAS, the Guam Community College conducts undergraduate level credit courses under a semester system of approximately fifteen (15) weeks each semester per academic year (or its equivalent in the summer session); and

WHEREAS, a credit hour policy will codify the College's requirement of course contact hours in compliance with Federal and accrediting agency guidelines; and

WHEREAS, the attached guidelines, as the final product of the work of the Learning Outcomes Committee (LOC) and the Faculty Senate, as approved by the College Governing Council, includes two-years' worth of study and analysis from GCC faculty and administrators as well as data and study about this issue from accrediting agencies and other postsecondary institutions outlining the College's minimum number of hours necessary for the award of one unit of college credit; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees supports this "Credit Hour Policy" which reasonably approximates not less than (1) one hour of classroom or direct faculty instruction and a minimum of two hours of out of class student work each week for approximately fifteen weeks for one semester hour of credit, or the equivalent amount of work over a different amount of time; or (2) a minimum of 45 hours of student work for other academic activities as established by the institution including laboratory, practicum, clinical, and other academic work leading to the award of credit hours.

BE IT FINALLY RESOLVED, that this Credit Hour Policy proposed by the College Governing Council and approved by the President, be adopted by the Guam Community College Board of Trustees.

Reviewed with no changes: _____ 2017
Adopted: June 13, 2012
Resolution: 10-2012

Guam Community College
Board of Trustees

PRIOR LEARNING ASSESSMENT

WHEREAS, GCC recognizes the value of non-traditional college-level learning such as Prior Learning Assessment (PLA); and

WHEREAS, Prior Learning Assessment is defined as a structured process for colleges to assess and validate a learner's prior learning and competencies; and

WHEREAS, the College recognizes that students may have had prior learning experiences, which might translate to academic credit; and

WHEREAS, the College adheres to the following standards for assessing experience for awarding college credit:

- Credit should be awarded only for learning, and not for experience.
- College credit should be awarded only for college-level learning.
- Credit should be awarded only for learning that has a balance, is appropriate to the subject, and lies between the theory and practical application of the subject.
- The determination of competence levels, and of credit awards must be made by appropriate subject matter and academic experts.
- Credit should be appropriate to the academic context in which it is accepted; and

WHEREAS, since 1977, GCC has officially recognized "Non-Traditional and Sponsored Learning" as a legitimate way of earning college level credit; and

WHEREAS, since 1977, GCC has awarded credit to students for "Non-Traditional and Sponsored Learning" such as credit by examination, external examination, transfer credit, military education, prior learning, and work experience; and

WHEREAS, GCC's institutional philosophy includes, but is not limited, to providing each and every individual seeking an education at the College the opportunity to develop his or her greatest potential by offering courses and programs that are characterized by:

- Responsiveness to the educational and cultural needs of the community;
- Affirmative action for nontraditional students; and
- Currency and relevance through Continuing Education and Lifelong Learning; and

WHEREAS, GCC is committed to student success that lead to increased graduation rates; and

WHEREAS, GCC believes, through established research studies, that students who receive credit via PLA have a higher chance of completing their program of study towards an industry certificate, a certificate or degree; and

WHEREAS, GCC needs to consolidate its PLA practices into one central policy to conform to accreditation standards and best practices.

NOW, THEREFORE, BE IT RESOLVED, that Guam Community College hereby adopts a consolidated policy governing recommended standards of practice in Prior Learning Assessment (PLA).

Reviewed with no changes: _____ 2017
Adopted: February 6, 2014
Resolution: 2-2014

GUAM COMMUNITY COLLEGE
Board of Trustees

PROFESSIONAL DEVELOPMENT

WHEREAS, the Board of Trustees recognizes the importance of well trained employees to more effectively carry out the mission of the College; and

WHEREAS, the Board of Trustees is committed to providing resources to support professional development activities at the institutional level; and

WHEREAS, procedures for the selection of administrators, faculty and staff professional development are on file in the office of the President of the College.

NOW, THEREFORE, BE IT RESOLVED, that the Guam Community College Board of Trustees establishes a Professional Development Account of the Non-Appropriated Fund for the professional development of faculty and support personnel. The President shall annually submit a budget for professional development for approval by the Board of Trustees.

BE IT FURTHER RESOLVED, that the Board of Trustees authorizes the following:

1. The selection of faculty will be through the Professional Development Review Committee (PDRC), in alignment with procedures established for the comprehensive institutional professional development plan. The recommendation of selected faculty will then go to the Deans, Academic Vice President and the President for final approval.
2. The selection of administrators and staff will be through the Administrators/Staff Professional Development Committee. The recommendation of selected staff and administrators will then go to the President for final approval.

BE IT FURTHER RESOLVED, that it is the policy of the Board of Trustees that professional development activities will be undertaken outside of the employee's normal working hours. In the event that a workshop or course is only offered during working hours, the supervisor may make arrangements for the employee to make up hours, as necessary and appropriate.

BE IT FURTHER RESOLVED, that administrative leave may be granted for professional development activities under any of the following conditions:

1. The scheduling of the professional development activity will not compromise the critical operations of the department and the Guam Community College.
2. The professional development activity is required by the employee's supervisor as part of an employee improvement plan.
3. The professional development activity is conducted off-island.
4. The professional development activity is an integral part of the employee's job classification.
5. The professional development activity is offered only during normal working hours.

Reviewed with no changes: _____, 2017
Amended and Adopted: January 13, 2015 *(updated)*
Resolution 1-2015

Amended and Adopted: January 8, 2009
Resolution 1-2009

Adopted: July 20, 1994
Resolution 24-94

GUAM COMMUNITY COLLEGE
Board of Trustees

STANDARDS OF CONDUCT REGARDING DRUGS AND ALCOHOL

EMPLOYEES

WHEREAS, Guam Community College endeavors to lead students and employees to higher ideals of character and public service. The College commits itself to the goals of developing the mind, clarity of thought, and to the development of the human spirit. Abuse of drugs and alcohol is recognized as an impediment to these goals and as a threat to the College's mission of education and training; and

WHEREAS, the College strives to maintain standards of behavior performance, and discipline necessary for completing our mission of education. The College expects employees to refrain from behavior that would disrupt its function of education. The illegal or improper use of drugs by employees can seriously damage physical and mental health; may jeopardize safety and can lead to criminal prosecution and/or dismissal.

NOW, THEREFORE, BE IT RESOLVED, that regarding controlled substances:

1. The College prohibits the possession, use, manufacture, delivery, cultivation, sale or transfer of controlled substances (drugs) within the campus or as part of any college-sponsored activity.

2. Any employee who is found to be in violation of these prohibitions will be referred to local law enforcement officials for prosecution under the law. (Under Guam laws a conviction can result in fines from $100.00 to $100,000.00, up to 15 years to life imprisonment, or both). Additionally, the employee in violation will be subjected to disciplinary or adverse actions upon conviction for an offense that occurred in the workplace, or in the course of their employment.

3. All employees are required to report any conviction received for a drug statute violation not later than five days after such conviction. The College may at its discretion offer an employee counseling or rehabilitation in lieu of or in addition to disciplinary action. However, this option is discretionary and includes considering all circumstances, the offense, and appropriateness of exercising such options.

BE IT FURTHER RESOLVED, that regarding alcohol:

1. Employees are further prohibited from reporting for duty or being on duty under the influence of alcohol.

2. The consumption of alcoholic beverages on campus is prohibited except when specifically authorized in writing by the President of the College.

3. Violation of the prohibitions indicated in paragraph 1 of this section on alcohol may result in referral to local law enforcement officials for prosecution. Employees may also be subject to disciplinary or adverse actions. The College may at its discretion offer employees counseling or rehabilitation in lieu of disciplinary actions.

Amended & Adopted: _____, 2017
Resolution -2017

Amended & Adopted: January 8, 2009
Resolution 2-2009

Adopted: March 16, 1994
Resolution 23-94

GUAM COMMUNITY COLLEGE
Board of Trustees

STANDARDS OF CONDUCT REGARDING DRUGS AND ALCOHOL

EMPLOYEES

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WHEREAS, the College strives to maintain standards of behavior performance, and discipline necessary for completing our mission of education. The College expects employees to refrain from behavior that would disrupt its function of education. The illegal or improper use of drugs by employees can seriously damage physical and mental health; may jeopardize safety and can lead to criminal prosecution and/or dismissal.

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3. All employees are required to report any conviction received for a drug statute violation ~~that occurred in the workplace~~ not later than five days after such conviction. The College may at its discretion offer an employee counseling or rehabilitation in lieu of or in addition to disciplinary action. However, this option is discretionary and includes considering all circumstances, the offense, and appropriateness of exercising such options.

BE IT FURTHER RESOLVED, that regarding alcohol:

1. ~~1.~~ Employees are further prohibited from reporting for duty or being on duty under the influence of alcohol ~~or bringing alcoholic beverages on college premises for consumption except as above stated.~~

~~1.~~2. The consumption of alcoholic beverages on campus is prohibited except when specifically authorized in writing by the President of the College. ~~Employees are further prohibited from reporting for duty or being on duty under the influence of alcohol or bringing alcoholic beverages on college premises for consumption except as above stated.~~

3. ~~2.~~ Violation of the prohibitions indicated in paragraph 1 of this section on alcohol may result in referral to local law enforcement officials for prosecution. Employees may also be subject to disciplinary or adverse actions. The College may at its discretion offer employees counseling or rehabilitation in lieu of disciplinary actions.

Amended & Adopted: _____, 2017
Resolution ____-2017

Amended & Adopted: January 8, 2009
Resolution 2-2009

Adopted: March 16, 1994
Resolution 23-94

GUAM COMMUNITY COLLEGE
Board of Trustees

RECRUITMENT ABOVE THE MINIMUM STEP

WHEREAS, Public Law 22-137 amended Section 6103 of Title 4, Guam Code Annotated, to maintain the accreditation of the Guam Community College by giving the Board of Trustees full authority over its respective academic personnel; and

WHEREAS, Section 1 of Public Law 22-137 grants the Board of Trustees exclusive authority to hire and dismiss, and to set the selection; qualification; classification, compensation, tenure, and promotion criteria for academic personnel; and

WHEREAS, the Guam Community College Personnel Rules and Regulations does not set criteria for compensation on initial employment.

NOW, THEREFORE, BE IT RESOLVED, that the Guam Community College Board of Trustees hereby adopts the following procedures on RECRUITMENT ABOVE THE MINIMUM STEP affecting academic personnel only:

> **The minimum rate of each Pay Grade shall be the normal rate for initial employment; provided however that the President may authorize initial employment in a position up to Step 7 on the basis of one (1) year of creditable work experience for each Pay Step increase up to six (6) years of creditable work experience beyond the minimum experience and training required. The President may, with the approval of the Board of Trustees, authorize recruitment at a higher Step not to exceed Step 10 if such action is based on recruitment difficulties or by the new employee's special or unusual qualifications or experience. The increment schedule consisting of Step 11 through Step 20 shall not be used for recruitment above step.**

BE IT FURTHER RESOLVED THAT, the Recruitment Above the Minimum Step procedures be effective July 22, 1994, the date the Governor signed Public Law 22-137.

Reviewed with no changes: _____, 2017
Amended & Adopted: January 8, 2009
Resolution 3-2009

Adopted: December 21, 1994
Resolution 5-95

GUAM COMMUNITY COLLEGE
Board of Trustees

PAY ADJUSTMENT ON PROMOTION

WHEREAS, Public Law 22-137 amended Section 6103 of Title 4, Guam Code Annotated, to maintain the accreditation of the Guam Community College by giving the Board of Trustees full authority over its respective academic personnel; and

WHEREAS, Section 1 of Public Law 22-137 grants the Board of Trustees exclusive authority to hire and dismiss, and to set the selection; qualification; classification, compensation, tenure, and promotion criteria for academic personnel; and

WHEREAS, the Guam Community College Personnel Rules and Regulations does not set criteria for pay adjustment on promotion.

NOW, THEREFORE, BE IT RESOLVED, that the Guam Community College Board of Trustees hereby adopts the following procedures on PAY ADJUSTMENT ON PROMOTION affecting academic personnelonly:

> **Permanent full-time employees of the Guam Community College who are promoted competitively, or by reclassification, or temporarily, to a higher Pay Grade, shall receive a salary which is not less than a two-Step pay increase in the Pay Grade held prior to promotion but not more than a thirty percent rate increase without the approval of the Board of Trustees. In no event shall the salary rate exceed Step 20 in the New Pay Grade.**

BE IT FURTHER RESOLVED THAT, the Pay Adjustment on Promotion procedures be effective July 22, 1994, the date the Governor signed Public Law 22-137.

Reviewed with no changes: _____, 2017
Amended & Adopted: January 8, 2009
Resolution 4-2009

Adopted: January 4, 1995
Resolution 6-95

GUAM COMMUNITY COLLEGE
Board of Trustees

VOLUNTEER POLICY
For Instructional/Non-Instructional Services

WHEREAS, the Governor of Guam has initiated the call for volunteers from qualified individuals to provide instructional services to Guam Community College; and

WHEREAS, the College welcomes qualified individuals to provide instructional/non-instructional services on a part-time and voluntary basis to support its mission; and

WHEREAS, the College has a volunteer policy that will uphold the minimum qualification requirements for instructional/non-instructional positions provided in the Personnel Rules & Regulations.

NOW, THEREFORE, BE IT RESOLVED, that the Volunteer Policy for instructional/non-instructional services was approved by the Board of Trustees at its regular meeting on June 14, 1995 and is hereby readopted and effective immediately.

Reviewed with no changes: _____, 2017
Amended & Adopted: January 13, 2015
Resolution 2-2015

Amended & Adopted: January 8, 2009
Resolution 5-2009

Adopted: July 5, 1995
Resolution 10-95

GUAM COMMUNITY COLLEGE
Board of Trustees

APPEALS TO THE CIVIL SERVICE COMMISSION

WHEREAS, Public Law 23-26 (Substitute Bill No. 225) amended Titles 4 and 17 Guam Code Annotated pertaining to the academic personnel and autonomy of the Guam Community College and the University of Guam, and other related matters; and

WHEREAS, Public Law 23-26 excludes academic personnel of the Guam Community College from the classified and unclassified services of the Government of Guam; and

WHEREAS, Public Law 23-26 establishes that with the exception of academic personnel and unclassified employees, all other employees of the College shall be classified employees; and

WHEREAS, Public Law 23-26 requires that classified employees of the Guam Community College shall have their appeals heard by the Civil Service Commission;

NOW, THEREFORE, BE IT RESOLVED, that the Guam Community College Personnel Rules and Regulations are amended to the extent that appeals for classified employees shall be filed with and heard by the Civil Service Commission instead of the Board of Trustees;

Amended & Adopted: _____, 2017
Resolution _____, 2017

Reviewed with no changes: January 13, 2015
Amended & Adopted: January 8, 2009
Resolution 7-2009

Adopted: July 5, 1995
Resolution 12-95

GUAM COMMUNITY COLLEGE
Board of Trustees

APPEALS TO THE CIVIL SERVICE COMMISSION

WHEREAS, Public Law 23-26 (Substitute Bill No. 225) amended Titles 4 and 17 Guam Code Annotated pertaining to the academic personnel and autonomy of the Guam Community College and the University of Guam, and other related matters; and

WHEREAS, Public Law 23-26 excludes academic personnel of the Guam Community College from the classified and unclassified services of the Government of Guam; and

WHEREAS, Public Law 23-26 establishes that with the exception of academic personnel and unclassified employees, all other employees of the College shall be classified employees; and

WHEREAS, Public Law 23-26 requires that classified employees of the Guam Community College shall have their appeals heard by the Civil Service Commission;

NOW, THEREFORE, BE IT RESOLVED, that the Guam Community College Personnel Rules and Regulations are amended to the extent that appeals for classified employees shall be filed with and heard by the Civil Service Commission instead of the Board of Trustees;

~~**BE IT FURTHER RESOLVED,** that the Grievance Procedures contained in the Board/Union Agreement for Support Staff continues in effect to resolve bargaining unit members' grievances and performance evaluation rating appeals.~~

Amended & Adopted: _____, 2017
Resolution _____, 2017

Reviewed with no changes: January 13, 2015
Amended & Adopted: January 8, 2009
Resolution 7-2009

Adopted: July 5, 1995
Resolution 12-95

GUAM COMMUNITY COLLEGE
Board of Trustees

EMERITI AT THE GUAM COMMUNITY COLLEGE

WHEREAS, Guam Community College desires to recognize the productive careers of its retirees; and

WHEREAS, the College wishes to maintain the institution's history through the individuals who have retired and who in one way or another have contributed faithfully and honorably to education on Guam.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby adopts the "Guidelines for Emeriti at the Guam Community College," which is on file at the President's Office.

Reviewed with no changes: _____, 2017
Amended & Adopted: January 13, 2015
Resolution 3-2015

Amended & Adopted: February 9, 2011
Resolution 6-2011

Amended & Adopted: January 8, 2009
Resolution 10-2009
Adopted: May 15, 2001
Resolution 4-2001

THE GUAM COMMUNITY COLLEGE
CODE OF ETHICS

WHEREAS, in support of the College's mission, the College sets forth the ideals of scholarship, lifelong learning, service to others, enrichment through diversity, commitment to excellence, collegiality, mutual respect, and professional integrity; and

WHEREAS, the College is guided by the belief that a sense of true community is achieved when these ideals and values are reflected in the behavior of its members toward one another; and

WHEREAS, as we develop close ties with government and private sector representatives it is our responsibility as members of the College to act in such a way that maintains the credibility and respect for the College; and

WHEREAS, all employees of the Guam Community College are to be guided by the general principles; commit to a high standard of ethical behavior; have the responsibility to conduct themselves with integrity; act in a fair, consistent, and an equitable manner; recognize the need for accountability in what they say or do; engage people without prejudice; take personal responsibility for one's actions and decisions; and be committed to excellence in all that they do.

NOW, THEREFORE, BE IT RESOLVED, that in the performance of each College member's responsibility to commit to the general standards and promote its general principles, the Board of Trustees adopts the *Guam Community College Code of Ethics* as developed through the College's governance process, which is on file at the President's Office.

Reviewed with no changes: _____2017
Amended & Adopted: January 13, 2015
Resolution 4-2015

Adopted: March 6, 2008
Resolution 6-2008

Guam Community College
Board of Trustees

GCC'S MERIT BONUS POLICY

WHEREAS, the Board of Trustees wishes to acknowledge the entitlement, in accordance with and pursuant to any other applicable legal authority, of qualifying employees to be awarded merit bonus payments pursuant to 4 GCA §6203, and wishes to memorialize GCC's intent to award merit bonuses in accordance with that statute.

NOW, THEREFORE, IT IS RESOLVED that pursuant to 4 GCA §6203, merit bonuses shall be rewarded to qualifying employees by a lump sum bonus payment for up to three prior years.

IT IS FURTHER RESOLVED that the Board of Trustees acknowledges that the College may seek an appropriation to fund the payment of merit bonuses to eligible employees.

IT IS FURTHER RESOLVED that GCC recognizes the statutory limitations imposed by the applicable law limits the eligibility of qualifying employees to receive merit bonuses beyond this three year period recognized by GCC.

IT IS FURTHER RESOLVED that GCC may, upon the Board of Trustee's approval, promulgate additional rules and regulations to ensure the payment of merit bonuses to eligible employees.

Reviewed with no changes: _____, 2017
Adopted: August 30, 2013
Resolution No.: 8-2013

GUAM COMMUNITY COLLEGE
Board of Trustees

POSTSECONDARY STUDENT HANDBOOK

WHEREAS, the College administers postsecondary career-technical education (CTE) programs; and

WHEREAS, the Board of Trustees is committed to providing a safe, healthy, and meaningful educational environment; and

WHEREAS, policies which ensure the provision and protection of said responsibilities and services are clearly described and expressed in the Guam Community College Postsecondary Student Handbook; and

WHEREAS, the policies contained in the aforementioned Handbook are established in the broad categories of student affairs.

NOW, THEREFORE, BE IT RESOLVED, that provisions which are directed at or govern the behavior and relationships of students with and within the College community and environment fall into the broad category of student affairs.

BE IT FURTHER RESOLVED, that the provisions contained in the Postsecondary Student Handbook shall be reviewed, updated, and published annually.

Reviewed with no changes: 2017
Amended & Adopted: January 13, 2015
Resolution 5-2015

Amended & Adopted: January 8, 2009
Resolution 11-2009

Adopted: April 6, 1994
Resolution 32-94

GUAM COMMUNITY COLLEGE
Board of Trustees

STUDENT CO-CURRICULAR ACTIVITIES

WHEREAS, students derive many values through their participation in structured, well-defined student co-curricular activities; and

WHEREAS, these support activities are an integral part of a student's total educational experience.

NOW, THEREFORE, BE IT RESOLVED, that it is the belief of the Board of Trustees of Guam Community College that students derive many values through active participation in structured, well-defined student co-curricular activities associated with attending college and participating in student campus life activities administered by the college.

BE IT FURTHER RESOLVED, that the administration will direct efforts towards properly promoting, supporting and directing such student activities as an integral part of the education program.

BE IT FURTHER RESOLVED, that use of College facilities and resources may be provided by the administration in support of campus activities and organizations as appropriate. Such use shall in no way interfere with the educational functions of the college.

Reviewed with no changes: , 2017
Amended & Adopted: January 8, 2009
Resolution 12-2009

Adopted: April 6, 1994
Resolution 33-94

GUAM COMMUNITY COLLEGE
Board of Trustees

ADMISSION AND ATTENDANCE OF INCARCERATED STUDENTS

WHEREAS, Guam Community College believes that each and every individual should have an opportunity for education regardless of past academic or judicial record; and

WHEREAS, the College's adult/postsecondary educational programs frequently serve as a component of community rehabilitation efforts for criminal offenders; and

WHEREAS, it is the College's responsibility to provide a secure learning environment for all students attending classes on College premises, the College enrolls in on-campus adult/postsecondary educational programs only those incarcerated students who, in accordance with law, executive order, judicial order, or other official mandate, have been determined eligible for participation in off-compound educational programs by the incarcerating institution; and

WHEREAS, incarcerated students remain under the supervision and security of the institution that is assigned their custody during attendance on College premises.

NOW, THEREFORE, BE IT RESOLVED, that levels of on-campus supervision and security for all incarcerated students shall be in accordance with law, executive or judicial order, or other official mandate, and shall comply with established inter-institutional agreements which specify the conditions under which incarcerated students shall attend educational programs on College premises.

BE IT FURTHER RESOLVED, that failure of the incarcerating institution to provide required levels of supervision and/or security for any incarcerated student(s) under its custody during any semester of term, or to comply with requirements or conditions contained in established inter-institutional agreements, or with other College policies or regulations, may result in the College denying admission or revoking attendance privileges for such incarcerated student(s).

Reviewed with no changes: _____, 2017
Amended & Adopted: January 8, 2009
Resolution I3-2009

Adopted: April 6, 1994
Resolution 34-94

GUAM COMMUNITY COLLEGE
Board of Trustees

PACIFIC ISLANDS STUDENT ENDOWMENT FUND

WHEREAS, the Guam Community College initially received funds from Section 1204(c) of the Higher Education Act annually; and

WHEREAS, the Board of Trustees established the **Pacific Islands Student Endowment Fund.**

NOW, THERFORE, BE IT RESOLVED, that the Board of Trustees does hereby authorize the annual use of the earnings from the Pacific Islands Endowment Fund for the continued support of Pacific Island Students and all students who are new to Guam's culture and the GCC campus.

BE IT FURTHER RESOLVED, that the President annually submit a budget for the operation of a program or programs to assist students with understanding and becoming better prepared to deal with the diversity of our community at the college and on the island of Guam.

Reviewed with no changes: 2017
Amended & Adopted: January 13, 2015
Resolution 6-2015

Amended & Adopted: January 8, 2009
Resolution 14-2009

Adopted: December 15, 1993
Amended: January 4, 1995
Resolution 3-94

Guam Community College
Board of Trustees

"ENRICHMENT STUDENT" CATEGORY

WHEREAS, 17 GCA, Section 31107, mandates Guam Community College "to establish career and technical education, and other related occupational training and education courses of instruction aimed at developing educated and skilled workers for Guam;" and

WHEREAS, pursuant to 17 GCA, Section 31108, one of the Board's duties is "to coordinate...career and technical educational programs in order to match career and technical education programs with current and existing job needs;" and

WHEREAS, students who decide to register for classes at GCC have various educational objectives ranging from seeking a degree to enrolling into courses for job advancement; and

WHEREAS, the General Education Committee recommends that GCC establish a formal category of "Enrichment Student" to identify students who do not intend to declare a major or pursue a degree program, but who plan to complete more than 18 credit hours of postsecondary work; and

WHEREAS, an enrichment student would not be required to pursue General Education courses, except in the case where a General Education course is listed as a prerequisite for a course of interest to the student.

NOW, THEREFORE, BE IT RESOLVED, that a formal category of "enrichment student" be created in order to accommodate the needs of students who do not intend to seek a degree at GCC; and

BE IT FURTHER RESOLVED, that should individuals enrolled as enrichment students subsequently decide to pursue a Certificate or Associate degree program, they would be limited to applying up to 18 GCC credits toward any chosen Associate or Certificate program.

Reviewed with no changes: _____2017
Amended & Adopted: January 13, 2015
Resolution 7-2015

Adopted: May 8, 2008
Resolution 8-2008

Guam Community College
Board of Trustees

GCC APPRENTICESHIP TRAINING PROGRAM

WHEREAS, the Community College Act of 1977 (as amended by Public Law 31-99 in 2011) mandates the development of local skills in the various crafts and trades and developing a program of Apprenticeship Training and Apprenticeship standards in accordance with standards established by and acceptable for registration with the Office of Apprenticeship, United States Department of Labor- ETA; and

WHEREAS, there is an eminent need to address the growing concerns of our community in matters relating to workforce development; and

WHEREAS, the Board is committed to making progressive and innovative improvements in the Apprenticeship Training Program of the College; and

WHEREAS, the evolution of the Apprenticeship process in the territory of Guam allows for broader participations of new program providers that complies with Title 29 C.F.R. Parts 29 and 30 and the Apprenticeship Training Standards of USDOL, Office of Apprenticeship (P.L. 28-142).

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of the Guam Community College fully supports the Apprenticeship Training Program; and reaffirms its commitment to provide the requisite academic instruction necessary to the fulfillment of Journeyworker Certificates endorsed by the Secretary, U.S. Department of Labor.

Reviewed with no changes: _____
Amended & Adopted: January 13, 2015
Resolution 8-2015

Adopted: October 7, 2009
Resolution 1-2010

Note: Policy 711 replaces Board Policies 700, 702, 705, and 710

PRESIDENT'S TRAVEL SCHEDULE
October - 2017

Conference Title/Sponsor	Date	Location
PPEC Fall Meeting	**October 12-13 2017**	**Honolulu, HI**

Funding Source in order of travel: 50% PPEC reimbursement

2017-2021

Strategic Resource Plan

GUAMCOMMUNITYCOLLEGE

GUAM COMMUNITY COLLEGE
STRATEGIC RESOURCE PLAN
2017-2021

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

Sinangan Misión (Chamorro translation)

Guiya I Kulehon Kumunidå't Guåhan, i mas takhilo' mamanguen fina'che'cho' yan i teknikat na kinahulo' i mamfåfa'che'cho' ya u na'guáguåha nu i manákhilo' yan manmaolek na tiningo' ni I manmafananagui yan i fina'nå'guen cho'cho' 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. GCC's annual planning cycle integrates priorities and key initiatives articulated in the college's Institutional Strategic Master Plan (ISMP), Program, Course, Student Services, and Administrative Unit Assessment Plans and Program Review, and other institutional plans with the resources necessary to meet strategic planning objectives. This document is updated every five years 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 local and federal funds of the College except those that are self-supporting such as the Auxiliary and Restricted Funds.
3) **Historical Data.** Summarizes the financial history to determine trends and used as a basis for many of the assumptions within the plan.

Major Operating Funds

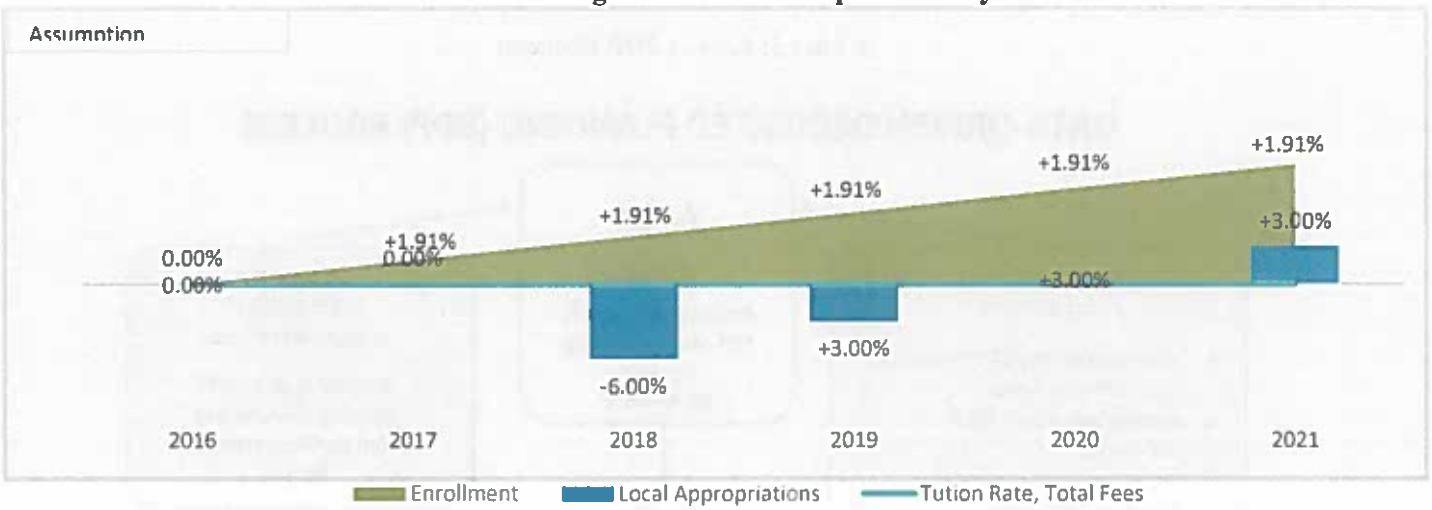
The major operating funds of the College are the Appropriated and Non-Appropriated Funds. The major sources of revenue for these funds consist of local Government of Guam appropriations and tuition and fees (non-appropriated) funding. The increase in revenue assumptions used for appropriated and non-appropriated funding are summarized in *Chart 1: Percent change in revenue from prior fiscal year* on the next page.

Local Government of Guam Appropriations

Based on the Governor of Guam, *I Maga'lahen Guåhan,* budget for fiscal year 2017, a predicted moderate to increased growth pace is forecasted for Guam in 2017 and the next few years[1]. Therefore, the College conservatively forecasts no growth in its local appropriation budget beyond a conservative rate of inflation of 3%.

[1] Three areas that will affect the economic outlook of the island: (1) Department of Defense construction: Contracts have averaged around $240 million annually, and indicators of new construction will see continued construction growths; (2) Tourism: Increase in visitors from Korea and China due to direct flights and new carriers entering the market. This coupled with the completion of the Dusit Thani in 2015,

Chart 1. Percent change in revenue from prior fiscal year

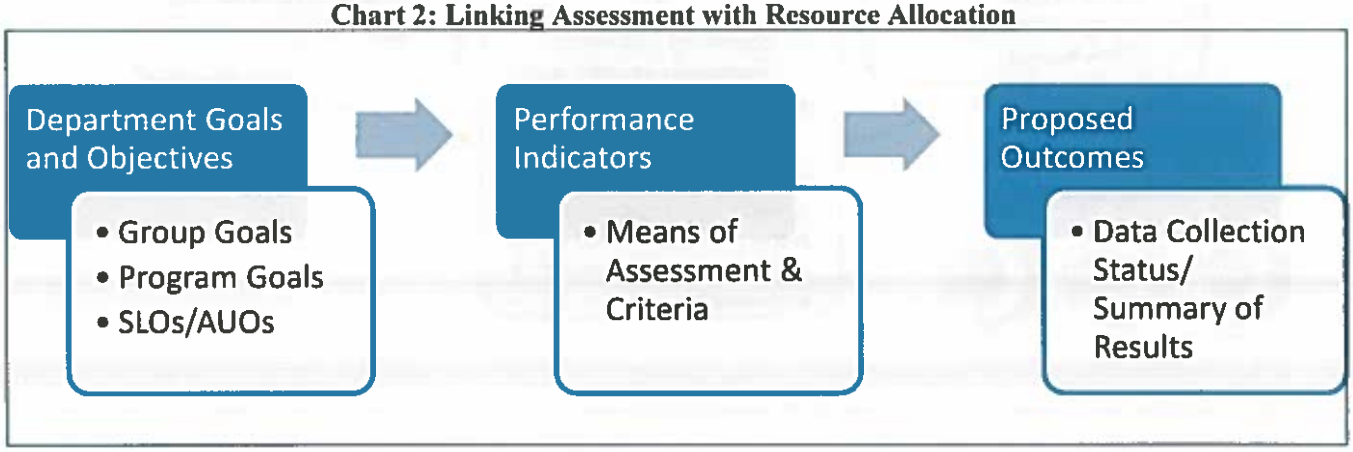


*Baseline is fiscal year 2016.
*There is no expected increase to tuition rates and student fees. Course lab fees are subject to change.

Sources of revenue for GCC operating funds:
Of the entire Government of Guam budget, education encompasses 38%, of which the College accounts for 2%. The allocation of the general fund to the College for its operations and the licensed practical nursing and vocational guidance programs is computed by the Government of Guam Bureau of Budget and Management (BBMR) and the Legislative Office of Finance and Budget (OFB). The College's local appropriation funds primarily support personnel, utilities, and major contractual services.

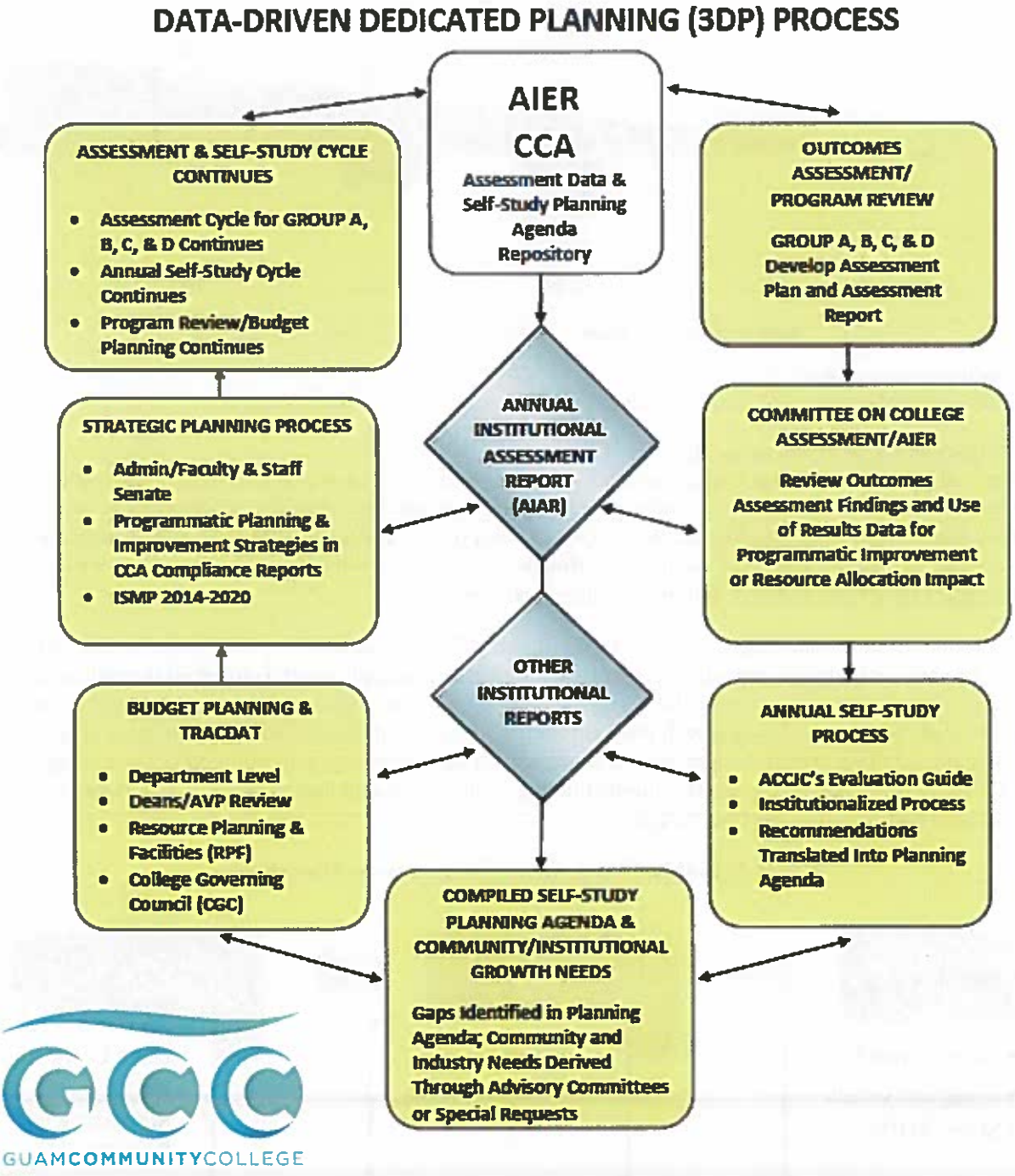
The College submits an annual budget request to BBMR and OFB on February 15 of each year for the following fiscal year. The annual budget is partially based on each department's need, which is justified through using a data-driven dedicated planning process (3DP). The planning process links strategic planning, budgeting, and planning for institutional growth needs with program review, assessment and the self-study process. In addition, departments may submit a growth budget request for related programmatic growth initiatives. The College's Business Office reviews and incorporates requests into the College's annual budget request. The Board of Trustees reviews and approves the final budget.

Chart 2: Linking Assessment with Resource Allocation



providing more hotel rooms for the tourism industry; and (3) Construction for military, public, and private sectors: Published military projects from 2016 and continuing into 2017 totaled $277 million.

Chart 3: GCC's 3DP Process:



GUAMCOMMUNITYCOLLEGE

Chart 4:Sources of Revenue for GCC Operating Funds

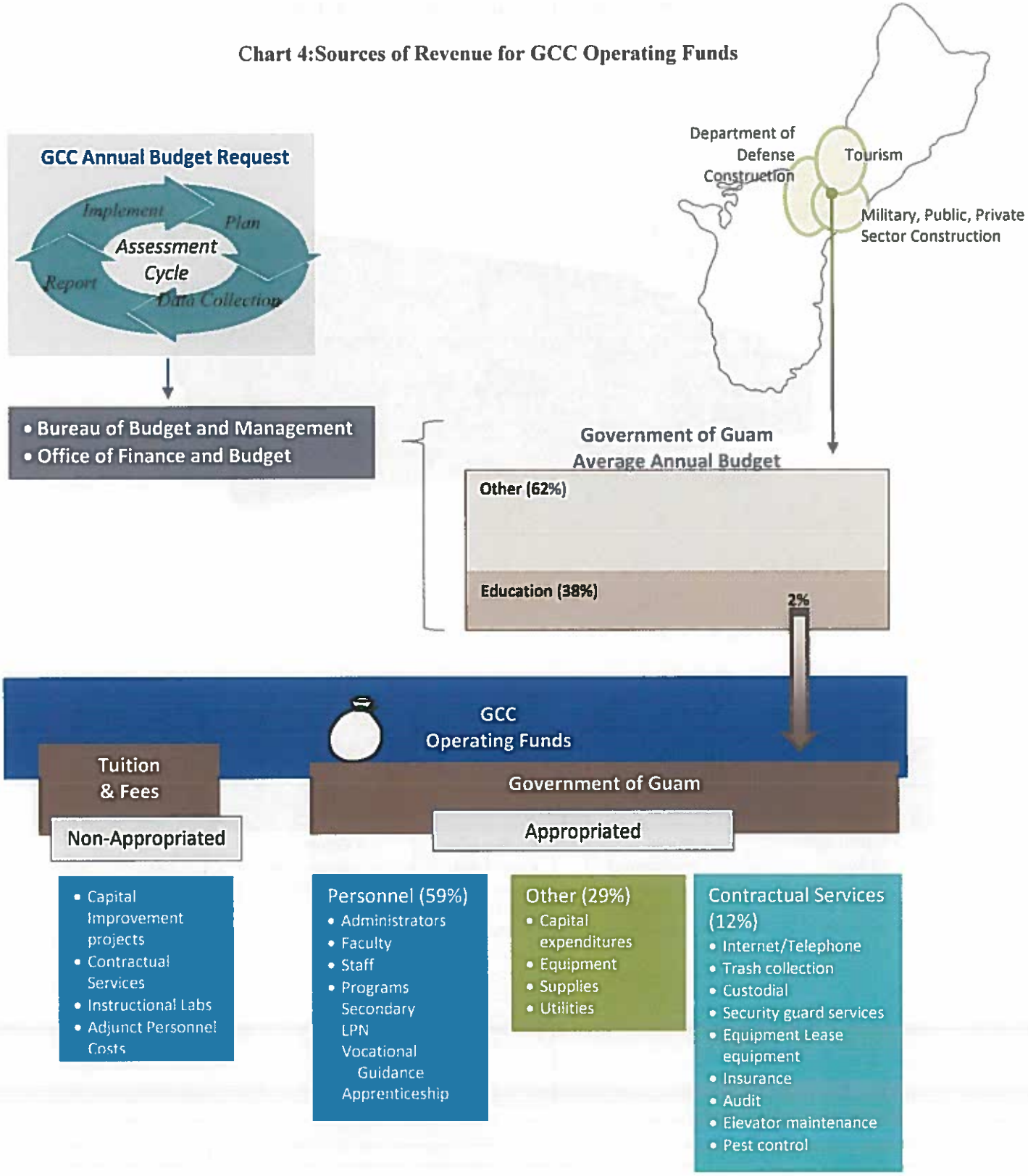
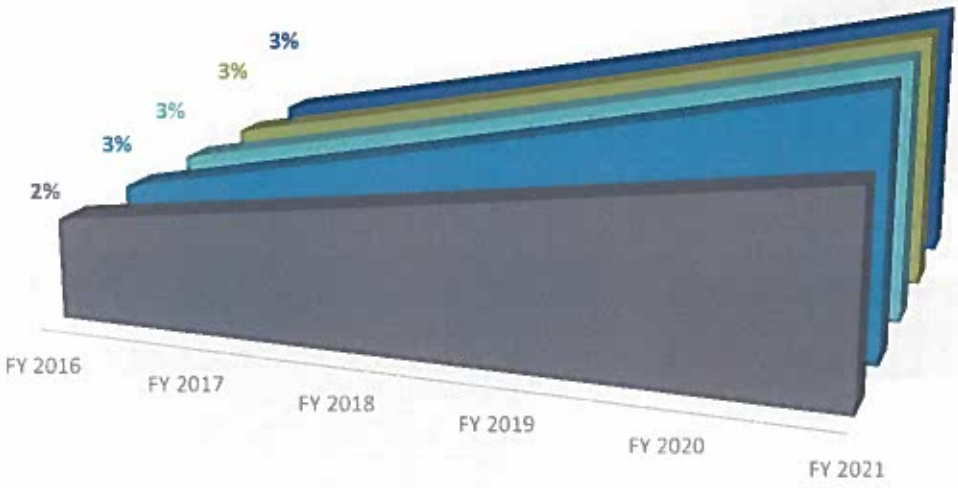
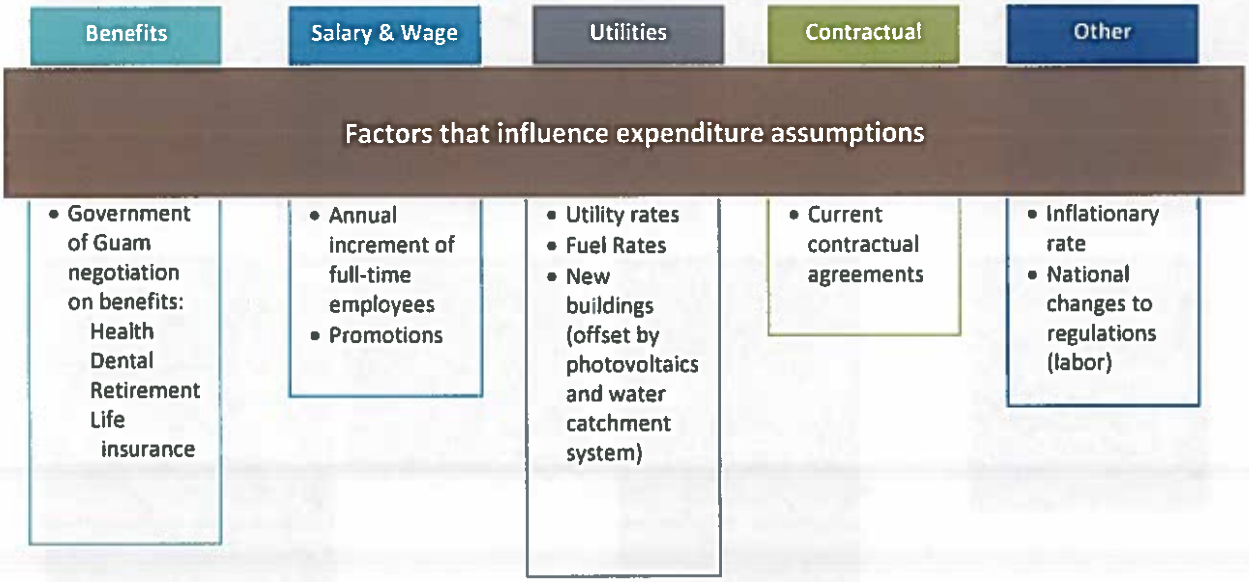


Chart 5: Annual percent change in Expenditures





Projections and Assumptions

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 Government of Guam Department of Administration based on actual cash collections. MDF revenues are generated from annual registration fee collected for non-immigrant temporary workers or H-2B Workers. The approval rates of H2-B workers by the US Citizenship and Immigration Services has declined from 95% approval in 2015 to currently less than 5% approval. Thus, the funding from MDF revenues is predicted to decline significantly in 2018 and future years.

Table 1: Actual Appropriations (2012 thru 2016)

Appropriations	2012	2013	2014	2015	2016
General Fund					
Authorized	$13,296,517	$ 13,301,611	$14,261,859	$ 16,376,571	$ 18,003,072
Actual	12,501,508	12,503,514	14,683,574	16,376,571	14,746,723
LPN/Vocational Guidance					
Authorized	705,058	705,058	782,570	782,570	835,600
Actual	655,704	662,754	743,442	782,570	693,276
Manpower Development Fund					
Authorized	1,688,448	1,688,448	1,770,203	988,586	879,906
Actual	787,712	894,981	708,692	988,586	879,906
GF Apprenticeship Supplemental					
Authorized	-	-	-	1,132,850	374,951
Actual	-	-	-	1,132,850	374,951
TAF					
Authorized	24,154	24,154	24,154	24,154	24,154
Actual	24,154	24,154	24,154	24,154	24,154
TAF Supplemental					
Authorized	-	1,500,000	522,241	-	-
Actual	-	1,500,000	496,129	-	-
Authorized	$15,714,177	$17,219,271	$17,361,027	$19,304,731	$20,117,683
Actual	$13,969,078	$15,585,403	$15,427,016	$19,304,731	$16,719,010

NOTE: Differences between actual and authorized amounts is due to GovGuam reserves.

Tuition and Fees. In Fall 2016 and Fall 2012, credit hours increased by 3% and 12%, respectively. From Fall 2013 to Fall 2015, credit hours decreased on average 3.33%, annually. Currently, the Spring 2017 semester postsecondary enrollment number has decreased by approximately 14% with a decrease of approximately 16% in credit hours when compared to the Fall 2016 semester. Based on this information enrollment has stabilized. As detailed in The Projections of Fall Enrollment to 2022 report developed by AIER, enrollment is expected to be approximately 1.9% per academic year.

Chart 6: Unduplicated Fall and Spring Enrollment

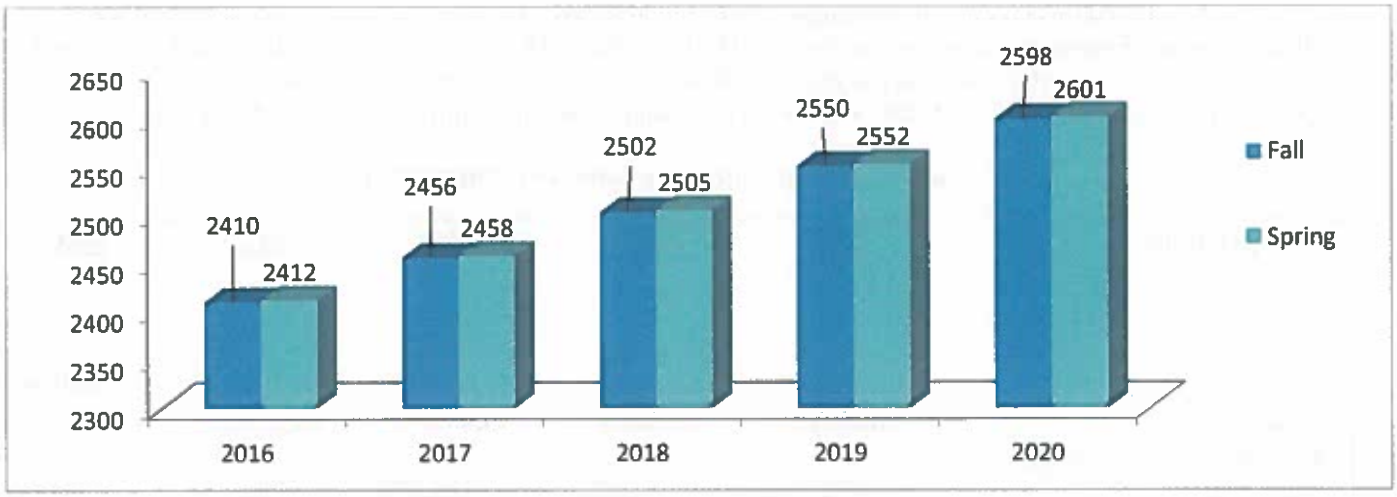
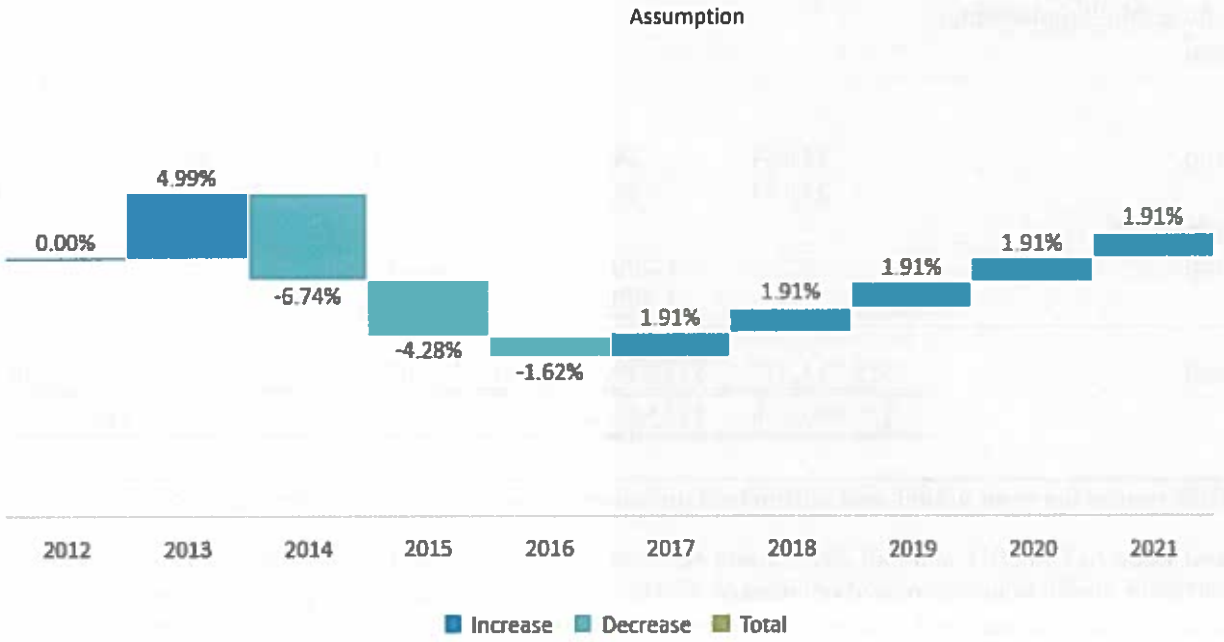


Chart 7: Percent change in fall enrollment from prior year



Source: GCC Fact Book, Volume II

Fall 2011 was the last time the College increased its tuition and fees based on a 5 year plan adopted by the Board of Trustees in March 9, 2006 (Resolution 5-2006). At that time, the College increased Tuition and Fees from $110 to $130 per credit hour – an 18.2% increase. The College does not anticipate any additional increases in tuition and fees in the near future. However, as budgets are developed annually, the need for tuition and fee increases will be reviewed as part of the budget process. Based on *Table 2: Comparison of Fall 2011 and 2017 Regional*

College/University Tuition Rates below, GCC's $130 per credit tuition and fees is competitive as compared with other Colleges within the Pacific region area which range from $105 - $210 per credit hour.

Table 2: Comparison of Fall 2011 & 2017 Regional College/University Tuition Rates

College/University	2011 Cost per Credit Hour	2017 Cost Per Credit Hour
Guam Community College	$130/credit	$130/credit
University of Guam	$190/credit	$210/credit
Northern Marianas College	$95/credit	$128.25/credit
Hawaii Community College	$97/credit	$126/credit
Honolulu Community College	$97/credit	$126/credit
Kapiolani Community College	$97/credit	$126/credit
College of the Marshall Islands	$97/credit	$130/credit
Palau Community College	$110/credit	$110/credit
College of Micronesia – FSM	$105/credit	$105/credit

Maximum Pell awards have increased steadily over the past 6 years annually by 1% to 2%, with $5,815 for academic year 2016-2017. Federal cuts by the Trump administration include decreased funding for SEOG and Federal Work Study grant awards. Further federal cuts could include cuts to Pell awards affecting 55% to 65% of students who rely on Pell as their funding source for tuition, fees, and books. The US DOE changes to the financial aid grant programs will continue to be monitored closely.

Expenditure Assumptions

In 2016, College operated with 246 full-time personnel positions consisting of 112 faculty, 35 administrators, and 97 staff. There has been no major growth in the total number of employees over the past few years. This does not include the 91 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 six 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 560, 528, and 459 apprentices in 74, 84, and 81 employers for Fall 2016, 2015, and 2014, respectively.

Table 3: GCC Employee Counts- 2012 thru 2016

Fulltime Employees					
Employee Classification	**2012**	**2013**	**2014**	**2015**	**2016**
Staff	89	95	104	97	95
Administrators	34	35	35	32	35
Faculty	115	114	115	114	112
Fulltime employee totals	238	244	254	243	242
Faculty	**2012**	**2013**	**2014**	**2015**	**2016**
Full-time	115	114	115	114	112
Adjunct	94	84	79	57	91
Faculty Total	209	198	194	171	203

Source: GCC Fact Book, Volume 11

For the operating funds of the College, the largest expenditure is personnel costs. Currently, personnel costs represent 51% of the total operating expenses of the College and consist of salaries and mandated Government of

Guam benefits of retirement, medical, dental, and life insurance. Following personnel costs (salaries, wages, and benefits) is contractual expenditures which accounts for approximately 7.2% 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.

Table 4: Percentage Change in Expenditures- FY2016 thru FY2020

	CHANGE					
EXPENDITURES	**FY2016**	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**FY2021**
Salaries and Wages	3%	3%	3%	3%	3%	3%
Benefits	3%	3%	3%	3%	3%	3%
Contractual Expenditures	3%	3%	3%	3%	3%	3%
Utilities	2%	2%	2%	2%	2%	2%
Other Expenditures	3%	3%	3%	3%	3%	3%

(Note: Instructional expenditures are expected. Change will reflect enrollment changes of 1.9%)

The Agreement Between the Guam Community College Faculty Union Local 6476 AFT/AFL-CIO & the Guam Community College Board of Trustees 2017-2023 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 FY2011-2016 averaged 5%. The increases in salaries, wages, and benefits are based on the average historical increase over the past 5 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 FY2017 and at an estimated inflationary rate of 3% per each year after.

FY17 Utilities is budgeted for a minimal 2% increase considering increases in utility rates, fuel rates, and those associated to the new buildings that will be placed into service, which will be offset with savings from sustainability measures such as photovoltaics and water catchment systems. The amount allocated for capital improvement projects will expand and contract in line with the budgets allocated through the non-appropriated funds.

Grants. The office of Development and Alumni is tasked to develop grant proposals on behalf of the College. Grants will include support for the implementation of key projects such as GCC's Banner system, recruitment, sustainability projects, and furniture and other CIP projects.

GCC is the State Agency for WIOA (in partnership with Guam Department of Labor, 2016 WIOA State Plan for the Territory of Guam), Title II, Adult Education and Family Literacy Act and Carl D. Perkins IV. As such, eligible providers 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. GCC will continue to monitor these two grants, awarded by the US Department of Education (USDOE), as the federal government requirements are changing. GCC annually receives approximately $1 million to support programmatic endeavors to support Adult and Career and Technical Education in the secondary and post-secondary environments. 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 annual 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 Vice President for Finance and Administration. RPF gives priority to critical projects to provide a conducive learning environment and work environment to the students, faculty and staff 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. The College's technology and network infrastructure, including computerized classrooms, are guided by the College's Information Technology Strategic Plan priorities and the Enterprise Architecture. Technology funding is allocated under the non-appropriated funds on an annual basis from recalculation of the College Technology Fees collected. Additional funding at the departmental level for technology is requested through the annual budget process and informed by assessment results. 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. Other projects include classroom furniture and equipment replacement, campus-wide fire alarm and mass notification system, Building 1000 restroom renovations, ADA walkway, Barrel Vault covered walkway, classroom furniture and fixture upgrades and other projects.

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 for Finance and Administration, Vice President for Academic Affairs, deans, assistant directors (communications and promotions, planning and development, alumni, and continuing education), and Human Resources 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). Projects include construction of Wellness Center and Maintenance Building and renovation of Building 300.

Capital Assets and Long Term Debt. GCC's capital assets is $35,010,234 as of September 30, 2016, 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 ARRA funded Student Center construction was substantially completed in October 2011 and the Foundation Building completed in later October 2012. Building 200 (Building E) renovation/construction project was completed in December 2014. The College was able to pay off the USDA Water Tank Loan in FY2013. In FY16, the College was awarded a $5,000,000 Community Facilities Direct loan from USDA for the renovation and construction of Building 100 and the Gregorio D. Perez Crime Lab extension. Building 100 renovation project was awarded in September 2016 and anticipated completion expected by January 2018. Building 100 will be connected to Building E and renamed upon completion. The Forensic DNA Building is expected to go out to bid in May 2017. The College remained current in the repayment of Learning Resource and Foundation Building construction loans from USDA and requests 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 based on accreditation requirements. As of September 30, 2016, these reserves are 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 the 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 projected in this Strategic Resource Plan. These are evident in the assessment process which requires academic and non-academic programs and units to link departmental goals with institutional goals, through TracDat.

Linking College Goals and Priorities

Institutional Strategic Master Plan (2014-2020):

1. Retention and Completion
    a. Incorporate the student-centered learning model into the curriculum and the classroom.
    b. Strengthen the professional development support for faculty to effectively implement the student-centered teaching method.
2. Conducive Learning Environment
    a. Enhance and monitor the college's facilities master plan to keep pace with institutional growth and educational projections and priorities.
    b. Strengthen the participatory governance process to ensure that all stakeholders understand their role in collaborative governance.
3. Improvement and Accountability
    a. Update the college's existing institutional financial/resource allocation master plan to align with the college's new institutional strategic master plan, vision, mission, and goals.
    b. Utilize the institution's assessment system and program review to evaluate the effectiveness of the college's resources allocation process.
4. Visibility and Engagement
    a. Develop a 5-year marketing plan to promote the GCC brand and to provide awareness of the educational and workforce development programs that the College has to offer.
    b. Promote internationalizing our campus.

The ISMP covers the period through 2020, and serves as a guide and plan to enable the College to realize its long term goals and initiatives. The ISMP may be found in Appendix B of this report.

The 2015-2020 Physical Master Plan found in Appendix C of this report was completed in July 2016 and presented to the Board of Trustees at the September 30, 2016 meeting. Campus discussions were held and input sought to review the document before finalizing. The Physical Master Plan serves to address the expected growth of campus facilities, classrooms, and parking due to enrollment estimates and environmental factors. Three new planning factors included the GCC Annex, Building 300 and the new ponding basin.

The Institutional Strategic Master Plan found in Appendix D of this report guides and supports the institution's mission and technology needs by identifying goals and objectives, strategies, and standards for the on-campus and distance learning environments that promote student learning outcomes and success.

The 5-Year Distance Education Strategic Plan (DESP) 2015-2020 guides the College in its distance education efforts. The impact of rapid change in educational technologies, and increased need for technological support from the College require continual assessment. The DESP takes into consideration the various factors that impact DE, such as academic planning and technology services that enable the promotion of growth, effectiveness, and efficiency of robust DE implementations. The DESP allows the College to carefully determine resources needed to provide access to students.

The Comprehensive Professional Development Plan (CPDP) effective in the Spring of 2016 covers the professional development needs of all the important sectors of the college, from faculty to staff to administrators. A section is also devoted to the professional development of adjunct faculty. The CPDP provides a distinct focus in which professional development is implemented with the central goals of improving instructional practices and increasing the delivery of services to our students.

The 2015-2020 organizational and academic priorities were approved on May 8, 2015 at the Joint Leadership meeting. Any changes to the institutional priorities will be modified based on community and institutional needs and reviewed annually through the participatory governance process. Institutional priorities for professional development consist of organizational and academic priorities as defined in Appendix G-Institutional Priorities.

The 2017-2020 GCC Marketing Plan found in Appendix H of this report incorporated the College's ISMP marketing goals in order to elevate GCC to new levels of engagement with regard to career and technical education and workforce development, on local, regional, national and international levels. The various components of the Marketing Plan are designed to highlight and promote GCC programs, technology, facilities, and most importantly, student/graduate successes.

Future Plan

The purpose of this 5-Year Strategic Resource Plan is to identify baseline data, evaluate, and set forth financial and other resource priorities 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 and federal grant funds.
- Defense Buildup Plans and decreases in H2B visa approvals, 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 (Appendix C) 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 slight growth of the local Guam economy and uncertainties that exist regarding the new Trump administration coupled with the H2B visa issues and the proposed 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 increased enrollment with maintained rate per credit hour. Based on the tuition increase and enrollment projection increases of 1.9% annually over the next five years, non-appropriated funds from tuition and fees would be a significant source of funding. Additionally, combined with

the fact that 55%-65% of the post-secondary students receive financial aid through Pell grants, tuition and fees revenue will need to be monitored closely.

SUMMARY

GCC continues to be a good steward of its local and federal funds, as can be seen with its maintenance of 16 years as a low risk auditee. The College continues to update its policies and procedures in regards to resource allocation and management, to ensure the inclusion of college leadership in the planning process, through participatory governance. The projections of this 5-Year Strategic Resource Plan 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 postsecondary 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.