

**Guam Community College
Board of Trustees**

Mission Statement

WHEREAS, Guam Community College was created by the Community College Act of 1977 (codified at 17 GCA §§ 30101, *et seq.*) to provide secondary, postsecondary and adult educational programs and career-technical training that is premised on lifelong learning. **The College's strength and success are driven by its core values.** It is also guided by the College's vision statement as follows:

"Guam Community College will be the premier educational institution for providing globally recognized educational and workforce development programs."

WHEREAS, the College values diversity: an engaged, inclusive culture that embraces diverse points of view and collaboration to accomplish the College's common goals.

WHEREAS, the College values accountability: a culture of institutional and individual responsibility, transparency, and continuous assessment and improvement.

WHEREAS, the College values service: supporting and recognizing service at all levels of the College, striving to contribute to the benefit of the College, students, community, and our neighboring islands within Micronesia.

WHEREAS, the College values integrity: holding high standards of character and integrity as the foundation upon which the College is created.

WHEREAS, the College is learning-centered: fostering intellectual flexibility, knowledge, and skills by integrating teaching, assessment, and learning to promote continuous improvement of our programs and services to support our scholarly community.

WHEREAS, the College is student-focused: committed to education, inquiry and service in order to meet our students' ever growing and changing needs, promoting lifelong learning, civic and social responsibility, leadership, and career growth.

NOW THEREFORE, BE IT RESOLVED, that the following Mission Statement be endorsed and adopted by the Board, subject to a simultaneous review of the College's Institutional Strategic Master Plan every six years.

Guam Community College 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.

Sinangan Misi3n (Chamorro translation)

Guiya i Kulehon Kumunidat Guahan, I mas takhilo' mamanaguen fina'che'cho' yan i teknikat na kinahulo' i manfáfache'cho' ya u na' guaguaha nu i manakhilo' yan manmaolek na tiningo' ni i manmafananagui yan i fina'na'guen cho'cho' gi iya Maikronesiha.

The mission is achieved by accomplishing the following goals:

Goal 1: Retention and Completion

Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce.

Goal 2: Conducive Learning Environment

Transform the campus into a conducive facility for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.

Goal 3: Improvement and Accountability

Enhance the existing integrated planning, review, and evaluation process that provides for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability.

Goal 4: Visibility and Engagement

Promote the Guam Community College brand to achieve regional, national, and international recognition.

Amended & Adopted: _____

Amended & Adopted: May 5, 2011 (Chamorro translation)

Re-examined & Adopted: February 9, 2011; Resolution 5-2011

Adopted: March 11, 2009; Resolution 17-2009

Amended & Adopted: September 5, 2008; Resolution: 12-2008

Re-examined & Adopted: January 25, 2007; Resolution 1-2007

Adopted: February 9, 2005; Resolution 3-2005

GUIDELINES FOR STUDENT TRUSTEE ELIGIBILITY AND ELECTION

(Approved by the GCC Board of Trustees on _____)

I. SELECTION COMMITTEE

The Dean responsible for Student Services will appoint a Selection Committee to oversee the elections for the Student Trustee. The Committee will consist of an Associate Dean representing Student Services, the GCC Registrar, the Program Coordinator for the Center for Student Involvement (CSI), and the Program Specialist for the Center for Student Involvement who will serve as the Chairperson.

II. ELIGIBILITY REQUIREMENTS FOR STUDENT TRUSTEE

1. Shall be a declared GCC postsecondary student currently enrolled in at least two (2) GCC postsecondary courses. (Minimum of six [6] credits).
2. Shall submit proof of current enrollment (class schedule, tuition payment receipt).
3. Shall commit to enrolling in at least two (2) GCC postsecondary courses (minimum of six [6] credits per semester) for each regular semester of service and provide proof of enrollment (class schedule, tuition payment receipt) to the CSI office. (A regular semester is defined as the Fall and Spring semesters.)
4. Shall have attended GCC as a postsecondary student for a minimum of one regular semester immediately prior to running for this position and completed the regular semester term with a Grade Point Average (GPA) of 2.0 or better.
5. Shall have a minimum, cumulative GPA of 2.0 or better when declaring candidacy, and must maintain a minimum 2.0 GPA throughout every regular semester of service as the Student Trustee.
6. Shall not be on academic probation (failing to achieve a 2.0 for a regular semester term).
7. Shall have the Center for Student Involvement take your photo to be used on posters and the ballots.
8. Shall deliver a campaign speech at all the scheduled Campaign Forums.
9. Shall not be convicted of a felony.
10. Shall submit a resume, an Application for Candidacy Candidate form, and a signed Declaration of Candidacy form. ~~to run for election.~~
11. Shall not be a full-time Guam Community College or Government of Guam employee.
12. Shall attend and fully and actively participate in all the Leadership Training Workshops conducted by the Center for Student Involvement, along with the elected COPSA Officers, from May through April.
13. Shall be advised that the above eligibility must be reviewed, guided by FERPA regulations, and certified by the Selection Committee.

III. VOTER ELIGIBILITY

Officially registered, full-time or part-time, declared or undeclared, GCC postsecondary or Adult High School student as defined in the GCC Catalog.

IV. VOTING PROCESS

1. The Dean responsible for Student Services via the Selection Committee:
 - a. Announces the election to be held within the month of April. (Exceptions to conducting the elections in April can be made by an approved motion of the GCC Board of Trustees.)

- b. Ensures that ballots are developed.
 - c. Ensures campaign activities are conducted in accordance with all rules.
 - d. Ensures elections are conducted in accordance with all rules.
 - e. Ensures the tabulation is conducted in accordance with all rules.
 - f. Certifies the results.
2. The Program Specialist for the Center for Student Involvement submits the election results to the President of GCC, via the Dean responsible for Student Services and the Academic Affairs Division Vice President. The GCC President forwards the report to the GCC Board of Trustees.
 3. The Board of Trustees issues a Certificate of Election to the candidate with the highest number of votes. The Certificate of Election will serve as a contract of commitment.

V. TERM OF OFFICE, REQUIREMENTS AND DISMISSAL

1. Term of office: ~~is one year.~~
 - a. Officially sworn in during the first Board of Trustees regular meeting in May; and
 - b. Term will end after the last Board of Trustees regular meeting April.
2. Requirements:
 - a. Abide by the GCC Board of Trustees Policy No. 115 (Code of Ethics and Conduct);
 - b. Maintain all eligibility requirements throughout their term of office;
 - c. Attend all Guam Community College Board of Trustees meetings and retreats;
 - d. Attend all COPSA Commission and General Membership meetings and report any information that was discussed and/or approved by the Board of Trustees regarding student activities, concerns and needs;
 - e. Report to the Board of Trustees all activities that COPSA will be sponsoring or attending and any student concerns; and
 - f. Serve as the student representative on the Committee on College Assessment.
3. Dismissal:
 - a. ~~Student Trustee will be~~ Dismissed from the position if he or she does not maintain a minimum, cumulative GPA of 2.0 or better or does not maintain a 2.0 GPA at the end of each regular semester of service;
 - b. ~~Student Trustee will be~~ Dismissed from the position if he or she ~~misses~~ has more than two unexcused absences for consecutive regularly scheduled Board of Trustees meetings;
 - c. ~~Student Trustee will be~~ Dismissed from the position if he or she ~~misses~~ has more than two unexcused absences for consecutive regularly scheduled COPSA Commission and General Membership meetings.

VI. REPLACEMENT OF STUDENT TRUSTEE

If the Student Trustee is unable to complete the term, the Dean responsible for Student Services will offer the position to the Student Trustee candidate who received the second highest number of votes in the most recent election only if that candidate received at least 20% of the total votes cast. Should the candidate who received the second highest number of votes be a write-in candidate who received at least 20% of the total votes cast, he/she can only be certified as the new Student Trustee pending submission of the required documents necessary to certify his/her eligibility. If either of those candidates

cannot complete the term of the original Student Trustee, the Dean responsible for Student Services will convene the Selection Committee within two weeks of a declared vacancy within a regular semester, to conduct another election to fill the remainder of the term unless the vacancy occurs within two months of a regularly scheduled election. If the vacancy occurs in the summer, a special election will occur within the first four (4) weeks of the Fall semester.

~~VII. EXPECTATIONS OF A STUDENT TRUSTEE~~

- ~~1. Student Trustee will abide by GCC Board of Trustees Policy No. 115 (Code of Ethics and Conduct).~~
- ~~2. Student Trustee will also abide by the duties listed in the Council On Postsecondary Student Affairs (COPSA) By-Laws:
 - ~~1. Attend all Guam Community College Board of Trustees meetings and activities.~~
 - ~~2. Attend all COPSA Executive and General Membership meetings and report any information that was discussed and/or approved by the Board of Trustees regarding student concerns and needs.~~
 - ~~3. Report to the Board of Trustees all activities that COPSA will be sponsoring or attending and any student concerns.~~~~

RULES FOR CONDUCTING STUDENT TRUSTEE ELECTIONS

I. CAMPAIGNING

1. Open Student Assemblies are permitted, but must be coordinated with the Center for Student Involvement.
2. Campaigning in the hallways is allowed provided that the noise level does not interrupt any classes.
3. Posters can be placed in designated areas once approved by the Office of Communications and Promotions, the Center for Student Involvement and the Student Support Services office.
4. No campaigning can occur in classrooms during scheduled instructional time.
5. On Election Day, no one can campaign closer than 25 feet from the polling area.

II. VOTING

1. Students must present their current GCC student I.D. card, or another form of photo identification showing their full name, in order to vote.
2. Once ~~voter status~~ identification is verified, student voters must sign a voter registry ~~and confirm their identity~~ which confirms they are an officially registered GCC student. (The Registrar will provide the registry.)
3. A ballot will be issued for the student to vote.
4. The voter will be afforded privacy for completing the ballot.
5. The completed ballot is to be placed in a locked ballot box by the voter.
6. A GCC staff member must be present at the voting site throughout the entire election. A student or students may assist, but must first be approved by the Center for Student Involvement. The Center for Student Involvement designee is responsible for organizing the work assignments.
7. Candidates are allowed to have one representative to observe the process. However, the observers are not allowed to intervene or campaign during the process. They may report any discrepancy to their candidate or to members of the Selection Committee.
8. All elections must be conducted on campus.

III. ELECTION CHALLENGES

The following process will be followed when filing challenges to the election:

- A. The Candidate filing the challenge must do so in writing and address the challenge to the Selection Committee within two (2) working days from the election date.
- B. The Selection Committee will render a decision on the challenge within two (2) working days from the date of the candidate's filed challenge.
- C. Should the candidate filing the challenge deem the decision of the Selection Committee unacceptable, an appeal can then be filed within two (2) working days of the decision with the Dean responsible for Student Services. The Dean responsible for Student Services will render a decision, in writing, within two (2) working days from receipt of the appeal.
- D. If the decision rendered by the Dean responsible for Student Services is deemed unacceptable by the candidate, an appeal can then be filed within two (2) working days of the decision with the Academic Affairs Division Vice President whose finding will be final. This final decision will be forwarded to the challenger within two (2) working days.

IV. TABULATION OF VOTES

- A. The ballots will be counted immediately after the polls close. If warranted by circumstances beyond our control, the box will be secured in the Center for Student Involvement until the next time that tabulation can resume.
- B. The Tabulation Team will be chosen by the Program Specialist for the Center for Student Involvement and will be composed of two Student Organization Advisors, one staff, a postsecondary student identified by the Center for Student Involvement, and the Program Specialist for the Center for Student Involvement.
- C. The results of the tabulation and all ballots must be presented to the Selection Committee for their approval. A summary sheet of the tabulation will be prepared to include total number of votes that were received, results by each candidate, number of votes that were disqualified and specific reasons for disqualification. Candidates are allowed to have one representative present to observe the process.
- D. The Tabulation Team is prohibited from announcing any results or providing any information to the candidates, supporters or others not specifically authorized to receive such information. The results will only be presented to the Selection Committee.
- E. If there is no declared candidate, should a write-in candidate receive at least 20% of the total votes cast, the Selection Committee can certify the write-in candidate as the winner, pending submission of the required documents necessary to certify his/her eligibility.

V. ANNOUNCEMENT OF ELECTION RESULTS

The Center for Student Involvement Program Specialist will introduce the elected candidate to the Dean responsible for Student Services, who in turn will introduce the candidate to the Academic Affairs Division Vice President. The Academic Affairs Division Vice President will then introduce the candidate to the President of the College, who will then introduce the candidate to the Board of Trustees. The President of the College, on behalf of the Board of Trustees, will announce the selected candidate to the college community.

VI. APPLICABILITY OF RULES

The above rules are applicable to the Student Trustee elections at Guam Community College and must be followed without deviation.

DECLARATION OF CANDIDACY FOR STUDENT TRUSTEE POSITION

I hereby declare that the following is true and correct:

- A. I am a declared GCC postsecondary student currently enrolled in at least two (2) GCC postsecondary courses. (Minimum of six [6] credits)
- B. I have submitted proof of current enrollment (class schedule, tuition payment receipt).
- C. I will commit to enrolling in at least two (2) GCC postsecondary courses (minimum of six [6] credits per semester) for each regular semester of service and provide proof of enrollment (class schedule, tuition payment receipt) to the CSI Office. (A regular semester is defined as the Fall and Spring semesters.)
- D. I have attended a minimum of one regular semester at GCC as a postsecondary student immediately prior to running for this position and completed this regular semester term with a GPA of 2.0 or better.
- E. I have a minimum, cumulative GPA of 2.0 or better when declaring candidacy and will maintain this minimum 2.0 GPA throughout every regular semester of service.
- F. I am not on academic probation.
- G. I will have the Center for Student Involvement take my photo to be used on posters and the ballots.
- H. I will deliver a campaign speech at all the scheduled Campaign Forums.
- I. I have not been convicted of a felony.
- J. I have submitted a current resume, an Application for Candidate form, and this signed Declaration of Candidacy form.
- K. I am not a full-time Guam Community College Government of Guam employee.
- L. I will attend and fully and actively participate in all the Leadership Training Workshops conducted by the Center for Student Involvement, along with the elected COPSA Officers, from May through April.
- M. I understand that my eligibility is subject to verification, guided by FERPA regulations, and that my candidacy requires the certification of the Selection Committee.
- N. I have been briefed on the minimum requirements of the position for which I am running, and the election procedures.
- O. I further understand that if I have submitted false information, I may be disqualified from this election or removed from office if I am elected.

Print Full Name

Signature

Date

APPLICATION for Candidate

for the GCC Board of Trustees Student Trustee

As required by the Guidelines for Student Trustee Elections, please submit a current resume.

Name: (Last) _____ (First) _____ (Middle) _____

How would you like your name to be printed on the ballot? _____

Address:
(Home) _____

(Mailing) _____

(E-mail) _____

Contact Numbers:

(Home) _____ (Work) _____ (Cell) _____ (Pager) _____

GCC Student Identification Number: _____ Date of Birth: _____



Guam Community College Enrollment Status: Full-Time Part-Time

Number of Credits attempted this semester: _____

Major (Program of Study): _____

Other College / University attending: _____

Names of Student Organizations / Membership – Positions Held: _____

Describe your Leadership Experiences: _____

List any Leadership Courses / Workshops / Seminars Taken: _____

Describe any Volunteer Services Rendered / Community Services provided: _____

List past experiences which qualify you for this position: _____

Why do you seek this position? _____

**GUAM COMMUNITY COLLEGE
Board of Trustees**

CODE OF TRUSTEE ETHICS AND CONDUCT

WHEREAS, the Trustees recognize that the education of students is the reason for the College's existence; all other functions must support this purpose; and

WHEREAS, it is the duty of the Board of Trustees of Guam Community College to ensure that students receive the highest quality education in the most efficient manner possible.

NOW, THEREFORE, BE IT RESOLVED, that in the performance of their governance responsibilities, the Board of Trustees shall:

1. Recognize that the primary responsibility of the Board is to govern the College in the best interests of the educational needs of the Territory.
2. Promote and encourage open, mutually supportive and accountable participation of students, faculty and staff in the governance process.
3. Communicate and promote the needs of the community to the College and the needs of the College to the community.
4. Encourage and support open access to the Board while maintaining appropriate and well-defined College communication and decision-making channels.
5. Recognize that a trustee is a member of a legal entity; that the strength and effectiveness of the Board is as a unit; that the majority decisions of the Board shall be supported even when personally opposed; and that a single Board member has no authority to act on behalf of the Board unless so authorized.
6. Develop and maintain good relations with fellow Board members by considering and respecting their opinions and working with each other in a spirit of harmony and cooperation.
7. Maintain consistent and vigilant oversight of the College with emphasis on instructional quality, operational efficiency and fiscal stability.
8. Promote a healthy working relationship with the President through supportive, open and honest communication and regular evaluation.
9. Delegate authority to the President and staff to initiate policy recommendations, administer educational programs, conduct College business and implement Board decisions.
10. Act honestly and openly at all times following the letter and intent of all applicable Local and Federal Laws and keeping the confidentiality of privileged information.
11. Avoid all conflicts of interest and the appearance of conflicts of interest and not using the position as Trustee for personal gain.
12. Devote time to educational and informational activities which will enhance one's personal ability to function effectively as a member of the Board of Trustees.
13. Maintain confidentiality of all board discussions held in closed sessions and recognize that deliberations of the board in closed sessions are not to be released or discussed in public without the prior approval of the board by majority vote.

Reviewed & Adopted: September 5, 2008
Resolution 17-2008

Adopted: March 16, 1994
Resolution 12-94

**GUAM COMMUNITY COLLEGE
Board of Trustees**

ACTING PRESIDENT

WHEREAS, the President serves in a dual capacity as President of the College and as Executive Officer of the Board of Trustees; and

WHEREAS, it is sometimes necessary for the President to be off-island; and

WHEREAS, there may be occasions when the President is unable to perform his/her duties due to absence, illness, or incapacitation; and

WHEREAS, it is vital that leadership and responsibility for the overall operation of the College be maintained despite the absence, illness, or incapacitation of the President;

NOW, THEREFORE, BE IT RESOLVED, that when it becomes necessary for the President to travel off-island, the President shall appoint an Acting President from among the Vice Presidents or other designated Academic Administrator and shall advise the Board; and

BE IT FURTHER RESOLVED, that should the President be unable to perform his/her duties in case of an emergency, the Board of Trustees Chairperson, in consultation with the other Board Members, shall appoint an Acting President from among the Vice Presidents or other designated Academic Administrator who shall serve until such time that the President is able to return to work; and

BE IT FURTHER RESOLVED, that an employee who is appointed to serve temporarily in an acting capacity as President of the College shall be compensated during the period of such services by a payment differential to be added to his/her base rate of pay, measured by the difference in amount between the step in the pay grade he/she holds and the salary paid the President; and

BE IT FURTHER RESOLVED, that compensation following appointment in an acting capacity shall not be less than 30 calendar days and not to exceed one year. Payment differential shall be deferred until the employee has served 30 consecutive calendar days in an acting capacity.

Amended & Adopted:

**Amended & Adopted: September 5, 2008
Resolution 21-2008**

Adopted: July 20, 1994

Resolution 49-94

Amended: July 1, 1998

Amended: June 7, 2000

GUAM COMMUNITY COLLEGE
Board of Trustees
FIDUCIARY RESPONSIBILITY

WHEREAS, the financial resources of Guam Community College (GCC) are one of the primary means through which GCC carries out its educational mission; and

WHEREAS, the Board of Trustees (BOT) is responsible for ensuring the effective management of GCC's financial resources through the President.

NOW, THEREFORE, THE FOLLOWING IS RESOLVED:

1. The President of GCC is responsible for the overall management of the financial resources of the College. To assist the President in this task, the President is authorized to hire a Vice President for ~~Business & Finance & Administration~~. The title, duties, and responsibilities of this position will be determined by the President, with the review of the Board of Trustees and subject to the laws of the Territory of Guam. The Vice President for ~~Business & Finance & Administration~~ will be expected to adhere to the Code of Ethics and Standards of Professional Conduct for College and University Business Officers.

2. The financial resources of the College will be managed in a prudent and careful manner in accord with the legal requirements of the Government of Guam. Financial resources received from other granting agencies will also be managed according to the requirements of the granting agency. The Board of Trustees will authorize opening or closing every bank, savings, and investment account as well as the authorized signatories for each account. ~~The Board of Trustees will also approve the investment policies and procedures to be followed by GCC. At least annually, the Board of Trustees will review these items including investment activity.~~

The Board of Trustees has currently authorized a number of fund groups at GCC. The following lists each authorized fund group as well as the significant components of each fund group;

- Current Unrestricted Fund Group
 - GovGuam Appropriation
 - Not Appropriated Fund
 - ~~Student Activity Fund~~
 - ~~Tourist Attraction Fund~~
 - ~~Manpower Development Fund~~

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- Current Restricted Fund Group
 - Federal Grants
 - Federal Through Other Agencies
 - Non Federal Grants
 - ~~Tourist Attraction Fund~~
 - ~~Manpower Development Fund~~

- Capital Projects Fund
- Investment in Plant Fund Group
- ~~Tobacco Settlement Fund~~

- Agency Fund Group (~~Student Activity Fund~~)

The addition or deletion of any fund group as well as a major change in the way a fund group is utilized requires the authorization of the Board of Trustees.

3. The GCC Business Office will annually develop a revenue and expenditure budget request. This budget request will be routed through the governance process and developed according to a standard budgeting process. It should follow any applicable laws and regulations of the Government of Guam and appropriately utilize input from the College departments - faculty and staff. Annually this request budget will be presented by the President to the Board of Trustees for review and approval. As required by the Government of Guam, appropriate components of this request budget will be presented to the Governor and the Legislature.

Annually, once a governmentally approved budget is available, the Business Office will actually allocate the available financial resources. To the extent possible, this allocation will be linked to the budget request. This budget will be presented by the President to the Board of Trustees, for its review and approval. Subsequently, GCC will be expected to manage and control its resources according to this approved budget.

Monthly, the Business Office will present to the President a report on the annual approved budget and its current utilization. Quarterly, the Business Office will present to the President asset, liability, and fund balance information in the form of a standard balance sheet. The President will review these reports with the Board of Trustees, alerting the Board of Trustees to any substantive financial developments.

4. Annually, the Business Office is responsible for presenting to the President a comprehensive, audited financial statement. This statement will reflect the way the financial resources were actually received and disbursed. This financial statement must be presented according to the standards laid down for public colleges and universities. The President will review this statement with the Board of Trustees.

Amended & Adopted:

Amended & Adopted: November 17, 2008
Resolution 37-2008

Adopted: March 16, 1994
Resolution 13-94

**GUAM COMMUNITY COLLEGE
Board of Trustees**

AUDITS

WHEREAS, Guam Community College is required to have an annual audit of its ~~f~~inancial ~~s~~tatements, and ~~federal~~eCompliance and Internal Control audits; and

WHEREAS, the Board of Trustees has stewardship over the resources of Guam Community College and the Board utilizes the annual audit by an external auditor as one way to ensure that those resources are appropriately managed.

NOW, THEREFORE, BE IT RESOLVED, that Guam Community College have an annual audit of all funds and accounts; and

BE IT FURTHER RESOLVED, that the College rebid its audit services every three years with an option to renew for one additional fiscal year and that the ~~Public Auditor~~Office of Public Accountability shall make the selection of the auditing firm or organization and the scope of the audit in accordance with sub-section 1908, Public Audit.

BE IT FURTHER RESOLVED, that the auditors be contractually required to complete the audit within three months of the completion of the ~~f~~inancial ~~s~~tatements and Compliance and Internal Control Reports; and

BE IT FURTHER RESOLVED, that the President review the audits with the Board of Trustees after its completion.

Amended & Adopted:

**Amended & Adopted: November 17, 2008
Resolution 38-2008**

**Adopted: July 20, 1994
Resolution 54-94**

**GUAM COMMUNITY COLLEGE
Board of Trustees**

AUTHORIZED SIGNATORIES FOR BANK TRANSACTIONS

WHEREAS, the Board of Trustees approves resolutions to establish new bank accounts or effectuate changes to existing bank accounts; and

WHEREAS, the College has the following bank accounts

First Hawaiian Bank

-General Fund Checking

~~-Payroll Fund Checking~~

-Federal Funds Checking

-Maximizer Savings Account

-Time Certificate of Deposits

-Marketing Laboratory at:

George Washington High School Checking

Simon Sanchez High School Checking

Southern High School Checking

John F. Kennedy High School Checking

Okkodo High School Checking

Bank of Guam

-Capital Project Funds Checking Account

-Time Certificate of Deposits

-Payroll Checking Account

Bank of Hawaii

-Student Activity Fund Checking Account

WHEREAS, banks require that the Board Treasurer/Secretary approve the authorized signatories for all accounts; and

WHEREAS, the College requires two signatures (manual or digital) on all bank transactions.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees authorizes, with the approval of the Board Treasurer/Secretary, the individuals who hold the position titles listed below to endorse bank transactions at the above listed banking institutions:

TITLES

President

Vice President, Academic Affairs

Vice President, ~~Business & Finance~~ & Administration

Amended & Adopted:

Amended & Adopted: November 4, 2009

Resolution: 2-2010

Amended & Adopted: November 17, 2008

Resolution: 39-2008

Adopted: December 11, 2007

Resolution 2-2008

GUAM COMMUNITY COLLEGE
Board of Trustees

AUTHORIZED SIGNATORIES FOR BANK TRANSACTIONS
(Wire Payment Transactions)

Policy 209

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WHEREAS, the Board of Trustees approves resolutions to establish new bank accounts or effectuate changes to existing bank accounts; and

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WHEREAS, in order to save time the College has the need to periodically make wire transfers to vendor accounts at off-island banks in payment of College obligations; and

WHEREAS, the College has a General Fund checking account with First Hawaiian Bank in Guam and a Payroll checking account with Bank of Guam; and

WHEREAS, banks require that the Board Treasurer/Secretary approve authorized signatories for all such transactions; and

WHEREAS, the College requires two signatures (manual or digital) on all bank transactions including requests for payment or transfer made by facsimile transfer.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees authorizes the individuals who hold the position titles listed below to request wire payment transactions from the College's General Funds Checking Account at First Hawaiian Bank and the Payroll Checking Account at Bank of Guam.

TITLE

President

Vice President, Academic Affairs

Vice President, Business-&Finance & Administration

BE IT FURTHER RESOLVED, that two actual signatures will be required for each such transaction, and an upper limit of \$25,000.00 will be placed on any single transaction request and, if such a transaction is initiated by facsimile transfer, written confirmation will be sent to the bank.

Amended & Adopted:

Amended & Adopted: November 4, 2009

Resolution: 3-2010

Amended & Adopted: November 17, 2008

Resolution 40-2008

Adopted: December 11, 2007

Resolution 3-2008

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**GUAM COMMUNITY COLLEGE
Board of Trustees**

NON-APPROPRIATED FUNDS ACCOUNT

WHEREAS, 17 GCA §~~31111(b)~~-31112 authorizes the Board of Trustees to collect and manage certain non-appropriated funds from sources such as tuition, fees, and other College-generated sources; and

~~**WHEREAS**, the same statute also authorizes the receipt of certain unrestricted entitlement, endowments, gifts and grants from private and public sources which are non-appropriated revenues; and~~

WHEREAS, the Board of Trustees wishes to prevent these non-appropriated funds from being co-mingled with those obtained from appropriated Government of Guam revenues; and

WHEREAS, the Board of Trustees wishes to manage these funds in a manner which both safeguards them and which also maximizes additional revenue from interest earned thereon.

NOW, THEREFORE, BE IT RESOLVED, that the Board directs the President of the College to deposit all non-appropriated funds in an account in a financial institution(s) authorized by resolution of the Board; said account to require two signatures for transfer/expenditure of funds;

BE IT FURTHER RESOLVED, that the President shall submit an annual budget of non-appropriated income and expenses to the Board of Trustees annually for their approval;

BE IT FURTHER RESOLVED, that the President shall submit a monthly financial report to the Board of Trustees detailing all accounts contained within the non-appropriated fund and a quarterly report showing the balance in each account in all financial institutions having non-appropriated fund deposits.

Amended & Adopted:

**Amended & Adopted: November 17, 2008
Resolution 41-2008**

**Adopted: March 16, 1994
Resolution 14-94**

**GUAM COMMUNITY COLLEGE
Board of Trustees**

THE PRICING OF CONTRACTS FOR SERVICES

WHEREAS, the Guam Community College often contracts to provide special **educational** services to external organizations through continuing education, and

WHEREAS, these kinds of services require a special allocation of College resources and create an additional impact on the College.

NOW, THEREFORE, BE IT RESOLVED, that Guam Community College price such contractual services at a level that recovers the resources devoted to such efforts and serves as a source of funds to support the College's efforts, and that these contracts be managed in the Non-Appropriated Fund (NAF) or in a Special Projects Fund, and that any previously established contracts and/or their balances be moved to the NAF.

BE IT FURTHER RESOLVED, that funds raised from these efforts be divided three ways: part to the College via the President's account to cover overhead and fixed cost, part to the department who initiated the services, and part to Continuing Education **and Workforce Development**.

Amended & Adopted:

Amended & Adopted: November 17, 2008

Resolution 42-2008

Adopted: October 2, 1996

Resolution 1-97

GUAM COMMUNITY COLLEGE
Board of Trustees

PROMOTIONAL AND DEVELOPMENT ACCOUNT

WHEREAS, the Guam Community College was established as a public corporation to develop, offer, and implement ~~programs in the vocational, avocational, technical and general education, and enrichment career and technical education, and other related occupational training and education courses of instruction aimed at developing educated and skilled workers on Guam;~~ and

WHEREAS, the Board of Trustees recognizes the value of increased public involvement in the planning, management, and operation of the College and supports the intensification of College public relations and promotional efforts; and

WHEREAS, the Board of Trustees is aware of the importance of assisting ~~institutional officers college administration~~ and representatives in their development and promotional efforts for the College; and

WHEREAS, there is a clear need to establish appropriate incentives not only to fund, develop, and initiate programs for the College, but also to fund, earn, and make available funds for program implementations;

NOW, THEREFORE, THE BOARD OF TRUSTEES RESOLVES AS FOLLOWS:

1. There is hereby established the "PROMOTIONAL AND DEVELOPMENT ACCOUNT" within the Non-Appropriated Fund.
2. The President shall develop guidelines, allowances, and limitations to govern the use of the Account and manage the Account in conformance with all appropriate Board policies and other pertinent regulations.
3. Unless otherwise directed in writing by the Board, the President is authorized to charge to the Fund the following:
 - a. Reimbursements of expenses for public relations and promotional activities authorized by the President.
 - b. Entertainment and public relations activities.
 - c. Fees and expenses incurred in the designing, developing, and applying for grants and aids, both public and government.
 - d. Compensation paid to voting members of the Board pursuant to 17 GCA §31103 and 5 GCA §43104 subject to annual budget appropriation law.
4. The Chairperson of the Board is tasked with the responsibility for overseeing the implementation of this Resolution and shall act for and in behalf of the Board.
5. The President shall submit an annual request to fund the ACCOUNT as a component of the annual NAF Budget.
6. The monthly Financial Status Report of the NAF shall show the expenses to the ACCOUNT for the prior month and Year-to-Date expenses of the ACCOUNT.

Amended & Adopted:

Amended & Adopted: November 17, 2008
Resolution 43-2008

Adopted: March 16, 1994
Resolution 16-94

**GUAM COMMUNITY COLLEGE
Board of Trustees**

~~ESTABLISHING A~~ CAPITAL PROJECTS FUND

WHEREAS, Guam Community College has received minimal government allocations to provide capital projects and other major construction on the Campus; and

WHEREAS, there are a number of current, critical needs for such capital projects and construction; and

WHEREAS, the accounting for “capital projects” and other “construction in progress” currently takes place in the Renewal and Replacement Fund.

NOW, THEREFORE, BE IT RESOLVED, that the Renewal and Replacement Fund is repealed and replaced with the Capital Projects Fund and that the fund balance available in the Non-Appropriated Fund (NAF) is reserved for such capital projects and shall be transferred from NAF to the Capital Projects Fund when authorized by the Treasurer.

BE IT FURTHER RESOLVED, that expenditure of the Capital Projects Fund shall only be authorized upon appropriation by the Board of Trustees.

Amended & Adopted:

**Amended & Adopted: November 17, 2008
Resolution 44-2008**

**Resolution 1-99
Adopted: January 20, 1999**

**GUAM COMMUNITY COLLEGE
Board of Trustees**

STUDENT ACTIVITY FUNDS

WHEREAS, student organizations at Guam Community College often raise funds as part of their activities, and

WHEREAS, it is necessary to ensure appropriate management of those funds within the financial management regulations of the College.

NOW, THEREFORE, BE IT RESOLVED, that all such funds be deposited with the Business Office and that any disbursement from such funds be given appropriate authorizations at the club and school level, and

BE IT FURTHER RESOLVED, that any disbursements from such funds follow the same requirements for procurement and disbursements from any College funds,; and

BE IT FURTHER RESOLVED, that such funds be distinguished according to whether they are raised through extra-curricular student activities, and

BE IT FURTHER RESOLVED, that funds raised through extra-curricular activities be fully available to the students raising the monies.

Reviewed with no changes: 2013

Amended & Adopted: November 17, 2008

Resolution 45-2008

Adopted: July 20, 1994

Resolution 53-94

**GUAM COMMUNITY COLLEGE
Board of Trustees**

PROCUREMENT POLICY

WHEREAS, Guam Community College (hereinafter GCC) is authorized to ~~promulgate-procure~~ its own services, supplies, and construction procurement regulations pursuant to 5 G.C.A. § 5125, 5131, 5030(k) and (q), 5120, 5302(b) and (c), 5304(b), 5306(d), and 5307, and

WHEREAS, the Board of Trustees wishes to prudently exercise the authority given to the college.

NOW, THEREFORE, BE IT RESOLVED, that the procurement laws and regulations established in Guam's Procurement law, found in 5 G.C.A. Chapter 5, and 2 G.A.R. Division 4 shall be used by GCC in the procurement of all services, supplies, and construction procurement contracts. GCC hereby adopts the laws and regulations established in 5 G.C.A. Chapter 5 and 2 G.A.R. Division 4 as its own regulations.

BE IT FURTHER RESOLVED, that GCC will employ its own Chief Procurement Officer (Procurement & Inventory Administrator), who will serve as the procurement officer for all supplies, services, and construction contracts for GCC.

BE IT FURTHER RESOLVED, that GCC may, upon the Board of Trustee's approval, delegate its procurement authority of construction contracts to the Department of Public Works.

BE IT FURTHER RESOLVED, that GCC may, upon the Board of Trustee's approval, delegate its procurement authority of services and supplies contracts to the General Services Agency.

~~**BE IT FURTHER RESOLVED**, that GCC may, upon the Board of Trustee's approval, promulgate additional rules and regulations, in addition to those established by 5 G.C.A. Chapter 5, and 2 G.A.R. Division 4.?~~

Amended & Adopted:

**Amended & Adopted: August 2, 2010
Resolution 9-2010**

**Amended & Adopted: November 17, 2008
Resolution 46-2008
Adopted: March 16, 1994
Resolution 15-94**

**GUAM COMMUNITY COLLEGE
Board of Trustees**

CONTRACTUAL AGREEMENTS

WHEREAS, the "Community College Act of 1977" (codified at 17 GCA §§30101, et seq., amended September 30, 2011 by Public Law 31-99) established Guam Community College with an autonomous Board of Trustees with responsibility for career and technical vocational education on Guam, including responsibility to establish, coordinate, expand and maintain such education; and

WHEREAS, the "Community College Act of 1977" (codified at 17 GCA §§30101, et seq.) empowers the Board of Trustees to enter into and execute contracts and instruments of every kind and nature necessary or convenient to the exercise of its powers and functions; and

WHEREAS, the "Community College Act of 1977" (codified at 17 GCA §§30101, et seq.) empowers the Board of Trustees to hire a chief executive officer with full charge and control of the administrative and business affairs of the college and with the responsibility to see that all rules and regulations of the College are enforced; and

~~**WHEREAS**, the Government of Guam appropriation acts defines "Contractual Services" as services rendered by business, other governmental agencies or individuals; rental charges or insurance; custodial, security and audit; and other forms of communication other than telephone and facsimile; and~~

~~**WHEREAS**, the Guam Procurement Law (5 GCA §5030d) defines contracts as all types of territorial agreements, regardless of what they may be called, for the procurement or disposal of supplies, services or construction; and~~

~~**WHEREAS**, the Guam Procurement Law (5 GCA §5030s) defines services as the furnishing of labor, time, or effort by a contractor, not involving the delivery of a specific end product to include printing; and~~

~~**WHEREAS**, Resolution 1-95 approved on October 19, 1994, mandated that contractual service contracts in excess of \$25,000 be submitted to the Board for approval prior to commitment of the College to the contract; and~~

~~**WHEREAS**, GSA circular 99-02, dated April 9, 1999, has since amended the Guam Procurement Regulations increasing the amount for large construction contracts from \$15,000 to \$50,000.~~

NOW, THEREFORE, BE IT RESOLVED, that in line with the GSA circular 99-02, all contractual service contracts in excess of \$250,000 be submitted to the Board of Trustees for approval prior to commitment of the College to the contract; ~~and~~

~~**BE IT FURTHER RESOLVED**, that employment contracts that include exceptions to current Board policy be included in such review.~~

Amended & Adopted:

**Amended & Adopted: November 17, 2008
Resolution 47-2008**

**Adopted: September 6, 2000
Resolution 19-2000**

**GUAM COMMUNITY COLLEGE
Board of Trustees**

TUITION AND FEES

WHEREAS, Guam Community College is charged with providing ~~career vocational~~ and technical education ~~and other related occupational training and education courses of instruction~~ to the Guam Community; and

WHEREAS, non-appropriated funds in the form of tuition and various fees provide a significant part of the total budget of the College; and

WHEREAS, there is a necessity to balance this need for funds with the need for the people of Guam to have access to reasonable-priced ~~career vocational~~ and technical educational opportunities; and

WHEREAS, it is the responsibility of the Board of Trustees to ensure that this balance is maintained;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees shall annually review tuition, fees, and all other charges levied by the College using the following guidelines:

TUITION charges shall be in line with the major purpose of a community college which is to provide post-secondary education at rates that encourage individuals to obtain additional education to upgrade or acquire new ~~career and technical education vocational~~ skills.

LABORATORY FEES shall, at a minimum, recover the costs of specific additional resources inherent to the conduct of instruction of certain classes.

STUDENT ACTIVITY FEES shall be assessed at rates which are comparable to those charged at other similar institutions; they shall be used to partially support student extra-curricular activities.

REGISTRATION AND GRADUATION FEES shall be assessed to help defray the significant costs associated with these activities. Such fees shall be comparable to charges of other similar institutions.

CONTINUING/SUPPLEMENTAL EDUCATION FEES shall be sufficient to cover the full costs associated with the conduct of these courses. This shall include administrative and other costs associated with conducting such programs. Overall charges for such courses shall not average more than 50% of the charges made for similar courses by profit-seeking firms in the community.

AUXILIARY OPERATIONS currently include the Cafeteria, Café, and the Bookstore. A minimum goal in determining their charges for services and materials shall be to recover the full costs of their operations

RELATED EDUCATIONAL ACTIVITIES, ~~such as the Early Child Education Children's Center~~, shall charge for their services an amount which will cover all direct and indirect costs of their operations. Such charges shall be comparable to the charges at similar centers in the area.

OTHER FEES may be established for building rental or other purposes upon approval of the Board of Trustees. Such fees shall cover the full costs associated with the activities related to the fee.

BE IT FURTHER RESOLVED, that while fees and charges are an important part of the funding of Guam Community College, care should be taken that there is not a proliferation of such fees. In the annual budgeting process, each department shall include within its budget request the full amount necessary to run the department for the coming budget year without regard to fees collected. There shall be no direct linkage between fees and the amount of the budget available to a department.

BE IT FURTHER RESOLVED, that any increase in tuition, fees, and other charges shall not be effective until all provisions of any applicable law have been met.

Amended & Adopted:

**Amended & Adopted: November 17, 2008
Resolution 48-2008**

**Adopted: March 16, 1994
Resolution 25-94**

**GUAM COMMUNITY COLLEGE
Board of Trustees**

STUDENT FINANCIAL AID

WHEREAS, Student Financial Aid provides needed support to persons seeking to further their education;
and

WHEREAS, Student Financial Aid can provide an incentive to attend Guam Community College;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees directs the President to seek the types of financial support most needed by students: scholarships, grants in aid, work study, Veteran's Education Benefit; and

BE IT FURTHER RESOLVED, that the Financial Aid Office at Guam Community College is designated to administer Student Financial Aid programs; and

BE IT FURTHER RESOLVED, that the Student Financial Aid programs will be administered in such a way to ensure the equitable treatment of all aid applicants; and

BE IT FURTHER RESOLVED, that the Guam Community College comply with all applicable regulations governing financial aid, including the most recent reauthorizations of Title IV of the Higher Education Act, as amended.

Amended & Adopted:

**Amended & Adopted: November 17, 2008
Resolution 49-2008**

**Adopted: July 20, 1994
Resolution 55-94**

**GUAM COMMUNITY COLLEGE
Board of Trustees**

VEHICLE USAGE

WHEREAS, 4 GCA §1103 ~~of the Government Code of Guam~~ outlines the general policy on government owned or leased vehicles; and

WHEREAS, Guam Community College owns or leases a number of vehicles which serve a variety of purposes necessary to the operation of the College; and

WHEREAS, the Board of Trustees has the responsibility to develop policy to ensure that such vehicles are used appropriately.

NOW, THEREFORE, BE IT RESOLVED, that the President shall develop guidelines and procedures on the use of College owned and leased vehicles.

Amended & Adopted:

**Amended & Adopted: November 17, 2008
Resolution 50-2008**

**Adopted: July 20, 1994
Resolution 52-94**

**GUAM COMMUNITY COLLEGE
Board of Trustees**

INSURANCE PROTECTION

WHEREAS, it is the duty and responsibility of the Board of Trustees to attempt to safeguard ~~both the students, employees, officers and Board members~~ personnel and the assets of the College from the Financial loss from all forcible causes; and

WHEREAS, the Board feels that it is necessary to ensure that all employees exercise their sound discretion in the best interest of GCC and fear no personal exposure for their good faith acts.

WHEREAS, the purchase of insurance to protect against various disasters, injuries, or other dangers is one way to help fulfill that responsibility.

NOW, THEREFORE, BE IT RESOLVED, that the President shall make all reasonable efforts within the financial constraints of the budget to obtain Officers, Trustees, Elected or Appointed Officials, Contract Employees, ~~Servants~~, Employees, or Volunteer Workers Insurance; Financial Bonding of appropriate individuals; General Liability Insurance, Automobile Insurance, an Umbrella Liability Policy, Educators Legal Liability, Licensed Professional Liability, Property Insurance, Crime Insurance and such other insurance as may be reasonably necessary to fulfill the intent of this resolution.

BE IT FURTHER RESOLVED, that the cost of such insurance be included in the annual ~~Government of Guam General Fund College~~ budget submitted to the Board for approval.

BE IT FURTHER RESOLVED, that Guam Community College shall indemnify its employees, officers, and Board members, from costs, reasonable attorney's fees, judgements and settlements arising from liability for action performed in the course and scope of their employment, provided that their acts were not performed in bad faith.

BE IT FURTHER RESOLVED, that as to the physical structures of the campus, ~~a policy of insuring~~ all insurable buildings will be covered and contents for fire, wind, water, typhoon, flood, and earthquake damage shall be followed.

Amended & Adopted: _____

**Amended & Adopted: November 17, 2008
Resolution 51-2008**

**Adopted: March 16, 1994
Resolution 19-94**

**GUAM COMMUNITY COLLEGE
Board of Trustees**

CLAIMS OFFICER

WHEREAS, Guam Community College is an autonomous agency of the Government of Guam; and

WHEREAS, 5 GCA §§6102, 6105 state that claims may be filed against autonomous and semi-autonomous agencies for contract matters and for negligent acts; and

WHEREAS, 5 GCA §6103(b) requires that all autonomous and semi-autonomous agencies designate a Claims Officer who will be responsible for receiving and investigating each claim to determine its merits.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees does hereby designate the President of Guam Community College to serve as its Claims Officer.

Amended & Adopted:

**Amended & Adopted: November 17, 2008
Resolution 53-2008**

**Adopted: March 16, 1994
Resolution 22-94**

GUAM COMMUNITY COLLEGE
Board of Trustees

COLLEGE HOUSING

WHEREAS, Guam Community College enrolls students from a variety of off-island locations with said students needing safe and adequate housing while enrolled in the College; and

WHEREAS, certain local resident students may find it more convenient to be housed on campus or campus sponsored locations rather than at their regular domiciles; and

WHEREAS, the College continually partners with community stakeholders and with the eventual move to a new campus; it may be desirable and necessary to provide certain student housing faculty or staff housing on campus; and

WHEREAS, the College currently has no housing facilities of any type.

NOW, THEREFORE, BE IT RESOLVED, that the administration is authorized and urged to explore all possibilities for partnering, acquiring financial assistance, loans, or grants specifically for student and faculty/staff housing.

Amended & Adopted:
Resolution

Amended & Adopted: November 17, 2008
Resolution 54-2008

Adopted: March 16, 1994
Resolution 20-94

**GUAM COMMUNITY COLLEGE
Board of Trustees**

UNION OFFICIALS PAYMENT

WHEREAS, the Board has been presented with a legal opinion on the issue of salary payments to union officials to perform union work.

WHEREAS, it is the opinion of GCC's legal counsel that payments to union officials for performance of union duties outside the context of negotiations with GCC is an unfair labor practice and an unauthorized expenditure of funds.

THEREFORE, IT BE HEREBY MOVED, that no salary or other payments shall be made to union officials for any work performed on behalf of the union outside of contractual negotiations with GCC and provided further that all salary payments made to such officials must comply with the Public Employee-Management Relations Act. All prior inconsistent resolutions are hereby revoked and amended.

Reviewed with no changes: 2013

Amended & Adopted: November 17, 2008

Resolution 55-2008

Adopted: December 30, 1986

Resolution 9-87

**GUAM COMMUNITY COLLEGE
Board of Trustees**

ANNUAL FUND RAISING OF THE BOARD OF TRUSTEES

WHEREAS, one of the most important responsibilities of the Board is to ensure the financial viability of the college; and

WHEREAS, providing the resources necessary to the annual operations of the college is a significant part of carrying out that responsibility; and

WHEREAS, although the Board may adopt an operating budget sufficient to meet all the financial needs of the college in any given year, that budget is subject to legislative review and adoption; and

WHEREAS, through this process the total needs of the college have not been adequately provided for, and the capital improvements needs have been completely unfunded for several years; and

WHEREAS, the capital improvement needs of the campus have reached a critical point that the accredited status of the college may be threatened if these needs are not addressed; and

WHEREAS, the current economic condition of the island offers little hope that the government will provide for the capital improvement needs of the college in the foreseeable future;

NOW, BE IT THEREFORE RESOLVED, that the Board of Trustees shall seek alternative means of funding those needs of the college not provided for by the appropriations process by raising funds from other sources for such purposes as the Board deems necessary; and

BE IT FURTHER RESOLVED, that the Board intends that the immediate beneficiary of any fund raising successes shall be the physical improvement of the campus; and

BE IT FURTHER RESOLVED, that the Board decrees that one day each year shall be designated and set aside as a day of fund raising when all persons associated with the college and its programs shall be encouraged to participate by making a monetary contribution for the improvement of the college and the purpose designated by the Board for that year; and

BE IT FINALLY RESOLVED, that the Board shall organize and/or otherwise support other fund raising activities as may be proposed by students, faculty, staff, administrators or the Guam Community College Foundation in furtherance of this policy.

Reviewed with no changes: 2013

**Amended & Adopted: November 17, 2008
Resolution 57-2008**

**Adopted: February 17, 1999
Resolution 5-99**

**GUAM COMMUNITY COLLEGE
Board of Trustees**

INSTITUTIONAL STRATEGIC MASTER PLAN

WHEREAS, Guam Community College has developed an Institutional Strategic Master Plan (ISMP) as the central planning document for the College directing critical steps in achieving overall excellence in career and technical workforce development for the years 2014 through 2020; and

WHEREAS, the ISMP incorporates the feedback and recommendations from the entire College community as part of the College's participatory governance process providing the opportunity for informed faculty, staff, and student participation and collaboration in college affairs; and

WHEREAS, the ISMP and its companion documents address the growth and continuing support of academic and career and technical education programs at Guam Community College for Guam and the region; and

WHEREAS, the ISMP supports the College's Mission Statement as approved and adopted by the Board of Trustees on _____.

NOW, THEREFORE, BE IT RESOLVED, that the Institutional Strategic Master Plan, and its companion documents, is recognized as the central planning document for the College.

BE IT FURTHER RESOLVED, that the ISMP is designed to be a living document, subject to a simultaneous review of the College's Mission Statement every six years.

Re-examined & Adopted: _____; Resolution 1-2014
Adopted: June 6, 2006; Resolution No: 10-2006

Guam Community College
Institutional Strategic Master Plan (ISMP)
2014 – 2020

Vision: Guam Community College will be the premier educational institution for providing globally recognized educational and workforce development programs.

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

Sinangan Misi6n (Chamorro translation)

Guiya i Kulehon Kumunidat Guahan, i mas takhilo' mamanaguen fina'che'cho' yan i teknikat na kinahulo' i manfafache'cho' ya u na' guaguaha nu i manakhilo' yan manmaolek na tiningo' ni i manmafananagui yan i fina'na'guen cho'cho' gi iya Maikronesiha.

Core Values: GCC's strength and success are driven by the following values:

1. **Diversity:** We value an engaged, inclusive culture that embraces diverse points of view and collaboration to accomplish the College's common goals.
2. **Accountability:** We value a culture of institutional and individual responsibility, transparency, and continuous assessment and improvement.
3. **Service:** We support and recognize service at all levels of the College. We strive to contribute to the benefit of the College, students, community, and our neighboring islands within Micronesia.
4. **Integrity:** We hold high standards of character and integrity as the foundations upon which the College is created.
5. **Learning-Centered:** We foster intellectual flexibility, knowledge, and skills by integrating teaching, assessment, and learning to promote continuous improvement of our programs and services to support our scholarly community.
6. **Student-Focused:** We are committed to education, inquiry and service in order to meet our students' ever growing and changing needs. We promote lifelong learning, civic and social responsibility, leadership, and career growth.

Goals: At Guam Community College, the following four goals will direct our critical steps in achieving overall excellence in career and technical workforce development for the years 2014 through 2020:

Goal 1: Retention and Completion

Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce.

Goal 2: Conducive Learning Environment

Transform the campus into a conducive facility for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success.

Goal 3: Improvement and Accountability

Enhance the existing integrated planning, review, and evaluation process that provides for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability.

Goal 4: Visibility and Engagement

Promote the Guam Community College brand to achieve regional, national, and international recognition.

Goal 1: Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce:

There has been increasing emphasis in recent years on moving away from traditional teaching toward student-centered learning. The student-centered model of teaching requires that instructors see each learner as distinct and unique. This means recognizing that learners in any classroom learn at different rates with different styles, different abilities and talents. Learning is a constructive process that is relevant and meaningful to the learner and connected to the learner's prior experience and knowledge. Learning relies upon how well teachers and students interact personally. A teacher's recognition of student identities and a student's recognition of a teacher's leadership in learning are both needed for effective learning. Building upon the reciprocal recognition of students and teachers as partners in a shared venture, students come to learn how teaching can be done effectively in various ways, and teachers come to understand how learning variously occurs. To achieve the goal of providing a student-centered educational experience that fosters retention and success, two specific initiatives are included in the ISMP:

Initiative 1: Incorporate the student-centered learning model into the curriculum and the classroom: The student-centered learning curriculum must be designed to focus on the students' needs, abilities, interests, and learning styles placing the teacher as a facilitator of learning. Student-centered learning allows students to actively participate in discovery learning processes from an autonomous point of view and engage in hands-on problem solving where they can draw their own conclusion, or develop their own learning based on self-direction. Creating a student-centered classroom environment is not considered an easy task. Studies reveal that one of the most complex factors in a student-centered classroom is that of maintaining balance. Student-centered teaching methods shift the focus of activity from the teacher to the learner. These methods include active learning, in which students solve problems, answer questions, formulate questions of their own, discuss, debate, or brainstorm during class, cooperative learning, in which students work in teams on problems and projects under conditions that assure both positive interdependence and individual accountability, and inductive teaching and learning, in which students are first presented with challenges (questions or problems) and learn the course material in the context of addressing the challenges. The success in teaching depends on the student's desire to learn. Faculty need to present subject matter content in meaningful contexts that can integrate critical thinking, problem-solving, discovery, definition of tasks and accomplishment of those tasks.

Initiative 2: Strengthen the professional development support for faculty to effectively implement the student-centered teaching method: Scholars and researchers continuously perform research on how to enhance and improve student success. Educational delivery methods and models (including distance learning) are constantly being studied for effectiveness and efficiency. As instructional delivery methods and models are proven to be effective, they are disseminated to the teachers for implementation in the classroom. Effective implementation of

these methods and models cannot be achieved unless intensive training is provided and made available to the teachers. Faculty must be provided the opportunity to attend workshops and conferences on student-centered learning and teaching. Equally important to training is support. Support is vital in the areas of technology and logistics. The enhancement of academic programs, quality, and outcomes is dependent upon state-of-the-art technology and environmentally safe and comfortable classrooms.

Faculty must possess a deep understanding of the developmental characteristics of their students as well as how students learn to be effective partners in the learning process. A student-centered teacher is trained to design learning experiences that explicitly link essential concepts and skills to students' current understanding and natural curiosity about the topics being presented. The student-centered teacher helps students discover the power of their own minds to work in their own ways to achieve success.

Goal 2: Transform the campus into a conducive facility for learning and teaching with a genuine sense of family spirit and dialogue among employees who are committed to student access and student success: Transforming our campus into a conducive facility for learning and teaching and fostering a sense of family oriented employees committed to student access and success is dependent upon a well-developed facilities master plan. The master plan should contain building construction and renovation plans, as well as facilities improvements anticipated to meet the long-term needs of the College. The plan should be focused on the establishment and maintenance of an environment that is clean, attractive, safe, conducive to heightened learning, in keeping with ADA requirements, and supportive of the social and developmental needs of the student body.

Equally important to a well-developed facilities master plan for student access and success is a well-developed technology master plan. The technology master plan should be developed to promote and support the efficient and effective application of computer technology to enhance the administrative operations and delivery of educational programs at the College. The master plan should include support for computing equipment, software, information, and training and support for the technical expertise to carry forward the mission of the College.

To achieve the goal of transforming our campus into a conducive facility for learning and teaching, two specific initiatives are included in the ISMP:

Initiative 1: Enhance and monitor the College's facilities master plan to keep pace with institutional growth and educational projections and priorities: The College needs to envision the facilities needs of the future to accommodate the College's educational projections and priorities. The College must ensure that facilities are in adequate condition and capacity to accommodate current programs and distribution of class offerings. The maintenance of sufficient classrooms to meet scheduling needs and evening programs plays a critical part in providing our students with a conducive and comfortable learning environment.

Initiative 2: Strengthen the participatory governance process to ensure that all stakeholders understand their role in collaborative governance: The College's participatory governance process serves as an important element in carrying out the goals and initiatives of the College's mission. The process emphasizes the broad participation of employees at all levels (i.e., administrators, faculty and staff) and students to make meaningful contributions to the planning and decision-making processes and seeks to broaden the range of people who have access to such opportunities. The participatory governance process serves as a catalyst that generates the enthusiasm for employees to be committed to providing students with access and success in accomplishing their educational goals. The employees of the College must understand their role in participatory governance in order to achieve the spirit of cooperation, collaboration, and collegiality to promote the vision, mission, and values of the College. The collaborative and effective processes of planning, implementation, and evaluation through the participatory governance process will exemplify the College's commitment to student learning and achievement, continuous improvement and institutional excellence.

Goal 3: Enhance the existing integrated planning, review, and evaluation process that provide for the allocation of resources based on assessment results and college-wide priorities in order to boost improvement and accountability: The College needs to enhance and strengthen its existing integrated planning, review, and evaluation process in order to evaluate resource allocation and determine appropriate adjustments. One approach of integrating planning, review, and evaluation of resource allocation is through the development of a financial/resource allocation master plan or review of an existing master plan. The master plan should advance the fundamental objectives of the institution's strategic master plan. The master plan should also be aligned with institutional priorities and be able to reallocate resources to those programs and activities that most closely match the priorities of promoting excellence and efficiency at all levels and placing focus on the quality of the educational programs and services the College provides. To integrate planning, review, and evaluation of the College's reallocation processes, two specific initiatives are included in the ISMP, namely:

Initiative 1: Update the College's existing institutional financial/resource allocation master plan to align with the College's new Institutional Strategic Master Plan's vision, mission, and goals: The realization of the College's new vision, mission, and goals is dependent upon a carefully crafted and executed plan to maximize the use of available resources and increase administrative efficiency of all of the College's operations. Through successful resource allocation and increased administrative efficiency, the College will become an agile and responsive organization. In updating the financial/resource master plan, state-of-the-art information technology must be utilized to ensure that institutional data are accurate and available for effective planning and decision-making processes.

Initiative 2: Utilize the institution's assessment system and program review to evaluate the effectiveness of the College's resource allocation process: To evaluate the effectiveness of the College's resource allocation process, it must review and evaluate the degree to which resources

are being allocated in a transparent and cost-effective manner. Evaluation and review must relate to each department's/unit's progress in meeting the institution's mission and goals. The program review process has been proven to be an effective tool to evaluate the effectiveness of programs and services and to insure that the College keeps quality improvement at the forefront of college activities. Program review and unit assessment must be utilized as the key tools in evaluating the effectiveness of the College's resource allocation process. The program review and institutional assessment process serves as the foundation upon which departments/units develop a platform to advocate for their needs in achieving educational excellence. Program review and assessment provide the product for data-driven information for college-wide decision-making and resource allocation.

Goal 4: Promote the Guam Community College brand to achieve regional, national, and international recognition: Within the next six years GCC needs to expand its horizon to be internationally and globally recognized as a premier higher education institution that provides quality and proven educational and workforce development programs. The College needs to invest in improving and expanding its mode of educational delivery and provide access not only on the local and regional level but also, in the immediate future, on the international level as well. In order to achieve this monumental goal, two specific initiatives are included in the ISMP:

Initiative 1: Market and highlight the GCC brand: Re-launch a strengthened branding campaign to provide awareness of the educational and workforce development programs offered at the College. Develop a marketing video showcasing the College's facilities, real time classroom action, student testimonials, technology-equipped classrooms and state-of-the-art student center and learning resources center. GCC's low-cost tuition and fees as part of a two-plus-two formula for those wanting to continue their post-secondary education should also be highlighted.

Initiative 2: Promote internationalizing our campus: The quest of internationalizing our campus begins right at home here at GCC. GCC is a diverse campus community with faculty, administrators, staff, and students coming from different ethnic backgrounds of the neighboring islands of Micronesia, and the countries of the Philippines, Korea, China, Japan, and the Chamorro people of Guam and the Northern Marianas. Internationalizing our campus begins with implementing the following tenets and perspectives:

1. When we internationalize our campus, we learn, support, and build on the existing languages, cultures, and histories of Guam's diverse peoples;
2. When we internationalize our campus, we develop, inspire, and instill respect and honor for various cultures among our students, faculty and other constituents;
3. When we internationalize our campus, we construct viable and robust educational and economic regional and international partnerships; and
4. When we internationalize our campus, we fortify the college's role as a gateway to and bridge between Asia, the Pacific, the Americas, and the world.

Because of our diverse campus community, the College should set aside a day to honor and celebrate diversity. The College should research and write the history of GCC from its humble beginning and its origin as the Guam Trade School in the 1950s and its transformation to the community college that it is at present.

These initiatives are intended to improve awareness of GCC on both the national and international level. They also serve as a strategy to increase enrollment and revenue generating opportunities and reduce financial dependence on the Government of Guam. GCC needs to pursue a variety of ways to improve and strengthen its revenue generating opportunities, including aggressive grant-writing and pursuing endowment programs for the College. For all these initiatives, specific performance metrics are to be established to measure success in improving local, regional and international awareness of the "GCC Brand."