

GUAM COMMUNITY COLLEGE BOARD OF TRUSTEES
Monthly Meeting – Thursday, January 6, 2022, 12:00 p.m.
Rm. 112, Learning Resource Center (Library), Building 4000

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 December 23, 2021

III. COMMUNICATIONS

IV. PUBLIC DISCUSSION

V. REPORTS

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

VI. UNFINISHED BUSINESS

1. Election of Board of Trustees Officers (2022-2023)
2. Copyright & Fair Use Policy #193 (2nd Reading)
3. Construction Projects Updates
 - Forensic Lab
 - Building 300
 - Wellness Center
 - Building B
 - Workforce Development Center

VII. NEW BUSINESS

1. Compensation Review/Updates
2. President's Travel Request (February 2022)

VIII. EXECUTIVE SESSION

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

IX. ADJOURNMENT

GUAM COMMUNITY COLLEGE
Board of Trustees
Monthly Meeting of December 23, 2021

Minutes

I. CALL TO ORDER. The monthly meeting of the GCC Board of Trustees held on December 23, 2021, was called to order at 12:05 p.m., by Chairperson Frank P. Arriola in Room 112 located at the Guam Community College Learning Resource Center (Library) in Mangilao, Guam.

1. Roll Call. Trustees Present: Frank P. Arriola, Chairperson; Mr. Carlo Leon Guerrero, Vice Chairperson; Mr. Eloy P. Hara; Ms. Rose P. Grino; Ms. Paris Blas, Student Trustee. Mr. Richard P. Sablan, Treasurer, schedule conflict.

Others in attendance: Dr. Mary A.Y. Okada, President; Dr. Virginia Tudela, Vice President, Academic Affairs Division; Ms. Rodalyn Gerardo, Vice President, Finance & Administration; Dr. Julie Ulloa-Heath, Assistant Director, Planning & Development; Ms. Pilar Williams, Dean, School of Trades & Professional Services; Attorney Rebecca Wrightson; Ms. Simone Bollinger, Faculty Advisory member; Mr. Kenneth Bautista, Support Staff Advisory member.

2. Recital of Mission Statement. Board members recited the 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 – November 5, 2021

MOTION

IT WAS MOVED BY TRUSTEE ELOY P. HARA, AND SECONDED BY TRUSTEE ROSE P. GRINO, THAT THE BOARD APPROVE THE MEETING MINUTES OF NOVEMBER 5, 2021, WITH CORRECTIONS. NONE OPPOSED, MOTION CARRIED. (Voting: 5 ayes, 0 nays)

III. COMMUNICATIONS. A letter dated November 15, 2021, was received from the Guam Commission for Educator Certification (GCEC) recognizing and approving GCC's Bachelor of Science in Career and Technical Education (BSCTE) program with jurisdictional approval.

The President gave recognition and thanked Faculty member Ms. Vicky Schrage, the Education Department Chair Dr. Deborah Ellen and all the faculty members involved with the development of this curriculum and seeing it through its approval.

IV. PUBLIC DISCUSSION. No request.

V. REPORTS

1. President's Report: President Okada reported on the following:

Financial Status: The President provided the Board with a current financial status of the College as follows:

FY2022: As of December 16, 2021, and based on the monthly billing, the College received a total of \$3,332,472 for the General Fund; \$465,149.00 for MDF; \$15,257.00 for POST; and \$42,306.00 for the First-Generation Trust Fund Initiative for a total of \$3,855,184. The College continues to receive its allotment on a weekly basis from DOA with no reserves set aside.

FY2021: Total appropriation for FY2021 is \$20,446,03. The College received 97% of its appropriation for a total of \$19,769,002.

There is a balance pending for the Manpower Development Fund in the amount of \$653,960 and the Capital Improvements Fund, which is the College's debt service of \$23,069. Anticipate receiving the balance of the CIF but not the MDF. The College will continue to follow up with DOA regarding this matter.

Capital Improvement Projects and other activities:

Other activities:

Supported by a Department of Interior grant, the College approved the curriculum for a baking and pastry track as part of the DOI free College grant under the GCC Culinary and Hospitality program to begin during the Spring 2022 semester.

The College will be adding an afternoon and weekend cosmetology cohort beginning with twenty (20) students for the regular cohort.

Atkins Kroll has been displaying the College's hybrid engine, which has been extended until December 31, 2021. This is in conjunction with discussions regarding the College's hybrid and electric car training program to support faculty and workforce development.

In collaboration with PayLess Supermarkets, the College's secondary and postsecondary Culinary students have been highlighted during the *Chagi* Facebook live demonstration.

A presentation was given before the Guam Department of Education Island Board of Governing Students on WorkKeys assessment and how it can be used as an alternative to placement testing. This is in addition to the Clymer (Classroom Learning Yields Math & English Readiness) testing.

During November 2021, Business Visual and Communications department showcased their GDOE high school junior and senior students on campus at their "Pave Your Way" open house.

During November 2021, twelve (12) out of nineteen (19) students who took the LPN NCLEX exam have passed. This amounts to 63% of cohorts who have passed the NCLEX exam. As for December 2021, this has increased to 85%, surpassing the College's goal and based on the last cohort.

As for the TNAP and as of November 2021, this was at 53% and most of the students in this program were employed as Temporary CNAs to help support the hospital with COVID.

Board policies have been reviewed and were made part of the Board meeting packet for

discussion under New Business for today's meeting. Several policy updates are in response to Title IV requirements through the process of the College Governing Council with recommendations for the Board's consideration.

Discussions are ongoing with TRMA for updates to the GCC's Master Plan to include input from individuals and all employees. These are for discussion points, which could be incorporated into the Master Plan where appropriate. With the exception of holidays, there is a meeting every Friday at 10:00 a.m. for information sessions with TRMA. The Board members are encouraged to attend and invites will be issued when Board members are available.

Wireless upgrades continue throughout the campus including the GOREX project for the email ".edu" traffic, which can save the College on Internet costs.

The College will be updating its Energy Audit. The last update was in 2010 with ARRA funds.

In partnership with GDOE, there are two (2) classrooms in Simon Sanchez that require repairs to make it safe for everyone due to water leaking. These are the Culinary and LNP classes. In order to expedite the repairs, the College has taken on this project to be completed during the Christmas break.

2. Monthly Activities Report.

Student Trustee: Trustee Paris Blas submitted a hard copy of her report for November/December 2021 and also reported the following:

Fall 2021 semester student feedback:

Hybrid option for attending classes during the semester. It allowed students to complete the semester without dropping out completely or dropping classes.

Buyback book program: This is a hit for students to know it is available during the upcoming semesters.

There is an increase of students on campus this Fall semester and students are happy to be back.

There are ongoing **FAFSA workshops** during this intercession.

Student organizations are actively giving back to the community in **service and/or donations.**

Ongoing partnerships with Guam Coalition Against Sexual Assault & Family Violence (GCASAFV) and Guam Behavioral Health & Wellness providing **counseling services** for both faculty/staff and students.

Customer service at the **bookstore** was "outstanding" this semester.

12/09/2021 and 12/31/2021: COPSA Spring 2022 Officers Training to prepare for the upcoming semester.

2022:

01/03/2022, 9am-12pm in the MPA: Spring 2022 Student Orientation for new and full-time students with a campus tour for new students. Students will have the option to attend face to face and via livestream.

01/05/2022: First day of classes.

1/24/2022 and 1/25/2022: Spring 2022 "Meet the President" with both sessions at 4 p.m.

1/21/2022: First General Membership meeting/

Student Trustee Blas thanked President Okada for addressing issues, concerns, and requests made by students throughout the semester.

Faculty Advisory Member: Ms. Simone Bollinger reported the following:
Most faculty members are on break and campus has been quiet, however, there are three (3) classes that are still running, which are two (2) Math and one (1) English.
Faculty are collecting data on how to speed up the process for students.

The classes are Monday through Thursday for four (4) hours.

Most students are able to attend while some are having issues with transportation among other issues.

These students were then offered to continue classes online, however, this can be difficult as well with 4 hours of classes. Students are still working through this and will continue to find solutions to ensure they finish and obtain their degrees.

Support Staff Advisory Member: Mr. Kenneth Bautista reported the following:
Employees are working on the year end processes as well as preparing for Fiscal Year 2022.
On behalf of all the staff, the Board was thanked for the Thanksgiving luncheon on Friday, November 19, 2021.

Board of Trustees Community Outreach Report:

Trustee Grino reported that as a nursing leader and representing GCC, she was recently invited with other nursing leaders to a meeting by the new Guam Regional Medical Center Board Chairman. The meeting was to find out what are the issues on Guam, trying to get an assessment and of what can be done with the workforce development for LPNs, CNAs and other healthcare certifications and work on a collaboration with GCC and UOG. Discussions were also on having a summit or conference on these issues and how the new GRMC management can also assist with these issues.

VI. UNFINISHED BUSINESS

1. Construction Projects Updates. President Okada reported on the following:

Forensic Lab/DNA Building. This project is 93% complete to date and as last reported the anticipated completion date in February 2022.

Building 300. This project is 90% complete and the College is continuing to monitor the progress.

Wellness Center. The College is awaiting verification if its application for federal funds will be accepted, however, the design is 100% complete. Once funding is secured, this will go out to bid.

Building B. As last reported, this project is out to bid but the bid opening has been extended to December 29, 2021, with five potential bidders.

Workforce Development Center (Barrigada Property): The College should be receiving the updated A&E plans for this project. All documents required by the Economic Development Authority have been submitted and the College is waiting on EDA's final review.

VII. NEW BUSINESS.

1. **Resolution re Deborah Belanger (Commendation for BOT service).** A Resolution to commend Ms. Deborah Belanger for her years of service as a Board of Trustees was presented to the Board for consideration. The President read the resolution and the following motion was made, as follows:

MOTION

IT WAS MOVED BY TRUSTEE ELOY P. HARA, SECONDED BY TRUSTEE ROSE P. GRINO, THAT THE RESOLUTION 14-2021, "COMMENDATION FOR SERVICE AS TRUSTEE" FOR MS. DEBORAH C. BELANGER IS HEREBY ADOPTED. NONE OPPOSED, MOTION CARRIED. (Voting: 5 ayes, 0 nays)

2. **Proposed Copyright & Fair Use Policy #193 (1st Reading).** A proposed GCC Board of Trustees "Copyright and Fair Use" policy was presented to the Board for consideration for a 1st Reading and as Policy 193. This has been given to the College Governing Council for review as well as to the legal counsel who have provided recommended changes. Most of the language for this resolution was extracted from other colleges and language from the Federal Rules and Regulations regarding copyright and fair use. Anticipate there will be additional changes when this is presented for the second reading due to recommendations by the College Governing Council. A motion was then made, as follows:

MOTION

IT WAS MOVED BY TRUSTEE ELOY P. HARA, SECONDED BY TRUSTEE ROSE P. GRINO, THAT THE PROPOSED GUAM COMMUNITY COLLEGE BOARD OF TRUSTEES "COPYRIGHT AND FAIR USE" POLICY 193, BE MOVED TO SECOND

READING. NONE OPPOSED, MOTION CARRIED. (Voting: 5 ayes, 0 nays)

3. BOT Policy Updates (Series 200; Policies 115, 170, 180, 185, 410). Copies of the reviewed/amended Guam Community College Board of Trustees (BOT) policies for Series 200; and BOT Policies 115, 170, 180, 185, and 410 were presented to the Board for consideration.

These policies were previously reviewed by the Board with recommended changes. Input was also provided by the Vice President for Academic Affairs and the Vice President for Finance & Administration. The Faculty Advisory Member and the Support Staff Advisory Member were also previously provided copies of the BOT policies herein and the opportunity to review and provide input. The following motion was then made:

MOTION

IT WAS MOVED BY TRUSTEE ROSE P. GRINO, SECONDED BY TRUSTEE CARLO LEON GUERRERO, THAT THE GUAM COMMUNITY COLLEGE BOARD OF TRUSTEES POLICES, AS AMENDED, FOR SERIES 200: 200-FIDUCIARY RESPONSIBILITY; 204-AUDITS; 208-AUTHORIZED SIGNATORIES FOR BANK TRANSACTIONS; 209-AUTHORIZED SIGNATORIES FOR BANK TRANSACTIONS (WIRE PAYMENT TRANSACTIONS); 212-NON-APPROPRIATED FUNDS ACCOUNT; 214-THE PRICING OF CONTRACTS FOR SERVICES; 216-PROMOTIONAL AND DEVELOPMENT ACCOUNT; 220-CAPITAL PROJECTS FUND; 224-STUDENT ACTIVITY FUNDS; 228-PROCUREMENT POLICY; 232-CONTRACTUAL AGREEMENTS; 236-TUITION AND FEES; 240-STUDENT FINANCIAL AID; 244-VEHICLE USAGE; 248-INSURANCE PROTECTION; 256-CLAIMS OFFICER; 264-COLLEGE HOUSING; 276-UNION OFFICIALS PAYMENT; 284-COMMUNITY USE OF PHYSICAL FACILITIES; 292-ANNUAL FUND RAISING OF THE BOARD OF TRUSTEES; AND

POLICIES 115-CODE OF TRUSTEE ETHICS AND CONDUCT; 170-CAMPUS CRIME AND SECURITY; 180-RISK CRISIS MANAGEMENT AND EMERGENCY PROTOCOL; 185-SEXUAL HARASSMENT AND SEXUAL DISCRIMINATION PREVENTION; AND 410-STANDARDS OF CONDUCT REGARDING DRUGS AND ALCOHOL, ARE HEREBY ADOPTED. NONE OPPOSED, MOTION CARRIED. (Voting: 5 ayes, 0 nays)

4. 2022 BOT Travel (2022 ACCT Governance Leadership Institute & D.C. mtgs.). The 2022 Association of Community College Trustees (ACCT) Governance Leadership Institute (GLI) "Strengthening the Leadership Team of the Board" will be held on March 23-25, 2022, in Philadelphia, Pennsylvania. The ACCT recommends that the board chair, vice chair, and college CEO attend this conference as a team.

MOTION

IT WAS MOVED BY TRUSTEE ELOY P. HARA, SECONDED BY TRUSTEE ROSE P. GRINO, THAT THE BOARD AND PRESIDENT'S TRAVEL FOR THE 2022 ACCT GOVERNANCE LEADERSHIP INSTITUTE, INCLUDING MEETINGS IN WASHINGTON, D.C., DURING MARCH 2022, IS HEREBY APPROVED. NONE OPPOSED, MOTION CARRIED. (Voting: 5 ayes, 0 nays)

5. President's Travel Request (Dec. 2021 & Jan.-March 2022)

PREL Board meeting, December 6-7, 2021, Honolulu, Hawaii, 100% sponsored by PREL. For record purposes, this was previously approved electronically due to the invitation being received after the November 2021 Board meeting concluded and would have been too late to request for the December 2021 Board meeting.

Workforce Development Institute, January 26-29, 2022, Jacksonville, Florida, promo funds.

ACCT Governance Leadership Institute, March 23-25, 2022, Philadelphia, Pennsylvania, promo funds.

MOTION

IT WAS MOVED BY TRUSTEE ELOY P. HARA, SECONDED BY TRUSTEE CARLO LEON GUERRERO, THAT THE PRESIDENT'S TRAVEL REQUEST FROM DECEMBER 2021; JANUARY 2022 AND MARCH 2022, AS PRESENTED, IS HEREBY APPROVED. NONE OPPOSED, MOTION CARRIED. (Voting: 5 ayes, 0 nays)

6. Election of Board of Trustees Officers (2022-2023). A recommendation was made to table the election until the next Board meeting and to also provide an opportunity for Trustee Richard Sablan to be present. At this time, a motion was made as follows:

MOTION

IT WAS MOVED BY TRUSTEE ROSE P. GRINO, SECONDED BY TRUSTEE ELOY P. HARA, THAT THE 2022-2023 BOARD OF TRUSTEES ELECTION OF OFFICERS BE TABLED FOR THE NEXT BOARD OF TRUSTEES MEETING. NONE OPPOSED, MOTION CARRIED. (Voting: 5 ayes, 0 nays)

At this time, a motion was made as follows:

MOTION

IT WAS MOVED BY TRUSTEE ROSE P. GRINO, SECONDED BY TRUSTEE ELOY P. HARA, THAT THE MEETING CONVEENE INTO EXECUTIVE SESSION. NONE OPPOSED, MOTION CARRIED. (Voting: 5 ayes, 0 nays)

At 12:45 p.m., the meeting convened into Executive Session.

VIII. EXECUTIVE SESSION

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

At 1:07 p.m., the meeting reconvened into Open Session.

A motion was then made to accept the President's Report, as follows:

MOTION

IT WAS MOVED BY TRUSTEE ROSE P. GRINO, SECONDED BY TRUSTEE ELOY P. HARA, THAT THE PRESIDENT'S REPORT BE ACCEPTED. NONE OPPOSED, MOTION CARRIED. (Voting: 5 ayes, 0 nays)

At this time, the Chairman mentioned an adjustment to President Mary Okada's salary with regards to the President's Performance Evaluation Reports for 2020 (June 2019-June 2020) and for 2021 (June 2020-June 2021).

The adjustment for 2020 was applicable in January 2021 and the review for 2021 was a perfect score with 50 out of 50 points and is applicable in January 2022.

There was a recommendation and concurred by the Board that an adjustment to Dr. Mary Okada's salary of a four percent (4%) increase will be applied effective January 2022 for each of the periods 2020 and 2021.

Also discussed is that President Okada deferred a retroactive payment for adjustments to her salary increment for the period 2020. The Board then mentioned that no retroactive increment for the period 2020 will be paid out. The following motion was then made:

MOTION

IT WAS MOVED BY TRUSTEE ELOY P. HARA, SECONDED BY TRUSTEE CARLO LEON GUERRERO, THAT THE BOARD APPROVE AN ADJUSTMENT TO DR. MARY OKADA'S SALARY EFFECTIVE JANUARY 2022 OF A FOUR PERCENT (4%) INCREASE BASED ON DR. OKADA'S PERFORMANCE EVALUATION FOR THE PERIOD 2020 (JUNE 2019-JUNE 2020); AND THE PERIOD 2021 (JUNE 2020-JUNE 2021). THERE WILL BE NO RETROACTIVE INCREMENT PAYMENT FOR THE PERIOD 2020. NONE OPPOSED, MOTION CARRIED. (Voting: 5 ayes, 0 nays)

At this time, the Board congratulated President Okada. Dr. Okada was also recognized for the hard decisions she has had to make through her service and leadership from the executive level

and her service to the students. The Board further commended President Okada for continually responding to the needs of the community, continued clean audits and overall exemplary leadership. Dr. Okada thanked the Board for their continued support.


IX. ADJOURNMENT. A motion was made to adjourn the meeting, as follows:

MOTION

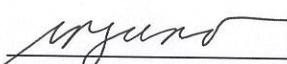
IT WAS MOVED BY TRUSTEE ELOY P. HARA, SECONDED BY TRUSTEE ROSE P. GRINO, THAT THE MEETING OF DECEMBER 23, 2021, BE ADJOURNED. NONE OPPOSED, MOTION CARRIED. (Voting: 5 ayes, 0 nays)

There being no further discussion, the meeting of December 23, 2021, adjourned at 1:11 p.m.


SUBMITTED BY:

 **JAN 06 2022**
BERTHA M. GUERRERO
Recording Secretary

ATTESTED BY:

 **JAN 06 2022**
ROSE P. GRINO
Secretary

APPROVED BY:

 **JAN 06 2022**
FRANK P. ARRIOLA
Chairperson

GUAM COMMUNITY COLLEGE

Board of Trustees

Resolution 13-2021

COPYRIGHT AND FAIR USE POLICY

WHEREAS, the Guam Community College (“GCC”, “College”) its employees, students and community partners are required to comply with the Copyright Act of 1976 as amended and the Digital Millennium Copyright Act of 1998; and

WHEREAS, ownership and copyright of materials and products developed by employees while performing duties as an employee of GCC are the property of GCC, unless otherwise governed by negotiated agreement; and

WHEREAS, the College prohibits the unauthorized duplication, distribution, or use of any copyrighted materials by students, faculty, or other employees, except as allowed by specific exemption in the copyright law, such as Section 107 fair use, licenses, agreements, or written permission from the copyright holders. Individuals assume full responsibility and liability for any actions taken outside these constraints; and

WHEREAS, with Rights of Creators: Copyright, copyright law affords legal rights and protections for authors of original works, such as literary, dramatic, musical, artistic, and other intellectual property; and

WHEREAS, *Section 106 of the Copyright Act* generally gives the owner of copyright the exclusive right to do and to authorize the following: reproduce copies of the work, prepare derivative works, distribute copies of work by sale, rental, lease or lending, publicly perform the work and publicly display the work; and

WHEREAS, a GCC Copyright and Fair Use Policy Guidelines/Procedures (“GCC CFU Policy Guidelines/Procedures”) will be developed and adopted as part of this policy and updated as deemed necessary by the College within its governance process; and

WHEREAS, this policy applies to all administrators, faculty and staff of the College to include adherence to Ownership Rights as explained in the GCC CFU Policy Guidelines/Procedures; and

WHEREAS, the College through its governance process will develop a GCC Copyright/Ownership Agreement and made a part of the GCC CFU Policy Guidelines/Procedures to be updated as deemed necessary and appropriate; and

Page 2: GCC Board of Trustees Resolution 13-2021 - Copyright and Fair Use Policy

WHEREAS, there is a “fair use” doctrine that limits the exclusive right of copyright owners (**17 U.S.C. § 107 - U.S. Code - Unannotated Title 17. Copyrights § 107. Limitations on exclusive rights: Fair use**). In some cases, faculty, staff, and students who wish to use copyrighted works for non-commercial educational purposes may do so without seeking authorization from the copyright owner; and

WHEREAS, Copyrights (Section 107 of Title 17) lays out guidelines for determining Fair Use and said provisions will be made a part of the GCC CFU Policy Guidelines/Procedures including amendments to this Section; and

WHEREAS, due to the complexity of copyright law and fair use, the determination of the correct use of copyrighted materials should be determined on a case-by-case basis in accordance with the GCC CFU Policy Guidelines/Procedures.

NOW, THEREFORE, BE IT RESOLVED, that the Guam Community College Board of Trustees shall adopt this Resolution as the Guam Community College “Copyright and Fair Use Policy;” and

BE IT FURTHER RESOLVED, that the GCC Board of Trustees shall adopt a “Guam Community College Copyright and Fair Use Policy Guidelines/Procedures” and “Copyright/Ownership Agreement,” to be developed through the College’s governance process, and to be updated as deemed necessary and appropriate; and

BE IT FURTHER RESOLVED, that such Guam Community College Copyright and Fair Use Policy and its Guidelines/Procedures shall apply to all GCC employees, students and community partners and must be adhered to accordingly.

ADOPTED the 6th day of January, 2022.

FRANK P. ARRIOLA
Chairperson

ROSE P. GRINO
Secretary

GUAM COMMUNITY COLLEGE

Compensation Review

Faculty & Academic Administrators

Report to Board

December 2021



ALAN SEARLE & ASSOCIATES

Management Consultants

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1.0 Alan Searle & Associates

Alan Searle & Associates is a management consultancy based in Russell, New Zealand. The Managing Director is Alan Searle. With over 38 years of consulting experience Alan started the business in 1990 having previously worked in the management consulting divisions of both Arthur Young (now Ernst & Young) and Price Waterhouse (now Price WaterhouseCoopers). With regards the latter he was responsible for the firm's compensation consulting practice in Kuala Lumpur, Malaysia.

The business provides a range of human resource consultancy services to both the public and private sectors although the two main business streams are human resource benchmark reports and compensation reviews.

The following is a summary of compensation reviews undertaken and implemented within the region:

- Guam Power Authority (GPA)
- Guam Waterworks Authority (GWA)
- Guam Airport Authority (GIAA)
- Guam Port Authority (PAG)
- Guam Community College (GCC) - Faculty & Academic Administrators
- Marshalls Energy Company (MEC)

2.0 GCC - Compensation Study 2009

In 2009 we completed a compensation study covering all Academic Administrators & Faculty. It was clear from the results that the College's market position at the time was extremely low as many positions were below the 5th market percentile c.f. U.S. Institutions of Higher Education. Whilst faculty as a group were slightly more competitive the results nonetheless validated ongoing attraction and retention concerns. In short, it was very apparent that a more competitive market position was urgently needed.

It was clear that GCC's low market position (as with GPA, GWA, PAG and GIAA) was the result of no market adjustment having been made over the period 1991 - 2008 or when the College's compensation model (including both Academic Administrators & Faculty) was under the Department of Administration, Government of Guam. The situation was further exacerbated by Government policy that stated that any employee over Step 10 c.f. the old Hay compensation model, had to wait two (2) years between increments.

A new compensation model was endorsed and implemented (see timeline below) based on a structural adjustment being made to the 10th market percentile c.f. U.S. Institutions of Higher Education. For all remaining staff positions no change was made as their compensation continues to be handled by DOA, Government of Guam.

Implementation Timeline :

- | | | |
|------------------------|---|---------------------------------|
| Faculty Pay Plan | - | approved in 2009 |
| | - | implemented and paid 10/01/2009 |
| Administrator Pay Plan | - | approved in 2009 |
| | - | implemented 10/01/2010 |
| | - | rolled back 02/13/2011 * |
| | - | implemented and paid 01/01/2014 |

* undertaken in support of staff pay plan roll-back (Gov. Guam / Hay Methodology)

3.0 GCC - Faculty Market Review 2013

The objective of this review was to examine the extent compensation had moved for faculty over the period 2010 to 2013 and to analyze current compensation in respect of those findings.

The College & University Professional Association (CUPA) reported an average salary increase for faculty (all Institutions) of 5.1% over the period 2010 to 2013.

In order to refine the above result, we examined the extent the market (for Faculty) had moved at the 10th market percentile as this was where GCC's current compensation model was based. The results showed a 6.4% average increase in base salary (for Faculty) at the 10th market percentile over the period 2010 - 2013.

Given GCC's pay line (both in 2009 and then again in 2013 / 2014) still approximated the 10th market percentile the conclusion was that the "status quo" had basically been maintained in terms of market position and no further action was taken.

In summary, the 2013 market review resulted in no change in Faculty compensation.

4.0 GCC - Compensation Study 2019 / 2021

A successful compensation model needs to be both internally equitable and externally competitive. With that in mind, our approach to reviewing GCC's current compensation model was to continue using our structured and transparent market-based methodology to address both requirements. The only difference here was that having completed 75% of the study in 2019 this was put on hold due to the Covid-19 pandemic. With the economy beginning to improve the study was re-started in July 2021 with the results being presented in this report.

4.1 Job Evaluation

Internal equity is addressed through a process called job evaluation. The results are presented in this report (see Appendix A) and represent approximately 20% of the background data required in developing a new compensation model.

The job evaluation criteria we use is a Point Factor System that uses twelve (12) measurement factors to assess the content and relative importance of positions. The tool was originally developed by Price Waterhouse (now Price WaterhouseCoopers) and is now a proprietary tool of Strategic Pay Ltd, Auckland, New Zealand. Each factor derives a point rating with their sum representing the "total value" of the position.

4.2 Market Data

The need to obtain external market data is a critical step in reviewing any compensation model as what the market is paying will have a significant impact on GCC's ability to both attract and retain competent employees. The key challenge therefore is to remain externally competitive.

Our approach to gathering base salary market data was to compare all Academic Administrator and Faculty positions against comparable / industry positions within the U.S. mainland.

Compensation data was gathered (but not limited to) the following sources:

- Faculty in Higher Education Annual Report (2019)
CUPA (College & University Professional Association)

The above report gathered data from 258,731 full-time faculty positions. Salary and demographic data for tenure-track (TT), non-tenure teaching (NTT), and non-tenure research (NTR) faculty were collected by rank: professor, associate professor, assistant professor, new assistant professor and instructor.

- Administrators in Higher Education Annual Report (2019)
CUPA (College & University Professional Association)

A total of 1,174 institutions provided incumbent-level data for 50,880 administrators. The 200 positions surveyed were grouped into six administrative categories: Top Executive Officers, Senior Institutional Officers, Academic Deans, Institutional Administrators, Heads of Divisions, Departments, and Centers, Academic Associate/Assistant Deans. Institutions were represented by classification, affiliation, and region.

- Professionals in Higher Education Annual Report (2019)
CUPA (College & University Professional Association)

Data from 240,895 professionals were analyzed in the report. The 387 positions surveyed were grouped into the following areas: Administrative Professional Associates, Academic Affairs, Student Affairs, Institutional Affairs, Fiscal Affairs, External Affairs, Facilities, Information Technology, Research Professionals, Research Support Professionals, Extension Programs, Other Education Professionals, Health Science and Environmental Sustainability Professionals, Safety Professionals and Supervisors of Office/Clerical, Skilled Craft, and Service/Maintenance Personnel.

The market data results are presented in this report (see Appendix B) and represent the remaining 80% of the background data required in developing a new compensation model. Please note that the data is presented as market percentiles (5th through to the 95th) with the 50th being the market average within the United States.

4.3 Regression Analysis

Having gathered the necessary background data a regression analysis was undertaken to:

- a) Confirm GCC's market position for both Academic Administrators and Faculty c.f. Higher Education / Associate Institutions (U.S. mainland)
- b) Show the extent of market movement after a proposed market adjustment to the 20th market percentile.

The regression analysis results are included in this report as follows:

Appendix C - Regression Analysis (Faculty)

Appendix D - Regression Analysis (Academic Administrators)

With reference to Appendix C the current average market position of GCC's Faculty (see dotted red line) is approximately the 40th market percentile c.f. Higher Education / Associate Institutions (U.S. mainland).

Based on rank, the average pay line is as follows :

Professor	55 th market percentile
Associate Professor	55 th market percentile
Assistant Professor	45 th market percentile
Instructor	35 th market percentile
Assistant Instructor	25 th market percentile
Emergency Instructor	20 th market percentile

With the cost adjustment (being proposed in this report) aimed at migrating Faculty to the 20th market percentile the focus therefore is on those few employees (from the lower Faculty ranks) who are currently being remunerated below the 20th market percentile. Following the proposed pay adjustment, the market position of GCC's Faculty (see solid red line) is only marginally higher and still approximates (again as an average) the 40th market percentile.

With reference to Appendix D the current average market position of GCC's Academic Administrators (see dotted red line) is the 10th market percentile c.f. Higher Education / Associate Institutions (U.S. mainland).

With the cost adjustment (being proposed in this report) aimed at migrating Academic Administrators to the 20th market percentile the focus therefore is on those employees who are currently being remunerated below the 20th market percentile. Following the proposed pay adjustment the average market position of GCC's Academic Administrators (see solid red line) now reflects the 20th market percentile.

4.4 Identification of Implementation Ranges

The identification of a unique implementation range for every Academic Administrator and Faculty position is an important step in the market-based methodology that we use. Why do we do this ?. Assume that between 900 - 950 job evaluation points there are 20 positions. Some of our competitors would start all of those 20 positions on Step 1 of a specific pay level. Our concern with this approach is that the market base salary being awarded those positions is invariably different. The challenge therefore, is to have a methodology in place that maintains a relationship between the following three (3) factors for any given position:

- Job size - the job evaluation point total for the position (minor component)
- Market data - the market base salary for the position (major component)
- Target market percentile - the target market percentile the company is migrating to

The implementation ranges identified in the study will be provided to GCC / HR and are based on migrating both Academic Administrators and Faculty to the 20th market percentile.

Please note that the implementation ranges are not only used for slotting purposes but also aid with recruitment including promotions and demotions etc.

4.5 Proposed New Pay Schedule

It has been 12 (twelve) years since we implemented GCC's current pay schedule. With the lower grades having become obsolete and market salaries having moved over the intervening period it is time for a new pay schedule to be introduced.

The proposed new pay schedule (encompassing Grades A to Z and Steps 1 to 20) will be provided to GCC / HR.

Please note that within the new pay schedule individual faculty ranks were extracted as follows :

Emergency Instructor (Grade H)

Assistant Instructor (Grade I)

Instructor (Grade J)

Assistant Professor (Grade K)

Associate Professor (Grade L)

Professor (Grade M)

4.6 Costing

This step assessed the cost required in migrating both Academic Administrators and Faculty to a more competitive market position. In order to assess the impact of different cost options we chose the 15th, 20th and 25th market percentiles based on 2019 market data c.f. U.S. Institutions of Higher Education.

The cost results are included in this report as follows :

Appendix E - Estimated Cost in Migrating GCC to the 15th market percentile

Appendix F - Estimated Cost in Migrating GCC to the 20th market percentile

Appendix G - Estimated Cost in Migrating GCC to the 25th market percentile

Given the current variance in market position (between Academic Administrators and Faculty) it is our recommendation that GCC consider the 20th market percentile option.

In summary, and excluding vacancies, the cost to migrate all Academic Administrators and Faculty to the 20th market percentile c.f. Higher Education / Associate Institutions (U.S. mainland) is \$211,299 in base salary or \$281,732 in total compensation (i.e. base salary + benefits).

If we were to include vacancies (currently 16), the cost to migrate all Academic Administrators and Faculty to the 20th market percentile c.f. Higher Education / Associate Institutions (U.S. mainland) is \$880,928 in base salary or \$1,174,571 in total compensation (i.e. base salary + benefits).

Notes :

1. 52% of Academic Administrators (versus 26% of Faculty) are currently below the 20th market percentile.
2. the 20th market percentile is a conservative adjustment given the current pandemic, but one that will benefit 44 employees (16 x Academic Administrators and 28 Faculty)
3. The methodology provides for “fair, transparent and targeted” adjustments in pay. Furthermore, no employee will receive less pay than what they are receiving now
4. Total compensation is based on 25% of total compensation
5. Appendix F identifies 15 x Academic Administrators and 78 x Faculty who are currently being paid above the 20th market percentile. Appendix F also identifies the need for a small sum of money (\$6,809 for Academic Administrators and \$30,348 for Faculty) to enable these employees to also be slotted within the new pay schedule. Note : for each affected employee the increase is < 1%.

5.0 Promotions & Demotions

When the initial compensation study for GCC was implemented back in 2008 policies regarding promotions and demotions were also introduced. With GCC now poised to migrate to an updated pay schedule it is timely that the College also update policies affected by improvements in the compensation methodology.

The new policies are simply a process change.

In short, six sub-steps are initially applied to the employee's current base salary. For promotions this is a six sub-step increase up the grade or for demotions it is a six sub-step decrease down the grade. This identifies a value that can then be compared to the implementation range of the position the employee is being promoted or demoted to.

5.1 Current policies regarding promotions and demotions are as follows :

Compensation Adjustment Following a Promotion to an Administrator Position

In a promotion, the incumbent's salary shall be increased by two steps within their current pay range and then slotted closest to but not less than the salary within the target pay range

Compensation Adjustment Following a Promotion within the Faculty Ranks

Placement on a higher salary range, as a result of reclassification or promotion, shall be made on a "step-to-step" basis

Compensation Adjustment Following a Voluntary Demotion

The minimum reduction shall be to the salary in the new pay grade closest to, but not more than, the employee's salary at the time of demotion

Compensation Adjustment Following an Involuntary Demotion

In an involuntary demotion, the incumbent's salary shall be reduced (A) at least (1) one step; or (B) no more than (2) two steps of the current position within their current pay range; and then slotted closest to but not more than the salary within the target pay range; or (C) to the lowest step of the demoted position (at the discretion of the appointing authority)

5.2 Proposed policies regarding promotions and demotions are as follows :

Compensation Adjustment Following a Promotion

With a promotion, the pay adjustment is effectuated by initially increasing the employee's current base salary by six (6) sub-steps on the grade they are currently allocated. If this figure is :

- a) below the minimum of the new implementation range they would be slotted at the minimum of the new implementation range. This identifies the employee's new base salary
- b) above the minimum of the new implementation range they would be slotted at the closest sub-step (just on the high side) of the new grade. This identifies the employee's new base salary
- c) The President, with approval from the Board, may grant up to three (3) additional sub-steps, based on superior performance, significant contributions made to the business unit or College as a whole, or demonstration of personal enrichment and development related to and beyond the job requirement. All requests for additional sub-step placement must be justified in writing

If it is not possible to increase the employee's current base salary by six (6) sub-steps on the grade they are currently allocated then identify the closest sub-step (just on the high side) of the grade they are being promoted to and then increase this by a further six (6) sub-steps. This identifies the employee's new base salary

Compensation Adjustment Following a Demotion

With a demotion, the pay adjustment is effectuated by initially decreasing the employee's current base salary by six (6) sub-steps on the grade they are currently allocated. If this figure is :

- a) below the minimum of the new implementation range they would be slotted at the minimum of the new implementation range. This identifies the employee's new base salary

- b) above the minimum of the new implementation range they would be slotted at the closest sub-step (just on the low side) of the new grade. This identifies the employee's new base salary

If it is not possible to decrease the employee's current base salary by six (6) sub-steps on the grade they are currently allocated then identify the closest sub-step (just on the low side) of the grade they are being demoted to and then decrease this by a further six (6) sub-steps. This identifies the employee's new base salary

6.0 Increments

Salary increments are normally calculated and received at the end of the financial year and (most often) are generally based on the employee's work performance over the previous year. Furthermore, it is common practice that the increment amount (often expressed as a percentage of base salary) is simply added to the employee's base salary.

The structure of GCC's pay schedule (which provides a 1% incremental increase between sub-steps) makes the above calculation and transition very easy.

Figure 1 below provides an example of this. Shown is a portion of the new Faculty Pay Schedule for the rank of Assistant Professor (Grade K). The green square shows the employee is currently on \$50,693 (Grade K, Step 2, Sub-step C). After receiving a 3% performance increment the employee's new salary (shaded blue) is simply an increase of three sub-steps to \$52,229 (Grade K, Step 3, Sub-step B).

Figure 1 - Grade K

Step 2				Step 3		
A	B	C	D	A	B	C
49,694	50,191	50,693	51,200	51,712	52,229	52,751
			1%	2%	3%	

Whilst performance management is another issue, the above application works well and for many organizations and the story would appear to end there. Unfortunately, in terms of compensation management there is a key variable that is often overlooked, and that is the need to monitor the market position of individual employees relative to the target market percentile of the College.

So what do we mean by this and how does it work ?

Based on this review and implementation of our recommended costing GCC's market position will be the 20th market percentile (2019 market data). Whilst the pending migration will mark another important step forward for the College (in the drive to becoming more externally competitive) the question remains - what market percentile is the eventual target ?.

Strategically, the answer to the above question should be the 50th market percentile (based on prevailing market data). In short, the 50th market percentile represents the market average c.f. Higher Education / Associate Institutions (U.S. mainland). With regards the latter the CUPA (College & University Professional Association) reports are the gold standard in providing such information.

In short, if GCC's compensation model was at the 50th market percentile half the marketplace would be paying salaries at a higher rate and half the marketplace would be paying salaries at a lower rate. Once an organization starts paying salaries in excess

of the 50th market percentile they become market leaders in some shape or form. Therefore, from a compensation management perspective the 50th market percentile makes for a sound financial target.

Let's assume the eventual target for GCC's compensation model is the 50th market percentile (prevailing market data). What we want therefore, is for employee salaries to work towards reaching the 50th market percentile (prevailing market data), but not to go over it.

If we are to achieve the above, we must monitor the market position of every employee against the 50th market percentile. On the road to reaching the 50th market percentile it makes sense therefore (and as currently handled) that annual increments be added to the employee's base salary. However, once the employee's salary has reached the 50th market percentile our proposal is that the increment should NOT be added to base salary but simply paid out as a lump sum.

At the end of the day this recommendation is a win / win situation as the College is able to successfully manage its compensation model and those employees in excess of the 50th market percentile still receive their increment. Furthermore, in implementing this strategy, the salaries of those employees already over the 50th market percentile would not be reduced. In time, the market place will catch-up and their salaries would eventually be back-in sync with the 50th market percentile. Moving forward, if the employee's salary is then deemed to be below the 50th market percentile (based on the prevailing market) then the employee would revert back to having their increments added to their base salary.

Based on the results of the current study (using 2019 market data) the number of employees (Academic Administrators and Faculty) above the 50th market percentile are as follows : Academic Administrators (0), Emergency Instructor (0), Assistant Instructor (0), Instructor (10), Assistant Professor (10), Associate Professor (11) and Professor (6).

7.0 Board Recommendations

Our recommendations to the Board are as follows :

- The College adopt the estimated costing (as outlined in Appendix F) in order to migrate GCC (Academic Administrators and Faculty) to the 20th market percentile (2019 Market Data)

The proposed implementation dates are as follows :

1. Academic Administrators (after January 1st, 2022)
2. Faculty (after August 1st, 2022)

Note : the following caveat to accompany the above recommendation :

“Any position currently under probation should be excluded until such time the probation period has ended and a positive performance review confirmed”.

- The College adopt a resolution that would see a market review of compensation conducted every three (3) to five (5) years.
- The College adopt the amended promotion and demotion policies as outlined in 5.2 above
- The College adopt a policy stating that increments will be paid out separately (as opposed to being added to base salary) for any Academic Administrator or Faculty employee above the 50th market percentile (prevailing market data).

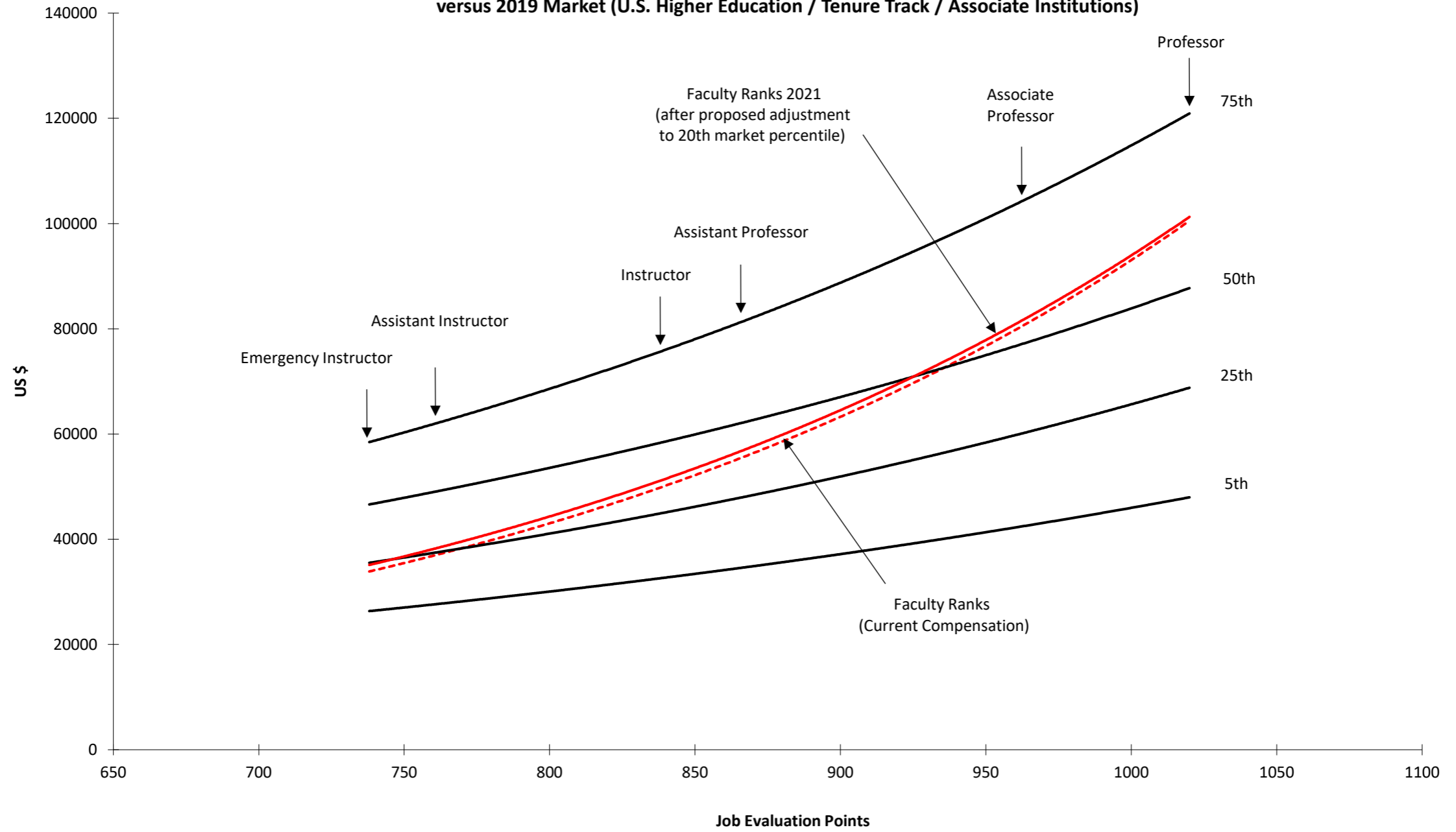
Note : the College acknowledges that it will monitor market data on an annual basis in order for the above status to be determined

APPENDIX B
Market Data / Percentiles (2019)

Authority	Benchmark Position	Market Comparison (2019) - Higher Education / Associate Institutions / Tenure Track (U.S. Mainland)																		
		5th	10th	15th	20th	25th	30th	35th	40th	45th	50th	55th	60th	65th	70th	75th	80th	85th	90th	95th
GCC	Assistant Director (Ass.t, Ins. Eff. & Research)	71,275	74,204	77,133	80,063	82,992	85,649	88,306	90,963	93,620	96,277	99,479	102,680	105,882	109,083	112,285	115,214	118,144	121,073	124,002
GCC	Assistant Director (Com. & Promotions)	69,211	72,250	75,289	78,328	81,367	84,316	87,265	90,215	93,164	96,113	99,242	102,370	105,499	108,627	111,756	114,795	117,834	120,873	123,912
GCC	Assistant Director (Continuing Education)	70,261	73,827	77,394	80,960	84,527	87,986	91,444	94,903	98,361	101,820	105,495	109,169	112,844	116,518	120,193	123,760	127,326	130,893	134,459
GCC	Assistant Director (Planning & Development)	76,606	80,737	84,867	88,998	93,129	99,505	105,881	112,258	118,634	125,010	126,895	128,781	130,666	132,552	134,437	138,568	142,699	146,829	150,960
GCC	Assistant Instructor (Average)	27,760	30,402	33,043	35,685	38,326	40,938	43,549	46,161	48,772	51,384	54,055	56,726	59,398	62,069	64,740	67,381	70,023	72,664	75,306
GCC	Assistant Professor (Average)	38,468	42,178	45,888	49,598	53,308	55,249	57,191	59,132	61,074	63,015	68,494	73,972	79,451	84,929	90,408	94,118	97,828	101,538	105,248
GCC	Associate Dean (TPS)	69,600	71,285	72,969	74,654	76,338	78,591	80,844	83,096	85,349	87,602	88,718	89,834	90,950	92,066	93,182	94,866	96,551	98,235	99,920
GCC	Associate Dean (TSS)	69,600	71,285	72,969	74,654	76,338	78,591	80,844	83,096	85,349	87,602	88,718	89,834	90,950	92,066	93,182	94,866	96,551	98,235	99,920
GCC	Associate Professor (Average)	42,893	47,183	51,473	55,763	60,053	62,863	65,674	68,484	71,295	74,105	79,875	85,644	91,414	97,183	102,953	107,243	111,533	115,823	120,113
GCC	Chief Human Resources Officer	83,030	86,845	90,660	94,475	98,290	101,255	104,220	107,185	110,150	113,115	117,780	122,445	127,111	131,776	136,441	140,256	144,071	147,886	151,701
GCC	Chief Information Technology Officer	85,045	89,162	93,278	97,395	101,511	105,074	108,637	112,201	115,764	119,327	123,997	128,667	133,336	138,006	142,676	146,793	150,909	155,026	159,142
GCC	Controller	87,739	92,095	96,450	100,806	105,162	109,951	114,741	119,530	124,320	129,109	133,031	136,953	140,876	144,798	148,720	153,076	157,432	161,787	166,143
GCC	Coordinator - Admissions & Registration	54,973	57,729	60,485	63,241	65,997	68,394	70,791	73,189	75,586	77,983	81,098	84,213	87,327	90,442	93,557	96,313	99,069	101,825	104,581
GCC	Coordinator - Financial Aid	54,934	57,668	60,403	63,137	65,872	68,277	70,682	73,087	75,492	77,897	80,961	84,025	87,090	90,154	93,218	95,953	98,687	101,422	104,156
GCC	Data Processing Systems Administrator	65,630	68,022	70,413	72,805	75,197	77,547	79,898	82,248	84,599	86,949	89,382	91,815	94,248	96,680	99,113	101,505	103,896	106,288	108,680
GCC	Dean Technology & Student Services (TSS)	87,056	89,211	91,365	93,520	95,674	97,295	98,915	100,536	102,156	103,777	106,465	109,153	111,842	114,530	117,218	119,372	121,527	123,681	125,836
GCC	Dean Trades & Prof. Services (TPS)	92,366	94,646	96,926	99,205	101,485	103,211	104,938	106,664	108,391	110,117	112,950	115,783	118,616	121,449	124,282	126,562	128,841	131,121	133,401
GCC	Emergency Instructor (Average)	24,485	26,485	28,485	30,485	32,485	34,982	37,479	39,975	42,472	44,969	46,472	47,975	49,479	50,982	52,485	54,485	56,485	58,485	60,485
GCC	Environmental Health & Safety Officer	50,230	52,269	54,307	56,346	58,385	60,328	62,272	64,215	66,159	68,102	70,236	72,370	74,505	76,639	78,773	80,812	82,851	84,889	86,928
GCC	Instructional Designer	54,973	57,729	60,485	63,241	65,997	68,394	70,791	73,189	75,586	77,983	81,098	84,213	87,327	90,442	93,557	96,313	99,069	101,825	104,581
GCC	Instructor (Average)	33,231	36,401	39,571	42,741	45,911	48,333	50,755	53,177	55,599	58,021	61,939	65,857	69,775	73,693	77,611	80,781	83,951	87,121	90,291
GCC	Nursing & Allied Health Administrator	70,103	71,897	73,691	75,484	77,278	79,909	82,540	85,170	87,801	90,432	91,389	92,345	93,302	94,258	95,215	97,009	98,802	100,596	102,390
GCC	President	160,969	166,744	172,519	178,294	184,069	188,847	193,626	198,404	203,183	207,961	214,732	221,504	228,275	235,047	241,818	247,593	253,368	259,143	264,918
GCC	Procurement & Inventory Administrator	68,017	70,495	72,974	75,452	77,931	80,367	82,803	85,239	87,675	90,111	92,632	95,153	97,675	100,196	102,717	105,196	107,674	110,153	112,631
GCC	Professor (Average)	45,121	50,136	55,151	60,165	65,180	70,155	75,129	80,104	85,078	90,053	95,108	100,163	105,217	110,272	115,327	120,342	125,356	130,371	135,386
GCC	Program Specialist	49,003	51,024	53,045	55,065	57,086	59,223	61,360	63,497	65,634	67,771	69,675	71,580	73,484	75,389	77,293	79,314	81,334	83,355	85,376
GCC	Sustainability & Project Coordinator	55,439	58,216	60,994	63,771	66,548	68,968	71,388	73,809	76,229	78,649	81,783	84,917	88,052	91,186	94,320	97,097	99,874	102,652	105,429
GCC	VP Academic Affairs	112,234	117,753	123,273	128,792	134,312	137,730	141,148	144,565	147,983	151,401	159,022	166,644	174,265	181,887	189,508	195,028	200,547	206,067	211,586
GCC	VP Finance and Administration	111,295	115,244	119,192	123,141	127,089	129,956	132,823	135,689	138,556	141,423	146,453	151,483	156,514	161,544	166,574	170,523	174,471	178,420	182,368

APPENDIX C

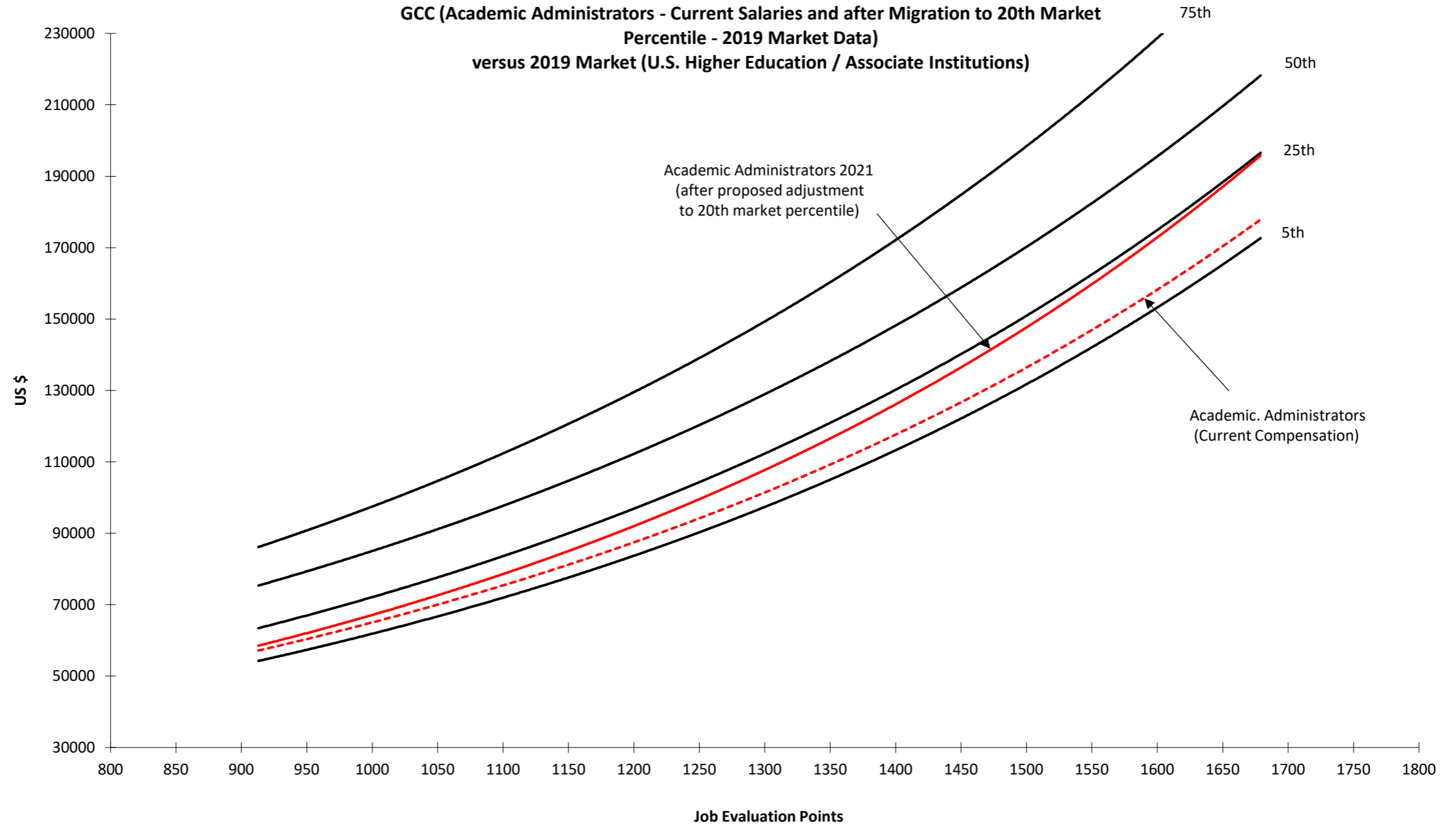
Base Salary Regression
GCC (Faculty Ranks - Current Salaries and after Migration to 20th Market Percentile - 2019 Market Data)
versus 2019 Market (U.S. Higher Education / Tenure Track / Associate Institutions)



- Faculty Ranks (GCC) - Solid red line representing base salary compensation after proposed adjustment to 20th market percentile (2019 Market Data)
- Faculty Ranks (GCC) - Dotted red line representing current base salary compensation
- Market Percentiles - 5th, 25th, 50th and 75th (2019 - Faculty Ranks : U.S. Higher Education / Associate Institutions / Tenure Track)

APPENDIX D

Base Salary Regression
GCC (Academic Administrators - Current Salaries and after Migration to 20th Market
Percentile - 2019 Market Data)
versus 2019 Market (U.S. Higher Education / Associate Institutions)



- Academic Administrators (GCC) - Solid red line representing base salary compensation after proposed adjustment to 25th market percentile (2019 Market Data)
- Academic Administrators (GCC) - Dotted red line representing current base salary compensation
- Market Percentiles - 5th, 25th, 50th and 75th (2019 - U.S. Higher Education / Associate Institutions)

APPENDIX E

Estimated Cost in migrating GCC to the 15th Market Percentile (2019 Market Data) - based on range minimum
Staffing Pattern : 30th September 2021

Employee Group	Employees above or below 15th Market Percentile Regression Line	Number of Employees (No)	Percentage of Employees (%)	Estimated Additional Cost Required (\$)
Academic Administrators	< 15th Mkt Percentile	7	5.1	41,972
	> 15th Mkt Percentile	24	17.5	12,308
Faculty	< 15th Mkt Percentile	20	14.6	15,684
	> 15th Mkt Percentile	86	62.8	36,822
		137	100.0	106,786

Employee Group	Base Salary	Estimated Benefit Cost based on 25% of Total Compensation	Estimated Total Compensation
Current - Academic Administrators + Faculty	8,366,965	2,788,988	11,155,953
Transition cost to 15th Market Percentile	106,786	35,595	142,381
Sub-Total	8,473,751	2,824,584	11,298,335
17 x Vacancies x (base salary based on range minimum for recruitment)	700,283	233,428	933,711
Total	9,174,034	3,058,011	12,232,045

APPENDIX F
 Estimated Cost in migrating GCC to the 20th Market Percentile (2019 Market Data) - based on range minimum
 Staffing Pattern : 30th September 2021

Employee Group	Employees above or below 20th Market Percentile Regression Line	Number of Employees (No)	Percentage of Employees (%)	Estimated Additional Cost Required (\$)
Academic Administrators	< 20th Mkt Percentile	16	11.7	80,095
	> 20th Mkt Percentile	15	10.9	6,809
Faculty	< 20th Mkt Percentile	28	20.4	82,697
	> 20th Mkt Percentile	78	56.9	30,348
		137	100.0	199,949

Employee Group	Base Salary	Estimated Benefit Cost based on 25% of Total Compensation	Estimated Total Compensation
Current - Academic Administrators + Faculty	8,366,965	2,788,988	11,155,953
Transition cost to 20th Market Percentile	199,949	66,650	266,599
Sub-Total	8,566,914	2,855,638	11,422,552
17 x Vacancies x (base salary based on range minimum for recruitment)	748,408	249,469	997,877
Total	9,315,322	3,105,107	12,420,429

APPENDIX G

Estimated Cost in migrating GCC to the 25th Market Percentile (2019 Market Data) - based on range minimum
Staffing Pattern : 30th September 2021

Employee Group	Employees above or below 25th Market Percentile Regression Line	Number of Employees (No)	Percentage of Employees (%)	Estimated Additional Cost Required (\$)
Academic Administrators	< 25th Mkt Percentile	20	14.6	132,326
	> 25th Mkt Percentile	11	8.0	6,643
Faculty	< 25th Mkt Percentile	40	29.2	183,140
	> 25th Mkt Percentile	66	48.2	31,257
		137	100.0	353,366

Employee Group	Base Salary	Estimated Benefit Cost based on 25% of Total Compensation	Estimated Total Compensation
Current - Academic Administrators + Faculty	8,366,965	2,788,988	11,155,953
Transition cost to 25th Market Percentile	353,366	117,789	471,155
Sub-Total	8,720,331	2,906,777	11,627,108
17 x Vacancies x (base salary based on range minimum for recruitment)	795,777	265,259	1,061,036
Total	9,516,108	3,172,036	12,688,144

PRESIDENT'S TRAVEL SCHEDULE
February 2022

Conference Title/Sponsor	Date	Location
Westcare Foundation	February 16-19, 2022	Henderson, NV

Funding Source(s): PROMO Fund

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GUAMCC



GUAMCOMMUNITYCOLLEGE

Council on
Postsecondary Student
Affairs (COPSA)

FOLLOW COPSA



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SPRING 2022 STUDENT ACTIVITIES

Important Dates and Activities for Students

JANUARY	Time	Activity	Location
Mon., Jan. 3 rd	9:00am	Spring 2022 Student Orientation	Multi-Purpose Auditorium (MPA), Bldg. 400
Wed., Jan. 5 th		First Day of Monday/Wednesday Classes	
Thurs., Jan. 6 th		First Day of Tuesday/Thursday Classes	
Fri., Jan. 7 th		First Day of Friday Classes	
Sat., Jan. 8 th		First Day of Saturday Classes	
Mon., Jan. 17 th		HOLIDAY - Martin Luther King, Jr. Day (Observed)	
Fri., Jan. 21 st	10:00am	Student Organization Officer & Advisor Training	Center for Student Involvement, Student Center, Room 5101
Fri., Jan. 21 st	1:00pm	COPSA General Membership Meeting	Rm. 3108, Allied Health Center
Mon., Jan. 24 th	4:00pm	Meet the President	Virtual via Zoom
Tues., Jan. 25 th	4:00pm	Meet the President	Virtual via Zoom
Fri., Jan. 28 th	3:00pm	Deadline to Develop a New Student Organization	Center for Student Involvement, Student Center, Room 5101
FEBRUARY	Time	Activity	Location
Fri., Feb. 11 th	1:00pm	COPSA General Membership Meeting	Rm. 3108, Allied Health Center
Fri., Feb. 11 th	2:30pm	Zumba Recreational Activity	Student Center Courtyard
Thurs., Feb. 24 th	12:00pm	Spring Festival & "Tour of the Pacific"	Virtual via Zoom
Fri., Feb. 25 th	1:00pm	COPSA General Membership Meeting	Rm. 3108, Allied Health Center
MARCH	Time	Activity	Location
Fri., Mar. 4 th		Deadline to Apply for Graduation	Admissions, Bldg. 2000
Mon., Mar. 7 th		HOLIDAY - Guam History & CHamoru Heritage Day (Observed)	
Fri., Mar. 11 th	1:00pm	COPSA General Membership Meeting	Rm. 3108, Allied Health Center
Fri., Mar. 11 th		Last Day to Withdraw – Full Term Courses	Admissions, Bldg. 2000
Fri., Mar. 18 th		"THE EDGE" Student Conference	Multi-Purpose Auditorium (MPA), Bldg. 400
Fri., Mar. 25 th	1:00pm	COPSA General Membership Meeting	Rm. 3108, Allied Health Center
Tues., Mar. 29 th	5:00pm	Deadline to Submit Applications to Run in the 2022-2023 GCC Student Leaders Election	Center for Student Involvement, Student Center, Room 5101
APRIL	Time	Activity	Location
Apr. 4 th - 7 th	Voting ends at 8:00pm on Thurs., Apr. 7 th	2022-2023 GCC Student Leaders Election	Online via GCC Email
Fri., Apr. 8 th	1:00pm	COPSA General Membership Meeting	Rm. 3108, Allied Health Center
Apr. 11 th - Apr. 17 th		SPRING BREAK	
Mon., Apr. 18 th	8:00am-4:00pm	NO CLASSES (8:00am - 4:00pm) - College Assembly	
Fri., Apr. 22 nd	1:00pm	COPSA General Membership Meeting	Rm. 3108, Allied Health Center
Fri., Apr. 22 nd		Last Day of Friday Classes	
Sat., Apr. 23 rd		Last Day of Saturday Classes	
Tues., Apr. 26 th		Last Day of Tuesday / Thursday Classes	
Thurs., Apr. 28 th	3:00pm	Last Day to Submit Student Organization Fund Vouchers - COPSA Account #2252	Center for Student Involvement, Student Center, Room 5101
MAY	Time	Activity	Location
Mon., May 2 nd		Last Day of Monday / Wednesday Classes	
Thurs., May 5 th		Grades Due	
Fri., May 13 th		GCC Motorcade Graduation	GCC Campus
Mon., May 30 th		HOLIDAY - Memorial Day (Observed)	

Activities, dates, times, and locations are subject to change. For the most up-to-date Student Activities Calendar, please visit www.guamcc.edu/csi

As of December 27, 2021

Center for Student Involvement (CSI)

Location: Room 5101, Bldg. 5000, Student Center

Tel: (671) 735-5518/5519

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